

Chair's Summary 12th System Council meeting Virtual meeting, 3-4 March 2021

Dear System Council Members, Active Observers, and invited guests,

It is highly gratifying to see that the support for CGIAR reform shown by the Council when we last met in person in Chengdu in 2019 has not waned during 2020 - if anything it has grown stronger. By unanimously endorsing a new Integrated Operational Structure for One CGIAR at our 12th meeting, Funders and Country constituencies drove one more vital step in the transition to One CGIAR. This demonstrates with actions our unflinching resolve to continue working towards becoming a more relevant and stronger solution provider for our funders, partners and stakeholders.

Setting the scene for our deliberations, the Council reflected on the global conversations of our time, in particular the increasing profile of the interlinked challenges of climate change, biodiversity loss and food security. Far from being overshadowed by the continuing COVID-19 pandemic, these themes are right at the heart of conversations at major global events and in governments – and increasingly in mainstream media. It was observed that while the pandemic has unfortunately increased poverty and hardship for many, agriculture is also starting to be recognized for its 'shock-absorber' role and the continued part it can play as part of the solution towards resilient food systems and building forward better.

Getting the 'form' to deliver on the 'function'

What CGIAR will offer through the November 2020 approved 2030 Research and Innovation Strategy is at the nexus of the global challenges of climate change, biodiversity loss and food security, with particular capacity and opportunities to contribute at the ever-important policy level.

What we saw in this meeting was how a transformative integrated operational structure for CGIAR will best:

- Facilitate collaboration within CGIAR and with its global, regional and local partners, broadening the diversity of people, skills and ideas required to deliver on the opportunities set out in the 2030 Research and Innovation Strategy;
- Leverage and strengthen CGIAR's 50 years of rich history and the strong brands and expertise of its Centers and Alliances, whose campuses will be the 'nerve centers' of CGIAR's global footprint;
- Rise to the shared ambition set out in Chengdu as now defined in the 2030 Research and Innovation Strategy; and
- Meet the required urgency to match that of the Sustainable Development Goals.

Council members recognized the breadth of steps taken to consult, engage and collaborate across CGIAR to develop a compelling and coherent Integrated Operational Structure. Particularly, thanks were expressed to Center/Alliance Directors General for their commitment and insights through the Design Working Groups process, with the expertise of many of CGIAR's senior staff also heavily involved.

With valuable inputs shared by Council members to enhance the journey to the agreed destination, and reflections on lessons learned from previous change experiences, it was highlighted that wide-reaching communication will be a cornerstone of an effective transition. The Executive Management Team ('EMT') and the System Board resolved to expand and focus efforts in this regard, including through more communication with CGIAR staff and deepened dialogue with host and partner country representatives, drawing on Council peers to support these conversations.

We acknowledged that there remain some questions to be answered on detailed elements, but that implementation of the structure will provide appropriate authority and accountability to empower its leaders to explore these questions and take the required decisions. To that end, the EMT was encouraged to move forward expeditiously with senior leadership appointments in the One CGIAR structure, in particular the key science leadership roles, to take forward priority work on shaping the One CGIAR initiatives to commence in 2022.

Along with my Council colleagues I expressed confidence that the EMT, under the oversight of the CGIAR System Board, can carry forward the momentum in its implementation, empowered by the backing of CGIAR's Funders and regional partners.

We were aligned on the importance of CGIAR's overarching governance, risk and strategy documents being reflective of One CGIAR unified governance and the 2030 Research and Innovation Strategy - building on the important decisions by the CGIAR System Board and Center and Alliance Boards in 2020 – and we supported a timetable to adjust these as key pillars of good governance and transparency. The Council reaffirmed its sincere hope that Centers who have not yet taken decisions towards One CGIAR will continue to consider this, and encouraged continued dialogue in this regard, stressing that the door remains open.

Continued focus on the 'function' remains a priority

The Council was encouraged by an update from the EMT on the process to develop CGIAR's 2022-2024 Investment Plan and Initiatives since the formation of the Investment Advisory Groups earlier this year. We recognized the importance of the credible and comprehensive process that is underway and encouraged focused priority-setting, anchored in the needs of those CGIAR serves, in areas where transformative change can truly be effected. A clear message was heard on the importance of the next milestone anticipated in June 2021 of a strong, focused prospectus of initiatives - complemented by compelling evidence of the impact of investments to date – as essential tools to support Funders' dialogues in their own constituencies on their investments in CGIAR.

