

Alliance Office – Summary Work Plan 2007

1. Introduction

Originally created by the Centers in 2004 to support collaboration among Centers and administer shared corporate activities, the Alliance Office hired for the first time in 2006 a full-time Chief Alliance Officer (CAO). The Alliance Office, currently staffed with the CAO, based at IFAD headquarters in Rome as of January, and one part-time Sr. Program Officer working virtually from Washington, D.C., provides policy and administrative support to collaboration among the Centers and their partners, and works to streamline and strengthen the contribution of the Alliance of the CGIAR Centers to the System as a whole.

2. Objectives

- *Mission statement and overall goal/vision of the Unit*

To enable to Centers supported by the CGIAR to contribute more effectively and efficiently to the mission of the CGIAR by cooperating and pooling their resources whenever and wherever needed.

The goals of the Alliance Office are to enhance the Centers' ability to fulfill this mission by implementing:

- Programmatic collective actions that increase the overall impact of Centers activities on poverty alleviation and sustainable development and
- Provide institutional collective actions that increase the efficiency with which Centers produce this impact.

- *Objectives of the Unit for the coming 1-3 years*

The Alliance Office, over the next five years, will:

- Facilitate the design and implementation of the Alliance Strategy and Business Plan;
- Communicate strategy and plan to relevant stakeholders;
- Define and enable the emergence of a clear Alliance position on strategic issues (e.g., funding the priorities).
- Coordinate identification and implementation of key programmatic areas for collective action (e.g. new Challenge Programs) and,
- Facilitate regional programmatic alignment.

3. Activities and planned outputs for 2007

The individual unit activities, financial inputs and planned outputs should be listed along the four thrusts of the System Office: (1) Strategic Planning and Development (2) Monitoring and Evaluation (3) Communication and Resource Mobilization (4) Management Services.

3.1 Strategic Planning and Development

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
Organize and conduct a scientific workshop with the GEC community to facilitate the preparation of a CP proposal on Climate Change.	40	Successful workshop held leading to preparation of CP proposal on Climate Change prepared and accepted by Science Council and other partners, such as the GEF.
Facilitate the design and development of the Alliance Strategy and Business Plan.	45	Draft Alliance strategy and business plan prepared
Facilitate preparation of new Challenge Program proposals with the ADE.	30	Two or three CP proposals successfully submitted to the SC
Participate in discussion, working groups and framework for funding the System Priorities .	20	The Alliance perspective is taken into consideration by the Ad-Hoc Committee, and progress made in moving forward on the System Priorities.

3.2 Monitoring and Evaluation

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
Oversee implementation of the regional MTPs in SSA through liaising with the SC, CG Sec., WARDA-IITA and ILRI-ICRAF with Alliance serving as governance mechanism.	15	ExCo and Business Meeting endorse the regional MTPs. Regional MTPs implemented
Liaise with SC, SWEP leaders and Centers (Alliance Deputy Executive) on the recommendations of the meta review of SWEPS.	20	Prepare an Alliance position on SWEPS and follow-up on implementation.
Liaise with SC and CG Secretariat on regular basis, attending SC and other System meetings where necessary, participate on various task forces and Sub-Committees (Ad Hoc and CSO) at their invitation, and as resources permit.	20	Facilitate the emergence of a team approach with AO, SC, CG Sec.
Work with Private Sector Committee to re-establish dialogue with Centers and partners for pro-poor private sector initiatives	10	Re-ignite SKEP
At the request of the AB, follow-up on identification, planning and training of Center conciliators as a key component for conflict resolution among the Alliance members (in concert with the Directorate and possibly HR-SAS)	10	Conciliators identified and training program designed and put in place as a future tool and mechanism available to the Centers .

3.3 Communication and Resource Mobilization

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
Develop and strengthen relations between the Alliance and new partners, such as the Gates Foundation, as well as with existing partners.	20	Hold meetings as required with specific partners and in partnership with the Marketing Group, produce various communication mechanisms and tools to better communicate the Strategy and work of the Alliance to stakeholders.
<p>Increase oversight, via the Alliance Executive and provide guidance to the Marketing Group</p> <p>Establish a mechanism whereby “seed monies” could be set aside to promote collective action between the Centers and partners for 2008 onwards.</p> <p>Continue discussions with CGXchange to move Collaboration Site and serve as member of the V-Library development to establish virtual photo library. In collaboration with the ICT-KM program.</p> <p>Contribute articles for CGIAR e-news as a means of disseminating the current work of the Alliance.</p>	5	Oversight and flow of communications for the Alliance via the MG improved
	15	Criteria designed to ensure additional value will result for the Alliance from “seed” investments.
	15	Collaboration site moved to CGXchange and new tools begun to enhance virtual communications for Alliance members and Center staff
	5	Two articles submitted (June and September)

3.4 Management Services

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
Move the CAO to Rome (IFAD headquarters) and hire a full-time assistant for the office.	115	Office move successfully completed and Rome staff in place.
Provide strategic advice and policy support to the Alliance Chairs (AB and AE) to enhance the contribution of the Alliance to the bi-annual Executive Council meetings and annual Business meetings of the CGIAR.	25	Briefings and papers prepared, based on requests from CG Secretariat and ExCo for various meetings, and special requests.
Provide support to the Alliance Directorate and Alliance Executive Sub-Committee for SO Units and Marketing Group.	20	Provide Alliance budget oversight, with Chairs and AIARC, and execute AE Sub-Committee meetings and planning for overall budget allocations and program planning, as requested.
Develop a strategic agenda and execute two annual meetings of the AB and AE, in consultation with the Alliance Chairs.	60	Two meetings held, systematic records produced holding the key discussions and decisions, with

Conduct the day-to-day activities (communications, services, support to AB and AE Chairs and members, liaison with SC and CG Secretariats, and Center staff).

	proper follow-up.
90	Continue to provide and improve upon more efficient and systematic follow-ups with partners and stakeholders.

4. Organization and Governance

The Alliance Office reports directly to the Chair of the Alliance Executive, and facilitates the work of the Alliance as a whole. Working in concert with the Alliance Directorate (selected members of the Alliance Board, including the Chair, and members of the Alliance Executive), the Alliance Office helps manage the day-to-day business of the Alliance and work with key partners and stakeholders.

With the establishment of a formal office for the first time in 2007 from Rome, the Alliance Office will make a partial transition from its' virtual operations, but will continue to operate virtually with both its' D.C. office and the Centers. For the time being, consultants will continue to be hired as needed for special projects, such as administrative and financial services (AIARC), graphic and communication services (partially met by the Marketing Group), and meeting facilitation. This provides for a very flexible operation, keeping overhead expenses to a minimum.

5. Finance in 2007

The Alliance Office budget is voted on and agreed to by the Alliance members, during their pre-AGM meeting. This past year the work of the AE Sub-Committee, in concert with the CGIAR Director, and facilitated by the Alliance Office, helped review and determine budget and workplan proposals of the SO Units co-funded by both the CGIAR Secretariat and the Alliance, including that of the Alliance Office, in advance of the pre-AGM meetings.

The collective work of the Centers continues to be funded through contributions from each of the 15 Centers, along with contributions from other partners, such as the CGIAR Secretariat and CGIAR members. Centers' contributions are made on a bi-annual basis (January and June) and the funds are managed by relevant sub-committees and boards overseeing the various activities.

Overall financial monitoring and financial control and management services are provided by the Association of International Agricultural Research Centers (AIARC) for a small annual fee. Funding from each Center is based on the proportion of each Center's annual audited expenditure for the year prior, based on the official audited figures released by each Center and the CGIAR Secretariat.

The Alliance Office budget for 2007 consists of the following:

- Personnel: US\$ 347,000
- External Consultants: US\$ 43,000
- Travel: US\$ 51,000
- Financial services, meetings and workshops, and charges by hosting institutions (including one time expenses for office set-up in Rome): US\$ 139,000

Total: US\$ 580,000

6. Performance Assessment

The Alliance Office annual work plan and budget are approved by the AE, after discussion with the AE Chair, and the Alliance Directorate. Performance review for staff is done on an annual basis, and as of 2007, will follow the format used by Bioversity, the Center holding the Chief Alliance Officer's contract. Assessment is based on the agreed upon work plan and accomplishments.

Central Advisory Service on Intellectual Property (CAS-IP) Summary Work Plan 2007

1. Introduction

2. Objectives (OF UNIT)

- *The Mission of CAS-IP is to assist the Centers in achieving a comprehensive approach to management of their intellectual assets and to facilitate the exchange of IP-related experiences among the Centers. The overall goal/vision of CAS-IP is to encourage access and use of CGIAR products for the benefit of the poor.*

- *The Objectives of CAS-IP for the coming five years are to:*
 - 1) Provide enabling support to the Centers for responsible distribution and use of Center products, in a manner that is consistent with the practice of sustainable agriculture.
 - 2) Lead and participate in teams throughout the CGIAR that work in delivering products of Center research to address the needs of the poor
 - 3) Serve the Centers, individually, collectively, and in partnerships.
 - 4) Support the Centers, the CGIAR System and their partners in assuring equitable access to and sharing of the benefits of Center research in improving the livelihoods of the poor, through effective intellectual property (IP) Management and technology transfer (TT).

3. Activities and planned outputs for 2007

The individual unit activities, financial inputs and planned outputs should be listed along the four thrusts of the System Office: (1) Strategic Planning and Development (2) Monitoring and Evaluation (3) Communication and Resource Mobilization (4) Management Services.

3.1 Strategic Planning and Development

Service Offering in 2007	Products in 2007	Intended Impact	Approx. Input in '000 US\$
Documentation of best IP Management Practice	Reports on: Acquisition and use of TK; Knowledge sharing with the EPO ¹ , and Maintaining the Public Good nature of Improved Fish Strains	Good practices re TK adopted; Centers' pubs as prior art to prevent misappropriation, and Good practices in producing public goods adopted	30
Systems Dynamics analysis of role IP Management in Innovation Systems	Networks between agricultural IP/TT managers and system dynamics specialists Analytical models developed and presented	Identification of intervention points for IP Management practices in innovation systems	60
Support to CGIAR partner institutions for IP/TT management and stewardship capacities	Plan developed for mentoring program	Increased utilization of CGIAR partner IP/TT, stewardship expertise	40

3.2 Monitoring and Evaluation

Service Offering in 2007	Products in 2007	Intended Impact	Approx. Input in '000 US\$
Visits to Centers	Center specific reports of visits	Identification of strengths and weaknesses for developing optimal IP Management	110
Case studies on GPG identification and Inventory Methods	Report	Refined GPG identification methods for increasing the number of reported GPGs	35
Case studies of GPG product development and distribution experiences	Teaching materials for product development, distribution and use planning	More projects include product distribution and use plans leading to more use of GPGs	45

¹ Co-authored with Hanumanth Rao, IP Manager at ICRISAT.

