

Meeting Summary
11th System Council Meeting
16 and 17 December 2020

Purpose:

This document presents the formal meeting summary for the System Council's 11th meeting, held virtually on 16-17 December 2020, as approved by the Council on a no objection basis with effect from 29 March 2021 (Decision Ref: SC/M12/EDP1).

It supplements the [SC11 Chair's Summary](#) (dated 23 December 2020) that provided formal confirmation of decisions taken and agreed actions.

Distribution notice: This document may be distributed without restriction.

Prepared by: System Council Secretariat
(System Organization, Board and Council Relations Team)

Introduction:

This document presents a summary of the 11th meeting of the System Council (“Council”) held on 16 and 17 December 2020 as a virtual meeting.

By way of overview:

- **Format.** The meeting included a one-day Science Dialogue and a one-day Business meeting.
- **Agenda items.** The meeting covered agenda items within the four (4) sessions set out in the table of contents on the following page.
- **Decisions****The Council took two (2) decisions during its meeting, described in the text.
- **Agreed positions and actions**** The Council agreed on one (1) position and action during its meeting, described in the text.
- **Participants.** Annex 2 sets out a list of meeting participants.

** *The Decision Points and Agreed positions and actions noted in the text of this document were first shared in the SC11 Chair’s Summary, issued on 23 December 2020, and available here: https://storage.googleapis.com/cqiarorg/2020/11/SC11_Chairs-Summary_23Dec2020.pdf*

Table of contents

Science Dialogue Day.....4
Dialogue on ‘Being responsive to the world around us’ 4
Dialogue on ‘Leveraging what we have learned’ 5
Dialogue on ‘Focusing on impact’..... 7

Business Day: Opening Session.....9

Business Day: Focused decision-making session.....10

Business Day: Strategic Steer Session14

Business Day: Closing Session15

Annex 1: Themes from post-formal SC11 discussion on IAGs17

Annex 2: List of meeting participants.....19

Science Dialogue Day

1. The Managing Director, Institutional Strategy and Systems of CGIAR's Executive Management Team ('EMT'), Elwyn Grainger-Jones, opened the session, highlighting that the Science Dialogue Day (as part of the 11th System Council calendar of events) was an important opportunity to hear a number of perspectives on the proposed 2030 Research and Innovation Strategy.
2. It was confirmed that three dialogues¹ were planned as follows:
 - a. Dialogue on 'Being responsive to the world around us'
 - b. Dialogue on 'Leveraging what we have learned'
 - c. Dialogue on 'Focusing on impact'

Dialogue on 'Being responsive to the world around us'

3. As moderator of the first dialogue, Kundhavi Kadiresan - Managing Director, Global Engagement and Innovation provided a framing around two key areas. Firstly, on the importance of partnerships to connect science, technology and innovation to end users for bigger impact, and secondly on the important positioning of regions and countries in the One CGIAR landscape.
4. The moderator gave an introduction to the panelists participating in the first dialogue, as follows:
 - a. Secretary Victor Villalobos², Secretary of Agriculture and Rural Development, **Mexico**
 - b. Dr. Agnes Kalibata, Special Envoy for 2021 **UN Food Systems Summit**³
 - c. Aggrey Agumya, Director for Research and Innovation, **Forum for Agricultural Research in Africa (FARA)**⁴ [*Representing Yemi Akinbamiyo, Executive Director, FARA*]
5. The interventions and discussions within this dialogue raised the following themes:
 - a. There is strong **support from country and institutional partners** for the transition to One CGIAR, with a call for all to contribute significantly to the One CGIAR transformation.
 - b. **Science and technology are essential** to address the world's challenges, with key innovations required to be able to respond to crises such as those we find ourselves in today.

