



One CGIAR: System Reference Group Recommendations to the System Council

Purpose: This document presents the System Reference Group’s recommendations to the System Council. It presents these at a high level but with sufficient clarity in terms of detail so that they are actionable. The recommendations aim to create a rapid step-change in CGIAR so that it is fit for purpose to work with national and international partners to address the integrated challenges of the 21st century.

Action Requested: The System Reference Group requests that the System Council consider and endorse the recommendations set out in this paper in full as a package of interconnected and interdependent elements.

- SRG process
- The recommended destination of One CGIAR
 1. A compelling Mission for One CGIAR
 2. Unified Governance
 3. Institutional Integration
 4. A New Research Modality
 5. More, and Pooled, Funding
- Recommended Initial Actions Towards One CGIAR

SRG members



Co-Chairs: Marco Ferroni, SMB Chair
Tony Cavalieri, Bill & Melinda Gates Foundation

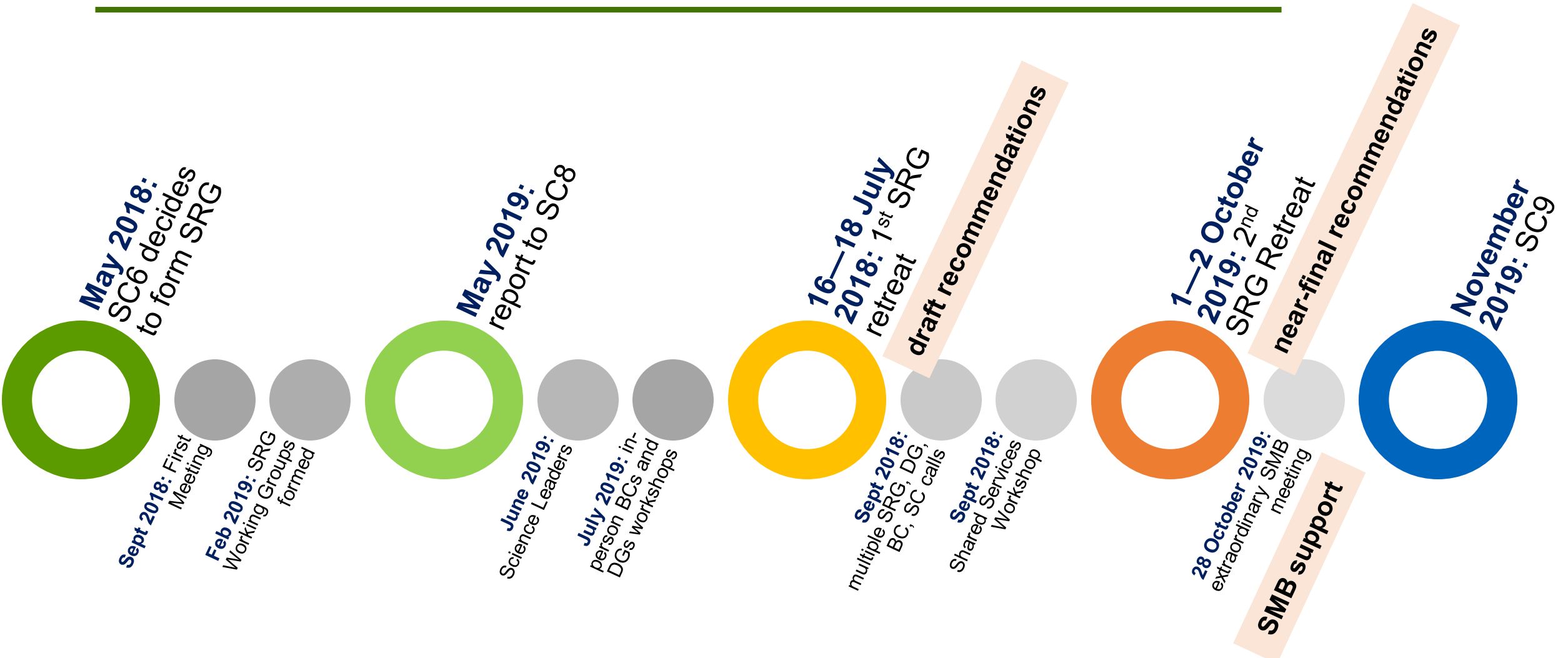
Members from CGIAR System Council

Name	Representation
Jonathan Wadsworth	CGIAR System Council Chair's Office
Melissa Wood	Australia
Dandan Huang	East Asia and Pacific Constituency (China)
Michel Bernhardt	Germany
Pedro Machado	Latin America and Caribbean Constituency (Brazil)
Yarama Ndirpaya	Sub-Saharan Africa Constituency (Nigeria)
Michel Evéquoz	Switzerland
Rob Bertram	United States
Eric Witte	United States
Alan Tollervey	United Kingdom of Great Britain and Northern Ireland
Mark Cackler	World Bank

Members from CGIAR System Management Board and Centers

Name	Representation
Isatou Jallow	SMB Independent member
Kanayo Nwanze	SMB Independent member
Barbara Wells	Center-affiliated member
Claudia Sadoff	Center-affiliated member
Hilary Wild	Center-affiliated member
Matthew Morell	Center-affiliated member
Amos <u>Namanga</u> Ngongi	Center-affiliated member
Yvonne Pinto*	Center-affiliated member*
Elwyn Grainger-Jones	Executive Director, System Organization
Nicole Birrell	Board of Trustees Chairs' Convener 2019
Aly Abousabaa	Directors General Convener 2019

SRG process: high-level time line of events



SRG process: building on analysis, broad consultations



SRG recommendations build on **years of cumulative analysis** of CGIAR, **specifically commissioned studies** on governance options and CRP modalities, and **technical workshops** of Science Leaders and on shared services



