



The Global Leadership Team: driving CGIAR's Integrated Partnership

21st meeting of the CGIAR System Council
Berlin, Germany
December 2024

Key messages

*The CGIAR Global Leadership Team (GLT) has shifted the **narrative** through a ‘bottom-up’ approach to integration and coordination; fostering deeper collaboration, inclusion, and trust*

Over the past year, we have:

- *aligned behind a shared 2025—30 Portfolio that spans all Centers and all sources of funding*
- *overseen significant progress on enhanced risk management & assurance*
- *agreed on a continental structure to enhance partnerships and engagement*

*... and we have championed efforts to **streamline our Partnership-wide structures** – releasing more resources to science and innovations*

Our context: the Integrated Partnership

CGIAR SYSTEM FRAMEWORK

CHARTER OF THE SYSTEM ORGANIZATION

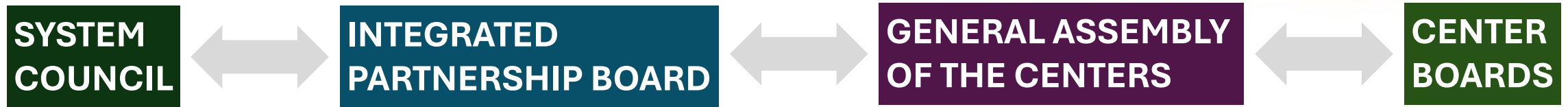
“CGIAR Integrated Partnership’ means a federated group of Centers and the CGIAR System Organization, united by common values and principles, and committed to achieving, through integration and coordination, synergies that enhance the Centers’ individual and collective contributions to fulfilling the purpose of the CGIAR System”.

CGIAR INTEGRATION FRAMEWORK AGREEMENT (IFA)

Objectives of the Integrated Partnership:

- (1)** built on the organizations that are Parties to the IFA, their Governing Instruments, and Host Country Agreements, with Centers as the essential buildings blocks
- (2)** contribute to global efforts of a just and sustainable food, land and water systems transformation by strengthening delivery of research and innovation, achieve greater impact, and operating more efficiently and effectively
- (3)** develop their collaboration so that it is more than the sum of its parts, delivers greater impact, more effective partnerships, with sustainable and growing investment.
- (4)** better support staff, attract talent, and build a culture of cooperation and trust

Our context: integrated governance arrangements



The System Council
– strategic oversight for the vision, direction, impact, continued relevancy, adequate governance, and programmatic performance of the Integrated Partnership

The Integrated Partnership Board – governing body of the CGIAR System Organization and of the Integrated Partnership

The General Assembly of Centers
– forum for Centers to discuss issues related to the CGIAR System

Center Boards – governing bodies of the CGIAR Centers

As the CGIAR Global Leadership Team, we are the top management and leadership team of the Integrated Partnership, bringing together the chief executives of all its legal entities and providing aligned management to match our integrated governance

CGIAR Global Leadership Team (GLT): who we are



- Directors General of the CGIAR Centers that are Parties to the Integrated Partnership
- CGIAR Executive Managing Director (Chair)
- Deputy EMD
- Chief Scientist

Our purpose

We provide **aligned leadership and decision-making** across the programs and operations of the Integrated Partnership. To achieve this, we...

- 1 **shape the collective vision, mission, and strategy** of the Partnership
- 2 **champion integration & coordination** across the Partnership
- 3 **ensure that key Partnership decisions consider** the interests of all Parties
- 4 **promote aligned representation**, aiming to ‘speak with one voice’
- 5 **foster shared understanding, learning, and growth**; shapes our shared culture

