CGIAR
Science for a food-secure future

Management arrangements for CGIAR's 2025—30 science and innovation Portfolio ('The Book')

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1 Introduction

1.   This document sets out the management arrangements for CGIAR's 2025—30 science and innovation Portfolio. The present version incorporates input from the CGIAR Global Leadership Team (GLT) provided at its retreat on 15—16 September 2024.

2.   In June 2024, the CGIAR Executive Managing Director (EMD) invited the CGIAR Managing Director, Resilient Agri-food Systems, to convene a small, cross-CGIAR Task Force to develop proposed management arrangements for the 2025—30 Portfolio. The Task Force was formed through Center Directors General (DG) nominations, by region, of Deputy Directors General for Research (DDG-R) or senior scientists with experience of different CGIAR research cycles and management models (see Annex 1a for the full membership). The Task Force was launched in July.

3.   As inputs to the Task Force's work, Centers – through their DGs – were invited to provide suggestions for the key features of the 2025—30 Portfolio management arrangements in the form of brief, 1-page submissions. In addition, the Task Force drew on the findings and recommendations of past, independent evaluations of CGIAR research; the Independent Science for Development Council's (ISDC) review and recommendations on the May 2024 CGIAR Portfolio Narrative; as well as its collective experience and lessons learned.

4.   The proposed management arrangements were developed through an in-person workshop of the Task Force on 26—28 August and an extended workshop with representatives of all Centers on 29—30 August, both held at the Alliance of Bioversity and CIAT headquarters in Rome, Italy (see Annex 1b for a list of attendees at the extended workshop).

5.   This proposal is not intended to be exhaustive. Section 6 identifies several follow-up tasks that will require inputs from relevant experts across CGIAR. In addition, the Task Force recommends that space be provided for adaptive management and for incoming science leaders – notably the CGIAR Chief Scientist – to shape their teams and ways of working.

2 Context and background

6.   Complex shocks and impacts from natural and human system dynamics are challenging food, land, and water systems across geographies and communities in most countries. In its recent report, ISDC highlighted nine [mega trends](#) ranging from climate change, through environmental degradation to geopolitical insecurity as particularly critical in impacting the food people eat, their livelihoods, the water they drink and the environments they live in. These trends may also exacerbate multiple risks especially for some of the most marginalized communities.

7. Given the complexity of these systemic changes, the need for multi-disciplinary approaches to grasp opportunities and address challenges has never been more critical. No one solution fits all and an integration of different capabilities, knowledge, and experiences across research areas and regions is needed to bring localized sustainable solutions.

8. CGIAR researchers have a critical role to play in developing such solutions. Collectively their breadth and depth of knowledge, as well as locations in the countries most impacted, ensure they bring locally contextualized research-based solutions, insight, and experience to support critical development areas. The increasing integration of capabilities and thinking from across Centres has been a feature of CGIAR's shared programming efforts over the last two decades. The Challenge Programs followed by the twelve CGIAR Research Programs (CRPs) brought together researchers from different disciplines and Centers to tackle challenges focused on key commodity values chains, systems, and regions in the Global South. These catalyzed new thinking and experimentation at different scales resulting in major improvements across agri-food systems, landscapes, and enabling environments.

9. This move to integrated science programming continued under the CGIAR's 2030 Research and Innovation Strategy which sets out a 10-year vision of "a world with sustainable and resilient food, land, and water systems that deliver diverse, healthy, safe, sufficient, and affordable diets, and ensure improved livelihoods and greater social equality, within planetary and regional environmental boundaries." The Strategy defines CGIAR's mission as follows: "to deliver science and innovation that advance the positive transformation of food, land, and water systems in a climate crisis".

10. The first stage of the delivery of this Strategy was the CGIAR Initiatives (2022—2024) – a series of global challenges and critical agrifood-system development areas addressed through multi-disciplinary multi-Center teams supported by pooled funding. The new groupings brought together often unique combinations of skills and integrated thinking across food, land, and water systems working from genes, across farms through to country and landscape scales. The research had a strong line of sight to five critical impact areas, with scaling and investment as much part of the thinking as new inclusive developments in the solution spaces. These moves were supported by stronger integration of organizational mechanisms, management and operational structures across the CGIAR centres and offices; although it should be noted that bilaterally funded projects were not directly linked to these initiatives.

11. The new 2025—2030 science and innovation Portfolio represents a next step on CGIAR's journey of programmatic integration, with pooled and bilaterally funded work brought together under eight Science Programs, a Scaling for Impact Program, and three Accelerators; underpinned by CGIAR's core assets, notably its Genebanks. This next stage of integration will highlight the full breadth, depth, and

reach across countries and communities of CGIAR research for development and its incredible impact for the first time.

12.   Specifically, the new Portfolio aims to:

   a.   encompass all of CGIAR's work, across all Centers and all sources of funding;
   b.   reduce the number of entry points for partners & Funders, making the Portfolio easier to understand, navigate, and communicate;
   c.   unlock new and stronger funding and partnerships;
   d.   drive a deeper and broader programmatic integration across Centers, disciplines; and
   e.   enable science and innovations at a greater scale and with greater reach.

Figure 1: CGIAR's 2025—30 science and innovation Portfolio at a glance

CGIAR Portfolio 2025-2030
Transforming Food, Land, and Water Systems to 2050

- Five Impact Areas
- Eight Science programs
- Scaling for Impact with Partners
- Partners in Research and Scaling
- Accelerators
- Assets: Genebanks, Knowledge....
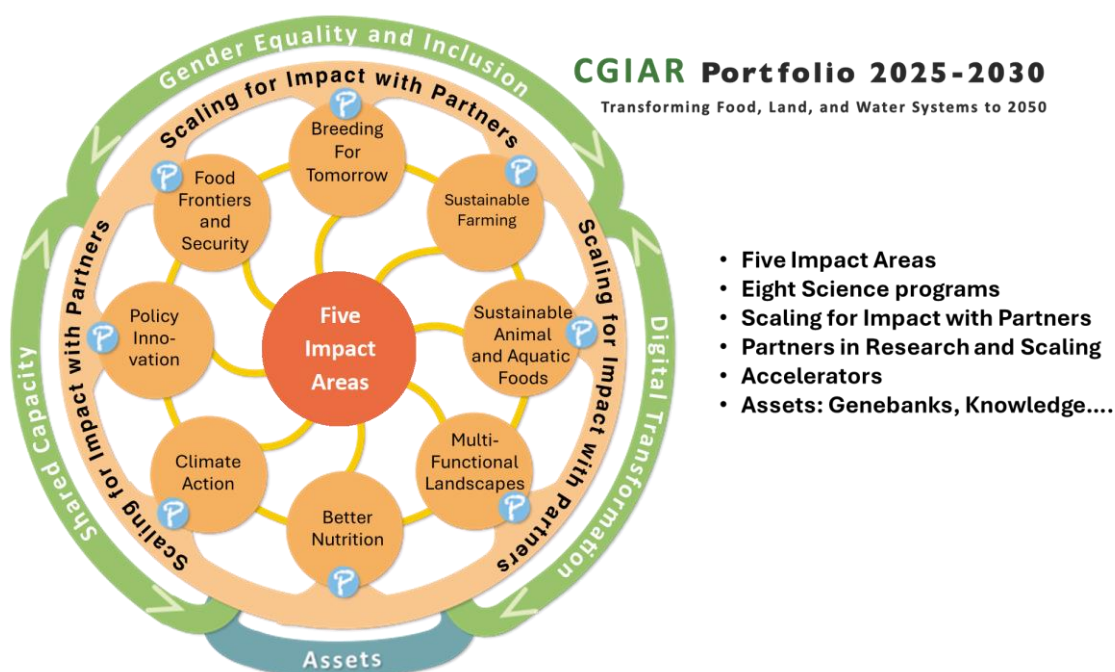
3 Guiding Principles

