

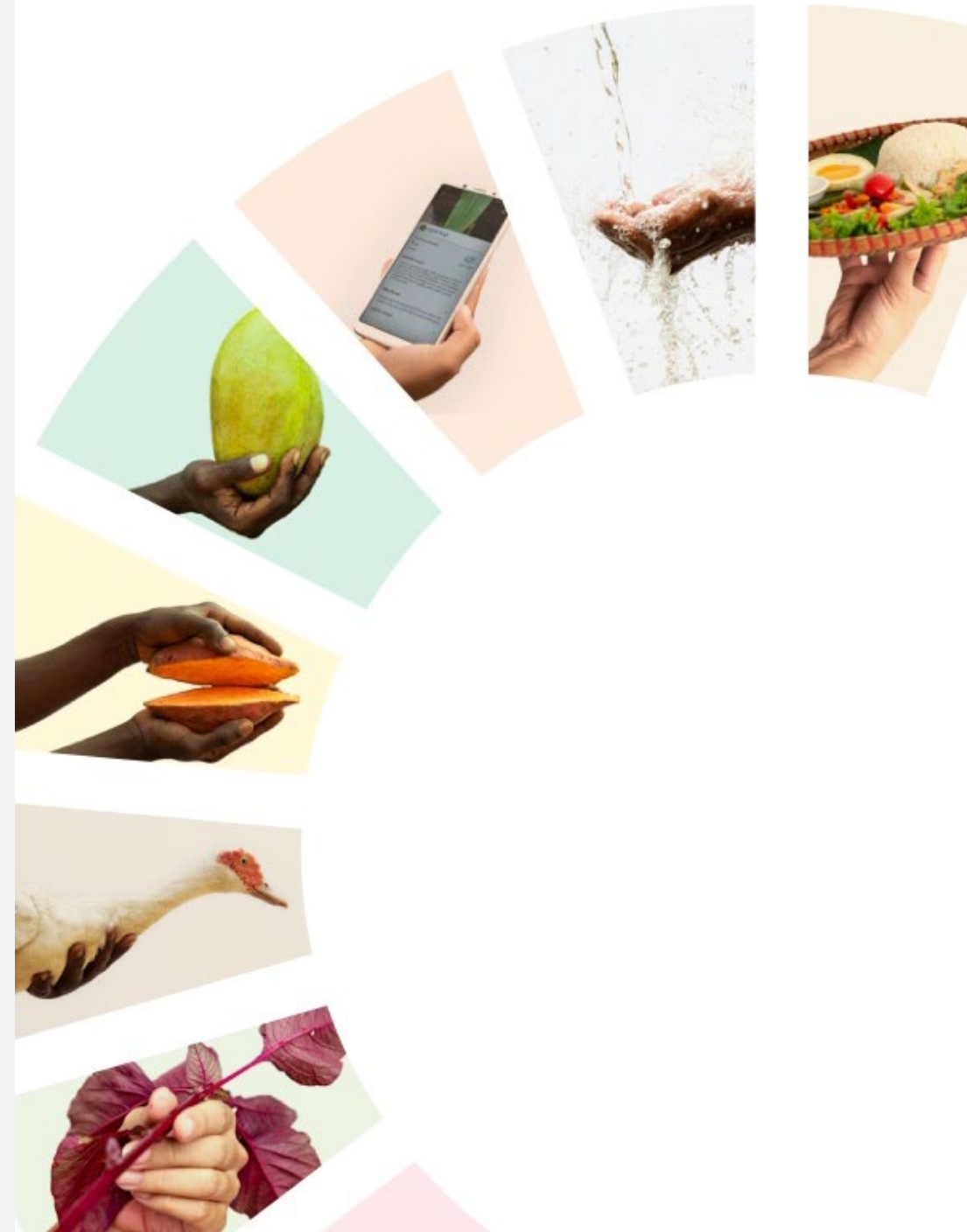


**Agenda Item 2**  
Presentation: SC16-02  
Issued: 12 July 2022

# Transition to One CGIAR

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*16<sup>th</sup> meeting of the CGIAR System Council*  
*20 July 2022*



