

Initial Steps and Transition Support to One CGIAR

VERSION 0 - FIRST DRAFT FOR DISCUSSION

Purpose

This document sets out a 'Version 0' draft, for consultation and further development, of possible initial steps in the transition to 'One CGIAR', which could follow should the System Council endorse the System Reference Group's (SRG) recommendations.

Action Requested

This document is provided as a discussion resource, with no specific action requested at this time.

Distribution notice:

This is a working document of the System Council and may be shared without restriction.

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Introduction

1. **This document discusses possible initial steps in the transition to ‘One CGIAR’,** which could follow should the System Council endorse the System Reference Group’s (SRG) recommendations¹.
2. **Adoption and implementation of the SRG’s recommendations will entail profound change across CGIAR, addressing culture, values, people, policies, and systems.** Such change will require robust implementation arrangements that provide clarity on roles and responsibilities, deliverables, timelines, and resources.
3. **This is a ‘living document’: the ideas presented in this paper represent elements of an evolving plan.** Should the System Council endorse the SRG’s recommendations, that plan will be developed in increasing detail over the coming months based on a principle of adaptive management. The evolving plan draw on input from colleagues within CGIAR and from external experts where needed. As such, this document represents a first step towards a dynamic One CGIAR workspace that will allow stakeholders across CGIAR and beyond to contribute ideas and stay informed of the change process.
4. **Specifically, this document sets out (i) high-level principles to guide the change process to One CGIAR, (ii) a non-exhaustive set of 2020 milestones, (iii) preliminary roles and responsibilities, as well as (iv) preliminary resource considerations.** What this document does not, and cannot do, is definitively describe every detail of the changes that will take place. For example, while it describes a process to decide on a structure for One CGIAR policies and services, it cannot describe the roll-out that would follow.
5. **Key to making this approach work is to establish a One CGIAR Common Board and put in place a highly competent One CGIAR Executive Management Team.** Together, those persons will steward and/or lead delivery of the arrangements that will enable CGIAR to reach the destination set out in the SRG’s recommendations. This document aims to provide additional clarity on the requirements for reaching that destination, but without locking in all of the necessary arrangements for the journey to that destination, which are best left to this future One CGIAR leadership group.
6. **The SRG’s recommendations are closely interconnected, but the requirements for effective implementation vary.** This document discusses key considerations for the package as a whole, but with a closer look at indicative implementation arrangements for each recommendation and its sub-components – set out below as interrelated transition projects. These projects are sequenced, with the

¹ SC/M9/02, *One CGIAR: System Reference Group Recommendations to the System Council* (https://storage.googleapis.com/cgiarorg/2019/10/26f50cef-sc9-02_srg-recommendations-onecgiar.pdf)

understanding that unified governance and management for One CGIAR is a prerequisite for successful integration on other fronts.

Success factors and transition principles

7. **Driving and managing change involves consideration of key success factors²**, with continuous review, course adjustment, and innovation as essential enabling elements.

Figure 1: Success factors in managing change



8. **Translating these success factors to the transition to One CGIAR leads to the following proposed transition principles:**
 - a. **Mission-driven:** The principal criterion for choosing between conflicting change pathways is to determine which pathway can best deliver relevant and impactful agricultural research for development in line with the proposed mission for One CGIAR: “Ending hunger by 2030 – through science to transform food, land and water systems in a climate crisis”.
 - b. **Culture and values are key:** The transition presents an opportunity – and a need – to model and shape a bold unified culture that fits the destination of One CGIAR. In that transition, people throughout CGIAR will have

² Source – background materials for System Management Board discussion at its 14th meeting: https://storage.googleapis.com/cgiarorg/2019/10/1a405df5-smb14-07_chairssummary.pdf

opportunities to sponsor change and be equipped with tools to help motivate others.

