Initial Steps and Transition Support to One CGIAR
VERSION 2 - DRAFT FOR DISCUSSION

Purpose

This document sets out a 'Version 2' draft, for consultation and further development, of initial steps in the transition to 'One CGIAR', pursuant to the System Council's endorsement of the System Reference Group's (SRG) recommendations at its 9ᵗʰ meeting on 13–14 November 2019.

Action Requested

This document is provided at the request of the System Management Board as a resource for discussion with Centers, Funders, and partners, with no specific action requested at this time.

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Introduction

1. **The CGIAR System Council, at its 9th meeting on 13—14 November 2019, unanimously endorsed[1] the recommendations of the System Reference Group (SRG)[2].** Those recommendations set out a unified and integrated 'One CGIAR' to respond to the challenges of the 21st century.

2. **The System Council emphasized the urgency of the endorsed transition to One CGIAR, and the critical importance of implementing that transition in an inclusive and collaborative manner, working "as one" across the System Council, Centers, and the System Organization.** Those principles are reflected in the target dates, roles and responsibilities, and initial actions set out in the endorsed SRG recommendations.

3. **The endorsed recommendations focus primarily on the future destination of One CGIAR, less on the transition required to reach that destination.** That transition 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. This document aims to provide such clarity.

4. **This is a 'living document': the ideas presented in this paper represent elements of an evolving plan.** That plan will be developed in increasing detail over the coming months based on a principle of adaptive management, with 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.

5. **Specifically, this document sets out (i) high-level principles to guide the change process to One CGIAR (Annex I), (ii) a non-exhaustive set of 2020 milestones, (iii) preliminary roles and responsibilities, (iv) preliminary resource considerations, and (v) initial thinking on implementation risks and mitigation strategies (Annex IX).** 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.

6. **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 – working closely with the System Council and Centers – will steward and/or lead delivery of the arrangements that will enable CGIAR to reach

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[1] *Chair's Summary, SC9* (https://storage.googleapis.com/cgiarorg/2019/11/SC9-Chairs-Summary.pdf)
[2] 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)

the destination set out in the SRG recommendations. This document aims to provide additional clarity on the requirements for reaching that destination, but without locking in all the necessary arrangements for the journey to that destination, which are best left to this future One CGIAR leadership group.

7. **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. The transition process is sequenced, with the understanding that unified governance and management for One CGIAR is a prerequisite for successful integration on other fronts.

High-level timeline and milestones

8. **Setting out the destination of One CGIAR is the beginning of the journey.** Now stakeholders across the System Council, Centers, and the System Organization need to collectively set the course, make it happen and, critically, make it stick (Figure 1).

Figure 1: Key stages of the transition journey

COMUNICATION AND ENGAGEMENT

Arrive and enjoy the destination: Ensure that change is sustainable and long-term benefits are realized

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

MAKE IT STICK ✓ FINISH

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

MAKE IT HAPPEN

BUILD CAPACITY

SET THE DESTINATION AND MAKE IT KNOWN   MAKE IT REAL

Set the course: Translate the change vision into reality for people and define what it means for them

Decide where you want to go: Determine and communicate the case for change / change vision and destination of choice

WE ARE HERE

9. **The SRG 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 an Executive Management Team by April 2020 and a One CGIAR Common Board by July 2020, enabling the subsequent integration required for One CGIAR in 2020 and beyond. It is envisaged that implementation of the milestones below will enable the transition journey to reach the start of the "make it happen" -stage by the end of 2020.

10. **In order for these milestones to be met, it is critical that specific roles and responsibilities, resources, and detailed timelines be developed and agreed as soon as feasible.** Table 1 brings together key 2020 milestones and initial key actions specifically related to supporting and managing the change process, consistent with the target dates and initial actions endorsed by the System Council.

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

What	Who	When
Appoint an inclusive nominations committee that includes equal numbers of Center and System Council representatives to: 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 to approve TOR for Nominations Committee (System Council to identify immediately thereafter its representatives from among its voting members)	12—13 December 2019
Agree membership and working modalities of the Transition Reference Group (TRG) and launch, if deemed appropriate, thematic transition advisory groups to provide input and guidance across specific dimensions of the transition to One CGIAR	System Reference Group (SRG) transforming into a Transition Reference Group (TRG)	by 31 January 2020
Launch a process to select Managing Directors to an inaugural CGIAR Executive Management Team, including by forming an inclusive search committee with System Council representatives	System Management Board	by 31 January 2020
Put in place a Transition Support Unit ('TSU') and thematic transition teams, including co-managers, membership, and preliminary 2020—21 work plans and budgets	System Organization to establish TSU; System Organization, & Centers to identify co-managers and membership of thematic transition teams	by 31 March 2020

What	Who	When
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
Develop and circulate a draft, high-level business plan for resource mobilization and communications 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	Resource Mobilization team, with input and guidance from a transition advisory group	by 31 March 2020
Virtual workshop(s) with Center Boards, reconstituted SMB, EMT, key Funders, and other key stakeholders to support Center Board decision-making on membership and possible governing instrument changes	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 completed and circulated for SMB and System Council information, based on more advanced versions of this document	Executive Management Team (EMT), with support from the TSU and transition teams, and with input and guidance from TRG	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[3]	Research team to prepare under EMT leadership and with input and guidance from a transition	June 2020