3.3 Communication and Resource Mobilization

Service Offering in 2007	Products in 2007	Intended Impact	Approx. Input in '000 US\$
Participation in CGIAR fora	Presentations to the GRPC, and other groups	Better understanding of IP Management in the Centers and CAS that leads to effective policies	20
Participation in external, international fora	Presentations in external Fora	External understanding of IP Management in the CGIAR Centers for production of public goods	15
Update CAS-IP website	Dynamic website with many resources available	Materials for IP/TT management that the promote pro-poor policies are easily available to IP practitioners and non-traditional IP audience such as judges and bench scientists	75
Drafting stories for in-Center and external publications	Targeted news stories	Increased awareness of IP/TT/S issues	20

3.4 Management Services

Service Offering in 2007	Products in 2007	Intended Impact	Approx. Input in '000 US\$
Organization of 7 th Annual meeting for IP Managers/Focal Points	Meeting report and input to CAS work plan	Exchange of information leading to improved IP Management in Centers	50
Organization of 9 th Annual Expert Advisory Committee Meeting	Meeting report and input to CAS work plan	Critical assessment of CAS that leads to consistency and excellence in advice to in Centers on IP Management	25
Transactional support to Centers	Effective agreements and partnership documents	Transactions leading to more public goods produced by the CGIAR	110
Development of "License Central" website	Template language for agreements	More Center-originated agreements leading to increased in CGIAR GPGs	40

Development of software for reporting GPGs	IP Management software module	Increased reporting of GPGs	20
Updating and maintaining CAS-IP roster expert database and participation in the Public Interest IP Associates (PIIPA)	Database of IP practitioners and probation providers	Adequate external IP resources for Centers	5
In-Center Law student Internships	Reports and other IP Management documents	In-Center capacity that improves IP Management in Centers and CPs	30
Supervision of CAS-IP office	Reports, budgets, and proposals drafted	Efficient and effective assistance to the Centers	70

4. Organization and Governance

CAS-IP operates as a CAS Team, consisting of the Manager, Dr. Victoria Henson-Apollonio, an Honorary Fellow, Dr. Sean Butler of St. Edmund's College, Cambridge University, 3 full-time consultants and 1.5 support staff. The CAS-IP work plan and budget are developed by the Manager with inputs from the CGIAR Center IP Managers/Focal Points, the Alliance Deputy Executive (ADE), as well as from national and regional partners. The work plan and budgets are approved by the Alliance Executive (AE) and the CAS-IP Expert Advisory Committee (EAC). The day-to-day activities of CAS-IP are managed by Victoria with support staff consisting of one full-time and one half-time Project Assistants and accounts oversight by the Corporate Services Department of Bioversity International. Within Bioversity International, CAS-IP participates in the Policy Research Support Unit.

5. Finance in 2007

As appropriate for a Center-led project, in 2007 CAS-IP will be primarily funded by the Alliance Executive (AE), and from special budgets from The Netherlands and Sweden. The AE monies are from a fund provided by contributions from each of the 15 Centers.

CAS-IP Budget	Budget proposed for 2007 (\$US '000)	%
• Personnel	280.0	28
• Consultants	145.0	14
• Publications/website	70.0	7
• Travel	167.0	16
• General operating cost	192.0	19
• Contingency Fund	121.0	12
• Other	39.5	4
	Total = 1014.5	100

6. Performance Assessment

- Performance Assessment of CAS-IP is carried out by reporting of activities and outputs to the Alliance Executive, the Alliance Deputy Executive, the EAC, and the IP-Managers/Focal Points and to project funders.
- Dr. Henson-Apollonio and the CAS-IP PA participate in the staff appraisal system in place at Bioversity International. Dr. Henson-Apollonio's staff appraisal is conducted by the Director General of Bioversity. In addition, the Expert Advisory Committee (EAC) provides input into Victoria's performance assessment.
- As the head of a System Office Unit, Dr. Henson-Apollonio participates in a 360o evaluation every 3rd year.
- Bioversity's Finance office provides oversight and reporting on the CAS-IP budget and expenditures.

CGIAR Secretariat – Summary Work Plan 2007

1. Introduction

The CGIAR Secretariat, a unit of the CGIAR System Office, is the principal central service unit of the CGIAR System. It is the focal point for relations with external partners, from legislative decision makers and scientific communities in the public and private sectors, to civil society institutions and the general public. The Secretariat supports the two main organs of the CGIAR, the Group and its Executive Council (ExCo), and bears the primary responsibility for ensuring that CGIAR decisions are carried out. It serves as a financial clearinghouse for the CGIAR to ensure that the System's research agenda is fully funded.

2. Objectives

The business objective of the CGIAR Secretariat is to facilitate the efforts of the CGIAR System to fulfill the CGIAR mission, in keeping with the needs and aspirations of partners and beneficiaries.

The Secretariat's 2007 business plan is designed to meet the following major goals:

- to support and facilitate the ongoing Reform Programs, and ensure that the program's desired outcomes are achieved; supporting the agents of change;
- to support the Chairman of the CGIAR and ExCo,
- provide services to CGIAR members in financial operation and administration of funds as well as accountability;
- to support the implementation of the CGIAR priorities, including a coordinated funding of the priorities;
- to support System and Center alignment discussions and initiatives;
- support CGIAR M&E requirements, including performance measurement of Centers and CPs;
- to mobilize resources for the CGIAR System's research agenda;
- to promote greater public knowledge about the effectiveness of international agricultural research;
- to strengthen and nurture the System's partnerships, including civil society organizations, by using different mechanisms (e.g. CGIAR-CSO competitive Grants program, new Challenge Programs)

3. Activities and planned outputs for 2007

The service offerings of the CGIAR Secretariat are integrated into the four thrusts of the System Office: (1) Strategic Planning and Development (2) Monitoring and Evaluation (3) Communication and Resource Mobilization (4) Management Services.

3.1 Strategic Planning and Development

Unit(s)	Service Offering in 2007	Input category[1]	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
CG Sec	Support ExCo & AGM with substantive meeting documents, & follow-up action	14-20	211650	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 Chair's leadership of the CGIAR	<5	37350	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)	<5	37350	Briefings for CGIAR Senior Management on donor policies/trends(e.g. IP, Agriculture in Africa, agricultural trade)
CG Sec/ AO	Support strategic agenda setting for CGIAR meetings	<5	12450	Meeting agendas
CG Sec	Prepare CGIAR annual financing plan	5-10	99600	Financing plan 2008
CGIAR Sec/ SC Sec	Support to the ExCo Ad-Hoc Committee on funding System Priorities	<5	37350	Progress report at ExCo 12
CGIAR Sec	Organize Member Coordination Forum at AGM 07	<5	31125	Forum results available
CG Sec/SC Sec	Support to Center Alignment exercise, particularly through mobilization of Resources	5-10	87150	Resources available; legal support, if requested by Centers
CG Sec	Update CGIAR Financial Guideline Series	<5	24900	Draft update of Procurement guideline
CG Sec	Prepare new Board Guidelines	<5	49800	Draft guideline available
CG Sec	Coordinate CP process, including the call and selection of the new batch of CPs	5-10	87150	Full proposal of new batch of CPs presented to the CGIAR
CG Sec	Follow-up to findings from compensation study	<5	31125	good practices for disclosure policies, draft disclosure policies for Centers
CG Sec	Study on reform in the CGIAR and future directions	<5	12450	study report
SC Sec, CIO, and CGIAR Sec	Support the MTP development process, and increased alignment of the programmatic and financing plans towards common platform	5-10	112050	2008-10 MTP guidelines, MTP HUB

CGIAR Sec	Organize Alignment Forum during ExCo12	<5	37350	Alignment Forum Results available
CGIAR Sec	Coordinate follow- up study to IP workshop held in 2006	<5	12450	Draft study available
CG Sec	Back-stop GRPC	<5	56025	Meeting documents available 1 weeks before scheduled meeting; Records available within 4 weeks after meeting; potential members identified; web support to GRPC
CG Sec/AO	Strengthen relationships with private sector through PSC	<5	56025	potential members identified, 1-2 PSC meetings held
CGIAR Sec/SC Sec/ CIO;	Strengthen CGIAR relationship with CSOs which share the CGIAR mission: Competitive Grants Program, Innovation Marketplace	5-10	99600	Annual workplan agreed and implementation commenced, including Grants agreements signed, start- up workshop held, reports from Innovation Marketplace winners
CG Sec	Represent CGIAR within the World Bank: SDN and Rural Sector Board	5-10	62250	SDN Management and Rural Sector Board meetings; ESSD Week; participation in thematic groups (e.g. SASKI)
CG Sec	Strengthen CGIAR-France partnership	<5	49800	Collaborative Program for joint research and training, joint scientific workshop (as indicated in France- CGIAR agreement)

3.2 Monitoring and Evaluation

Unit(s)	Service Offering in 2007	Input category	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
CG Sec/SC Sec/ IAU	Support the implementation of a Performance Measurement System for the CGIAR	14-20	106400	New PM data base available; Results report 2006 available, including verification report; drawing of lessons learnt and refined system for 2007
CGIAR Sec, SC Sec	Support the development and implementation of a Performance Measurement Module for Challenge Programs	5-10	49875	Pilot PM module available
CG Sec	M&E Recommendations of the Stripe Review on Center Governance	5-10	39900	Reports to ExCo, Center reporting template prepared
SC Sec, CGIAR Sec, AO, G&D	Strengthen search process for membership on EPMP panels	<5	26600	increased pool of experts; quality assurance mechanism for selecting/screening panel members
SC Sec, CGIAR Sec, AO	Draw lessons from EPMP practices and update EPMP Guidelines	5-10	39900	lessons learnt paper, updated EPMP guidelines
SC Sec/CGIAR Sec	Backstop and facilitate EPMP Meta-Analysis	<5	29925	Report to ExCo13
CGIAR Sec	Coordinate the financial peer-review of the 2006 Center financial results	5-10	46550	Peer review report and 2006 Report to ExCo
CG Sec/SC Sec	Facilitate & backstop management component of Center and CP external reviews	>25	186200	Report for WARDA, IITA, CIAT available; CIP and 3 CPs external review launched; IWMI and ILRI review discussed at ExCO/AGM
CG Sec	Facilitate & backstop CGIAR system -review	5-10	49875	TORs, panel established, draft report for stage one of the review presented to the CGIAR
CG Sec	Support / Monitor compliance to CGIAR financial guidelines (with Centers)	<5	26600	CGIAR financial report
CG Sec/ SC Sec/CIO/AO	Update and expand CGIAR project portfolio	5-10	33250	CGIAR Project Portfolio database
CGIAR Sec	Provide assistance to CGIAR members for their M&E needs of the Centers	<5	29925	specific reports to Members as needed (including EC, CIDA, Japan)

3.3 Communication and Resource Mobilization

Subgoal 1 : To strengthen internal systems and capacity among RM and Communications practitioners across the CGIAR				
Unit(s)	Service Offering in 2007	Input category	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
CG Sec	Exchange information on investors and investment trends	<5	12450	Briefings on investor trends, updated information on contacts
CG Sec	Exchange best practice, information and experience and provide professional development opportunities for center communications staff, related to traditional donors	<5	49800	Communicate best practice through MG newsletter, coordinate training workshops, regular knowledge sharing activities
SC Sec/ CGIAR Sec	Support the communication of CGIAR Science Council work (including System Priorities) and CGIAR Impact	<5	37350	produce SC briefs/ support launch of SC reports, expand Impact series, SC reports/speeches reported on web, integrate SPIA site with cg site, launch publications where appropriate
SC Sec/CG Sec	<i>Integrate mobilizing science agenda into communications activities (with MG)</i>	<5	12450	mobilizing science workshops/activities
SO	Communicate SO activities by using existing mechanisms, <i>provide advice on communication strategies</i>	<5	24900	Articles in CG news, SO annual report , SO presence at AGM, expanded website coverage
CG sec/SO units	<i>Create and communicate family look across Centers and SO Units</i>	<5	24900	Visual identity guidelines to include logo, letterhead and business card design options
CGIAR Sec	Analysis of Annual Reports	<5	24900	Report available, annual report guidelines

Subgoal 2 : To strengthen support from and relationships with current member countries and cosponsors				
Unit(s)	Service Offering in 2007	Input category	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
CG Sec	Represent CGIAR externally - strengthen engagement and develop opportunities to highlight CG impact (with MG)	5-10	62250	high-level briefings - Spain /Italy/; Pre AGM promotion China, media workshop and pre or post

