

Meeting Summary
14th System Council Meeting
15-16 December 2021

Purpose:

This document presents the formal meeting summary for the System Council's 14th meeting, as approved by the Council on a no objection basis with effect from Thursday 24 March 2022 (Decision Ref: SC/M15/EDP1).

It supplements the [SC14 Chair's Summary](#) (issued 22 December 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

Introduction:

This document presents a summary of the 14th meeting of the System Council (“Council”) held on 15 and 16 December 2021 as a virtual meeting.

By way of overview:

- **Format.** The meeting was held virtually over two consecutive days.
- **Agenda items.** The meeting covered agenda items within the ten (10) sessions set out in the table of contents on the following page.
- **Decisions****The Council took eight (8) decisions during its meeting, described in the text.
- **Agreed positions and actions**** The Council agreed on one (1) action point during its meeting, described in the text.
- **Participants.** [Annex 1](#) sets out a list of meeting participants.

** *The Decision Points and Agreed action noted in the text of this document were previously shared in the SC14 Chair’s Summary, issued on 22 December 2021, and available here: https://storage.googleapis.com/cgiarorg/2021/12/System-Council-14-11_Chairs-Summary.pdf*

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Agenda Item 1: Meeting Opening

1. The System Council non-voting Chair, Juergen Voegele, opened the meeting. A quorum was present.
2. The Chair welcomed new System Council voting members, alternates, and participants¹ including:

Voting member seats

- a. Australia: Daniel Walker (ad-interim for SC14)
- b. Bill & Melinda Gates Foundation: Rinn Self and Ruben Echeverría
- c. Canada: Hong-Won Yu and Mushtaq Ahmed
- d. Japan: Akiko Tejima and Takuma Kojima
- e. Latin America & Caribbean - Peru: Vice Minister Juan Rodo Altamirano Quispe
- f. Netherlands: Wilma van Esch
- g. West Asia and North Africa – Turkey: Fatma Sarsu and Tuğçe Ulsu
- h. USA: Jerry Glover

Active observers, invited guests

- i. GFAR: Hildegard Lingnau and Ravi Khetarpal
- j. France: Jean Albergel
- k. Center Representatives: Rodney Cooke and Jean Balié

3. The Chair also welcomed additional representatives of the EIARD group (Denmark and Ireland), external experts from CGIAR's Independent Science for Development Council ('ISDC'), and CGIAR's Advisory Services Shared Secretariat.
4. Decision SC/M14/DP1: Meeting Co-Chair
The System Council **appointed** AnnaKarin Norling, representative from Sweden as the non-voting Co-Chair for the meeting, pursuant to Article 5.2 of the CGIAR System Framework.
5. The Co-Chair expressed appreciation for the opportunity to serve in the role, noting the important nature of this meeting as a key decision moment to take forward dedicated work towards One CGIAR.
6. No declarations of interest were made on the agenda, and no items of other business requested.
7. Decision SC/M14/DP2: Adoption of the agenda
The System Council **adopted** the Agenda as issued on 1 December 2021 (document SC14-01).
8. The Chair offered some framing remarks for the meeting, reflecting on the messaging heard clearly during COP26 in Glasgow on the urgent need for all to step up even further than we are already doing in the face the climate emergency. He emphasized the shift

¹ Composition: <https://www.cgiar.org/how-we-work/governance/system-council/sc-composition/>

taking place towards a greater focus on the food security and natural resources management agenda, noting that the climate crisis cannot be solved without a fundamental change in how we produce and consume our food and manage our land- and waterscapes. A key part of this is the underpinning research to accelerate such a transition, and it was noted that CGIAR – in its emerging configuration as ‘One CGIAR’ – is now being included in the right conversations and the world is ready for what we can now offer in this regard.

Agenda Item 2: SPOTLIGHT – Reflections from in-country & regional workshops

9. The Co-Chair framed the session, highlighting that ‘spotlight sessions’ are a valuable way for the System Council to hear voices on topics aligned to Funder priorities. The Co-Chair recalled that [CGIAR's 2030 Research and Innovation Strategy](#) (adopted in December 2020, the ‘Research Strategy’), positions regions, countries and landscapes as central dimensions of partnerships, world view, and impact. It was noted that a ‘world view’ that takes as its starting point ownership and equal partnerships lays the strongest foundations for achieving impact at scale.
10. The Managing Director, Global Engagement & Innovation – Kundhavi Kadiresan – introduced the speakers and the context for their presentations. She observed that as ‘One CGIAR’ – the intended powerful integration of CGIAR’s operations to best position our research in a rapidly changing environment, the demands of regions, countries, and landscapes, are fundamental to the shaping of specific opportunities for change. Thus, the voices of these stakeholders are critical to ensuring that CGIAR’s model, which has partnerships at its heart, thrives and can deliver directly in response to the needs of those partners as well as CGIAR’s Funders.
11. The System Council heard presentations and video messages from:
 - a. **Aly Abousabaa, CGIAR’s Regional Director for Central and West Asia and North Africa and Director General, ICARDA**, who provided a briefing on the CWANA stakeholder engagement process and how One CGIAR is received in this region;
 - b. **Jean Balié, CGIAR’s Regional Director for Southeast Asia and the Pacific; and Director General, IRRI** who summarized the Association of Southeast Asian Nations (‘ASEAN’) stakeholder engagement process and shared observations on how the One CGIAR vision is being received in the Southeast Asian region; and
 - c. **Suzanne Ngo-Eyok, The Alliance’s Managing Director for Africa** – who shared an overview of the stakeholder engagement process to design the new Portfolio of Initiatives.
12. The Co-Chair thanked the presenters, and emphasized themes arising across the presentations, including:
 - a. The impressive nature of the extensive consultations and collaboration on a digital basis given COVID-19 restrictions during the period;
 - b. As was emphasized, understanding the context, flexibility, and ensuring open and continuous dialogue are critically important to effective engagement and partnership, with operating as ‘One CGIAR’ anticipated to provide greater opportunity for CGIAR to demonstrate its capacities and commitment in these areas; and

- c. That rather than CGIAR from a global standpoint helping on local and regional levels – the contrary is true. Namely, that local and regional conversations and partnerships are essential for the whole global agenda and delivering on the Research Strategy will require input from all corners of the world.

Agenda Item 3: The 2022-2024 Investment Prospectus

13. Linking to the immediate prior session, the System Council Chair framed the session, highlighting the considerable work undertaken since the System Council's December 2020 approval of the Research Strategy to be ready to present a first group of stage-gated Initiatives for System Council consideration.
14. The System Board Chair - Marco Ferroni - provided introductory remarks, setting out the recommendation of the System Board to the System Council on those Initiatives. As context, particularly related to funding and the System Council unanimously endorsed CGIAR integrated operational structure, he noted that:
 - a. This first group Initiatives, to deliver against the 2022-2024 Investment Prospectus, have been co-created in a consultative process that brought together scientists, Funder partners and other stakeholders, and are designed to generate quantitatively specified, monitorable, and scalable results in five Impact Areas globally and in specified geographies;
 - b. Despite the challenge of developing these Initiatives within a tight timeframe and within an evolving institutional structure, the System Board believes they are strong;
 - c. During its 22nd meeting on 29-30 November 2021, the System Board benefitted from the ISDC's report on the Initiatives and the 'Companion Document' to the Investment Prospectus, and expressed gratitude to the ISDC for its thorough, thoughtful, and commendable work;
 - d. The System Board's discussion also covered 'structural' issues such as questions of comparative advantage, the path to creating an innovation culture in One CGIAR, the need for a 'refresh' on partnerships and regional and country-specific engagement, and aspects of oversight of research delivery and scientific advisory arrangements;
 - e. The System Board considers the first group of Initiatives to be an unprecedented whole-of-institutional response credibly designed to make a substantial contribution towards achievement of the Research Strategy, and thus recommends them for System Council approval and funding; and
 - f. With the Initiatives realizing [System Reference Group](#) recommendation 4 (a new research modality), it is important to emphasize that those Initiatives cannot be effectively implemented without the concurrent implementation of recommendation 3 (CGIAR's institutional integration from an operational perspective under an empowered apex management structure). Demonstrating the inherent interconnection of all 5 of the SRG Recommendations, in turn, operational integration requires a large share of pooled funding (recommendation 5 – more and more pooled funding), with the System Board remaining clear that residual legal, operational, technical concerns are natural in any major change effort, and can be worked through if everyone brings a solution-orientated approach to the table.