13.   The design, establishment, and operation of the 2025—30 Portfolio management arrangements are guided by the following principles:

- **integration** across Centers, teams, programs, projects, and geographies to enable the Portfolio to become greater than the sum of its parts;

- **fair, inclusive, and equitable treatment** of Centers and staff; with sharing of data, information, and knowledge based on agreed principles and protocols; equitable opportunities for Centers to contribute to key decisions and deliver research impact; robust safeguards to prevent any Center from wielding disproportionate influence; and transparent and equitable recruitment and performance management of staff;

- **collaboration, shared ownership and co-responsibility** among the Centers;

- **diversity** of leadership and teams, with leadership opportunities created at different levels;

- **transparency and accountability** in the use and allocation of pooled funding (CGIAR Trust Fund Windows 1 and 2 [W1/2]);

- **alignment of work** across all Centers and all sources of funding with CGIAR's 2030 Research and Innovation Strategy and 2025—30 Portfolio to foster synergies, complementarity, shared learning, and to drive impact at scale with program descriptions giving space for both current and future areas of research;

- **symmetry of responsibility, accountability, and authority**, ensuring that accountable decision-makers are enabled and empowered; and avoiding 'dual-hatting' arrangements where one person holds multiple often conflicting roles;

- **agility and responsiveness** in the face of shifting challenges, opportunities and needs;

- **clarity and simplicity** of structure and operations, non-duplication of responsibilities, and value for money; and

- **stability and predictability,** with a commitment to maintaining the basic feature of the Portfolio, the associated resources and its management arrangements over at least the six-year period from 2025 through 2030.

4 Proposed management structure

14.   The proposed 2025—30 Portfolio management arrangements operate at three levels:

- **CGIAR's Integrated Partnership:** At the level of the partnership as a whole, the CGIAR Center Directors General (DG) and the CGIAR Executive Managing Director (EMD) – as chief executives of the Centers and the System Organization, respectively – provide overall leadership of CGIAR's operations and are accountable to their respective Boards (the Center Boards and Integrated Partnership Board [IPB]). The DGs and EMD, together with the Deputy EMD and Chief Scientist, form the CGIAR Global Leadership Team.

- **CGIAR's Science and Innovation Portfolio:** Across the 2025—30 Portfolio of Programs and Accelerators, the CGIAR Chief Scientist and Centers' Deputy Directors General for Research (DDG-R) lead all CGIAR science and innovation delivery, for all Centers and all sources of funding. Collectively, the Chief Scientist and DDG-Rs, joined by the Program and Accelerator Directors, form a CGIAR Global Science Team.

- **CGIAR Programs and Accelerators:** For each of the Programs and Accelerators that make up the 2025—30 Portfolio, a Program/ Accelerator Director leads delivery alongside a team made up of Delegates from contributing Centers as well as Area of Work Leads and Co-Leads. This group comprises the Program/ Accelerator Leadership Team.

Figure 2: Proposed management structure at a glance
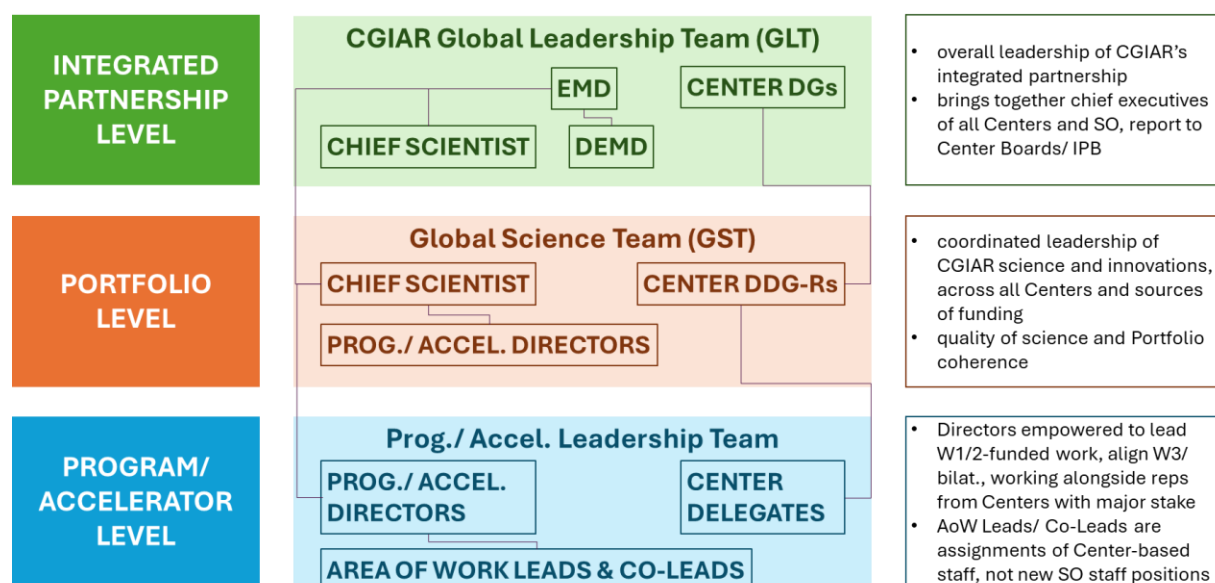
4.1 Integrated partnership level

15.   At the level of the integrated partnership as a whole, key management positions and bodies include the following:

- **The Center Directors General (DG),** as the chief executives of Centers, are accountable for, *inter alia*, Center operations, budgets, and staff. DGs report to Center Boards, which decide on DG appointments, remuneration, and performance management. DGs line manage the Center DDG-Rs, who represent Centers on the CGIAR Global Science Team (below). At any given time, three DGs hold an additional role as Continental Convenors for Africa, the Americas, and Asia—Pacific, respectively.