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[3] 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

What	Who	When
	advisory group	
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[4] 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**
2030 Research Strategy completed and circulated for One CGIAR Common Board and System Council review and approval	Research team to prepare under EMT leadership	November 2020
First annual consultative forum of One CGIAR Common Board and country representatives	One CGIAR Common Board	by November 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 brought together in a CGIAR leadership retreat, including the EMT, Center DGs, and other leadership.	EMT, extended CGIAR leadership team	December 2020

Leading and stewarding the transition to One CGIAR

11. **A key identified risk to the transition is clarity of roles in decision-making.** This section aims to clarify the proposed arrangements for leading and stewarding the transition to One CGIAR, building on the roles set out in the endorsed SRG recommendations. These arrangements can be summarized as follows (see also Figure 2 below):

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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.

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

a. **System Management Board (SMB):** As endorsed, SMB will sponsor and oversee the transition to One CGIAR, both in its current and in its reconstituted form. The role of the SMB encompasses, *inter alia*, reviewing and approving work plans and budgets, and overseeing the effective monitoring of progress. During the first year of implementation, the Board will update the System Council on at least a quarterly basis on progress against the time line established in the SRG's recommendations.

b. **System Council:** In line with its role to keep under review the strategy, mission, impact and continued relevancy of the CGIAR System[5]; the System Council endorsed the SRG's recommendations and will periodically review progress in their implementation. The System Council also has an established decision-making role with respect to several elements of the SRG's recommendations, including but not limited to a 2030 Research Strategy, three-year investment plans, and CGIAR Projects.

c. **General Assembly of Centers:** As indicated in Table 1 above, the General Assembly has a role in appointing the membership of a reconstituted System Management Board to also serve as members of the One CGIAR Common Board, once appointed to Center/Alliance Boards. The General Assembly will also consider facilitative changes to the Charter of the CGIAR System Organization to enable the above.

d. **Transition Reference Group (TRG):** In line with the endorsed SRG recommendations, the SRG transforms into a Transition Reference Group with a mandate through to end-2020 to help as a key consultation, communication, and reference point on the transition process. The TRG will ensure that the transition process is carried out in a way that brings together the System Council, Centers, and the System Organization working "as one".

Looking forward, there will be a need to review the composition and working modalities of the TRG, whose focus shifts from the SRG's mandate of setting out a series of high-level, strategic recommendations to providing multi-stakeholder input and guidance towards a complex organizational change process with multiple, interdependent decision points along the way. To maximize the value of a TRG – particularly during the near-term transition to a unified governance and management structure by July 2020 – an option would be for its members and possibly additional stakeholders to form smaller, thematic **Transition Advisory Groups (TAG)** to provide continuous input and guidance towards the implementation of specific dimensions of the transition, e.g. as follows:

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[5] *CGIAR System Framework* (https://cgspace.cgiar.org/bitstream/handle/10947/4371/CGIAR%20System%20Framework%20-%20WEB.pdf?sequence=7)

i.   **Research** on SRG Recommendation 1 ("One mission") and Recommendation 4 ("A new research modality");

ii.   **Unified governance** on SRG Recommendation 2;

iii. **Policies and services** on Recommendation 3.b;

iv.   **Country and regional engagement** on Recommendation 3.c;

v.   **Financial management and modalities** on the financial arrangements of One CGIAR (Recommendation 5); and

vi.   **Resource mobilization** to work on the resource mobilization business plan (Recommendation 5).

The membership of each TAG would need to reflect the principle of working "as one" across the System Council, Centers, and the System Organization, albeit appropriately tailored to each theme. The TAGs could bring in members beyond the current SRG. Clear lines of communication would need to be established to enable an effective flow of information between the TAGs, as well as with the wider TRG and the stakeholder groups it brings together.

The TAGs, with corresponding, dedicated transition teams (see below), could be formed as soon as feasible, while recognizing that the work on themes i, ii, and vi above would have to be front loaded in line with the target dates endorsed by the System Council and as set out in further detail in Table 1 above and in the section on 'Bringing it together' below.

e.   **One CGIAR Executive Management Team (EMT):** The EMT, once established in April 2020, 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 and manage the transition support unit and transition teams (see below). The EMT will work in close consultation with the TRG and TAGs.

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 ensure continued, effective delivery of existing and new commitments.

f.   **Transition Support Unit (TSU):** A dedicated unit will be established to support EMT and the transition teams in overall planning, coordination, change communication, monitoring, and reporting. The TSU will report to EMT and help facilitate the work of the TRG and possible TAGs. It will be staffed by the System Organization, possible Center secondees, and external experts.

g.   **Transition Teams:** Dedicated, thematic teams – comprising System Organization and Center staff as well as external experts – will be formed to advance specific dimensions of the transition to One CGIAR, mapping to the six possible TAGs above (Para 11.d). Each transition team will be co-managed by two internal project leads: one from a Center and one from the System Organization.

