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## Candidate Information Pack

# ONE CGIAR EXECUTIVE MANAGEMENT TEAM AND MANAGING DIRECTORS

CGIAR is seeking expressions of interest from candidates for an inaugural One CGIAR Executive Management Team. This information pack sets out terms of reference and criteria for the appointment by the CGIAR System Management Board ('SMB') of an inaugural One CGIAR Executive Management Team ('EMT') and its Managing Directors.

### Expressions of interest:

- **Close** at [4pm on Thursday 28 May 2020]
- **Must be directed to** [email to be completed]



C.Zanzanaini/Bioversity International

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# A. About ‘One CGIAR’

CGIAR is a global research partnership dedicated to reducing poverty, enhancing food and nutrition security, and improving natural resources and ecosystem services.

In 2018, the CGIAR System Council established a System Reference Group (‘SRG’) to bring together Funders, CGIAR’s Centers and partner countries to develop a bold set of recommendations aimed at ensuring that in the context of global challenges that demand cross-disciplinary solutions, CGIAR is organized and positioned to deliver as a multi dimensional, multi-sectoral research for development institution with coherent, highly relevant offerings for those most in need of innovation and transformative solutions on the ground. The interconnected package of initiatives to implement One CGIAR is described in Appendix 1.

Appointment of an inaugural One CGIAR Executive Management Team (‘EMT’) by 1 July 2020 is seen as crucial to CGIAR’s capacity to operate as a more aligned, integrated and powerful delivery partner as the world reels from the global shocks and impacts of the Covid-19 pandemic. Composed of three Managing Directors, the EMT will be central to the transformation of delivering on the Global Goals<sup>2</sup> as ‘One CGIAR’ and the mission of ‘Ending hunger by 2030 – through science to transform food, land and water systems in a climate crisis’. One key priority in 2020 will be for the EMT to start working with CGIAR Centers to consolidate them into a small number of operational units. In this context, the EMT will facilitate the transition of Centers from self-standing institutions to integral elements of a broader, dynamic One CGIAR, while maintaining and enhancing their key assets such as human capacities, legal status, brand values and partnerships.

**Diagram 1:** Conceptualization of reporting relationships under One CGIAR, as endorsed by the CGIAR System Council in November 2019 and affirmed by the SMB in January 2020



<sup>2</sup> <https://www.globalgoals.org/>

## B. Resourcing

In 2018, the CGIAR System had annual revenue of around US\$ 850 million for operations (with system entity costs of around US\$ 12 million). Staff contributing to CGIAR Research outcomes number close to 10,000 and are based in more than 70 countries. The CGIAR System Organization's headquarters are in Montpellier, France, with the headquarters of CGIAR Centers spanning the breadth of the globe: <https://www.cgiar.org/research/research-centers/>

## C. Role of the inaugural One CGIAR Executive Management Team

The EMT will work with leaders across the CGIAR System, forging new linkages and partnerships, in pursuit of an innovative, vital, and coherent agenda, and playing the key role of ensuring unified and coordinated leadership, decision-making and oversight of One CGIAR research to deliver, with partners, measurable success across the five impact areas of nutrition and food security; poverty reduction, livelihoods and jobs; gender equality, youth and social inclusion; climate adaption and greenhouse gas reduction; and environmental health and biodiversity. The EMT will work with Center Directors General to put in place adequate measures, including appropriate devolution of decision-making, to ensure effective delivery against existing Center commitments, while simultaneously implementing an orderly transition to a new research modality for CGIAR Research.





## i. Key responsibilities of the inaugural EMT for the period July-September 2020

In accordance with the System Council and SMB endorsed positions on One CGIAR, and with adaptive management principles informing delivery modalities, the initial responsibilities of the EMT as a group shall include:

