

A collage of six images arranged in a circular pattern around the title. The images include: a hand holding a green mango, a hand holding a smartphone displaying a CGIAR app, water splashing over a hand, a hand holding a woven basket of food (rice, egg, vegetables), a hand holding a whole orange, and a hand holding a whole orange. The images are set against a white background with a subtle geometric pattern.

# One CGIAR INTEGRATED OPERATIONAL STRUCTURE

As endorsed by the CGIAR System Council's 12<sup>th</sup> meeting  
on 3-4 March 2021 (Decision reference SC/M12/DP3),  
following approval by the CGIAR System Board on 28-29 January 2021  
(Decision reference SB/M19/DP2).

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## Executive Summary

1. **By building on and improving our unique advantages, CGIAR is transforming itself to meet the complex and systems-oriented challenges of the 21st century.** CGIAR has a unique ability to understand local challenges and to orchestrate coalitions of global and local partners to deliver innovations to meet these. CGIAR's reputation, brands, genebanks, and facilities of our Research Centers along with our diverse and committed staff and outstanding scientists afford us a unique advantage in delivering leading edge research. However, as emphasized by our partners, the fragmented nature of CGIAR's governance and institutions has limited our ability to both respond to increasingly interconnected challenges and to deliver the consistently best practice, and effectively scaled, research solutions needed to maximize our impact. By integrating and improving, CGIAR can further leverage its role as the leading research and technology partner in agricultural research for development.
2. **We therefore present a bold new operational structure that delivers on the SRG Recommendations for One CGIAR by enhancing the best of CGIAR, whilst optimizing our ability to deliver an integrated approach to 21<sup>st</sup> century challenges and maximizing our impact.** This structure will create a more integrated CGIAR; align our operational structure to the 2030 Research and Innovation Strategy; simplify decision making at all levels; enable greater collaboration across functions, disciplines, and geographies; further strengthen the diversity of people, skills and ideas; improve the accessibility of CGIAR to our global, regional and local partners; and improve the efficiency of CGIAR to maximize impact per unit of funding.
3. **This new operational structure will optimize CGIAR's ability to access and deliver against all sources of funding, for a \$2 billion ambition by 2030,** creating a single operational structure for the origination, design and delivery of pooled and bilateral research projects from all sources. We believe the new structure can, through greater resource mobilization coordination and collaboration across CGIAR: unlock new pooled and bilateral funding opportunities at the country, regional, and global level; diversify funding sources that adapt to the evolving global development finance landscape; and promote innovative funding models that can leverage private sector funds.
4. The One CGIAR operational structure is formed of three divisions, sub-divided into ten global groups and six Regional Groups, with the Global and Regional Directors reporting direct to the One CGIAR Executive Management Team, who in turn are accountable for institutional performance to the System Board.

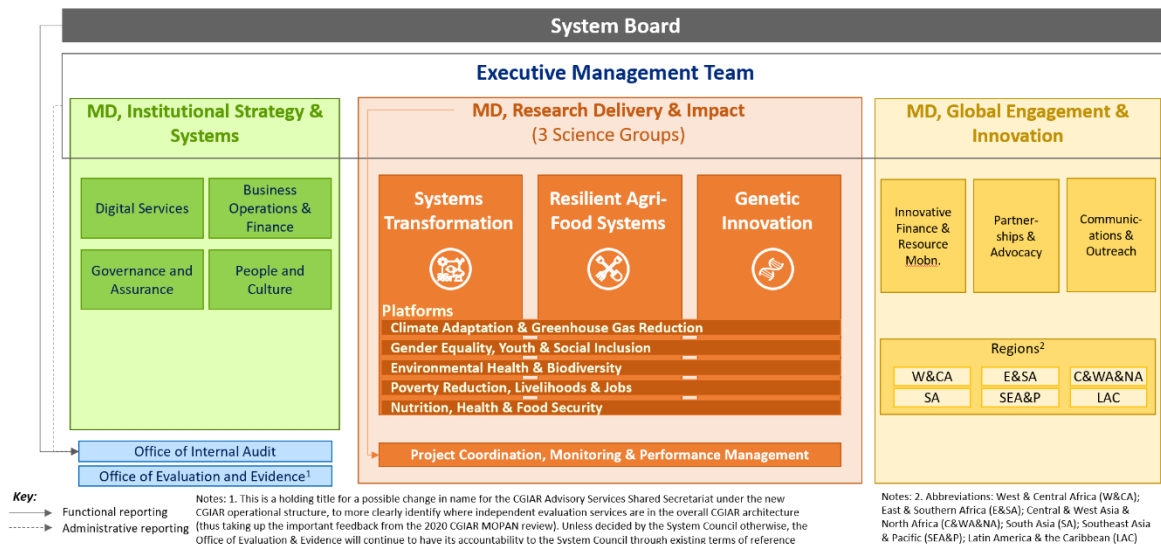


Figure 1 Proposed high-level operational structure

- Central to the operational structure, the ‘Research Delivery and Impact’ Division (‘RD&I’) will consolidate our research capabilities into three global ‘Science Groups’ with five cross-cutting ‘Impact Area Platforms’.** Science Groups will be the primary operational units of CGIAR research, managing and delivering the CGIAR portfolio of research and innovation, designing research initiatives and bilateral projects, allocating research staff and assets, balancing research budgets, supporting global and local research engagement and fundraising, and providing global scientific leadership to all staff. Impact Area Platforms will sit across Science Groups, bringing together networks of staff across the operational units to maximize our impact in each area. To ensure that operational ‘form’ follows the desired ‘function’ of CGIAR, this RD&I operational structure directly mirrors the 2030 Research and Innovation Strategy.
- A Global Engagement and Innovation function will improve how we work with global partners, raise the profile of CGIAR’s work, and deliver a strategy to enable more successful pooled and bilateral fundraising based on our research and global and Center brands.** As One CGIAR we will have greater influence on global processes and policies at the level commensurate with the aspiration of a \$2 billion global research for development (‘R4D’) actor in food, land, and water systems, enhancing CGIAR’s ability to engage and raise funds beyond a commodity-focused or single-issue focused approach through bold integrated programs that deliver system-wide solutions.
- In the same Division, six Regional Groups, which include the CGIAR Country Offices in each region, will support an integrated and coordinated approach at regional and country level.** They will coordinate and represent CGIAR in their geography across the breadth of its work, responsible for: i) representing CGIAR and managing relationships, providing a common point of engagement with local partners and raising the profile of CGIAR with regional and national fora; ii) feeding market and contextual intelligence to research design and promoting a

coordinated approach in the geography; iii) delivering regional and country resource mobilization in partnership with Science Groups and global resource mobilization teams; iv) helping build alignment between CGIAR's priorities and country/regional needs and demand, captured in country strategic frameworks developed with partners; and v) supporting the services and hosting of all CGIAR staff within the region, as the vast majority (>90%) of CGIAR's staff and operations will continue to be located in the developing world.

- d. **The Institutional Strategy and Systems Division will provide integrated One CGIAR business services - globally stewarded, and primarily regionally and locally delivered**, with shared global delivery of specific functions where economies of scale can be realized. This will enable the scaling of best practices across CGIAR through systems and tools that leverage economies of scale to direct a greater proportion of our funding to research. Globally integrated services will improve the effectiveness of our service delivery, reduce administrative friction and duplication, and sustain a global One CGIAR workplace culture that is inclusive, high-performing, and values-driven.
5. **The proposed operational structure was found to best meet the objectives of the One CGIAR transition, after consideration of several alternatives.** Clustering whole Centers/Alliances into topical or regional groupings would fail to deliver the key benefit of commodity integration. Additionally, most Centers/Alliances work across more than one research domain and geography. Hence, this structure would not provide a coherent grouping of capabilities nor deliver One CGIAR at the regional/country level. Equally, organizing research by Impact Area would risk impractical reporting lines and siloes around Impact Areas, contrary to the intention for initiatives to have impact across multiple areas. Finally, a model in which the three Science Groups matrix with existing Centers structures, with Centers remaining responsible for bilateral funding, would fail to diminish incentives for competition among Centers, result in a costly duplication of leadership roles, maintain practical barriers to collaboration across One CGIAR, and risk appearing to key external stakeholders as a continuation of the current business model.
  6. **This proposed operational structure is expected to deliver significant benefits to all key stakeholders** and significantly simplify and streamline the current operating structure from the current model. The new structure, in delivering CGIAR's new CGIAR 2030 Research and Innovation Strategy<sup>1</sup> and Performance and Results Management Framework<sup>2</sup>, will maximize our end-impact and position us to grow funding and deliver the highest possible value for investment. Coordinated regional operations will ensure CGIAR is responsive to local needs, along with streamlining collaboration with our core partners, including NARES, development partners and the private sector. The integrated operational structure will provide new and improved professional development opportunities for all staff, whilst regional operations will maintain a safe and efficient working environment.

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<sup>1</sup> <https://www.cgiar.org/how-we-work/strategy/>

<sup>2</sup> [https://storage.googleapis.com/cgiarorg/2021/02/SC11-03b\\_CGIAR-Performance-and-Results-Management-Framework-2022-30\\_postmeeting.pdf](https://storage.googleapis.com/cgiarorg/2021/02/SC11-03b_CGIAR-Performance-and-Results-Management-Framework-2022-30_postmeeting.pdf)

7. **This structure will create single clear reporting lines for most staff whilst providing the flexibility to bring staff together for specific goals (e.g. initiatives or bilateral projects).** Staff will continue to be employed by the different legal entities (Centers and System Organization) but will operationally report to an integrated global structure. Researchers will then be brought together to deliver cross-cutting initiatives and projects. GE&I and IS&S staff will report to globally integrated functions and provide services from their functions to the Science Groups, which will act as an internal client. Staff will remain geographically dispersed, with no widespread changes to location and more than 90% of staff to remain in the Global South. To retain agility and empower individuals, decision making will not be centralized but appropriately devolved throughout the structure.
8. **This document sets out an optimal operational structure – while recognizing that for such a structure to flourish, there must be a major effort to empower people and establish a thriving collaborative, respectful, and inclusive culture and ways of working irrespective of its structural elements.** The diagrams in this document depict the operational structure in terms of legal and administrative lines of authority and accountability. At the same time, we recognize that there are other critical aspects of One CGIAR’s culture and ways of working. Designing and implementing a One CGIAR operating model that empowers staff to reach across One CGIAR to deliver excellence requires many facets including: (i) understanding how we bring together people, assets, technology and process to deliver value; (ii) building processes that promote unobstructed flows of information, collaboration, and knowledge sharing; and (iii) building new norms and culture for a successful, diverse and inclusive One CGIAR.
9. **The operational structure presented follows a process of deep engagement and co-design with senior leaders and staff across CGIAR.** The proposal has been jointly developed with nine Design Working Groups led by Center Directors General and senior Center operational staff with representation from more than 150 staff across CGIAR, and consulted on with Center Boards, Funders, host country partners, and other key stakeholders.
10. **We recognize that this is only the beginning of a new operational structure for CGIAR.** Much remains to be done to implement and continually refine the proposed structures and detail out how these will work in practice and – an area of increasing focus with the Design Working Groups – how we will transition from where we are today. **Additional work to take forward detailed design and implementation includes:**
  - a. A more detailed description of the operational structure that confirms individual roles in the new structure, ensuring overall cost neutrality of leadership positions in the long run.
  - b. A detailed transition plan delivered under the oversight of the System Board – to be managed adaptively to maintain appropriate pace to retain momentum while mitigating the transition risks.



## 1. Introduction

11. **This document sets out a proposed high-level design for an integrated operational structure for One CGIAR, for endorsement by the CGIAR System Council.** The proposal has been developed by the CGIAR Executive Management Team ('EMT') and approved by the CGIAR System Board at its 19<sup>th</sup> meeting on 28—29 January. The document defines the objectives for the operational structure, the proposed operational design with three divisions, and outlines the expected funding modalities that will operate under this structure, as well as broad current plans for implementation. For information, further provisional details on the design of each global group and the leadership roles under the structure are provided in the Annex, with an understanding that these are subject to change over the continued iterative design and implementation period.
12. **This proposal has been developed through a process of co-design and consultation with key CGIAR stakeholders, including nine Design Working Groups ('DWGs').** The EMT has led a process of setting objectives and design principles, reviewing and assessing options for integrating CGIAR's research capabilities, and further detailing and validating the leading model. The initial stage of the process included broad consultations with CGIAR leadership and staff, Center Board members, Funders, as well as external partners with expertise in specific research domains, and looked externally to learn from best practice across other international organizations and relevant private sector organizations. Following this, nine DWGs were established in November 2020, bringing together Directors General and senior staff across CGIAR Centers and Alliances, to validate and refine the structure of each global group and the key interconnections between them. DWGs provided initial input into the high-level destination structure in late December 2020, and the transition approach and timelines in January 2021.
13. **There are several outstanding questions that will be resolved in a detailed design phase from March, with continued inputs from the nine DWGs, consultations with CGIAR Boards, and other internal and external experts.** Areas still under design include, but are not limited to:
  - a. Nomenclature of sub-functions within global groups
  - b. Location and structure of cross-cutting functions
  - c. Interfaces between different groups, notably Regional Groups and Science Groups
  - d. The full design of the operational structure and the affiliation of existing teams and individuals to the new structure
  - e. Number, seniority and nomenclature of senior leadership roles - detailed design will seek to ensure that: (i) the new structure is cost neutral in the long term, as a proportion of total funding compared to CGIAR's current context; and the (ii) seniority is reflective of the complexity and requirements of the Terms of Reference for the respective roles

14. **Relevant to ongoing steps to deliver Unified Governance (SRG Recommendation 2), the scope of this paper is intentionally on the internal operating structure for One CGIAR as an integrated institution, and not on how CGIAR's research and operations will be overseen by appropriately mandated assurance and program oversight committee(s).** Maintaining the guiding principle of form following function, work commenced by One CGIAR Transition Advisory Group 3 ('TAG-3, Unified Governance') will be returned to after approval of the operational structure, thus ensuring clarity on the assurance and oversight needs for an integrated One CGIAR. In the interim period, existing Program and Audit Committees of Center Boards continue to receive assurances from management and provide oversight of management actions in line with agreed terms of reference/charters.

