

**Chair's Summary<sup>1</sup>**  
**18<sup>th</sup> System Council meeting**  
Washington, D.C., 11-12 May 2023

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

Since our SC17 meeting in Brisbane, momentum towards One CGIAR has continued to grow and there is a positive energy among funders of CGIAR research. The CGIAR System has comprehensively responded to the asks that were made of it and delivered progress on many fronts. Many things that felt impossible have been completed. For the first time in CGIAR's history, we have an integration framework agreement, a unified governance structure, and a comprehensive view of the collective research effort and its impacts. We are speaking with one voice on the global stage and moving towards COP28 with a coherent narrative and value proposition.

But this is not a moment for complacency. We find ourselves in the midst of a major food security and climate crisis. The numbers of hungry and food insecure people are greater than ever. Crops are facing unprecedented heat and fundamental assumptions about water security are no longer holding true. The world is looking to us, as members of the development community, and asking what we can offer to combat this crisis. CGIAR must step up and focus on the needs of our partners, host countries, and researchers to advance the science agenda in an impactful way. There is a huge and urgent research task to be undertaken, and it must be supported by adequate investment.

A fundamental role of the System Council is now to ensure that One CGIAR has the resources it needs to deliver its research agenda and achieve its mission. Over the past few years, funders have stepped up to bring CGIAR close to a \$1 billion/year organization. We must now do everything we can to allocate more pooled funding resources and make CGIAR the \$2 billion/year organization it needs to be.

The System Board Chair, Lindiwe Majele Sibanda, echoed the call to focus on the delivery of CGIAR science and innovation, in partnership. Through the [Integration Framework Agreement \('IFA'\)](#) – now signed by 12 Centers - we have reinforced our collective resolve to transform food, land, and water systems in a climate crisis; we have committed to an integrated partnership that is more than the sum of its parts; we have agreed to pursue shared ways of working across institutional boundaries; all while affirming that our Centers are the essential buildings blocks of our partnership and that Centers' governing instruments and host country agreements will be honored at all times. The System Council commended the System Board

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

Chair for the progress she has made since beginning her term at the start of 2023 and her transparent reporting on this.

Building trust with Centers, partners, and host countries remains the number one priority in our goal of being the go-to partner for developing resilience and ensuring future food security. We welcome the recent communique from the ICRISAT Governing Board of their intention to join One CGIAR and remain open to other Centers joining, or rejoining, the CGIAR family.

During our most recent meeting in Brisbane, Council members reiterated the importance of gender, diversity, and inclusion in both our research and our organization. Now a standing item on the agenda, members heard how – for the first time in CGIAR's history – our research Initiatives are co-led by men and women and funders are placing gender front and center. Council members praised the inclusion of gender considerations in CGIAR's work and workplace and suggested that this momentum could be systematically integrated by increasing the number of dedicated gender researchers from its current level of 3%, mandating relevant training, and nominating a gender champion from within the executive team. They requested an update on gender issues at a granular, Center-level for the next meeting.

CGIAR continues to learn, adapt, and refine. We have made huge progress towards unified governance of CGIAR and must remain committed to forging a new path, together. The Unified Governance Review commissioned by the Parties to the IFA and currently underway should be as expedient and inclusive as possible. We look forward to discussing its clear recommendations at the next meeting.

This spirit of renewed momentum continued into day 2, under the theme of '*implementation and shaping the future*'. Council members were treated to an inspiring *tour de force* of the new, integrated research portfolio, including spotlights on gender and climate change and a focus on partnerships and impact. Members expressed their appreciation for the new [results dashboard](#) and funder [drop-in calls](#). As the portfolio matures, efforts should be made to reduce the reporting burden on scientists while simplifying the dashboard and highlighting key results and impacts. Collaborations with national partners were discussed, with a call for continued endeavors to promote complementarity, avoid duplication, and enhance capacity sharing. A member shared inspiring stories of visiting CGIAR's work in the field, something I hope we can all do during the next System Council meeting.

As we move towards the development of the 2025-27 portfolio, we need to think about what the world needs. It is not just about scientific brilliance and political will. Everything is important but some things are more urgent than others; effective prioritization will be needed more than ever, with the portfolio evaluated through multiple lenses, including its contributions to the Sustainable Development Goals.

Alongside this, we need to consider the foundational elements of CGIAR for the next 20 years – infrastructure, genebanks, databases. A funding model that incorporates these deep capabilities will enable CGIAR to reinforce resilience and rapidly respond to ever-evolving

crises and shocks. We supported the creation of a Financial Model Reference Group to reflect on how we can ensure our funding structure and modalities are fit for purpose and contribute to accelerating CGIAR's impact, efficiency, accountability, and transparency.