15. The ISDC Chair, Holger Meinke, introduced the ISDC-moderated external review of the first group of 19 Initiative Proposals (meeting document SC14-03b), highlighting:
 - a. ISDC's recognition of the overall strong work in challenging circumstances – and the firm evidence seen that structural change being made to operate as One CGIAR is resulting in the programmatic changes envisaged by the process of reform;
 - b. ISDC's task was to undertake a critical review, and thus while the reviews speak to where improvements could be made, these do not detract from the many good elements seen in the proposals;
 - c. A three-step review process was undertaken, whereby each Initiative was individually reviewed by three reviewers from a total of 43 subject matter experts. Under the leadership of an independent coordinator, the team of three reviewers was tasked to come up with a consensus assessment of that proposal. If consensus could not be reached, discrepancies in views were clearly documented. A report was then prepared in collaboration with an ISDC member and the independent coordinator for each Initiatives, which set out any weaknesses or improvements identified using the 17 Quality of Research for Development criteria (previously co-developed and co-designed with stakeholders across CGIAR);
 - d. That whilst there is a quantitative assessment, the narrative is as important, if not more important, than the numbers;
 - e. That the reviewers had been positive about the nested theories of change as a concept; and
 - f. Areas identified for improvement, including the level of granularity around budgets, clear definitions of research methods in particular the need for clear hypotheses to be tested to achieve the development outcome, and clarity in some details of theories of change.

16. The ISDC Chair also summarized reflections from the ISDC's review of the Companion Document to the 2022-2024 Investment Prospectus (meeting document SC14-03a), noting:
 - a. That the Companion Document provides critical evidence that the structure of the portfolio is a sound and appropriate response to the challenges outlined in the Research Strategy;
 - b. Five key considerations, arising from the review, framed as critical questions that CGIAR's Executive Management Team ('EMT') is invited to consider:
 - i. **Comparative Advantage** – why is CGIAR is uniquely positioned to lead the Initiatives?
 - ii. **Partnerships** - How will private-sector agents be engaged as partners and how will these engagements be legitimately managed; and how will inclusive and functional partnerships address the Impact Areas and unreachable populations?
 - iii. **Priority Setting and Funding** - How will pooled-funded Initiatives be effectively integrated with activities funded from other sources; and is there a contingency plan for uncertainties that would allow CGIAR to be flexible?
 - iv. **Coordination and Management** - How will the Impact Area Platforms be set up and staffed to achieve their mandate; How will Platforms work with Science Groups, Regional Directors, and the portfolio performance management team; and does CGIAR have the necessary social scientists that will be needed for these Platforms to succeed?

- v. **Innovation** - What really constitutes innovation; and what does an innovation culture entail?
 - c. Clear synergies that are already evident from the One CGIAR approach – with examples provided from each Action Area that could not have been achieved under the previous model of operating as stand-alone Centers.
 - d. It was added that ISDC has prepared an Innovation Brief (shared as SC14 Meeting Resource SC14-03c) to CGIAR in developing a culture of innovation. Further, that the ISDC envisages in 2022 to work collaboratively across CGIAR to revise the [Quality of Research for Development Framework](#), to include innovation, expand on the Innovation Brief, and to instigate a science forum as a side-event to the next System Council meeting.
17. The EMT Convener and Managing Director, Research Delivery & Impact – Claudia Sadoff – emphasized the value that the EMT and Science Group Directors placed on ISDC’s welcomed, clear, and constructive feedback. She shared reflections on how this is being taken up by the Initiative Design Teams and at the portfolio level in response to the questions raised by the review of the Companion Document, including:
- a. That the recommendations relate very closely to the integrated operational structure and the unified governance arrangements of One CGIAR, which highlights the critical importance of having these in place in order to deliver strongly on CGIAR’s research;
 - b. That ISDC’s input on an assessment of CGIAR’s comparative advantage in 2022 will be very welcomed, and an Engagement Framework is under development which will establish the systems and assets required to steward partnerships at all scales. Individual Initiatives will elaborate on complementarity with peer research institutions;
 - c. That a coordination strategy is under development by the Regional Directors and Global Science Directors on how they will work together to leverage CGIAR’s work and its impact;
 - d. That the Resilient Agrifood Systems Science Group Director will lead a process with all three Science Groups to identify and address any Regional/Global duplications, sharing the findings with the Investment Advisory Groups in Q1 2022, and the Regional Directors will coordinate country engagement strategies between the Regional Integrated Initiative leads and Country Convenors;
 - e. That activity is evolving on elaborating priority-setting already undertaken, which requires more evidence building and analysis, working on the principle of triangulation across scientific, stakeholder and Funder priorities;
 - f. That management is committed to building in a decisive stop/go decision position point for whole initiatives to ensure a mechanism to discontinue areas of work based on performance on a three-year basis for all Initiatives. In addition, there will be much more frequent opportunities to modify work plans and reallocate resources within Initiatives based on annual reporting data with a particular participation of Funders in the process and in a process of continual learning and adaptive management of the portfolio;
 - g. That arrangements for scientific advice and oversight are being considered holistically to create a clear and efficient way to ensure equitable, transparent, and appropriate opportunities for engagement among Funders, and will be presented to the System Board during the first half of 2022; and

- around investment and funding sought from various sources including new investors in order to realize the targets set out;
- i. That the portfolio reflects themes that are clear priorities for Funders, including climate change, biodiversity and gender, as well as stronger involvement of civil society, all essential for building narratives around the positive impact of inclusive international agricultural research to mobilize pooled funding over the years to come;
 - j. Several Funders expressed the importance of gender equality as a key priority, noting that this should benefit men and women alike, and therefore transformative gender in agriculture research is required that goes beyond quantitatively counting numbers and integrates gender throughout, with power analysis in every context;
 - k. Encouragement for focus on human outcomes – including undernutrition, child stunting and micronutrient deficiency, as well as a stronger poverty focus. It was suggested that multidimensional poverty analysis be included in Initiatives, and a stronger human rights perspective (noting that land rights and secure tenure are prerequisites for longer term investments of any kind and a frequent cause of conflicts and inequalities). It was noted that improving and taking advantage of traditional knowledge and local innovations, with scientific testing methods of what works, could enable scaling up of impact when working together with farmers;
 - l. A reflection that agroforestry is a very important issue, especially regarding biodiversity, but a perception that this is lacking in the Initiatives beyond avoiding deforestation;
 - m. A call to reflect on considerations raised by the Commission on Sustainable Agriculture Intensification (CoSAI)², presented during a pre-meeting ‘deep-dive’ session, specifically to consider investing more in translational research;
 - n. A call for CGIAR leadership to consider in early-2022 how to address the provision of secure stable, long-term funding for CGIAR’s Genebanks, and a reflection that assessing Genebank Initiatives using the standard criteria presents some limitations;
 - o. A Funder expressed interest in seeing convergence of some Initiatives into larger or more formally and substantially connected initiatives, which may be required to conduct research at scale and achieve full funding goals;
 - p. Recognition of the contribution of countries and CGIAR Centers in the Initiatives’ development, and encouragement for the partnership development process set out including deeper engagement particularly through country-specific and region-specific partnerships. It was noted that to achieve the impact sought across the five impact areas, it will be essential to go beyond this traditional partnership and work more with partners including consumers and farmers, and farmers’ organizations. Additional engagement with academia and other research institutions was also encouraged;
 - q. That in addition to partnership for scaling, partnership for innovation (including disruptive innovations) are essential to ensuring that innovations are delivered at the right time at the point where it is required – and are in fact a catalysing factor for scaling;