¹ Science Dialogue Day program: <https://storage.googleapis.com/cgiar.org/2020/11/SC11-Dialogue-Day-program-2.pdf> and Science Dialogue Day Speakers: <https://storage.googleapis.com/cgiar.org/2020/11/SC11-Dialogue-Speaker-Bios.pdf>

² <https://www.cimmyt.org/people/victor-manuel-villalobos-arambula/>

³ <https://www.un.org/en/food-systems-summit>

⁴ <https://faraafrica.org/>

- c. It is important to **take into account the needs of people and places** around the world in working to improve livelihoods.
- d. A proposal was made for a **Council of Ministers of Agriculture** of countries hosting CGIAR operations that could be a useful mechanism to provide support to One CGIAR as it progresses.
- e. The **United Nations Food Systems Summit** is already benefitting greatly from CGIAR engagement but is looking for more partnership from its constituents.
- f. As there is a **clear alignment** between the five impact areas in CGIAR's new 2030 Research and Innovation Strategy and the work of the Summit's own five goals, many opportunities arise from CGIAR's presence in many places around the world where the Summit will be undertaking dialogues to give countries an opportunity to define their food systems.
- g. Partners are looking to **CGIAR for its valuable technical inputs and evidence** which can be delivered in a depoliticized way.
- h. **Countries** need to be empowered and supported to define and develop their own food systems.
- i. To achieve the overall objectives and high ambitions around food security, sustainable development and climate resilience it is vital that this be done through **partnerships**. Through working in close partnership among CGIAR, Funders, host governments and other stakeholders we can achieve zero-hunger and other sustainable development goals.
- j. As One CGIAR consolidates and integrates, it should focus on maintaining a diverse enough research for development model to **ensure that research is demand-driven, relevant, and able to scale out appropriately**.
- k. Other organizations and networks are also looking to improve their coordination and integration and will be looking to **One CGIAR as a learning experience**.
- l. One CGIAR offers a great opportunity for a **more efficient arrangement for coordination and engagement**.

Dialogue on 'Leveraging what we have learned'

- 6. Elwyn Grainger-Jones opened the second dialogue on leveraging what has been learned.
- 7. The moderator introduced four speakers to present 'spotlights' on a few informative reports that were identified as bringing important lessons to the discussion:

- a. Carin Smaller, IISD, Director, Agriculture, Trade and Investment (**Ceres2030⁵ Report: Sustainable Solutions to End Hunger⁶**)
 - b. Doug Gollin, Professor of Development Economics, Oxford University (**Supporters Of Agricultural Research (SOAR) Foundation⁷**- Board Member)
 - c. Philip Pardey, Professor of Science & Technology Policy, University of Minnesota (**SOAR Report: The Payoff to Investing in CGIAR Research⁸** Author)
 - d. Karen Macours, Professor Paris School of Economics, INRAE, Chair of CGIAR's Standing Panel on Impact Assessment (**SPIA⁹ Ethiopia synthesis report: Shining a Brighter Light- Comprehensive evidence on adoption and diffusion of CGIAR-related innovations in Ethiopia¹⁰** author)
8. The interventions and discussions within this dialogue raised the following themes:
- a. CGIAR is working in a space where there is so much **opportunity to have impact** and it is good to see that its new strategy rests on identified impact areas.
 - b. CGIAR has had a rich history of innovations supported by investment with calculations that present extraordinary **return on investment** of up to 10-1.
 - c. **CGIAR occupies a niche** in terms of working with smallholder farmers, who particularly benefit from the innovations that come out of the investments.
 - d. It has been found to be key to develop a **portfolio of interventions** to achieve multiple goals.
 - e. The need to use a **systems approach** to find solutions has also been an important element identified in various studies on impact and achievement.
 - f. The agricultural research community needs **better standards for research and data collection** to better support evidence-based decision-making.
 - g. **Additional investment** is needed in agricultural research, with investment needed to support research and delivery also by national actors, targeted on-farm, and particularly in Africa.