				AGM tours; PNoWB conference South Africa , ; Support Parliamentarians meetings (Peru); policy briefings; 2 parliamentarians country visits
CG Sec	Resource Mobilization within the World Bank	<5	24900	DGF proposal; Dialogue with CODE; SDN Management and Rural Sector Board meetings; WB senior management briefings; SDN Week ;Water Week; CODE briefing
CG Sec	Coordinate & facilitate CG representation and contribution at key international events/conferences (with MG)	5-10	74700	CG Presence at appropriate international ag science conferences and Climate Change events
CG Sec	Conduct AGM to maximize stronger relationships and support for the CGIAR, (with Centers and MG)	14-20	211650	AGM Stakeholder Meeting, Centers and Members Day, Science Forum, Media strategy implemented, including Media Workshop and field visits
CG Sec	Produce CGIAR System Annual Report (with Centers)	<5	24900	CGIAR Annual Report 2006
CG Sec	Update and publish charter	<5	24900	Updated charter
CG Sec	Produce targeted, relevant materials that meet investor and partner perceived needs – including brochures, booklets, web site coverage.	>25	336150	partnership booklets, impact series, Issue based booklets, climate change briefing factsheets, substantial dynamic issue based web coverage,
CG Sec	Maintain and expand CGIAR Website	5-10	74700	New content to the website
Media/ CG Sec	Media relations - produce positive opportunistic media coverage in investor and host countries	<5	24900	Strengthen media office Nairobi work with Media specialist to increase media coverage of the work of the Centers -priority Africa; center activities in Africa received additional profile
Media/ CG Sec	Development of Media Tools and Skills within Centres	<5	24900	CG-wide Media Database on MSQL; Story Identification, Messaging and Interview Skills for Nairobi-based Centres
CG Sec	Explore and take advantage of new opportunities and mechanisms for RM	<5	12450	alternate/new sources of funding

Subgoal 3 : To strengthen alliances with civil society organizations and NARS which share the CGIAR's mission

Unit(s)	Service Offering in 2007	Input category	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
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CG Sec/ CIO	Further develop opportunities to strengthen relations with CSOs, and targeted communication of CGIAR engagement with CSOs	5-10	87150	CSO communication strategy, including Web portal for CGIAR-CSO engagement information, Innovation Marketplace highlighted in communications; network initiated
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Subgoal 4 : To broaden CGIAR Membership

Unit(s)	Service Offering in 2007	Input category	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
CG Sec	Dialogue with potential Members	5-10	74700	Briefing in Hungary, Iceland; new Membership

3.4 Management Services

Unit(s)	Service Offering in 2007	Input category	Input in '000 US\$	Output to be achieved in CY 07
CG Sec	Organize & manage the Annual General Meeting (AGM) & ExCo meetings	14-20	207000	AGM 2007, ExCo meetings
CG Sec	Orientation of new CGIAR Member representatives , ExCo members, SC members and other CGIAR Committee members	<5	41400	Briefings
CG Sec	Organize System Office events and meetings	<5	20700	Sixth SO workshop, quarterly teleconferences; AGM presence/display
CG Sec	Maintain core collection database	5-10	103500	core document collection is updated and accessible ; design and launch of CGIAR Decisions database
CG Sec	Monitor and advise centers on CGIAR system funding issues	<5	20700	Briefings; advise on funding allocation
CG Sec	Maintain CGIAR Contacts databases (open access though the web)	5-10	93150	Contacts database expanded
SAS- HR/CG- Sec/G&D	Management development and leadership training	<5	31050	Senior leadership course; Women' leadership courses, first-level leadership courses

CG Sec	Support AB and organize new Trustee training/orientation activities	<5	31050	Board of Trustees Orientation program conducted, new Center case studies developed, AB meeting documents,
CG Sec	Facilitate the Japan-Fellowship program	<5	20700	11 fellowship completed; orientation meeting held
CG Sec	Provide services to CGIAR Members in financial operation and administration of funds	14-20	207000	Manage Multi Donor Trust Fund and other mechanisms, fiduciary and program report to selected Members
CG Sec	Provide support to AE in exploring and developing options for pooling of reserves	<5	41400	AB developed study on pooling reserves; policy developed
CGIAR Sec	Special support to IFAD on administration of EC funds	<5	20700	Backstop transactions; facilitate interaction between IFAD-Centers -EC, as needed
CGIAR Sec	Implement approved formula for Science Council 2007 funding	<5	10350	Assessment of Center shares of levy based on 2006 actual funding
CGIAR Sec	Collaborate with SO units as sponsor/client	<5	31050	agreed work and financial plans; effective dialogue with SO units and sponsors
CGIAR Sec	Coordinate System Office functioning	<5	41400	SO annual report 2006, IOP 2007; backstop Steering Committee
CGIAR Sec	Implement CG nominee process	5-10	72450	no. of CGIAR nominees to Center Boards
CGIAR Sec	Support centers and CP's on legal and governance issues	<5	41400	Advice on legal and governance issues;

4. Organization and Governance

The CGIAR Director heads the Secretariat which functions administratively as a department of the World Bank's Vice Presidency for Sustainable Development Network (SDN). The Secretariat supports the CGIAR Chair, a Vice President of the World Bank (currently, the SDN Vice President) in her role as the System's leader and its chief spokesperson. It counts all components of the System among its client groups. The Secretariat is organized in three teams: Finance, Governance and Partnerships, Information and Communication, plus the Director's office. The current staffing is 25 (includes both support and professional staff/consultants, and two secondments).

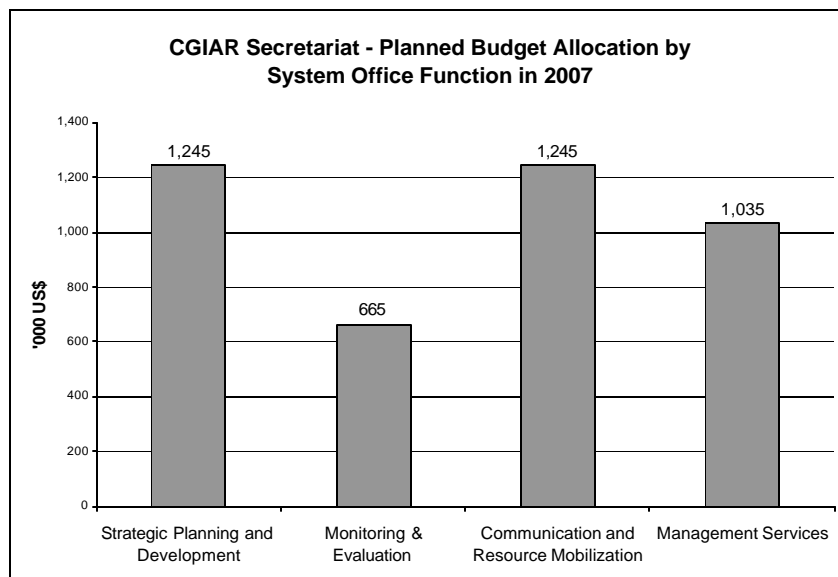
5. Finance

The overall funding of the CGIAR Secretariat in 2007 is estimated to be 4.19 million US\$ and is provided by the World Bank. The following table 1 shows a detailed budget allocation by line item and diagram 1 by System Office function.

Table 1: Budget allocation by line item

	Budget (in \$'000)	%
CGIAR Secretariat Total Budget	4,190	100
- CG Sec operations		
- Personnel	2,890	67.5
- Travel	500	14.5
- Administrative Cost	800	18.0

Diagram 1: Budget allocation by System Office Function



6. Performance Assessment

Staff at the CGIAR Secretariat participates in the World Bank's annual Overall Performance Evaluation (OPE), which is an institutional framework for performance discussions and evaluation. It is made up of a (1) Results Assessment (2) Behavioral Assessment (360 degree feedback) (3) Development Actions Assessment for developmental actions that the staff member agreed to pursue.

CGIAR Gender & Diversity Program – Summary Work Plan 2007

1. Introduction

The CGIAR Gender & Diversity Program (G&D) is the System Office Unit tasked with guiding the delivery of gender and diversity results within and among the 15 CGIAR international research Centers worldwide.

2007 is a pivotal year for G&D during which it seeks not only to deepen its work within the 15 Centers but also to expand its special activities designed to fast track the careers of African women in agricultural research in NARs. G&D's top priorities for 2007 are:

(a) **Support the Centers' successful achievement of gender and diversity goals, in policy, practice and staffing**. 2007 is the 4-year point in a 5-year measurable change process and it is critical to ensure that good momentum is maintained. The low hanging fruit was picked in the first 3 years and the deeper more challenging organizational barriers to gender equality and inclusion are readied for action. An intensification of G&D support within each Center is needed. Through a highly consultative process, including new collaborations with the SAS-HR, G&D will work in 2007 to deliver the services that would most support Center success in achieving their gender and diversity goals. G&D also will increase its resources dedicated to building internal staff capacities for gender and diversity work over the long term.

(b) **Strengthen G&D's resources and partnerships to fast track the careers of African women in agricultural research**. 2007 marks year -3 of G&D's 4-year pilot fellowship program supported by the Rockefeller Foundation and the Syngenta Foundation for Sustainable Agriculture, and in collaboration with USAID, involves a comparative evaluation study of the G&D and Borlaug fellowship programs, thus enabling both to document strengths, weaknesses and key leverage points for the future. 2007 is also the year for G&D's Bellagio Conference on 'Repairing the Leaky Pipeline of African Women in Agricultural Research' during which the world's top 10 programs for women and science will be brought together to jointly identify key success factors. With support from Switzerland, Bellagio preparations involve case studies, a documentary film, and much more. In other words, 2007 involves multiple activities designed to lay a good foundation for ramping up supports to African women in agricultural research starting 2008.

2. G&D Basics

G&D MISSION

To work in partnership and trust with the CGIAR Centers to empower all staff, diverse in professional discipline, nationality, gender, race, culture, ethnicity, language, age, religion, sexual orientation, and physical capability to build greater diversity and to fully leverage that diversity for global impact.

G&D's strategy for 2005-2008 reaffirms gender and diversity in the CGIAR as a critical performance factor and is focused on three strategic objectives:

Diversity and talent

Strategic Objective 1- Staffing: Strengthen the ability of CGIAR Centers to attract, develop and retain the highest quality staff from diverse backgrounds and regions, with particular emphasis on women in management and science.

<i>Diversity and organizational management</i>
Strategic Objective 2 – Systems: Consolidate and institutionalize policies and practices that bring values of inclusion, dignity, wellbeing and opportunity directly into the management systems of the CGIAR Centers and system.

<i>Diversity and performance</i>
Strategic objective 3 – Integration: Integrate gender and diversity practices into the core work of the CGIAR Centers and NARs through closer collaboration with individual scientists and research teams as well as the CGIAR’s System Office units and other global initiatives.

Cornerstone of Accountability

The cornerstone of G&D’S strategy is the establishment of a decentralized system of measurable accountability for gender and diversity results, translating vision into tangible practice. With G&D’s facilitation and the approval of the Directors General and Center Boards, each CGIAR Center sets its own one-, three- and five-year gender and diversity goals for improvements in staffing, policy and practice. As the Centers have become more accountable for achieving their goals, G&D, in turn, has reoriented its work plan so we can give the tailored support needed to succeed.

<i>Centers take the lead for gender and diversity results</i>
Based on a carefully honed series of stock taking exercises designed by G&D, individual Centers identified their own gaps and priorities for action, including consideration of those that would best fit with other internal reforms. All Centers have been asked to set three types of goals. The first type of goal focuses on weaknesses in staffing patterns, e.g. absence of female post doctoral fellows or shortage of developing country nationals in management. The second set of goals focus on reforms needed in HR, such as outdated policies on spouse employment or HIV/AIDS in the workplace. Finally, practice goals also were set, covering such issues as the need for mentoring or cultural orientation programs.