² Presentation: [Six lessons from CoSAI for CGIAR](#)

- r. It was commented that higher-level diplomatic engagement with national governments can significantly elevate initiatives within specific countries beyond existing relationships with NARS, and that Funders – via their national, regional and headquarters offices - can support these efforts;
 - s. Reflections on the recommendations around CGIAR’s comparative advantage, including framing these in terms of a ‘complementarity advantage’, whereby comparative advantage comes and derives strength from the complementarity that CGIAR can continue to provide through its long-term engagement with different countries and different regions, and cutting across these;
 - t. A Funder reflected that its support for CGIAR is as a system, and that the portfolio being considered presents more than ever before an integrated, coherent, systematic approach to research in agriculture and food systems, noting that this will make it easier to maintain, if not increase, support for CGIAR precisely because it is a systematic approach;
 - u. It was noted that the systems approach demonstrated by the portfolio enables CGIAR – as One CGIAR – to be positioned at the center of global conversations on future investments around food systems transformation and climate change, to bring about influence and be a key knowledge partner – none of which would have been possible if continuing to operate as individual Centers via loose collaboration;
 - v. CGIAR was encouraged to speak with one voice on issues relating to the trade-offs, synergies and complementarities between food and agriculture and climate change and environment and biodiversity – backed by evidence emerging from its research; and
 - w. Reflections that ISDC’s Innovation Brief provides highly relevant conclusions for the System Council, including relevant insights regarding innovation processes based on the analysis of scientific literature and by addressing the complexity of the innovation processes. There was encouragement for CGIAR to manage a balanced research portfolio with research based on the long-term CGIAR trajectory and more risky research to investigate new pathways.
20. The System Council Chair thanked members for their strong support and clarity of message in their comments, and powerful endorsement of the Initiatives and systems approach evidenced to deliver on the big challenges of our time. He echoed comments that capabilities are evolving fast in CGIAR’s partner countries, and thus the importance for CGIAR to be fully aware of that and be a partner at the cutting edge of that.
21. The System Board Chair thanked System Council members for their strong support, and expressions of trust in the System Board.
22. The ISDC Chair expressed appreciation for the System Council’s comments on its review, noting that the conclusions of the review of the Companion Document are preliminary at this stage, with review of the second group of 12 Initiatives to be undertaken in early 2022, which would inform overall reflections on the 2022-2024 Investment Prospectus as a whole. It was also highlighted that the ISDC values the open and constructive working relationship with the System Council, and the System Board and the EMT, and this has facilitated delivery of the ISDC’s own work.

23. The EMT Convener echoed thanks for the strong messages of support from the System Council, and shared reflections in response to themes arising in the discussion, including:
- a. Echoing comments made by Funders that the shift to a systems approach would not have been possible without a commitment to delivering as One CGIAR. She echoed that a culture of innovation requires the critical mass, energy and the strength of CGIAR acting as one;
 - b. With regard to partnerships, noting that analytics indicate that many of CGIAR's top 20 partnerships are truly global rather than from the 'Global North', with a commitment to continue to invest in and strengthen these key relationships;
 - c. That the emerging portfolio analytics offer an exciting opportunity to investigate and interrogate questions raised by Funders, including where potential overlaps or alignments might be, to facilitate a disciplined way to evolve the portfolio toward the impact that it needs, and has as strong and rationalized a structure as possible; and
 - d. Echoing reflections from Funders and the ISDC in its review of the Companion Document on the fundamental relationship between the achievement of the portfolio and achievement of CGIAR's integrated operational structure, with the latter being integral and essential to deliver on CGIAR's scientific ambitions.
24. [Decision SC/M14/DP3: 2022-2024 CGIAR Portfolio approval](#)
- The System Council:
- a. **Took note** of the important observations and learnings arising from the Independent Science for Development ('ISDC') review of the CGIAR 2022-2024 CGIAR Prospectus Companion document ('Companion Document'), and the ISDC moderated external independent review of the first group of 19 Initiative proposals submitted under the framework of that Companion Document, recognizing that a further 13 Initiative proposals are scheduled for ISDC moderated external independent review during the first half of 2022;
 - b. **Approved**, pursuant to Article 6.1.q) of the CGIAR System Framework and with effect from 1 January 2022:
 - i. the 19 Initiative proposals as key elements of the CGIAR Portfolio for 2022-2024;
 - ii. the indicative funding amounts for those 19 Initiative proposals and the 5 Impact Area Platforms as set out in the 2022-2024 CGIAR Portfolio and Designated Financing Plan,with the understanding that approaches to the ongoing adaptive management of the 19 Initiatives will be further developed during Initiative implementation under the leadership and stewardship of the CGIAR Science Group Directors in collaboration with CGIAR's Executive Management Team.
 - c. **Requested** that at the System Council's 15th meeting (indicatively scheduled for the week of 7 March 2022), the Executive Management Team:
 - i. provide an overall response to the ISDC's review of the Companion Document; and
 - ii. document how the observations and learnings from the ISDC moderated external review of the 19 Initiatives have been or shall be take up over which timetable, as relevant, whilst continuing to ensure an overall coherent and cohesive CGIAR Portfolio for 2022-2024.

25. [Action SC/M14/AP1: 2022-2024 CGIAR Portfolio modalities](#)

Taking into account deliberations around delivery of the CGIAR Portfolio for the 2022-2024 period, the System Council **noted** that:

- a. a proposal will be submitted at SC15 by the Executive Management Team for the establishment of mechanisms to enable funders to engage appropriately with the delivery of Initiatives and Impact Area Platforms; and
- b. the Q1-2022 updated 2022-2024 CGIAR Portfolio and Designated Financing Plan will provide enhanced clarification on how mapping of funding to the CGIAR Portfolio will be adjusted over time dependent on Funder indications of available financing