the SRG has engaged in an **unprecedented process of co-creation** with Centers, Funders, and partners. The SRG itself brings together centuries of combined CGIAR experience



since September 2018, **the SRG has met five times in person and 40+ virtual meetings** have been held with the full SRG and its three working groups



SRG Co-Chairs have systematically engaged a wide range of stakeholders, including hundreds of calls in 2019 (e.g. six broad-based group calls with Board Chairs and DGs only since 16 September). Draft versions of the recommendations have been circulated for comments on three occasions and 281 written comments have been logged and addressed

SRG process: responding to comments in the final version



- ✓ **Recommendation 1 – Compelling mission for One CGIAR:** greater recognition of potential impact of food, land- and waterscapes transformation across multiple SDGs
- ✓ **Recommendation 2 – Unified governance:** handover period for Center Boards, with up to 1/3 of current, discretionary Center Board members continuing up to end-2021
- ✓ **Recommendation 3.a – Integrated operational structure:** initial Executive Management Team to work with Centers to revert with a proposed operational structure by end-2020
- ✓ **Risk:** input from a System Council AOC and SMB ARC workshop on potential strategic risks, as well as selected recommended high-level mitigation strategies
- ✓ **Adaptive management:** clarifying that dates are targets and that the One CGIAR Common Board/ SMB can to revert to the System Council with recommended course corrections

Recommendation 1: A Compelling Mission for One CGIAR



Develop, by end-2020, a **2030 Research Strategy** anchored in the following mission statement and Impact Areas

5 IMPACT AREAS

nutrition & food security

poverty reduction, livelihoods & jobs

gender equality, youth & social inclusion

climate adaptation & greenhouse gas reduction

environmental health & biodiversity

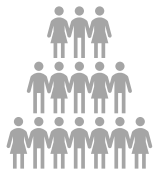
One CGIAR mission:
*ending hunger by 2030
– through science to
transform food, land
and water systems in a
climate crisis*

Recommendation 2: Unified Governance



Establish a **One CGIAR Common Board** to provide a unified governance system for all CGIAR's legal entities and serve in effect as the single governance body for these legal entities. **Target date: by 1 July 2020** a two-thirds majority of discretionary members of each Center/Alliance Board consists of members of the reconstituted SMB

