



CGIAR

Science for a food-secure future

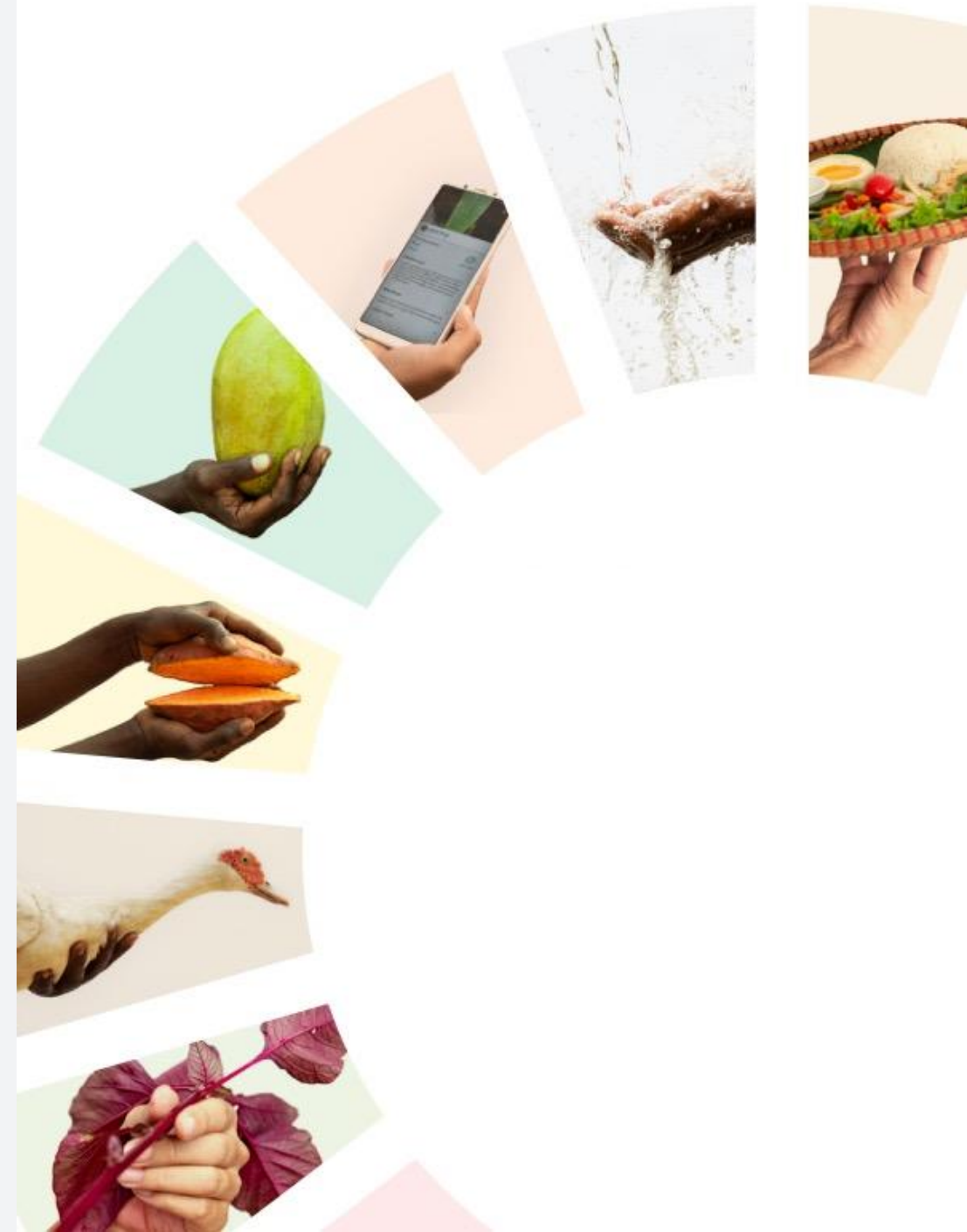
For Endorsement

3. Moving to an Integrated Operational Structure for One CGIAR

Items:

60 + 60 mins

- Introductory remarks on the Integrated Operational Structure from the CGIAR System Board by Marco Ferroni, Chair, CGIAR System Board
- Presenting the integrated operational structure destination, transition approach and timeline by Elwyn Grainger-Jones, Managing Director, Institutional Strategy & Systems
- Discussion on the integrated operational structure destination and its implementation including important considerations of ensuring key capabilities, focused risk mitigation strategies, and strategic needs to overcome perceived gaps- chaired by System Council Chair



