10th System Council meeting
10-11 June 2020, Virtual

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

Note: Recording is on for minutes purposes. The recording will be deleted shortly after the call
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

Video available at [https://vimeo.com/424920541/76bb079597](https://vimeo.com/424920541/76bb079597)
Agenda Item 2: **CGIAR’s research response to COVID-19**

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

**Research pillars and themes**

<table>
<thead>
<tr>
<th>Pillars</th>
<th>Food systems</th>
<th>One Health</th>
<th>Inclusive public programs</th>
<th>Policies and investments</th>
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<td>Themes</td>
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<td>Labor and industry</td>
<td>Markets and trade</td>
<td>Resilience</td>
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<td>Five Impact Areas of CGIAR</td>
<td>Nutrition &amp; food security</td>
<td>Poverty reduction, livelihoods &amp; jobs</td>
<td>Gender equality, youth &amp; social inclusion</td>
<td>Climate adaptation &amp; greenhouse gas reduction</td>
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- **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.

- **<USD 1M:**
  - A limited number of common research projects largely adapted from existing research
  - Cross-CGIAR coordination and research partnerships

- **USD 1–10M:**
  - New research for country-specific actions linked to demands from national partners
  - Modeling of key national and regional trends; surveillance of impacts on key sub-populations of women, children and poor communities
  - Some cross-CGIAR coordinated actions linked to country demand in recovery phase

- **>USD 10M:**
  - Comprehensive new response and recovery research with clear bridging to CGIAR research beyond 2021.
  - Major support provided to partner countries through cross-CGIAR coordinated actions linked to country demand.
  - Joint work conducted with the health sector on co-managing health operations.
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

10 minutes

Reconvene at 10:30 Washington time
Agenda Item 3: Ensuring adequate resources to deliver

3a: Our focus on people

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)

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

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

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

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

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

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
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

### Measure 1

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

- **a)** Funders to maintain planned and indicated W1/W2 investments in CGIAR Research Portfolio for 2020 and 2021 to ensure stability and confidence;
- **b)** 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
- **c)** Adjust partial de-linking rules to ensure Funder interests met.

1A 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*

- **a)** 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.

- **b)** 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

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.
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.

1A 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**

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

Reconvene Thursday 11 June at 09:00 Washington time
RE-ORDERED* Day 2 – **Building a stronger CGIAR**

<table>
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<tr>
<th>4. Leveraging independent advice</th>
<th>5. Progress towards One CGIAR</th>
<th>6. The road to doubling CGIAR research funding by 2030</th>
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<tbody>
<tr>
<td>a. Highlights of the MOPAN independent assessment of CGIAR</td>
<td>a. Update by SMB on progress and next steps in the transition to One CGIAR</td>
<td>a. One CGIAR Resource Mobilization, Communications, and Advocacy strategy and exploring a UNFSS pledging/commitment moment</td>
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<td>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</td>
<td>b. Facilitative decision to enable One Common Board to be put in place</td>
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Materials shared on SC10 webpage on 25 May 2020:
- Document SC10-05
- Document SC10-06
- Document SC10-07

~Meeting Close~
Agenda Item 4: Leveraging independent advice

4a: Highlights of the MOPAN independent assessment of CGIAR

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.

- Australia
- Belgium
- Canada
- Denmark
- Finland
- France
- Germany
- Ireland
- Italy
- Japan
- Luxembourg
- The Netherlands
- Norway
- Republic of Korea
- Sweden
- Switzerland
- United Arab Emirates
- The United Kingdom
- The United States of America
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CGIAR’s assessment has followed a structured process:

- Working hypothesis
- Document review: 105 documents reviewed
- Survey of external partners: 162 responses
- Interviews & consultations
- Structured analytical tools
- MOPAN Assessment Report
- External expert review by ex Internal Oversight CoE

50 interviews with individuals and groups
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 performance brief
• Now available!