Our role: programmatic, operational, and governance integration

	PROGRAMMATIC INTEGRATION	OPERATIONAL INTEGRATION	GOVERNANCE INTEGRATION
VISION, STRATEGY	<ul style="list-style-type: none"> foresight, longer-term vision for CGIAR science and innovations science & innovation Strategy balancing organic vs. strategic growth 	<ul style="list-style-type: none"> organizational/ institutional strategy defining the ambition for integration and coordination 	<ul style="list-style-type: none"> proactive leadership, shaping the way forward on integrated governance
OPERATIONS	<ul style="list-style-type: none"> decision-making on programs, budgets, and adaptive management Portfolio oversight 	<ul style="list-style-type: none"> decision-making on integration, coordination business cases; resource allocation monitoring progress 	<ul style="list-style-type: none"> aligned governance engagement and support across the Integrated Partnership
PROBLEM-SOLVING	<p style="text-align: center;"><i>continuously balancing collaboration vs. productive competition</i></p>		
CULTURE, VALUES	<p style="text-align: center;"><i>leading by example, shaping the Integrated Partnership's shared culture</i></p>		

Key responsibilities



PROGRAMMATIC INTEGRATION

Guidance, direction-setting, and decision-making across our shared Strategy, Portfolio, Programs/ Accelerators, pooled funding budgets, as well as science leadership and management arrangements



OPERATIONAL INTEGRATION

Operational/ institutional policy and strategy; risk management; and decision-making on priorities for integration and coordination to unlock opportunities for effectiveness and efficiency



GOVERNANCE INTEGRATION

Enhancing coherence across governance and management in CGIAR's Integrated Partnership, promoting aligned management engagement with key governance bodies



CULTURE AND VALUES

Championing and modeling the objectives, values, and guiding principles of the Integrated Partnership; defining and shaping the Partnership's shared culture

How we work: decision-making

KEY AREAS FOR GLT DECISION-MAKING

Programmatic integration:

- science & innovation Strategy, Portfolio
- W1/2 budget allocations to Programs/ Accelerator
- Program/ Accelerator Plans of Work & Budgets
- GST ToRs, Center representation in Prog./ Accel. Leadership

Operational integration:

- organizational, institutional strategy
- Partnership-wide policies, procedures
- integration and coordination priorities
- ICI Forum ToRs

Governance integration:

- leadership engagement with Partnership-wide governance bodies, processes

DECISION-MAKING PRINCIPLES

- Integrity • Transparency • Accountability • Inclusiveness • Timeliness

GLT ACCOUNTABILITY

- GLT members are individually accountable to and appointed by their legal entity Boards
- GLT decision-making aligns with these accountabilities: e.g. GLT endorses W1/2 budget allocations for EMD approval and submission to the IPB
- Members of the GLT **hold each other mutually accountable** for their performance against the decisions they make as a team

How we work: decision-making (cont.)

CONSENSUS-DRIVEN

The GLT makes every effort to make decisions by consensus, recognizing that consensus means the absence of objections and does not necessarily imply unanimity