- c. **Clear up-front communication:** Leaders will need to communicate clearly and consistently, and listen carefully to people's inputs, questions and concerns. There will be a need to 'over-communicate' in multiple but coordinated ways to meet the needs of different stakeholder groups as they arise, and make sure everyone understands what is happening at all times. Diversity of message and delivery will be critical enablers throughout.
- d. **Iterative and adaptive management:** A successful transition to One CGIAR will require bold design decisions and the courage to dispassionately assess their implementation, revise, improve, and innovate. Postponing decisions until all information is available and all positions are in place will block change, increase uncertainty, and fuel anxieties and frictions. An iterative design and adaptive implementation approach will enable design decisions in sub-optimal circumstances – *not* getting it entirely right from the start, but making corrections on route during implementation.
- e. **Co-creation and collaboration:** Co-creation and collaboration during transition will involve engaging staff from across the System in cross-functional teams working on different work streams. Funders and key partners will be included in the change conversation.
- f. **Committed leadership:** Leaders across the entire CGIAR will need to be committed to the One CGIAR vision through individual and collective leadership. Strong and committed leadership³ is essential to build trust and reduce uncertainty.
- g. **Implementation with urgency based on clear milestones – but not too fast:** To avoid lingering uncertainty, the transition to One CGIAR will be implemented with a sense of purpose and urgency. Instead of launching a lengthy gradual process, the focus will be on a limited set of predictable outcomes with clear milestones and investment in evidence-based learning and adaptation⁴.
- h. **Subsidiarity reframed:** The change process needs to strike a healthy balance between subsidiarity, delegation, and decentralization – on the one hand – and coherent, strategic decision-making, focus, and prioritization – on the other. Both will need to co-exist for the change process to succeed.

³ Building strong leadership will require special support and capacity strengthening. An assessment of the changes needed in function profiles will form the basis for drafting a staff and leadership support and development plan as part of the transition plan.

⁴ This will be achieved through a 'rolling wave' approach in which plans are progressively elaborated and adapted as outcomes materialize and new information becomes available.

Ultimately, One CGIAR must not only retain but strengthen and celebrate its rich diversity of talent.

- i. **Learning from others:** This transition process does not intend to reinvent the wheel, but rather learn from and build on experiences within the CGIAR System as well as other similar organization.
9. The principles and considerations outlined above are embedded in complexity theory, which sees organizations such as CGIAR as complex adaptive systems operating in a rapidly changing environment that is uncertain and largely unknown. Change in such contexts is non-linear, with outcomes being unpredictable and near impossible to plan in the longer term. Therefore, work on organizational change and strategy requires an inquisitive and adaptive approach that takes into account the inherent dynamics and interactions of the System with the environment. Some principles and considerations specifically refer to critical aspects of adequate change management, based on complexity theory, as outlined in the predominant contemporary change management and strategy development models.⁵

High-level timeline and milestones

10. **Setting out the destination of One CGIAR is the beginning of the journey.** Now stakeholders need to collectively set the course, make it happen and, critically, make it stick (Figure 2).

⁵ Useful references are:

- Ramirez, R.; and Wilkinson, A. (2016). 'Strategic Reframing, The Oxford Scenario Planning Approach.' Oxford University Press.
- Senge, P.M.; Smith, B.; Schley, S.; Laur, J.; and Kruschwitz, N. (2010). The Necessary Revolution: How Individuals And Organizations Are Working Together to Create a Sustainable World.

Figure 2: Key stages of the transition journey



11. **The SRG’s recommendations establish a high-level timeline to initiate the transition process in late 2019 and early 2020.** The main initiating action is the establishment of a One CGIAR Common Board and Executive Management Team by July 2020, enabling the subsequent integration required for One CGIAR in 2020 and beyond.
12. **In order for these milestones to be met, it is critical that specific roles and responsibilities, resources, and detailed timelines be developed and agreed, starting immediately following a System Council endorsement of the SRG’s recommendations.** Table 1 brings together key 2020 milestones as set out as part of the SRG’s recommendations, and initial key actions specifically related to supporting and managing the change process:

Table 1: Key milestones to manage and support the transition to One CGIAR through 2020

