

Annex 3:

Summary work plans of System Office Units

The Central Advisory Service on Intellectual Property (CAS-IP) Summary Work Plan 2006

1. Introduction

CAS-IP has assisted the Future Harvest Centers of the CGIAR, Challenge Programs, and their partners in implementing more effective IP Management practice since 2000. A “Customer Satisfaction Survey “, conducted in 2003 of all the Centers found that CAS-IP is a trusted and valued partner for the Centers in effective IP Management. We achieve this by initiating standard IP management protocols and instruments, facilitating the exchange of IP management experiences among the Centers, providing leadership in helping Center identify and distribute public goods products of the Centers, informing policymakers on IP and technology transfer issues important to the CGIAR and their partners, and supporting internal and external partnerships.

2. Objectives

The objectives of CAS-IP in 2006 are the following:

- Fostering enhanced IP practice in the CGIAR System;
- Supporting effective IP Management Practice in the Future Harvest Centers of the CGIAR;
- Leading the CGIAR System in IP Management, including the development of a Strategy for CAS-IP for the next 5 years;
- Supporting partnerships and alliances involving the Future Harvest Centers and Challenge Programs of the CGIAR.

3. Activities and outputs for 2006 (as clustered along the four System Office functions)

3.1 Strategic Planning and Development

Activity	Output for 2006	Approx. Input in ‘000 US\$ (2006)
Documentation of best IP Management Practice	Series of Good Practice notes for IP Management Practice for Public Goods (based on case studies, visits, and inputs from area experts)	35
Documentation of Current CGIAR and GCP Practice in Technology Transfer	Studies on product development and distribution pathways with public and private partners	68
Support the development of a coherent system-wide approach to IP Management	Systematic review; Templates developed;	82
Participate in international fora	Presentations; reports made	16

3.2 Monitoring and Evaluation

Activity	Output for 2006	Approx. Input in '000 US\$ (2006)
Evaluation of CGIAR IP Management Practice	Review of IP Management	42
Identification of CGIAR Public Goods	Identification and Inventory Methods developed and implemented	50

3.3 Communication and Resource Mobilization

Activity	Output for 2006	Approx. Input in '000 US\$ (2006)
Preparation and distribution of Communications on CGIAR IP Management Activities	2 Publications; enhanced distribution of reports, etc.	12

3.4 Management Services

Activity	Output for 2006	Approx. Input in '000 US\$ (2006)
*Providing a forum for facilitated exchange of IP Management Practices	6 th Annual IP-Strategy Meeting and Report; Launching of IPR Helpdesk, "IP MATTERS" for the GCP and partners	164
*Maintaining the Quality of IP Management Services	7 th Annual Expert Advisory Committee Meeting and Report	25
Leading the CGIAR IP-Management Community	On-line Resources, Reports	45
Updating and maintaining CAS-IP roster expert database	Updating database and participating in the Public Interest IP Associates (PIIPA)	20
Developing IP Management tools	Implementation of tools and practices for improved IP Management	55
Responding to requests from the Centers, CPs, and SO	Reports, tools, presentations, reviewed materials	68
Internships	Summer interns (legal expertise) in 3 Centers	30

4. Organization and Governance

CAS-IP is managed by Dr. Victoria Henson-Apollonio, Senior Scientist; support staff consists of a half-time Project Assistant (PA). CAS-IP reports to the Chair of the Executive Alliance-IP Subcommittee, the Director General of the hosting Center, (IPGRI) and the Expert Advisory Committee (EAC). The work plan and budgets are prepared with input from the CAS-IP Expert EAC, the Center IP Managers/Focal Points (IP-Strategy Group), and the Alliance Executive Deputy Committee liaison. Within IPGRI, CAS-IP is placed in the Legal and Policy Research Support Unit.

5. Finance in 2006

CAS-IP Budget	Budget proposed for 2006 (\$US '000)	%
• Personnel	216	30.3
• Consultants	174	24.5
• Travel	85	12.0
• Meetings/Workshops	118	16.6
• General operating cost **	118	16.6
Grand Total	711	100

6. Performance Assessment

- Performance Assessment of CAS-IP is carried out by reporting of activities and outputs to the FH Alliance Executive, the Alliance Deputy Executive, the EAC, and the IP-Strategy Group.
- Dr. Henson-Apollonio and the CAS-IP PA participate in the staff appraisal system in place at IPGRI. In addition, the Expert Advisory Committee (EAC) provides input into Victoria's performance assessment.
- IPGRI's Finance office provides oversight and reporting on the CAS-IP budget and expenditures.

* The 2006 meetings will include joint working time for the development of a strategy document to describe the strategy for CAS-IP, for the next 5 years.

** The general operating costs estimate includes overheads, rents, supplications publication costs, etc.

CGIAR Secretariat – Summary Work Plan 2006

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 2006 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 launch or facilitate initiatives that are consistent with the objectives of change, including the programmatic and structural alignment in Sub-Sahara Africa;
- support CGIAR M&E requirements, including performance measurement of Centers;
- 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.

