

**CO-CHAIRS SUMMARY**  
**Second General Assembly of the Centers**  
23 and 24 January 2018, ICARDA, Rabat, Morocco

**Purpose:**

This document presents a high-level summary of 2<sup>nd</sup> General Assembly of the Centers, setting out the decisions taken, and providing some highlights across the main agenda items. Agreed actions are provided in a companion document that is an internal working document of the Centers.

**Meeting Co-Chairs:**

- **Nicole Birrell**, 2017 and 2018 Convener CGIAR Center Board of Trustee Chairs
- **Matthew Morell**, 2017 and 2018 Convener of CGIAR Center Directors General

Prepared by: System Management Office under the direction of the Co-Chairs.

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## A. Executive Summary

Discussions during this 2nd General Assembly of the Centers, a new feature of the CGIAR System put in place during the transition in 2016, re-affirmed the General Assembly as a valued forum for CGIAR Centers to contribute knowledge, expertise and resources to the achievement of CGIAR's goals, and at the same time take stock of how we as Centers wish to work individually and collectively towards increased efficiency and effectiveness in what we do. We were pleased that the meeting was successful in handling both necessary business items of the General Assembly as well as facilitating key strategic discussions amongst the Centers.

Intended as a Summary and not a verbatim record of our conversations, this document (as supported by the Annexes and Appendices), records:

- Formal decisions that were taken
- Actions that were agreed to be undertaken\*
- Highlights from sessions held during the two days

Building on what we believe to be increasingly stronger collaboration between us as Centers over these past 12 months, we found the Rabat meeting to be underpinned by considerable positive energy in the room. This resulted in a high degree of commitment amongst meeting participants to be open and constructive in our discussions, decision-making and planning. As a reflection of strengthening relationships and trust, several participants mentioned that that this was the first time that they had experienced such a meeting of all the Centers where it felt like everyone was pulling in the same direction.

In the early part of the meeting, we discussed the adoption of pragmatic Rules of Procedure for the General Assembly of the Centers, being a resource designed to help guide formal business conversations. We were pleased to see the draft materials adopted with only a few additions.

The discussion around the mandate of the General Assembly also provided some clarity on what the members felt the role of the General Assembly is. While the Charter of the CGIAR System Organization articulates the mandate of the General Assembly as *"a forum for Centers to discuss issues related to the CGIAR System and CGIAR System Organization"* (Article 5.3), there was agreement among the members that this should be interpreted as setting thresholds to our conversations, rather than boundaries. The members supported the idea that the General Assembly can be the place in which Centers discuss a wide range of items that they would like to regarding Center operations, the future of the research for development sector, the role of CGIAR in that future and importantly the fitness of the system for that purpose.

We agreed as Centers that while the General Assembly's role is not to delve into the exact workings of the System, it can and should think creatively about the System, being able to offer up experiences and ideas on which to build successful initiatives. Furthermore, the General Assembly members recognized that this provides a unique opportunity to have a voice as individual Centers and as a collective, particularly in terms of providing inputs into discussions and deliberations of the System Management Board.

There were rich discussions on collaboration across the System with commitment to continue these important conversations and find opportunities to put this further into practice throughout the year. There was a sense of greater dedication to working closely together, particularly illustrated in the session looking at models for System architecture where the members clearly discarded the idea of fifteen Centers working individually, as well as the concept of moving to one corporate Board structure, in favor of models which would preserve valuable individuality and identity but build on strong relationships and shared purpose.

The General Assembly valued the participation of Marco Ferroni, the Chair of the System Management Board, whose observations and interventions were inspiring, particularly on the role of the SMB and a call for a collective effort on brandable initiatives. The work of the System Organization in 2017 and strategy for 2018, presented by Marco Ferroni and Elwyn Grainger-Jones, Executive Director of the System Organization, provided a great opportunity for the whole group to reflect on challenges, achievements and opportunities as we move forward in 2018. An important outcome of this session was seeing the Centers aligned behind the multi-year Business Cycle approach proposed, with the efficiency and scientific gains that a more aligned system can bring.

We take this opportunity again to offer our appreciation to ICARDA for hosting the General Assembly in their new offices in Rabat, Morocco and for the opportunity to view the excellent facilities now established.

We would also like to recognize the support provided by the System Management Office to us as Co-Chairs of the General Assembly in the planning, organization and implementation of the second General Assembly.

