Session 4: Transition to One CGIAR
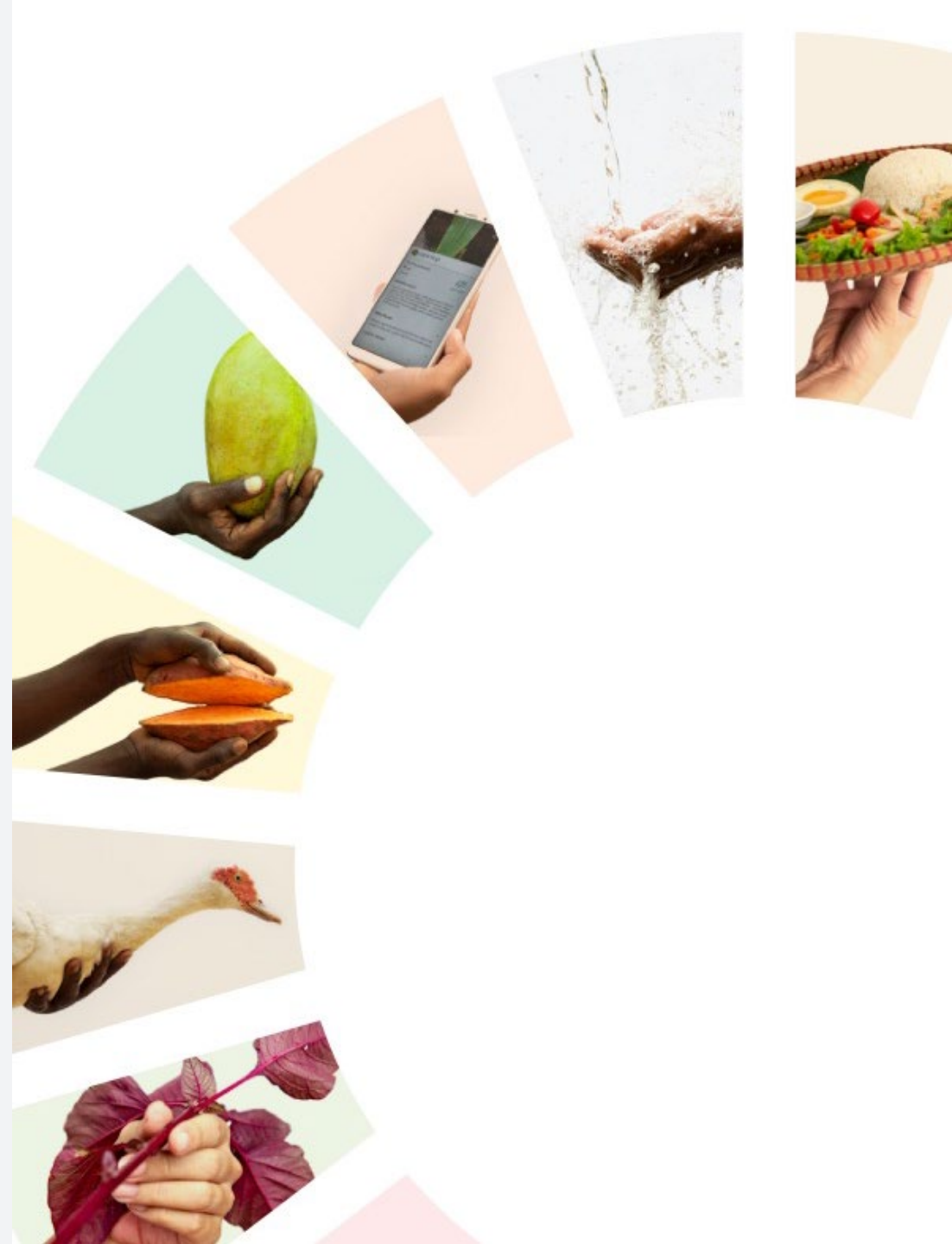
Update and next steps in the transition to One CGIAR

Progress since SC14 (December 2021)

Recommendation 1: *A Compelling Mission for One CGIAR*	• **Key inception steps underway for first 19 Initiatives**, including interim appointments of Initiative Leads and Co-Leads • **Second set of 12 Initiatives** reviewed by ISDC presented for System Council review and approval
Recommendation 3.a: *An Integrated Operational Structure*	• CGIAR's more than **9,000 staff affiliated** to Global and Regional Groups in the new operational structure • More **detailed operational structure launched** through a series of all-staff events in January, setting out the Departments and Units within the Global and Regional Groups – with less top-heavy organization overall and about 80% of senior positions will be focused on science • **Launched the process to fill the next two layers of leadership** in the structure, aiming to leverage CGIAR's existing talent as much as possible, and locating those positions across CGIAR's Center campuses (not centralized in Rome or Montpellier)
Recommendation 3.b: *One CGIAR Policies and Services*	• Launched the process to source significant external capacity to support diagnostics, design, and implementation towards **global integrated business services and systems**
Recommendation 3.c: *One CGIAR at the Country and Regional Level*	• Consultations well underway on a **draft CGIAR Engagement Framework**
Recommendation 5: *More, and Pooled, Funding*	• **Pooled funding expected to nearly double this year**, subject to continued strong progress towards One CGIAR • **Designations procedure** underway for new portfolio
Cross-cutting change management	• **Second CGIAR-wide Pulse Survey launched on 7 March**

Looking forward: 3-year transition plan at a glance

CGIAR

The 2022—24 Transition Plan sets out a confidently paced, but carefully sequenced transition process, with key milestones across research & innovation delivery, global engagement and resource mobilization, and institutional integration with an aim to rapidly realize the full benefits of unified and integrated governance, management and operations across CGIAR.