Figure 2: Successful Achievement of Center Goals at Core of G&D Strategy



Diverse Minds – Common Goals: The G&D Associates

Individually, they are scientists and HR managers, women and men, national and international staff, seasoned seniors and young fellows, posted to headquarters and to remote field offices. However, in their roles as Gender and Diversity Associates (GDAs), they are change agents, a cross-section of CGIAR professionals who willingly volunteer their time to forge living links between their Centers and G&D.

By supporting the GDAs through annual training workshops, a newsletter, virtual meetings and other training opportunities, G&D is building internal knowledge and skills for ongoing gender and diversity work. GDAs automatically become part of their Center’s G&D Team

and play a crucial role in helping their Centers achieve their one-, three- and five-year gender and diversity goals. The global GDA network allows for exchange of ideas, challenges and examples of good practice among the Centers.

The GDAs were born of a network of 22 focal points in 1999 that grew to over 200 volunteers in 2006, indicating how seriously CGIAR staff members regard gender and diversity issues today. G&D benefits greatly from their feedback and participation.

***New!* Extending G&D to African NARS**

G&D is now able to reach beyond the CGIAR Centers with an innovative fellowship program designed to fast track the careers of African women in NARS. With the support of the Rockefeller Program, G&D runs a pilot program designed to support the careers of women crop scientists from NARS in Kenya, Tanzania and Uganda. With the support of the Syngenta Foundation for Sustainable Agriculture, a private sector fellow from Uganda also is included. And in collaboration with USAID and USDA, the Borlaug Women in Science Fellows, predominantly from West Africa, also join G&D's special mentoring and women's leadership series. All together, G&D is supporting the career development of some 50 African women agricultural researchers from some 10 countries.

G&D's fellowship program is designed to be both efficient and holistic. It is efficient in that it builds upon the mentoring and leadership programs developed by G&D for the CGIAR Centers, now offering these world-class resources to the NARS. It is holistic in that it builds up African women both as scientists and as leaders, capacity badly needed to support progress against hunger, poverty and environmental degradation. G&D is proud that several of the senior scientists serving as mentors to the fellows are from the Centers, thus building closer partnerships.

3. Activities and planned outputs for 2007

▪ **3.1 Strategic Planning and Development**

G&D Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
Support Centers' successful achievement of gender and diversity goals, in policy, practice and staffing	669,877	<ul style="list-style-type: none"> ▪ 3 to 4 new sets of model policies and practices added to <i>Inclusive Workplace E-Resource Center</i> ▪ women's leadership courses x 3 ▪ dignity advisors training x 4 =100 CG staff trained in best ways to prevent harassment, and to serve as advisors, several locations and strengthened organizational culture of dignity and respect ▪ appropriate policy reforms and mechanisms to prevent and stop harassment established in 5 Centers and system wide 'hotline' established ▪ mentoring program follow up x 3 ▪ system wide GDA training workshop to take stock of goals and prepare for next round of challenges ▪ G&D database expanded, with special focus on economics, water, crops ▪ upgrades spouse/partner resources continued
Expand resources and partnerships to support the careers of African women in agricultural research	720,853	<ul style="list-style-type: none"> ▪ 35 African women with strengthened skills in science and leadership ▪ strengthened partnerships between NARs and Centers via mentoring relationships ▪ pool of African women in research benchmarked, in collaboration with IFPRI ▪ preparation and delivery of Bellagio conference on <i>Repairing the Leaky Pipeline of African Women Scientists</i>, featuring top 10 women and science programs worldwide ▪ 5 to 10 published case studies on top women and science programs, and related success factors ▪ documentary film featuring women agricultural scientists in Africa ▪ new strategy and funding mechanisms identified for supporting careers of African women in agricultural research

3.2 Monitoring and Evaluation

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
Monitor Centers' year-4 gender and diversity results	41,268	<ul style="list-style-type: none"> ▪ strengthened organizational performance for gender and diversity results ▪ gender and diversity successes measured and celebrated
Comparative USAID –G&D fellowship evaluation study	68,268	<ul style="list-style-type: none"> ▪ two pilot fellowship programs for African women in science evaluated with comparative findings to identify strengths, weaknesses and best ways forward

3.3 Communication and Resource Mobilization

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
G&D representation in CG and other events	58,268	<ul style="list-style-type: none"> ▪ broad based sharing of G&D results with CG stakeholders ▪ resource mobilization for G&D ▪ increased awareness of the CGIAR among gender programs worldwide
Special G&D media planning workshop	63,268	<ul style="list-style-type: none"> ▪ strengthened collaboration between CGIAR and Syngenta and Swiss to produce series of media products ▪ role of African women in science highlighted to public ▪ role of CGIAR in supporting the careers of African women in science highlighted to public

3.4 Management Services

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
G&D Website and Working Paper Publication Series	141,536	<ul style="list-style-type: none"> ▪ broad based sharing of G&D services, products and results

4. Organization and Governance

G&D OPERATIONS

The Gender & Diversity Program is a Center-driven initiative and a unit of the CGIAR Systems Office. The central program office is hosted at the World Agroforestry Centre (ICRAF) in Nairobi. The G&D Leader also has an office housed at IFAD in Rome. The program provides cutting-edge training, management consulting, technical assistance, information and other services to CGIAR Centers in their collective and individual effort to achieve the CGIAR vision for diversity. G&D is governed by Dr. Dennis Garrity, Director General of ICRAF who also serves as G&D's representative to the Center Directors Committee. In addition, a G&D Advisory Group has the overall responsibility for ensuring the program is of high quality, responds to the needs and priorities of the Centers, builds on cutting-edge knowledge and experience, and is run efficiently and responsibly with a view to delivering maximum impact. Leadership and day-to-day management is the responsibility of the Program Leader, Vicki Wilde.

5. Finance in 2007

Estimated 2007 G&D Funding (as of January 30 2007)

Investor	Amount in USD	Status
G&D Core Budget		
CDC	100,000	Confirmed
CGIAR Secretariat	100,000	Confirmed
Norway	235,000	Confirmed
CIDA	500,000	Confirmed
Switzerland	75,000	Confirmed
Embrapa	15,000	To be confirmed
Tuition fees paid for G&D leadership courses	200,000	Estimated
2006 balance carried forward ¹	150,000	Estimated
Sub Total	1,375,000	
African Women in Science Projects		
Rockefeller Foundation	58,560	Confirmed
USAID	210,000	Confirmed
Syngenta Foundation for Sustainable Development	9,778	Confirmed
2006 balance carried forward ²	110,000	Estimated
Sub Total	388,338	
TOTAL	1,763,338	

¹ Includes US\$120,000 extra funds received from Switzerland in 2006 for 2007 Bellagio conference preparations and documentary film.

² Includes 2006 funds from Rockefeller Foundation and USAID for women and science activities scheduled for 2007.

6. Performance Assessment

- an External Program and Management Review of G&D was conducted 2003-2004 by Teresa Fogelberg (Netherlands) and Gelia Castillo (Philippines), guided by a steering committee composed of Francisco Reifschneider (CGIAR Director), Masa Iwanaga (CIMMYT DG), Isher Judge Ahluwalia (IFPRI Board Chair) and Angeline Kamba (IRRI Board Chair)
- performance evaluation of the G&D Leader conducted annually by Host Center Director General
- 360 performance evaluation, involving several DGs, Board Chairs, donors and CG staff members, conducted every 2 to 3 years in collaboration with CGIAR Secretariat
- annual presentation and discussion of G&D results and plans to the Alliance Executive
- annual presentation and discussion of G&D results and plans to the Alliance Deputies
- annual presentation and discussion of G&D results and plans with CGIAR investors and partners during the CGIAR Annual Meeting
- ongoing feedback and consultation with 210 GDAs worldwide

Office of the CIO/ICT-KM Program – Summary Work Plan 2007

1. Introduction

The ICT-KM Program is one of several system-wide initiatives and programs that is trying to pave a new way for the CGIAR to work more efficiently and effectively, as a “system”. As the Program works with strengthening tools and human capacity related to the access to and use of information and knowledge, its work is an essential part of this change process.

The work program is composed principally of two inextricably linked parts: program activities funded by the ICT-KM Program’s Investment Plan; and the day-to-day operation of the CIO Office funded jointly by the CGIAR Secretariat and by the 15 CGIAR Centers. The vast majority of activities is funded by the Investment Plan but these plans could not be implemented without the operation of the CIO Office.

2. Objectives (OF UNIT)

The mission statement and overall goal/vision of the Unit are as follows:

“The ICT-KM Program of the CGIAR aims at a CGIAR system without boundaries, an internationally distributed, unified and open knowledge “organisation”. CGIAR Centers’ staff, regardless of their location, will collaborate in science, using high capacity computing and communication. The global public goods the CGIAR manages will be safeguarded, developed and made accessible for use by all stakeholders.

The ICT-KM Program will assist the Centers of the CGIAR to:

- Transform the way they work, incorporating new ICT and KM practices to preserve, produce, and improve access to the agricultural global public goods needed by the poor in developing countries; and
- Be a leading knowledge broker, bringing together all actors in an open, inclusive community for global public goods research for development.”

The Program’s main components include:

- Developing and implementing a portfolio of projects to address the goals of the Program;
- Nurturing champions and Communities of Practice;
- Gaining economies of scale; and
- All for helping the Centers of the CGIAR work more effectively and efficiently as a true organic, unified “system” rather than 15 separate entities.

The objectives of the Unit are to:

- Strengthen system connectivity according to current technological developments in support of both scientific and administrative communication and information exchange;
- Improve access to and sharing of information at the system level, including the participation of partners;
- Improve access to and utilization of information global public goods within the broader agricultural research for development community;
- Develop and provide access to tools to support collaborative work;
- Strengthen a collaborative, learning work culture through capacity building, tools provision, modelling and policy development;
- Obtain economic savings through system-wide approaches to purchasing of relevant goods and services; and

- Make the CGIAR an international model in the use of information and communication technologies and collaborative, open, learning-based work.

The priorities for the 2007 work program are to:

- Ensure that CGXchange and related components are launched, adopted and moving towards sustainable operation;
- Accelerate movement towards a more collaborative, learning work culture through the use of Knowledge Sharing techniques and approaches;
- Increase the involvement of senior management in promoting the objectives of the Program;
- Continue to learn and adjust to maximize effectiveness and efficiency;
- Maintain and enhance system wide ICT services, gaining savings where possible; and
- Strengthen the operations of the CIO Office.

3. Activities and planned outputs for 2007

Inputs originating from CIO Office (CIO) and Investment Plan (IP) funding which directly relate to other System Office Units are marked accordingly in the tables below.

3.1 Strategic Planning and Development

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
•		
Development of Framework Plans for System Priorities (e.g. organization of planning workshops, on-line discussion platform) – collaborative activity with SC Sec, AO, CGIAR Sec, CAS-IP	1.2	For framework plan drafted for the four initial system priorities.
Support to Member coordination for funding System Priorities (including follow-up to Member Coordination Forum at AGM06, integrated window for investment opportunities) – collaborative activity with CGIAR Sec, AO, SC Sec	1.2	
Design of an integrated approach to Center staff development – collaborative activity with SAS-HR (lead), G&D, CGIAR Sec	3	
Development of a common web-based portal to system-wide training opportunities for CGIAR staff – collaborative activity with SAS-HR, G&D and CGIAR Sec	5	

3.2 Monitoring and Evaluation

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
Support to Centers in further developing risk management systems – collaborative activity with SO Units	10	*Review and facilitate the implementation of risk management systems in each of the Centers to support management and Board reporting on risk management and internal control; * (annual) update, with input from all SO Units, Good Practice Note o Center-

		wide Risk Management; * Support the risk management activity 1.1 of the GPG2 Genebank Upgrading Project
Update and expand CGIAR project portfolio – collaborative activity with CG SC Sec and AO	50	CGIAR project portfolio database
Support the MTP development process and increased alignment of the programmatic and financing plans towards a common platform	50	2008-10 MTP guideline and the development of an MTP application

3.3 Communication and Resource Mobilization

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
Create “Family Look” of the CGIAR, Centers and System Office units – collaborative activity with all SO Units	2	Visual identity guidelines include logo, letterhead, and business card design options.
Further develop opportunities to strengthen relations with CSOs and targeted communication of CGIAR engagement with CSOs	50	CSO communication strategy, including web portal for CGIAR-CSO engagement information, Innovation Marketplace highlighted in communications; network initiated
Expand dialogue and knowledge-sharing with civil society – collaborative activity with CGIAR Sec	35	Annual workplan agreed and implementation commenced, including Grants agreements signed, start-up workshop held, reports from Innovation Marketplace winners.

