

6<sup>th</sup> System Council, 16-17 May 2018

## Chair's Summary Meeting Highlights and Decisions

Dear System Council Members and Active Observers,

Last week in Berlin marked the start of a set of important strategic conversations for CGIAR. My note briefly summarizes the highlights of our deliberations against the background that a comprehensive SC6 Meeting Summary, with much more detail, will come to the System Council members for consideration in the coming weeks.

As Chair, I was struck by our constructive and forward-looking discussions and the demonstrated eagerness to take decisions in the collective interests of the System. There was a sense of urgency for bold action by CGIAR as an affirmation of multilateralism. There was commitment to continuously assess CGIAR's comparative advantage, requiring us to better anticipate and deliver research and innovations - the effects and impacts of which may reach well beyond agriculture - as well as develop the mechanisms to support global responses to new threats confronting the world's fragile food system.

We acknowledged the inherently complex issues of heterogeneity and sovereignty in the System, as well as tensions arising from demands by CGIAR's Funders to prioritize and focus, and at the same time take on new tasks. Nonetheless, we agreed as a Council that we must forge ahead with System-wide efforts to reduce fragmentation and increase coherence and focus. One of the many ways we will collectively achieve this goal is through the adoption of a multi-year aligned business model and research agenda that will better ensure that CGIAR operates efficiently, effectively and with greater attention to delivering impact.

By broadly supporting and providing guidance on proposed themes and ideas for the CGIAR 2019-2021 business plan, we have moved closer to defining our priorities and way forward in the medium term. In addition, the Council considered topics for further development to optimize the current portfolio, which range from existing elements, such as breeding, to emerging ones, such as anti-microbial resistance.

The multi-funder breeding initiative was cited as an example of how to position CGIAR to contribute concretely and significantly to the achievement of Sustainable Development Goal 2 – to end hunger, achieve food security and improved nutrition and promote sustainable agriculture. Rigorous analysis and stakeholder consultation are informing the initiative's objectives. It was suggested that a similarly robust process could be used to develop other proposed topics to optimize the current portfolio.

Driven by the discussions on the items above and the urgency to increase CGIAR's long-term relevance and viability, the Council suggested an inclusive process under which bold structural changes to reduce operational and programmatic fragmentation in the System could be proposed and that would in turn direct increased investments and stabilized funding for the System. To this end, the actions recorded following this summary include our agreement to form a whole of System reference group whose members can begin a process to explore a "Grand Bargain" by engaging in high-level strategic thinking and dispassionate analysis of options to raise the System's level of ambition and funding.

In a unanimous expression of support, the Council took a step towards strengthening innovative gender equality research across all CGIAR programs by endorsing a process by which the System Management Board could elevate the 'CGIAR Collaborative Platform for Gender Research' to a "capital P" platform, as also recorded in the high-level actions list that follows.

By approving the Strategic Impact, Monitoring and Evaluation Committee's (SIMEC) think piece on the future of CGIAR's advisory services as reflected in the 'decisions' record that follows, the Council affirmed 5 core principles to guide how we as the Council direct, engage in, and oversee the work of our scientific and advisory services: (i) improved efficiency; (ii) improved communication between the services and the System; (iii) improved and systematic linkages between science and development; (iv) higher ownership by the System of the advice produced by the services; (v) while also ensuring independence of the content-matter of the advice. In taking that decision, we underlined the importance of fostering interaction between the System Management Office and the advisory services, while maintaining the services' independence of operation, and agreed steps for a 2019 transition year in Rome. The Executive Director of the CGIAR System Organization also clarified for Council members that to support the scope of the decision taken by Council, during the transition year up to 4 full-time-equivalent staff of the CGIAR System Organization would work in Rome with the shared secretariat supporting the Council's advisory services.

