

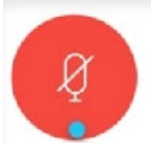
# 10th System Council meeting

## 10-11 June 2020, Virtual

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# Welcome

# A few engagement modalities for the meeting

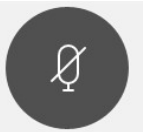


**Mute:** You will be muted on entry, please stay muted during the meeting (*red when muted*)

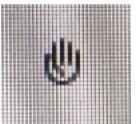


**'Raise your hand'** (*will turn blue*) if you wish to make an intervention, when Chair/Co-Chair invites

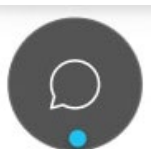
Note: Victoria Pezzi will bring to the attention of Chair/Co-Chair those who have 'raised hands' in batches of around three, with interventions sought by System Council voting members first



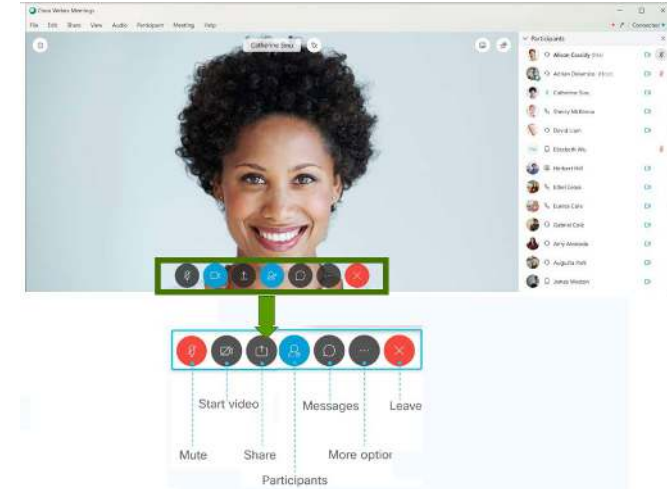
Once called upon, **unmute** yourself to make your intervention (*grey when unmuted*)



Click again to **'take down your hand'** once intervention complete, or change your mind



**Use chat function** as needed for technical issues or comments



# Overview of formal SC10 meeting sessions

Wednesday 10 – Thursday 11 June 2020



## SC10 Meeting Day 1: CGIAR'S responsiveness 9:00-11:45 [Washington D.C time]

1. Meeting opening
2. CGIAR research response to COVID-19
3. Ensuring adequate resources to deliver on CGIAR's mission and transition

## SC10 Meeting Day 2: Building a stronger CGIAR 9:00-11:45 [Washington D.C time]

4. Leveraging independent advice: from MOPAN and CGIAR's advisory services
5. Progress towards One CGIAR
6. The road to doubling CGIAR research funding by 2030
7. Consent Agenda, Other business & Closing

# Day 1 – CGIAR's Responsiveness



## 1. Meeting Opening



## 2. CGIAR's research response to COVID-19

- a. Highlights on COVID-19 relevant research
- b. A coordinated CGIAR research response to COVID-19

Materials shared on SC10  
webpage on 25 May 2020:

Document SC10-02



## 3. Ensuring adequate resources to deliver

- a. Our focus on people – an information update on where efforts are focused
- b. A package of financial responses to facilitate flexible funder support, particularly in a time of COVID-19
- c. Funding mechanism for the One CGIAR transition

Document SC10-03

Document SC10-04

## Agenda Item 1: Meeting opening

a. Welcome by System Council Chair

b. Appointment of Co-Chair

*\* Decision request: System Council Voting member to be appointed as co-chair for the meeting\**

c. Adoption of Provisional Agenda

*\*\*Decision request: Adoption of the Provisional Agenda\*\**

d. Possible items for 'Other Business'

e. Declarations on potential conflicts on Agenda



Take note of additional workshops available on Friday 12 June 2020, including on:

- Deep Dive on MOPAN assessment
- CRP 'sound bites' on COVID-19 responses
- Highlights from CGIAR Dashboards

*~Timetable at end of deck~*

## Agenda Item 2: CGIAR's research response to COVID-19



2a: Highlights on COVID-19 relevant research

For information



Video available at <https://vimeo.com/424920541/76bb079597>

# Agenda Item 2: CGIAR’s research response to COVID-19



2b: A coordinated CGIAR research response to COVID-19

For endorsement

## Research pillars and themes

Pillars	Food systems				One Health			Inclusive public programs			Policies and investments	
Themes	Food production	Labor and industry	Markets and trade	Resilience	Human health	Animal health	Environment health	Food distribution	Social protection	Inclusive responses	Pro-poor development strategies/ investments	Support to national and regional responses
Five Impact Areas of CGIAR	Nutrition & food security											
	Poverty reduction, livelihoods & jobs											
	Gender equality, youth & social inclusion											
	Climate adaptation & greenhouse gas reduction											
	Environment health & biodiversity											

- CGIAR has a **strong portfolio of work** on issues related to the causes and consequences of the COVID-19 crisis in relation to food, land, and water systems, including through ***One Health approaches***.
- In coordination with **global, national, and local partners**, CGIAR has responded by actively sharing its existing and emerging knowledge and experience to address the challenges posed by COVID-19.
- By immediately **pivoting the current CGIAR program of work**, CGIAR is leveraging tools and evidence to help countries cope with the effects of the pandemic.

## Agenda Item 2: CGIAR's research response to COVID-19



### 2b: A coordinated CGIAR research response to COVID-19

For endorsement

#### Short term: Crisis Response

Up to 12 months

Provide immediate evidence and tools for decision-making to support food availability and access, health interventions, and public programs, policies and investments at scale

#### Medium-term: Recovery

Up to 18 months

Understand the impacts of crisis response and adapt policies and programs to reflect initial experiences and consequences for all groups in society. Recovery actions consider longer term resilience issues.

#### Long-term: Resilience

Up to 24 months\*

Generate evidence and tools to prevent and manage emerging disease threats and comparable food system shocks and build greater resilience into food, land, water systems.

## Agenda Item 2: CGIAR's research response to COVID-19



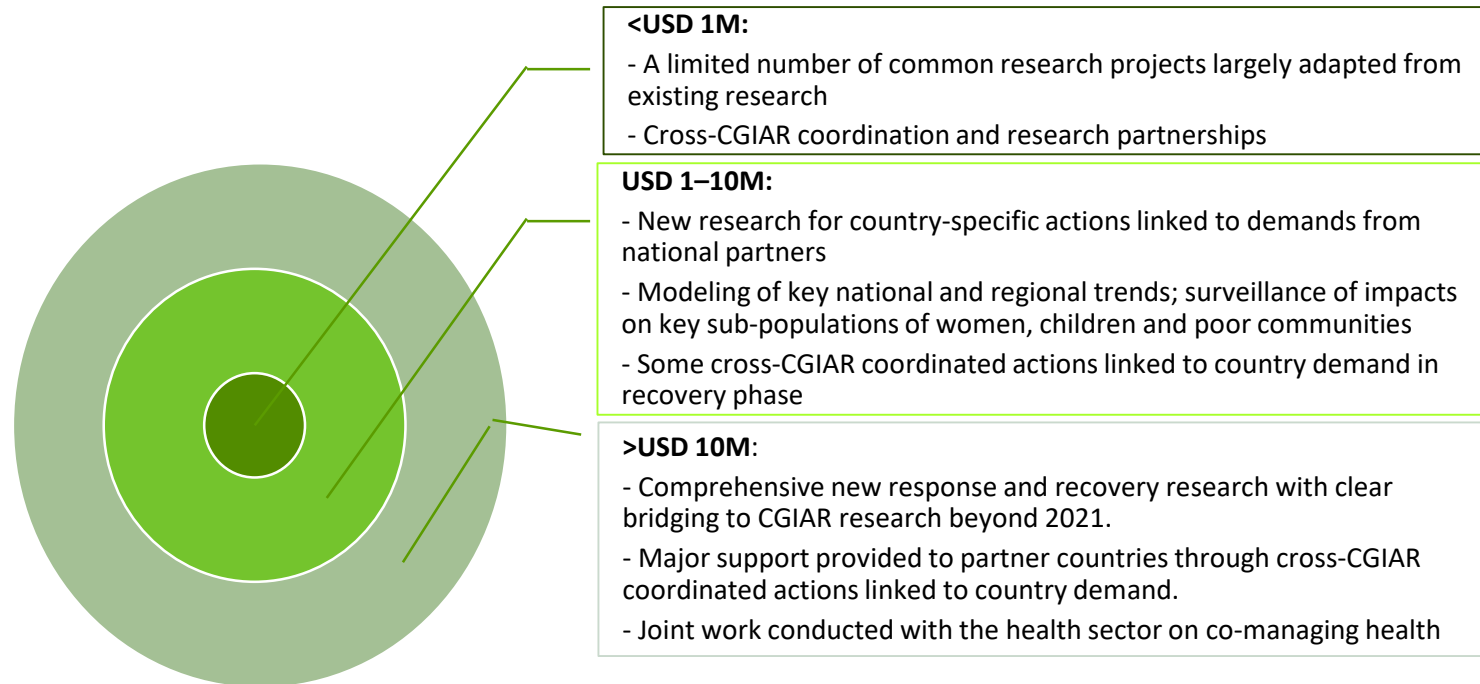
### 2b: A coordinated CGIAR research response to COVID-19

