

CHAIR'S SUMMARY
4th System Council meeting, 10-11 May 2017

Dear System Council Members and Active Observers

I write to thank you all for your proactive participation in our 4th meeting and to provide a short summary while the full meeting summary is being prepared. I also wish to extend my appreciation to our colleague Melle Leenstra for serving as a very capable Co-Chair.

Similarly, I wish to extend the Council's appreciation to the Government of Netherlands, and their colleagues at KIT, for providing access to what was a truly remarkable venue for the Council's meeting, and for the hospitality that was shown to us throughout our visit to The Netherlands.

I found the spirit of this meeting particularly encouraging - I sensed a renewed collective willingness to work together to help CGIAR continually adapt to a world that is undergoing radical change. What gives me enthusiasm is the working atmosphere in this Council and the System as a whole - in part thanks to our successfully tackling some key governance issues last year.

I hope you found it as stimulating as I did to have the meeting opened and closed by two excellent speakers who challenged and inspired us to think about the future. I enjoyed our resulting reflections on whether we as a System are thinking boldly enough about what CGIAR can offer in response to the grand challenges of the world. As I mentioned in my introductory remarks for both – these conversations are not to distract us from the very important business that we have before us now. Rather, to situate our work in the broader context of global changes and challenges ahead, and ensure that we are looking out beyond the current horizon so that we continue to innovate in all that we do.

As for prior meetings, the purpose of this Chair's Summary is to provide an early record of the decisions we took and the actions that we agreed during this meeting. Against the background of the Council having taken a series of key strategic decisions in our three meetings last year, last week's meeting afforded us the opportunity to pause just a little, and have a series of early conversations that will serve as building blocks for important deliberations and decisions that will come before the Council in November this year.

With that introduction, as before, this Summary has the following formal parts to capture key meeting outcomes:

- **Part A – The decisions we took**
- **Part B – The actions we agreed**
- **Part C – Colleagues present in Amsterdam**

In addition to those formal record items, I also wanted to also use this Chair's Summary as an opportunity to capture some of the Council's early thinking on the following three areas that, whilst decisions were not required at this past meeting, will certainly be key areas for discussion in November 2017.

Our funding model: The Council heard from the Executive Director on the outputs of a scoping exercise on whether the current structure of funding that we have is the most effective in bringing in new funding and on using the existing funding in the most effective way. The discussion was wide-ranging, including some fundamental challenges around whether our business model, our level of ambition, our structure and our funding modalities are the right ones. The critical need for a narrative with metrics to engage the right audiences was emphasized. I heard a common appreciation of the challenges identified in the paper – most particularly on the low level of system finance and its implications on the ability of CGIAR to operate as a system. I also heard a willingness to embrace these challenges and to discuss potential solution areas in more depth. We look forward to reflecting on a more detailed set of options and recommendations from that work later in the year.

Our advisers and their forward-looking mandate: The Council reflected on what its independent advice needs now are, post our governance reform, and what future needs might be. Strong appreciation was expressed for the work done to date by both the IEA and the ISPC to deliver what each has been asked by this Council and the former Fund Council, noting that it is the Council that has the responsibility for conveying to its advisory bodies a clear message on where the focus of effort should lie. With several Council members expressing a growing confidence in Centers' ability to critically manage research and more clearly articulate robust theories of change, one of the themes emerging from the discussion was for the Council to explore setting terms of reference for its advisory bodies that take things upstream to a more strategic level, with a greater focus on impact. Relying on a broad range of inputs during the meeting itself, the Council felt that, at this juncture, a range of options should be explored on how best advisory services could now be provided to the Council, responding to key questions such as: what is the profound role that they are to play in the current system and what are the best and most efficient institutional arrangements to deliver these services? The Council tasked its newly formed Strategic Impact, Monitoring and Evaluation Committee ('SIMEC') to consult amongst the Council to bring options to the table in a virtual conversation before the November meeting. In the interim, as Chair, I believe it helpful for the SIMEC to also have the relevant conversations with both the Chair of the ISPC and Head of IEA to identify how some of the Council's early thoughts on priorities for the ISPC and IEA can be taken up, so that for the remainder of 2017 the focus of effort is directed to those activities that bring most added value to our work.

Research in the drylands: During the two days, time was also dedicated to how to take forward key elements of the former GLDC proposal, with appreciation noted for the thoughtful preparation by the System Management Board, its working group, and the Expert Panel that it convened. In their initial interventions, several Council members recorded their support for the Expert Panel's emphasis on a more targeted, prioritized strategic approach in any new proposal that is developed by ICRISAT as the recommended lead Center. However, the Council also devoted considerable time to considering whether and how to provide support

for the WANA region and critical crops not included in the Expert Panel's recommended scope for a new proposal. Recognizing the importance of agriculture in the WANA region in terms of its effects on global issues, including conflict and migration, the Council appreciated the need to think outside the box and be creative in terms of what CGIAR can and should do to unlock new funding to support a potential regional initiative. Clearly the topic is one with considerable complexity and so I thank Martin Kropff, Interim Chair of the System Management Board, for his confirmation that he will take the rich inputs from the Council, together with questions and concerns, back to the Board as it considers how to frame a robust call for a new proposal, and then consider when and in what format to present the resulting proposal to the Council and to the ISPC for independent review. He also heard, and committed to take back to the Board for discussion, the ideas raised on how to support research outside the 2017-2022 Portfolio, including the possibility of a regional program, and recognized the role the Board could play in bringing the relevant parties together to facilitate this.

