

One CGIAR Progress Report

Purpose

This document sets out a progress report on the transition to One CGIAR pursuant to the System Council's endorsement, at its 9th meeting in November 2019, of the recommendations of the System Reference Group.

Action Requested

The System Council is requested to **take note** of this Progress Report as a quarterly update provided by the System Management Board (SMB) on the implementation of the endorsed recommendations. It follows the SMB Chair's report to the System Council on 30 April 2020 and builds on the regular communications by the four co-chairs of the Transition Consultation Forum.

<p>Document category: Working document of the System Council There is no restriction on the circulation of this document</p>

Prepared by: CGIAR System Management Office, based on the work of the Transition Consultation Forum, and updates and discussions with the Transition Advisory Group (TAGs) conveners, and the respective TAG co-stewards during twice-weekly calls on progress and opportunities.

Introduction

1. The System Council, at its 9th meeting in November 2019, unanimously endorsed the recommendations¹ of the System Reference Group (SRG) for a ‘One CGIAR’². The Council requested that the System Management Board (SMB) provide quarterly updates on the implementation of the endorsed recommendations.
2. This document sets out a progress report on the transition to One CGIAR. It follows the SMB Chair’s report to the System Council on 30 April and builds on the regular communications by the four co-chairs of the Transition Consultation Forum (TCF)³.

Progress towards One CGIAR milestones and target dates

3. The One CGIAR recommendations were endorsed with target dates that reflected the urgency of the changes needed, particularly in view of to the escalating climate crisis and the narrowing window of opportunity to achieve the Sustainable Development Goals. As recognized on the System Council’s ad hoc call on 30 April, that urgency has increased further as a result of the Covid-19 pandemic.
4. The target dates reflect a sequence of work, which prioritizes the establishment of a unified governance arrangement and an empowered One CGIAR Executive Management Team (EMT) as early as possible in 2020, as prerequisites for deeper integration in other areas. They also reflect the need to establish early clarity on CGIAR’s research focus, which underpins the development of new research and funding modalities, a country and regional engagement approach, and resource mobilization towards more, and pooled, funding.
5. Detailed aspects of the One CGIAR destination have been developed further since the System Council’s endorsement in November 2019, along with the associated target dates, in line with the agreed principle of adaptive management.
6. Specifically, these adjustments include the modalities of and timeline to a unified governance arrangement in 2020 under a One CGIAR Common Board; and the terms of reference and appointment process for an inaugural EMT. These adjustments

¹ Document SC9-02: Recommendations for One CGIAR (https://storage.googleapis.com/cgiarorg/2019/11/SC9-02_SRG-Recommendations-OneCGIAR.pdf)

² Chair’s Summary, 9th System Council, 13–14 November 2019, Chengdu, P.R. China (<https://storage.googleapis.com/cgiarorg/2019/11/SC9-Chairs-Summary.pdf>)

³ The TCF is high-level consultation mechanism that provides provide multi-stakeholder input and advice on the transition to One CGIAR. The TCF is currently co-chaired by Nicole Birrell, Convener of Center/ Alliance Board Chair; Tony Cavalieri, System Council member; Marco Ferroni, SMB Chair; and Gareth Johnstone, Convener of Center/ Alliance Directors General. For additional information, please refer to the dedicated TCF web page: <https://www.cgiar.org/how-we-work/strategy/transition-consultation-forum/>.

reflect decision-making by the SMB at its 16th⁴ and 17th⁵ meetings in January and May 2020, taking into account proposals made by the December 2019 Extraordinary General Assembly of the Centers⁶.

7. Table 1 below sets out the progress made as of 27 May across the One CGIAR recommendations and target dates, noting that further review may be required to ensure that the pace and sequence of the transition remain appropriate and in line with the System Council's intent.