Strong messages of support were also heard in response to a 'Funder Champions Group' call to colleagues to join a shared ambition of:

- 100% participation from System Council members in supporting CGIAR research and innovation;
- Prioritization of pooled funding mechanisms in support of CGIAR research initiatives;
- Striving for \$1+ billion in pooled funding for 2022-2024 period;
- Pledging early, where possible, to build momentum for investments; and
- Helping position CGIAR, and investment in Food Systems Research and Innovation in key political processes

Two 'Spotlight Sessions' during the meeting also provided rich information and insight on how CGIAR is continuing its important work throughout the transition through:

- **Gaining traction globally** – by building on the growing recognition of the role of innovation, research, science/policy, and food system transformation, in delivering targeted economic growth. The communications effort around CGIAR's 50th anniversary, focusing on 50 innovations that have changed the world is being complemented by increased political visibility with high-profile leaders speaking about CGIAR and the new 2030 Research and Innovation Strategy, with the continuing raising of CGIAR's profile recognized and applauded by Council members.
- **Making inputs to 'game-changing solutions'** – showcased through a number of examples of the innovations delivered by CGIAR in its rich 50-year history, and which align with the impact areas of the 2030 Research and Innovation Strategy. Our insightful discussions on CGIAR's strategic engagement in UNFSS and other global fora emphasized the importance of ensuring that agri-food systems transformation is well-embedded in climate change dialogues, and that CGIAR's expertise in policy advice is amplified to contribute most effectively.

Colleagues, this meeting was another pivotal moment on the journey we set out on in Chengdu. The ongoing efforts of members and the unanimous support expressed by the Council for this most recent milestone is essential to continuing that journey with purpose and momentum. A collection of those voices of support will be shared with all in the spirit of open communication.

Finally, I thank the EMT and the System Board for their leadership and the Council members for your steadfastness in support – focusing on the big picture but holding us to account to get the details right at the same time. We are proud to stand on the shoulders of the dedicated work that our scientists have delivered over the years. Now is the time build on that work in a meaningful and professional way and rise to the challenges of our time.

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

Appendix 1 – Decisions taken and Agreed positions and actions

DECISIONS

SC/M12/DP1: Meeting Co-Chair

The System Council **appointed** Adriana Ivette Herrera Moreno, voting member from Mexico as the non-voting Co-Chair for the meeting, pursuant to Article 5.2 of the CGIAR System Framework.

SC/M12/DP2: Adoption of the Agenda

The System Council **adopted** the Agenda issued on 18 February 2021 (document SC12-01).

SC/M12/DP3: An Integrated Operational Structure for One CGIAR

The System Council **endorsed** the operational structure, thus providing confirmation to CGIAR's board members, staff and partners that the System Council membership is fully supportive of the intended institutional arrangements, as CGIAR moves to organize itself in a more powerful and interconnected manner, to deliver on the new 2030 CGIAR Research and Innovation Strategy (SRG Recommendations 1 and 4), supported by increased financial investments in CGIAR (SRG Recommendation 5).

SC/M12/DP4: Embedding One CGIAR in system-wide key frameworks and governing instruments

The System Council **endorsed** the timetable and approach to updating key frameworks and governing documents to delivery alignment with One CGIAR concepts, as set out in meeting document SC12-03.

SC/M12/DP5: System Council Reconciliation

The System Council **agreed** to revisit the reconciliation of the System Council in 2022, when the elements of One CGIAR can be used as an important basis for defining appropriate methods and processes for the reconciliation of Funder and other seats of the System Council.

ACTIONS

SC/M12/AP1: Implementation of the Integrated Operational Structure for One CGIAR

The System Council **requested** that the Executive Management Team incorporate the rich inputs provided on implementation of the operational structure into detailed transition planning, to be overseen by the System Board.

Appendix 2 - Participants

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

Co-Chair: Adriana Ivette Herrera Moreno, System Council member representing Mexico

Note: The symbols '' and '**' shown against a name below indicates that voting member/active observer is being represented at the meeting by the alternate ('*') or another delegated representative ('**').*