Figure 2: Leading and stewarding the transition to One CGIAR

Transition Reference Group (TRG)

SRG Recommendations, Para 36.c: "Following the System Council's Chengdu meeting, the SRG will transform into a 'Transition Reference Group (TRG)' with a mandate through to end-2020, to support the Executive Management Team when necessary as a consultation, communication, and reference point on the transition process, to enable effective System-wide input and advice. This will facilitate the continued close interaction and collaboration that has served this process over the last year."

System Council (SC)

- keeps under review the strategy, mission, impact and continued relevancy of the CGIAR System
- endorsed the SRG's recommendations and will periodically review progress in their implementation
- decides, *inter alia*, on a 2030 Research Strategy, three-year investment plans, CGIAR Projects, and pooled funding modalities

System Management Board (SMB)

- sponsors, oversees transition to One CGIAR
- reviews and approves work plans and budgets, oversees the effective monitoring of progress
- during the first year of implementation, updates the SC on at least a quarterly basis on progress against the endorsed target dates

General Assembly of Centers (GA)

- appoints the membership of a reconstituted SMB to also serve as members of One CGIAR Common Board, once appointed to Center/Alliance Boards
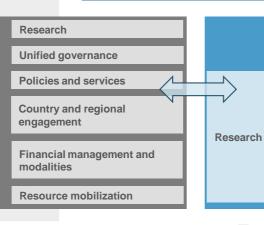- considers facilitative changes to the Charter of the CGIAR System Organization

One CGIAR Executive Management Team (EMT)

- leads transition to One CGIAR – with its MDs collectively accountable for the management of the change process
- reports to the One CGIAR Common Board and manages the TSU and transition teams
- Center DGs report to the EMT and play a critical role both as change managers and in ensuring business continuity

Transition advisory groups (TAG): SC, Center, and SMB representatives – including but not limited to TRG members – providing continuous input, guidance

- Research
- Unified governance
- Policies and services
- Country and regional engagement
- Financial management and modalities
- Resource mobilization

Transition teams: dedicated teams of SO, Center staff, external experts to advance specific dimensions of the One CGIAR transition; report to EMT

Research	Unified governance	Country and regional engagement	Policies and services	Financial management and modalities	Resource mobilization

Transition Support Unit (TSU):

- supports overall transition planning, coordination, communication, monitoring, and reporting
- reports to EMT
- facilitates the work of TRG
- coordinates the work of transition teams

Resources required for a successful transition

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

Key resources required

13.   **Adding sufficient, dedicated human capacity in a timely manner is essential to managing the type of change that the transition to One CGIAR entails.** 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.

14.   **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 knowledge, expertise, and experience across the System:**

      i.   CGIAR staff will play an essential role in the transition process as co-managers and members of 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 to dedicate a significant portion of their time to the transition process, e.g. as co-managers or key members of thematic transition teams.

      ii.   Members of the System Council will also bring important experience and expertise in support of the transition, through participation in the TRG and transition advisory groups, other consultation processes, and potentially through secondments.

   b.   **Mobilizing external support to change management:** External change management experts will be brought on board to support:

      i.   The TSU 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 V contains a draft request for proposals, encompassing these components.

Mobilizing funder support towards the transition

15.   **Resource mobilization for initial transition costs is underway.** Funders have been approached and understand that significant investments will be needed to support the implementation of the SRG recommendations to One CGIAR.

16.   **The System Organization has secured a US$9.9 million grant to support key elements of the transition from late 2019 to late 2021, as well as an additional US$1 million pledge of support for institutional transition.** A grant from the Bill & Melinda Gates Foundation combined with an additional investment from Norway 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.

17.   **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 possible, preliminary actions towards One CGIAR

18. **This section brings together the above timeline, transition governance and management structure, and resource considerations in a set of possible, preliminary actions for the One CGIAR Executive Management Team, the Transition Reference Group and Advisory Groups, thematic transition teams, the transition support unit, and other stakeholders identified above.**

Overall coordination, communication and monitoring

Action	Responsible	Timing	Required resources
Agree membership and working modalities of the Transition Reference Group (TRG) and launch, if deemed appropriate, thematic transition advisory groups to provide input and guidance across specific dimensions of the transition to One CGIAR	System Reference Group (SRG) transforming into a Transition Reference Group (TRG)	by January 2020	Time of TRG
Develop modalities for staff participation in transition teams	Center DGs, leadership, System Organization	Dec 2019—Jan 2020	time of Center DGs and leadership, System Organization
Develop ToR for Transition Support Unit (TSU)	System Organization, with input and guidance from TRG	Dec 2019—Jan 2020	Time of System Organization, TRG
Develop ToR for transition teams to advance the transition to One CGIAR	System Organization; Center DGs, leadership; with input and guidance from TRG	Dec 2019—Jan 2020	Time of System Organization, Center DGs and leadership, TRG
Launch a request for proposals for change management support	System Organization	By January 2020	time of System Organization
Select TSU and transition team members	System Organization for TSU; System	Dec 2019—Feb 2020	time of Center DGs and leadership, System

