

CGIAR SYSTEM OFFICE

INTEGRATED OPERATING PLAN 2006

APRIL 2006



The System Office

The System Office helps to capture wider system opportunities by identifying and pursuing opportunities to increase effectiveness, reduce costs, and enhance the funding of the System as a whole.

The 2006 Integrated Operating Plan (IOP) of the System Office

Executive Summary

The fourth Integrated Operating Plan (IOP) of the CGIAR System Office (SO) reflects individual and collaborative activities of nine System Office units serving individual Centers and the CGIAR system as a whole. The establishment of the Media Unit in 2006 raises the number to nine. The total budget of the SO for 2006 is estimated at US\$ 10.43 million.

1. Introduction

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

The SO comprises nine separate units (see Box 1).

Box 1: The System Office Units

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

Annex 3 includes summary work plans of the individual SO units. Full business plans are available from the units directly.

2. Establishment of a new System Office unit in 2006 – the Media Unit

In 2006, the new Media Unit in the System Office will become operational with an initial budget of US\$280,000. The unit will be sponsored by and provide services to seven Centers (WARDA, CIAT, IWMI, ILRI, ICRISAT, WorldFish and the World Agroforestry Center) and the CGIAR Secretariat. The unit will be hosted by ILRI in Nairobi.

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

3. Internal Audit Unit - All Centers signed up for its services

As of March 2006, all Centers will have joined the IAU consortium. In order to continue to service Centers effectively as the number of clients has grown, IAU has recruited a second Associate Director servicing the Centers based in the Americas. Geraldo Carstens, the new Associate Director will be hosted by CIMMYT.

4. New Alliance Officer heading FHAO

The Future Harvest Alliance Office (FHAO) was created by the CGIAR Centers to support collaboration among Centers. In March 2006, Anne-Marie Izac was appointed the Chief Alliance Officer, succeeding Geoff Hawtin, Interim Executive Officer. She will be heading the FHAO, which is expected to move to Rome and be hosted by IFAD.

5. First external assessment of the System Office

In 2006, the System Office will undergo its first external assessment, commissioned by the SO Steering Committee. The objective is to assess whether the SO, as a virtual structure, in fact helped to increase coordination, capture synergies and increase overall performance of central service units that support the Centers and the CGIAR System as a whole. The review is expected to be completed in summer 2006. The final report will be shared with the CGIAR Executive Council at their October Meeting.

6. Major System Office Service offerings planned for 2006

The System Office services comprise activities under: (1) Strategic Planning and Development (2) Monitoring and Evaluation (3) Communication and Resource Mobilization, (4) Management Services.

Below the highlights in each functional category are described.

6.1 Strategic Planning and Development – Highlights in 2006

At AGM '05 the new CGIAR System Priorities were approved by the CGIAR and System Office support will now go into the implementation of the priorities, starting 2006. This also includes the preparation of options for coordinated funding of system priorities and SC/SC Secretariat and holding a Member Coordination Forum at the next AGM.

A CSO Forum is planned for AGM '06, as decided at AGM '05. This will be one of the major activities of the System Office in helping to strengthen the CGIAR relationship with CSOs. In preparation for the Forum an Advisory Group with representatives from civil society organizations, including Farmers groups, CGIAR Members, Centers, and the Science Council is being established. This group would advise the CGIAR Secretariat on

the content and organization of the Forum to help ensure that it is most beneficial to all stakeholders.

The CGIAR Secretariat in collaboration with the SC Sec and CAS-IP plan to invite experts on Intellectual Property for a workshop to explore and discuss issues and options for a hybrid IP regime in the area of agriculture.

Table 1 CGIAR System Office Services – SP&D Highlights 2005

Unit	Strategic Planning and Development (SP&D)
SC Sec	Conducting perspective studies on System priorities
SC Sec / CG Sec	Support CGIAR priorities and their implementation
CGIAR Sec	Prepare options for coordinated funding of system priorities and SC/SC Secretariat
FHAO	Support the CBC/AB and CDC/AE in formation of the Alliance of Future Harvest Centers
CGIAR Sec/SC Sec/FHAO;	Strengthen CGIAR relationship with CSOs which share the CGIAR mission
CGIAR Sec, SC Sec, FHAO, CAS-IP	Initiate dialogue on hybrid IP regimes with IP experts
G&D	Integration: Strengthen G&D collaborations with scientists, programs, CGIAR
SO	Identify, define and communicate best practice to Centers (CIO, CAS-IP, IAU, G&D,SAS-HR)

A complete list of service offerings within this function can be seen in table 1a in annex 1.