## 2. What we want to achieve with the proposed new operational structure

15. **Food, land, and water systems need a profound transformation — one in which CGIAR must play a central role. People across the world are facing changes that are swifter and more interconnected than CGIAR's current ability to respond: climatic shocks, environmental decline, technological innovation, and major global shifts in demographic expansion, economic growth, and geopolitical power.** As emphasized by our Funders, partners, staff, Board members, and leadership, CGIAR's current fragmented and complex structure does not enable the integration and collaboration needed to adopt a systems approach to solving 21st century challenges (e.g., shifting from commodity-centric research to a food systems approach). Furthermore, fragmentation of our capabilities prevents us from realizing economies of scale to deliver the consistently globally leading quality research and the scaling of this research needed to maximize our impact. One CGIAR therefore presents a unique opportunity to unite CGIAR's governance, institutions, regional, and country engagement, and funding to tackle these complex and integrated challenges to food, land, and water systems so that this unique global partnership can be truly 'greater than the sum of its parts'.
16. **Recognizing this opportunity, the System Reference Group (SRG), which brought together Funders, regional representatives, the System Board, and Center leadership, developed a set of five recommendations for a unified and integrated 'One CGIAR'.** The SRG's recommendations were unanimously supported by the System Management Board and unanimously endorsed by the System Council in November 2019. These include:

***"Recommendation 1 – One Mission: Develop a 2030 Research and Innovation Strategy anchored in a unifying mission of "Ending hunger by 2030 – through science to transform food, land and water systems in a climate crisis", focused on five Impact Areas of nutrition, poverty, gender, climate, and environment. [...]"***

### ***Recommendation 3 – Institutional Integration***

***Recommendation 3.a – Integrated operational structure: Form a One CGIAR Executive Management Team (EMT) composed of three Managing Directors to drive System-level leadership, coordination, and a transition towards an integrated operational structure under the One CGIAR Common Board. [...]"***



*Recommendation 3.b – One CGIAR Policies and Services: Harmonize CGIAR’s policies and internal business services in Human Resources, Information Technology, Finance, Procurement, Communications and Resource Mobilization, and Research Performance and Results Management. [...]*

*Recommendation 3.c – One CGIAR at the Country and Regional Level: Organize CGIAR’s presence and engagement at the national and regional levels under a new One CGIAR engagement model based on a country strategy in support of national priorities and a country coordination function, and clear partnership management with key regional bodies.”<sup>3</sup>*

17. **The proposed operational structure directly addresses Recommendation 3 for an ‘integrated operating structure’ while also enabling the other SRG Recommendations and delivering on the 2030 Research and Innovation Strategy.** The 2030 Research and Innovation Strategy aims to achieve positive, measurable benefits across five Impact Areas, with CGIAR’s research and innovation work organized along three Action Areas. On the basis that ‘form follows function’, the design of the proposed operational structure aims to optimize delivery of the 2030 Strategy by reflecting the three Action Areas in the three Science Groups with five cross-cutting Impact Area Platforms.

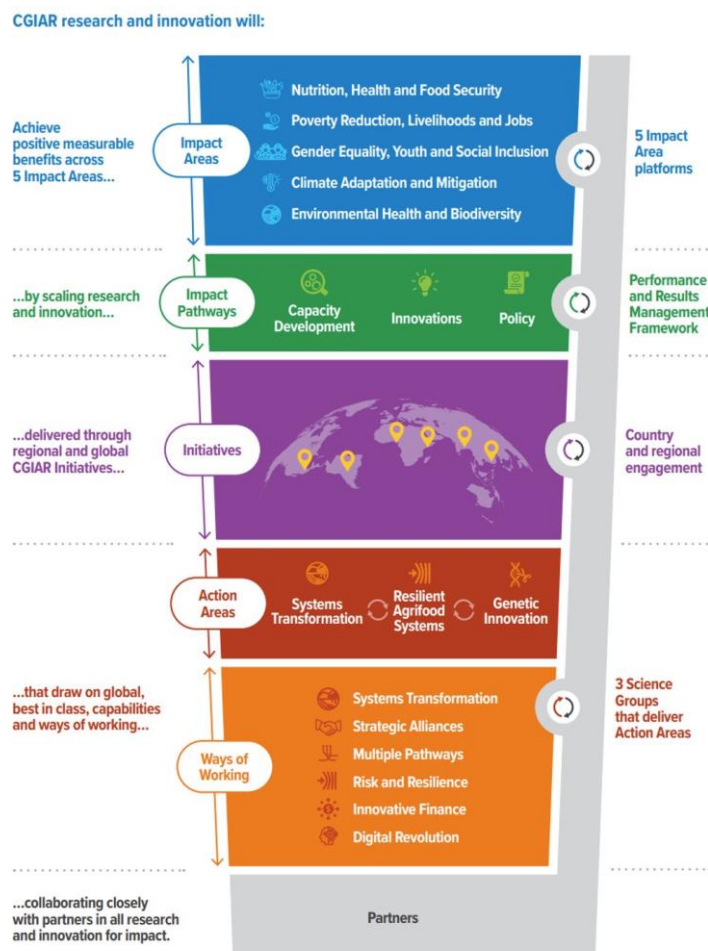
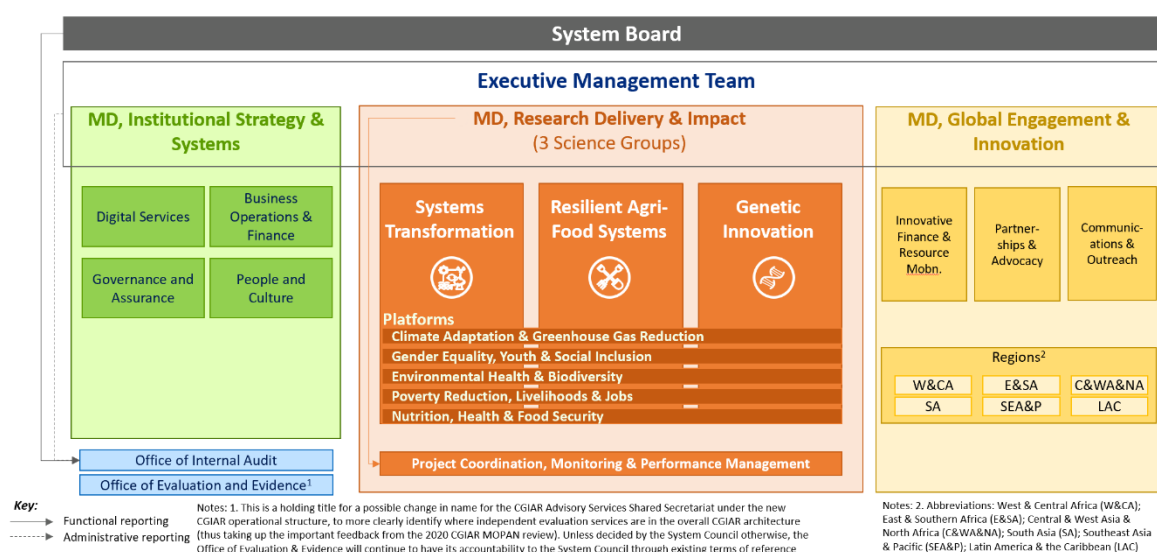


Figure 2 Infographic describing 2030 Research & Innovation Strategy, and showing how 'form' follows function

<sup>3</sup> Document SC9-02: Recommendations for One CGIAR ([https://storage.googleapis.com/cgiarorg/2019/11/SC9-02\\_SRG-Recommendations-OneCGIAR.pdf](https://storage.googleapis.com/cgiarorg/2019/11/SC9-02_SRG-Recommendations-OneCGIAR.pdf))

## 3. Summary and rationale of the proposed operational structure

18. **The proposed operational structure consists of three divisions** to bring together CGIAR's skills and responsibilities as follows:
- Research Delivery & Impact**, designed to optimize CGIAR's capabilities for the delivery of the 2030 Research and Innovation Strategy across all five Impact Areas, with three Science Groups corresponding to the Strategy's Action Areas, and five cross-cutting Impact Area Platforms.
  - Global Engagement & Innovation**, providing i) external-facing corporate services to enhance CGIAR's ability to engage effectively across a global network of partnerships, amplify CGIAR's voice and profile and secure the resources needed to deliver its 2030 Research and Innovation Strategy; and ii) an integrated, coordinated and demand-responsive approach at regional and country level.
  - Institutional Strategy & Systems**, providing high-quality corporate services designed to facilitate the delivery of globally integrated business services, enable One CGIAR's culture, and create diverse and inclusive global workplaces.
19. **Within these three divisions, ten global groups have been designed to enable the designation of clear reporting lines between levels**, to delegate decision-making, professional development and upskilling in areas of common expertise, and establish manageable spans of control for leadership.
20. **Six Regional Groups – which include CGIAR Country Offices – will enable CGIAR's regional and national footprint**, providing clear entry points for engagement with regional and national counterparts, and interfacing with the Science Groups to ensure that CGIAR's research and innovation addresses locally relevant needs and priorities in collaboration with partners.



Recap of Figure 1 Proposed high-level operational structure

## 3.1. Research Delivery &amp; Impact Division

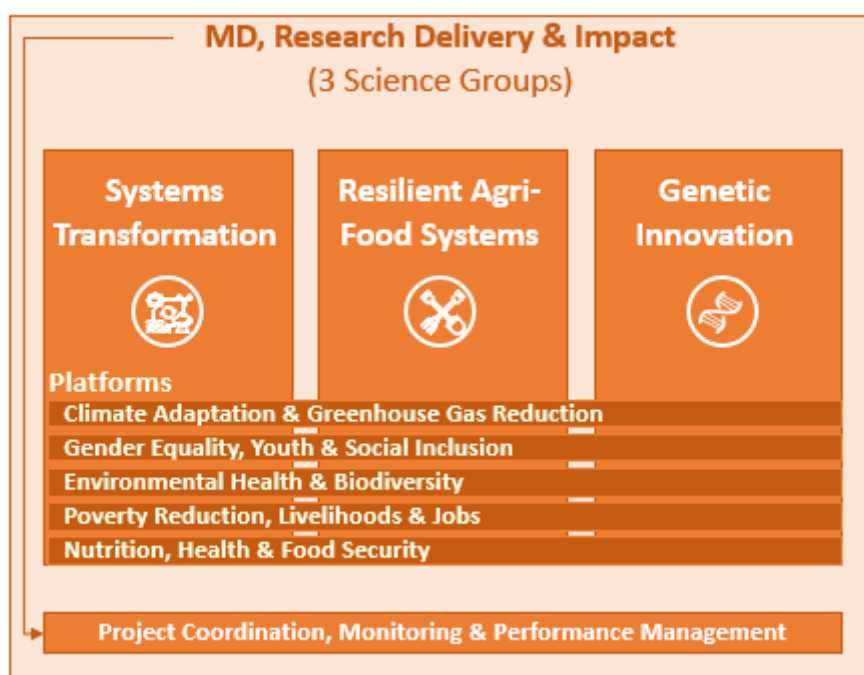


Figure 3 Research Delivery & Impact Division high-level operational structure

21. **The operational structure organizes Research Delivery & Impact into three global Science Groups, aligned with the Action Areas of the 2030 Research and Innovation Strategy.** Each Science Group pools similar capabilities across CGIAR to form an operational unit that can be deployed to deliver global and regional initiatives against the five Impact Areas. By grouping our scientists in this way, we can improve the way we deliver research and innovation, create more opportunities for the professional development of our researchers, and build new targeted scientific capabilities to deliver a step-change in the on-the-ground impact we achieve. The three Science Groups are:
- The Systems Transformation Science Group**, which will bring together CGIAR's capabilities on food, land, and water systems, driving low-emission, climate-resilient, and sustainable land and water use, livelihoods, and healthy diets, focusing on changing the enabling environment beyond the farmgate. It will forge ambitious new multi-sectoral policies and strategies towards food, land, and water system transformation. This group will further develop and build capacities to support changes in policies, markets, and institutions and in trajectories for investment, business models and innovation that are key to meeting the complex, systemic challenges of the 21<sup>st</sup> century.
  - The Resilient Agri-Food Systems Science Group**, which will integrate CGIAR's capabilities to address interconnected challenges on crop, livestock, aquatic and tree systems. It will cover a continuum from production to post-harvest interventions, research, and innovation on genetics of livestock and aquatic animals, research on animal health and related food safety. This Science Group will deploy these capabilities on integrated initiatives to transform farming and

production systems of resource-poor small-scale food system actors, farmers, fishers and livestock keepers through improved revenue and livelihood opportunities, while ensuring that such increased prosperity is delivered through meeting optimal nutrition and health outcomes, within global planetary boundaries, and sustained under climate change.

- c. **The Genetic Innovation Science Group**, which will lead CGIAR's work in crop breeding, genebanks, and seed systems and delivery. It will focus on improving crop varieties, targeting much more rapid turnover of nutritious and resilient varieties for small-scale farmers. Globally integrated teams will ensure consistent use of best practice and cutting-edge scientific techniques with a System-wide approach to breeding modernization and genebank curation. Shared scaling, market intelligence and legal teams will ensure varieties are tailored to local needs and improve the uptake of new varieties. By drawing on these advantages across the CGIAR system to better align with demand and more effectively harness partnerships to scale, CGIAR genebanks will play a more proactive, strategic, and catalytic role in supporting the sustainable transformation of food, land, and water systems.
22. **The three Science Groups will be the primary research operating units of CGIAR, with authority to manage research budgets and research staff.** This requires clear management structures to lead and oversee delivery of research in these areas, to be led by Science Group Global Directors, in co-operation with regional leadership to support understanding of on-the-ground localized needs, and underpinned by high-quality unified corporate services provided by the Institutional Strategy & Systems ('IS&S') and Global Engagement & Innovation ('GE&I') divisions.
  23. **Five cross-cutting Impact Area Platforms will provide expertise and leadership to research staff across all three Science Groups.** Impact Area Platforms, each led by a Platform Director who will report into the Systems Transformation Global Director, will bring together networks of staff from across the Science Groups to: (i) work as global, intellectual hubs for their respective Impact Areas, fostering global critical thinking; (ii) build internal capacity across the Science Groups; (iii) advise management on the prioritization, design, and implementation of CGIAR initiatives and bilaterally funded projects; and (iv) amplify CGIAR's external profile and voice. Overall Platforms leadership will be 'anchored' in the Systems Transformation Science Group due to the inherent cross-cutting exposure of this group, with responsibility for working with all Science Groups. The Impact Area Platforms will be networks within the system, rather than being separate operating units or stand-alone dimensions of a matrix structure.
  24. **The responsibility for designing and delivering research and innovation, and ensuring that innovation packages – bundles of technologies, policies, and capacity building – are scaled effectively to maximize impact sits with the Science Groups, working closely with the Regional Groups and Country Offices.** While all three Science Groups carry this responsibility, the differences in scaling approaches among Science Groups require that this responsibility be supported by a scaling team in each Science Group. Regional Groups and Country Offices will support Science Groups in design by feeding

in intelligence (e.g., market intelligence, local context etc.) and helping to align CGIAR priorities and plans with local demand, and with delivery by coordinating activities between Science Groups, representation with senior officials and leaders in support of the work, and managing relationships with key local partners.