⁴ *Chair's Summary, 16th System Management Board Meeting, 28—29 January 2020; Amsterdam, The Netherlands* (https://storage.googleapis.com/cgiarorg/2020/02/SMB16-10_ChairsSummary-Final.pdf)

⁵ *Chair's Summary 17th System Management Board Meeting, 5—7 May 2020; Virtual* (https://storage.googleapis.com/cgiarorg/2020/05/0a8fed53-smb17-06_chairssummary.pdf)

⁶ *CO-CHAIRS' SUMMARY, Extraordinary General Assembly of the Centers, 12 and 13 December 2019, Rome, Italy* (https://storage.googleapis.com/cgiarorg/2019/12/Ex-GA_Co-ChairsSummary_Dec2019.pdf)

Table 1: One CGIAR target dates and progress (as of 27 May 2020)

(key: ■ completed; ■ in progress, target date achievable; ■ in progress, requires attention; ■ to start later)

Endorsed recommendation	Target date	2020				2021				2022	2023	2024	Status	Notes
		Jul	Aug	Sept	Oct	Nov	Dec	Q1	Q2					
Recommendation 1: 2030 Research Strategy developed, approved	SC approval by end-2020	■	■	■	■	■							in progress, target date achievable	The SMB, at its 17 th meeting, endorsed the approach and timeline for the development of the high-level 2030 Research Strategy by November 2020, as recommended by Transition Advisory Group (TAG) 2 on research.
Recommendation 1: 2022—24 Investment Plan developed, approved	SC approval by Q2 2021						■	■	■				due to start later	In response to Funder feedback, the possibility of bringing forward the delivery of a 2022—24 Investment Plan, under the leadership of the inaugural EMT, is being explored.
Recommendation 1: Initial set of CGIAR Projects developed, approved	SC approval by Q4 2021								■	■	■		due to start later	Timing to be adjusted as needed in line with decision-making on the 2022—24 Investment Plan.
Recommendation 2: Center Board decision-making in Aug—Sept to appoint reconstituted SMB members to Center/Alliance Boards, as a minimum 2/3 voting majority	Appointments by Centers effective by 1 Oct 2020 ⁷	■	■	■									in progress, target date achievable	The General Assembly agreed, in February 2020, to form an inclusive Nominations Committee to reconstitute the SMB and approved associated amendments to the Charter of the System Organization ⁸ . As of 27 May, the Nominations Committee was on track to recommend candidates for a reconstituted SMB in time for their appointment by the General Assembly in July 2020.

⁷ The wording and timing has been adjusted to reflect SMB decision-making at its 16th meeting, with a 2/3 voting majority in place from 1 October 2020, rather than a two-step process of (i) a minimum 2/3 majority of members by 1 July 2020 and (2) all same members by end-2021 (*Chair's Summary, 16th System Management Board Meeting, 28—29 January 2020; Amsterdam, The Netherlands* (https://storage.googleapis.com/cgiarorg/2020/02/SMB16-10_ChairsSummary-Final.pdf)).

⁸ (<https://cgspace.cgiar.org/bitstream/handle/10947/4370/Charter%20CGIAR%20Organization.pdf?sequence=11>)

Endorsed recommendation	Target date	2020				2021				2022	2023	2024	Status	Notes
		Jul	Aug	Sept	Oct	Nov	Dec	Q1	Q2					
Recommendation 3.a: Form One CGIAR EMT	Appointments effective by 1 July 2020 ⁹												in progress, requires attention	The SMB, at its 17 th meeting and taking into account input provided by TAG3 on unified governance, approved the terms of reference for the inaugural EMT ¹⁰ and agreed the Chair and shape of an EMT Search Committee ¹¹ . Continued, close attention is required to complete the appointment process by the 1 July target date, however.
Recommendation 3.a: One CGIAR EMT to revert to the One CGIAR Common Board with a proposed integrated operational structure for One CGIAR													due to start later	
Recommendation 3.b: Priority One CGIAR policies and services feasibility and business case development, services design	in 2020												in progress, requires attention	Absent initial expressions of interest from the TCF members, TAG4 on policies and services – unlike other TAGs – was not formed in February 2020. The TCF co-chairs provided an update on this area of work in their 28 April Newsletter on the transition process, noting that this is an area where substantial progress should be led by the inaugural EMT ¹² .

⁹ The timing has been adjusted to reflect the outcomes of the 16th and 17th meetings of the SMB (*Chair’s Summary, 16th System Management Board Meeting, 28–29 January 2020; Amsterdam, The Netherlands* (https://storage.googleapis.com/cgiarorg/2020/02/SMB16-10_ChairsSummary-Final.pdf); *Chair’s Summary 17th System Management Board Meeting, 5–7 May 2020; Virtual* (https://storage.googleapis.com/cgiarorg/2020/05/0a8fed53-smb17-06_chairsummary.pdf)).