Management Response
• Within about 3 months

Publicly accessible at:
www.mopanonline.org

Thank you!
## Agenda Item 4: Leveraging independent advice

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

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<th>Actions</th>
<th>Responsible party</th>
<th>By when</th>
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<tr>
<td>Delivery of One CGIAR Management Response</td>
<td>One CGIAR Executive Management Team</td>
<td>Not later than 18 August 2020</td>
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<td>Endorse</td>
<td>System Management Board</td>
<td>By early August</td>
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<td>Accountable [consolidating the response]</td>
<td>Executive Management Team (upon appointment)</td>
<td>In second half of July</td>
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| Consulted [to provide inputs] | • System Council + standing committees [AOC; SIMEC]  
• System Organization: SMB + Units  
• CGIAR advisory services  
• Centers  
• Relevant thematic CoP’s | Mid-June through mid-July, starting with SC10 and the ‘Deep dive’ post-SC10 session |
| Support [to steward the process] | Project team of Focal Points from System Organization + other entities | End-May through early August |
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](https://www.youtube.com/watch?v=TTms9C-rdwg)
Agenda Item 4: Leveraging independent advice

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
3. Country and Regional Engagement: Mandefro Nigussie
4. Finance: Andrew Ash
5. Resource mobilization: Nighisty Ghezae

**ISDC Deliverables Q1&2 2020**
- Published updated QoR4D
- Foresight & trade-off research and recommendations

Agenda Item 4: Leveraging independent advice

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
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
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

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
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!
Agenda Item 4: Leveraging independent advice

4b: Presentation by the ISDC Chair

Questions & Discussion
Agenda Item 7a: **Operational Matters: Consent Agenda**

**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:

<table>
<thead>
<tr>
<th>Ref</th>
<th>Proposed Charter text amendment -</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.2</td>
<td>The System Management Board shall comprise the following up to ten (10) nine (9) voting members 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:</td>
</tr>
<tr>
<td></td>
<td>a) six (6) Center Board members or Directors General, as appointed by the Centers; and</td>
</tr>
<tr>
<td></td>
<td>b) three (3) independent members, one of which should, whenever possible, be the Chair.</td>
</tr>
<tr>
<td>7.3</td>
<td>The System Management Board shall appoint a Chair from amongst its voting members.</td>
</tr>
<tr>
<td>7.8</td>
<td>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 may be affiliated with represent.</td>
</tr>
<tr>
<td>7.9</td>
<td>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 and will not be re-appointed when their term as Center Board members is expired.</td>
</tr>
</tbody>
</table>
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.
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) Reoration 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.¹

¹ 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

10 minutes

Reconvene at 10:50 Washington time
Agenda Item 5: **Progress towards One CGIAR**

- 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**

• 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)

*Note: □ completed; □ in progress, target date achievable; □ in progress, requires attention; □ to start later*

<table>
<thead>
<tr>
<th>Endorsed recommendation</th>
<th>Target date</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommendation 1:</td>
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</tr>
<tr>
<td>2030 Research Strategy</td>
<td>SC approval by end-2020</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>in progress, target date achievable</td>
<td>The SMB, at its 17th 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.</td>
</tr>
<tr>
<td>Recommendation 1:</td>
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<tr>
<td>2022—24 Investment Plan</td>
<td>SC approval by Q2 2021</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>due to start later</td>
<td>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. <strong>REVIEW</strong></td>
</tr>
<tr>
<td>Recommendation 1:</td>
<td></td>
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<tr>
<td>Initial set of CGIAR</td>
<td>SC approval by Q4 2021</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>due to start later</td>
<td>Timing to be adjusted as needed in line with decision-making on the 2022—24 Investment Plan. <strong>REVIEW</strong></td>
</tr>
<tr>
<td>Recommendation 2:</td>
<td></td>
<td></td>
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<tr>
<td>Center Board decision-</td>
<td>Appointments by Centers effective by 1 Oct 2020</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>in progress, target date achievable</td>
<td>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.</td>
</tr>
</tbody>
</table>