25. **To enhance the effectiveness and efficiency of research and innovation delivery, a dedicated Project Coordination, Monitoring and Performance Management Unit will support timely delivery of high-quality projects by coordinating activities across all three Science Groups throughout the project lifecycle, and deploying consistent best practice project management policies, processes and systems.** The roles of the project coordination function will include support to team-building, work planning and budgets, adherence to contracts, compliance to CGIAR and external performance standards, monitoring and reporting within CGIAR systems (the Performance and Results Management Framework) and final close-down of projects. The roles of the performance management function will focus on iterative development and deployment of the Performance and Results Management Framework to meet needs for accountability, resource mobilization and strategic portfolio decisions. The project coordination function is intended to reduce scientists' administrative burden to enable them to focus more on their research, while the performance management function is intended to provide a strong mechanism for strategic, dynamic and forward-looking management of CGIAR's research and innovation portfolio, to maximize performance and impact across five Impact Areas.
26. **To bring these different dimensions together – Science Groups deploying skills, Regional Groups on geographies, and Platforms on Impact Areas, an executive-level Portfolio Performance Management Team will advise on the overall CGIAR research and innovation portfolio, both pooled and bilaterally funded.** This panel will support adaptation of the portfolio in response both to performance (applying the System Council December 2020 approved Performance and Results Management Framework) and to arising risks and opportunities. The Portfolio Performance Management Team will be chaired by the EMT and members will include leadership of the three Science Groups, the six Regional Groups, the five Impact Area Platforms, and the Global Director, Business Operations and Finance, and will be supported by a dedicated team within Research Delivery and Impact.

### 3.2. Global Engagement & Innovation Division



Figure 4 Global Engagement & Innovation Division high-level operational structure

27. **CGIAR’s current fragmented operational structure limits its ability to leverage its collective capabilities, reputation, networks, and partnerships to boost resource mobilization, CGIAR influence in key global fora, and the shared strategic value of its partnerships.** In effect, this holds CGIAR back from having an influence on global processes and policies at the level commensurate with an aspirational, \$2 billion global research for development enterprise. Moreover, an often commodity-focused or single-issue-focused approach hampers CGIAR’s ability to raise funds for bold integrated programs that deliver system-wide solutions.
28. **The proposed operational structure of Global Engagement and Innovation (‘GE&I’) comprises three integrated, globally managed, and geographically diverse functions geared towards strengthening CGIAR’s ability to meet its financial and engagement goals.** Meeting the ambition to raise \$2 billion annual funding by 2030 or earlier will require a system-wide Resource Mobilization, Partnerships & Advocacy and Communications & Outreach (‘RMCA’) enterprise, driven by dedicated RMCA teams across CGIAR, working towards the common goals of growing and diversifying funding.
29. **The proposed structure aligns supply (new and growing resources) with demand (Research and Innovation Strategy and expertise).** It brings CGIAR’s RMCA work under three global groups: i) Innovative Finance and Resource Mobilization; ii) Partnerships and Advocacy; and iii) Communications and Outreach. All three groups will be united under a single RMCA strategy<sup>4</sup> and will work together closely deliver on these common goals.
30. **The role of these integrated, globally-managed, and geographically diverse RMCA functions – spanning Global GE&I, Science Groups and Regional Groups & Country Offices – is to maximize the strategic value, coordination, and effectiveness of the engagement activities of all actors across the CGIAR.** Based on a ‘client-facing’ model also used by the Institutional Strategy and Systems division (‘IS&S’), cross-functional RMCA teams will be embedded in each Science Group, Regional Group and some major CGIAR Country Offices, to support i) Science Group-specific; ii) Regional / national; and iii) Global resource mobilization, communications, and advocacy.

<sup>4</sup> CGIAR Resource Mobilization, Communications and Advocacy Strategy – Working Paper (<https://storage.googleapis.com/cgiarorg/2020/07/CGIAR-RM-Comms-Advocacy-Strategy-Working-Paper.pdf>)



31. **The leaders of these teams will report to the global-level groups to ensure alignment with global priorities and coordination behind the common CGIAR goals**, whilst being accountable to their 'client' Science Group Global Director/Regional Director for developing and delivering tailored strategies that are aligned with the global RMCA strategy. While RMCA teams in the Science Groups and Regional Groups will primarily focus on their own area, they will be part of a single global RMCA enterprise and may work to support global level activities where needed.
32. **The structure will improve partner experiences of working with CGIAR by bringing together our collective strengths to generate greater impact.** It will also support engagement with existing and new national, regional and global-level partners as One CGIAR, by building on Centers' and scientists' longstanding relationships with Funders and partners, including governments, civil society, NGOs, private sector enterprises, academic institutions, think tanks and farmer organizations. The structure will amplify CGIAR as 'one voice' when engaging with internal/external stakeholders to build collaborative partnerships where partners complement each other's strengths to facilitate the uptake of research outputs, manage and curate Center brands internally and externally as well as expand and diversify resource mobilization efforts.

### 3.3. Global Engagement & Innovation - Regional Groups and Country Offices

33. **The operational structure establishes six Regional Groups within the Global Engagement and Innovation Division to lead effective engagement and delivery as One CGIAR at country and regional level; a critical component of the One CGIAR vision and enabler of increased impact.** While the three Science Groups will enable CGIAR to view challenges more holistically and prioritize the deployment of its collective capabilities globally, Regional Groups will enable CGIAR's regional and national footprint, supporting a country-wide / region-wide focus that cuts across all CGIAR science domains and capabilities. These Regional Groups will each be led by a Regional Director and will encompass all Country Offices within their region, headed by Country Managers. Whilst the majority of CGIAR work and engagement will take place at the country level, Regional Directors and their teams will maximize the effectiveness of this work through providing leadership to Country Offices in the delivery of their strategic frameworks, driving regional coordination, leading engagement with regional stakeholders, raising the visibility of One CGIAR, and helping ensure alignment between national, regional and global agendas within CGIAR.
34. **Regional Directors and Country Managers will lead critical functions key to aligning CGIAR's priorities with country and regional demand, coordinating research for development and engagement activity in each geography, and elevating CGIAR's profile regionally and nationally.** Acting as the most senior representative of CGIAR within these geographies, their functions include: i) *External representation and relationship management* – stewarding CGIAR's relationships with host countries and other national/regional partners to ensure they are embedded in CGIAR's work, providing a common point of engagement with regional/national stakeholders, and representing CGIAR externally to raise its profile and bring its integrated expertise to bear on national and transboundary issues; ii) *Coordination and knowledge sharing* -

building comprehensive intelligence on the market and context to enable CGIAR to develop nuanced local insight on needs as well as opportunities to maximize the impact of research; supporting increased effectiveness of research delivery, engagement, and partner experience through coordinating across One CGIAR action in each geography; iii) *Geographically focused resource mobilization*, enabling CGIAR to access larger and more impactful resource mobilization opportunities in their locales that cut across science domains and commodities; iv) *Aligning research with demand*<sup>5</sup> - ensuring alignment between CGIAR's priorities and partner demand, captured in CGIAR country strategic frameworks that will be developed with national partners; and v) *Supporting services and hosting staff* – from across CGIAR divisions for thriving research campuses. As the remit of Regional Groups sits across all CGIAR work, they will closely collaborate with all three CGIAR divisions. There will be further detailed design of these critical interfaces in the next design phase.

35. **The physical campuses and sites of the CGIAR Centers and System Organization will become One CGIAR locations for research and engagement, some of which will be established as Hubs within the regions at optimum locations for delivering strategic priorities, and in which particular capabilities, teams, assets and operations could be concentrated. Further work will be done to design the best configuration across sites to progress strategic priorities and deliver maximum synergies and benefits for CGIAR's work and partners.** Within each Region, the Regional Director will have their seat at a Hub, along with the Regional Teams that support their functions. Each Hub will also bring together other regionally-focused capabilities and staff (i.e. senior scientists from the Science Groups, regional IS&S services, and regional RMCA teams), and may also house the relevant Country Office as well as different elements of global shared service provision and globally-focused staff from across divisions.

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<sup>5</sup> 'Alignment' refers to the process of finding the right focus through triangulation of demand (the needs, priorities and plans of countries/regions for development, research, capacity and innovation; global needs for research & development), supply (CGIAR's capabilities) and feasibility (key elements that enable success such as funder priorities linked to financial support, probability of research success, impact potential, and foresight) in dialogue with key stakeholders

### 3.4. Institutional Strategy and Systems Division



Figure 5 Institutional Strategy & Systems Division high-level operational structure

36. **This operational structure enables a transition from the current model of relatively fragmented support, through which individual roles often span multiple disciplinary areas with similar activities replicated across multiple entities, to a globally coordinated service delivery model driven through more specialized roles and teams, and less duplication of efforts.**

IS&S functional professionals provide essential enabling and strategic services across CGIAR entities, with increasing pressure to do so as effectively and efficiently as possible. Global integration of these services will allow us to improve the effectiveness of our service delivery by reducing administrative friction, increasing opportunities for staff development and specialization, realizing economies of scale, and eliminating unnecessary duplication while sustaining deep localized service delivery. This is an essential step in gearing up towards growth, increasing the proportion of funding dedicated to research activities and supporting resource mobilization goals. IS&S services will be delivered under Service-Level Agreements with the internal ‘clients’ being Science Groups, Global Engagement and Innovation groups and the Regional Groups.

37. **IS&S staff will report, through an appropriate hierarchy and relevant delegations, to one of four IS&S Global Directors. Where there is a need for localized presence, customization of services, day-to-day support and rapid responses, an IS&S ‘Business Partner’ will interface with the required internal client.**

The Global Groups in IS&S will provide leadership on global goals, systems, tools, policies and processes in their respective areas, and coordination in activities where scale benefits or other advantages of acting collectively exist; for example, through commonly organized procurement of goods and services. To enable localized service delivery at scale, while ensuring the benefits of globally integrated services are maintained, IS&S Business Partners will provide a two-way communication link to ensure this division can provide strategic guidance on operational matters and relevant and fit-for-purpose services to the operating units.

38. **IS&S, through the Gender, Diversity, Inclusion and Culture function, will support CGIAR leadership in developing and promoting a program of adopting a whole of CGIAR culture.**

Cultural dynamics represent one of the greatest, yet most frequently overlooked determinants of change management success and organizational effectiveness. This is particularly challenging in the One CGIAR context, where a rich array of cultures and values exist across different Centers and presences in different countries. Building on existing cultural strengths, heritages and sub-cultures across the whole of CGIAR, the implementation of the new operational structure will coincide with efforts to collaboratively develop and articulate a common set of shared values and greater sense of common identity, along with the new norms to bring the new culture to life. These new norms of the One CGIAR culture will foster global cohesiveness and unity, while also remaining respectful of the national cultural values of the countries in which we operate.

4. Key changes compared with today's operational structure
39. **In the proposed operational structure, the principal agency for delivering research and innovation will shift from a 'Center focused model' to the One CGIAR Science Groups.** Initiatives funded via pooled funding as well as projects funded via bilateral sources will be designed and delivered by the Science Groups in due course, within this destination model for One CGIAR – often bringing together teams from across each Science Group as well as capabilities from the Impact Area Platforms. Each Science Group will contain an appropriate set of units aligned with disciplinary areas rather than with Initiatives or projects. In the proposed operational structure, researchers currently reporting into Centers will therefore be reporting into the new Science Groups. These groups will take on responsibility for the delivery of the 2030 Research and Innovation Strategy and associated Investment Plans, prioritization of the portfolio of work in each Science Group, thus ensuring the effective utilization of scientists' time.
40. **Science Groups will work closely with Regional Groups/Country Offices to understand opportunities for impact and design projects and initiatives that address those.** In the destination model for One CGIAR, the responsibility for raising pooled and bilateral funding, will be coordinated by Innovative Finance and Resource Mobilization, with shared responsibilities across the Science Groups, Regions/Countries. During the transition, Centers will continue fundraising in coordination with One CGIAR. Each will have resource mobilization targets to incentivize sourcing of global and geographically centered opportunities and working closely on the design and delivery of these opportunities.
41. **In the destination model for One CGIAR, CGIAR budgets will be balanced at the level of Science Groups, which will be responsible for matching total funding with costs (resourcing plus other costs).** Individuals across Science Groups, Regions and platforms will be empowered and incentivized to source bilateral funding and to inform the priorities of the pooled agenda. All funding, pooled and bilateral, will then be channeled through the Science Groups, which will be ultimately accountable for delivery of research projects and leadership of CGIAR Initiatives. Other groups will be funded through standardized direct and indirect cost recovery mechanisms and with a responsibility to deliver services effectively and efficiently against budgets. The Global group on Business Operations and Finance will produce financial statements for each legal entity (CGIAR Centers and the System Organization) to fulfill fiduciary requirements and provide ongoing transparency on financial assets.
42. **The Institutional Strategy & Systems and Global Engagement and Innovation global groups will each work as one while being distributed globally.** The design of a new global service delivery model is underway that will determine how these functions can be best organized and, where suitable, tailored to regional and local requirements. It is envisioned that these globally coordinated services will be delivered through a context-appropriate mix of integrated service delivery hubs and local office operations, enabled by dedicated business partners as appropriate.

