Implementation update on the CGIAR System 2019-2021 Business Plan

Purpose: This document sets out an interim update 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.
The 2019-2021 Business Plan: Ensuring effective implementation

Background to presentation:

Upon approval, at the System Council’s 7th 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.

Further to a progress report delivered to the Council’s 8th meeting in May 2019, this interim update sets out a headline status of each main action, drawing attention to any areas of particular focus over 2019 and anticipated into 2020.
### Actions 1, 2 and 3: Progress update at November 2019

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<th>2019 Anticipated Progress Markers</th>
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| 1. Implement and enhance the portfolio of CRPs and Platforms          | Centers        | Implement portfolio, including new initiatives; call for proposals for Gender Equality Research Platform | Fully on track | • CGIAR Gender Equality in Food Systems Research Platform proposal presented for approval at SC9  
• Crops to End Hunger launch at World Food Prize October 2019 |
| 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 | Mostly on track | • Projected W1/W2 fundraising is $194.4M (94% of the Growth Fundraising Target of $206.4M) - an increase of $15.3M (8.6%) over 2018 W1/W2 fundraising results |
| 3. Strengthen program performance management                           | Centers        | Introduction of new performance management standards; implementation of 12-point framework          | Mostly on track | • First full assessment against performance management standards underway  
• CGIAR results dashboard publicly released to allow full interrogation of quality-assessed data |
### Actions 4 and 5: Progress update at November 2019

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| 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 | Mostly on track | - Shared Ethical framework has broad support and backing from wide stakeholder committees; due to be presented for approval in early-2020  
- View to bring together and leverage ongoing development of Gender, Diversity and Inclusion framework alongside move towards overall workforce collaboration and coordination (as envisioned by One CGIAR proposals) |
| 5. Pursue new cross-Center alliances | Centers & Funders | Establishment of New Alliance Special Initiative; exploration of shared services opportunities | Fully on track | - Alliance Opportunity Fund established;  
- **One CGIAR recommendations take the vision for shared service opportunities further than originally envisioned in Business Plan** |
**Actions 6, 7 and 8: Progress update at November 2019**

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| 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 | • One CGIAR at the Country and Regional Level take forward thinking on this  
• System Organization key staff linkages established in Rome | |
| 7. Align and enhance assurance systems | Centers & System Organization | Coordinated assurance planning and agreement on risk-based priorities; approval of CGIAR System Risk Register | • Renewed Risk Community of Practice engaged in development of assurance materials (risk notification and reporting and risk register), with guidance from Center Audit Committee Chairs and ARC/AOC | |
| 8. Align high-quality independent advisory services into System-level decision-making | System Council | Establishment of ISDC, SPIA and Advisory Services Shared Secretariat and | • Director of Shared Secretariat in post, building required staff complement  
• ‘Connecting the dots’ process through 2019 focusing on developing aligned workplans | |
### Actions 9 and 10: Progress update at November 2019

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| 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 | ✔️ | • Coordinated activity through Resource Mobilization CoP;  
• Increased visibility at Global events (AGRF; World Food Prize)  
• SRG recommendation 5 takes the vision for increased, and pooled funding further than originally envisioned in Business Plan |
| 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 | ✔️ | • SRG bold recommendations, developed with comprehensive stakeholder input, for consideration at SC9 |