

CGIAR System Board
 19th meeting, Virtual
 28-29 January 2021

System Organization 2020 Review

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Agenda Item	6: Operational matters
Document Number	SB19-06a
Purpose:	<p>Pursuant to the System Board’s ongoing oversight role of the operations of the CGIAR System Organization, this document sets out:</p> <ul style="list-style-type: none"> • In Part A: An update on delivery of the System Management Office 2019—2021 Workplan • In Part B: A report on the System Organization's 2020 expenditure to budget • In Part C: An overview of System Organization staffing during 2020
Requested action:	This material is presented for information purposes; no action is requested of the System Board at this time.
Draft decision point (if relevant):	N/A
CGIAR Risk Management Framework linkages:	<p><u>Risk Family 5:</u> Poor execution undermines capability</p> <p><u>Critical Success Factors:</u></p> <ul style="list-style-type: none"> • Top talent is attracted to and retained by the CGIAR and Centers • CGIAR System adds significant value to outweigh related costs and constraints
Issue date:	25 January 2021
Author(s):	CGIAR System Organization
Presenter(s):	<p>Elwyn Grainger Jones, MD, Institutional Strategy & Systems and ED, CGIAR System Organization</p> <p>Jamie Craig, Director, Financial and Digital Services</p> <p>Francesco Tresca, Senior Manager, Human Resources</p>

System Organization 2020 Review

Purpose: This document sets out:

- *Part A: An update on delivery of the System Management Office 2019—2021 Workplan*
- *Part B: A report on the System Organization's 2020 expenditure to budget*
- *Part C: An overview of System Organization staffing changes during 2020*

Action requested: This material is presented for information purposes; no action is requested of the System Board at this time.

A. System Management Office 2019-2021 Workplan update

- ✓ Based on the [2019-2021 System Business Plan](#) (approved in November 2018), an [associated System Management Office Work Plan 2019-2021](#) was approved by the then-titled System Management Board in December 2018.
- ✓ Implementation of agreed actions made solid progress across 2019 and 2020, and a review of progress against the Office's KPI's is set out in the slides that follow.
- ✓ The speed and scope of changes envisaged in the endorsed One CGIAR recommendations far exceeded the expectations of either plan.
- ✓ Agility and responsiveness have also been required due to continued disruption caused by the COVID-19 pandemic.
- ✓ The System Organization's delivery priorities and staffing capacity have therefore evolved to deliver against the plan for transition to One CGIAR, particularly over the course of 2020.
- ✓ It is clear that 2021 will bring significant change for how System Organization staff are organized and the work they deliver – aligned to the proposed One CGIAR organizational structure.
A firm revised 2021 workplan is therefore not proposed at this stage.

A. System Management Office 2019-2021 Workplan update

Self-assessment of progress against System Organization KPIs



2019—21 Business Plan Actions		Associated 2019—21 System Organization Work Plan KPIs		Status
ACTION 1:	Implement and enhance the portfolio of CRPs and Platforms			
1.1	Successfully implement the CGIAR portfolio over the business plan period	1	Successful implementation of the CGIAR portfolio over the business plan period	fully on track/ achieved
1.2	Elevate new Gender Equality to a new CGIAR Research Platform	2	Creation/elevation of Gender Equality Platform	fully on track/ achieved
1.3	Deepen the portfolio through new thematic strategies and initiatives	3, 4	3. Foundation established for CGIAR Digital Extension Services 4. Deepen the portfolio through new thematic strategies and initiatives	challenges encountered, needs review
ACTION 2:	Create Financial Sustainability and Growth in CGIAR			
2.1	Agree ambitious targets for funding volume and quality	5	Increased volume of pooled W1/W2 funding from new or lapsed funders (bilateral, multilateral, foundation and private sector)	fully on track/ achieved
2.2	Implement the 2019-2021 FINPLAN	6	Financial Guidelines on Indirect Costs and Financial Indicators Approved by SMB	fully on track/ achieved
2.3	Meet minimum overhead costs	7	Office support and services are delivered efficiently	fully on track/ achieved
2.4	Extend reconciliation of System Council Funder seating to end-2020	8, 9	8. Reconciliation of System Council seat extended to end of 2020 9. The agreement by CGIAR's Funders on how the allocation of System Council 'Funder' voting member seats is effectively coordinated	challenges encountered, needs review
ACTION 3:	Strengthen program performance management	10	CGIAR program results performance enabled	fully on track/ achieved
3.1	Implement a 12-Point Program Performance Management Framework	11	Successful implementation of a 12-Point Program Performance Management Framework	fully on track/ achieved
3.2	Implement Program Performance Management Standards for 2019	12	Successful implementation of Program Performance Standards	fully on track/ achieved