- Leading and delivering the transition to One CGIAR, reporting to and overseen by the SMB (and once operational, the One CGIAR Common Board);
- As part of the above, ensuring the timely and effective delivery of services by a dedicated Transition Program Management Unit ('TPMU'), proactively seeking counsel and advice from the Program Director on the most effective modalities of implementing the transition to One CGIAR on a risk-based approach;
- Ensuring that effective operational support is available to facilitate the work of the TPMU via appropriately resourced TAG support teams to ensure sufficient capacity and expertise are available to serve as effective TPMU counter-parts, including facilitating the provision of additional dedicated resources to those teams from across CGIAR's staff as and when required;
- Stewarding the delivery of a coordinated communications approach to One CGIAR implementation;
- Specifically in respect of One CGIAR 2020 key deliverables – and working with the relevant TAGs:
  - Leading the development of the One CGIAR science agenda for the 2022-2030 period, including the design and recommendation to the System Council by the SMB by November 2020, of a coherent financing and research modality that is as robust as possible in face of the risk of an ongoing fragmented funding landscape;
  - Working closely with Center leadership teams to prepare, for approval by the One CGIAR Common Board, the design approach and criteria for the consolidation of CGIAR Centers into a small number of operational units, including a more efficient means of delivering common support services across multiple countries;
- In close collaboration with Centers and the System Organization, interacting in a coherent and strategic fashion with CGIAR Partners, Funders and other key stakeholders for and on behalf of CGIAR as a part of a coordinated whole-of-CGIAR stakeholder engagement strategy;
- Leading resource mobilization efforts for the One CGIAR 2022-2030 research agenda; and
- Participating in System Council meetings and providing consolidated periodic reporting on One CGIAR implementation progress.



## ii. Additional responsibilities from October 2020

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In accordance with the System Council and SMB endorsements of System Reference Group Recommendation 3, and upon the taking of relevant decisions of the One CGIAR Common Board, and of Center governing bodies to amend the roles, responsibilities and accountabilities of their respective Directors General, the inaugural EMT responsibilities shall further include:

- Providing overall coordinated leadership of CGIAR, including through:
  - Ensuring effective relationships within and across CGIAR; and,
  - Delivering on the cross-CGIAR coordination, stewardship and delivery functions of the System Management Office, as set out in Article 11 of the Charter of the CGIAR System Organization;
- Working closely with CGIAR Directors General to:
  - Establish revised communications and operational modalities for CGIAR to more coherently demonstrate CGIAR's compelling presence on the global stage as an essential part of the solution to the world's needs as articulated in the new One CGIAR mission;
  - Ensure effective delivery against existing Center commitments, and an orderly transition to the new 2022-2030 research agenda;
  - Consolidate the Centers into a small number of operational units based on earlier developed design principles and criteria;
  - Manage the transition to operating according to One CGIAR policies and services across the priority areas of staff, financial management, resource mobilization, ethics, compliance and risk management;
- Developing and implementing a One CGIAR country and regional engagement strategy as approved by the One CGIAR Common Board, having benefited from inputs and consultations undertaken by TAG5 – Country and Regional Engagement;
- Supervising CGIAR's Directors General and materially and substantively managing their deliverables and performance in accordance with a substantive delegation of authority and responsibility from the One CGIAR Common Board to ensure an empowered EMT, recognizing that Directors General will retain responsibilities for their respective Center/Alliance as set out in amended delegations of authority;
- Championing and actively promoting diversity and inclusion in CGIAR's workplaces, policies, and programs, and the conduct of CGIAR's operations according to the highest ethical standards; and
- Carrying out any additional responsibilities as determined by the One CGIAR Common Board.

One of the three Managing Directors will also fulfil the System-facing roles of the System Organization Executive Director as determined by the One CGIAR Common Board upon the appointment of the EMT, noting that specific internal System Management Office and host-country engagement roles also continue to exist and require effective management and oversight.



### iii. Working modalities

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The inaugural EMT will serve for a term of two years from the date of appointment of its constituent members, with the option for the One CGIAR Common Board to extend one or more of the EMT Managing Directors for a further term, depending on performance, available resources, operational needs, and other relevant considerations.

The inaugural EMT shall:

- Establish its own day-to-day working modalities, including meeting frequency; modalities of engagement; allocation between the Managing Directors in respect of shared EMT responsibilities, considering any Managing Director-specific roles that may be agreed from time to time by the One CGIAR Common Board;
- Ensure that relevant One CGIAR implementation business is put before the One CGIAR Common Board (and before it comes into effect, the SMB) and the System Council on a timely basis, and proactively address follow up actions;
- Work within a framework of consensus decision-making, while referring where necessary to the One CGIAR Common Board where there are substantially divergent views among EMT members on key deliverables or policies, including an explanation of that divergence and possible risk-mitigation strategies to inform decision making on the optimal course in line with CGIAR's risk appetite;
- Ensure timely and transparent information sharing on the priorities and activities of the EMT across CGIAR; and
- Participate as non-voting members of the One CGIAR Common Board (and attend System Management Board meetings as observers until the One CGIAR Common Board commences operations). EMT members would not normally attend Center-specific Board meetings, unless the agenda relates to the role or performance of the Director General.

