

Chair's Summary¹
15th System Council meeting
Montpellier, France, 8-9 March 2022

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

At the conclusion of our 15th meeting, I am grateful that so many were able to gather in-person, with the generous support of the co-hosts of our System Council meeting and related events (France, Germany, and the European Commission), to benefit from the opportunities afforded by face-to-face interactions after two years of virtual-only engagement. This included a high-level event with our co-hosts, a key takeaway from which was that 2022 is the year that CGIAR and its partners and funders, working together and guided by continued dialogue, will pivot from talking and designing to implementing and doing in a way that ensures we are a better partner locally, regionally and as a global science voice.

Still lost for the right words to express our deep loss and sadness on the unexpected passing of Dr. Barbara Wells, CGIAR's Global Director, Genetic Innovation and Director General of CGIAR's International Potato Center, our meeting opened with a tribute to Dr. Wells. Her deep and unwavering commitment to CGIAR's global, regional, and local stakeholders was recognized – as was her warmth and personal convictions and courage.

As we commenced the formal meeting agenda, we reflected that to keep moving forward, the decisions taken in Chengdu – when we unanimously agreed on the System Reference Group ('SRG') recommendations² – must hold firm. All System Council members, both funding partners and our representatives from regions where CGIAR's research is undertaken and efforts are focused, carry the torch to support these efforts, even where the individual delegates or individuals representing partner constituencies may have changed.

We recalled that we had asked the System Board to oversee the transition to operating as One CGIAR, and our deliberations commenced with a powerful opening statement from the System Board Chair, Dr. Marco Ferroni, assessing progress on each of the interrelated SRG recommendations, and reminding us that the transition is an integrated package of change that requires all of us to rise equally to the challenge.

Whilst no change agenda is ever easy, perfectly executed, or sufficiently communicated, the unequivocal statements of commitment to One CGIAR by our partner country constituencies were reassuring that the way is only forward. However, we also heard that there is more that needs to be done in our communications, listening and adaptive management to maintain momentum. Continued and coordinated engagement efforts with all host countries and NARES are essential to ensure that all constituencies feel their voices have been fully heard.

¹ The Chair's Summary is prepared as an early record of key messages and decisions taken, in advance of the more detailed formal meeting summary that will be shared for System Council input and approval.

² https://storage.googleapis.com/cgiarorg/2019/11/SC9-02_SRG-Recommendations-OneCGIAR.pdf

To this effect we requested that One CGIAR management develop a coordinated framework for engagement in the next few weeks so that all outstanding concerns can be worked through and addressed. We called on the Center Board Chairs group to support these efforts as important actors in One CGIAR relationships with host countries.

To complete CGIAR's comprehensive 2022-2024 research prospectus, we unanimously approved a second group of 12 CGIAR Initiative proposals, to start from 1 April 2022. We were guided in that decision-making by the thoughtful and constructive objective advice from the Independent Science for Development Council ('ISDC'), just as the System Board had been when recommending the proposals for our approval. As for our December 2021 approval of an initial set of 19 Initiatives, the System Council was reassured that, while the ISDC's advice rightly focused on areas to strengthen to deliver the strongest possible research going forward, these suggestions did not detract from the overall high quality of the proposals before us.

CGIAR's Managing Director, Research Delivery and Impact, supported by CGIAR's Global Science Directors, set out a compelling presentation of seven areas of action responding to the December 2021 System Council deliberations. This included how advice from the reviews of CGIAR Initiative proposals is being taken up; how funding is to be allocated across the Initiatives to reflect prioritization; the stage-gating approach for management of Initiatives that will be applied during implementation; and a single reporting arrangement that will be responsive to stakeholder needs. The System Council was mindful that given the breadth of the portfolio, there may not be a 'one size fits all' approach or timeline to this work, and commended the efforts set out to ensure that advice and guidance is taken up thoughtfully and systematically. **We asked that at the conclusion of an 'inception phase', revised Briefs for each Initiative be shared to deliver clarity on how the areas for strengthening have and will continue to be addressed.**

Recalling the System Council's approval in December 2021 of an initial 2022-2024 CGIAR Portfolio and Designated Financing Plan ('FINPLAN'), the Managing Director, Institutional Strategy and Systems re-affirmed the commitment to deliver a refreshed FINPLAN, with timing of that material interconnected with the deeply appreciated work of the funding community to work within their institutions to seek to deliver increased pooled funding to finance the 2022-2024 Prospectus fully. Several Funders took the floor to reaffirm that only with the purposeful movement towards operating as One CGIAR, had they been able to secure approvals to express their funding levels for the forthcoming period, and that ongoing delivery as 'One CGIAR' would be necessary moving forward. **A call was thus made to any Funder who had yet to provide to CGIAR's Global Director, Business Operations and Finance with their designation material, to do so in the coming days and weeks.**

