

10<sup>th</sup> System Council, 10-11 June 2020, Virtual

## Chair's Summary Meeting Highlights and Decisions

Dear System Council Members, Active Observers, and invited guests

I am grateful for your commitment and flexibility to transform what has previously been three full days of in-person engagement, into a set of focused, well-prepared virtual System Council sessions over considerably less time. The continuing COVID-19 pandemic, and especially for the world's poorest - an emerging food and nutrition crisis - necessitates that we challenge ourselves to do more with less. At the same time, we should pause and recognize this new-found efficiency in convening as the System Council and consider whether we adopt the model of at least one of our two meetings each year being virtual moving forward.

What was clearly evident to the System Council across our virtual meeting program, was the significant progress that has been made since we as the System Council took the decision in Chengdu in November 2019 to unanimously endorse the five interconnected recommendations of the System Reference Group to become One CGIAR. We heard universal acknowledgment that the world's global challenges – both those that are current, and those that will inevitably confront us in the future – are so important to the food, nutrition and environmental security of humanity, that we must urgently and purposefully transform to operating as One CGIAR.

With that goal clearly in sight, and with the need for near-term focus on the COVID-19 pandemic implications for CGIAR, the Council:

- Approved a set of initiatives for a CGIAR research response to COVID-19, including the establishment of a CGIAR COVID-19 Hub to serve as an entry point for partners and Funders, and coordinate system-wide research and policy activities. In discussing this initiative, the Council challenged CGIAR to take a stronger leadership role, drawing on its global position and network, in support of an urgent response, as well as building in a long-term resilience focus to current and emerging research programs.
- Considered approaches to ensure that CGIAR has adequate 2020 financial resources in a disrupted operating environment, with a clear focus on ensuring the ongoing safety and wellbeing of all staff. With Council members reaffirming their support for CGIAR, I extend again our collective gratitude to those Funders who were able to signal the measures they are taking to offer additional financial support and flexibility, including bringing forward 2020, and in some cases, 2021 contributions. Being acutely aware of the internal efforts required in our respective organizations to deliver advance payments and other flexibilities, where these efforts are possible, they are greatly appreciated, and send a clear signal of support to CGIAR staff and Partners.

- Approved a One CGIAR transitional Funding Facility that will allow for investments in support of continued steps to One CGIAR, with an aspiration that this facility serve as a powerful lever for accelerated progress to operating with unified business systems and processes.

With our lens then turning to building a stronger CGIAR, the Council:

- Welcomed the findings of the MOPAN 2019 assessment of CGIAR and the timetable for delivery of a management response in August under the newly appointed inaugural One CGIAR Executive Management Team ('EMT'). Evident in our conversation was the clear alignment between the One CGIAR roadmap and the findings from MOPAN on CGIAR's areas of strength, and those needing improvement in CGIAR's organizational effectiveness (strategic, operational, relationship and performance aspects).
- Valued the interim highlights and reflections emerging from the foresight and trade-off analysis being carried out by CGIAR's Independent Science for Development Council (ISDC), appreciating these provide excellent data points to support CGIAR's 2030 research strategy design and decision-making processes.
- Noted progress in delivering the independent evaluative reviews of the twelve CGIAR Research Programs (CRPs), with an emphasis on quality of science and effectiveness.
- Recognized the strong progress that the System Management Board ('SMB') and four Transition Consultation Forum Co-Chairs have stewarded for delivery of One CGIAR. The commitment and collaborative efforts of Funders, Centers and Partners is appreciated and essential for success.
- Welcomed the unambiguous confirmation from the SMB Chair that the SMB is focused on full, on-time delivery of our Chengdu vision – a more impactful, aligned CGIAR operating with unified governance, and under the leadership of the inaugural EMT from not later than 1 August 2020.
- Expressed our strong support for collective action to amplify and advocate on behalf of CGIAR towards a pledging moment linked, optimally, to the 2021 UN Food System Summit. This called for urgent action on the development of a compelling narrative and investment case, amplified communication, and a coordinated resource mobilization campaign to ensure a successful outcome in 2021.

