



Agenda item: 6  
Version: 13 November 2019

## Implementation update on the CGIAR System 2019-2021 Business Plan

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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 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.***

Further to a progress report delivered to the Council's 8<sup>th</sup> 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.

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





## Actions 1, 2 and 3 : Progress update at November 2019

Action	Responsibility (Section 3 BP)	2019 Anticipated Progress Markers	Status	Comment Items in bold form part of SC9 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>• <b>CGIAR Gender Equality in Food Systems Research Platform proposal presented for approval at SC9</b></li> <li>• Crops to End Hunger launch at World Food Prize October 2019</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>• 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</li> </ul>
3. Strengthen program performance management	Centers	Introduction of new performance management standards; implementation of 12-point framework		<ul style="list-style-type: none"> <li>• First full assessment against performance management standards underway</li> <li>• <b>CGIAR results dashboard publicly released to allow full interrogation of quality-assessed data</b></li> </ul>

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## Actions 4 and 5 : Progress update at November 2019

Action	Responsibility (Section 3 BP)	<u>2019</u> Anticipated Progress Markers	Status	Comment Items in bold form part of SC9 meeting agenda
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>• Shared Ethical framework has broad support and backing from wide stakeholder committees; due to be presented for approval in early-2020</li> <li>• 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)</li> </ul>
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>• Alliance Opportunity Fund established;</li> <li>• <b>One CGIAR recommendations take the vision for shared service opportunities further than originally envisioned in Business Plan</b></li> </ul>

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## Actions 6, 7 and 8 : Progress update at November 2019

Action	Responsibility (Section 3 BP)	2019 Anticipated Progress Markers	Status	Comment Items in bold form part of SC9 meeting agenda
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>• <b>One CGIAR at the Country and Regional Level take forward thinking on this</b></li> <li>• System Organization key staff linkages established in Rome</li> </ul>
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>• 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</li> </ul>
8. Align high-quality independent advisory services into System-level decision-making	System Council	Establishment of ISDC, SPIA and Advisory Services Shared Secretariat and		<ul style="list-style-type: none"> <li>• Director of Shared Secretariat in post, building required staff complement</li> <li>• ‘Connecting the dots’ process through 2019 focusing on developing aligned workplans</li> </ul>

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



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

Action	Responsibility (Section 3 BP)	2019 Anticipated Progress Markers	Status	Comment Items in bold form part of SC9 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>• Coordinated activity through Resource Mobilization CoP;</li> <li>• Increased visibility at Global events (AGRF; World Food Prize)</li> <li>• <b>SRG recommendation 5 takes the vision for increased, and pooled funding further than originally envisioned in Business Plan</b></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>SRG bold recommendations, developed with comprehensive stakeholder input, for consideration at SC9</b></li> </ul>