Position and Candidate Specification

IRRI Director General and CGIAR Regional Director for Southeast Asia and Pacific

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Assignment:
The International Rice Research Institute (IRRI) is the world’s premier International not-for-profit research organization dedicated to reducing poverty and hunger through science and innovation in rice-based food systems. IRRI is a research center of CGIAR, a mission-driven, large-scale, global non-profit with over $1 billion in programs that aim to deliver science and innovation to transform food, land and water ecosystems globally. Its overall mission is to ensure diverse, healthy, safe, sufficient, and affordable diets, improved livelihood, and greater social equality.

IRRI is seeking a new Director General who will be based in Los Banos, Laguna, Philippines. The IRRI Director General will also assume the role of CGIAR’s Regional Director for Southeast Asia and the Pacific, and will be a valued member of CGIAR’s Senior Leadership Team. They will play a significant role in a shared transformation journey and will contribute to ensuring a coherent and innovative approach to CGIAR’s critical work and engagement in the Southeast Asian and Pacific regions.

The following pages provide details about IRRI, CGIAR and the role of IRRI’s Director General.

IRRI and CGIAR are committed to fair, safe, and inclusive workplaces. The organisation believes diversity powers its innovation, contributes to its excellence, and is critical for its mission. Recruiting and mentoring staff to create an inclusive organisation that reflects the organisation’s global character is a priority. IRRI and CGIAR encourage applicants from all cultures, races, colours, religions, sexes, ages, national or regional origins, disability statuses, orientations, and identities.

To apply for this opportunity, please email your resume with a letter of interest to Spencer Stuart at IRRI-DG@SpencerStuart.com before 5pm CET Philippine Standard Time on Tuesday 10th Oct 2023. If you know someone with strong qualifications and would like to refer them for this role, please send your references to the same email address before the.

ABOUT IRRI
IRRI was founded in 1960 by the Ford and Rockefeller Foundations with the support of the Philippine government. It is headquartered in Los Baños, Philippines, with about 1,000 staff based across headquarters and country offices, located in 17 rice-growing countries in Asia and Africa. IRRI is dedicated to abolishing poverty and hunger among people and populations that depend on rice-based agri-food systems. Through IRRI’s work and partnerships, it aims to improve the health and welfare of rice farmers and consumers; promote environmental sustainability in a world challenged by climate change; and support the empowerment of women and the youth in the rice industry. IRRI’s research for development is characterised by its collaborative nature: from alliances with advanced research institutes; through strong collaborations and capacity development with governments and national agricultural research and extension systems; to partnerships with the development and private sector. IRRI’s work as a CGIAR Center is supported by a diverse network of investors aligned to common goals. Its mission is aligned with CGIAR’s five impact areas, and it aims to achieve three key goals:

• **Innovate:** Innovation Leadership for rice-based agrifood systems: Be the linchpin of scientific innovation and thought leadership solving complex problems with deep research.
• **Catalyse:** Catalyse Impact at Scale for People and Planet: Create and support catalytic networks driving widespread adoption of high-impact innovations and technologies.
Transform: Transform Rice-based Agri-Food Systems: Establish a track record of delivering successful policy interventions and institutional capacity-building programs that underpin the development of equitable and sustainable rice sector globally.

KEY IRRI FACTS
- Approximately 1,000 scientists, researchers, technicians, and staff, working across 17 countries globally.
- The workforce is represented by 32 nationalities.
- Approximately $60+ million in annual revenue.

More details about IRRI can be found here: https://www.irri.org

CULTURE
ONE-CGIAR is a diverse and inclusive organization that upholds five core ethical values. In CGIAR’s words:

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.

ABOUT CGIAR

CGIAR is the world’s largest global agricultural innovation network, and a global research partnership for a food-secure future dedicated to transforming food, land, and water systems in a climate crisis. From spurring the Green Revolution to spearheading food systems science, for over 50 years CGIAR has partnered globally to drive innovative impact for global food security. CGIAR’s strategy defines three goals: to reduce poverty, improve food and nutrition security, and improve natural resources and ecosystem services.

CGIAR’s Research Strategy is designed for the evolving global context, which demands a systems transformation approach for food, land, and water systems. Now, CGIAR is transforming to solve today’s – and tomorrow’s – interconnected food, land, water and climate crises, by coming together as One CGIAR. The goal is to integrate its capabilities, knowledge, assets, people, and global presence for a new era of interconnected and partnership-driven research towards achieving the Sustainable Development Goals (SDGs). This transition will enable CGIAR to operate even more cohesively, leveraging all its capabilities and assets to collectively deliver real benefits to people and our planet.

