



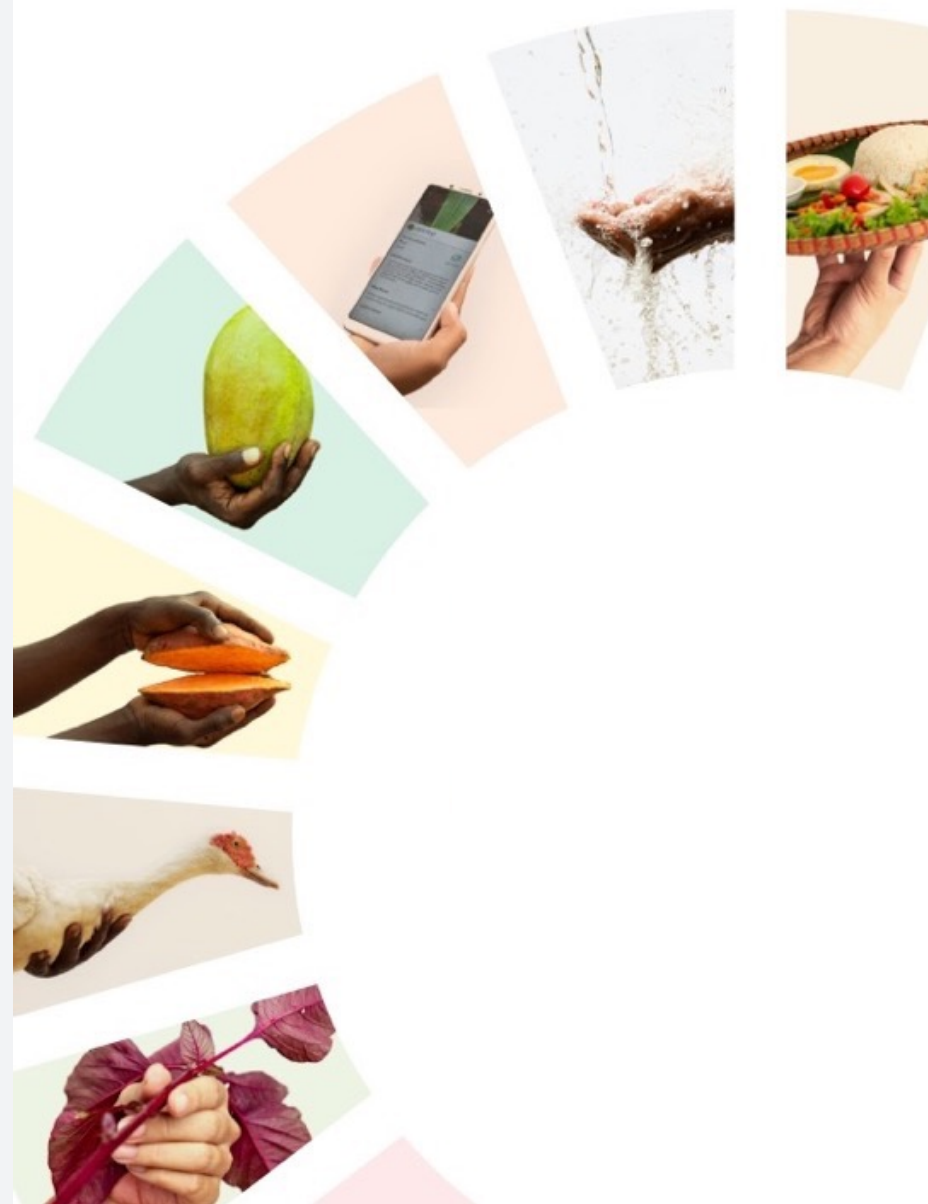
Agenda Item 2
Document SC19-02
For information
Issued: 16 Oct 2023

SB Chair update at the SC19

Purpose: This presentation gives an update of SB activities in Quarters 2 and 3 for the year 2023 (Apr-Sep).

Prepared by: Lindiwe Majele Sibanda, SB Chair

17 October 2023



System Board 8 Priorities, Jan 2023

1

Ensure an effective System Board

SB with adequate representation & numbers for effective governance of highest standards.

2

Review Board Chair Network / System Board Roles

Alignment of governance at system and centre level.