In the meeting itself I was particularly clear, and wish to be so again now, that the System Council took no decision in Berlin regarding the location of the headquarters of the CGIAR System Organization, and nor will we do so at any future System Council meeting. Where and upon what terms and conditions the CGIAR System Organization is hosted is a matter that falls under the jurisdiction of the System Management Board, which will naturally engage with France, its host country, as it assesses optimal future arrangements.

The Council also held an important discussion during an executive session on the first day of our meeting, which was part of larger efforts to strengthen the CGIAR internal control and risk assurance framework. Funders will receive follow-up materials from that session by 23 May 2018, and further information by not later than 28 June 2018.

Lastly, there was a comprehensive presentation from the Global Crop Diversity Trust on the status and projections for the Crop Diversity Endowment Fund as well as progress being made through CGIAR Genebank Platform activities.

Our exchange underscored the need for enhanced cooperation between CGIAR and the Crop Trust given our close partnership and shared objectives. Whilst appreciating that for some Funders it is possible to contribute overseas development assistance to an endowment fund, for many others this is not possible, and ongoing approaches for such support can give rise to internal challenge. Such Funders emphasized the importance of the Crop Trust avoiding any competition with their available research funding, and supported the Crop Trust's efforts to find alternate sources to grow the Crop Diversity Endowment Fund, such as through innovative financing mechanisms and a more targeted focus on the private sector.

The Council expressed its sincere appreciation to the Federal Ministry for Economic Cooperation and Development (BMZ) and the German Corporation for International Cooperation (GIZ) for hosting the meeting in Berlin, yet another demonstration of the Government of Germany's longstanding support of CGIAR.

We also thanked Stefan Schmitz for his contribution of serving ably as Co-Chair for this meeting, and recognized the value of the contributions, support and stability provided by Bernard Rey, voting member representative for the European Commission, who attended his final System Council meeting before taking up a new role as Head of Cooperation for the European Commission in South Africa.

The next meeting of the System Council will take place on 15 and 16 November 2018 in Seattle, at the invitation of the Bill & Melinda Gates Foundation, with 2019 meeting dates being discussed based on early suggestions made during the meeting.

With growing confidence in the strategic directions and conversations in which we are engaged, I look forward to making great strides when we meet again, recognizing that we will inevitably need to hold several conversations virtually before that time to ensure that we take full advantage of our coming together then.

Yours sincerely,  
Juergen Voegele, Ph.D.  
Chair, System Council

## Annex 1 – Decisions taken

### SC/M6/DP1: Meeting Co-Chair

The System Council **appointed** Stefan Schmitz, representative of the Germany and Belgium constituency, as the non-voting Co-Chair for the meeting pursuant to Article 5.2 of the CGIAR System Framework.

### SC/M6/DP2: Adoption of the Agenda

The System Council **adopted** the Agenda issued on 2 May 2018 (meeting document SC6-01).

### SC/M6/DP3: Future of the System Council's Advisory Services

The System Council **approved** the option as set out in the SIMEC think-piece (meeting document SC6-05) for the future functional areas and operational arrangements for the System Council's scientific advisory, impact assessment and evaluation services.

## Annex 2 – Agreed positions and actions

### SC/M6/AP1: Elevating gender equality research in the CGIAR Portfolio

- Agreed position:** The System Council **endorsed** the concept of the currently named 'CGIAR Collaborative platform for gender research'- housed in the CGIAR Research Program on Policies, Institutions, and Markets (PIM) - becoming a fully-fledged **CGIAR Platform**, thus the equivalent status of the Excellence in Breeding, Big Data and Genebanks Platforms, to deliver:
  - Global leadership on gender equality and agriculture research that has transformative impacts
  - Greater visibility for innovative work on gender equality research conducted across CGIAR
  - Stronger convening power of the Platform
  - Full embedding of gender equality in the fabric of CGIAR
  - Greater ability to absorb and deploy finance to leverage gender equality integration across CGIAR
  - Facilitating more extensive engagement of CRP directors and other program elements
  - Access to a wider set of funding pathways
  - More prominence in System reporting
- Related Action:** By not later than the System Council 7<sup>th</sup> meeting (15-16 November 2018) the System Management Board ('SMB') will **advise** the System Council on the outcome of SMB discussions/decision-making on the following themes for a **Gender Equality Research Platform**, with the same status as the three other CGIAR Platforms:
  - Arrangements: hosting, leadership and partnerships and timing
  - Funding modalities
  - Scale and scope of activities

SC/M6/AP2: Transitioning to the System Council's new scientific, impact assessment and evaluation advisory services arrangements.

