

Meeting Summary  
16<sup>th</sup> System Council Meeting  
20 July 2022

Purpose:

This document presents the formal meeting summary for the System Council's 16<sup>th</sup> meeting, as approved by the System Council on a no objection basis with effect from Monday 26 September 2022 (Decision Ref: SC/M16/EDP4).

It supplements the [SC16 Chair's Summary](#) (issued 26 July 2022) that confirmed decisions taken and agreed actions from the meeting.

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Prepared by: System Council Secretariat

Introduction:

This document presents a summary of the 16<sup>th</sup> meeting of the System Council (“Council”) held on 20 July 2022 as a virtual meeting.

By way of overview:

- **Format.** The meeting was held as a virtual meeting over a single session.
- **Agenda items.** The meeting covered agenda items within six (6) sessions set out in the table of contents on the following page.
- **Decisions.** The Council took five (5) decisions and agreed two (2) action points during its meeting as initially recorded in the SC16 Chair’s Summary and reproduced in sequence in this summary.
- **Participants.** Annex 1 sets out a list of meeting participants.

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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 participants online and the Chair welcomed new System Council voting members, alternates, and participants<sup>1</sup> including:
  - a. Switzerland: Manfred Kaufmann, Voting member
  - b. West Asia and North Africa constituency (Türkiye): Metin Türker, Voting member
  - c. Canada: Flora Mak, Alternate member
3. The Chair also welcomed Ireland as a temporary System Council voting member, having met the threshold previously agreed by the System Council through a 3-year pledge, 80% pooled and 20% designated within CGIAR's Window 1 funding mechanism, including mobilizing new Climate finance mechanisms in Ireland.
4. The representative from Ireland shared remarks, highlighting Ireland's appreciation of the transition to One CGIAR and its efforts to bring food, land, and water systems together to address the climate crisis.
5. The Chair also welcomed additional representatives of the European Initiative for Agricultural Research for Development (EIARD) group (EIARD Secretary, Denmark and Italy), external experts from CGIAR's Independent Science for Development Council ('ISDC'), and colleagues from CGIAR's Advisory Services Shared Secretariat.
6. Decision SC/M16/DP1: Meeting Co-Chair  
The System Council **appointed** Professor Garba Sharubutu, representative from Nigeria of the Sub-Saharan Africa constituency as the non-voting Co-Chair for the meeting, pursuant to Article 5.2 of the CGIAR System Framework.
7. The Co-Chair expressed appreciation for the opportunity to serve in the role and noted that Dr. Eliud Kireger of Kenya would serve as the Voting Member for the Sub-Saharan Africa constituency during the meeting's proceedings.
8. No declarations of interest were made on the agenda, and no items of other business were requested.
9. Decision SC/M16/DP2: Adoption of the agenda  
The System Council **adopted** the Agenda (document SC16-01).
10. The Chair framed the conversation, highlighting the timely nature of the planned deliberations on the global food crisis given the current global political attention focused on food systems. Emphasizing the systemic nature of the issues at play, he echoed the call for urgent action to support those most at risk, and the need for

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

profound change as envisioned by the [CGIAR 2030 Research and Innovation Strategy](#). The essential nature of transition to One CGIAR to deliver a response was emphasized, noting that the response does not come at the expense to the commitment to deliver One CGIAR in an inclusive and transparent way that includes engagement with all stakeholders.

## Agenda Item 2: Mobilizing and responding as One CGIAR

11. The Co-Chair framed the session, recalling the update on the global food crisis provided during the System Council's 15<sup>th</sup> meeting in March 2022, and the timely nature of returning to the topic to consider a proposed CGIAR response. He highlighted that while the food crisis may vary by region and crops, a focused and systematic approach is required to address it – and noted that the cross-CGIAR response, mobilizing One CGIAR in a multidisciplinary way, also provides regions with the opportunity to dynamically adapt to address these issues.
12. The Executive Management Team ('EMT') Convener and Managing Director, RD&I, echoed the earlier framing remarks that a response to the global food crisis cannot be in terms of single commodities or single agroecological regions, but must be across the global capabilities and the geographical reach of CGIAR enabled by the new integrated structure. It was added that:
  - a. The framing of the response is guided by leading analytics, focusing on a farmer's perspective by offering opportunities to respond to fertilizer price hikes and availability to maximize the efficient use of fertilizers or introduce organic alternatives – as well as a focus also on seeds and genetic innovation to support much-needed productivity increases that reach farmers through CGIAR-NARS seed system partnerships; and
  - b. The response demonstrates that CGIAR is also an organization to which the world can turn during a time of crisis for immediate impact as well as contributing to medium- and longer-term resilience as a research organization. It was added that CGIAR is exploring a potential dedicated crisis response facility and appropriate funding mechanism, while ready at this time to respond with the existing mechanisms through the 2022-2024 investment portfolio.
13. The three Global Science Directors provided an overview of the overall response strategy (set out in [meeting document SC16-03](#)), highlighting:
  - a. Examples of data from recent CGIAR analyses on specific country situations, and of food price shocks since the beginning of the 21<sup>st</sup> century that indicate that such shocks are in fact a “new normal”;
  - b. That this has major implications on how food systems and food policy research should be undertaken to focus on resilience against shocks – which has guided the development of the response and has implications for CGIAR's future research more broadly;
  - c. The interrelated nature of food security and fragile and conflict-affected settings, noting that a planned new CGIAR Initiative proposal will be presented to the System Council later in 2022, and highlighting work with emergency aid partners on increasing aid effectiveness;
  - d. Seven areas of innovation that build on the 2030 Research and Innovation

