



As delivered on 30 April 2020

System Council Ad-Hoc briefing call on: COVID-19 impacts and response & One CGIAR implementation progress

Prepared by: CGIAR System Organization, in consultation with CGIAR Centers

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List of abbreviations and acronyms

CoP	Community of Practice
EMT	Executive Management Team
GA	General Assembly of the Centers
SC	System Council
SMB	System Management Board
SRG	System Reference Group
TAG	Transition Advisory Group
TCF	Transition Consultation Forum
TPMU	Transition Program Management Unit

Section 1: Overall risks and opportunities



Top 5 Covid-19 system-wide risks	Short-term up to 6 months	Medium-term 6 -18 months	Long-term Beyond 18 months
1. Loss of capacity due to staff not being available or unable to work and/or reduced productivity	○		
2. Potential mandatory time /personnel reductions may result in loss of key expertise		○	○
3. Lack of or inability to implement plans to maintain assets at an adequate level may result in delays in the re-start of CGIAR operations and activities after crisis is over	○		
4. Reduced ability to spend project funds and recover costs significantly affects Centers/Alliances' budgets, cash, liquidity and reserves, hence short/medium-term viability	○	○	
5. Short and/or longer-term reductions in funding threatens the capacity of CGIAR system to conduct critical research and the long-term viability of Centers/Alliances	○	○	○

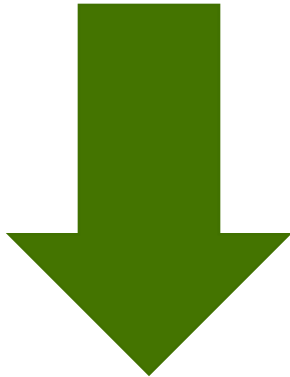
But as with any crisis, there are opportunities:

- A further incentive to get One CGIAR done
- A renewal of public recognition of the crucial role of science, 'experts', and scientific research
- A re-engagement on food systems as a result of a new form of food crisis
- A rapid adoption of new communication technologies and legacy of virtual working across geographical or institutional boundaries
- Strengthened social capital within and across the CGIAR
- Renewed recognition of the need for multilateralism as the limitations of national-only approaches become apparent

Section 2: Building block approach for a collective response

4 key building blocks
in CGIAR's strategy for
ensuring an effective
response to the risks
presented by Covid-19

These are explored in turn



A. Effective personnel management and support



B. Coordinated research and communications response



C. Proactive financial preparedness



D. Implement One CGIAR as planned

Section 2: Building block approach for a collective response



A. Effective personnel management and support



B. Coordinated research and communications response



C. Proactive financial preparedness



D. Implement One CGIAR as planned

A. Effective personnel management and support

How are CGIAR's people?

Like many around the world, CGIAR's people are facing the multiple effects of the global pandemic brought about by Covid-19 which is bringing health, employment, economic and social difficulties, risks and uncertainties to their lives.



Very low numbers of infected staff indicated so far - but no exact data available



Overall positive reports of staff coping well with situations being faced



Most staff are 'staying at home', in accordance with the various country decrees and requirements



A relatively small proportion of staff are in countries classified as "least prepared" in terms of health care system (based on Global Health Security index)



A number of staff have returned to home bases or been reunited with families, once deemed safe, with the help of various entities



A limited set of staff roles continue to carry out functions e.g. in fields, greenhouses, labs etc.- following special protocols

A. Effective personnel management and support

What are we doing across CGIAR to support our people?



Staff are **checked in on regularly**, with a number of tools being used to ‘keep track’ of everyone (i.e. buddy system or other guidelines)



Mapping of system-wide staff distribution by country against capacity/quality of health care systems (ongoing)



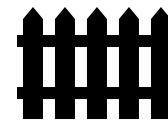
Staff are **provided with information and guidance based on authoritative sources** on a regular basis to help understand the overall Covid-19 situation and requirements in the locations in which they are based



Flexible working arrangements, equipment, ‘tips for effective virtual working’, extra security features, and other things have been deployed to support staff



Covid-19 Focal Point / Risk CoP / HR CoP **network** across Centers and the System Organization in place to share information and practices, and work towards consistent and cohesive approaches



Preparing additional protection for staff; in some locations Centers have equipped campuses with mattresses and have stocked food to host staff in case of safety threats due to social unrest



Specific resources are continuously made available to staff across the system to **support their well-being**, including mental well-being for them and families

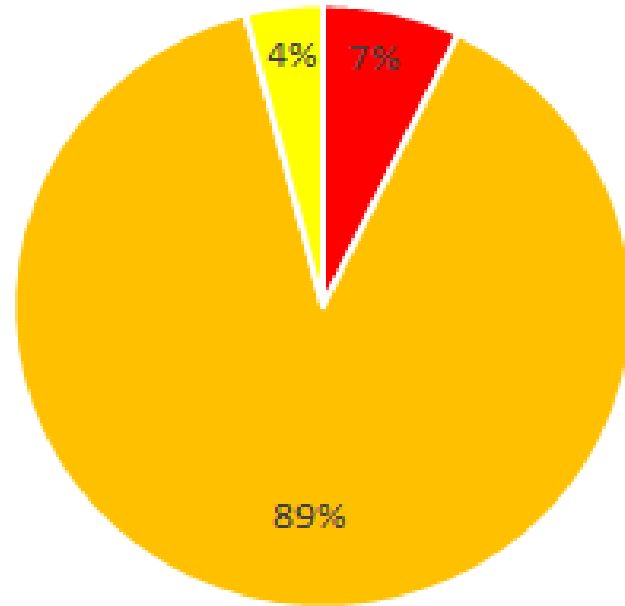


Staff are mostly not allowed/expected to **travel** for work, and meetings have been postponed or changed to virtual for coming months

A. Effective Personnel management and support

Staff geographical distribution by country Global Health Security (GHS) index

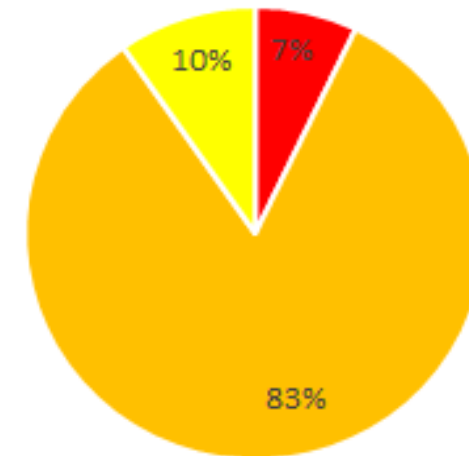
Geographical distribution of total staff (international and local) by country GHS index categories



■ Least prepared ■ More prepared ■ Most prepared

*Data sources: The GHS Index is a project of the Nuclear Threat Initiative and the Johns Hopkins Center for Health Security and developed with The Economist Intelligence Unit. GHS Index list accessed on 27 April 2020. CGIAR Center/Alliance and CGIAR System Organization data collated through HR Community of Practice group**

Geographical distribution of international staff by country GHS Index categories



■ Least prepared ■ More prepared ■ Most prepared

International and local staff: 9489 ; International staff: 1657

* Note: Staff numbers for some Centers/Alliances is still being checked to verify hosted staff have been reported consistently and that no double or under counting exists

Section 2: Building block approach for a collective response



A. Effective personnel management and support



B. Coordinated research and communications response



C. Proactive financial preparedness



D. Implement One CGIAR as planned

B.1. Covid-19 Coordinated research response

CGIAR research offer: Four pillars



To be updated based on inputs according to the roadmap at slide 18

Food systems

- Functioning supply chains and markets are critical.
- A food systems approach is useful as disruptions will be on both the supply and demand side.
- CGIAR research support will enhance food and nutrition security in the immediate response to Covid-19 and the subsequent recovery period.

