



C. de Bode/CGIAR

Questions and Answers

ON THE TRANSITION TO ONE CGIAR

This document sets out key questions and answers on the transition to 'One CGIAR'. It will be updated regularly as a core resource for internal and external communications on One CGIAR. Questions and feedback can be addressed to transition@cgiar.org and up-to-date reference materials can be found on <https://www.cgiar.org/impact/one-cgiar>.

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1. What is One CGIAR?

One CGIAR is a dynamic reformulation of CGIAR's partnerships, knowledge, assets, and global presence, aiming for greater integration in the face of the interdependent challenges facing today's world. It comprises (i) a sharper mission statement and impact focus to 2030, aligned with the Sustainable Development Goals (SDGs), in particular SDG2 – Zero Hunger; (ii) unified governance; (iii) institutional integration, including a One CGIAR Executive Management Team, common policies and services, and a unified country and regional presence; (iv) a new research modality; as well as (v) more, and pooled, funding. Further information and reference documents can be found [here](#).

One CGIAR presents an opportunity for CGIAR to become a truly global organization and leader in research and innovation to transform our food, land, and water systems in a climate crisis; a partner of choice locally and globally; and a more dynamic and stimulating place to work.

2. Why does CGIAR need this reform?

CGIAR has an incredible 50-year track record of working with partners to translate groundbreaking research on agriculture, food, land, and water systems into tangible development outcomes on the ground. In the 21st century, however, we face a very different set of more complex and more interconnected challenges, evolving faster than before.

Climate change, biodiversity loss, and – recently – COVID-19 are just some examples of global threats that are inextricably linked with an unsustainable food system; and they pose immediate risks to our ability to end hunger and achieve or safeguard key development outcomes. Ultimately, we need to completely transform our food, land, and water systems to feed a growing population healthy diets without risking the stability of the natural processes that sustain our existence.

In the face of these momentous challenges, CGIAR's offer to the world is more relevant than ever. Yet – to maximize our added value given the pace, scale, and complexity of the challenges we face – we need to come together as One CGIAR.

One CGIAR is based on the premise that CGIAR's excellent leaders, scientists, and staff can do even more when brought together under fewer institutional boundaries, supported by more unified systems, services, management, and governance.

More coherent decision-making and a streamlined operational structure will unlock opportunities for greater integration and collaboration within CGIAR and with partners.

For our people, this will be an opportunity to work for a truly global organization and leader in research and innovation, with greater interactions across disciplines and regions.

For our partners, One CGIAR will be more accessible and easier to work with both locally and globally, providing a one-stop shop to access the full range of our global capabilities.

One CGIAR will also mean more stable and predictable funding, given the strong commitment to and support for One CGIAR by all of our largest Funders.

3. What does One CGIAR mean for CGIAR's people?

One CGIAR is about better harnessing the skills and passion of CGIAR's excellent people. This was confirmed in the [System Council members' message to staff in November 2019](#):

"The greatest assets of CGIAR – and a key reason for our support – are its talented people, its partnerships, its global presence, and its record of impact. If CGIAR comes together as one, we believe our work can have even greater value."

As part of One CGIAR, staff will work for a global leader in research and innovation on food, land, and water systems. For CGIAR's world-class scientists, One CGIAR aims to enhance collaboration and innovation across disciplines and regions, unlock more stable and predictable funding, and foster more effective partnerships. For CGIAR's corporate services and functions, One CGIAR is an opportunity for staff to help build and operate best-practice common policies, services, and systems. For all staff, One CGIAR can open up new avenues for professional growth and development by allowing colleagues to work in larger, more diverse teams – with opportunities to develop new skills or to specialize on key areas of interest.

One CGIAR is not a cost-cutting or downsizing exercise. Ultimately, global integration of CGIAR's capabilities will create opportunities to improve efficiency and effectiveness through economies of scale and reduced duplication, while enabling staff development and specialization. As we grow in line with our Funder-endorsed ambition for more, and pooled, funding, the transition to One CGIAR will help us increase the proportion of funding dedicated to research and innovation delivery.

a. What does One CGIAR mean for my job/ role?

One CGIAR builds on the excellent collective capabilities and people of CGIAR's Centers/ Alliances and the System Organization. The transition is about finding better ways for us to work together, to harness our skills and passion for higher impact.

As part of the transition, colleagues across all the CGIAR Centers/ Alliances that join One CGIAR, as well as the System Organization, will become part of an integrated operational structure made up of ten Global Groups and six Regional Groups.

As a first step, by September 2021, colleagues will be affiliated to a Global Group or Regional Group. This initial, individual affiliation will give colleagues early confirmation that they have an 'institutional home' in the One CGIAR operational structure, and will help incoming One CGIAR leadership understand the potential size and composition of each Global and Regional Group.

Affiliation does not directly impact staff reporting lines or day-to-day responsibilities, and is not intended to set out a final or permanent destination for all staff. Some may over time be affiliated with a different Global/ Regional Group, based on further consultations and more detailed information.