The organization’s research portfolio of 32 initiatives is driven across three Action Areas: (1) Systems Transformation, (2) Resilient Agrifood Systems and (3) Genetic Innovation. These Action Areas and the Regional Integrated Initiatives work together to draw on the capabilities of multiple Science Groups and five cross-cutting Impact Areas Platforms.

More details about CGIAR’s 2030 Research and Innovation Strategy can be found at: https://cgspace.cgiar.org/bitstream/handle/10568/110918/OneCGIAR-Strategy.pdf. More details about
**CGIAR’s Research Initiatives can be found at:** [https://www.cgiar.org/research/cgiar-portfolio/](https://www.cgiar.org/research/cgiar-portfolio/). **More details about CGIAR’s three action areas can be found at:** [https://www.cgiar.org/research/action-areas/](https://www.cgiar.org/research/action-areas/)

Initiatives across these actions respond to five key impact areas in alignment with the 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.

CGIAR’s research equips smallholder farmers with technology and innovations, and improves people’s lives through the transformation of food, land, and water systems in a climate crisis, its goal is to help build a world in which everyone has food and nutrition security, as well as equitable opportunity. Key facts about its impact from the last 10 years include:

- Improved climate resilience in farming communities in 21 countries through the establishment of climate-smart villages that test and scale resilient food system innovations.
- Improved nutrition for 20 million people in low-income countries through increased access to critical nutrients via micronutrient-fortified crops with higher content of vitamin A, iron, and zinc.
- Improved harvests, income for farmers and nutrition for children under five years of age through the development of new tilapia strains, fishers’ management practices and integration of agriculture-fish crop systems.
- Led response to urgent and emerging crop and livestock diseases with global experts including the Fall Armyworm outbreak in Sub-Saharan Africa, the Wheat Blast epidemic in Bangladesh and the East Coast Fever, a deadly cattle disease in East Africa.
- Scaled access to improved wheat varieties reaching almost half the world’s wheat areas annual economic benefit of wheat breeding research ranges from $2.2 billion to $3.1 billion.
- Increased rice yield in 13 countries in Sub-Saharan Africa by 0.5 to 1.0 ton per hectare and profitability by $200 per hectare through a smart mobile crop management tool called ‘RiceAdvice.’

**More details about CGIAR’s impact can be found at:** [https://www.cgiar.org/food-security-impact/](https://www.cgiar.org/food-security-impact/)

CGIAR’s research is carried out by more than 9,000 scientists, researchers, technicians, and staff in 15 CGIAR centers distributed across 89 countries, globally. The organisation works in close collaboration with hundreds of partners, including national and regional research institutes, civil society organisations, academia, development organisations and the private sector.

**More details about CGIAR’s centers can be found at:** [https://www.cgiar.org/research/research-centers/](https://www.cgiar.org/research/research-centers/)

CGIAR’s annual funding is over $900 million. 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 research.

**More details about CGIAR’s funding can be found at:** [https://www.cgiar.org/funders/](https://www.cgiar.org/funders/)
As IRRI Director General, the appointee will provide overall leadership to the institute, and will report to the IRRI Board. The appointee will bring high-level political and sectoral visibility to develop effective strategy, attract and retain inspired talent, and engage important local and global partners to co-create valuable research and science innovation for impact in rice-based agri-food systems. The appointee will expand IRRI’s proven track record of leading innovative rice science and providing solutions to complex development issues. S/he will ensure that IRRI outputs remain impactful and relevant, are in close collaboration with other CGIAR centers and are in line with One CGIAR’s 2030 Research and Innovation Strategy. The appointee will oversee IRRI’s assets and infrastructure, while finding ways to significantly increase the financial resources available for research at IRRI. The Director General will represent IRRI both in One CGIAR and externally and will manage IRRI’s contributions to delivering One CGIAR Research Initiatives.

Concurrently serving as CGIAR’s Regional Director for Southeast Asia and the Pacific, the appointee will steward and lead efforts to ensure that CGIAR, through its interconnected Research Centers operates in a manner that is substantially more than the sum of its parts. The appointee will drive, convene, and amplify CGIAR’s collaboration with national science organisations and non-government organisations in the region, and develop strong private sector relationships. This will require focus on resource mobilisation, including innovative finance mechanisms, and public engagement and advocacy, to improve food, land, and water systems in a climate crisis particularly in Southeast Asia and the Pacific. In this context, the Regional Director will bring a comprehensive systems-based approach to addressing food, land, and water systems issues at scale, in aid of improving opportunities and reducing barriers in Southeast Asia and the Pacific for smallholder farmers, people from diverse backgrounds and those seeking climate-secure futures for the next generation.

