

REPORT OF THE TWENTY-THIRD MEETING

Purpose:

This document presents the Report of the Consortium Board's Twenty-Third virtual meeting held on 14 December 2015.

- **Agenda items.** The meeting comprised the 9 agenda items set out in the table of contents on the following page.
- **Decisions.** This report presents the official record of the meeting including the four decisions adopted by the Board, as set out in full text in Annex 1.
- **Participants.** The participant list is set out at Annex 2.

A revision 1 version of the Board's 'Action Sheet' (CB23-03*) was shared at the time of circulating the draft meeting record for Consortium Board approval.

This report was approved by the Consortium Board by electronic means on 8 March 2016.

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Table of contents

Agenda item 1: Welcome, agenda approval, consent agenda items	3
Agenda item 2: Approving the 2016 FinPlan	3
Agenda item 3: CGIAR Research Programs 2 – moving to full proposals	4
Agenda item 4: Resource mobilization update	6
Agenda item 5: CGIAR System Transition update	7
Agenda item 6: Follow up to IEA evaluations	8
Agenda item 7: Center Reserves	8
Agenda item 8: Consortium Board calendar 2016	8
Agenda item 9: Other business	9
Annex 1 – Record of decisions taken at CB23	10
Annex 2 – CB23 Participants List	11

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Agenda item 1: Welcome, agenda approval, consent agenda items

1. The Chair welcomed meeting participants, and noted the apologies set out in Annex 2.
2. **Decision CB/B23/DP01:** The Board approves the Agenda, set out in meeting document CB23-01.
3. **Decision CB/B23/DP02:** The Board approves the Meeting Record of the Twenty-Second meeting, set out in meeting document CB22-02 with an edit to the title on page 5 to include “Update”, and a revision to the attendance sheet in Annex 2.
4. The Board reviewed the “Action Sheet” (CB23-03*), and status updates were provided as follows:
 - a. Board Decisions: A-3, ICARDA diversification plan: All technical reports were received and approved by the science team. The disbursement process for the 2015 funds to ICRISAT for Grain Legumes and Dryland Cereals and to the Global Trust is in progress. Some of the funds will be carried over into 2016. ICARDA and the collaborating CRP’s were asked to expedite the implementation of the pending tasks.
 - b. Other Action Points: B-15A, The Chair advised of the cancellation of the planned in-person 4 November 2015 meeting with IFPRI in response to the Consortium Board’s 30 September 2015 letter reinforcing points from the IEA’s final evaluation. Instead, she had spoken by phone with the IPFRI Director General that same week, and reiterated the points from the letter. He responded that he understood the issues and would be setting up a different governance arrangement for the next phase of CRPs. Further, we would look to see what changes could be made for 2016 in the existing CRP. Karen Brooks will be the person for the Consortium Office to follow up with in 2016.
 - c. Other Action Points: B-20, CRP Director Representative: Karen Brooks has been elected by the CRP leaders into the role commencing on 1 January 2016.

Agenda item 2: Approving the 2016 FinPlan

5. Ganesan Balachander, member of the Audit and Risk Management Committee (‘ARC’) and designate for the ARC Chair the Twenty-Third meeting, presented the 2016 CGIAR CRP Financial Plan (‘2016 FinPlan’) for approval by the Consortium Board as set out in document CB23-04.
6. Noting the history of development of the plan (including major guidance having been provided by a joint Consortium Board/Fund Council working group), he focused on two points arising from the ARC’s final review of the document during its virtual meeting on 4 December 2015, thereby resulting in additional annotations to the 2016 FinPlan as follows:

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- a. In section 1 of the plan, foreshadowing a review by the ARC of the status quo for the wind-down of the Dryland Systems and Aquatic Agricultural Systems CRPs to receive assurance that the allocated funds served the intended purpose; and
 - b. In section 4 of the plan, providing additional clarity around the prospect of additional reserves being available in 2016, and their likely use in the event that they came in close to year end.
7. **Decision CB/B23/DP03:** The Board approves the 2016 CGIAR CRP Financial Plan, set out in meeting document CB23-04, noting that Paul Zuckerman would provide the Director of Finance and Corporate Services ('FCSD') with a small number of grammatical corrections.¹
8. Having also been updated on other topics discussed during the ARC's 4 December meeting, a key area of additional Board discussion was the status of the end-2015 financial results for the Consortium. The FCSD confirmed that as at 14 December, it appeared that the 2015 calendar year deficit for the Center-Consortium shared internal audit function was in the order of US\$ 700,000. The FCSD confirmed that in line with discussions at the Consortium Board's Twenty-Second meeting, the Consortium would cover a substantial portion of this deficit as there was no other source on which to reasonably call. The Chair commended the Consortium Office for the savings that they had found over 2015 to be positioned to offer up this substantial unexpected system-wide support. The Chair reiterated the need for a revamped Internal Audit business model for 2016, and looked to the ARC for initial review.
9. Noting that the ARC was considering a proposal to charge Centers for cancelled audit/consultancy engagements from the start of 2016, one of the Center DGs emphasized the need for caution in implementing such a strategy. Specifically, it was noted that audit engagements might be moved forward or back, might be re-designed, or otherwise, and such actions should not be seen as "cancellations". Flexibility would therefore need to be brought into any such system and considered by the Consortium Board before being adopted.