Following the affiliation step, and once key managerial positions in the One CGIAR operational structure have been filled, we will begin a gradual process to transition reporting lines and build integrated One CGIAR teams, accounting for colleagues' skills and interests. For many, existing teams, line managers, projects, and day-to-day responsibilities will remain unchanged in the short term. Where changes occur, these will be clearly communicated in advance.

For more information regarding the affiliation process, please refer to [this FAQ document](#) on the One CGIAR InfoPoint (available to internal stakeholders only). Also consult the Executive Management Team's (EMT) [monthly Newsletters](#) for regular updates on affiliation, as well key managerial appointments to the One CGIAR operational structure.

b. What does One CGIAR mean for my research/ project?

In line with the [endorsed One CGIAR recommendations](#), CGIAR is committed to managing the transition to One CGIAR in a way that ensures continued delivery of research against existing commitments, and an orderly transition from the current generation of CGIAR Research Programs (CRP) to a new portfolio of CGIAR Initiatives in line with the [2030 Research and Innovation Strategy](#) and [2022—24 Investment Prospectus](#).

In other words, for colleagues working on ongoing projects with a duration beyond 2021, that work will continue. Similarly, efforts to mobilize new resources should continue without interruption.

c. What does One CGIAR mean for my salary and benefits?

As set out in the [endorsed One CGIAR recommendations](#), common policies, services, and systems are a key element of the One CGIAR destination. This includes common ways to describe and pay for work, and to manage performance.

As of July 2021, work on common policies on compensation and benefits has begun, supported by an external firm that is highly experienced in advising international organizations, including the United Nations and the World Bank, in devising compensation and benefits models.

This is a complex set of activities and deliverables, which we are approaching with considerable care and attention. Key issues include pay differentials across CGIAR entities, different hosting agreements and local labor laws, and different approaches to nationally and internationally recruited staff. Given the complexity and the long lead times required to implement changes, a common approach will not be in place as we launch key, initial elements of the One CGIAR operational structure at the start of 2022, but staff will continue to receive regular updates on progress through all-staff webinars and Newsletters.

d. Will I be asked to move to a different location as a result of the One CGIAR transformation?

CGIAR's global presence is a major strength. Thanks to our large footprint, we can effectively tailor our solutions to local demand, needs, and circumstances, while connecting research and innovations across regions and countries.

In the short term, colleagues will not be asked to move. In contrast, we will work to continuously improve our ability to collaborate across regions and time zones as we begin to form global teams of colleagues spread across multiple locations.

Over time, we will look to optimize our geographic footprint to best serve the needs of our partners and stakeholders, to strengthen our ability to deliver our 2030 Research and Innovation Strategy, and to harness efficiencies. Our Regional Directors, working closely with leadership and experts across all One CGIAR Global Groups, will begin this exercise in 2021 and staff will be informed well in advance of any potential changes to our physical locations.

4. What does One CGIAR mean for CGIAR's Centers and Alliances?

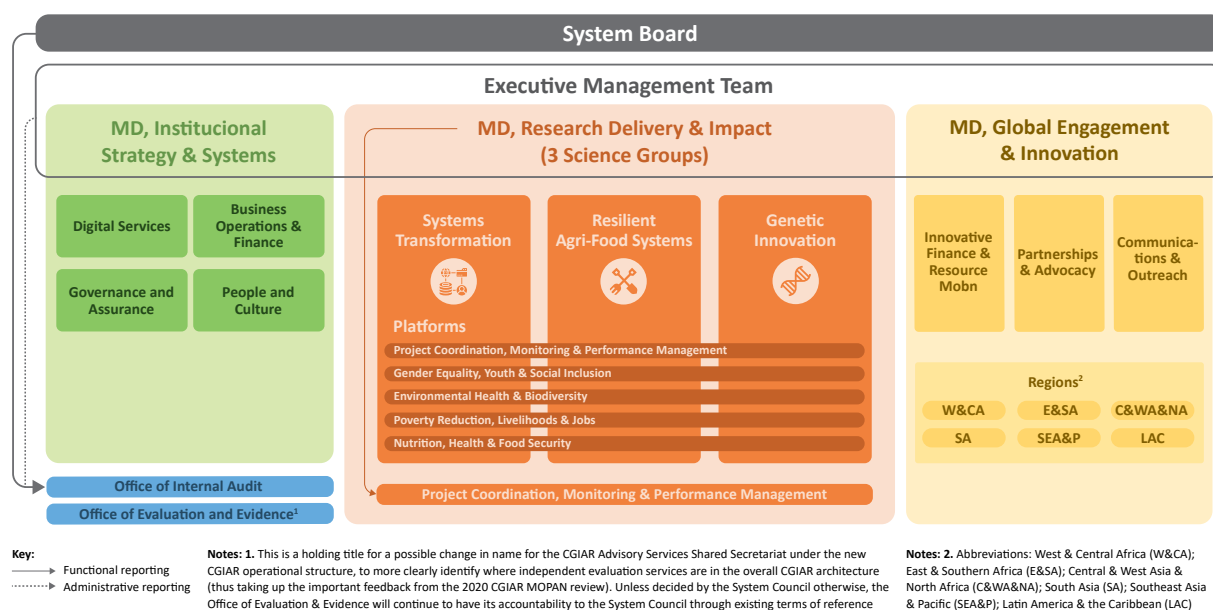
One CGIAR builds on the brands, people, partnerships, knowledge, assets, global presence, and track record of CGIAR's Centers and Alliances. It is based on the premise that these can and must be configured differently to allow for greater integration, synergies, collaboration, and – ultimately – impact in the face of today's complex global challenges.