1. **Agreed position:** The System Council **endorsed** the proposed workplan, timetable and planned approach to formation of the new Independent Science and Development Council ('ISDC') set out in Part D of meeting presentation [SC6-05A](#), taking note that Part D of the presentation was focused on the independent council members for the ISDC, and that subsequent actions will be required in regard to SPIA, and approving a new multi-year evaluation strategy for the CGIAR System.
2. **Related action:** By not later than 31 July 2018 SIMEC will bring to the System Council:
  - a. **For electronic decision:** Agreement on: (i) the proposed Terms of Reference for the new Independent Science and Development Council ('ISDC'); (ii) the proposed major functions and size of the shared secretariat to support the ISDC, SPIA and the evaluation function; and (iii) the advertising strategy to identify candidates for the ISDC; and
  - b. **For input:** A proposal to ensure the smooth transition between the SC's ISPC to the ISDC.

SC/M6/AP3: Independent members - System Council's Assurance Oversight Committee

1. **Agreed position:** The System Council **endorsed** the report presented on the candidate search and shortlisting processes for independent members for the System Council's Assurance Oversight Committee, as overseen by the two System Council members of that committee (and set out in document number [SC6-07A](#)).
2. **Related action:** The System Council will be **requested** to approve the appointment of three external independent members of the System Council's Assurance Oversight Committee by not later than 30 June 2018, on the recommendation of the System Council's two appointed members of that committee.

SC/M6/AP4: Ongoing efforts to strengthen the CGIAR internal control and risk assurance framework

1. **Agreed position:** The System Council **noted** the System's commitment to making disclosure of credible concerns regarding financial matters, pursuant to agreed reporting and legal arrangements.
2. **Related actions:**
  - a. **By Wednesday 23 May 2018:** A set of **internal** talking points to be provided to Funders regarding two matters presently under discussion, as accompanied by responses to a set of Funder enquiries;
  - b. **By not later than 28 June 2018:** A second set of information to be provided in response to additional information expected to become available by 18 June 2018;

- c. During August 2018: The System Council's Assurance Oversight Committee will meet to discuss the status of reporting on credible concerns;
- d. For SC7 in November 2018: The System Management Board will present a detailed briefing to the System Council on the status quo regarding CGIAR's internal control framework and recommended strengthening measures for implementation during 2019-2021, building on conversations of the System Council's new Assurance Oversight Committee in advance.

### SC/M6/AP5: Formation of a Whole of System Reference Group

1. **Agreed position**: The System Council **acknowledged** that:
  - a. There is Funder appetite for an expanded shared agenda with increasing shared agenda/pooled funding over time;
  - b. Efforts to deliver on these elements are directly linked to the System's capacity to rationalize itself to remove ongoing fragmentation in effort, such that the System (as represented by the Centers and System Management Board), both proposes and implements research programs in ways that provide Funders with the comfort they understandably need; and
  - c. The way to take forward conversations around the inherent tensions involved is via a reference group that has a broad mandate to have the essential *quid-pro-quo* conversation, informed by dispassionate analysis on what the drivers of the issues are, and how they may potentially be solved. The outcome of those conversations would inform development of the initial 3-year CGIAR Business Plan, with a focus on putting on the table what is needed to progress towards a more definitive shared agenda, and how to address the trade-offs involved.
2. **Related Actions**:
  - a. By not later than **Thursday 31 May 2018**, System Council voting members interested in joining the Whole of System Reference Group are to express that interest via [systemcouncil@cgiar.org](mailto:systemcouncil@cgiar.org);
  - b. The System Management Board Chair to similarly seek expressions by that date from SMB members and more broadly across the Centers;
  - c. By **Friday 15 June 2018**: The System Management Office will have convened the Whole of System Reference Group, consisting of a balanced representation from the System Council and Centers/System Management Board, not exceeding 20 members in total. Where there are more than 10 persons who have expressed interest from the System Council group and the Centers/SMB Group, the composition of the Group will be identified by the Executive Director of the System Organization after consultation with the System Council Chair and SMB Chair; and