What	Who	When
Endorse the SRG’s recommendations and discuss funding requirements for the transition as well as for One CGIAR as a whole at the 9 th Meeting of the CGIAR System Council	System Council	13—14 November 2019
Appoint an inclusive nominations committee that includes equal numbers of System Council and Center representatives to: (i) develop inaugural terms of reference for Common Board members; and (ii) take the necessary steps to identify and recommend to the General Assembly of Centers the reconstituted SMB membership with effect from 31 March 2020 (to also serve as inaugural Common Board members)	General Assembly of Centers	12—13 December 2019
Circulate a revised, Version 1 of this planning document , based on input received, as a basis for follow-up conversations	System Organization	end-December 2019
Launch a process to select Managing Directors to an inaugural CGIAR Executive Management Team	System Management Board	by January 2020
Put in place a transition project management unit and supporting capabilities - including transition project teams , co-managers, membership, and preliminary 2020—21 work plans and budgets	System Organization, Centers	by 31 March 2020
Agree to do so, and take as and when relevant, all necessary steps to enable the appointment of the reconstituted SMB by 31 March 2020 (including facilitative changes to the Charter of the CGIAR System Organization)	General Assembly of Centers, System Management Board and System Council	Resolving at 12-13 December 2019 General Assembly, with subsequent decision-making (including changes to the Charter) to be made by no later than 31 March 2020
Appoint the reconstituted membership of the SMB , to also serve as the Common Board members once appointed to Center/Alliance Boards	General Assembly of Centers	appointments effective by 31 March 2020

What	Who	When
Develop and circulate a draft, high-level business plan for resource mobilization for One CGIAR , with scenarios to 50% pooled funding by end-2022, 70% by end-2024, and a doubling of CGIAR's overall funding envelope by 2030	System Organization	by 31 March 2020
Virtual workshop(s) with Center Boards, reconstituted SMB, EMT, key Funders, and other key stakeholders	System Management Board	by 30 April 2020
Appoint Managing Directors and form Executive Management Team	System Management Board	by 30 April 2020
More detailed 2020—21 transition plan – Version 2 of this document – completed and circulated for SMB and System Council information	Executive Management Team (EMT), with support from Transition PMU and project teams	by 31 May 2020
Shape key project areas of new 2030 CGIAR Research Strategy in a science workshop that includes CGIAR leadership, Science Leaders, Funders, key partner/NARES representatives and thought leaders ⁶	Research project group to lead preparation, under EMT leadership	May/June 2020 (aligned with System Council dates)
Take decisions for the staged appointment of the Common Board members as members of each Centers/Alliance Board , such that 1-3 discretionary board members for each Center continue as a member of their Center/Alliance Board' after 1 July 2020 until not later than 31 December 2021, with the opportunity to stage those remaining membership changes over the intervening 18-month period	Each Center/Alliance Board to take relevant decisions	A two-thirds majority of discretionary ⁷ members of each Center/Alliance Board consists of members of the reconstituted System Management Board from 1 July 2020 All discretionary members of each Center/Alliance Board are the same members as the reconstituted System Management Board by December 2021

⁶ Advance preparation for the meeting will include a compilation of key recent analyses of global needs for agriculture, land, and water systems under climate change, and associated research agendas. Outputs will be a set of short concepts of indicative Funder-supported CGIAR Projects within thematic 'big lift' areas, and a proposed process and timeline to revise the lower levels of the SRF.

⁷ Discretionary is used to refer to those voting board members who are not nominated by a stakeholder government or other partner body.

What	Who	When
2030 Research Strategy completed and circulated for One CGIAR Common Board and System Council review and approval	Research project group to lead preparation, under EMT leadership	November 2020
First annual consultative forum of One CGIAR Common Board and country representatives	One CGIAR Common Board	December 2020
Develop a preliminary, fit-for-purpose organizational structure to deliver against the approved 2030 Research Strategy and provide One CGIAR services. This would be done through a CGIAR leadership retreat, including the EMT, Center DGs, and other leadership.	EMT, extended CGIAR leadership team	December 2020

Transition governance and management structure

13. **A key identified risk to the transition is clarity of decision-making during the change process, particularly over in the initial transition period in early 2020 before the One CGIAR Common Board and Executive Management Team are in place.** This section aims to clarify this by describing a proposed governance and management structure for the transition, building on the SRG’s recommended next steps. The structure is summarized in Figure 3 below.

Transition governance

14. **The transition to One CGIAR will be sponsored and overseen by the One CGIAR Common Board, once established.** Until such time, the System Management Board (SMB) will oversee the initial actions set out in this document. It will do so in close collaboration with Center Boards.
15. **The role of the One CGIAR Common Board – and before that the SMB – in this transition encompasses, *inter alia*, setting overall strategy and prioritization, reviewing and approving work plans and budgets, and overseeing the effective monitoring of progress.** The Board will report to the System Council on at least a quarterly basis on progress against the time line established in the SRG’s recommendations.