One of the Managing Directors will serve as a convener of the EMT. At the time of appointment of the EMT, the SMB shall decide whether the role of convener will rotate periodically across the initial two-year appointment term (e.g. consecutive eight month terms as convener, and the EMT members to determine which order), or decide to appoint one of the Managing Directors as convener for the initial two-year appointment period.

The location of the Managing Director roles will be determined by the SMB having regard to CGIAR's longer-term organizational needs, and shorter-term operational realities having regard to the ongoing impacts of the Covid-19 pandemic.



### iv. Periodic review of the EMT role

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During the initial two-year appointment term, the One CGIAR Common Board may decide, including on the recommendation of the EMT itself, to amend the EMT role to increase its size or the role or functional distribution of Managing Director responsibilities.

Where the EMT believes it may further enhance the objectives of delivering a more aligned, operationally integrated CGIAR, the EMT may propose the creation of a small number of additional cross-cutting specialist roles, in much the same way that other organizations with a global reach complement top management skills with senior experts that bring technical gravitas without adding another formal management layer.

## D. Inaugural One CGIAR Managing Directors

- The inaugural Managing Directors shall be appointed by the SMB, with a planned start date of 1 July 2020 (or earlier if possible).
- The Managing Directors will report as a team to the SMB from 1 July 2020 to 30 September 2020, and from 1 October 2020 to the One CGIAR Common Board.
- They will be assessed annually by the One CGIAR Common Board on their individual performance, as well as their collective performance as a team (with 360-degree inputs from other stakeholders).
- The EMT will be supported by the System Management Office, and for the transition to One CGIAR, the TPMU and TAG support teams.



## E. Appointment criteria

The Managing Directors shall be appointed based on merit, and according to CGIAR's Framework for Gender, Diversity and Inclusion<sup>3</sup>. Without limiting all other dimensions of diversity, a maximum of two of the three Managing Directors may be of the same gender identity.

Together, as an EMT, the Managing Directors must bring to their role a collective competence to meet the following appointment criteria, although specific individuals amongst the inaugural three EMT members may bring differing levels of experience and capability between the various criteria. Accordingly, candidates' relative knowledge, skills and experience shall be considered by the SMB against the appointment criteria and the responsibilities of the position(s) both individually and as a collective whole.



### i. Common professional attributes

Each Managing Director shall bring:

- a. A track record as an agent of change with the ability to drive innovation and 21<sup>st</sup> century business practices, including, at a minimum, a demonstrated experience of leading innovative projects or activities within the past 5 years;
- b. Demonstrated capacity to operate with clarity, to function effectively within a context of ambiguity and imperfect information, and problem solve in the interests of the collective, not individual good;
- c. An inclusive, egalitarian management style with a genuine commitment to diversity, organizational efficiency and performance management;
- d. Exceptional influencing, communication, presentation and relationship management skills, including demonstrated examples of these skills in practice within the past 5 years; and
- e. A commitment to operating according to best practice ethics frameworks, which facilitate comparisons of organizational transparency and effectiveness in respect of addressing safeguarding, whistleblowing and staff grievances compared to other organizations with a global mandate.

As a group, the Managing Directors will be considered against the criteria of whether they:

- f. Deliver team chemistry (i.e. able to get along with one another and work together as an effective team towards the same goals); and
- g. Demonstrate the ability to understand the others' disciplines and draw on the comparative strengths of those disciplines to bring to the EMT role a cohesive group of top managers.