- In the context of the 2025—30 Portfolio, and subject to relevant Center delegations of authority, key functions of the DGs include, but are not limited to:

  o   approving Centers' research and innovation strategies, aligned with CGIAR's common strategy;

  o   approving Centers' W3 and bilaterally funded work and associated deployment of Center staff and assets;

  o   approving Centers' work plans and budgets;

  o   approving Centers' deployment of staff and assets for W1/2-funded work;

  o   approving Centers' representation in CGIAR-wide management bodies and processes (e.g. Global Science Team, Program/ Accelerator Leadership Teams); and

  o   appointing and line managing Deputy Directors General for Research (DDG-R).

- **The CGIAR Executive Managing Director (EMD),** as the chief executive of the CGIAR System Organization (SO), is accountable for the SO's functions, including, *inter alia*, oversight of and reporting on pooled funding (CGIAR Trust Fund Windows 1 and 2 [W1/2]). The EMD reports to the Integrated Partnership Board (IPB, expected to be effective from 1 October 2024, currently the CGIAR System Board), which decides on the appointment, remuneration, and performance management of the EMD. The EMD is the line manager of the Deputy Executive Managing Director (DEMD) and the Chief Scientist and provides operational oversight of the Continental Convenors.

- Specifically for the 2025—30 Portfolio, and subject to relevant System Organization delegations of authority, key functions of the EMD include, but are not limited to:

  o approving CGIAR's Research and Innovation Strategy and any amendments to that Strategy for submission to the Integrated Partnership Board (IPB);

  o approving CGIAR's science and innovation Portfolio for submission to the IPB;

  o approving W1/2 budgets for submission to the IPB;

  o providing leadership on external engagement, partnerships, and W1/2 resource mobilization on behalf of the integrated partnership as a whole;

  o approving the deployment of System Organization staff and assets in support of the of the Portfolio; and

  o convening the GLT (below).

- As part of the System Organization's core mandate, the DEMD oversees partnership-wide external engagement and enabling functions that support the delivery of the 2025—30 Portfolio, including but not limited to resource mobilization, communications, people and culture, finance, legal, and governance functions of the System Organization.

- **The CGIAR Global Leadership Team (GLT)**, which brings together Center DGs (including those serving as Continental Convenors), the EMD, the DEMD, and the Chief Scientist to enable aligned decision-making across the Integrated Partnership as a whole. Key functions of the GLT include, but are not limited to:

  o keeping under review and endorsing CGIAR's science and innovation Strategy and any amendments to that Strategy;

  o endorsing CGIAR's science and innovation Portfolio;

  o endorsing proposed multi-year financial plans and annual budgets for pooled funding (CGIAR Trust Fund Windows 1 and 2 [W1/2]);

  o approving the representation of Centers in Program/ Accelerator Leadership Teams; and

- o championing and modelling the objectives, values, and guiding principles of the integrated partnership in the delivery of its shared science and innovation Strategy and Portfolio.

- The GLT provides an escalation pathway when key decisions at the Portfolio level (below) cannot be reached in a timely manner.

4.2 Portfolio level

16. At the level of the science and innovation Portfolio, key management positions and bodies include the following:

- **The Center Deputy Directors General for Research (DDG-R) (or equivalent),** provide overall leadership of Centers' science and innovation strategies and operations, across all sources of funding. DDG-Rs are appointed by and report to their Center DGs. In the context of the 2025—30 Portfolio, and subject to relevant Center delegations of authority, key functions of the DDG-Rs include, but are not limited to:

  - o leading the development of Centers' research and innovation strategies, aligned with CGIAR's common strategy;

  - o managing the delivery of Centers' W3 and bilaterally funded science and innovation work and associated performance and results management and reporting as well as the deployment of Center staff and assets;

  - o ensuring quality of Center-delivered science;

  - o managing the delivery of agreed outputs of Centers' W1/2 funded work, including the deployment of staff and assets;

  - o recommending Centers' representation in Program and Accelerator Leadership Teams as well as other CGIAR-wide science management bodies and processes.

- **The CGIAR Chief Scientist** works alongside Center DDG-Rs to provide overall leadership of CGIAR's shared science and innovation Strategy and Portfolio, with oversight of the science and innovation work delivered through W1/2 funding. The Chief Scientist is appointed by and reports to the CGIAR EMD. Centers will be invited to provide input towards the Chief Scientist's performance management against defined terms of reference. The Chief Scientist will be based in the Global South in a location with significant CGIAR operations. The Chief Scientist is the line manager of Program and Accelerator Directors, and oversees Portfolio-level functions on coordination and performance and results management.

- For the 2025—30 Portfolio, and subject to relevant System Organization delegations of authority, key functions of the Chief Scientist include, but are not limited to:

  o leading the development of CGIAR's Research and Innovation Strategy and any proposed amendments to that Strategy;

  o overseeing the development of and updates to CGIAR's performance and results management framework, including associated indicators and targets;

  o recommending CGIAR's science and innovation Portfolio for GLT endorsement and EMD approval (ahead of submission to the IPB);

  o fostering quality of science across CGIAR's science and innovation Portfolio working alongside the Global Science Team (GST);

  o recommending the allocation of W1/2 funding for CGIAR Programs and Accelerators for GLT endorsement and EMD approval;

  o approving Program and Accelerator W1/2 plans of work and budgets; reporting on performance and results; and adaptive management actions;

  o recommending the deployment of System Organization staff and assets in support of the of the Portfolio;

  o overseeing Portfolio-level technical performance and results management, reporting, learning, and adaptive management;

  o fostering strong external partnerships for CGIAR science and innovations;

  o representing CGIAR's collective science and innovation offer to CGIAR-wide governing bodies and external stakeholders; and

  o convening the GST (below).

- To help manage their significant scope of work, the Chief Scientist may delegate certain tasks to other members of the Global Science Team (below) – whether individual members or sub-groups.

[**Note to reviewers:** The roles, responsibilities, accountabilities, and authorities within the CGIAR Global Science Team (GST) require further review to ensure clarity on the respective roles of Center DDG-Rs and Program/ Accelerator Directors.]