3

Have effective delivery of our core business

One CGIAR delivers science & innovation that advance the transformation of food, land, and water systems in a climate crisis

4

Enhance effectiveness & efficiency of the System Office

SO is a lean, efficient team leveraging and harnessing on the strengths of the CGIAR centres.

5

Deepen relationship with the host countries & key partners

Host country has win-win partnership with One CGIAR.

6

Communicate and advocate for One CGIAR

Showcase the comparative advantages of One CGIAR on a regular basis and bring-in relevant global research centres.

7

Calibrate relationship with the System Council

Ensure SB is empowered to govern the system and make decisions.

8

Mobilize Financial Resources

Diversity funding sources and use innovative financial models to attract additional funding.

Status of 100 days target, as of **04 April 2023**

- completed
- ongoing
- for discussion

SB Chair Priority Area	Item	First 100 Day Targets	Status	
P1	Effective SB	1	Advisor to Board Chair appointed	Completed
P1	Effective SB	2	Deputy Chair Appointed	TOR drafted & vice-Chair appointed
P1	Effective SB	3	System Board rhythm & shared calendar established - includes planning for Q2/4 center mtgs	General Calendar presented at SB-BCN meeting
P1	Effective SB	4	Board Committees established and operationalized	TOR drafted, to be discussed at Board meeting
P2	Review BCN	1	Board Chairs Network validated - role and modalities clarified	SB-BCN meeting held
P2	Review BCN	2	Unified Governance review launched	SB-BCN meeting held
P2	Review BCN	3	Review Board adhoc committee & Center standing committees to be aligned with CGIAR	SB-BCN meeting held
P2	Review BCN	4	SB and BCN are aligned with CGIAR System Governance	SB-BCN meeting held
P3	Delivery of core business	1	Integration Framework Agreement operationalised.	SB-BCN meeting held for a guide/policies to be developed for UGR review
P3	Delivery of core business	2	HLAP recommendation on engagement partnership adopted	SB-BCN meeting reviewed and drafting response
P3	Delivery of core business	3	Partnership strategy operationalized.	Operational guide under development
P4	Work with the System Office	1	EMD search launched	Search Committee established, Search firm listed, TOR drafted, Timeline established.
P4	Work with the System Office	2	Alignment of SB, EMT and SLT calendars and workplans SLT Workplan and self assessment	SB retreat: general agreement on the concept
P4	Work with the System Office	3	Efficient and Effective System Office - rationalize functions, location and budget	For further action
P6	Communicate & advocate for 'One CGIAR'	1	Explore science compacts with Host Countries detailing what does the One CGIAR partnership mean for Host Country.	Completed: Visited France and Mexico, Kenya scheduled on 17 April
P6	Communicate & advocate for 'One CGIAR'	2	Reinforce 2023 as year of deepening science and partnership engagement	Concept integrated into all communications e.g. monthly blogs & visit/interaction with staff (CIMMYT, IFPRI)
P7	Work with the CGIAR System Council	1	Roles and responsibilities of the System Council and Board clarified.	SB retreat: seek invite for all SB members to join the SC meetings e.g. 11-12 May
P7	Work with the CGIAR System Council	2	Board and Funders communication procedures initiated.	SB retreat: to be included in the governance review
P8	Mobilize Financial Resources	1	African Development Bank relations restored	Completed: Dakar 2 attendance
P8	Mobilize Financial Resources	2	New financial model explored	New financing mechanism under discussion
P8	Mobilize Financial Resources	3	Strategy to diversify funders and increase funding level to be discussed	Joined USA visit to funders (BMGF, USAID, State Dept, WB). Need to engage further with IF&RM team to understand needed support from SB Chair.

61% completed
22 % ongoing
17% for discussion

Carry-over targets, post 100 days



SB Chair Priority Area	Item	First 100 Day Targets	
P1	Effective SB	3	System Board rhythm & shared calendar established - includes planning for Q2/4 center mtgs
P4	Work with the System Office	2	Alignment of SB, EMT and SLT calendars and workplans SLT Workplan and self assessment
P4	Work with the System Office	3	Efficient and Effective System Office - rationalize functions, location and budget
P5	Deepen Relationship HC & key partners	2	Explore science compacts with Host Countries detailing what does the One CGIAR partnership mean for Host Country.
P6	Communicate & advocate for 'One CGIAR'	1	CIFOR/ICRAF, ICRISAT relations restored
P7	Work with the CGIAR System Council	1	Roles and responsibilities of the System Council and Board clarified.
P7	Work with the CGIAR System Council	2	Board and Funders communication procedures initiated.
P8	Mobilize Financial Resources	2	New financial model explored
P8	Mobilize Financial Resources	3	Strategy to diversify funders and increase funding level to be discussed