Change leadership and management

16. **Under the oversight of the One CGIAR Common Board/ SMB, the transition will be led and managed as follows:**

- a. **One CGIAR Executive Management Team (EMT):** The EMT will lead the transition to One CGIAR – with its Managing Directors being held collectively accountable for the management of the change process. The EMT will report to the One CGIAR Common Board.

Center Directors General will report to the EMT and play a critical role both as change managers and in ensuring business continuity. They will coordinate Center engagement in the transition and ensuring continued, effective delivery of existing and new commitments.

- b. **Transition Project Management Unit (PMU):** A dedicated transition PMU will be established within the System Organization, reporting to the EMT and responsible for overall planning, coordination, change communication, monitoring, and reporting.

- c. **Thematic transition teams:** Coordinated by the PMU, six dedicated teams will advance specific dimensions of the SRG's recommendations.

- i. **Research team** responsible for managing work on “One mission” (SRG Recommendation 1) and “A new research modality” (Recommendation 4);
- ii. **Unified governance team** responsible for supporting the transition to the One CGIAR Common Board and providing support to the identification of required changes in relevant System and Center governance documents (Recommendation 2);
- iii. **Policies and services team** responsible for taking forward preparatory tasks towards One CGIAR policies and services (Recommendation 3.b);
- iv. **Country and regional engagement team** responsible for advancing One CGIAR at the country and regional level (Recommendation 3.c);
- v. **Financial management and modalities team** to work on the financial arrangements of One CGIAR (Recommendation 5); and
- vi. **Resource mobilization team** to work on the resource mobilization business plan (Recommendation 5).

Each transition project team will be co-managed by two internal project leads: one from a Center and one from the System Organization. The System Organization will reach out to Centers to identify transition project team co-managers. These two co-managers will need to devote a minimum of 50% of their time to the transition process, hence funding will be made available to support backfilling by the providing Center. Each work stream will also be supported by an external change management consultant with content experience.

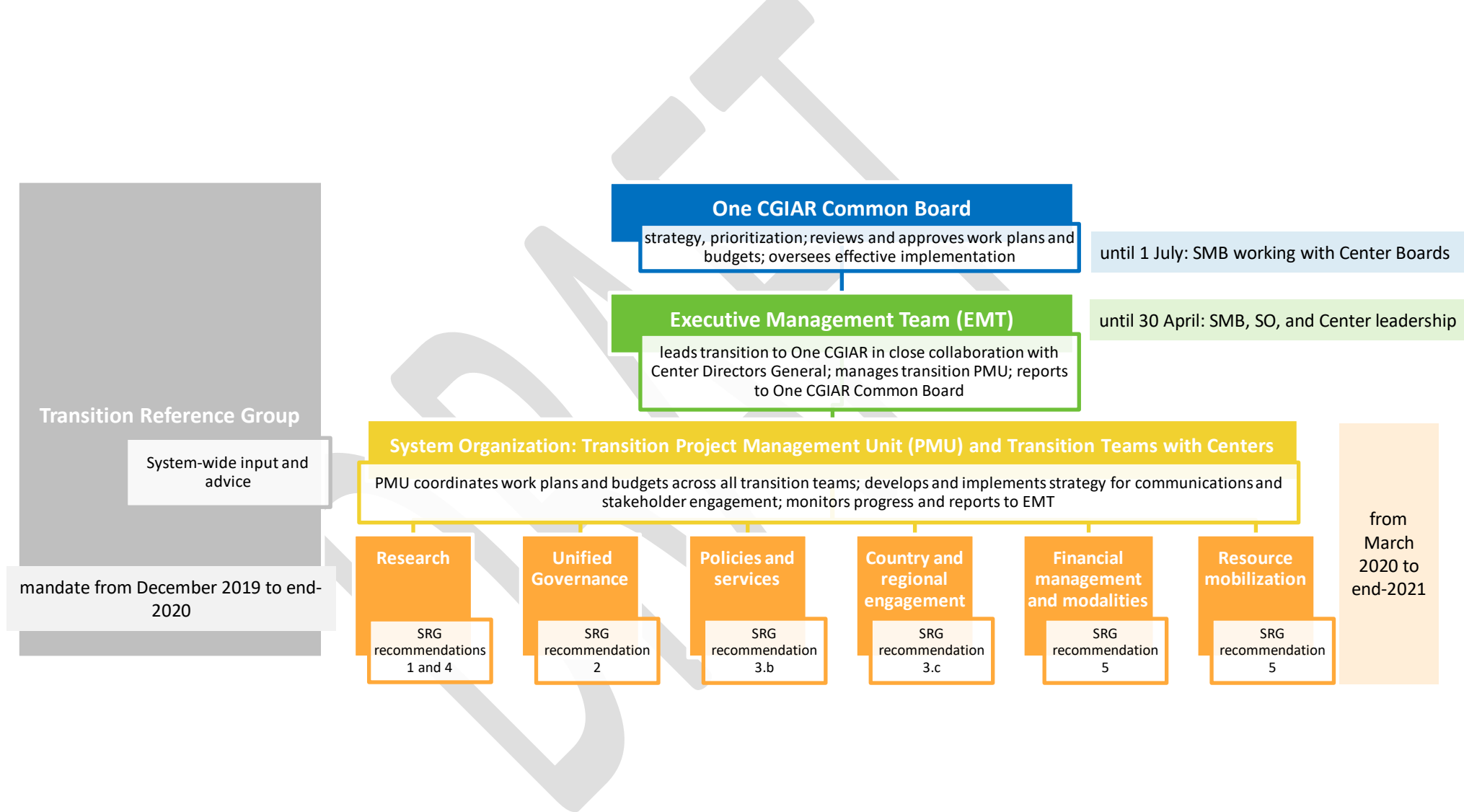
The transition teams will consist of core team members with an active role in the implementation of change management activities. It will be up to the co-managers to propose a composition for their transition team and whether to select team members internally and/or externally. In general, preference

