

Senior Leadership Team Commitments

May 5, 2022



Narrative on the One CGIAR transition

1. In order to deliver the science and innovation needed to transform food, land, and water systems, we are bringing CGIAR's Centers, the Alliance, and the System Organization (hereafter, the Centers) together to work operationally as an integrated whole.
2. To drive deep teamwork, we commit to implementing CGIAR's integrated operational structure, weaving it across Centers, in full alignment with those Centers' constitutions, hosting agreements, and legal obligations.
3. Our aspiration is to create a CGIAR that is more than the sum of its parts and which, through shared ways of working and teamwork, delivers greater impact, partnerships, and sustainable and growing finance under a new brand.
4. We are driven by the need to tackle increasingly interconnected challenges with a systems approach that takes into account all aspects of food, land, and water systems.
5. We commit to CGIAR's 2030 Research and Innovation Strategy.
6. We commit to listening and responding to the needs of our country, regional, research and funding partners and to deepening engagement with those partners through the Engagement Framework as well as the Consultations Action Plan that we will bring forward.
7. We commit to a globally distributed leadership structure, operating with transparency and respect.

Guiding Principles

1. We commit to One CGIAR, to working together as one team with empathy and openness to challenge to find solutions in the interests of all. This means creating an environment for authentic, transparent conversation and actively supporting each other in all our efforts.
2. Centers are the essential building blocks of One CGIAR. They will be strengthened, not weakened as we invest in CGIAR as a distributed organization and join our capabilities to deliver more for all stakeholders.
3. Centers' constitutions, host country and all other legal agreements and obligations will be honored in both the letter of the law and in spirit.
4. Center brands will co-exist with the new CGIAR brand, and One CGIAR will build on rather than diminish Centers' footprints.
5. We adhere to the principle of subsidiarity. This means that decisions are made at the most local level feasible in the organization to improve outcomes and increase efficiency.
6. The One CGIAR transition does not create parallel structures. Our integrated operational structure is a matrix that creates value and spans our Centers, as well as our Global and Regional Groups.

7. CGIAR staff will be employed by Centers and will have a single clearly-defined job in the matrixed operational structure. They will have clarity on reporting lines, with dual reporting for some, and deliverables to enable effective operations and positive work-life balance.
8. The matrix model will not be achieved in one step, and will continue to adapt and evolve.
9. We, as an SLT, commit to leaning into, co-owning and actively leading this CGIAR change journey. This means being exemplary change champions, empowering our staff as active change agents and communicating, as a team, the next steps of the transition in a clear and consistent way to all our stakeholders.
10. We will always be guided in our decision-making by the 2030 Research and Innovation Strategy (and other core strategies as they evolve). We will deliver our mission in partnership and by effectively embedding ourselves in an evolving institutional landscape of food, land, and water systems.