

Chair's Summary 11th System Council events and formal decisions 15-17 December 2020

Dear System Council Members, Active Observers, and invited guests

In a year that has been as transformative as it has been disruptive in how we work and engage, one of the most important end-of-year milestones for CGIAR was the System Council's approval of the System Board recommended CGIAR's 2030 Research and Innovation Strategy, and the associated CGIAR Performance and Results Management Framework.

Recognizing that work on the Strategy started under the umbrella of the CGIAR System Reference Group, a year ago in Chengdu the System Council endorsed the SRG's package of 5 interconnected recommendations to operate as 'One CGIAR'. Fundamental to this Strategy was CGIAR's decision to adopt a unifying mission of *'transforming food, land, and water systems in a climate crisis'*.

What we approved at our 11th System Council meeting is a new framework for research and innovation that is bold, timely, and that aligns CGIAR with the emerging global agenda of the UN Food Systems Summit. As I listened to CGIAR's new Strategy being outlined by Claudia Sadoff, Convener of CGIAR's new Executive Management Team ('EMT') and Managing Director for Research Delivery and Impact, I was struck by the boldness of the strategy in:

- Building climate resilience into the DNA of CGIAR's work to transform the food system which is a major contributor to the global climate crisis;
- Making a paradigm shift in looking at the quality of food produced alongside the quantity through an ever-stronger focus on nutrition;
- Moving forward the work on biodiversity problems driven by agriculture as a significant part of the transformation agenda; and
- Addressing head on the critical issue of inclusion, with food systems needing to explicitly find ways to reach all those who are excluded.

An important element of our decision making was the recognition that this was a moment to be decisive at the global level. Additionally, there was agreement that there remains a need for finely grained attention on the operational work to ensure that the Strategy can be translated into game-changing, transformational elements with appropriate success metrics, all the while harnessing the incredible skills of CGIAR scientists, brands and important partnerships.

The unwavering leadership that System Council members have shown across 2020 to support CGIAR reaching this important point in our transformation, is certainly inspiring when each of you have also been so acutely and necessarily focused on the COVID-19 pandemic.

CGIAR researchers and leaders have certainly stepped up to the challenge that we collectively set in Chengdu, and in our meeting we also heard the clear commitment from our Funder group, including confirmation from several funders (Canada, Germany and the World Bank to name a few) that are growing their pooled funding, reinforcing their multi-year contribution agreements and/or demonstrably growing overall CGIAR financial resources. Many others have shown this commitment across the 2020 calendar year, and all those efforts are remarkable in the context of unprecedented external stresses, and greatly appreciated.

Our approval of CGIAR's 2030 strategy was framed by initial remarks from the Chair of the CGIAR System Board, Dr. Marco Ferroni, who confirmed that moving to operate as One CGIAR is on track. There has been a major transformation in moving from operating as separate governing boards of CGIAR Centers to One CGIAR unified governance, and the collaboration between the September 2020 appointed EMT and their Director General colleagues is intensifying and delivering results. There is eager anticipation to continue the discussions on other parts of the implementation towards One CGIAR when the System Council meets again in the latter part of February 2021.

As an important next step in advancing the development of the 2022-2024 Investment Plans (to serve as the detail underneath the broad operating framework of the Strategy itself), and as has been reflective of the One CGIAR journey thus far, System Council members were invited to provide strategic inputs on key areas of the process for developing the research initiatives, and the Investment Advisory Groups that will play an important role in the design phase.

With regret that the time allocation for the formal part of the meeting was insufficient to capture the richness of all the inputs that System Council colleagues wished to share, the open discussion time that System Council members used after the formal session closed, was productive in helping EMT collect vital perspectives on how to take forward the design process for the 2022-2024 period.

A key point raised during that session was the importance of ensuring adequate voices on 'investor preferences' in the 'triangulation principle' proposed by the EMT to guide the priority-setting for CGIAR research initiatives. With time constraints not permitting the System Council to reach alignment on the make-up of the groups, although there was full alignment on the need to maintain the pace, it was accepted that the EMT would be imminently returning to the System Council to seek further views..

