

# CGIAR SYSTEM OFFICE

INTEGRATED OPERATING PLAN 2007

MAY 2007



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 2007 Integrated Operating Plan (IOP) of the System Office**

## **Executive Summary**

The fifth Integrated Operating Plan (IOP) of the CGIAR System Office (SO) reflects collaborative activities of the nine System Office units serving individual Centers and the CGIAR System as a whole. The total budget of the SO for 2007 is estimated at US\$ 11.7 million.

## **1. Introduction**

The Integrated Operating Plan (IOP) of the SO is an annual reporting and planning document that provides a single and coherent view of the System Office and the work of its nine separate units (see Box 1).

### **Box 1: The System Office Units**

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

The 2007 IOP focuses on reporting collaborative activities (involving two or more units) along the four main strategic areas of activities of the System Office Units. The full unit work plans can be viewed at <http://www.cgiar.org/who/structure/system/index.html>

## **2. Fifth System Office Workshop**

The fifth System Office workshop was hosted in Paris, France, on October 20, 2006 by the Ministry of Agriculture and Fisheries. Among the participants were all System Office Unit heads and two members of the Steering Committee. The overall purpose of the workshop was to discuss the follow up actions of the System Office Review Report and to plan collaborative activities of the System Office for 2007.

### **3. Follow-up to first external assessment of the System Office**

The System Office Steering Committee commissioned a System Office Review in 2006 to assess whether the System Office, as a virtual structure, helped to increase coordination, capture synergies and increase overall performance of central service units that support the Centres and the CGIAR System as a whole. It does not include assessment of the performance of individual units. The report was presented to ExCo during their Paris meeting in October 2006. Key findings of the review were also reflected upon during the annual System Office workshop. It was noted that the SO review is very much based on anecdotal evidence and that the review should be considered as a report on work in progress of the SO

The main follow-up actions were agreed upon during the workshop, and are planned to be implemented during 2007:

- The SC Secretariat with the help of the Standing Panel on Monitoring and Evaluation of the Science Council will develop a small set of System Office performance indicators (2-3 indicators) to assess effectiveness, efficiency, and if possible innovation and change management of the SO. It was noted that fewer valid indicators would be preferable to multiple indicators.
- In order to address the recommendation on the HR-SAS and the G & D Units, the two units will negotiate a joint protocol to identify their respective spheres of activities.
- The HR-SAS and the G & D will prepare clearly articulated explanations of the specific roles of each of the units for inclusion in the System Office Annual Report of 2006.
- Lessons from the various organizational models of SO units (e.g. servicing all Centers versus a subset of Centers) should be documented, including risks, advantages and disadvantages of the different models. The group agreed that this could be included in the think piece on governance of the System Office vis-à-vis the governance of the individual units that is going to be prepared by the CGIAR Secretariat as agreed by the CGIAR Director with the AE Sub-Committee on System Office at their meeting on October 17, 2006.

### **4. New SAS-HR Director**

Unni Vennemoe was appointed as the new Director for the CGIAR Strategic Advisory Service for Human Resources (SAS-HR). Her appointment leads to the beginning of a newly and fully operational SAS-HR Unit that will provide expert support to CGIAR Centres and the System Office in or to strengthen the Centre's capacity to align their HR strategies with their vision and mission.

### **5. Major System Office Service offerings planned for 2007**

The System Office service clusters are comprised under: (1) Strategic Planning and Development (2) Monitoring and Evaluation (3) Communication and Resource Mobilization, (4) Management Services. Below the highlights in each functional category are described.

## 6.1 Strategic Planning and Development – Highlights in 2007

Service Cluster	Unit	Strategic Planning and Development (SP&D)
<b>System Priorities</b>	SC Sec, AO, CIO CGIAR Sec, CAS-IP	Development of Framework Plans for System Priorities (e.g. organization of planning workshops, on-line discussion platform)
	CGIAR Sec, AO, SC Sec, CIO	Support to Member coordination for funding System Priorities (including follow-up to Member Coordination Forum at AGM06, integrated window for investment opportunities)
<b>Reform Program</b>	CG Sec/SC Sec/AO	Support to Center Alignment exercise, including mobilization of Resources
	CG Sec/SC Sec	Coordinate CP process, including the call and selection of the new batch of CPs
<b>Organizational Health</b>	SC Sec, CIO, and CGIAR Sec	Support the MTP development process, and increased alignment of the programmatic and financing plans towards common platform
	SAS-HR (lead), G&D, CGIAR Sec, CIO	Design of an integrated approach to Center staff development
	SAS-HR, CIO, G&D and CGIAR Sec	Development of a common web-based portal to system-wide training opportunities for CGIAR staff
<b>Partnerships</b>	CG Sec/ AO/CAS-IP	Strengthen relationships with private sector through PSC
	CGIAR Sec/SC Sec/CIO/AO;	Strengthen CGIAR relationship with CSOs which share the CGIAR mission: Competitive Grants Program, Innovation Marketplace

See Annex I for further details of each collaborative service offering within this function.

