

Chengdu, 14 November 2019



A Message to CGIAR Staff

Dear colleagues across CGIAR,

On 13 November 2019, we as members of the CGIAR System Council unanimously reconfirmed our support to CGIAR and its work, and endorsed the [recommendations](#) of the CGIAR System Reference Group.

The now endorsed recommendations – as briefly summarized on the following page – set out a unified and integrated ‘One CGIAR’ to respond to the challenges of the 21st century, aiming to “end hunger by 2030 through science to transform food, land and water systems in a climate crisis”.

The agreed destination will adapt CGIAR to a changing world, aiming to make it even more relevant, more effective, and more impactful. It addresses a fragmentation that has begun to hold us back. It includes a single compelling mission, unified governance and management, a better way to deliver CGIAR research, as well as more – and pooled – funding.

The recommendations we endorsed set out initial actions, roles, and target dates in the transition to One CGIAR, pursued via adaptive management principles under the leadership of the System Management Board and with the full engagement of the Centers. Implementing these changes will require an inclusive and transparent process, and acting with urgency. We recognize the challenges this will bring and we will support you on this journey.

For a global partnership with a proud history that spans nearly five decades of groundbreaking agricultural research for development, this is a watershed opportunity.

As the climate crisis escalates, there is an urgency to maximize our collective impact. Working together, we still have a chance to avert the biggest losses, make a real difference in joint efforts to achieve the Sustainable Development Goals, and transform the lives of vulnerable farmers and consumers.

The greatest assets of CGIAR – and a key reason for our support – are its talented people, its partnerships, its global presence, and its record of impact. If CGIAR comes together as One, we believe our work can have even greater value.

As Funders and partners, we strongly support One CGIAR and we invite all of you to join us to make it real. We are in this together.

Yours sincerely,

CGIAR System Council Voting members

Summary of the System Reference Group's Recommendations as endorsed on 13 November 2019

Recommendation 1 – One Mission: Develop a 2030 Research Strategy anchored in a unifying mission of “Ending hunger by 2030 – through science to transform food, land and water systems in a climate crisis”, focused on five Impact Areas of nutrition, poverty, gender, climate, and environment. *Target date:* 2030 Research Strategy, reflecting agreed Mission and Impact Areas, by end-2020

Recommendation 2 – Unified Governance: Establish a One CGIAR Common Board to provide a unified governance system for all CGIAR's legal entities (CGIAR Centers and the CGIAR System Organization) and serve in effect as the single governance body for these legal entities. *Target date:* by 1 July 2020 a two-thirds majority of discretionary¹ members of each Center/ Alliance Board consists of members of the reconstituted System Management Board

Recommendation 3 – Institutional Integration

Recommendation 3.a – 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 under the One CGIAR Common Board. *Target date:* Executive Management Team in place by 30 April 2020, reverting to the One CGIAR Common Board and System Council with a proposed integrated operational structure by end-2020

Recommendation 3.b – One CGIAR Policies and Services: Harmonize CGIAR's policies and internal business services in Human Resources, Information Technology, 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

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 in support of national priorities and a country coordination function, and clear partnership management with key regional bodies. *Target date:* Executive Management Team to develop implementation plan, with commencement of new approach from end-2020

Recommendation 4 – A New Research Modality: Implement a phased approach to research delivery that aligns structure and accountabilities with the 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 with key preparatory steps taken in advance

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

¹ Discretionary is used to refer to those voting board members who are not nominated by a stakeholder government or other partner body.