¹⁰ *Candidate Information Pack: One CGIAR Executive Management Team and Managing Directors* (https://storage.googleapis.com/cgiarorg/2020/05/be5a95fc-cgiar_inaugural-emt-candidate-information-pack_15may2020.pdf)

¹¹ *Terms of Reference, System Management Board Ad-Hoc Search Committee for inaugural One CGIAR Executive Management Team* (https://storage.googleapis.com/cgiarorg/2020/05/3e070b65-tor_smb-adhocsearchcommittee_onecgiar-emt_approved.pdf)

¹² *Towards One CGIAR, 28 April 2020* (<https://storage.googleapis.com/cgiarorg/2020/04/TCF-Co-Chairs-Message-4th-edition-April-2020.pdf>)

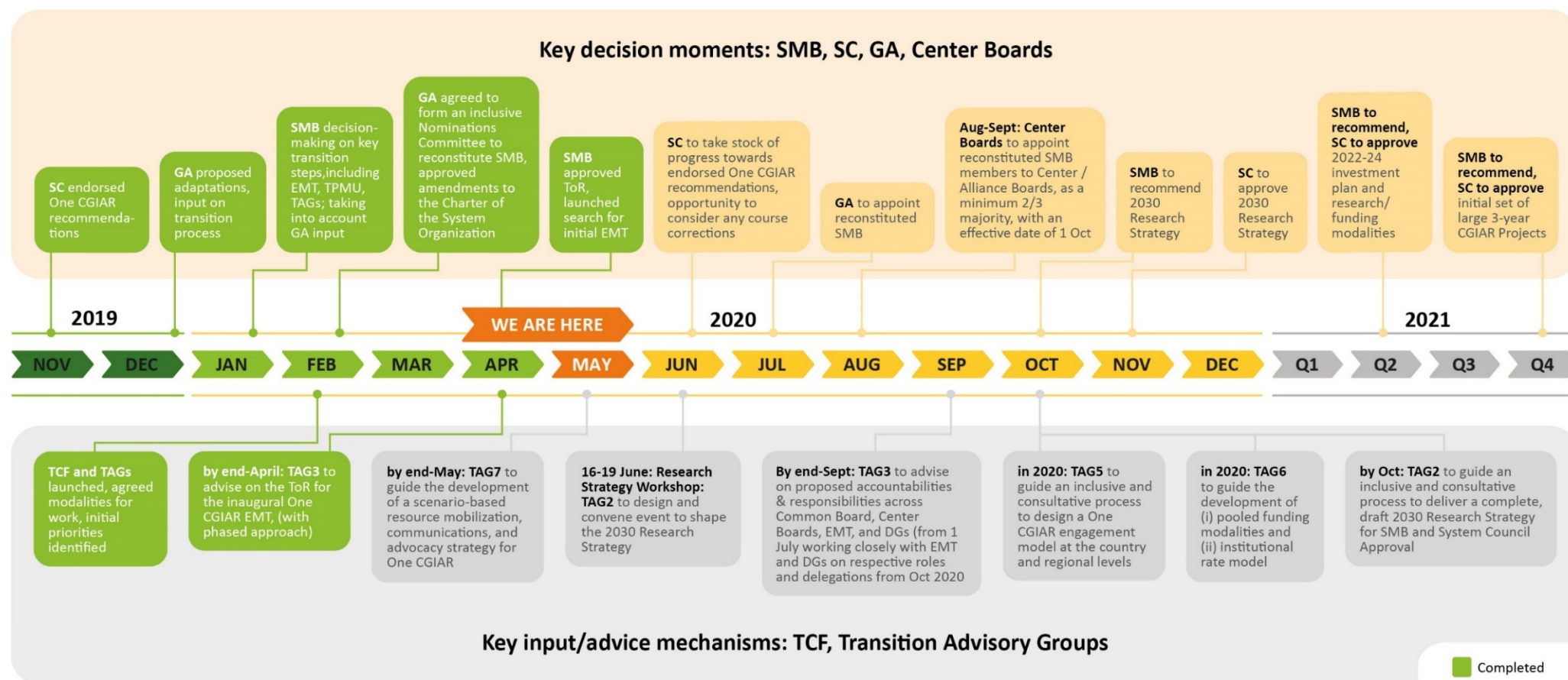
Endorsed recommendation	Target date	2020					2021				2022	2023	2024	Status	Notes
		Jul	Aug	Sept	Oct	Nov	Dec	Q1	Q2	Q3					
Recommendation 3.b: Priority One CGIAR policies and services build and implementation	in 2021													due to start later	
Recommendation 3.c: Design and scoping of One CGIAR country and regional engagement model	in 2020													in progress, target date achievable	TAG5 on country and regional engagement is carrying out relevant background analysis and developing options to inform subsequent implementation steps led by the inaugural EMT.
Recommendation 3.c: Prioritized roll-out of new engagement model with country strategies and coordination functions	in 2021													due to start later	
Recommendation 4: New modality developed and approved for implementation readiness	from 2022													due to start later	In line with the 2022—24 Investment Plan and initial set of CGIAR Projects (see Recommendation 1 above), work towards new research modality could be brought forward as needed.
Recommendation 5: 50% pooled funding achieved	by end-2022													in progress, target date achievable	TAG7 on resource mobilization, working alongside a task force of the CGIAR Resource Mobilization Community of Practice, has been working towards a One CGIAR Resource Mobilization, Communications, Advocacy Strategy ¹³ .
Recommendation 5: 70% pooled funding achieved	by end of 2022-2024 period													due to start later	

