

WLE Management Committee (MC) meeting

18-20 June, 2019, Aga Khan University, London

Participants

Jennie Barron
Ermias Betemariam
Keith Child
Pay Drechsel
Emma Greatrix
Adam Hunt
Deepa Joshi

Izabella Koziell
Matthew McCartney
Marcela Quintero
Roseline Remans
Claudia Ringler
Rene Veenhuizen
Anthony Whitbread
Franz Wong (Consultant)

For notes and action points from Tuesday 18 June, refer to the minutes of the WLE Independent Steering Committee meeting

1. Introduction to WLE MC meeting

The meeting began with a summary of suggestions made and conclusions drawn by the ISC (the following points are taken from the ISC meeting minutes):

- 1. The metanarrative around the planetary emergency is already in place. WLE is well positioned to put together evidence that underpins the emergency, and already has a significant weight of evidence around some of our solutions (e.g. Rural-urban, land degradation, etc.). What can WLE say that we are doing/have done/ have evidence on, that will help the world with this emergency? Based on the wealth of knowledge across WLE, how do we roll up evidence of solutions, and share, promote, and use these in these key fora and for clearly identified objectives? **A synthetic review of WLE solutions and evidence would be timely and useful.***
- 2. We need to be better at showing the value of the program and the work that it is doing. **The ISC proposes that WLE selects approximately 10 initiatives** (or “Big Wins” or “Best Bets”) that are potentially scalable, with depth, are disruptive and link to policy. These can be heavily promoted by WLE, and link to the metanarrative on planetary emergency.*
- 3. Strategic communications and outreach. We need to avoid the impression that we are trying to cover everything. **Communications should be focused, demand driven and well planned.***
- 4. We need to demonstrate that the work being done under WLE is core to the CGIAR 2030 Plan. ‘Planetary boundaries’ is now part of the narrative, and WLE should do what it can to support any CG adjustment towards sustainability. WLE is encouraged to think about its work in terms*

of the five transformations outlined in the existing CGIAR business plan. **WLE will harvest the results of the recent survey on transformation, and send a letter to the CG leadership in advance of upcoming System Reference Group meetings in July, highlighting the contribution that the SAI Commission and WLE work on the transformation to sustainability can make to the 2030 planning process.**

5. The ISC recommends that **the Commission is not viewed only as a product, but as a process** that will be carefully planned to build momentum along a series of key events, to input and influence, as well as to seek advice and expertise. UNCCD CoP and UNGA were suggested as potential forums to convene experts, and start to generate ideas and interest.
6. Whilst the CGIAR mandate is around developing countries, the SAI Commission cannot omit industrial countries and large scale farming. **The SAI Commission must be global in scope** and WLE will need to find appropriate partners to fund and lead on this.
7. **The ISC will approve the POWB and AR each year through virtual meetings. The MC is asked to play a greater role in peer to peer style review of these documents.** Overall, the ISC is there to support WLE in its decision making.
8. It is encouraging to hear about the progress in gender and the move towards gender transformatory solutions for action. **It is important to bring out examples of solutions from the WLE portfolio in concrete terms.** Youth should also be better incorporated.
9. Many of the suggestions above focus on policy and institutional change objectives, since these are needed to truly bring about change. To be successful in such change, **WLE needs to know what it is we want to change, and what our message is, before setting out a strategy and identifying partners.** There are also opportunities that present themselves along the way that WLE can be ready for, if it has its 'best bets' ready. Impacts can be national or global.

In terms of the future shape and focus of CGIAR research programs, the System Reference Group (SRG) will begin to prioritize ideas in July, for approval of the System Council in November and final decisions by May 2020. It is likely that the approach will differ from the current CRP structure, with new governance and funding models.

2. Sustainable Agricultural Intensification Commission

In addition to the suggestions and moves to approval mentioned above, it was noted that each CGIAR Center has been contacted by the IWMI DG and ISC Chair, and asked to assign contact people to cooperate on the initiative. The SMO is also keen to explore marketing the Commission as a CG-wide product.