The [CGIAR Executive Management Team \(EMT\)](#), which took up its role on 1 September 2020, has worked closely with Center/ Alliance leadership and staff to develop an [integrated operational](#)

[structure](#) for One CGIAR. That structure was approved by the CGIAR System Board in January 2021, followed by a strong endorsement by the System Council in March 2021 ([Chair's Summary, 12th meeting of the CGIAR System Council](#)).

The One CGIAR operational structure is formed of three divisions, sub-divided into ten Global Groups and six Regional Groups, with Global and Regional Directors reporting directly to the EMT, who in turn are accountable for institutional performance to the CGIAR System Board (See Figure 1).

Figure 1: An integrated operational structure for One CGIAR, as approved by the CGIAR System Board and endorsed by the System Council



In this structure, CGIAR's Centers and Alliances will transition from self-standing institutions to the foundation and building blocks of a broader, dynamic, and more integrated One CGIAR that maintains and enhances their key assets. The structure aims to ensure that CGIAR is strategically and operationally best placed to fully leverage Center/ Alliance brands, capabilities, assets, and legal status for increased impact. Figure 2 below illustrates how Center/ Alliance capabilities could be mapped into global and integrated One CGIAR functions.

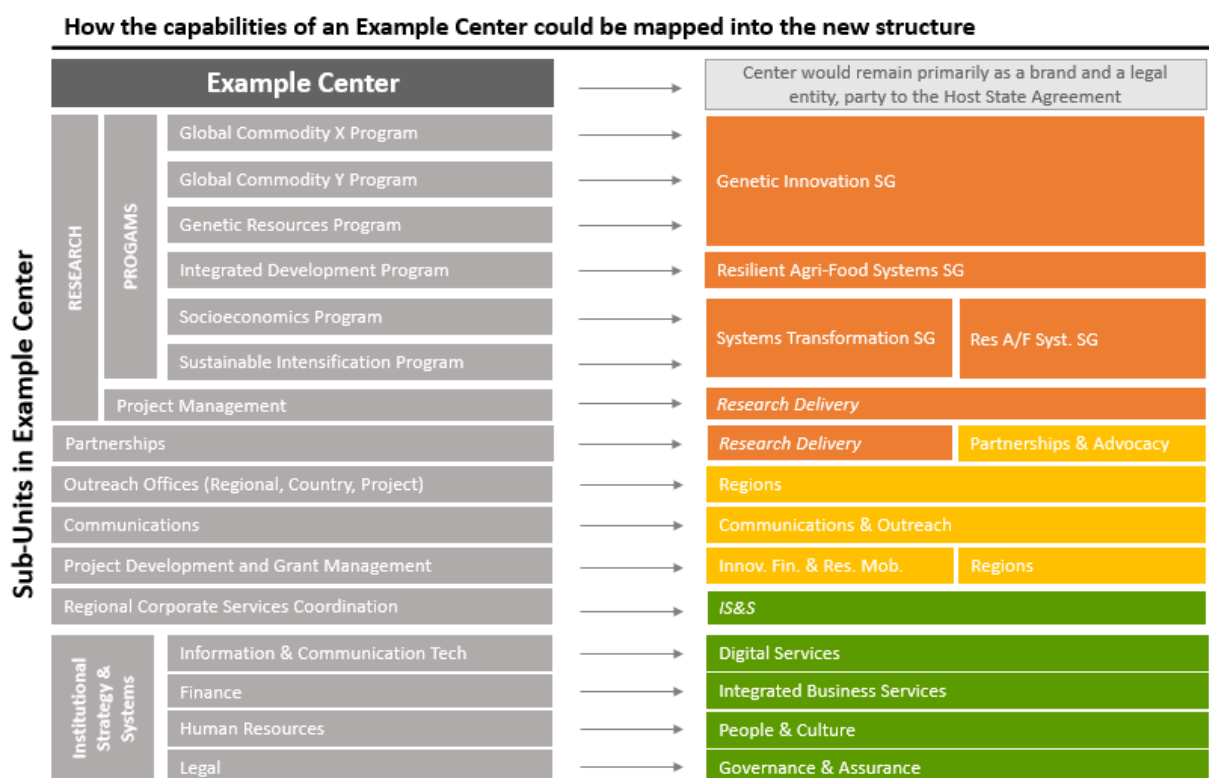
The physical campuses and sites of the CGIAR Centers/ Alliances and the System Organization will become One CGIAR locations for research and engagement. Some of these may be established as hubs that strategically bring together particular capabilities, teams, assets, and/or operations.