The next phase of the portfolio – an evolution rather than a revolution – must be truly transformative. As stated by the Executive Managing Director, Claudia Sadoff, we need integrated systems to address climate change – the crisis of the next 50 years. We need to include gender, policy, water, soil, carbon, agronomy in everything we do because the crisis we are facing is so much bigger and more complicated than in previous decades.

The System Council endorsed the portfolio development process presented by the Science Managing Directors. It emphasized the need for a transparent process that builds trust and incorporates the recommendations of regional voices, including from the [High-Level Advisory Panel](#), while recognizing that regions and countries face different challenges and have different strengths. Rather than focusing purely on CGIAR's existing capacities, the new portfolio should capitalize on and develop CGIAR's comparative advantages.

This ongoing work to operationalize One CGIAR and the integration framework agreement requires continued support. The 2022-2024 integration plan – endorsed by the System Council – seeks to ensure that the various streams of work are implemented in a way that is mindful, sequenced, coordinated, and tracked. The System Council commended the Executive Managing Director and her leadership team for delivering on these aspects. We thank Claudia Sadoff for her tireless commitment to One CGIAR and will miss her greatly once she departs CGIAR in July.

The next six months will be crucial; CGIAR senior management is taking important steps to develop the organization's research agenda in a way that puts partners' voices front and center. By working together in a collaborative, supportive, forward-looking manner we can help CGIAR fulfil its mandate to deliver science and innovation that advance the transformation of food, land, and water systems in a climate crisis.

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

## Appendix 1 – Decisions taken and Agreed positions and actions

### DECISIONS

#### **SC18-DP1 - Appointment of Meeting Co-Chair**

The System Council appointed Martin Fregene, System Council member representing the African Development Bank (AfDB), as the non-voting Co-Chair for the 18<sup>th</sup> System Council meeting, pursuant to Article 5.2 of the CGIAR System Framework.

#### **SC18-DP2 - Adoption of the Agenda**

The System Council adopted the Agenda, as re-issued on 27 April 2023, with revised timings.

#### **SC18-DP3 – SPIA TOR, New Operational Model, and Workplan**

The System Council took the following decisions, as set out in document SC18-04:

- i. Approved Scenario 1 of the new operational model, workplan, and committed multi-year budget (2023-2030) of the Standing Panel on Impact Assessment (SPIA), pursuant to paragraph 6.6 of the SPIA terms of reference (TOR);
- ii. Authorized SPIA to receive additional budget allocations through a flexible funding mechanism to supplement the pooled funding for the committed multi-year budgets; and
- iii. Endorsed the revised SPIA TOR, pursuant to Articles 6.1 e) of the CGIAR System Framework.

#### **SC18-DP4 - AOC TOR, Membership Renewal, and Workplan**

Pursuant to Article 8 of the CGIAR System Framework and paragraph 7 of the terms of reference (TOR) of the Assurance Oversight Committee (AOC), the System Council:

- i. Decided to maintain the current TOR of the AOC; the AOC will review its performance and relevance and report to the System Council by May 2025;
- ii. Extended the terms of all AOC members until June 2025 or until such time as a successor is appointed, with the understanding that a clear succession plan will be put into place; and
- iii. Endorsed the AOC's workplan with a proposed focus on the strategic risk management associated with the proposed system-wide governance changes to be operationalized under the terms of the IFA over the next one and a half years.

#### **SC18-DP5 - SIMEC TOR and Membership Renewal**

Pursuant to Article 8 of the CGIAR System Framework and paragraph 7 of the terms of reference (TOR) of the Strategic Impact, Monitoring & Evaluation Committee (SIMEC), the System Council:

- i. Adopted the revised TOR for SIMEC as set out in meeting document SC18-05a;
- ii. Renewed the terms of all SIMEC members for three years until June 2026 or until such time as a successor is appointed; and
- iii. Recommended that a permanent chair be appointed to SIMEC.

**SC18-DP6 - System Council Representation on Ad-Hoc Committee on Governance**

The System Council appointed Sebastian Lesch (Germany) as a second representative from the System Council on the Ad-Hoc Committee on Governance to provide continuity, noting that Andrew Campbell's term on the System Council is anticipated to conclude at end-July 2023.

**SC18-DP7 - Terms of Reference for the SPIA Chair Nominations Panel**

The System Council approved the Terms of Reference for the Nominations Panel for the appointment process of the SPIA Chair.

**SC18-DP8 - Operationalizing the CGIAR IFA**

The System Council endorsed the updated 2022-2024 Integration Plan as a basis for the continued, adaptive management of CGIAR's integration process through 2024.