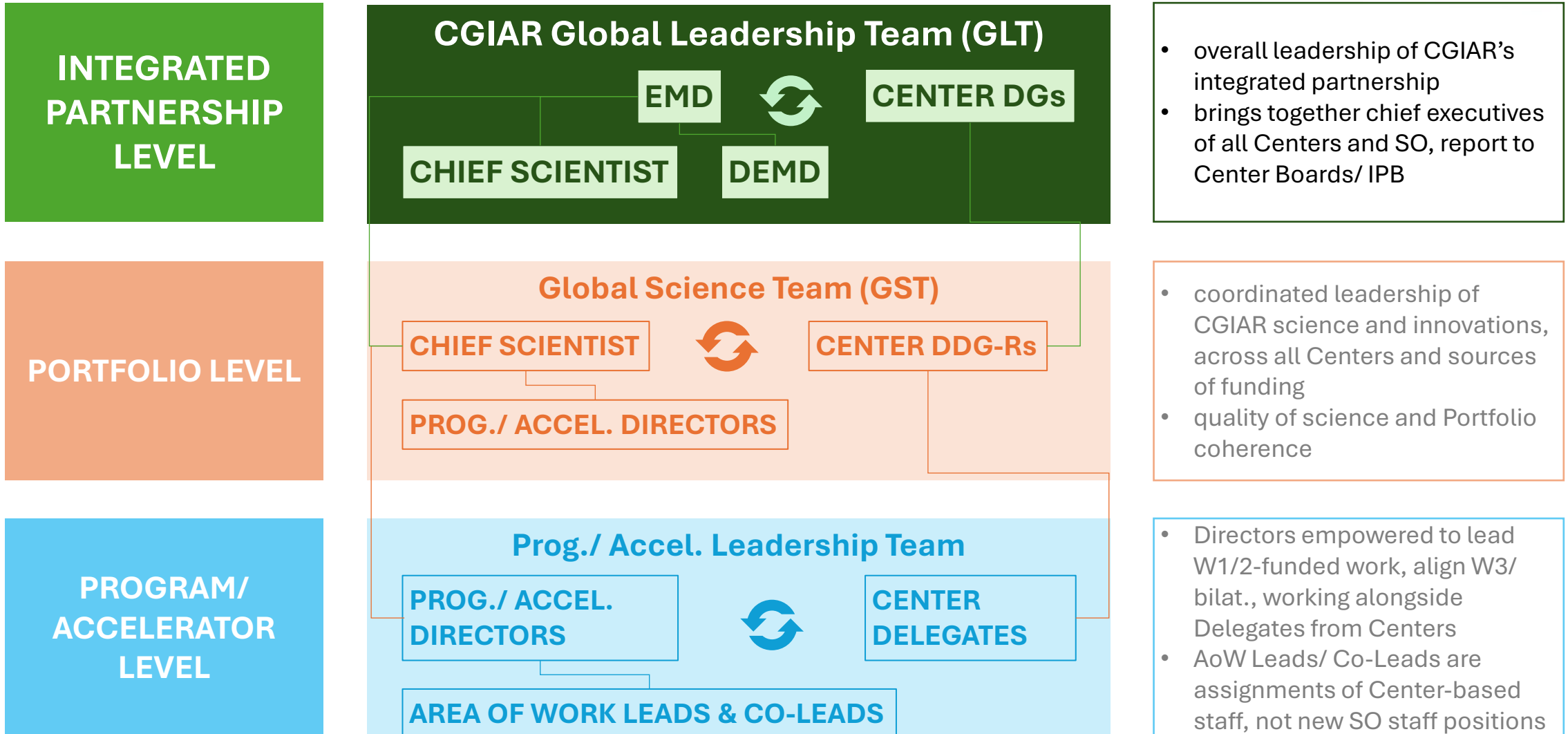
VOTING, EMD DECISION AS NEEDED

Where consensus cannot be reached despite best efforts the EMD decides on the appropriate course of action, including (i) a direct EMD decision where the EMD is formally accountable and authorized to decide; or (ii) voting, either to seek advice towards the EMD's decision, or to resolve a matter

WRITTEN DECISIONS ON NO-OBJECTION BASIS

Where decision-making cannot take place in a meeting, e.g. due to time constraints, the EMD may seek a decision in writing on a no-objection basis

Leading and managing CGIAR's science



The GLT in action

Over the past three months, we have:

- ✓ Reviewed and provided guidance on the **2025—2030 Program & Accelerator proposals and Portfolio Narrative** before their submission to the ISDC
- ✓ Co-created the **Risk & Oversight Plan** for submission to the IPB
- ✓ Reviewed and provided feedback on the **Portfolio Management Arrangements**, selected and assigned Interim Directors & Deputy Directors
- ✓ Reviewed and endorsed proposed, preliminary **2025 W1/2 funding allocations by Program/ Accelerator and initial, minimum allocations to Centers**; and aligned on a longer-term budgeting & resource allocation approach
- ✓ Reviewed, shaped, and endorsed next steps to operationalize our shared **Continental structure**

NOT EXHAUSTIVE (!)

In summary

We have turned the page. Under the GLT's leadership, we are building trust, shared ownership, and commitment through a collaborative, bottom-up approach. An 'all-of-CGIAR' Portfolio, Risk & Oversight approach, and leaner structure are tangible results of our new way of working.





Thank you