Agenda item 3: CGIAR Research Programs 2 – moving to full proposals

12. Tabling the draft 3 version of the proposed Guidance document for Full Proposals (CB23-05), the Consortium CEO confirmed that its development has been informed by:

¹ This was completed on 15 December, and the 2016 FinPlan issued to Centers has these minor adjustments incorporated, as does the version of Board meeting document CB23-04.

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- a. the “green light” given by the Fund Council to move to full proposals based on the portfolio arising from the Centers’ Rome meeting (‘Centers’ Refreshed Portfolio’);
 - b. Guidance document specific discussions also in Rome, led by the Consortium Office immediately after the Centers meeting; and
 - c. Substantive inputs from the consultations that the CRP leaders had been undertaking, with the collation work helpfully being led by Karen Brooks.
- 13. Commending Tony Simons’ work for coordinating the Centers’ Rome meeting to get to the best possible outcome by the due date, and thanking the Consortium Office for its work to get the draft Guidance into its present form, the Chair tabled the proposal for the final Guidance document to be cleared by a smaller group, under delegated authority of the Board. That group would be Lynn Haight as Chair, Martin Kropff as incoming Chair of the Center Director Generals, Frank Rijsberman, and Peter Gardiner.
- 14. During discussions, a key question for the Board was how it would be possible to track satisfaction of the various “caveats” that had been raised on the Centers’ Refreshed Portfolio by, respectively: (i) the joint Consortium/Center/Fund Council working group (‘Joint Working Group’); (ii) the Independent Science and Partnerships Council (‘ISPC’); and (iii) the Fund Council itself during its ad-hoc 11 December 2015 virtual meeting. The Consortium’s Chief Science Officer also shared the comments of the Consortium’s Chair of the Science, Programs and Partnerships Committee – that in addition to the points raised by the various reviewers, it remained important to bring the full elements of soils to the refreshed portfolio; that genetic gains be more crisply connected to the agrifood systems programs, Big data needs to be include more broadly than genetics; and that to the extent appropriate, effective management of animal genetic resources should be linked to CGIAR’s broader agenda.
- 15. After discussion, the Board agreed that the following presented important opportunities for these “caveats” and additional points to be taken up:
 - a. Include those items relevant for discussion at the Centers’ meeting on genetic gains in mid-January 2016 (as a side event to the Plant & Animal Genome 2016 conference that many CGIAR stakeholders were already attending);
 - b. Include the “caveats” from the three sources listed at paragraph 14 above as key points to address in a new annex/attachment to the Guidance document; and
 - c. Also include the “caveats” as points to address in any companion document that was being prepared for the Guidance document itself.
- 16. Emphasis was placed on ensuring that the 31 March 2016 full proposal submissions came from the Centers with a holistic summary as to how these points have been taken up during full proposal development. The Consortium CEO observed that a strength of the two-stage full proposal process was that now, Centers/CRP Directors

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would be preparing detailed programs for approvals, and the format provided the space to address the various questions/concerns.

17. It was noted that it may have been more helpful to the process if the ISPC had felt they could share, during the Joint Working Group's deliberations in which the ISPC also participated as an additional resource, the caveats they raised direct with the Fund Council in the ISPC memo dated 9 December 2015. It was agreed that it would be helpful to the system overall if ISPC would engage itself during development of the full proposals in a way that contributed to strengthening the full proposals, without compromising the ISPC's independence.
18. **Decision CB/B23/DP04:**
 - a. The Consortium Board delegates authority to an adhoc working group comprised of Lynn Haight (Chair), Frank Rijsberman, Peter Gardiner and Martin Kropff ('2nd Call WG'), to finalize and issue the 2nd Call Full Proposal Guidance document by not later than 18 December 2015.
 - b. The 2nd Call Full Proposal Guidance document issued by 18 December 2015 will be based on the 3rd draft of the document, dated 14 December, and be updated to reflect any inputs received by the 2nd Call WG from the Consortium Board by 16 December 2015. The Consortium Office will issue a final summary of key changes between the 3rd Draft and the final document to the Consortium Board by 31 December 2015.
19. **Action Point CB/B23/AP-01:** The Consortium Office to ask Karen Brooks to also undertake a final review of 'Draft 3' of the Guidance, and provide any additional observations for reflection and possible inclusion in the final Guidance.
20. As a closing point on this topic, a Board member noted that the current progress of the transition discussions created considerable risk for the full proposal development process. It was suggested that the Chair may wish to reiterate with the Acting Fund Council Chair and ISPC Chair the importance of not fundamentally changing the methodology and basis for review and approval of the full proposals over 2016 as the transition unfolds.