Action	Responsible	Timing	Required resources
	Organization and Center DGs, leadership for transition teams		Organization
Develop preliminary internal communication strategy, including structure and approach	System Organization, with input and guidance from TRG	Dec 2019—Jan 2020	time of System Organization
Develop communication instruments	System Organization	from November 2019	time of System Organization
Implement preliminary communication strategy	TSU; Centers; Funders; Partners; TRG	from January 2019	time of stakeholders
Develop preliminary monitoring and adaptive management approach for the change process	TSU, with input and guidance from TRG	by January 2020	time of TSU
Coordinate the development of a detailed 2020—21 transition plan – building on more advanced versions of this document – for SMB and System Council information	Executive Management Team (EMT), with support from TSU and transition teams, and with input and guidance from TRG	May 2020	time of EMT, TSU, transition teams
Monitor and report on implementation, propose any course corrections to EMT	TSU	from May 2020	time of TSU

Research

Action	Responsible	Timing	Required resources
Develop road map to complete a 2030 Research Strategy by end 2020	Research team, with input and guidance from a Research transition advisory group (TAG)	February 2020	time of Research team and invited participants, Research TAG

Action	Responsible	Timing	Required resources
Design June 2020 event to shape 2030 Research Strategy, including advance analyses and preparations required	Research team, with input and guidance from Research TAG	February 2020	time of Research team and invited participants, Research TAG
Develop compilation of key recent analyses of global needs for agriculture, land, and water systems under climate change, and associated research agendas, and other analyses as required	Research team, with input and guidance from Research TAG	March—April 2020	time of Research team, Research TAG
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 for submission to EMT and System Council, with input and guidance relevant TAGs	May 2020	time of Research team, Finance team, relevant TAGs
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, supported by Research team, with input and guidance from Research TAG	June 2020	time of Research team, Research TAG, 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	EMT, supported by Research team, with input and guidance from Research TAG	July 2020	time of EMT, Research team, Research TAG
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 with Policies and services team for submission to EMT, One CGIAR Common Board, and System Council	September 2020	time of Research team

Action	Responsible	Timing	Required resources
Coordinate the development of a final 2030 Research Strategy for Common Board and System Council review and approval	EMT supported by Research team	July-November 2020	time of EMT, Research team

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
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, with input and guidance from Governance transition advisory group (TAG)	by mid-January 2020	time of Governance team, legal expert, Governance TAG
Share information on any essential adjustments to Center/Alliance Board governing documents to allow for 'one CGIAR' common board	Governance team, with input and guidance from Governance TAG	by end-January 2020	time of Governance team, legal expert, Governance TAG
Discuss and propose for SMB and Center/Alliance Board consideration and approval, a transitional 'United Governance' approach to essential cross-system committees	Governance team, with input and guidance from Governance TAG	by mid-March 2020	time of Governance team; Audit Committee Chairs' group; legal expert; Governance TAG
Develop and agree terms of reference for unified board secretary approach to support common board	Governance team, with input and guidance from Governance TAG	by April 2020	time of Governance team, legal expert, Governance TAG
Develop and deliver	Governance team,	by April 2020	time of Governance

Action	Responsible	Timing	Required resources
induction program for newly appointed SMB members (to be Common Board members)	with input and guidance from Governance TAG		team; legal expert; Audit Committee Chairs Group; Center Board Chairs; Governance TAG
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
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, with input and guidance from Policies and services transition advisory group (TAG)	by March 2020	time of Policies and services team (including external experts), Policies and services TAG
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, with input and guidance from Policies and services TAG	by March 2020	time of Policies and services team, Policies and services TAG

Action	Responsible	Timing	Required resources
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, with input from Country and regional engagement transition advisory group (TAG)	by March 2020	time of Country and regional engagement team, Country and regional engagement TAG
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
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	EMT, Financial management and modalities team with input and guidance from Financial management and modalities transition advisory group (TAG)	by September 2020	time of Financial management and modalities team, Financial management and modalities TAG

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, Resource mobilization transition advisory group (TAG)	by 31 March 2020	time of Resource mobilization team, Resource mobilization TAG

Annex I: Success factors and transition principles

Driving and managing change involves consideration of key success factors[6], with continuous review, course adjustment, and innovation as essential enabling elements.

Figure 3: Success factors in managing change

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. **People, 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 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

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

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 the transition will involve engaging staff from across the System, Funders, and partners in cross-functional teams working on different dimensions of One CGIAR.

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 leadership[7] 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 adaptation[8].

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. 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.

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

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[7] 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.

[8] 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.

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.[9]

Annex II: Possible membership and working modalities of the Transition Reference Group

[PLACEHOLDER, TO BE COMPLETED]

Annex III: Indicative terms of reference for One CGIAR Executive Management Team and Managing Directors

This note sets out indicative terms of reference for the One CGIAR Executive Management Team and its Managing Directors, pursuant to the recommendations of the System Reference Group (SRG), endorsed by the System Council at its 9th meeting on 13—14 November, 2019[10].

