

Service Cluster	Unit(s)	Service Offering in 2006	Approx. planned Input in '000 US\$	Approx. actual input in '000 US\$	Outputs to be achieved in CY 06	Actual outputs achieved in CY 06	Remarks
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	110	SC Sec: Support the MTP development process including MTP reviews, performance measurement indicators and logframes.	Planned outputs were achieved. Activity is an ongoing regular activity within the SC Secretariat	
	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	150	Results report, drawing of lessons learnt and refine system for 2006	Results report; drawing of lessons learnt; new online system launched (in cooperation with ICARDA); verification report by external consultant	
			35	50	SC Sec: Implementing the performance measurement assessment for centres	Coordination/Conduct of assessment of PM Results indicators	
			4	10	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	Inputs to CG Secretariat on 2006 PM System guidelines/ 2005 Verification work / Report on 2005 PM verification	(1) Sent to CG Sec in January 2006
			5	0	AO: Backstop work of AE Task Force on Performance Measurement		
	CGIAR Sec, SC Sec, AO	Support the development and implementation of a Performance Measurement for Challenge Programs	45	5	Pilot PM system available	delayed; initial dialogues with SC and CP coordinators held	
			SC Sec: 40	40			Ongoing
			AO: 5	5		AO coordinated Centers' input to the ToRs	
	SC Sec, CGIAR Sec, AO	Draw lessons from EPMP practices and update EPMP Guidelines	SC Sec: 20	20	lessons learnt paper and finalization of revised EPMP Guidelines	Ongoing	
			CGIAR Sec: 15	15			
		AO: 5	5				
SCSec/ CGIAR Sec/ AO	Develop M&E process for CPs	20	20	guidelines and procedures for external review of CPs	guidelines and procedures for external review of CPs		
		AO: 5	5		Ongoing		
SC Sec, CGIAR Sec, AO, G&D	Strengthen search process for membership on EPMP panels	20	15	increased pool of experts; quality assurance mechanism for selecting/screening panel members	Planned outputs were achieved. Activity is an ongoing regular activity within the SC Secretariat	SC Sec is factored in EPMP related activities below	
		CG Sec: 20	20		increased pool of experts		
		CAS: 2	0				
		AO: 5	5	Solicit names from the Centre Directors and others for colation and submission to the SC Secretariat	Not completed		
CGIAR Sec	Facilitate the financial peer-review of the 2005 operating results	45	45	Peer review report and 2005 Report to ExCo	Peer review report and 2005 Report to ExCo		
AO	Help Alliance in developing Alliance performance indicators to guide its development	10	0	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	50	Prepare documentation of for SPME meetings, facilitate SPME communication and information sharing; Prepare minutes of SPME meetings and sections to SC reports	Planned outputs were achieved. Activity is an ongoing regular activity within the SC Secretariat	
	SC Sec	Organizing and implementing SC-commissioned external evaluation (EPMPs) of Centres	170	170	Assist SC in commentary preparation, printing and dissemination of reports for ICARDA, ILRI and IWMI; Assist SC in panel selection, appointment and briefing	Planned outputs were achieved.	
	SC Sec	Organizing and implementing SC-commissioned external evaluations of SWP	45	45	Support to panel, preparation and dissemination of the report for the external review of the SWP on Participatory Research and Gender Analysis	Planned outputs were achieved.	
	SC Sec	Monitoring and evaluation of CPs	40	40	Assist the SC in follow-up review of SSA CP	Planned outputs were achieved.	
	CG Sec	Facilitate & backstop management component of center external reviews	150	150	report for CIFOR, Wfish, ICRAF; review of ICARDA, ILRI, IWMI initiated	report for CIFOR, Wfish, ICRAF, ICARDA; review of ILRI, IWMI initiated	
	CG Sec	Support / Monitor compliance to CGIAR financial guidelines (with Centers)	25	35	CGIAR financial report	CGIAR financial report	
	CG Sec/ SC Sec/CIO/AO	Update and expand CGIAR project portfolio	30	30	CGIAR Sec: Project portfolio database enhanced to include key parameters, i.e. system priorities, finance, geographic area and partnerships	2007 portfolio updated; expansion pending development of CGIAR MTP Hub in 2008	
				10	Sc Sec: included above - MTP review	Planned outputs were achieved. Activity is an ongoing regular activity within the SC Secretariat	
			10	13	CIO: Lessons from the program activities learned and communicated throughout the year.	Strategy, plan and concept note drafted for the development of an appciaiton and system to include pertinent information related to Center activities, while also aiding Centers in completing MTP applications. Designed workshop with key players represented for consensus and discussion, including Science Council endorsement.	
			10	10	AO: Support regional programmatic alignment initiatives of the Centers and their partners via SSA-MTP process and implementation	AO facilitated significant progress made in the development of ESA and ECA plans and in particular, progress towards greater standardization across the two plans	
CGIAR Sec	Provide assistance to CGIAR members for their M&E needs of the Centers	20	25	specific reports for EC, CIDA, Japan and others as needed	specific reports for EC, CIDA, Japan and others as needed		

