

CGIAR System Office

Draft Integrated Business Plan



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INTRODUCTION

In May 2001, the interim CGIAR Executive Council established a Task Force on the System Office, co-chaired by Meryl Williams and Joachim de Haas. was established to articulate proposals covering key aspects of the establishment of a System Office. The Task Force reported to the interim Executive Council in September 2001. At AGM01, the CGIAR made the decision to establish the CGIAR System Office, as one of the four initial pillars of the CGIAR reform program. Specifically, the Group decided:

Decision 4. System Office

(a) The CGIAR will establish a System Office.

(b) A single, integrated communication strategy, for coherent communication and fund-raising, should be developed by the System Office, the Centers, and Future Harvest.

In March 2002, a CGIAR System Office Workshop was held in Washington, and representatives from all then-existing SO units proposed that the Integrated Business Plan be prepared for presentation at the ExCo in September 2002, followed by discussion at AGM, and for implementation in January 2003. A Steering Committee composed of the CGIAR Chairman, the CGIAR Director, the interim Science Council Chairman, and the Chair of the Center Director's Committee (CDC) was established, and McKinsey & Company assisted the Committee in the design of an overall framework and preparation of initial documents including the *Business Case*. These materials were discussed with the CDC at their meeting in May 2002.

In April 2002, the Executive Council (ExCo) confirmed that the CGIAR Director should coordinate the development of an *Integrated Business Plan (IBP)*. The IBP is composed of two parts, the *Business Case* (completed in June 2002), and the *Integrated Operating Plan (IOP)*.

The development of the Integrated Business Plan started in July 2002, guided by the Steering Committee. The Project Leader for the Integrated Operating Plan development is currently based at the CGIAR Secretariat.

This document contains the following elements:

1. Highlights of the Business Case.
2. A first draft of the Integrated Operating Plan.
3. Next steps.
4. Exhibits and annexes, including activities proposed by System Office units and a brief description of the history, activities, and organization of the units themselves.

The purpose of this paper is to inform the CGIAR on the status of the System Office development and in so doing to focus on the remaining decisions that must be made. The issue of management and governance of the System Office requires ongoing consideration. Also, discussion of next steps in finalizing the 2003 operating plan, with component units of the System Office, will be facilitated with the information in this preliminary draft of the Integrated Business Plan.

THE BUSINESS CASE FOR A SYSTEM OFFICE

This section outlines the business case for the System Office, and is intended to clarify a number of important issues. It is structured around four key questions:

1. Why set up a System Office?
2. What will the System Office do?
3. How will the System Office be organized?
4. How much will the System Office cost, and how will performance be measured?

Why Set Up A System Office?

The need to create a System Office emerges from CGIAR's unique history and organizational structure – as well as various internal and external forces confronting the System.

The unique history and organizational structure of the CGIAR:

- The CGIAR is a consortium of 58 Members that support 16 independent agricultural research centers across the world. Since its founding more than three decades ago, the CGIAR has operated in a highly decentralized manner at both the Member and Center levels. For example, individual Members usually have made independent funding decisions to support specific Centers or Center programs, while the 16 research Centers have operated as separate institutions, with their own boards and legal status.
- This independence notwithstanding, both Centers and Members have developed various means to coordinate decisions, actions, and resource flows – and to take advantage of the scale that the System offers. These coordination mechanisms include governance and communications bodies such as ExCo, the CDC, and numerous Center-led interest groups. Together, Centers and Members also created a series of central service units to support their interests and activities. These units have grown organically over time and, for the most part, have operated independently from one another. In 2003 the CGIAR System will have 10 such central service units with a proposed budget of approximately USD \$10 million. Seven of these units have been founded in the last five years, largely by the Centers.¹

While the current approach has served the System well, certain **internal forces** are compelling the central service units to change, including:

- **Gaps and overlaps in existing central services.** There is a strong belief that the central units have been established in a “one-off” manner, and have worked too independently. As a result, there are gaps and overlaps in the service offerings. For instance, in resource mobilization and fundraising, the CG Secretariat and Future Harvest Foundation have not adequately defined their respective roles or leveraged each other's unique skills and resources. Likewise, in strategic planning and development, some believe there has not been a sufficiently concerted effort to map out a strategy and alliance value proposition to

¹ The newer units were founded in the following years: Future Harvest Foundation (1998), CDC Executive Secretary in 1998, Gender and Diversity Program (G&D) in 1999, Central Advisory Service for Intellectual Property (CAS-IP) in 2000, Internal Auditing Unit (IAU) in 2000, the CGIAR Information Officer (CIO) in 2002, and the Strategic Advisory Service for Human Resources (SAS-HR) in 2002 but to begin operations in 2003.

non-traditional partners, including corporations, and to pursue these potential alliances in a disciplined manner.

- ***Desire for increased transparency, performance focus and simplicity.*** While most of the System's central support units currently provide an annual report, Members and Centers believe that many of the units lack sufficient transparency in their activities – and do not report on progress against clear and measurable goals. At the same time, the decentralized nature of the units has made it difficult for Members, Centers, and others to clearly understand the workings and performance of these units.

In addition, certain **wider System forces** are also pushing CGIAR to change, including:

- ***Increased competition for funds.*** In recent years, some of the CGIAR's traditional Members have found themselves operating with smaller budgets and under pressure to fund global issues, including HIV/AIDS and the environment, that have assumed prominence over agricultural research. While the CGIAR as a whole has not experienced dramatic reductions in funding, the competition for funds against other worthy initiatives is increasingly intense.
- ***Growing donor focus on performance.*** CGIAR's Members, like most sources of ODA, are taking a greater "performance focus" – i.e., demanding greater consistency and transparency of reporting and clearer demonstrations of return on investment. In part due to the System's decentralized structure, the CGIAR has been seen by some as a reluctant adopter of these demands.
- ***Demands for closer ties between the Centers.*** While recognizing the historical benefits of independence, the Members have expressed a desire for the Centers to develop closer links to improve impact and relevance.
 - ***Operational links.*** Members believe that there may be substantial opportunities for the Centers to secure scale-related gains in better coordinating or consolidating operational activities – e.g., joint purchasing of services, and the development of additional shared services in areas like human resources.
 - ***Research links.*** Members also believe that the Centers can – and should – develop closer research ties. While the Challenge Programs (i.e., separately funded and managed cross-Center research initiatives) and the clustering concept (i.e., closer ongoing links between various Center subsets) are attempts to promote such collaboration, there is a desire to move further.
- ***The need for a systematic approach to branding, and more generally, positioning of the CGIAR with existing and potential donors.*** Today, the System is often promoted with two global brands – a situation that has created confusion outside the System and contributed to friction within the System.
- ***An increased need to ensure that stakeholders and beneficiaries are part of the System.*** Members have made it clear that their support for the CGIAR depends on extending the reach of the System to many other constituencies, including forming strong and participative linkages with developing country partners.

What Will the System Office Do?

The System Office will serve as a virtual organization, bringing greater coherence to the 10 central support units, to enhance overall performance. As such, the System Office will function on two levels:

Level 1: Improve existing services. The existing units that comprise the System Office provide a variety of services to Members and Centers – as well as to stakeholders and interested partners. These services fall into four broad functional categories:

- Strategic planning and development. Includes various elements within strategic planning, financial management, and new opportunity identification.
- Monitoring and evaluation. Relates to the oversight of existing initiatives and activities, including individual Center research agendas and overall impact assessment of the CGIAR System as a whole.
- Public awareness and resource mobilization. Includes impact illustration, communications and outreach, branding, and fundraising to current Members, and new donors and stakeholders.
- Management services. Encompasses the provision of various services relating to human resources, organizational development and effectiveness, finance, legal, information technology and event planning.

The System Office will take steps to increase the efficiency and effectiveness with which the units provide these services. Specifically, this will mean a reduction in “overlaps” between the units and increased collaboration, to better leverage each unit’s skills and resources. As a first step toward these goals, the preliminary System Office activities have included the development of an Integrated Operating Plan (IOP). The IOP is an annual reporting and planning document that provides a single and coherent view of the System Office and its units – and in so doing delivers a number of benefits, including:

- Better defined roles and responsibilities;
- Shared performance goals and accountabilities;
- Clear performance metrics; and
- Increased communication and transparency.

Level 2: Help capture wider System opportunities. The System Office will also seek to enhance overall System performance, by identifying and pursuing opportunities that will increase effectiveness, reduce costs, and enhance the funding of the System as a whole. Discussions were conducted with key Members, Center Directors, and other stakeholders to determine: (1) the appropriate role for the System Office in pursuing these opportunities, and (2) the nature and location of the greatest opportunities.

- Role. The System Office will play an orchestrating or driving role in pursuing wider opportunities. For example, the System Office could work with the Centers to identify new shared services opportunities such as personnel recruiting, bio-safety, and alliance management, value the most promising of these opportunities, and then with the Centers, determine the most appropriate business model (e.g., an opt-in/fee-for-service approach) for providing these new services. As a facilitator, the System Office would help orchestrate and inform the process, leaving final decision to others.

- Opportunity areas. Members and Center Directors have pointed to an initial set of opportunity areas for the System Office, that include:
 - *Shared services*. The System Office will be positioned to help identify, value, and selectively promote new shared services that leverage the System’s scale to reduce costs (e.g., joint purchasing of equipment, travel services), add new skills (e.g., bio-safety, alliance management) and/or increase managerial focus. In addition, current shared services areas may have the potential to leverage their capabilities across more Centers.
 - *Public awareness and resource mobilization*. The System Office could help the System develop a more coherent public awareness and resource mobilization strategy. For example, this could mean creating a streamlined approach to interacting with Members on a more disciplined and integrated strategy to attract non-traditional donors.
 - *Enhanced reporting*. The System Office will help develop and implement enhanced reporting processes that would increase consistency, transparency, and performance-focus across the System.
 - *Human resources*. The System Office will improve the System’s HR approaches and programs. For example, there may be an opportunity for the System Office to help identify and create new professional development and training programs at multiple levels, including senior staff (e.g., new board members and Center DGs), program managers (Challenge Program and Technical Project managers) and young professionals.
 - *Research collaboration*. The System Office could assume a number of different roles in supporting the desire for increased collaboration between the Centers, and between the Centers and outside actors. Specifically, this might mean that the System Office provides back-office support to the Challenge Programs or takes steps to promote other forms of collaboration, such as System-wide alliances with major universities and corporations.
 - *Knowledge management*. The System Office will support the improvement of CGIAR’s knowledge management capabilities and the leveraging of knowledge across and outside of the System.
 - *Potential Opportunities*. There are additional opportunity areas for the System Office. Some of these potential areas can be identified today (e.g., supporting the overall System strategy process by helping to shape the ExCo agenda). Other opportunity areas will emerge over time as the System evolves.

