

Initial Steps and Transition Support to One CGIAR

VERSION 3

Purpose

This document further evolves thinking on the initial steps and related transition support to implement 'One CGIAR', considering the discussions of the Extraordinary General Assembly of Centers in December 2019 and other inputs. Its origins are an October 2019 request of the System Management Board to set out possible initial steps to transition to 'One CGIAR' (resulting in an early 'Draft 0' of this document being provided as a companion document to the System Reference Group's (SRG) recommendations to the System Council's November 2019 meeting).

Action Requested of the SMB

Pursuant to the decision-making authorities set out in the System Council endorsed SRG Recommendations and those under CGIAR's governing instruments¹, this paper sets out a series of Annexes where the Board's approval, endorsement or guidance is requested, as further described within this document.

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¹ Both the 'Charter of the CGIAR System Organization' and the 'CGIAR System Framework'

Overview

1. The following paper sets out a version 3 of the 'Initial Steps' document – with a core section and then supporting annexes.
2. Respectively, the request to the System Management Board is as follows:

Annex	Title	SMB action requested
II	Process to appoint a reconstituted System Management Board	For strategic input <i>* Available 17 Jan 2020</i>
III	ToR and working modalities for an inclusive Transition Consultation Forum	For strategic input
IV	ToR and working modalities for thematic Transition Advisory Groups	For strategic input
V	ToR for Interim One CGIAR Executive Management Team and its Managing Directors	For approval
VI	ToR for an inclusive Search Committee for interim One CGIAR Management Team and transition support	For approval
VII	ToR for a Transition Management Unit	For approval
VIII	ToR for a Change Manager	For approval <i>* Available 17 Jan 2020</i>
IX	ToR for thematic Transition Advisory Group support teams	For strategic input <i>* Available 17 Jan 2020</i>
X	Draft Request for proposals: change management support towards 'One CGIAR'	For guidance, to enable System Organization to go forward and issue
XI	Annual consultative forum of One CGIAR Common Board and Center Board country representatives	For strategic input
XIII	Possible, preliminary actions towards One CGIAR	For information

3. Appendix A to this paper provides a high-level summary of the key changes introduced compared to Version 2² (issued on 3 December 2019, as an information resource for the Extraordinary General Assembly of Centers).

² 'Version 1', issued 22 November 2019 to SMB members and participants

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Introduction

1. **The CGIAR System Council, at its 9th meeting on 13—14 November 2019, unanimously endorsed³ the recommendations of the System Reference Group (SRG)⁴.** 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 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 with an initial focus on implementation in the year 2020.
4. **This is a ‘living document’: the ideas presented in this paper represent elements of an evolving plan.** It has benefited from input provided by members of the General Assembly of the Centers⁵, the System Council, and the System Management Board, and it will continue to be developed over the coming months based on a principle of adaptive management. 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. What this document does not, and cannot do, is definitively describe every detail of the changes that will take place, particularly post-2020. For example, while it describes a process to decide on a structure for One CGIAR policies and services, it does not describe the roll-out that would follow.
5. **Key to making this change process work is to quickly establish a One CGIAR Common Board and put in place a highly competent interim One CGIAR Executive Management Team.** 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. Together, the One CGIAR Common Board and interim Executive Management Team – working closely with the System Council and

³ *Chair’s Summary, SC9* (<https://storage.googleapis.com/cgiarorg/2019/11/SC9-Chairs-Summary.pdf>)

⁴ *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-onecgjar.pdf)

⁵ *Co-Chairs’ Summary, Extraordinary General Assembly of the Centers, 12 and 13 December 2019, Rome, Italy* (https://storage.googleapis.com/cgiarorg/2019/12/Ex-GA_Co-ChairsSummary_Dec2019.pdf)

Centers – will steward and/or lead delivery of the arrangements that will enable CGIAR to reach the destination set out in the endorsed SRG recommendations.

High-level timeline and milestones

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

Figure 1: Key stages of the transition journey



7. **The SRG recommendations establish a high-level timeline to initiate the transition process.** 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
<p>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 1 June 2020 (to also serve as inaugural One CGIAR Common Board members)</p>	<p>General Assembly of Centers to approve ToR for Nominations Committee</p> <p>(System Council members identified from among its voting members, after consultation with the SC Chair)</p>	<p>by mid-February 2020 (see Annex II for detailed timeline)</p>
<p>Agree the terms of reference and working modalities of a broad-based Transition Consultation Forum (TCF) and form thematic Transition Advisory Groups (TAG): to provide input and guidance across specific dimensions of the transition to One CGIAR (see annexes III and IV)</p>	<p>TCF as stewarded by its four Co-Chairs</p>	<p>by early February 2020</p>
<p>Launch a process to select Managing Directors to an interim One CGIAR Executive Management Team (EMT), including by forming an inclusive Search Committee with an equal number of SMB and System Council representatives (see Annexes V and VI)</p>	<p>SMB</p>	<p>SMB16 on 28–29 January 2020</p>
<p>Put in place a Transition Management Unit ('TMU') and dedicated TAG support teams, including co-managers, membership, and preliminary 2020-2021 work plans and budgets (see Annexes VII, VIII, and IX)</p>	<p>SMB to establish TMU; System Organization, & Centers to identify co-managers and membership of dedicated TAG support teams; Search Committee to advise on/validate key appointments</p>	<p>by 31 March 2020</p>

What	Who	When
Agree to do so, and take as and when relevant, all necessary steps to enable the appointment of the reconstituted SMB effective from 1 June 2020 (including approving facilitative changes to the Charter of the CGIAR System Organization)	General Assembly of Centers, System Management Board, and System Council	GA resolving by mid-February 2020, with subsequent decision-making by the relevant stakeholders (including changes to the Charter) to be made at necessary decision moments, to be effective by not later than 1 June 2020
Virtual workshop(s) with Center Boards to support Center/Alliance Board decision-making on membership and possible governing instrument changes	Unified Governance TAG and support team, bringing in System Management Board, and other key Funders and stakeholders as relevant	by 30 April 2020
Appoint Managing Directors and form interim Executive Management Team (see Annexes V and VI)	System Management Board based on a recommendation by the Search Committee	by 30 April 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 TAG and support team	by 31 May 2020
Formally appoint the reconstituted membership of the SMB , to also serve as the One CGIAR Common Board members once appointed to Center/ Alliance Boards (see Annex II)	General Assembly of Centers	appointments effective by 1 June 2020

What	Who	When
<p>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</p>	Research TAG and support team, with interim EMT leadership once established	June 2020
<p>Take decisions for the appointment of all the One CGIAR Common Board members as members of each Centers/Alliance Board, such that up to 1/3 discretionary board members for each Center continue as a member of their Center/Alliance Board after 1 September 2020</p>	Each Center/ Alliance Board to take relevant decisions	A two-thirds majority of discretionary ⁶ members of each Center/Alliance Board consists of members of the reconstituted System Management Board from 1 September 2020
<p>2030 Research Strategy completed and circulated for One CGIAR Common Board and System Council review and approval</p>	Interim EMT, with advice and support from Research TAG and support team	November 2020
<p>First annual consultative forum of One CGIAR Common Board and national/regional representatives</p>	One CGIAR Common Board	by February 2021

Leading and stewarding the transition to One CGIAR

8. **A key identified risk to the transition is clarity of roles in decision-making, particularly in the initial stages before the One CGIAR Common Board and interim Executive Management Team are in place.** 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):
- 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*, appointing

⁶ Discretionary is used to refer to those voting board members who are not nominated by a stakeholder government or other partner body.

the interim EMT to manage the transition, reviewing and approving System-wide 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 timeline 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 System⁷; 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. The System Council will be represented in the Nominations Committee for a reconstituted SMB as well as the Search Committee for the interim One CGIAR Executive Management Team.
- 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. In addition, the General Assembly has provided a valuable forum for discussion on and input towards the transition in a way that brings together all Centers⁸.
- d. **Transition Consultation Forum (TCF):** In line with the endorsed SRG recommendations, the mandate of the SRG comes to an end. As a new mechanism – the TCF will have a mandate through to end-2020 to help as a key consultation, communication, and reference point on the transition process. The TCF will help bring together the System Council, Centers, and the System Organization to guide the transition process with an initial mandate to end-2020.

