



**Consultative Group on International  
Agricultural Research**

# ***CGIAR SYSTEM OFFICE***

***INTEGRATED OPERATING PLAN 2005***

***MARCH 2005***

The System Office

**The System Office helps to capture wider system opportunities by identifying and pursuing opportunities to increase effectiveness, reduce costs, and enhance the funding of the System as a whole.**

# The 2005 Integrated Operating Plan (IOP) of the System Office

## Executive Summary

The third Integrated Operating Plan (IOP) of the CGIAR System Office (SO) reflects strengthened interlacing of service provision by units, and an increased demand for services particularly in the area of Human Resources (HR), auditing and risk assessment (see section 2). Currently the System Office has eight units. The total budget of the SO for 2005 is estimated at US\$ 8.78 million.

## 1. Introduction

This is the third Integrated Operating Plan (IOP) of the System Office (SO). It is an element of the Integrated Business Plan (IBP), which consists of two parts, the *Business Case*, and the *Integrated Operating Plan*. The Business Case describes the framework of the SO and the IOP is an annual reporting and planning document that provides a single and coherent view of the System Office and the work of its units.

The SO comprises eight separate units (see Box 1).

### Box 1: The System Office Units

1. Central Advisory Service - Intellectual Property (CAS-IP)
2. CGIAR Secretariat
3. Chief Information Officer (CIO)
4. Future Harvest Alliance Office (FHAO)
5. Gender and Diversity Program (G&D)
6. Internal Audit Unit (IAU)
7. Science Council Secretariat
8. Strategic Advisory Service for Human Resource (SAS-HR)

Annex 3 includes summary work plans of the individual SO units. Full business plans are available from the units directly.

## 2. Client expansion of System Office service in 2005

Two SO units – IAU and SAS-HR - operate on a “subscription” basis. In other words, the service provided is demand driven and Centers decide whether to participate. Service requests for IAU and SAS-HR have increased rapidly since these units were established.

### *Internal Auditing Unit: Number of participating Centers reach 13*

The CGIAR Internal Auditing Unit (IAU) was established in 2000 as a pilot involving three CGIAR Centers (IPGRI, IRRI, WorldFish) and the CGIAR Secretariat, which

comprised the original CGIAR Internal Audit Consortium, but its client base and demands for service have expanded in each year of its existence, most rapidly in 2003-2004. In 2003, CIMMYT and CIAT and in 2004, ICRAF, ILRI and WARDA joined the consortium. As of FY 2005 CIP, IFPRI and ICARDA decided to join the consortium. Consequently, in 2005, the IAU will provide internal auditing services to 13 Centers as well as to the CGIAR Secretariat, in proportion to the budget contributions made by the consortium members. To meet the increasing demand for internal audit service the IAU intends to hire a second Associate Director, who will particularly service Centers and Programs based in the Americas.