Agenda Item 4: Learning from our independent advice and assurance

26. The Co-Chair framed the session, noting that the previous deliberations demonstrated the value that strong independent advice brings not only to the System Council as it takes key decisions, but also those delivering on the research to strengthen it on an ongoing basis. The Co-Chair also drew System Council members' attention to two reports provided as advance material from the System Council's standing committees, SIMEC – the Strategic Impact Monitoring and Evaluation Committee – and the AOC – the Assurance Oversight Committee – on their work during this year. It was noted that these reports provide the System Council with assurance that important areas under the respective mandates of the two committees have been considered and appropriate guidance and recommendations made.
27. The Director, CGIAR Advisory Services Shared Secretariat, introduced the CGIAR Advisory Services 2022-2024 Workplan and Budget (as set out in meeting document SC14-04a), noting that this had been broadly consulted with CGIAR stakeholders, and was reviewed by, and is recommended by SIMEC to the System Council. The key features of the workplans were highlighted, including:
 - a. **For ISDC**, a focus on CGIAR research proposal reviews (concluding the current process in 2022 and also looking forward to an as yet-to-be-defined process in 2024), commissioned studies in response to System Council demand, and convening a science forum series that supports the active and ongoing discussion on innovation across CGIAR;
 - b. **For the Standing Panel on Impact Assessment (SPIA)**, it was noted that the 2022-2024 workplan is the second phase of the 6-year workplan approved at the 7th meeting of the System Council in November 2018³, with the overarching aim of ensuring return on investments made in the first three years of that plan. Work is arranged by three components, on culture of impact, on expanded evidence and on national-level evidence and how to institutionalize the collection of that evidence at the national level; and
 - c. **For the evaluation function**, it was noted that the drivers for the proposed workplan are to support an evaluable CGIAR portfolio as well as preparation

³ https://storage.googleapis.com/cgiarorg/2018/11/SC7-P_AdvisoryBodies_2019-2021_Wplans-Budgets.pdf

towards an eventual second MOPAN assessment⁴. External evaluative activities in 2022 will review whether, how and when the monitoring and reporting system will produce information products that are fit for purpose for external evaluation and for the use of external evaluators.

28. The Director then moved to share some overall reflections on how CGIAR investment in evaluation knowledge management efforts, with collaboration with evaluands and authors of the new CGIAR Initiative proposals, is helping to bring a return on investment. Those reflections included:
- a. Since the issue of the “Synthesis of Learning from a Decade of CGIAR Research Programs”, considered by the System Council at its June 2021 meeting, there have been promising signs of uptake and convergence around the recommendations from the Synthesis Report;
 - b. These include taking forward the positive legacy of the previous portfolio (“golden eggs⁵”); the draft Partnership Engagement Framework being taken forward; a strong focus on regions evidenced in how the portfolio and structure are being assembled; and the commissioned study on articulating comparative advantage in CGIAR; and
 - c. That the Initiative Proposals made frequent reference to the Synthesis Report. The Advisory Services Shared Secretariat also engineered transmission through knowledge management activities of evaluative evidence to make sure it was available to the Initiative reviews that were conducted by ISDC.
29. Key recommendations of the ‘discussion version’ of the external evaluation report of the CGIAR Platform for Big Data in Agriculture (meeting document SC14-04b) were set out, including those recommended to be embedded in CGIAR Initiatives as these are taken forward, as well as recommendations applicable CGIAR-wide to data management approaches.
30. The SIMEC Interim Chair shared some reflections on behalf of SIMEC, noting:
- a. SIMEC has highly-valued the work of the CGIAR Advisory Services Shared Secretariat in 2021, including in coordinating the delivery of the external independent science reviews and recommendations to the System Council;
 - b. Strong reliance placed by the System Council on high-quality advice from independent and objective bodies, that work collaboratively within CGIAR (as highlighted by the 2019 MOPAN review) – and agreement among CGIAR stakeholders of their important role in terms of accountability as well as continuous learning; and
 - c. That, from a membership perspective, there are some vacancies, and the SIMEC Chair will be working with the System Council secretariat team to issue an open call for additional SIMEC members, with a focus on expanding the breadth of membership experience and diversity of voices.

⁴ In 2019, the Multilateral Organisation Performance Assessment Network (MOPAN), assessed the performance of CGIAR: <https://www.mopanonline.org/assessments/cgiar2019/index.htm>

⁵ “Golden Eggs” are the decisive multi-partner, multi-level, multi-disciplinary ‘research and innovation’ achievements that are “too good to let go of” and are ready to be moved to the next step. These ‘research and innovation’ products include breakthrough tools, technologies, prototypes, practices, policy options, networks, and methods.

31. The current System Council representative on the System Council’s Assurance Oversight Committee (‘AOC’) echoed the reflections of the SIMEC Interim Chair (including around membership vacancies)⁶. On the work of CGIAR’s Advisory Services, the AOC concurs that the proposed Advisory Services 2022-2024 Workplan and Budget provides sufficient oversight in its areas of responsibility as part of the overall assurance landscape. It was noted that the leadership of CGIAR’s Advisory Services takes care to maintain the appropriate balance between ‘implementer’ and ‘reviewer’ and is highly thought of by CGIAR management and governance stakeholders.
32. In the discussions that followed, the System Council shared reflections on the materials presented, which included:
- Expressing support for the Advisory Services 2022-2024 Workplan and Budget;
 - Suggesting that a more formalized process be put in place for reporting on how recommendations from evaluations and other advice and learning processes are being implemented; and
 - Strong appreciation for the quality of the Evaluation of the Big Data in Agriculture Platform, and a request that a Management Response be shared so that the System Council can consider the evaluation in its entirety including how its recommendations will be taken forward.

33. [Decision SC/M14/DP4: CGIAR Advisory Services](#)

The System Council pursuant to Article 6.1 u) of the CGIAR System Framework, the System Council **approved** the 2022-2024 Workplan & Budget for CGIAR’s Advisory Services.

Agenda Item 5: SPOTLIGHT – CGIAR’s Funder Champions

34. The Co-Chair framed the session, recalling that at the System Council’s 13th meeting, the System Council had heard an updated from a group of ‘Funder Champions’⁷ working in support of the objective of more and pooled funding as a critical element of the five interconnected SRG Recommendations. The group was invited to share an update on how the System Council is collectively responding to these commitments, and how it is looking forward as a shareholder and stakeholder group to emerging global opportunities.

⁶ Taking note that the [Terms of Reference of the AOC](#) require a majority of independent members, it is not currently possible to call for a new Funder representative to be appointed as a member, as that would result in an equal number of independent members and Funder members. With Norway having expressed a desire to have some other Funder perspectives conveyed during AOC meetings, the AOC Secretary has suggested that interested Funders may wish to express interest to attend AOC meetings as an observer pending a review of the ongoing role of the AOC now that there is a common cross-System Audit, Finance and Risk Committee for CGIAR. That review would be to address possible areas of overlap, and in no way take away the ability of Funders to receive assurance around the areas covered in the AOC’s mandate.