We were also struck by a timely and strong example of the need to ensure sufficient and consistent funding for policy research and modeling infrastructure that need to be called on at any moment in times of crisis. System Council members strongly appreciated a presentation on rising food prices because of the crisis in Ukraine and echoed a call to ensure that One CGIAR pooled funding, as well as designations for relevant Initiatives, is prioritized for this area. Continued funding of policy research is essential for CGIAR to be able to respond quickly and effectively to global crises with analysis, technology and knowledge that is recognized and relied upon by all in the global community.

An engaging session on evaluation matters concluded with approval of a new CGIAR Evaluation Framework and Policy, backed by One CGIAR management and demonstrating how strong policies can be a management tool and ensure that evidence can connect with decision-making. The session also showcased how the recommendations of the evaluation of the now concluded Big Data in Agriculture Platform are being taken up to improve digital capabilities and develop tool and dashboards across CGIAR within the framework of the 2022-2024 CGIAR Prospectus.

The decisions and actions that we agreed are set out in full below, and a full meeting summary will be provided on a timely basis, in line with our Rules of Procedure.

As I close this Chair's summary, **I wish to thank the System Council for its steadfast commitment to what we are trying to achieve as One CGIAR, including demonstrating that through increased commitments to pooled funding, and to the System Board and CGIAR's management for its dedicated work to take it forward.** These coming weeks and months will be crucial to ensure that remaining challenges are worked through in the spirit of open communication, collaboration, and dialogue, to ensure that One CGIAR lives up to its promise as a powerful, well-funded, dynamic, and innovative proposition to deliver what the world needs from us.

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

Appendix 1 – Decisions taken and Agreed positions and actions

DECISIONS

SC/M15/DP1: Meeting Co-Chair

The System Council **appointed** Sebastian Lesch, representative from Germany and Christophe Larose, representative of the European Commission as the non-voting Co-Chairs for the meeting, pursuant to Article 5.2 of the CGIAR System Framework.

SC/M15/DP2: Adoption of the Agenda

The System Council **adopted** the Agenda as issued on 7 March 2022 (document SC15-01, Revision 2).

SC/M15/DP3: 2022-2024 CGIAR Portfolio

Whereas:

1. The 2022-2024 Investment Prospectus was approved by the System Council at its 13th meeting in June 2021;
2. The 2022-2024 CGIAR Portfolio and Designated Financing Plan ('2022-2024 FINPLAN') was approved by the System Council at its 14th meeting in December 2021, with the System Council noting at that time that an updated 2022-2024 FINPLAN would be developed and presented in Q1 2022 based on a revised budgeting exercise and to reflect additional data points gained;
3. A subset of 19 CGIAR Initiative proposals, and the indicative funding amounts for the full 2022-2024 Investment Prospectus (as set out in the initial 2022-2024 FINPLAN) were approved by the System Council at its 14th meeting in December 2021;
4. At the time of approval of the 19 CGIAR Initiatives proposals, it was agreed that: (a) the EMT would document how the observations and learnings from the ISDC moderated external review of the 19 Initiatives have been or shall be taken up over which timetable, as relevant, whilst continuing to ensure an overall coherent and cohesive CGIAR Portfolio for 2022-2024; and (b) an updated FINPLAN would be presented based on Funder designations for the full Prospectus.

The System Council:

5. **Approved**, pursuant to Article 6.1 q) of the CGIAR System Framework, the proposals for 12 CGIAR Initiatives to commence from 1 April 2022;
6. **Acknowledged** the critical need for designations of pooled funding for CGIAR to be provided by 18 March 2022 and for bilateral forecasting to be completed by the end of March. This is in order that a revised 2022-2024 FINPLAN can be developed, with decision-making by the System Board and the System Council to be completed by end-April 2022; and
7. **Requested** that revised 'Initiative Briefs' (to replace Initiative proposal documents) be prepared following the 6-month 'inception phase' of all CGIAR Initiatives, that build on strengthening undertaken in response to the advice of the Independent Science for Development Council.