As representative of CGIAR in the region, the appointee will report to CGIAR’s Managing Director for Regions and Partnerships and will partner with CGIAR’s Science Managing Directors and other members of CGIAR’s Senior Leadership Team. Together, they will ensure coherence and alignment of CGIAR’s research and innovation actions to support the Sustainable Development Goals.

Lastly, the appointee will be CGIAR’s Country Representative for the Philippines. In this role, s/he will lead and represent CGIAR’s overall engagement in the country.

**Location:** Los Banos, Laguna, Philippines

**Appointment Term:** The successful candidate will have an appointment term of 5 years, with the potential for renewal, according to the prevailing governing documents and internal policies.

**KEY RELATIONSHIPS**

The appointee, as IRRI Director General, will report to IRRI’s Board of Trustees for the discharge of responsibilities related to the leadership and management of IRRI.

In their role as CGIAR Regional Director for Southeast Asia and the Pacific, the appointee will report to CGIAR’s Executive Management Team, through CGIAR’s Managing Director for Regions and Partnerships. The Managing Director will oversee the discharge of the responsibilities of CGIAR Regional Director for Southeast Asia and Pacific and CGIAR-wide representative functions, with regular engagement between CGIAR’s Executive Managing Director and IRRI’s Board Chair to ensure alignment of the two roles.

IRRI’s Executive Leadership team of 5-7 executives will report to the IRRI Director General.
Other key relationships of the role are IRRI’s partners and investors; CGIAR’s Executive Management Team, Senior Leadership Team, System Board and System Council; and Director Generals of all CGIAR centers.

KEY RESPONSIBILITIES

The appointee’s responsibilities are two-fold and will priorities both roles: (1) As Director General IRRI and (2) As CGIAR Regional Director for Southeast Asia and the Pacific. S/he will also serve as CGIAR’s Country Representative for the Philippines.

Key Responsibilities as IRRI’s Director General

Strategic Management and Resource Mobilisation

- Act as the chief executive officer of IRRI in accordance with established policies and agreements, exercising the legal authority delegated by IRRI’s Board of Trustees and working across CGIAR in line with CGIAR’s Integrated Framework Agreement (IFA).
- Lead and coordinate the delivery of IRRI’s vision and strategy, ensuring innovative science for impact, in alignment with CGIAR’s 2030 Research and Innovation Strategy.
- Work closely with CGIAR’s Science Group Global Directors and broader leadership across CGIAR and in IRRI, facilitating the seamless engagement of IRRI staff in the delivery of CGIAR’s 2030 Research and Innovation Strategy, via CGIAR Research Initiatives, as well as the migration to shared ways of working, policies and integrated services in Human Resources, Ethics and Business Conduct, Legal, Governance, Finance, Digital Services, Resource Mobilisation, and Communications in close cooperation with the One CGIAR Senior Leaders responsible for these functions.
- Expand IRRI’s proven track record of generating and leading impactful, bilaterally, and regionally supported research projects, within the context of CGIAR’s 2030 Research and Innovation Strategy and the accompanying Resource Mobilisation, Communications and Advocacy Strategy.
- Provide intellectual leadership and management for high-quality, client-focused, and integrated outcomes that contribute towards institutional pride, confidence, and teamwork. Utilise tact and diplomacy to forge strong, sustainable alliances and partnerships internally and externally, often involving multinational, multidisciplinary, public, and private sector groups, while managing IRRI’s Intellectual Property.
- Provide leadership in forging and maintaining strategic partnerships with both traditional and non-traditional partners to support the delivery of IRRI’s critical mission, working closely with CGIAR’s Global Director of Partnerships and Advocacy, Global Director for Innovative Finance and Resource Mobilisation, and Regional Directors. Facilitate interactions with all research partners and Host Country governments in line with the strategic objectives of the Institute and CGIAR.
- Lead IRRI’s resource mobilisation efforts, working closely with CGIAR’s Global Director for Innovative Finance and Resource Mobilisation, and the Regional Directors, to secure adequate financial resources to implement IRRI’s research agenda.