3.4 Management Services

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07

Support and advice to Centers on the implementations and monitoring of GPG Projects	5	Advice to supervising entities for the GPG2 projects on the establishment of project-level monitoring framework
Drawing lessons learnt from Secondments and other assignments to SO units – collaborative activity with SAS-HR	2	

In addition to activities above, the CIO office will oversee and or carry out the activities detailed below which have an impact on the Integrated Office Plan, but which are not captured above as they are not carried out with other SO Units.

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
Strategic Planning and Development		
Develop Information GPG Strategy/Investment Plan – This entails the following steps: <ul style="list-style-type: none"> • Define users and needs • Validate users and needs within CGIAR and validate current GPG strategy • Develop Information GPG Strategy/Investment Plan • Design and implement approval process Manage call for proposals process	97.3	Strategy and plan is developed for dealing with the challenges of maximizing access to and use of CGIAR's and partners' information GPGs; projects to achieve the strategy's objectives are identified and approved
Monitoring and Evaluation		
<ul style="list-style-type: none"> • Continue with M&E plan for 2004 Investment Plan projects; • Implement serious M&E regime in 2006 Investment Plan projects; • Carry out intensive programmatic M&E; • Produce 2007 Annual Report containing results of M&E work; • Ensure lessons from the program activities are learned and communicated throughout the year 	49.3	All stakeholders (donors, CGIAR management, Program management, Project Coordinators, beneficiaries) know what is being accomplished by the Program and its projects; Informed decisions can be made in a timely manner to take new directions as necessary and to plan effectively for future activities

<p>and appropriate actions taken or changes made;</p> <ul style="list-style-type: none"> • Review and revise original ICT-KM Strategy 		
Communication and Resource Mobilization		
<ul style="list-style-type: none"> • Visit at least 5 Centers and meet with their respective DGs (one of many purposes of these visits). • Meet with all DGs at least once by taking advantage of being at the same event. • Develop an explicit communications strategy and increase efforts for strategic, targeted communications (for example, quarterly executive briefings will be produced and sent to all DGs; website will be redesigned; e-newsletters will be improved; substantive papers will be produced; at least 10 face-to-face presentations will be made at Centers and meetings; all communications will be revised according to the learning gained through the ongoing Monitoring and Evaluation). • Communicate decisions and decision-making processes to appropriate parties as early as possible. • Participate in International Conferences and make presentations as appropriate. • Participate in AGM 07. 	81.4	Principal stakeholders know more about the Program and its activities and are better able to support the achievement of Program objectives
Management Services		
Manage CIO Office staff and consultants	8.4)	Good management of the CIO Office team will mean faster more effective delivery of Program and services

Support to CIO Office by host Center (Bioversity)	.35	CIO Office is able to operate effectively and efficiently.
Restructure Advisory Group and create Steering Committees (SC) for two large 2006 IP Projects and interact with groups	20.4	Program interests are advanced within Centers and Programs; Program alerted in timely manner re opportunities and problems; Major decisions concerning large projects benefit from broader insights
Coordinate global, system-wide IT activities including the management of the re-tendering of shared IT common services contract and oversee delivery of services.	26.0	Smooth secure IT and communications services for CG Centers improves effectiveness and efficiency of CGIAR
Joint Purchasing – Monitor ongoing activities of IT and IM communities looking for and seizing opportunities for cost savings through joint purchasing and subscriptions.	9.2	Financial and time savings for individual Centers are realized.
Discuss with the CG Secretariat ways to improve projects' compliance with administrative and financial reporting procedures and implement as appropriate.	1.5	More Projects follow guidelines in a timely manner making analysis and reporting at the Program level much easier and meaningful
<p>Nurturing individuals and communities is an ongoing activity for the CIO Office; carried out proactively in some instances and opportunistically in others. Example activities include:</p> <ul style="list-style-type: none"> • Nurture ICT-KM Program Champions • Nurture Center-based talents and communities of practice (CoP) to achieve potential system-wide benefits (a specific example includes the part-time secondment of a technical Officer to work virtually with the CIO Office Unit); • Point out linkages and opportunities; • Identify individuals for additional responsibility and training opportunities; • Support CoPs – linkages, provision of tools and advice, facilitation training, etc.; 	18.3	Staff capacity is strengthened; CoPs strengthened; more productive collaborative work

<ul style="list-style-type: none"> Organize Web-based seminars to expose staff to leading edge technologies and approaches of interest to the unified CGIAR system. Explore implementation of a mentoring program 		
Oversee remaining 2004 IP projects in order to maximize the achievements of objectives, respond to technical or political needs, seize opportunities for synergies and to deal with administrative responsibilities in an expeditious and professional manner.	23.6	Projects deliver outputs and outcomes in a timely fashion
Implement and oversee IP 06 projects (including chairing 2 high-level steering committees).	95	Projects deliver outputs and outcomes in a timely fashion
Manage implementation of portfolio of projects approved as part of the Information GPG Investment Plan.	8.8	Projects are launched successfully.
<p>Manage "Other Program Activities". "Other Program Activities", in essence, represents a very small but important part of the 2006 Investment Plan that enables the CIO to take advantage of opportunities to add value to Program and project interests. These activities will include:</p> <ul style="list-style-type: none"> consulting internally and externally about needs and future directions (This includes ensuring that the trend being established regarding external partnerships and support for CGIAR research and science continues and strengthens and the management of an user needs study) piloting innovative approaches to service delivery for the CGIAR and partners; strategic training and support for participation in events for project-related personnel 	73.2)	Better decision making about future investments; some CGIAR staff are better able to accomplish their CGIAR objectives.
Integration of Financial Information System (FIS),	8.7	

Project Portfolio and Performance Measurement database – collaborative activity with CGIAR Sec, SC Sec		
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Note: The above figures represent CIO Office and Investment Plan 2006 funding and implementation costs for the year 2007, and include those budgets for which the CIO office is directly responsible for. Project funding in 2007 from the 2006 Investment Plan will be approximately 1.5 M USD. The 2006 Investment Plan was launched in January 2007.

4. Organization and Governance

The CIO Office is located in Rome at Bioversity International. The Office includes one locally -recruited staff, a Program Officer supported through the 2006 Investment Plan. This plan also funds additional support through consultancies. A Technical Officer works virtually with the Office on a secondment basis from CIAT, Colombia. The CIO manages the CIO Office and is responsible for the ICT-KM Program and its investment plans.

The CIO reports to the hosting Center DG (Bioversity International) as well as to the Director of the CGIAR (these two individuals are CIO Management). The final approval of the annual CIO Office budget, as is the case with all System Office Units, is obtained from the Alliance Executive through the System Office Oversight Committee following submission by the Director of the CGIAR and the DG of the hosting Center. Coordinators of projects supported by the ICT-KM Program report to the CIO on their projects. Major decisions related to the projects supported through the ICT-KM Program's 2006 Investment Plan are made by their respective Project Teams, composed of relevant Project Coordinators and the CIO .

The CIO is advised on CIO and ICT-KM Program matters by an Advisory Group. The Advisory Group is being restructured in 2007 based on the recommendations of the three-pronged Program review.

5. Finance in 2007

INCOME for 2007

CIO Office

CGIAR Secretariat – 150,000

CGIAR Centers – 150,000

Total – 300,000

2006 Investment Plan

IP 2006 Program Coordination – 175,000

IP 2006 Program Activities (Planning for the Future) 97,000

Total 272,000

BUDGET for 2007

CIO Office

Personnel – 160,00

External Consultancies – 48,000

Travel 57,500

Indirect Expenses – 34,500

Total – 300,000

Note: The above figures represent CIO Office and Investment Plan 2006 funding and implementation costs for the year 2007, and include those budgets for which the CIO office is directly responsible for. Project funding in 2007 from the 2006 Investment Plan will be approximately 1.5 M USD. The 2006 Investment Plan was launched in January 2007.

6. Performance Assessment

During the past year, intensive Programmatic, Management and Financial analyses were commissioned by the Program and carried out by experts external to the Program. This year regular M&E at the project level for 2004 Investment Plan and 2006 Investment Plan projects and at the Program level will be carried out by the CIO Office with external consultant advice.

The CIO's performance is assessed jointly by the Director of the CGIAR Secretariat and the DG of the hosting Center (Bioversity).

CGIAR MEDIA UNIT – Summary Work Plan 2007

1. Introduction

In ongoing efforts to strengthen its presence and public profile among members, partners and stakeholders, the CGIAR established a CG Media Unit in 2006 supported by the CG Secretariat together with seven centers - CIAT, ICRAF, ICRISAT, ILRI, IWMI, WARDA and WorldFish. The Media Unit is based in Nairobi – hosted by ILRI – to leverage journalists and media organizations based at this strategic international media hub.

The Media Specialist, under the overall guidance of the seven centers' DGs' Executive Group and the CG Secretariat leads design, development and implementation of activity-specific media strategy to secure positive coverage in mainstream and specialist print, broadcast and online media. The priorities for the Unit include issue-driven research achievements and impacts, and inter-center research-for-development activities in Africa.

2. Goal and Objectives

The Goal of the Media Unit is to position the CGIAR as a vital alliance that successfully mobilizes food and environmental science for development by leveraging and using national, regional and international mainstream media.

The Objectives are:

1. To promote and publicize the CG's research-for-development activities, particularly focusing on, and using as case studies, activities in Africa.
2. To build effective working relations with national and international journalists, editors and media organizations based in the Nairobi media hub, as well as in Eastern Africa, and the rest of Africa, in order to open up channels for conveying CG messages to its targeted audiences, while building the CG's credibility as a reliable source of pertinent, news worthy agricultural research information.
3. To strengthen the capacity of CG centres to deal with the media, and make the most of their interactions with journalists
4. To strengthen the capacity of science writers in Africa in order to increase and improve the quality of stories on CG research-for-development activities

3. Activities and planned outputs for 2007

*The individual unit activities, financial inputs and planned outputs should be listed along the four thrusts of the System Office: (1) Strategic Planning and Development (2) Monitoring and Evaluation (3) **Communication and Resource Mobilization** (4) Management Services.*

3.1 Strategic Planning and Development

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07

3.2 Monitoring and Evaluation

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07

3.3 Communication and Resource Mobilization

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
Development of Media Tools and Skills within centres		CG-wide Media Database on MSQl; Story Identification, Messaging and Interview Skills for Nairobi-based centres
Increasing Media Coverage of CG R4D activities in Africa		CG Coverage in at least five African national media
Strengthened Media Relations		List of PA contacts in all CG centres developed and disseminated to IFAJ and FCAEA Members Inter-Centre Press Briefing – Nairobi Informal evening with FCA members – Nairobi High-powered networking with Science Journalists
Engaging African journalists to strengthen and motivate coverage of agricultural issues		Press Releases ; Press Conferences/Briefings Press trips to project sites ; Training/ networking opps

3.4 Management Services

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07

4. Organization and Governance

The Media Unit is headed by the Media Specialist and assisted by a recently recruited Administrative Assistant. The technical supervision of the Media Specialist is by the CGIAR's Communication Advisor, based in Washington, while operational supervision is by the host center, ILRI.