Depth of integration, ability to operate as 'One CGIAR' = relevance, efficiency, effectiveness, and impact

Transition readiness and planning

- ✓ 2030 Strategy, 2022—24 Prospectus, Initiatives, funding commitments
- ✓ System Board members appointed to Center/ Alliance Boards
- ✓ EMT, Senior Leadership Team
- ✓ Endorsed operational structure
- ✓ Initial, individual affiliation

Transition to an integrated operational structure

- ❑ Initiatives launched, funded
- ❑ Detailed op. structure, Phase 3 & 4 recruitments
- ❑ People, project, and finance integration approach defined, integration process launched
- ❑ CGIAR Engagement Framework
- ❑ New name & brand
- ❑ Global integrated business services and systems discovery, diagnostics, and

Embed structure

- ❑ People, project, and finance integration completed: integrated teams, research & innovations delivered through the op. structure, integrated budget
- ❑ Prioritized build & roll-out of global integrated business services 1.0

Assess, optimize, and plan ahead

- ❑ Design of 2025—27 portfolio of Initiatives through One CGIAR structure and partner engagement framework
- ❑ RMCA campaign, CGIAR Fund replenishment
- ❑ Global integrated business services in place, continuously improved, strengthened and optimized scope of services
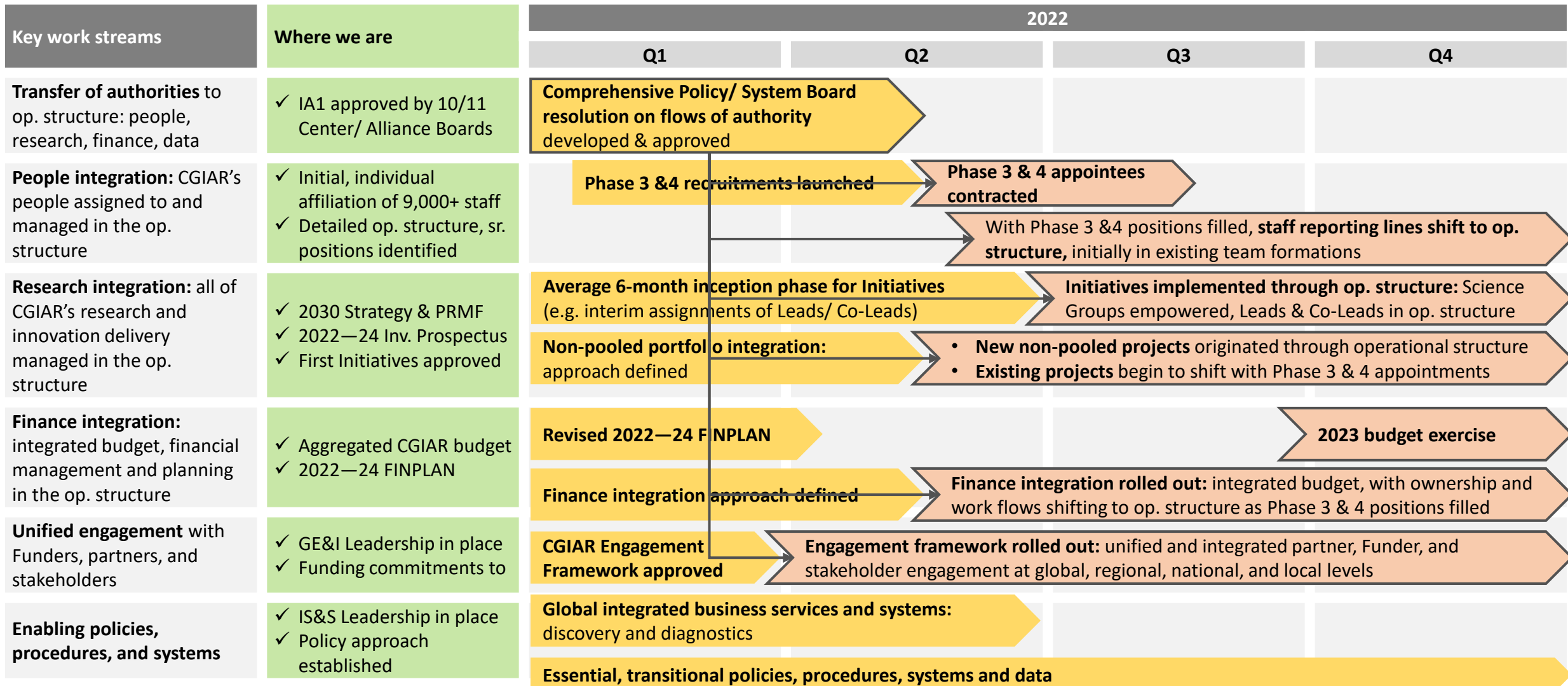
| WE ARE HERE | 2022 | 2023 | 2024 |

