Provisional Agenda, 22nd CGIAR System Council Meeting

4-5 June 2025, Penang, Malaysia

"Resilience and adaptation"

Interpretation Note: This annotated agenda shares additional information to aid System Council meeting participants in their review of the meeting materials and preparation. It is intended to complement the Provisional Agenda (document SC22-01, Revision 1, issued 21 May 2025), which is for adoption at the meeting's outset.
Decision items/decision points are highlighted in blue.
Information/discussion items are highlighted in yellow

Day 1, Wednesday 4 June 2025

TIMING	NO	ITEM AND PURPOSE	RESOURCES
09:00-09:15 *15 mins*	1	**Meeting opening** a. Chair's welcome and setting the scene b. Appointment of Co-Chair - *for decision* c. Provisional Agenda and confirmation of quorum – *for adoption* d. Declarations of interest(s) on the Agenda – *action as needed*	SC22-01, this document
09:15-09:40 *25 mins*	2	**Reflections from the Integrated Partnership Board Chair** *– for information*	No pre-reads
09:40-10:00 *20 mins*	3	**Reflections from the Executive Managing Director** *– for information*	No pre-reads

TIMING	NO	ITEM AND PURPOSE	RESOURCES

10:00-11:30
90 mins
	4	**2025-2030 Portfolio Inception Phase update** *– for information*
		(Framework ref: 6.1, 6.2.b)
		Presenters: Sandra Milach (Chief Scientist), Roland Sundstrom (Practice Lead, Program Delivery), Program/Accelerator (TBC) and Portfolio Performance Unit (TBC)
		
		• This item will provide a progress update on the Inception Phase for CGIAR's 2025–30 Science and Innovation Portfolio. It follows two previous updates provided to the System Council on 4 March 2025 and 7 May 2025.
		
		Background
		• The 2025–2030 Portfolio represents a shift in how research and innovation are prioritized, integrated, and delivered. The new Portfolio marks an evolution in five key ways:
		    o It integrates all of CGIAR's work across all Centers and funding streams into a single structure.
		    o It drives continuous prioritization based on evidence, demand, and performance.
		    o It consolidates CGIAR's offer in fewer, more connected Programs and Accelerators.
		    o It provides a stable platform for long-term science, partnerships, and progress to impact.
		    o It matches CGIAR's ambition with the tools, services, and platforms required to accelerate uptake and scale.
		• Programs and Accelerators are using the Portfolio Inception Phase to complete key design features and address feedback provided by ISDC, the System Council, and the IPB.
		• The Portfolio Inception Phase is occurring amid changes in CGIAR's funding landscape and operating environment.
		• Programs and Accelerators are reassessing and reprioritizing their 2025 Plans of Results and Budgets to adapt to an updated W1/2 funding outlook.
		• A preview of the Type 2 Reports will also be provided.
			SC-04

11:30-11:50		**Coffee** *(20 mins)*	
11:50-13:20 *90 mins*	**5**	**Funding CGIAR's work in a changing fiscal environment**– *for discussion* *(Framework ref: 6.1, 6.2.b, 6.2.n)*	No pre-reads

TIMING	NO	ITEM AND PURPOSE	RESOURCES
		A discussion session moderated by the System Council Chair and requested by Council members given the changing landscape of official development assistance (ODA). Topics expected to be covered include: 1. ODA trends and decline 2. The impact on CGIAR of US and other donor cuts 3. Current Portfolio funding and gaps 4. What are the key areas/themes that most resonate with your political decision-makers? 5. Where are the growth opportunities for CGIAR within your development programs? 6. Which other spaces can CGIAR be relevant and access funding?	
13:20-14:20		**Lunch** *(60 mins)*	
14:20-15:00 *40 mins*	**6**	**Financing Working Groups update – *for information*** *(Framework ref: 6.1, 6.2.b, 6.2.n)* • This agenda item provides an update on SC/M21/AP4, which requested the formation of two working groups. The document outlines the scope of work, key themes and work plans for the two Working Groups. a. Progress update on the Innovative Finance Modalities WG *Presenter: Andre Zandstra (Director, Donor Relations and Business Development)* This item will provide an update on work including: • Conducted preliminary analysis via surveys and case studies. • Defined the scope of work to include grant and non-grant modalities beyond traditional ODA investments. • Identified potential modalities for piloting, such as funds, technical assistance from IFIs, blended finance, asset-backed securitization, tax credits, and carbon markets. • Will provide another update in SC23 and the final report in SC24 (June 2026). b. Progress update on the Incentives for Portfolio Funding WG (Windows 1 and 2), including cost-sharing mechanisms *Presenter: Luis Felipe Mendes (Director, Business Operations and Finance)* This item will provide an update on work including:	SC22-06 SC22-06a SC22-06b

TIMING	NO	ITEM AND PURPOSE	RESOURCES

- Identified key enablers for incentivizing funders to invest in portfolio funding, such as clear funding rules, updated governance rules, and equitable cost-sharing approaches.
- Agreed to fast-track the work and deliver the final report with recommendations in SC23 (December 2025).