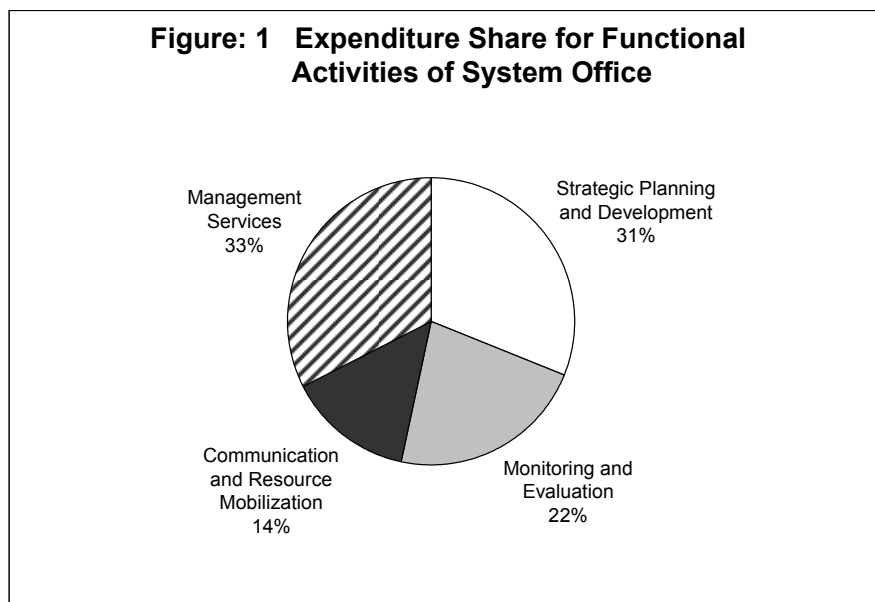
***SAS-HR: Two new client Centers***

The SAS-HR initially started its operations in December 2003, servicing five client Centers (CIMMYT, CIAT, WorldFish, IWMI and IPGRI) and the CGIAR Secretariat. During the past year a number of center-specific and inter-center programs have been initiated and developed, including a strategic staffing project, a first level leadership program, a performance management program and PeoplePower (a shared online HR database and workspace).

As of 2005, two Centers – IFPRI and the WorldAgroforestry Center- will be joining the client group. Initially a diagnostic study for the three Centers will be conducted, as the basis for designing further collaboration.

**3. Functional Categories and Service Offerings of the System Office**

The Business Case defined four functional categories for the System Office: (1) Strategic Planning and Development (2) Monitoring and Evaluation (3) Communication and Resource Mobilization (earlier named Public Awareness and Resource Mobilization) (4) Management Services.



In terms of expenditure, figure 1 shows the summary of units' efforts in the four functional areas.

Below the highlights in each functional category are described.

### 3.1 Strategic Planning and Development – Highlights in 2005

Activities in this functional area will focus on (i) System Priorities, (ii) Reform Program (iii) Organizational Health, (iv) Partnerships, and (v) Representing the CGIAR at external fora.

With the new Science Council fully operational, the SC Secretariat will help to prepare and implement key business decisions of the SC. In 2005, the establishment of new system priorities and the development and implementation of a strategy for mobilizing science will be key business areas that the SC Secretariat will be supporting.

Furthermore, it is expected that the Task Forces on Programmatic and Structural/Organizational Alignment in Sub-Sahara Africa, which are backstopped by the CGIAR Secretariat, will complete its report and next steps towards implementation will be initiated in keeping with decisions that will be taken at AGM'05.

In 2005, a number of partnership activities are planned with the private sector. This includes, for instance, the initiation of a Staff & Knowledge Exchange Program. Through collaboration with the CGIAR Private Sector Committee (PSC), the CGIAR Secretariat and FHAO will facilitate the implementation of exchange projects between the private sector and Centers.

**Table 1 CGIAR System Office Service Offerings – SP&D Highlights 2005**

<b>Unit</b>	<b>Strategic Planning and Development (SP&amp;D)</b>
<b>SC Sec</b>	Planning System level priorities and strategies and conducting perspective studies on System priorities
<b>SC Sec</b>	Implementation of the mobilizing science strategy
<b>CGIAR Sec</b>	Support the Task Forces on Programmatic and Structural/ Organizational Alignment in Sub-Sahara Africa
<b>CGIAR Sec</b>	Support ExCo & AGM with substantive meeting documents & follow-up action
<b>CGIAR Sec/ FHAO</b>	Strengthen relationships with private sector
<b>SO</b>	Identify, define and communicate best practice to Centers (CIO, CAS-IP, IAU, SAS-HR, G&D)

CIO, IAU, G&D, SAS-HR and CAS-IP will help to identify, define and communicate best practices to Centers in various business areas, e.g. ICT System Development and Security, Human Resources Management, “inclusive” workspace, and IP management.

A complete list of service offerings within this function can be seen in table 1a in annex 1.

### 3.2 Monitoring and Evaluation – Highlights in 2005

Major activities in this functional area will be directed to (1) improving M&E processes (2) supporting M&E of Centers/Programs, (3) developing M&E Capacity, and (4) supporting Impact Assessment

In 2005, some M&E instruments within the CGIAR will be reformed, strengthened and adjusted to be more compatible with each other. This relates to the EPMP, CCER and Medium-Term Planning (MTP) process. The SC Secretariat and the CGIAR Secretariat will be facilitating this change process.

