

Terms of Reference

System Management Board Ad-Hoc Search Committee for inaugural One CGIAR Executive Management Team

1. **Name:** The System Management Board ('SMB') Adhoc Search Committee ('SMB AHSC', and 'AHSC' in this document) for the inaugural One CGIAR Executive Management Team ('EMT').
2. **Purpose:** Assist the Board with its appointment of an inaugural One CGIAREMT, with three Managing Directors by searching for and recommending suitably qualified candidates.
3. **Accountability and responsibility:** Direct report only to the SMB. The AHSC's scope of authority is set out in this document. The SMB is the decision maker on whom to appoint as members of the inaugural EMT, which decision shall be taken in accordance with its rules of procedure, including the management of conflicts of interest.
4. **Size:** Seven (7) persons¹ with enough time², as follows:
 - a. two SMB voting members, one of whom shall be named by the SMB Chair, with the second person being from amongst the non-Director General voting SMB members;
 - b. two System Council voting members, one of whom shall also be a co-chair of the CGIAR Transition Consultation Forum ('TCF'), with the second person preferably being the representative of a CGIAR Trust Fund Window 1 and/or 2 Funder; and
 - c. three broader voices, from across CGIAR, including former senior staff of a CGIAR entity³, and CGIAR System Partners.
5. **Chair:** As named by the SMB Chair and endorsed by the SMB. In addition to their membership role, the Chair will act as convener, and prepare reports to the SMB on behalf of the AHSC.
6. **Member competencies:** Taken together, and acknowledging that members are likely

¹ At its 17th meeting, the SMB agreed that the membership of the committee will be appointed by the non-DG voting members of the SMB upon the recommendation of the SMB Chair and the AHSC Chair (with the SMB approving at SMB17, the appointment of Namanga Ngongi, as the first AHSC member and its Chair [SMB/M17/DP5]). *Note that this decision was taken by the voting members of the SMB in the absence of those members who also serve as Center DGs (who, together with the non-voting Executive Director of the CGIAR System Organization recused themselves from this part of the meeting).*

² As a guide, the expected time commitment may be up to 10 full-time-equivalent days from May 2020 to July 2020, although the AHSC will use its best endeavors to undertake its work with a time commitment of between 5-8 days.

³ Must not have been a staff member in the past 12 months and must have held a role that involved collaboration across Centers.

to satisfy multiple criteria, the AHSC as a group shall bring:

- a. a track record of strategic leadership and stewardship in the field of international financing, research for development and/or delivery for impact in a field linked to the achievement of SDG2;
 - b. senior level experience in the management of people and systems, and the factors that influence the ability to drive forward and embed change in an operating environment built upon multiple cultures;
 - c. skills in the specific task of finding, interviewing and appointing senior executive talent;
 - d. knowledge of the drivers of effective performance of applied research organizations, including the necessary structures and avenues required for research outputs and outcomes to be translated into longer-run impacts through diverse national, regional and international partnerships;
 - e. considerable knowledge of CGIAR's strategic direction and its operations – including the System's agreement to implement One CGIAR with the right pace;
 - f. self-awareness of the impact of unconscious bias on decision-making and necessary actions to ensure that evidence of competency drives the candidate search process; and
 - g. a deep personal commitment to working ethically and contributing to discussions in a manner that respects and welcomes diversity of views whilst also seeking to reach consensus on a prompt basis, putting the interests of One CGIAR before one's own.
7. **Diversity principles:** The AHSC shall, to the extent possible among seven members, be formed according to the principles set out in the Framework for Gender, Diversity and Inclusion in CGIAR's Workplaces ('GDI Framework')⁴. Without limiting all other dimensions of diversity, a maximum of four AHSC members may be of the same gender identity.
8. **Impartiality:** AHSC members serve impartially, and in good faith in the interests of the CGIAR System. No member shall look for or receive instructions about their individual performance or decision-making. The Chair may seek clarifications from the SMB Chair on behalf of the AHSC.
9. **Confidentiality:** To ensure the integrity of the process, safeguard the privacy of the persons under consideration, and promote open and frank deliberations, proceedings of the AHSC remain in-confidence to members, the AHSC secretary (as appointed by the SMB Chair), any professional advisers to the AHSC, and the SMB Chair to the extent he is requested to participate in AHSC deliberations. All such persons shall execute a declaration of independence and confidentiality in a form requested by the

⁴ <https://storage.googleapis.com/cgiarorg/2020/02/GDI-Framework-Feb.2020.pdf>

Director, Legal and Office Services in advance of taking part in any AHSC deliberations.

10. **Modalities of working:** Due to restrictions arising from responses to the Covid-19 pandemic, all actions will be via electronic or virtual means. Members should ensure that they have access to effective communications arrangements to ensure frequent, high-quality engagement.
11. **Appointment criteria and guiding materials:** The AHSC shall apply the appointment criteria set out in the 'EMT Candidate Information Pack'⁵. Without limitation, added resources include the following:
 - a. <https://www.cgiar.org/how-we-work/strategy/transition-consultation-forum/>
 - b. <https://storage.googleapis.com/cgiarorg/2019/11/SC9-Chairs-Summary.pdf>
 - c. <https://storage.googleapis.com/cgiarorg/2019/12/Message-for-CGIAR-One-CGIAR.pdf>
12. **Timetable and workplan:** The AHSC shall undertake its work according to an action plan that targets the SMB being able to appoint the inaugural EMT on 1 July 2020, or earlier if possible (provided this does not adversely compromise the integrity of the AHSC's work, or the presentation of an appropriately diverse pool of candidates). A streamlined workplan shall be used to guide the AHSC, with progress updates provided to the SMB fortnightly.
13. **Authority to secure professional advice:** The AHSC may decide to seek the services of an executive search firm. If so, the firm shall be appointed under current CGIAR System Organization policies, guidelines and operating practices, from amongst pre-qualified suppliers. The AHSC Chair shall select that firm on the AHSC's behalf.
14. **Decision-making method:** By consensus⁶ when possible. Recognizing that the role of the AHSC is to propose the best possible candidates, where consensus cannot be obtained, the majority view will prevail.
15. **Formal recommendation to SMB:** The final report of the AHSC shall provide information on the AHSC's reasons for its recommendation, which shall include the extent to which each candidate fulfills the appointment criteria, and the candidates' relative ability to perform the duties of the Managing Directors and thus the EMT, as outlined in the EMT Candidate Information Pack. This report will be an in-camera record of the SMB, supplied only to the non-Director General voting members of the SMB.

⁵ Approved by the SMB on 7 May 2020 (which, in its terms, may be further amended by the SMB until 31 May 2020)

⁶ Which does not mean unanimous. Rather, good-faith general agreement to move forward in the general interest of all even if not the preferred opinion of selected members.