One CGIAR

endorsed destination, transition roles, and time line

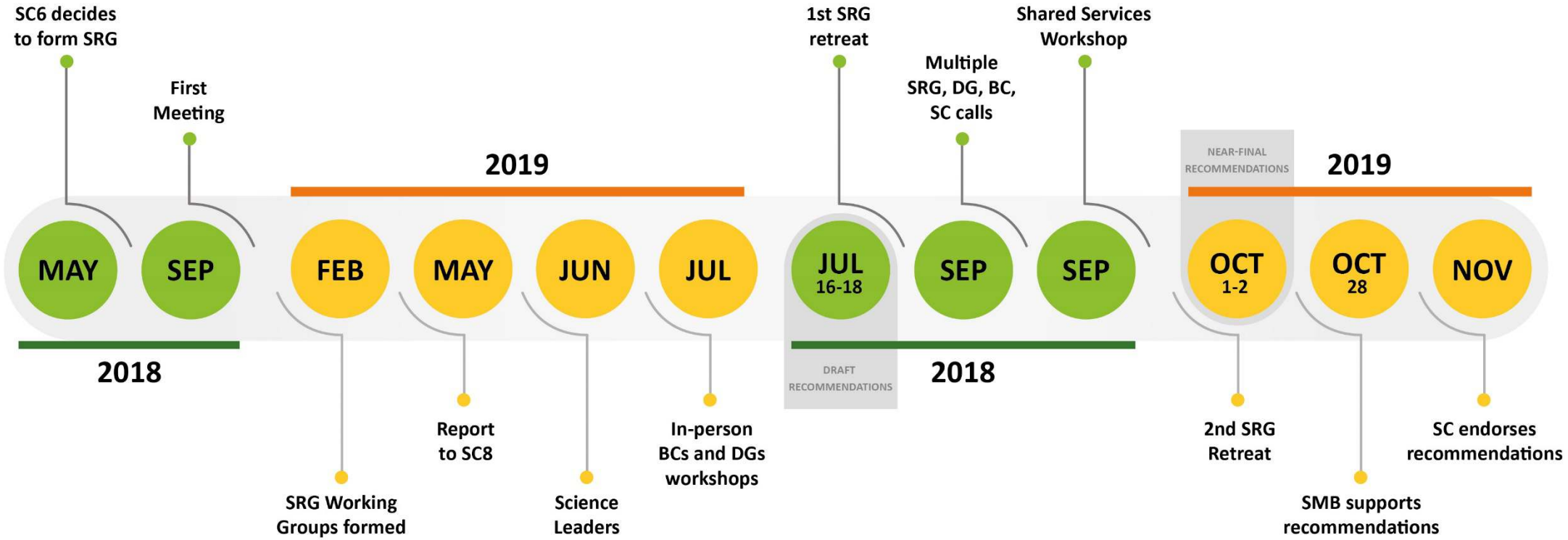
27 MAY 2020

This document sets out a standard overview presentation on the transition to 'One CGIAR'. It will be updated regularly as a core resource for internal and external communications on One CGIAR. Questions and feedback can be addressed to TCF-Support@cgiar.org and up-to-date reference materials can be found on the Transition Consultation Forum (TCF) web page.

List of abbreviations and acronyms

CoP	Community of Practice
EMT	Executive Management Team
GA	General Assembly of the Centers
SC	System Council
SMB	System Management Board
SRG	System Reference Group
TAG	Transition Advisory Group
TCF	Transition Consultation Forum
TPMU	Transition Program Management Unit

High-level time line of events



November 2019 message from the voting members of the System Council

Dear colleagues across CGIAR,

On 13 November 2019, we as members of the CGIAR System Council unanimously reconfirmed our support to CGIAR and its work, and endorsed the recommendations of the CGIAR System Reference Group.

The now endorsed recommendations set out a unified and integrated 'One CGIAR' to respond to the challenges of the 21st century, aiming to "end hunger by 2030 through science to transform food, land and water systems in a climate crisis".

The agreed destination will adapt CGIAR to a changing world, aiming to make it even more relevant, more effective, and more impactful. It addresses a fragmentation that has begun to hold us back. It includes a single compelling mission, unified governance and management, a better way to deliver CGIAR research, as well as more – and pooled – funding.