The Unit is however governed by the Group of Executives comprising the DGs of the seven subscribing centers – CIAT, ICRAF, ICRISAT, ILRI, IWMI, WARDA and WorldFish. The Group of Executives together with the CG Communication Adviser approve the annual workplan and its budget.

The DGs may designate point persons within the centers to backstop activities of the Media Unit. Public Awareness and Communication officers are the operational points of contact within centers vital for helping identify activities or research work with media potential, and clearing/signing off with the center management materials for media consumption.

5. Finance in 2007

Carryover from last year to be discussed by Group of Centres' Executive

Expected contributions based on previous year's commitments as follows:

CG Secretariat	140,000
CIAT	20,000
ICRAF	20,000
ICRISAT	20,000
ILRI	20,000
IMWI	20,000
WARDA	20,000
WORLDFISH	20,000

6. Performance Assessment

- Activity reports submitted to concerned center(s), host center and supervisor
- Regular (weekly or fortnightly) dialogue with CG Secretariat
- Monthly review meetings with host center
- Quarterly reports submitted to all participating centers' DGs, and the CG Secretariat, plus ensuing feedback
- Presentation/Interaction with Group of Executives at ExCo and AGM
- Annual performance evaluation by supervisor and host center DG
- Feedback from clients and partners

SAS HR
STRATEGIC ADVISORY SERVICE FOR HUMAN RESOURCES FOR CGIAR
Summary Work Plan 2007

1. Introduction

The work plan is aiming at delivering according to the established strategy of Strategic Human Resources and the SAS HR function giving priorities reflecting the needs and providing expert professional HR support to the Centres and to the System Office in order to strengthen the Centres' capacity to align their HR strategies with their vision and mission. Of utmost importance is to balance the common and specific needs of the Centres and continue strengthening the good working relationship. This enables SAS HR to assist the Centres' in developing good practices in key HR areas, and render harmonization and efficiency gains for the CG with its Centres'.

Based on the CGIARs and the Participating Centres' needs and expectations and embedded in the strategic plan "Global Solutions for Local Applications – Strategic Human Resources SAS HR is enabled to plan and manage a program, subject to availability of funds, reflecting delivery of harmonization and efficiency through recommendations, tools, and support of implementation of processes, and thus ensuring the effective delivery of the activities of the SAS-HR.

The work plan is aimed at building culture and positioning the CGIAR for the future, harmonizing policies and work for modernization and continuous improvement.

Subject to availability of funds a full work plan aiming at implementing the projects as described in "Global Solutions for Local Applications", including sufficient room for Center specific needs.

The total estimated expenditures of the work plan exceed the current availability of funds. For the program to be implemented, a budget of USD 581,673 is required. *Attached you find the total cost to the full fledged program.*

2. Objectives of SAS HR

- *The mission of SAS HR is to devise HR strategies and set goals for each CGIAR Center, create global solutions for local applications, and strengthen the Human Resources network of the CGIAR.*
- *Objectives of SAS HR for the coming 1-3 years reflect the most immediate needs of the Participating Centers, develop an HR Community, modernization and harmonization of benefits, develop and expand the training offered the CGIAR Centers*

and work towards building a Module-Based Training Program. Further harmonization of personnel policy is envisaged, establishment of values as well as competency frame work, OSGS - One Staff Grading System and steps toward Strategic Staffing.

3. Activities and planned outputs for 2007

The SAS HR will perform activities, use financial and human resources including salary to obtain planned outputs. The activities and outputs cover a broad scope of items, and among them are four important priorities: Center Specific Advice, HR Forum, Training and Development and CGIAR HR issues to be developed for several Centres. They are below listed along the four thrusts of the System Office:

- (1) Strategic Planning and Development*
- (2) Monitoring and Evaluation*
- (3) Communication and Resource Mobilization*
- (4) Management Services*

1.1 Strategic Planning and Development

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
<p>ROLES AND RESPONSIBILITIES FOR THE G&D AND SAS-HR.</p> <p>In order to address the recommendation that the SAS HR and the G&D Units should negotiate a formal protocol that identifies their separate spheres of activity and those areas where they will work jointly, the two units will prepare clearly articulated explanations of the specific roles of each of the units for inclusion in the System Office Annual Report of 2006.</p>	3.8	<p>Description of the specific roles of each of the units for inclusion in the System Office Annual Report of 2006.</p> <p>Clarify with G&D common topics, topics where responsibility is to belong to one or the other, consider how to transfer.</p> <p>Be perceived by the users as complementing functions within the larger HR area.</p>
On the request of IP (IP in lead), closely aligning on topics of		The development of CGIAR management and

development regarding leadership and the use of IP to obtain intended results for the research, awareness building of IP in introduction and exit of staff members. *Details to be found under CAS-IP submission.*

Drawing lessons learnt from Secondments and other assignments to SO units.

3 YEAR ROLLING PLAN (2008 – 2011) FOR THE CGIAR HR STRATEGY*

Align the revision of the CGIAR HR Strategy to the CGIAR Center and SO three year rolling plan. This will align the strategic plan with the way to operate within the CGIAR as well as include new aspects of needs and taking the assessment of current situation and future needs also of new Participating Centres into consideration. This plan to be determined at the end of 2007.

**GOOD PRACTICE NOTES
On relevant issues**

Developing and disseminating Good Practice Notes to the CGIAR Centres.
Giving sound advice regarding relevant issues from the work program.

WORKPLAN FOR HR FOR PARTICIPATING CENTER *

A work plan for SAS HR defined and implemented specifically for and with each Participating Center based on the assistance in developing a Strategic Plan for the Centres' HR function.

	administrative guidelines, good practice notes and training has been conducted through the inclusion of consultations within the different SO Units.
	Collating and sharing thoughts, guidelines offered.
31	The process and result conducted Adjusted three year rolling plan available
	Hard and soft copy made available Two good practice notes publicised, candidates are; <ul style="list-style-type: none"> - One model policy - Modernization of the benefit package – a review of the expatriate package - Competency Framework - Organizational values - Guidelines disseminated regarding OSGS
31	Assistance given to Participating Centres to develop a Strategic Plan for HR, a work plan between the specific Center and SAS HR in place by end 2007.

ONE MODEL POLICY

Advice on establishing One Common Personnel Policy, a policy where values of the Center is reflected rendering needed adaptability and Positioning the Centres to meet the challenges of the future.

To position the Centres to meet the challenges of the future, an extensive harmonization of policies is needed. Some Centres are already in the phase of developing and implementing completely revised personnel policy manuals, in line with modern HRM and organizational management practices giving the adaptability needed. These personnel policy manuals are characterized by being non-bureaucratic, easy to access, and reflecting and underpinning the values of the Center.

The CGIAR Centres will benefit from reviewing and endorsing a Personnel Policy Manual based on One Common Model Policy adapted to local or Center specific needs. Advice on establishing One Common Personnel Policy will be given.

Every few years, a comprehensive review of the Personnel Policy needs to be undertaken in any Center to ensure consistency and reflect current needs. A personnel policy that can adapt to an agile and innovative organization must be value-based, not rule- and regulation-based. The development of one common policy based on the needs of the international agriculture research environment today is timely if the Centres are to be in position to meet the challenges of the future.

SO and Participating Centres, to be consulted during drafting.

Modernization of the benefit package – a review of THE EXPATRIATE PACKAGE

	Advice on establishing One Common Personnel Policy has been given. Consultations with relevant SO Units have taken place.
	One guideline developed and disseminated.

Develop guidelines and disseminate these regarding modernization and revision of the expatriate package towards a harmonization and within a given budget frame. Assist in the process with Centres on request.

The expatriate packages in the CGIAR are provisions often established on a post-war model and are very much patriarchal. When Centres were established, they were appropriate. However, many are long overdue for review, are outdated and do not fit with today's requirements. The package offered does not reflect the current needs and desires for expatriate staff and their families. In addition it has often become a mix of different elements of benefit.

For the CG Centres, the expatriate staff member is vital for the delivery of research to alleviate hunger and poverty.

The Centres need an updated expatriate package based on modern principles in consideration of the needs of staff member accepting appointments for mobility and residing outside the country of Center of life Interest. Based on these principles, each region might need to translate the principle into practical arrangements taking local issues into consideration. A harmonization along these lines will underpin systems to find career paths between Centres, have internal comparisons and benchmarking as well as improve the equity for staff. The Center will gain by being more attractive as well as benefiting from efficiency improvements.

The development and implementation of a new expatriate package that mirrors present needs, and which is easily administered through individual lump sum allowances, is recommended. Such a package, will also allow for easier salary surveys

SAS HR will disseminate the principles, and when required; advice on local adjustments and implementation modalities.

STRATEGIC STAFFING,

90	

The implementation of strategic staffing involves the application of a global model in a Center specific context. The reviews of strategic staffing, which will be conducted in the context of strategic planning and budgeting for the Centres, will answer questions about the staffing of the organization.

Strategic staffing is a systematic approach to assess the need for functions and talents, including external recruitment and sourcing, internal capacity building within and between CG Centres. The concept includes an assessment of the opportunities for adapting the organization (reorganize, outsource, strengthen some areas, etc.) and the strategies (are we focusing on the best opportunities?) in order for the CGIAR Centres to remain at the forefront of international agricultural research.

A strategic staffing process can also give an organization a competitive advantage, define the culture that the organization is striving for, assess what is important to the people they want to have on board, etc.

The implementation of strategic staffing involves the application of a global model in a Center specific context. The reviews of strategic staffing, which will be conducted in the context of strategic planning and budgeting for the Centres, will answer questions about the staffing of the organization.

Relevant consultation within SO will be conducted.

For 2007, the concept and process will be developed and commenced. While an extension to a comprehensive strategic staffing process and system will be in place within the short-term strategy. The following phase is a global roster that cover succession planning purposes as well as talent pools that will help the Centres win the necessary talent, as well as make them more attractive in terms of career options. Horizontal flow of staff from one Center to another is envisaged to increase.

Concept Presented, and discussed with all Participating Centres' Director Generals, Finalized and distributed to all Centres. Process implementation to be described by SAS HR. Preparations and Analysis for scope as part of implementation will be coordinated with Centres' Director Generals and Heads of HR and involvement from SAS HR subject to funding this year.

One guiding document being produced, and first step implementation conducted with the assistance of SAS HR in one Center.

Adjustments and Accept for a CGIAR Strategic Staffing System to be in place early 2008.

Competency Framework

DEVELOPMENT OF A COMPETENCY FRAMEWORK

The Strategic Staffing project entails input through a competency framework, and a systematic approach to assess the need for functions and talents, considering external recruitment, sourcing, and internal capacity building. Establishing a workable common concept based on best practices , existing procedures, tools and processes.

OSGS – ONE STAFF GRADING SYSTEM*

OSGS - One Staff Grading System is a grading system reflecting the post structure of needed functions with a competency framework taken into account. Describing posts in an organization based on the functions needed to reach the organizations goal is logical. A categorization of levels based on the scope of responsibility and authority, complexity and significance to the organization will provide the guidance needed to form broad categories in a grading system, thus allowing for both a clear structure, fairness in possibilities and the needed flexibility in the organization.

OSGS allows for the Center to ensure the functions needed are in place, gives a good structure for strategic planning, career development for staff, and renders the Center more comparable to other Centres also applying OSGS. The OSGS It will give a structure of functions and positions that can be filled by staff based on the qualifications required for the positions. Due consideration must be given to specialties of international organization, including when relevant; national labour legislation and host country agreements.

SECONDMENT*

Models for secondment and promotion for staff to the CGIAR SO's

SECONDMENT*

Guidelines regarding secondment will be developed and distribute widely. The need for developing the guidelines into a Good Practice Note, which needs careful research including a complete overview over current practices in the CGIAR to ensure that the scope of needs is covered will be assessed

	<p>Develop an aligned competency framework, building on existing good practices and disseminate this model, including advice for implementation and application.</p>
<p>3</p>	<p>Task-force established for fact-finding and analysis of current situation.</p> <p>Guidelines disseminated regarding OSGS.</p>

during the course of 2007.