15:00-16:15

75 mins

7   **Risk & Oversight Plan implementation**

(Framework ref: 6.1, 6.2.h, 6.2.i)

a.   Status update on implementation – ==*for information*==

b.   Update on finalization of the Ethics & Business Conduct Escalation Framework **–** ==*for information*==

Presenters: Essam Mohammed (Convener of the DGs) and Juan Lucas Restrepo (ICI Committee Co-Convener)

- Items a and b are for information, whilst items c and d are for decision. The AOC's report to the System Council includes its advice relating to matters under this agenda item.

Background to items a and b

Document SC22-07a provides a status report on the implementation of the Integrated Partnership Risk & Oversight Plan, detailing key deliverables, their current status, and next steps as of May 21, 2025. It responds to the Council's request at SC20 for an update on implementation at each meeting, which was supplemented intersessionally by an interim status update issued on 17 April 2025.

The update will highlight ongoing decision-making processes and approvals by the respective governing bodies. These were ongoing at the date of issue, and so an update will be provided 'on the day' by the presenters with the latest status.

The Ethics & Business Conduct Escalation Framework was undergoing final revisions at the date of issue to ensure that feedback received from the AOC could be fully taken into account. Thus, at its recent meeting the IPB (on the recommendation of the IPB-AFRC) concurred with the four EBC policies, to take effect on adoption of the Escalation Framework. It is still anticipated that all decision-making on this can be completed by end-Q2 2025.

c.   Approval of four revised Ethics & Business Conduct Policies *– for decision*

TIMING	NO	ITEM AND PURPOSE	RESOURCES

Background

The Council will recall that this set of policies was approved in 2023 but were not able to be fully adopted and implemented in some Centers at that time. Revising these to ensure that they met high standards, and were framed at the policy level (not underlying procedures), was one of the key agreed deliverables in the ROP. The Policies were developed by a Working Group from across Centers and the SO, with advice from external experts, the current EBC Function, and the AFRC Chairs Group. They are submitted following concurrence by the IPB and recommended by the IPB-AFRC. The policies are as follows:

- SC22-07ci - Code of Ethics & Business Conduct for Personnel **-** outlines the ethical principles and conduct standards expected of all personnel within the CGIAR Integrated Partnership, aiming to foster trust, respect, and accountability

- SC22-07cii - Policy on Anti-Harassment & Discrimination **-** The CGIAR Integrated Partnership is committed to fostering an inclusive, respectful, and safe working environment, with a no-tolerance approach to harassment, discrimination, bullying, cyberbullying, mobbing, and abuse of authority. The policy aims to define prohibited behaviors, empower personnel to report misconduct, and establish mechanisms for preventing and addressing inappropriate behavior.

- SC22-07ciii - Policy on Whistleblowing Protection from Retaliation **-** establishes a consistent framework for whistleblowing across all member organizations, ensuring concerns about misconduct are reported and addressed responsibly while protecting due process, confidentiality, and transparency. The policy aims to foster a culture of accountability and ethical behavior, encourage reporting of unethical conduct, and ensure protection for individuals who report misconduct

- SC22-07civ - Safeguarding Policy - aims to protect all individuals, including children and vulnerable adults, from abuse, exploitation, sexual misconduct, and human trafficking. It establishes a framework for safe and ethical conduct across all CGIAR Integrated Partnership operations. The policy includes clear guidelines for reporting safeguarding concerns, ensuring compliance with legal standards, and protecting whistleblowers from retaliation. It emphasizes accountability, confidentiality, and cultural sensitivity.

d. Approval of CGIAR Integrated Partnership Risk - Management and Internal Controls Framework and Risk Appetite Statement **–** *for decision*

Background

TIMING	NO	ITEM AND PURPOSE	RESOURCES
		These documents replace and significantly improve on the documents approved by the Council back in 2019. They were developed by a Risk Management Policies Working group of risk leads from Centers, and are submitted following concurrence by the IPB, and recommended by the IPB-AFRC.	

- SC22-07di - Risk Management & Internal Controls Framework - aims to ensure that risk management and internal controls are systematically managed and overseen within the CGIAR's Integrated Partnership (IP). The framework outlines a structured and comprehensive approach to risk management, integrating it into CGIAR IP's performance management and decision-making processes, while encouraging innovation and agility in a balanced manner with responsible governance. The framework adheres to principles adapted from the ISO 31000:2018 International Standard on Risk Management. These principles include integration, structured and comprehensive approach, customization, stakeholder engagement, proximity to risk, dynamism, use of the best available information, consideration of human behavior and culture, and commitment to continuous improvement. The framework incorporates key internal control principles, ensuring that controls are objective-driven, integrated and continuous, people-centric and responsibility-focused, risk-based and adaptable, and designed to be preventative, detective, and corrective.

