



Agenda item: 2  
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## Implementation update on the CGIAR System 2019-2021 Business Plan

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Purpose: This document sets out a proposed approach to regular tracking against the 10 actions as set out in the CGIAR System 2019-2021 Business Plan, building on the responsibility and monitoring framework for implementation (set out in Section 3, part I of the Business Plan).

**Action Requested: The System Council is requested to take note of implementation progress on the 2019-2021 Business Plan and:**

- i. Provide strategic input on possible areas for priority focus;
- ii. Provide input on whether a proposed ‘dashboard’ approach would optimally meet ongoing tracking needs.

Prepared by: System Management Office

Document category: This document can be shared without restriction.

## The 2019-2021 Business Plan: Ensuring effective implementation

Upon approval, at the System Council's 7<sup>th</sup> meeting in Seattle in November 2018, the System Council requested that *a report against progress markers on all 10 actions in the 2019-2021 Business Plan be provided annually as a means of understanding progress and identifying any areas where implementation support that may be required.*



The slides that follow set out an overview of the 10 actions and the headline status of each with reference to actions anticipated for 2019.

For future updates, it is proposed to develop this further into a **simple online dashboard** that would allow the user to see this information in one place at any time.

Key:  Fully on track/achieved  Mostly on track  Challenges encountered





## Actions 1 and 2 : Progress update at April 2019

Action	Responsibility (Section 3 BP)	<u>2019</u> Anticipated Progress Markers	Status	Comment Items in bold form part of SC8 meeting agenda
1. Implement and enhance the portfolio of CRPs and Platforms	Centers	Implement portfolio, including new initiatives; call for proposals for Gender Equality Research Platform		<ul style="list-style-type: none"> <li>• Call for proposals for a CGIAR Gender Equality in Food Systems Research Platform issued (for anticipated approval at SC9, November 2019).</li> <li>• <b>Crops to End Hunger funding support proposal brought to SC8, May 2019 for approval.</b></li> <li>• Other initiatives in progress, focusing on alignment as part of one roadmap in context of 2030 Plan</li> </ul>
2. Create financial sustainability and growth in CGIAR	Funders	\$204.9m total W1/2 target including \$27.4m stretch targets; development of Liquidity & Stabilization Fund		<ul style="list-style-type: none"> <li>• Total W1/W2 fundraising projecting on target against FinPlan</li> <li>• <b>Proposal on implementing W1/2 delinking principles presented for approval at SC8, May 2019</b></li> <li>• <b>Proposal on recognizing new and additional Funder contributions presented for approval at SC8, May 2019</b></li> </ul>

Key:  Fully on track/achieved  Mostly on track  Challenges encountered





## Actions 3 and 4 : Progress update at April 2019

Action	Responsibility (Section 3 BP)	<u>2019</u> Anticipated Progress Markers	Status	Comment Items in bold form part of SC8 meeting agenda
3. Strengthen program performance management	Centers	Introduction of new performance management standards; implementation of 12-point framework		<ul style="list-style-type: none"> <li>• Quality assurance process established for the Dashboard and the Annual Performance Report</li> <li>• Volunteer CRPs undertaking self-assessment March-May 2019 ahead of formal external evaluation towards the end of 2019.</li> </ul>
4. Improve people management	Centers	Development of CGIAR People Management Strategy; adoption of whole-of-System policies on shared ethical frameworks; development and rollout of Gender, Diversity & Inclusion Framework		<ul style="list-style-type: none"> <li>• Centers' HR COP meeting early June will be an important milestone to discuss key elements of the workplan for development of People Management Strategy</li> <li>• Audit Committee Chairs supportive partners in development of shared ethical frameworks, with HR CoP working towards end-2019 on these</li> <li>• Realistic timeline for delivery of Gender, Diversity &amp; Inclusion Framework is into the 2020 calendar year, taking account of more likely timing of the necessary additional resources to take this key work forward</li> </ul>

Key:  Fully on track/achieved  Mostly on track  Challenges encountered





## Actions 5 and 6 : Progress update at April 2019

Action	Responsibility (Section 3 BP)	<u>2019</u> Anticipated Progress Markers	Status	Comment Items in bold form part of SC8 meeting agenda
5. Pursue new cross-Center alliances	Centers & Funders	Establishment of New Alliance Special Initiative; exploration of shared services opportunities		<ul style="list-style-type: none"> <li>• <b>Proposal presented the System Council at SC8, May 2019, for establishment of Special Alliance Fund</b></li> <li>• DG-led task force on shared services created at GA in January 2019, working with external partners to seek support in developing business case and analysis for priority shared service opportunities</li> </ul>
6. Enhance collaboration with delivery partners	Centers	Development of collaborative proposals with identified countries; establishment of a Private Sector Community of Practice; establishment of SMO Rome Office as part of CGIAR Rome Hub		<ul style="list-style-type: none"> <li>• Resource Mobilization CoP working group on country collaboration investment opportunities will contribute to the multilateral development bank dialogue.</li> <li>• DG Group stewarding country key stakeholder meetings (at SC8, May 2019, linking into Ethiopia country collaboration).</li> </ul>

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## Actions 7 and 8 : Progress update at April 2019

Action	Responsibility (Section 3 BP)	<u>2019</u> Anticipated Progress Markers	Status	Comment Items in bold form part of SC8 meeting agenda
7. Align and enhance assurance systems	Centers & System Organization	Coordinated assurance planning and agreement on risk-based priorities; approval of CGIAR System Risk Register		<ul style="list-style-type: none"> <li>Center Audit Committee Chairs leading actions to sharing of audit plans and key risks building on report of external quality assessment of internal audit teams</li> <li>Risk Community of Practice supporting identification of shared risks</li> </ul>
8. Align high-quality independent advisory services into System-level decision-making	System Council	Development of collaborative proposals with identified countries; establishment of a Private Sector Community of Practice; establishment of SMO Rome Office as part of CGIAR Rome Hub		<ul style="list-style-type: none"> <li><b>Advisory services shared secretariat established in Rome from 1 April 2019. Recruitment ongoing of Director role and other positions</b></li> <li><b>SIMEC chaired 'join the dots' meeting in April 2019 focusing on developing aligned workplans</b></li> </ul>

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## Actions 9 and 10 : Progress update at April 2019

Action	Responsibility (Section 3 BP)	2019 Anticipated Progress Markers	Status	Comment Items in bold form part of SC8 meeting agenda
9. Strengthen collective resource mobilization and communication efforts	Centers	Activation of the new CGIAR narrative across communication channels; establishment of collaborative strategies for new Funder markets; increase Funder commitments to W1/2 shared portfolio		<ul style="list-style-type: none"> <li>• Draft CGIAR Communications strategy under development</li> <li>• Working Groups established by RM CoP on (1) Business models for monetization of knowledge, services, and assets, (2) Country collaboration models for RM development, (3) System funding strategies for key markets.</li> </ul>
10. Prepare a longer-term plan	Centers & Funders	Kick-off scoping and planning development process; inputs from CGIAR System Reference Group, General Assembly and other sources		<ul style="list-style-type: none"> <li>• <b>Roadmap for the development of the CGIAR System 2030 Plan developed, endorsed by the SMB and presented to SC8, May 2019, for approval.</b></li> <li>• System Reference Group fully activated</li> </ul>