One Health

- The origins of Covid-19 and other recent epidemics link the research themes of human health, animal health, and environmental health (the three tenets of One Health).
- CGIAR will support immediate responses to the Covid-19 crisis and identify opportunities to better manage zoonoses in the future.

Inclusive public programs

- The survival of poor people will depend on smart public programs encompassing food distribution, social safety nets, and inclusive responses supporting vulnerable groups.
- CGIAR responses will help to mitigate food and nutritional insecurity among vulnerable populations brought about by Covid-19.

Policies and investments

- CGIAR will generate evidence-based policy and investment solutions under two research themes:
- pro-poor development strategies/investments and
 - support to regional and national responses.

B.1. Covid-19 Coordinated research response

CGIAR research offer: Preliminary themes



Research on health, economic, food, land, and water systems is needed across inter-related themes to address the impacts of Covid-19 in low- and middle-income countries

Covid-19 Pillars	Market and nutrition driven food systems				One Health			Inclusive public programs			Policies and investments	
Themes	Food production	Labor and industry	Markets and trade	Resilience	Human health	Animal and crop health	Ecosystem health	Food distribution	Social protection	Inclusive responses	Pro-poor development strategies/ investments	Support to regional and national responses

To be updated based on inputs according to the roadmap at slide 18

B.1. Covid-19 Coordinated research response

CGIAR research offer – Examples of research outputs

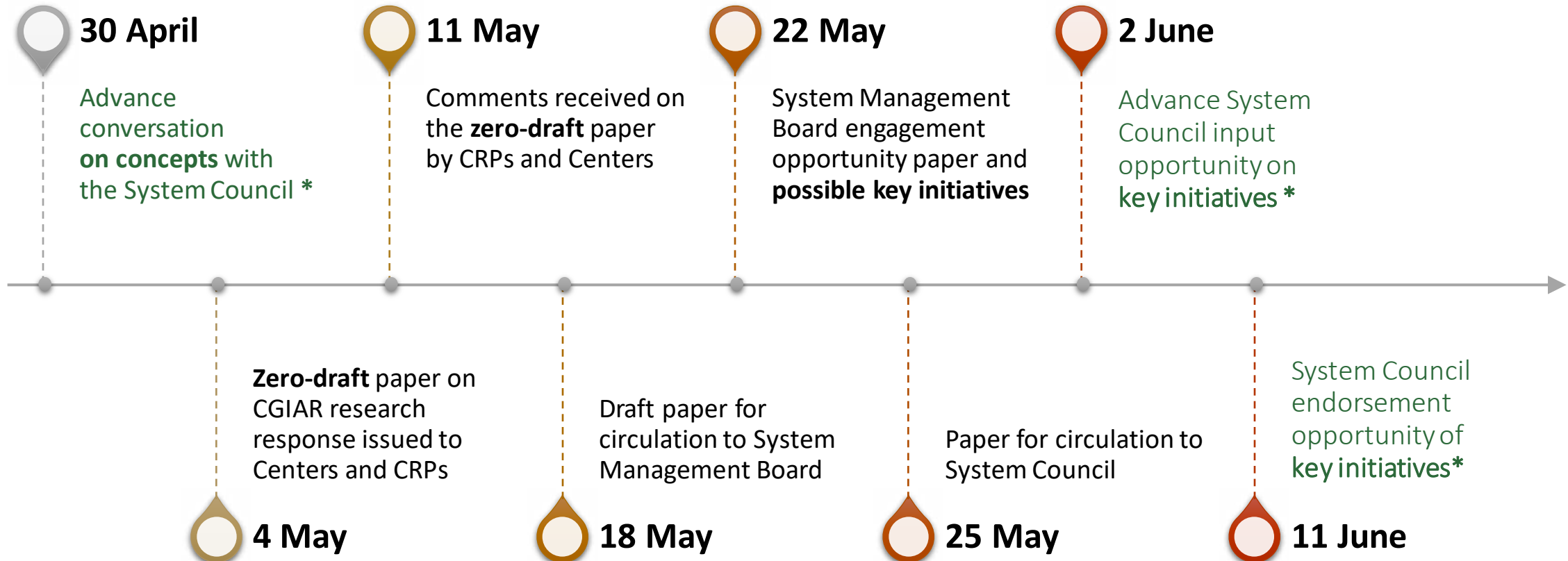


To be updated based on inputs according to the roadmap at slide 18

	Current	Adaptable	New
Food systems	Mapping production/crop systems to identify potential shortfalls	Analyzing the impacts of travel bans, illness on the availability of agricultural labor	Refining and disseminating risk-based food safety approaches
	Food price tracking	Assessing the impacts Covid-19 on the supply of nutrient-rich food	Building resilience to shocks in vulnerable peoples and places
One Health	Mitigating risk in wet markets and wild food markets	Integration with other relevant research, e.g. antimicrobial resistance	Investigating ongoing transmission of Covid-19 between animals and humans
	Assessing the impacts of climate change on disease emergence	Testing samples in bio-repositories for coronaviruses	Emerging zoonoses – understanding risks and linking to systems change
Inclusive public programs	Determining the impacts of internal migration on food demand	Analyzing consumer behavior (e.g. in food choices) during the Covid-19 crisis	Analyzing Covid-19 impacts on extreme poverty
	Assessing the impacts of reduced incomes on food access and nutrition	Analyzing the role of social protection in mitigating the effects of Covid-19	Assessing the impacts of Covid-19 on intrahousehold issues
Policies and Investments	Economic modeling based on Social Accounting Matrices to inform decisions through cross-country comparisons	Analyzing the near-term impact of Covid-19 on economies and people	Assess the immediate impact of Covid-19 in regions and countries in terms of their emergency responses, food systems, disease transmission, and agricultural and economic development and publish cross-country comparison studies
	Implications of agricultural revenue loss on external financing needs	Developing a synthesis of lessons relative to Covid-19 from research on past shocks	

B.1. Covid-19 Coordinated research response

Roadmap to clarifying CGIAR's strategy and approach



* Indicates specific opportunities for System Council to engage with material and process

B.2 Covid-19 Coordinated communications response



SCIENCE FOR HUMANITY'S GREATEST CHALLENGES

Towards a world free of poverty, hunger and environmental degradation, CGIAR is the world's largest global agricultural innovation network.

DISCOVER OUR IMPACT

CGIAR's Response to COVID-19

The novel coronavirus (COVID-19) continues to spread rapidly. An urgent and coordinated global response is needed - from the global to the local level to protect populations - and especially the most vulnerable. CGIAR makes available its latest research and analysis on COVID-19 to support authorities and the public in making informed decisions during the current crisis.