- **The CGIAR Global Science Team (GST)** brings together the DDG-Rs[1], the CGIAR Chief Scientist, and the Program and Accelerator Directors to drive coordinated science and innovation leadership across the Portfolio as a whole. Key functions of the GST include, but are not limited to:

  - periodically reviewing CGIAR's Research and Innovation Strategy and recommending any amendments to that Strategy in response to emerging opportunities and challenges;

  - periodically reviewing CGIAR's performance and results management framework, including associated indicators and targets, and recommending any improvements;

  - promoting coherence and coordination of CGIAR science and innovation across the Portfolio of Programs and Accelerators; as well as all Centers and all sources of funding;

  - ensuring a consistent flow of data, information, and knowledge on CGIAR science and innovations across Centers, Programs and Accelerators;

  - overseeing cross-partnership efforts to progressively bring Centers' W3 and bilaterally funded work into closer alignment with Program/ Accelerator high-level outputs and theories of change;

  - endorsing the allocation of W1/2 funding for CGIAR Programs and Accelerators;

  - endorsing Program and Accelerator plans of work and budgets; reporting on performance and results; and adaptive management actions;

  - periodically reviewing and recommending any changes to the representation of Centers in Program/ Accelerator Leadership Teams;

  - fostering a coordinated approach to partnerships and external engagement on CGIAR science and innovations; and

  - promoting the development, sharing, and integration of CGIAR capabilities in response to emerging opportunities and needs.

- The GST provides an escalation pathway when key decisions at the Program and Accelerator level (below) cannot be reached in a timely manner.

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[1] In the event that a Center has multiple DDG-Rs, the DG will identify one to represent the Center in the CGIAR GST.

4.3 Program and Accelerator level

17. For the Programs and Accelerators that make up CGIAR's 2025—30 science and innovation Portfolio, key management positions and bodies include:

- **Program/ Accelerator Directors ('Directors')** provide overall leadership and management of each Program/ Accelerator, working alongside representatives of contributing Centers (see below). The Directors are appointed by and report to the CGIAR Chief Scientist. The recruitment process for the Directors will be open and competitive for internal CGIAR candidates, and opened externally if required. Centers, through their DDG-Rs, will be invited to participate in the recruitment process for the Directors, and provide input towards their performance management. The Directors will preferably be based in the Global South, in a location with significant CGIAR operations relevant to their Program/ Accelerator. The Directors provide operational supervision of Area of Work (AoW) Leads and Co-Leads as well as a dedicated, right-sized Program Management Unit (PMU), and provide input to their performance management.

- Key functions of the Directors include, but are not limited to:

    o leading the development of multi-year and annual plans of work and budgets, and recommending those for GST endorsement and Chief Scientist approval;

    o leading the development of, and recommending for GST endorsement and Chief Scientist approval reports on performance and results, and adaptive management actions;

    o leading the delivery of W1/2 -funded work and fostering alignment of relevant W3/ bilaterally funded work with overall Program/ Accelerator high-level outputs and theory of change;

    o ensuring the quality of science of W1/2 -funded work;

    o ensuring compliance with relevant CGIAR Policies, Procedures, and standards, e.g. on research ethics;

    o promoting effective linkages, coherence, and coordination with other Programs/ Accelerators;

    o leading external engagement, partnerships, and resource mobilization on behalf of the Program/ Accelerator;

    o inspiring and fostering strong collaboration and teamwork across the Centers and partners contributing to the Program/ Accelerator.

- Efforts will be made to promote diversity and inclusion across the cohort of Directors, consistent with CGIAR-wide targets.

- **Area of Work (AoW) Leads and Co-Leads** provide overall leadership and management of each Area of Work within a Program/ Accelerator. The AoW Leads and Co-Leads are assigned by the Program/ Accelerator Director through a competitive process open to internal CGIAR candidates. The assignments are intended for a minimum allocation of 50% of the Lead's/ Co-Lead's time, subject to agreement with their employing Center. Centers, through their delegates in the Program/ Accelerator Leadership Team will be invited to participate in selection process for the Leads and Co-Leads, and provide input towards their performance management. The Leads and Co-Leads will retain their existing, Center-based contracts and employment terms, and will remain in their duty stations. While AoW Leads and Co-Leads retain their Center-based line managers, they will report operationally to the Program/ Accelerator Director for work carried out as part of their assignment. For large AoWs with contributions from multiple Centers, it is recommended that both a Lead and a Co-Lead be assigned. For others, a single Lead may suffice.

- Key functions of the AoW Leads and Co-Leads include, but are not limited to:

    o leading the development of their AoW inputs towards multi-year and annual plans of work and budgets, including contributions to associated prioritization exercises;

    o leading the development of their AoW inputs towards reports on performance and results, and adaptive management actions;

    o leading the delivery of W1/2 -funded work in their AoW and fostering alignment of relevant W3/ bilaterally funded work;

    o promoting quality of science in W1/2 -funded work;

    o promoting effective linkages, coherence, and coordination with other AoWs within the same Program/ Accelerator;

    o leading external engagement and partnerships related to their AoW;

    o monitoring the deployment of staff and assets and working closely with Centers to ensure the above are aligned with AoW needs; and

    o providing input to the performance management of AoW-assigned Center staff.

- The functions of CGIAR's current **Impact Area Platforms** will in many cases be housed under dedicated Areas of Work within the relevant Programs. In these cases, the Platform Directors will perform the above functions of Area of Work Leads/ Co-Leads, as well as additional, cross-CGIAR functions under the direct supervision of the Chief Scientist, where relevant.

- **Center Delegates** represent the contributing Centers to each Program/ Accelerator as members of a Leadership Team (below). Center Delegates are DDG-Rs or their representatives. Rather than a management role, Center Delegates help advise and oversee Program/ Accelerator teams with a view to ensuring strong alignment, coherence, coordination, and collaboration across Centers.

- For Accelerators, given their cross-partnership role, all Centers are invited to assign Delegates to join their leadership. For Programs, a subset of Centers with a meaningful contribution ('skin in the game') is identified by the Director, recommended by the GST, and approved by the GLT, based on the following criteria:

  o amount and share within the Center of relevant W3/ bilaterally funded work that contributes to the objectives of the Program;

  o the Center's share of total W3/ bilaterally funded work that contributes to the objectives of the Program;

  o contribution to W1/2-funded work as part of the Program; and

  o confirmation of Center interest in and prioritization of engagement in the Program.

- Recognizing that Centers' relative scientific strengths, relevant W3/ bilaterally funded programming and W1/2 contributions may change, Center representation in Program/ Accelerator Leadership Teams will be reviewed annually and adjusted as required. All Centers, including those not represented on the Leadership Team, will be invited to engage in a "CGIAR Partner" capacity.