# Transition to One CGIAR: progress and next steps at a glance (1/3)

At its 9<sup>th</sup> meeting in November 2019, the System Council unanimously endorsed [the CGIAR System Reference Group’s recommendations for a more unified and integrated ‘One CGIAR’](#). The table below sets out key areas of progress and next steps in the implementation of those recommendations, spanning: (1) A Compelling Mission for One CGIAR; (2) Unified governance; (3) Institutional integration (including 3.a An integrated operational structure, 3.b One CGIAR policies and services, 3.c One CGIAR at the country and regional level); (4) A new research modality; and (5) More, and pooled, funding

System Council –endorsed System Reference Group (SRG) recommendation	Progress to date (as of July 2022)	Key next steps
<b>1. A Compelling Mission for One CGIAR</b>	<ul style="list-style-type: none"> <li>✓ Dec 2020: <a href="#">2030 Research and Innovation Strategy</a> and <a href="#">Performance and Results Management Framework</a> approved</li> <li>✓ Jun 2021: <a href="#">2022—24 Investment Prospectus</a> endorsed</li> <li>✓ Dec 2021 and Mar 2022: <a href="#">31 Initiatives</a> approved</li> <li>✓ June 2022: <a href="#">Technical Reporting Arrangement</a> endorsed by SIMEC</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <a href="#">32<sup>nd</sup> Initiative recommended</a> for approval</li> <li><input type="checkbox"/> New Initiative on Conflict, Fragility, and Migration to be submitted for review (<i>see CGIAR’s response to the global food crisis</i>)</li> <li><input type="checkbox"/> New reporting arrangements to be applied from 2023</li> </ul>
<b>2. Unified governance</b>	<ul style="list-style-type: none"> <li>✓ Nov 2020: 8 SB members appointed as 2/3 voting majority on 11 Center/ Alliance Boards</li> <li>✓ Jun 2021: <a href="#">Common Audit, Finance, and Risk Committee</a> established</li> <li>✓ Jun 2022: Concept Note for a One CGIAR Integration Framework Agreement (IFA) circulated to CGIAR Board Chairs and leadership</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Consultation draft of the IFA to be prepared by September</li> </ul>

## Transition to One CGIAR: progress and next steps at a glance (2/3)

System Council –endorsed System Reference Group (SRG) recommendation	Progress to date (as of July 2022)	Key next steps
<b>3. Institutional integration</b> <i>3.a An integrated operational structure</i>	<ul style="list-style-type: none"> <li>✓ <u>Sept 2020</u>: Executive Management Team appointed</li> <li>✓ <u>Mar 2021</u>: <a href="#">Integrated operational structure</a> endorsed</li> <li>✓ <u>Nov 2021</u>: Phase 1 and 2 appointments of Global Directors, Regional Directors, and dual-hatted Senior Directors completed</li> <li>✓ <u>Dec 2021</u>: Staff affiliated to Global/ Regional Groups</li> <li>✓ <u>Jan 2022</u>: Detailed operational structure launched</li> <li>✓ <u>Jan 2022</u>: Phase 3 &amp; 4 recruitment processes launched</li> <li>✓ <u>Apr 2022</u>: Senior Leadership Team (SLT) commitments on the operational structure, recognizing it is a matrix structure with Centers are essential building blocks</li> </ul>	<ul style="list-style-type: none"> <li>❑ System Board communiqué on CGIAR’s apex leadership structure (expected end-July 2022 for 1 August 2022 operational effect)</li> <li>❑ Phase 3 and some Phase 4 appointments to be announced in the coming weeks</li> <li>❑ 2022—24 Transition Plan to be updated during Q3 2022, reflecting SLT commitments and further work on key roles and responsibilities in an integrated matrix structure</li> </ul>
<i>3.b Common policies and services</i>	<ul style="list-style-type: none"> <li>✓ <u>Sept 2021</u>: 4 IS&amp;S Global Directors appointed</li> <li>✓ <u>May 2022</u>: External expert capacity in place, discovery and diagnostic phase launched for transition to global integrated business services (GIBS) (Jun 2022)</li> </ul>	<ul style="list-style-type: none"> <li>❑ Priority CGIAR policies and procedures to be developed for agreed operational structure</li> <li>❑ GIBS design to follow discovery &amp; diagnostics</li> </ul>
<i>3.c Country and regional engagement</i>	<ul style="list-style-type: none"> <li>✓ <u>Nov 2021</u>: 6 Regional Directors appointed</li> <li>✓ <u>Jun 2022</u>: Interim country conveners appointed</li> <li>✓ <u>Ongoing</u>: Regional dialogues &amp; engagement</li> </ul>	<ul style="list-style-type: none"> <li>❑ Implementation of CGIAR’s stakeholder engagement action plan</li> </ul>