The recommendations we endorsed set out initial actions, roles, and target dates in the transition to One CGIAR, pursued via adaptive management principles under the leadership of the System Management Board and with the full engagement of the Centers. Implementing these changes will require an inclusive and transparent process, and acting with urgency. We recognize the challenges this will bring and we will support you on this journey.

For a global partnership with a proud history that spans nearly five decades of groundbreaking agricultural research for development, this is a watershed opportunity.

As the climate crisis escalates, there is an urgency to maximize our collective impact. Working together, we still have a chance to avert the biggest losses, make a real difference in joint efforts to achieve the Sustainable Development Goals, and transform the lives of vulnerable farmers and consumers.

The greatest assets of CGIAR – and a key reason for our support – are its talented people, its partnerships, its global presence, and its record of impact. If CGIAR comes together as One, we believe our work can have even greater value.

As Funders and partners, we strongly support One CGIAR and we invite all of you to join us to make it real. We are in this together.

Yours sincerely, CGIAR System Council Voting members

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, detailed aspects of the destination were further defined and the associated target dates adapted by the CGIAR System Management Board (SMB) at its 16th and 17th meetings in January and May 2020, taking into account proposals made by the December 2019 Extraordinary General Assembly of the Centers.

Recommendation 1:
A compelling mission for One CGIAR

To enhance the focus, relevance, and impacts of research, the SRG recommends that CGIAR develop a 2030 Research Strategy anchored in the following mission statement and Impact Areas:

a. **One CGIAR mission:** Ending hunger by 2030 – through science to transform food, land and water systems in a climate crisis

b. **Five Impact Areas:**

i. Nutrition & food security
ii. Poverty reduction, livelihoods & jobs
iii. Gender equality, youth & social inclusion
iv. Climate adaptation & greenhouse gas reduction
v. Environmental health & biodiversity

Target date: 2030 Research Strategy, reflecting agreed Mission and Impact Areas, by end-2020

Recommendation 2: Unified governance

To move CGIAR to a unified governance approach under which a 'One CGIAR Common Board' provides strategic direction to an empowered One CGIAR Executive Management Team, the SRG recommends that:

a. **A 2/3 voting majority* of members on each Center/Alliance board** be filled by the same group of individuals who are also members of a reconstituted System Management Board.
b. The number of common board members be kept as small as possible (i.e. 8-10 people) without compromising on good governance needs, and with due consideration of the necessary range of competencies for the future governance of One CGIAR as well as diversity in gender, age, and regional experience.
c. The One CGIAR Common Board members be identified by a nominations committee appointed by the General Assembly of Centers that includes **equal representation from the System Council and Centers.**
d. All governance operations across CGIAR be facilitated by a common secretariat team, mandated to provide the operational framework by which decision-making can take place with as few Center-specific decisions/sessions as possible, while fulfilling each Center's legal responsibilities.
e. Unified governance also be adopted for essential CGIAR committees as determined by the One CGIAR Common Board (e.g. a single common audit committee to which external experts in assurance be appointed).
f. The One CGIAR Executive Management Team report to and attend One CGIAR Common Board meetings to support decision-making.
g. Each Center/Alliance's **non-discretionary board members will continue as members of their respective board,** as well as in an annual consultative forum with the One CGIAR Common Board.

A hand-over process will be developed to ensure effective knowledge transfer and ongoing discharge by each Board of its fiduciary responsibilities as Board member changes take place.

Target date*: 1 October 2020 as the 'effective date' on which the CGIAR Common Board becomes operative, meaning the date by which its members would: (a) form the voting membership of a reconstituted SMB; and (b) comprise a minimum 2/3 voting majority of each of the Center/Alliance Boards.
(*Reflect adaptations from the endorsed recommendations in line with subsequent decision-making by the SMB at its 16th and 17th meetings.)

Recommendation 3.a: Integrated operational structure

The SRG recommends that CGIAR adopt an integrated and streamlined organizational structure, comprised of a small number of operational units formed and led by a One CGIAR Executive Management Team.