5. What does One CGIAR mean for CGIAR's partners?

Partnership is at the core of why we need to become One CGIAR, and representatives of key regional and national partners have played an instrumental role in helping define the One CGIAR destination. Ultimately, for our partners, One CGIAR will be more accessible and easier to work with both locally and globally, providing a one-stop shop to access all of our collective capabilities.

By establishing a Partnerships and Advocacy Global Group, and six Regional Groups, the One CGIAR operational structure ensures that we have clear entry points, leadership, and dedicated capacity to strengthen existing external partnerships, and to develop new ones.

Figure 2: Mapping Center/ Alliance capabilities to the One CGIAR operational structure



With the majority of key managerial roles in those groups filled as of July 2021, key near-term priorities include ensuring that: (i) emerging portfolio of CGIAR Initiatives is aligned with regional and country priorities and needs; (ii) key partners at all levels are aware of the One CGIAR transformation and what it means for their continued relationship with CGIAR; and (iii) CGIAR has the ability to coordinate its engagement with key partners at different levels.

6. What does One CGIAR mean for CGIAR's funding?

The System Council, comprising CGIAR's largest Funders, unanimously endorsed the [One CGIAR recommendations set out by the System Reference Group \(SRG\)](#) in November 2019. Those recommendations include an ambition to double overall investment in CGIAR research from 2018 levels, and the achievement of at least 50% pooled funding by 2022 and at least 70% by 2024. In addition, the Funders endorsed adopting a more effective and universally applied approach to cost recovery, as well as a shift to multi-year funding commitments and approvals.

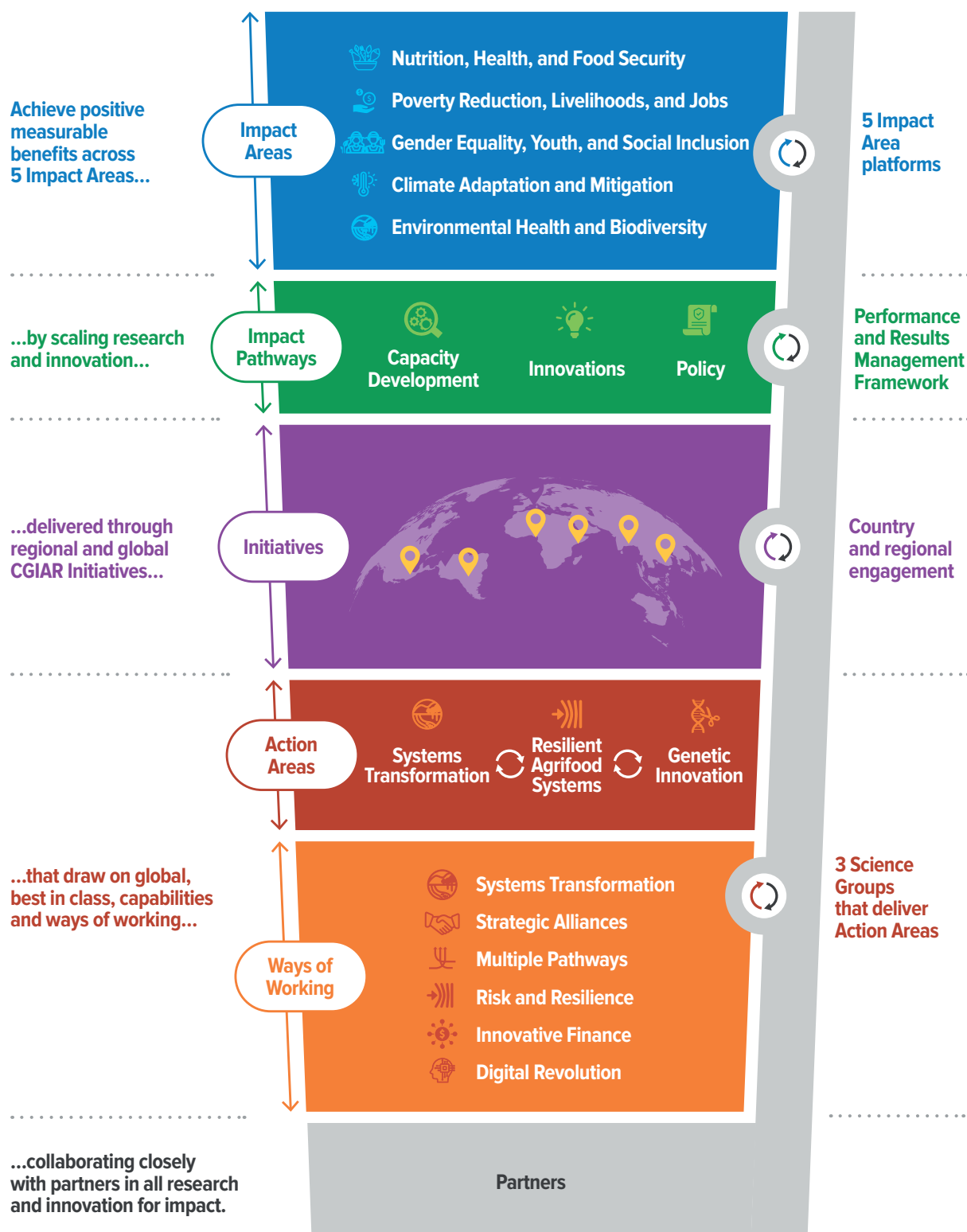
Taken together, these measures would translate into much greater and more predictable funding for CGIAR research and – conversely – reduced fragmentation and unproductive competition.