How Will the System Office be Organized?

In order to achieve these benefits, the System Office – i.e., the units within the virtual structure – is moving toward a more coordinated and cohesive approach to providing services. A number of decisions have been made relative to governance and organization.

Current View on Governance and Organization

Overall organizational structure

- The System Office is a virtual organization, depending on the staff and resources of its member units *and others in the System* to get work done and meet its goals. As such, it does not represent a new unit nor have separate legal status or a distinct institutional location.
- The System Office is not a physical consolidation of existing units; nor is it expected to lead to the structural consolidation of all units; activities will continue to be geographically and institutionally dispersed.

Membership and scope

- The System Office comprises the main central service units of the CGIAR System.
- Initial membership of the System Office includes: the CGIAR Secretariat, Science Council Secretariat, the Future Harvest Foundation, Internal Auditing Unit, Gender and Diversity Program, the Central Advisory Service on Intellectual Property (CAS-IP), the CDC Executive Secretary, Association of International Agricultural Research Centers (AIARC), the CGIAR Information Officer (CIO), and the Strategic Advisory Service for Human Resources (SAS-HR).
- Dynamic membership. While the System Office will encompass all the central service units of the CGIAR System, membership will be dynamic – i.e., new units may be added and some existing units may be phased out as demand and conditions change.²
- The scope of the System Office’s activities covers four main functional areas:
 1. Strategic Planning and Development
 2. Monitoring and Evaluation
 3. Public Awareness and Resource mobilization
 4. Management Services
- Certain functional or sub-functional services (e.g., monitoring and evaluation of the Centers; perhaps Center activities) will need to be “cordoned off” or excluded from the mainstream workings of the System Office in order to ensure appropriate degree of independence and trust.

Governance

- For the initial launch period (March-December 2002), the System Office is governed by a Steering Committee.
 - The Steering Committee is composed of the CGIAR Chair, the CGIAR Director, the CDC Chair, and the interim Science Council Chair.

² The Centers have expressed a strong desire that the creation of the System Office in no way infers a permanence or institutionalization of the current units. Indeed, it is expected that over time the usefulness of some central units will diminish as demand drops or, more likely, as skills become embedded within the individual Centers themselves.

- The Steering Committee has played an activist role in shaping and overseeing the work of the System Office. Specific responsibilities include: (i) defining the overall direction, work plans, and milestones of the System Office – and monitoring progress against these goals; (ii) communicating the plans, progress, and challenges of the System Office to ExCo, the CDC and other key stakeholders; and, (iii) ensuring that the individual SO units and their staff provide the needed level of commitment to launch the System Office
- The Steering Committee is accountable to ExCo, and has made periodic reports to that group on the progress and challenges of the System Office. By December 2002, a decision should be made regarding the ongoing governance structure of the System Office – i.e., whether to continue with or make alterations to the current governance approach.

Accountabilities and contributions

- The System Office *as a whole* will be accountable to ExCo.
- The individual SO units will continue to be accountable, in a fiduciary and service sense, to their current governing authorities.
- As members of the System Office, the SO units are expected to meet the following commitments:
 - Full participation in and compliance with the IOP process;
 - Attendance in relevant SO planning or communications forums designed to facilitate the launch and ongoing operations (e.g., annual planning workshop) of the System Office;
 - Where possible and appropriate, assistance in helping the System Office pursue wider opportunities.

Management and staffing

- During the launch phase i.e. through AGM02, the CGIAR Director is responsible for the delivery of the Business Case and the development of the IOP.
- The System Office appointed a Project Leader to oversee the development of the IOP.
- Beyond the launch phase, ExCo will need to determine (based on a System Office Steering Committee recommendation) the appropriate governance and management structure for the System Office going forward.

Key questions on Governance and Organization

Overall organizational structure

- Given the concurrent views that (1) the System Office should be accountable to ExCo, while (2) its units will be accountable to their separate boards – what organizational adjustments are necessary to ensure alignment around a single set of goals?

Membership and scope

- Which functions or sub-functions need to be “fire walled” – and how will this work as a practical matter?
- Which Center-based committees will play a role in the System Office – and how will this interaction be defined and facilitated?

Governance

- After December 2002, how will governance of the System Office be structured?
- How will the System Office ensure strong and ongoing support from the Centers – i.e., that they view themselves as (and indeed are) true shapers and participants in the System Office? How will this be facilitated?
- Who will set the performance metrics for the overall System Office and for each unit, and how will they actually be operationalized (e.g., personnel reviews, funding decisions)?
- What other governance and structural changes will be needed to facilitate the launch and operations of the System Office? For example:
 - Should the CDC promote greater continuity in the governance of the units that serve its interests (e.g., G&DP, Internal Audit, and CAS-IP)? For example, should the CDC have the same three or four DGs serve on all the boards, thereby ensuring more coherence and continuity?
 - Should reporting cycles be standardized among the various units to facilitate integrated planning?

Accountability and contributions

- Should accountabilities be realigned in the future to encourage cohesion around a single set of goals?

How Much Will the System Office Cost and How Will Performance be Measured?

Due to its virtual nature and use of existing staff and resources, the System Office will not entail significant incremental investment above the current operating budget of the units.

Beyond the specifics of measuring the performance of the individual SO units, it will be crucial to develop a clear set of performance measures for the System Office as a whole – and ensure that Members and Centers agree with these measures and evaluate the progress of the System Office against them. To accomplish this, the System Office will develop a balanced scorecard in order to determine and monitor both output and input measures:

Output measures. Ultimately, the System Office will be held accountable for making progress against three main goals:

- Improved effectiveness

- Reduced costs
- Increased funding

Input measures. The System Office will track certain “input” measures that are drivers of the desired outcomes. These input measures include:

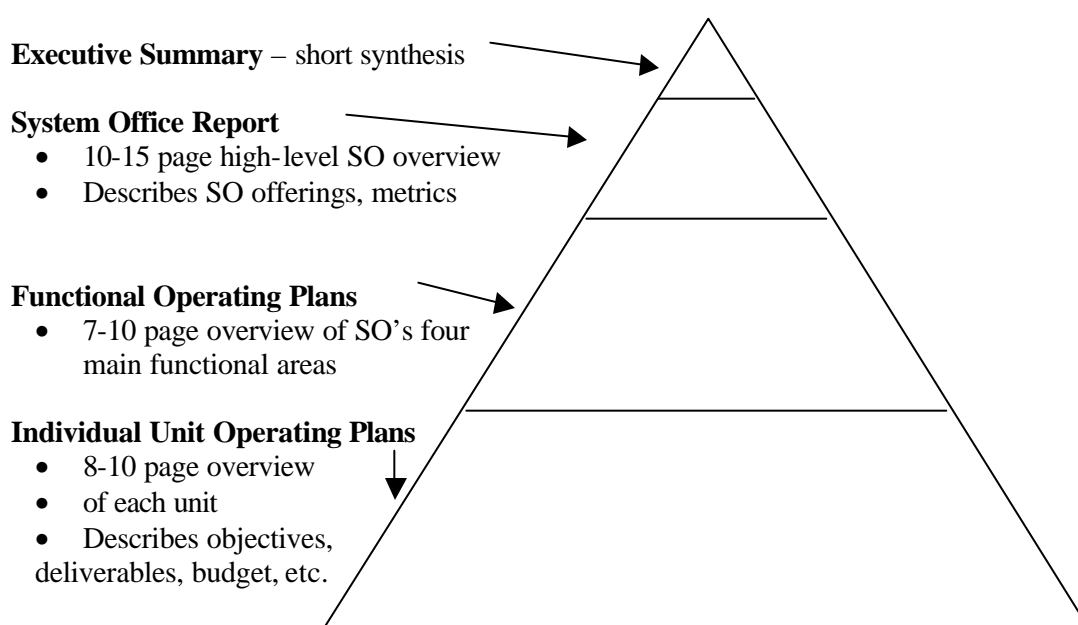
- Operational measures will relate to how well the System Office is performing against key operational goals, such as developing a roadmap for new training programs, approaching new donors, or raising the overall awareness of CGIAR and the Centers.
- Relationship measures relate to how well the SO units – and others in the System – are working as an alliance. For instance, has trust and transparency increased between the units? Are the units communicating better and interacting more with one another? (While these are highly qualitative, it would be possible to develop an annual 10-20 question survey that measures these relationship fitness elements).

THE DRAFT INTEGRATED OPERATING PLAN (IOP) FOR THE SYSTEM OFFICE

The case for establishing a CGIAR System Office was described earlier and this section is the first draft of the Integrated Operating Plan. The process to date started with the appointment of a project leader on July 1, 2002, who reports to the Steering Committee, and operates out of the CGIAR Secretariat during this development phase.

Process, Timetable, and Status

The development of the IOP is a process carried out in stages, the whole of which is shown in the following graphic.



The original timetable called for the complete Integrated Operating Plan – all components in the triangle – to be completed by the end of 2002. However, it became clear that this was overly optimistic, for a number of reasons, notably that individual units required more time to confirm their 2003 plans and budgets. As well, the more strategic task of developing an integrated functional operating plan will spill well into 2003, and will require efforts from a fairly broad cross-section of unit staff, CDC, and other CGIAR System stakeholders.

The conforming of individual units' draft 2003 plans and financial information (bottom of the triangle) will be finalized upon approval by the respective oversight committees. All unit heads were asked to provide the following information:

Background, Objectives, and Organization/Financing

- Brief introduction that includes the history of the unit.
- A statement of objectives, formal if possible (according to charter or business plan).