In addition, the basic design of the CGIAR Performance Measurement System was completed and it will be piloted in 2005. The CGIAR Secretariat and the SC Secretariat will be facilitating the collection of the pilot data and the further enhancement of the System during 2005.

**Table 2 CGIAR System Office Service Offerings – M&E Highlights 2005**

<i>Unit</i>	<i>Monitoring and Evaluation (M&amp;E)</i>
<b>SC Sec/CG Sec</b>	Installation and implementation of new M&E processes
<b>CG Sec/SC Sec</b>	Support the development and implementation of a Performance Measurement System for the CGIAR
<b>SC Sec</b>	Planning and organizing evaluation of the CGIAR research agenda
<b>IAU with CIO, SAS-HR, CG Sec, CAS-IP</b>	Support to Centers in developing risk management systems

Table 1b in annex 1 shows a complete list of service offerings for this SO function.

### 3.3 Communication and Resource Mobilization – Highlights 2005

The objectives of this functional thrust are (1) to strengthen internal systems and capacity among RM and Communications practitioners across the CGIAR; (2) to strengthen support from and relationships with current member countries and cosponsors; (3) to strengthen alliances with civil society organizations and NARS which share the CGIAR's mission; and (4) to explore opportunities with non-traditional investors (i.e. outside CG membership)

The CGIAR Secretariat (in conjunction with the CGIAR Marketing Group) will continue to conduct targeted campaigns to promote the work of CGIAR Centers and Challenge Programs among key decision makers in investor countries and to Cosponsors. This also includes membership briefings and efforts to further expand the CGIAR membership.

Moreover, this functional thrust intends to further harmonize communications features and identity signage of the CGIAR and its constituencies, including the communication

of the Science Council and Centers. The SC Secretariat, FHAO and the CGIAR Secretariat will be collaborating in this effort.

**Table 3 CGIAR System Office Service Offerings – C&RM Highlights 2005**

<i>Unit</i>	<i>Communication and Resource Mobilization (C&amp;RM)</i>
<b>CGIAR Sec</b>	Conduct targeted campaigns to promote the CGIAR Centers and Challenge Programs to key decision makers in investor countries and to Cosponsors (in collaboration with the MG)
<b>CGIAR Sec</b>	Member support and development
<b>CGIAR Sec</b>	Further develop opportunities to strengthen relations with CSOs
<b>FHAO / CG Sec</b>	Improve communication of CGIAR Centers and CGIAR news via relevant websites and, where appropriate, the press ( in collaboration with MG)
<b>SC Sec/ CGIAR Sec</b>	Support the communication of CGIAR Science Council work and CGIAR Impact

Table 1c in annex 1 shows a complete list of service offerings for this SO function.

### **3.4 Management Services – Highlights 2005**

Services offered within this SO functional category relate to (1) organization of events and meetings; (2) development and maintenance of management related data and knowledge; (3) organizational development and capacity building of staff; (4) development of management policy, guidelines and manuals (5) implementation and operational support to the CGIAR, SC and Centers (6) governance and management/legal advice.

Last year G&D undertook a comprehensive exercise to help Centers set their 3-5-7 year goals for gender and diversity. In 2005, G&D will provide support to Centers in achieving those goals. The CIO will continue to oversee the implementation of the ICT-KM investment plan and draw lessons learned to be considered for a next phase. The remodeled CGIAR contact database was launched in January 2005. It provides a new mechanism whereby users may nominate individuals to serve on Center Boards, external review panels, and in other capacities. This builds a vehicle for the new CGIAR Board nomination process, which began early this year and will be managed by the CGIAR Secretariat. The organization of major CGIAR meetings such as AGM, ExCo and SC meetings continue to be key services provided by the System Office.