## Transition to One CGIAR: progress and next steps at a glance (3/3)

System Council –endorsed System Reference Group (SRG) recommendation	Progress to date (as of July 2022)	Key next steps
<b>4. A new research modality</b>	See progress against Recommendation 1 above.	
<b>5. More, and pooled, funding</b>	<ul style="list-style-type: none"> <li>✓ <u>Dec 2021</u>: New pooled funding modalities in place</li> <li>✓ <u>Jun 2022</u>: Revised 2022—24 CGIAR Revised Portfolio and Designated Financing Plan approved, with pooled funding set to increase by 66% compared with 2019 levels, when the One CGIAR transition was launched</li> </ul>	<ul style="list-style-type: none"> <li>❑ Establishing policies, procedures, and guidelines to align practices across CGIAR, where appropriate (e.g. on overhead rates)</li> <li>❑ Enabling modalities for CGIAR’s Science Groups to originate and deliver projects and programs funded through bilateral sources as well as CGIAR Trust Fund W3</li> </ul>

# A 'One CGIAR Integration Framework Agreement'

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## Progress:

- **April 2022:** CGIAR Working Group co-chaired by Julia Marton-Lefèvre, Chair of the Alliance of Bioversity International and CIAT, and Claudia Sadoff, EMT Convener and Managing Director, Research Delivery and Impact formed to draft a 'One CGIAR Integration Framework Agreement' (IFA), working in close collaboration with the System Board, Center Board Chairs, senior leadership, and stakeholders.
- **June 2022:** Concept Note for the IFA circulated to the System Board, Board Chairs, and senior leadership, setting out the proposal to develop an agreement that aligns with CGIAR's vision, affirms the objectives for the One CGIAR transition, and clearly articulates all the critical elements of One CGIAR pursuant to the SRG recommendations as well as the considerable work done since. The IFA is intended to reconfirm the understanding of all institutions that are part of One CGIAR (the 12 Centers and the System Organization that work under the current unified governance arrangement).

## Next steps:

- **September 2022:** Draft IFA ready for consultations with the System Board, Board Chairs, senior leadership, and key stakeholders

## Integrated operational structure: progress on senior recruitments

- Since January, several senior positions in CGIAR's Global and Regional Groups have been advertised, including those of Senior Directors and others reporting to Global Directors and Regional Directors (Phase 3), as well as positions reporting to Senior Directors and other Phase 3 appointees (Phase 4).
- **We have now advertised 72% of Phase 3 positions and internal interest continues to be strong:** 426 internal applications received (62% male, 38% women) for 44 positions, including 6 Phase 4 positions
- **Most senior positions will be filled internally:** only 8 roles out of 44 advertised externally thus far
- **Good diversity in the first slate of decisions on preferred candidates:** 50% of preferred candidates (16) from across Centers are women; 43% of preferred candidates (16) are from the Global South
- **Transparent recruitment and selection process generally well received by staff:** positive responses in recent Pulse Survey, direct feedback
- **As top internal candidates transition to these roles, the importance of Center/ Alliance business continuity is being considered carefully:** a variety of possible transition measures to fit different needs agreed by SLT in June
- **First appointment announcements expected over the next couple of weeks, following agreement on transitions measures and discussions with selected candidates**

# Staff engagement: key insights from 2<sup>nd</sup> CGIAR-wide Pulse Survey (Mar—Apr 2022)



*CGIAR-wide sentiment consistent June 2021 survey, both in terms of response rate (41%) and findings*

## Areas to Celebrate

**Engagement:** 79% of respondents would recommend CGIAR as a good place to work & 74% feel that CGIAR has a positive future.

**One CGIAR: rationale and impact:** 67% believe that One CGIAR will make the work of CGIAR and its entities more impactful, and a majority (61%) feel that they can clearly explain why CGIAR needs to come together as a unified One CGIAR.

**Change Management and Communications:** Three quarters (77%) feel that they are kept informed of what's happening in the transition.

**Wellbeing:** 83% feel their contribution is valued, 80% feel that they are provided with the support and tools they need, and two thirds (67%) say they have a good work-life balance.

Also mentioned as positives in the open questions were the **recruitment/appointment of senior staff** and that the **staff affiliation process** had been well handled.