The TCF will include past members of the former SRG⁹, as well as all other Center Board Chairs and Directors General, all other interested voting members of the System Council, and the Chair of the Independent Science for Development Council (ISDC). It will be co-chaired by the two SRG Co-Chairs as well as the conveners of the Center Board Chairs and Directors General.

⁷ CGIAR System Framework

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

⁸ Co-Chairs' Summary, Extraordinary General Assembly of the Centers, 12 and 13 December 2019, Rome, Italy (https://storage.googleapis.com/cgiarorg/2019/12/Ex-GA_Co-ChairsSummary_Dec2019.pdf);

⁹ (<https://storage.googleapis.com/cgiarorg/2019/10/58dd83d6-srg-composition-for-website-11oct2019.pdf>)

The proposed membership, terms of reference, and working modalities of the TCF are set out in further detail in Annex III.

- e. **Transition Advisory Groups (TAG) and Support Teams:** Given the broad membership of the TCF, its members will work primarily through smaller, thematic TAGs, which will provide continuous input and guidance towards the implementation of specific dimensions of the transition.

The membership of each TAG would need to reflect the importance of working together across the System Council, Centers, and the System Organization, albeit appropriately tailored to each theme. Clear lines of communication will be established to enable an effective flow of information between the TAGs, as well as with the wider TCF.

The TAGs will be supported by dedicated, thematic support teams, comprising Center and System Organization staff, as well as external experts. Each TAG support team will be co-managed by two internal project leads: one from a Center and one from the System Organization. Relevant System communities of practice will work closely with the TAGs and support teams and will be invited to identify representatives to join relevant support teams.

At least seven TAGs and corresponding support teams will be established to advance the transition to One CGIAR along the following themes:

- i. **Cross-cutting communication and change management:** The TCF Co-Chairs would lead this group, supported by the Transition Management Unit (see below)
- ii. **Research** on SRG Recommendation 1 (“One mission”) and Recommendation 4 (“A new research modality”);
- iii. **Unified governance** on SRG Recommendation 2;
- iv. **Policies and services** on Recommendation 3.b;
- v. **Country and regional engagement** on Recommendation 3.c;
- vi. **Financial management and modalities** on the financial arrangements of One CGIAR (Recommendation 5); and
- vii. **Resource mobilization** to work on the resource mobilization business plan (Recommendation 5).

The proposed membership, terms of reference, and working modalities of the TAGs and support teams are set out in further detail in annexes IV and IX, respectively.

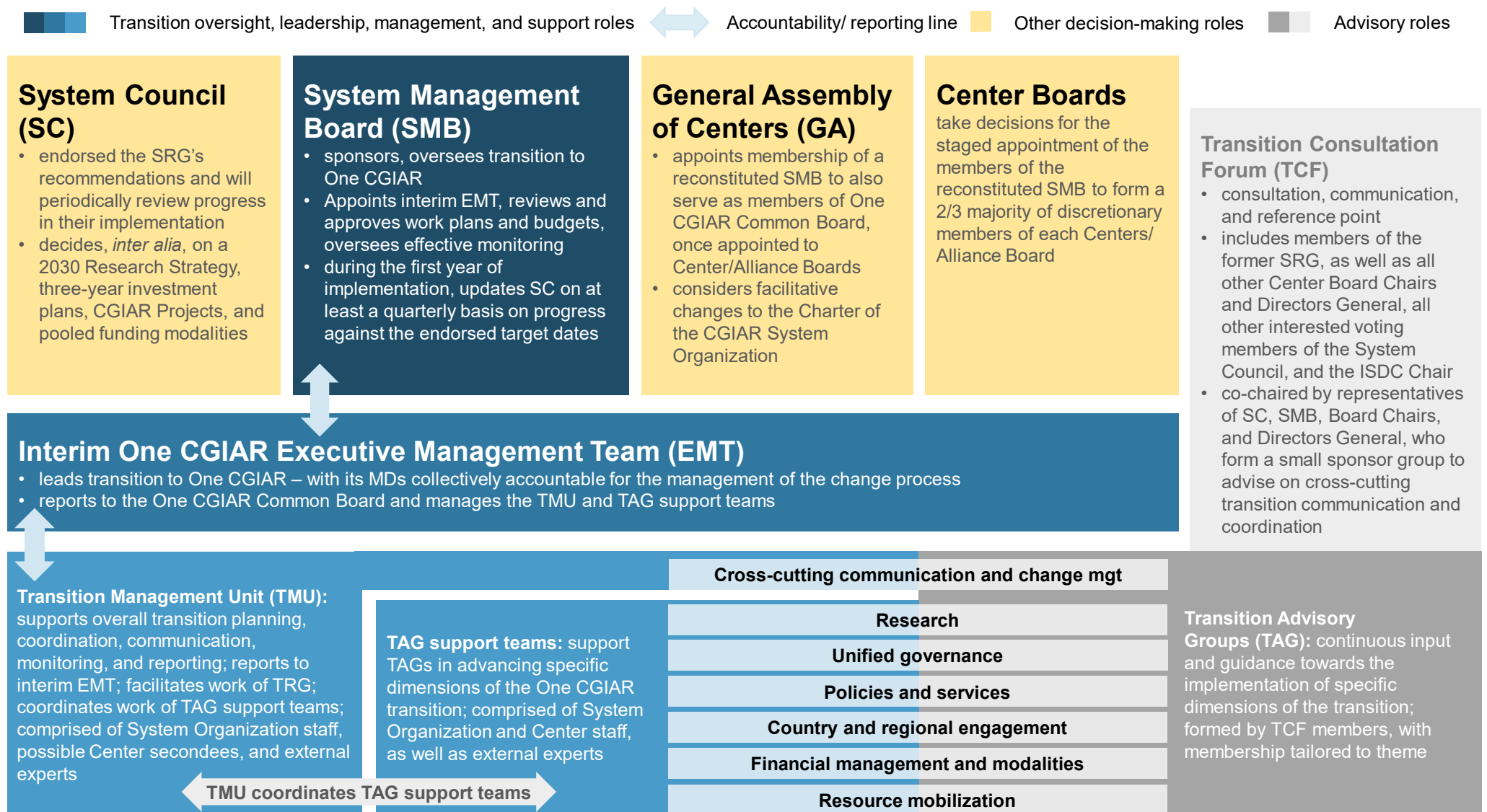
- f. **Interim One CGIAR Executive Management Team (EMT):** The interim EMT will be appointed by and directly accountable to the One CGIAR Common Board (and SMB until the former is operational). Once appointed, the interim EMT will lead the transition to One CGIAR – with its Managing Directors being held collectively accountable for the management of the change process. The interim EMT will manage the Transition Management Unit (see below) and TAG support teams (see above). The interim EMT will work in close consultation with the TCF and TAGs. It will be supported by a senior Change Manager on an interim basis.

Annex V sets out more detailed terms of reference for the interim EMT.

- g. **Transition Management Unit (TMU):** A dedicated unit will be established to support the interim EMT in overall planning, coordination, change communication, monitoring, and reporting. The TMU, led by the Change Manager, will report to the interim EMT and facilitate the work of the TCF and TAGs. It will coordinate and put in place standardized change management processes for the TAG support teams. It will be staffed by Center secondees, System Organization staff and external experts.

Annexes VII and VIII set out more detailed terms of reference for the TMU and Change Manager.

Figure 2: Leading and stewarding the transition to One CGIAR



Resources required for a successful transition

9. **A timely and effective transition to One CGIAR will require significant up-front investment in time and resources.**
10. **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.
11. **With a view to initiating the transition as set out in this document, the 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, TAG support 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 (or all) of their time to the transition process, e.g. as co-managers or key members of TAG support teams.
 - ii. Members of the System Council will also bring important experience and expertise in support of the transition, through participation in the nominations and search committees for the reconstituted SMB and interim EMT, respectively, the TCF and TAGs, other consultation processes, as well as potential secondments.
 - b. **Mobilizing external support to change management:** External change management experts will be brought on board to support:
 - i. The TMU in overall planning, coordination, communication, monitoring, and reporting;

- ii. Each TAG support 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 X contains a draft request for proposals, encompassing these components.