The transition will be implemented as follows:

a. An **Executive Management Team (EMT)** will provide coordinated leadership of CGIAR. The EMT, composed initially of three Managing Directors, will support effective decision-making and oversight of CGIAR research delivery and unified operations by the One CGIAR Common Board. EMT members will report to the One CGIAR Common Board and be evaluated on their collective performance as a team.

b. As a key priority in 2020, the EMT will work with Centers to lead a consolidation of CGIAR's Centers into a **small number of operational units**. As an outcome of that transition, Centers will transition from self-standing institutions to the foundation and building blocks of a broader, dynamic, and more integrated One CGIAR that maintains and enhances their key assets such as human capacities, legal status, brand values and partnerships.

c. Initially, Center Directors General will report to the EMT, while playing a key role in ensuring business continuity. 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, and an orderly transition to a new research modality and CGIAR Projects.

Target date*: The SMB approved the ToR and launched the recruitment process for an inaugural Executive Management Team at its 17th meeting in May 2020, aiming for the EMT appointments to be effective by 1 July 2020.
(* Reflects an adaptation from the endorsed recommendations in line with subsequent decision-making by the SMB at its 16th and 17th meetings.)

Recommendation 3.b:
One CGIAR policies and services

The SRG recommends harmonizing CGIAR's policies and internal business services, with the following priority action areas:

a. **human resources -** leveraging the ongoing development of common guidelines and policies (e.g. Gender, Diversity and Inclusion in CGIAR's Workplaces) with immediate priority action on recruitment, development of a standard salary spine (common reward and remuneration system), and harmonization of all remuneration practices in support of in-country staffing

b. **information technology –** all IT services (except for local face-to-face technical support) to transition into a shared delivery model to drive digital transformation within One CGIAR

c. **finance –** global payment processing, treasury management, employee expense processing and procurement

d. **communications and resource mobilization –** externally consistent and coherent messaging in support of the compelling mission of One CGIAR and internally in support of the ongoing change management processes

e. **research support –** with immediate emphasis on performance and results-based management systems and tools

The SRG identifies a lead role for the CGIAR System Organization to coordinate the effort towards delivery of common policies and services across One CGIAR.

Target date for priority action areas: business case development 2019/2020, build and implement 2021/2022

Recommendation 3.c:
One CGIAR at the country and regional level

The SRG recommends that CGIAR's presence and engagement at the national and regional levels be enhanced under a new One CGIAR engagement model with the following key features:

a. **CGIAR Country Strategies** to describe how it will engage with key in-country stakeholders, particularly NARES [national agricultural research and extension systems], in support of national priorities, strategies and plans, in alignment with the 2030 Research Strategy.

b. CGIAR's country capabilities organized around a **country coordination function:** built from CGIAR's existing substantial country presence and expertise (redeploying current, rather than new, capacities, including country coordinators where appropriate), tasked with providing a one-stop shop for national stakeholders to interact with all CGIAR operations in-country and globally, and utilizing One CGIAR common facilities and services.

c. Clear partnership management with key regional bodies, including regional research organizations.

d. Targeting of key land/waterscapes and geographies identified in CGIAR Projects as set out in the 2030 Research Strategy and Investment Plans.

e. Implementation that facilitates and supports the rich variety of country engagement that is foundational to CGIAR's thought leadership with partners.

Target date: Executive Management Team to develop implementation plan, with commencement of new approach from end-2020 onwards

Recommendation 4: A new research modality

The SRG recommends a phased approach to research management in which research teams work together to deliver multiple-impact "CGIAR Projects".

a. **A 2030 Research Strategy:** due in November 2020, will describe 4–5 key (and co-designed) 'big lifts' in CGIAR's major areas of comparative advantage, designed to deliver across multiple Impact Areas, with any necessary updates to the SRF.
b. **3-year Investment Plans:** starting with the 2022-2024 business cycle, describing: i) a prioritized list of CGIAR Project concepts to be commissioned and awarded (subject to confirmed availability of funding) over the 3-year period – each describing how they implement one (or more) of the big lifts in the 2030 Research Strategy and the range of potential funding sought.
c. **CGIAR Projects:** approved sequentially over the business plan period rather than all at once. These co-created projects will be modelled on the best examples of successful large Window 3/bilateral projects and CRP/Platform interventions. Projects will include i) 3-year measurable objectives (outputs and outcomes), ii) an end-to-end design for delivery from research to impact-at-scale by working in partnership, iii) target geographies and farming systems based on regional/country priority-setting, and iv) a common Performance & Results Management System that encompasses planning, monitoring, stage-gate decision points and reporting on impacts.