## 6.2 Monitoring and Evaluation – Highlights in 2007

Service Cluster	Unit	Monitoring and Evaluation (M&E)
<b>Improving and streamlining the M&amp;E processes</b>	SC Sec, CGIAR Sec, AO,	Support to streamlining and harmonizing M&E demands from CGIAR Members
	CG Sec/SC Sec/IAU	Support the implementation of a Performance Measurement System for the CGIAR, including the verification mechanism of Center performance measures
	CGIAR Sec, SC Sec	Support the development and implementation of a Performance Measurement Module for Challenge Programs
	SC Sec/CGIAR Sec	Backstop and facilitate EPMP Meta -Analysis
	SC Sec, CGIAR Sec, AO	Draw lessons from EPMP practices and update EPMP Guidelines
	SC Sec/ CGIAR Sec	Facilitate and backstop EPMPs of Centres and External Reviews of CPs
	SC Sec, CGIAR Sec, AO, G&D	Strengthen search process for membership on EPMP panels
	CAS-IP and IAU	Support the development and implementation of a Performance Measurement System for Phase 2 of the GPGA Rehabilitation Initiative (GPG2) - with ILAC
<b>Support M&amp;E of Centers/Programs</b>	IAU in collaboration with all units	Support to Centers in further developing risk management systems
	CG Sec/ SC Sec/CIO/AO	Update and expand CGIAR project portfolio

<b>Support Impact Assessment</b>	CIO/ IAU/ CAS-IP	Support and advice to Centers on the implementation and monitoring the GPG Projects
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See Annex I for further details of each collaborative service offering within this function.

### ***6.3 Communication and Resource Mobilization – Highlights 2007***

<b>Service Cluster</b>	<b>Unit</b>	<b>Communication and Resource Mobilization (C&amp;RM)</b>
<b>To strengthen internal systems and capacity among RM and Communications practitioners across the CGIAR</b>	SO	Communicate SO activities by using existing mechanisms
	CGIAR Sec (Lead) with other units	Create and communicate family look across Centers and SO Units
	CGIAR Sec, SC Sec with Marketing Group	Integrate mobilizing science agenda into communications activities (with Marketing Group -MG)
	Media/ CG Sec	Development of Media Tools and Skills within Centres
<b>To strengthen support from and relationships with current member countries and cosponsors</b>	CGIAR Sec, SC Sec	Support the communication of CGIAR Science Council work (including System Priorities) and CGIAR Impact
	CGIAR Sec, G&D, Media	Prepare Media event series on Women in Agricultural Science
	SC Sec in collaboration with CGIAR Sec	Coordinate presence of SC at selected international conferences as an opportunity for additional external communication and resource mobilization
	Media/ CG Sec	Media relations - produce positive opportunistic media coverage in investor and host countries
<b>To strengthen alliances with civil society organizations and NARS which share the CGIAR's mission</b>	CG Sec/ CIO	Further develop opportunities to strengthen relations with CSOs, and targeted communication of CGIAR engagement with CSOs

See Annex I for further details of each collaborative service offering within this function.

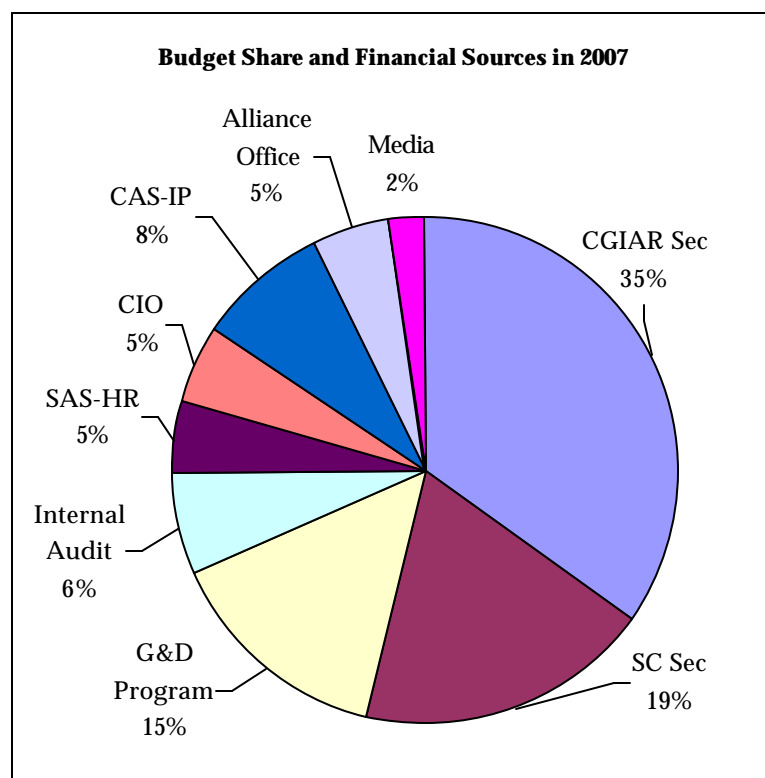
## 6.4 Management Services – Highlights 2007

Service Cluster	Unit	Communication and Resource Mobilization (C&RM)
<b>Events and Meetings</b>	CG Sec with all SO units	Organize System Office events and meetings
<b>Organizational Development and Capacity Building (Staff)</b>	SAS-HR in collaboration with all units	Drawing lessons learnt from Secondments and other assignments to SO units
	SAS-HR/CG-Sec/G&D	Management development and leadership training
<b>Implementation and Operational support</b>	CG Sec/AO	Collaborate with SO units as sponsor/client
<b>Governance and Management/Legal advice</b>	CGIAR Sec, CAS-IP and IAU	Support to CP's on legal, governance and risk management issues

See Annex I for further details of each collaborative service offering within this function.

## 6. Resource Summary

The System Office overall budget planned for 2007 is US\$ 11.7 million. The SO units have varied sources of revenue, including Centers, Challenge Programs, World Bank and other CGIAR members. The illustration below shows graphically the budget shares for the units and the funding sources overall.



Total Budget: US \$11.97 Million

World Bank: 49% (\$ 5.9 m)

FAO: 7% (\$ 0.79 m)

CGIAR Members: 21% (\$2.6 m)

CGIAR Centers & CPs: 17% (\$2.0 m)

## **7. 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). For all unit heads a periodic 360 degree feedback evaluation exercise is used as an additional input into their annual appraisal.

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.