<sup>3</sup> <https://storage.googleapis.com/cgiarg/2020/02/GDI-Framework-Feb.2020.pdf>



## ii. Common appointment criteria

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Taking note that the EMT will be collectively and individually assessed on delivery against the responsibilities set out in Part C above, each Managing Director must:

- a. Understand and appreciate the international architecture of organizations and mechanisms related to agricultural productivity and food security in a climate crisis context, and be adept at communicating these in a compelling way in global, regional and national fora;
- b. Be future-focused, with an ability to adapt and respond to emerging opportunities through the introduction of previously unexplored system solutions to building resilience to current and future global challenges;
- c. Have demonstrated capacity to strategically cultivate and promote effective collaboration and partnerships between governments and partners, with a focus on the new One CGIAR mission and five impact areas and on improving the sustainability and resilience of the global food system;
- d. Exhibit cross-cultural empathy and capacity to manage productively in a cross-cultural environment and meet shared objectives, nurturing an environment that values and recognizes collaboration, respectful communications and the promotion and inclusion of diverse perspectives;
- e. Demonstrate astute management and business acumen, and a well-developed appreciation of public and private sector principles and practices in the context of dynamic and evolving constructs;
- f. Be able to oversee and command the respect of senior managers, holding them accountable for deliverables, while affording them space to operate as leaders of their respective teams;
- g. Demonstrate a passion and commitment for facilitating a culture of improved impact, through transformative organizational change practices that reward talent, innovation and collaboration, and the development of organizational cohesiveness, capability and responsiveness;
- h. Bring high-level judgment to complex operational settings, with a track record of harnessing information and opportunities to deliver on strategic objectives; and
- i. Demonstrate public service concepts of professionalism, integrity, objectivity, openness, accountability, and probity, and a capacity to motivate others to achieve the organization's vision and mission.

**Additionally, a demonstrated success in being able to hit the ground running on 1 July 2020, or possibly earlier, is an essential criterion in the context of CGIAR having agreed ambitious end-2020 key milestones to the transition to operating as One CGIAR.**



### iii. Role-specific appointment criteria

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Noting that the inaugural EMT is expected to operate in a highly collaborative, cross-disciplinary manner, by drawing on the combined skills of the EMT as a whole (and not as distinct teams, which bring the risk of operating as three specific portfolios and thus distinct silos), indicative additional role-specific criteria for the Managing Director roles are set out below, as envisaged by the SMB at the date of release of this call for expressions of interest (which roles may evolve prior to a final appointment decision).

Given the global nature of CGIAR's mandate, and the breadth of talent who will be attracted to the EMT role, it is anticipated that candidates will possess skills and experience that meet many of the following criteria:

- a. Command an international reputation in scientific research management, the conduct of research management, and the translation of research into sustainable development practices, preferably in one or more of the following areas: agriculture, food, land and water systems, and climate change, including via executive level service in a reputable global scientific or development institution.
- b. Bring a comprehensive understanding of the Sustainable Development Goals and the principle of leaving no-one behind in the context of agricultural research for development, with a particular lens on focusing on opportunities for partnership with the world's least developed countries, to facilitate them being equal partners in their own efforts to contribute to poverty reduction opportunities, including through capacity building, support to national and regional agricultural research and extension organizations, and innovation.
- c. Bring a track record in building highly motivated, well-performing teams, that seek out and deliver innovative operational platforms and solutions in a resource-efficient manner.
- d. Bring demonstrable capacity to lead diverse, geographically dispersed teams in the delivery of a broad range of core operational delivery systems and associated policy frameworks – for example in finance, human resources, communications and engagement, health and safety, information management, planning and program support, and/or contracting.
- e. Bring demonstrable capacity to identify strategic opportunities for, and drive forward, operational transformation towards improved impacts in a manner that best leverages talent and maximizes participation and engagement.
- f. Proven ability to coordinate and facilitate the implementation of a whole of system strategy and work plan that is ambitious, yet effective and practical in a dynamic context.
- g. Bring comprehensive knowledge and understanding of the economic drivers for financing decisions by funding partners, with a track record in leading the development of successful resource mobilization strategies that play to the strategic and operational realities of a diverse group of funding partners.
- h. Bring demonstrable ability to effectively manage complex political relationships with CGIAR partners and stakeholders and oversee the effective management of the legal and regulatory aspects of operating as One CGIAR.

Candidates may be appointed to the respectively titled roles as follows (or such other titles as the SMB determines after finalization of the EMT Terms of Reference and Managing Director Job Descriptions):

- Managing Director, CGIAR Global Research Delivery and Cooperation
- Managing Director, CGIAR Policy and Systems
- Managing Director, CGIAR Strategy and Innovation

**The SMB reserves the right to update these criteria by 31 May 2020 to inform its candidate assessment and appointment decision.**

## F. The CGIAR System Organization as an employer

The CGIAR System Organization, an international organization headquartered in Montpellier, France and the CGIAR System Council provide governance to the CGIAR system.