---

**REVIEW**
### 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)

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<th>Status</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Recommendation 3.a: Form One CGIAR EMT</td>
<td>Appointments effective by 1 July 2020</td>
<td>□</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>in progress, requires attention</td>
<td>The SMB, at its 17th 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 1st met on 4 June, and is working towards an early-mid July recommendation to SMB for decision</td>
</tr>
<tr>
<td>Recommendation 3.a: One CGIAR EMT to revert to the One CGIAR Common Board with a proposed integrated operational structure for One CGIAR</td>
<td>by end-2020</td>
<td>□</td>
<td></td>
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<td></td>
<td></td>
<td>due to start later</td>
<td></td>
</tr>
<tr>
<td>Recommendation 3.b: Priority One CGIAR policies and services feasibility and business case development, services design</td>
<td>in 2020</td>
<td>□</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>in progress, requires attention</td>
<td>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.</td>
</tr>
</tbody>
</table>
## 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)

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</tr>
</thead>
<tbody>
<tr>
<td><strong>Recommendation 3.b</strong>: Priority One CGIAR policies and services build and implementation</td>
<td>in 2021 — 22</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>due to start later</td>
</tr>
<tr>
<td><strong>Recommendation 3.c</strong>: Design and scoping of One CGIAR country and regional engagement model</td>
<td>in 2020</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>in progress, target date achievable</td>
<td>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.</td>
</tr>
<tr>
<td><strong>Recommendation 3.c</strong>: Prioritized roll-out of new engagement model with country strategies and coordination functions</td>
<td>in 2021</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>due to start later</td>
</tr>
<tr>
<td><strong>Recommendation 4</strong>: New modality developed and approved for implementation readiness</td>
<td>from 2022</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>due to start later</td>
</tr>
</tbody>
</table>
### 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)

<table>
<thead>
<tr>
<th>Endorsed recommendation</th>
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<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recommendation 5:</strong> 50% pooled funding achieved</td>
<td>by end-2022</td>
<td>Jul</td>
<td>Aug</td>
<td>Sept</td>
<td>Oct</td>
<td>Nov</td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td><strong>Recommendation 5:</strong> 70% pooled funding achieved</td>
<td>by end of 2022-2024 period</td>
<td></td>
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</tr>
</tbody>
</table>
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

Key decision moments: SMB, SC, GA, Center Boards

- SC endorsed One CGIAR recommendations
- GA proposed adaptations, input on transition process
- SMB decision-making on key transition steps, including EMT, TPMU, TAGs, taking into account GA input
- GA agreed to form an inclusive Nominations Committee to reconstitute SMB, approved amendments to the Charter of the System Organization
- SMB approved TCF, launched search for initial EMT
- SC to take stock of progress towards endorsed One CGIAR recommendations, opportunity to consider any course corrections
- In July: GA to appoint reconstituted SMB
- Aug-Sept: Center Boards to appoint reconstituted SMB members to Center/Alliance Boards, as a minimum 2/5 voting majority, with an effective date of 1 Oct
- SMB to recommend 2030 Research Strategy
- SC to approve 2030 Research Strategy
- SMB to recommend, SC to approve initial set of large 3-year CGIAR Projects

Key input/advice mechanisms: TCF, Transition Advisory Groups

- TCF and TAGs launched, agreed modalities for work, initial priorities
- by end-April: TAG3 to advise on the Toll for the inaugural One CGIAR EMT, (with phased approach)
- by end-May: TAG7 to guide the development of a scenario-based resource mobilisation, communications, and advocacy strategy for One CGIAR
- 16-19 June: Research Strategy Workshop: TAG2 to design and convene event to shape the 2030 Research Strategy
- By end-Sept: TAG3 to advise on proposed accountabilities & responsibilities across Common Board, Center Boards, EMT, and DGs (from 1 July working closely with EMT and DGs on respective roles and delegations from Oct
- in 2020: TAG5 to guide an inclusive and consultative process to design a One CGIAR engagement model at the country and regional levels
- in 2020: TAG6 to guide the development of (i) pooled funding modalities and (ii) institutional rate model
- by Oct: TAG2 to guide an inclusive and consultative process to deliver a complete, draft 2030 Research Strategy for SMB and System Council Approval
**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)