Management of People, Finance, and Systems

- Provide inspirational and inclusive leadership to the institute, instilling positive and enabling ways of working, collaborative team attitudes, cooperative partnership approaches in senior management and staff, and a diverse, safe, and respectful workplace. Promote a results-oriented, learning environment through transparent performance evaluation and staff development, provision of career development incentives, prompt resolution of conflicts, and robust reward and recognition programs.
- Lead the planning and management of human, financial and physical resources to achieve defined research outputs and other Institutional objectives in an environment of rapidly changing attitudes, resource availability and accessibility, and partner needs.
• Ensure the efficient and effective operations of IRRI research locations, including working closely with local and global facilities management colleagues to support excellence in facilities, and working closely with CGIAR’s Senior Leadership Team to improve, maintain and manage IRRI’s physical assets for the benefit of all.

• Instil, maintain, and exemplify rigorous standards of research and business ethical conduct, operational effectiveness, financial stewardship, and transparency by IRRI staff, across CGIAR, and by all IRRI and CGIAR partners. In so doing, accentuate IRRI and CGIAR’s proud history, and enhanced impact potential - pivoting science, entrepreneurship, innovation, accountability, transparency, and an attitude of inclusion and respect, operating at the highest standard of ethical behavior and integrity.

• Maintain IRRI as a strong financial entity, ensuring that all statutory financial reporting obligations are met, and all appropriate international and local financial reporting standards are met, and all disclosure requirements adhered to. Empower IRRI’s Finance team to drive and deliver strong financial management across IRRI operations, working with CGIAR’s Global Director of Business Operations and Finance to facilitate financial services and systems that deliver cross-CGIAR efficiencies to strengthen IRRI and CGIAR’s value for money proposition. This includes the development of budgets and business plans to maximise impact and identify opportunities to recover the cost of the research and to effectively manage research projects.

• As ‘campus chancellor’ for each of the locations in which IRRI is the prevailing CGIAR Center, support a thriving IRRI campus for CGIAR staff who wish to work from any one of IRRI’s locations, and execute IRRI’s role as employer of record for staff that are assigned to CGIAR’s Operational Structure.

**Engagement with the Board**

• Support the IRRI Board of Trustees with appropriate, timely information to ensure that the Board of Trustees can discharge its strategic governance and oversight responsibilities regarding IRRI’s research and innovation activities.

• Ensure that the IRRI Board of Trustees and CGIAR’s System Board, as appropriate and necessary, receives appropriate, timely information to confirm that IRRI maintains and preserves high quality internal control systems and independent internal and external audit services, which provide the Board of Trustees and CGIAR’s System Board with appropriate assurance on the effectiveness of IRRI’s operational and financial controls.

**Key Responsibilities as CGIAR Regional Director Southeast Asia and Pacific**

• Coordinate efforts to build CGIAR’s presence in SEA&P, including showcasing CGIAR’s work, the value of working more as one, building a vibrant pipeline of opportunities, and shaping the new, desired organisational culture across the region, focusing on inclusion, transparency, and trust.

• Proactively engage with organisations, governments, and other stakeholders to drive system-wide dialogue and engagement in support of CGIAR’s work in the SEA&P region. Develop and implement regional strategies and support the development of regional initiatives that engage and connect partners with the full scope of CGIAR’s global and diverse science portfolio of work.

• Work with the One CGIAR Global Directors for Innovative Finance and Resource Mobilisation and Partnerships and Advocacy to generate resources for bilateral and pooled-funded operations, particularly from SEA&P sources, through partnerships with governments, multilateral development banks, and local philanthropy.

• Coordinate, align and collaborate fully with CGIAR’s Science Group Directors and all other CGIAR Regional Directors to ensure the successful development and delivery of CGIAR’s 2030 Research and Innovation Strategy with a strong emphasis on the delivery of science solutions and products for the benefit of nations in the SEA&P region, their peoples, and the world at large.

• Foster and grow relationships across the SEA&P region and beyond to ensure that CGIAR is best demonstrating its awareness and understanding of the region’s needs and vision by identifying thematic
issues and solutions and collaborating to ensure an optimal strategic alignment of research and innovation priorities with these needs and goals.

- Identify opportunities for new and innovative ways of building multi-stakeholder partnerships within the SEA&P region and collaborate with the One CGIAR Partnerships and Advocacy Group to facilitate the formation of these partnerships to increase the impact and visibility of CGIAR and its partners in the region.
- Participate actively in CGIAR’s Senior Leadership Team, bringing the voice and perspectives of IRRI and the SEA&P region to discussions and shared activities, collaborating and engaging inclusively and respectfully, demonstrating a partnership mindset for shared positive outcomes that enable the delivery of CGIAR’s critical mission.

