

Towards ONE CGIAR

This is a bi-weekly newsletter on the transition to One CGIAR from the co-chairs of the Transition Consultation Forum (TCF). 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. It comprises (i) a sharper mission statement and impact focus to 2030, aligned with the Sustainable Development Goals; (ii) unified governance under a 'One CGIAR Common Board'; (iii) institutional integration, including stronger management, common policies and services, and a unified country presence; (iv) a new research modality; as well as (v) more, and pooled, funding. For further details, please refer to [CGIAR web page](#).



MESSAGE FROM THE CO-CHAIRS OF THE TRANSITION CONSULTATION FORUM (TCF)

Dear CGIAR colleagues and stakeholders,

We hope you remain safe and well.

On 5-7 May, the four of us – in our respective CGIAR capacities – participated in the [17th meeting of the CGIAR System Management Board \(SMB\)](#).

In a demonstration of CGIAR's ability to rapidly adapt to a new operating environment, the SMB conducted a highly effective virtual meeting resulting in several important decisions to advance the transition to One CGIAR as well as [our collective response to COVID-19](#).

On One CGIAR, the Board reviewed implementation progress across the endorsed [System Reference Group recommendations](#) and:

- **Approved the [Terms of Reference for an inaugural One CGIAR Executive Management Team \(EMT\)](#)** comprising three Managing Directors within a comprehensive EMT Candidate Information Pack;
- **Agreed the size and shape of the SMB's [EMT Search Committee](#)**, its Chair, and immediate next steps for its formation for a 1 July 2020 target appointment date;

- **Agreed on the preferred contractor for the One CGIAR Transition Program Management Unit (TPMU)**, with clear guidance to enable contract finalization, based on the recommendation of the inclusive Search Committee formed at SMB16 in January; and
- **Endorsed a roadmap, proposed by TAG2, to bring the 2030 Research Strategy for System Council approval by end-2020.**

With those decisions – made possible by timely inputs from all the TAGs, support teams, and committees involved – the transition remains firmly on track.

Alongside the appointment process for the EMT – with more detail information below – and the development of the Research Strategy, another key upcoming milestone is the establishment of a unified governance arrangement under a One CGIAR Common Board from 1 October 2020. This fifth edition of our Newsletter therefore features a message from Martin Jeggo, Chair of the inclusive Nominations Committee that is working to identify candidates for a reconstituted SMB and inaugural One CGIAR Common Board.

Looking ahead, a series of key events will take place in the coming weeks:

- **2—4 June: TAG reports to the TCF;**
- **10—11 June: 10th meeting of the CGIAR System Council; and**
- **16—19 June: CGIAR Research Strategy workshop with CGIAR Science Leaders, guests and TAG2**

As the transition thus enters a true ‘crunch time’, and with a TPMU expected to be operational within weeks, we are working to progressively expand communications and stakeholder outreach on One CGIAR. With this Newsletter, we are publishing an evolving [Questions and Answers document](#) on the transition, with additional information, data, and tools to follow on a more comprehensive One CGIAR website. The TAGs have also begun reaching out to broader networks of partners and stakeholders to inform their work and we will provide updates on those consultations going forward.

As a reminder, this newsletter goes directly to all TCF and TAG members, CGIAR communities of practice, as well as TAG support team members. It is also posted on the [CGIAR website](#). Please circulate it broadly to others that would like to get an update on progress towards One CGIAR. For any feedback and suggestions related to this newsletter, please contact us at tcf-support@cgiar.org

With kind regards,

- Nicole Birrell, Convener, Center/Alliance Board Chairs • Tony Cavalieri, Member, CGIAR System Council
- Marco Ferroni, Chair, CGIAR SMB • Gareth Johnstone, Convener, Center Directors General



APPOINTING THE INAUGURAL ONE CGIAR EXECUTIVE MANAGEMENT TEAM

As noted above, one of the critical decisions taken by the SMB earlier this month, and a key milestone in the [endorsed One CGIAR recommendations](#), was to agree the terms of reference of an empowered One CGIAR EMT comprised of, initially, three Managing Directors, with the aim of appointing that EMT by 1 July 2020.