The Council's clear signal was thus for efforts to be re-doubled where needed, to ensure that the empowered EMT, the One CGIAR Common Board, and the 2030 Research Strategy are all in place during this year, and as early as is possible in each case.

Specifically on the 2030 Research Strategy approach, and recalling the Chengdu agreed timetable of delivering a first 3-year investment plan – describing a pipeline of investible projects – by June 2021, we heard a call from several Council members for added urgency in the development of that agenda.

With recognition of the need to explore arising trade-offs fully, a clear ask of Council members is for the SMB to work closely with the incoming EMT to explore whether it is possible to accelerate the delivery of a draft, first 3-year investment plan, or elements thereof before currently planned. The invitation stands for the SMB to come back to the Council even before our Autumn meeting if essential strategic guidance from the Council can inform those discussions.

In advance of our next convening, I urge everyone across CGIAR's partnership to continue your efforts to keep the momentum needed to deliver One CGIAR as unanimously endorsed in Chengdu.

In closing I would like to sincerely thank all System Council members for your continued trust placed in me to continue with you on this important journey to One CGIAR through another term as the Chair of the System Council.

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

## Annex 1 – Decisions taken and Agreed positions and actions

### **DECISIONS**

#### SC/M10/DP1: Meeting Co-Chair

The System Council **appointed** Stephen Potter, voting member from Canada as the non-voting Co-Chair for the meeting, pursuant to Article 5.2 of the CGIAR System Framework.

#### SC/M10/DP2: Adoption of the Agenda

The System Council **adopted** the Agenda issued on 20 May 2020 (document SC10-01) with minor revisions re-issued on 5 June 2020.

#### SC/M10/DP3: CGIAR research response to COVID-19

The System Council:

- **Endorsed** the CGIAR Research Response to COVID-19 as set out in meeting document SC10-02);
- **Requested** that the System Management Board provide an update to the System Council on the CGIAR Research Response to COVID-19 at the end of 2020; and
- **Invited** Funders to reflect on their capacity to, where possible, provide funding to contribute to the research response

#### SC/M10/DP4: One CGIAR transitional funding approach

The System Council **approved** the following mechanisms as part of a One CGIAR transitional funding approach, as set out in meeting document SC10-04:

- a. Repurpose the narrowly defined W1 Alliance Opportunity Fund to a One CGIAR Transitional Funding Facility to support more expansive objectives of One CGIAR implementation;
- b. Transfer \$1.1M provision account balance to the One CGIAR Transitional Funding Facility;
- c. Allocate a \$6.5M draw down facility approved as part of the 2020 Financing Plan to the One CGIAR Transitional Funding Facility; and
- d. Establish an indicative target of \$40M-\$70M to fund investments into One CGIAR through the One CGIAR Transitional Funding Facility between 2020 and 2024.

SC/M10/DP5: System Council Chair

The System Council **approved** the appointment of Dr. Juergen Voegele for a second four-year term with effect 12 July 2020, as nominated by the World Bank.

SC/M10/DP6: Membership of Assurance Oversight Committee

The System Council **approved** the extension of the membership terms of Saad Bounjoua and Maurice Goddard on the System Council's Assurance Oversight Committee to 30 June 2021, unless earlier determined by the System Council.

