

## Position and Candidate Specification



### Executive Managing Director CGIAR

**PREPARED BY:**

Maina Sahi  
Annie Simonds  
Giorgio Villa  
Irma Encarnacion  
Erin Boas

May 2023  
Assignment:

CGIAR is a mission-driven, large-scale, intergovernmental organization and global research partnership with around \$1 billion in programs to deliver science and promote innovations that advance the transformation of food, land, and water systems in a climate crisis. CGIAR has recently undergone an ambitious reform process. Starting in 2019, the One CGIAR integration brings together the operations and capabilities of 12 CGIAR research centers. The resulting integrated partnership allows CGIAR to deliver greater impact and better tackle the many interconnected challenges the world faces to sustainably achieving food and nutrition security for all. The organization is seeking a new Executive Managing Director (EMD) with the influence, expertise, and scaled experience to build on CGIAR's over 50-year legacy and lead the organization into its new era. The following pages provide details about the organization and the Executive Managing Director role. To apply for this opportunity, please email your resume with a letter of interest to Annie Simonds and Maina Sahi at [CGIAR-EMD@spencerstuart.com](mailto:CGIAR-EMD@spencerstuart.com) before Friday 02<sup>nd</sup> June, 5 PM CET.

## About CGIAR

CGIAR is committed to ensuring that everyone has equitable and affordable access to the food they need for a healthy diet, within planetary boundaries. To achieve that goal, CGIAR's mission is to transform food, land, and water systems in a climate crisis.

For more than 50 years, CGIAR has collaborated with partners to deliver impacts that have lifted hundreds of millions of people out of hunger and poverty and supported low-income producers and consumers across the global South.

CGIAR's work is carried out in its research centers and regional and national offices, which span the globe, and in close collaboration with thousands of partners, including national and regional research institutes, civil society organizations, academia, development organizations, and the private sector.

In response to demand from country, regional, science, and funding partners, CGIAR has boldly reimaged its mission and strategy, through the One CGIAR reforms, to become a more integrated, more impactful, and better funded organization able to tackle increasingly complex, interconnected challenges and better serve smallholder farmers and partners.

The organization's research portfolio is delivered through activities focused on genetic innovation, systems transformation, and resilient agrifood systems. Initiatives across these action areas respond to five impact areas aligned with the UN Sustainable Development Goals:



### CLIMATE ADAPTATION & MITIGATION

Improving small-scale producers' resilience and reducing greenhouse gas emissions from food systems.



### ENVIRONMENTAL HEALTH & BIODIVERSITY

Increasing productivity in food systems while staying within environmental boundaries and maintaining biodiversity.



### GENDER EQUALITY, YOUTH & SOCIAL INCLUSION

Closing the gender gap and enhancing opportunities for youth in food, land, and water systems.



### NUTRITION, HEALTH & FOOD SECURITY

Ending hunger and enabling safe, affordable, healthy diets for the world's most vulnerable people.



### POVERTY REDUCTION, LIVELIHOODS & JOBS

Building on a 50-year track record of lifting millions out of poverty.

Innovations based on CGIAR science equip smallholder farmers and other stakeholders with the tools and knowledge that they need to thrive in the face of growing threats to nutrition and health, environment and climate change, and social justice. Investments in CGIAR research generate returns of 10 times the amount invested.

Examples of CGIAR impacts:

- Almost half the world's wheat land is sown with varieties that come directly or indirectly from research by CGIAR scientists.
- Global economic benefits of improved rice varieties developed by CGIAR amount to \$10.8 billion annually.
- Scaling CGIAR-developed natural resource management practices has helped increase the resilience, income, and yields for 4.75 million farmers in India working across 3.7 million hectares.
- Use of the "RiceAdvice" smart mobile crop management tool in 13 countries in sub-Saharan Africa helped increase rice yield by 0.6 to 1.8 ton per hectare and profitability by up to US\$200 per hectare.
- Strengthened capacity of national partners through formal and informal training of over 80,000 professionals around the world.
- Improved climate resilience in farming communities in 21 countries through the establishment of climate-smart villages which test and scale resilient food system innovations.
- Reduced infant mortality by a third across the developing world – averting between 3 million and 6 million infant deaths each year, through the adoption of modern crop varieties.
- Improved nutrition for 20 million people in low-income countries through increased access to critical micronutrients, e.g., orange flesh sweet potato – a nutrient enriched variety adopted in 16 African countries – is helping to increase incomes for rural producers while providing nutrition to both rural and urban consumers.
- Response to urgent and emerging crop and livestock diseases, including the Fall Armyworm outbreak in sub-Saharan Africa, the Wheat Blast epidemic in Bangladesh, and the East Coast Fever.