This inaugural EMT will provide unified and coordinated leadership, decision-making, and realization of One CGIAR in line with its agreed mission and impact areas. The EMT will work with Center Directors General to put in place adequate measures, including appropriate devolution of decision-making, to ensure effective delivery against existing Center commitments, while simultaneously implementing an orderly transition to an integrated One CGIAR.

As the endorsed SRG recommendations describe, one key priority in 2020 will be for the EMT to start working with CGIAR Centers on a proposal to consolidate them into a smaller number of operational units. In this context, the EMT will facilitate the transition of Centers from self-standing institutions to integral elements of a broader, dynamic One

CGIAR, while maintaining and enhancing their key assets such as staff capacities, legal status, brand values and partnerships.

The Managing Directors will report as a team to the SMB from 1 July 2020 to 30 September 2020, and from 1 October 2020 to the One CGIAR Common Board. They will be assessed annually by the One CGIAR Common Board on their individual performance, as well as their collective performance as a team (with 360-degree inputs from other stakeholders). The EMT will be supported by the System Management Office, and for the transition to One CGIAR, the TPMU, TAGs and their support teams.

The Managing Directors shall be appointed based on merit, and according to CGIAR's Framework for Gender, Diversity and Inclusion.

The SMB has agreed the size and shape of an inclusive [Search Committee](#), chaired by SMB member Namanga Ngongi, to take forward the EMT search process in a timely manner.

Further details on the EMT are provided in a comprehensive [Candidate Pack](#).



UPDATE FROM MARTYN JEGGO – CHAIR OF THE 2020 SMB NOMINATIONS COMMITTEE

The inclusive 2020 SMB Nominations Committee is mandated to identify candidates for appointment to the reconstituted SMB/ inaugural One CGIAR Common Board. The Committee has met several times since being established at the end of March, and it has been interacting closely with SRI Executive, the executive search firm retained to support and advise us in the process.

In terms of key milestones to date: (i) Candidate briefing material was developed with input from stakeholders; (ii) Internal calls for nominations were issued to Centers and the System Council on 17 April, with external announcements made via The Economist and on SRI Executive and CGIAR websites; (iii) SRI Executive is now engaging with interested parties, leading to development of a longlist for consideration by the Nominations Committee.

Efforts are directed towards identifying a group of high caliber individuals, whether currently within or outside CGIAR, with a deep commitment to the CGIAR mission and the ability to work together as a strong, cohesive team providing the leadership, governance and strategic direction necessary for its delivery. They are premised on the clear delineation of responsibilities for governance and management - and corresponding new ways of working - envisaged under the One CGIAR Unified Governance model, including interaction with an empowered One CGIAR Executive Management Team that is charged with driving technical subject matter delivery across the entire range of CGIAR activities and focus areas.

It is a challenging undertaking, but we remain confident that appointments to the reconstituted SMB will be completed as expected by the end of July.