- d. **Over June, July, August and September 2018** the work of the 'Grand Bargain' Reference Group will be facilitated by the System Management Office, with conversations principally being via virtual means, but with the potential to come together if determined appropriate by the group. Formal quorum requirements will not be imposed to enable the group to remain agile and meet when most people can be available.

SC/M6/AP6: Development of an initial 3-year Business Plan for CGIAR (2019-2021)

**By November 2018**: The System Management Office will ensure that the inputs provided during SC6 on elements of the business plan concept are taken up and form the basis of further System-wide consultations to inform development of the initial 2019-2021 CGIAR Business Plan to be presented for approval at the System Council's 7<sup>th</sup> meeting in November 2018.

SC/M6/AP7: Multi-Funder initiative to enhance crop breeding programs

**On a periodic basis until November 2018**: The CGIAR System Organization will ensure that Council members are kept informed via [www.cgiar.org](http://www.cgiar.org) and periodic emails to the System Council of planned activities and meetings of the multi-Funder initiative to enhance crop breeding programs to enable the participation of all interested Funders.

## Annex 3 - Meeting Participants

<b>Meeting Leadership</b> (non-voting)
<b>Chair:</b> Juergen Voegele
<b>Co-Chair:</b> Stefan Schmitz

*Note: The symbols '\*' and '\*\*' shown against a name below indicates that voting member/ active observer is being represented at the meeting by the alternate ('\*') or another delegated representative (\*\*').*

<b>System Council Voting Members</b> (listed alphabetically)	<b>Member representative</b>	<b>Member Alternates</b> & Other Delegation Members
AfDB (represented at SC6 by IFAD)	<b>Malu Ndavi*</b>	
Australia	<b>Andrew Campbell</b>	<b>Alternate Member - Mellissa Wood</b> Other delegate - Gabrielle Persley
Bill & Melinda Gates Foundation	<b>Tony Cavalieri</b>	
Canada	<b>Michel Gagnon</b>	Other delegates - Robert Hofstede; Nathalie Rainville; Roxanne Robert
East Asia & Pacific (voting member China)	<b>Tang Shengyao**</b>	<b>Alternate Member - Syaiful Anwar (Indonesia)</b> Other delegate - Hao Weiping (China)
European Commission	<b>Bernard Rey</b>	Other delegate - Christophe Larose (Day 2)
Germany and Belgium	<b>Nathalie Francken (Belgium)</b>	Other delegates - Michel Bernhardt (Germany) and Juergen Anthofer (Germany)
Japan	<b>Masa Iwanaga**</b>	<b>Alternate Member - Masashi Takizawa</b> Other delegates - Norihito Kanamori; Naoaki Kamoshida; Naoko Oka
Latin America and Caribbean (voting member Peru)	<b>Pedro Machado* (Brazil)</b>	
The Netherlands	<b>Melle Leenstra</b>	
Norway	<b>Daniel van Gilst</b>	
South Asia (voting member India)	<b>Shri Chhabilendra Roul</b>	Other delegates - Muttathu Jose (India); R.Madhan (India) (Day 1)
Sub-Saharan Africa (voting member Nigeria)	<b>Yarama D. Ndirpaya</b>	<b>Alternate Member - Adil Omer Salih Abdelrahim (Sudan)</b>
Sweden	<b>Philip Chiverton</b>	
Switzerland	<b>Michel Evéquoz</b>	
United Kingdom of Great Britain and Northern Ireland	<b>Alan Tollervey</b>	<b>Alternate Member - Howard Standen</b> Other delegates - Katalin Visnyei
United States of America	<b>Rob Bertram</b>	<b>Alternate Member - Eric Witte</b>
West Asia & North Africa (voting member Turkey)	<b>Gazi Kaya</b>	<b>Alternate Member - Javad Mozafari (Iran)</b> Other delegates - Merve Altan (Turkey); Eskandar Zand (Iran)
The World Bank	<b>Mark Cackler</b>	<b>Alternate Member - Michael Morris</b>