Explore examples of CGIAR's research and innovations here: <https://www.cgiar.org/cgiar-at-50/innovation-explorer>

CGIAR's research is carried out by more than 9,000 scientists, professional and other staff in CGIAR centers operating across 89 countries. They work in close collaboration with hundreds of partners, including national and regional research institutes, civil society organizations, academia, development organizations, and the private sector.

More details about CGIAR's Centers can be found at: <https://www.cgiar.org/research/research-centers/>

Annual funding stands at around \$1 billion but with ambition to reach \$2 billion a year by 2030. CGIAR provides a participatory mechanism for national governments, multilateral funding, and development agencies, and

leading private foundations to finance some of the world's most innovative agricultural, environmental, and food system-focused research.

*More details about CGIAR's funding can be found at: <https://www.cgiar.org/funders/>*

## **ABOUT THE ONE CGIAR INTEGRATION**

From spurring the Green Revolution to spearheading food systems science, for over 50 years, CGIAR has innovated for global impact. Now, it has transformed to solve today's and tomorrow's interconnected food, land, water, and climate crises.

The world faces escalating climate and biodiversity crises. The fragility of food systems has been further exposed by pandemic and conflict. Hunger, malnutrition, inequality, gender inequity are rising. Research in agriculture, food, land and water is more multi-disciplinary than ever before. Traditional funding models have shifted dramatically.

In this context, CGIAR began an ambitious transformation in late 2019 aiming to unlock the combined capabilities of its people, knowledge and global presence to achieve greater impact. The One CGIAR integration brings together 12 of 15 CGIAR Centers to: (1) sharpen mission and impact focus, (2) build a unified governance structure, (3) ensure institutional integration, (4) set up a new research modality, and (5) drive more, and pooled, funding.

The CGIAR integrated partnership has positioned CGIAR to deliver greater impact where it is needed most, shape the global agenda, be a partner of choice locally and globally, and be a more dynamic and stimulating place to work.

On February 22, 2023, the CGIAR Integration Framework Agreement (IFA) was approved by the boards of all One CGIAR centers and signed by their Board Chairs. The IFA, developed by Center Boards and CGIAR leadership, was created to confirm and clarify the path to a more integrated partnership. Its successful completion paves the way for a united CGIAR to move forward with confidence.

The 2030 Research and Innovation Strategy situates CGIAR in the evolving global context, which demands a systems transformation approach for food, land and water systems.

Covering all research for development programming across CGIAR, it provides an overview of how CGIAR will develop and deploy its capacities, assets and skills to address priority global and regional challenges with partners over the decade.

CGIAR will continue to work in six regions: (1) LAC – Latin American and the Caribbean, (2) CWANA – Central and West Asia and North Africa, (3) WCA – West and Central Africa, (4) ESA – East and Southern Africa, (5) SA – South Asia, and (6) SEA – Southeast Asia and the Pacific.

More details about CGIAR's strategy can be found here: <https://www.cgiar.org/how-we-work/strategy/>



## KEY CGIAR FACTS

- 9,000 scientists, researchers, technicians and staff
- Working across 89 countries globally
- 12 CGIAR centers in the integrated partnership
- Around \$1 billion in annual funding

These are just a few of CGIAR's performance facts. Other performance metrics can be found at: <https://www.cgiar.org/food-security-impact/new-results-dashboard/>

## CULTURE

CGIAR is a diverse and inclusive organization that upholds five core ethical values. These are:

1. **Dignity & Respect:** We value and embrace diversity and inclusion, treat all stakeholders with respect and dignity, promote equity, avoid all forms of discrimination, and promote human rights.
2. **Excellence & Innovation:** We strive for excellence by maintaining high standards of scientific rigor, actively encouraging innovation and creativity, and pursuing our passion for learning and discovery.
3. **Partnership:** We value the diverse voices of our internal and external stakeholders, and seek all forms of engagement, collaboration and teamwork.
4. **Integrity:** We are honest, tell the truth, keep promises, pursue objective scientific research, admit mistakes, earn trust, and always act professionally by being accountable and transparent.
5. **Sustainability:** We plan responsibly for the long-term, and are committed to environmental, social and economic food security, safety and global prosperity.