6.2 Monitoring and Evaluation – Highlights in 2006

In 2006, the CGIAR Secretariat and the SC Secretariat continue to monitor CGIAR project portfolio and the Medium-Term Plans of Centers, as well as support the implementation of the Performance Measurement (PM) System. In addition, both will support the development of a PM System for the Challenge Programs. IAU continues to undertake its regular Center internal audits, advisory services, and progress reviews, and is also involved in the verification of Center-reported CGIAR performance measurement indicators.

CAS-IP will help in developing methods for identifying and inventorying Public Goods that would aid in tracking more consistently the development of public goods at the system-level.

Table 2 CGIAR System Office Services – M&E Highlights 2005

<i>Unit</i>	<i>Monitoring and Evaluation (M&E)</i>
CGIAR Sec, SC Sec	Support the development and implementation of a Performance Measurement for Challenge Programs
CG Sec/SC Sec	Support the development and implementation of a Performance Measurement System for the CGIAR
SC Sec	Organization and implementation of SC-commissioned System-level impact assessments
CAS-IP	Develop Methods for Identifying and Inventorying Public Goods
IAU	Undertake scheduled Center internal audits, advisory services, and progress reviews
CG Sec/ SC Sec/CIO/FHAO	Update and expand CGIAR project portfolio

Table 1b in Annex 1 shows a complete list of service offerings for this SO function.

6.3 Communication and Resource Mobilization – Highlights 2006

In 2006, The CGIAR Secretariat plans a number of events that help to strengthen support from and relationships with current member countries and cosponsors, including dialogues and briefings with Belgium, Netherlands, China, Portugal, Brazil and Mozambique.

The newly established Media unit will be working with Centers and the CGIAR Secretariat to promote a media coverage of the research-for-development activities of CGIAR Centers and the CGIAR System. The work plan of this unit will be finalized once the new Media Specialist, heading the unit, is on board.

Along with the implementation of the new system priorities both Secretariats will be collaborating in strengthening communication of priorities and CGIAR Impact to targeted audiences, and thereby seeking support for the CGIAR as a whole.

Table 3 CGIAR System Office Services – C&RM Highlights 2006

<i>Unit</i>	<i>Communication and Resource Mobilization (C&RM)</i>
CG Sec	Produce targeted, relevant materials that meet investor perceived needs – including brochures, booklets and video
Media	Help to obtain positive media coverage of the research-for-development activities of CGIAR Centers and the CGIAR System
CG Sec	Represent CGIAR externally – in particular strengthen engagement in Europe, Africa and China

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
SC Sec/ CGIAR Sec	Support the communication of CGIAR Science Council work (including System Priorities) and CGIAR Impact

Table 1c in annex 1 shows a complete list of service offerings for this SO function.

6.4 Management Services – Highlights 2006

All units are providing a number of regular services to the system ranging from (i) facilitating communities of practices – in the area of HR, internal audit, ICT-KM and communication, (ii) organizing meetings, workshops and other events – e.g. SC, Alliance and ExCo meetings, as well as AGM, and (iii) maintaining system-wide databases, information sites and paper series.