- **A Program/ Accelerator Leadership Team** made up of the Directors, AoW Leads and Co-Leads, and Center Delegates reviews progress and provides advice on key decisions. Key functions of the Leadership Team include but are not limited to:

  o reviewing and providing input towards multi-year and annual plans of work and budgets, reflecting associated prioritization exercises;

  o reviewing and providing input towards reports on performance and results, and adaptive management actions;

- o promoting coherence and coordination of CGIAR science and innovation at the Program level, across AoWs, Centers, sources of funding; and

  - o ensuring a consistent flow of data, information, and knowledge across Centers and AoWs.

- **A Program Management Unit (PMU)** provides program management and administrative support towards the successful delivery of each Program/ Accelerator; with capabilities spanning project management and coordination, MELIA, finance, people and culture, communications, as well as data and knowledge management. Subject to the existence of available capacity, PMUs will be formed through assignments of staff based in relevant Centers/ the System Organization consistent with principles established through the ICI (Integrated, Coordinated, Independent) process.

- **An Independent Advisory Group**[2] works with the Leadership Team to provide independent advice on the quality of science and emerging opportunities and challenges. Intended as a light-touch advisory arrangement, the Group will primarily engage in the annual pause and reflect process with a view to informing any adaptive management actions.

5 Decision-making and decision support

18.   Building on the description of the key management bodies and positions above, this section describes how those bodies and positions would engage in key decision-making processes and in providing decision support. The set of processes described is not intended to be exhaustive, but rather illustrative and subject to further development as part of relevant terms of references and RACI (Responsible, Accountable, Consulted, Informed) matrices; as well as dispute-resolution processes and measures to incentivize collaboration.

5.1 W1/2 budgeting and resource allocation

[Note to reviewers: At its retreat on 15—16 September, the GLT established a task team to develop the budgeting and resource allocation processes and criteria for W1/2 funding. As a function of the task team's work, this section will need to be reviewed and updated.]

19.   Consistent with the guiding principle of stability and predictability, a multi-year financial plan will guide the allocation of W1/2 resources towards the new Portfolio. Still, it is expected that annual W1/2 budgets will be required to respond to changes in the availability and earmarking of funds, and to enable adaptive

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[2] The proposed advisory structure was not discussed in the Rome stakeholder workshop and thus will require further collective review and refinement.

management. The process for those annual budgets will integrate both top-down direction and bottom-up input to ensure effective, informed, and transparent decision-making, taking into account budget availability, prioritization, strategic planning processes, as well as Center and partner performance. The process spans the following key steps:

a.   The Finance and Resource Mobilization teams – overseen by the DEMD – engage with CGIAR Funders and set out scenarios of total available W1/2 funding for the coming year and associated earmarks; with the aim of maximizing allocations and minimizing associated restrictions.

b.   Based on inputs from the DEMD, the Chief Scientist, the Continental Convenors, and the governance and independent functions on anticipated W1/2 costs outside of the Portfolio of Programs and Accelerators; the Global Leadership Team (GLT) considers and endorses a proposed envelope of W1/2 funding available to Programs and Accelerators for EMD approval.

c.   Program/ Accelerator Directors, supported by their PMUs and Leadership Teams – with inputs (in terms of activities and respective budgets) from Centers participating in the implementation of the AoW activity plans – develop preliminary plans of work and budgets guided by prioritization and clear, documented criteria. These preliminary budgets should be per AoW and Center, made for different plausible budget scenarios, and anchored in the multi-year W1/2 financing plan.

d.   The Chief Scientist, following review and endorsement by the Science Leadership Team, recommends budget allocations per Program/ Accelerator based on the budget envelope (Step b) approved by the EMD, the preliminary workplans and budgets (Step c), and performance considerations. The proposed budget allocation is sent to the GLT for endorsement prior to EMD approval of the full W1/2 budget document.

e.   The EMD, following GLT endorsement of the Program/ Accelerator allocations, approves the full, proposed W1/2 Budget (including research and non-research costs) for submission to the relevant governing bodies for their review and approval (Integrated Partnership Board concurrence and System Council approval).

5.3 Program management, performance, and results reporting

20.   The total Portfolio is being designed to deliver critical impacts for billions of people. Ensuring that each component of the Portfolio is well managed and held accountable; performs at a high level; with robust tracking of outputs, outcomes and impacts will be important in realizing this ambition.

21. **Program Management:** Each Program and Accelerator will have a clear strategic mission, organizational structure, governance and management system, with funding mechanisms defined and endorsed through the different management levels of the CGIAR. There are clear oversight protocols and lines of reporting to support this and to ensure effective operations and delivery at the levels required.

22. **Project Coordination and Performance and Results Management**: Building on the systems, processes, and tools created as part of the existing CGIAR Performance and Results Management System for the Initiatives; a more integrated approach will be developed that coordinates the work and tracks the specific performance and results of each Program and Accelerator, while balancing the costs and benefits of a consolidated view of the full Portfolio (W1/W2/W3/bilaterals). A Portfolio-wide coordination function will establish strong relationships with the Program and Accelerator PMUs to facilitate the cohesive delivery of the aggregated outcomes and impacts of the portfolio. This will be overseen by the PPU and PCU, positioned within the Office of the Chief Scientist.

5.4 Alignment of Centers' W3 and bilaterally funded projects and programs

23. The 2025—30 science and innovation Portfolio is intended to bring together and align all of CGIAR's work, across all Centers and all sources of funding, including 'pooled funding' from CGIAR Trust Fund Windows 1 and 2 (W1/2) for shared CGIAR science and innovations as well as Centers' bilateral and W3 funding. To effectively understand how these bilateral projects contribute to the shared objectives of the Programs and Accelerators, it is essential to be able to analyze them against the high-level outcomes and theories of change.

24. **Opportunities from alignment:** Aligning Centers' bilateral projects with CGIAR Science Programs can create several key opportunities:

     - Increased visibility and improved attribution: enhancing the recognition of the Centres and the impact they generate from the implementation of their bilateral project portfolios;
     - Collective understanding of strengths: fostering a shared understanding of Centers' strengths and capabilities on specific topics, facilitating informed, collective efforts to mobilize new resources and build new capabilities;
     - CGIAR Synergies: Utilizing broader CGIAR capabilities, partnerships and inter-Center collaboration to amplify overall impact;
     - Key stakeholder engagement: Facilitating engagement with stakeholders in various countries and regions by understanding and integrating Centers' activities in those areas;
     - Enhanced reporting and communications: developing comprehensive CGIAR annual reports and communication campaigns that highlight a wider range of Centers' activities and results, increasing visibility for bilateral project contributions;
     - Capability development opportunities: highlighting critical opportunities for capacity building within Centers; and

- Scaling opportunities: Identifying scaling potential of results generated in bilateral projects that could be supported by W1/2 funds.