## CGIAR'S GOVERNANCE AND MANAGEMENT

CGIAR's governance and management structure distributes strategic direction, governing, and advisory functions among several entities, reflecting CGIAR's diverse range of stakeholders and the critical importance of ensuring that the voices of CGIAR's partners inform actions and decisions. Built on a strong partnership between CGIAR's funders and research centers, the governance and management structure focuses on enabling centers and partners to conduct high-quality research for development based on a solid foundation of clearly defined roles, responsibilities, and accountabilities. It instills a sense of shared ownership and strong collaboration as well as a deep commitment to partnership and transparency.

**CGIAR System Council:** has representatives from funders and developing countries that collectively review CGIAR's strategy, mission, impact and continued relevance of the CGIAR System Organization.

**CGIAR System Organization:** provides governance to the CGIAR System in collaboration with the CGIAR System Council, and comprises two constituent parts:

**CGIAR System Board:** The CGIAR System Board is the governing body of the System Organization, and its composition, function and operational procedure are outlined in the Charter of the CGIAR System Organization. *Profiles of the members of CGIAR's System Board can be found here:* <https://www.cgiar.org/how-we-work/governance/system-organization/system-board/systemboard-composition/>

**Executive Management Team:** The Executive Management Team (EMT) provides overall coordinated leadership of CGIAR. It is made up of an Executive Managing Director (EMD) and six Managing Directors:

- Managing Director, Institutional Strategy and Systems
- Managing Director, Resilient Agri-Food Systems
- Managing Director, Systems Transformation
- Managing Director, Genetic Innovation
- Managing Director, Regions and Partnership
- Managing Director, Communications and Outreach

*CGIAR's Executive Management and Leadership team structure and profiles of senior leaders can be found here:* <https://www.cgiar.org/senior-leadership>

Their overall governance structure has multiple other aspects, details of which can be found here: <https://www.cgiar.org/how-we-work/governance/>

The Executive Managing Director (EMD) is the chief executive officer of CGIAR. The EMD leads and manages through scientific excellence, innovative thinking, collaboration, dialogue and communication, networking, change management, emotional intelligence, as well as political acumen. The EMD provides overall leadership and vision to the organization, ensuring that CGIAR remains impactful and relevant while increasing and aligning financial resources, to deliver on its strategic intent and expand its impact and mission.

The EMD is an inspirational and visionary individual working under the guidance of, and reporting directly to, CGIAR's System Board Chair. The EMD serves as the Executive Director of the CGIAR System Organization, an international organization based in Montpellier, France, and has direct oversight of the management of the CGIAR System Office. The EMD is responsible for providing coordinated leadership to all groups and centers in an integrated matrix structure and is accountable for ensuring that they are appropriately managed. The EMD works in a collaborative manner with each center's Director General to address any issues that may affect the center's mission, in consultation with the center's Board of Trustees as appropriate.

**Location:** Montpellier, France

## KEY RELATIONSHIPS

**Reports to** CGIAR's System Board

1. Lindiwe Majele Sibanda, Chair
2. Patrick Caron, Vice Chair

**Direct reports** Executive Management Team Members:

1. Elwyn Grainger-Jones, Managing Director, Institutional Strategy and Systems
2. Martin Kropff, Managing Director, Resilient Agri-Food Systems
3. Johan Swinnen, Managing Director, Systems Transformation
4. Sonja Vermeulen, Managing Director, Genetic Innovation
5. Harold Roy-Macauley, Managing Director, Regions and Partnership
6. Lotte Pang, Managing Director, Communications and Outreach

In addition, the EMD leads the Senior Leadership Team (SLT), which is the main deliberative leadership body and includes all Directors General of the One CGIAR centers, CGIAR Managing Directors, CGIAR Regional Directors, and CGIAR Global Directors.