will be given to internal candidates in order to draw on the knowledge, experience, and skills available across CGIAR.

- d. **Transition Reference Group (TRG):** The change process will require a broad-based TRG – with a new mandate and broader membership to help as a key consultation, communication, and reference point on the transition process. In addition to the current SRG membership, the TRG will include the EMT, all Center Board Chairs and Directors General, co-managers of the transition teams, and representatives of key CGIAR communities of practice.



Figure 3: Transition governance and management structure



Resources required for a successful transition

17. **A timely and effective transition to One CGIAR will require significant up-front investment in time and resources.**

Key resources required

18. **Adding sufficient, dedicated human capacity in a timely manner is essential to managing the type of change that the implementation of the SRG's recommendations would entail.** Such capacity is particularly important in:
- a. **Overall change management**, including associated planning, coordination, internal communication, monitoring, and reporting tasks;
 - b. **Thematic, technical capabilities** across the key dimensions of the transition to One CGIAR, e.g. governance, policies and services, and country and regional engagement; and
 - c. **Facilitation and convening capabilities** to enable effective meetings, workshops, and retreats with key stakeholders to advance key elements of the transition.
19. **With a view to initiating the transition as set out in this document, the aforementioned capacity needs can be met at least in part as follows:**
- a. **Harnessing the knowledge, expertise, and experience of CGIAR staff:** CGIAR staff will play an essential role in the transition process as co-managers and members of the thematic transition teams, and by contributing input and ideas through dedicated stakeholder consultations and existing communities of practice. In order to release CGIAR staff to contribute to the transition while ensuring business continuity, funding will be provided to backfill those individuals selected as co-managers and key transition team members.
 - b. **Mobilizing external support to change management:** External change management experts will be brought on board to support:
 - i. The transition PMU in overall planning, coordination, communication, monitoring, and reporting;
 - ii. Each transition team, with dedicated change management expertise combined with subject matter expertise and experience;
 - iii. Centers/ Alliances, to support their leadership; and
 - iv. Facilitation of key meetings, workshops, and retreats.

Annex VI contains a draft request for proposals, encompassing these components.

- c. **Strengthening the System Organization:** In line with its role in constituting the transition PMU and thematic transition teams, as well as in supporting the One CGIAR Common Board, EMT, and TRG, the System Organization will require core strengthening, supplemented by additional CGIAR staff through secondments from Centers, in line with 19.a above, and external consultants to support change management (19.b). This will be set out in more detail in the forthcoming updated CGIAR Research Financing Plan for 2020-2021.