Shared at the same time of this meeting summary is a 'Framing Document' that summarizes the proposed role and size of the interim Investment Advisory Groups, upon which additional views are sought along with IAG membership nominations for the EMT to then consider and return to the System Council for confirmation.

I also wish to recognize the richness of the sessions that led up to the System Council's formal meeting day. They provided great framing, information sharing, and opportunities for interactive discussion related to the items tabled for decision and deliberation, including through:

- Pre-SC11 Deep Dive sessions on Tuesday 15 December: These sessions allowed Council members to learn more about the efforts that have been undertaken to strengthen gender, diversity and inclusion during 2020 that provide a firm foundation for One CGIAR to become a more diverse and inclusive organization; and also on the work of CGIAR's advisory services during 2020 which have provided advice and evidence to CGIAR and in its transition to One CGIAR.
- SC11 'Science Dialogue Day' on Wednesday 16 December: Organized around three dialogue blocks this day facilitated conversations with external and internal stakeholders on topics closely related to the 2030 Research and Innovation Strategy which were informing and inspiring. As the opening dialogue looked at being responsive to the world around us, key messages were heard about what countries, regions and global processes like the UNFSS are looking to CGIAR to contribute as an important partner. In reflecting on some key studies regarding returns on investment, innovation and impact of agricultural research CGIAR showed its openness to leverage key lessons as it makes the transition. We also heard the commitment and excitement of CGIAR researchers about the increased potential to achieve impact in the 5 impact areas of the 2030 Research and Innovation Strategy through better organized work and opportunities for collaboration, which gave a real sense of purpose for the transition.

In closing I would like to recognize that this has truly been an unusual and complex year, one which has presented many challenges to the world. With poverty and hunger expected to rise, the fragility of food systems being ever more obvious and an urgent need for transformation in them, the need for CGIAR to be more impactful than the sum of its parts is more compelling than ever before.

Building on the strong commitment of System Council members to provide uninterrupted funding in such a complex year, and the direction and unwavering commitment of the CGIAR System Board and the new One CGIAR Executive Management team members, I wish to extend on behalf of all present during the System Council meeting our firm support and appreciation to all of CGIAR's staff and board members for their commitment to delivery during 2020. I look forward to working together again in 2021, where we have an unprecedented opportunity to elevate One CGIAR on the global stage through our collective support of the developing 2022-2024 CGIAR Initiatives.

In these unprecedented times, staying the course is immensely difficult, and that CGIAR has achieved so much progress is a testament to all. I wish everyone restful, enjoyable and well-deserved end of year celebrations.

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

Appendix 1 – Decisions taken and Agreed positions and actions

DECISIONS

SC/M11/DP1: Adoption of the Agenda

The System Council **adopted** the Agenda issued on 4 December 2020 (document SC11-01).

SC/M11/DP2: CGIAR 2030 Research and Innovation Strategy

The System Council:

- **Approved** the CGIAR 2030 Research and Innovation Strategy as set out in meeting document SC11-03a);
- **Approved** the CGIAR Performance and Results Management Framework as set out in meeting document SC11-03b); and
- **Took note** that the operationalization of the Performance and Results Management Framework will involve consultation with System Council Funders, including elicitation of feedback from individual Funders considering their reporting and accountability needs.

AGREED ACTIONS

SC/M11/AP1: 2022-2024 Investment Plan development process

To facilitate the Executive Managing Team bringing to the System Council by late-January 2021, a proposal for endorsement by the System Council to take forward development of the 2022--2024 Investment Plan, **System Council voting members** are invited to provide written contributions via systemcouncil@cgiar.org (the secretariat email address) as follows:

1. **By Wednesday 6 January if at all possible, and by Friday 15 January at the latest, self--nomination of people* to serve in the capacity of:**
 - a. CGIAR Funder representatives to convey the breadth of investor preferences;
 - b. System Council Developing Country representatives to convey the breadth of stakeholder demand and regional relevance in the context of the newly approved CGIAR 2030 Research and Innovation Strategy;
 - c. Subject matter experts from beyond the System Council, with inclusion of experts from low- and middle-income countries; and
2. **By Friday 15 January 2021, written inputs on the fast-track initiatives proposal,**

* Please expressly refer to the accompanying 'Annex 1' of this Summary, which sets out the EMT's proposal for the membership of the initial Investment Advisory Groups, upon which input is sought on the possible members and the relative size of the IAGs.