3. Activities and planned outputs for 2006

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 2006	Input category ¹	Approx. Input in '000 US\$	Outputs to be achieved in CY 06
CG Sec	Support ExCo & AGM with substantive meeting documents, & follow-up action	14-20	151	Meeting documents available on the web 2 weeks (ExCo) or 4 weeks (AGM) before scheduled meeting; Records available within 8 weeks after meeting
CG Sec	Support the CGIAR Chairman's leadership of the CGIAR	<5	22	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	22	Briefings for CGIAR Senior Management on donor policies/trends(e.g. IP, Agriculture in Africa, agricultural trade)
CG Sec/ FHAO	Support strategic agenda setting for CGIAR meetings	<5	11	Meeting agendas
CG Sec	Prepare CGIAR annual financing plan	5-10	97	Financing plan 2007
SC Sec / CG Sec	Support CGIAR priorities and their implementation	<5	43	implementation plan for consideration by Membership; increased alignment of donor funding to priorities
CGIAR Sec	Prepare options for coordinated funding of system priorities and SC/SC Secretariat	<5	43	implementation document on funding options and modalities, Donor funding coordination forum at AGM '06
CG Sec/SC Sec	Follow-up to results from Task Forces on Programmatic and Structural/ Organizational Alignment in Sub-Sahara Africa	5-10	86	Decisions on programmatic, corporate services and structural/governance alignment for (1) West-Central Africa and (2) East and Southern Africa;
CG Sec	Support the review of Center governance (with CBC)	<5	43	completed report
CG Sec	Continuous facilitation of CP process	<5	32	Fully supported implementation of pilot and regular CPs, summary reports for ExCo/CGIAR
CG Sec	Follow-up to findings from compensation study	<5	22	good practices for disclosure policies, draft disclosure policies for Centers
CG Sec	Study on reform in the CGIAR and future directions	<5	43	study report

^{1 1} The Input is estimated based on the following categories: major input (>25%); significant input (14-20%); medium input (5-10%) and minor input (<5%)

SC Sec and CGIAR Sec	Support the MTP development process, in particular the consistent use of logframe terminology and the alignment of MTP and Financial Plan	5-10	108	2007-9 MTP Guidelines and enhancement of the New Finance Information System (NFIS)
CGIAR Sec, SC Sec, FHAO, CAS-IP	Initiate dialogue on hybrid IP regimes with IP experts	<5	43	workshop with IP experts
SAS-HR/CG-Sec/G&D	Management development and leadership training	<5	43	leadership course at Harvard; Women' leadership courses, first-level leadership courses
CG Sec	Back-stop GRPC, PSC	5-10	65	Meeting documents available 1 weeks before scheduled meeting; Records available within 4 weeks after meeting
CG Sec/FHAO	Strengthen relationships with private sector	<5	43	2 workshops: (i) product stewardship, (ii) research management
CGIAR Sec/SC Sec/FHAO;	Strengthen CGIAR relationship with CSOs which share the CGIAR mission	5-10	108	CSO Forum at AGM '06, Innovation Market Place; advisory panel established and backstopped, CSO position on ExCo occupied
CG Sec	Represent CGIAR within the World Bank: ESSD and Rural Sector Board	5-10	54	ESSD Management and Rural Sector Board meetings; ESSD Week; participation in thematic groups (e.g. SASKI)

3.2 Monitoring and Evaluation

Unit(s)	Service Offering in 2006	Input category	Approx. Input in '000 US\$	Outputs to be achieved in CY 06
CG Sec/SC Sec	Support the development and implementation of a Performance Measurement System for the CGIAR	14-20	115	Results report, drawing of lessons learnt and refine system for 2006
CGIAR Sec, SC Sec	Support the development and implementation of a Performance Measurement for Challenge Programs	5-10	45	Pilot PM system available
CGIAR Sec, SC Sec, IAU, FHAO	Develop guidelines for improved verification of Center performance measures	<5	15	revised verification mechanism in place

Sc Sec/ CGIAR Sec	Develop M&E process for CPs	<5	20	guidelines and procedures for external review of CPs
SC Sec, CGIAR Sec, FHAO, G&D	Strengthen search process for membership on EPMP panels	<5	20	increased pool of experts; quality assurance mechanism for selecting/screening panel members
SC Sec/CGIAR Sec	Draw lessons from EPMP practices	<5	15	lessons learnt paper
CGIAR Sec	Facilitate the financial peer-review of the 2005 operating results	<5	45	Peer review report and 2005 Report to ExCo
CG Sec	Facilitate & backstop management component of center external reviews	>25	150	report for CIFOR, Wfish, ICRAF; review of ICARDA, ILRI, IWMI initiated
CG Sec	Support / Monitor compliance to CGIAR financial guidelines (with Centers)	<5	25	CGIAR financial report
CG Sec/ SC Sec/CIO/FHAO	Update and expand CGIAR project portfolio	5-10	30	Project portfolio database enhanced to include key parameters, i.e. system priorities, finance, geographic area and partnerships
CGIAR Sec	Provide assistance to CGIAR members for their M&E needs of the Centers	<5	20	specific reports o EC, CIDA, Japan and others as needed