SB targets

Vision	Objectives	#	Targets
Vision 1. Effective System Board	1.1. SB Members are organised and coordinated to manage diverse and complex issues	1	6 Board committees established and operationalised
		2	1 annual SB retreat held to have common vision
		3	2 Regular SB virtual meetings and monthly one-hour meetings held
	1.2. SB and BCN share aspirations	4	Quarterly BCN-SB meetings held
	1.3. SB members are effectively contributing to Alliance and Center Board meetings	5	% of SB members attending the Alliance and Center Board meetings - adhoc and formal meetings
	1.4. Unified governance system is defined and implemented	6	Unified governance review (UGR) conducted, reported, endorsed with results by all parties
Vision 2. Effective delivery of core business	2.1. Senior leadership transitions are concluded without disrupting business	7	EMD appointed
		8	Senior leadership team transitions are concluded as advised by the Board
	2.2. Center host country relationships are sustained and strengthened	9	at least 3 host countries visited
	2.3. Strategic mobilization of resources is initiated with the aim of doubling funding	10	at least 5 major funders visited and motivated to invest in One CGIAR
		11	at least one global initiative supported
	2.4. System Office is effective and efficient in providing services to One CGIAR	12	bi-weekly meetings held with iEMD, EMD, ED
Vision 3. Engage with System Council creating clarity on roles and responsibilities	3.1. Responsibilities between SC and SB delineated and refined	13	At least 6 monthly meetings held among SC Chair, SB Chair and EMD
		14	At least 2 SB members attend the SC meeting in addition to the SB Chair
Vision 4. Engage with non-signatories of IFA to join One CGIAR	4.1. An engagement process to join One CGIAR is initiated with non-IFA signatories (e.g. ICRISAT, CIFOR-ICRAF)	15	ICRISAT joins One CGIAR
		16	CIFOR-ICRAF joins One CGIAR
Vision 5. Advocate for one CGIAR	4.2. Strategic partnerships beyond the CGIAR and IFA Signatories are initiated.	17	At least 2 other non-CGIAR partners contacted for stronger partnership
	5.1. Center/Alliance staff are appreciative of the added value of One CGIAR	18	At least 5 centres visited including interactions with staff
	5.2. CGIAR Stakeholders receive regular updates from the SB Chair	19	SB Chair monthly blog released
	5.3. Strategic partners are made aware of the contributions and value of one CGIAR as a global research organisation on food, land and water systems	20	At least 5 major global events receive contribution from one CGIAR SB either as a key speaker or moderator

Vision 1. Effective System Board

Obj. 1.1. SB members are organised and coordinated to manage diverse and complex issues

Obj. 1.2. SB and BCN share aspirations

Obj. 1.3. SB members are effectively contributing to Alliance/Center Board meetings

Obj. 1.4. Unified governance system is defined and implemented

Target 1
6 Board Committees established and operationalised

Target 3
2 Regular SB virtual meetings & monthly one-hour meetings held

Target 4
Quarterly SB-BCN meetings held (became monthly)

Target 5

% of SB members attending the Alliance and Center Board meetings - adhoc and formal meetings

Target 6

Unified governance review (UGR) conducted, reported, endorsed with results by all parties

1 Annual Retreat held to have common vision

Target 2

SB-EMD meetings (6)
Monthly SB-BCN meetings (4)
AFRC meetings (4)
SB Regular calls (3)

4 SB-BCN meetings held (26 June, 9 Aug, 29 Aug, 26 Sep)

% SB members' attendance in 11 of the Alliance and Center Board meetings were:

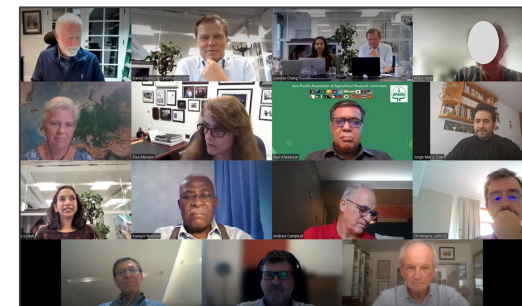
- 100% attendance in 3 meetings
- 86% attendance in 2 meetings
- 71% attendance in 3 meetings
- 57% attendance in 3 meetings