READ MORE

70+ CGIAR System blogs & news items



How COVID-19 may disrupt food supply chains in developing countries



ILRI computing capacity made available to COVID-19 vaccine developers



World Needs to Keep a Close Watch on Agriculture While Battling COVID-19 Pandemic



Safeguarding biodiversity is essential to prevent the next COVID-19



Will COVID-19 cause another food crisis? An early review



Poverty and food insecurity could grow dramatically as COVID-19 spreads



Covid-19 and food security | India and its jobs crisis



Strengthening city-region food systems during and beyond COVID-19



Don't forget about the impact of COVID-19 on the rural poor and on food security



Fiscal and monetary responses to the COVID-19 pandemic: Some thoughts for developing countries and the international community



Satellite maps can help nations make critical food production decisions amid coronavirus



Africa's growing risk of diseases that spread from animals to people

B.2 Covid-19 Coordinated communications response

Facebook

Reach 89,500; Engagements 8,500

CGIAR
Published by Buffer [?] · 14 March ·

In this blog, published by the International Food Policy Research Institute (IFPRI), Shenggen Fan discusses preventing a global food security crisis under the #COVID19 emergency. Read more: <https://on.cgiar.org/33c1qxG> #coronavirus



CGIAR
Published by Buffer [?] · 24 March at 18:30 ·

1.7K

In our response to #COVID19, CGIAR scientists provide evidence-based advice and recommendations on the key challenges we are now facing, including food and nutrition security, poverty, logistics, trade and policy. Read the latest below.
#OneCGIAR #OneHealth



CGIAR's social media messaging
Reach 466,500; Engagements 14,500

CGIAR.ORG
CGIAR's Response to COVID-19
To our advantage, CGIAR is well placed to contribute to managing the...

1.4K 22 shares

Twitter

Reach 343,000; Engagements 5,500

CGIAR @CGIAR

As the world's largest public research network on food systems, we will continue to provide evidence to help understand and address threats to #nutrition and #foodsecurity from the #COVID19 pandemic.

Access it online here
on.cgiar.org/2WAcSlr
#OneCGIAR



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.@ICRISAT's @CarberryPeter and @arvindpadhee assess the immediate challenges that #COVID19 has posed to #India's farm sector & suggest mitigation measures to ensure a sustainable #foodsystem in the post-crisis period.

on.cgiar.org/2wG0tjF

11:30 AM · Mar 24, 2020 · Buffer

20 Retweets 27 Likes



4:26 PM · Apr 17, 2020 · Twitter Web App

8 Retweets 37 Likes

LinkedIn

Reach 34,000; Engagements 500

CGIAR
41,187 followers
1mo · Edited ·

'Until we start thinking of human and animal health as linked, another coronavirus is inevitable', warns Jimmy Smith, director general of the International Livestock Research Institute (ILRI) in an op-ed published in The Independent. Read more below.



We need a new approach, or another coronavirus is inevitable - CGIAR
cgiar.org

53 · 3 Comments

The CGIAR Research Program on Wheat and its lead center, the International Maize and Wheat Improvement Center (CIMMYT) carries on in the "new normal" of #COVID19. Find out what that means below.



WHEAT carries on in the "new normal" of COVID-19 - CGIAR

cgiar.org

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B.2 Covid-19 Coordinated communications response

- ✓ Op-eds & interviews:
 - [The coronavirus pandemic exposes a global hunger crisis as well as a health emergency](#) (E. Grainger- Jones)
 - E. Grainger-Jones interviews with NPR, The Telegraph & Guardian
 - [Preventing global food security crisis under COVID-19 emergency](#) (S. Fan)
 - [Until we start thinking of human and animal health as linked, another coronavirus is inevitable](#) (J. Smith)
- ✓ [CGIAR COVID-19 landing page](#) featuring 70+ System blogs & news items
- ✓ [COVID-19: Implications for Global and Country-Level Food Security, Nutrition, and Poverty](#) (virtual event)
- ✓ [Analyses of COVID-19 Impact](#) (landing page)
- ✓ [Economic slowdown due to Covid-19](#) (Tableau simulations)
- ✓ [Zoonotic Disease to Support Pandemic Mitigation Efforts](#) (landing page)
- ✓ [Doing Research in a COVID-19 World](#) (podcast)
- ✓ [GLF Live with Lawrence Haddad](#) on COVID-19 & food systems
- ✓ [#COVID19foodsystems](#) Twitter chat (SDG2 Advocacy Hub)



B.2 Covid-19 Coordinated communications response

Possible anchor narrative: *Risks a new and different type of food crisis - poor country governments face starker choice between health and economy – hitting poor producers and consumers the hardest. Response must swift and based on science – yet another reason to transform food systems. Time to build back better.*

A coordinated CGIAR response on:



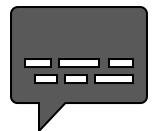
Voice

- Statement from the CGIAR System Council – build into SC10
- Coordinated call to action with WFP, FAO, IFAD, BMGF, WB, UN FSS, – SDG2 Advocacy Hub



Presence

- Website landing page & social media
- Media outreach (op-eds and interviews)
- Global virtual events, webinars and policy dialogue



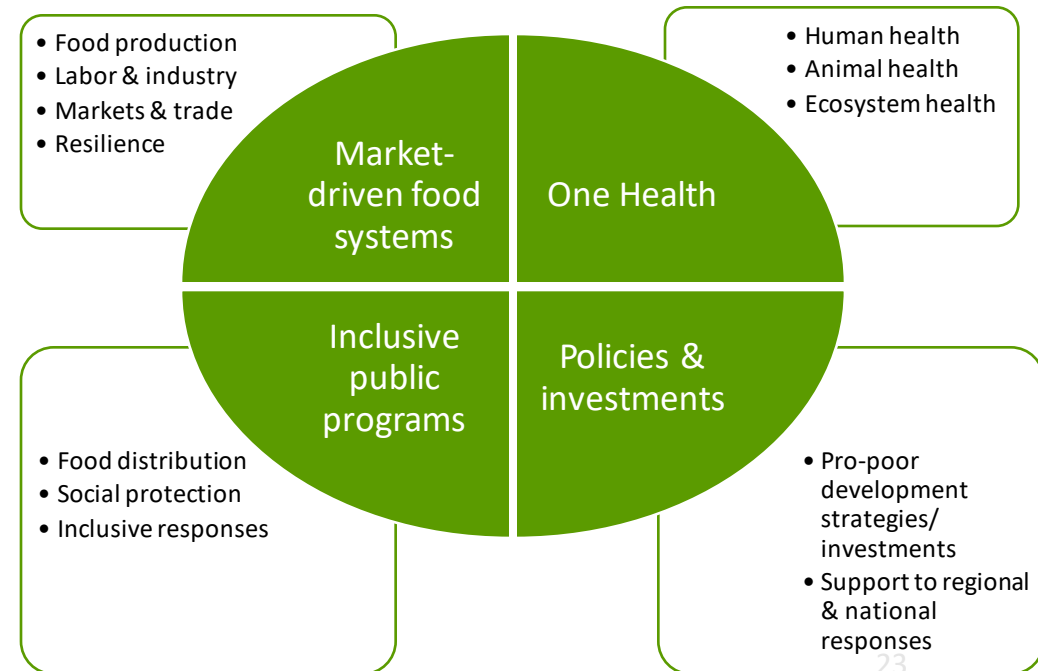
Narrative

- Contribution from research
- Research agenda (immediate, medium, long term)
- Building back green