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 2006	Input category	Approx. Input in '000 US\$	Outputs to be achieved in CY 06
CG Sec	Exchange investor trends and information with Centers including sharing RM&C databases, tools, impact information	<5	12	Regular briefings on investor trends, information on contacts, membership and institutional partnerships available
CG Sec	Exchange best practice, information and experience and provide professional development opportunities for center communications staff, related to traditional donors	<5	24	Support MAGNET, communicate best practice through MG newsletter, training workshops

SC Sec/ CGIAR Sec	Support the communication of CGIAR Science Council work (including System Priorities) and CGIAR Impact	<5	36	produce 2 SC briefs/ support launch of SC reports, expand Impact series,
SO	Communicate SO activities by using existing mechanisms	<5	12	Articles in CG news, SO annual report , SO presence at AGM, website coverage

Subgoal 2 : To strengthen support from and relationships with current member countries and cosponsors				
Unit(s)	Service Offering in 2006	Input category	Approx. Input in '000 US\$	Outputs to be achieved in CY 06
CG Sec	Represent CGIAR externally - strengthen engagement in Europe	5-10	83	Senate briefing Belgium, high-level briefings - The Netherlands, EU, Portugal
CG Sec	Represent CGIAR externally - develop opportunities to highlight CG impact in China	<5	36	briefings, dialogues, media workshop in China
CG Sec	Represent CGIAR externally - develop opportunities to highlight CG in Africa	5-10	83	Mozambique briefing/seminar
CG Sec	Represent CGIAR externally - LAC	<5	24	joint seminar Brazil; briefing in Mexico and Columbia
CG Sec	Resource Mobilization within the World Bank	<5	12	DGF proposal; Dialogue with CODE; ESSD Management and Rural Sector Board meetings; WB senior management briefings
CG Sec	Coordinate & facilitate CG representation and contribution at key international events/conferences (in collab. with MG)	5-10	59	Presence at Desertification events
CG Sec	Conduct AGM to maximize stronger relationships and support for the CGIAR,	14-20	238	AGM Stakeholder Meeting, Innovation Marketplace
CG Sec	Produce CGIAR System Annual Report (with Centers)	5-10	59	CGIAR Annual Report 2006
CG Sec	Produce targeted, relevant materials that meet investor perceived needs – including brochures, booklets and video	>25	309	3 partnership booklets, 1 impact series, factsheets, France Dossier, genebanks brochure, updates on M&E and performance measurement results
CG Sec	Media relations - produce positive opportunistic media coverage in investor and host countries	5-10	119	work together with Media specialist to increase media coverage of the work of the Centers-priority Africa; Hold 2 media workshops

CG Sec	Explore and take advantage of new opportunities and mechanisms for RM	<5	24	alternate/new sources of funding
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Subgoal 3 : To strengthen alliances with civil society organizations and NARS which share the CGIAR's mission

Unit(s)	Service Offering in 2006	Input category	Approx. Input in '000 US\$	Outputs to be achieved in CY 06
CG Sec	Further develop opportunities to strengthen relations with CSOs, and targeted communication of CGIAR engagement with CSOs, including preparatory communication work for the CSO Forum at AGM '06	5-10	36	Strengthen CSO relations thru CSO Forum

Subgoal 4 : To explore opportunities with potential investors (= outside current CG membership)

Unit(s)	Service Offering in 2006	Input category	Approx. Input in '000 US\$	Outputs to be achieved in CY 06
CG Sec	new Member development	<5	24	dialogues with Namibia, Ghana, Indonesia and selected MENA countries

3.4 Management Services

Unit(s)	Service Offering in 2006	Input category	Input in '000 US\$	Output to be achieved in CY 06
CG Sec	Organize & manage the Annual General Meeting (AGM) & ExCo meetings	14-20	277	AGM 2006, ExCo meetings
CG Sec	Organize System Office events and meetings	<5	55	Fifth SO workshop, quarterly teleconferences; AGM presence/display
CG Sec	Maintain CGIAR website & core collection database	5-10	139	website and core document collection is updated and accessible
CG Sec	Monitor and advise centers on CGIAR annual funding/databases	<5	55	CGIAR Financing Plan, Medium Term Plan