**ACTIONS****SC18-AP1 – Gender in CGIAR's Research**

The System Council Secretary is requested to include as standing agenda items both: i) gender in CGIAR's research; and ii) gender, diversity and inclusion in the workplace, to facilitate the monitoring and advancement of CGIAR's efforts to foster an inclusive research environment.

**SC18-AP2 – CGIAR Gender Champion**

The System Council requested that CGIAR's Senior Leadership Team appoint a gender champion from among its members

**SC18-AP3 – Independent Expert Review of the Unified Governance arrangements of CGIAR**

The System Council proposed that a joint meeting between the System Council and System Board be arranged in advance of the next formal System Council meeting to consider recommendations arising from the unified governance review process.

**SC18-AP4 – Approach to CGIAR Centers not Parties to the IFA**

The System Council requested that the System Board Chair actively facilitate the formal and inclusive integration of Centers not party to the Integrated Framework Agreement (IFA) into One CGIAR.

**SC18-AP5 – System Council Membership**

Pursuant to Articles 4 and 8 of the System Framework, the System Council requested the Secretary to schedule two ad-hoc meetings for the two categories of System Council voting members (funders and developing countries hosting a Center or countries with significant agricultural systems) for the purpose of consulting and agreeing upon their constituencies.

**SC18-AP6 – Financial Model Reference Group**

The System Council expressed support for the proposed Finance Model Reference Group and requested that management take forward nominations for Manfred Kaufmann (Switzerland) and Ruben Echeverria (Bill & Melinda Gates Foundation) as System Council representatives on the Group.

**SC18-AP7 – System Council Meeting Dates Through 2024**

The System Council requested that the Secretariat make arrangements for the next three regular meetings on the following proposed dates and locations:

- SC19: week of 16-20 October 2023, Morocco (hosted by ICARDA)
- SC20: Q2 2024 (early June), Latin America
- SC21: Q4 2024, Africa

## Appendix 2 - Participants

Meeting Leadership	<b>Key:</b> <i>(*')</i> indicates that voting member/active observer is being represented at the meeting by the alternate <i>(**')</i> indicated that voting member/active observer is being represented at the meeting by another delegated representative <i>(v)</i> shows virtual participation of a participant	
Note: the SC Chair invited Innocent Musabyimana to take the Co-Chair seat, on day 2, on behalf of Martin Fregene. He also held the AfDB seat on this day, as indicated below.		
System Council Voting Members (listed alphabetically)	Member representative	Member Alternates & Other Delegation Members
African Development Bank	Martin Fregene	Alternate: Innocent Musabyimana (*on Day 2)
Australia	Andrew Campbell	Alternate: Julianne Biddle
Bill & Melinda Gates Foundation	Ruben Echeverria	Alternate: Renee Lafitte Other delegates: Rinn Self
Canada	Flora Mak*	Other delegates: François Cloutier (V)
East Asia & Pacific	Ke Jin** (China)	
Germany & Belgium	Sebastian Lesch (Germany)	Other delegates: Sarah Schmidt, Felicitas Röhrig (V - Day 1 only), Stefan Kachelreiss (V)
Japan	Toshiyuki Kubota**	Alternate: Yuko Watanabe** Other delegate: Masa Iwanaga
Latin America and Caribbean	Jorge Mario Diaz Luengas (Colombia) (V)	Alternate: Noemi Marmanillo (Peru) (V) Other delegates: Janette Pacheco Santos (Peru) (V)
Mexico	Adriana Herrera-Moreno (V)	
The Netherlands	Timmo Gaasbeek	
Norway/EIARD Rep	Daniel van Gilst*	
South Asia	Himanshu Pathak (India)	Alternate: S.M.Bokhtiar (Bangladesh)
Sub-Saharan Africa	Garba Sharubutu (Nigeria)	Alternate: Eliud Kireger (Kenya) Other delegate: Carolyne Minayo (Kenya)
Sweden	AnnaKarin Norling	Alternate: Madeleine Jönsson
Switzerland	Manfred Kaufmann	
United Kingdom	Alan Tollervey	Other delegate: James Thomson
United States of America	Rob Bertram	Alternate: Jerry Glover Other delegate: Gary Jahn, Meredith Soule
West Asia & North Africa	Metin Türker (Türkiye)	
The World Bank	Martien Van Nieuwkoop	Alternate: Julian Lampietti (Day 2) Other delegate: Sarah Simons
Ireland	Patrick McManus	Other delegate: Isabella Rae