Impact

- Performance report and dashboards
- Case studies, assessments and visualizations



Section 2: Building block approach for a collective response



A. Effective personnel management and support



B. Coordinated research and communications response



C. Proactive financial preparedness



D. Implement One CGIAR as planned

C. Proactive financial preparedness – Financial Stability (2020)

Early System-wide financial modelling of Covid-19 impact



		Original Budget	Initial projections
<i>* Data continues to be collected, collated and refined</i>			
Revenue Implications	Total Revenues	\$913M	\$685M
	W1/W2 (15% reduction due to delay of activities)	\$196M	\$166M
	W3 (23% reduction due to delay of activities)	\$245M	\$188M
	Bilateral (30% reduction due to delay of activities)	\$459M	\$322M
	Other	\$13M	\$10M
Cost Containment	Projected Net Savings in Indirect Costs (9% reduction)	N/A	\$11M
	Projected reduction in partner collaboration costs (33% reduction)	N/A	\$50M
	Projected savings in travel related research costs (49% reduction)	N/A	\$21M
	Projected reduction in research related personnel costs (loss of capacity (10% reduction))	N/A	\$31M
Net Results	# of Centers with Deficits	5	14
	Aggregate Projected Deficits	\$5.2M	\$41.4M

Notes and Highlights

- (1) Analysis is a combination of 'top-down' modelling and 'bottom-up' project-based projections. 11 Centers have provided 'bottom-up' projections, while 'top-down' modelling has been used for the other 4 Centers.
- (2) CGIAR entities have ~\$370M in net assets. Roughly \$170M of which are undesignated net assets.
- (3) The data in this table is scenario-based with most Centers applying the mid-scenario ('Recovery') in Annex 1

C. Proactive financial preparedness



Financial Stability: Initial financial risk mitigation ideas to discuss

(1) Renegotiation of program and project deliverables, outputs, expectations

- For W3/bilateral projects - in principle System Council agreement on
 - full-cost [6 months] extensions
 - temporary increase in ICR by [35%] in 2020
 - reorientation of project level outputs, deliverables and targets
- For W1/W2 contributions to CRPs/Platforms - temporary increase (for 2020) of indirect Cost Rates (ICR) by [35%]

(2) Prudent use of available System Resources

- Consideration of impact on Center Reserves
- Consider temporary reductions in CSP charges to W3/bilateral projects for 2020
- W1 Liquidity and Stabilization Fund – consider repurposing of \$6.5M call down facility (discussed and approved in 2020 FINPLAN) towards Center institutional support

(3) New funding initiatives and modality adjustments

- COVID-19 Hub set up in existing “improving human health” flagship in A4NH (IFPRI lead with co-leads ILRI and London School of Hygiene and Tropical Medicine)
- Suspension of current partial de-linking rules and principles for 2020 to facilitate Funder objectives

Section 2: Building block approach for a collective response



A. Effective personnel management and support



B. Coordinated research and communications response



C. Proactive financial preparedness



D. Implement One CGIAR as planned

D. Implement One CGIAR as planned: overview



The transition to One CGIAR remains on track, consistent with the recommendations endorsed by the System Council, and the associated target dates, with some adaptations.



The institutional architecture to lead, advise, and support the transition is falling into place: the TCF, TAGs, and support teams have been in place since March. In May, a TPMU is expected to be operational, and the SMB is expected to approve a Terms of Reference and launch a search for an initial One CGIAR Executive Management Team.



Transition risks and mitigation measures are continuously assessed and prioritized. Covid-19 does not stand in the way of key implementation steps in 2020. Indeed, it illustrates why One CGIAR needs to be delivered with urgency.



Communications and outreach on the transition are progressively enhanced, with a dedicated web page, an internal MS Teams workspace for virtual collaboration across the TCF and TAGs, Newsletters from the TCF co-chairs, structured outreach to Center Boards, and broader involvement of CGIAR staff through CoPs.

D. Implement One CGIAR as planned: key focus areas in 2020



2030 Research Strategy

- Guided by TAG2
- High-level document, with further detail to be provided in a 2022-2024 Investment Plan
- Articulates the changing context for CGIAR's AR4D, a new research framework, and a high-level description of the 2022—2030 portfolio



Unified governance under a One CGIAR Common Board

- Guided by TAG3, inclusive Nominations Committee for reconstituted SMB
- Call for SMB nominations launched, One CGIAR legal opinion released in April
- Key decision moment for Center/ Alliance Boards in August—September to appoint reconstituted SMB members to Center/ Alliance Boards, as a minimum 2/3 voting majority, with an effective date of 1 Oct



Initial One CGIAR Executive Management Team

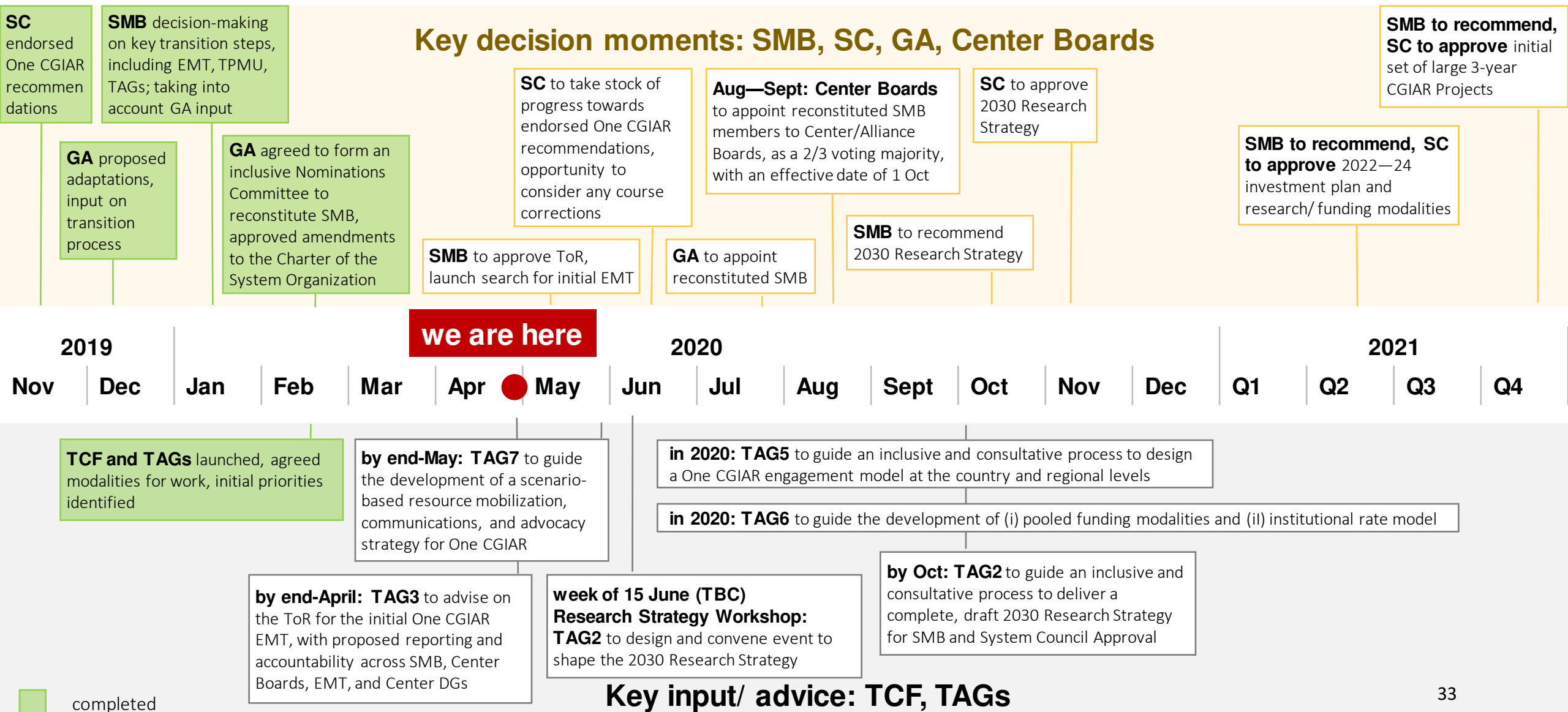
- TAG3 is guiding the development of the Terms of Reference, reporting lines, and accountabilities and authorities
- SMB to approve the Terms of Reference, launch appointment process in early May
- SMB to establish an inclusive EMT Search Committee led by the SMB Chair, with SC representation