ESTABLISH COMMON VALUES

Underpin the development of a culture which is prerequisite of the innovative and quality of research required. Value as a driver to impact.

Center has established common values through a process.

To help the Participating Centres who requires it to define a process and advice in the implementation of the establishment of organizational values. This will underpin the development of a culture which is prerequisite of the innovative and quality of research required.

Value as a driver to impact.

Strategic HR promotes proactivity, flexibility and adaptability, all of which are essential for success in a dynamic and changing world. The strategic approach avoids bureaucracy and rule-based ways of working. It is based on respect for the individual and takes into account and brings forth our different capabilities so that we can work together as a harmonious team.

Common values are an important leverage, not only to attract and utilize the effective human resources that are necessary in any successful organization, but to also achieve the smooth, no-nonsense internal relationships and good organizational communications that are vital for the CGIAR to realize its goals.

It is important to identify and develop a clear, concise and shared meaning of values/beliefs; priorities and direction so that everyone understands them and can contribute. Once defined, values will impact every aspect of the CGIAR.

Once values are established, employees will have to think and make decisions that are not based on precedence, detailed

	Establish the process of defining and working with organizational values. Written documentation available.

rules or “the way things have always been done”, but by being proactive and thinking critically, even questioning the modus operandi to determine if it actually supports the values they want to develop in their Center. This is crucial for a critical, adaptable and innovative research organization.

ESTABLISHING WHAT IS GIVEN PARTICIPATING AND NON PARTICIPATING CENTERS*

Developing different arrangements for participating and non-participating Centres based on market and financial aspects. Presentation and dissemination of the information.

Important for the sustainability and impact of the SAS HR.

SAS HR AS A CONSORTIUM MODEL*

Consider and investigate the possibility for establishing CGIAR SAS HR as a formal consortium to ensure good structure and governance.

3.2 Monitoring and Evaluation

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
<p>STATISTICS * Facilitate and review requirements</p> <p>1. Facilitate a process within CGIAR HR Community to review requirements and define common needs for statistical information. Also with a view to external benchmarks and available statistical information within the CGIAR. 2. Prepare for survey of needed statistical information (to be conducted in 2008)</p>	<p>8</p>	<p>A task force recommends needed statistical information.</p> <p>Investigating in options for acquiring the information. An overview over useful statistical reporting available.</p> <p>A way to most easily assimilate this information from all Centres defined</p>

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3.3 Communication and Resource Mobilization

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
<p>HR FORUM</p> <p>Develop an HR Community through planning, conducting, reporting on and follow up activities from an HR Forum. This forms the first step to developing an HR Community to collaborate, share, help, and develops tools and services.</p> <p>A dynamic Human Resources Community can collaborate and share information, exchange views, receive guidance, share common tools tailored for international research organizations, as well as pursue development projects. Efficiency gains by using the skills available where it is most needed and by avoiding developing, but rather applying tools and processes made available for the Center. Through this community, task forces can operate, and secondment for HR can be arranged. In the next stage, the HR community's capabilities within the strategic, business and administrative sides of HR, along with the different areas of work, can be clearly defined. In this context, a certification of international human resources management can be developed, as well as HR generic job descriptions that allow each Center to define jobs more specifically.</p>	38	<p>One HR Forum conducted, reported on, and followed-up upon.</p> <p>A participation of at least 12.</p> <p>At least four task-forces across Centres headed by Center staff fact-finding and developing HR models, tools, needed for CGIAR Centres .</p>
<p>SAS HR EXPANSION AND DEVELOPMENT OF THE FUNCTION</p> <p>Expansion of the function throughout CGIAR is foreseen. Different mechanisms are used. SO can include reference to each other and thus enhance the correct channelling of requests and the underpinning of the SO functions.</p>		

3.4 Management Services

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
<p>SAS HR PORTAL*</p> <p><i>A SAS HR web page available to all CGIAR staff through the CGXchange</i></p> <p>The vision is for the SAS HR Portal on the CGXchange to be a market place for HR including capacity building for the global community tied to international agricultural research supporting the alleviation of hunger and poverty.</p> <p>The mission is; The SAS HR portal provides access to HR information and interactive functionalities that all staff need, when they need it. People power provides a one-stop-shop training spot, where you can sign on for relevant training courses or e-learning programs. You can look for vacancies in the different fields of expertise for the agricultural research community, and you can post your CV are you interested to be considered for posts and assignments. You can access relevant policies, best practices and tools. The SAS HR portal can monitor the health of your organization. The SAS HR Participating Centres HR community will access members only area for their network activities on operational, business and strategic HR, including Q&A, strategy and emerging projects, key statistics and performance indicators. Managers will have access to the "Members Only" area for their network activities. Furthermore, the Participating Centres will participate in evaluations useful for their strategic and operational activities and assess the health of their organizations.</p>	23	Web page available to staff
<p>ONE-STOP-TRAINING-SHOP FOR TRAINING AND DEVELOPMENT</p> <p>Making relevant training offered accessible in one site, and</p>	118	Offering training we are already aware about and checking with all 15 Centres if training arranged by any Center is relevant and available to other Centres' participation, and posting that if meeting requirement

through one common training calendar. This includes continuing leadership training (ref. FLDP)
 Design of an integrated approach to Center staff development. SAS-HR (lead), G&D, CGIAR Sec, CIO necessitates soft ware to be put in place.*

The development and operation of a one-stop shop for common training will facilitate the expansion of existing training programs and the sharing of experiences and common training options.

A number of Centres are providing training on topics that are relevant to all international agricultural research organizations, such as:

- Leadership; FLDP, Harvard executive leadership training, women and leadership
- Multicultural sensitivity and communication
- Project management
- Writing project proposals
- Conflict handling
- Negotiation skills

Synergies can be obtained, and a training calendar could be developed based on quality demands and aligned across the Centres. The Centres can share concepts and suppliers, and offer training to participants outside the offering Center, where appropriate. Coordination and communication is needed to enable this.

HRIS – HR Information System*

Facilitate and establish requirements.

This is an area of some urgency. Some HR personnel are bogged down by having to manually process forms and statistics, all of which could be automated through HRIS (Human Resources Information Systems). It is now timely to separate the Operational HR from the Strategic HR and Business HR, and focus on their specialization. The success of Operational HR depends on the provision of excellent

	of general interest, quality, etc.
3	Priority will be given to sharing within the HR Community, and facilitating introducing or reviewing HRIS, as needed. SAS HR's role is to build connections and network within the CGIAR HR Community and, importantly, define the common needs for statistical information.

customer service, and efficient HRIS support systems meeting the needs and work processes.

Operational HR should be specialized and responsible for:

- Identifying main customer groups and their requirements;
- Establishing and monitoring service levels; and
- Identifying the main workflows

Self-service aspects of HRIS will include specific and general information, and interactive functionality for a number of HR processes. This project will result in efficiency gains in the administrative area of HR, and to a certain extent underpin Centres to align policies and procedures that support business. In-house application or outsourcing and shared services will allow HR staff to take on a more strategic role in the organization, with improved efficiency and higher levels of customer satisfaction. Centres should seriously consider and analyze the cost/benefit of such options.

WORKING VIRTUALLY*

Guidelines

DEVELOPMENT OF A TRAINING PACKAGE FOR CGIARSCIENTIST*

Develop a CGIAR training for newly appointed scientist in the CGIAR to be introduced to the role and responsibilities and to their expectations.

	Guidelines available
30	Program developed. Trainers in place. Ready to implement.

*** Subject to availability of funds**

The indicated cost is calculated as cost specifically tied to this project, and is not based on a full cost recovery principle.

4. Organization and Governance

The Strategic Advisory Service reports jointly to the Director of CGIAR (strategy, work plan and finances) and Director General of WorldFish Center (operations, follow-up on work plan). The assessment of Director SAS HR is conducted jointly by the two supervisors.

5. Finance in 2007

The SAS HR is financed partly through annual fees of Participating Centers, which is matched by the CGIAR through the World Bank, partly through additional earmarked funding to the program of SAS HR through the CGIAR.

Budget proposal is attached.

6. Performance Assessment

Performance assessment has been conducted through dialogue between the Director of SAS HR and the Director of CGIAR and the Director General of WorldFish Center, as well as between the latter two. Underpinning documents and processes have been the work plan and reporting on that, as well as getting the views from the Director Generals of the Participating Centers.

The formal performance assessment is being conducted through the WorldFish Center Performance appraisal system, which is expected will be given comments to by the Director of CGIAR.

Science Council Secretariat – Summary Work Plan 2007

1. Introduction

The Science Council (SC) of the CGIAR initiated its activities in January 2004 in accordance with the outlines in the working group report approved at AGM 2002 and reaffirmed at AGM 2003. During its first three years of operation the Council has helped the CGIAR develop a more cohesive and more sharply focused research program by working in the following areas: identifying research priorities, assuring good science, enhancing impact, and mobilizing agricultural science for the benefit of poor people and the environment. The Science Council Secretariat provides support to the Science Council.

2. Objectives (OF UNIT)

The objectives of the SC Secretariat's tasks in 2007 are the following:

- Developing a strategy for implementing the approved System Priorities;
- Updating monitoring and evaluation guidelines and processes;
- Improving the performance measurement system in terms of Medium- Term Plans (MTPs) and logframes;
- Improving the quality of EPMRs, MTPs of Centers, Systemwide and Ecoregional Programs and Challenge Programs;
- Developing a strategy for mobilizing science and promoting partnerships with the global scientific community;
- And providing impact assessment insight to the research activities undertaken by the Centres.

The next two-year SC workplan (2008-09) will be developed in 2007 and presented to ExCo for endorsement by May 2007.

3. Activities and planned outputs for 2007

The individual unit activities, financial inputs and planned outputs should be listed along the four thrusts of the System Office: (1) Strategic Planning and Development (2) Monitoring and Evaluation (3) Communication and Resource Mobilization (4) Management Services.