Linked to the Q2 meetings the Exco, NC, PC committee meetings were held & attended either as Centre Board Chairs, NC & PC Chairs. Lead or attended specific working groups e.g. governance, thematic advisory

- Ad Hoc Multistakeholder Committee on Governance established
- Survey & consultation ongoing
- Stakeholder webinar held on 20 Sep with almost 115 participants
- Stakeholder in-person workshop held, 16-17 Oct. in Rabat, Morocco
- Webinar scheduled in Nov for the preliminary report

Key outcomes of the Board retreat held in Montpellier, France (21-23 July 2023)

1. Unified agreement of the role of the Board in the critical time of implementing the IFA.
2. Overall CGIAR effectiveness can be improved building on the outstanding work of our scientists with the support of a well-informed System Board.
3. Shared understanding of:
 - a. New EMD profile
 - b. UGR expectations.
4. The urgent need to:
 - a. build better understanding and increased trust at all levels throughout the entire CGIAR system;
 - b. increase sustained, diversified and high-quality funding.



*** The average time spent by System Board members on CGIAR during the first half year is 65.9 days.**

Vision 2. Effective delivery of core business

Obj. 2.1. Senior leadership transitions are concluded without disrupting business

Obj. 2.2. Center host country relationships are sustained and strengthened

Obj. 2.3. Strategic mobilization of resources is initiated with the aim of doubling funding

Obj. 2.4. SO is effective & efficient in providing services to One CGIAR

Target 7 EMD appointed

- Adhoc Search Committee established & Search firm hired
- Interim EMD appointed effective 23 Aug to 10 Dec 2023
- New EMD selected & appointed effective 1 Dec 2023

Target 9 At least 3 host countries visited

- France (January),
- Mexico (February)
- Kenya (May)



at least 5 major funders visited and motivated to invest in One CGIAR

Target 10

- Meeting with AfDB Pres., May 2023
- European funder's visits, June & July 2023
- Bilateral meetings at EU AgriResearch, AGRF, Africa Climate Summit, Borlaug Dialogue
- Attendance to funders meetings e.g. Gates, USAID



Bi-weekly meetings held with iEMD, EMD and ED

Target 12

weekly SBC-EMD (8)
weekly SBC-ED (3)

Senior leadership team transitions are concluded as advised by the Board

Target 8

- Deputy EMD/COO Job description drafted & approved
- Other Senior Leaders Positions yet to be filled as advised by the Board



at least one global initiative supported

Target 11

VACS initiative supported as co-chair; CGIAR invited global high-level food, environment and health expert panels and UN constituencies to pool collective intelligence that would accelerate food systems transformation



Vision 3. Engage with System Council creating clarity on roles and responsibilities

Objective 3.1. Responsibilities between SC and SB delineated and refined

Target
13

At least 6 monthly meetings held among SC Chair &/or vice-Chair, SB Chair and EMD

3 monthly meetings held (2 May, 14 June, 12 July)

