

## Strategic Planning and Development

Service Cluster	Unit(s)	Service Offering in 2006	Approx. Input in '000 US\$	Outputs to be achieved in CY 06
<b>System Priorities</b>	SC Sec	Standing Panel on Priorities and Strategies (SPPS) Chair and members	50	Facilitate planning, organizing and conduct of SPPS studies; prepare briefings and documentation for SPPS meetings; draft minutes and follow-up of meetings.
	SC Sec/FHAO	Conducting perspective studies on System priorities	90	Coordinate and support the preparation of perspective studies on food safety, ethics, genomics and a feasibility study of poverty mapping for priority setting.
			FHAO: 5	
	SC Sec / CG Sec	Support consideration of CGIAR priorities and subsequent implementation	60	Sc Sec: Assist in developing strategies for implementation of System Priorities
			43	CGIAR Sec: implementation plan for consideration by Membership; increased alignment of donor funding to priorities
			10	FHAO: Assist in developing strategies for implementation of System Priorities
	SC Sec	SC Chair's leadership of the SC	60	Briefing and follow-up notes and correspondence, organizing SC meetings
	CG Sec	Support ExCo & AGM with substantive meeting documents, & follow-up action	151	Meeting documents available on the web 2 weeks (ExCo) or 4 weeks (AGM) before scheduled meeting; Records available within 8 weeks after meeting
	CG Sec	Support the CGIAR Chairman's leadership of the CGIAR	22	Briefing notes; CGIAR meetings and other events
	CG Sec	Monitor & report on trends affecting CGIAR in international development (with special consideration to changes in the ODA environment)	22	Briefings for CGIAR Senior Management on donor policies/trends( e.g. IP, Agriculture in Africa, agricultural trade)
	CG Sec/ FHAO	Support strategic agenda setting for CGIAR meetings	11	Meeting agendas
			30	Meeting agendas; one Board Orientation program, briefings provided for AB and AE Chairs for ExCo and CGIAR Business Meeting
	SC Sec / CG Sec	Support CGIAR priorities and their implementation	43	implementation plan for consideration by Membership; increased alignment of donor funding to priorities
		CGIAR Sec	Prepare options for coordinated funding of system priorities and SC/SC Secretariat	43
<b>Reform Program</b>	CG Sec/SC Sec/FHAO	Follow-up to results from Task Forces on Programmatic and Structural/ Organizational Alignment in Sub-Sahara Africa	86	Decisions on programmatic, corporate services and structural/governance alignment for (1) West-Central Africa and (2) East and Southern Africa;
			FHAO: 10	
	CG Sec/FHAO	Support the review of Center governance (with CBC)	43	completed report
			FHAO: 5	
	CG Sec/FHAO	Continuous facilitation of CP process	32	Fully supported implementation of pilot and regular CPs, summary reports for ExCo/CGIAR
			FHAO:5	
	CG Sec	Follow-up to findings from compensation study	22	good practices for disclosure policies, draft disclosure policies for Centers
CG Sec/ FHAO	Study on reform in the CGIAR and future directions	43	study report	
		FHAO: 5	contribution to report	
<b>Organizational Health</b>	IAU	Develop audit standards within the CGIAR system	88	Complete 2004-06 Review of Center audit committee and IA charters; Professional Development Week for CGIAR internal auditors (July 2006); Complete first edition of IAU internal audit manual; Attend annual RIAS meeting (international public organization internal auditors) and disseminate proceedings/incorporate any new agreed practices in internal audit manual or audit planning processes.
	SC Sec and CGIAR Sec	Support the MTP development process, in particular the consistent use of logframe terminology and the alignment of MTP and Financial Plan	108	2007-9 MTP Guidelines and enhancement of the New Finance Information System (NFIS)