43. **The proposed structure also ensures that CGIAR is strategically and operationally best placed to fully leverage Center brands, capabilities, and other assets for increased impact.** These essential capabilities, built up over many years with the support of CGIAR's highly valued host country partners and others, will be able to be used across this new operational structure, opening new opportunities for all. CGIAR's staff, whilst largely not changing location, will be organized into teams within the global and Regional Groups. Staff will continue to be contracted by Centers or the System Organization as the legal employer. However, reporting lines and delivery affiliations will change to the One CGIAR divisions and sub-units. These new reporting lines and affiliations will be achieved under existing headquarters and other host country agreements, which provide the unique opportunity for CGIAR to have and maintain its critical global, regional, and local footprint.

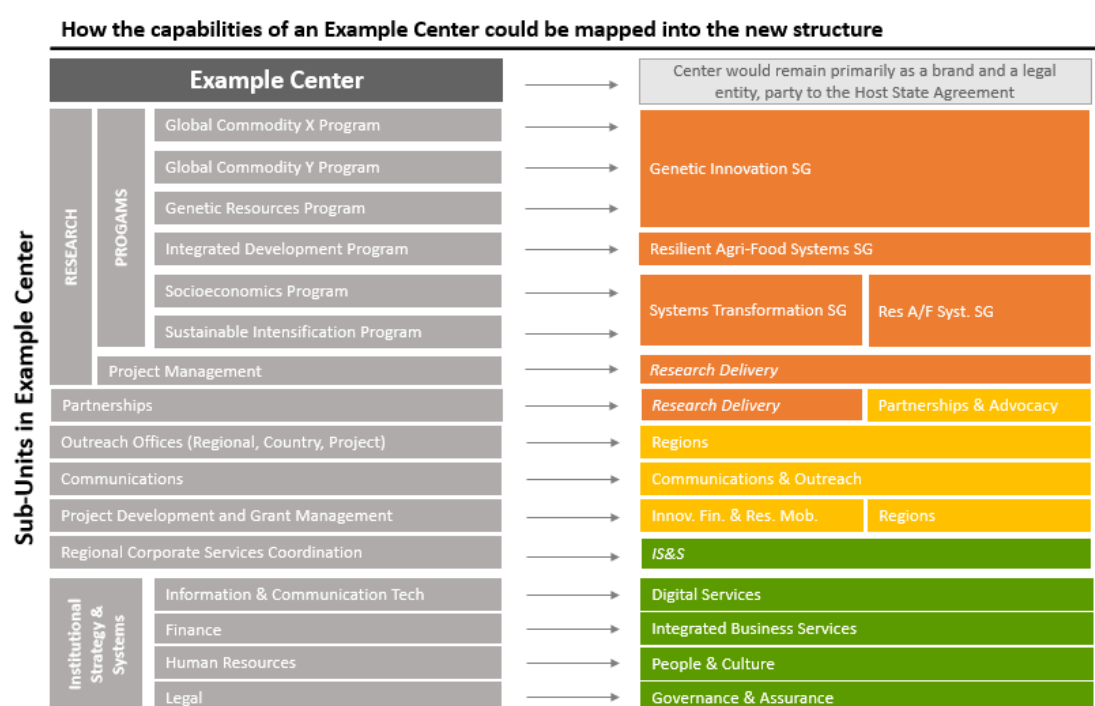


Figure 6 Illustrative alignment of Center Capabilities to new operational structure, Example only

44. **Successful delivery under this new structure will rely on several pivotal leadership roles, headed up by ten Global Directors and six Regional Directors, reporting to three Managing Directors (the EMT members)<sup>6</sup>.** Each of the ten Global groups will be headed by a Global Director reporting to the relevant Managing Director with responsibility for overseeing strategy, budget, and execution within their Groups. Global group Directors will directly manage between three to five Unit Directors who will oversee the relevant functions in their group. The Impact Area Platform Directors and Regional Directors will report to a single point – the Science Group Director for Systems Transformation and the Managing Director, Global Engagement and Innovation, respectively – but will have strong interfaces with other parts of the organization that their work supports.

<sup>6</sup> The functioning of the current, inaugural EMT structure will be continually assessed throughout the transition and subject to modification in terms of size and hierarchy based on this experience.



45. **The role of the Directors General will evolve into this new operational structure, taking on One CGIAR responsibilities, such as leading Science Groups, Research Units, Country Offices, or Regional Hubs.** In the destination model, Directors General will form the backbone of CGIAR's cadre of leaders, guiding the implementation of the new operational structure in various roles held in addition to their evolving current roles as Center leaders. They will retain responsibilities for their Center's legal obligations and HQ host country relationships, with Center-specific responsibilities for research oversight, corporate services, and global engagement redistributed to the relevant global groups.
46. **To support the shift to a new operational structure, a well-defined culture action plan is required to build trust and cooperation by increasing employee empowerment and engagement, grounded in a strong commitment to shared purpose, values, and behavior.** The new culture will consciously connect staff roles to the organizational purpose, with an emphasis on enabling collaboration dynamically in the shared global workplace, so that the full benefits of our diversity can be brought to bear. We intend to enhance One CGIAR's resilience, support motivation, and position One CGIAR as an employer of choice by reinforcing a culture of recognition, where acknowledgement and appreciation are given frequently and in real-time. A detailed culture change action plan is being defined, with preliminary steps outlined below. This plan will draw on existing staff survey data (drawing on detailed employee engagement surveys<sup>7</sup> conducted across entities), to be supplemented with an independent cultural assessment, to understand prevalent cultural elements and identify current strengths and areas of divergence and convergence across CGIAR. This cultural assessment will use participatory, consultative approaches to identify key opportunities and collectively design the key tenets of a new One CGIAR culture and values.



Notes: 1. Many culture initiatives will involve HR processes & systems, but also other business systems, communications and people development

Figure 7: Preliminary steps to define a culture action plan

<sup>7</sup> These span an array of elements relevant to defining a common One CGIAR culture, including historic trends and performance on communication, engagement, GDI, leadership, learning and development, management, performance management, roles and recruitment, teamwork and cooperation, culture and values, and wellbeing.

47. Whilst many new leadership roles are needed to deliver the new structure, the detailed design will follow a principle of no net increase of leadership roles in the destination structure compared to the current management of CGIAR<sup>8</sup>, or costs as a proportion of funding. Furthermore, CGIAR expects to benefit from economies of scale within many functions, which should deliver cost savings as a proportion of total funding, realized as we grow. The relative seniority of different roles will be determined based on the relative level of accountabilities (e.g. staff, budgets) and role requirements.

	Leadership Roles	Number of positions
One CGIAR	Managing Director	3
Research Delivery & Impact	Global Director	3
	Unit Director	14
	Platform Director	5
Global Engagement & Innovation	Global Director	3
	Regional Director	6
	Country Manager	Approx. 10+
Institutional Strategy & Systems	Global Director	4
	Unit Director	Approx. 15+

Figure 8 Expected Leadership Positions in CGIAR<sup>9</sup>

<sup>8</sup> Compared to the approximately 150+ senior leadership positions in CGIAR today. Note that this does not cover a full list of leadership positions in One CGIAR, as these will be determined during the detailed design phase.

<sup>9</sup> The nomenclature for senior roles is provisional and will be finalized as the seniority of different roles is determined, in consultation with expert talent consultants.

## 5. Anticipated benefits of the proposed operational structure

48. **Not only does the new operational structure seek to deliver on the SRG recommendations and optimize delivery of the new Research and Innovation Strategy, it also enables important benefits for four key CGIAR stakeholder groups:**

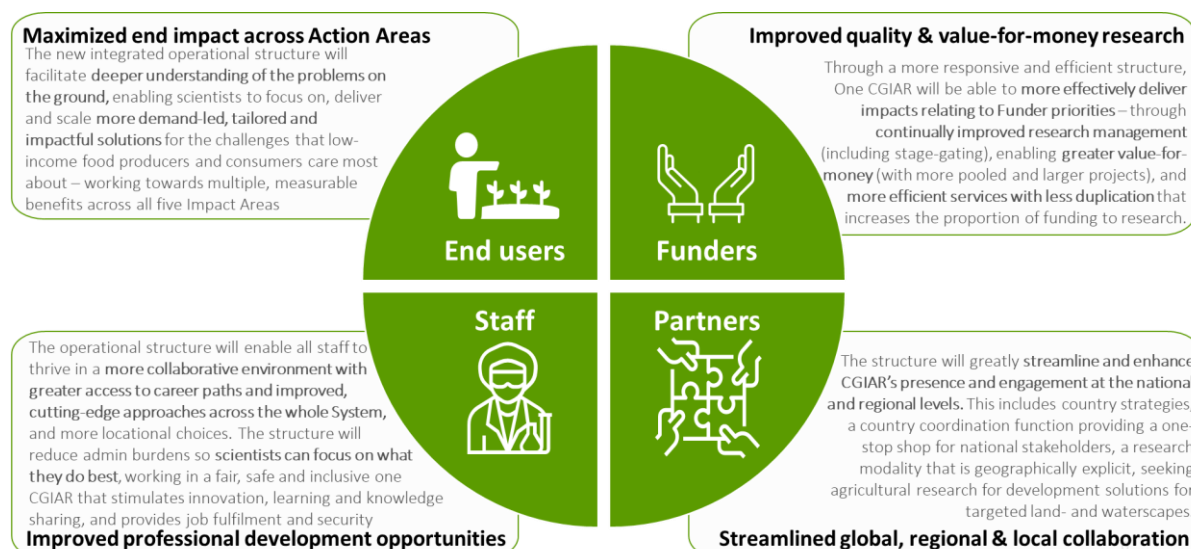


Figure 9 Benefits to Different Stakeholder Groups

49. **Increasing and scaling the impact of CGIAR will be further enabled through the realization of cost efficiencies within our administrative and management functions.** Whilst not primarily a cost cutting exercise, the operational structure will seek to ensure that a greater proportion of the investment in the CGIAR is spent on research versus non-research costs. Practically, this means that during the detailed design, we will follow a principle of net cost-neutrality for leadership functions in the new operational structure. In the implementation of integrated business services, we will seek to leverage economies of scale and reduce our administrative and support costs by deduplicating and streamlining efforts and processes.

6. Alternatives considered and key risks and trade-offs of the proposed operational structure
50. **Of the several models considered for organizing CGIAR capabilities, this model of global integration of capabilities best meets the goals of the transition and allows for a clear plan for mitigating the risks.** Notably, this structure considerably simplifies CGIAR from today's model, and, aligned to the Research and Innovation Strategy, enables CGIAR to pursue integrated research. However, every operational structure has tradeoffs, and good organizational design is about maximizing the benefits whilst recognizing and mitigating the risk.
51. **Several alternative models for organizing research were considered, but each came with greater barriers and risks.**
  - a. An alternative model involving clustering Centers/Alliances in whole into topical or regional groupings was considered but found to be problematic because it would fail to deliver the key benefit of commodity integration and most Centers/Alliances work across more than one research domain and geography. Hence, this structure would not provide a coherent grouping of capabilities nor deliver One CGIAR at the regional/country level. For example, if all Centers with major breeding activity were grouped into one Science Group, that Group would represent more than two-thirds of the CGIAR's activity, much of it involving activities outside of breeding and overlapping with the work of the other clusters. Alternatively, if those Centers were each placed into different Science Groups, then each Science Group would end up duplicating genetic capabilities and agri-food systems capabilities, undermining the drive for effective cross-commodity integration – with continued lack of coherence regionally. Similarly grouping Centers regionally would also result in unmanageable scale of some operating units, and duplication of efforts between regions, in addition to creating regional silos. Thus, while these models meet the requirement to move toward fewer operating units, they would not achieve the required benefits.
  - b. Organizing by Impact Areas has the risk of impractical reporting lines and siloes around Impact Areas, contrary to the intention for CGIAR Initiatives to have impact across all five areas. For example, this would pose impractical choices of how to manage particular scientists or teams whose capabilities – to meet the objectives of the Research & Innovation Strategy – must achieve gains across multiple impact areas, and whose work is intended to deliver on more than one area. Thus, while such a model would meet the requirement to move toward fewer operating units, it does not have clear, single reporting lines to enable strong decision making.
  - c. A destination model in which the three Science Groups matrix with existing Center structures, and Centers remain responsible for bilateral funding, would fail to diminish incentives for competition and promote cooperation among Centers outside of the pooled funding portfolio, result in a costly duplication of leadership roles if continued in the long run (e.g., multiple Science Group leaders in addition

to Center leadership), maintain practical barriers to collaboration across One CGIAR and risks appearing as a continuation of current business model – in particular the CRP delivery model – to our key partners. Furthermore, a move towards integrated service delivery would reduce the scale of Center corporate services, as staff shift into integrated IS&S, adding additional duplication of leadership roles and further worsening CGIAR’s cost base.

52. **Any operational structure brings risks that must be, and will be, mitigated in the process of detailed design and implementation, with One CGIAR’s unified governance structure and ongoing adaptive management also helping to mitigate and address emerging issues and risks.** Destination risks must be compared to the risks of retaining the existing structure and mitigated through detailed design. Transition risks associated with a too slow or fast transition will be mitigated through a clear and carefully planned implementation. Top transition risks are a subject of further ongoing work, with a current list shown in table 2 (see page 34).
53. Top destination risks identified, and their corresponding mitigations include:
  - a. **Legal, financial, project delivery and host-country relationship risks from shifting research accountabilities from being organized around Centers (and research programs they lead) to being organized around the Science Groups:**
    - i. Legally, there is precedent across CGIAR entities and other similar organizations for decoupling functional delivery and reporting, from the legal employment contract for the staff involved in delivery. One of the clearest examples is CGIAR’s operations in Ethiopia. Under the provisions of ILRI’s hosting agreement with the Ethiopian government, they host staff from other Centers. The hosted staff work on research led by other Centers/programs, and their supervisor for the quality of their work can be outside the ILRI legal structure.
    - ii. Financially, under the proposed operational structure, authority over budgets and assets will be, under delegations of authority passed by each Board, managed by the Science Groups (and not as siloed budgets per-Center). These Science Groups will also assume overall responsibility for balancing these accounts, and for managing research staff utilization.
    - iii. With respect to agreements that confer privileges and immunities to enable our work to be undertaken in more than 100 countries around the world (‘P&I Agreements’), and absent new risks arising, legal advice obtained to date has affirmed that P&I Agreements can remain unaffected by the shift to the proposed operational structure. Recognizing that these agreements are critical enablers for CGIAR to have and maintain its global footprint, in the next stage of detailed design, there will be an extensive engagement process to ensure that these highly valued relationships and agreements are reinforced and nurtured.