⁵ <https://ceres2030.org/>

⁶ https://ceres2030.org/wp-content/uploads/2020/11/ceres2030_launch-summary-report.pdf

⁷ <https://supportagresearch.org/>

⁸ https://supportagresearch.org/assets/pdf/Payoff_to_Investing_in_CGIAR_Research_final_October_2020.pdf

⁹ <https://cas.cgiar.org/spia>

¹⁰ <https://cas.cgiar.org/spia/publications/shining-brighter-light-comprehensive-evidence-adoption-and-diffusion-cgiar>

- h. The history of CGIAR funding has included a narrow funding base for CGIAR over the years with around ten Funders contributing about 60% of the total investment and various increases and declines over time. This important works needs **stable and increased funding**.
- i. The **comparative advantage** of CGIAR and domestic agricultural research systems needs to be considered, with both being key players that should be invested in to bring about the impact needed in countries.
- j. The **varied methodology, metrics and evidence** in quantifying return on investment can make it a complex conversation.
- k. The **adoption and diffusion** of CGIAR-related innovations in a particular country context can help to understand the impact CGIAR is having, recognizing that this evidence needs to be complemented with rigorous causal evidence on impact.
- l. There are relatively few innovations reaching large number of households but when considering the **portfolio of innovations** together, you see a completely different picture which speaks very much to the aspiration of One CGIAR.

Dialogue on 'Focusing on impact'

- 9. The third and final dialogue of the day was moderated by Claudia Sadoff, the EMT's Convener and Managing Director, Research Delivery and Impact, who reflected on some of the key messages raised in the first two dialogues as setting up an important framing for the final dialogue focused on the five impact areas in the 2030 Research and Innovation Strategy.
- 10. Each of the CGIAR scientists participating in this dialogue, currently working in the thematic areas of the five impact areas of the 2030 strategy, were introduced by the EMT Convener before being invited to speak to the work they are doing and what they see as the potential for work in the impact areas of One CGIAR:
 - a. **Nutrition, Health and Food Security:** Namukolo Covic, Registered Nutritionist; IFPRI/A4NH Senior Research Coordinator
 - b. **Poverty Reduction, Livelihoods and Jobs:** James Thurlow, Development economist; IFPRI Senior Research Fellow
 - c. **Gender Equality, Youth and Social Inclusion:** Nicoline de Haan, Rural sociologist; Director of CGIAR GENDER Platform
 - d. **Climate Adaptation and Mitigation:** Lini Wollenberg, Climate change specialist; CCAFS Leader for Low Emissions Development
 - e. **Environmental Health and Biodiversity:** Marcela Quintero, Ecologist & Agronomist; Research Area Director – Multifunctional Landscapes, Alliance of

Bioversity International and CIAT

11. The interventions and discussions within this dialogue raised the following themes:
- a. CGIAR has clarified links between agriculture and **nutrition**, and the pathways through which agriculture can influence nutrition especially through diet. Diet quality is an important entry point for looking at food systems transformation. In order to deliver impact, we need to work differently, working better together and with a stronger focus on targeting countries as it will be what the country does with the evidence generated that will deliver the impact.
 - b. The importance of agriculture is not declining, even if some funding is, but we must find ways to be innovative in how agriculture plays a key role in strengthening food systems, **reducing poverty** and greater economic development.
 - c. There has been a valuable evolution in **gender** work in past years in CGIAR's programs which has also enabled focused investment in this area. With gender as a key impact area for One CGIAR this will facilitate further coordinated actions in 'making the invisible visible', establishing important partnerships, and mainstreaming valuable methods and tools into programs.
 - d. In working towards **climate adaptation and mitigation** there are a number of technical and policy priorities that can be taken forward by CGIAR better than almost any other actor. Technical priorities include finding ways to increase production while avoiding change of forests and peat-land, looking carefully at soil carbon, and encouraging the shift to diets with lower emission protein sources. Policy priorities include looking at the behavioral change that is necessary supported by incentives and standards that can be applied, country level implementation, and the use of digital tools as a means of scaling up.
 - e. The areas of **environmental health and biodiversity** are well described in the 2030 strategy with the direct and indirect effects of agriculture identified as a matter of principle and a matter of fact. CGIAR is in a unique position to identify the key points in agricultural systems and landscapes to demonstrate and find solutions to emerging environmental issues, to keep agricultural systems within planetary boundaries via integrated approaches to management of soil health, ground and surface water, biodiversity on farms and at the landscape level, and the land footprint of agriculture and pasture expansion, linking this work to solutions centered on food demand, diets and livelihoods.
12. The EMT Convener closed the SC11 Science Dialogue Day by expressing appreciation to all the speakers and for the thought-provoking engagement during the various dialogues, noting that these had provided interesting perspectives for the 2030 Research and Innovation Strategy being brought to the System Council for approval during its Business Day on the following day.