	CGIAR Sec, SC Sec, CAS-IP	Initiate dialogue on hybrid IP regimes with IP experts	43	workshop with IP experts
			3	CAS-IP: Study
			30	SC Sec: to participate in dialogue/ workshops on research strategies for IPG in a context of IPR
	SAS-HR/CG-Sec/G&D	Management development and leadership training	43	leadership course at Harvard; Women' leadership courses, first-level leadership courses
	G&D	Staffing: Improve attraction, promotion and retention of diverse staff	75	(a) spouse/partner services expanded; (b) 5 women's leadership events delivered for CG and NARs
	G&D	Systems: Upgrade policies and practices for inclusive workplace	200	(a) 5 add'l guidelines for inclusive workplace e-resource center produced on flexible workplace, work-life balance, family-friendly benefits, spouse/partner services and HIV/Aids; (b) annual GDA workshop conducted with staff from all centers plus 3 SO units, learning new tools for multicultural work and organizational gender audits.
	G&D	Integration: Strengthen G&D collaborations with scientists, programs, CGIAR	621	(a) fellowships for African women scientists (21 supported by Rockefeller Foundation and 14 supported by USAID and USDA); (b) deliver mentoring program in 2 centers; © help diversify pool of EPMR and BOT candidates.
	CIO	Develop System-wide ICT-KM investment plan for 2006	53	A sound ICT-KM investment plan for 2006
	SO	Identify, define and communicate best practice to Centers (CIO, CAS-IP, IAU, G&D,SAS-HR)	4	CIO - 4 sets of good practice documents on a range of ICT-KM processes / procedures available to all centers
			32	IAU: 6 Good Practice Notes – in 2006 joint GPN on IP Risk Management will be prepared with CAS-IP. Existing GPNs on IT-related topics will be updated or supplemented in collaboration with CIO, particularly to incorporate results of
			20	CAS-IP:5 Notes; 1 with IAU
	CAS-IP	Support the development of a coherent system-wide implementation of IP Policy	50	Report; Templates; Input to System venues such as CPs and GRPC
	CAS-IP	Support strategic IP Management	51	Study, IP Management software module
<b>Partnerships</b>	CG Sec	Back-stop GRPC, PSC	65	Meeting documents available 1 weeks before scheduled meeting; Records available within 4 weeks after meeting
	CG Sec/FHAO/CAS-IP	Strengthen relationships with private sector	43	CGIAR Sec: 2 workshops: (i) product stewardship, (ii) research management
			10	FHAO: Follow-up with AE on action from first CG-PS workshop and assist the sourcing of additional Center placement for the SKEP program in conjunction with AE sub-committee
			10	CAS-IP: Study
	CGIAR Sec/SC Sec/FHAO;	Strengthen CGIAR relationship with CSOs which share the CGIAR mission	108	CSO Forum at AGM '06, Innovation Market Place; advisory panel established and backstopped, CSO position on ExCo occupied
			40	SC Sec through SPMS will coordinate with the other concerned units on organization of the AGM 06 stakeholder meeting devoted to CSOs; SC Sec will collaborate with CG Sec to further develop and implement the proposed framework: "Towards a strategic framework for engagement
			15	FHAO:Act as resource link for Centers, helping create more visible engagements between the Centers and the CSO for the CGIAR mission. Support Alliance work to develop partnership approaches between the Centers, GFAR, regional and sub-regional SROs and NEPAD, as directed.
	CG Sec	Represent CGIAR within the World Bank: ESSD and Rural Sector Board	54	ESSD Management and Rural Sector Board meetings; ESSD Week; participation in thematic groups (e.g. SASKI)