3.1 Strategic Planning and Development

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
Standing Panel on Priorities and Strategies (SPPS) Chair and members	50	Facilitate planning, organizing and conduct of SPPS studies; prepare briefings and documentation for SPPS meetings; draft minutes and follow-up of meetings.
Conducting perspective studies on System priorities	90	Coordinate and support the preparation of perspective studies on food safety, ethics, genomics and a feasibility study of poverty mapping for priority setting.
SC Chair's leadership of the SC	60	Briefing and follow-up notes and correspondence, organizing SC meetings
Standing Panel on Mobilizing Science (SPMS) Chair and members	50	Facilitate planning and conduct of SPMS meetings; draft minutes of SPMS meetings SPMS reports
Implementation of the mobilizing science strategy	80	Support and coordination in the preparation of 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.
Preparation of the biennial report on global agricultural research (2007)	50	Develop a theme and prepare chapters of the biennial report on "Science for Agricultural Development" for 2007
Support consideration of CGIAR priorities and subsequent implementation	60	Assist in developing strategies for implementation of System Priorities

3.2 Monitoring and Evaluation

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
Organizing Science Council meetings, including document preparation	160	Logistical organisation of SC meetings in April and September, design of meeting agenda, EOM report
Support System Office (meetings, videoconferences, follow-up requirements)	20	Preparation of the Annual Plan and Integrated Operating Plan in addition to attending SO meetings and videoconferences. Follow-up on tasks required.
Developing and maintaining SC databases and roster of peer reviewers	45	Support the SC in managing, updating the expert roster database
Developing and maintaining SC website and document collection	55	Updating SC website
Assist the SC Chair in coordinating SC Activities	75	Input to SC Chair's planning of SC meetings in April and September
Preparing documentation for CGIAR meetings	70	Preparation, printing and distribution of SC meeting documents for CGIAR meetings
Facilitating liaison and communication between SC and Centres	30	Assist the SC in developing links with Centres
Liaising with FAO on administrative and technical aspects of SC	35	

3.3 Communication and Resource Mobilization

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
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	SC Sec: Support the MTP development process including MTP reviews, performance measurement indicators and logframes.
Support to Standing Panel on Monitoring and Evaluation (SPME) Chair and Members	50	Prepare documentation for SPME meetings, facilitate SPME communication and information sharing; Prepare minutes of SPME meetings and sections to SC reports to AGM
Organizing and implementing SC-commissioned external evaluation (EPMRs) of Centres	170	Assist SC in commentary preparation, printing and dissemination of reports for ICARDA, ILRI and IWMI; Assist SC in panel selection, appointment and briefing for EPMRs for CIAT, CIP, IITA, WARDA; Assist in follow-up reviews for IRRI and CIMMYT
Organizing and implementing SC-commissioned external evaluations of SWP	45	Support to panel, preparation and dissemination of the report for the external review of the SWP on Participatory Research and Gender Analysis
Monitoring and evaluation of CPs	100	Assist the SC in follow-up review of SSA CP Organization
Organization and implementing SC-commissioned System-level impact assessments	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
Support to the Standing Panel on Impact Assessment (SPIA) Chair and Members	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
Strengthening capacity of Centres to assess impacts on poverty	30	Planning and participating in CG-wide IA focal point meeting
Updating the 'CGIAR Impacts' information web-page in collaboration with CGIAR Centres	20	Update website with news, events, impact briefs and impact studies

3.4 Management Services

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
Initiate dialogue on hybrid IP regimes with IP experts	30	SC Sec: to participate in dialogue/ workshops on research strategies for IPG in a context of IPR
Strengthen CGIAR relationship with CSOs which share the CGIAR mission	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."
Support the communication of CGIAR Science Council work (including System Priorities) and CGIAR Impact	40	SC briefs, launch of SC reports, expand Impact series
Support the development and implementation of a Performance Measurement System for the CGIAR	55	SC Sec: Implement the performance measurement assessment for centres

4. Organization and Governance

The SC Secretariat has continued its efforts in filling its vacancies and is now fully staffed. The SC Secretariat, headed by the Executive Director (D2) of the Science Council consists of four Senior Officers (P5-Level) and four Junior Officers (P3-Level). The SC Secretariat also has one consultant on board, under a two-year joint CG-SC Secretariat appointment. The office is currently supported by two administrative (G2 and G4) assistants and one temporary assistant (G4). One administrative assistant (G6) left in January 2007. A replacement has been identified and will join the Secretariat in March 2007.

5. Finance in 2007

SC SECRETARIAT	approved (Oct 2005)	%
Professional and Administrative Staff salaries	1,988	89
Travel & Per Diem	111	5
Consultants & Res. Ass. (hon + trav)	50	2
Operating Expenses (equipment, telephone, courier, meetings, etc.)	85	4
Total	2,234	100

6. Performance Assessment

Staff receive an annual assessment an annual performance evaluation as per FAO requirements. The assessment is carried out by the Science Council Executive Director. The SC Executive Director receives an annual assessment though the Chair of the Science Council.

CGIAR Internal Auditing Unit – Summary Work Plan 2007

1. Introduction

The CGIAR IAU is a shared service of the CGIAR Centers and the CGIAR Secretariat who are members of the CGIAR IA Consortium. The Unit provides internal auditing services, either exclusively or jointly with Center-hired internal auditors. Internal auditing is defined as an independent, objective assurance and advisory activity designed to add value and improve the organization's operations. It helps an organization accomplish its objectives by bringing a disciplined, systematic approach to evaluate and improve the effectiveness of risk management, control and governance processes. Further details about the Unit are provided in its web-site, which can be found at <http://www.cgiar.org/who/structure/system/audit>

2. Objectives

- Provide strategic leadership on internal auditing by assisting the Board and management of participating Centers to effectively discharge their management and fiduciary responsibilities.
- Provide independent, objective assurance and advisory services that add value, improve operations and help the Centers meet their business objectives.
- Establish and lead a network of internal auditors from all CGIAR Centers, to be a forum to learn and share best practices regarding internal auditing techniques, governance, risk management, internal control and accountability.

3. Activities and planned outputs for 2007

3.1 Strategic Planning and Development

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
<p>Identify, define and communicate best practice to Centers – Preparation and dissemination of good practice notes and discussion papers on management processes from a control, risk management or corporate governance perspective. The IAU will collaborate closely with other SO units in delivering this service offering.</p>	31	6 Good practice notes – priority topics identified in consultation with Board of Sponsors
<p>Develop audit standards within the CGIAR system - through such activities as interaction with Center internal auditors; System-wide training events; development of an internal audit manual; interaction with internal auditors of international public agencies through the RIAS network; interaction with international professional bodies relevant to internal auditing; development of links with internal auditors in the scientific research sector; and implementation of recommendations from the 2004 external quality assurance review.</p>	63.5	<ul style="list-style-type: none"> * Complete review of Center audit committee and IA charters; * Complete first edition of IAU internal audit manual; * Maintain corporate membership of the IIA for all CGIAR internal auditors, and ISACA membership for all CISA-qualified CGIAR internal auditors * Fund CIA and CISA exam fees for CGIAR internal auditors * 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.

3.2 Monitoring and Evaluation

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
<p>Undertake CGIAR system-wide audit and advisory services - reviews outside of Center work programs, such as audits of Challenge Programs, M&E support to System-Wide Programs such as ICTKM and GPG, review tasks for the CGIAR Secretariat.</p>	78.5	Reviews as requested. In 2007 these are expected to include <ul style="list-style-type: none"> * ICTKM program - ESBC Project facilitation and validation review; * Challenge Program audits; * Assistance to Center Performance Indicator verification process

<p>Support to Centers in developing risk management systems – tasks as agreed in Center medium term internal audit plans. The IAU will collaborate closely with other SO units in delivering this service offering.</p>	<p>111</p>	<p>* Review and facilitate the implementation of risk management systems in each of the Centers to support management and Board reporting on risk management and internal control; * (Annual) Update, with input from all SO Units, Good Practice Note on Center-wide Risk Management * Support the risk management activity 1.1 of the GPG2 Genebank Upgrading Project</p>
<p>Undertake Center audits and advisory services – tasks as defined in the annual/medium term audit plans (additional to risk management support) agreed with each Center. Includes support for the implementation of risk management systems and follow up of recommendations from previous reviews.</p>	<p>445</p>	<p>Completed 2007 IA work plans agreed with each Center Director General and Audit Committee/Board.</p>
<p>Support and advice to Centers on the implementation and monitoring the GPG Projects – collaborative activity with CIO and CAS-IP focussing in 2007 on GPG Phase 2 projects</p>	<p>3.5</p>	<p>Advice to supervising entities for the GPG2 projects on the establishment of project-level monitoring framework. (Note that Center-level audits will be covered in the Center audits and advisory services activity above)</p>
<p>Develop guidelines for improved verification of Center performance indicators – The IAU will review and provide suggestions for improving performance indicators and the methods for verification of the indicators, in collaboration with the CGIAR Secretariat and SC Secretariat</p>	<p>3.5</p>	<p>Report on recommendations</p>

3.3 Communication and Resource Mobilization

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07

3.4 Management Services

Service Offering in 2007	Approx. Input in '000 US\$	Outputs to be achieved in CY 07
Lead CGIAR Internal Audit network - lead CGIARNET discussion group, develop an IA website, and develop planning and monitoring tools for the IA function	4	* Maintain an active CGIARIANET discussion group * Maintain and update the IA web pages in the CGIAR website * Complete population of and update an IAU risk assessment and audit management database
Support to Challenge Programs on legal, governance and risk management issues – the IAU will provide inputs as part of an SO collaborative effort to involve the CGIAR Secretariat and CAS-IP	10	IAU inputs as requested. Initial work in 2007 will be related to research contracting (commissioned and competitive grant-based) to promote full alignment with CGIAR procurement guidelines. This will be done in conjunction with a review of the guidelines.

Total: 750

4. Organization and Governance

The Unit has a decentralized organization. The “global head office” of the Unit is hosted by IRRI at its Headquarters in the Philippines. This office comprises the Director; two Regional Auditors and one Program Assistant. The Unit also has one Associate Director and regional Program Assistant hosted by ILRI at its Headquarters in Kenya; another Associate Director and regional Program Assistant hosted by CIMMYT at its Headquarters in Mexico; and a Principal Auditor (shared with the host Center on a 50% basis) at ICRISAT at its Headquarters in India. Auditors on short term consultancies also supplement the longer term staff.

The Director also leads the professional network of all CGIAR internal auditors, which in addition to the IAU staff includes about 18 auditors hired directly by and located in a number of the Centers. In some cases the Director or Associate Director has been given formal technical supervisory responsibilities over these auditors by the Center’s Director General.

The Director/Associate Directors have direct reporting lines to the Directors General and the Chairs of the Board of Trustees Audit Committees, in respect of work that the Unit does on behalf of the Centers, and with the CGIAR Director in respect of System-wide work that the Unit does.

The Director is responsible to a Board of Sponsors, on which each CGIAR IA Consortium member has a representative. This Board establishes the Consortium Principles, provides administrative oversight on the Unit’s operations, approves the selection and remuneration of the Director and Associate Directors, and approves the business plans of the Unit. The Board also provides advice to the Director on the strategic direction of the Unit.

From 2006, the Unit is also brought under the process of program and budget review and approval of the Alliance Executive Sub Committee on System Office Units which meets jointly with the CGIAR Director to review those Units such as the IAU which are jointly funded by the Centers and the CGIAR Secretariat.

5. Finance in 2007

With all Centers participating the 2007 funding plan is as follows:

(a) base contributions –

Africa Rice	\$35,000
Bioversity	35,000
CIAT	35,000
CIFOR	35,000
CIMMYT	35,000
CIP	35,000

ICARDA	35,000
ICRAF (World Agroforestry)	35,000
ICRISAT	35,000
IFPRI	35,000
IITA	35,000
ILRI	35,000
IRRI	70,000
IWMI*	35,000*
WorldFish*	70,000*
CGIAR Secretariat	<u>120,000</u>
	715,000

* IWMI and WorldFish may reallocate their shares between the 2 Centers and the International Research Support Service (IRSS) joint venture.

(b) estimated contributions from System-wide programs:	<u>35,000</u>
Total of (a) and (b)	750,000

6. Performance Assessment

The Unit's performance is subject to evaluation as follows:

- Semi-annually or annually by the Center Board of Trustees' Audit Committees, in relation to the work undertaken by the Unit for the Center
- Annually by the Board of Sponsors in relation to its operation as a common service unit
- Annually in respect of achievements, plans and budgets to the Board of Sponsors and to Alliance Executive Sub-Committee on System Office Units and to the CGIAR Director
- External Quality Assurance Reviews as required by the International Standards for the Professional Practice of Internal Auditing. These are commissioned by the Board of Sponsors. The first such external review was carried out by a team comprising nominees of the Institute of Internal Auditors (the worldwide professional body) and the World Bank.

The Director's performance is subject to evaluation as follows:

- performance evaluation of the Director conducted annually by the Board of Sponsors, and reviewed by the Host Center (IRRI) Director General and the CGIAR Director
- 360 performance evaluation of the Director, conducted every 2 to 3 years in collaboration with CGIAR Secretariat

A performance measurement and evaluation strategy for the Unit's activities as a whole has been developed to support the Unit's performance assessment during the 2005-2007 funding triennium. This is based on the "Outcome Mapping" methodology presented at a 2004 ICTKM workshop in which the IAU participated. The detailed strategy is set out in the Unit's 2005-2007 Business Plan.