Finally, we thank the General Assembly members for their great support and participation and we look forward to interacting with you all as the 2018 Co-Chairs of the General Assembly of CGIAR Centers. We look forward to addressing substantive topics as we work closer together.

***Nicole Birrell, 2017 & 2018 Convener- Chairs of Center Boards of Trustees***

***Matthew Morell, 2017 & 2018 Convener- Center Directors General***

*\* Internal working document of the Centers*

## B. Formal Decisions taken

The formal decisions taken by the General Assembly are documented below, arranged into three main categories. Actions following on from decisions taken are linked according to the three categories below for ease of cross referencing.

### I. GENERAL ASSEMBLY OPERATIONS

#### GA/M2/DP1: Adopting the Agenda

The General Assembly **adopted** the Agenda dated 18 January 2018.

#### GA/M2/DP2: Rules of Procedure of the General Assembly

The General Assembly **approved** the Rules of Procedure as presented in the meeting papers, with a few minor edits and the addition of the following two items:

- A. **Adding within item C2, the submission of General Assembly papers to be:**
- i. At least two weeks before the meeting for General Assembly 'business' items;
  - ii. Typically, not less than one week before the meeting for strategic discussions.
- B. **Adding within item D2, the following additional provision:**

*“Where the Director General Convener is from an Article 15 CGIAR Center\*, that Director General will also be the representative of the Article 15 Centers. If the Director General Convener is not from an Article 15 CGIAR Center, the Article 15 Centers will separately elect a Director General representative from among that group and advise the Co-Conveners of the General Assembly of the identity of that representative”*

*\* One of the 11 CGIAR Centers hosting international 'in-trust' crop, tree and forage genebanks.*

#### GA/M2/DP3: Electing Center representatives for 2018

Pursuant to item D1.ii of the General Assembly Rules of Procedure, **the General Assembly elected the following two persons as conveners** of the respective groups, and thus Co-Chairs of the General Assembly through to 31 January 2019:

- Nicole Birrell, Convener of the Chairs of Center Boards of Trustees
- Matthew Morell, Convener of the Center Directors General

### GA/M2/DP4: General Assembly timing and location

The General Assembly **agreed** that the standard timing for in-person meetings of the General Assembly of the Centers would be in the third-fourth week of January of the given year, and be optimally held at one of the CGIAR Centers, with Centers invited to put forward proposals to host meetings through the Co-Conveners.

## II. SMB MEMBERSHIP MATTERS

### GA/M2/DP5: Rotation of Membership of the System Management Board

The General Assembly **agreed**:

- A. To **change the date of rotation of SMB members to 1 September** of any year;
- B. To **extend the current membership by the relevant 2 months** for each of the current voting members of the System Management Board, to facilitate the implementation of the agreed new rotation date of SMB members of 1 September of the relevant year.

### GA/M2/DP6: Renewal of Membership of the System Management Board

The General Assembly:

- A. **Took note** that an **optimal rotation of members of the System Management Board each year** could be considered to support effective operations of the Board;
- B. **Endorsed** the eligibility of the SMB members for **renewal for one additional term of up to 2 years**, with the specific renewal period being determined at the time of appointment to facilitate effective operations of the System Management Board.

### GA/M2/DP7: Nominations Process for System Management Board membership

Recognizing the importance of an effective nominations function in determining membership of the System Management Board, the General Assembly:

- A. **Agreed** to retain a Nominations Committee approach to System Management Board voting member selection;
- B. **Endorsed** the important principle of achieving as diverse a pool of System Management Board candidates as possible (including diversity in gender, region, skills and age amongst members, and their respective expertise and experience);
- C. **Endorsed the 2017 Nominations Process**, as reinforced by the following elements:
  - i. Requirement of all candidates to have given consent before being nominated, to address questions of availability;
  - ii. The continuation of the current rule that to bring diversity to the System Management Board, no two persons can be affiliated with the same Center (noting that System Management Board members work in the interests of the System, and do not represent any individual Center or stakeholder);

- iii. Eliminating the step of seeking endorsement from the Centers for the final list of proposed members by the Centers after all nominations have been considered by the Nominations Committee, in favor of moving directly to a vote by the Centers; and
  - iv. The General Assembly of the Centers and its Nominations Committee should not play a role in determining the Chair of the System Management Board, with that being a decision of the System Management Board pursuant to Article 7.3 of the Charter of the CGIAR System Organization; and
- D. **Took note** that for 2018, for reasons of efficiency, the Nominations Committee would double as a standing Search Committee for Independent Member appointments if a third independent member is to be sought (subject to decision GA/M2/DP9), which would also require the Nominations Committee to identify an independent member for itself.