Strategy and the 2022-2024 investment portfolio as follows, noting that these are interrelated:

- i. Real-time monitoring and early warning;
- ii. Policy analysis and advice;
- iii. Soil fertility solutions to fertilizer shocks;
- iv. Food security in fragile systems;
- v. Faster dissemination of improved varieties into the seed systems that serve those most at risk;
- vi. Crisis-responsive crop, livestock, and aquatic food systems management; and
- vii. Strengthen national agricultural research and innovation systems.

14. The Co-Chair expressed appreciation for the presentation of the planned response, and offered some initial reflections to commence deliberations, noting:
- a. The importance of strong seed regulatory systems in each country or region in order that varieties developed can be accessed by farmers;
  - b. That dialogue on ‘losses’ need to include production losses due to natural disasters, insects, and diseases as well as post-harvest losses;
  - c. The importance of sensitization and education of farmers to encourage best production practices – as well as mechanization; and
  - d. The key issue of logistical challenges particularly transportation – and the adverse effect of rising fuel costs that further impact this.
15. Reflections from System Council members included:
- a. Examples shared of collaborative efforts undertaken by CGIAR’s Funders and Partners, including the African Development Bank’s recently-approved \$1.5 billion African Emergency Food Production Facility, and work on a major initiative on fertilizer use efficiency being led by the International Fertilizer Development Center, closely allied with CGIAR efforts in this area. A suggestion was made to prioritize development of proposals on improvements in input use efficiency and fertilizer use efficiency, given global concern on fertilizer availability and prices;
  - b. Highlighting a major opportunity to bring pressure to bear on repurposing of agricultural subsidies, not only in soil fertility innovation as already identified but more broadly in investment in resilience and in low-carbon practices;
  - c. Appreciation expressed by several Funders for CGIAR’s analysis and data to support government briefings, planning and policy formation. A request was made for additional focus on gender equality dimensions of the global crisis and to explore opportunities to engage systematically with CGIAR’s Impact Platform on Gender Equality, Youth and Social Inclusion in analysis undertaken;
  - d. The proposed response leverages CGIAR’s strong capacity and its depth and breadth of experience, with a call made to continue to proactively position CGIAR’s work in critical response areas such as real-time data monitoring and evidence-based policy solutions, as well as in longer-term development and dissemination of food, land, and water systems innovations to mitigate future shocks. It was emphasized by another Funder that short-term responses should complement or reinforce the longer-term efforts to build resilience;
  - e. A call to fellow System Council members to continue to champion the value of

- sustained and long-term investment in research and innovation in food systems including in political fora;
- f. That similarly to the response to COVID-19 and related shocks, this response represents an opportunity to demonstrate the value of a joined-up, One CGIAR approach working with international partners and internationally on short-, medium- and longer-term responses;
  - g. Appreciation for the focus on the complex issue of food insecurity linked to conflict, migration and instability, with the potential for additional funding resources in support of a coherent, longer-term response to this to be secured; recognizing that the issues are not solely related to agriculture; and
  - h. Interest expressed in the proposed dedicated crisis response facility and a question raised on possible financing mechanisms for this, as well as a call to ensure that its governance is carefully designed to enable the whole to be greater than the sum of the parts.
16. Reflecting on the comments and questions raised, the Global Director, Systems Transformation noted:
- a. Agreement with the emphasis placed by System Council members on a global problem requiring a global response – and on the systemic nature of the challenge at hand requiring a short, medium, and long-term response;
  - b. That a proposal for a CGIAR Initiative titled ‘Conflict, Fragility, and Migration of Food Security’ from the 2022-2024 Investment Prospectus is under development, which will come to the System Council for approval ahead of an anticipated January 2023 launch;
  - c. That the gender focus as well as the broad repurposing agenda will be brought out more strongly; and
  - d. That a suggestion to contribute to a food security dashboard, working with the Global Alliance on Food Security, would be explored building on technical work already underway on an innovation platform working package.
17. Summarizing, the Co-Chair noted that interventions heard from System Council members reflect the Council’s confidence in CGIAR’s response – as One CGIAR – to the global challenges, and that this will be strengthened by inputs raised. The System Council Chair echoed this, in particular emphasizing the role CGIAR can play in advocacy for improved global policies and systems.