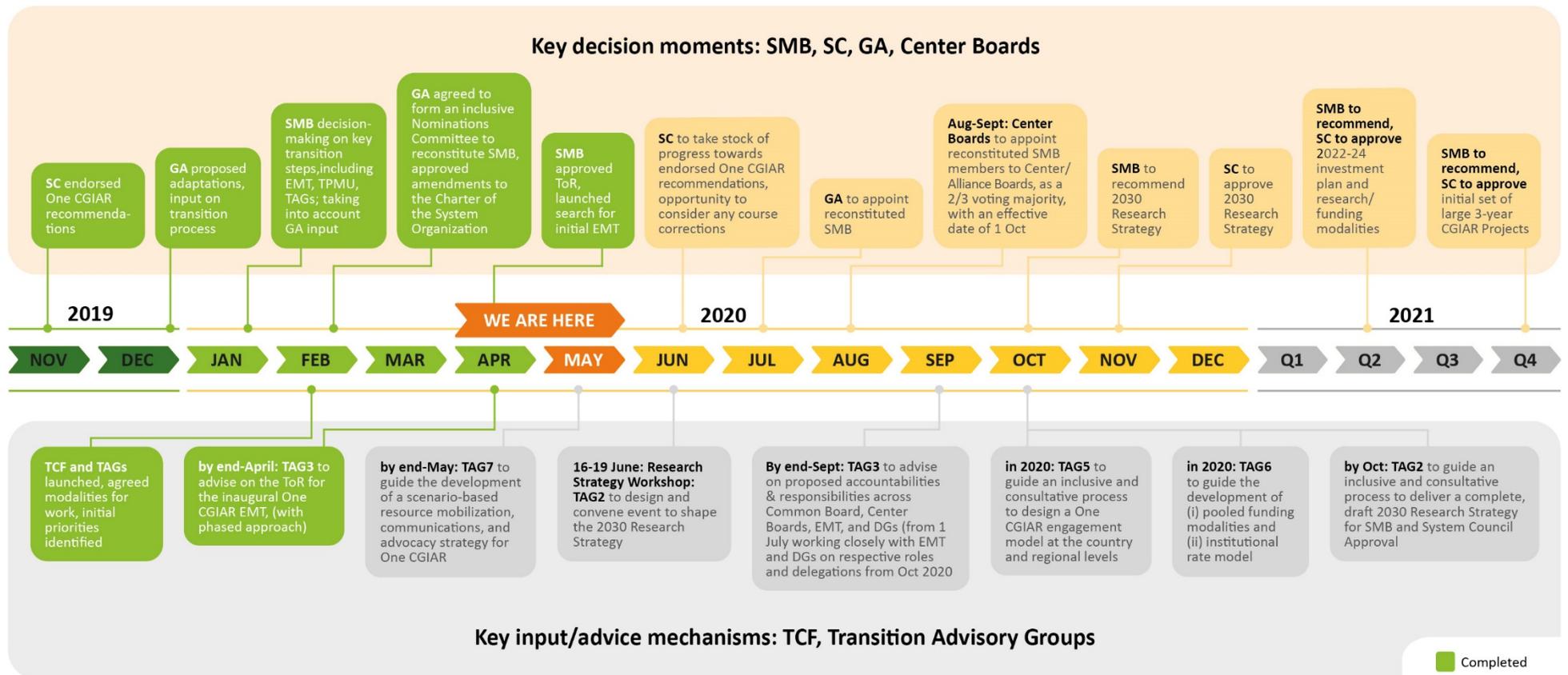
TRANSITION ADVISORY GROUPS AND MEMBERSHIP

The Transition Advisory Groups (TAG) represent an extension of the advisory role of the TCF. They will bring multi-stakeholder input and recommendations of how to implement across the 7 action areas of One CGIAR. The TAGs, their members, and co-stewards – as of 20 May 2020 – are available [here](#).



HIGH-LEVEL TIME LINE OF DECISIONS AND INPUTS

Based on the endorsed target dates for the transition to One CGIAR, the associated key decision points in entry points for multi-stakeholder input via the TCF and TAGs, the figure below provides a preliminary time line of transition steps in 2020–21. This is being continuously developed in additional detail by each TAG and will remain subject to change in line with a principle of adaptive management.





GETTING INVOLVED

The transition to One CGIAR is everyone's opportunity to be part of delivering a more impactful, dynamic, connected, and integrated CGIAR that is best placed to help achieve the SDGs – SDG2 in particular. The world has dramatically changed, and whilst we recognize and celebrate all that CGIAR has achieved through its partnership of Research Centers – now is the moment for us to accelerate our focus, impact, and delivery. In that spirit, for CGIAR staff and stakeholders who wish to get involved in or be better informed of the transition to One CGIAR, relevant entry points are described [here](#).



CONTACT US

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