

Strategic Planning and Development

Unit(s)	Service Offering in 2004	Actual Input in '000 US\$	Planned outputs in CY 04	Actual outputs achieved in CY 04	Remarks
CAS-IP	Resource for other System-wide bodies such as GRPC, SGRP, CSI, iSC, CP	8	Attend appropriate meetings; write reports as needed	Attended 2 meetings of the GRPC, initiated CG Center-wide IP Survey for GRPC and SC	
CAS-IP	Supports implementation of System-wide IP Management Strategy	15	Reports on topic regarding IP Management issues of importance to the Centers	Co-authored a draft report on Joint Ownership .	Report to be finalized in 2005.
CAS-IP	Provide forum to exchange IP Mgmt Practice experiences (Annual IP Worksp)	37	Annual Meeting and Meeting Report	Annual Meeting; Sharepoint site established	Report to be completed in 1st Quarter 2005
CG Sec	Monitor & report on trends affecting CGIAR in international development	30	Briefings for CGIAR Senior Management on donor policies/trends	BTOR from Donor visits; input to presentations	
CG Sec	Clarify positioning and the brand of CGIAR	0	Corporate Identity Guidelines		
CG Sec	Support ExCo & AGM with substantive meeting documents, & follow-up action;	280	Meeting documents available on the web 2 weeks (ExCo) or 4 weeks (AGM) before scheduled meeting; Records available within 8 weeks after meeting	AGM 04 and ExCo 6/7: Meeting documents and proceedings, draft papers on: ExCo rotation, CGIAR nominee process, TORs	
CG Sec	Support the CGIAR Chairman's leadership of the CGIAR	50	Briefing notes; CGIAR meetings and other events	Chairman's briefing books for AGM 04 and ExCo 6/7, regular briefings by CGIAR Director	
CG Sec	Help facilitate the CP process	20	Briefing notes on CPs, summary reports for ExCo/CGIAR	Briefing notes on CPs, summary reports for ExCo/CGIAR; continuous dialogue with CP coordinators	
CG Sec	Coordinate activities of the CGIAR reform program II	160	Restructuring Plan for CGIAR; successful transition of ISNAR to IFPRI; new CG Nominees appointed;	Sub-Saharan Africa Task force established and supported; successful transition of ISNAR to IFPRI; agreement on new CG nominee process	
CG Sec	Prepare CG annual financing plan	67	Financing plan 2005	Financing plan 2005	
CG Sec	Coordinate update CGIAR of project portfolio	58	Project portfolio document	Project portfolio CD Rom and on-line database	
CG Sec	Strengthen relationships with civil society organizations & private sector	58	Reformed mechanisms in place	Staff Knowledge and Exchange Program (SKEP) initiated; review of Partnership Committees discussed and follow-up in 2005; for CSO related outputs please see C&RM category	
CG Sec	Back-stop co-sponsor Group and Partnership Committees	29	Meeting documents available 1 weeks before scheduled meeting; Records available within 4 weeks after meeting	Private Sector committee: Meeting documents and records; liaison with Co-sponsors representative	
CG Sec	Represent the CGIAR externally	70	List of major dialogue with external stakeholders	Parliamentarian Briefing UK, dialogues with/visit to Japan, Austria, Slovenia, Croatia, Hungary, Poland, Central Asia, Mexico	
CG Sec	Represent the CGIAR within the World Bank	58	DGF submission; Dialogue with CODE; ESSD and Rural sector Board meetings; other	DGF submission; Dialogue with CODE; ESSD and Rural sector Board meetings; participation in thematic groups (e.g. SASKI), ESSD EURO Forum	
CG Sec/ FHAO	Support a strategic agenda setting for the CGIAR	70	Strategic plan / framework for CGIAR	CGIAR Charter endorsed and published; continues to be in process - pending results of CGIAR priority setting and results of SSA- Task Forces	
	Support a strategic agenda setting for CGIAR Centers	133		FHAO officially began in May, 2004, with the hiring of an Executive Officer. Collective Action Retreat held July, 2004 with follow-up and planning for the formation of the Alliance throughout the year.	