25. **Avoiding disincentives:** To realize these opportunities, it is crucial to avoid two situations that could disincentivize Centers from aligning their projects:
    - reducing W1/2 funding allocations to Centers because of mapping of bilateral projects to associated Programs/ Accelerators; and
    - creating complex reporting requirements for W3/ bilaterally funded work, which could impose high transaction costs on Centers.

26. **Responsibility for alignment:** CGIAR Centers are responsible sharing basic information on their W3/ bilaterally funded projects and programs to enable alignment, complementarity, and synergies to be pursued in the context of Programs and Accelerators. Alignment should ultimately be based on clearly defined, actionable criteria, including but not limited to (i) complementarity of results, where the project/ program clearly contributes to the higher-level objectives and Theory of Change of the Program/ Accelerator; (ii) thematic alignment; (iii) geographic focus overlap or strategic expansion; and (iv) high degree of partnership overlap or strategic expansion. It is vital to keep the associated reporting requirements simple to minimize reporting burdens on Centers, thereby supporting the development of a cohesive portfolio that integrates contributions from various funding sources.

5.4 Conflict and risk management

27. **Conflict-management protocols for staff performance and fund utilization:** To proactively address potential disputes within Programs and Accelerators related to staff performance in implementing W1/2 funded activities or the use of W1/2 resources for other than its intended purposes, the following protocols are proposed:

    a. **Staff Performance Issues and misconduct[3]:**

       - Initial notification and actions: The Area of Work (AoW) Lead and Co-Lead will inform the incumbent, their Center-based supervisor, and the respective Center Delegate in the Program/ Accelerator about the performance issue. They will collaboratively agree on specific improvement actions and deliverables/timing, which will then be communicated to the Program/ Accelerator Director.

       - Next Stage Actions: After an agreed-upon period for implementing the improvement actions, if there is no noticeable improvement, the AoW Lead and Co-Lead will escalate to the Director who will discuss

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[3] Beyond steps to address individual cases, the resolution of performance issues can be facilitated through the development of a more comprehensive, albeit light-touch, performance management system.

the issues and agree again the required actions and deliverables and their timing.

- Final Actions: Where there is need for further intervention, the Director will present the issue to the respective Deputy Director General for Research (DDG-R) (or equivalent) to implement necessary corrective actions within the Center, such as staff reallocation.

b. **Misuse of W1/2 funds:**

- Reporting the Issue: In cases where W1/2 funds are used for purposes not associated with the agreed activities under an AoW, the AoW Lead/Co-Lead will communicate the issue to the Program/ Accelerator Director.

- Evaluation and Resolution: The Director will engage with the Center focal point and the respective DDG-R to address the issue and evaluate potential solutions.

- Final Decision: The Director will make the final decision to the best course of action to ensure compliance with relevant workplans.

5.5: Adaptive Management of programs

[Note to reviewers: This section requires further review and improvements for clarity and consistency]

28. While the high-level and strategic goal of addressing the 5 Impact Areas of the CGIAR through the 2025—30 Programs and Accelerators will remain central, they must evolve and adapt. Drivers for such evolution and adaptation could include, for example, unexpected results that necessitate course corrections, additional expertise and partners necessary to achieve deliverables, new tools and technologies emerging on the horizon that can fast-track research and deliverables. The decision process for such alterations would encompass regular progress reports and reviews at different intervals, at different levels, e.g. monthly reports at the work area level, through to annual reports at the Program level, and annual Pause & Reflect meetings. The process can involve the following progression scenarios:

- AoW leader's review of results initiates the need to alter the work area contents. This is escalated to the Program/ Accelerator Director through the Leadership Team who, if in agreement, discusses the need for change with the DDG-R. If both the Director and the DDG-R agree, then the AoW Lead can initiate the change. The Chief Scientist review of such changes may take place either ASAP or during the annual review.

- Director becomes aware of results that can fast-track or hamper delivery. In this case the PL can lay more or less emphasis, respectively, on an AoW and recommend financial adjustments after discussions with the relevant PLT and the DDGR.

- If anyone in the Leadership Team and AoW team becomes aware of new tools, technologies and/or partnerships that can substantially alter the pace and quality of the deliverables, the Director discusses that information with the PLT and the DDGRs to escalate it to the Chief Scientist and seeks approval to adapt the program accordingly. If necessary, then discussions are held with external experts to ensure that changes are not made without assessing the value of these proposed/possible changes.

- When results suggest completion of a task and the possibility of moving along the pathways of the proof of concept, to proof of value, to scaling, the PL can decide to alter the AoW accordingly, in consultation with the DDG-R and inform the Chief Scientist.

- While the expectation is that Program/ Accelerator funding will remain relatively stable from W1/2, evolution towards more intentional and aligned bilateral resource mobilization (perhaps with associated new partners and / or locations?) and new funded projects is expected. This would require sharing by AoW leads and eventually decision making by the Leadership Team.

6 Operationalization

[**Note to reviewers:** As a result of the 15—16 September GLT retreat, the below steps and timelines are being reviewed and updated.]

6.1 Transitioning to the new management arrangements

29.   The management structure described in Section 4 above will be established in a phased manner, with a view to ensuring business continuity while empowering incoming leaders to shape their teams and ways of working. During the transition, existing structures and capacities will be leveraged to the extent possible. Key transition steps are described in Table 1 below.

Table 1: Key transition steps

Timing	Action

September 2024	• <u>16 Sept:</u> GLT endorsement of and guidance on proposed, high-level management arrangements.
	
	• <u>17—30 Sept:</u> Terms of reference of key management bodies and positions finalized under the leadership of the management arrangements Task Force and with inputs from relevant experts across CGIAR:
	
	    o CGIAR Global Leadership Team (GLT)
	    o CGIAR Global Science Team (GST)
	    o Program/ Accelerator Director
	    o Area of Work Lead/ Co-Lead
	    o Program/ Accelerator Leadership Team
	    o Program Management Unit
	
	• Preliminary RACI matrices for key decision processes developed, subject to review and revision once key leaders are in place
	
	• Further development of detailed Portfolio as well as Program/ Accelerator support arrangements
	
	(NB: 27 Sept is the deadline for the submission of the full Program and Accelerator design documents to ISDC.)