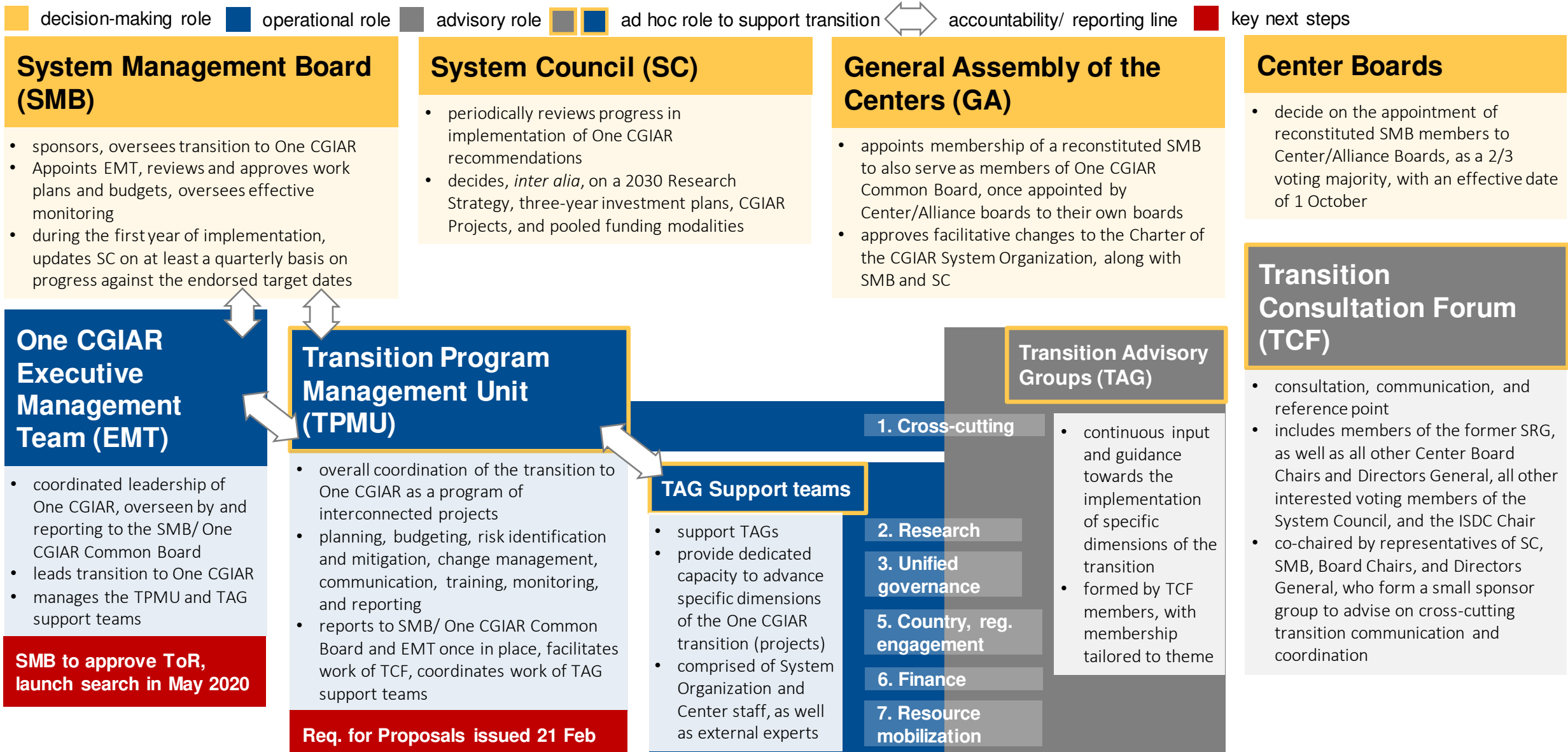
One CGIAR Resource Mobilization, Communication, and Advocacy strategy

- Guided by TAG7
- Framework drafted and presented to TCF
- Broad interest in 2021 pledging/commitment moment connected to UN Food Systems Summit (or alternate)
- SC need to champion and advocate as research agenda, investment case, and finance modality develops

D. Implement One CGIAR as planned: high-level timeline



Appendix I: Leading and stewarding the transition to One CGIAR



Appendix II: TAG membership and co-stewards



TAG	TAG1	TAG2	TAG3	TAG5	TAG6	TAG7
Convener(s)	Ferroni, Marco	Kropff, Martin Wood, Mellissa	Wild, Hilary	Restrepo, Juan-Lucas	Andrews, Nancy	Self, Rinn
Members/ Guests	Andrews, Nancy Birrell, Nicole Bounjoua, Saad Cavalieri, Tony Grainger-Jones, Elwyn Johnstone, Gareth Kropff, Martin Marton-Lefèvre, Julia Restrepo, Juan-Lucas Self, Rinn Smith, Jimmy Smith, Allison Van Heerden, Clarissa Wild, Hilary Wood, Mellissa	Abousabaa, Aly Bernhardt, Michel Bertram, Rob Faure, Guy Hubert, Bernard Jallow, Isatou Kramer-LeBlanc, Carole Meinke, Holger Morell, Matthew Nasi, Robert Ndirpaya, Yarama Ortiz, Oscar Philipps, Michael Pinto, Yvonne Sadoff, Claudia Swinen, Jo Thevasagayam, Samuel Tollervey, Alan van Ijssel, Wijnand Wells, Barbara	Birdsall, Nancy Cackler, Mark Falvey, Lindsay Johnson, Alexandra Lenton, Roberto Ngongi, Amos Namanga Nwanze, Kanayo Potter, Stephen	Abubakar, Yusuf Byerlee, Derek Diaz Luengas, Jorge Mario Évéquoz, Michel Johnson, Alexandra Machado, Pedro Ndirpaya, Yarama Nigussie, Mandefro Nteranya, Sanginga Roy-Macauley, Harold Selvaraju Ramasamy Sereme, Paco Tollervey, Alan	Ash, Andrew Bernhardt, Michel Birrell, Nicole Godfrey, Jim Van Gilst, Daniel Wadsworth, Jonathan Witte, Eric	Biddle, Julianne Cooke, Rodney Ghezze, Nighisty Guertin, Michelle Hughes, Jackie Kropff, Martin Smith, Jimmy Van der Bliet, Julie Wadsworth, Jonathan
Co-stewards	Kommerell, Victor Sundstrom, Roland	Rajasekharan, Maya Vermeulen, Sonja	Tan, Renei Bennett, Karmen	Manning-Thomas, Nadia Randolph, Tom	Craig, Jamie Niyogi, Syon	Zandstra, André Turilli, Pietro

Appendix III: Code of conduct for the transition



(As adopted based on TAG1 and TCF input and shared through the [30 March Newsletter](#).)