- b. Risk of under-achieving resource mobilization targets (both bilateral and pooled):**

  - i. In addition to the design of the proposed operational structure, an extensive process is underway to develop a compelling and ambitious Investment Plan for 2022-2024 for Funders to support through pooled grants.
  - ii. To maintain and improve CGIAR’s ability to generate bilateral funding, operational units and staff across CGIAR will be empowered to raise bilateral funding. Researchers within Science Groups will continue to source projects, particularly those with a global focus. Regional Groups will be responsible for generating geographically Centered bilateral funding, including through currently under-leveraged channels (e.g. Development Finance Institutions), drawing on existing relationships and brand assets. A globally coordinated RMCA team will provide tactical and leadership support to resource mobilization activities across CGIAR including delivering a global resource mobilization strategy.
- c. Risk of silos forming between Science Groups:** Mechanisms to bridge between Science Groups in the proposed operational structure include: i) Cross-cutting CGIAR Initiatives, which will draw on the capabilities of multiple Science Groups; ii) Five cross-cutting Impact Area Platforms; iii) A Portfolio Performance Management Team that includes leadership from across Science Groups, Impact Area Platforms, Regional Groups and Finance; iv) Management and incentives of the Science Group Global Directors; and v) New ways of working, as defined in the Research and Innovation Strategy.
- d. Risk of ‘culture clash’ as bodies with different cultures are brought together under a common umbrella:** CGIAR’s EMT, System Organization and Center leadership to develop and promote cultural change needed for a successful, diverse and inclusive One CGIAR, supported by an all-Board Chairs’ Network that exemplifies the new tone from the top. The new values, beliefs and ideals will be reinforced through a culture Action plan and accompanying metrics. The plan will seek to enhance traits that will support One CGIAR’s effectiveness, as well as adjust any legacy practices not in keeping with the new culture, including, for example, those that inadvertently reinforce unconscious bias or inequity, perpetuate disparities, limit the ability to “speak up”, enable unacceptable workplace behaviors or sustain silo-behavior across geography, job levels or discipline.
- e. Risk of skills and capabilities gaps relative to what is required to deliver on our new Research and Innovation Strategy, and ambitions across all three global divisions:** As CGIAR’s existing talent pool is aligned to the new operational structure and begins to take on accountability for delivery on our new ambitions, there is a risk that our existing skills may be mismatched to our requirements, or lacking in certain areas, which could result in disruptions or under-delivery against



our goals. In order to mitigate this risk, a detailed capabilities mapping exercise will be undertaken during the detailed design stages to identify any areas where this challenge may arise, to enable the deployment of timely solutions, such as hiring or contracting in missing skills, or supporting the training of staff members to enable them to meet the requirements of their new roles.

## 7. Funding Modalities

54. **The new operational structure will enable us to raise and deliver both pooled and bilateral funding more effectively, responding to SRG Recommendation 5** (more, and more pools funding). To achieve this, the leadership structure will ensure prioritization and strategic coherence of the portfolio whilst maintaining the entrepreneurship that allows CGIAR to effectively respond to on-the-ground needs and seek new opportunities.
55. **Funders will be able to provide funding via three channels. Window one, the preferred entry point, is designated to the global research portfolio.** Window two is designated to individual CGIAR Initiatives. Bilateral funding is provided directly for individual projects outside of the Investment Plan. Mechanisms are being developed to incentivize contributions to pooled funding.

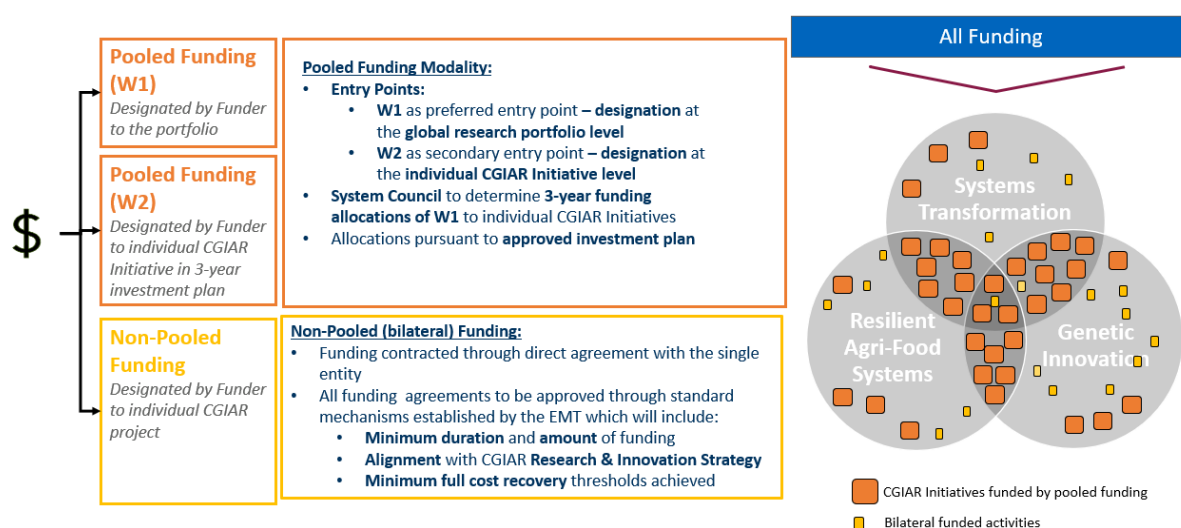


Figure 10 Proposed Funding Modalities

56. **Pooled funding (W1 & W2), generated through a triennial global Investment Plan, starting with 2022-24, will ensure a more credible delivery model for CGIAR, rebalance a greater share of effort towards pooled fundraising, allow CGIAR to work towards a "replenishment" model with strengthened strategy and planning processes, and enhance the CGIAR common brand.** The Investment Plan will comprise a set of priority global and local CGIAR Initiatives with the design led by EMT in consultation with:
- Science Groups & Investment Advisory Groups to provide scientific leadership;
  - Impact Area Platforms to ensure initiatives meet the outcomes of each Impact Area; and
  - Regional Groups to ensure initiatives are responsive to on-the-ground demand and are tailored to local contexts.

The global Innovative Finance and Resource Mobilization group will lead resource mobilization and facilitate global partnerships to this Investment Plan through a global RMCA strategy.

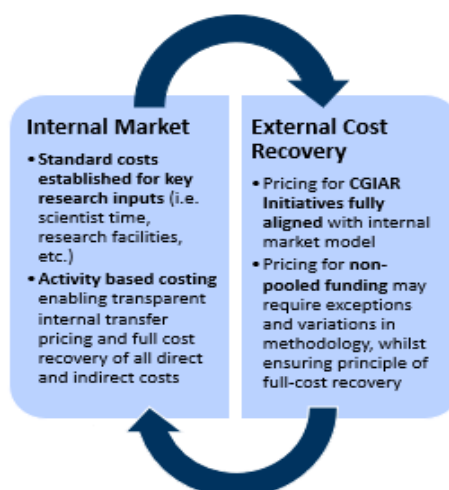


Figure 11 Cost Recovery Model

57. **Bilateral funding will be strengthened by empowering actors throughout CGIAR with a remit to pursue a wider range of larger opportunities outside of the existing Center constraints.** RMCA staff across CGIAR will be encouraged and supported to pursue and obtain high-quality bilateral funding within parameters set by the EMT and Global Director for Innovative Finance and Resource Mobilization. This approach, delivered by global RMCA teams under a unified strategy, will help enhance coordination and transparency in bilateral funding, to help diminish unconstructive competition within CGIAR and foster a stronger, shared approach. Delegated approval of funding agreements will be in line with standard criteria regarding minimum duration and amount of funding, minimum full cost recoveries, and alignment with the Research & Innovation Strategy. This approach will allow CGIAR to maintain existing technical-level partnerships that generate funding. The remit of Regional Groups and Country Offices will cover all opportunities relevant to CGIAR in the region, bringing in Science Groups to provide scientific expertise. Regional and country-level resource mobilization will enable better, and more coordinated, activity at regional and country levels and regional teams will be empowered to pursue opportunities in underserved funding channels.
58. **The unified structure also brings opportunities to streamline and strengthen cost recovery across CGIAR.** CGIAR will aim to achieve full-cost recovery through a combination of increased pooled funding, a standardized and specialized approach to dealing with individual bilateral Funders, and cost efficiencies achieved through economies of scale. Financial management of a single organizational 'Profit & Loss' will help streamline and simplify cost recovery by moving from more than a dozen distinct models to a single standard costing approach. This can also eliminate internal inefficiencies around use of hosting arrangements.

## 8. Implementation Planning and Timelines

59. **To build on the momentum that has been generated to date, and to ensure that CGIAR is set to deliver on the 2022–2024 Investment Plan from the start of 2022,** it is important to keep up the momentum with a swift but responsibly planned transition to the operational structure that manages key risks. A confidently paced transition will ensure readiness to deliver new research modalities from 2022, to meet the expectations of CGIAR’s stakeholders, and help avoid the risk of change fatigue among staff and ‘planning blight’ for leaders brought on by an overly long, drawn-out transition.
60. **To maintain this momentum, Table 1 articulates a high-level transition approach consisting of key milestones for the transition.** This transition will be staged, with an intense transition period over 2021/22, with some aspects continuing beyond this. During this transition period, there will be some dualism between Centers and Global groups, with authorities and responsibilities transitioned incrementally when new global groups are ready to take them on. Transition milestones laid out in Table 1 are preliminary targets only and will be validated and refined through ongoing and iterative detailed design that will include:
  - a. A detailed data collection exercise to fully map existing capabilities and commitments, how these would map to the proposed structure and any associated risks that must be mitigated
  - b. An iterated design of the new operational structure (planned for mid-March) providing more clarity on the number and terms of reference for leaderships roles in the new structure, including an assessment of the overall cost implications to ensure cost neutrality
61. **This implementation process will be supported by a change management and communications approach engaging staff, funders, and host countries:**
  - a. Ongoing consultation on the operational structure itself with staff and external partners will continue through: i) ongoing involvement of DWGs; ii) regular consultation with all CGIAR Board members; and iii) engagement of Funders, host countries and other external partners.
  - b. In addition, concurrent work is taking place to develop a change management plan to involve and inform One CGIAR staff, solicit feedback, and drive cultural and behavioral change in the longer term. This will include transparent and timely communication on the changes and implications of the transition to One CGIAR - in tandem with the milestones outlined above, including: i) broadcast communications to share regular updates and change events; and (ii) tailored communications grounded in an active and evolving understanding of stakeholders’ impact and interests (e.g. ongoing stakeholder mapping, methodologies such as an Organizational Network Analysis).

- c. These change management efforts will be supported by Planning, Monitoring, Evaluation and Learning (PMEL) metrics (e.g. staff satisfaction and changes over time), to monitor progress and inform risk management.

Table 1 - Key Milestones of the Transition [Preliminary Only]

		Description	Expected Date
People & Reporting Lines	Appointment of Global Directors, Regional Directors, Unit Directors (within Science Groups, RMCA, IS&S), Country Managers, Impact Area Platform Directors	<p>Filling roles<sup>1</sup> of Global Directors (Science Groups, IS&amp;S, Global Engagement) and Regional Directors</p> <p>Filling roles of level below Global Directors and Regional Directors (i.e. Unit Directors and Country Managers) – <i>NB: where possible Group and Regional Directors should lead process to fill roles</i></p> <p><i>Directors may dual-hat with another role in CGIAR – e.g. Director General of a Center</i></p>	March – June 2021
	Affiliation of Staff to Global Groups	<p>All staff affiliated to a global group by June 2021</p> <p>Reporting lines and authorities will transition gradually over 2021 and 2022</p>	June 2021 for global group affiliation; ongoing gradual transition over 2021 and 2022 for reporting lines and authorities
Begin engaging as One CGIAR at Regional and Country Level		<p>Leadership teams in place provided with sufficient responsibilities, authorities and supporting coordination mechanisms in order to provide a single point of coordinated engagement with key partners</p> <p><i>Full destination responsibilities and authorities will subsequently transition gradually</i></p>	Q2/Q3 2021
Begin Delivery of CGIAR 2022 Investment Plan	Finalize 2022 Inv. Plan	Finalize 2022—24 Investment Plan (Initiatives to be designed in sync with appropriate pledging moments)	June 2021
	Launch Inv. Plan	Kick off first set of Initiatives from 2022—24 Investment Plan	January 2022
Finance and Budgetary Authority	Approval of global budgets	Approval of global budgets to be implemented within One CGIAR operational structure ( <i>process TBC</i> )	Q4 2021
	Implement One CGIAR Management Accounting	<p>Identify and pause or discontinue appointments, projects and investments misaligned with transition</p> <p>Implement business planning and management accounting tools at a system level (running in parallel with Center accounting)</p>	January 2022

## One CGIAR Integrated Operational Structure

		Description	Expected Date
	<b>Start of operational budget based on new structure</b>	Implement operational budgets aligned to One CGIAR operational structure – alongside existing Center budgets  Shared accountability and decision making initially, with transfer of accountabilities and authorities incrementally over the transition	January 2022
<b>Harmonized Policies, Services &amp; Systems</b>	<b>Core Policy Framework</b>	Design, agree and commence roll out of core harmonized policies for One CGIAR (e.g. single salary spine)	December 2021
	<b>Harmonized policies</b>	Full harmonization of CGIAR policies delivered incrementally throughout transition	Ongoing
	<b>Implementation of Shared Services / Systems</b>	Delivery of globally integrated Institutional Systems and Strategy led by Global Directors  Full Delivery of shared corporate services and systems integration	(Some elements complete post 2023)
<b>Culture and Change Management</b>	<b>Articulation and embedding of new common One CGIAR culture and values</b>	Perform cultural baseline assessment  Conduct consultative process to articulate common One CGIAR culture, values and integrated ways of working  Roll out mechanisms to communicate and embed common One CGIAR culture and values	Ongoing
	<b>Change Management &amp; Communications</b>	Continued consultative change management with internal and external stakeholders	Ongoing
<b>One CGIAR Governance Structure</b>		Finalize and implement required governance structure and delegations of authority	June 2021

Note: 1. Possibility that those filling these roles will be commence duties in role at a later date, but by June 2021 at the latest.