Non-voting Ex-officio members	Member	Alternate & Other Delegates
CGIAR System Board	<b>Lindiwe Majele Sibanda (Chair)</b>	Other delegate: Patrick Caron (Vice-Chair)
Executive Director of the System Organization	<b>Khuloud Odeh</b>	
Center/Alliance Representative 1: Convener of the Chairs of Center Boards of Trustees	<b>Elsa Murano</b>	
Center/Alliance Representative 2: Convener of the Center Directors General	<b>Mark Smith</b>	
Food and Agricultural Organization of the United Nations (FAO)	<b>Ismahane Elouafi</b>	<b>Alternate: Selvaraju Ramasamy</b>

Active Observers	Representative	Alternate & Other Delegates
Global Forum on Agricultural Research (GFAR)	<b>Ravi Khetarpal</b>	Hildegard Lingnau
CGIAR Independent Science for Development Council (ISDC)	<b>Holger Meinke (Chair)</b>	Other delegates: Nompuemelelo (Mpumi) Obokoh (Vice-Chair), David Just (Member)

SC Secretary
Sylvia Oyinlola, Global Head, CGIAR System Council Support

CGIAR Executive Managing Director
Claudia Sadoff

Invited Guests	Representative
Trustee of the CGIAR Trust Fund (World Bank)	<b>Jane Mwebi (Trustee)</b> Additional guests: Vijayalakshmi Srinivasan (Day 2 only), Gabriela Grinsteins (V), Vivian Nwachukwu (V)
CGIAR System Council's Assurance Oversight Committee	<b>Muriel Uzan (Chair)</b>
France	<b>Bernard Hubert &amp; Jean Albergel</b>
CGIAR Standing Panel on Impact Assessment (SPIA)	<b>Karen Macours (Chair) (Day 1 only)</b>

Invited attendees	Representative
EIARD Secretary	Nienke Beintema
Denmark	Hanne Carus
Italy	Anna Beatrice Ciorba
Crop Trust	Hannes Dempewolf

Session specific invitees	
Kyle Emerick, SPIA member	Agenda item 4 (Day 1)
James Stevenson, SPIA Staff	Agenda item 4 (Day 1)
Ricardo Labarta, Program Leader, SPIA (V)	Agenda item 4 (Day 1)
Amy Beaudreault, Secretariat Lead, ISDC, Independent Advisory and Evaluation Service (V)	Agenda item 8 (Day 1)
Neal Gutterson, CGIAR System Board Member (V)	Agenda item 10 (Day 1)
Kristofer Hamel, Head, Food Systems Partnerships Mohamed Farrae, Specialist, COP28 Presidency	Agenda item 15 c (Day 2)

Technical resources	Name/Role/Organization
SC Chair adviser	Jonathan Wadsworth, Lead Agriculture Specialist, Agriculture and Food Global Practice, World Bank
CGIAR	Rutger de Witt Wijnen, CGIAR General Counsel
	Elwyn Grainger-Jones, Managing Director, Institutional Strategy and Systems
	Harold Roy-Macauley, Managing Director of Regions and Partnerships (V) (Day 2 only)
	Lotte Pang, Managing Director, Communications and Outreach
	Johan Swinnen, Managing Director, Systems Transformation
	Martin Kropff, Managing Director, Resilient Agri-Food Systems
	Sonja Vermeulen, Managing Director, Genetic Innovation (V) (Day 1 only)
	Andre Zandstra, Global Director of Innovative Finance and Resource Mobilization
	Marion Barriskell, Global Director of Business Operations and Finance
	Temina Lalani-Shariff, One CGIAR Regional Director, South Asia (V) (Day 2 only)
	Michiel Roovers, Senior Director, Governance and Institutional Risk
	Nicoline de Haan, Director, Gender Impact Platform
	Julie Van der Bliek, Director Multilateral & Bilateral IFRM
	Jules Colomer, Global Head, Portfolio Performance Unit (Agenda item 9 and Day 2 only)
	Roland Sundstrom, EMD Senior Advisor
	Lori Dagdag, Funding and Special projects Business partner (Agenda item 13 a,b only)
	Krishna Ravinthiren, Governance and Institutional Risk Associate (V) (Day 1 only)
CGIAR System Council Secretariat	Emma Quilligan, Senior Manager, System Council Support
	Vanesa Goss, Senior Advisor, AOC and SIMEC Support (V) (Day 1 only)
	Olwen Cussen, Governance Officer (V)
	Stacy De la O, Governance Officer
CGIAR assurance function providers (as invited guests)	<u>CGIAR Independent Advisory and Evaluation Service:</u> Allison Grove Smith, Director <u>CGIAR Internal Audit:</u> Madina Bazarova & Jamila Ntege (Co-Heads) (V)

Event and technical support on site
Vashna Singh, Meetings and Events, Consultant, CGIAR
Victoria Pezzi, Meeting and Events Coordinator, CGIAR