

Strategic Planning and Development

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
<b>System Priorities</b>	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 and follow-up of meetings.	Planned outputs were achieved. Activity is an ongoing regular activity within the SC Secretariat	
	SC Sec/AO	Conducting perspective studies on System priorities	90	90	Coordinate and support the preparation of perspective studies on food safety, ethics, genomics and a feasibility study of poverty mapping for priority setting.	Studies on food safety, and genomics are complete. Additional studies are ongoing	
			AO: 5	5		Coordinated study on four priorities with ADE-Science, at the request of the ExCo/AHC	
	SC Sec / CG Sec	Support consideration of CGIAR priorities and subsequent implementation	60	60	Sc Sec: Assist in developing strategies for implementation of System Priorities	SC led the development of 4 SPs and provided support to Alliance-initiated implementation efforts. 2 SPs are being pursued as CP proposals. Activity is ongoing, now under the leadership of the Alliance Office	
			43	43	CGIAR Sec: implementation plan for consideration by Membership; increased alignment of donor funding to priorities	Member Coordination Forum at AGM 06; workshop for developing the framework plan for system priority on rural institutions; backstopping of ExCo Ad Hoc Committee on System Priorities	
			10		AO: Assist in developing strategies for implementation of System Priorities		
	SC Sec	SC Chair's leadership of the SC	60	60	Briefing and follow-up notes and correspondence, organizing SC meetings	Planned outputs were achieved. Activity is an ongoing regular activity within the SC Secretariat	
	CG Sec	Support ExCo & AGM with substantive meeting documents, & follow-up action	151	151	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	22	30	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)	22	22	Briefings for CGIAR Senior Management on donor policies/trends e.g. IP, Agriculture in Africa, agricultural trade)	Briefings for CGIAR Senior Management and Board Members on donor policies/trends; CGIAR Director report at ExCo and AGM	
	CG Sec/ AO	Support strategic agenda setting for CGIAR meetings	11	11	Meeting agendas	Two ExCo meetings and Business meeting agenda at AGM06	
			30	30	Meeting agendas; one Board Orientation program, briefings provided for AB and AE Chairs for ExCo and CGIAR Business Meeting	Two Alliance meetings, one AE SO oversight meeting, one Board orientation planned and executed.	
	SC Sec / CG Sec	Support CGIAR priorities and their implementation	43	43	implementation plan for consideration by Membership; increased alignment of donor funding to priorities	Achieved	
	CGIAR Sec	Prepare options for coordinated funding of system priorities and SC/SC Secretariat	43	43	implementation document on funding options and modalities, Donor funding coordination forum at AGM '06	Member Coordination Forum at AGM 06; support to the ExCo Ad Hoc Committee on System Priorities	
	CGIAR Sec	Prepare annual Financing plan	97	97	Financing plan '07	Financing plan '07	
<b>Reform Program</b>	CG Sec/SC Sec/AO	Follow-up to results from Task Forces on Programmatic and Structural/Organizational Alignment in Sub-Sahara Africa	86	86	Decisions on programmatic, corporate services and structural/governance alignment for (1) West-Central Africa and (2) East and Southern Africa:	Regular reports to ExCo on WCA and ESA alignment progress; analysis and funding of other alignment initiatives (e.g. IWMI/WFish)	
			AO: 10	10		Governance mechanisms for the Sub-regional plans and ExCo paper prepared and endorsed	
	CG Sec/AO	Support the review of Center governance (with AB)	43	43	completed report	report of Stripe Review on Center Governance submitted to ExCo	
			AO: 5	5		Alliance response to the Stripe review completed	
	CG Sec/AO	Continuous facilitation of CP process	32	43	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; launch of call for cycle 2 of CPs	
			AO:5	5		AO facilitated the submission of a coordinated set of CP proposals	
	CG Sec	Follow-up to findings from compensation study	22	0	good practices for disclosure policies, draft disclosure policies for Centers	Delayed but completed early 2007	
	CG Sec/ AO	Study on reform in the CGIAR and future directions	43	0	study report	delayed to '07 and published in early '07	
			AO: 5	5	contribution to report		
<b>Organizational Health</b>	IAU	Develop audit standards within the CGIAR system	88	37	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.	* Audit committee charters reviews completed for 7 Centers. Remaining Centers to be covered in 2007-08 * Internal Audit Charter reviews completed for 9 Centers. Remaining Centers to be covered in 2007-08 * IAU internal audit manual sections on reporting and audit working papers finalized, other sections to be completed in 2007 * Annual RIAS meeting attended and minutes/proceedings on IAU website. IAU manual updated for practice discussed at the meeting	11000 PD week costs, 12000 PD week time and AC charter reviews, 3000 IA manual, 5000 RIAS meeting
	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	108	2007-9 MTP Guidelines and enhancement of the New Finance Information System (NFIS)	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	CAS-IP: 5 CG Sec: 43 SC: 25	workshop with IP experts	*Multi-stakeholder dialogue at a workshop held in Washington DC on "Hybrid Intellectual Property Regimes in Agriculture"(CG Sec); CAS-IP team member participated in meeting organized by the CG-Sec; CAS-IP/SIDA sponsored a round table at AGM on IP initiatives	
			3	3	CAS-IP: Study	Study conducted by CAS-IP in conjunction with SC Sec.	