CG Sec	Maintain CGIAR Contacts databases (open access though the web)	5-10	111	Contacts database expanded
CG Sec	Support CBC and organize new Trustee training/orientation activities	<5	55	Board of Trustees Orientation program conducted, CBC meeting documents, briefing for CBC Chair
CG Sec	Facilitate the Japan-Fellowship program	<5	14	11 fellowship completed; orientation meeting held
CG Sec	Update CGIAR Financial Manuals	<5	55	Financial Management guideline
CGIAR Sec, G&D, IAU, CAS-IP, SC Sec	Initiate the update of guidelines for Center Boards (with CBC)	5-10	83	new draft guidelines
CG Sec	Provide services to CGIAR Members in financial operation and administration of funds	14-20	208	negotiate new trust fund agreement with EU and other countries, disbursement through the Multilateral Donor Trust Fund (target ~100%); adequate Center cash flow; fiduciary and program report to selected Members (EC, Japan, Canada Trust Fund)
CG Sec	Provide support to CBC/AE in exploring and developing options for pooling of reserves	<5	55	CBC/AB developed study on pooling reserves; policy developed
CG Sec	Implementation of World Bank audit recommendations over CGIAR Trust Fund and DGF	<5	55	recommendations implemented; satisfactory response to implementation progress report of WB internal audit unit
CG Sec	Collaborate with SO units as sponsor/client	<5	28	agreed work and financial plans; effective dialogue with SO units and sponsors
CG Sec	Coordinate System Office functioning	<5	55	SO annual report 2005, IOP 2006; backstop Steering Committee
CG Sec	Implement new CG nominee process	5-10	83	no. of CGIAR nominees to Center Boards
CG Sec	Support centers and CP's on legal and governance issues	<5	55	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 Environmentally and Socially Sustainable Development (ESSD). The Secretariat supports the CGIAR Chairman, a Vice President of the World Bank (currently, the ESSD Vice President) in his 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 24 (includes both support and professional staff/consultants, and two secondments).

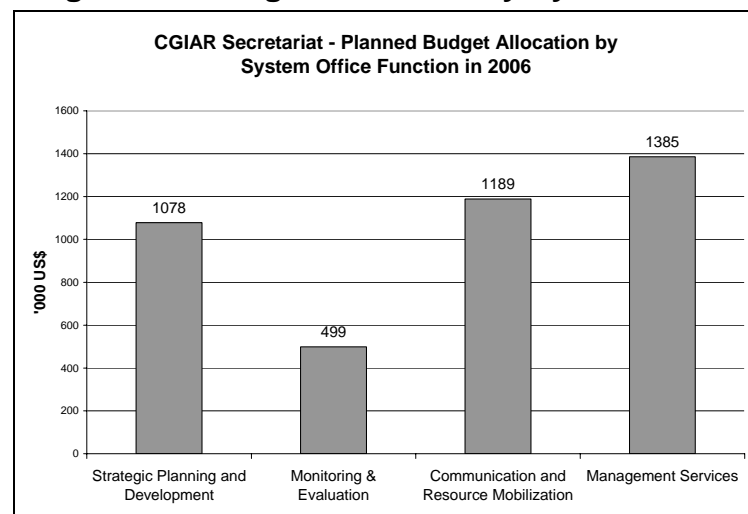
5. Finance

The overall funding of the CGIAR Secretariat in 2006 is estimated to be 4.15 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	4,150	100
- CG Sec operations		
- Personnel	2,800	67.5
- Travel	600	14.5
- Administrative Cost	750	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.

Chief Information Office (CIO) Summary Work Plan 2006

1. Introduction

The ICT-KM Program of the CGIAR is working towards 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 Future Harvest 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;
- Be a leading knowledge broker, bringing together all actors in an open, inclusive community for global public goods research for development.

2. Objectives

The CIO Office is responsible for providing vision, strategic planning, and coordination of information technology (IT), Information Management (IM) and Knowledge Management (KM) activities within the Future Harvest Centers of the CGIAR System.

The Program’s main components include:

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

3. Activities and Planned Outputs for 2006

The Office of the CIO, through the ICT-KM Program, has the following objectives for the upcoming fiscal year:

3.1 Strategic Planning and Development

2006 Investment Plan Development and Implementation

- Following a broad consultative process in 2005 exploring how best to ensure the most effective utilization of information Global Public Goods, and building on GPG1 and some of the work of the 2004 Investment Plan projects, the ICT-KM Program will present project ideas for a 2006 Investment Plan scenarios to AE for consideration.

3.2 Monitoring and Evaluation

Learning Focus

- Ensure lessons from the Program activities are learned and communicated throughout the year;
- Ensure smooth implementation of the ICT-KM Program/Projects Monitoring and Evaluation Plan;
- Share results of the M&E approach with other System Office Units;

3.3 Public Awareness and Resource Mobilization

- Organize a “Knowledge Sharing in research” event in Nairobi on the occasion of an ASARECA/IAALD event.;
- Participate and give presentations at International Conferences including AGM 2006;
- Aggressively coordinate, communicate and promote activities related to projects, Program activities and objectives;

3.4 Management Services

2004 Investment Plan: Projects Implementation

- Ensure that the 3rd year of implementation of the 2004 Investment Plan continues to show good progress through careful monitoring and ongoing technical and administrative support;
- Participate in project meetings;
- Encourage cross-project linkages and meeting participation;
- Provide second-phase support for some projects from the 2004 Investment Plan.

Good Practice Notes

- Together with the appropriate System Office unit develop and disseminate 2 Good Practice Notes relevant to ICT and KM practices.

Nurturing Champions and Communities of Practice

- Nurture ICT-KM Program Champions (identification of a champion within each Center and Challenge Program);
- Nurture Center-based talents and communities of practice to achieve potential system-wide benefits;
- Point out linkages and opportunities;
- Identify individuals for additional responsibility and training opportunities;
- Support CoPs – linkages, provision of tools and advice, facilitation training, etc.;
- 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;
- Provide capacity development in project management skills (including negotiation skills) for Project Coordinators and key Program partners.