The issue of scope was discussed at some length, with the conclusion that, while WLE itself has the mandate and funding to work with developing countries and smallholders, it will be important to create

the framework for other partners to work on this with WLE, to cover the rest of the world and large scale agriculture.

Critical evidence will likely focus on three main areas:

- Tools technologies techniques (perhaps 20%?)
- Policy and institutional techniques (40%?)
- Pathways to transition (40%?)

Next steps:

- New version of Commission proposal will include:
 - o Review of structure
 - o Schedule of the key products to develop along the way
- WLE will identify commissioners, starting with Chair and Co-Chair

3. WLE Best Bets

Next steps:

Further to group discussions on potential Best Bets, WLE will develop and prioritize these.

4. Gender Youth and Inclusion

Following a presentation by Deepa Joshi, Franz Wong presented to the group a proposal for improving the integration of **Gender Transformative Approaches (GTA)**, to help to move WLE move along the spectrum of 'gender-aware' research, into truly transformative research for development that brings about structural and social change. While GTA features in the 2016 proposal for WLE and is not a new concept, this initiative seeks to identify promising projects with potential for high impact gender results.

Next steps:

Flagships were invited to propose candidate initiatives meeting key success criteria for gender results.

5. Allocation of strategic funds 2019-21

Emma Greatrix updated the MC on the status of the proposals for the strategic funding made available for WLE research meetings with selection criteria agreed to earlier in the year. So far, three initiatives have been decided (Transformation of rural landscapes for sustainable and nutritious food systems in Myanmar; Sustainable food systems through managing diversity (SustainableFoods); and Raising the WLE profile and positioning WLE for the post-2021 agenda). A fourth initiative 'The gendered dynamics

of landscape restoration: who decides?’ is under consideration, with a final decision to be made following a WLE-funded concept development workshop later in the year.

Next steps

Further to the ISC suggestions on developing best bets and a synthetic review of the program, as well as the ambitious vision for the SAI Commission, it was discussed with the MC that the remaining funds and any additional future funding will be best used to fund these program-level initiatives.

6. WLE Flagship Management and Governance

As noted above, the ISC will approve the POWB and AR each year through virtual meetings, and **the MC is asked to play a greater role in peer to peer style review of these documents.** The MC is encouraged by the ISC to foster more inclusive and cross Center Flagship management, for clarity, transparency and effectiveness, and to help more clearly document decision making against the Performance Based Management rubrics. It was suggested by the ISC to consider performance incentives for Flagship Management. The MC will also streamline costs. This fits well with the results of the 2018 internal survey from within the MC.

Next steps

- Flagship Leader, MC Terms of Reference to be updated
- MC in-person meeting to be held once a year, unless there is a clear case for a second meeting; the meeting planned for late 2019 will be cancelled
- WLE PMU to propose options to the MC for performance incentives on FP management
- Should further funding become available in 2020-21, options for increasing funding to FP leadership are to be considered