One CGIAR Executive Management Team

The SRG recommends that a One CGIAR Executive Management Team (EMT), composed initially of three Managing Directors, be established to provide coordinated leadership of CGIAR and support effective decision-making and oversight of CGIAR research delivery and unified operations by the One CGIAR Common Board.

Key responsibilities

In accordance with the SRG's recommendations, key responsibilities of the EMT include to:

- Provide overall coordinated leadership of CGIAR;

- Lead the transition to One CGIAR, consistent with the SRG recommendations endorsed by the System Council, reporting to and overseen by the System Management Board/ One CGIAR Common Board;

- As a key priority in 2020, lead the development of an integrated operational structure for One CGIAR, with a small number of operational units;

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[9] 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.

[10] SC9-02, *One CGIAR: A bold set of recommendations to the System Council* (https://storage.googleapis.com/cgiarorg/2019/11/SC9-02_SRG-Recommendations-OneCGIAR.pdf)

- Working with Center leadership, put in place adequate measures to ensure effective delivery against existing Center commitments, and an orderly transition to a new research modality and CGIAR Projects;

- In close collaboration with Centers and the System Organization, represent CGIAR in key global events and processes; and

- Carry out any additional responsibilities as determined by the System Management Board/ One CGIAR Common Board.

Working modalities

The EMT will consist of three Managing Directors, working as a team, with diversity and complementary skills. It will establish its own working modalities and the division of roles among the Managing Directors. The EMT will participate in SMB/ One CGIAR Common Board meetings as active observers.

Managing Directors

The Managing Directors of a One CGIAR Executive Management Team (EMT) will be appointed by the SMB/ One CGIAR Common Board. They will report to the SMB/ One CGIAR Common Board as a team and be evaluated on their collective performance as a team. As such, apart from the key responsibilities of the EMT (see above), the specific roles and responsibilities of individual MDs will be determined following appointment to make best use of the skills and experience of each individual.

Key skills and competencies

The following is a non-exhaustive list of skills and competencies required of the three Managing Directors:

- Substantial experience in managing complex international organizations
- Substantial experience in managing a global research portfolio
- Experience in leading transdisciplinary research for development, preferably in one or more of the following areas: agriculture, food systems, and land and water systems
- Capable of leading complex organizational change
- Excellent communications skills, both written and verbal, with the ability to articulate messages to a variety of audiences in simple ways
- Capable of developing and maintaining strong relationships with different types of stakeholders within and outside the organization
- Demonstrated ability to inspire and motivate teams and partners

Annex IV: Indicative terms of reference for a transition support unit
[PLACEHOLDER, TO BE COMPLETED]

Annex V: Indicative terms of reference for thematic transition teams
[PLACEHOLDER, TO BE COMPLETED]

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

CGIAR seeks consultants (team or firm) to support the CGIAR System Management Board and – once established – a CGIAR Executive Management Team in a transition to 'One CGIAR' as set out in the System Reference Group's recommendations to the CGIAR System Council.

Background

CGIAR is the world's leading partnership dedicated to agricultural research for development.

In 2018, the CGIAR System Council established the System Reference Group (SRG) as a means to bring together Funders, Centers, and partner countries to develop forward-looking recommendations on CGIAR's research focus, delivery model, and institutional structure.

The SRG presented its recommendations to the System Council in November 2019. These amount to a dynamic reformulation of CGIAR's mission, governance, organizational structure, partnerships, and research modalities as a united 'One CGIAR'. Taken together, the SRG's recommendations set out an integrated approach to addressing the complex and interconnected challenges of the 21st century.

The System Council unanimously endorsed the SRG's recommendations at its 9th meeting on 13–14 November, requesting the System Management Board and then the One CGIAR Common Board to oversee their implementation with input and advice provided by an inclusive Transition Reference Group (TRG).

Purpose

Implementing the SRG's recommendations entails a profound change across CGIAR, addressing culture, values, people, policies, and systems. With key steps frontloaded for 2020, CGIAR seeks external change management expertise to enable a timely, effective, accountable, transparent, and inclusive transition to One CGIAR. Ultimately, this transition aims to enable CGIAR to effectively deliver on a unified mission of "ending hunger by 2030 – through science to transform food, land and water systems in a climate crisis".

Expected outcomes

The selected consultants will support CGIAR in achieving the following outcomes:

i. CGIAR scientists, Funders, and partners are aligned behind and supportive of a compelling 2030 Research Strategy (see SRG Recommendation 1);

ii. CGIAR's governance fosters effective collaboration, integration, as well as coherent strategy and prioritization through a One CGIAR Common Board (SRG Recommendation 2);

iii. CGIAR's operational structure is streamlined to enable the effective delivery of CGIAR research, One CGIAR services, as well as country and regional engagement (SRG Recommendations 3.a–c);

iv. CGIAR's research modality enhances accountability, integration of skills, co-creation with partners, as well as performance and results management in support of the implementation of the 2030 Research Strategy (SRG Recommendation 4); and

v. CGIAR funding modalities enable a significant increase in overall investment and the share of pooled funding, as well as universally applied cost recovery in support of the implementation of the 2030 Research Strategy (SRG Recommendation 5).