Maximizing Efficiencies

- Building on the successes of 2003-2005, look for and pursue additional cost-saving opportunities in the area of ICTs and Libraries;

- Investigate and pursue opportunities for joint, inter-Center services in the area of ICT and I/KM;
- Continue to manage the tendering process for renewal of managed services;

4. System-Office Inter-Unit Cooperation

Cooperation with sister System Office units will be pursued. Planning is being finalized as per results of the Fourth System Office meeting.

5. Organization and Governance

The CIO functionally reports jointly to the Director General of the hosting Center (IPGRI) and the Director of the CGIAR. The administrative services part of the CIO Office is in the WorldFish Center in Penang Malaysia.

The ICT-KM Program is supported by a cross-functional Advisory Group. The ICT-KM Advisory Group is currently composed of 16 members representing 12 communities of practice (CoP) and management groups within the CG.

The staffing of the ICT-KM Program includes an internationally recruited Chief Information Officer, and a nationally recruited Program Associate.

In order to build in-house capacity and ensure ownership, the projects under the ICT-KM Investment Plan are managed by CGIAR staff. Consultants and temporary staff are hired for ad-hoc activities.

6. Finance

The cost of the unit for 2006 is expected to be USD300,000 (2005=USD330,600). Financing will be provided equally by the Centers and the CGIAR Secretariat.

7. Performance Assessment

- Annual performance evaluations are prepared jointly by the Director of the CGIAR and the Director General of the hosting Center (currently IPGRI).
- Annual Program expenditures are controlled by the Finance Department of IPGRI and The WorldFish Center.
- The CGIAR 360 degree Feedback system will be used this year to understand clients and supervisors perception.

Future Harvest Alliance Office (FHAO) Summary Work Plan 2006

1. Introduction

The Future Harvest Alliance Office (FHAO) was created by the CGIAR Centers to support collaboration among Centers. The office administers common activities assigned by the Alliance Executive, in keeping with the objectives of the Alliance to give policy and administrative support to collaboration among Centers, and streamline and strengthen the Centers' contribution to the CGIAR System.

2. Objectives

Building on the initial progress made since the inception of the Alliance in 2004, the FHAO will work in the coming year to:

- Support the Alliance Executive and Alliance Board in their strategic contributions to the ongoing reforms of the CGIAR.
- Establish Alliance Office headquarters, with the hiring of a full-time Chief Alliance Officer to be based in Rome, Italy.
- Strengthen relationships between the Centers and civil society organizations and the private sector.
- Facilitate continued strengthening of working relations with the CGIAR Secretariat and the Science Council Secretariat, on issues such as the implementation and funding of the new System Priorities and the Research for Development continuum.
- Support the Alliance in the monitoring and implementation of collective activities such as the System Wide and Eco-regional Programs, and the two regional MTPs for Sub-Saharan Africa and the review of SWEPS
- Continue to provide continuity for the Alliance's institutional memory, external communications and publications, budget administration and meeting management.

3. Activities and planned outputs for 2006

3.1 Strategic Planning and Development:

- Support the AB and AE in their strategic contributions to the CGIAR.
- Strengthen relationships between the CGIAR Centers and civil society organizations and the private sector
- Support the AB and AE in further establishment of the Alliance and Alliance Office.

3.2 Monitoring and Evaluation

- Support the Alliance to assess and monitor their collective activities (SW/EPs, MTPs, Governance review).
- Support the Alliance to develop a set of performance indicators for the Alliance as it develops

3.3 Communications and Resource Mobilization

- Follow-up and implement the agreed graphic and written identity for the Alliance of the Future Harvest Centers and the Alliance Office to clearly show positioning in the CGIAR.
- Contribute articles for CGIAR News and other publications as a means of disseminating Alliance activities and outputs.
- Further establish the Archives of the former Center Directors Committee (CDC) and expand access and work of the Centers Collaboration site, including continued work with the CGXchange program.
- Work with the CGIAR Secretariat and the Marketing Group to improve the currency and coverage of CGIAR achievements on the CGIAR and other related websites.

3.4 Management Services

- Event and meeting planning for the AB and AE, including two meetings per year and meetings as required of the joint Executive Committee.
- Support the AE and AB Chairs in their participation at meetings of the Executive Council and at AGM06
- Assist the sub-committees of the AE and designated Directors General in their work for shared management and oversight of SO Units (hosted by the Centers) and work with the Marketing Group.
- On behalf of AE Chair, Chief Alliance Officer approves and implements AE/FHAO budget expenditures.
- Serve as central point of contact with the CGIAR and Science Council Secretariats, PSC, and support the Alliance member on the SO Steering Committee.
- Manage and service the resolution of any conflicts that might arise through ensuring all relevant materials and processes are in order and rigorous records maintained.