**Table 4 CGIAR System Office Service Offerings – MS Highlights 2005**

<i>Unit</i>	<i>Management Services (MS)</i>
<b>CG Sec</b>	Organize & manage the Annual General Meeting (AGM) & ExCo meetings
<b>SC Sec</b>	Organizing Science Council meetings, including document preparation

<b>CIO</b>	Support implementation of projects under 2004 ICT-KM investment plan and prepare lessons learned
<b>IAU</b>	Lead CGIAR Internal Audit network
<b>G&amp;D</b>	Support centers' G&D goal achievement
<b>CAS-IP</b>	Assist centers with IP policy and implementation (IP tools)
<b>CG Sec</b>	Maintain CGIAR, candidate and contact databases (open access though the web)
<b>CG Sec</b>	Implement new CG nominee process

Table 1d in annex 1 shows a complete list of service offerings for this SO function.

#### **4. System Office Collaborative Highlights**

The System Office strives to continuously improve the effectiveness of unit services. This can be achieved by taking advantage of service synergies, and an intensified collaboration and service integration across SO units. The SO is actively strengthening cross unit collaboration. The following initiatives illustrate three collaborative highlights of the System Office for 2005.

##### **4.1 Support to Centers in developing risk management systems – IAU with CIO and SAS-HR.**

System Office units, led by the Internal Auditing Unit, are providing support to Centers in developing and implementing more formal and systematic risk management processes to enhance management and Board oversight. The IAU has developed a framework based on international good practice, which will be refined as Centers gain experience with its implementation. The IAU is facilitating implementation in the Centers through various methods such as presentations, workshops, reviews of Center-prepared risk analyses, advice on risk assessment data collection and management methods, audits focusing on risk management, and the development of risk inventories which Centers can use begin analysis in particular areas of Center operations. These activities are being carried out collaboratively with Center staff and with other System Office units such as CIO, CAS-IP, SAS-HR and G&D which have risk management expertise in their professional areas. SO Unit Heads may also participate in Center risk management committees or task forces to provide inputs on particular areas of risk.

##### **4.2 Support the communication of Science Council work and CGIAR Impact – SC Secretariat and CGIAR Secretariat**

In 2005, communicating science and the work of the Science Council will be a key collaborative activity. In collaboration with the SC Secretariat, the CG Secretariat will support implementation of the Science Council's communication strategy, produce two Science Briefs - short accessible summaries of SC publications for a broader audience - and assist in developing identity signage for the SC Secretariat. Most importantly communications collaboration will maximize opportunities to highlight the strength of

science across the System and integrate the Science Council's impact analysis within CGIAR communications and activities.

#### **4.3 First Level Leadership Development Program (FLDP) – SAS-HR with G&D and CGIAR Secretariat in collaboration with Centers**

With the establishment of SAS-HR at the end of 2003, first level leadership development has been identified as a critical initiative by the SAS-HR participating Centers and the CGIAR Secretariat. The development and implementation of the program is led by SAS-HR and IWMI, the lead Center in this initiative. Piloting started end of 2004 and it is planned to roll out at least 6 sessions, hosted by various participating Centers, in 2005.

The program intends to address critical human resources development needs and build competencies required for the future. The objectives of the program are: (1) to systematically build the leadership and management competencies on a long-term basis; (2) facilitate professional updating and career development; (3) create a common understanding of the values, expectations and processes needed for excellence and team work. Individual course modules will be developed based on priorities and in partnership with other SO units, i.e. G&D, CIO/ICT-KM, IAU, and CAS-IP.