## Areas to Explore

**CGIAR leadership:** there has been some decline from 2021 on the clarity of direction and confidence in the senior leadership team, but the latter remains well above the average of our international organization benchmarks.

**Continued staff concerns around job security:** 55% feel that their job is secure with 25% unsure and 20% being concerned. Staff concerns on job security are unlikely to be reduced until staff have clarity on their roles in CGIAR's integrated operational structure.

**Internal communications and staff voices:** While 55% feel they have sufficient opportunities to feedback on the transition, similar to 2021, only 44% feel that their ideas and opinions are listened to. This is a key area of work for the remainder of 2022.



# Communications and stakeholder engagement



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

CGIAR staff	<ul style="list-style-type: none"> <li>• <b>Monthly cadence of Newsletters/ leadership communications</b> to all staff since February 2020, with new weekly Newsletter series since May</li> <li>• <b>Bi-monthly all-staff webinars</b> with questions submitted in advance and live, and recordings made publicly available on CGIAR.org</li> <li>• <b>Internal, all-staff SharePoint site</b> to share information on the transition, with rolling, public Q&amp;A and other key resources</li> <li>• <b>2 all-staff Pulse Surveys</b> – in June—July 2021 and March—April 2022</li> <li>• <b>Meetings/ town halls at entity/ Global &amp; Regional Group level</b></li> <li>• Broad engagement of CGIAR staff through <b>Task Teams, Working Groups, and Initiative Design Teams</b></li> <li>• Extensive communications and engagement on affiliation, detailed operational structure, and Phase 3 &amp; 4 senior recruitment processes</li> </ul>
Regional and country partners, including Host Countries	<ul style="list-style-type: none"> <li>• <b>HQ host country engagement led by Center/ Alliance Boards and DGs</b> with Regional Directors, Global Directors, and EMT in support</li> <li>• <b>Regional and country consultations led by Regional Directors</b>, with key NARIS partners on One CGIAR, 2030 Strategy, portfolio of Initiatives</li> <li>• <b>Regional and country consultations on Initiatives and Initiative launch events</b></li> <li>• <b>Interim country convenors in place</b></li> <li>• Continuous engagement with representatives of regional constituencies on <b>System Council and IAGs</b></li> <li>• <b>Stakeholder Engagement Action Plan completed</b></li> <li>• <b>High-Level Advisory Panel to be launched</b> (aiming for week of 11 July)</li> </ul>
Senior Leadership	<ul style="list-style-type: none"> <li>• <b>CGIAR's initial Senior Leadership Team (SLT) includes the EMT, all Global Directors, Regional Directors, as well as all Center DGs</b></li> <li>• <b>Bi-weekly SLT meetings from June 2021</b> (bi-weekly DGs' and EMT meetings before that)</li> <li>• <b>Four SLT retreats/ workshops (October 2021; February, April, and June 2022)</b></li> </ul>
Center/ Alliance - specific Board members	<ul style="list-style-type: none"> <li>• <b>EMT engagement in Center/ Alliance Board meetings</b>, with substantive updates and discussions on the One CGIAR transition</li> <li>• From May 2021, <b>monthly all-Board members calls</b> for EMT to provide updates on progress and the way forward</li> <li>• Board Chairs' Network launched in January 2022</li> <li>• Intensive, individual and small-group engagement to identify and resolve specific issues</li> </ul>
Cross-cutting	<ul style="list-style-type: none"> <li>• <b>3 cross-CGIAR change management workshops since March 2021</b></li> <li>• <b>Cross-CGIAR Change Management Task Team formed in June 2021</b></li> </ul>



## 2022 funding status and disbursements: Expected revenue

Recent data continues to support assumptions made in the approved, revised 2022—24 FINPLAN

Overall Expected Revenue (USD million)	per Approved Revised FinPlan	Update as of July 8
Pooled	297	301
W3	207	217
Bilateral	363	354
Other revenue	14	14
<b>Total</b>	<b>881</b>	<b>886</b>

Breakdown of Pooled Funding (USD million)	per Approved Revised FinPlan	Update as of July 8
Portfolio contributions	117	121
Designated contributions	156	161
Funds pledged but not designated	9	2
Unspent funds from 2021	15	17
<b>Total</b>	<b>297</b>	<b>301</b>