SC/M10/DP7: Amendments to Charter of CGIAR System Organization

Pursuant to the amendment provisions of Article 15.2 of the Charter of the CGIAR System Organization, and subject also to approval by the System Management Board, the System Council **approved** the following amendments to the Charter of the CGIAR System Organization as set out below in "strike-out" and underlined text:

Ref	Proposed Charter text amendment
7.2	The System Management Board shall comprise <del>the following up to ten (10) nine (9)</del> voting members who, <u>when taken as a collective whole, will have the skills, experience and gravitas required to enable the System Management Board to discharge its responsibilities under this Charter.</u> <del>Members of the management and employees of CGIAR System entities, including Centers, are not eligible to sit on the System Management Board as voting members., as follows:</del>
	a) <del>six (6) Center Board members or Directors General, as appointed by the Centers, and</del> b) <del>three (3) independent members, one of which should, whenever possible, be the Chair.</del>
7.3	The System Management Board shall appoint a Chair from amongst its <u>voting</u> members.
7.8	All System Management Board members, Active Observers and the Chair of the System Management Board's Audit and Risk Committee shall act in good faith in the interests of the CGIAR System and shall act according to the System Management Board's policy on ethics and conflicts of interest and shall respect the conflict of interest obligations of the entities they <u>may be affiliated with</u> <del>represent</del> .
7.9	The term of office of the initial System Management Board shall be three (3) years. Thereafter, new voting members of the System Management Board shall be elected by the Centers every two (2) years at a General Assembly of Centers. In the transition phase terms may be shorter or elections staggered to ensure a gradual replacement of the members of the System Management Board. Members from the Centers' Boards which are members of the System Management Board, when acting at the System Management Board, shall represent the CGIAR System <del>and will not be re-appointed when their term as Center Board members is expired.</del>

**AGREED POSITIONS AND ACTIONS**SC/M10/AP1: COVID-19 research response

Recognizing the importance of CGIAR's global role in COVID-19 crisis response, recovery and longer-term resilience of food systems, the System Council:

- i. **Recommended** that the System Organization ensure that CGIAR provides an ambitious response to the COVID-19 crisis; and
- ii. **Requested** that this be done via immediate initiation of the COVID-19 Hub, with leadership of the Hub coordinated across IFPRI, ILRI and the System Organization, and the Hub tasked with, among other roles:

- Providing a system-wide entry point on COVID-19 for partners and Funders;
- Delivering an active intelligence service to the System Management Board on COVID-19 impacts and priority responses, so that the Board is best able to make timely decisions to ensure that CGIAR is providing the most strategic response as the crisis unfolds; and
- Articulating a set of prioritized areas of work on COVID-19 response, recovery and longer-term resilience matched to budget scenarios.

### SC/M10/AP2: Financial response measures

#### The System Council:

- i. **Took note** of the following measures as important ways for Funders to support adequate resources for CGIAR to deliver in the context of significant disruption having resulted from the COVID-19 pandemic:
  - Maintaining planned and indicated W1/W2 investments in CGIAR Research Portfolio for 2020 and 2021 to ensure stability and confidence;
  - Providing 2020 and 2021 cash contributions at the earliest date possible to optimize liquidity;
  - Using the opportunity that is now available to invest funding in the CGIAR COVID-19 Hub within the existing “improving human health” flagship in A4NH (IFPRI lead with co-leads ILRI and London School of Hygiene and Tropical Medicine); and
  - Ensuring as much flexibility as possible to Centers and programs under W3 and Bilateral agreements – where such flexibilities are sought, and on the understanding this would need to be on a case-by-case basis – to renegotiate the terms and conditions of the agreement, by way of, but not limited to certain options such as:
    - (i) Extensions (cost or no-cost as appropriate) to agreements for specified duration;
    - (ii) Temporary increases (for 2020) in level of Indirect Cost Recovery (ICR) rates; and
    - (iii) Reorientation of project level outputs, deliverables and targets.
- ii. **Recognized** the need for:
  - A temporary increase (for 2020) of indirect Cost Rates (ICR) in recognition of the increased proportion of indirect costs implementing Centers will face during the initial year of COVID-19 response; and
  - The partial de-linking rules to be adjusted to ensure Funder interests met<sup>1</sup>.