A. System Management Office 2019-2021 Workplan update

Self-assessment of progress against System Organization KPIs (2)



2019—21 Business Plan Actions		Associated 2019—21 System Organization Work Plan KPIs		Status
ACTION 4:	Improve people management			
4.1	Develop a CGIAR People Management Strategy	13	Development of a CGIAR People Management Strategy	Reprioritized in light of One CGIAR transition
4.2	Reinforce and strengthen our shared ethical frameworks and practices	14, 15	14. Common policies that deliver a stronger ethical framework for the CGIAR System are adopted based on broad support by the governing entities of the System 15. Common CGIAR safeguarding policies, guidelines, and tools are adopted System-wide	mostly on track
4.3	Design and implement a 'Gender, Diversity and Inclusion Framework'	16	Development of a CGIAR Gender Equality, Diversity, and Inclusion Framework	fully on track/ achieved
ACTION 5:	Pursue new cross-Center alliances			
5.1	Attract additional funding in support of Center alliances			
5.2	Explore priority shared services opportunities between Centers	17	Design, development, and release of a System-wide Financial Reporting Dashboard	fully on track/ achieved
ACTION 6:	Enhance collaboration with delivery partners	18	System-wide collaboration capabilities are improved through improvement of tools	fully on track/ achieved
6.1	Implement a new country collaboration strategy			
6.2	Deepen private sector collaboration	19	Deepened collaboration with private sector	Reprioritized in light of One CGIAR transition
6.3	Establish new Multilateral Development Bank cooperation platforms	20	Creation of new multilateral development bank (MDB) cooperation platform(s)	Reprioritized in light of One CGIAR transition
6.4	Set up a CGIAR Rome-hub	21, 22	21. System Management Office presence as part of a Rome office is established 22. HR support provided to the establishment of the Rome office and CGIAR Advisory Services Shared Secretariat	fully on track/ achieved

A. System Management Office 2019-2021 Workplan update

Self-assessment of progress against System Organization KPIs (3)



2019—21 Business Plan Actions		Associated 2019—21 SMO Work Plan KPIs		Status
ACTION 7:	Align and enhance assurance systems			
7.1	Increase coordination and information sharing between assurance providers			
7.2	Evolve our risk management maturity	23, 24	23. CGIAR and SMO Information Security aligned with international standards and practices 24. Opportunity and risk management is embedded into System and System Organization operations	
7.3	Evolve capacity to increase the value of internal audit			
7.4	Harmonize cross-System internal controls frameworks for shared risks	25	Provide effective secretariat support to the Center Audit Committee Chairs be to effective stewards of activities to enhance cross-System internal controls	
ACTION 8:	Align high-quality independent advisory services into System-level decision-making	26	High-quality independent advisory services effectively aligned into System 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	27	Fully implemented 2018-2019 System-wide resource mobilization action plan	
ACTION 10	Prepare a longer-term plan			
10.1	Develop a 2030 Plan	28, 29, 30	28. CGIAR's Partnership Forum contributes meaningful input into the delivery of an agreed '2030 Plan' 29. Development and approval of 2030 Plan focused on programming, funding, and impact 30. Facilitate the development of a new portfolio as a contribution to the 2030 plan	

A. System Management Office 2019-2021 Workplan update Self-assessment of progress against System Organization KPIs (4)



Cross-cutting KPIs in 2019—21 System Organization Work Plan		Associated 2019—21 Business Plan Actions	Status
32	CGIAR's governing bodies and convening bodies have been effectively supported to strengthen and make more visible CGIAR's gender equality in its research and its workplaces	1.2, 4.3	fully on track/ achieved
33	Proactively implemented combined assurance model for System risks/opportunities	7.1, 7.3	fully on track/ achieved
34	Successful design and implementation of a 'Gender, Diversity, and Inclusion Framework' and gender equality CGIAR Research Platform	1.2, 4.3	fully on track/ achieved
35	System-wide ethical and risk management frameworks and systems are successfully implemented	4.2, 7.2, 7.4	challenges encountered, needs review
36	Increased volume of pooled W1/W2 funding from current funders (bilateral, multilateral and foundation)	2.1, 5.1	fully on track/ achieved
37	Increased collaboration on System-wide communication initiatives to support resource mobilization resulting in increased W1/W2 funding and raising CGIAR brand profile	2.1, 6.2, 9.1	fully on track/ achieved

