

# Towards ONE CGIAR

This is the final 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 more aligned management under an empowered Executive Management Team, 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](#).



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

Dear CGIAR colleagues and stakeholders,

We hope this message finds you safe and well.

**This seventh edition of our newsletter comes at an exciting time for the transition to One CGIAR.** In this message, we highlight some of the critical milestones achieved in recent weeks, and the way forward.

### Unified governance

By decision of the General Assembly of Centers effective on 31 July 2020, CGIAR has identified the **8 persons who will serve as the voting members of the CGIAR System Board<sup>1</sup> for a three-year term from 1 September 2020**, also intended to be appointed to the Boards of CGIAR's Centers and Alliances to implement unified governance:

1. **Alice Ruhweza**, Africa Regional Director, World Wildlife Fund
2. **Alyssa Jade MacDonald-Baertl**, Founder, Blyss GmbH
3. **Hilary Wild, Member**, continuing member of the CGIAR System Board; Member, ICARDA Board; Member, Bioversity International & CIAT Alliance Board

<sup>1</sup> Current nomenclature is CGIAR System Management Board. In consultation with TAG 3, and the Centers, changes to the Charter of the CGIAR System Organization will be introduced by 1 September to reserve 'management' for the One CGIAR Executive Management Team. The decisions of the General Assembly of Centers are all publicly accessible here: [https://storage.googleapis.com/cgiarorg/2020/08/GA\\_Decision\\_Register.pdf](https://storage.googleapis.com/cgiarorg/2020/08/GA_Decision_Register.pdf)

4. **Ismahane Elouafi**, Director General, International Center for Biosaline Agriculture; Member, IFPRI Board
5. **Marco Ferroni**, Chair and continuing member of the CGIAR System Board
6. **Neal Gutterson**, Senior Vice President and Chief Technology Officer, Corteva Agriscience (retiring)
7. **Patrick Caron**, Vice President - International Affairs, University of Montpellier
8. **Shenggen Fan**, Chair Professor, China Agricultural University

Taken as a collective, the System Board members-elect hold the breadth of skills, backgrounds, and perspectives required to ensure high-level strategic direction and oversight for the success of One CGIAR.

With the support of the Transition Program Management Unit, where helpful, the next step is for Center and Alliance Boards to appoint these eight persons as a minimum 2/3 voting majority on their respective Boards, with relevant governing instruments as well as the Charter of the CGIAR System Organization amended as needed to facilitate unified governance of One CGIAR. With appreciation for the work being done by CGIAR's Legal Focal Points, Board Secretaries, external Legal Counsel, and Center and Alliance Boards themselves, the target date for those decisions is 18 September 2020 and their effective date 1 October 2020.

### An inaugural CGIAR Executive Management Team

On 6 August, the Chair of the System Board announced the appointment of the following three persons to serve as the inaugural [CGIAR Executive Management Team \(EMT\)](#), also with effect from 1 September 2020:

- [Claudia Sadoff](#) as Executive Management Team Convener and Managing Director, Research Delivery and Impact
- [Elwyn Grainger-Jones](#) as Managing Director, Institutional Strategy and Systems
- [Kundhavi Kadiresan](#) as Managing Director, Global Engagement and Innovation

We would like to extend our warm congratulations to Claudia, Elwyn, and Kundhavi on their appointment. The task ahead is immense, but we are confident that this EMT – working closely with CGIAR leadership, staff, and partners – can lead us to the destination that we have collectively helped shape over the past year.

The Diagram on page 4 provides some detail about how the EMT is intended to function, including both its shared roles and the individual focus areas for each of three Managing Directors.

### A 2030 Research Strategy

Ultimately, the purpose of unified governance and aligned management is to set up CGIAR to be fully empowered to deliver – with partners – on the One CGIAR mission of “Ending hunger by 2030 – through science to transform food, land and water systems in a climate crisis”. As a critical first step, **Transition Advisory Group (TAG) 2 – Research – delivered, on 1 August, a draft 2030 CGIAR Research Strategy**. The inaugural EMT will now pick up the baton, leading a consultative process to finalize that decadal Strategy for System Council approval in December 2020 and, crucially, lead the development of a first three-year Investment Plan for the 2022–24 period.

### More, and pooled, funding

Adequate, stable, and predictable funding will be essential for realizing the ambition of One CGIAR. On 25 June, TAG7 (resource mobilization), issued a [CGIAR Resource Mobilization, Communication and Advocacy Strategy](#), setting out an ambitious yet achievable pathway to a US\$2 billion One CGIAR by 2030 or earlier. With the support provided by the System Council at its 10th meeting in May, the task now ahead will be for CGIAR and partners to work in a coordinated way towards a pledging moment in 2021.