#### GA/M2/DP8: Forming the 2018 System Management Board Nominations Committee

Pursuant to item D1.i of the General Assembly Rules of Procedure, **the General Assembly appointed the following 4 persons to the 2018 SMB Nominations Committee**, taking note that the Nominations Committee will self-select a Chair from amongst themselves and identify an independent member if required, noting that an independent member would particularly be needed if a third independent member of the System Management Board is to be appointed in 2018, subject to decision GA/M2/DP9 below:

- Gareth Johnstone
- Jim Godfrey
- Nicole Birrell
- Tony Simons

#### GA/M2/DP9: Membership of the System Management Board

The General Assembly **approved** the proposal to change the documented composition of the System Management Board to a 6:3 model of Center-affiliated members and independent members from the 7:2 model stated in Article 7.2 of the *Charter of the CGIAR System Organization*, subject to subsequent approval by both the System Management Board and the System Council.

### **III. CGIAR SYSTEM MATTERS**

#### GA/M2/DP10: CGIAR System Framework amendments

The General Assembly **approved** changes proposed to Article 8.1(a) and 6.1(j) of the CGIAR System Framework as approved by the System Council and System Management Board, namely:

A. **Amendment to Article 8.2.a of the Framework – Committee name change**

*The System Council shall have the following standing committees:*

- (a) *An Assurance Oversight Committee ~~Audit and Risk Committee~~, with a majority of independent members, the purpose of which shall be to provide: the System Council with assurance of the completeness and effectiveness of the Internal Audit Function and the independence of external audit functions; a structured reporting line between internal and external auditors and the System Council; and oversight of system-wide governance, risk management and internal controls*

B. **Amendment to Article 8.2.a of the Framework – removal of Article 6.1(j):**

*The functions of the System Council shall be to:*

*~~6.1(j) Review findings and follow-up emanating from the 'Internal Audit Function'~~*

**GA/M2/DP11: A CGIAR Narrative**

The General Assembly **endorsed** the overall approach to a 'CGIAR narrative' as a broad outward facing document, subject to road-testing the document in advance with CGIAR funders and recognizing that targeted products would need to be prepared to supplement the broader narrative.

**GA/M2/DP12: Resource Mobilization roles**

The General Assembly **endorsed** the overall approach to setting out shared principles to guide the role of the System Organization and Centers respectively in resource mobilization efforts, as documented in Annex 3.

## C. Actions Agreed

The Actions agreed during the second General Assembly, including the details of each action to be carried out, the responsibility for the action and the expected timing for the action, are documented in Appendix I, a separate internal working file of the Centers.

## D. Highlights from discussions in Rabat

1. In Agenda Item 1-Welcome and introductions, Nicole Birrell welcomed the attendees to the second General Assembly of the Centers meeting, noting the strong participation of the Centers in this important forum that was established as part of the 2016 transition. The list of attendees can be found in Annex 4 of this document.
2. Matthew Morell provided some introductory remarks outlining the role of the General Assembly and expectations of the meeting. Recognizing that in the current governance structure the Centers are part of the wider CGIAR System rather than of the System Organization, he stressed the importance of the General Assembly as a mechanism to allow Centers to discuss key matters of concern and strategy in relation to the CGIAR System and CGIAR System Organization. The General Assembly, in addition to carrying out the mandate and functions articulated in the Charter, should also be able to address any other matters that they would like in this forum. He emphasized that the General Assembly offers a unique opportunity for Centers to have a voice as individual Centers and as a collective, and for being able to feed in messages to influence how the System Management Board represents the Centers.
3. For Agenda Item 2- following up on agreed actions and other business processes, the General Assembly members were asked to review the status of actions agreed during the inaugural General Assembly<sup>1</sup> and identify any elements for discussion during the session. The General Assembly members noted that there had been good progress against the 2017 agreed actions.
4. An important follow-up action was the drafting of Rules of Procedure for the General Assembly which were approved, with a few minor edits to improve readability and two elements included (GA/M2/DP2) to provide additional guidance on the operation of the General Assembly. One of the additions suggested provides an articulation of the role of the Article 15 Centers with respect to the General Assembly, while the other addition refers to submission of papers.
5. An important topic continuing in the workplan of the General Assembly from 2017 into 2018 will include key actions around common position statements such as:
  - a. Establishing an appropriate process for endorsement and adoption of common CGIAR position statements
  - b. Developing identified position statements on gene editing, biotechnology and dematerialization
  - c. From a catalogue of Center policies and statements, identifying those which should have a CGIAR System level position statement developed.
6. In Agenda item 3 looking at SMB membership matters, the General Assembly touched on four topics:

<sup>1</sup> Inaugural General Assembly Co-Chairs Summary: [http://www.cgiar.org/wp-content/uploads/2017/03/1st-GeneralAssembly\\_Co-ChairsSummary\\_20Feb2017.pdf](http://www.cgiar.org/wp-content/uploads/2017/03/1st-GeneralAssembly_Co-ChairsSummary_20Feb2017.pdf)

- a. Nominations process and committee- see decisions taken
  - b. Rotation of SMB members- see decisions taken
  - c. Renewal of SMB member terms- see decisions taken
  - d. Proposed changes to the composition of the SMB
7. Signaling the importance of an effective nominations function in supporting an effective rotation of members of the System Management Board, the General Assembly adopted the paper on the nominations committee approach that was tabled (see GA/M2/DP7).
  8. The proposal raised on SMB composition was tabled in Any Other Business on the second day to allow time for the Board Chairs and Directors General to have strategic discussions on this matter during their working dinners in the evening of Day 1.
  9. In Agenda Item 4 the Chair of the System Management Board - Marco Ferroni- and the Executive Director of the System Organization - Elwyn Grainger-Jones - provided a recap of 2017 and outlined strategic priorities for the System Management Board for the year ahead, which the General Assembly members noted the high quality of.
  10. An important intervention by the Chair of the System Management Board - Marco Ferroni - on the role of the System Management Board is provided in full in Annex 1.
  11. The General Assembly returned in Agenda Item 5 to discussions on System architecture from the Centers' Workshop in 2017, starting with group work which explored a range of models on a continuum, including:
    - (i) Individual Centers
    - (ii) Confederated model
    - (iii) Federation
    - (iv) SMB++
    - (v) Unified entity
  12. Based on group discussions and the materials presented during the report back, models (i) and (v) were discarded as being inappropriate for the coming years. Whilst many felt that the System was moving from models (ii) through (iv), it was agreed that there was no need to decide on precisely where the System was at the current time. Rather, that there was a sense in the room that there should be increasing collaboration between Centers and that these forms of collaboration may take many forms. It was recognized that there were many conversations occurring between various Centers on possible collaborative models across the full spectrum of whatever 'closer collaboration' can mean.
  13. Agenda Item 6 sought to find alignment on a vision for optimal resource mobilization efforts, taking account of the various roles and needs of the many stakeholders in the System, through:

- a. Developing principles to guide the operation of multi-stakeholder, multi-purpose resource mobilization;
  - b. Looking at progress on resource mobilization activities in 2017 and considering the landscape going into 2018;
  - c. Considering innovative approaches that could be leveraged better;
  - d. Discussing effective strategies.
14. The General Assembly endorsed the overall approach to setting out shared principles to guide the role of the System Organization and Centers respectively in resource mobilization efforts, as documented in the table in Annex 3. General Assembly agreed to provide any additional inputs to enhance the shared principles on resource mobilization before these are taken to the SMB for its endorsement.
15. With appreciation to the Chair of the Working Group on CGIAR Collaboration- Matthew Morell- for the presentation given, the General Assembly supported a set of recommendations and survey outcomes on CGIAR Country Collaboration being proposed to the System Management Board, with a view to providing through to the Centers and CRPs a clear direction on how Country Collaboration will be taken forward.
16. At the start of the second day a presentation given by the Director General of ICARDA, Aly Abousabaa, and a tour of the facilities of the ICARDA Office in Rabat provided the General Assembly members with interesting information and insights into the work of ICARDA.
17. A recap and framing for the day ahead, in agenda item 7, included feedback from discussions held during the separate working dinners of the Board Chairs and the Directors General:
- a. **Board Chairs**
    - i. 2018 Convener – Nicole Birrell re-elected
    - ii. Nominees SMB Nominations Committee – Jim Godfrey & Nicole Birrell
    - iii. Board Orientation Program for Center Boards of Trustee members:
      - 2018 program convener – Jim Godfrey
      - 2018 participation fee – to be advised after Jim Godfrey's review of account balance and proposed funding for 2018
      - Dates: Dinner Monday 3 September, meeting 2.5 days 4-6 September
    - iv. Desire to reconsider SMB membership balance: 3 + 6 (to be discussed in AOB)
  - b. **Directors General**
    - i. 2018 Convener – Matthew Morell re-elected
    - ii. Nominees SMB Nominations Committee – Tony Simons & Gareth Johnstone
    - iii. Article 15 Centers Convener - will be elected in years that the DGs Convener is not a DG of one of the 11 'Article 15' Centers
18. During this session the SMB Chair provided some further thinking on the brandable initiatives that he felt were important and that the Centers should be putting