### Agenda Item 3: Progress towards ‘One CGIAR’

18. At the Chair’s invitation, the System Board Chair framed the session with an update on transition to One CGIAR. Key points included:
- a. That CGIAR’s robust response to the food crisis combines shorter- and longer-run measures and draws on the full range of CGIAR’s collective capabilities and partnerships – recognizing that there are opportunities to further strengthen the response in collaboration with those partners. It illustrates the need for an integrated matrix structure - where Centers remain strong, highly visible and independently governed institutions in accordance with each entity’s Constitution and Headquarters Agreement, and are interdependent – working together

- through One CGIAR-wide groups to achieve greater impact;
- b. That the structure is designed to serve CGIAR's mission – which requires both the right kind of investment (predictable, sufficient, and pooled) and operational structure (agile, collaborative, and coordinated);
  - c. Developed by the SLT during a late-June 2022 retreat, the structure and how it will work in practice was one of four areas of agreement reached, which also included management and delivery of bilaterally funded projects; the next phase of senior appointments; and finance operations – acknowledging the ongoing consultation processes with Host Countries, Center Boards and the System Board. The retreat's outcomes were made available to all staff, Boards and the System Council;
  - d. Additional personal reflections, specifically:
    - i. That the integrated matrix structure does not create a parallel system, but instead weaves current staff in global and regional groups across Centers and is aligned with the commitment to create an integrated operational organization with no net increase in the cost of leadership, serving as a catalyst for economies of scale and reduced duplication over time. Further, it does not shift decision-making to any 'central' location, but rather operates with subsidiarity and delegations to the most appropriate levels;
    - ii. That the integrated matrix structure explains how Centers can remain visible and independently governed in compliance with their constitutions and Host Country Agreements while working more systematically together through global and regional groups, and enables CGIAR to maintain relationships with host countries, Funders and other key partners and stakeholders, but leveraging the full range of CGIAR's global skills in response to those partner's needs. It also gives CGIAR the critical mass and voice to engage effectively in key global processes and dialogues with coherent messages and evidence-based advice. It enables reduced duplication and unproductive competition in favor of a more coherent, coordinated and collaborative research and innovation offer, and captures economies of scale to deliver higher quality in systems and services;
    - iii. Looking forward, it is critical to further broaden and deepen engagement with key stakeholders with reference to the integrated matrix structure – in particular articulating how it responds to feedback from host countries and NARS representatives. The High-Level Advisory Panel<sup>2</sup> will play a key role in guiding this effort.
    - iv. The integrated matrix structure will be appropriately reflected in the emerging Integration Framework Agreement (IFA), providing a clear, up-to-date articulation of all of the elements of the One CGIAR transition. Mindful of the toll on colleagues that an extended transition brings, the SLT must proceed with urgency to provide clarity and confidence on the way forward, including moving ahead with the next set of senior positions and sharing a refreshed transition plan with clarity on what CGIAR's staff can expect;

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<sup>2</sup> High-Level Advisory Panel – announced on 21 July 2022: <https://www.cgiar.org/news-events/news/cgiar-system-board-names-high-level-advisory-panel-members-to-guide-leadership-in-strengthening-engagement-with-partners/>

