

Meeting Summary
12th System Council Meeting
3-4 March 2021

Purpose:

This document presents the formal meeting summary for the System Council's 12th meeting, held virtually on 3-4 March 2021, as approved by the Council on a no objection basis with effect from 8 June 2021 (Decision Ref: SC/M12/EDP3).

It supplements the [SC12 Chair's Summary](#) (dated 17 March 2021) 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 12th meeting of the System Council (“Council”) held on 3 and 4 March 2021 as a virtual meeting.

By way of overview:

- **Format.** The meeting included two days of meetings.
- **Agenda items.** The meeting covered agenda items within the eight (8) sessions set out in the table of contents on the following page.
- **Decisions****The Council took five (5) 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 1 sets out a list of meeting participants.

** *The Decision Points and Agreed positions and actions noted in the text of this document were previously shared in the SC12 Chair’s Summary, issued on 17 March 2021, and available here: https://storage.googleapis.com/cgiarorg/2021/03/SC12-06_Chairs-Summary.pdf*

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Agenda Item 1: Meeting Opening

1. The System Council Chair, Juergen Voegele, opened the meeting.
2. With a welcome to all participants, a quorum was confirmed as present. The Chair offered some reflections by way of framing for the meeting, noting that while the COVID-19 pandemic meant that international attention was rightly placed on equitable access to vaccines, this had not diminished the profile of the climate crisis and biodiversity at the center of key global debates. CGIAR's role as part of the potential solution to the impacts of the pandemic and the climate crisis on food security means that there are significant opportunities to contribute to the conversation.
3. The Chair introduced and invited brief remarks from new System Council voting members, alternates and participants¹ including:
 - a. Latin America & the Caribbean - Peru: Maria-Isabel Remy Simatovic
 - b. South Asia - Bangladesh: Shaikh Mohammad Bokhtiar
4. The Chair also welcomed invited guests from Denmark, Ireland, and Italy, CGIAR's Independent Science Development Council ('ISDC'), and the One CGIAR Transition Program Management Unit ('TPMU').
5. Decision 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.
6. The Co-Chair expressed appreciation for the opportunity to serve in the role, noting Mexico's ongoing commitment to CGIAR including through a commitment from Secretary of Agriculture and Rural Development Victor Villalobos to coordinate among ministers of agriculture as part of the One CGIAR consultative process.
7. Decision SC/M12/DP2: Adoption of the agenda
The System Council **adopted** the Agenda as issued on 18 February 2021 (document SC12-01).

Agenda Item 2: SPOTLIGHT on: One CGIAR gaining traction globally

8. On invitation of the System Council Co-Chair, the Managing Director, Global Engagement & Innovation, Kundhavi Kadiresan, set out highlights of ongoing and planned efforts to position CGIAR as a key player in addressing the complex development challenges of today and years ahead. Building on growing recognition of the role of innovation, research, science, policy and food systems transformation in delivering targeted economic growth, it was highlighted how CGIAR is working

¹ The System Council composition is available at <https://www.cgiar.org/how-we-work/governance/system-council/sc-composition/>s

with key voices and partners to contribute to, inform and shape the dialogue on food systems and climate change including through key 2021 milestone events such as COP26, the G20 development agenda, and the UN Food Systems Summit ('UNFSS').

9. It was noted that CGIAR has been championed by key leaders including Bill Gates, the UN Food System Summit Special Envoy – Agnes Kalibata, and most recently Ban Ki-Moon. In a recorded video address the System Council heard a message of support from Ban Ki-Moon, which highlighted that now more than ever efforts to support demand-driven innovations such as those championed by CGIAR are needed, to help farmers adapt to rapidly changing conditions and improve their food security, nutrition and incomes.
10. CGIAR's focus on gender and global development was also highlighted, including the launch of WIRES (the Women in Research and Science Employee-led Resource Group) which hosted a 13-hour global event on the International Day for Women and Girls in Science on 11 February 2021 showcasing the impressive work of CGIAR's women scientists around the globe. A sub-campaign of the 50 years of CGIAR innovations focused on CGIAR's gender work was also outlined.
11. The Co-Chair thanked the Managing Director, Global Innovation & Engagement for effectively illustrating the significant efforts to gain traction globally for CGIAR. The System Council Chair added reflections and highlighted additional key opportunities for engagement, including the Association of South East Asian Nations ('ASEAN') meetings focused on the rice agenda for East and South Asia and a suggestion that CGIAR participate in the I4C (Innovate for Climate), a World Bank supported event focusing on climate change through the essential interconnected elements of food systems transformation, the transport/urban trajectory and energy transformation.