Agenda item 4: Resource mobilization update

21. The Chair noted that the Fund Council had not approved the proposed 2016 Fund Drive and budget as presented at the Fund Council's Fourteenth meeting ('FC14'). Rather, the Fund Council requested a revised overall approach, with closer collaboration with the contributors and Consortium Office and Fund Office, and with a view to having the following three pillars included: (i) traditional donors; (ii) non-traditional donors; and (iii) vertical funds and multilateral actors. She noted the Fund Council's observation that the Fund Drive needs to be better connected and

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encompass all of the resource mobilization efforts across the system. Centers would also be asked to work with Fund Council members to craft a high-level narrative providing a rationale for a Fund Drive after formation of the new System Council.

22. The Chair commented that this new approach accorded with a number of the comments from the Consortium Board's letter to the Fund Council before the last Fund Council meeting. She encouraged the Consortium Office representatives to be proactive with the Fund Office personnel in getting this project plan underway in accordance with the Consortium CEO's overall guidance.
23. **Action point CB/B23/AP-02:** Board Secretary to share the full text of the FC14 meeting record on resource mobilization matters when finalized.
24. The Consortium Office's Director of Strategic Partnerships provided a brief summary of CGIAR-wide engagements at the 'COP21' meeting in Paris, noting strong engagement on CGIAR issues. Although 'agriculture' itself did not feature in the final statement, it was a key topic in the submissions of a majority of countries going into the meeting, evidencing growing awareness. The potential to leverage 'matching funds' from third parties was also discussed in the context of CGIAR's pending formal accreditation with the Green Climate Fund. This would be discussed in detail with the Board when the outcomes of the accreditation process was known.

Agenda item 5: CGIAR System Transition update

25. The Board Secretary noted the current status as follows:
 - a. A 21 November 2015 transition team plus focal points meeting had progressed the concept of delivering a "Guiding Principles" document to introduce the rationale for and scope of a proposed new 'Partnership Framework', as the overall basis for the governance approach for the new CGIAR system;
 - b. The various focal points (including Tony Simons and Chandra Madramootoo as Center representatives on the Consortium Board, the Chair, and the Board Secretary) had been asked to provide inputs on early drafts of the "Guiding Principles" document. It was specifically noted that the focal points had been asked to keep the early draft within the Transition Team and focal points smaller group, and not share it more broadly;
 - c. A first full draft of the "Guiding Principles" document would be shared by 20 December 2015 by the Transition Team. Input would be sought across the system on that document, by early January 2016, with a revision draft 2 being issued around 20 January 2016 for further inputs; and
 - d. Thereafter, "deep dive" sessions on Science and Finance would take place over January and February, with a view to having a further draft of the "Guiding Principles" document ultimately evolving into the Partnership Framework itself by late March/early April 2016 for broad consultation.

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26. Whilst the pace of transition discussions had not been as fast as some may have hoped in 2015, the Board Secretary also shared the expectation that pace would quicken considerably over the first half of 2016, with more concrete deliverables now identified to take forward.
27. **Action point CB/B23/AP-03:** The draft “Guiding Principles” document is to be shared with the Consortium Board when received, for Board colleagues to provide any inputs to the Chair in advance of 6 January 2016 (noting additional opportunity for comment at end January 2016).

Agenda item 6: Follow up to IEA evaluations

28. The Chair noted for the record the Consortium’s summary of the status of the ongoing IEA evaluations (meeting document CB23-08), and referenced the earlier discussion on the PIM CGIAR Research Program (agenda item 1).

Agenda item 7: Center Reserves

29. The FCSD summarized the position following enquiries of five Centers whom he thought may be most affected by the unfavorable changes in CGIAR W1-2 funds over 2015, and as projected for 2016. The majority of these Centers presented more favorable reserve positions that was first anticipated, with ICARDA being the one Center where the position was more adverse.
30. It was accepted that management of ICARDA’s reserves and day to day cash was fundamentally a matter for the ICARDA Board to address. However, it may be helpful to the ICARDA Board to discuss possible solutions/strategies informally with the Consortium early in 2016.
31. **Action point CB/B23/AP-04:** A call will be scheduled with ICARDA early into 2016 to discuss possible approaches to funding over 2016, and immediately following years. Participation of a Consortium Board member at ICARDA’s May 2016 Board meeting would be discussed at that time.
32. Taking into account the resource constrained environment in 2016, Consortium Board members would not personally attend other Center Board meetings in the first half of 2016 absent new information coming to light that would require re-consideration of this position.