For endorsement

#### The CGIAR COVID-19 Hub for coordinated research response will:

- Be positioned within A4NH Flagship 5: Improving Human Health which is co-implemented by IFPRI, ILRI, and the London School of Hygiene & Tropical Medicine.
- Provide a convening facility for CGIAR funders and major partners seeking to engage with CGIAR on COVID-19 research and responses.
- Promote a system-wide strategic research response during 2020-21, drawing from expertise across the system and aligning Centre and CRP actions across the four research pillars.
- Invest efforts in the highest priority areas where research results and enhanced coordination are most critical, particularly in cross-CGIAR efforts to support national response and recovery efforts, including in the areas of surveillance of food availability/access and management of disease risks.

Operations of the CGIAR COVID-19 Hub will depend on levels of funding – three budget scenarios.



## Agenda Item 2: CGIAR's research response to COVID-19



2b: A coordinated CGIAR research response to COVID-19

For endorsement

### Decision requested of the System Council:

The System Council:

- i. **Endorses** the CGIAR Research Response to COVID-19 as set out in meeting document SC10-02;
- ii. **Requests** 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
- iii. **Invites** Funders to reflect on their capacity to, where possible, provide funding to contribute to the research response.

# Comfort break

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10 minutes

Reconvene at 10:30 Washington time

## Agenda Item 3: Ensuring adequate resources to deliver



### 3a: Our focus on people

For information

Main developments since SC adhoc briefing call of 30 April 2020



**Very low numbers of confirmed infected staff** (10 cases reported: 8 recovered; 1 recovering, 1 hospital care)



**Most staff still working from home**, but phased return to the physical workplace happening in some countries in line with governments directives



**“CGIAR Guide to planning for return to the physical workplace”** developed and available to all entities



**Ongoing process to collectively develop CGIAR Guiding Principles for managing and supporting the workforce and organizational sustainability during COVID-19**



**Placing a focus on ‘readiness’ to be prepared for a second wave**



**CGIAR staff making good use of wellness support options offered through GDI initiative, including:**

- **Expert Webinar on “Wellness in the time of COVID-19”**
- **Confidential counselling services available for individual session**



**On 1 July 2020 IARC Employee Assistance Program will be extended to a large number of local staff**

## Agenda Item 3: Ensuring adequate resources to deliver



### 3b: A package of financial responses

For approval

#### The challenges

Absent strategic funder support, CGIAR is projecting a **cumulative reduction in revenues of approximately 20%** in 2020 primarily due to the effects of the COVID-19 pandemic. In addition, recent communications from Funders have led to a further reduction in projected W1/W2 funding in 2020. An up to date view will be provided during the meeting and can be tracked in real time on the online dashboard: <https://www.cgiar.org/funders/trust-fund/financing-plan/>

Despite mitigations applied to the respective contexts, Centers are currently projecting an **aggregate net deficit of approximately US\$ 40M (of which approximately \$35M represents the impact of COVID-19) in 2020** which will consume **over 10% of accumulated accounting reserves** within the System.

## Agenda Item 3: Ensuring adequate resources to deliver



### 3b: The Ask: A package of financial responses

For approval

#### Measure 1

##### Continue current planned contributions and bringing them forward where possible

- Funders to maintain planned and indicated W1/W2 investments in CGIAR Research Portfolio for 2020 and 2021 to ensure stability and confidence;
- Request to Funders to provide 2020 and 2021 planned cash contributions at earliest date possible to optimize liquidity within the system (see paragraph 8 above); and
- Adjust partial de-linking rules to ensure Funder interests met<sup>1</sup>.

<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.

#### Measure 2

##### Make additional investments in Pivot towards COVID-19

Invest additional funds in newly established COVID-19 Hub within existing “improving human health” flagship in A4NH (IFPRI lead with co-leads ILRI and London School of Hygiene and Tropical Medicine).

#### Measure 3

##### Provide special support to address one-off falls in Center revenues

*\*potentially most financially significant set of measures\**

- For W3 and Bilateral agreements, **in principle agreement on one or more of 3 options**:
  - full-cost, 6 months extensions of all existing agreements;
  - temporary increase (for 2020) in level of Indirect Cost Recovery (ICR) of 15% (For example, if the originally planned or negotiated indirect cost rate to be applied for a given project for 2020 was 15%, this would allow for a temporary increase in 2020 to 17.25% - thus an increase of 15%); and
  - reorientation of project level outputs, deliverables and targets.
- For W1/2 funded activities, **agreement for a temporary increase (for 2020) of indirect Cost Rates (ICR) by 15% as is proposed above for W3 and Bilateral agreements.**

## Agenda Item 3: Ensuring adequate resources to deliver



### 3b: A package of financial responses

For approval

#### Decision requested of the System Council:

In the context of One CGIAR, The System Council **approves** the following:

- a. Funders are *encouraged* to maintain planned and indicated W1/W2 investments in CGIAR Research Portfolio for 2020 and 2021 to ensure stability and confidence;
- b. Funders *will provide* 2020 and 2021 planned cash contributions at earliest date possible to optimize liquidity within the system;
- c. The partial de-linking rules will be adjusted to ensure Funder interests met<sup>1</sup>.
- d. Funders are *encouraged to invest* additional funds in the 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).
- e. For W1/2 funded activities, Funders *agree* that there will be 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.
- f. For W3 and Bilateral agreements, Funders *agree* that, where possible, a flexible response should be encouraged if Centers seek to renegotiate the terms and conditions of the agreement. A flexible response in this context may include considerations in the following areas as well as others not listed here:
  - Extensions (cost or no-cost as appropriate) to agreements for specified duration;
  - Temporary increases (for 2020) in level of Indirect Cost Recovery (ICR) rates;
  - Reorientation of project level outputs, deliverables and targets.

<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.

## Agenda Item 3: Ensuring adequate resources to deliver



### 3c: Funding mechanism for the One CGIAR transition

For approval



One CGIAR implementation initiated with support of a bilateral grant from the Bill & Melinda Gates Foundation.