Mobilizing funder support towards the transition

- 12. **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.
- 13. **The System Organization has secured a US\$9.9 million bilateral grant¹⁰ 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.** The grant from the Bill & Melinda Gates Foundation (BMGF) combined with an additional investment from Norway will, in part, support initial actions towards the establishment of the One CGIAR Common Board and interim EMT, common policies and services, and cross-cutting change management and communication activities.
- 14. **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 endorsed 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 interim EMT. The exact resource requirements for each work stream will be defined in further detail during early 2020.

¹⁰ See SMB16-03d: Proposed allocation of BMGF transition funding

Annex I: Success factors and transition principles

Driving and managing change involves consideration of key success factors¹¹, 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 endorsed 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

¹¹ Source – background materials for System Management Board discussion at its 14th meeting: https://storage.googleapis.com/cgiarorg/2019/10/1a405df5-smb14-07_chairsummary.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 en 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 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.
- 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 organizations.

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.¹²

¹² Useful references are: Ramirez, R.; and Wilkinson, A. (2016). 'Strategic Reframing, The Oxford Scenario Planning Approach.' Oxford University Press; Senge, P.M.; et al (2010). The Necessary Revolution: How Individuals And Organizations Are Working Together to Create a Sustainable World.

Annex II: Process to appoint a reconstituted System Management Board

This annex sets out a possible timetable to take forward appointment of a reconstituted SMB. The dates target 1 June 2020 as the effective date of the appointees. The search strategy adopted by the Nominations Committee will determine whether the dates below are applicable or whether a slightly longer timetable may be required.

Step	Action	Timing
1	SMB Secretary: Reach out to Center/Alliance Board Secretaries for executive search firm contacts for recent past Board member/DG appointment processes	20 Jan
	System Council Secretary: Reach out to Council Chair for proposed Council members of Nominations Committee	24 Jan
2	SMB Secretary (as Nominations Committee Secretary): Issue request for expressions of interest to provide external expert support to Nominations Committee	27 Jan
3	Circulate materials for General Assembly of Centers call on 14 February 2020 (as decision making-session on appointment of Center Nominations Committee members)	31 Jan
4	Deadline for submission of executive search firm expressions of interest	3 Feb
5	General Assembly of Centers virtual meeting: To: approve Center members of Nominations Committee and review draft TOR for Nominations Committee; approve proposed edits to Charter of the CGIAR System Organization to reconstitute the SMB; and provide input on draft profile for members to reconstitute the SMB (and subsequently be appointed by each Center/Alliance to their respective boards).	14 Feb
6	Nominations Committee meeting 1 (virtual): <ul style="list-style-type: none"> • Appoint Chair of Nominations Committee from amongst the membership • Agree approach to handling conflicts of interest potentially arising for members of the Nominations Committee in that capacity (e.g. agree to play no role in nominations process within Centers) • Agree on approach for independent member of Nominations Committee (if determined to be 	21 Feb (TBC)

Step	Action	Timing
	relevant) and next steps <ul style="list-style-type: none"> • Agree process and timeline for exploring potential SMB candidates • Review short list of expert executive search firms and select party to be contracted • Discuss profile for appointees and refer to now-selected expert executive search firm for finalization 	
7	Issue call for nominations	2 Mar
8	Nominations Committee Chair: Seek indication from eligible SMB members of availability and willingness to serve on re-constituted SMB, subject to Nominations Committee processes	23 Mar
9	Deadline for nominations	23 Mar
10	Nominee materials collated; assessed; and clarifications sought and obtained from those nominating the candidates (as needed)	By 26 Mar
11	Nominations Committee meeting 2 (virtual): <ul style="list-style-type: none"> • Review and filter nominations taking account of eligibility criteria; completed formalities; desired gender diversity/origin/skills balance etc.) • Discuss and agree due diligence strategy, phasing and timing 	3 Apr (TBC)
12	Initial due diligence activities undertaken by expert executive search firm	6-9 Apr
<i>Easter period 10-14 April</i>		
13	Nominations Committee finalization of candidate pool (by electronic means)	17 Apr
14	Nominations Committee Chair: Issue preliminary* list of nominees + background information to Centers (*or final slate of proposed new appointees if number of qualified candidates is equal to the number of SMB member roles)	22 Apr
15	Deadline for submission by Centers of preferences and any additional information about listed nominees to inform Nominations Committee further deliberations (*or any objections to proposed new appointees if final slate issued per step 14)	6 May
16	Collation of materials (and further stage of due diligence if required based on submissions)	7-8 May
17	Nominations Committee meeting 3 (virtual):	12 May

Step	Action	Timing
	<ul style="list-style-type: none"> Review collated data against requirements and agree proposed final shortlist of nominees subject to interviews (*or consider if Centers can be advised that there were no objections to proposed new appointees if final slate issued per step 14) 	(TBC)
18	Issue formal ballot to Centers for approval (*or confirmation of appointees based on step 17)	18 May
19	Voting on appointments	19-26 May
20	Deadline for receipt of votes from Centers	26 May
21	Confirm appointments to all Centers + notify successful and unsuccessful candidates	27 May
22	Complete appointment formalities (e.g. signature of engagement letters). <i>Template appointment letters will be available in the candidate application pack to help familiarize prospective SMB members of the nature of the engagement letter; required conflict of interest declarations etc.</i>	28-29 May
23	Terms of reconstituted SMB/prospective Common Board members commence (any current terms continue)	1 June

Annex III: Terms of reference and working modalities for an inclusive Transition Consultation Forum

The endorsed SRG Recommendations provide that “the SRG [...] transform into a ‘Transition Reference Group’ 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”¹³. Building on that recommendation, this annex sets out proposed terms of reference for an inclusive Transition Consultation Forum (TCF).

Purpose

The TCF in its new formulation is a discussion and consultation platform to provide multi-stakeholder input and advice on the transition to One CGIAR to the System Management Board, the interim Executive Management Team, the System Council, and the General Assembly of the Centers. It is deliberately broad, providing a space to promote co-creation, communication, and coherent decision-making across these entities. The TCF is not a decision-making body, nor is it held accountable for decisions taken by others. The work of the TCF is supported by the Transition Management Unit (TMU), which comprises dedicated Center secondees, System Organization staff, and external experts (see Annex VII below).

Membership

The TCF includes members of the former SRG¹⁴, as well as all other Center Board Chairs and Directors General, all other interested voting members of the System Council, and the Chair of the Independent Science for Development Council (ISDC). Additional stakeholders may be invited to join the forum or its meetings as members, invited guests, resource persons, or observers. It will be co-chaired by the two SRG Co-Chairs as well as the conveners of the Center Board Chairs and Directors General. Table 1 sets out the TCF’s membership as of January 2020.

Table 1: Members of the Transition Consultation Forum as of January 2020
(*denotes TCF Co-Chairs)

Name	Country, Organization
System Council	
Bernhardt, Michel	Germany
Bertram, Rob	United States
Cackler, Mark	World Bank
Cavalieri, Tony*	BMGF, Co-Chair
Évéquoz, Michel	Switzerland (and EIARD Group Chair)

¹³ SC/M9/02, *One CGIAR: System Reference Group Recommendations to the System Council* (https://storage.googleapis.com/cgiarg/2019/10/26f50cef-sc9-02_srg-recommendations-onecgiar.pdf)

¹⁴ (<https://storage.googleapis.com/cgiarg/2019/10/58dd83d6-srg-composition-for-website-11oct2019.pdf>)