**As CGIAR’s Country Representative for the Philippines**

- Lead IRRI’s relationship with IRRI’s host country, the Philippines and ensuring that the institute complies with IRRI’s Host Country Agreements.
- Act as the lead representative of CGIAR in the Philippines, positioning CGIAR as a trusted partner and advisor to government, field-based partners, and regional scientific and political bodies.

**DESired OUTCOMES**

This is an operational and strategic, high-stakes leadership role, with a focus on running IRRI, growing its mandate, funding, and impact, and delivering on its strategy, alongside, delivering towards CGIAR’s strategy. The role is multi-faceted, requiring the Director General to establish IRRI’s status, operations, and strategy within CGIAR’s matrix ecosystem. The key success criteria for this role are strong ensuring strong internal operations, governance, and external impact.
IRRI is seeking an inspirational and visionary individual who displays professional values such as excellence, collaboration, inclusivity, and innovation to take IRRI and CGIAR to greater heights and further increase its global impact.

The ideal candidate will bring an authentic passion and understanding of scientific research and innovation incubation to create solutions for global food security, and the transformation needs in Southeast Asia and the Pacific. S/he will have a global mindset, excellent communications skills, a strong commitment to operational and financial stewardship, a demonstrated commitment to diversity and inclusion, a demonstrated aptitude in fundraising and building partnerships, and familiarity with (and experience participating in) global, regional, and national policy fora focused on agriculture, food systems and society, and the sustainability agenda. It is imperative that a proven track record in executive leadership of complex and decentralised environment is essential, with significant leadership experience in matrix operational structures as well as organisations undergoing dynamic change is also highly desirable.

**IDEAL EXPERIENCE**
The successful candidate will bring the following essential skills and experience:

**Senior Operating Leader in Complex Global Organisation**
A significant career as a senior manager at the government, institutional, or industry level. A proven track record in planning and managing human, financial and physical resources to achieve defined research or similar outputs and maintaining sound financial management. Experience working in, or with emerging countries and those in transition. A demonstrated commitment to all forms of diversity and putting people at the front of all an organisation does, and a track record as a champion of best-practice ethics and business standards by all.

**Experience Managing Aid/Philanthropy Funded Portfolios**
A proven track record in resource mobilisation in both traditional (foreign aid, developmental funding, national agricultural funding) and contemporary areas (nature-based finance, innovative finance, philanthropy).

**Relevant Industry Experience**
Experience in undertaking and managing research in agriculture or related field. Experience with and commitment to identifying and overcoming barriers to participation of women and youth related to rice-based agri-food systems.

**Relevant Academic Credentials**
Formal education to the level of PhD in a field relevant to the mandate of IRRI.

**DESIRABLE EXPERIENCE**
While not essential, it is preferred that the successful candidate bring the following experience and academic credentials.

- **Experience & Skills**: Experience in CGIAR, or comparable organization, at the executive level. Experience in institute management. Experience in change management at a senior level. Understanding of effective institutional governance.
• **Academic Credentials:** Agricultural-based research or other relevant degree. Business or economic management qualification. Understanding of the importance of policies on the economic, environmental, and livelihood impacts of the global rice sector, and a robust understanding of the Southeast Asia and Pacific region.

**CRITICAL CAPABILITIES**

**Acting Strategically**
- 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.

**Operational Leadership**
- Proactively seeks to improve processes and implement best in class solutions, raising quality and productivity in a calculated way.
- Spends time building a clear understanding of the capabilities and potential of the team as well as opportunities to build operational capability to support the whole organisation.
- Fosters a culture of inclusivity and of operational excellence, holding people accountable for their commitments.
- 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.

**Leading Change**
- 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 continue to strengthen IRRI and CGIAR into a dynamic, integrated, and agile organisation.

**OTHER PERSONAL CHARACTERISTICS**
- Strong leader with excellent skills and experience in global networking and public relations.
- Superior ability to think creatively and help design innovative plans and programs in line with strategic priorities.
- A compelling communicator with the ability to listen, engage, and work effectively with oversight bodies including the multi-national IRRI Board of Trustees, CGIAR System Board, CGIAR System Council, as well as with CGIAR’s funders and partners, senior government officials, private entrepreneurs, and all Center staff.
- Ability and commitment to working with National Agricultural Research Institutions and related partners.
- Capacity to inspire, generate, nurture, and sustain staff motivation and professional development.
- Strong interpersonal skills and an appreciation of the value of diversity, with a commitment to promote inclusion in all forms.
• Fluent in English and knowledge of other languages will be an advantage.