Another funder has deposited US\$ 1.1M in the provisional account of the CGIAR Trust Fund (earmarked in support of One CGIAR implementation)



A detailed transition budget associated with a 2020-2021 Transition Plan is a planned deliverable of the TPMU (now appointed) by end-June 2020.

### Rationale for approach set out in requested decision on next slide:

- The transition to One CGIAR is a complex process **requiring investment and engagement across the System** towards the objectives outlined in the SRG recommendations.
- One CGIAR Transitional Funding Facility will provide the **opportunity for Funders to invest directly in the transition process while ensuring resources are uniformly directed** in effecting the transition towards One CGIAR.

## Agenda Item 3: Ensuring adequate resources to deliver



### 3c: Funding mechanism for the One CGIAR transition

For approval

#### Decision requested of the System Council:

The System Council **approves** the following mechanisms as part of a One CGIAR transitional funding approach, as set out in meeting document SC10-03:

- 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.

# End of Day 1

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Reconvene Thursday 11 June at 09:00 Washington time

## RE-ORDERED\* Day 2 – Building a stronger CGIAR



### 4. Leveraging independent advice

- a. Highlights of the MOPAN independent assessment of CGIAR
- b. Presentation by the ISDC Chair on forward-looking reflections and recommendations on the One CGIAR Research and Partnership Agendas, including update on lean evaluative reviews of 12 CRPs

Materials shared on SC10 webpage on 25 May 2020:

Document SC10-05



### 7. Consent Agenda; Operational matters

Document SC10-08

Document SC10-09



### 5. Progress towards One CGIAR

- a. Update by SMB on progress and next steps in the transition to One CGIAR
- b. Facilitative decision to enable One Common Board to be put in place

Document SC10-06



### 6. The road to doubling CGIAR research funding by 2030

- a. One CGIAR Resource Mobilization, Communications, and Advocacy strategy and exploring a UNFSS pledging/commitment moment

Document SC10-07

## Agenda Item 4: Leveraging independent advice



### 4a: Highlights of the MOPAN independent assessment of CGIAR

For strategic  
guidance

#### MOPAN assessment of CGIAR 2019

Presentation of key findings

10-11 June 2020  
CGIAR System Council 10



In 2019, the Multilateral Organisation Performance Assessment Network (MOPAN), assessed the performance of the CGIAR.

**The assessment looked at CGIAR's organizational effectiveness (strategic, operational, relationship and performance aspects) and the results it achieved against its objectives.**

This was the first MOPAN assessment of CGIAR.

Documents available:

[2019 CGIAR Assessment report](#)

[2019 CGIAR Brief](#)

# What is MOPAN?

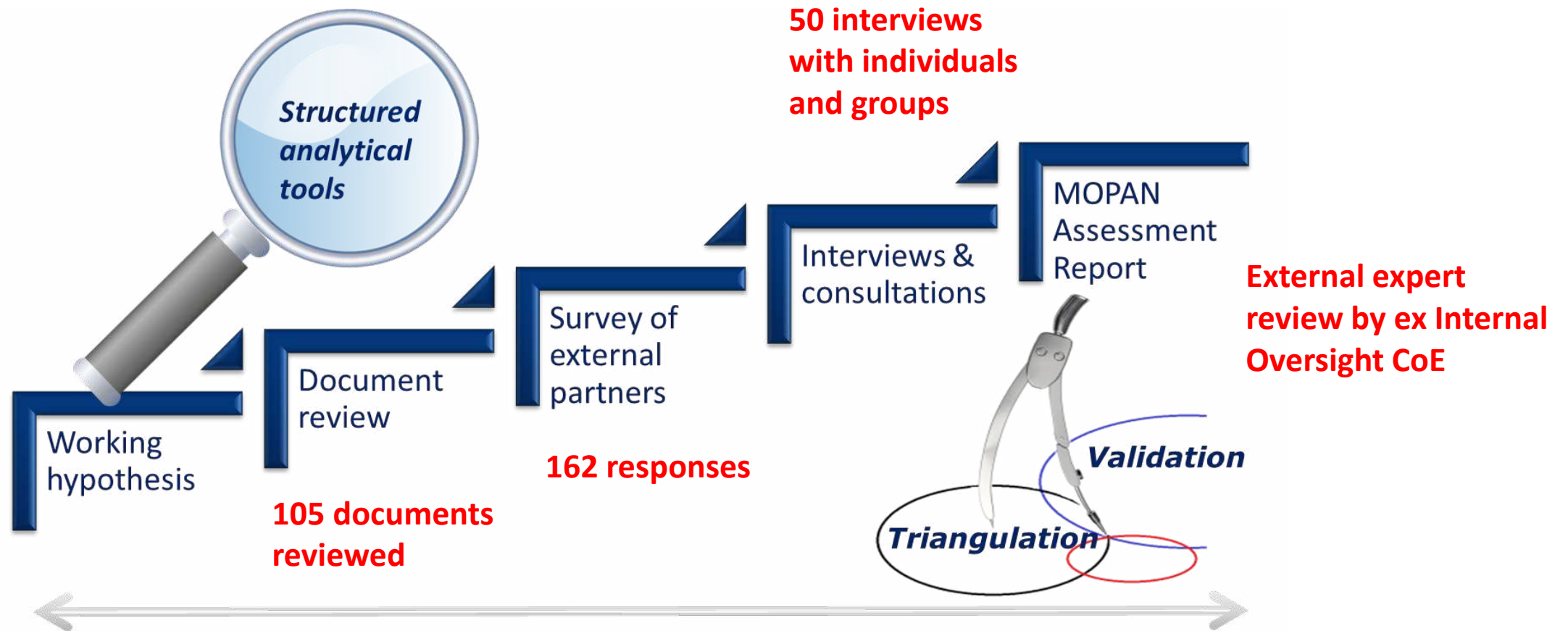
The **Multilateral Organisation Performance Assessment Network** is a network of 19 members with a common interest in assessing the effectiveness of the major organisations they fund.