Appendix 2 - Participants

*Note: The participants list covers participation in the SC11 meeting, with additional speakers listed below and an '**' used to indicate participation in the science dialogue day.*

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

Members and Alternates

Constituency/Country	Name	Role
African Development Bank	Martin Fregene*	Member
Australia	Andrew Campbell	Member
Bill & Melinda Gates Foundation	Tony Cavalieri*	Member
	Renee Lafitte*	Alternate
Canada	Stephen Potter*	Member
East Asia and Pacific	Hao Weiping*	Member (China)
European Commission	Christophe Larose*	Member
Germany & Belgium	Sebastian Lesch	Member (Germany)
	Carol Durieux*	Alternate (Belgium)
Japan	Naoko Takasugi*	Member
	Fumiaki Sato*	Alternate
Latin America and Caribbean	Jorge Mario Diaz	Member (Colombia) (only day 1)
	Pedro Machado*	Alternate (Brazil)
Mexico	Adriana Ivette Herrera Moreno*	Member
The Netherlands	Wijnand van IJssel*	Member
Norway	Even Stormoen	Member (only day 1)
	Daniel van Gilst*	Alternate
South Asia	Trilochan Mohapatra*	Member (India)
Sweden	AnnaMaria Oltorp*	Member
	Philip Chiverton*	Alternate
Switzerland	Michel Evéquoz*	Member
United Kingdom of Great Britain and Northern Ireland	Alan Tollervey*	Member
United States of America	Rob Bertram*	Member
	Eric Witte*	Alternate
West Asia & North Africa	Nevzat Birisik	Member (Turkey)
World Bank	Mark Cackler*	Member
	Michael Morris*	Alternate

Non-voting Ex-Officio Members

Organization/Role	Name
System Management Board, Chair	Marco Ferroni*
System Organization, Executive Director (and also One CGIAR Managing Director, Institutional Strategy and Systems)	Elwyn Grainger-Jones*
Center Representative 1: 2020 Convener of the Chairs of Center Boards of Trustees	Nicole Birrell *
Center Representative 2: 2020 Convener of the Center Directors General	Gareth Johnstone

Organization/Role	Name
Food and Agricultural Organization of the United Nations (FAO)	Selvaraju Ramasamy* (Alternate)
International Fund for Agricultural Development (IFAD)	Malu Ndavi (Alternate)*

Active Observers

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

Apologies Voting Members and Alternates

Constituency/Country	Name	Role
African Development Bank	Ken Johm	Alternate
Australia	Julianne Biddle	Alternate
Canada	Alexandra Johnson	Alternate
East Asia and Pacific	Djati Wicaksono	Alternate (Indonesia)
Sub-Saharan Africa	Garba Hamidu Sharubutu	Member (Nigeria)
	Eliud Kireger	Alternate (Kenya)
United Kingdom of Great Britain and Northern Ireland	Howard Standen	Alternate
West Asia & North Africa	Rasoul Zare	Alternate (Iran)

Apologies Ex-officio non-voting members

Constituency/Country	Name	Role
Food and Agricultural Organization of the United Nations	Bukar Tijani	Member

Apologies Active Observers

Constituency/Country	Name	Role
Global Forum on Agricultural Research	Raffaele Maiorano	Member

System Council Secretary

Karmen Bennett, Secretary to the System Council, CGIAR System Organization*

Additional delegates

Constituency/Country	Name	Role
Canada	Christophe Kadji*	Additional delegate
East Asia and Pacific	Yanzhou Qi*	Additional delegate (China)
	Zhai Lin*	Additional delegate (China)
Germany & Belgium	Michel Bernhardt*	Additional delegate (Germany)
	René Franke*	Additional delegate (Germany)
	Stefan Kachelriess-Mathess*	Additional delegate (Germany)
Japan	Masa Iwanaga*	Additional delegate
	Hiroshi Honjo	Additional delegate
	Shintaro Kobayashi*	Additional delegate
Sub-Saharan Africa	Oluwaseun Akinyemi*	Additional delegate (Nigeria)
Sweden	AnnaKarin Norling*	Additional delegate
West Asia & North Africa	Merve Altan*	Additional delegate (Turkey)