Business Day: Opening Session

13. The System Council Chair, Juergen Voegele, opened the meeting.
14. With a welcome to all participants, a quorum was confirmed as present. The System Council Chair then introduced and invited brief remarks from new System Council voting members, alternates and participants¹¹ including:
 - a. Bill & Melinda Gates Foundation: Renee Lafitte
 - b. Japan: Naoko Takasugi
 - c. Mexico: Adriana Herrera
 - d. GFAR: Raffaele Maiorano
15. Making reference to the rich and engaging dialogues that took place in the Science Dialogue the day before as providing valuable framing, the Chair outlined the main items on the agenda¹² for the Business Day. He also noted that some additional business items focused on operations would be covered in a follow-up to this meeting being scheduled in early 2021. No 'other business' items were raised nor any declaration of interests on the Agenda made.
16. Decision SC/M11/DP1: Adoption of the Agenda
The System Council **adopted** the Agenda issued on 4 December 2020 (document SC11-01).
17. The System Council Chair indicated that he would chair the sessions during the Business Day, with no nominations being invited for the Co-Chair of the meeting.
18. In framing the meeting the Chair also spoke to the rising concern being voiced by world leadership around food security alongside addressing the health crisis, economic recovery and climate change. The Chair reported from recent meetings he had been involved in that agriculture and food security is being discussed as a top priority. The conversations are not only in terms of producing enough food, which is also becoming increasingly affected, but also encompass elements of accessibility, affordability and nutritional diversity. It was observed that CGIAR is in the best possible position to address these issues and put solutions on the table for moving forward as the world comes to grips with the current crisis and likely future crises, and that this is the moment for CGIAR to step up.
19. On invitation of the System Council Chair, the Chair of the CGIAR System Board Marco Ferroni provided a statement on One CGIAR implementation in support of the One CGIAR Progress Report provided in advance¹³. With an overarching message that things are **on track to deliver One CGIAR**, the main points included:

¹¹ The System Council composition is available at <https://www.cgiar.org/how-we-work/governance/system-council/sc-composition/>

¹² SC11-01_Provisional Agenda: https://storage.googleapis.com/cgiarorg/2020/11/SC11-01_Provisional-Agenda.pdf

¹³ SC11-02_One CGIAR Progress Report: https://storage.googleapis.com/cgiarorg/2020/11/SC11-02_One-CGIAR-Progress-Report.pdf

- a. First, the essential building blocks of **unified governance** have been put in place with the eight voting members of the System Board now appointed as a two-thirds voting majority on the boards of 12 Centers and Alliances by decision of those respective boards. With some more work to be done in this area, this is already starting to bring benefits in practice.
 - b. Second, **an integrated operational structure** designed to align CGIAR's form to the function set out in the 2030 Research and Innovation Strategy, with clarity on ambition and end-state structure, is being developed under the leadership of the EMT and in collaboration with others across CGIAR. This will come to the System Council early in 2021 for support to start taking the steps needed to implement this.
 - c. Third, an ambitious **2030 Research and Innovation Strategy** has been developed that recognizes that CGIAR can play a critical role in achieving the SDGs and outlines a step-change in thinking around partnerships and the context of systems transformation. The System Board recommends it for approval and strongly encourages rallying around this ten-year plan to deliver on the five important impact areas.
 - d. Fourth, noting that a strategy needs execution to make it meaningful, an outline for a first **three-year investment plan** and a process to complete the plan that offers opportunities for co-creation, prioritization and design of the CGIAR initiatives are also brought to the System Council for strategic input and steer.
 - e. Finally, appreciation for the **tireless efforts and engagement of many** across CGIAR that have enabled the achievements to date and will be vital for continuing the strong progress towards One CGIAR.
20. The System Council Chair thanked the System Board Chair for the powerful report that demonstrated tremendous progress made towards a major change from business as usual. The Chair also expressed appreciation to the members of the System Council for their clarity and support throughout the process