¹³ See also document SC10-07, prepared in a fully consultative process via TAG7.

The implementation process

8. Underpinning progress towards the endorsed target dates is an implementation process that incorporates CGIAR's established decision-making and operational roles, while bringing in additional capacity in critical areas, and facilitating broad-based, multi-stakeholder consultation and co-creation. This institutional architecture is described in detail in Annex I. Figure 1 presents a high-level timeline of key 2020—21 decision moments, and associated advisory inputs, reflecting the agreed transition roles and responsibilities.

Figure 1: Key decision points and inputs in the transition to One CGIAR (as of 27 May 2020)



9. Table 2 provides a more detailed retrospective of the completed implementation steps over the past five months. Many of these focus on the early priorities of establishing unified governance and management in 2020, as well as forming the advisory bodies for the transition itself. In addition to these process steps, the substantive work to design One CGIAR is being advanced through the five thematic TAGs and support teams that are currently operational. Their evolving deliberations and inputs are made available to all members of the TCF – including all interested members of the System Council – via a dedicated MS Teams workspace¹⁴.

Table 2: Selected, completed implementation steps (as of 27 May 2020)

What	When
Invitation by the System Council Chair to Center/ Alliance Board Chairs, Directors General, System Council members, and System Management Board members to form an inclusive Transition Consultation Forum (TCF), co-chaired by the conveners of the Center/ Alliance Board Chairs and Directors General, alongside the co-chairs of the former SRG ¹⁵	10 January 2020
Call for expressions of interest to TCF members to join thematic Transition Advisory Groups (TAGs)	21 January 2020
16 th Meeting of the SMB ¹⁶ : decision-making on unified governance, EMT, Transition Program Management Unit (TPMU), and initial TAGs	28–29 January 2020
CGIAR ‘Big Lifts’ workshop in Eschborn, Germany, provided multi-stakeholder input towards the implementation of SRG recommendations 1 (mission) and 4 (new research modality)	5–7 February 2020
Ad hoc call of the General Assembly of the Centers to discuss next steps towards unified governance under a One CGIAR Common Board	12 February 2020
Initial TAGs formed, call for Centers to nominate TAG co-stewards	18 February 2020
Request for Proposals issued for a firm or consortium of consultants to provide the TPMU ¹⁷	21 February 2020
General Assembly decisions on (i) amendments to the Charter of the CGIAR System Organization and (ii) formation of an inclusive 2020 SMB Nominations Committee	28 February 2020
Center/ Alliance and System Organization co-stewards identified for all operational TAGs	2 April 2020
Series of four TCF calls for TAGs to report back on their deliberations and seek input on key work products	14–17 April 2020
Call for nominations for the reconstituted SMB/ One CGIAR Common Board issued by the 2020 SMB Nominations Committee	17 April 2020

¹⁴ As of 27 May, the TAGs were preparing for a second round of substantive reports to the broader TCF, scheduled for 2–4 June. A summary of those report-back calls will be available in time for SC10.

¹⁵ See further details in Annex I and the dedicated TCF web page: <https://www.cgiar.org/how-we-work/strategy/transition-consultation-forum/>

¹⁶ <https://www.cgiar.org/meeting-document/16th-cgiar-system-management-board-meeting/>

¹⁷ See further details in Annex I.