Governance, Operations, and Budget

- How does the unit justify its value to its customers and the CGIAR, overall?
- Governance – to whom or to what body does the unit report? How does it work - what are specific arrangements?
- Management – a description of the operating characteristics of the unit, including hosting status, and other administrative arrangements.
- Work plan and staffing – how work plans are developed, how the unit is staffed, etc. and other relevant information.

All units provided the basic information requested. Annexes A1 – A10 provide a short summary of each unit’s background/history, overall objectives, and management/governance structure.

Deliverables by Functional Category

The planned activities or deliverables of each unit were provided, and fall into the four broad functional categories summarized in table 1.

Table 1. CGIAR System Office Activities - Organized by Function

| Strategic Planning and Development | Monitoring and Evaluation | Public Awareness and Resource Mobilization | Management Services |
|---|---|---|---|
| <u>Strategic Planning</u> Trend identification Context setting Priority setting Plan development | <u>Impact Assessment</u> Individual initiatives Individual center programs System-wide programs Challenge programs | <u>Public Awareness</u> Impact illustration Message development Communication/outreach/ advocacy Branding | <u>Organizational Culture</u> Professional development Workplace policies Facilitate research collaboration Strengthen center governance |
| <u>Financial Management</u> Risk assessment Guideline creation Process development | <u>Evaluation</u> Center operations Center management processes System governance Other | <u>Fundraising</u> Maintaining/expanding support Broadening LDC membership Attracting non-traditional support Training/counseling at centers | <u>Administrative Change</u> Service coordination Strengthening capacity Expanding scope of service |
| <u>New Opportunity Identification and Development</u> | <u>Monitoring</u> ExCo decisions EPMR recommendations Other | | <u>Events Management</u> Agenda setting Administrative facilitation Reporting |
| <u>Other Strategic Support</u> | | | <u>Human Resources</u> Payroll and benefits admin Recruitment |
| | | | <u>Legal Services</u> Intellectual property Other |
| | | | <u>Finance</u> Trust fund services Disbursement Cash management |
| | | | <u>Knowledge Management</u> Content creation IT system design/maintenance |

Within each major function are a series of sub-functions with more specific focus activities at the next level. The units were asked to provide a list of their deliverables according to this typology, and to cost them out in a program budget construct. The details of these offerings are described in a later section.

In the next phase of the System Office development (and still part of the Integrated Operating Plan design stage), to be completed after the units' governing structures have endorsed the 2003 business plans, there will be an in-depth review, by specialist teams composed of representative and appropriate members from Centers, the units, and hopefully the donor community, to examine the proposed activities of the SO units within these broad categories.

At that point, the second slice of the pyramid can be finalized, and will be followed by the full System Office Report for 2003. Thereafter, the annual process will be a rolling development, much like the centers' Medium Term Plans. The timetable will be established such that the next year's plan would be available at the AGM, which means that financing and governance decisions should be advanced to make this possible. In addition to better and better-coordinated plans, units will have more budget certainty as they begin the year.

Components of the System Office for 2003

The System Office is composed of ten separate units, some of which are well-established and some of which are new additions. Several have been in place for a number of years, and have changed over time. They can be categorized according to major purpose, and also by financing source, operating mode, and governance structure. The typology could be summarized as follows:

- Traditional Secretariats which have served the System since its inception.
- Units participating in Center core business, usually in administrative areas.
- Units providing supplemental or complementary programmatic assistance or services.
- Devolved administrative functions.

Table 2 shows this evolution.

Table 2. Characterization & Financing of System Office Units

| Unit and Classification | Establishment | Financing |
|---|----------------------|---|
| <u>System Units, traditional</u> | | |
| CGIAR Secretariat | 1975 | World Bank |
| Science Council Secretariat | 1975 | Co-Sponsors |
| <u>Center devolved administrative function</u> | | |
| AIARC | 1992 | Centers/fees |
| <u>Complementary services and programs</u> | | |
| Future Harvest Foundation | 1998 | Centers (CDC assessment) & other |
| Gender and Diversity Program | 1999 | Centers (CDC assessment) & donors |
| CAS-IP | 2000 | Centers (CDC assessment) & other |
| <u>Center units, core business supplements</u> | | |
| CDC Executive Secretary | 1998 | Centers (CDC assessment) |
| Internal Auditing Unit | 2000 | Centers/CGIAR Secretariat joint venture |
| Chief Information Officer | 2002 | Centers (formula TBD) & Secretariat |
| Strategic Advisory Service - HR | 2002 | Centers/CGIAR Secretariat joint venture |

While there is some cross-over in these categorizations, the typology is broadly accurate and, significantly, as is evident from the table the recent developments and additions to the System

Office have been largely initiatives of centers/CDC themselves, and are meant to enhance existing center functions, increase efficiency, and lower costs.

Governance of System Office units is variable, as shown in table 3 below, but the System Office as a whole reports to the Executive Council.

Table 3. Governance of System Office Units

| Unit | Governance Structure | Reports To |
|---------------------------------------|---|---------------------------------|
| CGIAR Secretariat | Administered within World Bank | CGIAR Chair |
| Science Council Secretariat | Administered within FAO | Science Council Chair |
| AIARC | Board members from several centers | Center Directors Committee |
| Future Harvest Foundation | Board members from CG system and outside sources | Center Directors Committee |
| Gender & Diversity Program | Advisory Council from CG system and outside sources | Center Directors Committee |
| CAS-IP | Advisory Council from CG system and outside sources | Center Directors Committee |
| Internal Auditing Unit | Board members from sponsoring centers/Secretariat | Center Boards |
| CDC Executive Secretary | Governed by Center Directors Committee | Chair, CDC |
| Chief Information Officer | Advisory committee from sponsor centers | CDC rep (CDC-ICT) & CG Director |
| Strategic Advisory Service | Advisory committee from sponsor centers | CDC rep and CG Director |

As noted earlier a key issue, still to be more intensely discussed and resolved, is how the System Office as a unit will be governed, and what would be the implications for existing governance arrangements. It is likely that some coordinating mechanism, with representatives from the major participating bodies (CDC, Science Council, CG Secretariat) will form a unified oversight and/or administrative coordination committee to manage, at the System level, at least some of the operations of the System Office. Streamlining governance structures is needed, and evolution is expected in some areas where there is obvious linkage, for example between Gender and diversity and the Strategic Advisory Service for Human Resources.

Activities of System Office Units

All activities (deliverables) of SO units are presented with the following elements, as provided by the unit heads:

1. What is the function under which it is classified (Strategic Planning and Development, etc.)?
2. What is the most appropriate sub-function for each deliverable?
3. Who is the customer/target group for each activity?
4. What other System Office unit(s) would be natural collaborators?
5. Performance Indicator – what is the output, and how is it measured?
6. Cost?

Exhibits 1-4 summarize the first four elements of this typology, for each function, as proposed by the unit heads but which have not, in some cases, been formally approved by the governing structures of the units (the two new units, CIO and SAS-HR, had not yet established detailed plans for 2003). Table 4 provides examples of some important deliverables and performance indicators for 2003.

Table 4. Selected System Office Deliverables and Performance Indicators for 2003

| Strategic Planning and Development | Indicator |
|--|--|
| Coordinate activities of the CGIAR reform program | Scheduled actions should be completed |
| Support SC in formulating advice on science vision, policies/strategies | Implementation of 7 CGIAR strategic planks underway |
| Define best management practices at collaborating centers | Good practice notes for 3 management areas published |
| Research to identify best Gender & Diversity practices | Published results lead to mgmt change at some centers |
| Provide forum to exchange IP Mgmt Practice experiences (IP Workshop) | Results published with best practices, issues, etc. |
| Monitoring and Evaluation | Indicator |
| Assist SC to develop processes to evaluate science relevance, quality and impact of Centre Core, Systemwide and Challenge Programs | Guardian papers: guidelines for a peer review system in the CGIAR delivered. |
| Complete annual programs of internal audits & follow-up of completed audits | Opinions provided to mgmt: recommendations implemented |
| Monitor and report on performance of the system self-insurance plans | Performance within budget, or recommendations if not |
| Monitor progress and impact on gender and diversity status at centers | Mainly quantitative - stats, recommendations adopted, etc |
| Complete IP assessments for agreed number of centers | Signed agreements, policy statements, IP tools, etc. |
| Public Awareness & Resource Mobilization | Indicator |
| Develop & implement integrated CGIAR communications strategies | Strategy developed and implemented |
| Plan and execute membership expansion program | Membership is expanded |
| Establish promotion campaign on center impact and innovations | Published results on impact of research |
| Raise public awareness of the work of centers and the CGIAR system | Increased recognition based on benchmark audit |
| Raise funds from non-traditional sources in support of mission | Additional funds raised |
| Management Services | Indicator |
| Establish strategic human resource service with CGIAR centers | Unit will be in place |
| Maintain CGIAR, CIS and contact databases | Information available on request |
| Explore, with centers, opportunities for coordinated purchasing | Decision taken on whether to proceed |
| Lead CGIAR Internal Audit Network | IA training needs assessment framework |
| Process payroll statements for centers and payments for individuals | Billing and processing are on time and accurate |
| Assist CDC develop/administer budget incl. center contributions to units | Annual budget prepared |

More work is required on the performance indicators, and this will be pursued following AGM and into 2003.

Resource Summary

The total annual income and expenditure of the System Office units is considerable, and growing. This growth reflects the growth in the number of units, rather than budget growth of existing/traditional units. The sources of revenue for the System Office are varied, as are the decision criteria on how some of the revenue is collected and allocated.

In total, the proposed 2003 budget for the System Office is expected to be approximately USD \$10 million, representing nearly 3 percent of System funding. The outputs/deliverables of the units are based on the budget levels adding to USD \$10 million. Table 5 is the System Office units' draft total budgets for 2003, as well as expected financing sources, and shows the specific Center contributions to various units, where known at this point in time. The CDC will decide during its meetings before AGM02 on specific allocations to several of the units (Future Harvest Foundation, Gender and Diversity, the Chief Information Officer, Central Advisory Service on Intellectual Property, and the CDC Executive Secretariat). Financing from Centers for AIARC is based on the actual personnel services purchased by the Centers. Contributions from Centers and the CGIAR Secretariat (World Bank) to the Internal Auditing Unit and SAS-HR depend on agreed service shares. Overall for 2003, the Centers would provide about \$2 million for the components of the System Office, if all requests are approved by the CDC. This would represent 20% of the total System Office budget in 2003.