Business Day: Focused decision-making session

21. The System Council Chair framed the session as being the moment to show collective strength as a Council and to put in motion the operationalization of a strategy that has been through a substantial period of collaborative and consultative development.
22. The EMT Convener and Managing Director for Research Delivery and Impact, Claudia Sadoff, presented key elements of the 2030 Research and Innovation Strategy¹⁴, and

¹⁴ [Document SC11-03a-CGIAR 2030 Research & Innovation Strategy](#)

the accompanying Performance and Results Management Framework¹⁵. The EMT Convener outlined key elements including:

- a. **Consultation processes** which involved extensive participation from internal and external CGIAR stakeholders.
 - b. **Rationale for a new strategy to 2030** including CGIAR's ability to deliver transformative change across five SDG-related impact areas and through investment in innovation systems, partnerships, capacity development and policy engagement to do business differently to ensure that research provides real solutions for development.
 - c. **A graphical overview of the CGIAR 2030 Research and Innovation Strategy** outlining the Impact Areas, Impact Pathways, Initiatives, Action Areas, Ways of Working, and collaboration with partners as the key elements.
 - d. **A vision and mission** that emphasize a systems approach, global challenges and multiple benefits towards achieving the intended **impact**.
 - e. **Overview of the three Action Areas** which will be delivered by three interlinked Science Groups: Systems Transformation, Resilient Agrifood Systems, and Genetic Innovation.
 - f. **A Performance Management and Results Framework** that accompanies the strategy which provides an end-to-end management system for the portfolio, including theory of change, metrics and stage-gate decision points for Initiatives.
 - g. **The ask of the System Council** to approve the 2030 Research and Innovation Strategy and accompanying Performance Management and Results Framework.
23. The Chair thanked the EMT Convener for the excellent presentation which clearly showed what is new, bold, and different in this 2030 Research and Innovation Strategy and accompanying Performance and Results Management Framework. The Chair recognized the substantial amount of work involved in developing the strategy, including the valuable inputs provided by stakeholders.
24. With reference to the wide support voiced by members for the strategy presented, and made available in advance, the Chair invited the System Council to provide reflections and any items to highlight, with the following emerging as themes:
- a. Strong support for CGIAR positioning itself in the center of big changes happening around food systems and in the climate crisis.

¹⁵ [Document SC11-03b_CGIAR Performance and Results Management Framework](#)

