One CGIAR
endorsed destination, transition roles, and time line

Pre-proposal call: Program and Change Management Support towards One CGIAR
4 March 2020
Endorsed destination: One CGIAR recommendations at a glance

One CGIAR refers to a future, more unified and integrated CGIAR, as set out in the recommendations of the System Reference Group (SRG) and endorsed by the CGIAR System Council at its 9th meeting in November 2019*.

One CGIAR is a dynamic reformulation of CGIAR’s partnerships, knowledge, assets, and global presence, aiming for greater integration in the face of the interdependent challenges facing today’s world.

*In line with a principle of adaptive management, that endorsed destination has since been adapted by the CGIAR System Management Board at its 16th meeting in January 2020, taking into account proposals made by the December 2019 Extraordinary General Assembly of the Centers.
### One CGIAR recommendations: overview of target dates

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
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<tbody>
<tr>
<td><strong>Recommendation 1:</strong> 2030 Research Strategy developed and approved</td>
<td>Q4</td>
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<td><strong>Recommendation 1:</strong> 2022—24 Investment Plan developed and approved</td>
<td>Q4</td>
<td>Q1</td>
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<td><strong>Recommendation 1:</strong> Initial set of CGIAR Projects developed and approved</td>
<td>Q4</td>
<td>Q1</td>
<td>Q3</td>
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<td><strong>Recommendation 2:</strong> Center Board decision-making in Aug—Sept to appoint reconstituted SMB members to Center/Alliance Boards, as a 2/3 voting majority, with an effective date of 1 October</td>
<td>Q4</td>
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<td><strong>Recommendation 3.a:</strong> Form One CGIAR Executive Management Team (EMT)</td>
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<td>To be decided. SMB to agree ToR and launch search in May 2020</td>
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<td><strong>Recommendation 3.b:</strong> Priority One CGIAR policies and services feasibility and business case development, services design</td>
<td>Q4</td>
<td>Q1</td>
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<td><strong>Recommendation 3.b:</strong> Priority One CGIAR policies and services build and implementation</td>
<td>Q4</td>
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<td><strong>Recommendation 3.c:</strong> Design and scoping of One CGIAR country and regional engagement model</td>
<td>Q4</td>
<td>Q1</td>
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<td><strong>Recommendation 3.c:</strong> Prioritized roll-out of new engagement model with country strategies and coordination functions</td>
<td>Q4</td>
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<td><strong>Recommendation 4:</strong> New modality developed and approved for implementation readiness from 2022</td>
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<td>Q1</td>
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<td><strong>Recommendation 5:</strong> 50% pooled funding achieved by end-2022</td>
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<td><strong>Recommendation 5:</strong> 70% pooled funding by the end of the 2022-2024 business plan period</td>
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Leading and stewarding the transition

**System Management Board (SMB)**
- sponsors, oversees transition to One CGIAR
- Appoints EMT, reviews and approves work plans and budgets, oversees effective monitoring
- during the first year of implementation, updates SC on at least a quarterly basis on progress against the endorsed target dates

**System Council (SC)**
- periodically reviews progress in implementation of One CGIAR recommendations
- decides, inter alia, on a 2030 Research Strategy, three-year investment plans, CGIAR Projects, and pooled funding modalities

**General Assembly of the Centers (GA)**
- appoints membership of a reconstituted SMB to also serve as members of One CGIAR Common Board, once appointed by Center/Alliance boards to their own boards
- approves facilitative changes to the Charter of the CGIAR System Organization, along with SMB and SC

**Center Boards**
- decide on the appointment of reconstituted SMB members to Center/Alliance Boards, as a 2/3 voting majority, with an effective date of 1 October

**One CGIAR One CGIAR Executive Management Team (EMT)**
- coordinated leadership of One CGIAR, overseen by and reporting to the SMB/One CGIAR Common Board
- leads transition to One CGIAR
- manages the TPMU and TAG support teams