62. **The transition from today's CGIAR to the proposed structure presents important risks, which need to be identified early, mitigated, and monitored closely.** Table 2 (below) sets out top potential strategic, operational, and financial risks of the transition specifically, with associated mitigation measures<sup>10</sup>.

<sup>10</sup> Several of the mitigation actions described apply to more than one risk



Table 2 - Top One CGIAR Transition Risks

Risk Category	Top One CGIAR <u>transition</u> risks	Mitigations (each action may apply to multiple risks, and further mitigation actions may be added)
Strategic	<ul style="list-style-type: none"> <li>• <b>Delays in making common changes to Center/ Alliance governing instruments to implement Unified Governance, with 8 common board members on all legal entities</b> (12 expected, of which 11 taken relevant decisions)<sup>11</sup></li> <li>• <b>Reputational damage</b> of any Center/Alliance opting not to join One CGIAR at this time</li> <li>• <b>Reputational damage</b> of any disruptions to delivery on existing research commitments, especially bilateral commitments</li> <li>• <b>Failure to garner sufficient support around new Research and Innovation Strategy and Investment Plan</b> from external stakeholders</li> <li>• <b>Failure to garner sufficient support around how we will deliver research</b> through the new operating model</li> <li>• <b>Lack of compelling, coherent articulation and alignment to a shared One CGIAR culture</b> resulting in declining staff morale, potential conflict and failure to adopt coherent ways of working across One CGIAR</li> <li>• <b>Difficulties in detailing, aligning behind, and achieving common objectives</b> if development of common performance management approach, policies and systems delayed or under-delivered</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous, close engagement with Center/ Alliance Boards supported by independent legal advice where needed</li> <li>• Continuous close engagement with the System Council and key external stakeholders to enhance transparency and understanding of Center/ Alliance decision-making and ability to continue delivering on obligations consistently</li> <li>• Coordination with Center/ Alliance leadership and communications teams to ensure consistent external messaging</li> <li>• Dedicated capacity allocated to transition planning and risk mitigation strategies</li> <li>• Design and implementation of detailed culture action plan</li> <li>• Design and implementation of common performance management approach</li> </ul>
Operational	<ul style="list-style-type: none"> <li>• <b>Inadequate change management</b> and communications driving higher churn or declining morale e.g. individual uncertainty causing people to 'look elsewhere', collective uncertainty over the future research portfolio leading to Centers not renewing contracts, or any unwillingness to cooperate with new ways of working</li> <li>• <b>Insufficient capacity</b> to plan and manage the transition</li> <li>• <b>Pulling back on destination ambition and /or slippage in transition timelines</b> due to insufficient transition resourcing or inadequate coordination or staff/leadership commitment to change</li> <li>• <b>Difficulties in designing, developing and implementing an effective and sustainable One CGIAR country and regional engagement model;</b> disruptions to host country headquarters / other agreements or resistance from host countries</li> <li>• <b>Difficulties filling new positions</b> with suitable candidates, and realigning workforce skills to the new operational structure</li> </ul>	<ul style="list-style-type: none"> <li>• Development and deployment of detailed change management and communications approach across all stakeholders, internal and external – including DGs communicating benefits and impact of One CGIAR, emphasizing the principle that this is not a cost-cutting exercise</li> <li>• Continuous close engagement with the System Council and key external stakeholders to communicate CGIAR commitments and clearly define where support is needed in a timely manner</li> <li>• Close engagement with host countries to maintain relationships</li> <li>• Transparent, equitable staff reorganization and appointment processes to be communicated in advance</li> <li>• Using external appointments process for specific roles, if needed, with detailed succession planning for future appointments</li> </ul>

<sup>11</sup> The number of 12 takes into account that there are two formal alliances, resulting in 13 operating entities covering the 15 Centers as legal entities, and that at the date of this paper, one of the formal alliances has to date, signalled that they will not join One CGIAR

Risk Category	Top One CGIAR <u>transition</u> risks	Mitigations (each action may apply to multiple risks, and further mitigation actions may be added)
	<ul style="list-style-type: none"> <li>• <b>Challenges arising from disputes or complaints</b> if appointments / reorganization process and terms and conditions of employment are perceived as unfair or untransparent</li> <li>• <b>Disruptions to ongoing research delivery</b> due to structural changes or misalignment on delineation of authorities and responsibilities between and within different parts of the new operational structure, and unintended separation of accountability and authority for delivery</li> <li>• <b>Disruption to privileges and immunities in host countries</b> due to breakdown of relationships</li> <li>• <b>Disruptions</b> in service delivery to internal clients (Centers, Global Divisions) due to structural changes</li> <li>• <b>Loss of Regional / Country partnerships and / or programs</b> through lack of communication and clarity about upcoming changes</li> <li>• <b>Delays in completing operational structure design, with sufficient supporting processes, policies and systems</b> due to delays in accessing or collecting underlying data</li> </ul>	<ul style="list-style-type: none"> <li>• Provide clarity on scope of investment plan and how individuals / teams fit in the new structure</li> <li>• Monitoring of key transition KPIs to measure transition progress and adapt accordingly (PMEL)</li> <li>• Careful planning and implementation of transfer of accountability and authorities over bilateral projects and wherever possible, ensure continuation of the same delivery teams during the transition and clear communication and training for staff</li> <li>• Development and implementation of transitional delivery mechanisms for internal services (IS&amp;S, GE&amp;I, Regions and Countries)</li> <li>• Development and deployment of detailed stakeholder-specific communications strategies to create visibility, gather inputs and build buy-in</li> <li>• Detailed transition planning noting key interdependencies and delivery risks, to enable sufficient resourcing and timely interventions to avoid delays / disruptions to critical milestones</li> </ul>
Financial	<ul style="list-style-type: none"> <li>• <b>Disruption to funding streams</b> (attracting new and converting existing opportunities) due to One CGIAR investment case not adequately reflecting the interests and requirements of the funder community, threatening ongoing operations and roll out of the transition</li> <li>• <b>Drop-off in bilateral funding</b> due to insufficient or reduced focus on sustaining these flows</li> <li>• <b>Insufficient resourcing</b> or other process barriers to progressing a high-quality Investment Plan in a timely manner</li> <li>• <b>Funding decreases</b> due to weakening global funding environment e.g. from impact of pandemic / global recession</li> <li>• <b>Lack of funder support for / acceptance of new funding modalities</b> (e.g. shift from bilateral into pooled funding) risking ability to cover institutional costs</li> <li>• <b>Increased costs</b> arising from transition or new operational structure resulting in reduced funder support</li> <li>• <b>Wasted expenditure</b> from appointments / projects / investments misaligned to One CGIAR</li> </ul>	<ul style="list-style-type: none"> <li>• Clear RMCA strategy for CGIAR, including significant investment into new financing pathways and diversification</li> <li>• Investment Advisory Groups (IAGs) ensure continued link between Funders, key stakeholders and Science Groups</li> <li>• Prioritised resourcing and support to develop a robust, compelling 2022-2024 Investment Plan</li> <li>• Clear communication and incentives for continued effort on bilateral resource mobilisation activities</li> <li>• Taking a risk management approach for how One CGIAR will address different funding scenarios, including shared visibility of bilateral funding pipelines and pooled funding outlook</li> <li>• Detailed funder engagement to build buy-in and ensure mutual benefit in development of new funding modalities</li> <li>• Detailed analysis during design to support goal of achieving long-term cost neutrality of the new structure</li> <li>• Detailed review of existing activities to pause misaligned expenditure</li> </ul>

63. **The above milestones, risks, and mitigation measures will be developed in greater detail as part of an updated, comprehensive One CGIAR transition plan – to be further detailed once the destination operational structure is endorsed by the System Council.** The overarching One CGIAR transition plan will be further updated, with input from the DWGs and stakeholders, , and will include the steps to implement the operational structure, in a way that captures key milestones, actions, dependencies, roles and responsibilities, resources, and risks and mitigations across all One CGIAR work streams. As has been the case to date, the plan will remain a living document, updated regularly and amended as needed consistent with a principle of adaptive management.

## Annex - Provisional Details of the One CGIAR Operational Design

## 1. Research Delivery & Impact Division - Design

The detailed organizational structures of the Science Groups presented in the following sub-sections capture the latest thinking on the optimal way to organize research capabilities under each Science Group. It consists of three Science Groups alongside teams supporting on Project Coordination, Monitoring and Performance Management. These structures may be subject to further iterations in the detailed design phase, based (1) on data to be collected on staff research capabilities and team sizes, and (2) on further detailed definition of demarcation lines for areas overlapping several Science Groups.

### 1.1 Systems Transformation Science Group

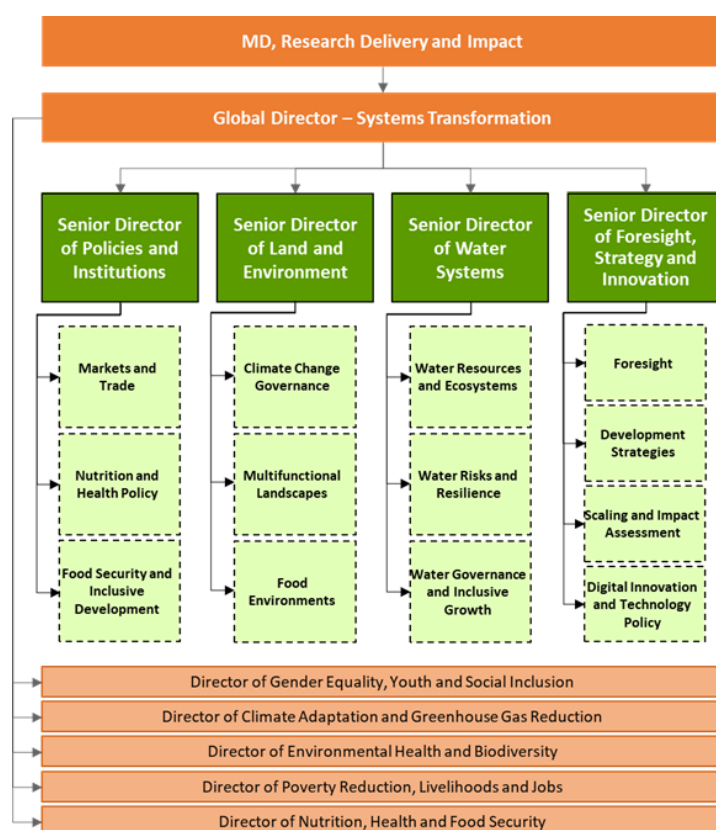


Figure 12 Systems Transformation Operational Structure

**The Systems Transformation Science Group will unite CGIAR’s work on food systems, ecosystems, landscapes and water, and focus on transformation to low-emission, climate-resilient and sustainable food, land and water systems, while housing the CGIAR’s cross-cutting Impact Area Platforms.** It will be structured under four ‘systems transformation’ units (Policies and Institutions; Land and Environment; Water Systems; and Foresight, Strategy and Innovation), bringing together the best CGIAR expertise on policy and on management of landscapes and water resources.

It will also oversee the work of the CGIAR’s five cross-cutting Impact Area Platforms (Gender Equality, Youth and Social Inclusion; Climate Adaptation and Greenhouse Gas Reduction; Environmental Health and Biodiversity; Poverty Reduction, Livelihoods and Jobs; and Nutrition, Health and Food Security) that will bring together networks of staff across the

Science Groups to unite Science Groups' work towards the relevant impact areas in support of the Initiatives. This structure will allow CGIAR to build up global capabilities in developing and deploying knowledge to meet the complex, systemic challenges of the 21<sup>st</sup> century, while providing inputs and expertise to the other Science Groups and enabling a unified voice on system transformation. Close links to the Regional Groups will ensure demand is integrated into research design and delivery.

## 1.2 Resilient Agri-Food Systems Science Group

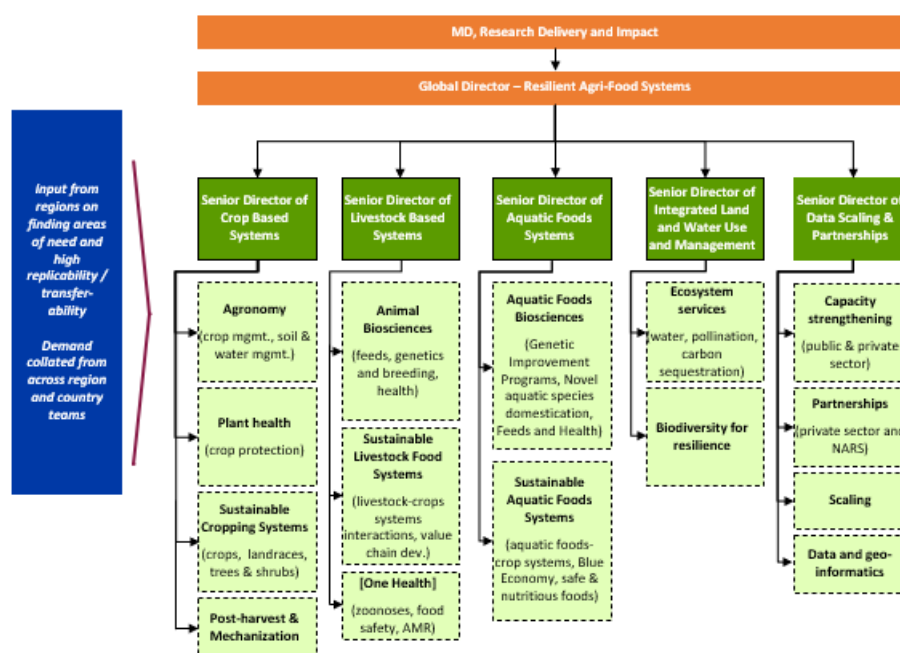


Figure 13 Resilient Agri-Food Systems Operational Structure

**The Resilient Agri-Food Systems Science Group will integrate CGIAR's capabilities to address interconnected challenges at farm level on crop, tree, livestock and aquatic systems.** Global capabilities will be organized in four disciplinary units, covering Crop-based Systems, Livestock-based Systems, Aquatic Foods Systems, and on-field Integrated Land and Water Use and Management.