Agenda Item 3: Moving to an Integrated Operational Structure for One CGIAR

12. The System Council Chair framed the session, noting that in order to effectively deliver on the promise of CGIAR's 2030 Research and Innovation Strategy, the Council had been steadfast that change in CGIAR's structure would also be necessary. The Chair of the CGIAR System Board Marco Ferroni, was invited to update the Council on the Board's oversight of the development of the One CGIAR Integrated Operational Structure², now approved by the System Board and for which the System Council's high-level endorsement is sought.
13. Key messages shared by the System Board Chair included that:
 - a. It is essential for CGIAR to make a profound change in our business model and maintain momentum towards One CGIAR;
 - b. The operational structure is designed to facilitate the collaboration across functions, disciplines and geographies that is essential to broaden the

² https://storage.googleapis.com/cgiarorg/2021/02/SC12-02_Integrated-Operational-Structure-for-OneCGIAR.pdf

- diversity of people, skills and ideas that we need and to improve CGIAR's access to global, regional and local partners;
- c. The collaborative change process with Center leadership is key, and CGIAR will continue to adapt and improve communications with staff across CGIAR to bring colleagues together in the change process;
 - d. The strong brands of CGIAR's Centers are to be leveraged and enhanced. A key part of CGIAR's engagement is with its host country partners, who have and will continue to play a key role in CGIAR, and consultations with them will be increased; and
 - e. Engagement will actively continue with Centers who have not yet opted to adopt unified governance as part of One CGIAR, with the door remaining open for dialogue across 2021. The involvement of expertise from those Centers, as well as other non-CGIAR organizations, is being actively welcomed in the initiative design process.
14. The Managing Director, Institutional Strategy & Systems – Elwyn Grainger-Jones – provided additional background on the development of the integrated operational structure, noting that:
- a. The Executive Management Team ('EMT') sees a clear line from the System Reference Group ('SRG') recommendations³ to this integrated, operational model, which builds on the request to decrease fragmentation in CGIAR through an integrated management structure that is able to deliver on the integrated solutions needed to solve 21st century problems.
 - b. A highly collaborative approach has been taken over the past five months since the EMT took office. During this process Design Working Groups were set up, comprising of Directors General, other senior staff, and technical staff across One CGIAR.
 - c. The structure will enable effective implementation of the 2030 Research and Innovation Strategy, by providing deep integration across the interconnected challenges and impact areas of that strategy. The proposed model aligns authority with accountability and responsibility to deliver regardless of the funding source, without parallel models for bilateral funding and pooled funding. It aims to maximize value for money, ensuring that One CGIAR can achieve economies of scale through streamlining functions, working collaboratively, and eliminating duplication and wastage.
 - d. A number of alternative models had been considered, with the final choice being one that could effectively pull together often quite disparate skillsets across the CGIAR System into identifiable groups to enable people to work together as a team, enable economies of scale, enable skills modernization, and enable clear decision making but also to allow skills to be deployed in a unified management structure across CGIAR initiatives.
 - e. The EMT remains focused on managing the risks of the transition to the new structure, overseen by the System Board.
 - f. There are ongoing efforts on change management, focusing on building the collective spirit and sense of common values and culture, while respecting the diversity of values in an international organization.

