

## Management Services

Service Clusters	Unit(s)	Service Offering in 2005	Input in '000 US\$	Actual Input in '000 US\$	Output to be achieved in CY 05	Actual outputs achieved in CY 05
Events and Meetings	CG Sec	Organize & manage the Annual General Meeting (AGM) & ExCo meetings	319	319	AGM 2005, ExCo meetings	AGM 2005 held in Marrakech, 2 ExCo meetings held (in Berlin and Stockholm)
	CG Sec	Organize System Office events and meetings	26	26	Fourth SO workshop, quarterly teleconferences; AGM presence/display	Fourth SO workshop held in Stockholm, quarterly teleconferences; AGM presence/display
	FHAO	Events planning for CDC/AE and for joint CDC/AE and CBC/AB events	36	50	Two annual meetings, meeting documents, minutes	Two Alliance meetings held, two ExCom meetings, with full minutes and follow-up decisions included in minutes
	FHAO	Coordination of inter-center presentations	2	6	Center-Members Day at AGM05	Centers and Members Day program organized in conjunction with CG Secretariat, presentations prepared as requested for key CGIAR events for ESSD forum and Robert McNamara seminar
	SC Sec	Organizing Science Council meetings, including document preparation	160	160	Logistical organisation of SC meetings in May and September, design of meeting agenda, EOM report	
	CAS-IP	Organizing Annual CGIAR IP-Strategy Group Meeting	15	15	5th CGIAR-IP-Strategy meeting held	Meeting held
	CAS-IP	Organizing Annual CAS-IP Expert Advisory Committee Meeting	25	25	7th CAS-IP, EAC Meeting held	Meeting held
Develop/ maintain management related data and knowledge	CG Sec	Develop CGIAR website & maintain core collection	89	89	website and core document collection is updated and accessible	website and core document collection is updated and accessible
	CG Sec	Monitor and advise centers on CGIAR annual funding/databases	51	51	CGIAR Financing Plan, Medium Term Plan	"early warning" briefings to Centers on major changes in funding sources
	CG Sec	Maintain CGIAR, candidate and contact databases (open access though the web)	89	89	Contacts database operational	Contacts database operational
	FHAO	Maintain CDC's institutional memory and continuity	4	15	CDC Archives established, Collaboration site expanded	Phase I completed via work accomplished by a consultant hired to establish AE Archives. These will feature on Collaboration site and within the CGIAR core collection (Phase II next year).
	SC Sec	Developing and maintaining SC databases and roster of peer reviewers	40	40	Support to SC in establishing expert vetting procedures; management of database	Support to SC in establishing expert vetting procedures; management of database
	SC Sec	Developing and maintaining SC website and document collection	55	55	Further development of SC web site	Further development of SC web site
	G&D	Maintain G&D Website and publish working paper series	89	82	website, papers	website updated, two new G&D brochures produced, one G&D mini-film produced and two new working papers in process
Organizational Development and Capacity Building (Staff)	CG Sec	Support CBC and organize new Trustee training/orientation activities	51	51	Board of Trustees Orientation program conducted, CBC meeting documents	Board of Trustees Orientation program conducted, CBC meeting documents, briefing of CBC Chair and one incoming CGIAR nominee
	CIO	Strengthening of Communities of Practice	29	29	Communities of Practice strengthened. Two workshops and advice provided on request	<ul style="list-style-type: none"> <li>Supported the strengthening of the IT, IMs, GIS and Webmanagers communities of practice</li> <li>Organized Annual IT Managers Meeting</li> <li>Contributed ideas to the Annual Information Managers Meeting</li> <li>Represented the Program at the Annual G&amp;D Associates Workshop and IA Consortium Board of Sponsors Meeting</li> </ul>
	CIO	ICT-KM Advisory Group activities	35	24	ICT-KM Advisory Group strengthened. One workshop and ongoing consultations	Supported the ICT-KM Advisory Group
	CIO	Support strengthening of Internal Staff Capacities	17	11	Internal staff capacities strengthened	<ul style="list-style-type: none"> <li>Participated in KS in Research Project Inception Workshop, G&amp;D Annual Associates Workshop, Online Learning Resources Workshop, Knowledge Sharing Project Review and Planning Workshop</li> </ul>
	IAU	Lead CGIAR Internal Audit network	16	16	Maintain an active CGIARIANET discussion group; maintain and update the IA web pages in the CGIAR website; implement an IAU risk assessment and audit management database;	* CGIARIANET discussion group active through 2005 * IAU web pages updated/expanded through 2005 (See footnote 1)
	G&D	Gender analysis of CGIAR's retention and mobility trends	56	0	Document gender differences in career development, and the reasons	Not achieved: research project postponed.
	CAS-IP	Institutionalize In-Center IP Management	22	17	Provide information, reports, consultations, workshops/modules, as requested; provide information exchange venue	Agreements drafted, agreements reviewed, other IP Management documents reviewed, advice given to Centers
	CAS-IP	Lead CGIAR Center IP Management Community of Practice	20	5	Organize the 5th IP-Strategy Meeting; publish CAS-IP Newsletter; Establish an on-line "collaboration" area for IP Strategy group and strategic partners/collaborators	Collaboration area established
	CAS-IP	Assist in developing in-Center IP Management Units	12	2	Report detailing the experience of existing IP Management Units	Manuscript being prepared in conjunction with ICRISAT
Management policy, guidelines and manuals	CG Sec	Update CGIAR Financial Manuals	77	0	Financial management guideline; Procurement guidelines	not completed
	CG Sec	Update of guidelines for Center Boards (with CBC)	64	0	new Board guidelines	not completed - postponed to 2006
	CAS-IP	Assist centers with IP policy and implementation (IP tools)	100	51	Respond to Center requests; Write reports as needed; Carry out CP-commissioned research	Responded to Center requests and prepared materials for Centers, GCP-commissioned research performed; see footnote 2)
Implementation and Operational support	CG Sec	Negotiation and approval of Multi-Donor Trust Fund (MDTF)		160		MDTV established; 13 member agreements for TF finalized; user requirements completed