⁷ Comprised of The Bill & Melinda Gates Foundation, Canada, Germany, the Netherlands, the UK and the World Bank

35. The Managing Director, Global Engagement & Innovation, provided some introductory remarks, reflecting that strong progress has been made in 2021 including with:
 - a. CGIAR playing an influential role in the UN Food Systems Summit, putting research and innovation at the heart of the agenda;
 - b. CGIAR at the table at the G20, helping to ensure inclusion of sustainability, food systems and research into the Rome leaders' declaration⁸;
 - c. COP26 as a defining moment for CGIAR, where it took an active role in embedding agriculture research and innovation into many summit commitments; and
 - d. COP26 also being an important moment for Funder pledges to CGIAR for more and pooled funding, with a strong institutional commitment to the nutrition for growth agenda.
36. It was noted that the aspiration to double CGIAR's funding to reach \$2bn annually will require new and creative approaches, with efforts being focused on strategies to achieve this including raising climate funding through funder programs and the Green Climate Fund, redefining partnerships with international financial institutions, and accessing private and innovative finance through new mechanisms.
37. The System Council member for the Netherlands – Wijnand van IJssel – representing the Funder Champions group, echoed the importance of 2021's events as moments for CGIAR's Funders to make pledges in support of the 2022-2024 Investment Prospectus – highlighting that of these, 81% are pooled funds and 97% multi-year commitments. It was stressed that all commitments made are to One CGIAR as set out in the SRG Recommendations, and thus full completion of the governance and structural reforms are expected.
38. Notwithstanding the promising pledges made to date, it was highlighted that there remains a gap, with Funders called on to increase efforts to maximize pooled funding contributions and target Portfolio funding to the extent possible. It was proposed that Funders work to open new channels within their agencies and across programs to access climate finance and champion CGIAR with Ministers and heads of state on the global stage.
39. The System Council member for the United Kingdom – Alan Tollervey – shared some perspectives as the host country for COP26, noting that significant progress had been made at the event in building the presence of agriculture as a key sector for interventions into climate outcomes – and in positioning CGIAR as a knowledge partner in the delivery of processes that will follow⁹. These were characterized as a 'step-forward' but also a 'step out', signifying that CGIAR has a much broader global agenda and a reasonable and strong claim to be a player in these global actions.
40. In discussions that followed, System Council members shared inputs and reactions, including the following:
 - a. Several Funders stated or reconfirmed pledges and commitments made, including

⁸ <https://www.consilium.europa.eu/media/52730/g20-leaders-declaration-final.pdf>

⁹ [The Global Action Agenda for Innovation in Agriculture –the #ClimateShot](#); [AIM for Climate](#); the [Glasgow Breakthroughs](#); and [FACT Dialogue](#)

- a number involving a move towards the pooled funding mechanism;
 - b. Support for CGIAR's increased profile at COP26 and commitment to champion CGIAR including as a key actor in the climate change agenda; and
 - c. That the transition to One CGIAR has facilitated Funders' ability to move towards pooled funding, with several Funders echoing the importance that transition to One CGIAR is completed for that to be sustained.
41. Summarizing, the Co-Chair expressed thanks to the System Council for its strong support and ongoing efforts to deliver on the SRG Recommendation of more, and pooled funding. The System Council Chair added appreciation that the message of the key role of research to underpin an accelerated food, land and water systems transformation has resonated with Funder agencies, and for the positive signals from Funders being seen in response.

Agenda Item 6: Aligning to One CGIAR in key governing and funding documents

42. The Chair framed the session, highlighting that at the System Council's 12th meeting in March 2021, the System Council discussed planned changes to legal and governing documents – and took a decision to “endorse the timetable and approach to updating key frameworks and governing documents to deliver alignment with One CGIAR concepts” – including redefining a Center. It was noted that to proceed to delivery of the now-approved first batch of Initiatives from January 2022, and to deliver on the funding promises set out earlier in this meeting, key decisions are now required to align One CGIAR and key governing and funding documents.
43. The System Council Secretary introduced the material (set out in meeting document SC14-06), noting that the changes proposed to the CGIAR Glossary and the CGIAR System Framework:
- a. Represent an important next step in bringing into the Trustee Agreement ‘One CGIAR’ nomenclature and concepts, as well providing a means of rationalizing definitions across CGIAR. This is achieved by having common definitions provided for in an updated CGIAR Glossary, rather than being repeated in each different document;
 - b. Via the proposed update to the definition of ‘Center’ in the CGIAR System Framework, deliver on the System Council unanimously-agreed position that from the effective date of those changes, the ‘CGIAR System’ will be comprised of those legal entities that have adopted ‘unified governance’ (namely, the inclusion of all the voting members of the System Board as a minimum two-thirds voting majority on the governing body of the Center);
 - c. Would mean that, from that agreed effective date, two CGIAR institutions (which are three separate legal entities) will be affected by the change to the definition of ‘Center’ if the relevant governing body has not adopted unified governance by that date. Here, it was noted that executive management of the two institutions were provided with the text of the proposed amended CGIAR System Framework in advance of SC14 – with specific attention drawn to the change of the ‘Center’ definition. Both institutions acknowledged the detailed communication before SC14;

- d. Require the further approval of a minimum two-thirds majority of the 15 Centers as legal entities after System Council approval (with System Board approval already having been given), due to the tripartite amendment provision set out in the CGIAR System Framework;
 - e. Are tabled as a precursor to conforming changes being made to the Charter of the CGIAR System Organization, with those changes to be developed after feedback from this meeting; and
 - f. Introduce the concept of a 'Board Chairs Network' as a successor to the General Assembly of Centers (which is founded in a model that pre-dates the concept of operating as 'One CGIAR'), to provide a mechanism for those in Board leadership roles to convene on key strategic matters to help take One CGIAR forward.
44. The Chair led discussions among System Council members, with observations tabled that included the following:
- a. A request made for confirmation that the proposed process is accepted by the Trustee, together with information on the timeline for changes to the Trustee Agreement. It was confirmed that the Trustee needs clarity from the System Council on agreed amendments to the CGIAR System Framework and CGIAR Glossary to consider internally the amendment process for the Trustee agreement;
 - b. With several members affirming that the changes fully align with the System Council's previously stated objectives and decisions, the voting member for Mexico indicated that need for additional time to fully consider the change to the definition of 'Center' in terms of coherence between the host country agreement and the governing instrument of CIMMYT;
 - c. Strong support for increased engagement with CGIAR's host countries as trusted and key partners, to both better communicate the positive legacy of CGIAR and its Centers, and at the same time as better leverage CGIAR's significant local, regional, and global footprint through the full realization of the integrated operational structure to best position CGIAR to be bigger than the sum of its parts; and
 - d. The importance to CGIAR staff and partners of avoiding the situation where the flow of funds to the CGIAR Initiatives from 1 January 2022 could be jeopardized.
45. With guidance from the System Council Secretary on the possibility to reflect the various considerations in a possible updated decision for System Council approval, the Chair explored options to proceed with essential elements of approval to permit the flow of funds from 1 January 2022, whilst providing time for additional consultation with Mexico. Through the various consultation mechanisms, the System Council could reach consensus on text for a decision on this agenda item, as set out immediately below.
46. [SC/M14/DP5: Aligning to One CGIAR in key governing and funding documents](#)
The System Council:
1. **Took note** of the materials presented for deliberation at SC14 regarding the move to ensuring financial support for the new CGIAR Portfolio of Initiatives and Platforms under agenda item 6, and the discussion during the meeting on potential interlinkages with those materials and the agreements giving rise to the international organization status that Mexico grants to CIMMYT.

2. **Recorded** the time-sensitive nature of ensuring that the Initiatives and Platforms approved for pooled funding at SC14 can have access to that pooled funding.
3. **Decided to:**
 - a. **approve** the proposed amendments to the CGIAR Glossary as set forth in Appendix 1 of document SC14-06 effective 1 January 2022, taking note that the amended CGIAR Glossary will not apply to the agreements entered into between the System Organization and those Centers and organizations that have not adopted One CGIAR unified governance; and
 - b. **approve** the proposed amendments to the CGIAR System Framework as set forth in Appendix 2 (revised) of document SC14-06 effective 1 January 2022, with that decision being to retain the definition of 'Center' as agreed from 1 July 2016 until the System Council otherwise may agree
4. **Recognized** in respect of item 3.a that further amendments to the funding agreements between the System Organization and the Centers may be needed to better reflect the evolving operational modalities of One CGIAR, and that any such amendments will be carried out under the purview of the System Board.
5. **Requested** that the Secretary of the System Council bring back to the System Council by not later than 1 February 2022, a proposal for approval by the System Council to update the definition of a CGIAR Center after further consultation with Mexico.
6. **Further noted** that the System Organization has been requested by the System Board to make conforming changes to the Charter of the CGIAR System Organization to reflect the agreed amendments to the CGIAR System Framework, for presentation of the amended Charter for System Council electronic approval as soon as possible.