forward to the System Management Board. He presented a proposed set of 'bundled efforts' across Centers that would tackle big challenges and be potentially recognized as areas where CGIAR has an important role and comparative advantage. Some of these efforts could include joint concepts or branding statements on the uniqueness of and impact domain of CGIAR work on natural resource management (NRM), crop and germplasm improvement, livestock and fish, policy, the arc of dryness, and humid tropics. Additionally, he outlined capacity building and intellectual property and the ability to take innovation through to commercial centers as areas in which some articulation on CGIAR thinking and its stance would be beneficial. On the internal front, he identified shared services as an area where the SMB would like to work closely with the Centers to bring about some positive change.

19. The strategic nature of these observations was recognized and received broad support during the meeting, with the view being held by participants that these interventions are important to be built upon over the coming year (subject to some suggested adjustments), as the System continues its important conversation on the institutional direction that it should be considering as the concept of a 'CGIAR Business Plan' is further developed.
20. In Agenda Items 8 and 9 the General Assembly explored ways to build on Center strategic activities with Centers discussing some practical initiatives being pursued, with some key ideas emerging:
  - a. Look at diversifying funding sources
  - b. Finding models for making use of Intellectual Property
  - c. Being able to articulate comparative advantage and being aware of the competitors flooding into the space
  - d. Need to have good data so we can carefully monitor things and know what we need to increase or decrease.
  - e. Looking at the possibility of engaging in consulting services and whether this is viable or even beneficial for Centers.
21. Agenda Item 10 as Center-only session allowed time and space for key topics identified by Centers to be explored on their own. The Co-Chairs agreed to (and did) provide an ad hoc report-back and key messages to the Executive Director of the System Organization after the close of the meeting on matters of relevance to the System Management Office.
22. Agenda Item 11 provided an opportunity for the General Assembly members to reflect on matters for the year ahead. With no specific need identified, the members did not feel that it was necessary to plan for a mid-year 'Workshop meeting' of the Centers in 2018.
23. During Agenda item 12- any other business the General Assembly returned to a discussion on possible changes to the composition of the System Management Board. There was overwhelming support for the rationale provided for adding an

independent member to the System Management Board, which would mean an adjustment in the ratio of Center-affiliated to independent members from 7:2 to 6:3, with less agreement at the current time about any further specification as to the make-up of the six Center-affiliated members.

24. For the 2018 SMB member rotation process, the discussion supported the notion that the Nomination Committee look at skills balance and make a recommendation rather than having a formulaic approach. Here it was reaffirmed that in drafting the Charter, initially there had been no formal split between Board of Trustees members and Directors General, so as to provide more flexibility to meet skills and diversity needs to ensure an effective System Management Board.
  25. In keeping with GA/M2/DP12, the General Assembly members agreed that the third General Assembly of the Centers would take place in approximately the third week of January 2019, with dates being identified that take into account any major global events that Center leadership may be attending. With agreement that the General Assembly is optimally held at a Center location, Centers were invited to make proposals for hosting the event in January 2019.
  26. Before closing the meeting, the Co-Chairs provided an overview of all the decisions taken and actions agreed during the two days, recognizing the collaborative and productive nature of the meeting that enabled clear decision-making.
  27. The Co-Chairs expressed appreciation for all the support and efforts that contributed to a successful second General Assembly, particularly noting the hosting by ICARDA and the meeting organization by the System Management Office. The General Assembly members expressed their appreciation also for the tremendous role played by the 2017 Co-Chairs, Nicole Birrell and Matthew Morell, who they looked forward to working closely with as the re-elected Conveners for 2018.
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## Annex 1: SMB Chair observations on the SMB role (Item 4)