- b. Appreciation for the various opportunities for consultation with different stakeholder groups in the development of the strategy.
- c. While some elements can and should be strengthened as the strategy is taken forward, including around future priority-setting processes, it is recognized that the various documents outlining the Strategy, the Performance and Results Management Framework and the Investment Plan process and outline are a set of complementary strategic documents which together provide information on future programming of One CGIAR.
- d. The Investment Plan will need to provide a further level of detail of what can be expected to be undertaken in the 2022-2024 period and the success metrics as a compelling offer to CGIAR's Funders.
- e. A clear message that form must follow function rather than the other way round was reiterated.
- f. CGIAR needs to make the relevant links to the preparation of the UN Food Systems Summit to ensure awareness of long-term research and innovation needs and to factor them into further design of CGIAR's work.
- g. The area of forestry and agro-forestry and their relationship with agroecology and resilient landscapes deserve continued attention.
- h. The vital importance of partnerships in the new strategy is documented and will need CGIAR to take the next steps to deploy its capacity to leverage partnerships, including those that bring expanded expertise in new areas relevant to food system challenges. The role of regional institutions and national governments will be very important to establish and operationalize as the strategy is rolled out into investment plans and initiatives.
- i. The three Action Areas identified were confirmed as important, with a few thoughts shared on how these could be strengthened.
- j. In addition to streamlining the direction of agricultural research and innovation it is very important that the conditions and needs in the regions and countries be taken into consideration.
- k. It is not enough for CGIAR to work with national agricultural research centers, but important for CGIAR to plan carefully how to engage with government structures beyond agriculture moving forward, for example health, whether directly or through development banks or other partners.
- l. There is a need for increased dialogue with host countries, including through direct engagement with the EMT and System Board, on the opportunities of One CGIAR as a way of ensuring ongoing good relationships.
- m. The efforts and achievements already at this stage should be congratulated

and are already providing positive signals for Funders to look at their investments.

- n. There was strong interest in seeing details around the stage gating planned as part of implementation of the Performance and Results Management Framework.
 - o. Acknowledging the importance of regional focus for several Funders, two Funder representatives reiterated the value of CGIAR as a system as an essential precursor to their funding.
 - p. Encouragement that CGIAR steward its key assets well, these being its people, places, facilities, license to operate, brands and relationships that sit behind it.
 - q. It will be important to track how people and culture in CGIAR are changing and growing as an important additional measure of success of the One CGIAR endeavor.
 - r. The strategy should be widely publicized as part of bigger conversations on the role of research & development and the impact of research activities in supporting agricultural development and in helping to 'build back better' from the pandemic.
25. Brief responses and clarifications were provided by the System Board Chair and EMT Convener, including:
- a. That the overall development process is designed to strike a balance between providing early sight of investable initiatives to support Funders' decision-making, while applying rigorous criteria for prioritization in line with the Eschborn principles;
 - b. That the process to finalize the 2022-2024 Investment Plan will be transparent and offer opportunities for co-creation, as we identify, prioritize and design the CGIAR initiatives; and
 - c. That regional initiatives will draw scientific expertise from across the System regardless of where an initiative is administratively housed.
26. The Chair thanked participants for their interventions noting the appreciation expressed for the responsiveness of the team to earlier inputs in the development of the strategy. Pointing to the overall support expressed by System Council members, the Chair applauded having a strategy document that now lays out the frame within which One CGIAR will work and guides the next steps of developing the details and granularity.
27. [Decision 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 2022-2030 (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.

Business Day: Strategic Steer Session

28. The Chair introduced the agenda item on providing a strategic steer on the investment plan development process and outline, noting that this is the next highly-anticipated important stage.
29. On invitation of the Chair, the EMT Convener presented key elements of the 2022-2024 Investment Plan process¹⁶, and the 2022-2024 Investment Plan outline¹⁷, which had been provided as materials in advance. The EMT Convener outlined key elements including:
 - a. **What the Investment Plan will present** - a sharply defined ambitious and impactful portfolio of CGIAR Initiatives that are demand-driven, challenge-oriented, systems-oriented, integrated and rigorous.
 - b. An accelerated **approach to develop the 2022-2024 Investment Plan** that outlines a timeline and steps for the Investment Plan identifying a prospectus of concepts for CGIAR Initiatives including a sub-set of 5-10 **fast track initiatives**.
 - c. **The triangulation principles that will guide the priority-setting**, identification and sequencing of initiatives that bring together (a) global significance, i.e. where CGIAR research and innovation can make greatest contribution to systems transformation, (b) regional relevance, i.e. where demand from stakeholders and alignment with regional and national priorities is greatest, and (c) investor preference, i.e. where there is the best match with Funders' strategies.
 - d. The main **steps and roles** in the development process for the Investment Plan as a prospectus of CGIAR Initiatives. Co-design roles were outlined at two levels through the Investment Advisory Groups for each Action Area and through Initiative Design Teams.
 - e. A **proposal for the purpose, approach, and membership of Investment Advisory Groups** that the EMT will set up for each of the three Action Areas.