14 June Agenda

1. Management updates

1. Window 1 budget and Funder engagement
2. Science group projects
3. EMT transitions
4. External engagement

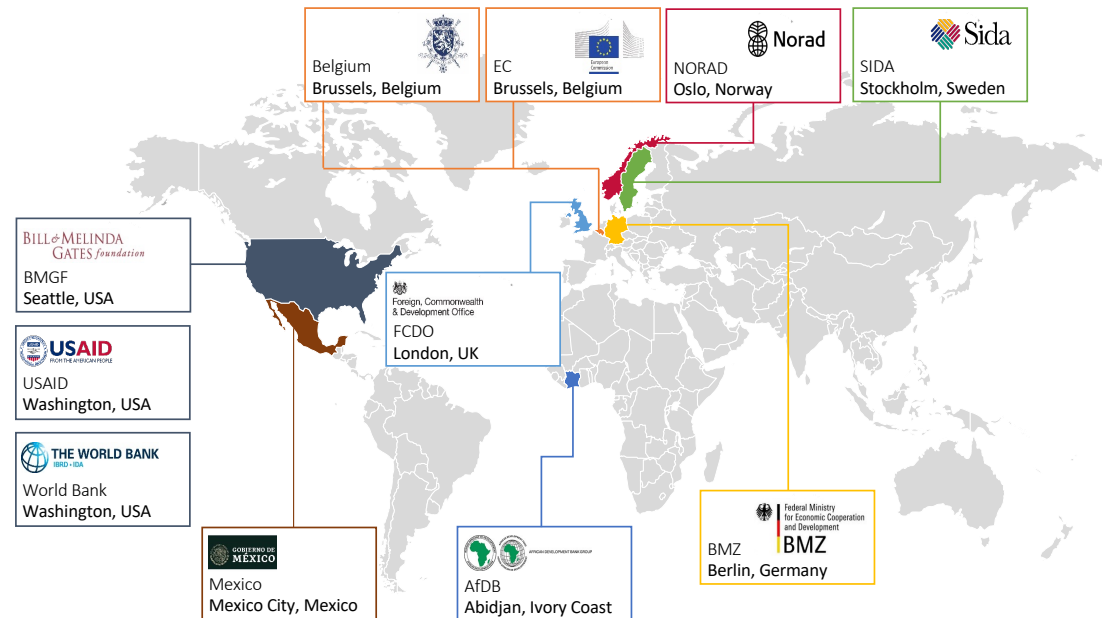
2. Board updates

1. UGR
2. EMD recruitment
3. ICRISAT onboarding & CIGOR/ICRAF engagement

Target
14

At least 2 SB members attend the SC meeting in addition to the SB Chair

@SC18 - vice Chair joined and co-Chair of UGR attended virtually



Vision 4. Engage with non-signatories of IFA to join One CGIAR

Obj. 4.1. An engagement process to join One CGIAR is initiated with non-IFA signatories (e.g. ICRISAT, CIFOR-ICRAF)

Obj. 2.3.2. Strategic partnerships beyond the CGIAR and IFA Signatories are initiated.



Target 15

ICRISAT joins One CGIAR

ICRISAT signed the IFA on 10 Oct 2023



Target 17

At least 2 other non-CGIAR partners contacted for stronger partnership (FAO, ICIPE, WorldVeg)

- Met with FAO DG to create stronger partnership in May (Italy).
- Met twice with ICIPE DG to initiate dialogue in April (Kenya) and in June (Sweden).
- Invited at CIMMYT-WorldVeg field trip in Sep (Tanzania) and will be keynote speaker at the 50th anniversary celebrations in November (Taiwan).
- Advisor to the China-CGIAR partnership working group



CIFOR-ICRAF joins One CGIAR

Target 16

3 Virtual Meetings held with DG of CIFOR-ICRAF and in-person meeting in Bonn (Nov)
CIFOR-ICRAF reviewed & sent feedback on IFA5.

Vision 5. Advocate for One CGIAR

Obj. 5.1. Center/Alliance staff are appreciative of the added value of One CGIAR

Obj. 5.2. CGIAR Stakeholders receive regular updates from the SB Chair

Obj. 5.3. Strategic partners are made aware of the contributions & value of one CGIAR as a global research organisation on food, land and water systems

Target 18

At least 5 centres visited including interaction with staff

Alliance of CIAT and Bioversity, CIMMYT, and ILRI HQs visited and met with staff at Town Halls where staff fielded questions on One CGIAR.
Montpellier SO office visited and met with staff at Town Hall



Target 19

SB Chair monthly blog released

April, May, June, July, August Blogs released



Target 20

At least 5 major global events receive contribution from one CGIAR SB either as key speakers or moderators

EU Mission 'A Soil Deal for Europe', Belgium
EU AgriResearch Conference, Belgium
UNFSS Stocktaking Moment, Italy
WB Africa Agricultural Policy Leadership Dialogue, Zambia
FARA Africa Science Week, South Africa
G7 T7 Taskforce 3 on Science & Digitalization for A Better Future
Linux Foundation's Open Source Summit, Spain
AfDB Annual Meeting, Egypt
Africa Climate Summit, Kenya
Africa Food Systems Forum, Tanzania
Global Forum of Leaders for Agricultural S&T, China
Borlaug Dialogue, USA
World AgriFood Innovation Conference, China