**Transition Program Management Unit (TPMU)**
- overall coordination of the transition to One CGIAR as a program of interconnected projects
- planning, budgeting, risk identification and mitigation, change management, communication, training, monitoring, and reporting
- reports to SMB/One CGIAR Common Board and EMT once in place, facilitates work of TCF, coordinates work of TAG support teams

**Transition Advisory Groups (TAG)**
- continuous input and guidance towards the implementation of specific dimensions of the transition
- formed by TCF members, with membership tailored to theme

1. Cross-cutting
2. Research
3. Unified governance
4. Country, reg. engagement
5. Finance
6. Resource mobilization

**Transition Consultation Forum (TCF)**
- consultation, communication, and reference point
- includes members of the former SRG, as well as all other Center Board Chairs and Directors General, all other interested voting members of the System Council, and the ISDC Chair
- co-chaired by representatives of SC, SMB, Board Chairs, and Directors General, who form a small sponsor group to advise on cross-cutting transition communication and coordination

SMB to approve ToR, launch search in May 2020

Req. for Proposals issued 21 Feb
### Overview of possible TAG priorities and associated decision points

| TAG1: Agree near-term priorities for stakeholder outreach |
| TAG1: Set out a process to consider recommendation 3.a on ‘a smaller number of operational units’ |
| TAG1: Provide a sounding board for TPMU in the development of a detailed 2020—21 transition work plan and budget, including associated process standards |
| TAG1: Provide a sounding board for TPMU in the development of a dynamic and proactive 2020—21 change communication strategy and stakeholder engagement plan |
| TAG2: 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 |
| TAG2: Design and convene a June 2020 event to shape the 2030 Research Strategy, including advance analyses and preparation required |
| TAG2: Guide an inclusive and consultative process to deliver a final 2030 Research Strategy for SMB and System Council Approval |
| TAG3: Oversee the collation of key questions and provision on an ongoing basis of expert external legal advice on One CGIAR legal, governance and assurance questions [Additional action added in to provide appropriate advice based on SMB16 decisions] |
| TAG3: Develop draft Terms of Reference for the One CGIAR Executive Management Team (‘EMT’), with proposed reporting and accountability across SMB, Center Boards, EMT, and Center DGs, taking into inputs from SC, SMB and extraordinary General Assembly |
| TAG3: Propose term lengths for One Common Board members and consider whether (and if so propose) amendments are required to the responsibilities of the SMB as set out in the *Charter of the CGIAR System Organization* for the SMB to then serve as the One CGIAR Common Board |
| TAG3: Develop and propose a terms of reference for unified board secretary approach for One CGIAR |
| TAG3: Discuss and propose for SMB and Center/Alliance Board consideration and approval, a transitional ‘Unified Governance’ approach to essential cross-system committees |
| TAG5: Guide an inclusive and consultative process to design a One CGIAR engagement model at the country and regional levels |

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<th>2020</th>
<th>Mar</th>
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<th>Aug</th>
<th>Sep</th>
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<th>Nov</th>
<th>Dec</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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- **May 2020:** TPMU operational
- **June 2020:** 2nd in-person meetings (TBC)
- **June 2020:** Science event
- **Oct 2020:** Final 2030 Strategy circulated for SMB and SC approval
- **May 2020:** SMB to approve ToR and launch EMT search
- **Aug-Sept 2020:** Center Board decision-making to appoint reconstituted SMB members to Center/Alliance Boards
Key decisions and inputs (non-exhaustive draft)