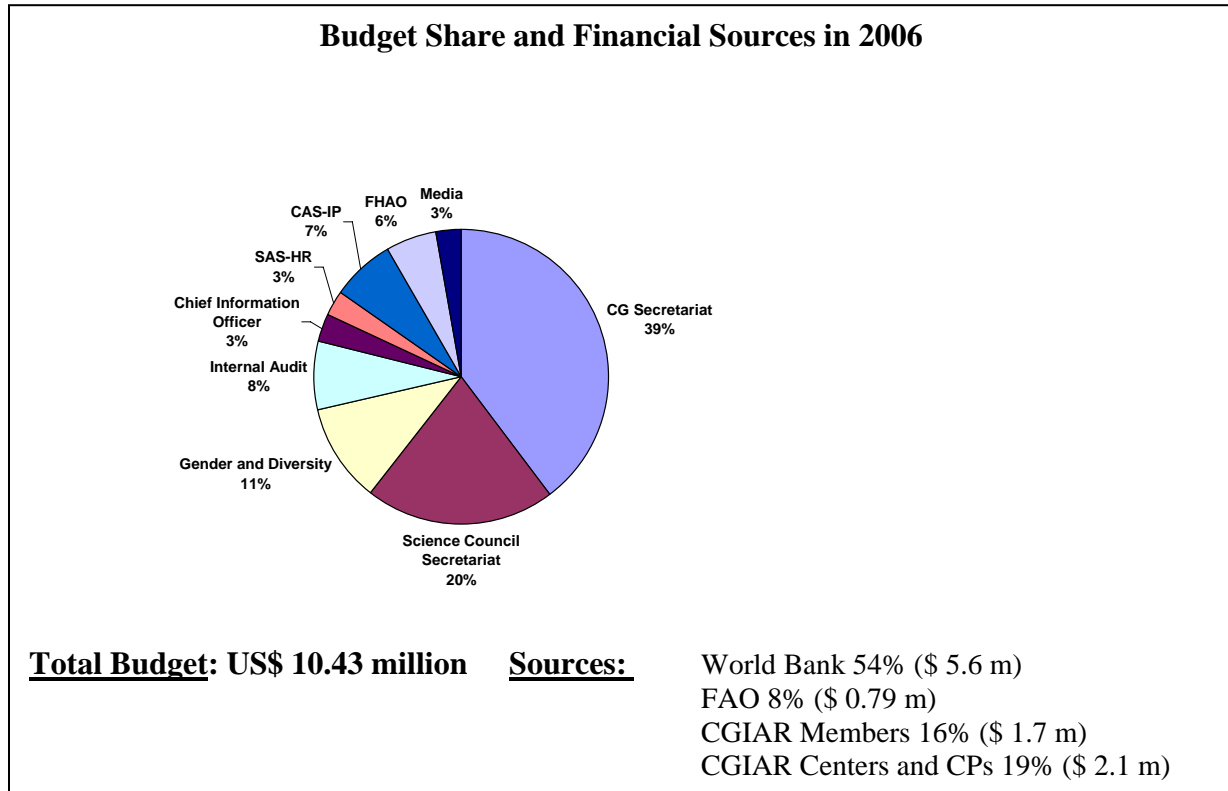
Table 4 CGIAR System Office Services– MS Highlights 2006

<i>Unit</i>	<i>Management Services (MS)</i>
SC Sec	Organizing Science Council meetings, including document preparation
CG Sec	Provide services to CGIAR Members in financial operation and administration of funds
CIO	Negotiate ICT contracts
IAU	Lead CGIAR Internal Audit network
G&D	Maintain G&D Website and publish working paper series
CAS-IP	Lead CGIAR Center IP Management Community of Practice
CG Sec	Maintain CGIAR website & core collection database
FHAO	Maintain Alliance/AE institutional memory and continuity
CGIAR Sec, G&D, IAU, CAS-IP, SC Sec	Initiate the update of guidelines for Center Boards (with CBC)

Table 1d in annex 1 shows a complete list of service offerings for this SO function.

7. Resource Summary

The System Office overall budget planned for 2006 is US\$ 10.3 million. The SO units have varied sources of revenue, including Centers, Challenge Programs, World Bank and other CGIAR members. The illustration below shows graphically the budget shares for the units and the funding sources overall.



8. Performance Measurement

The individual units participate in the staff appraisal system of their host institution or one established by their governing board (please see summaries of individual work plans for more details – Annex 3). For all unit heads a periodic 360 degree feedback evaluation exercise is used as an additional input into their annual appraisal. The next 360 degree assessment is scheduled for May 2006.

Units are also subject to regular audits and external reviews – e.g. in 2006 the CIO/ICT-KM Program is subject to an audit. This is part of the ICT-KM Program's M&E efforts. The results from M&E efforts of each of the 14 ICT-KM projects will feed into the overall review of the program.

Moreover, units follow a harmonized performance measurement format for the System Office. This comprises an activity-based budgeting and reporting process and the measurement of outputs against annually set targets.

In addition, the System Office as a whole will undergo an external assessment in 2006 as indicated earlier.