¹⁶ [Document SC11-04a_2022-2024 Investment Plan Process](#)

¹⁷ [Document SC11-04b_2022-2024 Investment Plan Outline](#)

- f. An **outline for the 2022-2024 Investment Plan** detailing what it will include at CGIAR level, Action Area level, and Initiative level.
 - g. Further detail on **Impact Area Platforms** associated with each impact area that will build internal capacity, raise external voices, advise management decisions, drive impact pathways and enable resource mobilization in supporting Initiatives in delivering research and innovation.
 - h. **Preliminary ideas for CGIAR Initiatives**, and ideas for fast-track Initiatives.
 - i. **The ask of the System Council** to provide inputs on the function, structure, and membership of Investment Advisory Groups; and initial sets of ideas for CGIAR Initiatives.
30. The Chair thanked the EMT Convener for the presentation, highlighting that this had equipped System Council members with detailed information on which to provide some strategic steer.
31. Due to an unavoidable limitation of time for the formal meeting to continue, the Chair closed the formal session of the meeting inviting members to provide the requested strategic inputs through virtual discussions that could follow-on using the virtual meeting platform (summarized themes captured in Annex 1) and/or by electronic communication amongst System Council members over the next few weeks.
32. [Action SC/M11/AP1: 2022-2024 Investment Plan development process](#)

To facilitate the EMT 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** were invited to provide written contributions via systemcouncil@cgiar.org (the secretariat email address) as follows:

- I. 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
- II. By Friday 15 January 2021, written inputs on the fast-track initiatives proposal,

Business Day: Closing Session

33. In closing the meeting the Chair expressed appreciation for the tireless efforts of everyone involved in the tremendous progress and substantial achievements made during the year as something to take pride in. While it has already been a phenomenal journey, he stressed that this is in fact the beginning, not the end, as we endeavor to figure out how to do CGIAR research better and how it can truly respond to needs of Funders and the world. In anticipation of the next System Council meeting in the first quarter of 2021, the Chair highlighted that the System Council could look forward to discussing more about what we are going to do, how we are going to do it, and how we are going to fund it.
34. The meeting was closed.

Annex 1: Themes from post-formal SC11 discussion on IAGs

In the discussion that followed the closing of the formal session of SC11 that members were invited to join if available, the following sets out selected themes that emerged from strategic inputs on the proposed Investment Advisory Groups ('IAGs'). The session was chaired by the System Board Chair, who recalled the main elements of the presentation made by the EMT Convener, and invited reactions to the proposals made.

- Partnerships: There is a need to make sure that there are strong partnerships built in along the whole innovation process.
- Investment decisions and purpose of IAGs: It is key for CGIAR to be well-prepared to make informed and sometimes tough decisions on investment in developing an agreed and impactful portfolio. The processes being developed need to enable collective and accountable decision-making, and this is where careful consideration of the role of groups such as the proposed IAGs is needed.
- Communicating value of CGIAR's programmatic work: There needs to be a clear narrative for each piece of work that is formulated into an initiative, along with a narrative about how they all fit together to make a bigger contribution to an action area.
- Demand responsiveness: The triangulation which was elaborated for identification and sequencing of programs for the CGIAR portfolio is very attractive and important. It must be carefully operationalized to capture country and regional contextual needs so that CGIAR's work can be demand responsive.
- Rigor in priority-setting: It will be important to provide additional clarity on how prioritization will be undertaken through the stage-gating process, informed by the advice from the IAGs once operational.
- Involvement in the process: It is important to consider the various steps in the development of the investment plan and initiatives and where there are opportunities for advice and inputs to come in, including how these opportunities will be open to various groups.
- Timeline: Recognizing that the pace needs to be continued in order to meet key milestones, this must be balanced with getting processes right.
- Representation: It is important to ensure broad representation of Funders in the process along with end users of research and independent expertise, without setting up systems that are divisive or promote a skewed situation or perception. There were various views expressed on the numbers of representatives of each group to be featured in the composition, with a number of Funders suggesting heavier investor presence, and others stressing the need for balance of voices. In terms of independent advice it is important to consider when and how the ISDC would be involved while keeping its independence.
- Fast-track initiatives: These are a good way to get started quickly on some key areas of work and can build on some programs already identified. The fast-track initiatives still