The [CGIAR Resource Mobilization, Communications and Advocacy Strategy](#), released in June 2020, sets out in greater detail the pathways to mobilizing US\$2 billion/ year – on a sustainable basis – towards CGIAR research for development, by 2030 or sooner.

The System Council has repeatedly reaffirmed its commitment to the One CGIAR recommendations, including at its 13th meeting in June 2021 ([Chair's Summary, 13th meeting of the CGIAR System Council](#)).

The CGIAR 2030 Research and Innovation Strategy in a nutshell

CGIAR research and innovation will:



7. Will bilateral funding remain part of CGIAR's funding mix?

Yes, bilateral funding will remain and will play a critical role in One CGIAR's funding mix. Under the integrated operational structure for One CGIAR, there will be a more coherent and coordinated approach to bilateral funding, aiming for greater impact, relevance, and efficiency.

Going forward, the Innovative Finance and Resource Mobilization Global Group will coordinate bilateral resource mobilization, with shared responsibilities across the three Science Groups and six Regional Groups. Staff across these Groups will be empowered and incentivized to pursue bilateral opportunities, which – once materialized – will be delivered by the Science Groups.

In line with One CGIAR's mission statement and impact focus to 2030, bilateral opportunities will need to contribute to the five Impact Areas for One CGIAR: nutrition, poverty, gender, climate and environment.

8. What does One CGIAR mean for CGIAR's strategy and research focus?

In response to One CGIAR Recommendation 1, "A Compelling Mission for One CGIAR", the System Council approved on 17 December 2020 a [2030 Research and Innovation Strategy](#). The Strategy introduces important changes both in terms of CGIAR's research focus and impact ambition, as well as how CGIAR will deliver research for development working with partners. These new directions can be summarized as follows:

- **Innovation focus:** Understanding that research done strategically within innovation systems provides the key route for knowledge to drive systems transformation;
- **Impact Areas:** Seeking multiple benefits across five SDG-relevant Impact Areas through a systems transformation approach;
- **Action Areas:** Deploying the full range of CGIAR's capabilities, integrated into three broad Action Areas that are interlinked and reinforce each other through global cross-cutting CGIAR Initiatives, which will draw on the capabilities of multiple Science Groups;
- **Seven key ways of working:** Adding up to a forward-thinking approach to how we work;
- **One CGIAR:** Unified governance and management to enable much more streamlined and effective ways of working at scale.

9. What will change for CGIAR's research projects and programs?

Building on the 2030 Research and Innovation Strategy, a key step towards implementing the One CGIAR recommendations is to develop a portfolio of CGIAR Initiatives to succeed the CGIAR Research Programs (CRP) that will close at the end of 2021.

In June 2021, the System Council approved a [2022–24 Investment Prospectus](#), with green light to develop a first set of CGIAR Initiatives for funding decision later in the year. CGIAR Initiatives will be

large, 3-year projects developed in accordance with robust criteria for design and prioritization, and setting out clear theories of change.

The Investment Prospectus was developed through an intensive process of collaboration and co-creation with key CGIAR stakeholders. It draws on high-level advice from three Investment Advisory Groups (IAG), aligned with the Action Areas of the 2030 Strategy. The IAGs bring together System Council members (Funders as well as regional representatives), members of the Independent Science for Development Council (ISDC), and external experts identified by System Council members. The 33 Initiatives set out in the Prospectus were developed by Initiative Design Teams (IDT) that comprise research and innovation staff across all of CGIAR, with balanced representation and leadership across disciplines, geographies, gender, and Centers/ Alliances.

With the System Council's approval, the EMT and the Global Directors of the three One CGIAR Science Groups are now empowered to continue to rationalize, prioritize, and refine the Prospectus of CGIAR Initiatives with a view to ensuring that a coherent and compelling portfolio is presented for funding decisions at the end of 2021.

More information about the emerging portfolio of CGIAR Initiatives can be found on the CGIAR website ([here](#)) as well this dedicated [Performance and Results Knowledge Hub](#).

As described under Question 7 above, bilaterally funded research will remain an essential component of our delivery of the 2030 Research and Innovation Strategy, alongside the CGIAR Initiatives, which will be funded through pooled funding from the CGIAR Trust Fund. From 2022, bilaterally funded work will be delivered by the One CGIAR Science Groups, in line with the 2030 Strategy and other common policies, procedures, and standards.

10. Why does CGIAR need a new name and brand?

A brand refresh is an important pillar of the One CGIAR transformation. This will help us project a brand and identity that celebrates our long history of innovation and impact, while aligning with our ambition for the future as set out in the 2030 Research and Innovation Strategy. A new brand and identity will help build excitement as we step up our global engagement and launch the new portfolio of CGIAR Initiatives.

