



Executive Director
CGIAR System Organization

Purpose

This document records the outcomes of the search for an inaugural Executive Director of the CGIAR System Organization.

Action Required

The recommended decision point set out below is proposed to be approved pursuant to the Consent Agenda provisions of Article 7.1.(a) of the System Management Board's Rules of Procedure.

Should any voting member wish to remove this item from the Consent Agenda, that should be communicated to the System Management Office at smb-secretariat@cgiar.org by Friday 23 September 2016.

Decision Point: SMB/M2/DP2 Executive Director

The System Management Board:

1. Ratifies the job description for the role of Executive Director, as finalized by the CGIAR Executive Director Search Committee in February 2016; and set forth at Appendix 1 to Board meeting document SMB2-05.
2. Appoints Elwyn Grainger-Jones to serve as the Executive Director of the CGIAR System Organization for a four-year term beginning on 3 October 2016.

Distribution notice:

This document may be distributed without restriction.

Background

1. Article 8.1(f) of the Charter of the CGIAR System Organization (“Charter”), with legal effect from 1 July 2016, confirms that it is the role of the System Management Board to appoint the Executive Director of the CGIAR System Organization in accordance with a process agreed with the CGIAR System Council.
2. Taking note of the timing of the CGIAR governance transition initiated by the former Fund Council in 2015, in November 2015 CGIAR’s Funders and Centers requested the CGIAR transition team to proceed with the Executive Director search process, including leading the process to form a Search Committee comprised of both Funder and Center representatives.
3. Building on a decision of the former Fund Council in November 2015, the final composition of the Search Committee comprised:
 - Juergen Voegle, Search Committee Chair, then Acting Fund Council Chair
 - Pamela Anderson, independent member
 - Donald Blackmore, representative of Center Board Chairs
 - Sara Boettiger, representative of a donor foundation
 - Martin Kropff, representative of Center Directors General
 - Usha Barwale Zehr, representative of non-OECD DAC country
 - Carmen Thonnissen, representative of contributor country
4. Boyden, a global executive search firm, was selected through a competitive process to assist the Search Committee in its work to identify a short list of highly qualified, talented women and/or men to present as final candidates for the role of Executive Director.
5. The Search Committee’s responsibilities included finalizing the job description for the Executive Director role, a copy of which is set forth at Appendix 1 of this paper. Boyden disseminated the job description widely, including through a posting in the Economist in February 2016.
6. The Search Committee’s in-confidence report and final recommendations were presented by the Chair of the Search Committee to the Board at its first meeting during an in-camera session at which, upon the determination of the Interim Chair of the Board, only the voting members of the Board were present.
7. Based on the in-camera deliberations of the Board, the Board’s Interim Chair was authorized to offer, and if accepted, conclude contracting for the appointment of Elwyn Grainger-Jones as the inaugural Executive Director of the CGIAR System Organization.

8. On 9 August 2016, the Interim Chair of the Board confirmed the conclusion of contractual arrangements for the appointment of Elwyn Grainger-Jones, with a commencement date of 3 October 2016. CGIAR's Funders and Centers were immediately informed thereafter.

CGIAR System Organization Role Description - Executive Director

Role of Executive Director

The Executive Director of the CGIAR System Organization will need to possess a combination of skills: S/he will need to be a collaborative, thoughtful leader who displays good judgment, diplomacy, and can develop consensus through trust and relationship-building. S/he will need to be a strong manager capable of building a team to provide effective and efficient support for the System Organization and the System Council while facilitating a culture of collaboration and partnership with the centers so that the System's goals and incentives are well aligned.

The Executive Director is expected to work in partnership with the Centers, the System Management Board, and the System Council to assure that the CGIAR System is able to meet its goals and to support the System Management Board's responsibility for facilitating and overseeing effective and efficient development and implementation of the CGIAR Strategy and Results Framework.

S/he is responsible for coordinating and facilitating the implementation of a strategy and work plan that is ambitious, effective and practical in driving the CGIAR System toward its three objectives: reduced poverty, improved food and nutrition security for health, and improved natural resource systems and ecosystem services. S/he will do this in cooperation with the Centers. This includes mobilizing partners for action and the necessary financial resources for success.

The Executive Director will be appointed by the System Management Board. Concurrently, the Executive Director will be responsible to:

- The System Management Board for the day-to-day management of the System Organization, for the fulfillment of the System Management Office functions, and for the specific duties and responsibilities assigned to him or her by the System Management Board in accordance with the Executive Director's terms of reference and decisions of the System Management Board; and
- The System Council for the specific duties and responsibilities assigned to him or her by the System Council in accordance with the Executive Director's terms of reference and decisions of the System Council.

The Executive Director's role is broad-ranging and will require distinct types of leadership skills, including:

- Collaborative leadership with the System Management Board, the System Council and the Centers in promoting mutual accountability for the CGIAR System's goals and success;
- Key contributor relationship management;
- Capability to build trust, mutual respect and credibility;
- Representation and advocacy with external stakeholders; and
- Executive leadership of the CGIAR System Management Office

Summary of Major Responsibilities

More specifically, the Executive Director will work in close collaboration with the System Management Board, the System Council and the Centers in carrying out the following duties and responsibilities:

- Serve as one of the major public faces of the CGIAR System, reaching out to stakeholders from all regions to drive progress towards the objectives of the Strategy and Results Framework ('SRF');
- Engage leaders from government, Centers, international institutions, advanced research institutes, private sector and civil society as partners to advocate for and promote the goals of the CGIAR System, provide financial support for the system research activities, and jointly implement the SRF for achieving the objectives of the CGIAR System;
- Work with governments, Centers, international institutions, advanced research institutes, private sector, civil society and other partners to ensure that the CGIAR System activities and results support the SRF and the goals and targets of the post-2015 development agenda; and
- Manage the process of establishing and overseeing an effective and fully functioning CGIAR System Management Office to carry out its tasks, including:
 - i. Facilitate a collaborative research agenda towards performance based results and accountability;
 - ii. Facilitate a strong collaboration with and between the Centers;
 - iii. Facilitate development and approval of strategies and priorities;
 - iv. Lead the evolution to a performance management system;
 - v. Increase public awareness about the CGIAR System through appropriate events and communication activities;
 - vi. Coordinate the development of effective systems of oversight, common services, knowledge management and results measurement across the CGIAR System;
 - vii. Manage the system's relationships with other entities; and
 - viii. Prepare reports concerning the CGIAR System activities, expenses, budgets and other issues of relevance to the CGIAR System Organization.