Whole of CGIAR system legal advice on the transition to One CGIAR completed ¹⁸	20 April 2020
Ad hoc call of the System Council, including SMB Chair's report on the transition to One CGIAR	30 April
17 th meeting of the SMB ¹⁹ : decision-making on EMT, TPMU, 2030 Research Strategy, and transition funding	5–7 May 2020

Communications and stakeholder engagement

10. Clear communication, co-creation, and collaboration have been identified as core principles of the transition to One CGIAR. With input from TAG1, Table 3 below captures progress across initial priorities for communication and stakeholder engagement. The TPMU – expected to be operational from 1 June – will be tasked with developing a comprehensive communication strategy and stakeholder engagement plan for the transition process through end-2021.

Table 3: Progress across early priorities for communications and stakeholder engagement

Tool, platform, product, process	Update as of 27 May
<i>Tools, platforms</i>	
TCF web page ²⁰	Live, updated with each Newsletter and as needed, and to be enhanced through below, core communication products
MS Teams workspace for the TCF and TAGs	Live, updated continuously as a document repository and collaboration platform for the TCF and TAGs
One CGIAR site (to replace TCF page as principal, externally-facing site)	In progress
<i>Products</i>	
'Towards One CGIAR' Newsletter series ²¹	5 editions issued
Questions & answers on the transition to One CGIAR ²²	Live, to be updated continuously as a core resource for external and internal communications
Standard One CGIAR PPT	Completed, to be published by 29 May
One CGIAR brochure	In progress
Video messages from TCF co-chairs, champions	Not started
<i>Processes</i>	

¹⁸ Summary findings of the legal opinion on delivering unified governance under One CGIAR (<https://storage.googleapis.com/cgiarorg/2020/04/Summary-findings-of-the-legal-opinion-on-delivering-unified-governance-under-one-CGIAR.pdf>)

¹⁹ <https://www.cgiar.org/meeting-document/17th-cgiar-system-management-board-meeting/>

²⁰ <https://www.cgiar.org/how-we-work/strategy/transition-consultation-forum/>

²¹ Ibid.

²² <https://storage.googleapis.com/cgiarorg/2020/05/7f11164d-qa-transition-one-cgiar-20200520.pdf>

TCF	Launched in January
TAGs	Launched in February
TAG engagement with CGIAR Communities of Practice (CoP), Heads of Communications CoP and Center focal points empowered to help strengthen internal information flow	In progress, with input received on initial communications products and processes
Structured engagement with Center Boards, including through dialogues on the external legal opinion and with key Funders	In progress: 7/13 Board—Funder dialogues held, legal opinion issued in April
Structured engagement with host and partner countries	In progress: forward priorities to be identified building on legal opinion, Funder—Board dialogues, TAG2 and 5 outreach

Annex I: Roles and responsibilities in leading and stewarding the transition to One CGIAR

11. Consistent with the roles identified in the endorsed One CGIAR recommendations²³, the SMB defined the institutional arrangements for leading and stewarding the transition in further detail at its 16th meeting in January 2020²⁴, taking into account proposals made by the December 2019 Extraordinary General Assembly of the Centers²⁵. These are designed to enable timely progress in line with the endorsed target dates, while enabling broad-based consultation and co-creation across CGIAR and key partners.

Decision-makers

- a. The SMB sponsors and oversees the transition to One CGIAR, both in its current and in its reconstituted form. Its role encompasses, *inter alia*, appointing the inaugural EMT, reviewing and approving System-wide work plans and budgets, and overseeing the effective monitoring of progress. During the first year of implementation, the Board will update the System Council on at least a quarterly basis on progress against the endorsed timeline.
- b. The System Council endorsed the SRG's recommendations and will periodically review progress in their implementation. The System Council also has an established decision-making role with respect to several elements of the SRG's recommendations, including but not limited to a 2030 Research Strategy, three-year investment plans, and CGIAR Projects. The System Council will be represented in the Nominations Committee for a reconstituted SMB as well as the EMT Search Committee.
- c. The General Assembly of the Centers has a role in appointing the membership of a reconstituted System Management Board to also serve as members of the One CGIAR Common Board, once appointed to Center/Alliance Boards. The General Assembly will also consider facilitative changes to the Charter of the CGIAR System Organization to enable the above. In addition, the General Assembly has provided a valuable forum for discussion on and input towards the transition in a way that brings together all Centers.
- d. Center/ Alliance Boards: To bring about the recommended unified governance arrangement for One CGIAR, Center/ Alliance Boards decide on the appointment of the members of a reconstituted SMB to Center/Alliance Boards, as a minimum 2/3 voting majority, with an effective date of 1 October.