ENTITY-SPECIFIC APPROACH



150+ different board members



30+ in-person board meetings/ year



approval/ oversight of 1,800+ policies



more than 300 board member flights/ year

UNIFIED GOVERNANCE

discretionary roles on Center/Alliance boards and SMB filled by the same individuals

as small as possible (i.e. 8—10 people)

up to 4 meetings/ year

non-discretionary members of Center Boards will continue and be engaged through annual forum

up to 18-month handover period

Recommendation 3.a: An Integrated Operational Structure



Form a **One CGIAR Executive Management Team (EMT)** composed of three Managing Directors to drive System-level leadership, coordination, and a transition towards an integrated operational structure. **Target date: EMT in place by 30 April 2020, reverting to Common Board and SC with a proposed structure by end-2020**

One CGIAR Common Board

high-level strategy, oversight, MD appointments

One CGIAR Executive Management Team

coordinated leadership, drive transition to integrated structure with small no. of operational units by end-2020

Managing Director

Managing Director

Managing Director

Center Directors General

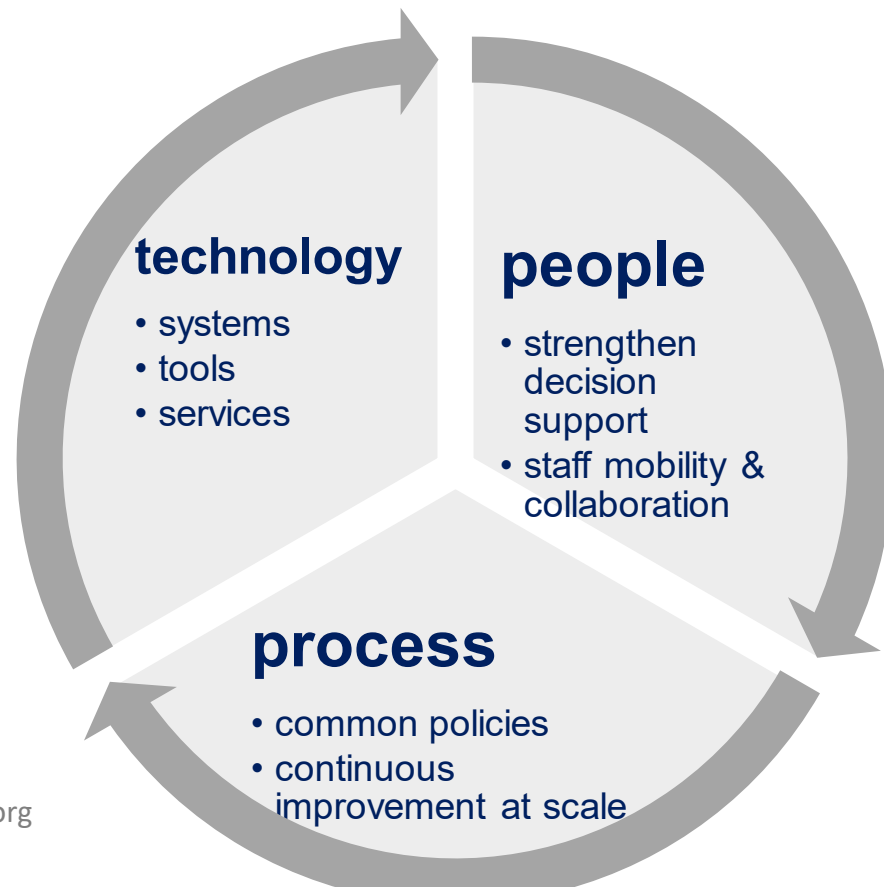
lead Centers in transition, ensure continued delivery against existing commitments, report to EMT

“Centers will transition from self-standing institutions to the foundation and building blocks of a broader, dynamic, and more integrated One CGIAR that maintains and enhances their key assets such as human capacities, legal status, brand values and partnerships”