	SC Sec	Standing Panel on Mobilizing Science (SPMS) Chair and members	50	Facilitate planning and conduct of SPMS meetings; draft minutes of SPMS meetings SPMS reports
	SC Sec	Implementation of the mobilizing science strategy	80	Support and coordination in preparation studies on: Mapping Centre's activities linked to System Priorities against specific external collaborators and; Centres' past and present collaborative efforts related to agricultural science with CSOs including NGOs.
	SC Sec	Preparation of the biennial report on global agricultural research (2007)	50	Developing a theme and preparing chapters of the biennial report on "Science for Agricultural Development" for 2007
	FHAO	Support the CBC/AB and CDC/AE in formation of the Alliance of Future Harvest Centers	95	1. Design and develop new Alliance Office (Rome and continued virtual in DC). 2. Assist the CGIAR reform by: Providing policy advice and support to the AE and AB on priority areas for the Alliance to engage in CGIAR reform program.
	CAS-IP	IP Management Strategy to support of internal and external partnerships	30	Recommendations and implementation instruments
	CAS-IP	Represent the CGIAR Centers as requested	37	Reports, Presentations
	G&D, SC Sec, CGIAR Sec	Bellagio conference for mobilizing women in agricultural sciences	39	(a) proposal written; (b) high level participants secured; (c) case study approach designed for 2007 delivery.

## Monitoring and Evaluation

Service Cluster	Unit(s)	Service Offering in 2006	Approx. Input in '000 US\$	Outputs to be achieved in CY 06
Improve M&E processes	SC Sec	Planning and organizing evaluation of the CGIAR agenda by supporting the MTP development process: assisting in Centres' MTP review, use of logframes and the alignment of MTP and Financial Plan	110	SC Sec: Support the MTP development process including MTP reviews, performance measurement indicators and logframes.
	CG Sec/SC Sec	Support the development and implementation of a Performance Measurement System for the CGIAR, including the further development of a verification mechanism of Center performance measures	130	Results report, drawing of lessons learnt and refine system for 2006
			35	SC Sec: implementing the performance measurement assessment for centres
			4	IAU = (1) Prepare guidelines on supporting documentation to support verification of performance indicators for publications and institutional health indicators; (2) Update Guidelines based on 2006 verifications
			5	FHAO: Backstop work of AE Task Force on Performance Measurement
	CGIAR Sec, SC Sec, FHAO	Support the development and implementation of a Performance Measurement for Challenge Programs	45	Pilot PM system available
			SC Sec: 40	
			FHAO: 5	
	SC Sec, CGIAR Sec, FHAO	Draw lessons from EPMP practices and update EPMP Guidelines	SC Sec: 20	lessons learnt paper and finalization of revised EPMP Guidelines
			CGIAR Sec: 15	
			FHAO: 5	
	SCSec/ CGIAR Sec/ FHAO	Develop M&E process for CPs	20	guidelines and procedures for external review of CPs
			FHAO: 5	
	SC Sec, CGIAR Sec, FHAO, G&D	Strengthen search process for membership on EPMP panels	20	increased pool of experts; quality assurance mechanism for selecting/screening panel members
			CAS: 2	
		FHAO: 5	Solicit names from the Centre Directors and others for colation and submission to the SC Secretariat	
CGIAR Sec	Facilitate the financial peer-review of the 2005 operating results	45	Peer review report and 2005 Report to ExCo	
FHAO	Help Alliance in developing Alliance performance indicators to guide its development	10	draft Alliance performance indicators available	
Support M&E of Centers/Programs	SC Sec	Support to Standing Panel on Monitoring and Evaluation (SPME) Chair and Members	50	Prepare documentation of for SPME meetings, facilitate SPME communication and information sharing; Prepare minutes of SPME meetings and sections to SC reports to
	SC Sec	Organizing and implementing SC-commissioned external evaluation (EPMPs) of Centres	170	Assist SC in commentary preparation, printing and dissemination of reports for ICARDA, ILRI and IWMI; Assist SC in panel selection, appointment and briefing for
	SC Sec	Organizing and implementing SC-commissioned external evaluations of SWP	45	Support to panel, preparation and dissemination of the report for the external review of the SWP on Participatory Research and Gender Analysis
	SC Sec	Monitoring and evaluation of CPs	40	Assist the SC in follow-up review of SSA CP
	CG Sec	Facilitate & backstop management component of center external reviews	150	report for CIFOR, Wfish, ICRAF; review of ICARDA, ILRI, IWMI initiated