	<b>CG Sec</b>	Assist CGIAR Members with financial disbursements	319	319	adequate Center cash flow; efficient and timely disbursement within agreed accountability framework	172 millions US\$ disbursed
	<b>CG Sec</b>	Collaborate with SO units as sponsor/client	51	50	agreed work and financial plans; effective dialogue with SO units and sponsors	agreed work and financial plans; effective dialogue with SO units and sponsors, including initiation of Media Unit + TOR and recruitment of Media Specialist
	<b>CG Sec</b>	Explore, with centers, opportunities for coordinated purchasing	38	0	document identifying scope and process for coordinated purchase	not completed
	<b>CG Sec</b>	Coordinate System Office functioning	38	38	SO annual report 2004, IOP 2005; backstop Steering Committee	SO annual report 2004 and IOP 2005 published; backstop Steering Committee
	<b>CG Sec</b>	Implement new CG nominee process	38	38	new process operational	pilot process operational and 6 new CGIAR nominated Board members appointed, lessons learnt paper from first cycle prepared
	<b>CIO</b>	Support implementation of projects under 2004 ICT-KM investment plan and prepare lessons learned	32	43	1st year of implementation of the 2004 Investment plan shows good progress. Some documents on lessons learned are included but the rest are separated.	<ul style="list-style-type: none"> <li>Supported project coordinators in implementing the projects by carrying out frequent consultations and regular communications and support.</li> <li>Participated in project meetings</li> <li>C4D Decision Meeting achieved major results</li> </ul>
	<b>CIO</b>	Negotiate ICT contracts	25	23	Services currently under CGNET contract re-tendered	<ul style="list-style-type: none"> <li>Preparation for IT Managed Services Re-tendering</li> <li>Facilitated joint subscription to 2 journals</li> <li>Facilitated 2 system-wide purchase and renewal of 2 system-wide purchases</li> <li>The savings through these system-wide purchases exceed USD330,000.</li> <li>Supported the CG Library Managers in the evaluation of their consortia activities</li> <li>All 15 CGIAR Centers successfully migrated to Microsoft Active Directory and upgraded to Exchange 2003</li> </ul>
	<b>CIO</b>	Liaison with external partners	4	5	Proper communication with stakeholders and external partners	<ul style="list-style-type: none"> <li>Introduced quarterly e-newsletter to publicize and promote the program's objectives and activities</li> <li>Program's articles featured in the CGIAR e-newsletter and other publications i.e. Inside Knowledge Magazine and IAALD's 2005 Quarterly Bulletin</li> <li>Frequent visits and interactions with FAO</li> </ul>
	<b>FHAO</b>	Assist CDC/AE develop/administer budget incl. center shares for central services	22	20	Draft budget	Collective budget of US\$ 1.2 million developed, including financial oversight for AE-funded Units in concert with AIARC.
	<b>FHAO</b>	Facilitate CDC/AE management	94	94	Information exchange among CDC members	Daily and weekly monitoring of communications and information exchange amongst Alliance members
	<b>SC Sec</b>	Assist the SC Chair in coordinating SC Activities	66	66	Input to SC Chair's planning of SC meetings in May and in September	Input to SC Chair's planning of SC meetings in May and in September
