

Strategic Planning and Development

Service Cluster	Unit(s)	Service Offering in 2005	Input in '000 US\$	Actual Input in '000 US\$	Outputs to be achieved in CY 05	Actual outputs achieved in CY 05
System Priorities	SC Sec	Standing Panel on Priorities and Strategies (SPPS) Chair and members	50	50	Facilitate planning, organizing and conduct of SPPS studies; prepare briefings and documentation for SPPS meetings; draft minutes of SPPS meetings and SPPS reports	Facilitate planning, organizing and conduct of SPPS studies; prepare briefings and documentation for SPPS meetings; draft minutes of SPPS meetings and SPPS reports
	SC Sec	Planning System level priorities and strategies	90	90	Planning System level priorities & strategies facilitated, and report disseminated	The System Priorities were approved at the Business meeting of AGM 05 and the report "System Priorities for CGIAR Research 2005-2015" was published by the SC Sec in Dec. 05
	SC Sec	Conducting perspective studies on System priorities	40	40	Perspective studies on IP, food safety, Animal and fish genetic resources, and a feasibility study of poverty mapping for priority setting facilitated, and reports disseminated	3 studies on IP were prepared and uploaded on the website; a document on "Conservation of Livestock and Fish Genetic Resources" was published in Nov. 05; The feasibility study on poverty mapping for priority setting was published as a white paper and is still to be published as an internal working paper; The study on biosafety was postponed till 2006.
	SC Sec	SC Chair's leadership of the SC	66	66	Briefing and follow-up notes and correspondence, SC meetings	Briefing and follow-up notes and correspondence, SC meetings
	SC Sec	Preparation of the annual report on global agricultural research	45	45	Preparation of the annual report facilitated	Report "Science for Agricultural Development" was launched at AGM 05
	CG Sec	Support ExCo & AGM with substantive meeting documents, & follow-up action	326	326	Meeting documents available on the web 2 weeks (ExCo) or 4 weeks (AGM) before scheduled meeting; Records available within 8 weeks after meeting	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	50	50	Briefing notes; CGIAR meetings and other events	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)	44	44	Briefings for CGIAR Senior Management on donor policies/trends	Briefings for CGIAR Senior Management on donor policies/trends
	CG Sec/ FHAO	Support strategic agenda setting for CGIAR meetings	44	44	Meeting agendas	Meeting agendas
				40		Strategic meetings and agendas planned, including execution of four courses in 2005 for the Board Orientation Program. FHAO provided the secretariat and participated on the faculty. Briefings prepared for two ExCo meetings and CGIAR Business Meeting.
	CG Sec	Prepare CGIAR annual financing plan	75	75	Financing plan 2006	Financing Plan 2006 approved by CGIAR
	CG Sec/ SC Sec/CIO/FHAO	Update and expand CGIAR project portfolio	CG Sec: 63	63	Project portfolio database	Project portfolio database updated; see footnote 1)
			FHAO: 6	15		2005 Centre submissions coordinated, collated and forwarded to the CG Secretariat for review. Outputs for MTPs included provided briefings on progress of the SSA MTPs to donors and the SC Secretariat
			Sc Sec: 9	9	Contribution to establishing an online MTP logframe reporting system within the database	Contribution to establishing an online MTP logframe reporting system within the database
			CIO: 2.2	0		
	SC Sec / CG Sec	Support consideration of CGIAR priorities and subsequent implementation	44	44	Priorities and implementation plan agreed by the CGIAR	Priorities approved by the CGIAR, framework for implementation agreed by the CGIAR
Reform Program	CG Sec/SC Sec	Support the Task Forces on Programmatic and Structural/ Organizational Alignment in Sub-Saharan Africa	113	113	Report to ExCo	Report to ExCo and CGIAR, follow-up action plan agreed by the CGIAR
			13	13	SC Sec: Assistance of SC in the Africa Task Force	
	CG Sec	Support the review of Center governance (with CBC)	44	44	review report	review initiated: TORs agreed with CBC in August and panel established in September
	CG Sec	Continuous facilitation of CP process	44	44	Fully supported implementation of pilot and regular CPs, summary reports for ExCo/CGIAR	Fully supported implementation of pilot and regular CPs, summary reports for ExCo/CGIAR
	CG Sec	Support interested donor group in discussing/developing mechanism for the allocation of unrestricted funds within system priorities (Initiative led by Denmark)	44	44	Report to ExCo	ExCo and CGIAR agreed to framework for funding priorities and endorsed TF recommendation option 4 for funding SC/SC Sec
	CG Sec	Conduct total compensation study	44	44	Full compensation study completed	Full compensation study completed
Organizational Health	IAU	Develop audit standards within the CGIAR system	21	3	(1) Complete review of Center Audit Committee and internal audit charters; (2) complete update of IAU manual; (3) disseminate proceedings of 2005 RIAS05 RIAS (INTL ORG IAs) Meeting; (4) Complete implementation of 2004 IAU QAR RECS; (5) Review IA arrangement in Non-Consortium Centers	(1) Reviews at ICARDA, ICRAF, ILRI, IFPRI, IIRI, IWMI and WorldFish completed and reported in the time available. Others to be carried over to 2006; (2) Working Paper and Reporting Sections updated. Rest of Manual postponed due to delay in 2nd Associate Director recruitment and will be carried over to 2006 (3) RIAS meeting postponed from June to November 2005 - waiting for proceedings to complete their dissemination; (5) Reviews completed.
	G&D	Staffing: Improve attraction, promotion and retention of diverse staff	138	129	(a) update diversity positive recruitment resources; (b) expand spouse/partner employment resources; (c) collaborate with SAS-HR to integrate G&D into new staff development programs; (d) women's leadership course (ICARDA); and (e) pilot advanced women's leadership course (ICRAF and CIMMYT).	(a) update diversity positive recruitment resources: fully achieved; (b) expand spouse/partner employment resources: partially achieved; (c) collaborate with SAS-HR to integrate G&D into new staff development programs: not achieved; (d) women's leadership course (ICARDA): fully achieved plus additional course held at ILRI (Addis); and (e) pilot advanced women's leadership course (ICRAF): fully achieved; see footnote 2)