- v. That the transition cannot succeed without more and pooled funding as agreed in Chengdu, noting that Funders' actions have a direct impact on confidence and momentum. While there is an encouraging outlook for 2022, more is needed to meet targets for overall funding growth as well as the target share of pooled funding of 50% in 2022 and 70% by 2024. Beyond pooled funding, the SLT has committed to enabling Science Groups to generate and deliver Window 3 and bilaterally funded projects to further strengthen coherence and empower the integrated matrix structure; and
  - vi. That given the scope, scale, and complexity of the transition, more in-person interaction is needed – with opportunities ahead of the planned November 2022 System Council meeting in Brisbane including a broader CGIAR partnership event requested by the System Board, tentatively proposed for late-November 2022.
19. The EMT Convener provided an overview of progress in transition to One CGIAR (as set out in [meeting document SC16-02](#)), highlighting the following key points:
- a. Following the call heard at the System Council's 15<sup>th</sup> meeting for redoubled efforts on engagement with partners, significant in-person engagement with partners particularly in Africa, as well as Latin America and Asia has taken place and is continuing, enabled by a return to global travel;
  - b. Focus on building a common vision with CGIAR's senior leadership and a way forward that ensures compliance with all host country agreements, constitutions and bylaws whilst also building a robust and fit-for-purpose operational structure that enables greater impact and influence;
  - c. How the integrated matrix structure will operate, emphasizing that this represents a reorganization and not an expansion or replacement – without any parallel structures. It builds on the existing three pillars (Research Delivery & Impact, Institutional Strategy & Systems, and Global Engagement & Innovation), while providing much greater clarity of the role of Centers within One CGIAR. This responds directly to messages heard from engagement with CGIAR colleagues, Partners, and in particular host countries around the importance of continued visibility of Centers and their well-established and respected brands;
  - d. In practice, CGIAR staff are mapped within the matrix such that they operate in both their Center as well as their Global Group. Staff in science groups can deliver on both pooled and non-pooled research, all of which will be developed in alignment with the 2030 Strategy & Results Framework and with global teams and processes in connection with Regional Directors and Country Convenors bringing partner voices in, and all accountable through CGIAR's monitoring, evaluation and learning systems;
  - e. Depending on the nature of a person's role, reporting relationships will vary – and the SLT has been focused on providing clarity in this area through decision flows and responsibility matrices;
  - f. The integrated matrix structure aligns with the [System Reference Group \(SRG\) recommendations](#), and will enable continued progress in the areas outlined in the update in document SC16-02;
  - g. Areas of progress since SC15 include:
    - i. Work continuing on common policies and integrated business services (HR,

- IT, finance, communications, resource mobilization and the performance and results management system);
- ii. All Regional Director roles appointed, and the creation of an additional Regional Director position for continental Africa to ensure an appropriate counterpart at this level in addition to the sub-regional African constituencies for Eastern/Southern Africa, Central and Western Africa and then Central West Asia and North Africa;
  - iii. Progress on more, and more pooled funding, echoing the System Board Chair's message that more is needed to reach the targets articulated in Chengdu;
  - iv. Systematic stakeholder engagement that seeks to engage CGIAR staff, regional and country partners – in particular including host countries, senior leadership, Center-specific board members, the Board Chairs Network, aiming to provide regular updates and avenues for communication;
  - v. Work on an Integration Framework Agreement ('IFA'), a draft of which is being developed for early-September 2022 and will be consulted with the System Council and key partners, notably host countries;
  - vi. Development underway of revised Initiative Briefs<sup>3</sup>, taking into account input from the System Council as well as ISDC feedback on CGIAR Initiatives as their inception phase comes to a close; and
  - vii. Continued refinement of the performance and results management system including development of the Technical Reporting Arrangement<sup>4</sup> moving towards interactive dashboard reporting formats.
20. The Managing Director, Institutional Strategy & Systems added additional reflections on staff engagement undertaken, highlighting:
- a. That a recent all-CGIAR staff survey indicated that despite inherent challenges in any major change process, overall sentiment is encouraging with around two-thirds of staff believing that the work of CGIAR and its Centers will be more impactful, a majority feeling able to explain 'why One CGIAR', and 77% feeling that they are well-informed on the transition. It was recognized that there are also areas to improve and focus on, including around perceptions on job security;
  - b. Good progress around recruitment of the next round of leadership roles through a robust 'internal-first' process. On diversity among leadership, it was noted that 50% of the preferred candidates from the internal pool are female, with 43% from the global south; and
  - c. Immediate next steps planned over the July-December 2022 period, including a refreshed Transition Plan, continued focus on systematic stakeholder engagement, sharing a proposal on research advisory arrangements, priority CGIAR policies and procedures particularly around ethics and whistleblowing, development of an updated FINPLAN for 2023, CGIAR rebranding, completion of the diagnostic and discovery phase and commencement of the design phase for globally integrated business services, in addition to the Integration Framework Agreement, new Initiative on Conflict, Fragility, and Migration and the global food crisis response already set out in updates to this meeting.

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<sup>3</sup> As agreed in a decision taken during SC15 (Decision reference SC/M15/DP3, see [SC15 Chair's Summary](#))

<sup>4</sup> <https://storage.googleapis.com/cgiarorg/2022/06/CGIAR-Technical-Reporting-Arrangement-June2022.pdf>