	<b>CG Sec</b>	Support / Monitor compliance to CGIAR financial guidelines (with Centers)	25	CGIAR financial report
	<b>CG Sec/ SC Sec/CIO/FHAO</b>	Update and expand CGIAR project portfolio	30	CGIAR Sec: Project portfolio database enhanced to include key parameters, i.e. system priorities, finance, geographic area and partnerships
				Sc Sec: included above - MTP review
			10	CIO: Lessons from the program activities learned and communicated throughout the year.
			10	FHAO: Support regional programmatic alignment initiatives of the Centers and their partners via SSA-MTP process and implementation
	<b>CGIAR Sec</b>	Provide assistance to CGIAR members for their M&E needs of the Centers	20	specific reports for EC, CIDA, Japan and others as needed
	<b>CIO</b>	Evaluate impact of KM practices applications	8	Lessons from the program activities learned and communicated throughout the year.
	<b>CIO</b>	Organize and implement reviews of ICT-KM investment impact	6	One review of the investment impact in 2006
	<b>IAU</b>	Undertake CGIAR system-wide audit and advisory services	55	Complete reviews as requested. In 2006 these are expected to include (1) ICTKM program - ESBC Project support and validation reviews; Process review/advice for rebid of shared ICT services contract; CIO office management review; (2) Challenge Program audits; (3) Center Performance Indicator verification reviews
	<b>IAU</b>	Undertake scheduled Center internal audits, advisory services, and progress reviews	442	Complete 2006 IA work plans agreed with each Center Director General and Audit Committee/Board.
	<b>IAU in collaboration with all units</b>	Support to Centers in further developing risk management systems	114	IAU: (1) Review and facilitate the implementation of risk management systems in the Centers to support management and Board reporting on risk management and internal control; (2) Update, with input from all SO Units, Good Practice Note on Center-wide Risk
			4	CIO: Support centers in developing risk management systems
			10	CAS-IP: Implementation guidelines
	<b>CAS-IP</b>	Review of current IP Management Practice, based on survey of Centers	20	Recommendations
	<b>CAS-IP</b>	Develop Methods for Identifying and Inventorying Public Goods	20	Report, Implementation tools/instruments
<b>Develop M&amp;E Capacity</b>	<b>CIO/ IAU/ CAS-IP</b>	Support and advice to Centers on the implementation and monitoring the GPGA Rehabilitation Initiative	3	CIO:Support and advice Centers on the implementation and monitoring the GPGA Rehabilitation Initiative
			15	IAU: AUDIT REPORTS ISSUED FOR ANY GPG1 PROJECT REVIEWS SUBMITTED TO CENTERS
	<b>CIO</b>	Support centers to set center-level ICT-KM strategies in line with system-wide strategy	16	Support centers in setting center-level ICT-KM strategies.
	<b>G&amp;D</b>	Support Centers' annual monitoring of G&D goals	49	(a) design year 3 monitoring tools; (b) design year 3 goal setting tools; © deliver supports for goal achievement; (d) celebrate best goals achieved.
	<b>CAS-IP</b>	Support/Monitor Center IP Management Capacity	37	Evaluation of 5 Centers; Launching of GCP IPR Helpdesk: IP MATTERS
<b>Support Impact Assessment</b>	<b>SC Sec</b>	Organization and implementation of SC-commissioned System-level impact assessments	100	Selection and hiring of SPIA study consultants/ panels; briefings and correspondence with panels and CGIAR centres involved; technical and logistic backstopping; publication of completed reports on Policy, NRM, Participatory Research and Impacts in Africa
	<b>SC Sec</b>	Support to the Standing Panel on Impact Assessment (SPIA) Chair and Members	50	Facilitate planning, organizing and conduct of SPIA studies; prepare briefings and documentation for SPIA meetings; draft minutes of SPIA meetings and SPIA reports to the SC and AGM
	<b>SC Sec</b>	Strengthening capacity of Centres to assess impacts on poverty	30	Planning and participating in CG-wide IA focal point meeting
	<b>SC Sec</b>	Updating the 'CGIAR Impacts' information web-page in collaboration with CGIAR Centres	20	Update website with news, events, impact briefs and impact studies