Mobilizing funder support towards the transition

20. **The System Organization has secured a US\$9.9 million grant to support key elements of the transition from late 2019 to late 2021.** This grant from the Bill & Melinda Gates Foundation will support initial actions towards the establishment of the One CGIAR Common Board and EMT, common policies and services, and cross-cutting change management and communication activities.
21. **Discussions are underway to mobilize additional funder support, including for the period 2021 onwards.** Additional resources will be required to enable broad-based progress across all SRG recommendations, starting in 2020 and following the establishment of a clear transition governance and management structure for the change process in the form of the One CGIAR Common Board and EMT. The exact resource requirements for each work stream will be defined in further detail in the coming weeks.

Bringing it together: a breakdown of preliminary actions towards One CGIAR

22. **This section brings together the above timeline, transition governance and management structure, and resource considerations in a set of preliminary actions for the PMU as well as the thematic transition teams.**

Overall coordination, communication and monitoring

Action	Responsible	Timing	Required resources
Launch a request for proposals for change management support	System Organization	By December 2019	time of System Organization
Circulate a revised, Version 1 of this planning document, based on input received	System Organization	By December 2019	time of System Organization
Develop modalities for staff participation in transition teams	System Organization; Center DGs, leadership	mid Nov—Dec 2019	time of Center DGs and leadership, System Organization
Develop ToRs for transition teams	System Organization; Center DGs, leadership	mid Nov—Dec 2019	time of Center DGs and leadership, System Organization
Select transition team members	System Organization; Center DGs, leadership	Dec—Feb 2020	time of Center DGs and leadership, System Organization
Develop preliminary internal communication strategy	System Organization	from Nov—Dec 2019	time of System Organization, transition team co-managers
Develop communication instruments	System Organization	from November 2019	time of System Organization
Implement preliminary communication strategy	System Organization; Centers; Funders; Partners	from December 2019	time of stakeholders

Action	Responsible	Timing	Required resources
Develop preliminary monitoring and adaptive management approach for the change process	System Organization	by January 2020	time of System Organization
Coordinate the development of a detailed 2020—21 transition plan – Version 2 of this document – for SMB and System Council information	PMU	May 2020	time of PMU, other transition teams (in support of EMT, Center DGs and leadership)
Monitor and report on implementation, propose any course corrections to EMT	PMU	from May 2020	time of PMU

Research

Action	Responsible	Timing	Required resources
Develop road map to complete a 2030 Research Strategy by end 2020	Research team	by March 2020	time of Research team
Develop compilation of key recent analyses of global needs for agriculture, land, and water systems under climate change, and associated research agendas	Research team	March—April 2020	time of Research team
Design agenda and approach for May/June 2020 event to shape 2030 Research Strategy	Research team	March—April 2020	time of Research team, external facilitation team
Develop a road map to design and implement a 2022—24 science and funding transition from CRPs to the new research modality	Research team, Finance team	May 2020	time of Research team, Finance team

One CGIAR: Initial Steps and Support Towards the Transition

Action	Responsible	Timing	Required resources
Convene a science workshop to shape the 2030 Research strategy, by delivering a set of indicative CGIAR Project concepts within thematic 'big lift' areas	EMT, Research team	July-Nov 2020	time of Research team, external facilitation team, CGIAR leadership, Science Leaders, NARES and other partners, Funders
Propose a process to review, and if needed revise, lower levels of the SRF	Research team	July 2020	time of Research team
Develop a road map to design and roll out stage-gated systems for performance and results management at two levels for all CGIAR Research Projects: project level and end-to-end innovation management level, effective by end-2021	Research team	September 2020	time of Research team
Coordinate the development of a final 2030 Research Strategy for Common Board and System Council review and approval	EMT, Research team	July-November 2020	time of Research team (in support of EMT, Center DGs and leadership)

Unified governance

Action	Responsible	Timing	Required resources
Support General Assembly of Centers meeting to take steps to reconstitute the SMB membership (the future 'One CGIAR Common Board' members)	System Organization	by end-November 2019 (for mid-December meeting)	time of System Organization; external legal expert