Agenda Item 7: Financing CGIAR's Research and Operations

47. The Co-Chair framed the session, recalling the System Council's role set out in the CGIAR System Framework to approve, in addition to proposals for CGIAR Research, allocations of funding to initiatives and platforms from the CGIAR Trust Fund as well as allocations to fund CGIAR System entities based on recommendations of the System Board.
48. Recalling for System Council members one of the key drivers for the current reform was overall efficiency and transparency of the value for money of investments in CGIAR, it was noted that the development of the 2022-2024 CGIAR Portfolio and Designated Financing Plan ('FINPLAN') is the first time that CGIAR has undertaken a whole-of-CGIAR budgeting exercise. Further, that increasingly integrated budgeting and reporting is anticipated from 2022 and beyond. It was added that an updated FINPLAN will be developed in early 2022 once additional data points become available (and especially, Funder designations for the new Initiatives), with approval sought at this time based on preliminary budgets to give the first 19 initiatives the legal authority to spend funds from

January 2022.¹⁰

49. The Managing Director, Institutional Strategy & Systems – Elwyn Grainger-Jones – provided some overarching reflections on the proposed FINPLAN, highlighting that:
- a. The overall strong outlook, with a funding volume that meets 90% of the budget requested from the Initiatives, and a proportion of expected pooled funding that would approach the 50% target in the SRG Recommendations. The special nature of Portfolio funding was emphasized in providing flexibility in how to delivery on a more efficient ‘CGIAR’ as a whole;
 - b. An updated FINPLAN in early 2022 will be based on higher degrees of certainty around Funder designations (optimally, fully pooled Window 1 designations, with the possibility of Window 1 specific designations also existing in the place of the historical Window 2 allocation process). It was confirmed that data on bilateral funding will require refinement in coordination with the Corporate Services Executives across the operating entities, including data on how projections are being adjusted as Funders adopt the unanimously adopted SRG Recommendation 5 of more – and more pooled funding – to drive coherence and cohesion in CGIAR’s 2022-2024 Investment Prospectus;
 - c. The financial investments projected for 2023 and 2024 are aspirational at this time, and will depend on whether resource mobilization targets can be met;
 - d. CGIAR’s cross-entity budgeting exercise has provided insights for the first time on spending across all entities on key elements such as IT and financial management. Accordingly, this first FINPLAN includes transition and operational management structure costs, with several transition costs being time-limited; and
 - e. Subject to Funders providing timely designations early into 2022, the EMT has confidence around revenue projections in 2022 – accepting that Funder confidence is directly tied to full implementation of remaining SRG Recommendations.
50. CGIAR’s Global Director, Business Operations & Finance – Marion Barriskell – provided additional context, noting that a key next step is for the System Board to review and approve the proposed CGIAR Procedure for the Operational Designation of Pooled Funding¹¹. It was confirmed that this procedure will set out the process by which Funders indicate designations of pooled funding towards specific Initiatives and Impact Area Platforms, and that those designations will form the basis of a revised FINPLAN as early as possible in calendar year 2022, with data to also be made transparently available on the CGIAR Trust Fund Dashboard.
51. In discussions that followed, the following reflections were shared:
- a. Appreciation for development of the initial FINPLAN, and a suggestion that additional detail on funding mechanisms and processes be provided in a companion document to the next iteration of the FINPLAN;
 - b. With recognition that additional transitional costs naturally arise during the implementation of One CGIAR, a request for a clear outline of how the integrated

¹⁰ It is noted that the actual funds would be provided through reserves until end-Q1 2022 in the event that the proposed designation procedure and CGIAR Trust Fund agreement changes are not approved early into Q1 2022.

¹¹ [CGIAR Procedure for the Operational Designation of Pooled Funding](#), effective 1 January 2022, as approved by the System Board.

- operational structure is intended to deliver cost effectiveness and efficiency over the longer-run;
- c. A suggestion made to explore how to measure the efficiency of CGIAR's activities in terms of the management cost against the intended benefits of CGIAR research;
 - d. Appreciation for the draft CGIAR Procedure for the Operational Designation of Pooled Funding as shared at SC14, recognizing that its development is an iterative process, and a suggestion made to clarify how it is intended to drive the right incentives, for example by avoiding a first come, first served approach;
 - e. A suggestion made that, while Portfolio funding should be the preferred option, flexibility be added so that Funders can designate to groups of Initiatives as well as individual ones; and
 - f. Another Funder noted that preference for pooled funding over designated may be setting up a false dichotomy, as designation permits those Funders with a different operating context and specific strategic priorities to effectively channel funds to key themes of work, and that convergence in programs as they evolve over time would further facilitate this.
52. The Managing Director, Institutional Strategy & Systems, provided additional clarification and reflections on inputs raised, noting that:
- a. Comments raised about avoiding 'first come, first served' scenarios were taken on board, and will be reflected upon as much-needed Funder clarity emerges around preferred designations early in 2022, to ensure that unintended incentives are avoided;
 - b. The integrated operational structure is being finalized with efficiency in mind, with an intention to be institutionally 'flatter' than previously may have been conveyed. Specifically, focus by the EMT is on avoiding ineffective layers of management, and ensuring that a high share of CGIAR's forward-looking operational costs are driven by the actions of CGIAR's three research groups (and not other competing divisions or teams);
 - c. Work on potential efficiency gains around corporate services including data systems, people and culture, and financial management is ongoing, and the EMT believes that better quality services can be provided on a more cost-effective basis in support of CGIAR's research; and
 - d. Suggestions made around measuring costs against research benefits and the possibility of grouped designations would be explored in advance of submission of an updated FINPLAN in the first part of 2022.
53. [Decision SC/M14/DP6: CGIAR 2022-2024 Portfolio and Designated Financing Plan \(FINPLAN\)](#)

Pursuant to Articles 6.1 s) and u) of the CGIAR System Framework, the System Council:

1. **Approved** the 2022-2024 CGIAR Portfolio and Designated Financing Plan ('2022-2024 FINPLAN'); and
2. **Noted** that an updated 2022-2024 FinPlan will be developed and presented in Q1 2022 based on a revised budgeting exercise and to reflect additional data points gained.