## 2022 funding status and disbursements: Funder designations

### Definitions:

- Received: Contributions already deposited into Window 1 of the CGIAR Trust Fund
- Confirmed: Contributions backed by a signed agreement, but the funds have not been deposited into the Trust Fund account
- Indicated/ Designated: Contributions communicated and designated by the Funder but pending (a) signed Contribution Agreement(s)
- Indicated/ Unallocated: Contributions communicated by the Funder but have not been designated to a specific Initiative or the portfolio of Initiatives

Action Area (in USD millions)	Received	Confirmed	Designated	Unallocated	Total
Portfolio contributions (not designated to specific Initiative[s]/ Platform[s])	50.82	20.45	49.70		120.97
Resilient Agri-Food Systems Global Initiatives	3.12	11.17	41.97		56.26
Systems Transformation Global Initiatives	14.47	9.06	24.37		47.90
Genetic Innovation Global Initiatives	2.46	2.00	34.69		39.15
Regional Integrated Initiatives	1.95	5.81	2.96		10.73
Platforms	3.29		3.31		6.59
Unallocated				2.06	2.06
<b>Total</b>	<b>76.10</b>	<b>48.49</b>	<b>157.00</b>	<b>2.06</b>	<b>283.66</b>

## 2022 funding status and disbursements: Disbursements to Initiatives

Initiative	Portfolio	Designated	Total	% of disbursement target
<b>Resilient Agri-Food Systems</b>				
LCSR	1.20		1.20	15%
SAPLING	3.13		3.13	21%
One Health	2.10	0.53	2.63	45%
EiA	2.92	0.01	2.94	20%
Plant Health	2.35	0.26	2.61	28%
Mixed Farming Systems	1.31	0.02	1.33	17%
Nature-Positive Solutions	0.77	0.02	0.79	20%
UPU	1.46	0.59	2.05	51%
Aquatic Systems	1.73	0.60	2.33	41%
<b>Systems Transformation</b>				
NEXUS	1.25	0.04	1.29	21%
Agroecology		1.78	1.78	26%
ClimBer		3.32	3.32	42%
Markets	1.94	0.01	1.94	32%
SHIFT		4.46	4.46	56%
NPS	2.61	0.02	2.62	38%
MITIGATE	0.93	0.96	1.89	28%
HER	1.20	0.27	1.48	26%
Digital	1.76	0.01	1.77	37%
Foresight	0.88	3.12	4.00	66%
FRESH	1.87	0.21	2.08	36%

Initiative	Portfolio	Designated	Total	% of disbursement target
<b>Genetic Innovation</b>				
Gene Banks	6.34	1.02	7.37	33%
Accelerated Breeding	3.26	0.75	4.01	15%
Breeding Resources	3.06	0.02	3.07	43%
Seed Equal	2.47	0.29	2.77	27%
Market Intelligence	1.64	0.32	1.95	26%
Precision Genetics				0%
<b>Regional Integrated Initiatives</b>				
AgriLAC Resiliente	1.99		1.99	50%
TAFS-WCA		1.05	1.05	26%
F2R-CWANA	1.99		1.99	50%
Ukama Ustawi (ESA)	1.18		1.18	28%
Asian Mega-Deltas (SEA)	0.84	0.48	1.32	33%
TAFSSA (SA)	1.93	0.38	2.31	55%
<b>Platforms</b>				
Gender		3.16	3.16	30%
Climate				0%
Environment				0%
Nutrition				0%
Poverty reduction				0%
<b>Total</b>	<b>54.12</b>	<b>23.69</b>	<b>77.81</b>	<b>30%</b>

**Note:** The amount we can disburse to specific Initiatives does depend on receipt of the designated funds, as has been the case in previous years.

## 2022 amounts disbursed to-day for Initiatives - grouped by recipient

Center	Amount in USD million
AfricaRice	1.76
Bioversity	4.79
CIAT	11.01
CIMMYT	8.97
CIP	5.08
ICARDA	4.33
IFPRI	13.71
IITA	5.84
ILRI	7.33
IRRI	6.18
IWMI	5.81
WorldFish	3.00
<b>Total</b>	<b>77.81</b>

- Current to 30 June 2022
- **Total is comprised of:**
  - US \$76.1 million in Window 1 contributions received into the CGIAR Trust Fund
  - An additional US \$1.7m drawn from the Window 1 Liquidity and Stability Fund, in line with the provisions of the approved FinPlan
- Further disbursements to provide for predictable funding for implementation of the Initiatives are programed for expected by end-July, October and December, subject to the timely receipt of contributions from CGIAR's Funders