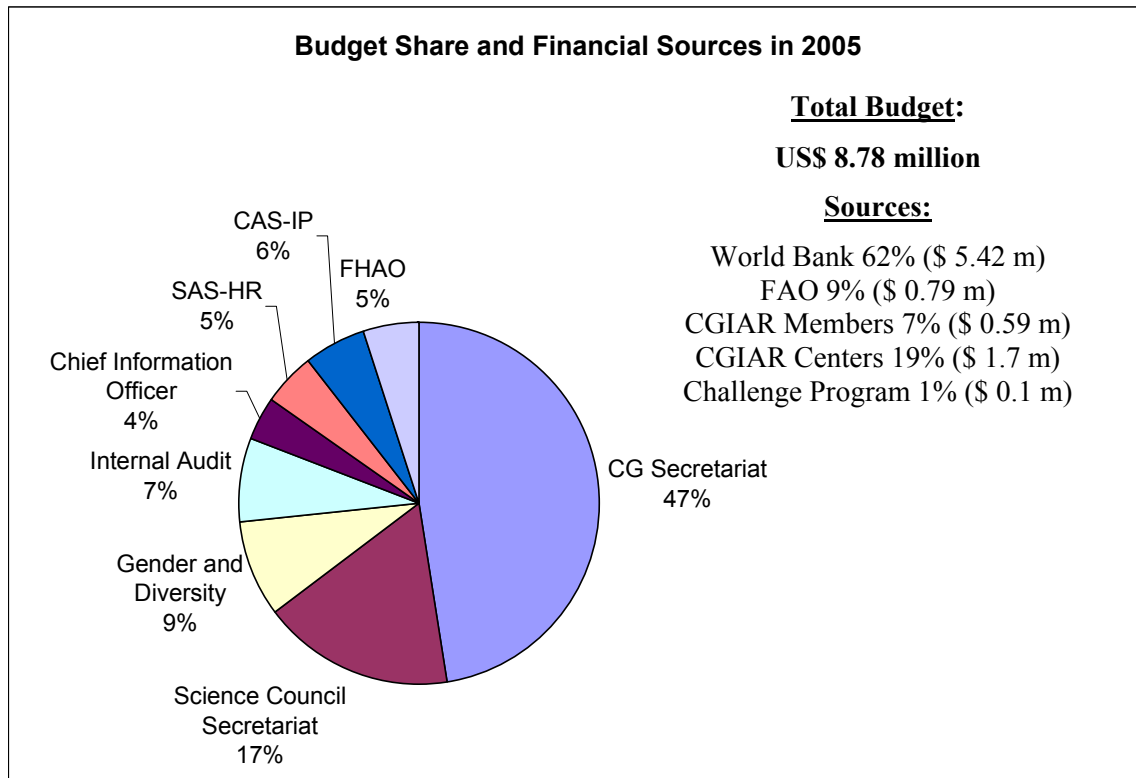
The expected result of this initiative is a step wise change towards strengthening the leadership performance of the first and middle level managers in the participating Centers.

### **5. Resource Summary**

The System Office overall budget is US\$ 8.78 million. The sources of revenue for the SO are varied. The illustration below shows graphically the budget shares for the units and the funding sources overall.

The Centers themselves contribute to the System Office units in several ways. One Center allocation process is through an assessment, managed through the CDC, where all Centers provide funding according to a formula based on the Centers' size/funding. Another is a direct purchase of services, according to the level of service desired – for example in the case of Internal Audit and SAS-HR, only some Centers and the CGIAR Secretariat are direct partners, and pay on a joint venture basis, as a voluntary management action. CAS-IP receives additional funding from the Challenge Programs.

**Figure 2: System Office Unit Budgets Shares and Financial Sources in 2005**



## 6. Performance Measurement

The individual units participate in the staff appraisal system of their host institution or one established by their governing board (please see summaries of individual work plans for more details – annex 3). For all unit heads a periodic 360 degree feedback evaluation exercise is used as an additional input into their annual appraisal. Some units are also subject to external reviews – e.g. in 2004 the IAU was subject to an external peer review as required under international internal auditing standards.

Moreover, units follow a harmonized performance measurement format for the System Office. This comprises an activity-based budgeting and reporting process and the measurement of outputs against annually set targets.

## 7. Fourth System Office Workshop

A fourth SO workshop is intended to be held in 2005. The meeting will comprise: one day meeting of all SO unit heads to share, review and discuss work plans for the upcoming calendar year, including new opportunities for collaborative activities, and half-day meeting of all unit heads with the SO Steering Committee to discuss major decision items and to reach conclusion with the group. The workshop is scheduled for October, 2005.