In our capacity as members of the CGIAR Transition Consultation Forum (TCF) and Transition Advisory Groups (TAGs), we will:

- Act with honesty, integrity, openness, transparency and commitment in the furtherance of One CGIAR
- Treat each other with dignity and respect
- Collaborate with each other across institutional boundaries
- Promote evidence-based decision making, while acknowledging and accepting there are legitimate differences of values, perspectives, and experiences
- Act with urgency and support conclusions and decisions that have been reached through meaningful, inclusive consultations
- Share information with each other, and –unless otherwise agreed –with other stakeholders within our respective networks, constituencies, and organizations, acting as spokespersons of the transition to One CGIAR

Appendix IV: Key reference materials – TCF and One CGIAR



- <https://www.cgiar.org/how-we-work/strategy/transition-consultation-forum/>
- [SRG Recommendations as endorsed by the System Council](#)
- [Presentation delivered by SRG Co-Chair to the System Council](#)
- [Chair's Summary, 9th Meeting of the CGIAR System Council](#)
- [Message from the CGIAR System Council to CGIAR Staff](#)
- [Chair's Summary, 16th Meeting of the CGIAR System Management Board](#)
- [Chair's Summary, Extraordinary General Assembly](#)
- [Initial Steps and Transition Support to One CGIAR: Version 3](#)

Annex 1: Covid-19 Cross-System Risk register

Annex 1: Risk register

Background on Covid-19 Risk Register



Purpose

1. Identify and monitor key CGIAR-wide risks due to Covid-19 and track overall status of planned actions
2. Provide visibility to Centers (Board Chairs and Directors General), SMB (and its Audit and Risk Committee), System Council (and its Assurance Oversight Committee) and other key groups (i.e. Center Audit Committee Chairs' Group; Internal Audit Community of Practice) as needed.

Operating modalities

- Covid-19 risk register is presented and updated at weekly 1hr-calls with Covid-19 Focal Points ('FPs') and Risk Management Community of Practice ('CoP') members, and regular ED/DG calls. Information from the register is used to support discussions at a weekly call with the DGs.
- This risk register does not replace existing risk assessments maintained at individual entities. Nor does it require replication of information from such sources. It is updated through collective input provided by the FPs/Risk CoP members.
- Responsibility for accuracy of information lies with the FPs/Risk CoP members and should be done in coordination with the owners of actions/risks.

Moving forward

Ensure that short, medium and long-term risks are adequately captured, understood and actioned, including risks and opportunities in relation to One CGIAR.

Annex 1: Risk register: Financial Stability risk planning scenarios



- **Optimistic scenario** – business returns to pre-social distancing modality by July 1. Minimal disruption to health of Center staff and partners. Global economy and supply chains quickly revert to previous state and global food crisis averted. Centers able to quickly implement activities and catch up on delays encountered. For 2020, total planned expenditures on supplies, services and collaboration able to achieve 85% of original budgets. Travel and workshop spending able to achieve 40% of original budgets. Research/Program personnel have 10% of unallocated time that is not chargeable to funders.
- **Recovery scenario** – heavy disruption lasts into late 2020, at which point there is a rapid recovery of the global economy and supply chains. Centers experience delays during the ‘down’ period, but no extended impairment to their assets or ability to re-start program delivery. For 2020, total planned expenditures on supplies, services and collaboration able to achieve 60% of original budgets. Travel and workshop spending able to achieve 25% of original budgets. Research/Program personnel have 30% of unallocated time that is not chargeable to funders.
- **Extended Disruption scenario** – not just weathering a storm, but also a change in the landscape. Heavy disruption continues into 2021. Global financial recession/depression deep enough to create profound second round impacts including on banking liquidity, continued social distancing and deep spread in developing countries leading to multiple resulting crises – e.g. a food crisis resulting from disruption to food markets. Would likely lead to a need for restructuring of staffing across the System, although that has not been built into financial models presented. For 2020, total planned expenditures on supplies, services and collaboration able to achieve 50% of original budgets. Travel and workshop spending able to achieve 10% of original budgets. Research/Program personnel have 50% of unallocated time that is not chargeable to funders.

Annex 1: Risk register

Covid-19 system-wide risk register – key elements (1)



Area	No.	Risks
People	1	Loss of capacity due to staff not being available – including burn-out risk (additional workload, country lockdown, tighter restrictions for certain age groups in some countries may be implemented, mental stress/panic, due to affected family members or impacted services, illness/death)
	2	Staff productivity (caring for affected family members, reliance on technology/internet)
	3	Potential mandatory time /personnel reductions may result in loss of key expertise
	4	Legal/regulatory (non-compliance, uncertain status of staff that cannot work from home -challenges with pay or other matters)
	5	Staff being stranded when travelling as rapid travel restrictions imposed
	6	Insurance risk i) ability of staff to pay (related to bank closures) ii) medical coverage while not working on premises or medical limit
	7	Capacity limitation for ISOS to evacuate people (staff and/or families) diagnosed with Covid-19 or countries restrictions, or issues returning (self-quarantine)
	8	Inability to effect payment to employees (and/or inability of employees to withdraw money due to limits imposed)
Strategic	9	Short and/or longer-term reductions in funding threatens the capacity of CGIAR system to conduct critical research and the long-term viability of Centers/Alliances
	10	Inability to deliver on Research Program commitments
	11	One CGIAR transition timeline, budget, and decision making - differential impacts on time and focus availability, and resourcing risks
	12	Increased risk of social unrest/law and order breakdown
	13	Ineffective Board (Center/Alliance Boards + SMB) and SC oversight (inability to hold in-person meetings, sickness)

Annex 1: Risk register

Covid-19 system-wide risk register – key elements (2)



Area	No.	Risks
Operational	14	Travel, events and meetings disruption
	15	Supply chain or procurement disruption (delays, shortages or inability to pay)
	16	Field and lab experiments cannot be performed
	17	Full shutdown by government (applied to local staff, critical to maintain infrastructure and avoid big losses)
	18	Lack of plans to maintain assets at a state to quickly re-start CGIAR operations and activities after crisis is over
	19	Inaccessibility of genebanks leading to loss of accessions, inability to distribute germplasm and impact on planting
Financial	20	Cash-flow/liquidity implications
	21	Cost increases - unforeseen exceptional expenses that may incur. Donors may not be receptive
	22	Reduced ability to spend project funds and recover costs significantly affects Centers'/Alliances' budgets, cash, liquidity and reserves, hence short/medium-term viability
	23	Centers' reserves and balancing fund capital erosion (FX and interest rates impact)
	24	Global Financial crisis (recession / depression) leading to partner bank collapse and loss of assets
	25	Increased cyber risk (phishing / financial / data / deceiving campaigns)
	26	Increased fraud risk
	27	Information about COVID-19, decisions made, and potential impact on funding, projects and staff come too late; misinformed perceptions and rumours circulate throughout CGIAR, projects are not implemented or delayed, staff and partners' morale declines
	28	Risk of non-compliance (financial, ethics, regulatory)