7. Performance Based Management

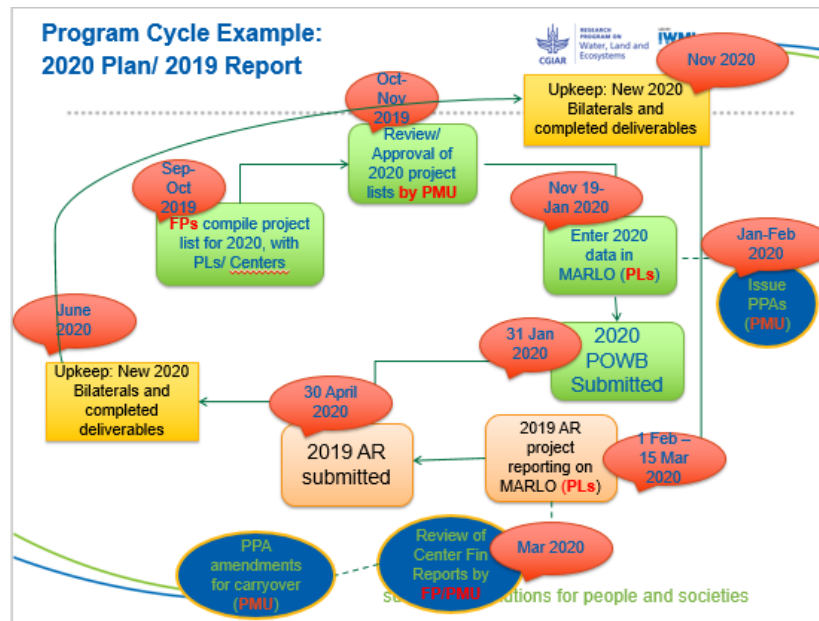
The six Performance Based Management (PBM) standards were explained, including the proposals for assessment of each of these and the experiences and lessons learned by the group of testers. Pilot assessment will take place between September and November 2019 with the real assessment planned for May-June 2020. The PMU will develop an approach for WLE to meet each PBM standard.

8. WLE Planning and Reporting Cycle

New developments for 2020 planning and 2019 reporting include:

- All bilateral projects to be mapped to WLE must be clearly approved and documented
- All allocations, decisions, approvals etc. to be documented and archived (for PBM)
- MARLO is intended to be ready in time for 2020 planning so can be put to greater use
- We need to issue funding confirmation 'PPA tables' earlier
- 2020-21 process for approving projects in the portfolio will be lighter than in 2019

Expected key points and dates in the next program cycle:



9. Monitoring and Evaluation

Keith Child updated the MC on the on-going Monitoring, Evaluation and Learning (MEL) activities, including Outcome Evaluations (one completed [RRR]; one initiated [Ethiopia] and one under development [India solar]). A fourth evaluation topic will be agreed to by September. Suggestions included decision analysis and Index Based Flood Insurance.

10. WLE Results Framework and Milestones

Next steps

- Add the explanation and principles to the results framework – update current version
- Provide list of projects and deliverables for ALL projects in each FP to the FP leaders
- Keith will liaise directly with each Flagship to refine milestones for 2020 onwards
- Management Response for RRR Evaluation to be developed before 2019 Annual Report

11. Summary of Action points

Action	Responsible	Date
New version of Commission proposal will include: <ul style="list-style-type: none"> ○ Review of structure ○ Schedule of the key products to develop along the way 	Izabella	August
WLE will identify commissioners, starting with Chair and Co-Chair	Head of Secretariat/ Izabella	September?
Further to group discussions on potential Best Bets, WLE will develop and prioritize these	TBC	TBC
Flagships were invited to propose candidate initiatives meeting key success criteria for gender results	Deepa	TBC
Flagship Leader, MC Terms of Reference to be updated	Emma	Q4 2019
WLE PMU to propose options to the MC for performance incentives on FP management	Emma	Q4 2019
Add the explanation and principles to the results framework – update current version	Keith Child	TBC
Provide list of projects and deliverables for ALL projects in each FP to the FP leaders	Emma	August
Keith will liaise directly with each Flagship to refine milestones for 2020 onwards	Keith Child	August/ September
Management Response for RRR Evaluation to be developed before 2019 Annual Report	Keith Child	TBC