21. The Chair expressed appreciation for the comprehensive update provided and invited inputs from the System Council. These included:
  - a. Acknowledgement of and appreciation for the significant engagement and outreach efforts with Centers, partner and host countries and the resulting perceived change of tone observed in communications among all stakeholders. An example was shared of the progress made in one CGIAR host country through recent high-level meetings that provided the opportunity for all stakeholders to obtain clarity on concerns and find solutions, enabling continued strong support of CGIAR as One CGIAR;
  - b. Recognition of the need to find pragmatic solutions to advance the transition and the evident efforts of all senior leadership and the System Board to do so. It was acknowledged that the model is necessarily one that will continue to evolve in line with adaptive management principles, with a call made to not lose sight of the ‘blueprint’ of the SRG Recommendations, with appropriate modifications where needed;
  - c. Support for the proposed way forward on the Integration Framework Agreement, echoing the importance of inclusive consultation on this to ensure full alignment and compatibility with all relevant governing instruments;
  - d. A request from several Funders for additional clarity around how the integrated matrix structure will operate and how it will prioritize overall efficiencies going forward – in particular how decision making will operate to ensure that management is appropriately empowered including Global Science Directors, Regional Directors, and Directors General, while retaining appropriate authorities for each Board;
  - e. A reflection that the aim of the integrated matrix structure is to strengthen delivery capacity and support essential relationships to maintain and develop partnerships and political support;
  - f. Appreciation for the planned timetable of next steps, and a request for regular updates on key governance and management steps in advance of the System Council’s 17<sup>th</sup> meeting in November 2022, including how concerns identified in staff surveys are being proactively addressed;
  - g. A question raised on the planned timing of an announcement of updated Executive Management Team arrangements; and
  - h. A reflection that matrix structures require work to ensure that they are agile and also require clear definitions of functional responsibilities – with a suggestion made to continue discussion on this point in a follow-up session to gather inputs from those with experience in implementing matrix structures in other organizations.
22. The EMT Convener and System Board Chair shared reflections on the input and questions raised, noting:
  - a. Appreciation for the expressions of support heard, and commitment to continuing the constructive dialogues of recent months including through the work of CGIAR’s Regional Directors and the Global Director, Partnerships and Advocacy with the High Level Advisory Panel;
  - b. Confirmation that the draft Integration Framework Agreement has at its heart a commitment to fully comply with all host country agreements, constitutions,

- bylaws – and that the draft will be accompanied by a robust consultation strategy which works with host countries and the System Council;
- c. Support for comments made around strengthening delivery capacity – and that empowerment of the Global Science Directors is essential to this, with support to pooled funding as well as the management of non-pooled-funded research through One CGIAR structures;
  - d. Agreement to set up a follow-up call on the integrated matrix structure to work through specific aspects of this and respond to questions raised;
  - e. In response to a question on the Executive Management Team arrangements, confirmation that an announcement by the System Board would be made in the week following this System Council meeting<sup>5</sup>;
  - f. Appreciation for the support expressed on behalf of the African Development Bank, and additional details provided of a forthcoming action plan agreed between CGIAR and African institutions (arising from recent high-level meetings) that will focus on delivery of technology and solutions to users; working with NARS following new models that lead to capacity-building; working with and through African institutions to create change; understanding the needs on the ground and providing local solutions; maintaining strong accountable Centers in Africa and around the world where One CGIAR operates; and building up African representation in CGIAR leadership and governance.
23. The System Council Chair thanked members for the thoughtful interventions made and questions raised. Recognized the value that an additional informal intersessional discussion would bring to provide time to work through these in more detail, the Chair noted the agreed action point as set out below.
24. Action Point: SC/M16/AP1: System Council intersessional engagement  
Building on deliberations during SC16 on CGIAR's response to the global food crisis and on the transition to One CGIAR, the System Council noted that:
- i. A proposal will be prepared, by end-September 2022, or earlier if possible, for System Council review and input on a possible financing mechanism to enable additional contributions to support CGIAR's response to the global food crisis; and
  - ii. An ad-hoc System Council call will be scheduled in September 2022 to provide the opportunity for more in-depth exploration of and input to CGIAR's integrated matrix structure.

#### Agenda Item 4: Implementation of the 2022-2024 Investment Portfolio

25. At the Chair's invitation, the System Board Chair set out a planned path forward for the proposal titled 'Accelerating Crop Improvement Through Genome Editing' proposal, noting:
- a. That the ISDC's external review emphasizes the high quality of the proposal, which should provide confidence to the System Council that the work is valuable, and high-priority to be taken forward;

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<sup>5</sup> Announcement of 27 July 2022 available at: <https://www.cgiar.org/news-events/news/cgiars-system-board-appoints-dr-claudia-sadoff-as-head-of-multi-disciplinary-executive-management-team/>