- SC22-07dii - Risk Appetite: recognizes risk-taking as essential for innovation and achieving strategic objectives. Risk appetite is categorized into three levels: Low, Medium, and High. Each level has implications for actions to manage risk, decision-making, and risk communication. Risk appetite is structured across 13 key risk categories, including Strategic, Operational, and Financial areas. Each category has a defined risk appetite level and rationale. Adherence to the risk appetite is tracked through a structured risk management framework, with Key Risk Indicators established for each key risk category. Significant risks are documented in risk registers and presented to the Global Leadership Team and governance bodies.

TIMING	NO	ITEM AND PURPOSE	RESOURCES
16:15-16:35		**Coffee** *(20 mins)*	
16:35-17:20 *45 mins*	**8**	**Governance updates** *– for discussion* *(Framework ref: 6.1, 6.2.i)* a. Update on the process to revise the Charter and Framework b. Roles of Integrated Partnership Board and System Council	

TIMING	NO	ITEM AND PURPOSE	RESOURCES

Presenter: Elise Perset (Director, Legal and General Counsel)

- This agenda item provides an opportunity as requested by SC members for an update on the process of amendment of the CGIAR System Framework and Charter, and the development of the Internal Rules Framework – and a discussion on these prior to the next iteration of amendments.

- Document SC22-08 outlines the amendments made to the CGIAR System Framework and Charter, effective from 1 October 2024, and items of feedback received from SC members and AOC during the first iteration process for consideration in future amendments. It also describes the process of development of the CGIAR Internal Rules Framework (IRF) and feedback received on the document earlier this year from the IPB and System Council, as well as the planned process to address this and take it forward to finalization.

- At the IPB's request, the EMD has formed a reconstituted Governance Working Group (GWG) to consult on and finalize the IRF, and propose amendments to the Framework and Charter. The System Council has nominated two representatives to the drafting group, both of whom are highly qualified lawyers with extensive backgrounds in governance within diverse environments – and it will be represented by a delegate of the SC Chair as one of the three 'constituency leads' on the GWG. The GWG's Terms of Reference are provided as an annex to the document.

- The document also recalls the respective roles of the System Council and the IPB set out in the 1 October 2024 amended Framework and Charter, including governance, partnership engagement, resource mobilization, and evaluation. It provides a detailed breakdown of decision-making responsibilities and approval processes.

- System Council members are invited to share inputs on key priorities for the 2025 amendments to the Framework and Charter and the finalization of the IRF, to inform the work of the GWG over the coming quarter.

TIMING	NO	ITEM AND PURPOSE	RESOURCES
17:20-17:30 *10 mins*		**Wrap up**	
		End Day One	

Day 2, Thursday 5 June 2025

TIMING	NO	SESSION	RESOURCES
09:00-09:15 *15 mins*		**Opening of Day 2**	
09:15-09:45 *30 mins*	9	**Report from the Strategic Impact, Monitoring and Evaluation Committee (SIMEC)** *(Framework ref: 6.1, 6.2.t)* a. Report to the System Council **– *for information*** b. Approval of Independent Science for Development Council (ISDC) Advisor Terms of Reference **– *for decision*** *Presenter: Alan Tollervey (SIMEC Interim Chair)* • SIMEC will present its statutory report as and present an update on the work done by the Committee since the last Council meeting. • Document SC22-09 SC22-09 outlines the Terms of Reference for a consultancy role as a Senior Advisor to the Incoming ISDC Chair. The purpose of this consultancy is to ensure a smooth transition between the outgoing and incoming ISDC Chairs, given that there is no anticipated overlap between them. System Council is asked to approve the Terms of Reference for this limited-term advisory consultancy.	
09:45-10:25 *40 mins*	10	**Report from the Standing Panel on Impact Assessment (SPIA)** *(Framework ref: 6.1, 6.2.u)* a. Progress report on the return on investment exercise **– *for information*** b. Appointment of new SPIA member **– *for decision*** *Presenter: Travis Lybbert (SPIA Chair)* • The SPIA Chair will provide updates on the return on investment exercise, the self-evaluation of SPIA's 2019-2024 Program of Work, and the SPIA Bangladesh Report 2025. • SPIA requests that the SC approve the appointment of Dr. Shilpa Aggarwal as a SPIA Member for an initial three-year term, effective 1 September 2025. She is a development economist whose research	