Other recommended features of the new research modality include:

d. **Co-creation of strategies and projects:** Iterative co-design of the 2030 Research Strategy, 3-year Investment Plans, and CGIAR Projects in consultation with (time-bound and topic-bound) Research Advisory Groups, with membership including Funders, clients and partners.
e. **Impact Area capability:** For some Impact Areas (e.g. climate change, nutrition, gender) there will be value in having some dedicated capacity to serve the whole of One CGIAR to raise the level of performance and results as well as global policy impact of CGIAR.
f. **Stronger performance & results management system:** Building on investments made in the current phase of CRPs/platforms, a comprehensive performance & results management system that encompasses planning, monitoring, and reporting will provide robust information upon which to take informed decisions. Stop-go decision points (stage gates) will apply to all CGIAR Projects and be used to manage any project sub-components or grants.
g. **Streamlined approach to research oversight:** Full proposals for CGIAR Projects will be submitted by the One CGIAR Executive Management Team to the One CGIAR Common Board and the System Council for approval. ISDC's critical expertise will be drawn on in many ways, including by the One CGIAR Common Board and System Council in assessing CGIAR Projects.
h. **A transition period to bridge from the current research modality:** to maintain priority areas of CGIAR science capacity, the Executive Management Team will lead the design of any required bridging arrangements for when the new modality starts in 2022.
i. **Multi-year (3 year) funding commitments** compared to the 1-year (end of year) current model.

Target date: new arrangement ready for implementation from 1 January 2022 with key preparatory steps taken in advance
A phased project cycle will have three key stages (Figure 3) as defined below:

Recommendation 5: More, and pooled, funding

Alongside increased investment into CGIAR Projects, implement a major change in the way CGIAR is funded – most importantly an increase in overall investment, and a shift to greater pooled funding (at least 50%) in support of the new research modality.

Key elements of this recommendation are:

a. **Increased level of investment into CGIAR.** The SRG's ambition is to double overall investment in CGIAR research from 2018 levels. This will ensure a critical mass for CGIAR Projects, achieve the levels of partnership required to scale impact, and attract the best minds to the challenges facing our food systems.
b. **By 2022, achievement of at least 50% pooled funding** (through Windows 1 and 2) – with an intent to exceed this figure and achieve 70% or higher by the end of the next business plan period 2022–2024.
c. **More effective and universally applied cost recovery:** Alongside a more efficient CGIAR, full economic cost recovery will be achieved through the application of a System Council approved One CGIAR institutional rate. This single rate will be fixed according to projected costs and revenues for each 3-year Business Plan period, starting with 2022-2024. The same uniform rate will apply to all contributions - with minimal exceptions subject to agreed business rules. The rate will encompass all costs currently classified as 'System' and 'Center' institutional costs, thus eliminating the need for the application of the current cost sharing percentage (CSP), with equal burden-sharing for all Funders. Reflecting the differential cost requirements across CGIAR, an internal resource allocation approach will be developed by the Executive Management Team.
d. A shift by Funders towards translating annual and multi-year approvals into **multi-year funding commitments to CGIAR.** This will help enable multi-year allocations from the CGIAR Trust Fund to projects (see point below).
e. Providing 3-year funding allocations from the CGIAR Trust Fund for CGIAR projects upon approval – rather than the current annual in-year fundraising that skews towards the end of the year.
f. **Improving the management of bilateral projects** – by developing common templates and reporting approaches to manage down transaction costs, enforcing standard indirect cost recovery requirements with minimal exceptions, and limiting the volume of small projects. A significant share of bilaterally-funded projects is likely to remain as an important part of One CGIAR's work – and therefore should be reflected in its aggregate reporting processes (even though they will not be designed and reported on as part of the CGIAR Projects, which will be funded by Windows 1 and 2).
g. Allow for **geographic earmarking** in pooled funding: in the form of earmarking through Window 2 to CGIAR Projects, since these projects will be required to identify their geographic impact focus according to key landscapes and/or regions, thus giving potential funders an assurance on the targeted beneficiaries for these investments.
h. Allow for a coordinated effort to **diversify funding** sources (i.e. private sector and non-ODA) to reflect the evolving funder landscape.