October 2024	• <u>w/o 30 Sept:</u> Launch of the interim GST, selection of a Convenor and Co-Convenor pending the appointment of the Chief Scientist (who will convene the GST once in role). • <u>w/o 30 Sept:</u> **Interim leadership assignment:**

	o Recognizing the different starting points across different Programs/ Accelerators, the GST will consider the following pathways for assigning interim Directors and – where required – Deputy Directors to serve on a 50% basis until the Director positions can be filled on a more stable basis: ▪ direct assignment based on relevance of current CGIAR role; ▪ direct assignment based on roles in the Portfolio design process, e.g. in a Writing Team; ▪ open call for Center nominations; or ▪ open call for staff expressions of interest. (**NB:** *Consistent with the guiding principles of equity, fairness, and transparency, direct assignments – unless applied in a consistent manner in all cases – must be based on a very strong justification.*) • <u>21 Oct:</u> Start of interim Director and Deputy Director assignments • <u>By 1 Nov:</u> Interim Program/ Accelerator teams – including PMUs – formed drawing on existing Initiative/ Work Package leadership for continuing, W1/2-funded work, and members of the Writing Teams to ensure representation of those Centers that were not represented in the Initiatives
When Chief Scientist on board (preferably)	• Launch of internal, competitive recruitment process for permanent Program and Accelerator Directors • Launch of the full GST, with the Chief Scientist as Convenor, and finalize relevant RACI matrices and associated resources
When Directors on board (preferably)	• Launch of internal, competitive process to assign AoW Leads and Co-Leads • Form Program/ Accelerator Leadership Teams for the first year of implementation, based on agreed criteria* • Assign Program Management Units (*As this will take place before the completion of detailed plans of work and budgets, it will be largely based on Centers' roles vis-à-vis continuing work from the current, 2022—24 Portfolio, and intended roles in the delivery of "new" work as identified during the writing process.)
through June 2025	• Inception phase, during which complete plans of work and budgets, partnership arrangements, and other detailed design aspects will be completed.

During the transition period, pending the establishment of the new management arrangements, measures will be taken to ensure an uninterrupted flow of W1/2 funding for continuing, critical work and partnerships, and to ensure coverage of associated staff time from 1 January 2025. Box 1 below describes a possible approach for achieving this, for to further internal review and validation.

Box 1: Ensuring continuity of critical W1/2-funded work and partnerships from January 2025

- As announced in April 2024, with the exception of limited and clearly defined final reporting and closeout activities, the current 2022—24 research Initiatives and Impact Area Platforms – as vehicles for science and innovation management and funding – will be closed on 31 December 2024.

- The 2025—30 Portfolio of Programs and Accelerators is being developed for approval at the 21st meeting of the System Council in December 2024.

- Detailed plans of work and budgets, as well as staffing and partnership arrangements for the new Programs and Accelerators will be developed during an inception period in early 2025.

- Pending completion of the above, and to ensure uninterrupted delivery of critical, continuing W1/2-funded work; appropriate, pragmatic modalities will be put in place to enable a continued flow of W1/2 funds to Centers, and for staff time, partnerships, and critical activities to be covered as part of the relevant Programs and Accelerators from 1 January 2025.

- In practice:

  o A preliminary W1/2 budget will be presented for approval in parallel with the full Program/ Accelerator designs (to the Integrated Partnership Board in November and the System Council in December);

  o Subject to approval of the above, for the Initiative and Platform work that will continue, preliminary and partial allocations of W1/2 funding to Centers will be defined by December based on 2022—2024 flows of funds, on the assumption that work delivered by a Center in 2024, if continued, will be delivered by that same Center in 2025;

  o The above will be limited to the first half of 2025 pending the development of detailed Program and Accelerator plans of work and budgets (encompassing deliverables and funding allocations by Center) and further details on Funders' intended 2025 contributions and associated W2 earmarks. A revised 2025 budget and 2025—30 financial plan may need to be presented for approval in May—June, subject to which remaining Center allocations will be confirmed;

> - From 1 Jan 2025 and until such time that new management and staffing arrangements are in place, Centers will be empowered to decide on how staff time and critical continuing activities under the relevant Programs and Accelerators will be covered through the funds allocated to them.
>
> - Financial and programmatic reporting for this preliminary allocation will be aligned with W1/2 reporting requirements once those are defined.
>
> - While safeguarding business continuity, the above approach is also designed to empower incoming Program and Accelerator leadership to shape plans of work and budgets from the start, including by securing adequate allocations of resources to new and emerging areas of work that did not receive W1/2 funding in 2022—24.

[Note to reviewers: The following sections requires further review and improvements for clarity and consistency]

6.2 Key deliverables during the Portfolio inception phase in early-2025

- Detailed activity planning per AoW, highlighting connections with other AoW or SP&A when applicable
- Detailed budgets per AoW and Center based on agreed activity plans in each country
- Timeline of output and outcome indicators delivery over the 6-year SP&A implementation period
- Details of contributions of SP&A to Impact Areas indicators, by 2030
- Detailed lists of partners by country and AoW that will contribute to the implementation of activities (and then are recipients of resources). This list should be revisited every year as partnerships may be adjusted based on planned outcomes and outputs of the SP
- Detailed list of strategic partners/alliances for impact and scaling
- Staffing plans (to be covered by W1/W2 funds)
- Interim Program Lead and Leadership Team establishment??
- PMU establishment (building of human resources that play a similar role in Science Action Areas or Initiatives
- Next step in mapping bilateral and W3 with any updates to Theory of Change to reflect this and the MELIA design

6.3 Science quality management

Successful delivery of the Portfolio will require structures and mechanisms to continuously review and improve the quality of CGIAR's science. These include, but will not be limited to:

- Independent Advisory Groups working with Program/ Accelerator Leadership Teams (see above);

- an annual Pause & Reflect -process to systematically review performance and results, emerging challenges and opportunities, stakeholder inputs, and independent advice;

- regular, e.g. biannual "think tank" convenings to expose Program and Accelerator teams to the cutting-edge of their respective fields and benefit from the insights of global thought leaders and experts; and

- CGIAR Science Weeks that foster cross-Portfolio exchange and structured partner and stakeholder dialogue.

6.4 Partnership, Countries and Regions

Operationalizing research partnerships with countries and regions across the globe requires a strategic and structured approach.