- b. That the System Board stands by its recommendation that the proposal represents important work and good science – thoughtfully developed with partners – that should be undertaken. However, the Board recognizes the need to adapt the approach in accordance with the policy landscape in which CGIAR necessarily operates and has carefully listened to concerns in this area; and
  - c. That the System Board thus proposes:
    - i. To put in place a targeted funding mechanism from interested Funders for the coming year to ensure that the impact sought from the 2022-2024 interconnected portfolio is not delayed; and
    - ii. Subject to anticipated developments in the political/regulatory landscape, revisit the funding arrangement in one year's time and come back to the System Council with an ask for funding from the CGIAR Trust Fund at that time if considered appropriate.
26. The Global Director, Governance & Assurance (a.i.) reaffirmed that CGIAR management is aligned with the System Board's position on not tabling the 'Accelerating Crop Improvement Through Genome Editing' proposal for approval at this time, and its proposed approach of developing and providing to the System Council a memorandum on how the research can be taken forward in a timely way through appropriate funding arrangements.
27. The ISDC Chair affirmed that its review process, undertaken in accordance with that carried out for other CGIAR Initiative Proposals, found that the 'Accelerating Crop Improvement Through Genome Editing' proposal is strong and would be of considerable value to the overall portfolio of the genetic innovation initiatives.
28. Brief interventions from two Funders indicated agreement with the proposed pragmatic approach set out by the System Board Chair, noting that any eventual future request for use of pooled funding would require appropriate lead time within some Funder constituencies to ensure that relevant approvals could be obtained.
29. The Chair thanked the System Board Chair and ISDC Chair for their respective proposal and remarks; and summarized the agreed way forward, set out in the action point below.
30. Action Point SC/M16/AP2: Taking forward research from the 6<sup>th</sup> Genetic Innovation Initiative  
The Executive Management Team will prepare and share with the System Council, by end-September 2022, or earlier if possible, a memorandum setting out the planned approach to ensuring that research on "Accelerating Crop Improvement Through Genome Editing" can be taken forward on an interim basis through appropriate funding arrangements and under the overall management of CGIAR's Global Science Group Directors.

#### Agenda Item 5: How CGIAR is addressing learning and continuous improvement

31. The Co-Chair framed the session as an opportunity to showcase the recent CGIAR

evaluation of the Excellence in Breeding (EiB) platform and how its recommendations are being taken forward across CGIAR based on evidence of what is needed to reach ever higher in terms of performance, efficiency and effectiveness. He added that many System Council colleagues had benefitted from deep-dive sessions held prior to this meeting that provided additional opportunity to hear in more detail the evaluation's recommendations and response.

32. The interim Chair of the Council's Strategic Impact, Monitoring and Evaluation Committee ('SIMEC') provided reflections on behalf of SIMEC, noting:
  - a. That while some challenges had been encountered in undertaking the evaluation, these had been handled thoughtfully and professionally by the Advisory Services Shared Secretariat and CGIAR's Global Science Leaders, enabling the final report to be useful and valuable; and
  - b. That the report's recommendations address several core issues in CGIAR as well as specifically in breeding programs, with a Management Response that demonstrates commitment to address these holistically – and the evaluation is thus welcomed and recommended by SIMEC for System Council endorsement.
33. The Director, CGIAR Advisory Services Shared Secretariat added reflections, highlighting:
  - a. That a primary mitigation measure for the challenges encountered had been a substantive validation phase following a process discussed and agreed with SIMEC – providing assurance to the System Council that evaluation industry standards have been thoughtfully reflected in the evaluation report;
  - b. That the [CGIAR Evaluation Framework](#) and [CGIAR Evaluation Policy](#), approved by the System Council at its 15<sup>th</sup> meeting, support building a strong institutional understanding of process and performance evaluation, to help in the future preparedness for evaluative exercises;
  - c. Notable findings around capacity, people skills, change management skills, structures and systems<sup>6</sup>. It was noted that a finding common to the EiB evaluations as well as other CRP reviews was that systems and resourcing for Monitoring Evaluation and Learning require continued attention and effort.
34. The Global Director, Genetic Innovation (a.i) summarized the [Management Response](#) to the evaluation, emphasizing that management appreciates, welcomes and embraces the set of nine recommendations made, and adding that:
  - a. Development of the response had been highly inclusive, enabled by One CGIAR, including all Centers and their breeding programs as well as colleagues beyond the genetic innovation space, such as the People & Culture team;
  - b. That all technical and managerial recommendations will be addressed;
  - c. That where two recommendations were 'Partially Accepted', the only deviation from full acceptance is that whilst management recognizes and understands the evaluators' focus on governance, it is proposed that governance mechanisms be established across the genetic innovation space as a more valuable and unified

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<sup>6</sup> Set out in more detail in the presentation available at:

<https://storage.googleapis.com/cgiarorg/2022/07/CAS-PPT-EiB-Platform-Evaluation-for-SC-drop-in-July2022.pdf>