Annex 1: AGENDA

Tuesday 18 June: Independent Steering Committee and Management Committee

Time	Agenda Item	Presenter	Objective & Output	Background documents
0845	7. Welcome	Chair	Brief on Day 1 and set priorities for the day ahead	
0900	8. Flagship Research for Development highlights <ul style="list-style-type: none"> Updates from each of the WLE Flagships and GYI <i>(session includes coffee break)</i>	Adam Hunt; Flagship Leaders	To update ISC on Flagship plans and accomplishments To give the ISC a stronger understanding of the program to be able to make informed suggestions on portfolio level strategy Flagships may request advice from ISC on specific Flagship level challenges	8.1 WLE 2019 Plan of Work and Budget (POWB) 8.2 WLE 2018 Annual report
1230-1330 Lunch				
1330-1445	9. ISC Closed Session Reflections on Flagship progress and perspectives, and on WLE vision for 2022 onwards	Chair	Output: Recommendation(s) from ISC for WLE	
1445 Coffee Break				
1515	10. MC and ISC Joint Plenary Session <ul style="list-style-type: none"> ISC Feedback for flagships Joint discussions on perspectives post 2021 SAI Commission 	Chair	Output: Summary of recommendations for WLE to consider for action in 2020 regarding the next phase Output: Advice on key actions in 2019-2021 agreed	
1700	11. Chair's summary and closure of ISC meeting	Chair	Highlights including proposed recommendations Output: Chair's Summary	
1730	End of ISC meeting			

Wednesday 19 June: WLE Management Committee

Time	Agenda Item	Presenter	Objective & Output
0900	Introductory Session & Objectives <ul style="list-style-type: none"> Welcome/ Agenda Quick introductions Objectives and decision points Reflections from ISC meeting 	Adam & Izabella	<ul style="list-style-type: none"> Agree on objectives and decision point Agree on items follow up after ISC meeting/ adjusted agenda
0945	Sustainable Agricultural intensification Commission	Izabella	<ul style="list-style-type: none"> MC updated on Commission status/ latest thinking
1015	Coffee Break		
1045	WLE “Best Bets” Further to ISC meeting, what are the major items we want to develop/ focus on for 2019-21 ?	Adam & Izabella	<ul style="list-style-type: none"> Prioritization of best bets
1230	Lunch		
1330-1530	Gender Youth and Inclusion <ul style="list-style-type: none"> Plans 2019-2021, and strategizing the way forward 	Deepa Joshi & Franz Wong	<ul style="list-style-type: none"> Overview and discussion on GYI deliverables Strategizing ways forward (not strategy!)
1530	Coffee		
1600	Additional WLE funding 2019-21: Status of process	Izabella, Emma	<ul style="list-style-type: none"> MC informed on status
1630	WLE Flagship Management and Governance arrangements <ul style="list-style-type: none"> Clarifying decision making processes /roles Flagship leadership 	Emma	<ul style="list-style-type: none"> MC to agree on any adjustments to modality in FP leadership and MC decision making
1730	Wrap up & Close	Izabella	

Thursday 20 June: WLE Management Committee

Time	Agenda Item	Presenter	Objective & Output
0900	Introductory Session Overnight thoughts/ reflections on previous day	MC	
0915	Performance Based Management Roll-out and implications for WLE	Emma & Keith	MC aware of PBM, with understanding of implications for WLE: agree to draft plan
1015	Coffee		
1045	WLE Planning: Process and timetable proposal for 2020 planning (MARLO, POWB preparation, approvals, funding allocations, PPAs, etc.)	Emma	Review funding allocations etc
1145	Flagship 5	Roseline	
1230	Lunch		
1330	Monitoring and Evaluation <ul style="list-style-type: none"> Expected System level plans/ requirements for evaluation Outcome Evaluations 2019-2020 - plans Results of RRR evaluation Introduction to Ethiopia Evaluation 	Keith Child	<ul style="list-style-type: none"> Agreement on how WLE responds to System level evaluation plans Agreement reached on outcomes assessments evaluations to take place
1430	MEL: Finalizing Milestones/ results framework for 2020-2021 <i>Group work includes coffee break...</i>	Keith	Draft set of milestones for 2020-2021
1645	Parking Lot	Izabella	
1715	Wrap up and Conclusions	PMU	
1730	Close		