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 the Q4-2020 quarterly update on the implementation of the endorsed recommendations.

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

Prepared by: CGIAR Executive Management Team

Introduction

1. The System Council, at its 9th meeting in November 2019, unanimously endorsed the recommendations[1] of the System Reference Group (SRG) to transform to be and operate as 'One CGIAR'[2]. The System Council requested that the System Management Board (SMB, subsequently renamed as the CGIAR System Board [SB] with effect from 1 September 2020) provide quarterly updates on the implementation of the endorsed recommendations.

2. This document is the 4th such update in 2020. It follows the SB Chair's reports to the System Council on 30 April, 11 June, and 8 October 2020.

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 the escalating climate crisis and the narrowing window of opportunity to achieve the Sustainable Development Goals. As recognized by the System Council at its 10th meeting in June, that urgency has increased further as a result of the COVID-19 pandemic[3].

4. The target dates reflect a sequence of work that 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 through a 2030 Strategy, which underpins the development of a concept for the new operational structure, 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. Specifically, 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 were reflected in decision-making by the SMB at its 16th [4] and 17th [5] meetings in January and May 2020,

---

[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] *Chair's Summary, 10th System Council, 10—11 June 2020* (https://storage.googleapis.com/cgiarorg/2020/06/SC10-10_Chairs-Summary_web.pdf)
[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)

taking into account proposals made by the December 2019 Extraordinary General Assembly of the Centers[6].

6.   Table 1 below sets out the progress made as of 2 December across the endorsed One CGIAR recommendations and target dates.

Table 1: One CGIAR target dates and progress (as of 2 December 2020)
(key: ■ completed; ■ 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	Q3	Q4					
Recommendation 1: 2030 Research Strategy developed, approved	SC approval by end-2020														in progress	See documents SC11-02a, *CGIAR 2030 Research & Innovation Strategy* and SC11-02b, *Performance & Results Management Framework*
Recommendation 1: 2022—24 Investment Plan developed, approved	SC approval by Q2 2021														in progress	See documents *SC11-03a, 2022—2024 Investment Plan Process* and *SC11-03b, 2022—2024 Investment Plan Outline*
Recommendation 1: Initial set of CGIAR Projects developed, approved	SC approval by Q4 2021														in progress	See documents *SC11-03a, 2022—2024 Investment Plan Process* and *SC11-03b, 2022—2024 Investment Plan Outline*
Recommendation 2: Center/ Alliance Board decision-making in Aug—Sept to appoint SB members to Center/ Alliance Boards, as a minimum 2/3 voting majority	Appointments by Centers effective by 1 Oct 2020[7]				x										**in progress:** 12 CGIAR Centers completed the appointment decisions for One CGIAR unified governance	As of end-November, the Boards of 12 CGIAR Centers (10 Centers and one alliance) had appointed the members of the System Board as a 2/3rds voting majority. "2 Centers had advised they decided not to join One CGIAR. One Center is still in the process of completing the relevant decision-making to alter its Board membership. Apart from the appointment decisions, amongst the 12 Centers who have so acted, there is some variance in terms of the degree of adherence to the formal 'Checklist' for governing instrument amendments, as developed by TAG3 (under its TCF mandate) and endorsed by the SMB in August 2020.

---

[7] The wording and timing was been adjusted to reflect SMB decision-making at its 16th meeting, with a 2/3rds 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).

Endorsed recommendation	Target date	2020						2021				2022	2023	2024	Status	Notes
		Jul	Aug	Sept	Oct	Nov	Dec	Q1	Q2	Q3	Q4					
Recommendation 3.a: Form One CGIAR EMT	Appointments effective by 1 July 2020[8]		x												completed	On 6 August, the Chair of the CGIAR System Board announced the System Board's appointment of the three persons to serve as the inaugural CGIAR Executive Management Team (EMT), with effect from 1 September 2020[9].
Recommendation 3.a: One CGIAR EMT to revert to the One CGIAR Common Board with a proposed integrated operational structure for One CGIAR	by end-2020														slightly delayed, final proposal expected by January 2021	The EMT circulated a 'Version 1' proposed operational structure to CGIAR stakeholders on 2 November. To seek further input, the EMT has convened nine cross-CGIAR Design Working Groups to advise on the proposed end-state structure and transition process, with a view to finalizing its high-level proposal for circulation by end-January 2021.
Recommendation 3.b: Priority One CGIAR policies and services feasibility and business case development, services design	in 2020—21														in progress	The EMT will advance this work stream as a key element of an integrated operational structure.
Recommendation 3.b: Priority One CGIAR policies and services build and implementation	in 2021—22														to start later	
Recommendation 3.c: Design and scoping of One CGIAR country and	in 2020														in progress	Transition Advisory Group (TAG) 5 on country and regional engagement presented its findings and recommendations to the EMT on 29 September, to