Name	Country, Organization
Huang, Dandan	China, East Asia and the Pacific constituency
Machado, Pedro	Brazil, Latin America and the Caribbean constituency
Ndirpaya, Yarama	Nigeria, Sub-Saharan Africa constituency
Tollervey, Alan	United Kingdom
Wadsworth, Jonathan	World Bank
Wood, Mellissa (TBC)	Australia
+ other interested voting members of the System Council, to be confirmed by February 2020	
System Management Board	
Ferroni, Marco*	Independent (and SMB Chair)
Grainger-Jones, Elwyn	Non-voting ex-officio
Jallow, Isatou	Independent
Morell, Matthew	Center-affiliated
Ngongi, Amos Namanga	Center-affiliated
Nwanze, Kanayo	Independent
Pinto, Yvonne	Center-affiliated
Sadoff, Claudia	Center-affiliated
Wells, Barbara	Center-affiliated
Wild, Hilary	Center-affiliated
Center Board Chairs (excluding those persons who are also Center-affiliated members of the SMB)	
Abubakar, Yusuf	WorldFish
Afram, Michel	ICARDA
Birrell, Nicole*	CIMMYT
Cooke, Rodney	CIP
Falvey, Lindsay	ILRI
Godfrey, Jim	IRRI
Kramer-LeBlanc, Carole	AfricaRice
Lenton, Roberto	IWMI
Marton-Lefèvre, Julia	Alliance of Bioversity International and CIAT
O'Connor, Claire	CIFOR-ICRAF
Pangestu, Mari	IFPRI
Sereme, Paco	ICRISAT
Center Directors General (excluding those persons who are Center-affiliated members of the SMB)	
Abousabaa, Aly*	ICARDA
Carberry, Peter	ICRISAT
Johnstone, Gareth	WorldFish
Kropff, Martin	CIMMYT
Nasi, Robert	CIFOR
Nteranya, Sanginga	IITA
Restrepo, Juan-Lucas	Alliance of Bioversity International and CIAT
Roy-Macauley, Harold	AfricaRice
Simons, Tony	ICRAF (and ED of CIFOR-ICRAF)
Smith, Jimmy	ILRI
Swinnen, Jo	IFPRI
Independent Science for Development Council	
Meinke, Holger	ISDC Chair

Co-Chairs

The TCF is chaired by four Co-Chairs representing the System Council, SMB, Center Board Chairs, and Center Directors General, as per Table 1 above. The responsibilities of the TCF Co-Chairs include:

- planning, convening, and chairing TCF meetings;
- coordinating the process to identify members of Transition Advisory Groups (TAG) (see Annex IV below);
- as a small sponsor group for the transition to One CGIAR, lead a cross-cutting TAG on communication and change management, supported by the TMU; and
- representing the TCF in interactions with stakeholders.

Modalities of work

The TCF will primarily collaborate virtually, through videoconferences as well as a dedicated virtual workspace (such as MS Teams). The full TCF will hold 1–2 in-person meetings over the course of 2020. These meetings will, to the extent possible, be timed and organized in such a way that maximizes synergies with other key milestones in the transition to One CGIAR, and with a view to minimizing travel costs and environmental impacts. TCF members will form TAGs and invite other stakeholders to join these, as appropriate, to provide continuous input and guidance towards the implementation of specific dimensions of the transition (see Annex IV below).

Annex IV: Terms of reference and working modalities for thematic Transition Advisory Groups

The Transition Consultation Forum (TCF) will form smaller Transition Advisory Groups (TAG) to provide continuous input and guidance across the various dimensions of the transition to One CGIAR. This Annex sets out proposed terms of reference for those TAGs.

Purpose

The TAGs represent an extension of the advisory role of the TCF, albeit with a specific thematic focus. Once formed, each TAG, with support from its dedicated TAG support team (see Annex IX below), will set out a preliminary work plan for 2020. TAGs will work towards the deliverables and target dates recommended by the SRG and endorsed by the System Council, as reflected in the key milestones and preliminary actions (Annex XIII) set out in this document, taking into account additional input from stakeholders.

During implementation, the TAGs will advise the interim Executive Management Team and/or SMB on any proposed course corrections, consistent with a principle of adaptive management. TAGs will identify relevant external stakeholders to contribute towards the transition process on their respective themes, e.g. as resource persons. The TAGs will regularly share progress with the full TCF, either directly or through the TCF Co-Chairs.

Membership

The membership of each TAG will reflect the need to work across the System Council, Centers, and the System Organization. The TAGs will be appropriately tailored to each theme in such a way that addresses conflicts of interest and prioritizes multi-stakeholder input where it is needed the most. TAGs are formed from among the members of the TCF, i.e. the General Assembly, the System Organization/SMB, and the System Council, with an option to engage internal and external experts and other key stakeholders as full members or invited guests, as appropriate.

The TCF Co-Chairs, as a small sponsor group, will form a cross-cutting communication and change management TAG, supported by the Transition Management Unit (TMU) (see Annex VII). As such, they will divide their time across all TAGs with a view to promoting communication, coordination, and coherence across groups and the TCF as a whole.

The other six, thematic TAGs and their support teams will work closely with relevant, System-wide communities of practice (CoP's), where these exist.

In line with these considerations, the TCF Co-Chairs will invite expressions of interest from among their respective constituencies (System Council, SMB, Board Chairs, and Directors General) to join eligible TAGs, with a view to launching these in early February 2020. Table 1 sets out the initial, six TAGs and their members.

Table 1: TAGs, their members, and support teams

	TAG members					Dedicated Support	Relevant community(-ies) of Practice
	System Council	SMB	Board Chairs	Directors General	Experts, Others		
Cross-cutting communication and change management	Tony Cavaliere [+ up to 2 additional members]	Marco Ferroni [+ up to one additional member]	Nicole Birrell [+ up to one additional member]	Aly Abousabaa [+ up to one additional member]	[additional members as appropriate]	Transition management unit (TMU)	
Research: 2030 Research Strategy, modalities	[up to 4 members]	[up to 2 members]	[up to 3 members]	[up to 3 members]	ISDC Chair [additional members as appropriate]	Research TAG support team	[relevant CoP(s)]
Unified governance: transition to One CGIAR Common Board, unified governance approach	[up to 4 members]	[up to 2 members, no Directors General]	[up to 3 members]	[up to 2 members]	[additional members as appropriate]	Unified Governance TAG support team	[relevant CoP(s)]
Policies and services: transition to One CGIAR policies and services	[up to 4 members]	[up to 2 members]	[up to 3 members]	[up to 3 members]	[additional members as appropriate]	Policies and services TAG support team	[relevant CoP(s)]
Country and regional engagement: transition to One CGIAR at country and regional levels	[up to 4 members]	[up to 2 members]	[up to 3 members]	[up to 3 members]	[additional members as appropriate]	Country and regional eng. TAG support team	[relevant CoP(s)]
Financial management and modalities: transition to One CGIAR funding modalities, institutional rate	[up to 4 members]	[up to 2 members]	[up to 3 members]	[up to 3 members]	[additional members as appropriate]	Financial management and modalities TAG support team	[relevant CoP(s)]
Resource mobilization: more, and pooled, funding for One CGIAR	[up to 4 members]	[up to 2 members]	[up to 3 members]	[up to 3 members]	[additional members as appropriate]	RM TAG support team	[relevant CoP(s)]

Modalities of work

TAGs may select a convener or co-conveners from among their members. TAGs will agree on their working modalities subject to available resources and consistent with agreed, general principles for the transition to One CGIAR (see Annex I above). TAGs will collaborate virtually and in person, as deemed appropriate, with due consideration of the cost and environmental impacts of in-person meetings. The dedicated TAG support teams will support the work of the TAGs *inter alia* by preparing background materials, facilitating meetings, and engaging external experts (see Annex IX below).

Annex V: Terms of reference for an interim One CGIAR Executive Management Team and Managing Directors

This annex sets out preliminary terms of reference for an interim One CGIAR Executive Management Team (EMT) 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 2019¹⁵.

Purpose

These terms of reference are presented as input to an inclusive Search Committee, which will finalize detailed terms of reference for the interim EMT and its individual Managing Directors, agree on a process to identify those Managing Directors, and recommend Managing Directors for appointment by the SMB (*see Annex VI below on the terms of reference of the Search Committee*).

Interim One CGIAR Executive Management Team

Consistent with the SRG recommendations endorsed by the System Council, an interim One CGIAR EMT, composed initially of three Managing Directors, will 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. This note sets out terms of reference for an interim EMT, given the need to quickly establish leadership of the transition to One CGIAR.

