

Key Messaging from the December 2019 Extraordinary General Assembly of Centers on ‘One CGIAR’

Summary document – building on:

- *Co-Chairs’ Summary, 20 December 2019*
- *Longer Meeting Summary, 10 January 2020*
- *Appendix III of the Longer Meeting Summary – ‘Pathway to unified governance’*

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Version: 14 January 2020

Contextual background of going into the Extraordinary General Assembly – Centers’ agreed statement to SC9 in November 2019



... “The 15 Centers fully grasp the enormity of the challenge of attaining a food and nutritionally secure world under conditions of increasing population and changing climate.

The Centers **are acutely aware of** the role that science must play in responding to these global challenges and **the need for a much stronger CGIAR response. Thus, the Centers embrace the efforts towards One CGIAR and appreciate the work of the SRG and the Recommendations** made in the document before this Council.

The **Centers support the direction of all Recommendations and, under the principles of adaptive management set out in the SRG document,** commit to a timely process to consider the operational implications and inform related Center Board decisions.

While there is broad support for the directions embodied in recommendations 1, 3B, 3C, 4 and 5, subject to operational considerations as mentioned, there is also a view that the implications of recommendations 2 and 3A need more detailed analysis in order to best support the intended outcomes. ...”

EGA December 2019 – First opportunity for the Board Chairs and DGs (as a united group) to digest SC9 outcomes



Objectives of the Meeting

- to reach a common understanding of the reform, the recommendations, the gains
- to reach convergence and agreement on challenges, solutions and a way forward towards implementation
- to agree on a code of conduct and modalities for the transition process
- to discuss TORs and the nomination process for the future board
- to agree on agenda + decision points for the next GA

Red Lines for the reform as seen by Funders

- yes, will do it + fast (-endless process ↓)
- clear outcomes
- nomination committee → deadline for board mid 2020

Reflecting the overall sense as the EGA proceeded

During the EGA, Centers considered what the indicators of success would be in 5-8 years' time across the various categories of SRG Recommendations, and ended up in a very similar place to the SRG

This represents a significant move over the past 12 months or so towards a more unified approach to achieving CGIAR's mission

While substantially aligned with the SRG, the EGA proposed a small number of adjustments to enhance the balance between the One CGIAR ambition and a commitment to Centers' specific obligations and Center Boards' fiduciary liabilities. These are set out in the following slides

Adoption of these adjustments would significantly enhance the likelihood of all Centers/ Alliances continuing to participate in the transition to One CGIAR

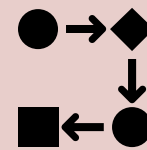
Overall messaging from the EGA to inform implementation (as explored in following slides)



'One CGIAR'
suggested
adaptations to
ensure success



Implementation
requires more
participatory
process



Suggested
'next steps' to
maintain
momentum



Ideas: Principally around delivery of 'united governance' to ensure capacity to deliver and provide effective governance and assurance

Ideas: Based on awareness that major change initiatives are successful if there's sufficient buy-in; and that top-down decision making is unlikely to bring sufficient numbers of people with us

Ideas: Major focus is on having a clear roadmap per major area of focus; and being aware of and effectively managing the inherent interdependencies of those areas of work.
Major comms effort needed



'One CGIAR' suggested adaptations to ensure success



SRG bold ideas

2 –
Unified
Governance

3a –
Unified
Management

High-level summary of SC-endorsed position

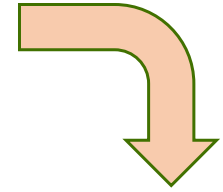
- Minimum of 2/3rd of discretionary members of Center/Alliance Boards are 'common board' members through until end 2021
- From 2022, all discretionary members are the same people on all the Boards (non-discretionary roles continue)

- An "Executive Management Team" composed of 3 Managing Directors with shared mission and accountability
- Substantial delegated authority from Common Board for decision-making
- Leads consolidation of CGIAR's Centers into small number of operational units

High-level summary of EGA's suggested adaptation *

- Max 1/3rd of Center discretionary members continue beyond end-2021 to ensure Center-specific issues are adequately appreciated and addressed
- Non-discretionary members continue on Center-specific Boards

- An Executive Team of 3 MDs with collective mission and accountability but individual focus on: (i) leadership/stewardship of One CGIAR science agenda; (ii) cross-System comms/RM; (iii) cross-System Operations
- Encourage smaller number of operational units via further mergers/alliances



As set out in 'One CGIAR Operational Pathways' paper, 10 January 2020.

Centers/Alliances are considering this paper and have committed to come back to the Co-Conveners by 20 January 2020 with their position on the proposal.

Diagram on following slides conveys essence of the revised proposal for One CGIAR Common Board.