Members, Alternates and additional delegates

Constituency/Country	Name	Role
African Development Bank	Martin Fregene	Member
	Laouali Garba	Alternate
Australia	Andrew Campbell	Member
	Julianne Biddle	Alternate
Bill & Melinda Gates Foundation	Tony Cavalieri	Member
	Renee Lafitte	Alternate
Canada	Stephen Potter	Member
	Christophe Kadji	Alternate (designated)
	Santiago Alba Corral	Additional delegate
East Asia and Pacific	Hao Weiping	Member (China)
	Zhai Lin	Additional delegate (China)
	Qi Yanzhou	Additional delegate (China)
	Zhang Yahui	Additional delegate (China)
European Commission	Christophe Larose	Member
Germany & Belgium	Sebastian Lesch	Member (Germany)
	Carol Durieux	Alternate (Belgium)
	René Franke	Additional delegate (Germany)
	Stefan Kachelriess-Matthess	Additional delegate (Germany)
	Michel Bernhardt	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	Maria Isabel Remy Simatovic	Member (Peru)
	Pedro Machado	Alternate (Brazil)
	Alberto Maurer	Additional delegate (Peru)
	Carlos De los Ríos	Additional delegate (Peru)
	Noemi Marmanillo Bustamante	Additional delegate (Peru)
Mexico	Adriana Herrera-Moreno	Member (served as meeting Co-Chair)
The Netherlands	Paul van der Logt	Member
	Wijnand van Ijssel	Alternate
Norway	Even Stormoen (Day 1 only)	Member
	Daniel van Gilst	Alternate
South Asia	Shaikh Mohammad Bokhtiar (Day 1 only)	Alternate (Bangladesh)
	Mian Sayeed Hassan (**Day 2)	Additional delegate (Bangladesh)
	Mustafizur Rahman	Additional delegate (Bangladesh)

Constituency/Country	Name	Role
Sub-Saharan Africa	Garba Sharubutu	Member (Nigeria)
Sweden	AnnaMaria Oltorp	Member
	AnnaKarin Norling	Alternate
	Philip Chiverton	Additional delegate
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 Birişik (Day 1 only)	Member (Turkey)
	Mohammad Reza Balali**	Alternate (Iran)
	Merve Altan	Additional delegate (Turkey)
World Bank	Mark Cackler	Member
	Michael Morris	Alternate

Non-voting Ex-Officio Members pursuant to Article 3.1 b) of the CGIAR System Framework

Organization/Role	Name
CGIAR System Board Chair	Marco Ferroni
CGIAR System Organization, Executive Director (and also One CGIAR Managing Director, Institutional Strategy and Systems)	Elwyn Grainger-Jones
Center Representative 1: Convener of the Chairs of Center Boards of Trustees	Nicole Birrell
Center Representative 2: Convener of the Center Directors General	Gareth Johnstone
Food and Agricultural Organization of the United Nations (FAO)	Selvaraju Ramasamy (Alternate)
International Fund for Agricultural Development (IFAD)	Sara Savastano** – Day 2 only

Active Observers pursuant to Article 3.2 of the CGIAR System Framework

Organization/Role	Name
CGIAR Independent Science for Development Council (ISDC)	Holger Meinke (Chair)
Global Forum on Agricultural Research (GFAR)	Matthew Montavon**

System Council Secretary

Karmen Bennett, Director, Board and Council Relations, CGIAR System Organization
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Invited guests pursuant to Article 3.3 of the CGIAR System Framework

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

Apologies - Voting Members and Alternates

Constituency/Country	Name	Role
South Asia (India)	Trilochan Mohapatra	Member
Sub-Saharan Africa (Kenya)	Eliud Kireger	Alternate

Additional Invitees

Organization	Name
Department of Foreign Affairs and Trade, Ireland	Chris Somerville (Day 2 only)
Ministry of Foreign Affairs, Denmark	Mike Speirs
Ministry of Foreign Affairs and International Cooperation, Italy	Umberto Malnati (Day 1 only)
Executive Management Team Convener and Managing Director, Research Delivery and Impact	Claudia Sadoff
Managing Director, Global Engagement and Innovation	Kundhavi Kadiresan
CGIAR Independent Science for Development Council (ISDC) members	Lesley Torrance
	Suneetha Kadiyala

Technical resource/operational support

Organization	Name/Role
World Bank	Jonathan Wadsworth, Lead Climate Change Specialist
USAID	Tom Moritz, Lead Counsel for Bureau for Food Security
CGIAR Advisory Services Shared Secretariat	Allison Grove Smith, Director
CGIAR System Internal Audit Function	Madina Bazarova, Head
CGIAR System Organization (Technical inputs for sessions; meeting management; logistics support)	Jamie Craig, Director, Financial and Digital Services
	Elise Perset, Director, Legal and Office Services
	Sonja Vermeulen, Director, Programs
	André Zandstra, Director, Funder and External Engagement
	Kristina Röing de Nowina, Deputy Director, Funder and External Engagement*
	Christine Larson-Luhila, Deputy Director, Board and Council Relations
	Roland Sundstrom, Senior Advisor, CGIAR System Organization
	Yorgos Solomos, Senior Advisor, Risk Management
	Nadia Manning-Thomas, Board and Council Relations Manager
	Olwen Cussen, Board and Council Relations Officer
	Victoria Pezzi, Meetings and Events Coordinator
Transition Program Management Unit Support (Day 1 only)	Krishna Ravinthiren, Board and Council Relations Associate
	Aly-Khan Jamal, Lead Program Director
	Wijnand De Wit, Operational Program Director
	Annette Chau, Senior Project Manager