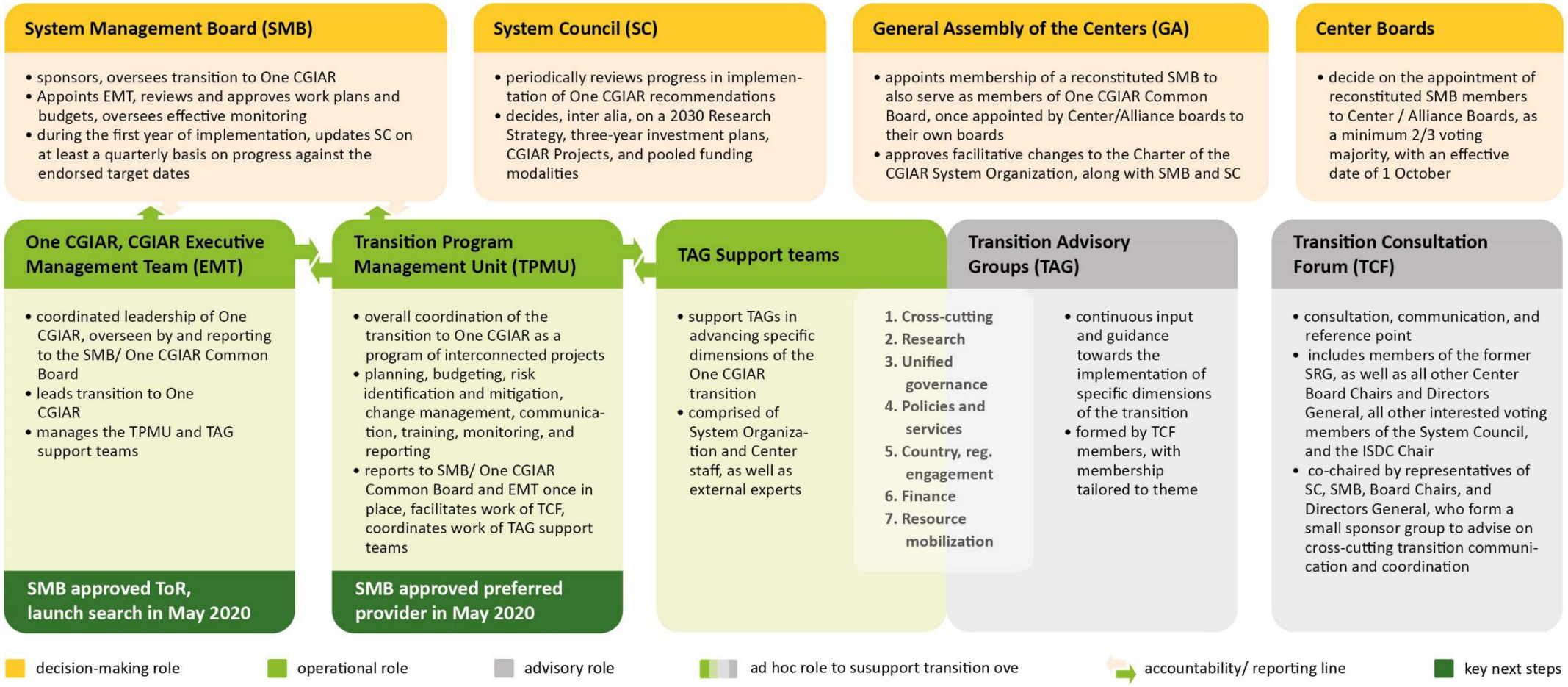
Target date: 50% pooled funding achieved by end-2022, 70% by the end of the 2022-2024 business plan period, with Funder commitments made at the November 2019 System Council meeting