**Other key relationships** CGIAR System Council and  
Directors General of all One CGIAR centers

## KEY RESPONSIBILITIES

### *Leading and Managing CGIAR:*

- Strategize the ways forward for CGIAR to work effectively and efficiently, providing executive management oversight to optimizing opportunities to collaborate and deliver more impact, across an integrated matrix-based system of centers with different governance models.

- Lead the implementation of CGIAR's 2030 Research and Innovation Strategy, ensuring that the research portfolio is being delivered against the strategy.
- Lead and provide executive management to CGIAR's institutional development to ensure it becomes an even better integrated, more impactful, and more efficient organization.
- Lead and develop CGIAR's presence on the global stage, coherently leveraging CGIAR's science, innovations, and abilities to position CGIAR as a major contributor to the transformation of food, land, and water systems and a sought-after strategic partner. The EMD will lead campaigns and public affairs to ensure that CGIAR and its critical work are highly visible.
- Lead the development of CGIAR's approach to achieving stronger, more effective, efficient, and equitable partnerships, which embody global engagement strategies, complement CGIAR research strategies, and increase CGIAR's demand responsiveness to countries and regions.
- Lead proactive engagement with funders and prospective funders to realize the CGIAR System Council supported annual goal of USD 2 billion.
- Directly manage the CGIAR System Organization as its chief executive officer.
- Directly manage CGIAR's Executive Management Team and through them, provide oversight to CGIAR's Senior Leadership Team in alignment with CGIAR's integrated operating structure.

#### ***Inspiring and Engaging CGIAR and its Stakeholders:***

- Champion CGIAR as a global thought leader and partner of choice for food, land, and water system transformation, skilfully advocating for action and partnerships that deliver impact, and working directly with host countries, partners and stakeholders for maximum positive impact.
- Motivate and inspire CGIAR's workforce through providing inspirational leadership, executive management, and communications, serving to align the workforce with CGIAR's vision and to achieve organizational aims.
- Ensure that the organizational culture experienced by CGIAR's workforce and partners is values-driven, resulting in an attractive employee value proposition that retains and motivates a diverse, highly talented workforce empowered to carry out innovative activities to serve the interests of CGIAR.
- Champion strategies to explore new research, engagement, revenue generation, or capacity sharing opportunities that respond to the needs of partners, sustain relevance, and increase impact.

#### ***Delivering a Vision for CGIAR's vision***

- Envision ways of continuously improving all areas of operations, and direct the implementation of associated policies and procedures.
- Direct the preparation of three-yearly operational workplans and budgets and execute the authorities delegated to the EMD through relevant decisions of CGIAR System Board, ensuring that CGIAR operates with an appropriate internal governance and controls framework to monitor value for money and safeguard CGIAR resources.
- Direct the setting of appropriate financial and non-financial metrics to monitor performance and overall direction of CGIAR activities.
- Expand the reach and impact made across CGIAR to enhance CGIAR's mandate, ensure the continuous strengthening of CGIAR's local, regional, and global partnerships and increase the value made to all stakeholders.

### **DESIRED OUTCOMES**

#### ***Building a unified CGIAR:***

The EMD brings inspirational leadership and management, ensuring CGIAR remains an innovative, diverse,



inclusive, and enabling global workplace for a multicultural workforce of over 9,000 working in over 80 countries. Building on the strengths and recognizing the challenges of different CGIAR centers, the EMD builds a unified CGIAR with the characteristics from its diverse centers located around the world.

***Implementing CGIAR's 2030 strategy:***

Key to achieving CGIAR's mission is the implementation of its 2030 Research and Innovation Strategy, which requires the realization of a coherent operational approach, in partnership with key stakeholders, to enhance collaboration, synergies and identify further opportunities to make CGIAR even more dynamic. The EMD oversees the alignment of CGIAR's institutional goals and ways of working, ensuring they collectively implement CGIAR's Integration Framework Agreement and operationalize the integrated partnership and a matrixed way of working in a dynamic, changing environment that aims for impact and efficiency.