Table 5: 2003 Financing - CGIAR System Office Components
(in USD \$'000)

| Income Source | CGIAR Sec | SC Sec 1/ | FH Foundation | AIARC 2/ | G&D Program | Internal Audit | SAS-HR | CIO | CAS-IP | CDC Exec Sec | TOTAL | SHARE |
|------------------|-----------|-----------|---------------|----------|-------------|----------------|--------|-----|--------|--------------|-------|-------|
| World Bank | 3,900 | 550 | 60 | | 100 | 45 | 150 | 150 | | | 4,955 | 50% |
| Co-sponsors | | 1,086 | | | | | | | | | 1,086 | 11% |
| CG members | | | | | 400 | | | | | | 400 | 4% |
| CGIAR Centers 3/ | | | | | | | | | | | | |
| CIAT | | | | | | 30 | 30 | | | | | |
| CIFOR | | | | | | 30 | | | | | | |
| CIMMYT | | | | | | 30 | 30 | | | | | |
| CIP | | | | | | | | | | | | |
| ICARDA | | | | | | | | | | | | |
| ICLARM | | | | | | 30 | 30 | | | | | |
| ICRAF | | | | | | | | | | | | |
| ICRISAT | | | | | | | | | | | | |
| IFPRI | | | | | | | | | | | | |
| IITA | | | | | | | | | | | | |
| ILRI | | | | | | | | | | | | |
| IPGRI | | | | | | 30 | 30 | | | | | |
| IRRI | | | | | | 75 | | | | | | |
| ISNAR | | | | | | | | | | | | |
| IWMI | | | | | | 30 | 30 | | | | | |
| WARDA | | | | | | | | | | | | |
| Total Centers | | | 550 | 532 | 100 | 255 | 150 | 150 | 140 | 86 | 1,963 | 20% |
| Other income | | | | 276 | | | | | | | 276 | 3% |
| Carryover | | 239 | | 48 | | | | | 10 | | 297 | 3% |
| Unconfirmed 4/ | | | 840 | | | | | | 150 | | 990 | 10% |
| TOTAL | 3,900 | 1,875 | 1,450 | 856 | 600 | 300 | 300 | 300 | 300 | 86 | 9,967 | 100% |
| Share | 39% | 19% | 15% | 9% | 6% | 3% | 3% | 3% | 3% | 1% | 100% | |

Notes:

- 1/ Centers also pay the cost of External Reviews, not reflected above, managed in collaboration with the iSC Secretariat
- 2/ AIARC also receives income, not reflected above, for providing services to non-CGIAR center clients.
- 3/ Since the CDC assessment details are not yet available, only totals are shown above for those contributions.
- 4/ The unconfirmed contributions are from charitable foundations, and corporate/individual contributions for Future Harvest Foundation, as well as a smaller amount for CAS-IP (approximately \$150,000).

Table 6 shows the evolution of budgets and senior staff (IRS equivalents in CG Centers) for the different units of the System Office for 2001-2003.

Table 6: CGIAR System Office Budget and Manpower, 2001-2003

| | Staff and Budget | | | | | |
|---------------------------------|------------------|-------------|---------------|-------------|------------------|-------------|
| | 2001 Actual | | 2002 Estimate | | 2003 Requirement | |
| | \$m | Person Yr | \$m | Person Yr | \$m | Person Yr |
| CGIAR Secretariat | 3.9 | 9.0 | 3.9 | 9.0 | 3.9 | 9.0 |
| Science Council Secretariat | 1.7 | 5.0 | 1.9 | 4.0 | 1.9 | 4.0 |
| Future Harvest Foundation | 1.2 | 1.0 | 1.0 | 1.0 | 1.5 | 1.0 |
| AIARC | 0.9 | 2.0 | 0.9 | 2.0 | 0.9 | 2.0 |
| Gender and Diversity Program | 0.5 | 1.0 | 0.5 | 1.0 | 0.6 | 1.0 |
| Internal Audit Unit | 0.3 | 1.0 | 0.3 | 1.0 | 0.3 | 1.0 |
| Chief Information Officer | 0.0 | 0.0 | 0.04 | 0.25 | 0.3 | 1.0 |
| Strategic Advisory Service - HR | 0.0 | 0.0 | 0.0 | 0.0 | 0.3 | 1.0 |
| CAS-IP | 0.2 | 1.0 | 0.3 | 1.0 | 0.3 | 1.0 |
| CDC Executive Secretariat | 0.05 | 0.3 | 0.07 | 0.4 | 0.09 | 0.5 |
| TOTAL | 8.8 | 20.3 | 9.0 | 19.7 | 10.0 | 21.5 |

Table 7 shows the financing sources for the System Office, also for the period 2001-2003. While the World Bank contribution is increasing in dollar terms, this reflects the CGIAR Secretariat's

more recent financial participation in a number of the System Office units, specifically the Internal Audit, Chief Information Officer, Future Harvest Foundation, and Strategic Advisory Service (human resources) operations. Traditionally, the World Bank contribution to what are now System Office operations was mainly oriented to the CGIAR Secretariat and the Science Council Secretariat.

Table 7: CGIAR System Office Financing Sources, 2001-2003

| | Financing Source | | |
|---|------------------|---------------|-------------|
| | 2001 Actual | 2002 Estimate | 2003 Budget |
| | \$m | \$m | \$m |
| World Bank (direct or via CGSec) | 4.8 | 4.7 | 5.0 |
| Other co-sponsors | 0.7 | 0.6 | 1.1 |
| Other CGIAR Members (direct) | 0.7 | 0.3 | 0.4 |
| CGIAR Center contributions | 1.6 | 1.9 | 2.0 |
| Other income | 0.9 | 0.6 | 0.3 |
| From carryover from prior years | 0.1 | 0.8 | 0.3 |
| Unconfirmed | | | 1.0 |
| TOTAL | 8.8 | 9.0 | 10.0 |

The Centers themselves contribute to the System Office units in several ways. One Center allocation process is through an assessment, managed through the CDC, where all Centers provide funding according to a formula based on the Centers' size/funding. Another is a direct purchase of services, according to the level of service desired – for example in the case of Internal audit and SAS, only some centers and the CGIAR Secretariat are direct partners, and pay on a joint venture basis, as a voluntary management action.

Table 8 expresses the financial evolution seen in tables 6 and 7, in percentage terms.

Table 8: CGIAR System Office Resource Trends, 2001-2003

| | Budget Shares | | | | Financing Shares | | |
|----------------------------------|---------------|-------------|-------------|--------------------------|------------------|-------------|-------------|
| | 2001 | 2002 | 2003 | | 2001 | 2002 | 2003 |
| CGIAR Secretariat | 44% | 44% | 39% | World Bank | 54% | 53% | 50% |
| Science Council Sec. | 20% | 21% | 19% | Other co-sponsors | 8% | 7% | 11% |
| Future Harvest | 14% | 11% | 15% | CGIAR Members | 8% | 4% | 4% |
| AIARC | 10% | 10% | 9% | CGIAR Centers | 18% | 21% | 20% |
| Gender and Diversity | 6% | 6% | 6% | Other income | 10% | 7% | 3% |
| Internal Audit | 3% | 3% | 3% | Carryover | 1% | 9% | 3% |
| Chief Information Officer | 0% | 0% | 3% | Gap | 0% | 0% | 10% |
| SAS - HR | 0% | 0% | 3% | | | | |
| CAS-IP | 3% | 3% | 3% | | | | |
| CDC Executive Sec. | 1% | 1% | 1% | | | | |
| | 100% | 100% | 100% | | 100% | 100% | 100% |

There are several clear trends:

Budgets

- The “traditional” Secretariats’ budgets, while remaining fairly constant in dollar terms in recent years, are declining as shares of the total.
- The newer units that are being established to support central operating functions within CGIAR centers cost USD \$300,000 annually.
- If direct administrative and/or program support-focused units for centers are Gender and Diversity, Internal Auditing Unit, Chief Information Officer, Strategic Advisory Service for Human Resources, and Central Advisory Service on Intellectual Property, then it can be concluded that joint and concentrated action seems to be a valued approach: the budget shares will have increased from 13 percent in 2001 to 19 percent in 2003. (Future Harvest Foundation and AIARC are excluded in this categorization, since one is a long-standing service provider for purely process activities, while the other is a complementary activity mandated somewhat outside some of the Centers’ own PA and resource mobilization activities).

Financing

- The World Bank and Cosponsors’ shares of the financing are declining, while the Centers’ contributions would remain at 20 percent of the total. (However, it is also true that the centers’ contributions to SO units ultimately can be attributed to Members, including the World Bank).
- There is a significant level of unconfirmed financing for 2003 at the time of writing the draft IOP, mainly concentrated for Future Harvest, and to a lesser extent for CAS-IP.
- If the unconfirmed financing is ignored, bringing the total budget down to about USD \$9 million, then the shares of the Bank and the Centers rise significantly – to 54 percent in the first case, and to 21 percent for the second.

The Future Potential and Next Steps

Over time it is probable that, as some activities phase down or even out if after having achieved their original goal (or if adequate expertise or experience is developed within the System such that special attention and resources are no longer required), additional activities, perhaps in other research support or administrative areas could be identified for inclusion and financing in the System Office environment. The following are some of the expectations for the future. Some or all may be achieved, depending on needs and funding.

- Additional joint services, and possible extension of some existing ones to other Centers.
- Streamlining system approaches to PA and resource mobilization.
- Enhanced reporting.
- New professional development and training at different levels for CGIAR managers and Trustees, as well as young professionals and Challenge Program managers.
- Research collaboration including back-office support to Challenge Programs.
- Knowledge management.