<table>
<thead>
<tr>
<th>TAG</th>
<th>TAG1</th>
<th>TAG2</th>
<th>TAG3</th>
<th>TAG5</th>
<th>TAG6</th>
<th>TAG7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convener(s)</td>
<td>Ferroni, Marco</td>
<td>Kropff, Martin  ■ Wood, Mellissa</td>
<td>Wild, Hilary</td>
<td>Restrepo, Juan-Lucas</td>
<td>Andrews, Nancy</td>
<td>■ Self, Rinn</td>
</tr>
</tbody>
</table>

**Members/Guests**
- 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

- Abousabaa, Aly
- ■ Bernhardt, Michel
- Bertram, Rob
- Faure, Guy
- Hubert, Bernard
- Jallow, Isatou
- Kramer-LeBlanc, Carole
- Meinke, Holger
- Morell, Matthew
- Nasi, Robert
- Ortiz, Oscar
- Philipp, 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

- Abubakar, Yusuf
- Broadley, Martin
- Byerlee, Derek
- ■ Diaz Luengas, Jorge
- Mario
- ■ Evêquoz, Michel
- Johnson, Alexandra
- Machado, Pedro
- Nigussie, Mandefro
- Nteranya, Sangina
- 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 Bliek, Julie
- Wadsworth, Jonathan
## 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

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

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transition Plan</td>
<td>Budgeted transition plan to end-2021 with key milestones and activities, delivered by end-June</td>
</tr>
<tr>
<td>Risk Management Framework</td>
<td>Process of early identification, tracking, and mitigation of risks to the transition</td>
</tr>
<tr>
<td>Program Monitoring, Evaluation, and Learning</td>
<td>Monitoring and reporting framework that promotes accountability, transparency, and effective delivery by measuring quantitative and qualitative metrics throughout the transition</td>
</tr>
<tr>
<td>Communications</td>
<td>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</td>
</tr>
<tr>
<td>Organizational Design</td>
<td>High-level advice to the EMT on organizational design/ institutional structure of One CGIAR</td>
</tr>
<tr>
<td>Support Towards Thematic TAGs</td>
<td>Differentiated coordination support towards the thematic TAGs, with a priority on TAGs 2 and 3</td>
</tr>
</tbody>
</table>
Agenda Item 6: The road to doubling CGIAR research funding by 2030

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

- 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?
Closing session: Next meeting

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

Program for adhoc sessions on Friday 12 June follows
## Additional virtual workshop sessions

**Friday 12 June**

<table>
<thead>
<tr>
<th>Workshop sessions</th>
<th>About</th>
<th>Timing (All Paris time)</th>
</tr>
</thead>
<tbody>
<tr>
<td>‘CGIAR’s online dashboards’</td>
<td>Demonstration of results and funding dashboards and sharing new Grants Database dashboards</td>
<td>10:00-10:30</td>
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<tr>
<td>[session repeated in afternoon]</td>
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<tr>
<td>‘CRP sound bites’ -Session 1</td>
<td>CRPs will present a snapshot of progress and some potential ways to tackle the challenge posed by COVID-19 + Q&amp;A to follow</td>
<td>11:00-11:30</td>
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<tr>
<td>[details to be provided]</td>
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</tbody>
</table>
| ‘Deep dive on MOPAN’                  | • Exploring in more depth high-level feedback heard at SC10  
• Sharing early observations to help with the framing of a management response | 14:00-15:30              |
| ‘CGIAR’s online dashboards’           | Demonstration of results and funding dashboards and sharing new Grants Database dashboards | 15:30-16:00              |
| [repeated session from morning]       |                                                                      |                          |
| ‘CRP sound bites’- Session 2          | 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              |
| [details to be provided]              |                                                                      |                          |