CG- Sec/G&D/S AS-HR	Design and pilot new management development and leadership training	25	Needs assessment study, pilot course (G&D: \$5)	Needs assessment study, pilot course	
G&D	Develop new strategic G&D action plan for the CGIAR	119	New strategic framework for G&D 2005-2008	(a) Produced G&D response to its External Review; (b) broad based consultations with CG leadership for priority setting; (c) inter-center consultations with G&D checklists in May; and © G&D Strategic Planning Workshop at IWMI in June 2004.	
CIO	Develop System-wide ICT-KM investment plan for 2005	22	a sound ICT-KM investment plan for 2005	• Formulation of GPG2 kick-off - organized and chaired the GPG2 Meeting, March 04, Penang • Planned and prepared for the online consultation leading to the formulation of the ICT-KM Investment Plan for 2005	
G&D	Promote women's advancement	37	50 CG women trained in leadership and negotiation	(a) women's negotiation course hosted at IPGRI in May and women's leadership course hosted at IWMI in June, reaching 49 CG women, plus 17 women from NARs and partner orgs.	

G&D	G&D Website and Publications Series	57	(a) Production of 4 new working papers (b) Hosting 2 e-conferences © Expand database by 20% and distribute 70 CG vacancies (d) serve as global resource center on G&D in organizations.	(a) Produced 5 new working papers (in mentoring series) and 4 new G&D fact sheets; (b) 1 global e-conference hosted; (c) 10 G&D e-Newsletters distributed globally; (d) G&D Website visits increased by 70%; and (e) information pkgs produced for donors and Centers	
G&D	Design and provide support to center-level G&D activities	93	(a) Expand mentoring program to 8 centers, reaching 200 scientists; (b) Support 4 new G&D activities in centers.	(a) Evaluations of pilot program conducted at ICRAF, CIAT, IWMI and CIFOR; (b) mentoring follow up expansion and training conducted at IWMI; (d) mentoring expansion to 4 new centers scheduled for 2005; and (e) new G&D activities supported at IFPRI, WorldF	
G&D	Build internal center staff capacities for G&D	70	(a) Diversity-positive recruitment training for HR Units; (b) Cost-share relevant training opportunities.	(a) Collaborations with SAS-HR for FLDP; (b) cost-share HR training for IFPRI, CIFOR, WorldFish.	
G&D	Assist centers with HR policy development	54	(a) Hiv/Aids follow up; (b) Model policies for inclusive workplace; © spouse employment services	(a) Supports to Nairobi-CGIAR HIV/Aids events; (b) collaborations with SAS-HR for development of OneStaff concept and media; (b) enrollment to 2 new global spouse employment resources on behalf of CGIAR.	
IAU	Develop audit standards within the CGIAR system	60	Complete an IA manual available for use by all CGIAR internal auditors; Implement action items from the 2003 IA Professional Development Week; publish proceedings of international IA meetings; support and implement recommendations of 2004 external qualit	External QAR completed in 2004. A manual, and actions from PD week and external QAR, remain in progress at the end of 2004.	Higher expenditure relates to QAR costs incorporated into IAU budget. Work on IA manual deferred to 2005. Actions from PD week and from external QAR continue into 2005.