**Key decisions: SMB, SC, GA, Center Boards**

- **28 Feb**: GA agreed to form a Nominations committee to reconstitute the SMB, approved amendments to the Charter of the System Organization
- **May**: SMB to approve ToR and launch search for EMT
- **June**: SC stocktaking of progress
- **July**: GA decision making to appoint reconstituted SMB with an effective date of 1 Sep
- **Aug–Sept**: Center Board decision-making to appoint reconstituted SMB members to Center/Alliance Boards, as a 2/3 voting majority, with an effective date of 1 October
- **Oct**: SMB to recommend 2030 Research Strategy
- **Nov**: SC to approve 2022–24 investment plan and research/funding modalities
- **Q2**: SC12 to approve initial set of large 3-year CGIAR Projects
- **Q2**: SMB to recommend 2022–24 investment plan and research/funding modalities
- **Q4**: SC12 to approve initial set of large 3-year CGIAR Projects
- **Q4**: SMB to recommend initial set of large 3-year CGIAR Projects
- **2020**
  - **Feb–March**: TCF and TAGs formed, agreed modalities for work, initial priorities identified
  - **March–April**: TAG3 to draft ToRs for One CGIAR EMT, with proposed reporting and accountability across SMB, Center Boards, EMT, and Center DGs
  - **March–April**: TAG1 to set out a process to consider recommendati on 3.a on ‘a smaller number of operational units’
  - **March–May**: TAG7 to guide the development of a scenario-based resource mobilization, communication s, and advocacy strategy for One CGIAR
  - **March–June**: TAG2 to design and convene a June 2020 event to shape the 2030 Research Strategy, including advance analyses and preparation required
  - **June–Oct**: TAG1 to guide an inclusive and consultative process to deliver a final 2030 Research Strategy for SMB and System Council Approval
  - **March–Dec**: TAG5 to guide an inclusive and consultative process to design a One CGIAR engagement model at the country and regional levels
- **2021**
  - **Q1**: SC12 to approve initial set of large 3-year CGIAR Projects
  - **Q2**: SMB to recommend initial set of large 3-year CGIAR Projects
  - **Q4**: SC12 to approve initial set of large 3-year CGIAR Projects
- **2022**
  - **Q4**: SC12 to approve initial set of large 3-year CGIAR Projects
- **2023**
  - **Q2**: SC12 to approve initial set of large 3-year CGIAR Projects
- **2024**
  - **Q2**: SC12 to approve initial set of large 3-year CGIAR Projects

**Key inputs: TCF, TAGs**

- **February**: TCF and TAGs agreed to draft ToRs for One CGIAR EMT, with proposed reporting and accountability across SMB, Center Boards, EMT, and Center DGs
- **March–April**: TAG3 to set out a process to consider recommendati on 3.a on ‘a smaller number of operational units’
- **March–May**: TAG7 to guide the development of a scenario-based resource mobilization, communication s, and advocacy strategy for One CGIAR
- **March–June**: TAG2 to design and convene a June 2020 event to shape the 2030 Research Strategy, including advance analyses and preparation required
- **June–Oct**: TAG1 to guide an inclusive and consultative process to deliver a final 2030 Research Strategy for SMB and System Council Approval
- **March–Dec**: TAG5 to guide an inclusive and consultative process to design a One CGIAR engagement model at the country and regional levels
- **March–Dec**: TAG6 to guide the development of a comprehensive financial plan for how the transition will be financed whilst ensuring sustained and predictable funding for ongoing delivery; proposed business rules for a One CGIAR institutional cost-recovery rate and bilateral funding, for roll-out and effectiveness by end-2021
Appendix I: The transition journey

**SET THE DESTINATION AND MAKE IT KNOWN**

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

**MAKE IT REAL**

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

**BUILD CAPACITY**

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

**MAKE IT HAPPEN**

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

**MAKE IT STICK**

*Arrive and enjoy the destination:* Ensure that change is sustainable and long-term benefits are realized
Appendix II: Success factors and transition principles

- A Mission-driven
- B Culture and values
- C Communication
- D Adaptive management
- E Co-creation and collaboration
- F Committed leadership
- G Urgency
- H Subsidiarity reframed
- I Learning from others
### Appendix III: List of abbreviations and acronyms

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>CoP</td>
<td>Community of Practice</td>
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<td>EMT</td>
<td>Executive Management Team</td>
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<td>GA</td>
<td>General Assembly of the Centers</td>
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<td>SC</td>
<td>System Council</td>
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<td>SMB</td>
<td>System Management Board</td>
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<td>SRG</td>
<td>System Reference Group</td>
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<td>TAG</td>
<td>Transition Advisory Group</td>
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<td>TCF</td>
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