



TRANSITION TO ONE CGIAR: TRANSITION ROLES

This document sets out the roles and responsibilities for leading and stewarding the transition to One CGIAR.

DECISION-MAKING ROLES

The CGIAR System Management Board (SMB) sponsors and oversees the transition to One CGIAR, both in its current and in its reconstituted form. Its role encompasses, *inter alia*, appointing an Executive Management Team (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.

The CGIAR System Council unanimously endorsed the **System Reference Group's (SRG)** One CGIAR 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 Search Committee for the interim One CGIAR Executive Management Team.

The General Assembly of the Centers has a role in appointing the membership of a reconstituted SMB 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.

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.

ADVISORY ROLES

The Transition Consultation Forum (TCF) is a high-level consultation mechanism for the transition. It includes members of the former 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 Chair. 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.

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 invitees. As of 10 July 2020 there were six operational TAGs:

1. Cross-cutting communication and change management
2. Research
3. Unified governance
4. Policies and services (On hold, pending appointment of an inaugural EMT.)
5. Country and regional engagement
6. Financial management and modalities
7. Resource mobilization

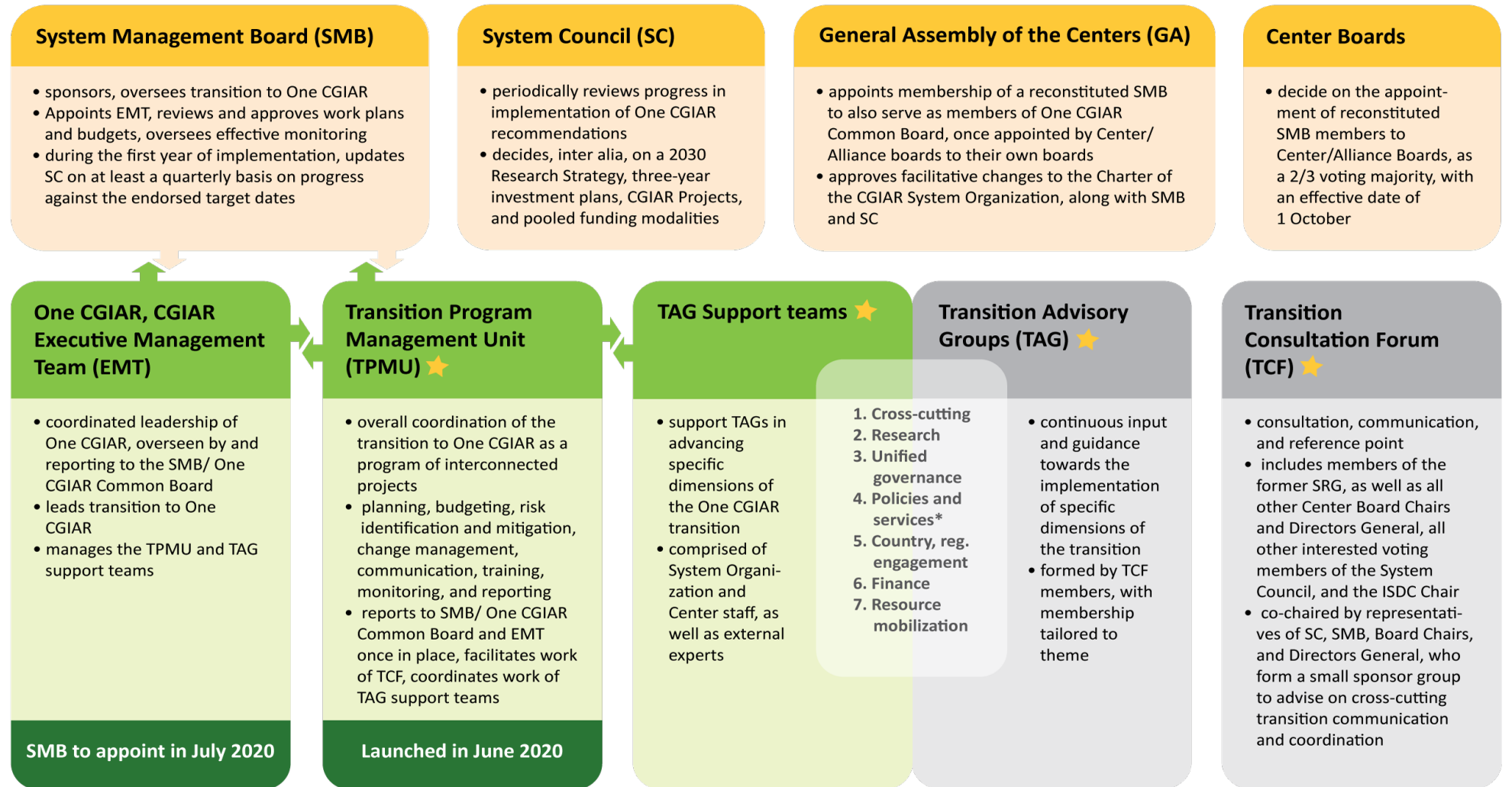
OPERATIONAL ROLES

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 2020 and is expected to appoint the inaugural EMT in July 2020.

The Transition Program Management Unit (TPMU), led by a senior Program Director, coordinates the transition to One CGIAR as a program of interconnected projects. The TPMU is responsible for program planning, monitoring, reporting, communication and stakeholder engagement, risk identification and mitigation, and change management. It reports to the SMB and the EMT once in place, and coordinates the work of the thematic TAG support teams. A consortium of Dalberg Advisors and Collaborative impact was appointed by the SMB to provide the TPMU. It started work in June 2020.

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 Organization.

FIGURE 1: Roles and responsibilities in leading and stewarding the transition to One CGIAR



■ decision-making role
 ■ operational role
 ■ advisory role
 ★ ad hoc role to support transition over
 ⇨ accountability/reporting line
■ key next steps

* On hold, pending appointment of EMT