	FHAO and SC Sec	Develop a document on lessons learned regarding SW-EPs	10	Joint Alliance SC Secretariat document produced
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### Communication and Resource Mobilization

Subgoals	Unit(s)	Service Offering in 2006	Approx. Input in '000 US\$	Outputs to be achieved in CY 06
To strengthen internal systems and capacity among RM and Communications practitioners across the CGIAR	CG Sec	Exchange investor trends and information with Centers including sharing RM&C databases, tools, impact information	12	Regular briefings on investor trends, information on contacts, membership and institutional partnerships available
	CG Sec	Exchange best practice, information and experience and provide professional development opportunities for center communications staff, related to traditional donors	24	Support MAGNET, communicate best practice through MG newsletter, training workshops
	SC Sec/ CGIAR Sec	Support the communication of CGIAR Science Council work (including System Priorities) and CGIAR Impact	40	produce 2 SC briefs/ support launch of SC reports, expand Impact series,
			CGIAR Sec: 36	
	SO	Communicate SO activities by using existing mechanisms	12	Articles in CG news, SO annual report , SO presence at AGM, website coverage
	FHAO, CAS-IP	Improve communication within the CGIAR System through the further development of the Alliance pages of the CGIAR website	15	FHAO work with the Centers and Secretariat, including via the MG, to upgrade and update the information on the CG website. Provide necessary oversight to the combined Centers Tsunami website and participate and contribute to the VRC.
			7	CAS-IP: IP/TT component
	MEDIA	Help to obtain positive media coverage of the research-for-development activities of CGIAR Centers and the CGIAR System	280	media strategy document and work plan for unit
To strengthen support from and relationships with current member countries and cosponsors	CG Sec	Represent CGIAR externally - strengthen engagement in Europe	83	Senate briefing Belgium, high-level briefings - The Netherlands, EU, Portugal
	CG Sec	Represent CGIAR externally - develop opportunities to highlight CG impact in China	36	briefings, dialogues, media workshop in China
	CG Sec	Represent CGIAR externally - develop opportunities to highlight CG in Africa	83	Mozambique briefing/seminar
	CG Sec	Represent CGIAR externally - LAC	24	joint seminar Brazil; briefing in Mexico and Columbia
	CG Sec	Resource Mobilization within the World Bank	12	DGF proposal; Dialogue with CODE; ESSD Management and Rural Sector Board meetings; WB senior management briefings
	CG Sec	Coordinate & facilitate CG representation and contribution at key international events/conferences (in collaboration with MG)	59	Presence at Desertification events
	CG Sec	Conduct AGM to maximize stronger relationships and support for the CGIAR,	238	AGM Stakeholder Meeting, Innovation Marketplace
	CG Sec	Produce CGIAR System Annual Report (with Centers)	59	CGIAR Annual Report 2006
	CG Sec	Produce targeted, relevant materials that meet investor perceived needs – including brochures, booklets and video	309	3 partnership booklets, 1 impact series, factsheets, France Dossier, genebanks brochure, updates on M&E and performance measurement results
	CG Sec	Media relations - produce positive opportunistic media coverage in investor and host countries	119	work together with Media specialist to increase media coverage of the work of the Centers-priority Africa. Hold 2 media workshops