Agenda Item 8: SPOTLIGHT –Voices from CGIAR’s research & operations

54. The System Council Chair framed the conversation, highlighting that System Council discussions have been enriched on previous occasions by from hearing from young researchers and staff on exciting areas of their work.
55. The EMT Convener provided framing for the CGIAR colleagues whose messages were presented as pre-recorded messages to the System Council. In particular, the EMT Convener spoke to the integral involvement of the three colleagues in the design of the new CGIAR Initiatives and what excites them most about the opportunity that One CGIAR presents, particularly for young scientists for innovation and impact moving forward in this decade of action. In alphabetical order by first name, the young voices were:
 - a. **Deissy Martínez Barón**, [Regional Program Leader for CCAFS in Latin America](#) and Lead of the AgriLAC Resiliente Regional Integrating Initiative
 - b. **Elliott Dossou-Yovo**, Agriculture and Climate Change Specialist at AfricaRice and [winner of the 2021 Norman E. Borlaug Award for Field Research and Application](#)
 - c. **Sinh Dang-Xuan**, a [Post-Doc Scientist on Food Safety and One Health](#), based at ILRI in Vietnam

Agenda Item 9: CGIAR Planning Cycle – delivering on One CGIAR over 2022-2024

56. The System Council Chair provided several overarching framing remarks, noting that a 2019-2021 Business Plan was approved by the System Council during the November 2018 Seattle meeting, with the SRG Recommendations being approved at the end of the first year of that planning cycle. The discussion before SC14 thus represents an opportunity to reflect on what has been achieved to date and chart a course for the next three years. In this context, the System Council’s strategic guidance was being sought on a draft 2022-2024 Transition Plan that sets out how CGIAR will complete the transition to a unified and integrated One CGIAR.
57. The Managing Director, Institutional Strategy and Systems introduced the material (set out in meeting document SC14-09), highlighting the progress made against the deliverables of the 2019-2021 plan and the SRG Recommendations. It was noted that the 2022-2024 plan represents a plan for transition to One CGIAR – a ‘living document’ at this stage – with inputs currently being sought from the System Council and other stakeholders to inform a revised version that the System Board will consider in Q1 2022.
58. The Chair invited reflections from the System Council, which included:
 - a. A suggestion to ensure that the plan is forward-looking, focusing on 2023 and 2024, yet also where CGIAR should be in five and ten years’ time;
 - b. That the plan should include a value proposition, exploring the institutional environment in which CGIAR operates including the strengths and capacities within CGIAR and a competitor assessment;

- c. That a strategic approach on engagement and communication within the CGIAR System would be a valuable addition;
 - d. A suggestion to also set out how the design, assessment, and implementation of the 2022-2024 Investment Prospectus will inform subsequent CGIAR portfolio development, including details of the CGIAR Results Framework, a rigorous stage-gating process with clearly defined priorities, and criteria for success and failure, and adherence to the CGIAR Risk Management Framework as it may evolve over time;
 - e. A question raised on how CGIAR at the operational level is ensuring it reaches the target of 40% representation of women in senior leadership roles. A clarification was provided that across the EMT plus global and regional directors, the ratio is currently 47% female and 53% male, and that the EMT is committed to achieving or surpassing the 40% target in appointment of the broader leadership group; and
 - f. A reflection that the plan's success will depend on full adoption of unified governance as envisaged by the SRG Recommendations.
59. The System Board Chair added reflections on progress towards unified governance, which included:
- a. That a critical determinant of successful transition to One CGIAR lies in the empowerment of the leadership of an Executive Management Team as the apex management structure for all of CGIAR (SRG Recommendation 3), with full adherence to One CGIAR unified governance (SRG Recommendation 2) being a critical enabler of the integrated operational structure;
 - b. Recalling that in 2020, all 'One CGIAR Centers'¹² adopted the first step towards unified governance whereby the eight System Board voting members are all voting members representing a voting majority on Centre Boards;
 - c. An update on three key areas of progress made since that time, including the establishment in June 2021 of a single Audit, Finance and Risk Committee, consisting of seven highly qualified members providing assurance to all Centers and the System Board; work underway to set up a System-wide program oversight mechanism to draw on the depth of skill and experience of board members across CGIAR and many others currently in advisory capacities; and work moving ahead on establishing a common board secretariat to bring greater efficiency and coherence in moving entity boards to operate at a more strategic level than may have been the case in the past;
 - d. Recognition that more is required, with a target that a System Board member will be either Chair or Vice-Chair of each legal entity board, and other aspects to facilitate the conduct of business, including voting thresholds and board committees, to mitigate potential sources of resistance to empowering the leadership of the integrated operational structure; and
 - e. Understanding that the effective transition to an integrated operational structure cannot be successfully implemented without truly 'unified governance', and that the System Board is committed to working to achieve this during 2022.

¹² 12 of the current 15 'Centers' as separate legal entities, translating to 11 of the 13 'organizations' (two Centers have formed an 'Alliance' that are supportive of One CGIAR, and two other Centers as separate legal entities have formed a single operational entity, but are yet to adopt One CGIAR unified governance.

60. The System Council Chair invited additional reflections, with members reflecting as follows:
- a. Appreciation for the alignment of pooled and non-pooled funding, noting that the shift in accountability for all sources of funding to the science groups will empower them to be effective;
 - b. A request for additional clarity around project funding mechanisms, and for timelines on implementation of business services – noting appreciation for the principle that this will leverage talent in the regions who are aware of local business practices;
 - c. That scenario planning had been proposed for implementation of shared business services, with encouragement to share thinking on which scenarios were favored and to focus on pragmatism and cost effectiveness;
 - d. That host country engagement should focus on programmatic matters as well as governance matters, with a call to ensure that engagement is undertaken with a cross-CGIAR view rather than solely bilaterally with individual Center Board Chairs; and
 - e. Strong support for ongoing work set out in the plan around program performance built on a coherent underpinning data and evidence system.
61. Summarizing, the System Council Chair expressed appreciation for the thoughtful inputs provided, noting that this will strengthen the revised draft that the System Board will consider in early 2022.

Agenda Item 10: Consent Agenda, Other Business and Meeting Close

Consent Agenda

62. The System Council Secretary introduced the consent agenda, recalling that these were items were proposed to be approved as a package without discussion in the meeting unless requested by a System Council member by Thursday 9 December 2021. With no such requests received, the following decisions were approved under the consent agenda:
63. [Decision SC/M14/DP7: SIMEC Membership](#)
- The System Council **approved** the appointment of the following membership of the Strategic Impact, Monitoring and Evaluation Committee to 30 June 2022¹³, unless earlier determined by the System Council:
- Dougou Keita (African Development Bank)
 - Bethany Davies (Australia)
 - Ruben Echeverria (Bill & Melinda Gates Foundation)
 - Raphael Nawrotzki (Germany & Belgium)
 - Philip Chiverton (Sweden)
 - Alan Tollervey (United Kingdom of Great Britain & Northern Ireland)

¹³ Noting that there are three ongoing vacancies arising in the context that the mandate of SIMEC was

64. [Decision SC/M14/DP8: System Council Intellectual Property Group membership](#)

The System Council **approved** the extension of the following persons as members of the System Council Intellectual Property Group with effect until 31 October 2022, noting that such persons serve in a personal capacity and not as a representative of any of the System Council's constituencies:

- Aline Flower, Member (Associate General Counsel, Global Development, Bill and Melinda Gates Foundation) originally nominated by Bill and Melinda Gates Foundation; and
- Bram De Jonge, Member (Seed Policy Advisor OXFAM/Wageningen University) originally nominated by EIARD.

Other Business

65. The System Council welcomed a joint proposal from the European Commission, and Germany, together with France to host the next System Council meeting in March 2022 in Montpellier, France. The meeting was advised that it was hoped that SC15 could be held adjacent to a planned EU development ministers March 2022 meeting, bringing an opportunity for a strategic engagement for System Council members; the highlighting One CGIAR achievements; and a conversation on the value of international cooperation in for research development.
66. The Chair recognized and expressed deep appreciation on behalf of the System Council for the long-standing and significant contributions of departing members and representatives, including Mark Cackler of the World Bank, and Eric Witte of the USA.
67. In closing, the Chair thanked the System Council for its continued commitment to delivering on the vision set out in Chengdu in November 2019, and called for the strong commitments of more, and pooled funding to continue as the CGIAR Initiatives are implemented.
68. The meeting was closed.

established in advance of the System Council's unanimous endorsement of the SRG Recommendations.