Key responsibilities

In accordance with the SRG's recommendations, key responsibilities of the interim 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 part of the above, manage a dedicated Transition Management Unit and Transition Advisory Group support teams;
- Specifically, lead the development of One CGIAR science agenda for the 2022–2030 period, including associated research and funding modalities; as well as the

¹⁵ 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)

transition to One CGIAR policies and services, and country and regional engagement, consistent with the endorsed SRG recommendations;

- Working closely with Center leadership, put in place adequate measures to ensure effective delivery against existing Center commitments, and an orderly transition to One CGIAR by Centers/Alliances;
- In close collaboration with Centers and the System Organization, represent CGIAR in key global events and processes;
- Lead resource mobilization towards the One CGIAR science agenda; and
- Carry out any additional responsibilities as requested by the System Management Board/ One CGIAR Common Board.

Working modalities

The interim EMT will consist of three Managing Directors, working as a team, with diversity and complementary skills that span the key responsibilities above. It will establish its own working modalities and the division of roles among the Managing Directors. The interim EMT will participate in SMB/ One CGIAR Common Board meetings as active observers. The work of the interim EMT will be supported by the System Management Office and, with respect to the transition to One CGIAR, the dedicated Transition Management Unit and TAG support teams.

The performance of the interim EMT (collectively and individually) will be assessed by the SMB/ One CGIAR Common Board, with input from Centers and Funders on a 360-degree basis.

Managing Directors

The Managing Directors of an interim 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 individual performance as well as their collective performance as a team.

Key skills and competencies

The following is a non-exhaustive list of skills and competencies required individually and collectively across the three Managing Directors that form the interim EMT:

Each Managing Director should possess:

- Substantial experience of managing complex international organizations
- Demonstrated ability to lead complex organizational change
- Excellent communication skills, both written and verbal, with the ability to articulate messages to a variety of audiences in simple ways

- Demonstrated ability to develop and maintain strong relationships with different types of stakeholders within and outside an organization
- Demonstrated ability to inspire and motivate teams and partners

The three Managing Directors, between them, should possess:

- Substantial experience of managing a global research for development portfolio
- Substantial experience of leading transdisciplinary research for development, preferably in one or more of the following areas: agriculture, food systems, land and water systems, and climate change
- Substantial experience of designing and implementing corporate policies and services in a complex organizational setting, with shared services development an advantage
- Substantial experience of resource mobilization – public and private – in international development, research for development, or a related field
- Demonstrated ability to effectively represent an organization at a major international forum and through a variety of media

Annex VI: Terms of reference for an inclusive Search Committee for the interim One CGIAR Executive Management Team and transition support

This annex sets out proposed terms of reference for an ad hoc committee of the System Management Board, to be established for the purpose of recommending appointments of Managing Directors to the interim Executive Management Team (EMT) and advising on the selection of other key individuals to manage and support the transition to One CGIAR.

A. Purpose

1. The Search Committee (“the Committee”) is an ad hoc committee of the System Management Board (“SMB”), which shall be:
 - a. Created upon approval of these terms of reference and appointment of its initial members by the SMB; and
 - b. Dissolved upon determination by the SMB that it has fully discharged its mandate.
2. Acting in the context of the process to transition to One CGIAR, the Committee’s mandate is to:
 - a. Recommend suitable candidates for appointment by the SMB as Managing Directors and thus members of the interim EMT, with the Committee having delegated responsibility and authority to take such actions as it deems are required for the purpose, including but not limited to:
 - i. Develop candidate profiles, determine candidate search/identification strategies, screen candidate longlists, approve candidate shortlists, participate in the candidate interview process, seek third party input, consider relevant assessment materials, and complete background checking on candidates, and agree terms of service with candidates; and
 - ii. Retain the services of, and liaise with, professional firms on standard commercial terms, for which budget will be made available by the System Organization, to support it in the discharge of its mandate if it is determined by the Committee that such services are required.
 - b. Advise the SMB and System Organization management on the selection of a Change Manager and Co-Managers of dedicated Transition Advisory Group (TAG) support teams, as defined in annexes VIII and IX of the document titled ‘Initial Steps and Transition Support to One CGIAR’.

B. Membership

3. Subject to the provisions below, the Committee shall comprise four or six members appointed by the SMB, of whom:
 - a. Half shall be appointed from among the SMB's voting members, on the recommendation of the SMB Chair, of whom at least one shall be an independent SMB voting member, it being also understood that SMB voting members who are CGIAR Center Directors General are ineligible for appointment to the Committee; and
 - b. Half shall be appointed from among the System Council's voting members, on the recommendation of the System Council Chair.
4. The ideal attributes of Committee members are:
 - Willing to review materials prior to meetings and come prepared
 - Willing to listen respectfully to other points of view
 - Comfortable raising difficult issues and respectful airing of points disagreement, but also willing to accept and support the prevailing view
 - Able to attend both day and evening (and potentially weekend) meetings and conference calls
 - Dependable and reliable with following through on commitments and responding to emails in a timely manner
 - Committed to upholding the highest of ethical standards and ensuring that the confidentiality of the Committee's discussions and deliberations
5. The SMB shall ensure that Committee membership collectively reflects CGIAR's commitment to diversity and offers a geographically balanced and representative international perspective. Recommendations for appointment should be made accordingly.
6. The Chair of the Committee ("the Chair") shall be designated by the SMB and, if a SMB member, shall be an independent SMB member who is not also the SMB Chair.
7. The ideal attributes of the Committee Chair include a strong listener who actively seeks inputs from all perspectives, someone who actively manages the search timeline, calling for key decisions to be made in the face of potential disagreement; someone who seeks unanimity and consensus, but is willing to move forward without it.
8. Committee members are expected to serve until the Committee's dissolution. If the need arises, replacements shall be appointed in conformance with clauses 3 and 4.

C. Operations

9. **Meetings:** The Committee shall meet as often as deemed necessary by the Chair, acting in consultation with other members. Meetings may, if practicable, take place in person, but are expected to take place on a virtual basis.
10. **Quorum:** A simple majority of Committee members shall constitute a quorum for the transaction of Committee business, provided the Chair – or another member designated by the Chair to chair the meeting in his/her place – is in attendance.
11. **Declarations of interests:** Any Committee member who has an actual or potential conflict of interest on a specific topic under discussion will make the circumstances of the conflict known to the Committee, to ensure that discussions proceed in an open and transparent manner. A Committee member is entitled to raise the prospect that another Committee member has a conflict of interest. In the event that the non-conflicted Committee members resolve that there are no reasonable actions able to be taken to mitigate a serious conflict of interest, the member with the conflict shall recuse themselves from the discussion at hand.
12. **Guests:** Guests may participate in Committee proceedings, to inform the Committee deliberations, on such basis as may be agreed by the Chair in consultation with the other members.
13. **Delegation of authority:** The Committee shall have the power to delegate responsibility for activities falling within its mandate to the Chair, any other individual member, or any sub-group of members, as it deems appropriate.
14. **Reporting:** The Committee will provide periodic updates on progress to the SMB towards full discharge of its mandate.
15. **Agreement on formal inputs into the deliberations of the SMB:** The Chair should aim for consensus on all inputs to be put forward to the SMB. If consensus cannot be reached, that the recommendation was a majority view shall be reported on an in-confidence basis into the deliberations of the SMB.
16. **Conduct:** In relation to Committee proceedings, Committee members shall always exercise their independent judgment in the interests of CGIAR and treat information received in such capacity with due discretion and solely to the ends for which it was provided.
17. **Secretariat support:** Secretariat support services to the Committee shall be provided by the System Management Office, as coordinated by and through the Director Board and Council Relations, and shall include:
 - a. Preparation of a draft agenda in consultation with the Chair and collation of briefing materials in advance of meetings;

- b. Circulation of meeting summaries (which, for reasons of confidentiality, will not be made more widely available); and
- c. Provision of other additional inputs as may from time to time reasonably be requested through the Chair.

D. Remuneration and expenses

- 18. **Honorarium:** No honorarium shall be payable to Committee members, other than as already provided to cover activities undertaken in their capacity as members of, respectively, the SMB or System Council.
- 19. **Travel expenses:** If any, these expenses will be reimbursed under the applicable travel policy of the System Organization.