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<sup>1</sup> A footnote to paragraph 6 of the W1/2 Partial de-linking principles to expand current funding rules will be added to exempt from partial de-linking treatment any additional W2 contributions for which the funder has expressly communicated that their desired outcome is to reduce the amount of W1 otherwise allocated to the Program or Platform

### SC/M10/AP3: Independent advice

The System Council:

- i. **Took note** of the findings of the MOPAN assessment of CGIAR in 2019 which presented both strengths of CGIAR and some areas for improvement that are relevant to and should be given attention in the transition to One CGIAR;
- ii. **Requested** that a check-in moment be planned in 2021 as a follow-up to the management response that will be delivered by 18 August 2020.

### SC/M10/AP4: Achieving a stronger funding pipeline

The System Council:

- i. **Supported** the proposal to work towards a pledging moment in 2021 to elevate the global importance of agricultural research for development , announce the transition to One CGIAR and recognize 50 years of impact, as part of a coordinated, targeted and transparent campaign approach of the One CGIAR Resource Mobilization, Communications and Advocacy strategy;
- ii. **Took note** of the UN Food Systems Summit as a valuable opportunity for Funders to align commitments and investments in CGIAR to support the Sustainable Development Goals (SDGs);
- iii. **Emphasized** the need for a well-developed narrative, a concrete investment case and compelling communication in advance of the event that builds on a clear 'offer' from CGIAR; and
- iv. **Encouraged** that earlier and additional opportunities on the road to UNFSS in 2021 be explored to take advantage of when funding decisions are being made.

### SC/M10/AP5: Next System Council meetings

The System Council:

- i. **Supported** the plan to hold its next formal meeting in Berlin, Germany in December 2020 recognizing the dependence on travel and in-person gatherings being permitted at that time; and
- ii. **Took note** of the interest of various members to host System Council meetings in 2021 and 2022 which will be followed up on by the System Council Secretariat.

## Annex 2 - Meeting Participants

Chair: Juergen Voegele, Vice President for Sustainable Development, World Bank

Co-Chair: Stephen Potter, System Council member representing Canada

**Members and Alternates**

Constituency/Country	Name	Role
African Development Bank	Martin Fregene	Member
Australia	Andrew Campbell	Member
	Julianne Biddle	Alternate
Bill & Melinda Gates Foundation	Tony Cavalieri	Member
	Enock Chikava	Alternate
	Rinn Self	Additional delegate
Canada	Stephen Potter	Member (served as meeting Co-Chair)
	Alexandra Johnson	Alternate
East Asia and Pacific	Hao Weiping	Member (China)
	Djati Wicaksono	Alternate (Indonesia) (Day 2)
	Zhai Lin	Additional delegate (China)
	Yanzhou Qi	Additional delegate (China)
European Commission	Christophe Larose	Member
Germany & Belgium	Sebastian Lesch	Member (Germany)
	Carol Durieux	Alternate (Belgium)
	Michel Bernhardt	Additional delegate (Germany)
	René Franke	Additional delegate (Germany) (Day 2)
Japan	Koichi Nakagawa	Member
	Motoaki Komiya	Alternate
	Masa Iwanaga	Additional delegate
	Hiroshi Honjo	Additional delegate
	Shintaro Kobayashi	Additional delegate
Latin America and Caribbean	Jorge Mario Diaz	Member (Colombia)
	Pedro Machado	Alternate (Brazil) (Day 1)
The Netherlands	Wijnand van IJssel	Member
Norway	Even Stormoen	Member
	Daniel van Gilst	Alternate
South Asia	Trilochan Mohapatra	Member (India)
Sweden	AnnaMaria Oltorp	Member
	Philip Chiverton	Alternate
	AnnaKarin Norling	Additional delegate
Switzerland	Michel Évéquoz	Member
United Kingdom of Great Britain and Northern Ireland	Alan Tollervey	Member
United States of America	Rob Bertram	Member
	Eric Witte	Alternate
West Asia & North Africa	Rasoul Zare	Member (Iran)
	İlhan Aydın	Alternate (Turkey)
	Merve Altan	Additional delegate (Turkey)
World Bank	Mark Cackler	Member
	Michael Morris	Alternate