Thank you very much for giving me the floor. I would like to say a few words about how I see the System Management Board and I think the first thing to say is that 2017 was the year during which we, as a System, broke in the new rules that were agreed in 2016. The SMB wouldn't be much without the System Management Office and the work of Elwyn Grainger-Jones and his colleagues; I want to thank them for their role and great work.

If this was what the recent past was mostly about – breaking in new rules – then what's the task now and going forward? The discussion and action needed going forward will be about how we set ourselves up and operate as a System for future success; in funding, but also in terms of how we operate more efficiently and effectively, and how we sharpen the focus and increase relevance and impact in a rapidly changing context where 'business as usual' approaches, as we like to say, clearly no longer apply.

So, in this context, the role and task of the System Management Board as I see them is to lead CGIAR to a strong future as a research for development system in our different impact domains. I repeat, lead CGIAR to a strong future as a research for development system in our impact domains.

The goal is to achieve a CGIAR that has regained a high degree of relevance and name recognition as a thought leader, agenda-setter and go-to place for evidence, analytics and scalable solutions for natural resource management in a broad sense of the term, agriculture and attendant transformations, and nutrition, health and balanced diets. I think (and System Management Board members would probably agree) that we are on the right track as a System, but we are also still far from where we want and need to be. Our Funders are seeing less and less urgency and value in what we have to offer vis-à-vis their own evolving priorities. I think that's a fact, we better be aware of it, I know we have begun to absorb it, but we need to deal with this reality much more.

Core funding is under threat. We therefore need a reset that we are working on in terms of resource mobilization, which will be discussed later this morning, but we also need to take domestic measures, including structural measures, addressing commons and boundary issues that are unlikely to be fixable by individual Centers acting on their own.

There are Center-level and System-level tasks. The latter is where the System Management Board comes in to lead in a consultative and participatory fashion to achieve a System that will have to end up being leaner in terms of transaction costs, more efficient, more effective, and clear about its brand and unique selling points. We need clarity with respect to these elements in our own mind, as well as the minds of funders, competitors, clients, partners, and peers. The task is about repositioning ourselves for a relevant role in the 21<sup>st</sup> century, nothing less.

To get there, we must address the fact and implications of being what I sometimes call an 'over-identified' System, one that is repetitive and fragmented. We are a sprawling System. What this means, addressing the implications of this, is that we must cut duplication, mission drift (which we are practicing with the help of the donors) and fragmentation. We

must also lower transaction costs and overhead related to governance and administration. I was recently told, for example, that we have 1500 different operational policies. Why is this needed? And we have more than 2600 projects, as you know. If you take Gates Foundation contributions out of Window 3, then we are a System of micro-projects, we have a large number, too large a number of small studies and projects. That's not the stuff of impact. We have incredible resources in terms of science capability at our disposal, as well as influential assets such as our global presence and critical mass in terms of skilled staff that should allow us to rethink and reconfigure the way we work. We must shift from small stuff to big things – big, bundled thrusts that can command the funding and long-term animus enabling us to go for large-scale, transformational impact in cooperation with partners.

Speaking of transaction costs, I don't wish to hide the fact that it is not that impressive to have almost 200 board members for a \$900m USD operation. The Board members of course bring huge resources to the task, talents, skills, their networks, and that's needed and valued, but we must be aware that the outside world is looking at us, is seeing a complicated, costly system and is asking why we don't focus and simplify. Think for example of the World Bank's \$30m USD annual contribution to Window 1. Can we assume this will be available forever? I talk frequently with Juergen Voegelé (System Council Chair) and I'm sharing what I'm saying here as my own impression rather than a message to pass on, but I suspect Juergen is under pressure from his own boss to show change in our System, and patience will no doubt wear thin at some point. These are the issues we are facing, I don't mean to over-dramatize, but we better reflect and come up with ways of dealing with these matters now.

As I have already mentioned, we must bundle efforts strategically into big, brandable thrusts; we must set ourselves up to be able to elicit synergy through cooperation; and I think we must coordinate and align the work of Centers that are doing similar work, bringing the comparative advantages of each cooperatively to bear on the causes we serve.