Agenda item 8: Consortium Board calendar 2016

33. Drawing on meeting document CB23-10 (rolling Board calendar), it was agreed that the Board Secretary would survey Board colleagues to ascertain whether there was a more convenient date for the Consortium’s planned final Twenty-Fifth meeting over 20 – 21 June 2016.

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34. Absent any change, the confirmed dates for 2016 are:
- a. 29 March 2016: Twenty-Forth meeting, virtual
 - b. 13 May 2016: Informal Board call – update on outcomes from the Fund Council’s Fifteenth meeting, 2 – 6 May 2016, outcomes on the transition
 - c. 20-21 June 2016: Twenty-Fifth meeting, in-person, Montpellier, France
**** Board Chair update: 20-21 June stands after enquiries. The week of 28 June 2016 affords no greater participation than 20-21 June, and any date after that week would be beyond the Consortium Board’s mandate**.**

Agenda item 9: Other business

35. Global Crop Diversity Trust Executive Board attendance: Referencing a copy of a letter from the Board Chair to the Crop Trust (CB23-11*), the Chair noted the interim arrangement for the Consortium CEO to attend the Crop Trust’s Executive Board meeting in February 2016.
36. Thereafter, the current proposal – which the Board acknowledged carried some risk for the system - was for the System Council, soon after its formation, to identify an appropriate CGIAR-system wide participant. One of the Center DGs suggested that the progress of the transition should be closely watched, and if there were other priorities for the System Council when first formed, a more pragmatic solution at mid-2016 may be for the Centers to consider nominating an interim CGIAR representative, in consultation with the new System Council Chair. A formal decision on CGIAR representation on the Crop Trust Executive Board could then be taken at a later time.
37. Timing of 2015 Consortium CEO performance assessment: The Chair noted the importance of undertaking an assessment, even though funds did not now permit a fully external assessment being undertaken under the oversight of the Chair.
38. **Action point CB/B23/AP-04**: The Chair to oversee an anonymous 2015 performance assessment of the Consortium CEO via a “survey monkey” type of tool, involving engagement of the Board, centers and other stakeholders as agreed between the Chair and the Consortium CEO. The Chair will report on the assessment during an in camera session at the Twenty-Fourth meeting in March 2016.
39. Appreciation for outgoing Center/CRP representatives to the Consortium Board: On behalf of the Board and Consortium as a whole, the Chair expressed the deep appreciation to Bas Bouman (CRP Director, in absentia) and Tony Simons for their substantive, proactive engagement over 2015. The efforts by both to collate multiple views and bring them to the Consortium Board to enhance discussions for the benefit of the system as a whole was particularly appreciated.
40. The Center Board Chair representative, Chandra Madramootoo thanked the Chair for her leadership over a particularly challenging 2015.

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Annex 1 – Record of decisions taken at CB23

1. **Decision CB/B23/DP01:** The Board approves the Agenda, set out in meeting document CB23-01.
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Annex 2 – CB23 Participants List

Attendee	Role
Board members/Center representatives	
Lynn Haight	Independent Member and Board Chair
Ganesan Balachander	Independent Board Member
Molly Jahn	Independent Board Member
Agnes Mwang'ombe	Independent Board Member
Paul Zuckerman	Independent Board Member
Frank Rijsberman	Ex-Officio Board Member CGIAR Consortium CEO
Chandra Madramootoo	Centers' Board Chair Representative
Tony Simons	Centers' DG Representative
Ann Tutwiler	Centers' DG Representative
Observers	
Carmen Thönnissen	Fund Council nominated observer
Jonathan Wadsworth	Fund Council Executive Secretary, additional observer
Board support/subject matter experts	
Karmen Bennett	Board Secretary, and Senior Governance Adviser CGIAR Consortium
Albin Hubscher	Director of Finance and Corporate Services, CGIAR Consortium
Wayne Powell	Chief Science Officer, CGIAR Consortium
Pierre Pradal	Director, Internal Audit Unit, CGIAR Shared Service
Alain Vidal	Director of Strategic Partnerships, CGIAR Consortium
Apologies	
Bas Bouman	CRP Directors' Representative to Board
Marion Guillou	Independent Board Member and Science, Programs and Partnerships Committee Chair
Klaus Leisinger	Independent Board member and Audit and Risk Committee Chair

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