### Next steps on the journey to One CGIAR

As the transition thus gathers pace, communication is becoming increasingly important. As co-chairs of the Transition Consultation Forum (TCF), we have sought to keep CGIAR staff and stakeholder informed, including through this Newsletter series. We also greatly appreciated the opportunity to interact with staff as part of the **webinar series, “Introduction to One CGIAR”**, held on 28 July and attended by more than 1,800 people across three sessions. If you missed it, a [video recording](#) and [presentation materials](#) are available on the CGIAR website.

Looking ahead, **we believe that it is critical that the EMT be provided the opportunity to shape the next chapter of this critical work**, including future communications on One CGIAR as well as the future role of the TCF and the various TAGs. Therefore, while we look forward to continuing this journey in our various other roles, we will hand over to the EMT and this seventh edition of our newsletter is the final one from the four of us.

It has been an honor to help steward the One CGIAR transition to date and we are grateful for all the contributions from across CGIAR and partners. We encourage you to remain informed and engaged as we embark on the next chapter of this process.

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



As a reminder, One CGIAR newsletters go directly to all TCF and TAG members and CGIAR Communities of Practice, as well as TAG support team members. They are also posted on the [CGIAR website](#). Please circulate broadly among CGIAR staff, as appropriate.

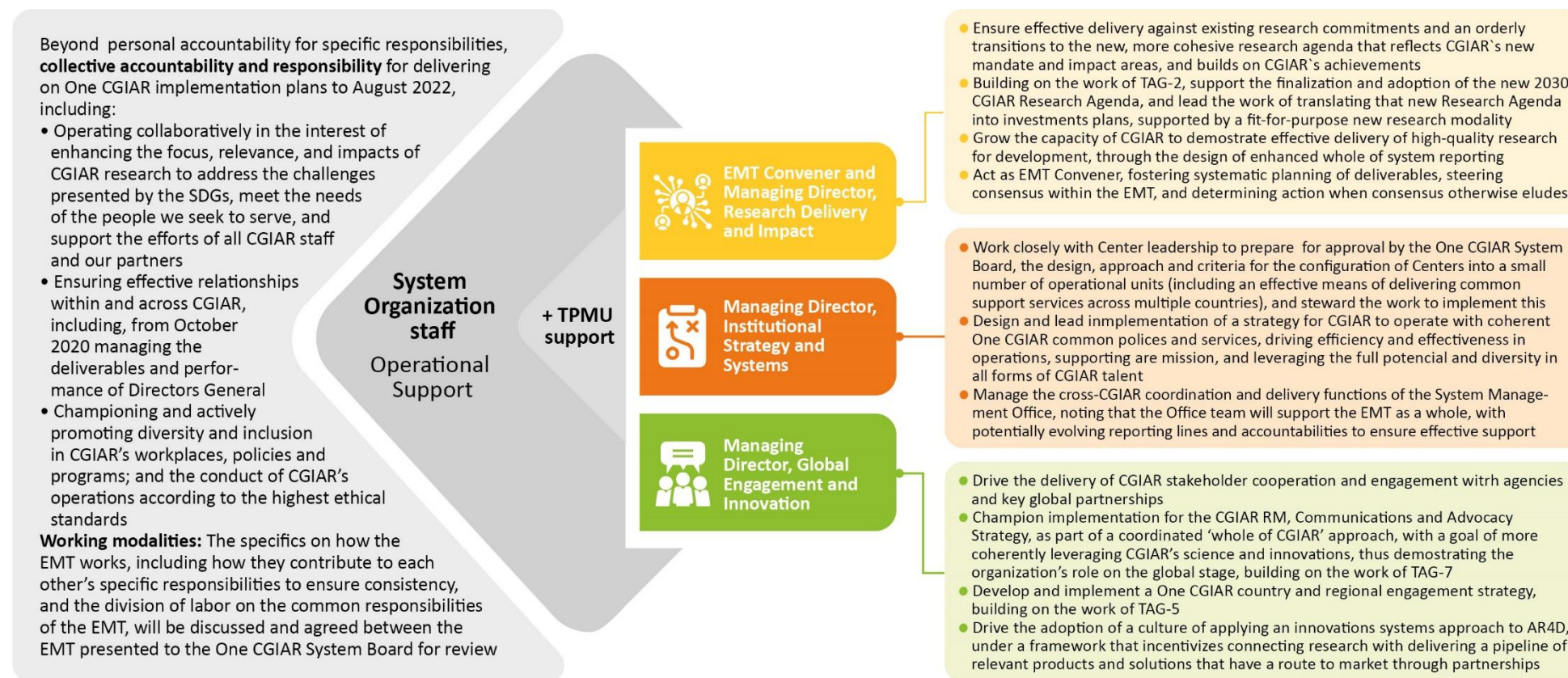


For any feedback and suggestions related to the contents of this final newsletter, please contact [TCF-Support@cgiar.org](mailto:TCF-Support@cgiar.org).