**Non-voting Ex-Officio Members**

Organization/Role	Name
System Management Board, Chair	Marco Ferroni
System Organization, Executive Director	Elwyn Grainger-Jones
Center Representative 1: Convener of the Chairs of Center Boards of Trustees	Nicole Birrell
Center Representative 2: Convener of the Center Directors General	Gareth Johnstone
Food and Agricultural Organization of the United Nations (FAO)	Bukar Tijani (Member) Selvaraju Ramasamy (Alternate)
International Fund for Agricultural Development (IFAD)	Malu Ndavi (Alternate)

**Active Observers**

Organization/Role	Name
CGIAR Independent Science for Development Council (ISDC)	Holger Meinke (Chair)

**Invited guests**

Organization/Role	Name
Trustee of the CGIAR Trust Fund (the World Bank)	Darius Stangu
	Chalida Chararnsuk
	Jorge Fuentes Lanza
	Lydia Tietz
	Marizmelda Dugayo
France, Chair of CRAI (Commission de la Recherche Agricole Internationale)	Bernard Hubert
France, Ministry of Higher Education, Research and Innovation	Frederic Lapeyrie
CGIAR System Council's Assurance Oversight Committee (AOC), Chair	Saad Bounjoua
CGIAR Standing Panel on Impact Assessment (SPIA), Chair	Karen Macours

**Additional Invitees**

Organization	Name
Department of Foreign Affairs and Trade, Ireland	Chris Sommerville
Ministry of Foreign Affairs, Denmark	Mike Speirs
CGIAR Independent Science for Development Council (ISDC)	Andrew Ash
CGIAR Independent Science for Development Council (ISDC)	Chris Barrett

**Session specific invitees**

Organization	Name
Bill & Melinda Gates Foundation	James Birch, Senior Program Officer, Government Relations - Agenda item 6 only
United States of America	Maura Barry, Senior Deputy Assistant to the Administrator Bureau for Resilience and Food Security (USA) - Agenda item 4 only
MOPAN	Mitch Levine; Francis Watkins - Agenda item 4 only

**System Council Secretary**

Karmen Bennett, Secretary to the System Council, and Director, Board and Council Relations, CGIAR System Organization
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**Technical resource/operational support**

<b>Organization</b>	<b>Name/Role</b>
European Initiative for Agricultural Research for Development (EIARD)	Nathalie Oberson, Executive Secretary
United States Agency for International Development (USAID)	Thomas Moritz, Lead Counsel for the Bureau for Food Security
World Bank	Jonathan Wadsworth, Lead Climate Change Specialist
CGIAR Advisory Services Shared Secretariat	Allison Grove Smith, Director
CGIAR System	Madina Bazarova, Head, Internal Audit Function
CGIAR System Organization (Technical inputs for sessions; meeting management; logistics support)	Jamie Craig, Director, Financial and Digital Services
	Elise Perset, Director, Legal and Office Services
	Sonja Vermeulen, Director, Programs
	André Zandstra, Director, Funder and External Engagement
	Kristina Röing de Nowina, Deputy Director, Funder and External Engagement (Day 2)
	Andrew Smith, Deputy Director, Board and Council Relations
	Georgios Solomos, Senior Advisor, Risk Management
	Roland Sundstrom, Senior Advisor, CGIAR System Organization
	Nadia Manning-Thomas, Board and Council Relations Manager
	Olwen Cussen, Board and Council Relations Coordinator
Victoria Pezzi, Meetings and Events Coordinator	

**Session specific technical resource/operational support**

<b>Organization</b>	<b>Name/Role</b>
CGIAR Advisory Services Shared Secretariat	Amy Beaudreault, Senior Manager - Agenda item 4 only
CGIAR System Organization (Technical inputs for sessions)	Jules Colomer, Senior Manager, Results & Program Performance - Agenda Item 4 only
	Ekaterina Krivonos, Deputy Director, Programs - Agenda item 2 only