One CGIAR: Initial Steps and Support Towards the Transition

Action	Responsible	Timing	Required resources
Present facilitative changes to the Charter of the CGIAR System Organization to establish One CGIAR Common Board, for approval by the General Assembly of Centers, SMB and SC	Governance team	by mid-January 2020	time of Governance team, legal expert
Share information on any essential adjustments to Center/Alliance Board governing documents to allow for 'one CGIAR' common board	Governance team	by end-January 2020	time of Governance team, legal expert
Discuss and propose for SMB and Center/Alliance Board consideration and approval, a transitional 'United Governance' approach to essential cross-system committees	Governance team	by mid-March 2020	time of Governance team; Audit Committee Chairs' group; legal expert
Develop and agree terms of reference for unified board secretary approach to support common board	Governance team	by April 2020	time of Governance team, legal expert
Develop and deliver induction program for newly appointed SMB members (to be Common Board members)	Governance team	by April 2020	time of Governance team; legal expert; Audit Committee Chairs Group; Center Board Chairs
Commencement of essential 'United Governance' approach to essential cross-system transitional committees	Governance team	by 1 July 2020	time of Governance team; legal expert; facilitative decisions of SMB and Center/Alliance Boards
Monthly interactive 'webinars' for governance focused colleagues; SMB and Center/Alliance Board members	Governance team	from 1 January 2020	time of Governance team; legal expert; Audit Committee Chairs Group; Center Board Chairs

Action	Responsible	Timing	Required resources
Facilitate the organization of a first annual consultative forum of One CGIAR Common Board and country representatives	Governance team	December 2020	time of Governance team, external facilitation team

Policies and services

Action	Responsible	Timing	Required resources
Develop road map to complete business cases for priority policies and services	Policies and services team	by March 2020	time of Policies and services team (including external experts)
Develop ToRs, CfPs for critical external support/ expertise towards the development and roll-out of priority policies and services over the 2020–22 time frame	Policies and services team	by March 2020	time of Policies and services team
External support in place	Policies and services team	by June 2020	time of Policies and services team

Country and regional engagement

Action	Responsible	Timing	Required resources
Develop a preliminary road map to roll out One CGIAR at the country and regional levels starting in end-2020	Country and regional engagement team	by March 2020	time of Country and regional engagement team
Develop a revised road map, based on Executive Management Team input	Country and regional engagement team	by July 2020	time of Country and regional engagement team

Action	Responsible	Timing	Required resources
Roll out One CGIAR at the country and regional levels, including country coordination functions and tailored road maps to develop country strategies aligned with 2030 Research Strategy	Country and regional engagement team	by July 2020	time of Country and regional engagement team

Financial management and modalities

Action	Responsible	Timing	Required resources
Develop a road map to design and roll out business rules for a One CGIAR institutional cost-recovery rate and bilateral funding, effective by end-2021	Financial management and modalities team	by September 2020	time of Financial management and modalities team
Develop a road map to design and implement a 2022–24 science and funding transition from CRPs to the new research modality	Research team, Financial management and modalities team	by September 2020	time of Research team, Financial management and modalities team

Resource mobilization

Action	Responsible	Timing	Required resources
Draft a high-level business plan and resource mobilization strategy for One CGIAR, with scenarios to 50% pooled funding by end-2022 and a doubling of CGIAR's overall funding envelope by 2030	Resource mobilization team	by 31 March 2020	time of Resource mobilization team

Annex I: DRAFT Request for proposals: change management support towards 'One CGIAR'

[PLACEHOLDER, TO BE COMPLETED BY 12 NOVEMBER]

Annex II: Indicative terms of reference for One CGIAR common Board members

[PLACEHOLDER, TO BE COMPLETED]

Annex III: Annual consultative forum of One CGIAR Common Board and Center Board country representatives

[PLACEHOLDER, TO BE COMPLETED]

Annex IV: Indicative terms of reference for One CGIAR Managing Directors

[PLACEHOLDER, TO BE COMPLETED]

Annex V: Indicative terms of reference for transition project managers

[PLACEHOLDER, TO BE COMPLETED]

Annex VI: Indicative implementation risks and mitigation strategies

[PLACEHOLDER, TO BE COMPLETED]