[SC/M15/DP4: Retiring 2016-2030 'SRF'](#)

The System Council:

1. **Confirmed** that the CGIAR 2030 Research and Innovation Strategy, together with its companion document the CGIAR Results Framework, is the successor to the CGIAR Strategy and Results Framework, with the latter being retired with retroactive effect from 31 December 2021, the end date of the former CGIAR Research Programs.
2. **Requested** that, as a transitional measure to future reporting on CGIAR's contribution to the Collective Global 2030 Targets, the Executive Management Team present by mid-2023 aggregated data on the aspirational intermediate 2022 targets included in that earlier Strategy and Results Framework.

[SC/M15/DP5: CGIAR Evaluation Framework and Policy](#)

The System Council **approved** the content of the CGIAR Evaluation Framework and Policy, pursuant to Article 6.1 k) of the CGIAR System Framework.

[SC/M15/DP6: Evaluations](#)

The System Council **endorsed** the Evaluation of the CGIAR Platform for Big Data in Agriculture, taking into account the Management Response, pursuant to Article 6.1 ff) of the CGIAR System Framework.

[SC/M14/DP7: CGIAR Trust Fund](#)

The System Council **approved**, subject to the subsequent agreement by the World Bank as Trustee, the extension of the End Disbursement Date of the CGIAR Trust Fund under the CGIAR Trustee Agreement to 31 December 2030.

Appendix 2 - Participants

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

Co-Chairs: Sebastian Lesch, Head, Agricultural Division, Ministry for Economic Cooperation and Development (BMZ) (on Day 1); and Christophe Larose, Head of Sector: Sustainable Agriculture, DEVCO C1, European Commission (on Day 2)

'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 (**').*

The symbol (v) shows virtual participation. Day between brackets means attended only one day.

Note on presentation: As the meeting was held on a hybrid basis, the Chair and Co-Chairs alternated in how they took interventions from the floor and from the virtual platform. The list of constituencies by alphabetical name has thus been inverted on this occasion to reflect that inclusive approach.

System Council Voting Members (alphabetically in reverse order)	Member representative	Member Alternates & Other Delegation Members
The World Bank	Martien Van Nieuwkoop	Alternate Member - Michael Morris Other delegates: Julian Lampietti, Sarah Simons
West Asia & North Africa (voting member Iran) (v)	İlhan Aydin** (Turkey)	Alternate - Mohammad Reza Balali (Iran) Other delegates (Turkey): Aykut Ordukaya, Didem Kökden, Fatma Sarsu, Merve Altan.
United States of America	Rob Bertram	Others - Jerry Glover (v) (Day 2)
United Kingdom	Alan Tollervey (in-person day 1; virtual day 2)	
Switzerland	Michel Évéquoz	
Sweden	AnnaKarin Norling	Alternate - Philip Chiverton (v)
Sub-Saharan Africa (voting member Nigeria)	Garba Sharubutu (Nigeria) (v)	Alternate - Eliud Kireger (Kenya) Other delegates: Carolyn Minayo (Kenya) (Day 1)
South Asia (v)	Trilochan Mohapatra (India)	Alternate - S.M. Bokhtiar (Bangladesh) (Day 1)
Norway	Even Stormoen (v)	Alternate - Daniel van Gilst
The Netherlands	Wijnand van Ijssel	
Mexico (v)	Adriana Herrera-Moreno	
Latin America and Caribbean (voting member Brazil)	Pedro Machado (Brazil) (v)	Alternate - Jorge Mario Diaz Luengas (Colombia) Others delegates: Noemí Marmanillo Bustamante (Peru) (v) (Day 1); Jannette Pacheco Santos (v) (Day 2)
Japan (v)	Akiko Tejima	Alternate - Takuma Kojima Other delegates: Masa Iwanaga (Day 2), Shintaro Kobayashi (Day 2), Takashi Kato.
Germany & Belgium	Sebastian Lesch (Germany)	Alternate - Carol Durieux (Belgium) Other delegates: Stefan Kachelriess-Matthess; Sarah Schmidt (Germany)

System Council Voting Members (alphabetically in reverse order)	Member representative	Member Alternates & Other Delegation Members
European Commission	Christophe Larose	
East Asia & Pacific (voting member China) (v)	Zhai Lin** (China)	Other delegates (China): Yu Chao, Zhu Jinjin
Canada (v)	Hong-Won Yu	Alternate -Mushtaq Ahmed Other delegates: James Breithaupt, Flora Mak (v)
Bill & Melinda Gates Foundation	Ruben Echeverria	Alternate - Renee Lafitte (v) Other delegates: Rinn Self
Australia	Andrew Campbell	
AfDB (v)	Martin Fregene	