One CGIAR recommendations:
overview of target dates

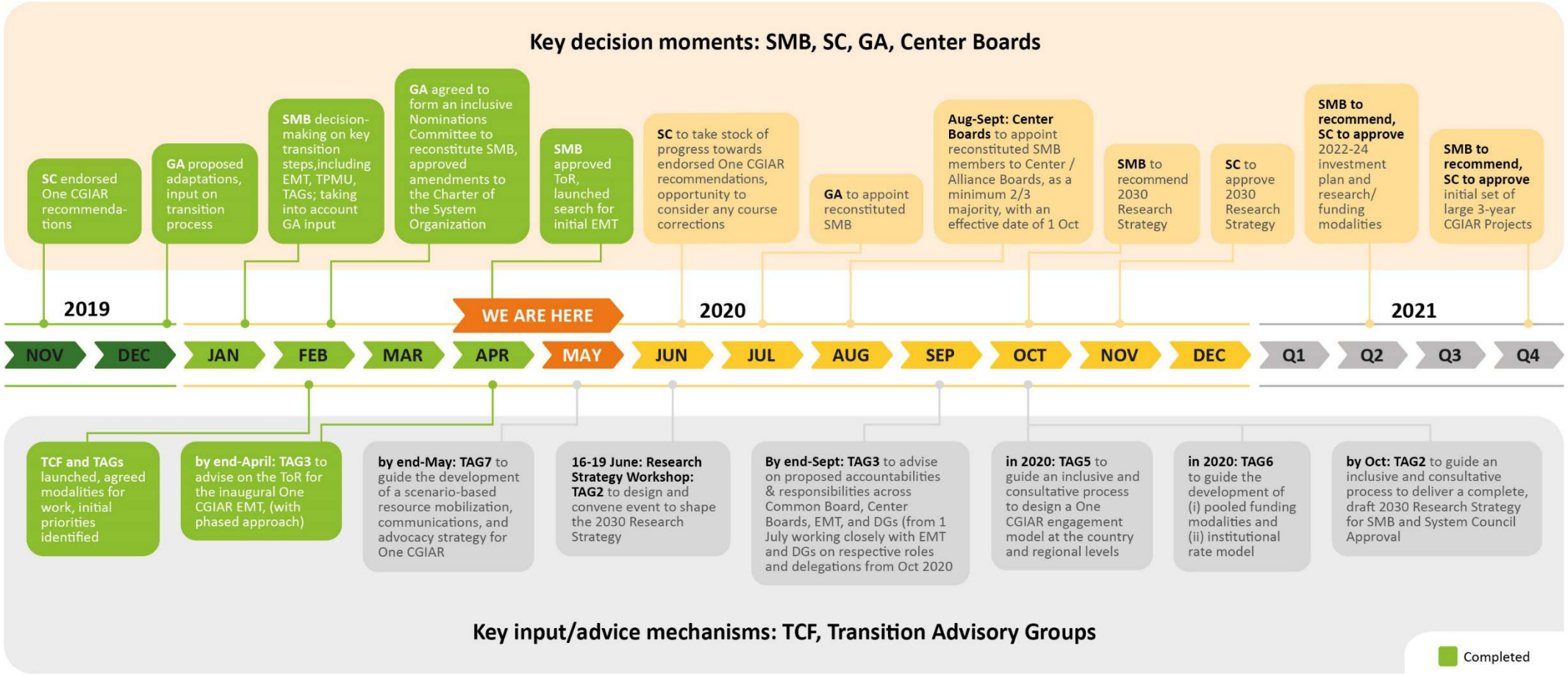
	2020						2021				2022	2023	2024
	JUL	AUG	SEP	OCT	NOV	DEC	Q1	Q2	Q3	Q4			
Recommendation 1: 2030 Research Strategy developed, approved													
Recommendation 1: 2022—24 Investment Plan developed, approved													
Recommendation 1: Initial set of CGIAR Projects developed, approved													
Recommendation 2: Center Board decision-making in Aug—Sept to appoint reconstituted SMB members to Center/Alliance Boards, as a 2/3 voting majority*													
Recommendation 3.a: Form One CGIAR EMT*													
Recommendation 3.a: One CGIAR EMT to revert to the One CGIAR Common Board with a proposed integrated operational structure for One CGIAR													
Recommendation 3.b: Priority One CGIAR policies and services feasibility and business case development, services design													
Recommendation 3.b: Priority One CGIAR policies and services build and implementation													
Recommendation 3.c: Design and scoping of One CGIAR country and regional engagement model													
Recommendation 3.c: Prioritized roll-out of new engagement model with country strategies and coordination functions													
Recommendation 4: New modality developed and approved for implementation readiness from 2022													
Recommendation 5: 50% pooled funding achieved by end-2022													
Recommendation 5: 70% pooled funding by the end of 2022-2024 period													

*In line with a principle of adaptive management, detailed aspects of the destination were further defined and the associated target dates adapted by the CGIAR System Management Board (SMB) at its 16th and 17th meetings in January and May 2020, taking into account proposals made by the December 2019 Extraordinary General Assembly of the Centers.