CGIAR's EMD is a respected and credible global leader, successfully able to steer CGIAR across a complex political landscape, positioning CGIAR as a pivotal organization in science and innovation, and advocating for partnership and funding to transform food, land, and water systems. This individual is a high-stakes global leader, having held senior executive management roles in large complex organizations of a similar scale and reach as CGIAR. A strong, values-driven individual, aligned to CGIAR's purpose, the EMD leads CGIAR and inspires the larger ecosystem towards a collective mission of a sustainable and equitable world.

## IDEAL EXPERIENCE

### Senior leader in a complex global organisation

Significant experience of senior leadership and executive management in a complex global organization aligned with CGIAR's mission in fields of food, land, and water systems science or innovation, with a strong track record of effective engagement at the most senior levels of funders and partners. Track record of successfully steering a dynamic organization with foresight on increasingly complex challenges with limited resources.

### Demonstrated expertise in CGIAR's sectors of interest

Externally, as a skilled navigator, accomplished thought leader and communicator, with demonstrable past leadership in either food, land, and water systems science or innovation. Demonstrable experience in identifying, assessing, prioritizing, and managing risks and opportunities in complex geopolitical contexts.

### Credibility and global reputation

Evidence of a significant global reputation and credibility with key stakeholders, potential stakeholders, and influencers.

## DESIRABLE EXPERIENCE

### Relevant Ph.D.

Ph.D. in a relevant discipline associated with CGIAR's mandate is desirable.

## CRITICAL LEADERSHIP CAPABILITIES

### Acting Strategically

- Implements CGIAR's 2030 Strategy and scales the organization's impact.
- Ability to effectively build and communicate a common vision among diverse internal and external stakeholders.
- Identifies and prioritizes the most critical future factors to consider in making decisions.
- Makes plans to address changes or trends in the external landscape (i.e., competitors, clients and market segments) that affect own business or area.
- Develops plans which consider the impact beyond own area, location, function or market.

### Leading Change

- Proven ability to integrate and inspire multi-cultural and multidisciplinary teams and manage talent, with the strong commitment to promote diversity, knowledge sharing, and staff development.
- Ability to lead collaborative processes to develop credible theories of change and set priorities for impact.
- A high degree of political acumen to influence and successfully navigate a complex political environment, and the ability to influence, persuade, and build consensus amongst diverse internal and external stakeholders, with the end objective of driving change relevant for CGIAR to be able to achieve its mission in the current world environment.
- Demonstrates ability to serve as an agent of change, to build a unified CGIAR culture and a dynamic, integrated, and agile organization.

### Collaborating and Influencing

- Builds partnerships across the enterprise to address organization-wide challenges or opportunities.
- Creates an environment of shared values where collaboration is expected at all levels.
- Values-driven interpersonal and relationship-building skills, ability to demonstrate humility while collaborating with people at all levels in a decentralized, respectful, multi-cultural, multi-disciplinary organization.
- Demonstrated ability to successfully lead and empower senior team leaders located across the world, delegate appropriately and navigate a matrix-based system with multiple partners and priorities.
- Systematically builds support at multiple levels and across groups to achieve alignment, acknowledging differences in interests.
- Demonstrated skills in synthesizing and communicating scientific findings and messages effectively to stakeholders and experts on the global stage.

### OTHER PERSONAL CHARACTERISTICS

- Strong cultural adaptability and demonstrated ability to work constructively within a multi-cultural and multi-disciplinary organization.
- Consistent record of upholding the highest ethical standards by inspiring trust and transparency and treating all people with respect and personal integrity.
- A deep and genuine commitment to equity, diversity and inclusion, demonstrated in previous roles as well as promoting diversity, sustainability and inclusion in the agriculture sector more broadly.
- Fluent in English and knowledge of other languages will be an advantage.

CGIAR is committed to fair, safe, and inclusive workplaces. We believe that diversity powers our innovation, contributes to our excellence, and is critical for our mission. Recruiting and mentoring staff to create an inclusive organization that reflects our global character is a priority. We encourage applicants from all cultures, races, colors, religions, sexes, national or regional origins, ages, disability statuses, sexual orientations, and gender identities. We particularly welcome applications from women. We offer a competitive salary, excellent benefits, flexible working arrangements and an exciting, mission-driven workplace.