CGIAR

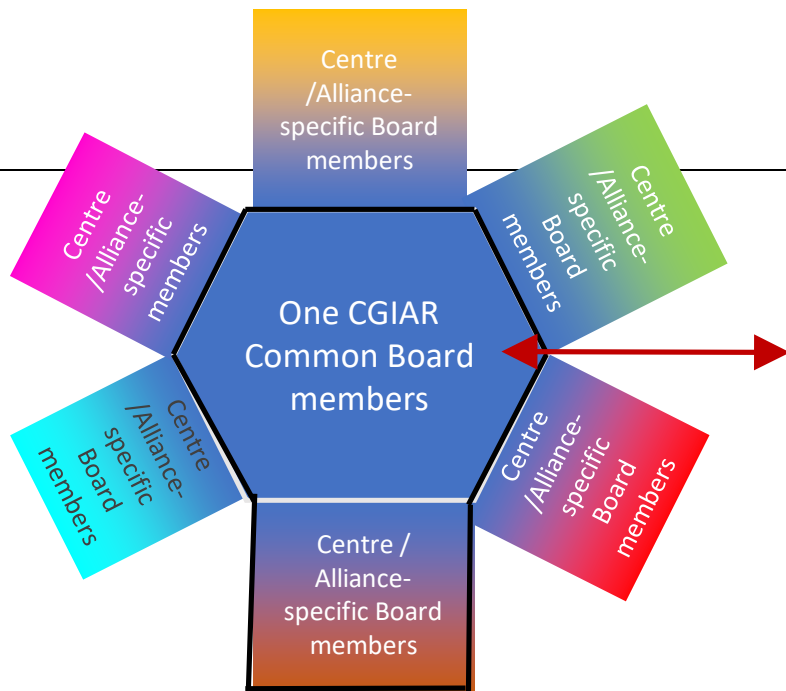
Revision version: 10 January 2020

System Management Office support to One CGIAR Management Team

ONE CGIAR EXECUTIVE TEAM
Reports and is accountable directly to the One CGIAR Common Board

- Managing Director – One CGIAR Science portfolio**
- Managing Director - External Relations and Resource Mobilization portfolio**
- Managing Director - Operations portfolio**

+ Temporary advisor change management



Includes the Ex-officio DG with dual accountability and reporting line (paragraph 15 above)

KEY

Shape and color denotes the scope of membership of the One CGIAR Common Board

Shape denotes the scope of the membership of the Center/ Alliance Board

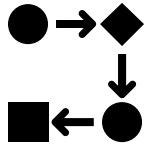
Each of the shaded cells =

Centre / Alliance-specific Board members

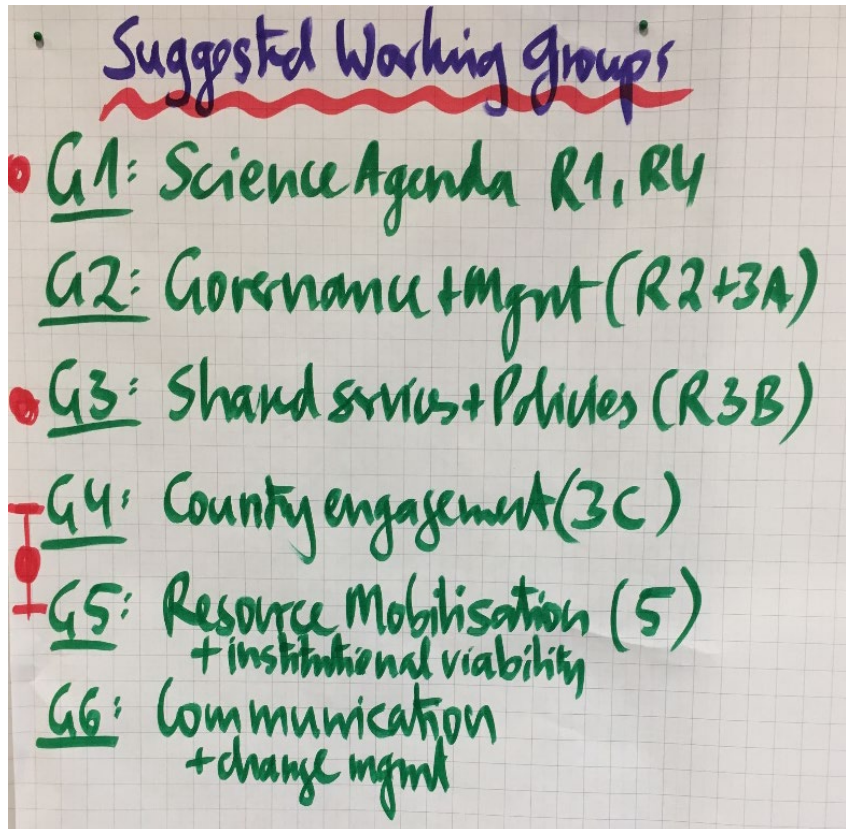


Number of Centers/ Alliances is illustrative and in a full diagram all Centers/ Alliances would be shown





Implementation requires more participatory process



Working groups* are essential for success

- Need for strong engagement of the Centers so that the change is driven by the Centers and not perceived as imposed
- WG membership (approx. 6 persons) proposed by the GA and approved by the SMB. Co-design crucial, with appropriate representation of Funders and others (e.g. ISDC, country partners)
- Each supported by CGIAR technical staff for drafting etc.