4. Organization and Governance

The FHAO reports directly to the Chair of the Alliance Executive, and facilitates the work of the Alliance as a whole. Until the end of 2005, the Alliance Office was staffed by two part-time staff: an Executive Officer and Executive Secretary and operated virtually. With the hiring of a full-time Chief Alliance Officer to head the office, further transition and staffing changes will be needed including a Sr. Program Officer (working from Washington, D.C.) and secretarial assistance in Rome. Consultants will continue to be hired for special projects such as administrative and financial services (courtesy of AIARC), graphic and communications services, and meeting facilitation, keeping overhead expenses to a minimum.

5. Finance

The Alliance Office budget is determined by the Alliance Executive, during their pre- and post-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 parties, 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 committees and boards overseeing the activities. In addition, the Future Harvest Alliance Office provides overall financial monitoring and financial control and management services are provided by the Association of International Agricultural Research Centers (AIARC). 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 FHAO budget for 2006 consists of the following:

- Personnel: (one-off recruitment and relocation costs for 2006) US\$ 401,000
- Consultants: US\$ 30,000
- Travel: US\$ 35,000
- Financial services and Alliance Meetings: US\$ 17,000
- General Operating Costs (CGNet, telecommunications): US\$ 17,000

Total: US\$ 500,000

(an additional US\$ 100,000 has been approved for 2006 as a contingency fund)

6. Performance Assessment

The FHAO's annual work plan is prepared for AE review during their AGM meetings, and approved by the AE Chair. Performance review is done on annual basis, based on work plan accomplishments. The performance of the FHAO is assessed twice yearly in a full achievement and performance report submitted to and discussed by the AE.

CGIAR Gender & Diversity Program Summary Work Plan 2006

Leveraging diversity creates the opportunity to enhance the CGIAR's capability to innovate, enabling it to better serve its constituents and succeed into the 21st century.

1. Introduction

People join the CGIAR to make a difference. With scientists and professionals coming from more than 100 countries, working with diversity is much more than a social skill in the CGIAR – it is an organizational imperative.

The Gender & Diversity Program (G&D) always keeps its focus on the overriding mission of the Consultative Group on International Agricultural Research (CGIAR) – fighting hunger and poverty through scientific advancements in agriculture, forestry, fisheries, policy and environment. Quite simply, the CGIAR cannot succeed in its mission without leveraging the richness that staff diversity bring in terms of new ideas, new ways of doing things and new abilities to find solutions.

2. G&D Objectives

G&D's strategy for 2005-2008 represents an organizational affirmation of diversity as a critical performance factor. It has three strategic objectives that guide G&D's work, building on what was accomplished in its first four years but also charting new territory.

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.

A diverse staff is a strong staff because it emerges from the broadest possible pool of available talent, talent that the CGIAR community must encourage and sustain on every rung of the career ladder. To support higher and higher performance, G&D regularly assesses staffing trends to identify progress and gaps in recruitment and retention, focusing on those staff groups that are substantially underrepresented, unevenly distributed across career streams, or disadvantaged in terms of professional development or career mobility.

Diversity and organizational life
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.

To achieve a culture of inclusion, the bar must be raised on human resource policies and everyday practices. An organization's structure, both formal and informal, greatly affects a staff member's ability to contribute. G&D conducts both internal and external benchmarking and produces model policies and practices to help ensure that our management systems are aligned with the values of inclusion.

Diversity and performance
Strategic objective 3 – Integration: Integrate gender and diversity practices into the

core work of the CGIAR Centers through closer collaboration with individual scientists and research teams as well as the CGIAR's System Office units and global initiatives.

Working well in the multi-cultural environments of global programs, teams, collaborations and partnerships is everyone's job in the CGIAR. To reinforce this spirit of mutualism, G&D delivers training in cross-cultural communications and team building. We give priority to working with multi-cultural scientific teams, especially those involved in collaborations with national or regional agricultural research systems. G&D also collaborates with other gender programs to assess what affect our in-house gender and diversity work could ultimately have in the field, especially for rural women.

3. 2006 Work plan and Budget

G&D's work plan and budget was drafted following consultations during the CGIAR System Office meeting in October 2005 and during the CGIAR Annual General Meeting in December 2005. The estimated total budget is US\$1,134,419. Of this sum, US\$ 482,000 is for G&D's implementation of a women's science fellowship program (involving some 35 African women scientists) – with special funding from The Rockefeller Foundation, USAID and USDA. US\$652,419 is budgeted for G&D's regular activities, as well as personnel, travel and overhead.

G&D intends to give high priority in 2006 to expansions to The Inclusive Workplace E-Resource Center, producing 4 to 5 additional sets of model policies and practices (including flexible workplace, work-life balance, family-friendly benefits, spouse/partner/family services and an update on HIV/AIDS in the workplace).