It is expected that the existence of the System Office structure, albeit a virtual one, may provide an “enabling environment” wherein it becomes easier to identify where additional joint center efforts could prove to be desirable. This will more likely occur if the results of the existing joint

ventures and coordinated activities (examples: audit, human resources, information technology, etc.) prove to be of obvious and measurable benefit for the Centers involved.

Next steps in the IOP development will include:

1. Confirm 2003 service offerings once budgets are finalized, and determine the time horizon for which deliverables can be planned – in other words, what are long-term activities, and what are short-term activities?
2. Establish functional (planning, evaluation, public awareness, etc.) teams to review offerings with the units heads, the unit governance structures, and Steering Committees for approval, to prepare functional operational plans in 2003 and beyond.
3. Prepare very clear performance metrics for all units' and the activities they propose.
4. Establish a SO governance structure, with responsibilities and roles clearly defined.
5. Decide on reporting and budgeting standards.
6. Draft the final System Office Integrated Business Plan, which will serve as the model for a rolling annual update.
7. Develop the most efficient means of electronic communications/methodologies for annual operating plan development, budget and financing proposals, reporting, and overall management of System Office operations.

Consolidated System Office Deliverables

| Unit | Strategic Planning and Development | Sub-Function | Customer | SO Collaboration |
|------------|--|--|--------------------------|--------------------------|
| CG Sec | Support the CGIAR Chairman's leadership of the CGIAR | Other strategic support | CGIAR Chairman | |
| CG Sec | Coordinate activities of the CGIAR reform program | Other strategic support | CGIAR System | Science Council Sec |
| CG Sec | Support Executive Council & AGM with substantive meeting docs, and follow-up | Other strategic support | CGIAR Members | |
| CG Sec | Back-stop partnership (NGOC/PSC) Committees | Other strategic support | CGIAR System | |
| CG Sec | Back-stop co-sponsor group and implement their decisions | Other strategic support | Co-Sponsors | |
| CG Sec | Represent the CGIAR within the World Bank | Other strategic support | World Bank | |
| CG Sec | Represent the CGIAR externally | New opportunity identification and development | CGIAR System | |
| CG Sec | Strengthen relationships with civil society organizations & private sector | Other strategic support | CGIAR System | CDC |
| CG Sec | Monitor & report on trends affecting CGIAR, in international development | Context-setting | CGIAR System | Science Council Sec |
| CG Sec | Update project portfolio database | Other strategic support | CGIAR System | Science Council Sec |
| CG Sec | Update CGIAR Financial Accounting Manual | Financial management - guideline creation | Centers | |
| CG Sec | Prepare CG annual financing plan | Financial management - process development | CGIAR System | |
| SC Sec | Support the SC Chair's leadership of the SC | Other strategic support | SC Chair | |
| SC Sec | Assist in the transformation of TAC into a Science Council | Other strategic support | SC & CGIAR | CGIAR Sec |
| SC Sec | Support SC meetings with substantive meeting documents, & decision follow-up | Other strategic support | SC Chair/Members | |
| SC Sec | Support SC in formulating advice to the Group on science vision, policies/strategies | Context-setting, new opportunity identification & dev. | SC & CGIAR | CDC |
| SC Sec | Assist SC in Challenge Programme definition and selection | New opportunity identification and development | SC & CGIAR | CDC |
| SC Sec | Support SC in formulating advice on the research planning | Context-setting | SC & CGIAR | CDC |
| Int. Audit | Define best practices at collaborating centers | Financial Management - risk assessment | Centers | |
| Int. Audit | Develop audit standards within the CGIAR system | Financial Management - guideline creation | CGIAR System | CGIAR Secretariat |
| Int. Audit | Represent CGIAR in international forums on accounting/auditing | Other strategic support | CGIAR System | CGIAR Secretariat |
| AIARC | Provide strategic planning for the System Pension Plans | Other strategic support | Plan Trustee | CDC |
| AIARC | Provide strategic planning for the System Self-Insurance Plans | Other strategic support | CGIAR System | CDC |
| AIARC | Evaluate feasibility of integrating AIARC's new HR software with centers' HR systems | Other strategic support | CGIAR System | CDC |
| G&D | Research to identify best G&D practices | Strategic research | Centers/CG System | |
| G&D | Support to center-level G&D activities | Other strategic support | Centers | |
| G&D | Build internal center staff capacities for G&D | Other strategic support | Centers | |
| G&D | Promote women's advancement | Other strategic support | Centers/NARS | |
| G&D | Assist centers with HR policy development | Other strategic support | Centers | |
| G&D | G&D website and publications series | Other strategic support | Centers/NARS | |
| FH | Consult with individual center communications and RM strategies | public profile raising | Centers | CGIAR Secretariat |
| FH | Prepare and implement 5 year sustainability plan - Future Harvest | strategic planning, etc. | FH staff, Board, centers | CDC Exec Sec, AIARC, G&D |
| CAS-IP | Assist Centers with IP Policy and Implementation (IP tools) | Other strategic support | Centers | |
| CAS-IP | Provide forum to exchange IP Mgmt Practice experiences (Annual IP Workshop) | IP Asset Management/Technology Transfer | Centers | |
| CAS-IP | Represent CGIAR in international fora on IP/IPR/Tech Transfer | Other strategic support | Centers/CGIAR System | |
| CAS-IP | Identify best IP management practices at CGIAR Centers | IP Management/Technology Transfer | Centers/CGIAR System | |
| CAS-IP | Strengthen in-Center IP capacity | Other strategic support | Centers | |
| CAS-IP | Publish CAS Briefing papers, reports | Other strategic support | Centers/NARS | |
| CAS-IP | Resource for other System-wide bodies such as GRPC, SGRP, CSI, iSC | Other strategic support | CGIAR System | |
| CAS-IP | Negotiate with funders, technology providers | Other strategic support | Centers | |

Consolidated System Office Deliverables

| Unit | Monitoring and Evaluation | Sub-Function | Customer | SO Collaboration |
|------------|--|---|------------------------|---|
| CG Sec | Initiate changes to streamline CG evaluation processes | Evaluation - center operations | CGIAR System | Science Council Sec |
| CG Sec | Coordinate & backstop management component of center external reviews | Evaluation - center operations | CGIAR System | Science Council Sec |
| CG Sec | Produce CG annual financial report | Monitoring - fiduciary | CGIAR System | |
| CG Sec | Monitor compliance to CG financial guidelines | Monitoring - financial control | Centers | Internal Audit Unit |
| CG Sec | Anchor CGIAR finance managers' networks | Evaluation - center management processes | Centers | |
| SC Sec | Support SC in formulating advice on the CGIAR research agenda | Evaluation - research agenda | SC & CGIAR | CDC |
| SC Sec | Assist SC to develop processes to evaluate science relevance, quality and impact of Centre Core, Systemwide and Challenge Programmes | Peer review & evaluation | SC & CGIAR | CDC |
| SC Sec | Organize & implement SC-commissioned external science reviews of Centres | Evaluation - Centre programmes | SC & CGIAR | |
| SC Sec | Organize & implement SC-commissioned external science reviews of Centres Systemwide Programmes | Evaluation - Systemwide Programmes | SC & CGIAR | |
| SC Sec | Organize & implement SC-commissioned System-level impact assessments | Evaluation - Impact | SC & CGIAR | |
| SC Sec | Assist in the preparation of annual SC report | | | |
| Int. Audit | Complete the IRRI audits and advisory services | Evaluation - center operations/mgmt processes | Centers | CIO in some cases, others such as CAS for particular audits |
| Int. Audit | Complete the ICLARM audits and advisory services | Evaluation - center operations/mgmt processes | Centers | |
| Int. Audit | Complete the CIFOR audits and advisory services | Evaluation - center operations/mgmt processes | Centers | |
| Int. Audit | Complete the IPGRI audits and advisory services | Evaluation - center operations/mgmt processes | Centers | |
| Int. Audit | Complete the IWMI audits and advisory services | Evaluation - center operations/mgmt processes | Centers | |
| Int. Audit | Complete support to CIMMYT audits and advisory services | Evaluation - center operations/mgmt processes | Centers | |
| Int. Audit | Complete support to CIAT audits and advisory services | Evaluation - center operations/mgmt processes | Centers | |
| Int. Audit | Complete the CG Secretariat audit services and tasks for the system | Evaluation - system governance | CGIAR System | CGIAR Secretariat |
| Int. Audit | Accomplish the progress review of completed audits | Monitoring - center operations/mgmt processes | Centers | |
| AIARC | Monitor and report on performance of the System Pension Plan | Monitoring - financial control | Centers & participants | CDC |
| AIARC | Monitor and report on performance of the System Self-Insurance Plans | Monitoring - financial control | Centers | CDC |
| G&D | Monitor progress and impact | Monitoring - human resources | Centers/CGIAR System | |
| G&D | Special project - systemwide HR survey | Monitoring - human resources | System | SAS |
| FH | External audit of FHF for baseline performance monitoring and evaluation | media support | Centers | |
| FH | Communications audit x 6 for rationalization and recommendations | audience evaluation | Centers and partners | |
| FH | Centers and system image audit for branding strategy benchmarking | baseline survey | Centers | |
| FH | Ongoing qualitative evaluation of public awareness activities | impact measurement | Centers and system | |
| CAS-IP | Center Visits to assess IP Management | Evaluation- center operations/mgmt processes | Centers | |