Description of key deliverables

The selected consultants will provide strategic, technical, and facilitation support towards the transition to One CGIAR.

The lead consultant, with considerable change management and project management experience, will work with the CGIAR System Organization to strengthen the overall transition support unit (TSU) – including planning, coordination, communication, monitoring, and reporting – providing direct advice to the EMT and the System Organization Management Team.

Additional experts, with change management and relevant content experience and expertise, will support the following six dedicated transition teams:

a. Research team: SRG recommendations 1 and 4 on "One mission" and "A new research modality";

b. Unified governance team: SRG Recommendation 2 on "Unified Governance";

c. Policies and services team: SRG Recommendation 3.b on "One CGIAR Policies and Services";

d. Country and regional engagement team: SRG Recommendation 3.c on "One CGIAR at the Country and Regional Level";

e. Financial management and modalities team: SRG Recommendation 5 on "More, and Pooled, Funding" as it relates to financial management and modalities; and

f. Resource mobilization team: SRG Recommendation 5 on "More, and Pooled, Funding" as it relates to resource mobilization.

Key deliverables include to:

- Support the development of a detailed 2020–21 transition plan (building on Version 2 of the document 'Initial Steps and Transition Support to One CGIAR'), including a risk assessment, communications strategy, and approach to monitoring and adaptive management;

- In line with the overall transition plan, support the development of work plans and budgets for the six transition teams;

- Provide design, facilitation, and reporting support to major meetings, workshops, and retreats in line with the transition plan, including but not limited to meetings of the TRG and the extended CGIAR leadership team of the EMT and Center Directors General, a 2020 annual consultative forum of the One CGIAR Common Board and country representatives, as well as a major science workshop in support of a 2030 Research Plan;

- Provide strategic and change management advice and coaching to the EMT, Center leadership, the System Organization, and the transition project co-managers;

- Support monitoring and assessment of progress, and reporting to the System Management Board, including the identification of relevant implementation risks and mitigation strategies;

- Carry out relevant diagnostic/ analytical work in support of the above deliverables;

- Support relevant technical tasks, including analysis, design, stakeholder consultations, and training in support of the thematic transition teams, as appropriate;

- Insource – as needed – specialized skills from other external partners; and

- Support Center and Alliance-level change management activities, as appropriate.

Duration of the assignment

XX working days starting on 1 March 2020 and ending no later than 31 December 2021.

Knowledge, skills, and abilities

- Credible and referenced track-record for the team or firm responding to the RfP;

- Senior leadership and change management experience in business or public administration, international development or affairs, or other relevant field;
- Demonstrable experience in providing strategic and technical support in large and complex organizations with diverse stakeholders;
- Experience and expertise in agricultural research for development;
- Experience and expertise in governance, organizational design, corporate policy and services, and country and regional engagement;
- Proven excellent written and oral communication and facilitation skills in English, including in multi-cultural settings.

Evaluation criteria

All proposals will be evaluated on a value-for-money, 2-step basis with the technical proposals and the financial proposals each being evaluated separately in the first round and then combined to determine best value for price. Bidders whose proposals have been short-listed may be contacted with questions for clarification.

Who we are

CGIAR is a global research partnership for a food-secure future. CGIAR science is dedicated to reducing poverty, enhancing food and nutrition security, and improving natural resources and ecosystem services. Its research is carried out by 15 CGIAR Centers in close collaboration with hundreds of partners, including national and regional research institutes, civil society organizations, academia, development organizations, and the private sector. The 15 Centers have close to 10,000 staff based in more than 50 countries.

The CGIAR System Organization, which is an international organization headquartered in Montpellier, France, provides governance to the CGIAR System in collaboration with the System Council and has about 40 staff. The Organization is committed to cultivating a work environment that reflects teamwork, gender equality, and respect for diversity. We endeavor to foster a multi-cultural environment that is free of any form of harassment and discrimination; and that embraces and values individuals regardless of age, ethnicity, race, gender, national or social origin, marital status or any other form of personal identity. Please find more information about CGIAR at www.cgiar.org.

How to submit a proposal

Please submit a narrative proposal and a budget proposal as two separate documents to smo-procurement@cgiar.org. Both documents can be attached to the same email. Narrative proposals will consist of no more than 10 pages using Microsoft Word or similar format, font size 11pt., margins no smaller than one-inch. Proposals must include the team composition and experience and clearly breakdown each team member's estimated contribution to the proposal.

Budget proposals will be presented using Microsoft Excel or similar format and consist of, at a minimum, the following line items: consultant time (hourly or daily rate), resources, travel. The budget will be presented in US dollars.

All proposals must be received no later than 12:00 Paris time, XX January 2020. Only electronically submitted proposals will be considered. Late proposals will not be considered. Shortlisted bidders will be contacted no later than XX February 2019.

Annex VII: Indicative change communication structure and modalities
[PLACEHOLDER, TO BE COMPLETED]

Annex VIII: Annual consultative forum of One CGIAR Common Board and Center Board country representatives
[PLACEHOLDER, TO BE COMPLETED]

Annex IX: Indicative implementation risks and mitigation strategies

1.   This document provides initial, indicative input on potential implementation risks for the SRG's One CGIAR recommendations.