The Data Scaling and Partnerships unit will (1) bring together research data, tools and methods from the four disciplinary units and leverage these to generate critical data-driven insights and tools for improved and integrated policies, and innovative products and services at different scales; and (2) develop partnerships and strengthen capacities for turning research data, knowledge and innovative technologies into practical and context-relevant solutions that deliver impacts at scale. These global capabilities can be deployed in local contexts in close collaboration with partners and interaction with CGIAR Regional Groups and Country Offices. Research and data systems will be co-designed with partners to meet local demand and needs and to enable development of relevant and practical research solutions that deliver gains on various aspects of the sustainable development agenda on the ground.

### 1.3 Genetic Innovation Science Group

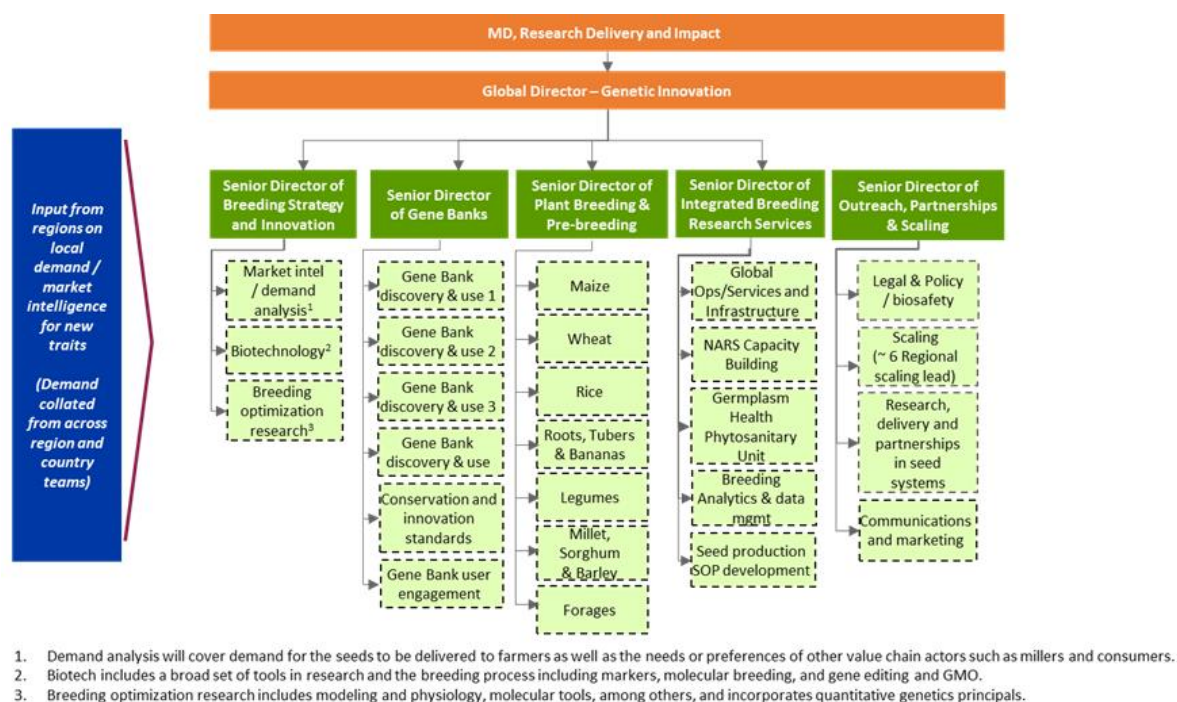


Figure 14 Genetic Innovation Operational Structure

**The Genetic Innovation Science Group will lead CGIAR’s work in genebanks and crop breeding, providing a truly integrated approach to the management of both these operations.** Building on the work of the Genebanks Platform and insight of the Crop Trust, this group will bring together the operations of the CGIAR genebanks, genetic health units and distribution hubs. Similarly, building on work of the Crops to End Hunger initiative, this Group will fully empower crop breeding programs targeting low- and middle-income countries to raise the value to farmers, and the speed of turnover, of nutritious and resilient crop varieties. Globally integrated capabilities will ensure science is conducted using cutting-edge practice and standardized research techniques, with System-wide approaches to breeding modernization and genebank curation.

Market intelligence teams and close connections with Regional Groups and Country Offices will ensure research is demand-responsive, co-designed with local partners and that local needs are integrated into research delivery. Global support teams will provide oversight and coordination in key areas, for example, the scaling team will ensure plans for scaling / farmer uptake is included in the research design from the start. Whilst technical engagement with NARS will be commodity specific for breeding/trials collaboration (led by breeders in each commodity unit), the NARS capacity building teams will offer cross-cutting support to strengthen downstream connection with both NARS and private seed companies to ensure uptake.



## 1.4 Project Coordination, Monitoring and Performance Management Unit

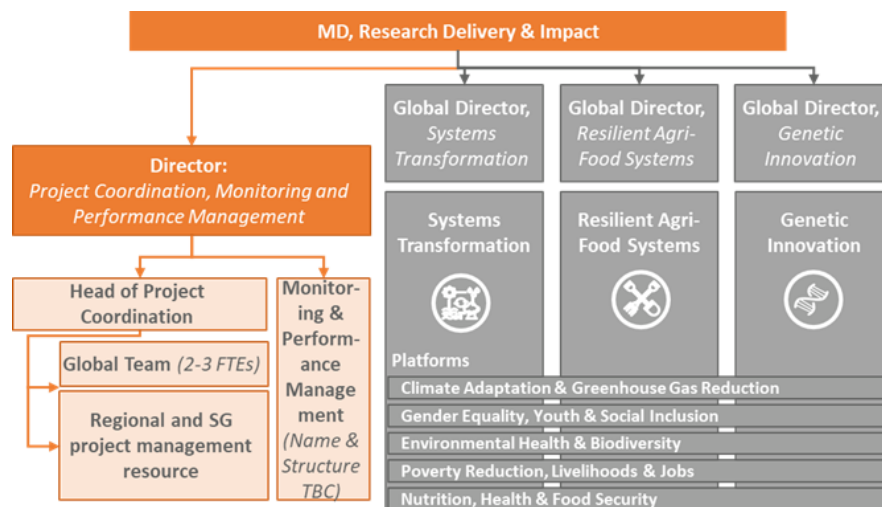


Figure 15 Proposed Operational Structure for Project Coordination, Monitoring and Performance Management

**The Project Coordination, Monitoring and Performance Management Unit will support successful delivery of CGIAR Initiatives and bilaterally funded projects throughout the project lifecycle, across all three Science Groups.** It is accountable for performance management across all CGIAR research and innovation, and for project coordination in line with the project lifecycle, collaborating with relevant expertise under RD&I, IS&S, GE&I divisions as well as external partners. Its key clients are the Science Groups on project coordination and the EMT and Portfolio Performance Management Team on portfolio and performance management. The roles of the project coordination function will include support to team-building, work planning and budgets, adherence to contracts, compliance to CGIAR and external performance standards, monitoring and reporting within CGIAR systems (the Performance and Results Management Framework), and final close-down of projects. The roles of the performance management function will focus on iterative development and deployment of the Performance and Results Management Framework to meet needs for accountability, resource mobilization and strategic portfolio decisions – to provide a strong mechanism for strategic, dynamic and forward-looking management of CGIAR’s research and innovation portfolio, to maximize performance and impact across five Impact Areas.

It is proposed to be structurally separate from the three Science Groups to preserve objectivity in its inputs and reporting on project progress. It will include:

- **The Project Coordination Unit** which will include (i) a small global team (2-3 FTEs) responsible for designing common global policies, processes, systems and tools for project management, closely aligned with the Monitoring and Performance Management Unit, and (ii) project management resource to be embedded in Regions and Science Groups, in order to build expertise while ensuring effective utilization across the groups as required.
- **Monitoring & Performance Management Unit** which will work primarily via a global team tasked to iteratively develop and operationalize CGIAR’s end-to-end approach to design and performance management of CGIAR research and innovation (Performance and Results Management Framework), to meet needs for accountability, resource mobilization and strategic portfolio decisions.

## 2. Global Engagement & Innovation Division - Design

**The Global Engagement & Innovation Group (GE&I) is organized into three global groups** (Innovative Finance and Resource Mobilization; Partnerships and Advocacy; and Communications and Outreach), that focus on delivering on the goals of the RMCA strategy to reach \$2 billion of revenue per year by 2030, leveraging partnerships and raising the profile of the CGIAR and its work, **and six Regional Groups (including Country Offices)** that are responsible for CGIAR's regional/national engagement and aligning CGIAR priorities with demand.



Figure 16 Global Engagement & Innovation Division high-level operational structure

### Global Engagement & Innovation Division – Global Groups

The three Global Engagement and Innovation Groups have the following roles and responsibilities:

- The Innovative Finance and Resource Mobilization Group will be responsible for growing and diversifying sustainable resources for CGIAR's work, cultivating meaningful ongoing relationships with both new and traditional funding partners.** This Group will own the development and execution of the RMCA strategy, lead multi-channel RMCA campaigns, particularly for pooled funding, explore new approaches to financing and new revenue growth channels, and help to coordinate the bilateral resource mobilization activity being driven by Science Groups, Impact Area Platforms and Regional Groups. The sub-units will align to the target Action Areas/funding sources of the RMCA strategy, as each action area requires distinct skills and strategies, with a cross-cutting team that helps support and coordinate Resource Mobilization activity taking place in other parts of the CGIAR (Science Groups and Regional Groups).
- The Partnerships and Advocacy Group will provide tactical leadership for CGIAR profile and partnership in high-level policy dialogues, political processes, and platforms; it will also maximize the shared value of partnerships to generate impact.** Its teams will lead the development and delivery of global CGIAR partnership and advocacy strategies, lead engagement with global-level partners, and be the guardian of the CGIAR engagement model to support staff across the organization in their engagement with partners, as well as ensure that there is a consistent approach to partnerships across CGIAR, and that strategic opportunities and synergies across the organization are captured. This group will also support the sharing and scaling of CGIAR intellectual property and technology for both commercial and public use, helping to stimulate demand for CGIAR technology and services and connecting that

demand with supply. The sub-units of this Group will be designed to reflect these roles and responsibilities, and include Global Advocacy, Global Partnerships and Regional and Country Partnerships & Advocacy.

- **The Communications and Outreach Group will amplify CGIAR as one voice and engage external and internal audiences with CGIAR messages and knowledge**, as well as enhance CGIAR's impact through effective communications to facilitate the adoption of research outputs. This Group will lead the CGIAR communications strategy, develop communications frameworks and provide oversight and monitoring for the rest of the organization. It will drive strategic communications and outreach campaigns through multiple channels (digital, events, media), lead global-level brand, content development and media engagement, and provide publication and editorial services to CGIAR. Working closely with the People and Culture function, it will also lead internal communication and knowledge management. The Group will be divided into three sub-units that cover communications and branding, events and outreach as well as editorial/digital services and knowledge management.

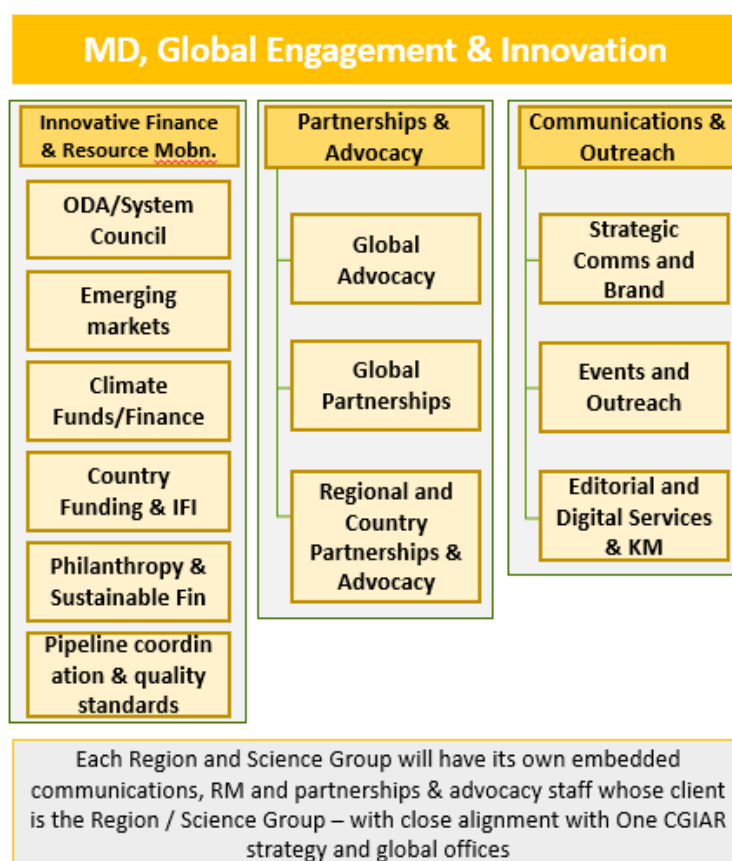


Figure 17: Global Engagement and Innovation Global Groups Operational Structure

### 3. Global Engagement & Innovation Division - Regional Groups and Country Offices

**CGIAR's regional and country presence will be organized around six Regional Groups, reporting to the Managing Director of Global Engagement and Innovation, and encompassing all Country Offices within their geography.**

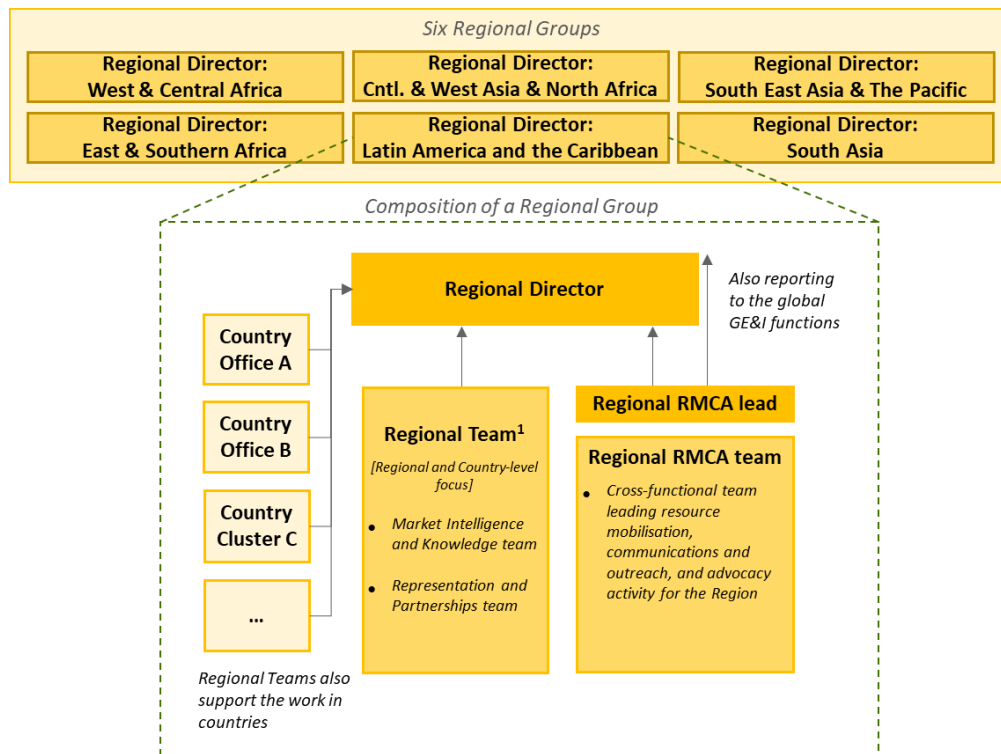


Figure 18: The composition of Regional Groups

The Regional Groups will deliver five core functions to drive alignment around demand internally and represent and coordinate CGIAR externally. These functions are (1) *Representation and Relationship Management* (2) *Coordination and Knowledge Sharing* (3) *Resource Mobilization* (4) *Aligning with Demand*, all of which will be led by the Regional Director and (5) *IS&S Management and Research Hosting*, which will be led by IS&S in close collaboration with the Regional Director.