E. Amendments

- 20. **Amendment:** Any revision to these terms of reference requires the approval of the SMB.

Annex VII: Terms of reference for a Transition Management Unit

This annex sets out preliminary terms of reference for a dedicated Transition Management Unit (TMU) to help manage the transition to One CGIAR.

Purpose

The TMU will provide dedicated change management expertise to support the interim One CGIAR Executive Management Team (EMT), once established, and the System Management Board (SMB)/ One CGIAR Common Board in the transition to One CGIAR, pursuant to the recommendations of the System Reference Group (SRG), endorsed by the System Council at its 9th meeting on 13—14 November, 2019¹⁶.

Key responsibilities

Under the leadership and oversight of, and reporting to, the interim EMT and SMB/One CGIAR Common Board, and with input and guidance from a cross-cutting Communication and change management Transition Advisory Group (TAG), the TMU will:

- Develop and update, as necessary, detailed work plans, budgets, and process standards for the transition to One CGIAR;
- Develop and implement a change communication strategy, tailored to a variety of internal and external audiences, and supported by appropriate communication tools and platforms;
- Develop and implement a comprehensive approach to monitoring and reporting on the transition to One CGIAR, in line with approved work plans and budgets, and consistent with the principle of adaptive management;
- Develop and implement a comprehensive risk framework and risk management approach for the transition to One CGIAR;
- Coordinate and guide the work of thematic TAG support teams, in line with approved work plans and budgets, including through common planning and reporting templates;
- Facilitate the work of the Transition Consultation Forum and the cross-cutting Communication and change management TAG;

¹⁶ SC9-02, *One CGIAR: A bold set of recommendations to the System Council* (https://storage.googleapis.com/cgiargorg/2019/11/SC9-02_SRG-Recommendations-OneCGIAR.pdf)

- Advise the interim EMT and SMB/One CGIAR Common Board on matters related to the transition to One CGIAR, as necessary;
- Manage contracts with external experts engaged to support the transition to One CGIAR; and
- Carry out any additional responsibilities as requested by the interim EMT and/or SMB/One CGIAR Common Board.

Composition

The TMU will comprise qualified System Organization staff, Center secondees, and external experts. It will be led by a senior Change Manager (see Annex VIII below). TMU members will be administratively hosted by the System Organization.

Key skills and competencies

The following is a non-exhaustive list of skills and competencies required collectively across the TMU:

- Complex organizational change management
- Project management
- Strategic and change communication
- Project monitoring and reporting
- Risk management

Annex VIII: Terms of reference for a Change Manager

This annex sets out preliminary terms of reference for a senior Change Manager to lead a dedicated Transition Management Unit (TMU) (see Annex VII).

Purpose

The Change Manager will lead a dedicated TMU, which supports the interim One CGIAR Executive Management Team (EMT) once established, and the SMB/One CGIAR Common Board in the transition to One CGIAR.

Key responsibilities

Under the strategic guidance and oversight of, and reporting to, the interim EMT and SMB/One CGIAR Common Board, the Change Manager will:

- Advise the interim EMT and SMB/ One CGIAR Common Board on the transition to One CGIAR, consistent with agreed transition principles and good change management practice;
- Facilitate the work of the Transition Consultation Forum and the cross-cutting Communication and Change Management TAG;
- Guide the process for, and make decisions on, the selection of personnel to staff the TMU;
- Lead, and manage the work of the TMU, serving as the line manager of the personnel of the TMU, and thus responsible for their work product and performance management;
- Identify, as required, external support needs and manage contracts with external experts;
- As TMU manager, lead the development and implementation of:
 - detailed work plans, budgets, and process standards for the transition;
 - a dynamic, proactive change communication strategy, tailored to full breadth of both internal and external audiences, and supported by appropriate communication tools and platforms;
 - a stakeholder engagement plan for the transition with a view to promoting meaningful engagement of internal and external stakeholders throughout the change process;

- a comprehensive approach to monitoring and reporting on the transition to One CGIAR in line with approved work plans and budgets, and consistent with the principle of adaptive management; and
- a comprehensive risk mitigation plan to adequately respond to key risks to delivery of One CGIAR, building upon the CGIAR System Risk Management Framework, the accompanying guidelines, and Center/Alliance risk management practices;
- Coach members of the EMT and senior members of the TMU and TAG support teams on best practice in change management;
- Prepare and deliver periodic reports for the benefit of the CGIAR System Council, the General Assembly of the Centers, and other stakeholders on the transition to One CGIAR; and
- Carry out any additional responsibilities as requested by the interim EMT and/or SMB/One CGIAR Common Board.

Key skills and competencies

The following is a non-exhaustive list of required skills and competencies:

- Demonstrated ability to lead complex, large-scale organizational change, including the capacity to steward and lead the achievement of key milestones in the face of potential disagreement, bringing a sense of seeking unanimity and consensus, whilst able to determine when to move forward without it
- Demonstrated, significant experience and knowledge of international change management principles, methodologies and tools
- Demonstrated, significant experience and knowledge of project management approaches and tools in complex multi-stakeholder settings
- Familiarity with strategic opportunity and risk management concepts, approaches, and tools
- Excellent communication skills, both written and verbal, with the ability to articulate messages to a variety of audiences in ways that deliver clarity of purpose and meaning to the respective audience(s)
- Demonstrated ability to develop and maintain strong relationships with a broad range of stakeholders within and outside an organizational structure
- Demonstrated ability to inspire and motivate teams and partners

Annex IX: Terms of reference for thematic Transition Advisory Group support teams

This annex sets out preliminary terms of reference for dedicated Transition Advisory Group (TAG) support teams to support the transition to One CGIAR.

Purpose

The TAG support teams provide dedicated capacity to advance the transition to One CGIAR, working alongside and guided by multi-stakeholder TAGs. The proposed TAGs and support teams would cover the following themes, each of which corresponds to one or more recommendations of the System Reference Group (SRG), endorsed by the System Council at its 9th meeting on 13-14 November 2019¹⁷:

- **Research** on SRG Recommendation 1 (“One mission”) and Recommendation 4 (“A new research modality”);
- **Unified governance** on SRG Recommendation 2;
- **Policies and services** on Recommendation 3.b;
- **Country and regional engagement** on Recommendation 3.c;
- **Financial management and modalities** on the financial arrangements of One CGIAR (Recommendation 5); and
- **Resource mobilization** to work on the resource mobilization business plan (Recommendation 5).

Key responsibilities

Guided by their respective TAGs, coordinated by a Transition Management Unit (TMU), and working closely with relevant Communities of Practice (CoPs), the TAG support teams will:

- Develop and update, as necessary, work plans and budgets for the transition to One CGIAR in their respective areas, consistent with templates and standards established by the TMU;
- Provide secretariat services to their respective TAGs, including preparing background materials and meeting reports, facilitating meetings, and engaging external experts;

¹⁷ 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)

- Consistent with a change communication strategy and stakeholder engagement plan set out by the TMU, provide periodic progress updates in their respective areas and contribute towards relevant reports and communication products across the broader transition to One CGIAR;
- Contribute towards the effective monitoring, reporting and adaptive management of the transition in their respective areas, and recommend any course corrections, as necessary, in line with a shared approach established by the TMU;
- Implement, in their respective areas, the agreed risk management plan for the transition to One CGIAR;
- Carry out any additional responsibilities as requested by the TMU, interim EMT, or SMB/One CGIAR Common Board.

Deliverables

The TAG support teams will work alongside their respective TAGs to deliver against the priority actions and target dates recommended by the SRG and endorsed by the System Council, which are reflected in the non-exhaustive, preliminary actions set out for each theme in Annex XIII. Once formed, each TAG and support team will – as a priority – set out a more detailed, preliminary work plan for 2020, in consultation with relevant CoPs and other stakeholders.

Composition

The TAG support teams will comprise qualified System Organization staff, Center secondees, and external experts. 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 (or all) of their time to the transition process as members of TAG support teams.

Each support team will be co-managed by two internal project leads: one from a Center and one from the System Organization. The Center-affiliated co-manager will be identified through an open call for expressions of interest, in consultation with Center Directors General and advised, if necessary, by the inclusive Search Committee (see Annex VI).