Recommendation 3.b: One CGIAR Policies and Services



Harmonize CGIAR's policies and internal business services in HR, IT, Finance, Procurement, Communications and Resource Mobilization, and Research Performance and Results Management. Target date for priority action areas: business case development 2019/2020, build and implement 2021/2022



human resources

information technology

finance

procurement

communications

resource mobilization

Recommendation 3.c: One CGIAR at the Country and Regional Level



Organize CGIAR's presence and engagement at the national and regional levels under a new **One CGIAR engagement model** based on a **country strategy**, **coordination function**, and clear **partnership management with key regional bodies**. Target date: EMT to develop implementation plan with commencement **from end-2020**



country
coordination
function



partnership management
with key **regional partners**



CGIAR country
strategies

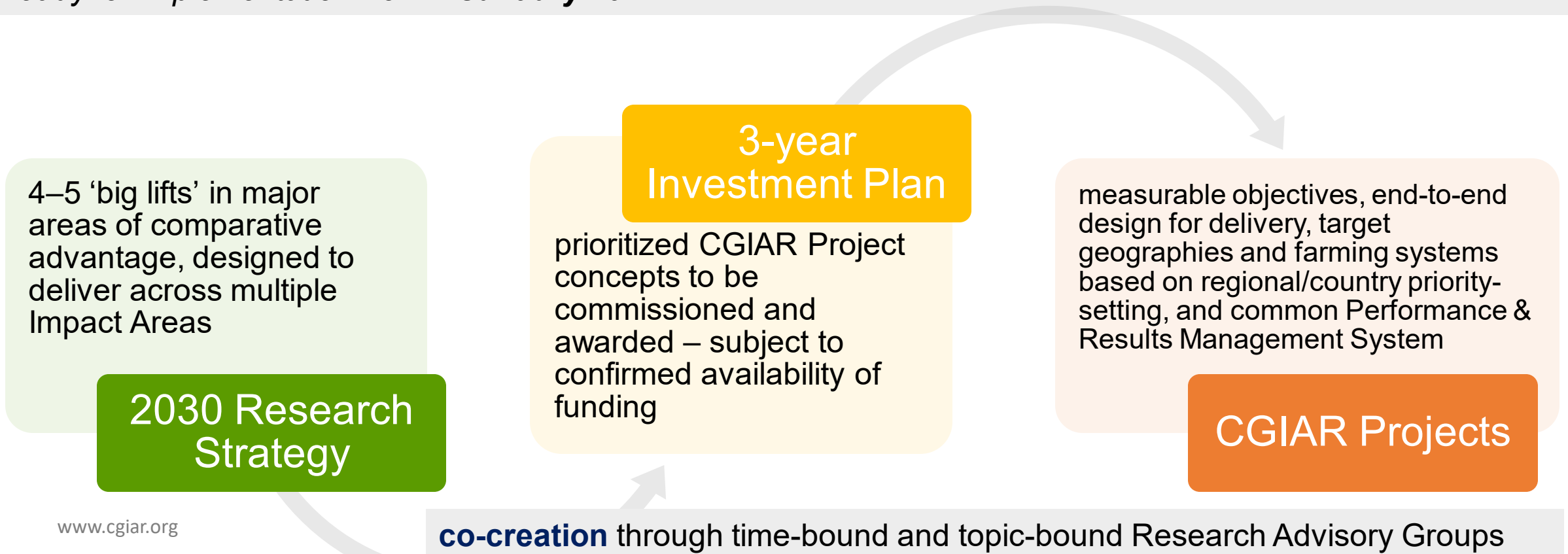


geographically targeted
CGIAR Projects

Recommendation 4: A New Research Modality



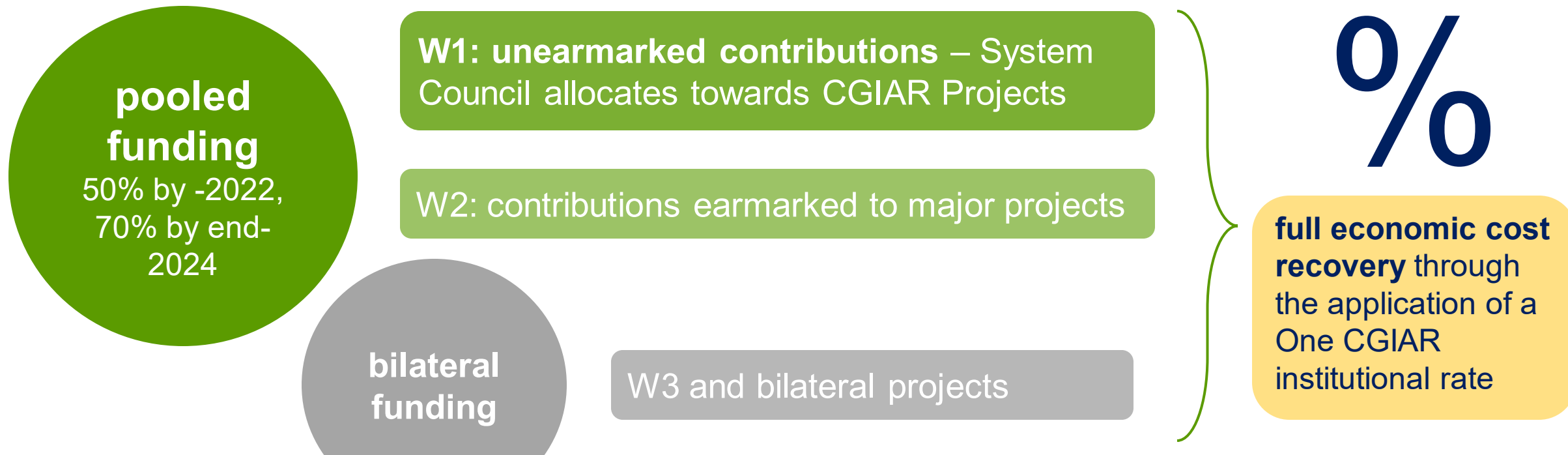
Implement a **phased approach to research delivery** that aligns structure and accountabilities with imperative of seeking **multiple benefits across CGIAR's Impact Areas**, anchored in **large integrative CGIAR Projects**, **co-creation with partners**, and enhanced performance and results management. **Target date:** New arrangement ready for implementation from **1 January 2022**



Recommendation 5: More, and Pooled, Funding