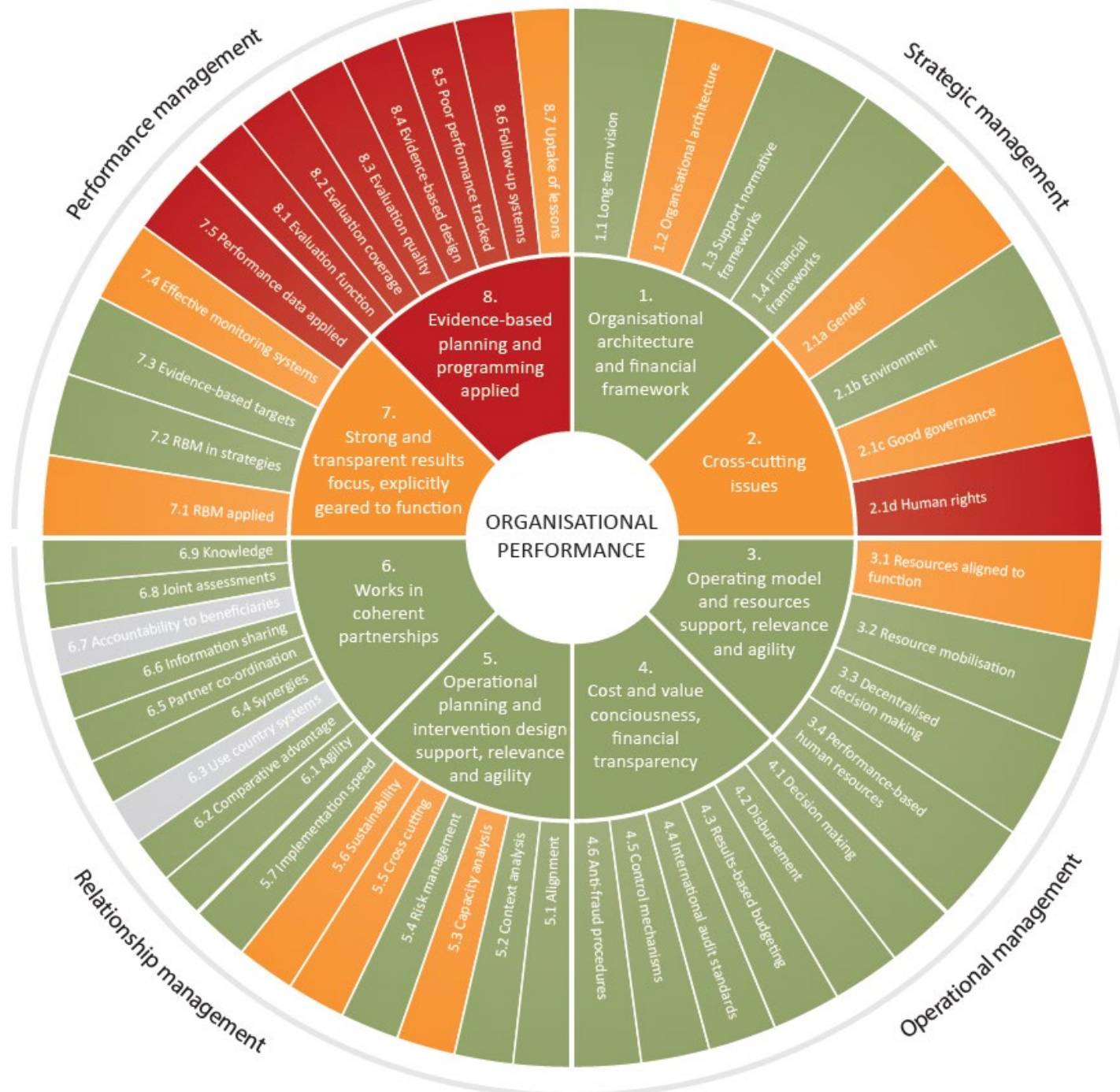
# First assessment for CGIAR

	ANNUAL SURVEYS						COMMON APPROACH						MOPAN 3.0		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015/16	2017/18	2019
ADB	●			●				●			●			●	
AfDB	●	●			●		●			●			●		
CGIAR															●
EC						●									
FAO		●							●			●		●	
GAVI										●			●		
GEF														●	
GFATM													●		
GPE														●	
IDB	●								●				●		
IFAD								●				●		●	
ILO				●									●		
IOM														●	
MLF															●
OHCHR														●	
UN HABITAT													●		
UN WOMEN												●		●	
UNAIDS			●							●			●		
UNCTAD															●
UNDP		●			●		●			●			●		
UNEP									●				●		
UNESCO														●	
UNFPA			●			●		●				●		●	
UNHCR									●			●		●	
UNICEF				●						●			●		
UNIDO															●
UNOCD															●
UNOCHA													●		
UNRWA									●					●	
WFP											●			●	
WHO	●				●			●			●			●	
World Bank	●		●			●	●			●			●		

# CGIAR's assessment has followed a structured process



# Performance Ratings



# Areas of Strength



Diverse and flexible System – responsive to demands, context



SRF, Business Plan, and Financial Plan



Shift towards greater professionalization, transparent and responsive culture



Progress on performance & results processes and systems



CGIAR Research Programs a strong concept - provide coverage and delivery



Open intellectual assets a significant global resource

# Areas for Improvement / Challenges



Decision-making and change can be difficult and slow in the diverse System



Complex governance and organizational structure compound weaknesses



Yet to agree a consensus on the way forward: System, reforms, and support to CRPs



Lack of consistency in focus and capacities across System: resource management, audit, M&E



Reformed evaluation function – risks of reduced independence and limited leadership

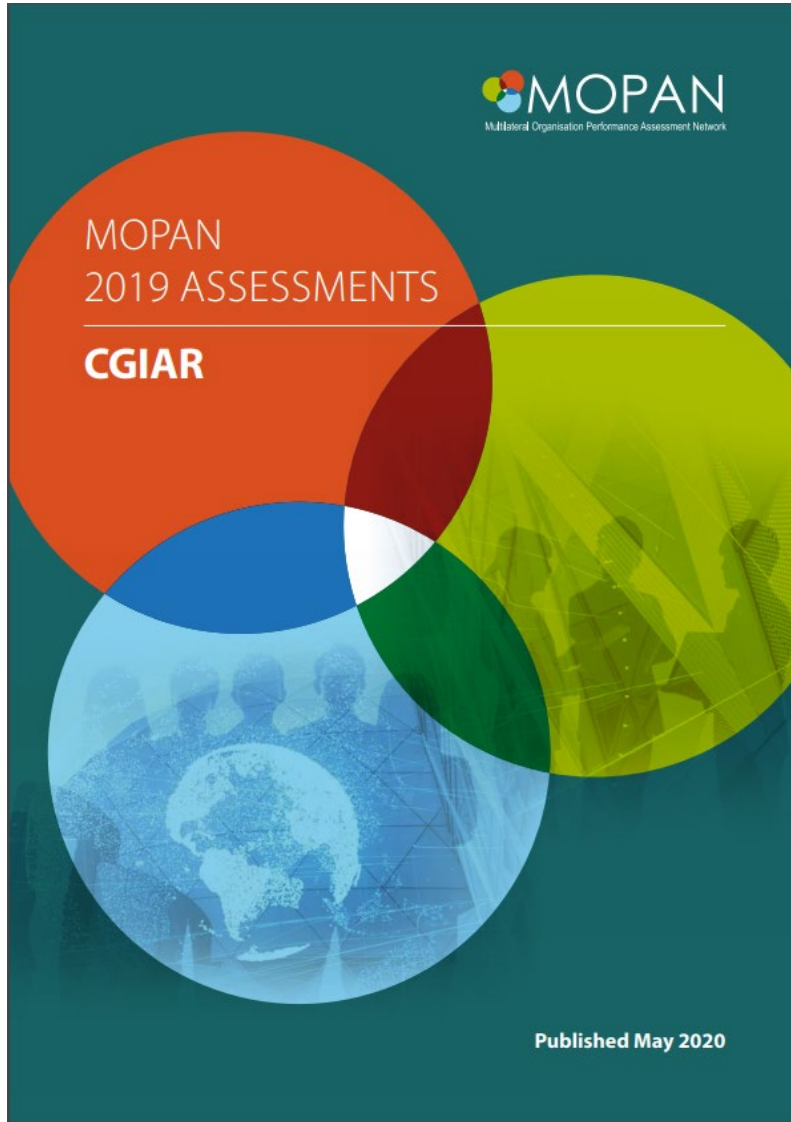


Lack of strategic position on partnerships and capacities



Efforts on gender equality are isolated pockets of good practice with a risk of a superficial 'Gender Fix'

# Full report and next steps



## Full report and performance brief

- Now available!