SAS-HR'	Develop strategic approach to Center staffing	20	specific assistance to one or more client Centers developing staffing strategy	concept note and a case study for strategic staffing completed;	
SAS-HR	Support Centers in Staff Performance Management	50	specific assistance to one or more client Centers	Concept Note on Promoting Excellence in Performance Management finalized; workshop with WorldFish and IWMI	
SAS-HR	Support Centers in professional development of staff	30	specific assistance to one or more client Centers in developing as program	Needs assessment study for for first, middle and senior level leadership development for client Centers completed; First Level Leadership Training modules designed and piloting initiated	
SAS-HR	Support to Centers on Change Management	120		contributed to strategy development for Change Management at CIMMYT, IPGRI and WorldFish; HR audit at IPGRI; Culture and value audit at WorldFish	
SAS-HR	Help Centers in introducing a "One staff approach"	70	specific assistance to one or more client Centers in establishing approach	Concept note on OneStaff approach completed, OneStaff e-learning module available, OneStaff Case study for IWMI	
SAS-HR	Development of shared online Human Resources database and a workspace for CGIAR HR practitioners	25		PeoplePower site established; good practice notes and other SAS-HR publications available to the CGIAR	
SAS-HR	System-wide services and services to non-participating Centers, including develop network of HR practioners	49		workshop with all Center HR staff, good practice notes made available to all Centers, visits to non-participating Centers (IFPRI, CIP, ICRAF and CIFOR), needs assessment for senior leadership development,	
SC Sec	SC Chair's leadership of the SC	78	Briefing and follow-up notes and correspondence, SC meetings	Support to the SC Chair in preparation of briefing and follow-up notes and correspondence	
SC Sec	Planning System level priorities and strategies	100	Planning System level priorities & strategies facilitated, and report disseminated	Preparation and dissemination of Draft System Priorities document facilitated and extensive consultations with CGIAR donor members and stakeholders organised	
SC Sec	Conducting perspective studies on System priorities	50	Perspective studies on biosafety, social research, and food safety facilitated, and reports disseminated	Facilitation of finalizing Biosafety report and Social science book; Facilitation of planning and implementation of perspective studies on Animal and fish genetic resources, Ethics and science, International Publics Goods in Era of IPR, and Genomics research in the CGIAR; Facilitation of a new study on Poverty mapping in support of the priority setting exercise	Food safety study postponed until 2005
SC Sec	Preparation of the annual report on global agricultural research	0	Preparation of the annual report facilitated		Postponed until 2005
SC Sec	Standing Panel on Priorities and Strategies (SPPS) Chair and members	35	Facilitate planning, organizing and conduct of SPPS studies; prepare briefings and documentation for SPPS meetings; draft minutes of SPPS meetings and SPPS reports	Facilitation of planning, organization and conduct of 2 SPPS meetings, including documentation preparation and minutes drafting.	
SC Sec	Standing Panel on Mobilizing Science (SPMS) Chair and members	25	Facilitate planning and conduct of SPMS meetings; draft minutes of SPMS meetings and SPMS reports	Facilitation of planning, organization and conduct of 2 SPMS meetings, including documentation preparation and minutes drafting.	
SC Sec	Implementation of the mobilizing science strategy	5	Preparation of mobilizing science strategy facilitated	Assistance to initial preparation of mobilizing science strategy	

SC Sec	Mobilization of global scientific partnerships	15	Preparation of a strategy for the mobilization of the global scientific partnership facilitated	Assistance to SPMS in conducting Centre partnership survey	
SO	Identify, define and communicate best practice to Centers (CIO, CAS-IP, IAU, SAS-HR, G&D)	6	CIO- 4 sets of good practice documents on a range of ICT-KM processes / procedures available to all centers	<ul style="list-style-type: none"> • Prepared new CGIAR naming convention for all IT systems. • Contributed ideas and experiences towards the preparation of the "One Staff" concept note developed by the SAS-HR unit. • Presented the topic "Mapping Outcomes on the Path to Impact" – led to a 	
		29	G&D: 3 new tools for 'working with diversity' and gender analysis of retention and mobility	(a) tools development postponed; (b) retention and mobility study postponed; © women in NARs study initiated with focus on East Africa.	
		17	IAU: 4 new good practice notes to be published and available on IA section of CGIAR website	4 new good practice notes published and available on IA section of CGIAR website. 1 other good practice note updated.	
		0	CAS-IP: Good practice notes		
		22		SAS-HR: Notes on Good Practice Models: (1) Organizational Transformation at WorldFish, (2) Managing HIV/AIDS - The World Agroforestry Center, (3) Gender and Diversity: Moving Ahead at IRR, (4) CIAT: (i) Partnership with Students; (ii) Social Welfare Fund; (iii)	
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¹Actual input is estimated by single SO units; SAS-HR report is based on SAS-HR Director's report and presentation to the Board of Sponsors in Oct. 2004