An integrated operational structure for One CGIAR:

Key features of design the System Board approved at SB19



- **Clear mandate to design the structure:** SRG Recommendation 3 on “Institutional Integration” – one of the 5 interconnected elements unanimously endorsed in November 2019
- **Collaborative process:** broad-based co-creation and consultation led by the EMT across CGIAR leadership, senior staff, System Council members, and other stakeholders
- **Delivers the 2030 Research & Innovation Strategy** better than several alternatives considered:
 - deep integration to address interconnected challenges and impact areas
 - aligns authority, accountability, and responsibility for all CGIAR research and innovation work, regardless of funding source
 - maximizes value for money through economies of scale, teamwork, and non-duplication

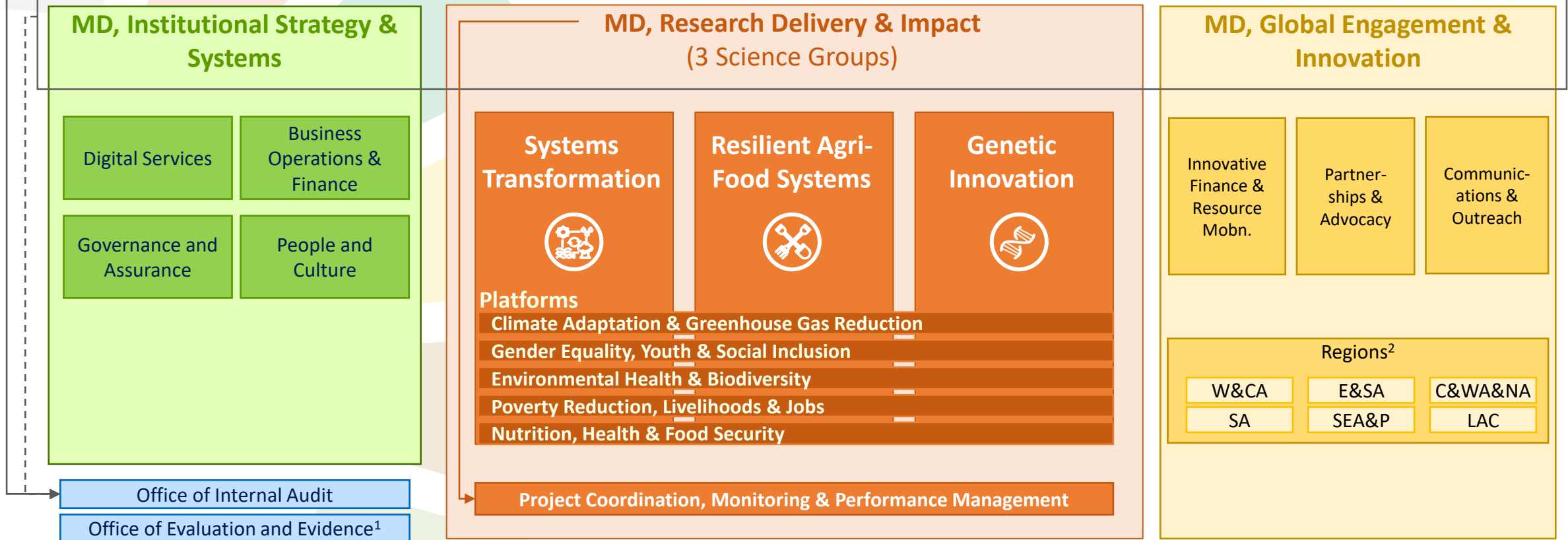
Today, the System Board and EMT seek endorsement of the overall structure and initial elements of the transition pathway. Clear support for the destination will enable focus on transition planning to maintain momentum while carefully identifying and managing risks.

The destination: an integrated operational structure that brings together our capabilities to deliver the 2030 Strategy



System Board

Executive Management Team



- Key:**
- Functional reporting
 - - - - - Administrative reporting

Notes: 1. This is a holding title for a possible change in name for the CGIAR Advisory Services Shared Secretariat under the new CGIAR operational structure, to more clearly identify where independent evaluation services are in the overall CGIAR architecture (thus taking up the important feedback from the 2020 CGIAR MOPAN review). Unless decided by the System Council otherwise, the Office of Evaluation & Evidence will continue to have its accountability to the System Council through existing terms of reference

Notes: 2. Abbreviations: West & Central Africa (W&CA); East & Southern Africa (E&SA); Central & West Asia & North Africa (C&WA&NA); South Asia (SA); Southeast Asia & Pacific (SEA&P); Latin America & the Caribbean (LAC)