## Management Response

- Within about 3 months

## Publicly accessible at:

[www.mopanonline.org](http://www.mopanonline.org)

**Thank you!**

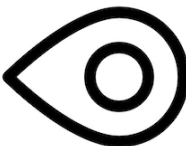
## Agenda Item 4: Leveraging independent advice



### 4a: Building a One CGIAR management response to MOPAN

For information

Actions	Responsible party	By when
<b>Delivery of One CGIAR Management Response</b>	<b>One CGIAR Executive Management Team</b>	<b>Not later than 18 August 2020</b>
Endorse	System Management Board	By early August
Accountable <i>[consolidating the response]</i>	Executive Management Team (upon appointment)	In second half of July
Consulted <i>[to provide inputs]</i>	<ul style="list-style-type: none"> <li>System Council + standing committees [AOC; SIMEC]</li> <li>System Organization: SMB + Units</li> <li>CGIAR advisory services</li> <li>Centers</li> <li>Relevant thematic CoP's</li> </ul>	Mid-June through mid-July, starting with SC10 and the 'Deep dive' post-SC10 session
Support <i>[to steward the process]</i>	Project team of Focal Points from System Organization + other entities	End-May through early August



## Agenda Item 4: Leveraging independent advice



4b: Presentation by the ISDC Chair

For strategic  
guidance

# Leveraging Independent Advice: ISDC and Evaluation Function

*Considering the consequences of choices*

Holger Meinke, Chair, Independent Science for Development Council

### Presentation Contents

- ISDC & Support to One CGIAR – Foresight and Tradeoffs
- Independent Evaluation Function – CRP 2020 Reviews w/ emerging findings
- + SPIA input available through  
<https://www.youtube.com/watch?v=TTms9C-rdwg>





4b: Presentation by the ISDC Chair

For strategic  
guidance

# Highlights of ISDC's Current Work

## Independent Advice

- Supports the One CGIAR reform
- Engages with and challenges key CGIAR entities
- Advises on strategies and approaches for the forthcoming program portfolio

## Representation in Transition Advisory Groups (TAGs)

1. Cross-cutting: Lesley Torrance
2. Research: Holger Meinke
5. Country and Regional Engagement: Mandefro Nigussie
6. Finance: Andrew Ash
7. Resource mobilization: Nighisty Ghezae

## ISDC Deliverables Q1&2 2020

- Published updated QoR4D
- Foresight & trade-off research and recommendations

<https://cas.cgiar.org/isdc/publications/foresight-and-trade-implications-one-cgiar-overview>

## Agenda Item 4: Leveraging independent advice



4b: Presentation by the ISDC Chair

For strategic  
guidance

### Research Gaps evident from Foresight Review

- **Governance & policy barriers not sufficiently considered**
- **Megatrend analyses that include shocks**
- Nutrition & food security; poverty reduction, livelihoods, & jobs; & gender dimensions, youth, & social inclusion
- Fish stocks & more sustainable forms of aquaculture & mariculture
- Effective management of trees for co-production of food and ecosystem services
- Adoption and adaptation pathways of technology and institutional innovations
- Migration gender dynamics
- Specific challenges within sub-Saharan Africa
- Linkages between access to water, sanitation, & water infrastructure & gender, poverty, & nutrition
- Biotic pressures on the AFS resulting from climate change
- Effects of food prices across impact areas



Credit: 2013 /CIAT Neil Palmer

## Agenda Item 4: Leveraging independent advice



### 4b: Presentation by the ISDC Chair

For strategic  
guidance

## Foresight Reflections Highlights

- To develop an impactful research strategy, decision-makers need to understand current and emerging trends in AFS
- FS and TO analyses should prioritize attention to key barriers to adaptation, adoption, and diffusion of innovations for impact
- Expanded attention to—and investment in—research concerning fruits, legumes (including pulses), nuts, and vegetables to broaden the System's commodity composition
- Sustainable intensification and stronger agroecological systems approaches are synergistic pathways for CGIAR



Credit: 2012CIAT Neil Palmer

## Agenda Item 4: Leveraging independent advice



### 4b: Presentation by the ISDC Chair

For strategic  
guidance

## Foresight and Trade-off analysis are essential tools for developing research strategies

- FS and TO analysis should integrate into all of the CGIAR's ongoing decision-making and priority-setting processes.
- To deal with complexity and uncertainty, FS and TO analysis implementation should respect the principle of parsimony by using the simplest scientifically-sound approaches that fit the problem domain.
- One CGIAR needs a strategy for capacity building to ensure the effective use of FS and TO analysis by all its governance, management, and research teams.



## Agenda Item 4: Leveraging independent advice



4b: Presentation by the ISDC Chair

For strategic  
guidance

### Independent Evaluation in CGIAR: CRP 2020 Reviews

- CAS Evaluation Function and external evaluation specialists are undertaking CRP Reviews
- Lean, evaluative reviews of 12 current CRPs: 2017-2019 period
- Evaluation criteria are
  1. Quality of Science (through the QoR4D lens)
  2. Effectiveness (progressing outputs to outcomes)
- Each review takes <12 weeks, not including data pre-analysis
- Final reports for WHEAT, A4NH and GLDC will be made available for SIMEC and SC w/c 6 July.
- More information <https://cas.cgiar.org/evaluation/crp-2020-review>
- Request to SIMEC for AAR in July to check on utility of the lean evaluative approach with the Funders



## Agenda Item 4: Leveraging independent advice



4b: Presentation by the ISDC Chair

For strategic  
guidance

### **What are we learning so far from preliminary CRP 2020 Review findings?**

- IPG content has been generated through publications and other outputs; general good quality of scientific publications
- Consistent pooled funding considerably enhances the QoS and effectiveness
- Management structures that engage partner institutions and ARIs in leadership often enhance the QoS and partnership reach, including to private sector. Partnerships are critical for future success
- By and large, fidelity to plan at Flagship level is evident. However, COVID-19 may affect final 18 months of work (after these reviews).

**THESE ARE NOT THE FINAL FINDINGS, CONCLUSIONS OR RECOMMENDATIONS!**



4b: Presentation by the ISDC Chair

For strategic  
guidance

# Questions & Discussion

## Agenda Item 7a: Operational Matters: Consent Agenda

For decision

*Items in the Consent Agenda- to be adopted as a group without discussions include:*

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

### Decision requested of the System Council:

The System Council approves the items outlined in the Consent Agenda

# Agenda Item 7b: Operational Matters

## Decision to take forward Unified Governance



### ► Putting One CGIAR Common Board in place

The requested decision set out on the next slide...

- **Permits reconstitution of the SMB that will become the One CGIAR Common Board** once relevant appointment decisions are taken by Center Boards.
- **Has already been approved by the General Assembly**, and it is anticipated that the System Management Board will approve the same amendments\* at an ad hoc meeting in the week of Monday 22 June 2020.

*\* To be effective, amendments to the Charter require approval by the System Council, the System Management Board and a two-thirds majority of the General Assembly of the Centers.*

### ►► Forthcoming – Enabling appointment of EMT

Immediately following the Council's and SMB's approvals, the **General Assembly** will be asked to approve a decision to:

- **authorize the SMB to appoint the inaugural EMT** pursuant to the timetable set out in the EMT Candidate Information Pack; and
- **put in place initial delegations of authorities** to the EMT that remain in place until such time as the One CGIAR Common Board becomes operational and agreed delegations of authority as between the EMT and Directors General based on relevant board decisions come into effect.

Further proposed changes to the Charter will be required in due course to facilitate the transition to unified governance (e.g. provisions relating to the EMT for the longer term; One CGIAR Common Board members' term lengths; appointment of ex officio Board members)

# Decision to take forward Unified Governance

## Approving the same decision the GA has already taken, and SMB will shortly take



### Decision requested of the System Council to **facilitate the appointment of the One CGIAR Common Board**:

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 **approves** 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	<p>The System Management Board shall comprise <del>the following</del> <u>up to ten (10) nine (9)</u> voting members <u>who, 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. 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:</u></p> <p>a) <del>six (6) Center Board members or Directors General, as appointed by the Centers; and</del></p> <p>b) <del>three (3) independent members, one of which should, whenever possible, be the Chair.</del></p>
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>

## Agenda Item 7c: Finalizing agreed position

### Agenda item 2: COVID-19 research response

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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. **Recommends** that the System Organization ensure that CGIAR provides an ambitious response to the COVID-19 crisis; and
- ii. **Requests** 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:
  - a. providing a system-wide entry point on COVID-19 for partners and Funders;
  - b. 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
  - c. articulating a set of prioritized areas of work on COVID-19 response, recovery and longer-term resilience matched to budget scenarios.