			30	30	SC Sec: to participate in dialogue/ workshops on research strategies for IPG in a context of IPR	Achieved	
	SAS-HR/CG-Sec/G&D	Management development and leadership training	43	43	leadership course at Harvard; Women' leadership courses, first-level leadership courses	leadership course at Harvard; Women' leadership courses, first-level leadership courses	
	G&D	Staffing: Improve attraction, promotion and retention of diverse staff	75	250	(a) spouse/partner services expanded; (b) 5 women's leadership events delivered for CG and NARs	G&D: (a) spouse/partner global services renewed on behalf all CG Centers (b) 3 women's leadership courses delivered (CIP, FAO, IITA) and one women's negotiation course delivered (IRRI), reaching some 130 women worldwide; © G&D's special database campaign brings 16% increase number of women scientists from Asia; 110% increase livestock sciences and 98% increase aquatic resources, increasing total database of women by 35% to total 6,216; (d) 191 positions distributed via G&D database, 47% CGIAR positions.	

G&D	Systems: Upgrade policies and practices for inclusive workplace	200	188	(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.	(a) model policies and practices produced for prevention of harassment and discrimination, flexible workplace and accommodating spouses/partners. (b) GDA e-conference held with some 150 participants worldwide, engaging in diversity exercises, voting on G&D priorities, etc	models for work/life balance and HIV/Aids postponed
G&D	Integration: Strengthen G&D collaborations with scientists, programs, CGIAR	621	533	(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 EPMR and BOT candidates.	(a) fellowship program delivered and expanded; (b) mentoring program continued.	G&D: no progress on helping diversify pool of EPMR and BOT candidates
CIO	Develop System-wide ICT-KM investment plan for 2006	53	63	A sound ICT-KM investment plan for 2006	Investment Plan drafted for 2006 with reflections from lessons learned from previous IP, plan has been approved and has begun across the system focusing on Knowledge Sharing technology platform and practices as well as strategic interventions for increasing efficiencies across the CGIAR.	
SO	Identify, define and communicate best practice to Centers (CIO, CAS-IP, IAU, G&D,SAS-HR)	4	5	CIO - 4 sets of good practice documents on a range of ICT-KM processes / procedures available to all centers	Through the ICTKM newsletter and via the various projects websites best practices and lessons learned are shared with Centers and SO units. These include such system-wide and system-unit wide information such as the booklet, in collaboration with the Gender and Diversity Program, entitled "No Travel Required" on best practices for online facilitation. Another example includes the toolbox highlighted through the Knowledge Sharing project website which provides Centers, Challenge Programs, and System Office Units with background and information on various tools for better communication and information sharing.	