Annex 1

Table 1b

	CIO	Evaluate impact of KM practices applications	8	7	Lessons from the program activities learned and communicated throughout the year.	Lessons learned shared via e-newsletters and Annual Report.	
	CIO	Organize and implement reviews of ICT-KM investment impact	6	7	One review of the investment impact in 2006	Detailed M&E report on impact of projects drafted and included as part of Program's communications and lessons learned for new Investment Plan	
	IAU	Undertake CGIAR system-wide audit and advisory services	55	65	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	* ESBC Project support throughout 2006. Validations deferred to 2007 due to delays in ESBC project completion * review of CIO management completed * 3 Challenge Program audits completed * Verification of selected CGIAR PM System indicators in all Centers and summary reporting on review of PM system * Participation in CGIAR Financial Guideline No 1 review and Task Force meeting * Participation in CGIAR Financial Statement peer review meeting	
	IAU	Undertake scheduled Center internal audits, advisory services, and progress reviews	442	561	Complete 2006 IA work plans agreed with each Center Director General and Audit Committee/Board.	* In 2006 all Centers participated in the IA Consortium and approved work programs established against which CGIAR IAU work was completed.	Travel costs higher than estimated
	IAU in collaboration with all units	Support to Centers in further developing risk management systems	114	100	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	* Various tasks undertaken in each Center, to review and facilitate implementation of risk management frameworks or selected aspects and annual Board reporting * Update of Good Practice Note on Enterprise Risk Management issued	
			4		CIO: Support centers in developing risk management systems		
			10	2	CAS-IP: Implementation guidelines	CAS-IP participation in revision of RM-IP guidelines	
	CAS-IP	Review of current IP Management Practice, based on survey of Centers	20	20	Recommendations	Recommendations presented in joint SC-Sec/CAS-IP Paper	
	CAS-IP	Develop Methods for Identifying and Inventorying Public Goods	20	20	Report, Implementation tools/instruments	Study and Report prepared by CAS-IP,GTZ inerm; CAS-IP working with ILAC to develop parameters for Biodiversity DBs; On-line IP inventory system developed by CAS-IP and ICRISAT IP Unit	
Develop M&E Capacity	CIO/ IAU/ CAS-IP	Support and advice to Centers on the implementation and monitoring the GPGA Rehabilitation Initiative	3	2	CIO:Support and advice Centers on the implementation and monitoring the GPGA Rehabilitation Initiative	Provided input on the strategy in the development of GPG2 project.	
			15	8 (IAU)	IAU: AUDIT REPORTS ISSUED FOR ANY GPG1 PROJECT REVIEWS SUBMITTED TO CENTERS	CAS-IP input into GPG2 proposal GPG1 project winding down. 1 audit report issued in relation to genbank upgrading component of project; 2 follow up reviews to earlier audits carried out. Advisory service to SGRP and Centers on final reporting for GPG1 genbank upgrading project JF/JM time	JF/JM time
				10; 5 (CAS-IP)			
	CIO	Support centers to set center-level ICT-KM strategies in line with system-wide strategy	16	17	Support centers in setting center-level ICT-KM strategies.	Conducted Center visits to 5 to discuss ICT-KM needs and opportunities. Conduct regular communication via email and phone to Center representatives to discuss current ICT-KM projects and activities.	
	G&D	Support Centers' annual monitoring of G&D goals	49	49	(a) design year 3 monitoring tools; (b) design year 3 goal setting tools; © deliver supports for goal achievement; (d) celebrate best goals achieved.	All accomplished, most of which was incorporated into the GDA global e-conference.	
	CAS-IP	Support/Monitor Center IP Management Capacity	37	70	Evaluation of 5 Centers: Launching of GCP IPR Helpdesk: IP MATTERS	GCP-IPR Helpdesk launched; 6 Centers visited	
Support Impact Assessment	SC Sec	Organization and implementation of SC-commissioned System-level impact assessments	100	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	Planned outputs were achieved.	
	SC Sec	Support to the Standing Panel on Impact Assessment (SPIA) Chair and Members	50	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	Planned outputs were achieved. Activity is an ongoing regular activity within the SC Secretariat	
	SC Sec	Strengthening capacity of Centres to assess impacts on poverty	30	30	Planning and participating in CG-wide IA focal point meeting	Planned outputs were achieved. Meeting held October 2006	
	SC Sec	Updating the 'CGIAR Impacts' information web-page in collaboration with CGIAR Centres	20	20	Update website with news, events, impact briefs and impact studies	Ongoing	
	AO and SC Sec	Develop a document on lessons learned regarding SW-EPs	10	AO: 5 SC : 5	Joint Alliance SC Secretariat document produced	Ongoing	