	<b>SC Sec</b>	Preparing documentation for CGIAR meetings	70	70	Preparation, printing and distribution of SC meeting documents for CGIAR meeting	Preparation, printing and distribution of SC meeting documents for CGIAR meeting
	<b>SC Sec</b>	Facilitating liaison and communication between SC and Centres	20	20	Assist SC in developing links with Centres	Assist SC in developing links with Centres
	<b>SC Sec</b>	Liaising with FAO on administrative and technical aspects of SC	30	30	Administrative operations completed; FAO expertise input to SC secretariat work received	Administrative operations completed; FAO expertise input to SC secretariat work received
	<b>G&amp;D</b>	Support centers' G&D goal achievement	113	88	Delivery of G&D services to support specific center goals	Delivery of G&D services to support specific center goals: fully achieved, including three new center-of-the-year awards
	<b>CAS-IP</b>	Develop and carry out a CGIAR-Centers IP Management Survey	20	5	Preparation of a Report that includes suggested strategy for improved IP Management in Centers	1st Draft of Report prepared
	<b>CAS-IP</b>	Intern program	4	25	Identification and assistance with internships at 2 Centers	Interns placed in 3 Centers and 1 at CAS; Sabbatical supported.
	<b>CAS-IP</b>	Development of tools for identification of Center products and deployment	15	5	Improved, revised tools	Research project and report on identifying PGs from Center records
	<b>CAS-IP</b>	Support multi-Center collaboration regarding background and foreground intellectual assets	10	20	Interact with CP Management	Meetings attended; Presentations given; see footnote 3)
	<b>CAS-IP</b>	Support external partnerships with CGIAR Centers regarding intellectual assets	15	30	Prepare tools for identification of background intellectual assets	On-line version of IP tool to debut in early 2006.
	<b>CAS-IP</b>	Provide referral directory of IP professionals	2	2	Revise and maintain directory	CAS-approved Legal Experts database added.
Governance and Management/Legal advice	<b>CG Sec/ CA</b>	Support centers and CP's on legal and governance issues	20	0	CAS-IP: Advice on legal and governance issues; up-to-date database/network of IP professionals	
			25	65	CG Sec: Advice on legal and governance issues;	assistance to the establishment of the Alliance, IITA-WARDA alignment and development of IWMI/WorldFish shared corporate services
	<b>FHAO</b>	Assist CDC analysis and action on common standards and shared services	40	20	An analysis of additional common standards and services to create greater efficiency and effectiveness in the delivery of the Centers' work	Critical links put in place for solid communication and joint meeting planning for AB, ADE (former CDCC) for follow-up to collective work and shared services. Backstop DGs offices as required to
	<b>CAS-IP</b>	Assist the FHAO with FHA-IP Management Issues	10	10	Review of IP Management strategy to support FHA	Agreements/Guidelines reviewed and refined
	<b>CAS-IP</b>	Review: IP provisions in agreements, IPR filings	48	25	Review of documents as requested by Centers	Agreements/Guidelines reviewed and refined

1) \* IAU databases - implementation begun but will require another year before we can say these are fully operational, as data population efforts are greater than anticipated, all the more so as the IA consortium continues to expand

2) On-line products for GCP will debut in early 2006.

3) CAS consultant now based at IFPRI; should head to more interaction with H+CP.