2.   This document can be viewed as a companion to the document entitled *Initial Steps and Transition Support to One CGIAR*. Recognizing that the key opportunities are explored in the SRG's recommendations, the focus of this material is on potential downside risks. Nevertheless, emerging opportunities as CGIAR moves through a transition process should equally be continually assessed.

3.   The document is intended as a contribution in support of a robust transition, by recognizing and being realistic about associated challenges faced by the System and its wide range of stakeholders, including funders, other partners, management and staff across the Centers and the System Organization.

4.   The document has been informed by input from different sources, including a joint workshop of the members of the Assurance Oversight Committee of the System Council and the System Management Board's Audit and Risk Committee, held on 23 October 2019.

5.   The contents of this document are indicative and non-exhaustive and are in no way intended to provide any degree of assurance in relation to the matters it covers. A comprehensive risk evaluation analysis will form part of detailed One CGIAR transition and implementation planning on an ongoing and iterative basis.

Table 1: Potential implementation risks and recommendations to manage and mitigate

This table is an initial collation of implementation risks that accepts it cannot be exhaustive until an implementation plan is designed, and a risk assessment can be undertaken on the details of that plan. The numbering in the recommendations does not directly correspond to the numbering of risks; rather, each section represents a collation in a non-prioritized order, and some recommendations address more than one risk.

Risks	Recommendations
Cross-cutting	

1. Poorly executed integration (ref. challenges for CGIAR as collection of international organizations).
 2. Failure to deal with the 'classic' challenges: fear, uncertainty, doubt, distrust, hostility.
 3. Insufficient resources to support implementation across all modalities (People, Process, Technology, Change Management/Communication) and enable effective pace to allow for maximum impact/success.
 4. Insufficient change management expertise and experience for planning/rigorous project management of the transition and transformation.
 5. Insufficient/unrealistic timeframe to get buy-in from all key parties and/or deliver the major changes envisaged.
 6. Resistance/lack of buy-in and support from key stakeholders, e.g.:
    a) Funders (e.g. support will evaporate if reforms do not produce tangible/demonstrable proof of progress with results that are measurable and communicated effectively in short term).
    b) Centers (e.g. failure to secure participation of Centers in the preparatory work; potential withdrawal, or threat of withdrawal, from one or more Centers, with resultant damage to System reputation due to 'contagion').
    c) Staff (e.g. departures due to uncertainty, reduced level of influence and sense of being unsettled arising from the changes).
    d) Other partners (e.g. National Agricultural Research Systems, Departments of Agriculture, collaborators etc.)
 7. Unclear/disputed decision-making during change process.
 8. Getting the timeline right: potential harmful disruption of moving too quickly and loss of support, momentum and ultimately relevance if moving too slowly.
	1. Ensure proactive management of complex change process, including possibly through identification/establishment of: (a) formal project sponsor at SMB level; (b) project steering group; and (c) dedicated project/change management function (e.g. CGIAR staff + external firm whose embedded personnel bring tried and tested methodology and weight of specialist experience to the role).
	 2. Carefully consider transition and steady state staffing requirements, recruiting/using external resources to support/backfill as required.
	 3. Systematically work through transition requirements relating to policy, process and organizational architecture in a professional and transparent way.
	 4. Develop more structure around communication, including need for cascading and sequencing of messaging, tailored for different audiences.
	 5. Introduce mechanism to capture feedback from stakeholders, to better understand what tangible success actually means.
	 6. Develop some kind of rapid adaptation process to address incoming risks (e.g. as part of a Program Management Office function).
	 7. Determine tolerance levels for potential disruptive events involving key stakeholders related to the transition process and establish appropriate contingency plans.
	 8. Develop broader HR plan to build capacity and move people to a new way of working.

