



Agenda item 6
SMB11-05
For information

Ideas for SMO 2019-2021 plan

For consultation with SMB

Distribution notice:

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Purpose of presentation

- **Initiates a discussion with SMB on the appropriate priorities and capacity of SMO to support delivery of the business plan out to 2019-2021**
- **Actions in the presentation are grouped:** ‘ongoing tasks’ + ‘significant additional tasks’ anticipated on the adoption of an inaugural CGIAR System Business Plan
- **Inputs from SMB11 (25 October 2018) will help set the upper limit of that work,** and a suggested budget ceiling for inclusion in the 2019-2021 FinPlan
- **System Council will be asked to endorse the 2019-2021 FinPlan ceiling at SC7**
- Detailed System Management Office Work Plan and Budget will be presented for decision during **SMB 12** (on 13 December 2018).

Guiding Principles for the SMO since early 2017 should continue into 2019-2021



1. **Focus on our mandate** and only do what cannot be done elsewhere
2. **Bring a mindset of enablers and facilitators** working in a transparent manner to support the wider System
3. **Be cost-efficient** to bring down proportion of System Organization financial costs over the longer run
4. **Ensure ongoing consultation with key stakeholders** to prioritize and manage demand to fit our capacity and budget
5. **Structure ourselves flexibly** to be able to respond to continued change and innovation
6. **Co-own responsibility for minimizing System transaction costs**
7. **Talent within the System Management Office** – ensure Staffing brings a range of perspectives, gender, and nationalities

The Context: 5 key challenges for SMO 2019-2021

1. **A huge opportunity...** to continue upwards trajectory of CGIAR System, with SMO supporting a clear and ambitious work agenda set out in a 2019-2021 Business Plan.
2. **Significant changes to accommodate...** to incorporate the hosting of the CGIAR System's Advisory Services Shared Secretariat as part of establishing an SMO Rome Office.
3. **Necessary improvements in SMO office policies and systems...** attention needed to strengthen internal policies (particularly HR, procurement, travel), and office systems (through more/better automation).
4. **A growing workload with staff at full capacity...** high ambition and success requires sufficient capacity to deliver. Office at critical level in terms of volume of work to support across the System – plan will include some modest SMO capacity increases.
5. **Ongoing transition in SMO's Management Team...** 2 new Directors in 2018, 1 (Program Director) starting 1 Feb 2019 – building the SMO still a work in progress

2019-2021: Ongoing tasks for SMO

Article 11 of the **Charter of the CGIAR System Organization** identifies 38 specific responsibilities, directed largely by the System Management Board. Many are focused on supporting overall **improved alignment** across the System.

Broadly grouped, these functions include:





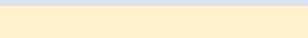










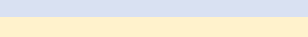










1. Program support
2. Advocacy and communications
3. Organize/facilitate/support/draft papers for SMB, SC, General Assembly, Partnership Forum
4. Funder engagement and resource mobilization
5. Finance/corporate services support
6. Coordinate development of strategic frameworks/policies/functional services

Business Plan: potential additional SMO effort compared to 2018 baseline

Many Business Plan commitments will require additional support from SMO – for example:

- Supporting the 2030 Plan preparation – including new portfolio development
- Integrating Advisory Services into System decision-making and support secretariat
- Establishing the CGIAR Rome Hub
- Managing CGIAR System engagement in the MOPAN review
- Supporting implementation of the Program Performance management standards and dashboard
- Supporting/managing a new funding mechanism for new Center Alliances
- Supporting new System-wide collaboration efforts with MDBs, private sector, AGRA, GCF
- New efforts to align around core policies in some areas (e.g. whistleblowing)
- Supporting the development and implementation of an ambitious System-wide communication strategy

Key: Less additional time needed    More additional time needed

ACTION		Additional staff time
ACTION 1:	Implement and enhance the portfolio of CRPs and Platforms	
1.1.	Successfully implement the CGIAR portfolio over the business plan period	
1.2.	Elevate new Gender Equality to a new CGIAR Research Platform	
1.3.	Deepen the portfolio through new thematic strategies and initiatives	
1.4.	Make any modifications to the shape of the portfolio according to clear criteria	
ACTION 2:	Create Financial Sustainability and Growth in CGIAR	
2.1.	Implement the 2019-2021 FINPLAN	
2.2.	Meet minimum overhead costs	
2.3.	Extend reconciliation of System Council Funder seating to end-2020	
ACTION 3:	Strengthen program performance management	
3.1.	Implement a 12-Point Program Performance Management Framework	
3.2.	Implement Program Performance Management Standards for 2019	
ACTION 4:	Improve people management	
4.1.	Develop a CGIAR People Management Strategy	
4.2.	Reinforce and strengthen our shared ethical frameworks and practices	
4.3.	Design and implement a 'Gender, Diversity and Inclusion Framework'	
ACTION 5:	Pursue new cross-Center alliances	
5.1.	Support and incentivize new Center alliances	
5.2.	Explore priority shared services opportunities between Centers	
5.3.	Set up a CGIAR Rome-Hub	
ACTION 6:	Enhance collaboration with delivery partners	
6.1.	Implement a new country collaboration strategy	
6.2.	Deepen private sector collaboration	
6.3.	Establish new Multilateral Development Bank cooperation platforms	
ACTION 7:	Align and enhance assurance systems	
7.1.	Increase coordination and information sharing between assurance providers	
7.2.	Evolve our risk management maturity	
7.3.	Evolve capacity to increase the value of internal audit	
7.4.	Harmonize cross-System internal controls frameworks for shared risks	
ACTION 8:	Align high-quality independent advisory services into System-level decision-making	
8.1.	Implement System Council decision on advisory services	
8.2.	Implement Council-agreed workplan of the Advisory Services Shared Secretariat	
ACTION 9:	Collaborate on shared resource mobilization and communication	
9.1.	Develop and implement a System-wide marketing and communications strategy	
9.2.	Implement a System-wide resource mobilization action plan	
ACTION 10:	Prepare a longer-term plan	
10.1.	Develop a 2030 Plan	