		32	2 (CAS-IP) 30 (CIO) 5 (IAU)	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 current ICTKM projects. Other topics will take into account requests from Centers and other priority areas identified by IAU.	*Draft note on IP Risk Management prepared with CAS-IP *A number of good practice notes and policies drafted for system wide application and will be used by the Internal Audit Unit for auditing purposes. These good practice notes ensure a minimum set of common IT guidelines including Workstation Security Policies and Network User Identification and Authentication Policy. Other policies and good practice notes are currently at different stages of finalization with final policies shared with all Centers and posted on CGXchange *3 GPNs issued (Whistleblowing, Business Integrity Strategy, Enterprise Risk Management Update). Other GPNs carried over to 2007. Await completion of ESBCX project in 2007 to update IT related GPNs 5000 JF time	*To be published in 2007 *5000 JF time
		20	2 (CAS-IP)	CAS-IP:5 Notes: 1 with IAU	Draft note on TK practice prepared by CAS-IP	
CAS-IP	Support the development of a coherent system-wide implementation of IP Policy	50	50	Report; Templates; Input to System venues such as CPs and GRPC	Report; Templates; Input to System venues such as CPs and GRPC	
CAS-IP	Support strategic IP Management	51	50	Study, IP Management software module	Study, IP Management software module	
Partnerships	CG Sec/ CAS-IP	Back-stop GRPC	65	43	Meeting documents available 1 weeks before scheduled meeting Records available within 4 weeks after meeting	CG Sec: Meeting documents available 1 weeks before scheduled meeting; Records available within 4 weeks after meeting;
				15		CAS-IP prepared 5 papers for GRPC; 6 updates in 2006
	CG Sec/AO/CAS-IP	Strengthen relationships with private sector	43	65	CGIAR Sec: 2 workshops: (i) product stewardship, (ii) research management	PSC meeting in Brussels held; Transition meeting in Washington DC held; selection of new PSC Chair
			10	5	AO: 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	ongoing
			10	0	CAS-IP: Study	postponed
	CGIAR Sec/SC Sec/AO:	Strengthen CGIAR relationship with CSOs which share the CGIAR mission	108	108	CSO Forum at AGM '06, Innovation Market Place; advisory panel established and backstopped, CSO position on ExCo occupied	CSO Forum at AGM '06, Innovation Market Place; advisory panel established and backstopped, interim position for a farmer representative on ExCo occupied
			40	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 between the CGIAR and CSOs.	Achieved
			15	14	AO: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 approach between the Centers, GFAR, regional and sub-regional SROs and NEPAD, as directed.	Completed
CG Sec	Represent CGIAR within the World Bank: ESSD and Rural Sector Board	54	100	ESSD Management and Rural Sector Board meetings; ESSD Week; participation in thematic groups (e.g. SASKI)	SDN Management and Rural Sector Board meetings; SDN Week; participation in thematic groups (e.g. SASKI); CODE Briefing, DGF application submitted	
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 SPMS reports	Planned outputs were achieved. Activity is an ongoing regular activity within the SC Secretariat	
SC Sec	Implementation of the mobilizing science strategy	80	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.	Planned outputs were achieved.	
SC Sec	Preparation of the biennial report on global agricultural research (2007)	50	50	Developing a theme and preparing chapters of the biennial report on "Science for Agricultural Development" for 2007	Achieved	
AO	Support the CBC/AB and CDC/AE in formation of the Alliance of Future Harvest Centers	95	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.	1. AO main office established at IFAD, full-time CAO hired 2. Ongoing	
CAS-IP	IP Management Strategy to support of internal and external partnerships	30	20	Recommendations and implementation instruments	Joint SC Sec./CAS-IP paper presented recommendations; CAS-IP working with ILAC to develop reporting instruments	
CAS-IP	Represent the CGIAR Centers as requested	37	20	Reports, Presentations	CAS-IP made presentations to 5 international meetings in 2006	
G&D, SC Sec, CGIAR Sec	Bellagio conference for mobilizing women in agricultural sciences	39	39	(a) proposal written; (b) high level participants secured; (c) case study approach designed for 2007 delivery.	Proposal written and submitted to Rockefeller Foundation. Proposal accepted for award and Bellagio conference and participants scheduled for October 2007.	
CGIAR Sec	Strengthening CGIAR-France Partnership		40		high-level round table dialogue with French research institutions; no partnership agreement signed, launch of book "France and the CGIAR"	