Risks	Recommendations
Compelling mission for One CGIAR	
1. A vision and roadmap that are not clearly articulated - or articulated too slowly, or without conviction or confidence in the value proposition behind it - can impede effective implementation downstream (organization) and upstream (funders) if room is allowed for confusion or mistrust. 2. Brutal facts have not been explicitly addressed 3. Key stakeholders not completely on board with the message and vision, due to lack of socialization and buy-in. 4. Misconception that overall broad alignment with SDGs limits CGIAR's capacity to be responsive to global challenges where it has a comparative advantage. 5. Failure to articulate One CGIAR's sustainable competitive advantage.	1. Develop a compelling upstream and downstream communications strategy on rationale and ensure appropriate funding for messaging internally and externally. 2. Identify key internal and external sponsors. 3. Ability and openness to confront reality, demonstrate confidence, and craft a vision
Unified governance	
1. Common Board member role poorly understood and change process mis-managed, resulting in ineffective oversight and loss of knowledge, expertise and wisdom of each Center/Alliance being lost or negatively impacted. 2. Lack of necessary due diligence into impact on Host Country Agreements and potential breach of - or inability to retain privileges and immunities afforded under - Host Country Agreements. 3. A view in the System that the proposal is top down and may inadvertently create a new heavy managerial and technical layer that goes against the current management and technical capacity. 4. Greater clarity in the plan on governance and administrative issues than on strategic and programmatic issues. 5. Movement to One CGIAR Common Board is either too fast or too slow to achieve desired outcomes. 6. Ineffective assessment and treatment of risks at all levels, due to lack of time, priority, expertise, insight and connection with risk appetite etc. 7. Failure to appoint a Board with appropriate skills and experience who commit to spending the time required to do the job required.	1. Focus on maintaining developing good One CGIAR relationships with host countries, rather than securing immunities and privileges per se. 2. Use RASCI model to facilitate alignment of authority, responsibility and accountability and ability to make decisions in right place at right time without major clashes. 3. Carefully consider the need for a correct balance of gender, nationality, skills, available time, expertise and insights of Common Board members. 4. Ensure Common Board member roles, responsibilities are defined via an inclusive process that draws on the breadth and wisdom of existing members. 5. Ensure Common Board's roles and responsibilities are defined, and new members appointed, before focusing on which committees are needed and how they are structured. 6. Recruit individuals with strong change driving skills/expertise as initial Managing Directors (e.g. 3-year term), to get the job of transitioning to the integrated operational structure done. 7. Use existing Center leadership and the General Assembly as key mechanisms to monitor and proactively manage transition.

Risks	Recommendations
8. Failure to articulate compelling rationale for One Board/3 MDs etc. 9. Challenge of managing the conflicts of interest between the best interests of One CGIAR on the one hand and each individual Center on the other. 10. Over-dominant behavior / failure to organize challenge to ensure best possible and appropriately inclusive decision-making.	

Integrated operational structure

Risks	Recommendations
1. Insufficient investment and resources to support implementation across all modalities (People, Process, Technology, Change Management/Communication) and enable effective pace to allow for maximum impact/success. 2. Increased risk of fraud in period of extensive change. 3. Failure to move support systems and science agenda forward in step with each other. 4. Unclear rationale for composition and organization of the business units undermines authority to drive further institutional efficiencies and integration. 5. Underestimating the difficulties in simplifying, standardizing and streamlining policies, processes, IT and procedures across all Centers, including scientific research and support activities. 6. Inadequate attention to developing a new CGIAR culture. 7. Challenges arising from consolidation of HCAs across all Centers. 8. Failure to recognize critical importance of cyber-risk at Board level and throughout the System. 9. Unanticipated consequences of One CGIAR accounting and financial reporting (e.g. Fair Value adjustments, consolidation adjustments.) 10. Failure to consolidate offices/farms/research centers.	1. Define what success looks like and the investments needed for delivery. 2. Be realistic about level of investment and be clear and transparent in tackling issues. 3. Treat transition as a full-scale program, under which a wide range of individual projects sit. 4. Identify leaders at various levels who are aligned and buy in to values to play a role in leading the change, running related projects and initiatives. 5. Highlight importance of diversity and get transition projects to run in way that reflects desired future operating state. 6. Identify suitable performance measures to check progress against outcomes and adapt when required. 7. Actively try to construct a new incentive framework that is centered on diversity and culture. 8. Implement common ERP, based on clear common policy and procedure, and plan shared services agenda based on this assumption, to avoid duplication of effort and change fatigue setting in.

New research modality

Risks	Recommendations
1. Sequencing of the establishment of the new modality and the development of the research strategy, being able to articulate research agenda in a coherent and compelling manner.	1. Leverage internal champions, not just for change, but also for One CGIAR vision. 2. Active, focused communication that continues throughout the transition

Risks	Recommendations
2. Designing the new modality is overly complex and distracts researchers from delivering on the current portfolio - undermining current and future performance. 3. The proposed project co-design concept creates perception of a lack of independence in CGIAR research. 4. Lack of definition in detail of the One CGIAR research agenda/lack of clarity on the 'how'. 5. Failure to articulate how One CGIAR will deliver.	period and into the new One CGIAR. 3. Leverage the collective energy of CGIAR's science teams to design the change management timetable, using this energy to build social capital across other relevant stakeholder groups. 4. Clearly define the project co-design concept with clear conflict of interest rules.

More and pooled funding

Risks	Recommendations
1. Sudden withdrawal of support for completion of the CRPs (which continue to end 2021). 2. System paralysed into inaction anticipation of One CGIAR. 3. Failure to deliver expected benefits from new One CGIAR proposition (e.g. increased impact, greater scale, reduced cost, breakthrough science etc.) and consequent fallout from funders. 4. Funders look too quickly to the future state and hold back funding until the future state's anticipated benefits and impact are demonstrated. 5. Lack of a clear pathway to reach suggested levels of funding and de minimis cash flow requirements. 6. Potential new funders shying away because of dominance of existing funders. 7. Failure to identify and satisfy the interest of international agricultural research funders (i.e. versus competing interests in other areas).	1. Clear and aligned messaging to funders that continued financing of the current research is critical to CGIAR's reputation and future impacts. 2. Continue to improve clarity and quality of reporting against performance standards.