A further, final, element of this is shared services – a topic we need to explore further for all the reasons I have implied or mentioned. I think we have huge potential, I think we have assets the world is going to need for a long time to come, but only if we adapt and relearn how to create value from them – reinventing and rebranding ourselves and what we do, communicating what we are all about in ways that resonate with the clients and 'markets' we serve, functioning in a lean fashion with the help of shared services, and yes, finding the resources that our assets deserve in view of their potential ability to address the cause of sustainable food security forever, for all.

These are some thoughts I meant to bring to the table today as I think about us as a System and the role of the System Management Board.

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## Annex 2: RM responsibilities between the System and Centers/CRPs

CGIAR System Organization	Centers/CRPs
System level funding that is allocated through mechanisms determined by the SC and SMB (W1 funding, W2 total envelope)	W3/Bilateral funding whether conducted at an individual Center/CRP level or through a coalition of Centers/CRPs
Initiatives to develop new funding vehicles at the CGIAR-wide level (e.g. the mooted China Fund)	Advocacy for increased levels of W2 investment for a CRP (but must not be promoted as being at the cost of reducing other existing CGIAR investments)
System wide events/processes (e.g. business cycle) that create an environment for not only system level funding but promote donor excitement in funding of multi-Center or multi-CRP initiatives (which are subsequently negotiated by the Centers or CRPs)	Raising Center Generated income through the provision of services, goods, or leveraging or disposal of assets
Advocacy for the system that raises donor willingness to invest through all mechanisms, including W3 and bilateral	Advocacy for, and engagement in, the system that raises donor willingness to invest through all mechanisms, including W1 and W2
Initiatives to engage System Council to develop approaches that improve the quality of finance through all channels – including the building of reserves (e.g. enhanced cost recovery principles agreed with funders)	Optimization of Center reserves within agreed framework
All resource mobilization efforts must have a primary focus on bringing resources into the system and not on redistributing existing resources between channels	
Efforts to bring in resources by all System stakeholders are to be based on the positive merits of the funding case and will not be made by undermining the value of other CGIAR investment cases or other entities in the system	

Annex 3: Attendees of the 2<sup>nd</sup> General Assembly

\*Center Board Chairs Convener, \*\* Center DGs Convener, #Delegated attendees

**Participants**

Center	Names	Position
AfricaRice	Eric Tollens	Board of Trustees Chair
	Harold Roy-Macauley	Director General
Bioversity	Douglas van den Aardweg#	Board of Trustee member (Executive Committee/ Chair- Finance & Audit Committee)
	Ann Tutwiler	Director General
CIAT	Geoff Hawtin	Board of Trustees Chair
	Ruben Echeverria	Director General
CIFOR	José Campos	Board of Trustees Chair
	Robert Nasi	Director General
CIMMYT	Nicole Birrell*	Board of Trustees Chair
	Martin Kropff	Director General
CIP	Barbara Wells	Director General
ICARDA	Margret Thalwitz	Board of Trustees Chair
	Aly Abousabaa	Director General
ICRAF	Marie Claire O'Connor	Board of Trustees Chair
	Tony Simons	Director General
ICRISAT	Nigel Kerby	Board of Trustees Chair
IFPRI	Mahendra Dev Suryadevara#	Board of Trustees Vice-Chair
IITA	Bruce Coulman	Board of Trustees Chair
	May-Guri Saethre#	Deputy Director General
ILRI	Lindsay Falvey	Board of Trustees Chair
	Jimmy Smith	Director General
IRRI	Jim Godfrey	Board of Trustees Chair
	Matthew Morell**	Director General
IWMI	Donald Blackmore	Board of Trustees Chair
	Claudia Sadoff	Director General
WorldFish	Yvonne Pinto	Board of Trustees Chair
	Gareth Johnstone	Director General

**Invited Guests**

Marco Ferroni	Chair, CGIAR System Management Board
Elwyn Grainger-Jones	Executive Director, CGIAR System Organization

**Meeting content and logistics support**

Karmen Bennett	Head, Board and Council Relations, CGIAR System Organization
Andre Zandstra	Head, Funder and External Engagement, CGIAR System Organization
Victoria Pezzi	Meetings and Events Associate, CGIAR System Organization