Invited guests

Organization/Role	Name
Trustee of the CGIAR Trust Fund (the World Bank)	Darius Stangu*
	Jane Mwebi
France, Chair of CRAI (Commission de la Recherche Agricole Internationale)	Bernard Hubert*
France, Ministry of Higher Education, Research and Innovation	Frederic Lapeyrie*
CGIAR System Council's Assurance Oversight Committee (AOC), Chair	Saad Bounjoua (only day 1)
CGIAR Standing Panel on Impact Assessment (SPIA), Chair	Karen Macours*
Executive Management Team additional members	Claudia Sadoff* (EMT coordinator)
	Kundhavi Kadiresan*

Additional Invitees

Organization	Name
Department of Foreign Affairs and Trade, Ireland	Chris Sommerville *
Ministry of Foreign Affairs, Denmark	Mike Speirs*
CGIAR Independent Science for Development Council (ISDC)	Andrew Ash
CGIAR Independent Science for Development Council (ISDC)	Nighisty Ghezae*
GFAR- Interim Executive Secretary	Matthew Montavon*
Vice Minister, Ministry of Agriculture, Peru [LAC Constituency]	Alberto Dante Maurer Fossa*
Ministry of Agriculture, Peru [LAC Constituency]	Cynthia Zorrilla Cisneros*
INTA, Argentina [LAC Constituency]	Alejandro Valeiro (only day 1)

Dialogue specific invitees (only day 1)

Organization	Name
Secretary of Agriculture and Development of Mexico	Secretary Victor Villalobos
Special Envoy for 2021 Food Systems Summit	Agnes Kalibata
FARA- Director of Research and Innovation	Dr Aggrey Agumya
Senior Advisor and Team Leader on Agriculture and Investment at IISD (Ceres2030)	Carin Smaller
Cornell University (Ceres2030)	Jaron Porciello
IFPRI (Ceres2030)	David Laborde
IFPRI (Ceres2030)	Marie Parent
Professor of Science and Technology Policy in the Department of Applied Economics, University of Minnesota (SOAR Report Author)	Doug Gollin
Professor of Science and Technology Policy in the Department of Applied Economics, University of Minnesota (SOAR Report Author)	Philip Pardey
Registered Nutritionist; IFPRI/A4NH Senior Research Coordinator	Namukolo Covic
Development economist; IFPRI Senior Research Fellow	James Thurlow
Rural sociologist; Director of CGIAR GENDER Platform	Nicoline de Haan
Climate change researcher; CCAFS Leader for Low Emissions Development	Lini Wollenberg
Ecologist & Agronomist; Alliance Bioversity-CIAT Director of Multifunctional Landscapes	Marcela Quintero

Technical resource/operational support

Organization	Name/Role
European Initiative for Agricultural Research for Development (EIARD)	Nathalie Oberson, Executive Secretary*
World Bank	Jonathan Wadsworth, Lead Climate Change Specialist*
CGIAR Advisory Services Shared Secretariat	Allison Grove Smith, Director*
CGIAR System	Madina Bazarova, Head, Internal Audit Function
CGIAR System Organization (Technical inputs for sessions; meeting management; logistics support)	Jamie Craig, Director, Financial and Digital Services*
	Sonja Vermeulen, Director, Programs*
	André Zandstra, Director, Funder and External Engagement*
	Kristina Röing de Nowina, Deputy Director, Funder and External Engagement*
	Roland Sundstrom, Senior Advisor, CGIAR System Organization*
	Nadia Manning-Thomas, Board and Council Relations Manager*
	Olwen Cussen, Board and Council Relations Coordinator*
Thomas Marius Müller, Meetings and Events Coordinator*	