## AN INAUGURAL CGIAR EXECUTIVE MANAGEMENT TEAM (EMT)

CGIAR’s inaugural EMT will provide unified and coordinated leadership, decision-making, and realization of One CGIAR in line with its agreed mission and impact areas. Reporting individually and collectively to the CGIAR System Board, the three broad domains of the inaugural EMT’s role are set out in the diagram below, as communicated broadly across CGIAR’s governing bodies and Centers and Alliances on 6 August 2020.

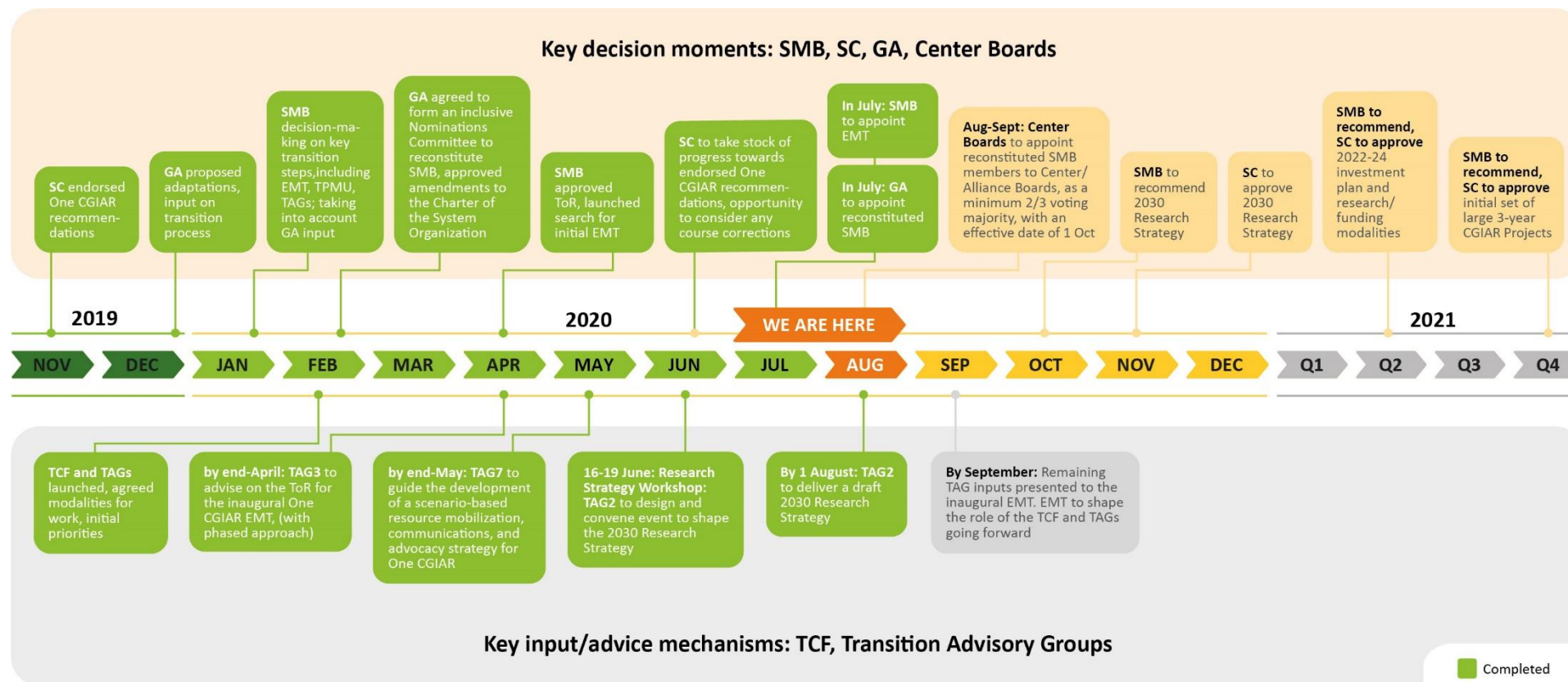






## HIGH-LEVEL TIME LINE OF DECISIONS AND INPUTS

Based on the endorsed target dates for the transition to One CGIAR, the associated key decision points and entry points for multi-stakeholder input via the TCF and TAGs, the figure below provides an overview of the current time line of transition steps in 2020–21. These steps are kept under continuous review in line with the principle of adaptive management.





## TRANSITION ADVISORY GROUPS AND MEMBERSHIP

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The Transition Advisory Groups (TAG) operationalize the advisory role of the TCF. They bring multi-stakeholder input and advice towards the implementation of the One CGIAR recommendations. The TAGs, their members, and co-stewards – as of 10 July 2020 – are available [here](#).

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## GETTING INVOLVED

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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](#).

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## CONTACT US

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