

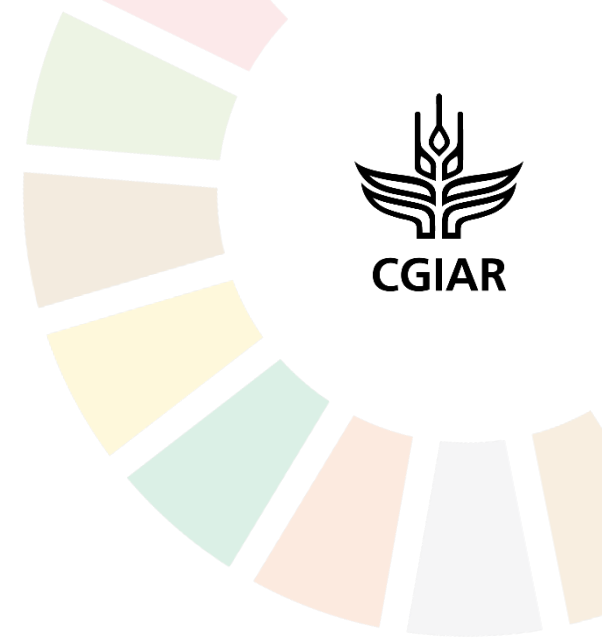


One CGIAR Transition: 3 possible paths, and ideas for Council consultation

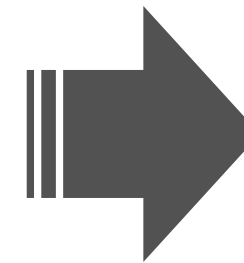
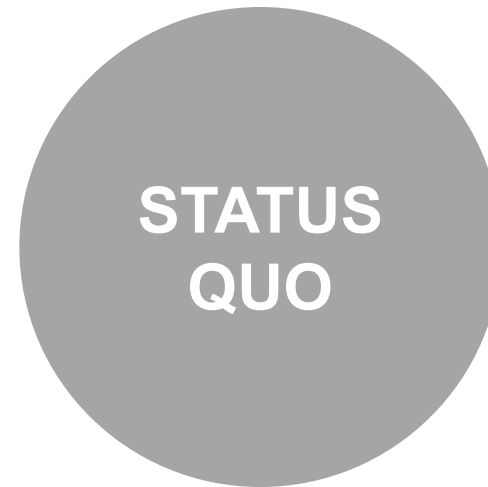
23rd Meeting of the CGIAR System Board
Document: SB23-04



Agreed destination: SRG recommended, and System Board and System Council decided on a unified and integrated 'One CGIAR'



A UNIFIED MODEL – THIS IS WHERE CGIAR DECIDED TO GO



State of the transition: SRG recommendations and where we are today

SRG Recommendation	Key deliverables & target dates	Where we are
SRG1: <i>A compelling mission for One CGIAR</i>	<ul style="list-style-type: none"> 2030 Research Strategy approved by Dec 2020 2022—24 Investment Plan approved by Q2 2021 	Strategy & Investment Prospectus approved on time – implementation challenges arising from lack of empowered science leadership
SRG2: <i>Unified governance</i>	<ul style="list-style-type: none"> SB members appointed to Center/Alliance Boards, as a minimum 2/3 voting majority by 1 July 2020 – to full common membership by 31 December 2021 	2/3 appointments completed for 11 Center/ Alliance Boards (Nov 20). Lack of truly unified and aligned strategic direction and oversight
SRG3.a: <i>An integrated operational structure</i>	<ul style="list-style-type: none"> EMT in place by 30 April 2020 Op. structure to Board & Council by end-2020 	EMT in place (Aug 20) and op. structure approved (Jan 22), yet without the authorizing environment for implementation
SRG 3.b: <i>One CGIAR policies and services</i>	<ul style="list-style-type: none"> For priority action areas: business case development 2019—2020, build and implement 2021—2022 	IS&S leadership in place to lead the transition to global integrated business services and systems, but lack authorizing environment to build team & implement
SRG3.c: <i>One CGIAR at the country and regional level</i>	<ul style="list-style-type: none"> EMT to develop implementation plan, with new approach commencing from end-2020 	Op. structure in place (Jan 22), with Regional Directors ready to lead engagement (Aug 21), but not empowered
SRG4: <i>A new research modality</i>	<ul style="list-style-type: none"> New arrangement ready from Jan 2022 	First set of Initiatives approved and inception phase underway, but Science Group Directors not empowered to lead implementation
SRG5: <i>More, and pooled, funding</i>	<ul style="list-style-type: none"> 50% pooled funding achieved by end-2022, 70% by the end of the 2022—2024 business plan period 	Funders have signaled a significant increase in pooled funding in 2022, but contributions contingent on delivery of One CGIAR

Looking ahead: sustaining momentum in 2022 requires rapid progress on authorizing environment