A. System Management Office 2019-2021 Workplan update Self-assessment of progress against System Organization KPIs (5)



Steady-state KPIs in 2019—21 System Organization Work Plan		Status
38	The System Council, as one of the governing bodies of the CGIAR System, is managed effectively and transparently	fully on track/ achieved
39	The System Management Board, as one of the governing bodies of the CGIAR System, is managed effectively and transparently	fully on track/ achieved
40	The General Assembly of the Centers is effectively supported to be a forum for Centers to engage on matters related to the CGIAR System and CGIAR System organization	fully on track/ achieved
41	Other units' capacity to deliver support to governing bodies is improved	fully on track/ achieved
42	On time implementation of management accepted internal audit assurance and advisory engagements	fully on track/ achieved
43	Robust management of external assessments and reviews (e.g.: MOPAN and BMGF)	fully on track/ achieved
44	System and System Organization frameworks, policies, and other related documents are fit for purpose	mostly on track
45	System Management Office strategy and business planning is achieved efficiently, accurately, and in a timely way	mostly on track
46	Successful implementation the 2019-2021 FinPlan	fully on track/ achieved
47	FINPLAN updated on a regular basis with accurate information	fully on track/ achieved
48	Increased efficiency in end of quarter and end of year process for SMO Finances	fully on track/ achieved
49	Value of CGIAR Core Services Infrastructure improved	mostly on track

A. System Management Office 2019-2021 Workplan update Self-assessment of progress against System Organization KPIs (6)



Steady-state KPIs in 2019—21 SMO Work Plan		Status
50	OCS return on investment improved for the System Organization	mostly on track
51	Deliver System Organization Data and BI initiatives as well as other software requirements as needed	fully on track/ achieved
52	Keep the lights on – System Organization IT operations	fully on track/ achieved
53	Ensure competition in procurement process	fully on track/ achieved
54	Maintenance of a functional and safe work environment	fully on track/ achieved
55	System Organization’s actions are consistent with its headquarters’ agreement	fully on track/ achieved
56	Staff are provided safety and security support	fully on track/ achieved
57	System Organization HR operational capacity and efficiency is strengthened	fully on track/ achieved
58	System Organization HR is strengthened	fully on track/ achieved
59	System Organization decisions and actions have a sound legal basis	fully on track/ achieved
60	CGIAR Research Portfolio is monitored and adjusted as needed	fully on track/ achieved
61	Strong and collaborative Science Community	fully on track/ achieved

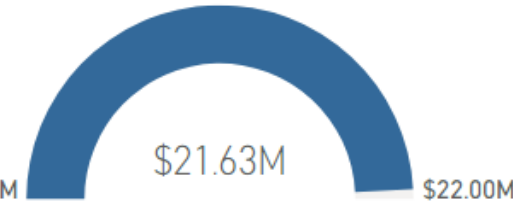
A. System Management Office 2019-2021 Workplan update

System Organization KPIs requiring review in light of the transition to One CGIAR



2019—21 Business Plan Actions		Associated 2019—21 SMO Work Plan KPIs		Status update
2.4	Extend reconciliation of System Council Funder seating to end-2020	8, 9	8. Reconciliation of System Council seat extended to end of 2020 9. The agreement by CGIAR's Funders on how the allocation of System Council 'Funder' voting member seats is effectively coordinated	<i>This action should be postponed pending definition of the funding modalities for One CGIAR.</i>
4.1	Develop a CGIAR People Management Strategy	13	Development of a CGIAR People Management Strategy	<i>This action will be addressed as part of the broader transition to One CGIAR policies and services.</i>
4.2	Reinforce and strengthen our shared ethical frameworks and practices	14, 15	14. Common policies that deliver a stronger ethical framework for the CGIAR System are adopted based on broad support by the governing entities of the System 15. Common CGIAR safeguarding policies, guidelines, and tools are adopted System-wide	<i>This action will be addressed as part of the broader transition to One CGIAR policies and services.</i>
6.3	Establish new Multilateral Development Bank cooperation platforms	20	Creation of new multilateral development bank (MDB) cooperation platform(s)	<i>This action will be addressed as part of the implementation of the June 2020 Resource Mobilization, Communications, and Advocacy Strategy for One CGIAR.</i>
10.1	Develop a 2030 Plan	28, 29, 30	28. CGIAR's Partnership Forum contributes meaningful input into the delivery of an agreed '2030 Plan' 29. Development and approval of 2030 Plan focused on programming, funding, and impact 30. Facilitate the development of a new portfolio as a contribution to the 2030 plan	<i>The One CGIAR recommendations by the System Reference Group, the subsequent 2030 Research and Innovation Strategy approved in December 2020, and the upcoming 2022—24 Investment Plan supersede the need to develop a stand-alone 2030 Plan.</i>