²³ Document SC9-02: Recommendations for One CGIAR

(https://storage.googleapis.com/cgiarorg/2019/11/SC9-02_SRG-Recommendations-OneCGIAR.pdf)

²⁴ Chair's Summary, 16th System Management Board Meeting, 28–29 January 2020; Amsterdam, The Netherlands (https://storage.googleapis.com/cgiarorg/2020/02/SMB16-10_ChairsSummary-Final.pdf)

²⁵ CO-CHAIRS' SUMMARY, Extraordinary General Assembly of the Centers, 12 and 13 December 2019, Rome, Italy (https://storage.googleapis.com/cgiarorg/2019/12/Ex-GA_Co-ChairsSummary_Dec2019.pdf)

Advisory roles

- e. The Transition Consultation Forum (TCF) is a high-level consultation mechanism for the transition. It includes members of the former System Reference Group (SRG), as well as all other Center/ Alliance Board Chairs and Directors General, all other interested voting members of the System Council, and the ISDC Chair²⁶. Chaired by four co-chairs representing Center/ Alliance Boards, Directors General, the SMB, and the System Council, the TCF provides multi-stakeholder input and advice on the transition in support of the decision-making above entities. The TCF itself is not a decision-making body, nor is it held accountable for decisions taken by others.²⁷
- f. Transition Advisory Groups (TAG) are smaller, thematic groups that provide multi-stakeholder input and advice on specific dimensions of the transition. TAGs are made up of the members of the TCF and additional invitees²⁸. As of 27 May 2020, there were six operational TAGs²⁹ :
 1. Cross-cutting communication and change management
 2. Research
 3. Unified governance
 4. Country and regional engagement
 5. Financial management and modalities
 6. Resource mobilization

Operational roles

- g. An Executive Management Team (EMT) will be appointed by and directly accountable to the SMB. It will lead the transition, once established, and provide coordinated leadership of One CGIAR. The EMT will be supported by the Transition Program Management Unit and TAG support teams. The SMB approved the terms of reference of the inaugural EMT at its 17th meeting in May 2020³⁰.

²⁶ The complete membership of the TCF and TAGs can be found here:

<https://storage.googleapis.com/cgiarorg/2020/05/4bfbbf50-members-of-the-cgiar-transition-consultation-forum-and-transition-advisory-groups.pdf>

²⁷ Further information is available on the dedicated TCF web page: <https://www.cgiar.org/how-we-work/strategy/transition-consultation-forum/>

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²⁹ As noted above, absent initial expressions of interest from the TCF members, TAG4 on policies and services – unlike other TAGs – was not formed in February 2020.

³⁰ *Candidate Information Pack: One CGIAR Executive Management Team and Managing Directors*

(https://storage.googleapis.com/cgiarorg/2020/05/be5a95fc-cgiar_inaugural-emt-candidate-information-pack_15may2020.pdf)

- h. The Transition Program Management Unit (TPMU), led by a senior Program Director, will coordinate the transition to One CGIAR as a program of interconnected projects. The TPMU will be responsible for program planning, monitoring, reporting, communication and stakeholder engagement, risk identification and mitigation, and change management. It will report to the SMB and the EMT once in place, and it will coordinate the work of the thematic TAG support teams. Based on a public competitive selection process overseen by the SMB, the SMB agreed on a preferred supplier at its 17th meeting, with an expected commencement date of 1 June 2020³¹.
 - i. TAG support teams will support the TAGs and the implementation of the transition in their respective areas. The support teams will be responsible for providing secretariat support to the TAGs as well as work planning, monitoring, reporting, risk management in their respective areas under the coordination of and in line with the methodology set out by the TPMU. TAG support teams are led by co-stewards from Centers and the System Organization³².
12. Figure 2 below provides an overview of the above roles and associated accountability/reporting lines.

³¹ *Chair's Summary 17th System Management Board Meeting, 5–7 May 2020; Virtual* (https://storage.googleapis.com/cgiarorg/2020/05/0a8fed53-smb17-06_chairsummary.pdf)

³² The TAG co-stewards are listed here: <https://storage.googleapis.com/cgiarorg/2020/05/4bfbbf50-members-of-the-cgiar-transition-consultation-forum-and-transition-advisory-groups.pdf>

Figure 2: Leading and stewarding the transition to One CGIAR