	<b>CG Sec</b>	Explore and take advantage of new opportunities and mechanisms for RM	24	alternate/new sources of funding
	<b>G&amp;D</b>	Represent G&D in CG events and other conferences	42	AGM-06, SO meeting and 2 to 3 conferences
	<b>CIO</b>	Represent ICT-KM program in CG events and other conferences	45	SO Workshop, 3 International Conferences, Visit to 5 Centers and Project Sites
	<b>CIO</b>	Produce promotional materials including annual report, brochures, e-news	25	Monthly e-news, AGM annual report, program brochure produced and distributed on time
	<b>CAS-IP</b>	Provide informational articles on CGIAR-IP issues	5	2 Articles published
	<b>FHAO</b>	Produce articles for CGIAR news and other publications on Alliance activities/outputs	20	Contribute to appropriate e-newsletters, highlighting collective action among Centers and partners, FHAO and CGIAR Annual report
To strengthen alliances with civil society organizations and NARS which share the CGIAR's mission	<b>CG Sec</b>	Further develop opportunities to strengthen relations with CSOs, and targeted communication of CGIAR engagement with CSOs, including preparatory communication work for the CSO Forum at AGM '06	36	Strengthen CSO relations thru CSO Forum
		Representing ICT-KM Program at AGM 2006	17	Display and seminar
To explore opportunities with non-traditional investors (= outside CG membership)	<b>CG Sec</b>	new Member development	24	dialogues with Namibia, Ghana, Indonesia and selected MENA countries

## Management Services

Service Clusters	Unit(s)	Service Offering in 2006	Approx. Input in '000 US\$	Output to be achieved in CY 06
Events and Meetings	CG Sec	Organize & manage the Annual General Meeting (AGM) & ExCo meetings	277	AGM 2006, ExCo meetings
	CG Sec	Organize System Office events and meetings	55	Fifth SO workshop, quarterly teleconferences; AGM presence/display
	SO	Support System Office (meetings, audiconferences, follow-up requirements, SO assessment)	20	SC-Sec: Preparation of the Annual Plan and Integrated Operating Plan in addition to attending SO meetings and audioconferences. Follow-up on tasks required.
			13	CAS-IP participation
	FHAO	Organize and manage AE and joint AB and AE events	60	Two annual meetings, two meetings of the Alliance Excom, production of meeting documents, minutes
	FHAO	Coordination of inter-center presentations	10	Centers and Members Day coordinated with designated Alliance sub-committee (AGM06)
	CAS-IP	Organizing Annual CGIAR IP-Strategy Group Meeting	15	6th Meeting
	CAS-IP	Organizing Annual CAS-IP Expert Advisory Committee Meeting	15	7th Meeting
	CAS-IP	Attendance in System Office events and meetings	10	Fifth SO workshop, quarterly teleconferences; AGM presence/display
	SC Sec	Organizing Science Council meetings, including document preparation	160	Logistical organisation of SC meetings in May and September, design of meeting agenda, EOM report
Develop/ maintain management related data and knowledge	CG Sec	Maintain CGIAR website & core collection database	139	website and core document collection is updated and accessible
	CG Sec	Monitor and advise centers on CGIAR annual funding/databases	55	CGIAR Financing Plan, Medium Term Plan
	CG Sec	Maintain CGIAR Contacts databases (open access though the web)	111	Contacts database expanded
	FHAO	Maintain Alliance/AE institutional memory and continuity	30	CDC Archive Project completed, Collaboration site expanded and further refined, in concert with CGIAR website and CGXchange program
	SC Sec	Developing and maintaining SC databases and roster of peer reviewers	45	Support to SC in managing, updating the expert roster database
	SC Sec	Developing and maintaining SC website and document collection	55	Updating SC website
	G&D	Maintain G&D Website and publish working paper series	109	website, papers, brochures, posters
	Organizational Development and Capacity Building (Staff)	CG Sec	Support CBC/AB and organize new Trustee training/orientation activities	55
			FHAO: 5	
CG Sec		Facilitate the Japan-Fellowship program	14	11 fellowship completed; orientation meeting held
CIO		Strengthening of Communities of Practice	27	Communities of Practice strengthened. Two workshops and advice provided on request.
CIO		ICT-KM Advisory Group activities	22	ICT-KM Advisory Group strengthened. One workshop and ongoing consultations.
CIO		Support strengthening of Internal Staff Capacities	14	Internal staff capacities strengthened.
IAU		Lead CGIAR Internal Audit network	4	CGIARIANET Discussion Group and IAU website maintained through 2006, Continue populating and updating IAU database for audit management and planning
CAS-IP		Institutionalize In-Center IP Management	30	Implementation materials and instruments
CAS-IP		Lead CGIAR Center IP Management Community of Practice	15	Reports
CAS-IP		Assist in developing in-Center IP Management Units	10	Reports
Management policy, guidelines and manuals	CG Sec	Update CGIAR Financial Manuals	55	Financial Management guideline