We also recognized that the issues connecting each of these three areas are interlinked and I thank the SIMEC in advance for the time and effort its members will be providing to undertake the pre-thinking and consultation required on all of these to bring some options and initial guidance back to the Council at a virtual meeting in late Summer.

I believe that 2017 is a decisive year, giving us the space to have some of the key conversations that we parked in 2016 so that we could use that time to re-set our governance structure, which I believe is now working very well.

Thank you all once again for what I considered to be a very strategic meeting.

Sincerely,
Dr. Juergen Voegelé
System Council Chair

Part A- The decisions that we took

SC/M4/DP1: Meeting Co-Chair

The System Council elected Melle Leenstra, representative of The Netherlands, as the non-voting Co-Chair for the meeting pursuant to Article 5.2 of the CGIAR System Framework.

SC/M4/DP2: Adoption of the Agenda

The System Council adopted the Agenda, with the addition of three other business items: (i) forming the Council's Strategic Impact, Monitoring and Evaluation Committee; (ii) discussion on ways to work in West Asia and North Africa (WANA); and (iii) a briefing on the forthcoming FAO regional biotech consultation meetings.

SC/M4/DP3: Terms of Reference for the System Council's Strategic Impact, Monitoring and Evaluation Committee ("SIMEC")

The System Council approved the Terms of Reference for its Strategic Impact, Monitoring and Evaluation Committee ("SIMEC"), as set out in Appendix 1 to meeting document *SC4-AOB-Revised TOR-System Council-SIMEC 10May2017*.

SC/M4/DP4: Inaugural membership of the SIMEC

The System Council appointed the following 8 persons to serve as the inaugural SIMEC members for the period until 30 June 2019 or such time as a successor is appointed:

No	System Council voting constituency	Nominated member
1	African Development Bank	Dougou Keita
2	Australia	Mellissa Wood
3	European Commission	Bernard Rey
4	Germany and Belgium	Michel Bernhardt
5	South Asia	Rajendra Singh Paroda
6	Sweden	Philip Chiverton
7	United Kingdom	Alan Tollervey
8	United States	Eric Witte

Part B- The actions we agreed

SC/M4/AP1- Funding Modality Options

In recognition of the important information provided by the System Management Office in the Funding Modalities Scoping paper on both identifying the issues and a range of solutions around funding modalities, the SIMEC will undertake a process to refine the possible solutions that could be taken forward and provide a framing of these for the System Council's consideration in its 5th meeting in November 2017

SC/M4/AP2- Framing the future of independent advice

The SIMEC will provide a concept note, seeking inputs from across the Council, on the way forward for both independent science and research advice as well as for independent evaluation services to be initially discussed in the coming months, in a virtual meeting, in advance of the 5th System Council meeting in November 2017.

Part C- Meeting Participants

Meeting Leadership
Juergen Voegele (System Council Chair)
Melle Leenstra, The Netherlands (Co-Chair)

System Council Voting Members	System Council Member Representatives	System Council Member Alternates & Other Delegation Members
IFAD, representing AFDB	Malu Ndavi*	Wafaa El Khoury
Australia	Andrew Campbell	Mellissa Wood
Bill & Melinda Gates Foundation	Tony Cavalieri	
Canada	Christophe Kadji*	Robert Hofstede
East Asia & Pacific (China)	Jin Ke*	
European Commission	Bernard Rey	
Germany and Belgium	Stefan Schmitz	Michel Bernhardt; Juergen Anthofer
Japan	Masashi Takizawa*	Norihito Kanamori; Shuhei Toriumi
Netherlands	Daniela Schoorl*	Jeroen Steeghs
Norway	Daniel van Gilst	
South Asia (India)	R.K. Mittal*	
Sweden	Philip Chiverton	
Switzerland	Michel Evéquoz	
United Kingdom	Alan Tollervey	Howard Standen; Katalin Visnyei
USA	Rob Bertram	Eric Witte
West Asia & North Africa (Turkey and Iran)	Nevsat Birşik (Turkey)	Javad Mozafari Hashjin; Eskandar Zand (Iran); Merve Altan (Turkey)
World Bank	Mark Cackler	

Non-voting Ex-officio members	Member	Alternate
Interim Chair, System Management Board	Martin Kropff	
Executive Director, CGIAR System Organization	Elwyn Grainger-Jones	
Center Representative (Convener of the Chairs of Center Board of Trustees)	Nicole Birrell	
Center Representative (Convener of Center Directors General)	Matthew Morell	
FAO	Samy Gaiji*	Abdoulaye Saley Moussa
IFAD	<i>Representing partnership with AfDB at this meeting</i>	

Active Observers		
GFAR	Mark Holderness*	
IEA	Rachel Sauvinet-Bedouin	Sirkka Immonen
ISPC	Maggie Gill	Leslie Lipper

*Indicates that the Member/Active Observer is being represented at the meeting by the alternate or a delegated representative.

Invited attendees		
France - Host Country	Frederic Lapeyrie	
Trustee	Darius Stangu	Beniamin Carcani

Additional participants	
World Bank	Jonathan Wadsworth
Global Futurist	James Canton
Wageningen University and Research	Louise O. Fresco
CRP Director, PIM	Karen Brooks
CGIAR System Organization	Karmen Bennett, Head, Board and Council Relations
	Olwen Cussen, Board and Council Relations Associate
	Philippe Ellul, Senior Officer, Program Performance
	Peter Gardiner, Senior Manager, Program Performance
	Albin Hubscher, Head, Finance and Program Performance
	Nadia Manning-Thomas, Board and Council Relations Manager
	Victoria Pezzi, Meetings and Events Associate

Apologies - System Council Voting Members
Latin America & Caribbean
Mexico
Sub-Saharan Africa