Consolidated System Office Deliverables

| Unit | Public Awareness & Resource Mobilization | Sub-Function | Customer | SO Collaboration |
|----------------|---|--|-------------------------|------------------|
| CG Sec | Develop & implement integrated CGIAR communications strategies | PA - communication, outreach, and advocacy | CGIAR System | Future Harvest |
| CG Sec | Develop PA initiatives to communicate role/impact of CG system | PA - impact illustration | CGIAR System | Future Harvest |
| CG Sec | Coordinate & facilitate CG representation at public events/conferences | PA - communication, outreach, advocacy, branding | CGIAR System | Future Harvest |
| CG Sec | Anchor Resource Mobilization Network (RMN) & administer list-server | Fundraising - maintaining and expanding support | Centers | |
| CG Sec | Plan and execute membership expansion program | Fundraising - broadening LDC membership | CGIAR System | |
| CG Sec | Maintain active Member contact including updating Member profiles | Fundraising - maintaining current support | CGIAR System | |
| CG Sec | Provide professional development opportunities for center communications staff | PA - professional development | Centers | |
| CG Sec | Produce CG corporate brochures, reports, presentations, etc. | PA - outreach, advocacy | CGIAR System | |
| CDC Sec | Write articles for CGIAR news and other publications on CDC activities/outputs | PA - communications | CGIAR System | |
| G&D | Represent G&D in CG events and other conferences | PA - outreach, advocacy, fundraising | CGIAR System | |
| FH | PA: International promotion campaign on center impact and innovations | PA - message development, coalition-building | centers, partners, etc. | |
| FH | PA: Facilitation of local and national center outreach programs | PA - communication, outreach, advocacy | centers | |
| FH | PA: Future Harvest website enhancement | PA - communication, outreach, advocacy | centers, partners, etc. | |
| FH | PA: Public policy for Aq & Global Dev. Agenda, e.g. Monterrey Bridge Initiative | PA - communication, outreach, advocacy | CGIAR System | |
| FH | RM: campaign for Foundation sustainability & to provide system services/support | RM - maintaining and expanding support | centers | |
| FH | RM: strategy facilitation for multi-center projects | RM - attracting non-traditional support | centers | |
| FH | RM: capacity-building & logistical support for centers | RM - maintaining and expanding support | centers | |
| FH | RM: partnership facilitation for new resources for center participants | RM - attracting non-traditional support | centers | |
| CAS | Represent the CGIAR in international fora | PA - communication, outreach | CGIAR System | |

Consolidated System Office Deliverables

| Unit | Management Services | Sub-Function | Customer | SO Collaboration |
|------------|--|--|-----------------------|-------------------------|
| CG Sec | Organize & manage the Annual General Meeting (AGM) & ExCo meetings | Events planning - agenda setting, logistics, reporting | CGIAR System | |
| CG Sec | Support centers and CP's on legal and governance issues | Facilitation of research collaboration | Centers | |
| CG Sec | Establish strategic human resource service with CGIAR centers | Administrative Change - strengthening capacity | Centers | CDC / AIARC / G&D |
| CG Sec | Collaborate in Internal Audit Unit initiative | Administrative Change - strengthening capacity | Centers | CDC / IA Unit |
| CG Sec | Support CBC and organize new Trustee training/orientation activities | Organizational culture - strengthen governance | CGIAR System | |
| CG Sec | Maintain CGIAR, CIS and contact databases | Organizational culture - strengthen governance | CGIAR System | |
| CG Sec | Assist CGIAR Members with financial disbursements and accountability | Finance - Cash management and disbursements | CGIAR Members | |
| CG Sec | Monitor and advise centers on CGIAR annual funding/databases | Finance - Cash management and disbursements | Centers | |
| CG Sec | Re-launch IFAR to provide strategic training assistance within the CGIAR | Organizational culture - professional development | CGIAR System | |
| CG Sec | Facilitate and support the CGIAR Chief Information Officer | Knowledge Management - IT system design/maint. | Centers | CDC / CIO |
| CG Sec | Explore, with centers, opportunities for coordinated purchasing | Administrative Change - service coordination | Centers | |
| CG Sec | Provide opportunities for professional development of partners at centers | Organizational culture - professional development | CGIAR System | CDC |
| CG Sec | Develop CGIAR website & maintain core document collection | Knowledge management - content creation | CGIAR System | |
| SC Sec | Assist in coordinating SC Activities | Coordination - implementation | SC | |
| SC Sec | Organize Science Council meetings | Events planning - agenda setting, logistics, reporting | SC | |
| SC Sec | Prepare documentation for the SC and CGIAR meetings | Knowledge management | SC | |
| SC Sec | Further develop the virtual mode of meetings and evaluations follow-up | | SC | |
| SC Sec | Publish reports of strategic studies, reviews and meetings | Knowledge management | SC & CGIAR | CGIAR Sec |
| SC Sec | Maintain SC website and document collection | Knowledge management | SC & CGIAR | CGIAR Sec |
| SC Sec | Maintain SC databases and roster of peer reviewers | Knowledge management | SC & Centres | CGIAR Sec |
| SC Sec | Liaising with FAO on administrative and technical aspects of SC | Protocol, administrative and technical collaboration | FAO | |
| SC Sec | Facilitate liaison and communication between SC and Centres | | | |
| Int. Audit | Lead CGIAR Internal Audit Network | Organizational culture - professional development | Centers | CGIAR Secretariat |
| AIARC | Process payroll statements for centers and payments for individuals | Human Resources - payroll & benefits administration | Centers and Staff | CDC |
| AIARC | Process insurance premiums and enrollment/changes for individuals | Human Resources - payroll & benefits administration | Centers and Staff | CDC |
| AIARC | Process centers/individuals pension contributions & individuals' enrollment/changes | Human Resources - payroll & benefits administration | Centers and Staff | CDC |
| AIARC | Report to American tax authorities for US citizens and residents as necessary | Human Resources - payroll & benefits administration | Centers and Staff | CDC |
| AIARC | Negotiate/contract with insurance, banking & other agents on behalf of Center Plans | Administration | Centers and Staff | CDC |
| AIARC | Provide additional admin services (mail, travel/relocation, salary surveys, etc.) | Administration | Centers and Staff | CDC & CBC |
| AIARC | Administrator of CG system's self-insurance Plan | Finance - Cash management and disbursements | Centers | CDC |
| AIARC | Provide financial services & support to CDC, PARC, Future Harvest, and CGIAR Sec. | Finance - Cash management and disbursements | CDC, FH, CGIAR Sec | |
| AIARC | Contract/negotiate with investment firms, remit contributions/fees | Pension Plan administrator | Pension Plan Trustee | CDC & plan participants |
| AIARC | Process fund performance, withdrawals and transfers for individuals | Pension Plan administrator | Pension Plan Trustee | CDC & plan participants |
| AIARC | Distribute quarterly pension statements, investment performance reports, and Plan communications | Pension Plan administrator | Pension Plan Trustee | CDC & plan participants |
| CDC Sec | Administer the CDC meetings (help prepare agenda, minutes, logistics, etc.) | Events management | CDC | |
| CDC Sec | Serve in coordinating mechanism capacity for the CDDC and CBC activities | Administrative Change - service coordination | CDDC and CBC | |
| CDC Sec | Assist CDC develop/administer budget incl. center contributions to central services | Administrative Change - service coordination | CDC | |
| G&D | Assist centers with international recruitments, on request | Human resources - recruitment | Centers | |
| FH | Professional development workshops with centers | org culture, professional development | centers and partners | |
| FH | Organize conferences, workshops on global agriculture/biodiversity issues | events planning, agenda setting, logistics | centers and partners | |
| CAS-IP | Maintain database/network of IP Professionals | Technical expertise | Centers | |
| CAS-IP | Coordinate System-wide IP Network | Organizational culture-professional development | Centers | |
| CAS-IP | Facilitate multi-Center collaboration (intra- and extra-CGIAR, e.g. Challenge Proqs) | Knowledge sharing, communications, technical exp | Centers, CGIAR System | |

The CGIAR Secretariat

Background

The CGIAR Secretariat (the Secretariat) is the principal central unit of the CGIAR System, and has been its 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.

Activities

The Secretariat's main contributions to the System include:

- Helping to create coherence across the System;
- Presenting the CGIAR perspective at international events;
- Organizing CGIAR meetings;
- Organizing and backstopping meetings of CGIAR Executive Council and its sub-committees (Program and Finance), Co-sponsors, NGOC, PSC, CBC, and *ad hoc* committees/working groups;
- Broadening the CGIAR membership and constituency;
- Functioning as a financial clearing house for the CGIAR;
- Providing leadership in the System's resource mobilization efforts;
- Creating and disseminating the System's main publications (print and electronic);
- Maintaining the System's Central Information Center;
- Sharing with the Science Council the responsibility for organizing external reviews of Centers supported by the CGIAR (the Centers).

The Secretariat's support to the Centers includes:

- Mobilizing resources to support the Centers' research;
- Helping to harmonize policies (including financial and others) across the Centers;
- Supporting inter-Center collaboration in human resources development;
- Arranging orientation programs for new board members;
- Providing assistance on legal status matters;
- Coordinating the CGIAR Management Development Program;
- Providing assistance in developing a CGIAR intranet, assistance in web hosting and exhibits, cooperation with and (on demand) assistance to Center-led communication and public awareness efforts.

Governance, Structure, and Budget

The CGIAR Director heads the Secretariat which functions administratively and is financed 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. The Secretariat staff complement includes 10 senior staff and 5 support staff, organized in three teams (Investor Relations and Finance, Information and Corporate Communications, and Governance and Partnerships). The budget for the CGIAR Secretariat operations in 2003 is USD \$3.9 million. Resources are expected to be devoted to the main System Office functional activities as follows: strategic planning – 27 percent, monitoring and evaluation – 15 percent, public awareness and resource mobilization – 37 percent, and management services – 21 percent.

The interim Science Council Secretariat

Background

The interim Science Council Secretariat – formerly the TAC Secretariat – began functioning with the establishment of the interim Science Council (iSC) in 2002. The Secretariat is an original central component of the CGIAR System, established when the CGIAR began operation.

Activities

The iSC Secretariat facilitates the work of the interim Science Council (iSC), by providing scientific, policy, institutional, administrative and logistical support. Specifically, it:

- assembles data, and conducts analyses in support of iSC's work on setting System-level priorities and strategies;
- organizes strategic studies of scientific and programmatic issues on behalf of the iSC;
- provides analytical support for assessing the CGIAR and Centers' research agendas;
- provides a specialized knowledge base on Systemwide Programs;
- organizes support for Challenge Program evaluation;
- manages external reviews of the Centers and Systemwide Programs, and other technical studies including stripe reviews;
- assists in the assessment and evaluation of the impact of research programs on CG goals;
- plans and organizes the meetings of the iSC, its sub-committees, and expert panels;
- prepares iSC reports and policy papers; and disseminates iSC documentation to CGIAR Members and other stakeholders.