Following a naming survey carried out across CGIAR staff and stakeholders in April 2021, a team supported by external experts is developing a shortlist of proposals ahead of a follow-up consultation. The aim is to launch a new name and brand for CGIAR in early 2022.

As we carry out this brand refresh for CGIAR, we want to reiterate that Center/ Alliance brands will continue to be used and valued. Center/ Alliance Directors General, alongside their new key managerial roles in the One CGIAR operational structure, will provide continuity in championing those brands, working closely with and supported by the broader One CGIAR Global Engagement & Innovation Division that will work to strengthen the value of all our brands. As we refresh the CGIAR brand, we will explore in more detail how that brand can best be harnessed alongside Center/ Alliance brands.

11. What does One CGIAR mean for CGIAR's governance?

An essential component of One CGIAR is a unified governance arrangement that provides coherent strategic direction and oversight of CGIAR's operations.

To bring about this arrangement, the General Assembly of the Centers decided on 31 July on the appointment of eight persons to serve as the voting members of the [CGIAR System Board](#) for a three-year term from 1 September 2020. As of December, the Boards of 12 CGIAR Centers (10 Centers and one Alliance) have appointed those eight persons as a 2/3 voting majority on their respective Boards to enable unified governance of One CGIAR.

As part of that arrangement, each Center and Alliance will thus retain their Board, consisting of the eight voting members of the System Board, up to four Center/ Alliance-specific voting members, and a small number of Center/ Alliance-specific non-voting members.

The eight common Board members have been identified through a transparent and inclusive nominations process, led by a Nominations Committee appointed by the General Assembly of the Centers. Collectively, those members hold the breadth of skills, backgrounds, and perspectives required to ensure effective, high-level strategic direction and oversight to ensure a successful transition to and operations of One CGIAR.

12. Why does CGIAR need an integrated operational structure?

With a view to aligning form and function, the integrated operational structure for One CGIAR aims to optimize CGIAR's capabilities for the delivery of the 2030 Research and Innovation Strategy. The structure will simplify decision making at all levels; enable greater collaboration across functions, disciplines, and geographies; further strengthen the diversity of CGIAR's people, skills, and ideas; make CGIAR more accessible to global, regional, and local partners; and improve efficiency of CGIAR to maximize impact per unit of funding.

This operational structure is expected to deliver significant benefits to all key stakeholders. It will maximize CGIAR's end-impact and position it to grow funding and deliver the highest possible value for investment. Coordinated engagement at the regional and country levels will ensure that CGIAR is responsive to local needs, while streamlining collaboration with our partners. The integrated operational structure will provide new and improved professional development opportunities for all staff, whilst maintaining a safe and efficient working environment.

13. What is different from previous CGIAR reforms?

One CGIAR builds on and goes beyond previous CGIAR reforms in its ambition. It aims to elevate and fully harness CGIAR's talented people, inter-disciplinary capabilities, strong partnerships for impact, and global presence by putting in place a truly unified and integrated governance and management structure.

14. How is the transition to One CGIAR implemented?

The guiding principles, timeline, roles and responsibilities, and resourcing of the transition have been set out in the endorsed One CGIAR recommendations and subsequent decision-making by the CGIAR System Management Board (SMB) at its 16th meeting in January 2020, taking into account proposals made by the December 2019 Extraordinary General Assembly of the Centers¹. As these evolve, updates will be provided on the CGIAR website, here.

The CGIAR System Board provides overall strategic direction and oversight of the One CGIAR transition, and is the ultimate decision-maker for several key transition steps.

The CGIAR Executive Management Team (EMT), is responsible for leading and delivering the transition to One CGIAR, reporting to and overseen by the CGIAR System Board. The EMT comprises three Managing Directors, each overseeing a Division in the One CGIAR operational structure and leading associated transition work streams:

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

From March 2021, when the One CGIAR operational structure was endorsed, the EMT has been leading a process to fill key leadership positions in that structure, including Global Directors and Regional Directors, as well as Senior Directors and other key roles reporting to Global and Regional Directors. Once in role, those Global and Regional Directors will lead the transition in their respective areas, working closely together and with the EMT as a One CGIAR Leadership Team.

In a first phase of that process, the EMT announced in May the prospective appointment of Directors General of the CGIAR Centers and Alliances to key managerial positions in the One CGIAR structure. For details regarding those appointments and next steps in the process, please see the [EMT's May 2021 Newsletter](#).

The EMT and the emerging One CGIAR Leadership Team are supported by several Transition Task Teams made up of some 200 colleagues from across CGIAR Centers/ Alliances and the System Organization. An overview of the various Task Teams can be found on the One CGIAR InfoPoint [here](#) (available to internal stakeholders only). A Transition Program Management Unit (TPMU), provided by Dalberg Advisors, has served as a dedicated program coordination and management function for the One CGIAR transformation from June 2020.