---

[8] The timing was adjusted to reflect the outcomes of the 16th and 17th meetings of the SMB (See 16th meeting summary and 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).
[9] https://www.cgiar.org/how-we-work/governance/emt/

Endorsed recommendation	Target date	2020						2021				2022	2023	2024	Status	Notes
		Jul	Aug	Sept	Oct	Nov	Dec	Q1	Q2	Q3	Q4					
regional engagement model																be advanced as a key element of the integrated operational structure.
Recommendation 3.c: Prioritized roll-out of new engagement model with country strategies and coordination functions	in 2021														to start later	
Recommendation 4: New modality developed and approved for implementation readiness	from 2022														in progress	The EMT will lead this in conjunction with the development of the 2022-24 Investment Plan and first set of CGIAR Projects.
Recommendation 5: 50% pooled funding achieved	by end-2022														in progress	Through the 2030 Research & Innovation Strategy, 2022-24 Investment Plan, new research and funding modalities, and an integrated operational structure, CGIAR is laying the groundwork for greater pooling. Building on these steps, and with a view to the 2022 target, the EMT will lead a concerted resource mobilization effort in line with the *Resource Mobilization, Communications, Advocacy Strategy*[10] developed by TAG7 and the CGIAR Resource Mobilization and Communications Communities of Practice.
Recommendation 5: 70% pooled funding achieved	by end of 2022—2024 period														to start later	

---

[10] *CGIAR Resource Mobilization, Communications and Advocacy Strategy – Working Paper* (https://storage.googleapis.com/cgiarorg/2020/07/CGIAR-RM-Comms-Advocacy-Strategy-Working-Paper.pdf)

7. Consistent with the above progress update, Figure 1 presents key completed and upcoming transition milestones from November 2019. Looking ahead, key focus areas for the transition will be to:

(i)   finalize a 2022-24 Investment Plan and first set of investment-ready CGIAR Initiatives to be launched in early 2022

(ii) mobilize adequate resources to implement the Plan, including through a high-level pledging moment in conjunction with the UN Food Systems Summit in late 2021, and

(iii) finalize the proposed, integrated operational structure and high-level implementation process for System Board and System Council decision-making in early 2021.

Figure 1: Key milestones in the transition to One CGIAR (as of 2 December 2020)

13-14 Nov: 9th Meeting of the CGIAR System Council
- System Reference Group recommendations for One CGIAR unanimously endorsed

31 July: SMB decision to appoint the inaugural CGIAR EMT, with effect from 1 Sept

16—17 Dec: 11th Meeting of the CGIAR System Council
- Proposed 2030 Research Strategy (for approval)
- 2022—24 Investment Plan process and outline (for strategic guidance)

By Feb 2021: System Council endorsement of One CGIAR operational structure

28-29 Jan: 16th meeting of the System Management Board
- Key decisions on transition steps and modalities

5-7 May: 17th meeting of the System Management Board
- Approved ToR, launched search for inaugural EMT

23 Nov: System Board meeting

Q2 2021: System Board to recommend/ System Council to approve final 2022—24 Investment Plan

8 Oct: SC ad hoc call

2019					2020									2021			2022
Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	**Dec**	Q1	Q2	Q3	Q4

31 July: GA decision to appoint voting members of the CGIAR System Board with effect from 1 Sept

Oct—Dec: Center Board sessions

By Q4: Initial set of large, 3-year CGIAR Initiatives approved for launch in 2022

28 Feb: GA decision to form an inclusive Nominations Committee for a reconstituted SMB/System Board

1 Sep: System Board and **EMT** in place

Sept: Center/ Alliance Board decision-making to revise Center governing instruments and appoint the 8 voting members of the System Board as a minimum 2/3 voting majority on their respective Boards, in line with 'Checklist' developed by TAG3 and endorsed by SMB in August

2021 One CGIAR pledging moment, in conjunction with UN Food Systems Summit

12-13 Dec: Extraordinary General Assembly of the Centers
- Proposed adaptations, transition modalities

1 Aug: 1st draft 2030 Research Strategy delivered by TAG2

July—August: 'Checklist' for Center/ Alliance governance decisions finalized by TAG3 and endorsed by SMB

Sept: Handover of remaining inputs by TAGs to the EMT, System Board (in the case of TAG3)

Feb: TCF and TAGs launched

25 June: TAG7 CGIAR RM, Comms and Advocacy Strategy

30 April: TAG3 advice on ToR for inaugural CGIAR EMT

Completed ☐   Planned ☐