Annex 1 - Participants

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

Co-Chair: AnnaKarin Norling, Senior Research Advisor, Unit for Research Cooperation, Swedish International Development Cooperation Agency (SIDA)

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

Members and Alternates

Constituency/Country	Name	Role
African Development Bank	Martin Fregene	Member
Australia	Daniel Walker	Member
	Julianne Biddle	Alternate
Bill & Melinda Gates Foundation	Renee Lafitte	Member
	Rinn Self	Alternate
Canada	Hong-Won Yu	Member
	Mushtaq Ahmed	Alternate
East Asia and Pacific	Hao Weiping	Member (China)
European Commission	Christophe Larose	Member
Germany & Belgium	Sebastian Lesch	Member (Germany)
	Carol Durieux	Alternate (Belgium)
Japan	Akiko Tejima	Member
	Takuma Kojima	Alternate
Latin America & Caribbean	Juan Rodo Altamirano Quispe	Member (Peru)
	Pedro Machado	Alternate (Brazil)
Mexico	Adriana Herrera-Moreno	Member
The Netherlands	Wilma van Esch** (Day 1 only) Wijnand van Ijssel	Member
Norway	Daniel van Gilst	Member
South Asia	Trilochan Mohapatra	Member (India)
Sub-Saharan Africa	Garba Sharubutu	Member (Nigeria)
	Eliud Kireger	Alternate (Kenya)
Sweden	AnnaKarin Norling	Member
	Philip Chiverton	Alternate
Switzerland	Michel Evéquoz	Member
United Kingdom of Great Britain and Northern Ireland	Alan Tollervey	Member
United States of America	Rob Bertram	Member
West Asia & North Africa	Nevzat Birişik (Day 1 only) İlhan Aydın** (Day 2 only)	Member (Turkey)
	Mohammad Reza Balali	Alternate (Iran)
World Bank	Mark Cackler	Member
	Michael Morris	Alternate

Non-voting Ex-Officio Members

Organization/Role	Name
CGIAR System Board, Chair	Marco Ferroni
Executive Director, CGIAR System Organization	Elwyn Grainger-Jones
Center/Alliance Representative 1: Representative of the Chairs of Center Boards of Trustees	Rodney Cooke
Center/Alliance Representative 2: Representative of the Center Directors General	Jean Balié
Food and Agricultural Organization of the United Nations (FAO)	Selvaraju Ramasamy (Alternate)

Active Observers

Organization/Role	Name
Global Forum on Agricultural Research (GFAR)	Hildegard Lingnau Ravi Khetarpal (Day 1 only)
CGIAR Independent Science for Development Council (ISDC)	Holger Meinke (Chair)

Invited Guests

Organization/Role	Name
Trustee of the CGIAR Trust Fund (the World Bank)	Jane Mwebi Gerard Jumamil Lewam Afework Mengesha
France, Chair of CRAI (Commission de la Recherche Agricole Internationale)	Bernard Hubert
France, Director of IRD Expertise and Consultancy Mission	Jean Albergel
CGIAR Standing Panel on Impact Assessment (SPIA), Chair	Karen Macours

SC Secretary

Karmen Bennett (also Global Director, Governance & Assurance a.i.)
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Additional System Council voting constituency delegates

Constituency/Country	Name	Role
Bill & Melinda Gates Foundation	Ruben Echeverría	Additional delegate
Canada	Kevin Tiessen	Additional delegate
	James Breithaupt	Additional delegate
East Asia and Pacific	Chao Yu	Additional delegate (China)
	Jinjin Zhu	Additional delegate (China)
	Zhai Lin	Additional delegate (China)
Germany & Belgium	Felicitas Roehrig	Additional delegate (Germany)
	René Franke	Additional delegate (Germany)
	Sarah Schmidt	Additional delegate (Germany)
	Stefan Kachelriess-Matthess	Additional delegate (Germany)
Japan	Masa Iwanaga	Additional delegate
	Shintaro Kobayashi	Additional delegate
	Takashi Kato	Additional delegate
Latin America and Caribbean	Janette Pacheco Santos	Additional delegate (Peru)
	Nery Roncal	Additional delegate (Peru)
	Noemí Marmanillo Bustamante	Additional delegate (Peru)
Mexico	Bernardo Orozco Sánchez	Additional delegate (Day 2 only)
South Asia	Mustafizur Rahman	Additional delegate (Bangladesh)
USA	Jerry Glover	Additional delegate

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Constituency/Country	Name	Role
	Seema Mahini	Additional delegate
West Asia and North Africa	Fatma Sarsu	Additional delegate (Turkey)
	Merve Altan	Additional delegate (Turkey)
	Tuğçe Uslu	Additional delegate (Turkey)
World Bank	Martien Van Nieuwkoop	Additional delegate
	Sarah Simons	Additional delegate

Additional Invitees

Organization	Name
Ministry of Foreign Affairs, Denmark (EIARD member)	Mike Speirs
Department of Foreign Affairs and Trade, Ireland (EIARD member)	Patrick McManus
EIARD secretariat representative	Nienke Beintema
One CGIAR Executive Management Team	Claudia Sadoff
	Kundhavi Kadiresan
CGIAR Independent Science for Development Council (ISDC)	Lesley Torrance
	Chris Barrett
	Nompumelelo H. Obokoh

Technical resources/operational support

Organization	Name/Role
World Bank	Jonathan Wadsworth, Lead Climate Change Specialist (SC Chair support)
CGIAR Advisory Services Shared Secretariat	Allison Grove Smith, Director
	Amy Beaudreault, ISDC Senior Manager (Item 3 only)
	Svetlana Negroustoueva, Evaluation Function Lead (Item 4 only)
One CGIAR and CGIAR System Organization (Technical inputs for sessions; meeting management; logistics support)	André Zandstra, Global Director, Innovative Finance and Resource Mobilization
	Barbara Wells, Global Director, Genetic Innovations (Items 3 & 7 only)
	Fiona Bourdin-Farrell, Global Director, People and Culture (Item 9 only)
	Khuloud Odeh, Global Director, Digital Services (Items 3, 4 & 9 only)
	Jo Swinnen, Global Director, Systems Transformation (Items 3 & 7 only)
	Juan Lucas Restrepo, Global Director, Partnerships & Advocacy (Items 2 & 3 only)
	Marion Barriskell, Global Director, Business Operations and Finance
	Martin Kropff, Global Director, Resilient Agri-food Systems (Items 3 & 7 only)
	Andrew Giddings, Director, Office of Ethics and Business Conduct
	Elise Perset, Director, Legal and Office Services
	Sonja Vermeulen, Director, Programs (Item 3 only)
	Madina Bazarova, Head, CGIAR Internal Audit Function, CGIAR System
	Christine Larson-Luhila, Deputy Director, Board and Council Relations
	Kristina Röing de Nowina, Deputy Director, Funder and External Engagement
	Roland Sundstrom, Senior Advisor
	Alexandra Diakite, Project Manager (Item 9 only)
	Aly-Khan Jamal, TPMU, Dalberg Team (Item 9 only)
Olwen Cussen, Board and Council Relations Officer	
Victoria Pezzi, Meetings and Events Coordinator	
Thomas Müller, One CGIAR Transition & System Council Workflow Coordinator	