Leading and stewarding the transition to One CGIAR



Key decision points and inputs from advisory bodies



Appendix I: Key reference materials

- Questions and Answers on the Transition to One CGIAR
- https://www.cgiar.org/how-we-work/strategy/transition-consultation-forum/
- SRG Recommendations as endorsed by the System Council
- Presentation delivered by SRG Co-Chair to the System Council
- Chair's Summary, 9th Meeting of the CGIAR System Council
- Message from the CGIAR System Council to CGIAR Staff
- Chair's Summary, 16th Meeting of the CGIAR System Management Board
- Chair's Summary, Extraordinary General Assembly
- Initial Steps and Transition Support to One CGIAR: Version 3

Appendix II: TAG members and co-stewards

TAG	TAG1	TAG2	TAG3	TAG5	TAG6	TAG7
Convener(s)	**Ferroni, Marco**	**Kropff, Martin** **Wood, Mellissa**	**Wild, Hilary**	**Restrepo, Juan-Lucas**	**Andrews, Nancy**	**Self, Rinn**
Members/ Guests	Andrews, Nancy Birrell, Nicole Bounjoua, Saad Cavalieri, Tony Grainger-Jones, Elwyn Johnstone, Gareth Kropff, Martin Marton-Lefèvre, Julia Restrepo, Juan-Lucas Self, Rinn Smith, Jimmy Smith, Allison Van Heerden, Clarissa Wild, Hilary Wood, Mellissa	Abousabaa, Aly Bernhardt, Michel Bertram, Rob Faure, Guy Hubert, Bernard Jallow, Isatou Kramer-LeBlanc, Carole Meinke, Holger Morell, Matthew Nasi, Robert Ndirpaya, Yarama Ortiz, Oscar Philipps, Michael Pinto, Yvonne Sadoff, Claudia Swinnen, Jo Thevasagayam, Samuel Tollervey, Alan van Ijssel, Wijnand Wells, Barbara	Birdsall, Nancy Bounjoua, Saad Cackler, Mark Falvey, Lindsay Hughes, Jackie Johnson, Alexandra Lenton, Roberto Ngongi, Amos Namanga Nwanze, Kanayo Potter, Stephen Van Heerden, Clarissa	Abubakar, Yusuf Broadley, Martin Byerlee, Derek Diaz Luengas, Jorge Mario Evéquoz, Michel Johnson, Alexandra Machado, Pedro Ndirpaya, Yarama Nigussie, Mandefro Nteranya, Sanginga Roy-Macauley, Harold Selvaraju Ramasamy Sereme, Paco Sharubutu, Garba Hamidu Tollervey, Alan	Ash, Andrew Bernhardt, Michel Birrell, Nicole Godfrey, Jim Van Gilst, Daniel Wadsworth, Jonathan Witte, Eric	Biddle, Julianne Borgemeister, Christian Cooke, Rodney Ghezae, Nighisty Guertin, Michelle Hughes, Jackie Kropff, Martin Smith, Jimmy Van der Bliek, Julie Wadsworth, Jonathan
Co-stewards	Kommerell, Victor Sundstrom, Roland	Rajasekharan, Maya Vermeulen, Sonja	Tan, Renei Bennett, Karmen	Manning-Thomas, Nadia Randolph, Tom	Craig, Jamie Niyogi, Syon	Zandstra, André Turilli, Pietro

Appendix III: Code of conduct for the transition

(As adopted based on TAG1 and TCF input, and shared through the 30 March Newsletter.)

In our capacity as members of the CGIAR Transition Consultation Forum (TCF) and Transition Advisory Groups (TAGs), we will:

- Act with honesty, integrity, openness, transparency and commitment in the furtherance of One CGIAR •Treat each other with dignity and respect
- Collaborate with each other across institutional boundaries
- Promote evidence-based decision making, while acknowledging and accepting there are legitimate differences of values, perspectives, and experiences
- Act with urgency and support conclusions and decisions that have been reached through meaningful, inclusive consultations
- Share information with each other, and –unless otherwise agreed –with other stakeholders within our respective networks, constituencies, and organizations, acting as spokespersons of the transition to One CGIAR

Thank you!