The System Organization is committed to cultivating a work environment that reflects teamwork, gender equality, and respect for diversity. It endeavors to foster a multi-cultural environment that is free of any form of harassment and discrimination; and that embraces and values individuals regardless of age, ethnicity, race, gender, national or social origin, marital status or any other form of personal identity, family responsibilities.

CGIAR System Organization employees enjoy equality and fairness in the workplace, opportunities for professional development and support to balance their work and private lives.

A package of full terms and conditions will be shared with candidates under consideration.



## More information on One CGIAR

CGIAR's System Council unanimously endorsed the SRG's recommendations for 'One CGIAR' in November 2019, and a challenging timetable for delivering the necessary transformative changes to how CGIAR works.

The five interdependent One CGIAR elements comprise:

1. **A compelling CGIAR mission statement** and impact focus to 2030, aligned with the Sustainable Development Goals
2. **Unified governance**, including creation of a 'One CGIAR Common Board' for all CGIAR's Centers and the CGIAR System Organization
3. Institutional integration, including **an integrated operational structure under the leadership of an empowered Executive Management Team**, common policies and services, and operating as One CGIAR at country and regional level
4. **A new research modality** that better harnesses the talent across the whole of CGIAR
5. **More, and pooled, funding**

In January 2020, the CGIAR System Management Board - mandated to oversee the effective and efficient development and implementation of CGIAR's Strategy and Results Framework<sup>4</sup> - expressed its full support for transitioning to One CGIAR, endorsing an implementation pathway that features:

- a. **A CGIAR Transition Consultation Forum** ('TCF'): A new mechanism, operational until end-December 2020, to serve as a key consultation, communication, and reference point on the One CGIAR transition process. The TCF brings together the System Council, Centers, and the System Organization. The TCF includes past members of the former SRG<sup>5</sup>, all other CGIAR Center Board Chairs and Directors General, other voting System Council voting members, and the Chair of CGIAR's Independent Science for Development Council ('ISDC'). It is co-chaired by the two SRG Co-Chairs as well as the conveners of the Center Board Chairs and Directors General.
- b. **One CGIAR Transition Advisory Groups** ('TAGs'<sup>6</sup>) **and Support Teams**: Given the broad membership of the TCF, its members work primarily through smaller, thematic TAGs, which provide continuous input and guidance towards the implementation of specific dimensions of the transition. The membership of each TAG reflects the importance of working together across the System Council, Centers, and the System Organization, tailored to each theme. Each TAG is supported by dedicated, thematic support teams, comprising Center and System Organization staff.

### Major 2020 timetable elements

Operational plans target the **CGIAR System Council approving at its November 2020 meeting, a new One CGIAR 2030 Research Strategy**. In advance of the appointment of the inaugural One CGIAR EMT, this work is being led by a Transition Advisory Group ('TAGs') under the guidance of CGIAR's whole-of-system Transition Consultation Forum.

The 2030 Research Strategy is intended to be recommended for approval by the new **One CGIAR Common Board that is planned to be operational from 1 October 2020**. The search for the members of the One CGIAR Common Board is underway, with SRI Executive having been engaged by CGIAR to support a 2020 SMB Nominations Committee in that work. A reconstituted SMB will be appointed with effect from 1 September 2020 and move to operate as the One CGIAR Common Board the following month.

Further details on One CGIAR via the following link: <https://www.cgiar.org/how-we-work/strategy/transition-consultation-forum/>

<sup>4</sup> CGIAR System Framework – Article 2, definition of role of CGIAR System Organization

<sup>5</sup> <https://storage.googleapis.com/cgiarorg/2019/10/58dd83d6-srg-composition-for-website-11oct2019.pdf>

<sup>6</sup> TAG membership here: <https://storage.googleapis.com/cgiarorg/2020/03/TCF-Co-Chairs-Message-3rd-edition-March-2020.pdf>



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.

**CGIAR System Organization**

1000 Avenue Agropolis  
34394 Montpellier  
France

Tel: +33 4 67 04 7575  
Fax: +33 4 67 04 7583  
Email: [contact@cgiar.org](mailto:contact@cgiar.org)

[www.cgiar.org](http://www.cgiar.org)