TIMING	NO	SESSION	RESOURCES
		explores market linkages in developing countries, with a focus on agricultural supply chains in India and East Africa.	
10:25-10:45 *20 mins*	**11**	**Report from the Independent Science for Development Council (ISDC)** – <mark>*for information*</mark> *(Framework ref: 6.1, 6.2.t)* *Presenter: Holger Meinke (ISDC Chair)* • The ISDC Chair will provide a progress update from the Independent Science for Development Council (ISDC) for the first half of 2025. It will outline key activities and changes within the organization, including the ISDC Workplan focus, the Inception Report review process, membership transitions, and ISDC learning initiatives.	
10:45-11:05		**Coffee break** *(20 mins)*	
11:05-11:30 *25 mins*	**12**	**Gender Diversity and Inclusion in CGIAR** <mark>*- for information*</mark> *(Standing item in line with agreed action point SC/M18/AP1)* *Presenter: Lavanya Shrinagesh (Director, Gender Equity, Diversity, and Inclusion)* • The pre-read setting out an update on the progress of GDI, and the rationale for its evolution to Culture & Engagement. It highlights key strategic plans for 2025 – 2027. • The GDI Action Plan outlines activities and key performance indicators (KPIs) for advancing culture and engagement in the CGIAR. Four outcomes are identified: Inclusive Leadership, Workplace Culture, Workforce Representation, and Accountability. The document involved a review of the Workforce survey, engagement with Centre leadership, and evaluation reports from IAES. The document also addresses the C&E Index.	

TIMING	NO	SESSION	RESOURCES
11:30-11:50 *20 mins*	**13**	**Gender in CGIAR's Research** *– for information* *(Standing item in line with agreed action point SC/M18/AP1)* *Presenter: Sandra Milach (Chief Scientist)* The Chief Scientist will present the vision for the gender accelerator, outlining how gender will be embedded in the 2025-2030 Portfolio. The presentation will also touch on proposed KPIs for the accelerator, considering the feedback from the Evaluation Assessment of the Gender Platform in 2024.	

11:50-12:40
50 mins
	14	**Report from the Assurance Oversight Committee (AOC)**
		(Framework ref: 6.1, 6.2.h)
		    a. Report to the System Council *– for information*
		    b. Approval of revised AOC Terms of Reference *– for decision*
		    c. Approval of Chair term renewal *– for decision*
		
		    Presenter: Muriel Uzan (Chair, AOC)
		• The AOC Chair will present the statutory report from the committee on its activities and recommendations from December 2024 to May 2025. The AOC is requesting two approval items from the Council: An extension to the term of Muriel Uzan, and approval of the revised Terms of Reference for the Committee.	

12:40-13:40		**Lunch** *(60 mins)*	

TIMING	NO	SESSION	RESOURCES
13:40-14:00 *20 mins*	**15**	**Report from the Nominations Committee of the System Council** *(Framework ref: 6.2.e, 6.2.f)* **a.** Update Report from the Nominations Committee of the System Council *– for information* **b.** Approval of the appointment of Prof. Mathew Morell to NCSC as a GAC representative *– for decision* *Presenter: Christophe Larose (Co-Chair NCSC)* • The NCSC Co-Chair will provide an update on the Committee's activities since December 2025, with a focus on the Honorarium Benchmarking process, and selection of the firm carrying out the benchmarking, which commenced on 9 May 2025. The benchmarking process methodology and rationale is presented in the pre-read. The NCSC is also seeking the appointment of Prof. Matthew Morell as the third General Assembly of Centers representative on the Committee.	
14:00-14:20 *20 mins*	**16**	**Approval of System Organization Annual Financial Statements** *– for decision* *(Framework ref: 6.2.k)* *Presenter: Luis Felipe Mendes (Director, Business Operations and Finance)* *Background* This is the first time the System Council is requested to approve the System Organization Annual Financial Statements, as a result of the first round of amendments to the CGIAR Framework and Charter. The statements were reviewed by the IPB's Audit, Finance & Risk Committee (IPB-AFRC), and the statements received the concurrence of the Integrated Partnership Board (IPB) at its 5th meeting on 16 May 2025, with a recommendation to the System Council for approval. This reflects a new role for the System Council this year, following changes to governance roles adopted in 2024. The financial statements received an unqualified (clean) audit opinion from CGIAR's external auditor, PricewaterhouseCoopers Audit (PwC France), and reflect the System Organization's financial position as of year-end 2024.	
14:20-15:10 *50 mins*	**17**	**TBD**	
15:10-15:30			

TIMING	NO	SESSION	RESOURCES
15:30-16:20 *50 mins*	**18**	<u>**TBD**</u>	
16:20-16:30 *10 mins*	**19**	**<u>Other Business and Meeting close</u>** a. Other business as required. b. Update on future SC meetings – *==for information==*	
		<u>Meeting close</u>	