Support to the iSC Chair and the Council includes maintaining a brief on continuing and emerging matters of importance to iSC, jointly planning iSC's work, and preparing program matters for iSC Chair's reports to the CGIAR. The Secretariat organizes and services all regular and special meetings of iSC, its standing committees, working groups, external Panels and specially constituted ad hoc groups, and prepares the reports.

The Secretariat carries out its mandate by preparing studies and reports on the following:

- Emerging issues and new Initiatives
- Science policy, priorities, strategies, external and other reviews, and impact assessments
- Center and Systemwide Programs (annual and medium-term) and Challenge Programs

The Secretariat also:

- Maintains a documentation center on the international centers and their programs and on agricultural research and technology relevant to iSC's concerns.
- Liaises with Centers, NARS, ARIs, and other partners on science related issues, and attends meetings of the CBC, CDC, Centers, CDC task forces, and GFAR, as observers.

Governance, Structure, and Budget

The iSC Secretariat is headed by an Executive Secretary, and has a 4-person compliment of professional and 5 support staff equivalents. The Secretariat maintains a close relationship with the CGIAR Secretariat, other components of the System Office, and CGIAR Centers. The cost of the iSC Secretariat operations (including salaries and other expenses of staff) are shared by CGIAR co-sponsors. Both budget administration and administrative offices are provided by FAO in Rome.

Association of International Agricultural Research Centers (AIARC)

Background

The Association of International Agricultural Research Centers (“AIARC”) is a not-for-profit 501 (c) 3 membership corporation, established at the end of 1992 by the CGIAR centers to handle international staff personnel benefits. AIARC is located in Alexandria, Virginia. Prior to 1992, the AIARC services were performed by an organization in the United States, however, the contract with that organization was terminated due to high costs and service problems. AIARC provides consolidated specialized staff support that would not be economical and available, given the remote location, for an individual Center. As an integrated extension of the Center’s operation, this arrangement contributes to reduced administrative costs and permits the individual Centers to concentrate on their core activities.

Activities

AIARC services are grouped under the following main functions:

- Payroll processing, tax reporting, and banking.
- Pension contribution processing remittances, and tax reporting.
- Insurance premium processing, administration of the insurance plans.
- Retirement Plan Administration, as contracting agent with investment firms and administrator of individual participants’ accounts, and evaluation of investment firm performance.
- Other Services including relocation assistance, travel services, mail handling, credit card applications, and salary surveys for the Committee of Board Chairs.

Governance, Structure, and Budget

The policies of the Association are determined, and its affairs managed, by its Board of Directors. The Board consists of (i) the Chair of CGIAR Benefits Committee; (ii) the Executive Director, as an ex officio member with voting rights; (iii) five directors elected by the Affiliated Members; and (iv) one director elected by the Non-affiliated Members. Membership of the Association is set in the bylaws and consists of two classes of members – Affiliated Members and Non-affiliated Members.

- Affiliated Members are those organizations that are members of the CGIAR.
- Non-CGIAR Members are nonprofit organizations engaged in international agricultural research activities (or which previously participated in the CGIAR benefits program), but which are not members of CGIAR. Membership as a Non-affiliated Member is subject to the approval of the Board of Directors and current Members (both Affiliated and Non-affiliated) in accordance with the membership criteria.
- All members must be nonprofit organizations engaged in international agricultural research activities (or which previously participated in the CGIAR benefits program).

Member organizations include twenty individual international research Centers (16 CGIAR Centers and 4 non-CGIAR research Centers) with staff located in over 78 countries. Services also are provided for the Future Harvest Foundation, PARC, Center Directors Committees, and the CGIAR Secretariat. The Executive Director of AIARC is responsible for the operation and currently has a staff of eight. Funding of the operations of the organization is through membership and administrative fees charged for services performed.

Future Harvest Foundation

Background

The Future Harvest Foundation (FHF) was established in 1998 as an initiative of the Center Directors Committee (CDC). It was launched as a public awareness campaign by the CDC's Public Awareness and Resource Committee (PARC) in 1997. The campaign came in response to the need to increase awareness of the contributions of the work of the Centers in order to mobilize additional resources from both traditional and non-traditional funding sources. The Foundation was incorporated in Washington, D.C. in 1998 and has 501c3 status in the United States and Public Charity status in the United Kingdom. Future Harvest is both the brand (or corporate identity) for the Centers and an operating foundation. The Future Harvest name and logo were chosen as the corporate identity for the system after consultation with international design and market research firms, which involved focus group testing and vetting within the CGIAR system and other outreach. Future Harvest is a registered trademark in the United States and Canada.

The mission of the FHF is to raise public awareness and support for international agricultural and natural resource management research to alleviate poverty and provide food security while ensuring the sustainability of the world's critical biodiversity. Future Harvest was conceived *to fill gaps and be complementary to* the existing capacities and activities of the Future Harvest Centers' and the CGIAR Secretariat in the areas of resource mobilization and public awareness and to capitalize on synergies gained from working together. During its first four years, FHF focused on "outreach through public awareness", with the goal to create an international base of public awareness from which it could expand into resource mobilization and other activities, and sustain its operations in support of its mission.

Activities

- On-going public awareness with varied communication channels to promote the Centers' work and the role of agriculture research in development for international audiences.
- Public policy advocacy in support of the global development agenda based on recommendations from Center and partner research: through policy fora, media relation, studies, etc.
- Technical assistance and capacity-building support for the Centers in the fields of public awareness and resource mobilization including communications audits, identification of funding sources, and workshops.
- Resource mobilization to sustain the work of the Foundation on behalf of the Centers and for multi-Center project and activity support.

Governance, Structure and Budget

The Future Harvest Foundation has an Executive Director and small support staff based in Washington, and an office in the United Kingdom with plans to open other outreach offices in Africa and Asia in 2003. The Foundation is governed by an independent Board of Directors which meets twice a year and is made up of representatives from the Center Directors Committee and the public and private sectors, reflecting constituency profiles. Center Deputy Directors and the Marketing Group will be represented on a Program Advisory Committee currently under formation. Financing for Future Harvest during its initial phase has been provided primarily from the CGIAR Centers. Additional income has come from CGIAR members, non-CGIAR charitable foundations and individual contributions. The World Bank provides logistical support in the form of office space and other services.

Gender and Diversity Program (G&D)

Background

The CDC established the CGIAR Gender and Diversity Program (G&D) as a systemwide service to support Centers' efforts in gender and diversity – through knowledge and information, training and skills-development and technical expertise. Designed collaboratively with the Centers, the program was launched in July 1999. G&D built upon the innovative work of the CGIAR's earlier Gender Staffing Program, which from 1991 assisted Centers in their efforts to recruit, advance, and retain internationally recruited (IRS) women scientists and professionals. In response to the Centers' requests, G&D broadened the previous agenda to include diversity issues and nationally recruited staff (NRS).

Activities

The G&D Program helps the Centers leverage their rich staff diversity to increase research and management excellence. G&D promotes such activities as diversity-positive recruitment, international teamwork, cross-cultural communications and advancement for women, all essential activities for effective global organizations. G&D works both at the Center level and the System level, providing the following range of services and resources:

- Research - G&D conducts innovative research using an array of resources, to explore international benchmarks and best practices, and make implementation recommendations.
- Policy models - G&D makes international human resource policy recommendations, including support for diversity-positive recruitment, spousal employment and anti-harassment measures.
- Action and application - G&D assists Centers to conduct their own G&D assessments, build internal capacity for change, promote women's leadership, develop in-house cultural orientation programs, strengthen recruitment practices, and implement other changes.
- “Cast the Net Widely” Database - G&D created and maintains a global database of women scientists/professionals to help Centers recruit the most qualified person.
- Conferences & workshops - G&D develops System-wide conferences on gender and diversity topics, such as the “CG Centers Working with Diversity for Excellence and Impact” workshop, and the annual “CGIAR Women's Leadership and Management Course”.
- Publications - G&D produces a practical series of working papers and reports based on the results of its own research, as well as international experts commissioned to write on specific gender and diversity topics.
- At-Cost G&D Services - in 2003 G&D will respond to requests for direct services, mainly to be paid for by the requesting Center. G&D can deliver 6-10 services per year. Some examples: (i) Online Course for High Performance Research Teams (ii) Mentoring Program for Young Scientists (iii) Follow-up Assistance for Implementation of HIV/Aids Workplace Policy (iv) G&D Headhunting Service (v) In-House Cultural Orientation Program.

Governance, Structure, and Budget

An Advisory Board consisting of a cross-section of stakeholders governs the Gender and Diversity Program, and reports to the CDC. Management of the program is the responsibility of the Program Leader, hosted by The World Agroforestry Centre (ICRAF). A strategic alliance of internal and external investors support G&D. Internal investors include the Centers (mainly through an assessment by the CDC) and the CGIAR Secretariat. External investors include a number of CGIAR Members.

Central Advisory Service – Intellectual Property (CAS-IP)

Background

The Central Advisory Service on Intellectual Property (CAS-IP) was established in 1999 by the CDC to provide/facilitate expert advice, and to enhance the exchange of knowledge and experiences. CAS arose out of the awareness that the CGIAR system must address IP issues and possible obstacles faced by the Centers in applying new advances in biotechnology, and in spreading the resulting products. Since its inception it has become clear that IP issues are relevant to many spheres of CGIAR science.

Activities

CAS-IP operates at two levels, and in a cooperative mode. Each Center has appointed a CAS-IP Contact that serves as a focal point of IP Management in each Center:

1. Strengthening the Centers

- Visiting Centers to discuss and advise the Centers regarding IP Management issues.
- Responding to IP Management requests.
- Providing updates of technical information related to IP and proprietary technology of relevance to the Centers.
- Building a CGIAR-IP “community-of-practice”.

2. Strengthening the System

- Assimilating information and expertise in the CGIAR.
- Facilitating new collaborative structures such as the Challenge Programs and other multi-partner initiatives.
- Supporting existing System initiatives.
- Interact with other System Office components, including the Internal Auditing Unit.