³ https://storage.googleapis.com/cgiarorg/2019/11/SC9-02_SRG-Recommendations-OneCGIAR.pdf

- g. The importance of effective communications is well-recognized, acknowledging that each stakeholder group has different information needs as the process moves forward. Through these communications, the message is being shared that the transformation is about honoring the legacy of what has gone before in CGIAR's 50 years to date, building on its strengths to be fit for purpose for the next 50 years.
15. The System Council Chair thanked the Chair of the System Board and the Managing Director, Institutional Strategy and Systems for their clear remarks and continued confidence in the trajectory agreed upon. Inviting inputs from System Council members, he framed the discussion by offering reflections on three key principles to guide implementation of the structure, namely ensuring that clear and frequent communication channels are maintained with all staff and partners, retaining a focus on reducing transactions overall, and echoing the emphasis heard on operationalizing the 2030 Research & Innovation Strategy in the most powerful way possible.
16. Reflections from System Council members included:
- a. Strong endorsement for the integrated operational structure for One CGIAR;
 - b. Funders can draw comfort from the thoughtful and comprehensive analysis of risks and alternative models in providing assurance that the integrated operational structure is the most compelling option to take forward;
 - c. The meeting materials for this agenda item effectively set out the process of moving from the current state to the destination, and that a useful complementary document for Funders and partners would be a concise summary of the new structure and key functional teams;
 - d. Appreciation for the collaborative approach taken, particularly strong engagement with and ownership by Directors General in the design process;
 - e. The high value of CGIAR's existing assets on which One CGIAR is being built, which include its people, facilities and goodwill and license to operate in sometimes challenges global locations;
 - f. That significant opportunities exist to influence redirection of the considerable agricultural subsidies currently paid, through increased engagement in the policy agenda in this area;
 - g. A request for additional detail on how the planned Portfolio Performance Management Panel and monitoring and evaluation mechanisms will operate;
 - h. The need to balance timely implementation with delivery on existing commitments;
 - i. That it will be important to have an effective model for collaboration with third parties including Centers who have not taken decisions to join One CGIAR at this time; and
 - j. Support for the regional director roles as key focal points to deepen and strengthen relationships with regional and National Agricultural Research Systems ('NARS').
17. The Chair of the System Board, the EMT Convenor and Managing Director, Research Delivery and Impact, and the Managing Director, Institutional Strategy and Systems expressed appreciation for the support and guidance that will aid the EMT as it takes

forward implementation. Responding to several statements made it was highlighted that:

- a. The EMT shares the view that the new leadership for the Science Groups should be put in place as quickly as possible, to lead on development of the Investment Plan and take forward decision making under the new structure;
- b. A proposal is being developed for System Board approval on a fast track recruitment and appointment process for the senior leadership roles for the new structure, including the Science Group Directors;
- c. The concept of a Portfolio Performance Panel in the operational structure material refers to the internal management team (including the EMT, Science Group Directors, Regional Directors, Impact Area Platform Champions and senior financial staff) to continuously monitor risks and opportunities arising and adaptively manage the portfolio in line with the approved performance and results management framework; and
- d. Proposals to enhance dialogue with host countries and partners, such as through a structured dialogue at ministerial level, were strongly supported, with One CGIAR arrangements at the country and regional level providing a basis for crafting stronger relationships together. It was further clarified that One CGIAR will have a country-level strategic framework involving working together with the country partners bringing elements from across CGIAR together including policy, technology and technical assistance and working closely with governments to develop a coherent, impactful program that responds to the need and the demand of the country.

18. [Decision SC/M12/DP3: An Integrated Operating 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).

19. [Action 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.

Agenda Item 4: Next steps for embedding One CGIAR in key frameworks and policies

20. The System Council Chair framed the session, noting that to take forward the momentum from the Council's endorsement of an integrated structure and earlier approval of the 2030 Research and Innovation Strategy, relevant decisions to align the underlying governance, risk and results frameworks are required.

21. The Director, Board and Council Relations – Karmen Bennett – provided an overview of the proposed approach, noting that the majority of decisions required to put One CGIAR in place had been taken in 2020 by Center/Alliance Boards and that the ask of the System Council and CGIAR System Board will now be to ensure that the key System documents are appropriately refreshed to align with the 2030 Research and Innovation Strategy and the integrated operational structure.
22. In discussions that followed, the following reflections were provided:
 - a. The importance of the System Board being empowered to oversee the structure and performance of CGIAR and for the governing instruments to be clear on delineation of responsibilities;
 - b. That the need for a clear definition of a CGIAR Research Center is recognized, while being thoughtful in keeping an open door and path to participation;
 - c. Appreciation for confirmation that the CGIAR's Strategy and Results Framework⁴ remains valid, with its results framework refreshed by the CGIAR Performance Results Management Framework 2022-2030⁵.
23. [Decision 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 deliver alignment with One CGIAR concepts, as set out in meeting document SC12-02.