need to have an offer that is investible, and directly and immediately relevant to the challenges to be addressed in the coming years as articulated in the strategy.

Annex 2: List of meeting participants

Note: The participants list covers participation in the SC11 meeting, with an “” used to indicate participation in the science dialogue day, and no participation on day 2 noted as (only day 1). Additional speakers listed below.*

Chair: Juergen Voegelé, 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
	Christophe Kadji*	Additional delegate
East Asia and Pacific	Hao Weiping*	Member (China)
	Yanzhou Qi*	Additional delegate (China)
	Zhai Lin*	Additional delegate (China)
European Commission	Christophe Larose*	Member
Germany & Belgium	Sebastian Lesch	Member (Germany)
	Carol Durieux*	Alternate (Belgium)
	Michel Bernhardt*	Additional delegate (Germany)
	René Franke*	Additional delegate Germany)
	Stefan Kachelriess-Mathess*	Additional delegate (Germany)
Japan	Naoko Takasugi*	Member
	Fumiaki Sato*	Alternate
	Masa Iwanaga*	Additional delegate
	Hiroshi Honjo	Additional delegate
	Shintaro Kobayashi*	Additional delegate
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)
Sub-Saharan Africa	Oluwaseun Akinyemi*	Additional delegate (Nigeria)
Sweden	AnnaMaria Oltorp*	Member
	Philip Chiverton*	Alternate
	AnnaKarin Norling*	Additional delegate
Switzerland	Michel Evéquo*	Member
United Kingdom of Great Britain & Northern Ireland	Alan Tollervey*	Member
United States of America	Rob Bertram*	Member
	Eric Witte*	Alternate
West Asia & North Africa	Nevzat Birisik	Member (Turkey)
	Merve Altan*	Additional delegate (Turkey)
World Bank	Mark Cackler*	Member
	Michael Morris*	Alternate

Non-voting Ex-Officio Members

Organization/Role	Name
System Management Board, Chair	Marco Ferroni*
System Organization, Executive Director	Elwyn Grainger-Jones*
Center Representative	Nicole Birrell *
Center Representative	Gareth Johnstone
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)*
GFAR	Matthew Montavon* (designate for GFAR Chair)

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	Claudia Sadoff*
	Kundhavi Kadiresan*

System Council Secretary

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

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) member	Andrew Ash
CGIAR Independent Science for Development Council (ISDC) member	Nighisty Ghezae*
Advisor to Vice Minister, Ministry of Agriculture, Peru [LAC Constituency]	Alberto Dante Maurer Fossa*
Administrator-Ministry of Agriculture, Peru [LAC Constituency]	Cynthia Zorrilla Cisneros*
INTA, Argentina [LAC Constituency]	Alejandro Valeiro* (only day 1)

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 Officer*
Thomas Marius Müller, Meetings and Events Coordinator*	

Dialogue specific invitees (only day 1)

Organization/Affiliation	Name
Secretary of Agriculture and Development of Mexico	Secretary Victor Villalobos
Special Envoy for 2021 Food Systems Summit	Dr. 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

Apologies Voting Members and Alternates; non-voting members; Active Observers

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)
Food and Agricultural Organization of the United Nations	Bukar Tijani	Non-voting Member
Global Forum on Agricultural Research	Raffaele Maiorano	Active Observer Member