<b>Non-voting Ex-officio members</b>	<b>Member</b>	<b>Other Delegation Members</b>
Chair, System Management Board	<b>Marco Ferroni</b>	
Executive Director, CGIAR System Organization	<b>Elwyn Grainger-Jones</b>	
Center Representative 1: Convener of the Chairs of Center Boards of Trustees	<b>Nicole Birrell</b>	
Center Representative 2: Convener of the Center Directors General	<b>Matthew Morell</b>	
Food and Agricultural Organization of the United Nations (FAO)	<b>Samy Gaiji</b>	Other delegate - Abdoulaye Saley Moussa
International Fund for Agricultural Development (IFAD)	<i>Representing AfDB at this meeting</i>	
<b>Active Observers</b>	<b>Representative</b>	<b>Alternate Member &amp; Other Delegation Members</b>
GFAR	<b>Bongiwe N. Njobe</b>	<b>Alternate Member - Mark Holderness</b>
CGIAR Independent Evaluation Arrangement	<b>Rachel Sauvinet-Bedouin</b>	Other delegate - Jenin Assaf
CGIAR Independent Science and Partnership Council	<b>Maggie Gill</b> (ISPC Chair)	Other delegate - Leslie Lipper
<b>Invited attendees</b>	<b>Representative</b>	
France - Host Country of the CGIAR System Organization	<b>Frederic Lapeyrie</b> (Ministry of Higher Education, Research and Innovation); <b>Bernard Hubert</b> (National Institute for Agricultural Research)	
Trustee of the CGIAR Trust Fund	<b>Darius Stangu</b> (The World Bank)	
<b>Additional participants</b>		
The World Bank	Jonathan Wadsworth, Lead Agricultural Specialist	
CGIAR System Internal Audit Function	Madina Bazarova, Head	
CGIAR System Organization <i>(Technical inputs for sessions; meeting management; logistics support)</i>	Karmen Bennett, Head, Board and Council Relations	
	Rosa Lugos Charpentier, Funder and External Engagement Officer	
	Olwen Cussen, Board and Council Relations Associate	
	Peter Gardiner, Senior Advisor, Program Performance	
	Albin Hubscher, Head, Finance	
	Nadia Manning-Thomas, Manager, Board and Council Relations	
	Victoria Pezzi, Meetings and Events Associate	
	Andre Zandstra, Head, Funder and External Engagement	
<b>Agenda item 12 – Global Crop Diversity Trust briefing</b>	Tim Fischer (Chair, Global Crop Diversity Trust Executive Board) and Marie Haga, Charlotte Lusty, Janet Muir and Sebastian Winkler (Global Crop Diversity Trust leadership and other senior staff)	
<b>Apologies</b>		
<b>Constituency</b>	<b>Status</b>	<b>Name</b>
African Development Bank	Voting Member	Martin Fregene
East Asia and Pacific	Voting Member (China)	Gong Xifeng
Japan	Voting Member	Satomi Okagaki
Latin America & Caribbean	Voting Member (Peru)	Juan José Marcelo Risi Carbone
Mexico	Voting Member	Jorge Rueda Sousa