15. How will we ensure that One CGIAR is making progress against the intended outcomes of the change?

For each of the One CGIAR recommendations, the System Reference Group (SRG) articulated expected outcomes and associated impacts. The EMT will monitor progress against these outcomes

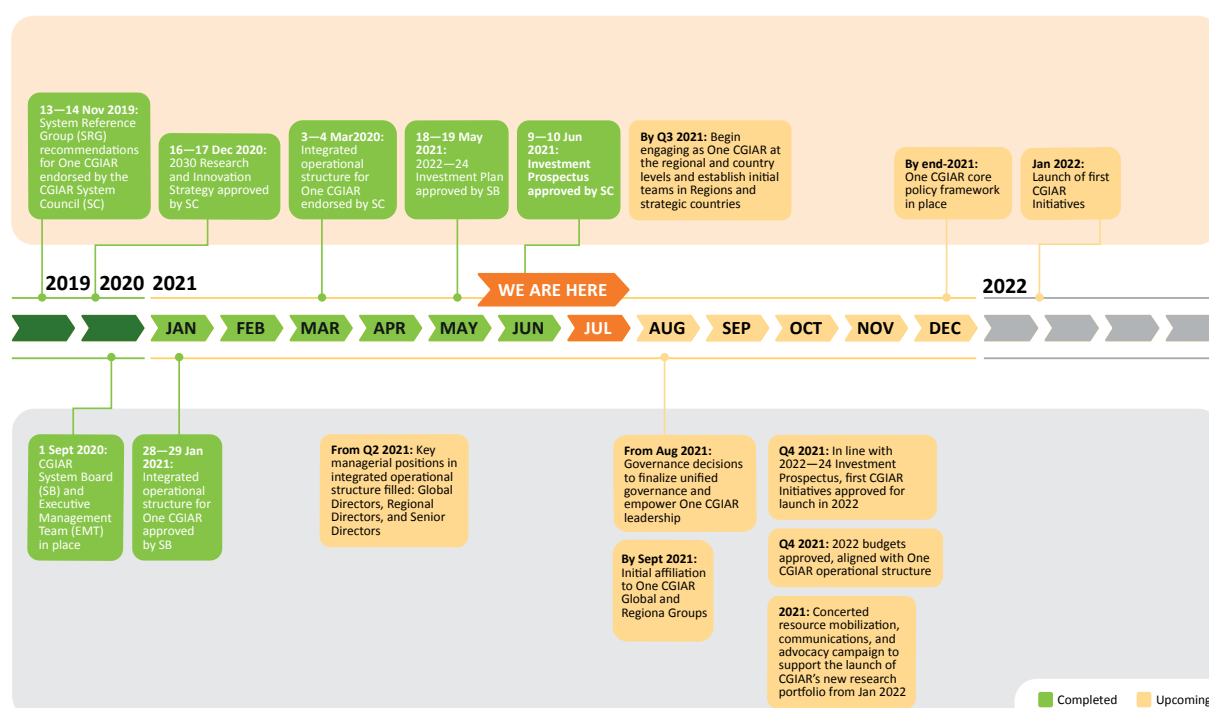
¹ Chair's Summary, 16th System Management Board Meeting, 28–29 January 2020, Amsterdam, The Netherlands (https://storage.googleapis.com/cgiarorg/2020/02/SMB16-10_ChairsSummary-Final.pdf)

² Co-chairs' Summary, Extraordinary General Assembly of the Centers, 12–13 December 2019, Rome, Italy (https://storage.googleapis.com/cgiarorg/2019/12/Ex-GA_Co-ChairsSummary_Dec2019.pdf)

through a clear results framework for the transition. This results framework will include a set of key performance indicators, for which baselines and targets will be set, and progress monitored at defined intervals.

16. What is the timeline for the transition?

Following the approval of the 2030 Research and Innovation Strategy in December 2020, and the endorsement of the operational structure in March 2021, the One CGIAR transition has entered an intensive implementation phase. In the short term, key areas of focus include the development of the first set of CGIAR Initiatives for approval in late 2021; the concerted resource mobilization, communications, and advocacy campaign to support the successful delivery of those Initiatives; as well as the implementation of the operational structure, including completing the process to fill key managerial positions, initial individual affiliations of staff to Global and Regional Groups, and the gradual process to shift reporting lines and build One CGIAR teams later in 2021. A high-level timeline of key milestones is set out below.



17. How are the risks facing One CGIAR being assessed and mitigated?

A comprehensive risk management framework has been developed to identify, assess and mitigate key risks facing One CGIAR. Risks have been segmented by their 'threat level' to ensure that risk ownership and mitigation follow-up are well defined. The EMT will focus on the management and mitigation of critical risks, while lower-level risks will be managed by individual workstreams. TPMU plays a coordinating role to ensure that risks are managed and elevated appropriately.

18. Are there structural or legal obstacles to making One CGIAR happen?

CGIAR contracted Lalive Law, a global law firm, to deliver a comprehensive legal opinion on the proposed governance and management changes. Its summary findings, available on the CGIAR website, conclude that there are no legal impediments for implementing One CGIAR, including unified governance. The detailed legal opinion can be found [here](#).

19. How is the One CGIAR transition being impacted by the COVID-19 pandemic?

The CGIAR System Council, SMB, and Centers all acted quickly to assess and respond to the risks associated with the COVID-19 pandemic, including its implications for the transition to One CGIAR.