Regional Groups will be led by Regional Directors, who are the most senior representatives of CGIAR in each region. They will manage long-term relationships with local stakeholders and oversee external engagement, resource mobilization, and the alignment of internal priorities with local needs. They will help to coordinate across the work of the Country Offices, led by Country Managers, to ensure optimized work and resources across the region and to identify strategic opportunities.

The model for management of IS&S services in the regions and countries (including facilities, finance, digital services, HR, local compliance, localized aspects of governance & assurance etc.) is still under development and will be addressed in the detailed design phase.

Regional Directors will have their seat at a Hub within their respective regions, along with Regional Teams comprising core market and contextual intelligence, partnerships and representation staff, supporting delivery of their core functions. Hubs will also host senior scientists from Science Groups, regional IS&S services and regional resource mobilization, communications and advocacy teams, as well as certain global-level functions and staff from other divisions.

The management and team structure of each CGIAR Country team will be determined in the detailed design phase based on CGIAR's planned presence and strategy for the country. For major priority countries, the Country Office team would have similar capacities to the Regional Team. Smaller countries may have these functions delivered by the Regional Teams.

#### 4. Institutional Strategy & Systems Division - Design

The four global groups in the Institutional Strategy & Systems Division will deliver globally integrated services to the Centers, Science Groups, Regional Groups, Global Engagement and Innovation and other parts of Institutional Strategy & Systems as clients.

**The People and Culture Global group** will deliver integrated Human Resource strategy and services including global workforce planning, recruitment and mobility, talent management, performance and development, and compensation and benefits. It will also house CGIARs Gender, Diversity, Inclusion and Culture function, responsible for developing and executing strategies and interventions to meet CGIAR Diversity and Inclusion targets; and holistically promote an inclusive and collaborative culture across CGIAR.

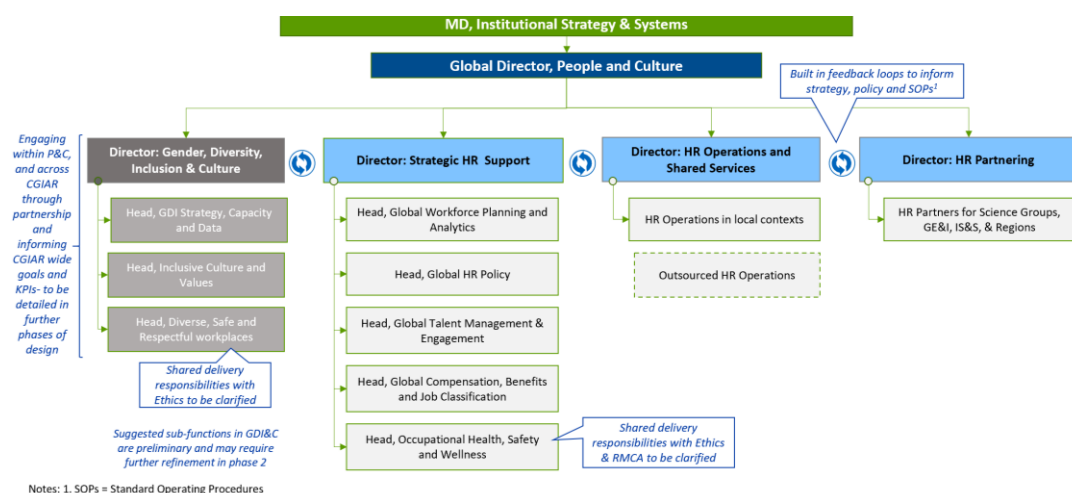


Figure 19 People & Culture Global group Operational Structure

The **Business Operations and Finance Global group** will manage integrated financial planning, reporting, procurement and supply chain management and support decision-making across groups, along with providing global operations support in co-ordination with local management by region / country.

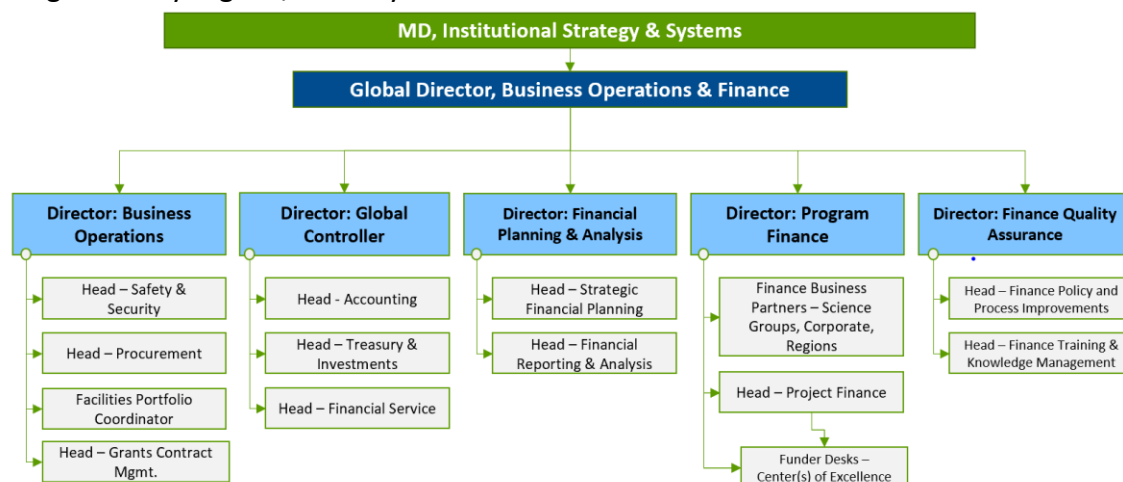


Figure 20 Business Operations and Finance Global group Operational Structure

**The Digital Services Global group** will support sourcing, maintenance, and harmonization of IT infrastructure. The group will be responsible for holistically leading enterprise-level digital service provision and upgrades and will also support digital activities in the Science Groups. The structure detailed for Digital Services describes functional areas, which will be translated into roles during the detailed design, keeping in line with the design principle to achieve cost neutrality in the transition.

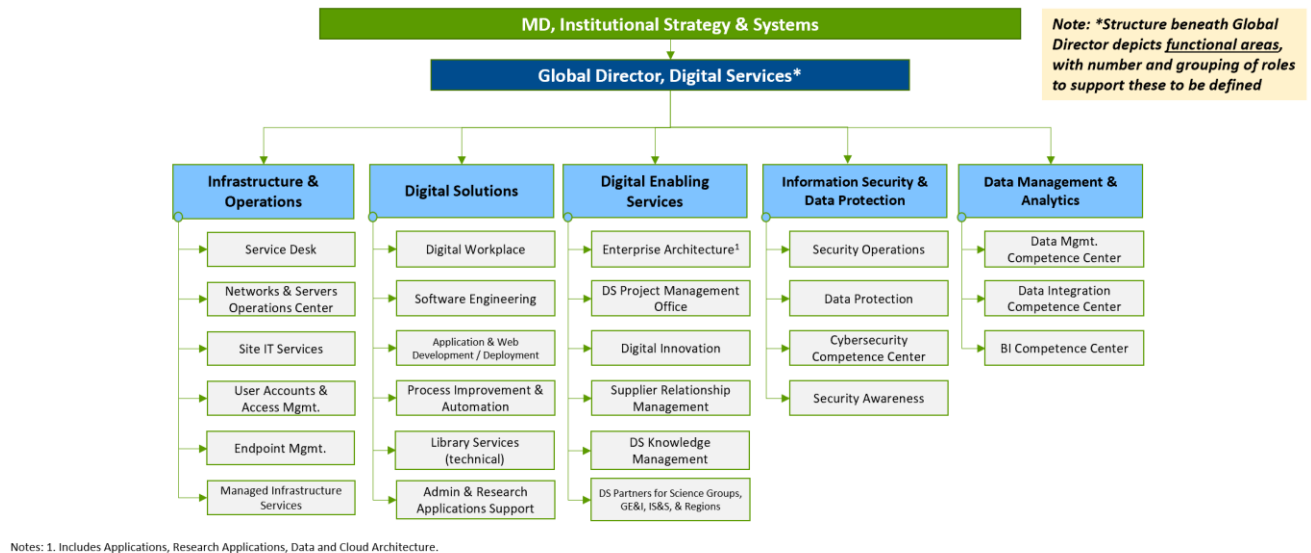


Figure 21 Digital Services Global Group Operational Structure

**The People and Culture, Business Operations and Finance, and Digital Services global groups will provide services to CGIAR through two delivery models:**

- Where there is a need for localized presence, customization of services, day-to-day support and rapid responses, a 'Business Partner' model will apply where needed.** Parts of the IS&S global groups providing specialist services that benefit from close relationships with their client groups will work this way. While these services will be globally integrated, to ensure seamless service delivery to Regions and Countries, Science Groups and Global Engagement functions, dedicated Business Partners reporting into their respective Global Directors will oversee staff supporting the different operating units directly. This is to enable streamlined service delivery at a smaller scale, while ensuring the benefits of standardization and harmonization are maintained. Business Partners will provide a two-way communication link to ensure IS&S can provide strategic guidance on operational matters and relevant and fit-for-purpose services to the operating units.
- More generalized services will be provided to CGIAR through an integrated service delivery model.** These services will be delivered under Service Level Agreements with the respective Regions and Countries, Science Groups or Divisions. A detailed business case is to be developed to identify and compare options for structuring integrated services, with the optimal location and modalities to achieve cost and process efficiencies to be determined during the detailed design.



**Detailed policies and processes for governing and organizing these service delivery models, will be elaborated in further design.** These will take into account several key interfaces between Institutional Strategy and Systems functions and other groups, for which preliminary delineations of roles and responsibilities have been begun to be defined.

**The Governance and Assurance Global group** will comprise four main functions, including Governance Affairs, Legal Affairs, Ethics, and Institutional Risk Management. It will also provide an administrative home for the Institutional Strategy function, which will provide input and advice for formulation of CGIAR operational strategy.

**Governance Affairs and Legal Affairs’ respective service delivery models will be elaborated in the detailed design,** focusing on ensuring local jurisdictional requirements and practical considerations are balanced with achieving the benefits of specialization and de-duplication through integrating and organizing these activities globally.

**To reflect the intention for Institutional Risk Management and Ethics teams to provide technical guidance for global conformity with best practice, these functions will retain a global lens rather than a distributed service delivery model.** A core responsibility of such teams will be to strengthen CGIAR’s culture regarding risk management and ethics, so that these are features of all staff roles and not seen as the domain of only one team, one region or one division.

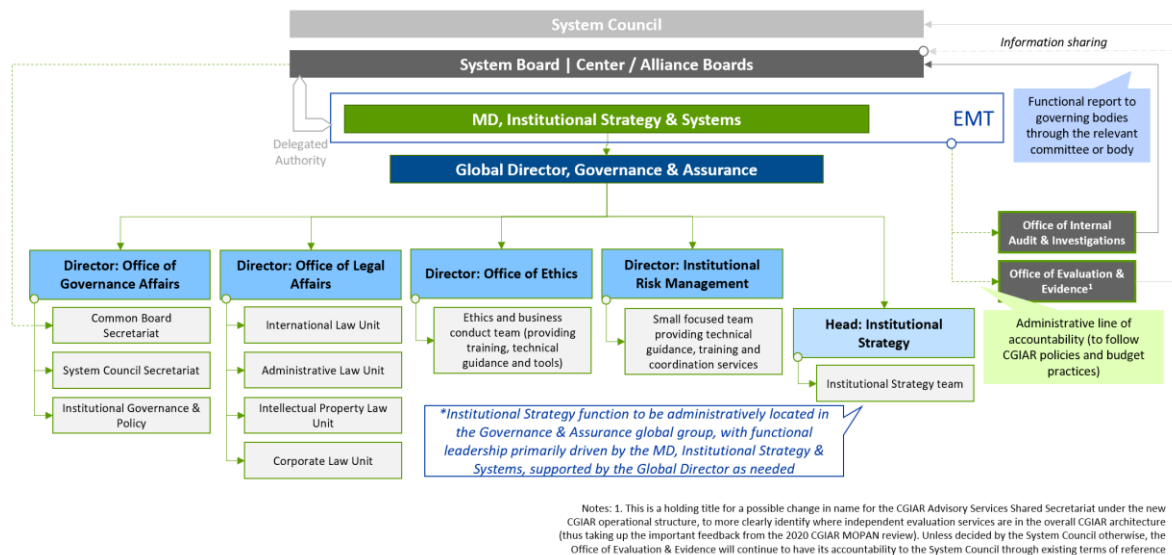


Figure 22 Governance & Assurance Global group Operational Structure