Table 1: G&D Activities and Budget 2006

Activity	SO Collaborations	2006 Budget
STRATEGIC PLANNING AND DEVELOPMENT		
<i>Staffing: Attraction, Promotion, Retention of Diverse Staff</i>		
Spouse/partner resources and memberships		6,000
Women's leadership series (CIP, IRRI, IITA, FAO, ICRAF)		8,000
<i>Systems: Policies and Practices for Inclusive Workplace</i>		
Produce 5 add'l guidelines for 'inclusive e-resource center'	SAS-HR	40,000
Annual G&D Associates workshop (ICRISAT)	SAS-HR, CAS-IP, CG Sec, ICT/KM	58,000
<i>Integration: Collaborations w/ Science Programs, CGIAR, System Office</i>		
Fellowships to enhance the careers of women scientists		482,000
Mentoring program, follow up and expansion		35,000
Everyday methods for working with diversity, finalize		7,000
Organize women in science conference (Bellagio)	Science Council, CG Sec	10,500
Help diversify pool of EPMR and BOT candidates	Science Council, CG Sec	5,000
MONITORING AND EVALUATION		
Monitor Centers' Year 3 G&D goals		8,000
PUBLIC AWARENESS AND RESOURCE MOBILIZATION		
G&D Representation in CG Events and Other Conferences		22,000
MANAGEMENT SERVICES		
<i>G&D Website and Publications Series</i>		

Editing, design, printing, dissemination of G&D series		40,000
Website development, fees		8,000
INDIRECT COSTS		
G&D Personnel (leader, admin, temps)		232,419
Center staff secondments to G&D (2)		100,000
Travel (staff, secondees, consultants)		40,000
Office overhead, equipment and supplies		24,000
Contingency		10,000
TOTAL		1,134,419
G&D total without women's science fellowships program		652,419

4. Organization and Governance

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. 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. G&D Finance

Table 2. G&D Finance 2006

Investor	Amount in USD	Comments
Norway	230,000	To be confirmed
Netherlands	122,000	Confirmed
Switzerland	75,419	Received
Rockefeller Foundation grant for East African Women Scientists Fellowships	250,000	Received
USAID Borlaug Women Science Fellowship Program	200,000	Received
USDA Borlaug Women Science Fellowship Program	32,000	Confirmed
External investors sub total	909,419	
CDC	100,000	Confirmed
CGIAR Secretariat	100,000	Confirmed
Internal investors sub-total	200,000	
G&D 2005 balance	25,000	
Grand Total	1,134,419	

6. Performance Assessment

G&D has the following forms of performance assessment and feedback:

- annual performance evaluation by the G&D Chair;
- 360 degree performance review every 3 years, incorporating views from CGIAR leadership and staff members worldwide;

- annual expenditures audit by ICRAF's Finance Unit;
- workplan and progress review and feedback by the Systems Office, CDDC and CDC in response to reports and presentations; and
- qualitative feedback from the G&D Advisory group and G&D Associates systemwide in response to "G&D Updates" and other G&D reports.

CGIAR Internal Auditing Unit – Summary Work Plan 2006

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 in its web-site, which can be found at www.cgiar.org As of 2006, for the first time since the Unit's establishment in 2000, all CGIAR Centers are expected to participate in the Consortium.

2. IAU 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 2006

SO Functional Objective	IAU Service Offering	Planned Outputs for 2006
Strategic Planning and Development	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.	6 Good Practice Notes – in 2006 joint GPN on IP Risk Management will be prepared with CAS-IP. Existing GPNs on IT-related topics will be updated or supplemented in collaboration with CIO, particularly to incorporate results of current ICTKM projects. Other topics will take into account requests from Centers and other priority areas identified by IAU.

Strategic Planning and Development	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.	<ul style="list-style-type: none"> * Complete 2004-06 Review of Center audit committee and IA charters; * Professional Development Week for CGIAR internal auditors (July 2006); * Complete first edition of IAU internal audit manual; * Attend annual RIAS meeting (international public organization internal auditors) and disseminate proceedings/incorporate any new agreed practices in internal audit manual or audit planning processes.
Monitoring and Evaluation	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>Reviews as requested. In 2006 these are expected to include</p> <ul style="list-style-type: none"> * ICTKM program - ESBC Project support and validation reviews; process review/advice for rebid of shared ICT services contract; CIO management review; * Challenge Program audits; * Center Performance Indicator verification reviews
Monitoring and Evaluation	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.	<ul style="list-style-type: none"> * 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; * Update, with input from all SO Units, Good Practice Note on Center-wide Risk Management * Complete/update 6 risk analysis templates for specific areas for Center use. Some will be developed in collaboration with other SO Units. Topics to be covered in 2006 are IP Risks; Financial Risks; ICT Risks (update); Regional Offices/Remote Experimental Stations; Genebanks; and Research Project Management.
Monitoring and Evaluation	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.	Complete 2006 IA work plans agreed with each Center Director General and Audit Committee/Board.
Monitoring and Evaluation	Develop guidelines for improved verification of Center performance indicators – the IAU will work with the CGIAR Secretariat, SC Secretariat and FHAO on this joint task in 2005/06.	Report with recommendations
Management Services	Lead CGIAR Internal Audit network - lead CGIARNET discussion group, develop an IA website, and develop planning and monitoring tools for the IA function	<ul style="list-style-type: none"> * Maintain an active CGIARNET 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
Management Services	Update Center Board guidelines – the IAU will provide inputs as part of an SO collaborative effort to involve the CGIAR Secretariat, G&D Program and CAS-IP.	IAU - Analysis of Board and Committee Good Practices, for incorporation into guidelines.