Recognizing the unprecedented nature of the crisis – and the overriding priority to protect the health, safety, and security of staff and partners – there is strong support to continue and to accelerate, where possible, the transition to One CGIAR. As a fully integrated, aligned, and operational One CGIAR we can maximize our contribution to addressing the world’s needs, today and in the future.

Further information on CGIAR’s response is available [here](#).

20. How was the One CGIAR destination defined and agreed?

The One CGIAR recommendations were developed by the multi-stakeholder [System Reference Group \(SRG\)](#) from late 2018 to October 2019, supported by the [CGIAR System Management Board \(SMB\)](#) in October 2019³, and unanimously endorsed by the [CGIAR System Council](#) in November 2019⁴. Detailed aspects of the destination were further defined and the associated target dates adapted by the

SMB at its 16th meeting in January 2020⁵, taking into account proposals made by the December 2019 Extraordinary General Assembly of the Centers⁶.

The process

The System Council, at its 6th meeting in Berlin, Germany in May 2018, acknowledged that there was “Funder appetite for an expanded shared agenda with increasing shared agenda/ pooled funding over time” and that “efforts to deliver on these elements are directly linked to the System’s capacity to rationalize itself to remove ongoing fragmentation in effort”⁷.

The System Council agreed to take these conversations forward through a whole-of-system reference

³ Chair’s Summary, 15th System Management Board Meeting, 28 October 2019 (https://storage.googleapis.com/cgiarorg/2019/10/bc714624-smb15-05_chairssummary-approved.pdf)

⁴ Meeting Summary, 9th System Council Meeting, 13 and 14 November 2019 (https://storage.googleapis.com/cgiarorg/2020/03/SC9-11_MeetingSummary_APPROVED.pdf)

⁵ Chair’s Summary, 16th System Management Board Meeting, 28–29 January 2020, Amsterdam, The Netherlands (https://storage.googleapis.com/cgiarorg/2020/02/SMB16-10_ChairsSummary-Final.pdf)

⁶ Co-chairs’ Summary, Extraordinary General Assembly of the Centers, 12–13 December 2019, Rome, Italy (https://storage.googleapis.com/cgiarorg/2019/12/Ex-GA_Co-ChairsSummary_Dec2019.pdf)

⁷ Meeting Summary, 6th System Council Meeting, 16 and 17 May 2018 (https://storage.googleapis.com/cgiarorg/2018/04/SC6-09_MeetingSummary_APPROVED-1.pdf)

group, which was formed in late 2018. The SRG was co-chaired by Tony Cavalieri of the Bill & Melinda Gates Foundation and Marco Ferroni, Chair of the SMB, and it comprised [22 members](#): ten members of the System Council, including Funders as well as representatives of regional constituencies; all ten members of the SMB, including six Center-affiliated members; and the conveners of Center Board Chairs and Directors General. Representatives of the CRP and Platform Leaders as well as the Independent Science for Development Council (ISDC) also participated in the SRG's deliberations.

From late 2018 to October 2019, the SRG undertook a highly consultative and collaborative process of co-creation to set out its [One CGIAR recommendations](#) to the System Council. Apart from intense collaboration within the broad and representative SRG itself – including through three working groups – the SRG co-chairs engaged stakeholders across CGIAR and its key partners, including Center Board Chairs and Directors General, Science Leaders, communities of practice, Funders, the regional constituencies of the System Council, as well as national agricultural research and extension services (NARES) and their networks.

Overall, the SRG process spanned more than 70 group calls and many more bilateral calls in 2019, five in-person SRG meetings and two retreats, and its recommendations benefited from in-person workshops of Science Leaders, on shared services, and of the SMB's Audit and Risk Committee (ARC) and the System Council's Assurance and Oversight Committee (AOC) on risk. Draft versions of the SRG's recommendations were circulated on four occasions before they were posted on the CGIAR website for System Council consideration on 30 October. Written comments were logged and responded to in a comments log that was shared with the SRG as well as all Center Board Chairs and Directors General.

The operational structure, that was endorsed by the System Council in March 2021 after having been approved by the System Board in January 2021, is the result of a process of deep engagement and co-design with senior leaders and staff across CGIAR in 2020. 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.

21. What analyses underpinned the SRG's recommendations?

The SRG's recommendations were based on years of cumulative analysis and evaluative evidence of CGIAR. The SRG also formed working groups to carry out deep-dives into research focus, modalities, and institutional arrangements. It commissioned studies on governance options and AR4D modalities, and its recommendations benefited from technical workshops on science, shared services, and risk. The SRG itself encompassed centuries of combined experience of CGIAR, and it systematically reached out to others to benefit from a wider range of ideas and perspectives.



CGIAR is a global research partnership for a food-secure future. CGIAR science is dedicated to reducing poverty, enhancing food and nutrition security, and improving natural resources and ecosystem services. Its research is carried out by 15 CGIAR Research Centers in close collaboration with hundreds of partners, including national and regional research institutes, civil society organizations, academia, development organizations and the private sector.

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