With a view to leveraging the wealth of expertise and experience available across the CGIAR System, the TAG support teams will work closely with relevant CoPs (see Annex IV).

Relevant CoPs will be invited to identify a person from among their members to work with TAG support teams to help ensure effective two-way communication.

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

CGIAR seeks consultants (team or firm) to support the CGIAR System Management Board (SMB) and – once established – an interim CGIAR Executive Management Team (EMT) 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 SMB's and then the One CGIAR Common Board to oversee their implementation with input and advice provided by an inclusive Transition Consultation Forum (TCF).

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 enables 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.

A core team of experts, with considerable change management and project management experience, will work with the CGIAR System Organization to strengthen the overall Transition Management Unit (TMU) – including planning, coordination, communication, monitoring, and reporting – providing direct support and advice to the interim EMT and a cross-cutting communications and change management Transition Advisory Group (TAG).

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

- a. Research: SRG recommendations 1 and 4 on “One mission” and “A new research modality”;
- b. Unified governance: SRG Recommendation 2 on “Unified Governance”;
- c. Policies and services: SRG Recommendation 3.b on “One CGIAR Policies and Services”;
- d. Country and regional engagement: SRG Recommendation 3.c on “One CGIAR at the Country and Regional Level”;
- e. Financial management and modalities: SRG Recommendation 5 on “More, and Pooled, Funding” as it relates to financial management and modalities; and

- f. Resource mobilization: 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 3 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 TAGs and support 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 TCF and the extended CGIAR leadership team of the interim 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 interim EMT, Center leadership, the System Organization, and the TAG support team 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 TAGs and support teams, as appropriate;
- In-source, as needed, specialized skills from other external partners; and
- Support Center/Alliance focused change management activities, as appropriate.

Duration of the assignment

[XX] working days starting on [XX 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 another 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, Arial font size 11pt., margins no smaller than one inch. Proposals must include the team composition and experience and clearly break down 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] February 2020. Only electronically submitted proposals will be considered. Late proposals will not be considered. Shortlisted bidders will be contacted no later than [XX] February 2020.

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

[PLACEHOLDER, TO BE COMPLETED IN DUE COURSE]

Annex XII: Indicative implementation risks and mitigation strategies

1. Table 1 of this annex provides initial, indicative input on potential implementation risks for the endorsed SRG recommendations, 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.
2. 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 material 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. As One CGIAR implementation has yet to commence, the risks set out below are indicative and non-exhaustive, and a comprehensive risk evaluation analysis will need to form part of detailed One CGIAR transition and implementation planning on an ongoing and iterative basis.
5. At its 13 January 2020 meeting, the SMB's Audit and Risk Committee (ARC) considered the SC-endorsed SRG recommendations the Co-Chairs' Summary from the Extraordinary General Assembly of Centers.
6. The ARC believes that a One CGIAR Common Board is the first step in a journey to a more unified CGIAR, as envisaged by the SRG and as unanimously endorsed by the System Council. A common board does not involve any mandated merger or new alliance. Centers will retain their own legal personalities, as they are now. The One CGIAR Common Board will not have legal authority over any Center Board. When sitting as individual Center/Alliance Boards, Common Board members will take decisions in that respective capacity (as a member of the Center/Alliance Board).
7. As the One CGIAR Common Board is an essential key to unlock the detailed transition to the new, unified CGIAR, it should be established as quickly as possible. Since there is no mandated merger or acquisition, there is no need for due diligence that would normally be done in this situation.
8. One important safeguard, however, will be the identification of potential conflicts of interest (from the perspective of each of the key stakeholders) and formulation of policy to address them.

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
<i>Cross-cutting</i>	
<ol style="list-style-type: none"> 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.: <ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 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
<p>loss of support, momentum and ultimately relevance if moving too slowly.</p>	
<p><i>Compelling mission for One CGIAR</i></p>	
<ol style="list-style-type: none"> 1. A vision and roadmap that are not clearly articulated - or articulated too slowly, or without conviction or confidence in the value proposition behind them - 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. 	<ol style="list-style-type: none"> 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.
<p><i>Unified governance</i></p>	
<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 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

Risks	Recommendations
<ol style="list-style-type: none"> 7. Failure to appoint a Board with appropriate skills and experience who commit to spending the time required to do the job required. 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. 	<p>integrated operational structure done.</p> <ol style="list-style-type: none"> 7. Use existing Center leadership and the General Assembly as key mechanisms to monitor and proactively manage transition.
<i>Integrated operational structure</i>	
<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 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.
<i>New research modality</i>	
<ol style="list-style-type: none"> 1. Sequencing of the establishment of the new modality and the development of 	<ol style="list-style-type: none"> 1. Leverage internal champions, not just for change, but also for One CGIAR

Risks	Recommendations
<p>the research strategy, being able to articulate research agenda in a coherent and compelling manner.</p> <ol style="list-style-type: none"> 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. 	<p>vision.</p> <ol style="list-style-type: none"> 2. Active, focused communication that continues throughout the transition 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.
<i>More and pooled funding</i>	
<ol style="list-style-type: none"> 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 <i>de minimis</i> 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). 	<ol style="list-style-type: none"> 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.

Annex XIII: Possible, preliminary actions towards One CGIAR

1. **This annex brings together the key milestones, transition governance and management structure, and resource considerations discussed throughout this paper.**
2. Each of the tables below is provided as a set of possible, preliminary actions, with responsibilities identified to help take the work forward.

Overall coordination, communication and monitoring

Action	Responsible	Timing	Required resources
Agree the terms of reference and working modalities of a broad-based Transition Consultation Forum (TCF) and form thematic Transition Advisory Groups (TAG) to provide input and guidance across specific dimensions of the transition to One CGIAR	TCF, facilitated by the TCF Co-Chairs	by mid-February 2020	time of TCF
Develop modalities for staff participation in TAG support teams	Center DGs, leadership, System Organization	by February 2020	time of Center DGs and leadership, System Organization
Develop ToR for Transition Management Unit (TMU)	System Organization, with cross-System input	by end January 2020	time of System Organization, stakeholders
Develop ToR for dedicated, thematic TAG support teams to advance the transition to One CGIAR	System Organization, with cross-System input	by end January 2020	time of System Organization, stakeholders
Launch a request for proposals for change management support	System Organization, with cross-System input	by early February 2020	time of System Organization, stakeholders

Action	Responsible	Timing	Required resources
Recruit a Change Manager	System Organization, with cross-System input; Search Committee to advise on selection	position advertised by early February 2020	time of System Organization, stakeholders, Nominations Committee
Select members of dedicated, thematic TAG support teams	System Organization and Center DGs, leadership, Search Committee to advise on/ validate selection	by end March 2020	time of Center DGs and leadership, System Organization, Search Committee
Develop preliminary internal communication strategy, including structure and approach	System Organization, with input and guidance from Communications and Change Management TAG	by February 2020	time of System Organization, TCF
Develop communication instruments	System Organization, with input and guidance from Communications and Change Management TAG	by February 2020	time of System Organization
Implement preliminary communication strategy	TMU; Centers; Funders; Partners; Communications and Change Management TAG	from February 2020	time of stakeholders
Develop preliminary monitoring and adaptive management approach for the change process	TMU, with input and guidance from Communications and Change Management TAG	by February 2020	time of TMU, TCF

Action	Responsible	Timing	Required resources
Coordinate the development of a detailed 2020-2021 transition plan – building on more advanced versions of this document – for SMB and System Council information	Interim Executive Management Team (EMT), with support from TMU as well as input and guidance from Communications and Change Management TAG	May 2020	time of EMT, TMU, TCF
Monitor and report on implementation, propose any course corrections to interim EMT	TMU	from May 2020	time of TMU

Research

Action	Responsible	Timing	Required resources
Develop road map to complete a 2030 Research Strategy by end 2020	Research TAG, support team	by February 2020	time of Research TAG and support team, invited participants
Design June 2020 event to shape 2030 Research Strategy, including advance analyses and preparations required	Research TAG, support team	February 2020	time of Research TAG and support team
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 TAG, support team	March—April 2020	time of Research TAG and support team
Develop a road map to design and implement a 2022—24 science and funding transition from CRPs to the new research modality	Research TAG, Financial management and modalities TAG, and corresponding support teams for	May 2020	time of Research TAG, Financial management and modalities TAG, and corresponding support teams