Note: Decision already taken on Item 2 on Covid-19 research response

The System Council:

- a. **Endorsed** the CGIAR Research Response to COVID-19 as set out in meeting document SC10-02;
- b. **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
- c. **Invited** Funders to reflect on their capacity to, where possible, provide funding to contribute to the research response.

## Agenda Item 7c: Finalizing agreed position

### Agenda 3.b - Financial response to COVID



The System Council:

- a. **Takes 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)
  - 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.
- b. **Recognizes** 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.
  - The partial de-linking rules to be adjusted to ensure Funder interests met.<sup>1</sup>

<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.

# Comfort break

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10 minutes

Reconvene at 10:50 Washington time

## Agenda Item 5: Progress towards One CGIAR



### 5: Update by SMB on progress and next steps in the transition to One CGIAR

For information

- The System Council **unanimously endorsed** the recommendations of the System Reference Group (SRG) for a 'One CGIAR' in November 2019 and requested that the SMB provide quarterly updates on the implementation of the endorsed recommendations.
- This **progress update** follows the SMB Chair's report to the System Council on 30 April 2020 and builds on the regular communications by the four co-chairs of the Transition Consultation Forum (TCF).



## Agenda Item 5: Progress towards One CGIAR

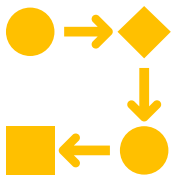


5: Update by SMB on progress and next steps in the transition to One CGIAR

For information



- The endorsed recommendations include target dates that reflect the **urgency** of the changes needed: escalating climate crisis, narrowing window of opportunity to achieve SDG, and – more recently – Covid-19



- The target dates reflect a clear **sequence** of work, which prioritizes the appointment of an empowered One CGIAR Executive Management Team (EMT), operating with Unified Governance, and a clear and convincing research offer



- Since November 2019, minor adjustments consistent with a principle of **adaptive management**

## Agenda Item 5: Progress towards One CGIAR

### One CGIAR target dates and progress (as of 5 June 2020)

(key: ■ completed; ■ in progress, target date achievable; ■ in progress, requires attention; ■ to start later)

Endorsed recommendation	Target date	2020						2021				2022	2023	2024	Status	Notes
		Jul	Aug	Sept	Oct	Nov	Dec	Q1	Q2	Q3	Q4					
<b>Recommendation 1:</b> 2030 Research Strategy developed, approved	SC approval by end-2020	■	■	■	■	■									in progress, target date achievable	The SMB, at its 17 <sup>th</sup> meeting, endorsed the approach and timeline for the development of the high-level 2030 Research Strategy by November 2020, as recommended by Transition Advisory Group (TAG) 2 on research.
<b>Recommendation 1:</b> 2022—24 Investment Plan developed, approved	SC approval by Q2 2021						■	■	■						due to start later	In response to Funder feedback, the possibility of bringing forward the delivery of a 2022—24 Investment Plan, under the leadership of the inaugural EMT, is being explored. <b>REVIEW</b>
<b>Recommendation 1:</b> Initial set of CGIAR Projects developed, approved	SC approval by Q4 2021								■	■	■				due to start later	Timing to be adjusted as needed in line with decision-making on the 2022—24 Investment Plan. <b>REVIEW</b>
<b>Recommendation 2:</b> Center Board decision-making in Aug—Sept to appoint reconstituted SMB members to Center/Alliance Boards, as a minimum 2/3 voting majority	Appointments by Centers effective by 1 Oct 2020	■	■	■											in progress, target date achievable	The General Assembly agreed, in February 2020, to form an inclusive Nominations Committee to reconstitute the SMB and approved associated amendments to the Charter of the System Organization. As the issue of this presentation, the Nominations Committee was on track to recommend candidates for a reconstituted SMB in time for their appointment by the General Assembly in July 2020.

## Agenda Item 5: Progress towards One CGIAR

### One CGIAR target dates and progress (as of 5 June 2020)

(key: ■ completed; ■ in progress, target date achievable; ■ in progress, requires attention; ■ to start later)

Endorsed recommendation	Target date	2020						2021				2022	2023	2024	Status	Notes
		Jul	Aug	Sept	Oct	Nov	Dec	Q1	Q2	Q3	Q4					
<b>Recommendation 3.a:</b> Form One CGIAR EMT	Appointments effective by 1 July 2020	■													in progress, requires attention	The SMB, at its 17 <sup>th</sup> meeting, based on work of TAG3-on unified governance, approved the terms of reference for the inaugural EMT and agreed the Chair and shape of an EMT Search Committee. The EMT Search Committee 1 <sup>st</sup> met on 4 June, and is working towards an early-mid July recommendation to SMB for decision
<b>Recommendation 3.a:</b> One CGIAR EMT to revert to the One CGIAR Common Board with a proposed integrated operational structure for One CGIAR	by end-2020		■	■	■	■	■								due to start later	
<b>Recommendation 3.b:</b> Priority One CGIAR policies and services feasibility and business case development, services design	in 2020	■	■	■	■	■	■								in progress, requires attention	Absent initial expressions of interest from the TCF members, TAG4 on policies and services – unlike other TAGs – was not formed in February 2020. The TCF co-chairs provided an update on this area of work in their 28 April Newsletter on the transition process, noting that this is an area where substantial progress should be led by the inaugural EMT.

## Agenda Item 5: Progress towards One CGIAR

### One CGIAR target dates and progress (as of 5 June 2020)

(key: ■ completed; ■ in progress, target date achievable; ■ in progress, requires attention; ■ to start later)

Endorsed recommendation	Target date	2020						2021				2022	2023	2024	Status	Notes
		Jul	Aug	Sept	Oct	Nov	Dec	Q1	Q2	Q3	Q4					
<b>Recommendation 3.b:</b> Priority One CGIAR policies and services build and implementation	in 2021—22														due to start later	
<b>Recommendation 3.c:</b> Design and scoping of One CGIAR country and regional engagement model	in 2020														in progress, target date achievable	TAG5 on country and regional engagement is carrying out relevant background analysis and developing options to inform subsequent implementation steps led by the inaugural EMT.
<b>Recommendation 3.c:</b> Prioritized roll-out of new engagement model with country strategies and coordination functions	in 2021														due to start later	
<b>Recommendation 4:</b> New modality developed and approved for implementation readiness	from 2022														due to start later	In line with the 2022—24 Investment Plan and initial set of CGIAR Projects (see Recommendation 1 above), work towards new research modality could be brought forward as needed.

