Initial Steps and Transition Support to One CGIAR

**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.

**Document category:** Working document of the System Council - There is no restriction on the circulation of this document.
1. Success factors and transition principles
2. High-level timeline and milestones
3. Transition governance and management structure
4. Resources required for a successful transition
Key stages of the transition journey

1. **Set the destination and make it known**: Decide where you want to go. Determine and communicate the case for change / change vision and destination of choice.

2. **Build capacity**: Have the right crew and get everyone on board. Identify and empower key change agents. Create cross-functional teams. Design the roadmap (the how).

3. **Make it real**: Set the course. Translate the change vision into reality for people and define what it means for them.

4. **Make it happen**: Move to the end state – depart for destination. Cascade down and break down barriers Reward champions of change. Take alternative routes if needed.

5. **Make it stick**: Ensure that change is sustainable and long-term benefits are realized.

**Arrive and enjoy the destination**: Have the right crew and get everyone on board. Identify and empower key change agents. Create cross-functional teams. Design the roadmap (the how).
1. Success factors and transition principles

Transition to One CGIAR

- A Mission-driven
- B Culture and values
- C Communication
- D Adaptive management
- E Co-creation and collaboration
- F Committed leadership
- G Urgency
- H Subsidiarity reframed
- I Learning from others
### 2. High-level timeline and milestones: key steps in 2019—20

For details, see Table 1 of above referenced document.

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- Endorse SRG Recommendations: SC
- Appoint inclusive nominations committee: General Assembly, 12—13
- Develop and circulate a draft, high-level business plan for resource mobilization for One CGIAR: System Org.
- Appoint reconstituted membership of SMB: General Assembly
- Identify and appoint MDs to inaugural EMT: SMB
- Event to shape new 2030 CGIAR Research Strategy: Research team, EMT
- Appoint members of reconstituted SMB to each Centers/Alliance Board at minimum 2/3 majority: Center/Alliance Boards
- Propose integrated operational structure for One CGIAR: EMT
- Develop, present 2030 Research Strategy for approval: EMT
3. Transition governance and management structure

**One CGIAR Common Board**
- Strategy, prioritization; reviews and approves work plans and budgets; oversees effective implementation

**Executive Management Team (EMT)**
- Leads transition to One CGIAR in close collaboration with Center Directors General; manages transition
- PMU; reports to One CGIAR Common Board

**System Organization: Transition Project Management Unit (PMU) and Transition Teams with Centers**
- PMU coordinates work plans and budgets across all transition teams; develops and implements strategy for communications and stakeholder engagement; monitors progress and reports to EMT

**Transition Reference Group**
- System-wide input and advice

Until 1 July, 2020: SMB with Center Boards

Until 30 April, 2020: SMB, SO, and Center Leadership

**Research**
- SRG recommendations 1 and 4

**Unified Governance**
- SRG recommendation 2

**Policies and services**
- SRG recommendation 3.b

**Country and regional engagement**
- SRG recommendation 3.c

**Financial management and modalities**
- SRG recommendation 5

**Resource mobilization**
- SRG recommendation 5

From March 2020 to end-2021
4. Resources required for a successful transition

KEY CAPACITY REQUIREMENTS

- **Overall change management**, including planning, coordination, internal communication, monitoring, and reporting
- **Thematic, technical capabilities** across key dimensions of the transition, e.g. governance, policies and services, and country and regional engagement
- **Facilitation and convening capabilities** to enable effective meetings, workshops, and retreats with key stakeholders to advance key elements of the transition

FILLING THE GAPS

- **Harnessing knowledge, expertise, and experience of CGIAR staff** as transition team members and co-managers, stakeholders in consultations – with backfilling to release key assets
- **Mobilizing external experts** to support transition PMU, each transition team, Centers/Alliances, and facilitation of key meetings, workshops, and retreats (draft RfP to be shared)
- **Strengthening the System Organization** through core, secondments, and consultants to support transition PMU, SMB, EMT, TRG, etc.

**NB:** A successful transition requires up-front investment. The System Organization has secured initial grant of US$9.9m from BMGF, but additional resources required to enable progress at the pace and scope envisaged.