Agenda Item 5: SPOTLIGHT on CGIAR inputs to 'game-changing solutions'

24. At the Co-Chair's invitation, the EMT Convenor and Managing Director, Research Delivery and Impact – Claudia Sadoff – provided highlights on how One CGIAR is leveraging the UNFSS and other key global dialogues, building on the strong track-record of CGIAR innovations in its 50-year history. Examples were shared of how the 2030 Research and Innovation Strategy is strongly aligned with the five action tracks of the UNFSS, and how CGIAR science and scientists are embedded in the process, with CGIAR contributing policy papers and evidence input, supporting member state and independent dialogues around the food systems and developing the set of metrics that member states will use to track their progress against commitments at the summit. It was also emphasized that CGIAR is contributing to a broad range of key global dialogues, including COP26, the World Economic Forum, and the Convention on Biological Diversity, among others.
25. The System Council Co-Chair led a discussion on the themes raised, with Council members noting:
 - a. That while agriculture and food systems are becoming central in the fight against climate change, there can be challenges in obtaining standalone funding and it is therefore advised to not separate the dialogue into different areas but to have a message that feeds into the broader solutions to attract investments;

⁴ [CGIAR Strategy and Results Framework 2016-2030](#)

⁵ [CGIAR Performance and Results Management Framework 2022-2030](#)

- b. That it is encouraging to see how the One CGIAR leadership is linking the climate agenda to the major agroecologies where poverty and undernutrition are concentrated; and
- c. CGIAR has a key role to play in the science-policy interface to support better food system outcomes.

Agenda Item 6: Development of the 2022-2024 Investment Plan and Initiatives

- 26. The EMT Convenor provided an update on the development of the 2022-2024 Investment Plan and CGIAR initiatives since the Council's December 2020 approval of the 2030 Research and Innovation Strategy, highlighting:
 - a. Appreciation for the commitment and inputs of members of the Investment Advisory Groups ('IAGs') and other fora prior to these;
 - b. That the IAGs are currently advising on the identification of CGIAR Initiatives for design by stakeholder-inclusive initiative design teams to be established and commissioned by the EMT;
 - c. That the IAG process brings in perspectives that reflect stakeholder demand and relevance, reflect science potential and the available evidence for impact, and Funder preferences as part of defining prioritization. The IAGs are working together to develop theories of change at CGIAR, Action Area and Initiative levels to ensure a strong logic and narrative for the Investment Plan and its anticipated impact; and
 - d. That the EMT is on track to deliver the Investment Plan within the timeline previously shared with the System Council, following the agreed stage-gated process and with full independent review of Initiative proposals by the ISDC to support the System Council's decision-making in Q4 2021.

- 27. The System Council Chair invited reflections, noting the thoughtful and systematic process evidenced by the presentation. Inputs from the System Council included:
 - a. The need for affordable healthy diets as a key element of inclusion to be embedded in thinking on systems transformation;
 - b. That it will be important to demonstrate how the current CGIAR Research Portfolio is the foundation for the Investment Plan 2022-2024, building on the strong existing social capital of research collaborations and if it is proposed to branch out in new directions, provide analysis that underpins this approach;
 - c. That as Initiatives are developed on a rolling basis, it will be important to ensure that key elements are fully funded to deliver a coherent portfolio;
 - d. Support for a principles-based approach to ensure focus and strategic orientation, with clear performance targets and priority setting;
 - e. The value for Funders of the move from a sole research focus to being research & innovation driven, focusing on delivery, transformational change and metrics to support the results obtained;
 - f. Emphasis on the co-creation approach set out to ensure that regional and national governments and NARS are fully engaged in design and delivery;
 - g. That Funder perspectives brought in should include potential non-traditional funders;