# Agenda Item 5: Progress towards One CGIAR

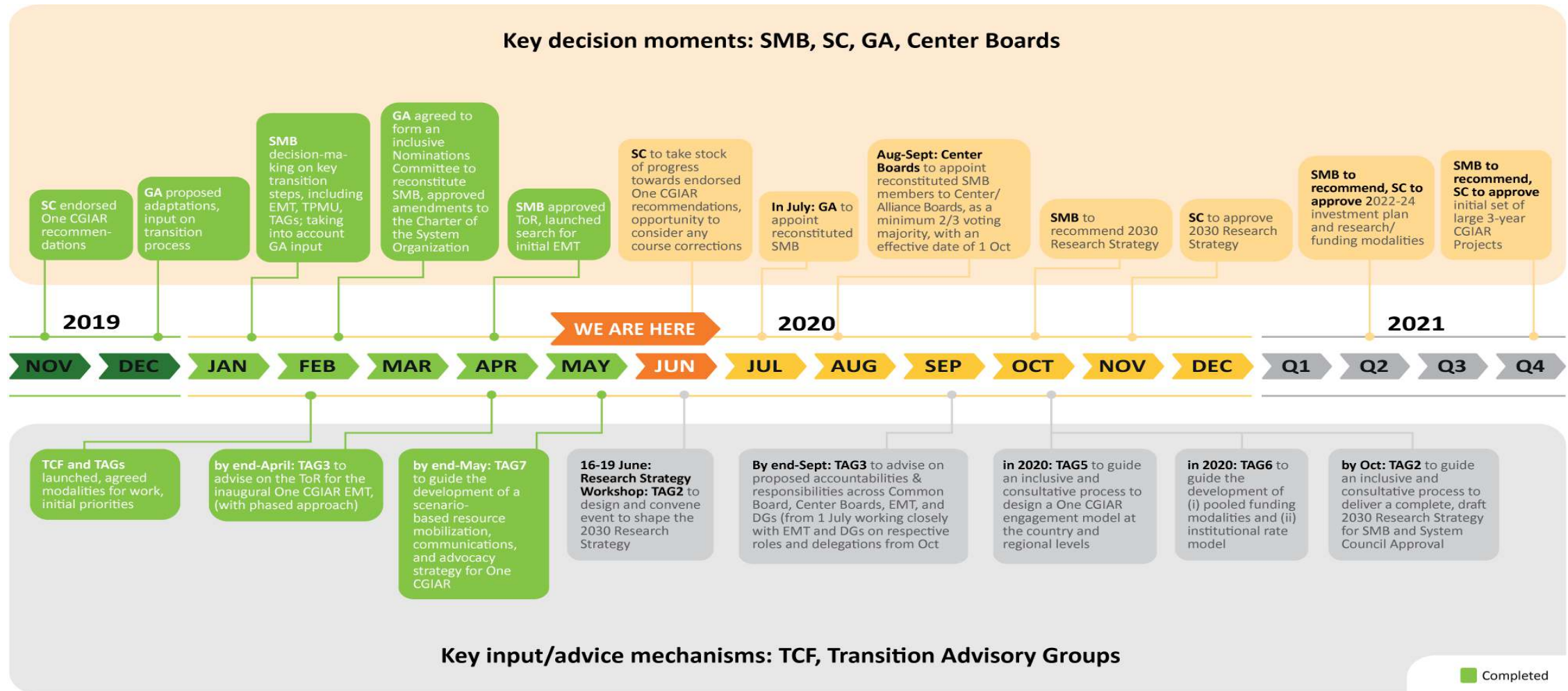
## One CGIAR target dates and progress (as of 5 June 2020)

(key: ■ completed; ■ in progress, target date achievable; ■ in progress, requires attention; ■ to start later)

Endorsed recommendation	Target date	2020						2021				2022	2023	2024	Status	Notes
		Jul	Aug	Sept	Oct	Nov	Dec	Q1	Q2	Q3	Q4					
<b>Recommendation 5:</b> 50% pooled funding achieved	by end-2022														in progress, target date achievable	TAG7 on resource mobilization, working alongside a task force of the CGIAR Resource Mobilization, and the Communications Communities of Practice, has developed a draft for a One CGIAR Resource Mobilization, Communications, Advocacy Strategy.
<b>Recommendation 5:</b> 70% pooled funding achieved	by end of 2022-2024 period														due to start later	A prerequisite to achieving 70% pooled funding requires achieving the 50% targets on time.

# Agenda Item 5: Progress towards One CGIAR – the implementation process

**A transparent, inclusive process of co-creation:** broad-based TCF and thematic TAGs providing multi-stakeholder advice in support of key decisions



## Agenda Item 5: Progress towards One CGIAR – the implementation process

**A transparent, inclusive process of co-creation:** the System Council is actively engaged in all aspects of the transition (key: ■ SC-affiliated member)

TAG	TAG1	TAG2	TAG3	TAG5	TAG6	TAG7
Convener(s)	Ferroni, Marco	Kropff, Martin ■ Wood, Mellissa	Wild, Hilary	Restrepo, Juan-Lucas	Andrews, Nancy	■ Self, Rinn
Members/ Guests		Abousabaa, Aly ■ Bernhardt, Michel ■ Bertram, Rob ■ Faure, Guy ■ Hubert, Bernard Jallow, Isatou Kramer-LeBlanc, Carole Meinke, Holger Morell, Matthew Nasi, Robert Ortiz, Oscar Philipps, Michael Pinto, Yvonne Sadoff, Claudia ■ Sharubutu, Garba Hamidu Swinnen, Jo ■ Thevasagayam, Sam ■ Tollervey, Alan ■ van Ijssel, Wijnand Wells, Barbara	Birdsall, Nancy ■ Cackler, Mark Falvey, Lindsay ■ Flower, Aline ■ Johnson, Alex Lenton, Roberto Ngongi, Namanga Nwanze, Kanayo ■ Potter, Stephen  <u>Affiliated members</u> Hughes, Jackie Bounjoua, Saad Van Heerden, Clarissa	Abubakar, Yusuf Broadley, Martin Byerlee, Derek ■ Diaz Luengas, Jorge Mario ■ Évéquoz, Michel ■ Johnson, Alexandra ■ Machado, Pedro Nigussie, Mandefro Nteranya, Sanginga Roy-Macauley, Harold Selvaraju Ramasamy Sereme, Paco ■ Sharubutu, Garba Hamidu ■ Tollervey, Alan	Ash, Andrew ■ Bernhardt, Michel Birrell, Nicole Godfrey, Jim ■ Van Gilst, Daniel Wadsworth, Jonathan ■ Witte, Eric	■ Biddle, Julianne Borgemeister, Christian Cooke, Rodney Ghezae, Nighisty Guertin, Michelle Hughes, Jackie Kropff, Martin Smith, Jimmy Van der Blik, Julie Wadsworth, Jonathan
	Andrews, Nancy Birrell, Nicole Bounjoua, Saad ■ Cavalieri, Tony Grainger-Jones, Elwyn Johnstone, Gareth Kropff, Martin Marton-Lefèvre, Julia Restrepo, Juan-Lucas ■ Self, Rinn Smith, Jimmy Smith, Allison Van Heerden, Clarissa Wild, Hilary ■ Wood, Mellissa					

## Agenda Item 5: Progress towards One CGIAR – the implementation process

**A transparent, inclusive process of co-creation:** progressive investment in external and internal communications and targeted stakeholder engagement

Tool, platform, product, process	Status	Update as of 5 June
<b>Tools, platforms</b>		
<a href="#">TCF web page</a>		Live, updated with each Newsletter and as needed, to be replaced by more comprehensive One CGIAR site
MS Teams workspace for the TCF and TAGs		Live, updated continuously as a document repository and collaboration platform for TCF, TAGs
One CGIAR site (to replace TCF page as principal, externally-facing site)		In progress
<b>Products</b>		
‘Towards One CGIAR’ Newsletter series		5 editions issued
Questions & answers on the transition to One CGIAR		<a href="#">Live</a> , to be updated continuously as a core resource for external and internal communications
Standard One CGIAR PPT		<a href="#">Live</a> , to be updated continuously as a core resource for external and internal communications
One CGIAR brochure		In progress
Video messages from TCF co-chairs, champions		Not started
<b>Processes</b>		
TCF		Launched in January
TAGs		Launched in February
TAG engagement with CGIAR Communities of Practice (CoP), Heads of Communications CoP and Center focal points empowered to support		In place, with input received on initial communications products and processes
Structured engagement with Center Boards, including through dialogues on the external legal opinion and with key Funders		In progress: 9/13 Board—Funder dialogues held, legal opinion issued
Structured engagement with host and partner countries		In progress: TCF co-chairs have proposed framing messages and modalities to BCs and DGs

## Agenda Item 5: Progress towards One CGIAR – the implementation process



A consortium of Dalberg Advisors and Collaborative Impact was selected by the SMB to provide a **Transition Program Management Unit (TPMU)** to coordinate the transition to One CGIAR as a program of interconnected projects. The agreed 2020 deliverables for the TPMU are set out below.