- approach than fragmented project-level governance to ensure strong collaboration and coordination; and
- d. That the evaluators' emphasis on change management, working culture and people skills is welcomed – both within One CGIAR and with NARS partners. Management is strongly committed to taking action in this area, which has already begun with a recent NARS-CGIAR summit in Africa in late June 2022.
35. The EMT Convener echoed the response measures set out and reaffirmed the EMT's commitment to system-wide learning, noting that the One CGIAR structure enables learnings on system-wide efforts to be effectively institutionalized. It was added that a second item shared as part of the agenda item ([Document SC16-05b, Management Response to the 2021 Synthesis of learning from a decade of CGIAR Research Programs](#)) – while not for discussion in today's session – was provided as part of management's commitment to transparency around how CGIAR is taking advice forward as a learning institution.
36. The Co-Chair expressed appreciation for the report and commitment to learning as evidenced by the presentations and invited inputs from the System Council. These included:
- Appreciation for the evaluation, and encouragement that colleagues reflect on the report alongside the 2021 Synthesis of learning from a decade of CGIAR Research Programs as a strong evidence base for considering governance arrangements for the CGIAR Initiatives. It was added that lessons learned from the evaluation should feed into the design of all CGIAR Initiatives and be considered by all leadership and governance stakeholders; and
  - Support expressed for the additional validation exercise undertaken, and a call to ensure that the achievements of the EiB Platform are well-recognized, particularly in how it enabled CGIAR to initiate and support an end-to-end improvement process for breeding across Centers and commodities.
37. [SC/M16/DP3: Evaluations](#)  
Pursuant to Article 6.1 ff) of the CGIAR System Framework, the System Council **endorsed** the Evaluation of the CGIAR Platform for Excellence in Breeding and its accompanying management response.

## Agenda Item 6: Other Business and Meeting Close

### *Consent Agenda*

38. The System Council Secretary introduced the items in the Consent Agenda, recalling that a consent agenda consists of items that are procedural in nature or have been through extensive prior consultation or Committee processes and require formal System Council decision, that are submitted as a group for adoption by the System Council without discussion.
39. [SC/M16/DP4: ISDC Membership & Succession](#)  
The System Council is **approved** the following decision to provide for continuity in

leadership and membership and appropriate succession planning for CGIAR's Independent Science for Development Council:

Pursuant to Articles 6.1 e) and f) of the CGIAR System Framework, the System Council:

- i. **Appointed** Professor Holger Meinke as Chair of CGIAR's Independent Science for Development Council ('ISDC') for a second three-year term effective from 21 September 2022;
  - ii. **Approved** the revised Terms of Reference for ISDC, as set out in Annex 4 of document SC16-06a.i;
  - iii. **Approved** the Terms of Reference for the ISDC Vice Chair, as set out in Annex 5 of document SC16-06a.i;
  - iv. **Appointed** Dr. Nompumelelo Obokoh as ISDC Vice Chair for a three-year term effective from 1 October 2022; and
  - v. **Appointed** Drs. Andrew Ash, Suneetha Kadiyala and Lesley Torrance as ISDC members for a second three-year term effective from 1 October 2022.
40. **SC/M16/DP5: Nomenclature Change: CGIAR Advisory Services Shared Secretariat**  
The System Council **approved** the amendment of CGIAR's governing instruments and all relevant governing policy documents to change any and all references to CGIAR Advisory Services Shared Secretariat to CGIAR's Independent Advisory and Evaluation Service.
- Meeting wrap-up and close*
41. In closing, the Chair expressed appreciation for the collaborative spirit in which CGIAR teams and wider stakeholders are addressing both evolving global challenges alongside the transition to One CGIAR. Recognizing the intense work involved in delivering these, he encouraged sustained cooperation to continue and even accelerate that progress – essential now more than ever given the rapidly evolving global crisis.
  42. The meeting was closed.

## Annex 1: Participants

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

Co-Chair: G.H. Sharubutu, Executive Secretary of the Agricultural Research Council of Nigeria (ARCN)

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 ('\*\*').

System Council Voting Members (alphabetically)	Representative	Role
African Development Bank	Martin Fregene	Member
Australia	Andrew Campbell	Member
	Julianne Biddle	Alternate
Bill & Melinda Gates Foundation	Ruben Echeverria	Member
	Renee Lafitte	Alternate
Canada	Hong-Won Yu	Member
East Asia and Pacific	Hao Weiping	Member (China)
European Commission	Christophe Larose	Member
Germany & Belgium	Sebastian Lesch	Member (Germany)
Japan	Akiko Tejima	Member
	Takuma Kojima	Alternate
Latin America and Caribbean	Jorge Mario Diaz Luengas*	Member
Mexico	Adriana Herrera-Moreno	Member
The Netherlands	Wijnand van IJssel	Member
Norway	Daniel van Gilst*	Member
Sub-Saharan Africa	Garba Sharubutu	Member (Nigeria)
	Eliud Kireger	Alternate (Kenya)
Sweden	AnnaKarin Norling	Member
Switzerland	Manfred Kaufmann	Member
United Kingdom of Great Britain and Northern Ireland	Alan Tollervey	Member
United States	Rob Bertram	Member
West Asia & North Africa	Metin Türker	Member (Türkiye)
	Mohammad Reza Balali	Alternate (Iran)
The World Bank	Martien Van Nieuwkoop	Member
	Michael Morris	Alternate