	G&D	Systems: Upgrade policies and practices for inclusive workplace	173	182	(a) collaborate with SAS-HR to integrate G&D into HR reforms; (b) produce comprehensive 'inclusive workplace' policy and practice models; © strengthen system of 100 G&D Associates, incl. training workshop at CIFOR; and (d) cost-share relevant training for 2 HR staff.	(a) collaborate with SAS-HR to integrate G&D into HR reforms: not achieved; (b) produce comprehensive 'inclusive workplace' policy and practice models: fully achieved; © strengthen system of 100 G&D Associates, incl. training workshop at CIFOR: fully achieved; and (d) cost-share relevant training for 2 HR staff: not achieved - see footnote 3)
	G&D	Integration: Strengthen G&D collaborations with scientists, programs, CGIAR	83	205	(a) mentoring program follow up and expansion to 250 participants; (b) deliver online course for high performance for one global research team; © expand 'everyday methods for working with diversity'; (d) produce 2 diversity case studies; and (e) seek to establish women scientists fellowships.	(a) mentoring program follow up and expansion to 250 participants: goal exceeded, reaching 400 participants; (b) deliver online course for high performance for one global research team: one special diversity course delivered to IWMI water team; © expand 'everyday methods for working with diversity': partially achieved; (d) produce 2 diversity case studies: one achieved, one in process; and (e) seek to establish women scientists fellowships: fully achieved. - see footnote 4)
	CIO	Develop System-wide ICT-KM investment plan for 2005	78	72	a sound ICT-KM investment plan for 2005	<ul style="list-style-type: none"> • ICT-KM2 Online Consultation held (28 Feb to 11 Mar 05) • ICT-KM2 Strategy Document developed in April 05 • Investment Plan 2006 presented to CDDC in AGM 2005
	SO	Identify, define and communicate best practice to Centers (CIO, CAS-IP, IAU, SAS-HR)	9	9	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"> • 2 sets of Good Practice Notes on Security and Systems Development developed • Contributed towards WorldFish's Knowledge Practices developed by its HR unit • Revised CGIAR Naming Convention for all IT systems • Supported CGIAR collaboration software review
			78	42	IAU: 6 Good Practice Notes - some jointly developed with other SO units ; 1 ILAC Paper on international Audit and Risk Assessment as basis for institutional Learning and Change	<ul style="list-style-type: none"> • 6 Good Practice Notes issued • Selection of External Auditors • Evaluation of Incumbent External Auditors • Audit Committee Self Assessment Questionnaire • Human Resources Management (with SASHR and G&D) • Management of Information Security (with CIO) • Development, Acquisition, Implementation and Maintenance of Application Systems (with CIO); see footnote 5)
			15	6	CAS-IP: Publish 2 "IP Practice Notes" to raise awareness and practice of IP Management; Improved Intellectual Asset Identification and Product Development and Deployment tools	First draft of a practice note re: Joint Ownership completed.
	CAS-IP	Support the development of a coherent system-wide implementation of IP Policy	14	8	Participation in system-wide venues such as CPs, GRPC, SGRP	Participation in meetings of the CPs, GRPC; Standard templates developed for IP Policy Statement and Copyright
	CAS-IP	Support strategic IP Management	10	7	Preparation of a foresight document on a topic regarding an arising IP Management issue of importance to the Centers	Paper on Collaborative Agreements published.