- h. That to effectively enable resource mobilization in the latter part of 2021, priorities for Funders in the Investment Plan prospectus include ensuring that it is adequately diverse and responsive to food system challenges from a poverty perspective and distinct regional needs, and that it demonstrates integration between Action Areas and initiatives, articulating the different levels of One CGIAR action from local to global and vice versa;
 - i. That the ISDC's independent advice to the System Council will be invaluable as it considers the Investment Plan prospectus at the next System Council meeting; and
 - j. The importance of those whom CGIAR serves being the starting point, with a call to ensure that perspectives of smallholder women and men farmers, rural and urban youths remain at the center of what is developed.
28. In response to a question raised it was agreed that discussions on System Council constituency membership will continue to ensure that country stakeholder voices can participate as effectively as possible.
29. The EMT Convener and Chair of the System Board provided some reflections on inputs heard, noting:
 - a. That feedback on the range of stakeholder views to take into account, including those from scientific areas outside of the mandates of One CGIAR Centers, would be fully taken on board; and
 - b. That a clear focus on impact, underpinned by a rigorous prioritization though use of theories of change, would guide the Investment Plan's continued development.
30. In closing the session, the System Council Chair expressed appreciation for the credible and comprehensive process underway and echoed the Council's anticipation of a rigorously prioritized, compelling Investment Plan prospectus at its next meeting.

Agenda Item 7: Working towards more, and pooled, funding

31. The Co-Chair framed the session as a key complementary discussion to that on the Investment Plan, and focusing on the SRG Recommendation 5 of More, and Pooled, Funding.
32. A representative of the Funder champions group supporting the implementation of the Resource Mobilization, Communication and Advocacy Strategy provided key messages from the group's work, calling for System Council members and CGIAR Funders to join a shared ambition of:
 - 100% participation from System Council members in supporting CGIAR research & innovation;
 - prioritize pooled funding mechanisms in support of CGIAR research initiatives;
 - strive for \$1+ billion in pooled funding for 2022-2024 period;
 - pledge early, where possible, to build momentum for investments;

- help position CGIAR, and investment in food systems research and innovation in key political processes (G20, UNFSS, COP26, Nutrition4Growth...)
33. System Council members expressed strong backing for the call and provided reflections including the following:
- a. That while the target is relatively ambitious, it is set at a level to make One CGIAR work as an integrated approach;
 - b. Emphasis on the strong link between future commitments and the responsiveness of the forthcoming Investment Plan to Funder expectations;
 - c. That truly integrated research programs and evidence of impact of the current portfolio will increase CGIAR's ability to attract investment from more diverse funding sources;
 - d. That the support of CGIAR's partner countries will be invaluable in building the case for increased investment;
 - e. The importance of political support from leadership of Funders' own organizations to champion CGIAR and increase investment; and
 - f. That partnerships with multi-lateral development banks offer opportunities to consider innovative ways to support CGIAR.
34. The Co-Chair thanked the System Council for its strong support for the ambition set out and guidance to take forward efforts in this area.

Agenda Item 8: Closing Meeting

Consent Agenda

35. The Chair introduced the consent agenda, recalling that these were items to be approved as a package without discussion in the meeting unless requested by a System Council member by Thursday 25 February 2021. With no such requests received, the Chair asked the System Council for its approval of the consent agenda.
36. [Decision 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.

Other Business

37. The Co-Chair invited System Council member countries to join Mexican Secretary of Agriculture and Rural Development Victor Villalobos in a consultative forum among ministers of agriculture including regional conversations as part of the ongoing One CGIAR transition consultation process.
38. Appreciation was expressed on behalf of CGIAR's Centers and Alliances for the high level of engagement, enthusiasm and encouragement that the Centers have received from the System Council, with a request made to redouble communications on the

implementation of One CGIAR with all staff as a key tool in delivering a successful transition.

39. In closing the System Council Chair reflected that the meeting had represented another pivotal moment in the journey to One CGIAR with strong endorsement from System Council members of the new operating structure. He emphasized that the transformation of CGIAR does not mean leaving behind what has been done but standing on its shoulders to deliver for the next 50 years, and that through a thoughtful, collaborative process to develop the highly-anticipated 2022-2024 Investment Plan there is confidence that this can be achieved.
40. The meeting was closed.

Appendix 1 - 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)

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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