

Table 1a

## CGIAR System Office Main Service delivered in 2003

### Strategic Planning and Development

	Service delivered	actual input in \$ '000	Outputs produced
<b>CAS-IP</b>	Provide forum to exchange IP Mgmt Practice experiences (Annual IP Worksp)	47	IP-Strategy Meeting, Intellectual Asset Management Workshop, Workshop Report
<b>CAS-IP</b>	Identify best IP management practices at CGIAR Centers	10	Meeting presentations
<b>CAS-IP</b>	Resource for other System-wide bodies such as GRPC, SGRP, CSI, iSC	13	Meeting presentations
<b>CG Sec</b>	Support ExCo & AGM with substantive meeting documents, & follow-up action	557	Discussion documents and proceedings for AGM 2003 and two ExCo meetings, incl. Finance/Program Committee meetings; initiated CGIAR Task forces; backstopped ISNAR Restructuring; Joint PA/RM outreach strategizing at AGM with IR team
<b>CG Sec</b>	Coordinate activities of the CGIAR reform program	220	SC search completed, facilitated and monitored CP process, CGIAR Charter draft, reformed CG nominee process; regular virtual communication with CDC and CBC
<b>CG Sec</b>	Support the CGIAR Chairman's leadership of the CGIAR	155	6 Chairman briefs to the CGIAR, 6 international and 4 bilateral events supported, eg. Japan, Canada, ESSD-European Forum, Dubai - WB AGM, ESSD Week, Ireland, Scandinavia, Brazil and France; Chairman's brief for ExCo and AGM meetings
<b>CG Sec</b>	Back-stop partnership (NGOC/PSC) Committees	56	2 PSC meetings (face to face) and several video and teleconferences; initiated review of Partnership Committee
<b>CG Sec</b>	Represent the CGIAR within the World Bank (WB)	22	DGF 04 prepared; represented CGIAR in Rural Sector Board; Coordinated Briefing for WB EDs; Coordinated CG Center colleagues visits within World Bank; Coordinated CODE Briefing; Participated in World Bank Knowledge Fair, Supported JDW meeting with CEOs; Coordinated Biofortification briefing for HD staff, organized CGIAR events within the in ESSD Rural Week,
<b>CG Sec</b>	Strengthen relationships with civil society organizations & private sector	22	facilitated Wolfensohn's meeting with CEOs, special session at AGM'03
<b>CG Sec</b>	Prepare CG annual financing plan	22	2004 Financing Plan
<b>CG Sec</b>	Back-stop co-sponsor group and implement their decisions	11	organized meeting at FAO, Rome to discuss SC financing mechanism
<b>CG Sec</b>	Represent the CGIAR externally	11	Visits to 12 (potential) investors; representation of CGIAR at FAO-COAG, CGRFA, UPOV/WIPO, GFAR, FARA; visit to and collaboration initiated with Harvard Business School,
<b>CG Sec</b>	Monitor & report on trends affecting CGIAR, in international development	11	Briefings for CGIAR Senior Management on donor policies/trends (eg. DFID, EU, Belgium, France)
<b>CG Sec</b>	Update project portfolio database	11	2004 Portfolio document
<b>CG Sec</b>	Provide support as needed to SC and GRPC	15	SC and GRPC are now fully constituted and operational
<b>SC Sec</b>	Support the SC Chair's leadership of the SC	40	Support provided to the iSC Chair and the coordinator of the iSC/SC transition team
<b>SC Sec</b>	Assist in the transformation of TAC into a Science Council	30	Support to iSC/SC transition team during 3.5 months

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<b>SC Sec</b>	Support SC with substantive documents, & follow-up action	<b>30</b>	Preparation of meeting proceedings and handing over notes; support in preparation of documents for 2 iSC meetings and the AGM
<b>SC Sec</b>	Support SC in formulating advice on science vision, policies & strategies	<b>119</b>	Support in organising the consultations processes in the Priorities and Strategy exercise including interim reporting for AGM; support in implementing several strategic studies: e.g. on INRM, social sciences, and biosafety
<b>SC Sec</b>	Assist SC in Challenge Programme definition and selection	<b>30</b>	Assistance in peer reviewer selection and appointment, in correspondence and preparation of iSC commentary
<b>SC Sec</b>	Support SC in formulating advice on the research planning	<b>10</b>	Assistance in providing guidelines for Centre Medium-Term planning
<b>FHF</b>	Benchmark resource mobilization results	<b>5</b>	Resource mobilization survey produced for AGM and presented to CDC and RM professionals
<b>FHF</b>	Benchmark policy impacts	<b>0</b>	Except in terms of regular Future Harvest media and management reports to CDC and Stakeholders, this was not accomplished.
<b>IAU</b>	Define best practices at collaborating centers	<b>8</b>	Issue/update 10 good practice notes and 1 discussion paper
<b>IAU</b>	Develop audit standards within the CGIAR system	<b>23</b>	CGIAR Internal Audit Prof Dev Week - proceedings posted in IAU website
<b>G&amp;D</b>	Research to identify best G&D practices	<b>48</b>	"Working with Diversity in Collaboration: Tips and Tools" produced.
<b>G&amp;D</b>	Design and provide support to center-level G&D activities	<b>122</b>	Mentoring Program launched with more than 100 CG scientists participating in the pilot phase.
<b>G&amp;D</b>	Build internal center staff capacities for G&D	<b>53</b>	Online session for the mgt team of the Food and Water Challenge Program. " Monitoring and Evaluating Diversity Goals and Achievements: Guidelines and Tools for CGIAR Boards of Trustees" produced. Cost sharing training for HR Managers.
<b>G&amp;D</b>	Promote women's advancement	<b>19</b>	29 women trained on leadership and management
<b>G&amp;D</b>	Assist centers with HR policy development	<b>47</b>	Updated information and model action plans provided resulting in 13 Centers completing their HIV/AIDS action plans.
<b>G&amp;D</b>	G&D website and publications series	<b>69</b>	G&D newsletter series initiated, reaching over 1000 people worldwide, about 50 percent of whom work for the CG.
<b>CIO</b>	Research to Identify Best ICT and KM Practices	<b>26</b>	4 sets of good practice documents in cooperation with the CGIAR System Office Internal Audit Unit were produced in the area of IT management ranging from IT Risk assessment to IT Performance Indicators to IT Business Continuity Planning. Knowledge Management (KM) practices were investigated in preparation for new information strategy.
<b>CIO</b>	Identify system-wide objectives for harmonised global org. workshop	<b>26</b>	In the formulation of the ICT-KM strategy and the Investment Plan, system-wide objectives identified in efforts to harmonise the implementation of the plan. During the ICT-KM Advisory Group Meeting in Rome in May 2003 and again in November linkages among activities were identified to ensure the objectives of the investment and the strategy were harmonised.
<b>CIO</b>	Design new information strategy and develop implementation plan	<b>110</b>	A sound system-wide ICT-KM strategy developed and investment plan for 2004 prepared.