Deliverable	Details
Transition Plan	Budgeted transition plan to end-2021 with key milestones and activities, delivered by end-June
Risk Management Framework	Process of early identification, tracking, and mitigation of risks to the transition
Program Monitoring, Evaluation, and Learning	Monitoring and reporting framework that promotes accountability, transparency, and effective delivery by measuring quantitative and qualitative metrics throughout the transition
Communications	A communications strategy and plan that encourages engagement in and support for the transition across CGIAR and partners, and a communications function that supports the development and roll-out of products and processes
Organizational Design	High-level advice to the EMT on organizational design/ institutional structure of One CGIAR
Support Towards Thematic TAGs	Differentiated coordination support towards the thematic TAGs, with a priority on TAGs 2 and 3

# Agenda Item 6: The road to doubling CGIAR research funding by 2030

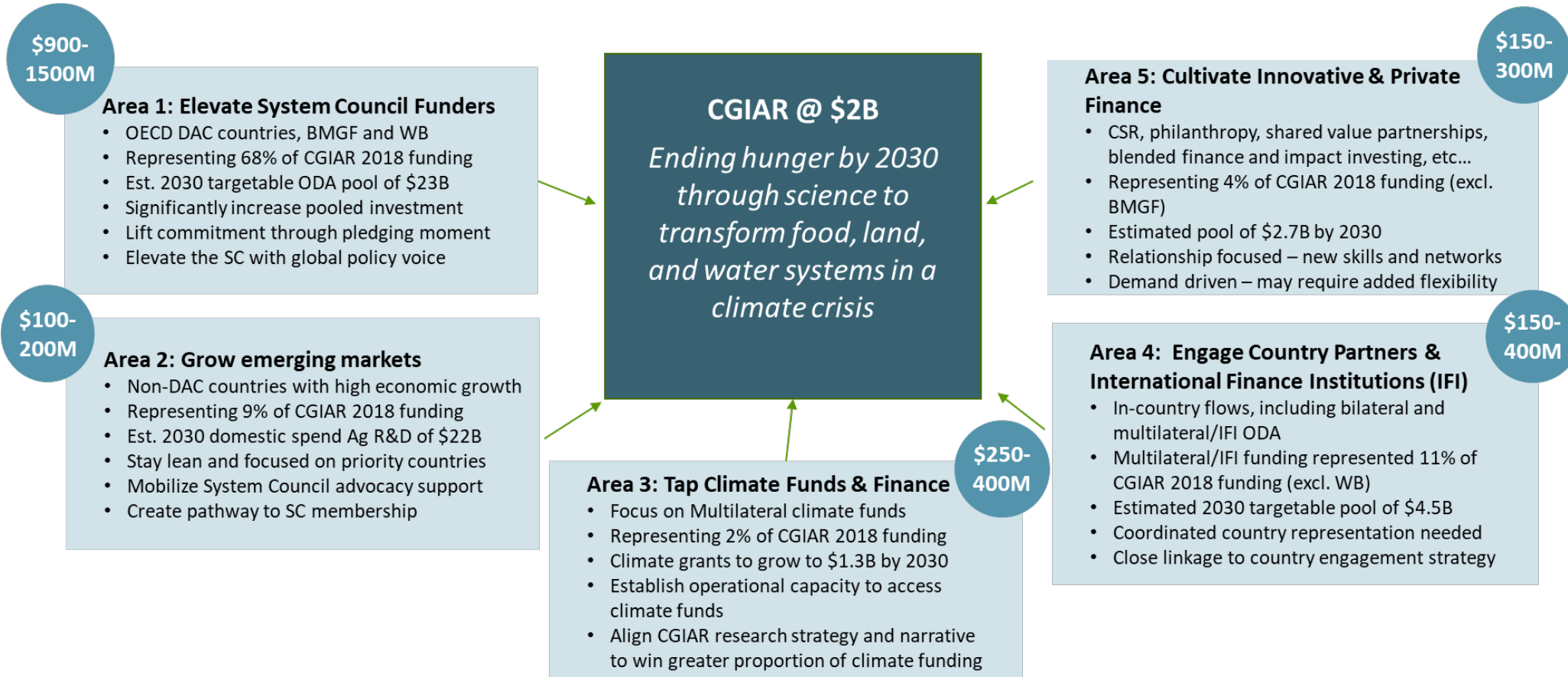


## 6: One CGIAR Resource Mobilization, Comms and Advocacy strategy

Analysis shows funding sources to support a \$2 billion annual One CGIAR sustainable financial ambition by 2030.

In addition to strong System Council commitment to advocate and invest, it demands a targeted, multi-channel fundraising approach – made up of 5 Action Areas each targeting specific sources and types of investments.

This also requires a new way of working across CGIAR – coordinated, targeted, and transparent campaign approach.



*The five Action Areas have been designed with a view to strengthen relations with existing funders, diversify the portfolio of investors and to expand the use of innovative financing approaches to support a \$2 Bn target.*

## Agenda Item 6: The road to doubling CGIAR research funding by 2030



6: Exploring a UN Food Systems Summit (UNFSS), or alternative, pledging/commitment moment

For strategic guidance

- CGIAR needs to take action now to execute a major campaign and pledging “moment” in 2021 to elevate the global importance of agricultural research for development, announce the transition to One CGIAR, recognize 50 years of impact.
- The UNFSS provides a unique platform for Funders to align commitments and investments in CGIAR to support the Sustainable Development Goals (SDGs).
- CGIAR – with strong System Council support – needs to move rapidly in this new environment to produce key positions and negotiate a place at the UNFSS table.

Are System Council members willing to work together towards a public pledging moment for One CGIAR in 2021?

For Input

### Background

*According to the System Council's Rules of Procedure, article 2.1:*

- (b) The System Council discusses, prior to the closure of each meeting, the timing and venue of the next two meetings.

### Proposal

- **SC11: To be held in early December 2020**
- Meetings in 2021: Consider at least one as virtual even if in-person options become feasible

### Way forward

Open for some discussion at SC10, with a follow-up poll to be issued to identify preference for modality and dates

# Appendix – Agenda for additional workshops session

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*Program for adhoc sessions on Friday 12 June follows*

# Additional virtual workshop sessions

## Friday 12 June



Workshop sessions	About	Timing (All Paris time)
<b>‘CGIAR’s online dashboards’</b> <i>[session repeated in afternoon]</i>	Demonstration of results and funding dashboards and sharing new Grants Database dashboards	10:00- 10:30
<b>‘CRP sound bites’</b> -Session 1 <i>[details to be provided]</i>	CRPs will present a snapshot of progress and some potential ways to tackle the challenge posed by COVID-19 + Q&A to follow	11:00-11:30
<b>‘Deep dive on MOPAN’</b>	<ul style="list-style-type: none"> <li>Exploring in more depth high-level feedback heard at SC10</li> <li>Sharing early observations to help with the framing of a management response</li> </ul>	14:00 -15:30
<b>‘CGIAR’s online dashboards’</b> <i>[repeated session from morning]</i>	Demonstration of results and funding dashboards and sharing new Grants Database dashboards	15:30-16:00
<b>‘CRP sound bites’</b> - Session 2 <i>[details to be provided]</i>	CRPs will present a snapshot of progress and some potential ways to tackle the challenge posed by COVID-19 + Q&A to follow	16:00-16:30