Annex 1: Risk register

People: Risk register zoom-in (1)



No	Risks	Mitigating instruments + actions (completed and planned)
1	Loss of capacity due to staff not being available (including burn-out risk, country lockdown, tighter restrictions for certain age groups in some countries, mental stress/panic due to affected family members or impacted services, illness/death)	<ul style="list-style-type: none"> • Explore and establish new ways of working (i.e. teleworking) • Use flexible contractual arrangement to hire required back-up capacity/expertise • Covid-19 Focal Point / Risk CoP network across Centers and System Organization ('SO') in place • Health care advisories and guidelines, including on self-quarantine and working from home, based on authoritative sources • Working-from-home GDI toolkit for CGIAR People's Leaders • System-wide Wellness toolkit, including planned Wellness Webinars. • Enhance the System's capacity to provide counselling and other support services to staff
2	Staff productivity (caring for affected family members, reliance on technology/internet)	<ul style="list-style-type: none"> • Focal points with SO support create a team space to share ongoing guidance provided by Centers/SO to staff • Focal points with SO support develop a note to share best-practice examples across the system and with DGs/ED (shared library) • Actions to maintain contact with and support people who self-quarantine (i.e. buddy system or other guideline)
3	Potential mandatory time /personnel reductions may result in loss of key expertise	<ul style="list-style-type: none"> • Financial risk management actions undertaken • Test out more quantified scenario planning on Research Programs impact • Consider long term implications of scientists not returning and try to balance short-term implications with funders, to manage impact in the longer term. • Explore alternatives before redundancies (annual leave, part-time, leave without pay with some benefits) • Retention plan based on competitive advantage • Understand complex legal environment and ensure that additional rules by government on treatment of employees during Covid-19 crisis) are understood/monitored • Ensure effective communication is happening
4	Legal/regulatory (non-compliance, uncertain status of staff that cannot work from home - challenges with pay or other matters)	<ul style="list-style-type: none"> • Focal points with SO support to identify potential areas of non-compliance • Exceptional measures to support people that cannot work from home (field, lab and other roles).

Annex 1: Risk register

People: Risk register zoom-in (2)



No	Risks	Mitigating instruments + actions (completed and planned)
5	Staff being stranded when travelling as rapid travel restrictions imposed	<ul style="list-style-type: none"> • International SOS support in place • Focal points network with HR COP assess in-country arrangements between Centers – e.g. hosted staff or staff stranded because of travel restrictions – and advise any additional measures (e.g. identification of in-country Covid-19 focal points, rapid temporary hosting for stranded staff, repatriation decision making / common approach (i.e. post how many staff are still out on mission and how many stranded) • Tracking system put in place • Using intelligence around local Centers who may be able to help • Engage with governments of hosting countries (i.e. waivers)
6	Insurance risk i) ability of staff to pay (related to bank closures) ii) medical coverage while not working on premises or medical limit	<ul style="list-style-type: none"> • Self-insurance nature of AIARC – AIARC self stress-testing • Communication with insurance company • Clarify medical coverage while not working on premises and look at options to extend coverage (accidents, disability), and negotiate additional costs • Local insurance coverages under review by Centers/Alliances
7	Capacity limitation for ISOS to evacuate people (staff and/or families) diagnosed with Covid-19 or countries restrictions, or issues returning (self-quarantine)	<ul style="list-style-type: none"> • ISOS communicated that capacity limitations may be imposed to them • Take this consideration into repatriation • Provide repatriation or staff relocation guidance • Mapping of system-wide staff distribution by country against capacity/quality of health care systems
8	Inability to effect payment to employees	<ul style="list-style-type: none"> • Adjustments to payments methods in advance as needed (i.e. bank account instead of cheque) • Review whether banks we work with have BCPs

Annex 1: Risk register

Financial: Risk register zoom-in



No	Risks	Mitigating instruments + actions (completed and planned)
20	Cash-flow/liquidity implications	<ul style="list-style-type: none"> • Coordinated communication with Funders/SC (including potential future discussions on cash-flow implications, project management) • Close monitoring of Center cash-flow/liquidity implications – this will require active participation and collaboration of Finance teams across the System to track and share information on cash flows, liquidity, cost recoveries, projected results and other qualitative risks
21	Cost increases - unforeseen exceptional expenses that may incur. Funders may not be receptive	<ul style="list-style-type: none"> • Active participation and collaboration of Finance teams across the System to track and share information on cash flows, liquidity, cost recoveries, projected results and other qualitative risks • Estimate exceptional expenses that may incur to do critical tasks (transport, labor, hygiene/sanitation)
22	Reduced ability to spend project funds and recover costs significantly affects Centers' budgets and ability to retain staff	<ul style="list-style-type: none"> • Test out more quantified scenario planning on Research Programs impact • Active participation and collaboration of Finance teams across the System to track and share information on cash flows, liquidity, cost recoveries, projected results and other qualitative risks
23	Center/Alliance reserves and balancing fund capital erosion (stock market, FX and interest rates impact)	<ul style="list-style-type: none"> • Active participation and collaboration of Finance teams across the System to track and share information on cash flows, liquidity, cost recoveries, projected results and other qualitative risks
24	Global Financial crisis (recession / depression) leading to partner bank collapse and loss of assets	<ul style="list-style-type: none"> • Active participation and collaboration of Finance teams across the System to track and share information on cash flows, liquidity, cost recoveries, projected results and other qualitative risks

Annex 1: Risk register

Financial: Risk register zoom-in



No	Risks	Mitigating instruments + actions (completed and planned)
25	Increased cyber risk (phishing/ financial / data / deceiving campaigns)	<p>The ICT CoP meets every week to discuss actions and share learnings. Some priority actions identified are:</p> <ul style="list-style-type: none"> • Push more for the implementation of Multi-Factor Authentication at scale to control access to Office 365, ERP systems, on-premise systems through VPNs, and other key cloud applications. • Coordinate the implementation of DMARC to prevent domain spoofing on the CGIAR Office 365 tenant. • Implement minimum standards for security awareness (i.e. frequency of phishing campaigns, online security training for clickers and new hires, automation). • Provide a set of consistent security tips and resources for all CGIAR staff. • Identify a set of security indicators and start monitoring the security posture of CGIAR overtime. <p>An Information Security Group has been formed. Membership includes some Center IT leaders and security experts. The group will provide recommendations and help drive security initiatives. In addition, we continue to drive the CGIAR Active Directory and Office 365 security improvement plan created last year following a System-wide security assessment of our core services infrastructure.</p>
26	Increased fraud risk	<ul style="list-style-type: none"> • Same processes followed while working from home and ensure that any deviations from established controls are assessed. • Additional controls mechanisms (moving faster with dual authentication, signing documents through DocuSign and other).
27	Information about COVID-19, decisions made, and potential impact on funding, projects and staff come too late; misinformed perceptions and rumors circulate throughout CGIAR, projects are not implemented or delayed, staff and partners' morale declines	<ul style="list-style-type: none"> • Special measures and safeguards clearly communicated or promoted • Center DGs are encouraged to coordinate with SO and make use of key messages and Q&A to customize and align their own messages to staff, host country governments, partner governments and organizations, and bilateral Funders • Centers are encouraged to share best practices
28	Risk of non-compliance (financial, ethics, regulatory)	<ul style="list-style-type: none"> • Ethics compliance and responsibility taken into consideration when making key decisions on forced leave, benefits, or making payment to employees (even if not obliged by law) and responsibly without jeopardising life of organisation. • Understand legal obligations, follow (changing) local laws and directives • Financial compliance: Same processes followed while working from home and ensure that any deviations from established controls are assessed. Assess whether controls suitable for homeworking environment.