Alongside increased investment into CGIAR Projects, implement a major change in the way CGIAR is funded – most importantly an **increase in overall investment and a shift to greater pooled funding (at least 50%)**. **Target date: 50% pooled funding achieved by end-2022, 70% by the end of the 2022-2024 business plan period, with Funder commitments made at the November 2019 System Council meeting**



FOR CONSIDERATION: To increase momentum in view of targets set out in Recommendation 5, an option is to work towards a 'One CGIAR' launch in 2021 – coinciding with CGIAR @50 – as the culmination of a coordinated resource mobilization campaign

Recommended Initial Actions Towards One CGIAR



- ✓ **Implementation led by the One CGIAR Common Board and EMT** who revert to the System Council with any recommended course corrections
- ✓ **Until the above are in place, SMB will provide overall stewardship and leadership** in close collaboration with Center Boards and leadership
- ✓ **The SRG will transform into a “Transition Reference Group (TRG)”** with a mandate to end-2020, to support EMT when necessary as a consultation, communication, and reference point on the transition process
- ✓ The **System Organization** will play a supporting role in the change process with enhanced capacity, including through Centers and external experts
- ✓ **Key institutional decisions** should be consistent with the direction and destination of One CGIAR, e.g. appointments of new Board Members, initiating new Alliances, or appointing senior leaders.

NB: further thinking on the transition process will be presented separately as part of the background resource ‘Initial Steps and Transition Support to One CGIAR’