The transition: a swift but responsible implementation process to ensure we maintain momentum while managing risks



	Milestone	Description	Expected Date
People & reporting lines	<i>Key leadership positions filled</i>	<ul style="list-style-type: none"> Global Directors, Regional Directors, and positions reporting directly to Global Directors (some roles 'dual hatted') 	Mar—Jun 2021
	<i>Staff affiliated to Global Groups</i>	<ul style="list-style-type: none"> All staff affiliated to a global group by June 2021 Reporting lines and authorities to transition gradually over 2021 and 2022 	Jun 2021; over 21—22
One CGIAR at regional and country level		<ul style="list-style-type: none"> Leadership teams in place and provided with sufficient responsibilities, authorities, and coordination mechanisms Full destination responsibilities and authorities will subsequently transition gradually 	Q2/Q3 2021
2022—24 Inv. Plan	<i>Inv. Plan finalized</i>	<ul style="list-style-type: none"> 2022—24 Investment Plan approved (Initiatives to be designed in sync with appropriate pledging moments) 	Jun 2021
	<i>Inv. Plan launched</i>	<ul style="list-style-type: none"> First set of Initiatives from 2022—24 Investment Plan launched 	Jan 2022
Finance and budget authority	<i>Global budgets</i>	<ul style="list-style-type: none"> Approval of global budgets to be implemented within One CGIAR operational structure (process TBC) 	Q4 2021
	<i>One CGIAR management accounting</i>	<ul style="list-style-type: none"> Identify and pause/ discontinue appointments, projects, investments misaligned with transition Implement business planning and management accounting tools at a system level (alongside Center accounting) 	Jan 2022
	<i>Operational budget based on new structure</i>	<ul style="list-style-type: none"> Implement operational budgets aligned to One CGIAR structure – alongside existing Center budgets Shared accountability and decision-making initially, transfer of accountabilities and authorities incrementally 	Jan 2022
Policies, services & systems	<i>Core policy framework</i>	<ul style="list-style-type: none"> Design, approval, and roll-out of core One CGIAR policies (e.g. single salary spine) 	Dec 2021
	<i>Harmonized policies</i>	<ul style="list-style-type: none"> Full harmonization of CGIAR policies delivered incrementally 	Ongoing
	<i>Services & systems</i>	<ul style="list-style-type: none"> Full Delivery of shared corporate services and systems integration 	
Culture and Change Management	<i>One CGIAR culture and values</i>	<ul style="list-style-type: none"> Perform cultural baseline assessment Consultative process to articulate, roll out, and embed common One CGIAR culture, values, and ways of working 	Ongoing
	<i>Change management</i>	<ul style="list-style-type: none"> Continued consultative change management with internal and external stakeholders 	Ongoing
One CGIAR Governance Structure		<ul style="list-style-type: none"> Finalize and implement required governance structure and delegations of authority 	Jun 2021

A transformation of this scale and complexity presents important risks, which we will address in the detailed design and transition ahead



Loss of revenue, particularly bilateral

- In transition: uninterrupted delivery against existing commitments, DGs/ Centers empowered to drive continued bilateral fundraising, with ***transition of authorities at a pace that matches business needs***; concerted, whole-of-CGIAR RMCA campaign in support of 2022—24 Inv. Plan
- In destination: ***Science Groups and their staff empowered to pursue bilateral opportunities***, supported by an integrated resource mobilization function with truly global reach

Staff departures and loss of morale

- Carefully tailored change management approach that spans CGIAR's internal and external communications, with ***leadership enabled and empowered to communicate the rationale, benefits, and implications of the transition***
- Transparent appointment processes ready to start immediately following SC decision on structure

Hosting and other country/ regional partnerships disrupted

- ***Development and deployment of detailed, stakeholder-specific engagement strategies*** to ensure that key partners are aware of upcoming changes and their implications, and have opportunities to provide input and ask questions

Compliance and quality issues

- In transition: Shift to common policies and services carefully managed, with ***transition to a One CGIAR service delivery model only made when no threat to service quality and business continuity***
- In destination: Opportunity to learn from, build on, and further develop best-practice policies, processes, and practices, and ***harness economies of scale and critical mass in a way that no single Center is able to do today***

Loss of brand leadership and value

- Key leadership roles, incl. DG, will provide ***continuity in championing Center brands***
- Operational structure and funding model provide continued opportunities to harness and strengthen brand leadership, with ***added reach thanks to One CGIAR's larger global footprint***