Annex 1: Risk register

Strategic (Funding): Risk register zoom-in



No	Risks	Mitigating instruments + actions (completed and planned)
9	Short and/or longer-term reductions in funding threatens the capacity of CGIAR system to conduct critical research and the long-term viability of Centers/Alliances	<ul style="list-style-type: none"> • System-level financial scenario planning and communication with Funders • Developing risk assessment for long-term impacts to ODA funding • Funder calls on 2020-2021 FINPLAN commitments. Funder calls are scheduled to enable two-way communication, to collect data and information, and to try to secure commitments for 2020 and 2021 • Funder update and risk assessment initiated by Funder and External Relations Unit, SO, on key risks and uncertainties by Covid-19 - calls completed with i) Heads of RM and ii) key Funders, and 3) learnings from other crises • Resource Mobilization Community of Practice serves as platform to share Funder directives, instructions and messages related to CGIAR operations, budgets and management of Covid-19 crisis • Business development team at entities reaches out to bilateral donors (explore alternatives to original research projects to offer support to the communities we are serving).

Annex 1: Risk register

Strategic (One CGIAR implementation): Risk register zoom-in



No	Risks	Mitigating instruments + actions (completed and planned)
11	One CGIAR transition timeline, budget, and decision making - differential impacts on time and focus availability, and resourcing risks	<ul style="list-style-type: none">• The institutional architecture to advise and support the transition is largely in place in line with SMB decisions and will contribute towards a concerted approach to risk management: the TCF and TAGs have been operational since February, TAG co-stewards have been identified, and a selection process is underway to have an operational Transition Program Management Unit ('TPMU') in place in May.• The TCF, TAGs and support teams have begun to assess the risk of Covid-19 to the One CGIAR transition and will continue to do so on an ongoing basis as part of a dynamic approach to identifying and managing implementation risks and opportunities.• The number and frequency of TAG and TCF interactions is kept under active review to accommodate competing priorities for Center leadership.• In lieu of a previously planned in-person meeting in March, all TAGs reported back to the TCF virtually in 14—17 April.• In transition areas that require deeper integration across the CGIAR System, and more significant contributions from Center staff, such as policies and services, most work can wait until a unified governance structure and Executive Management Team have been established later this year.• In priority areas for 2020 – including unified governance, a One CGIAR Executive Management Team, and a high-level 2030 Research Strategy – work remains on track to the timelines established in February.

Annex 1: Risk register

Strategic (Other): Risk register zoom-in



No	Risks	Mitigating instruments + actions (completed and planned)
10	Inability to deliver on Research Program commitments	<ul style="list-style-type: none"> • Review and revision of CRP and Platform Plans of Work and Budget for 2020 • Actions taken for a controlled shutdown (i.e. trials/field trials) • Explore workarounds prior to writing-off activities
12	Increased risk of social unrest/law and order breakdown	<ul style="list-style-type: none"> • Reviewed building security, security staff maintained on site • Review guidelines for staff security - need to align responses. Explore a global CGIAR-UNDSS partnership in addition to existing bilateral arrangements • Actions taken in some Centers/Alliances to provide shelter and food within the Center/Alliance building (food supplies, mattresses, communication channel) in case of social/political unrest (taking into account that evacuation may not be possible) • Webinar on staff security related to social unrest (options being explored, also customised training can be arranged) • Coordinate with host countries to utilise immunities and privileges if required • Country level coordination: strengthen and formalise existing mechanisms of establishing regular meetings amongst the regional/country reps within each country or put in place in locations where they do not exist. • Ensure that regional country reps are part of the crisis management teams, examples include BCM/risk daily meetings between HQ with regional/country reps, communication/country-specific website, communication through WhatsApp groups or questionnaires being sent out/matrix developed for measures to be taken (instead of meetings). • Coordination with hosting Centre. • Individual contingency plans for expats and strengthened communication on the anti-foreigner sentiment
13	Ineffective Board (Center/Alliance Boards + SMB) and SC oversight (inability to hold in-person meetings, sickness)	<ul style="list-style-type: none"> • Centers/Alliances adjusted agenda and way of carrying out their Board meetings (focusing on strategic decisions or priority items, increased preparation in advance through questions and comments sent, consent agenda created for items already discussed but pending approval (to avoid re-opening these items), all papers taken as read / zero presentations) • Coordinated communication with Funders/SC (including potential future discussions on cash-flow implications, project management)

Annex 1: Risk register

Operational risks: Risk register zoom-in



No	Risks	Mitigating instruments + actions (completed and planned)
14	Travel, events and meetings disruption	<ul style="list-style-type: none"> Prioritize, explore new ways of working -including virtual, reduce travel
15	Supply chain or procurement disruption (delays, shortages or inability to pay)	<ul style="list-style-type: none"> Implement Centers' Business Continuity Plans (BCPs) Adjustments to payments methods in advance as needed (bank account instead of cheque)
16	Field experiments cannot be performed	<ul style="list-style-type: none"> Implement Centers' Business Continuity Plans (BCPs) Decide on exemptions based on criteria for example i) involving unique varieties, ii) impact on future operations re-start) ii) direct support to food production / impact on food security and develop protocol needed (for handling, sanitation etc.)
17	Full shutdown by government (applied to local staff, critical to maintain infrastructure and avoid big losses)	<ul style="list-style-type: none"> Explore resources that could be maintained on site (internal or 3rd parties) Links with government to authorize certain activities by exemption or even to ensure our voice is heard in decision taking Links with governments to protect critical technology scaling and delivery systems
18	Lack of plans to maintain assets at a state to quickly re-start CGIAR operations and activities after crisis is over	<ul style="list-style-type: none"> Implement Centers' Business Continuity Plans Centers to prepare post-crisis operational plan and communicate with relevant audiences to ensure timely implementation
19	Inaccessibility of genebanks leading to loss of accessions, inability to distribute germplasm and impact on planting	<ul style="list-style-type: none"> Essential operations are reduced in all 11 CGIAR genebanks Contingency plans have been put in place to ensure that critical activities to prevent the loss of accessions continue Germplasm distributions, project activities and progress towards targets will be seriously affected in 2020 In some cases, particularly clonal crop collections, accessions will be at risk if normal operations cannot resume after 3 months; The majority of collections are safety duplicated but not 100%, again clonal collections are the most at risk; Cryopreservation, automation and completion of the safety duplication of collections are required to ensure collections managed by CGIAR are fully secured in the future.