Action	Responsible	Timing	Required resources
	submission to EMT and System Council		
Convene a science workshop to shape the 2030 Research Strategy, with key outputs including definition of 'big lift' areas and process for development of each of these	Interim EMT, with advice and support provided by Research TAG, support team	June 2020	time of Research TAG, support 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	Interim EMT, with advice and support provided by Research TAG, support team	July 2020	time of EMT, Research TAG, support 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 TAG, support team for submission to Interim EMT, SMB, and System Council	September 2020	time of Research TAG, support team
Coordinate the development of a final 2030 Research Strategy for SMB and System Council review and approval	Interim EMT, with advice and support provided by Research TAG, support team	July-November 2020	time of EMT, Research TAG, support team

Unified governance

Action	Responsible	Timing	Required resources
Support General Assembly of Centers to take steps to reconstitute the SMB membership (the future One CGIAR Common Board' members)	System Organization	by mid-February 2020	time of System Organization; external legal expert

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 TAG, support team	by early February 2020	time of Governance TAG, support team, legal expert
Share information on any essential adjustments to Center/ Alliance Board governing documents to allow for One CGIAR Common Board	Governance TAG, support team	by early March 2020	time of Governance TAG, support team, legal expert
Develop and agree terms of reference for unified board secretary approach to support common board	Governance TAG, support team	by April 2020	time of Governance TAG, support 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 TAG, support team	by end May 2020	time of Governance TAG, support team; Audit Committee Chairs' group; legal expert
Develop and deliver induction program for newly appointed SMB members (to be Common Board members)	Governance TAG, support team	by early June 2020	time of Governance TAG, support team; legal expert; Audit Committee Chairs Group; Center Board Chairs
Commencement of essential 'United Governance' approach to essential cross-system transitional committees	Governance TAG, support team	by 1 September 2020	time of Governance TAG, support team; legal expert; facilitative decisions of SMB and Center/Alliance Boards
Monthly interactive 'webinars' for governance focused colleagues; SMB	Governance TAG, support team	from mid-February 2020	time of Governance TAG, support team; legal expert; Audit

Action	Responsible	Timing	Required resources
and Center/Alliance Board members			Committee Chairs Group; Center Board Chairs
Facilitate the organization of a first annual consultative forum of One CGIAR Common Board and country representatives	Governance TAG, support team	by February 2021	time of Governance TAG, support 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 TAG, support team	by June 2020	time of Policies and services TAG, support team (including external experts)
Develop ToRs, calls for proposals for critical external support/ expertise towards the development and roll-out of priority policies and services over the 2020-2022 timeframe	Policies and services TAG, support team	by March 2020	time of Policies and services TAG, support team
External support in place	Policies and services TAG, support team	by June 2020	time of Policies and services TAG, support 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 TAG, support team	by March 2020	time of Country and regional engagement TAG, support team

Action	Responsible	Timing	Required resources
Develop a revised road map, based on interim Executive Management Team input	Country and regional engagement TAG, support team	by July 2020	time of Country and regional engagement TAG, support 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 TAG, support team	by July 2020	time of Country and regional engagement TAG, support team

Financial management and modalities

Action	Responsible	Timing	Required resources
Develop a comprehensive financial plan covering off how the change will be financed whilst ensuring sustained predictably funding for ongoing delivery	Interim EMT, Financial management and modalities TAG, support team	by December 2020	time of Financial management and modalities TAG, support team
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	Interim EMT, Financial management and modalities TAG, support team	by December 2020	time of Financial management and modalities TAG, support team
Develop a road map to design and implement a 2022–24 science and funding transition from CRPs to the new research modality	Research TAG, Financial management and modalities TAG, and corresponding support teams for submission to EMT and System Council	May 2020	time of Research TAG, Financial management and modalities TAG, and corresponding support teams

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 TAG, support team	by 31 May 2020	time of Resource mobilization TAG, support team, external experts

Appendix A - Key changes compared to 'Version 2'

#	Section	Summary of Key Change
1	Introduction	<p>The introduction clarifies that this document focuses on initial steps in the year 2020.</p> <p>The introduction includes a reference to the Co-Chairs' summary of the December 2019 Extraordinary General Assembly (EGA). This reference can be updated as additional EGA documents are shared.</p>
2	High-level timeline and milestones	<p>This section has been revised throughout, reflecting the discussions at the EGA, comments from stakeholders on Version 2, and further work to map the steps required to reconstitute the SMB and establish a One CGIAR Common Board.</p>
3	Leading and stewarding the transition to One CGIAR	<p>This section has been revised throughout, reflecting the discussions at the EGA, comments from stakeholders on Version 2, and with additional annexes providing further details on roles. Specifically:</p> <p>A "Transition Consultation Forum (TCF)" (previously "Transition Reference Group [TRG]"), is expanded to include all interested voting members of the System Council, all members of the System Management Board, all Center Board Chairs, all Center Directors General, and the Chair of the Independent Science for Development Council (ISDC). The TCF is co-chaired by the Board Chairs' and Directors General conveners, as well as the SMB Chair and a System Council Funder representative (being the two former Co-Chairs of the SRG). The role of the TCF is set out in further detail in Annex III.</p> <p>The Transition Advisory Groups (TAG) have been revised considering an EGA proposal, now including a cross-cutting TAG on communication and change management. Each TAG would be supported by a dedicated team. The role and membership of the TAGs is set out in Annex IV.</p> <p>The role of the "Transition Management Unit (TMU)" (previously "Transition Support Unit (TSU)") is strengthened with the inclusion of a senior Change Manager to lead it, reporting to the SMB and the interim Executive Management Team, once established.</p>

#	Section	Summary of Key Change
		Figure 2 has been revised to reflect the above.
4	Annex II: Process to appoint a reconstituted System Management Board	This new annex, to be circulated by 17 January 2020, reflects the latest proposed steps to reconstitute the SMB to also serve as the inaugural One CGIAR Common Board.
5	Annex III: Terms of reference and working modalities for an inclusive Transition Consultation Forum	This new annex sets out the purpose, membership, and modalities of work of the Transition Consultation Forum (TCF).
6	Annex IV: Terms of reference and working modalities for thematic Transition Advisory Groups	This new annex sets out the purpose, membership (to be completed), and modalities of work of the Transition Advisory Groups (TAG), reflecting the discussions at the EGA and comments from stakeholders on Version 2.
7	Annex V: Terms of reference for an interim One CGIAR Executive Management Team and Managing Directors	<p>This annex has been revised to reflect the proposal to quickly appoint an <u>interim</u> One CGIAR Executive Management Team (EMT), as well as taking into account the discussions at the EGA and comments from stakeholders on Version 2.</p> <p>The annex provides input for further definition by an inclusive Search Committee.</p>
8	Annex VI: Terms of reference for an inclusive Search Committee for the interim One CGIAR Executive Management Team and transition support	This new annex sets out proposed terms of reference – for SMB approval – for an ad hoc Search Committee to be established for the purpose of recommending appointments of Managing Directors to the interim Executive Management Team (EMT) and advising on the selection of other key individuals to manage and support the transition to One CGIAR.
9	Annex VII: Terms of reference for a Transition Management Unit	This new annex sets out the purpose and composition of the Transition Management Unit (TMU).

#	Section	Summary of Key Change
10	Annex VIII: Terms of reference for a Change Manager	This new annex, to be circulated by 17 January 2020, sets out the terms of reference for a senior Change Manager to lead the Transition Management Unit (TMU).
11	Annex IX: Terms of reference for thematic Transition Advisory Group support teams	This new annex, to be circulated by 17 January 2020, sets out the purpose and composition of the dedicated support teams the Transition Advisory Group (TAG).
12	Annex X: Request for proposals: change management support towards 'One CGIAR'	This annex has been revised for consistency in terminology and timelines and considering stakeholder comments on Version 2.
13	Annex XIII: Possible, preliminary actions towards One CGIAR	This annex – previously in the body of the document – has been updated to reflect the changes above.