	<b>CGIAR Sec, G&amp;D, IAU, CAS-IP, SC Sec, FHAO</b>	Initiate the update of guidelines for Center Boards (with CBC)	83	CGIAR Sec: new draft guidelines
			10	FHAO: Backstop AB for follow-up to Stripe review
			4	IAU - Analysis of Board and Committee Good Practices, for incorporation into guidelines. Based on earlier Good Practice Notes, plus some additional research which IAU will carry out in 2006.
			7	CAS: Guidelines/Chapter on IP matters
	<b>CAS-IP</b>	Assist centers with IP policy and implementation (IP tools)	30	Reports, Instruments developed
Implementation and Operational support	<b>CG Sec</b>	Provide services to CGIAR Members in financial operation and administration of funds	208	negotiate new trust fund agreement with EU and other countries, disbursement through the Multilateral Donor Trust Fund (target ~100%); adequate Center cash flow; fiduciary and program report to selected Members (EC, Japan,
	<b>CG Sec, FHAO</b>	Provide support to CBC/AE in exploring and developing options for pooling of reserves	55	CBC/AB developed study on pooling reserves; policy developed
			FHAO:5	
	<b>CG Sec</b>	Implementation of World Bank audit recommendations over CGIAR Trust Fund and DGF	55	recommendations implemented; satisfactory response to implementation progress report of WB internal audit unit
	<b>CG Sec/FHAO</b>	Collaborate with SO units as sponsor/client	28	agreed work and financial plans; effective dialogue with SO units and sponsors
			20	Work with SO Units to produce workplans and financial plans for oversight by the AE and CG Secretariat. Conduct an inventory of governance mechanisms (performance, oversight, funding, etc) for AE Sub-Committee and Steering
	<b>CG Sec</b>	Coordinate System Office functioning	55	SO annual report 2005, IOP 2006; backstop Steering Committee
	<b>CG Sec</b>	Implement new CG nominee process	83	no. of CGIAR nominees to Center Boards
	<b>SC Sec</b>	Assist the SC Chair in coordinating SC Activities	65	Input to SC Chair's planning of SC meetings in April and September
	<b>SC Sec</b>	Preparing documentation for CGIAR meetings	70	Preparation, printing and distribution of SC meeting documents for CGIAR meetings
	<b>SC Sec</b>	Facilitating liaison and communication between SC and Centres	30	Assist SC in developing links with Centres
	<b>SC Sec</b>	Liaising with FAO on administrative and technical aspects of SC	35	
	<b>CIO</b>	Support implementation of projects under 2004 ICT-KM investment plan and prepare lessons learned	20	3rd year of implementation of the 2004 Investment plan shows good progress while a number of projects will come to closure. Some documents on lessons learned are included but the rest are separated.
	<b>CIO</b>	Negotiate ICT contracts	21	Services currently under CGNET contract re-tendered
	<b>CIO</b>	Liaison with external partners	4	Proper communication with stakeholders and external partners
	<b>FHAO</b>	Assist CDC/AE develop/administer budget incl. center shares for central services	30	Draft budget and execute oversight on behalf of AE Chair for collective funding (including SO Units) with AIARC serving as financial agent
	<b>FHAO</b>	Facilitate Alliance management	80	Day to day oversight and assistance to Alliance Chairs in implementing, planning and providing shared services to the Centers
	<b>CAS-IP</b>	Intern program	30	Summer interns in 3 Centers
	<b>CAS-IP</b>	Development of tools for identification of Center products and deployment	90	Study and GCP-Supported Workshop
	<b>CAS-IP</b>	Support multi-Center collaboration regarding background and foreground intellectual assets	30	GCP-On-Line Inventory Launched
	<b>CAS-IP</b>	Provide referral directory of IP professionals	8	Support Database, Participation in PIIPA
Governance and Management/Legal advice	<b>CG Sec/ CAS-IP</b>	Support centers and CP's on legal and governance issues	50	CAS-IP: Advice on legal and governance issues; up-to-date database/network of IP professionals
Governance and Management/Legal advice	<b>CG Sec</b>	Support centers and CP's on legal and governance issues	55	CGIAR Sec: Advice on legal and governance issues;