Partnerships	CG Sec	Back-stop co-sponsor Group, GRPC, PSC	44	44	Meeting documents available 1 weeks before scheduled meeting; Records available within 4 weeks after meeting	Meeting documents available 1 weeks before scheduled meeting; Records available within 4 weeks after meeting
	CG Sec/FHAO	Strengthen relationships with private sector	CGIAR Sec: 44	CGIAR Sec: 44	Staff & Knowledge Exchange Program launched, documented participation/contribution of private sector to CPs, delivery systems initiative prepared. First CG-PS meeting held	SKPEP launched and first exchange completed; high-level CGIAR-PS meeting held;
			FHAO: 23	32		
	CG Sec	Strengthen CGIAR relationship with CSOs which share the CGIAR mission	63	63	Improved mechanism for CSO linkages	Draft strategy paper for CGIAR-CSO engagement prepared and discussed by ExCo and the CGIAR
	SC Sec	Standing Panel on Mobilizing Science (SPMS) Chair and members	50	50	Facilitate planning and conduct of SPMS meetings; draft minutes of SPMS meetings and SPMS reports	Facilitate planning and conduct of SPMS meetings; draft minutes of SPMS meetings and SPMS reports
	SC Sec	Implementation of the mobilizing science strategy	45	45	Preparation of mobilizing science task force and strategy facilitated	2006-2007 Workplan for SPMS (as part of SC workplan) was approved at ExCo in Oct. 05
	SC Sec	Mobilization of global scientific partnerships	38	38	Preparation of a strategy for the mobilization of the global scientific partnership facilitated	The Collaboration Survey Report was drafted and sent to SC for comments. Expected publication date: March 06
	FHAO	Support the CDC and CBC in formation of the Alliance of Future Harvest Centers	134	150	Finalization of an Alliance Charter; negotiations to obtain a physical location for the new Office	Alliance Principles and Procedures document agreed upon by Centers at AGM05, with a conflict resolution mechanism also agreed to by all Centers. CBC became the Alliance Board, Alliance Office to be located at IFAD.
	CAS-IP	IP Management Strategy to support of internal and external partnerships	21	28	In conjunction with IP-Strategy Group and CP's, preparation of a strategy document; follow-up on requests for workshops/materials/reviews	5th Annual IP-Strategy Meeting; Development of outline for System IP Priorities
CGIAR representation at external fora	CG Sec	Represent CGIAR externally	75	75	List of major dialogue with external stakeholders	Japan Forum, Sweden CGIAR Day, ESSD Forum in Paris, EFARD, briefings with selected members (e.g. Canada, European Commission, China)
	CG Sec	Represent CGIAR within the World Bank	56	56	DGF submission; Dialogue with CODE; ESSD Management and Rural Sector Board meetings; ESSD Week; other	DGF submission; Dialogue with CODE; ESSD Management and Rural Sector Board meetings; ESSD Week; participation in ESSD European Forum; regular contributions to WB thematic groups (e.g. SASKI)
	CAS-IP	Represent the CGIAR Centers as requested	2	10	List of participation	Participated in 2 regional meetings at the request of the Centers and one International meeting for the GCP

1) expansion of database remains to be developed in 2006

2) Absence of SAS-HR constrained some planned activities

3) Production of new online Inclusive Workplace E-Resource Center. Absence of SAS-HR constrained some planned activities.

- 4) Mentoring program extended to 5 centers (rather than planned 2). Major expansions in these services due to establishment of African Women Scientists fellowship program with new Rockefeller Foundation support.
- 5) ILAC Paper deferred to 2006 due to short staffing in the IAU