SB Targets 2023 scorecard



Vision	Objectives	#	Targets end of 2023	
Vision 1. Effective System Board	1.1. SB Members are organised and coordinated to manage diverse and complex issues	1	6 Board committees established and operationalised	
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		3	2 Regular SB virtual meetings and monthly one-hour meetings held	
	1.2.	SB and BCN share aspirations	4	Quarterly BCN-SB meetings held
	1.3.	SB members are effectively contributing to Alliance and Center Board meetings	5	% of SB members attending the Alliance and Center Board meetings - adhoc and formal meetings
	1.4.	Unified governance system is defined and implemented	6	Unified governance review (UGR) conducted, reported, endorsed with results by all parties
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		16	CIFOR-ICRAF joins One CGIAR	
4.2.	Strategic partnerships beyond the CGIAR and IFA Signatories are initiated.	17	At least 2 other non-CGIAR partners contacted for stronger partnership	
		18	At least 5 centres visited including interactions with staff	
Vision 5. Advocate for one CGIAR	5.1. Center/Alliance staff are appreciative of the added value of One CGIAR	18	At least 5 centres visited including interactions with staff	
	5.2. CGIAR Stakeholders receive regular updates from the SB Chair	19	SB Chair monthly blog released	
	5.3. Strategic partners are made aware of the contributions and value of one CGIAR as a global research organisation on food, land and water systems	20	At least 5 major global events receive contribution from one CGIAR SB either as a key speaker or moderator	

80% achieved
20% ongoing

Legend

Green	achieved
Orange	ongoing

Focus: 2023 Quarter 4



Vision	Objectives	#	Q4 Targets
Vision 1. Effective System Board	1.1. SB Members are organised and coordinated to manage diverse and complex issues	1	6 Board committees established and operationalised
	1.2. SB and BCN shared aspirations	2	SB meeting and monthly one-hour meetings held
	1.3. SB members are effectively contributing to Alliance and Center Board meetings	3	Quarterly BCN-SB meetings held
	1.4. Unified governance system is defined, and board succession agreed	4	% of SB members attend Q4 Alliance and Center Board meetings
Vision 2. Effective delivery of core business	2.1. Senior leadership transitions are concluded without disrupting business	5	Unified governance review (UGR) reported, endorsed with results by all parties and board succession agreed
	2.2. Strategic mobilization of resources is initiated with the aim of doubling funding	6	on-Boarding of EMD conducted
	2.3. System Office is effective and efficient in providing services to One CGIAR	7	Bilateral meetings at COP28 held
Vision 3. Engage with SC creating clarity on roles and responsibilities	3.1. Responsibilities between SC and SB delineated and refined	8	at least one global initiative supported - VACS
		9	Bi-monthly meetings held with iEMD, EMD, ED
Vision 4. Engage with non-signatories of IFA to join One CGIAR	4.1. An engagement process to join One CGIAR is initiated with non-IFA signatories (e.g. ICRISAT, CIFOR-ICRAF)	10	At least 2 monthly meetings held among SC Chair, SB Chair and EMD
		11	At least 2 SB members attend the SC19 meeting in addition to the SB Chair
Vision 5. Advocate for one CGIAR	4.2. Strategic partnerships beyond the CGIAR and IFA Signatories are initiated	12	ICRISAT on-Boarding
	5.1. CGIAR Stakeholders receive regular updates from the SB Chair	13	CIFOR-ICRAF joins One CGIAR
	5.2. Strategic partners are made aware of the contributions and value of one CGIAR as a global research organisation on food, land and water systems	14	At least 2 other non-CGIAR partners contacted for stronger partnership (Crop Trust, Worldveg)
		15	SB Chair monthly blog released
		16	At least 4 major global events receive contribution from one CGIAR SB either as a key speaker or moderator (FCDO Food Summit, UK King's birthday, World Food Prize, World Veg 50 th Anniversary, Rice congress, Gender Conference, COP28)

Looking ahead to 2024

- Oversight and tracking progress in the implementation of IFA components:
 - Aligned science agenda (center strategies and new research portfolio)
 - Operational integration (support new management, matrix structure)
 - Engagement with partners (regional strategies, innovative partnerships)
 - Research delivery and funding (support global investment campaign)
 - Unified governance (decisions and implementation)
- Ensure comprehensive new research portfolio development
- Create stronger engagement with the System Council members





Thank you

17 October 2023