A new mode of operation was developed over the last year, in which the CAS Manager has participated in more multi-Center meetings and workshops primarily focused on IP issues, such as the Workshop on the International Treaty for Plant Genetic Resource for Food and Agriculture (IT-PGRFA), the GASSIA Workshop (Consortium for Spatial Information), and the CGIAR-CAS-IP Workshops.

Governance, Structure, and Budget

The CAS reports to the CDC Intellectual Property Subcommittee, through the Chair of the Subcommittee and the Director General of the hosting center (ISNAR). CAS is evaluated and receives input from an Expert Advisory Committee composed of 11 international members, including two Directors General of CG centers, one of which is the Subcommittee Chair. CAS is financed through grants approved at the System level, as well as Center assessments, and some specific donor project funding. CAS staff have full access to information necessary to fulfill their mandate at each Center, and maintain and manage this information according to prevailing professional standards.

Executive Secretary for the Center Directors Committee (CDC)

Background

The Executive Secretary for the Committee of the Center Directors is a position that was established in 1998, by the Center Directors Committee (CDC). A need arose within the CDC to have a centrally located Executive Secretary to help in servicing the needs of the group (primarily the flow of information and meeting organization) and maintaining the group's institutional memory and continuity from year to year. The first Executive Secretary for the CDC served for four years in a part-time capacity and worked from home. The position is currently based in Washington, D.C., with close proximity to the Secretariat and the World Bank, but remains located in a satellite office, to facilitate the part-time nature of the assignment.

Activities

With the hiring of a new Executive Secretary (ES) in 2002, the CDC decided to formalize the modalities under which the ES functions, and put in place a wider scope for work, including increased management and oversight of the budgetary process for the CDC, as well as liaison activities with donors.

Governance, Structure, and Budget

The Executive Secretary serves the Center Directors Committee as a whole, its Chair and its members in their capacity as chairs of CDC sub-committees. The Executive Secretary reports directly to the CDC Chair to whom she is accountable to ensure a smooth functioning CDC. The CDC Chair rotates on an annual basis, determined by seniority and time served as a Director General. Under the direction of the CDC Chair, the Executive Secretary assists the CDC Chair in the flow of relevant information among CDC members regarding developments within the CDC (task forces, committees and liaison where necessary for programs and activities sponsored by the CDC) and outside the CDC (CGIAR Secretariat, CGIAR Committees, World Bank, donor groups). The CDC Secretariat is financed through annual CDC assessments of CGIAR centers, similar to other CDC-sponsored System Office initiatives.

Internal Auditing Unit (IAU)

Background

The Internal Auditing Unit (IAU) was established in 2000 as an initiative of three Centers (IRRI, ICLARM, and IPGRI) and the CGIAR Secretariat in order to have a cost-effective, shared internal audit function – something the initial partners did not believe they could financially sustain individually. The initiative operates as a joint venture with all partners sharing the costs and services. While most of the services are at the individual Center level, the participation of the CGIAR Secretariat ensures that central System needs, such as developing financial auditing guidelines, training, and networking, are possible through this initiative. The Unit also conducts audits in the CGIAR Secretariat. Membership in the initiative has expanded and for 2003 participating partners are expected to include IRRI, IPGRI, ICLARM, CIFOR, IWMI, CIMMYT, CIAT, and the CGIAR Secretariat. The Unit's services to Centers are tailored, either providing all internal audit services or working together with local (in-house or outsourced) internal auditors.

Activities

The activities of the IAU are based on the specific objectives set out for the Unit:

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

A critical success factor for the direct auditing services provided by the Unit is the extensive interaction of the Unit with the Boards and management at all levels within the Centers. This raises risk management responsibility awareness within Centers, and ensures that the Unit has a good understanding of the Centers' business issues. On behalf of the CGIAR Secretariat, the IAU also plays a coordination and system advisory role. An example of this is seen in the development of the guidelines for Internal Auditing, issued in 2001. The IAU also has established the CGIAR Internal Auditors' Network (CGIARIANET).

Governance, Structure, and Budget

The IAU is headed by the Director of Internal Audit who is appointed by the Board of the IAU, and is officially based at IRRI. The Directors General of partner Centers delegate day-to-day governance responsibilities to senior staff at each Center, to whom the IA Director reports administratively (usually the Center's Chief Financial Officer). The Lead Financial Officer represents the CGIAR Secretariat. This group constitutes the Board of the IAU. Additionally, each Center ensures that its Board of Trustees provides appropriate organizational recognition to the Internal Audit Unit, and the IA Director officially reports to the Director General and Board of Trustees of each Center. The business plan is based on Centers and the Secretariat obtaining services from the IAU according to their specific requirements. While participation in the consortium is voluntary, once a commitment is made, there are long-term financial implications for the partners involved. Budgets are annual but staff contracts are long-term (2-3 years) requiring a guarantee of support. The full cost of the IAU therefore is shared among the participating Centers, according to the service volume devoted to each Center. The IA Director is assisted by local staff and consultants as required.

CGIAR Chief Information Officer

Background

The CGIAR's Third System Review (1998) stated: "The revolution taking place in information and communications technologies presents a tremendous new opportunity for the CGIAR to bring scientific knowledge and indigenous and local knowledge together to bear on global challenges, and to make this knowledge available to its constituents. These advances enable the systemic assimilation and dissemination of relevant and timely information, as well as dramatically improved ability to gain access to the universe of knowledge and to communicate through low-cost electronic networks." In early 2001 the CGIAR-IT group made a recommendation for the creation of a Chief Information Officer position to the CDC Subcommittee on Information. The Information Management Professional group of the CGIAR supported this need but requested that the position be broadened to encompass Knowledge Management as well. The Centers have skilled staff working on IT, IM, and KM but usually work independently of each other. The CIO will work to identify, champion, and coordinate areas of collaboration between CGIAR Centers and information domains for greater System-wide value.

Activities

- Spearhead the development of a system-wide strategy for information and communication designed to optimize use of CGIAR IT resources in close co-ordination with all the Centers.
- Oversee cost-effective implementation of all aspects of the CGIAR-wide IT strategy once approved. This includes planning, priority setting, scheduling, budgeting, quality assurance, vendor contract negotiation and management.
- Advise management of the short- and long-range benefits and implications of cutting-edge IM and KM applications.
- Take a lead in the development, implementation and usage of information technology and management information systems including relevant standards, policies, operating procedures, hardware/software acquisition guidelines, and service level agreements (contracts).
- Guide and direct the CGIAR's IM and KM work at a System-wide level, enabled and enhanced by new ICT possibilities.
- Advise, plan, and manage the integration of appropriate IT solutions with other products, systems and databases already in place to facilitate the delivery of scientific content or public goods to clients, partners and stakeholders.
- Effectively utilize and implement KM tools to achieve the CGIAR's mission.
- Integrate knowledge sharing into CGIAR business practices by taking advantage of new technology opportunities now available to business organizations operating in the international environment.

Governance, Structure, and Budget

The CIO reports jointly to the chair of the CGIAR ICT subcommittee of the Center Directors Committee and the Director of the CGIAR, and is hosted by ICLARM. The position is responsible for providing vision, strategic planning, and coordination of information technology (IT), Information Management (IM) and Knowledge Management (KM) within the CGIAR System. The position will thus combine international-quality expertise in ICT with an orientation towards managing knowledge flows throughout the CGIAR. The cost of the unit is expected to be USD \$300,000 annually, and initial financing will be provided equally by the Centers and the CGIAR Secretariat.

Strategic Advisory Service – Human Resources (SAS-HR)

Background

At AGM01, the Centers commissioned a working group (WG) to explore the viability of an inter-center initiative aimed at developing a CGIAR HR framework. The WG saw the establishment of a Strategic Advisory Service (SAS) as the most cost effective approach to assist Centers in meeting human resource management needs. By designing the SAS to be a shared service, the cost to any individual Center would be a fraction of what it would be if it were to do this on its own. This service would also facilitate the development of a shared HR direction for the System. SAS was launched at a workshop hosted by IWMI, September 9-11, 2002. Five Centers (CIAT, CIMMYT, ICLARM, IPGRI and IWMI) and the System Office are the initial cosponsors.

Activities

While the decision making rests with the clients the SAS will be action-oriented. The SAS will assist in developing and implementing sound people strategies and approaches, directed towards:

- The development of strategic approaches, recognizing the diversity/autonomy of all.
- Needs definition – short, medium & long term, in consultation with management/staff.
- The development and implementation of concrete solutions to those needs.
- The monitoring of impact and success.

Such an approach should lead towards the creation of System wide models of good practice and adaptable tools for key HR functions, (e.g. classification, recruitment, performance assessment and rewards, staff development, downsizing, etc.). The current environment of funding constraints, increasing donor conditionality and erosion of unrestricted funding demands that all new initiatives must be seen as “value adding”. In this case, the outcome must be more strategic and effective HR management. Over time, it should lead to lower costs by reducing HR “mistakes” (These can be costly. For example, a single “wrong” IRS recruitment can cost several hundred thousands of dollars before it is rectified), stream-lining and modernizing staffing and compensation policies and requiring less ad-hoc consultancies. Activities for 2003 include:

- Development of management and leadership skills
- Inclusive staffing model; external/internal case studies (in collaboration with G&D)
- Performance management/evaluation – individual and team
- Identifying HR organizational capabilities and gaps at client centers
- Center specific services (partial list)
 - Work-life balance, regional staff, induction, rewards, staff planning (IPGRI)
 - Participation in strategic planning, spouse employment (CIMMYT)
 - Defining competencies, development/implementation, succession planning (ICLARM)
 - HR automating tools, compensation & benefits, good practice standards (IWMI)
 - Staff planning, virtual team building, flexible work contracts (CIAT)

Governance, Structure, and Budget

The SAS will operate in a mode similar to other recent inter-Center/System Office programs. For the current scale of operations (five Centers and the System Office) a senior HR expert will be recruited to lead the SAS. The SAS leader will operate in an advisory mode drawing on a pool of consultants as needed. She/he will be hosted by one of the cosponsoring centers. To widely share ideas and experiences the SAS leader will help anchor an inclusive e-community of practice of HR professionals at CGIAR Centers, as well as those in donor agencies and partner institutions. The SAS will operate in close cooperation with the G&D program.