*Funders that meet the criteria of Additional Temporary Voting members – Annex B, CGIAR System Framework*

Ireland	Patrick McManus
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Non-voting Ex-Officio Members	Member
CGIAR System Board, Chair	Marco Ferroni
Executive Director of the System Organization	Khuloud Odeh (a.i.) and CGIAR Global Director, Digital & Data
Center/Alliance Representative 1 – Board Chairs	Elsa Murano
Center/Alliance Representative 2 – Directors General	Oscar Ortiz (on behalf of Jean Balié)

Meeting Summary: 16<sup>th</sup> System Council Meeting

Active Observers	Representative
CGIAR Independent Science for Development Council (ISDC)	Holger Meinke (Chair) <u>Additional delegates (ISDC Members):</u> Lesley Torrance, Nompumelelo H. Obokoh

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

Invited Guests	Representative
Representative of Trustee of the CGIAR Trust Fund (World Bank)	Jane Mwebi (Trustee) <u>Additional delegates:</u> Chalida Chararnsuk, Lewam Mengesha; Jorge Alberto Fuentes Lanza
France, Chair of CRAI (Commission de la Recherche Agricole Internationale)	Bernard Hubert
France, Ministry of Higher Education and Research	Jean Albergel
CGIAR Standing Panel on Impact Assessment (SPIA), Chair	Karen Macours

Invited attendees	Name
Italy, Ministry of Foreign Affairs	Ludovico Banova Roberta Trevisi
EIARD Secretary	Nienke Beintema

Additional Invitees	Name
One CGIAR Executive Management Team	Claudia Sadoff, EMT Convener and Managing Director, Research Delivery and Impact
	Elwyn Grainger-Jones, Managing Director, Institutional Strategy and Systems

### Additional Delegates

Representation	Name
Canada	Anatoliy Shatkovsky Santiago Alba Corral
East Asia and Pacific (China)	Zhai Lin Yanzhou Qi
Germany	Stefan Kachelriess-Matthess Sarah Schmidt Felicitas Röhrig Veronika Vogel
Japan	Yuko Watanabe Satoru Muranaka
Latin America and Caribbean	Janette Pacheco (Peru)
Sub-Saharan Africa (Kenya)	Carolyne Minayo
United States	Gary Jahn (agenda item 4-6)
West Asia and North Africa	Fatma Sarsu (Türkiye) Aykut Ordukaya (Türkiye) Didem Kökden (Türkiye)

Meeting Summary: 16<sup>th</sup> System Council Meeting

Representation	Name
World Bank	Julian A. Lampietti (agenda item 1-3)
	Sarah A. Simons (agenda item 1-3)

Technical resources	Name/Role/Organization
SC Chair adviser	Jonathan Wadsworth, Lead Climate Change Specialist, World Bank
CGIAR	André Zandstra, CGIAR Global Director, Innovative Finance and Resource Mobilization Johan Swinnen, Global Director, Systems Transformation Kristina Röing de Nowina, Deputy Director, Funder and External Engagement Lotte Pang, CGIAR Global Director, Communications and Outreach Marion Barriskell, CGIAR Global Director, Business Operations and Finance Martin Kropff, CGIAR Global Director, Resilient Agri-food Systems Olwen Cussen, Governance and Institutional Risk Officer, System Organization Roland Sundstrom, Senior Advisor, Executive Management Team Sonja Vermeulen, CGIAR Global Director, Genetic Innovation (a.i.)
CGIAR assurance function observers	<u>Legal:</u> - Selim Guvener, CGIAR Group General Counsel (a.i.) - Elise Perset, Director, Legal Services, CGIAR System Organization  <u>Institutional Risk:</u> Georgios (Yorgos) Solomos, Senior Advisor  <u>Ethics and Business Conduct:</u> Andrew Giddings, Director  <u>Internal Audit:</u> - Jamila Ntege, Acting Co-Chief Audit Executive and Convener, Head of Internal Audit Community of Practice - Madina Bazarova, Acting Co-Chief Audit Executive and Head, CGIAR System Internal Audit Function  <u>CGIAR Advisory Services Shared Secretariat:</u> Allison Grove Smith, Director; Svetlana Negroustoueva, Lead Evaluation Function (agenda item 5 and 6)

Event Management Support
Victoria Pezzi, Meetings and Events Coordinator, System Organization