**Annex 1****Table 1d**

	<b>CAS-IP</b>	Assist the FHAO with FHA-IP Management Issues	10	Respond to requests
	<b>CAS-IP</b>	Review: IP provisions in agreements, IPR filings	40	Respond to requests
	<b>SASHR/CAS-IP</b>	Develop an e-learning package on Intellectual Property Rights with CAS-IP	11	Orientation tool developed

**Annex 2: 2006 Financing - CGIAR System Office Units**  
(in USD \$'000)

Income Source	CGIAR Sec	SC Sec	G&D Program	Internal Audit	SAS-HR	CIO	CAS-IP	FHAO	Media	TOTAL	SHARE
World Bank	4,150	786	100	120	150	150			140	5,596	54%
Co-sponsors (FAO)		786								786	8%
CG members 2/		592	909				209			1,710	16%
CGIAR Centers 1/			100				185			285	
CIAT				35	25				20	80	0.8%
CIFOR				35						35	0.3%
CIMMYT				35	25					60	0.6%
CIP				35						35	0.3%
ICARDA				35						35	0.3%
WorldFish				70	25				20	115	1.1%
World Agrofor. C.				35					20	55	0.5%
ICRISAT				35					20	55	0.5%
IFPRI				35	25					60	0.6%
IITA				35						35	0.3%
ILRI				35					20	55	0.5%
IPGRI				35	25					60	0.6%
IRRI				70						70	0.7%
IWMI				35	25				20	80	0.8%
WARDA				35					20	55	0.5%
System-wide programs/CPs				35			165			200	
Total Centers/CDC			100	630	150	150	350	600 <sup>3</sup>	140	2,123	20%
Carryover			25	43			152			220	
<b>TOTAL</b>	<b>4,150</b>	<b>2,164</b>	<b>1,134</b>	<b>793</b>	<b>300</b>	<b>300</b>	<b>711</b>	<b>600</b>	<b>280</b>	<b>10,432</b>	<b>100%</b>
<b>Share</b>	<b>40%</b>	<b>21%</b>	<b>11%</b>	<b>8%</b>	<b>3%</b>	<b>3%</b>	<b>7%</b>	<b>6%</b>	<b>3%</b>	<b>100%</b>	

**Notes:**

- 1/ IAU and SAS-HR receive direct funds from individual Centers participating in the program  
G&D, CIO, CAS-IP and FHAO receive funds from the CDC budget which is based on a general Center contributions to CDC to conduct their program
- 2/ G&D: Expected Member support to G&D from Netherlands (\$122,000), Norway (\$230,000), Switzerland (\$75,000), Rockefeller Foundation (\$250,000), USAID (\$200,000), USDA (\$32,000).  
SC Sec: Donor Funding Pool  
CAS-IP: Expected contribution from the Netherlands (150,000) + others
- 3/ 100,000 is allocated to an Alliance Contingency Fund