4. Organization and Governance

The “global head office” of the Unit is hosted by IRRI at its Headquarters in the Philippines. This office comprises the Director; a Principal Auditor with System-wide responsibilities including oversight of the Unit’s Information Systems audit work; one regional Auditor and one Program Assistant. The Unit also has one Associate Director hosted by ILRI at its Headquarters in Kenya, and another Associate Director (currently vacant) hosted by CIMMYT at its Headquarters in Mexico.

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.

The Director is also 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.

5. Finance

The Unit is financed from contributions of the CGIAR IA Consortium members. Two key aspects of the financing arrangement are:

- Funding cycle – generally, the Consortium members commit funding for 3 year periods (or the balance of the period in the case of new members). This enables the host Center to contract Unit staff on fixed term contracts for the period and allows the Unit to enter into commitments with Centers straddling more than one year in this period. A three year business plan is prepared for each cycle and is updated annually during the funding cycle. This 2006 Work Plan Summary is derived from the 2005-2007 CGIAR IAU Business Plan, as last updated in December 2005. The current Business Plan is posted on the Unit’s website.
- Funding share – Centers members must contribute a minimum annual amount or “share” (for the current funding triennium this is \$35,000). In two cases Centers contribute a “double share”. This finances audit and advisory work of the Unit for that Center, and the medium term and the annual work programs agreed by the Unit with each Center reflects the resources made available by that Center’s contribution.

For the current funding cycle the CGIAR Secretariat contributes \$120,000 annually, to contribute to the operational costs of the Unit, for specific System-wide review tasks, and to support various services of the Unit that are “System-wide public goods”.

In addition some System-wide Programs which are independently managed from the Centers, such as the Challenge Programs, may contribute on an assignment-basis in order to pay for internal audits of their programs.

The Unit’s sources of funds for 2006 are summarized below:

CGIAR Secretariat contribution	120,000
Center contributions	595,000
System-wide program contributions	35,000
Carry over of 2005 unspent funds (estimate)	<u>42,500</u>
	792,500

6. Performance Assessment

The Unit’s performance is subject to evaluation:

- 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
- At least every five years by an independent external review, using as the benchmark the International Standards for the Professional Practice of Internal Auditing. These reviews are commissioned by the Board of Sponsors. The first review was conducted in 2004.

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 Plan.

CGIAR Media Unit

The detailed work plan is pending until the appointment of the Media Specialist is completed

Objective:

Obtain positive media coverage of the research-for-development activities of CGIAR Centers and the CGIAR System as a whole.

The unit will be sponsored by and provide services to 7 Centers (WARDA, CIAT, IWMI, ILRI, ICRISAT, WorldFish and the World Agroforestry Center) and the CGIAR Secretariat. It will be hosted by ILRI in Nairobi.

In the first year the unit is responsible to develop a media strategy that secures positive coverage of joint Center research achievements and impacts and subsequently develop a business plan to implement the strategy.

Science Council Secretariat Summary Work Plan 2006

1. Introduction

During 2004 and 2005, the Science Council (SC) assisted the CGIAR in developing a more sharply focused research program by identifying research priorities, assuring the relevance of science, enhancing impact and mobilizing agricultural research for poverty alleviation and the protection of natural resources and the environment.

2. Objectives

The objectives of the SC Secretariat's tasks in 2006 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 Terms Plans (MTPs) and logframes;
- Improving the quality of EPMRs, MTPs of Centers, System-Wide 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.

3. Science Council Secretariat activities and planned outputs for 2006 (clustered along the four System Office functions)

Activity	Input (US\$ 000)	Output
Strategic planning and development		
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
Management Services		
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	65	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	
Monitoring and Evaluation		
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	40	Assist the SC in follow-up review of SSA CP
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
Collaborative activities of the SC Sec with other units of the SO		
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	35	SC Sec: Implement the performance measurement assessment for centres
Support the development and implementation of a Performance Measurement for Challenge Programs	40	SC Sec: Assist in drafting guidelines for Performance Measurement of Challenge Programs

4. Organization and Governance

The SC Secretariat, headed by the Executive Director of the Science Council consists of four Senior Officers (P5-Level) and two Junior Officers (P3-Level). Two additional junior officers will be recruited by June 2006. On the administrative level, the office is currently supported by two administrative assistants and two temporary assistants. A new secretary at the G5 level will join the Secretariat in January 2006. Two openings for G2 level will be posted in 2006 to replace the temporary positions.

5. Finance in 2006

SC Secretariat Budget	Budget proposed for 2006 (\$US '000)	%
SC Sec Operations		
• Personnel	1938	89.5
• Consultants	50	2.3
• Travel	96	4.4
• General operating cost	80	3.7
Grand Total	2164	100

Strategic Advisory Service on Human Resources

The detailed work plan is pending until the recruitment of a new SAS-HR Director is completed.