1. **Assess Demand:** Conduct ex-ante assessments on the demands from various stakeholders at the country and regional levels. Demands can vary from politicians, bureaucrats, local or locally operating global private sector, science R&D agencies, scientists, farmers, and customers. Include market viability and feasibility as a strong factor
2. **Define/Identify Mutual Interests:** Collaborate with partners to establish shared research goals that address global challenges or specific regional issues.
3. **Set Measurable Outcomes:** Define the expected outcomes, such as publications, policy impacts, or capacity building, and agree on how success will be measured.
4. **Build Relationships and Trust:** Engage Early and Often to foster open communication and build trust through regular meetings, workshops, and visits. Be aware of and respect cultural differences, which may influence research priorities, work styles, and communication.
5. **Establish a Governance Framework:** Develop MOUs or agreements that outline roles, responsibilities, intellectual property rights, and financial arrangements, preferably organize Joint Steering Committees with representatives from all partners to oversee the collaboration and make joint decisions.
6. **Develop Capacity and Infrastructure:** through Training and Workshops to build skills across all partners and develop infrastructure through joint fund raising as a long-term incentive for the country and region especially in developing regions.
7. **Facilitate Knowledge Exchange and Dissemination:** Promote access to research outputs under agreed terms and engage with policymakers to translate research findings into actionable practices.
8. **MELIA:** Implement systems for monitoring and evaluation of the partnership's progress and outcomes and create a feedback mechanism for partners to suggest changes.
9. **Use topical and appropriate Technologies:** While Digital Platforms are becoming increasingly popular and can be appropriately utilized, ensure that local and adaptive technologies are used if relevant for deliverables.

- **Sustain the Collaborations:** Develop plans for sustaining successful collaborations beyond initial funding cycles, use the successful partnership as a model to attract new partners and expand the research network to include more regions and disciplines.

Annex 1a: Task Force Members

Name	Center
Djikeng, Appolinaire	CGIAR SGs/ ILRI/ Task Force Convener
Sundstrom, Roland	CGIAR SO/ Task Force
Kohli, Ajay	IRRI/ Task Force
Quintero, Marcela	Alliance Bioversity-CIAT/ Task Force
McDonnell, Rachael	IWMI/ Task Force
Tarawali, Shirley	ILRI/ Task Force
Rocha, Roberto	CGIAR SGs/ CIMMYT/ Task Force
Hagmann, Jürgen	PICOTEAM (Facilitator/ Advisor)

Annex 1b: Extended Team participating in Management & Governance Workshop

Name	Center
Arouna, Aminou	AfricaRice
de Haan, Nicoline	ILRI
Odeh, Khuloud	CGIAR
Campbell, Bruce	Invitee (External)
Gotor, Elisabetta	Alliance Bioversity-CIAT
Djoudi, Houria	CIFOR-ICRAF
Hearne, Sarah Jane	CIMMYT
Furtado, Alessandra	CIP
Ephrem Habyarimana	ICRISAT
Spielman, David	IFPRI
Vanlauwe, Bernard	IITA
Covic, Namukolo	ILRI
Demont, Matty	IRRI
Hafeez, Mohsin	IWMI
Schmidt, Jorn	WorldFish
Hagmann, Jürgen	PICOTEAM (Workshop Facilitation)
Njenga, Irene	PICOTEAM (Workshop Documentation)

Annex 2: Lessons from past CGIAR research and recommendations to take into account

As CGIAR embarks on its new six-year journey to deliver integrated Programs and Accelerators towards its 2030 Research and Innovation Strategy, it is appropriate to take this opportunity to build upon the lessons of past collaboration and integration efforts. In summary, these lessons fall into four main areas: (i) key staffing arrangements, (ii) engagement of Centers, (iii) ensuring science quality and making informed course adjustments, and (iv) regional / country engagement. Underpinning all these is the fundamental lesson that multi-disciplinarity is inherent in the work to deliver on development outcomes and impact areas with the implication that cross-Center teams need to be assembled with this multi-disciplinarity lens.

Key staffing arrangements for the programs

Ensuring that Program/ Accelerator-level leadership is unbiased towards any particular Center or discipline means that the Program/ Accelerator Directors must report to the CGIAR Chief Scientist, outside of Center structures.

Each Program/ Accelerator also needs to have an appropriately staffed and resourced Program Management Unit, well aligned with similar teams and functions at the Centers to avoid duplication. This should not be formulated as a prescriptive, 'one size fits all' construct, but must cover key functions, principally all aspects of program management, MELIA, finance, people and culture, and communications. For some Programs and Accelerators, this may mean having a Center position with a defined portion of time allocated to one of these roles. Others may source support from System Organization-based staff (who may support several programs). Larger programs may employ full-time, Center-based staff to cover some or all these functions. The bottom-line lesson is that sufficient, dedicated staff time for these key functions is mandatory. In moving towards such constructs for the new science programs/accelerators, it should be noted that there exists already a significant group of skilled and excellent staff currently working in Initiatives and impact platforms.

Engagement of Centers

Mechanisms that enable Centers to fully engage and share responsibility are very important for successful delivery. Specifically, this could involve a cross-Center management committee, chaired by a Director and including senior (DDG-R or designate) representatives from Centers participating in the program, working together to seek consensus on significant decisions, including endorsement of W1/2 fund allocations; bilateral alignment, resource mobilization priorities, communication opportunities, etc. For the new Portfolio, some Programs/ Accelerators will have all-Center participation, which may make for a large, potentially cumbersome management structure. However, given the current stage of Portfolio development, such a large management structure may initially be appropriate to build trust, and may evolve over time.

Ensuring science quality and making informed course adjustments

CGIAR science must continually be challenged to grasp new science opportunities, bringing ground-breaking technologies and approaches to bear. The science undertaken must remain of the highest quality. In this regard, most previous approaches included 'science advisory committees', often reporting to centre boards. In some cases, these worked well, where there was a good disciplinary expertise match, clear terms of reference and engagement processes. Other examples indicate that a top-down review process does not work, creating unnecessary tensions and not adding value to deliverables. At the same time, it must be recognized that all CGIAR science needs to be provided with new challenges and opportunities as science frontiers advance. It is therefore proposed that while science programs may opt to source advisory capacities, it should be targeted to the program's needs (which may evolve over time), there should also be opportunities for the CG-wide portfolio to be exposed to the latest science that may be applicable to multiple programs. The program and Center science leadership, under the chairing of the Chief Scientist would need to take responsibility for this, along with incorporation into CG-wide opportunities such as the science week.

A clear lesson from initiatives is that the 'pause and reflect' process as a means of course-correction has proved to be very valuable and should be continued.

Regional/ country engagement

Having separate regional initiatives caused some confusion within CGIAR and beyond, and thus it is proposed that regional engagement should be embedded within each of the Programs/ Accelerators, while ensuring clear lines of information flow between the science program leader and the continental/country conveners.