An independent Change Management resource to guide the change process is considered key to success

- Still recognizing the overall responsibility for the change is under the remit of the SMB/One CGIAR Common Board
- Once in place, the Executive Team would be able to give oversight of and guide the change process

Communications WG

- Essential to have common templates, use MS Teams with access for all, and transform the way that material is being shared to bring people along

* *Change Management resource needs to be across all groups*

EGA reflections on Science Agenda Working Group

- Focus: Developing programmatic elements that go beyond the interest of a single Center, with the initiative on the Dry Arc given as an example, and that allow for the research to be embedded into development and be ready for scaling up from the beginning.
- Membership: To guide the preparations by end of June 2020 of an initial strategy document that explains what the big programmatic elements will be and drawing on existing indicators, a two-tiered working group was proposed comprising -
 - A steering group with limited number of DGs, Research focused MD, ISDC Chair and Funders, to start working in January 2020.
 - A larger group with science leaders, DDGs Research, some external thought leaders, some partners, and some Funders to be set up a month later.

EGA reflections on Working Group on Shared Services

- Focus:
- For both Policies and Services, the Working Group could identify overlaps and gaps and find pockets of recent excellence to adopt as a Shared Service or a common Policy format.
- For Policies it was suggested that given that there are thousands of policies across the system, a mapping exercise be undertaken to figure out exactly what policies and policy frameworks Centers have. For both Policies and Services, the Working Group could identify overlaps and gaps and find pockets of recent excellence to adopt as a shared service or a common format.
- Membership: Membership would generally include DGs, some COP members, System Organization team members as relevant, and in some cases external persons. It was noted that it may be appropriate for Funders to be consulted rather than being directly involved in this Working Group at this stage.

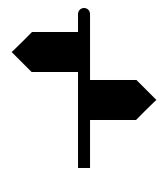
EGA reflections on Working Groups on Country Engagement and Resource Mobilization (considered together)



- Focus: With reference to past work done by the System Management Board's Working Group on CGIAR Country Collaboration, the initial priorities would be to (i) undertake a diagnosis/situation analysis in countries where CGIAR operates, (ii) get nominations for a lead Center for the 20 countries in Tier one, and (iii) CGIAR to play some sort of convening role of looking at how do we develop country strategies, conscious of the fact that many countries already have country strategies.
- Membership: Volunteers to be sought for the Working Group.



Key suggested 'next steps' to maintain momentum



Develop a roadmap for each recommendation with roles and responsibilities as an essential element of understanding the interconnected nature of the change process.

- GA inputs on next page are a starting example, but need further detail
- Proposal in the GA Longer Summary for the Co-Conveners to help take this forward (as reproduced on the following page)



Present all necessary legal information to facilitate final decision-making by the General Assembly and Center/Alliance Boards: Material to show what changes are required to the Charter of the CGIAR System Organization, and additional due diligence required to understand the full legalities of the One CGIAR Common Board. Cross-Center/Alliance due diligence also required.



Obtain clarity on the reporting lines of Communities of Practice as the change process rolls out – ensuring that Center/Alliance management (particularly DGs) are more engaged in priority setting and areas of focus

EGA – Recommended starting points for key next steps to take forward implementation



WHAT		WHEN	WHO	
1	Workshop report		EGA Co-Chairs	System Organization
2	Nominations Committee Terms of Reference + Terms of Reference for One CGIAR Common Board		GA	System Organization
3	Initial Terms of reference for Executive Management Team		GA	System Organization
4	Legal reviews and analysis		Centers	System Organization
5	Cross-Center Due diligence		Centers	System Organization
6	Activate Working Groups		GA	SMB
7	Governance and Management Model			
8	Feedback from System Council			
9	Transition Reference Group (TRG): terms of reference, membership and schedule			
10	Governance Change Roadmap			
11	Communication including re-branding			
12	Engagement of Independent 3 rd party on change management			
13	Common communication to Boards and staff			
14	Re-examining the role of GA	4 th GA		
15	Communication to SMB and SC	ASAP	GA	System Organization
16	New version of 'Initial Steps and Transition Plan'	For SMB Jan 2020		System Organization

Subsequent proposed action: The proposal from the EGA Co-Chairs is that they work with the System Organization team in advance of the System Management Board's 16th meeting (28-29 January 2020) to fill in gaps/amend as appropriate – and that the material is then shared across the Centers as soon as possible – and by not later than 31 January 2020 in any event.

General Assembly decision items around reconstituting the SMB as an initial step towards ‘One CGIAR Common Board’

- Center/Alliance Board support for ‘Pathway to Unified Governance’ paper by 20 January 2020 is an important preliminary step
- Recognition of need to keep momentum
- General Assembly has identified following dates for formal decision-making on the steps in the hands of the GA to take forward SMB membership:
 - **Retained dates of 12-13 February** as virtual meeting dates
 - **Agreed to meet over 23-25 March** (including site visit on 23 March)
- Working in line with those dates, with goal of SMB re-constituted as early as is practicable, whilst ensuring a robust process