Non-voting Ex-officio members	Member	Member Alternates & Other Delegation Members
Chair, System Board	Marco Ferroni (Day 2 only)	Hilary Wild (v)
Center Representative 1: Convener of the Chairs of Center Boards of Trustees	Elsa Murano (v)	
Center Representative 2: Convener of the Center Directors General	Jean Balié	
Food and Agricultural Organization of the United Nations (FAO) (v)	Selvaraju Ramasamy*	
International Fund for Agricultural Development (IFAD) (v)	Malu Ndavi*	

Active Observers	Representative	Alternate & Other Delegation Members
Global Forum on Agricultural Research (GFAR)	Ravi Khetarpal (v) (Day 2)	Alternate - Hildegard Lingnau
CGIAR Independent Science for Development Council (ISDC)	Holger Meinke (in-person day 1; virtual day 2)	

SC Secretary
Karmen Bennett , System Council Secretary & Global Director of Governance & Assurance (a.i.)

Invited guests	Representative
Trustee of the CGIAR Trust Fund (World Bank) (v)	Jane Mwebi Other delegates: Chalida Chararnsuk, Gerard Jumamil, Lewam Afework Mengesha
France	Bernard Hubert (v), Jean Albergel
CGIAR System Council's Assurance Oversight Committee	Vacant
CGIAR Standing Panel on Impact Assessment (SPIA)	Karen Macours (Chair)

Invited attendees	Representative
Denmark, Ministry of Foreign Affairs	Mike Speirs
EIARD Secretary	Nienke Beintema
Ireland, Department of Foreign Affairs and Trade (EIARD Member)	Patrick McManus (v)
Italy, Italian Agency for Development Cooperation	Roberta Trevisi (v) (on behalf of Min. Ple, Leonardo Bencini)
CGIAR System Board	Patrick Caron, Clarissa van Heerden (v)

Additional invitees	Representative
CGIAR Executive Management Team	Claudia Sadoff , EMT Convener and Managing Director, Research Delivery and Impact
	Elwyn Grainger-Jones , Managing Director, Institutional Strategy and Systems
CGIAR Global Science Directors	Jo Swinnen , Global Director, Systems Transformation
	Martin Kropff , Global Director, Resilient Agri-food Systems
	Sonja Vermeulen , Global Director, Genetic Innovation (a.i.)

Session specific invitees		
CGIAR	Agenda items 2 and 3	Aly Abousabaa , Regional Director, Central and West Asia and North Africa (v)
CGIAR Independent Science for Development Council (ISDC)		Andrew Ash, Lesley Torrance (v), Magali Garcia, Nompumelelo H. Obokoh, Suneetha Kadiyala (v)
CGIAR Advisory Services Shared Secretariat	Agenda items 2,3 and 6	Amy Beaudreault , ISDC Senior Manager
CGIAR	Agenda item 4	Fiona Bourdin-Farrell , Global Director, People and Culture (v)
CGIAR Advisory Services Shared Secretariat (v)	Agenda item 6	Brian King , Big Data Platform Lead; Jawoo Koo , (Interim) Lead, One CGIAR Initiative "Harnessing Digital Technologies for timely Decision-making Across Food, Land, and Water Systems"; Svetlana Negroustoueva , Evaluation Function Lead; Karen Jay-Yina , Senior Evaluation Officer

Additional participants	
World Bank	Jonathan Wadsworth , Senior Advisor to the SC Chair
CGIAR Advisory Services Shared Secretariat (v)	Allison Grove Smith , Director, CGIAR System Advisory Services Shared Secretariat (v)
CGIAR	André Zandstra , Global Director of Innovative Finance & Resource Mobilization
	Khuloud Odeh , Interim Executive Director, CGIAR System Organization; Global Director Digital Services
	Marion Barriskell , Global Director, Business Operations and Finance
	Suzanne Ngo-Eyok , Managing Director, Africa (Alliance of Bioversity International and CIAT) (v)

Additional participants	
	Andrew Giddings , Director, Office of Ethics and Business Conduct (v day 2)
	Elise Perset , Director, Legal and Office Services
	Madina Bazarova , Acting Co-Chief Audit Executive, CGIAR (v)
	Christine Larson-Luhila , Deputy Director, Board and Council Relations (v)
	Kristina Röing de Nowina , Deputy Director, Funder and External Engagement
	Georgios Solomos , Senior Advisor, Risk Management (v)
	Roland Sundstrom , Senior Advisor, EMT's Office

Event Management Support	
CGIAR	Olwen Cussen , Board and Council Relations Officer
	Thomas Marius Müller , One CGIAR transition & System Council workflow Coordinator
	Victoria Pezzi , Meeting and Events Coordinator