Looking forward: zoom-in on 2022

Legend: Planning, prep., enablers (yellow) | Integration (orange)

Key work streams	Where we are	2022			
		Q1	Q2	Q3	Q4
Transfer of authorities to op. structure: people, research, finance, data	✓ IA1 approved by 10/11 Center/ Alliance Boards	**Comprehensive Policy/ System Board resolution on flows of authority** developed & approved			
People integration: CGIAR's people assigned to and managed in the op. structure	✓ Initial, individual affiliation of 9,000+ staff ✓ Detailed op. structure, sr. positions identified	**Phase 3 &4 recruitments launched**	**Phase 3 & 4 appointees contracted**	With Phase 3 &4 positions filled, **staff reporting lines shift to op. structure,** initially in existing team formations	
Research integration: all of CGIAR's research and innovation delivery managed in the op. structure	✓ 2030 Strategy & PRMF ✓ 2022—24 Inv. Prospectus ✓ First Initiatives approved	**Average 6-month inception phase for Initiatives** (e.g. interim assignments of Leads/ Co-Leads)		**Initiatives implemented through op. structure:** Science Groups empowered, Leads & Co-Leads in op. structure	
		Non-pooled portfolio integration: approach defined	• **New non-pooled projects** originated through operational structure • **Existing projects** begin to shift with Phase 3 & 4 appointments		
Finance integration: integrated budget, financial management and planning in the op. structure	✓ Aggregated CGIAR budget ✓ 2022—24 FINPLAN	**Revised 2022—24 FINPLAN**			**2023 budget exercise**
		Finance integration approach defined	**Finance integration rolled out:** integrated budget, with ownership and work flows shifting to op. structure as Phase 3 & 4 positions filled		
Unified engagement with Funders, partners, and stakeholders	✓ GE&I Leadership in place ✓ Funding commitments to	**CGIAR Engagement Framework approved**	**Engagement framework rolled out:** unified and integrated partner, Funder, and stakeholder engagement at global, regional, national, and local levels		
Enabling policies, procedures, and systems	✓ IS&S Leadership in place ✓ Policy approach established	**Global integrated business services and systems:** discovery and diagnostics			
		Essential, transitional policies, procedures, systems and data			

Communications and engagement

Ensuring that stakeholders are aware of the change, understand the reasons for it, and are equipped to engage in it

CGIAR staff	• **Monthly Newsletters** sent to all staff and made publicly available on CGIAR.org • **Bi-monthly all-staff webinars** with questions submitted in advance and live, and recordings made publicly available on CGIAR.org • **Internal, all-staff SharePoint site** to share information on the transition, with rolling, public Q&A and other key resources • **All-staff Pulse Survey** – 1st carried out in June—July 2021, 2nd launched on 7 March 2022 • **Meetings/ town halls at entity/ Global & Regional Group level** • Broad engagement of CGIAR staff through **Task Teams and Initiative Design Teams** • Extensive communications and engagement on affiliation, detailed operational structure, and Phase 3 & 4 senior recruitment process
Regional and country partners, including Host Countries	• **HQ host country engagement led by Center/ Alliance DGs** with Regional Directors and SLT • **Regional and country consultations led by Regional Directors,** with key NARIS partners on One CGIAR, 2030 Strategy, portfolio of Initiatives • **Regional and country consultations on Initiatives** • **Partnership analysis and data sharing** • **Interim country convenors being recruited** • Continuous engagement with representatives of regional constituencies on **System Council and IAGs**
Center/ Alliance Leadership	• **All Center DGs included in the initial CGIAR Senior Leadership Team (SLT)** • **Bi-weekly SLT meetings from June 2021** (bi-weekly DGs' and EMT meetings before that) • **Two SLT retreats (October 2021, February 2022)** • In 2021, 2—3 rounds of **EMT dialogues with Center/ Alliance leadership teams** on the One CGIAR transition
Center/ Alliance - specific Board members	• **EMT engagement in Center/ Alliance Board meetings,** with substantive updates and discussions on the One CGIAR transition • From May 2021, **monthly all-Board members calls** for EMT to provide updates on progress and the way forward • Board Chairs' Network launched in January 2022 • Intensive, individual and small-group engagement to identify and resolve specific issues
Cross-cutting	• **3 cross-CGIAR change management workshops since March 2021** • **Cross-CGIAR Change Management Task Team formed in June 2021**