B. System Organization Budget - 2020 Preliminary Results

Forecast	Expenses	Forecast Implementation	
\$22.00M	\$21.63M		
Balance	Rate	\$0.36M	98%

Budget Group	Budget 2020	Forecast 2020	Expenses 2020	Forecast Balance	Rate
1. System Council Group	\$8.91M	\$6.60M	\$6.07M	\$0.53M	92%
1. System Council	\$0.75M	\$0.55M	\$0.48M	\$0.07M	87%
2. CGIAR's Advisory Services	\$8.16M	\$6.05M	\$5.59M	\$0.46M	92%
2. System Organization Group	\$13.83M	\$13.91M	\$14.08M	(\$0.17M)	100%
1. System Board	\$0.63M	\$0.58M	\$0.57M	\$0.01M	99%
2. System Management Office	\$8.65M	\$8.20M	\$8.42M	(\$0.22M)	100%
3. One CGIAR Transition (BMGF)	\$3.94M	\$4.52M	\$4.48M	\$0.05M	99%
4. Trustee cost (Trust Fund)	\$0.61M	\$0.61M	\$0.61M	\$0.00M	100%
3. Center Functions and Services	\$0.80M	\$0.67M	\$0.74M	(\$0.07M)	100%
1. CGIAR Internal Audit Function	\$0.41M	\$0.43M	\$0.48M	(\$0.04M)	100%
2. Internal Audit Support Services	\$0.28M	\$0.23M	\$0.25M	(\$0.02M)	100%
3. General Assembly	\$0.11M	\$0.00M	\$0.00M	(\$0.00M)	100%
Total	\$23.55M	\$21.18M	\$20.89M	\$0.29M	99%

Budget Group	Budget 2020	Forecast 2020	Expenses 2020	Forecast Balance	Rate
4. Hosted	\$0.50M	\$0.50M	\$0.47M	\$0.02M	95%
5. Project	\$0.32M	\$0.32M	\$0.27M	\$0.05M	85%
Total	\$0.81M	\$0.82M	\$0.74M	\$0.07M	91%

Highlights:

- ❖ Forecasts were prepared in June and updated in September to include shifts in One CGIAR priorities and to reflect impact of COVID-19. Changes between original budget and actuals mainly related to:
 - Reduction of travel and meetings
 - Review of CGIAR Advisory Services (CAS) projections given the reduced number of staff in the first half of the year and lower capacity to fulfill the workplan.
 - Addition of COVID-19 hub grants to CGIAR centers (Paid from SO reserves).

AEC Type	Budget 2020	Forecast 2020	Expenses 2020	Forecast Balance	Rate
01. Staff costs	\$9.12M	\$9.01M	\$8.99M	\$0.02M	100%
02. Board Fees and Insurance	\$1.78M	\$1.84M	\$1.80M	\$0.05M	97%
03. Consultants	\$6.59M	\$6.22M	\$6.50M	(\$0.27M)	100%
04. Travel	\$1.63M	\$0.41M	\$0.21M	\$0.19M	53%
05. Operating Expenses	\$0.71M	\$1.14M	\$1.18M	(\$0.04M)	100%
06. Collaboration - CGIAR Centers	\$0.47M	\$1.17M	\$1.72M	(\$0.55M)	100%
07. Collaboration - Partners	\$2.72M	\$1.72M	\$1.10M	\$0.61M	64%
08. Meetings and Workshops	\$0.69M	\$0.10M	\$0.06M	\$0.03M	66%
09. Other Expenses	\$0.64M	\$0.38M	\$0.06M	\$0.33M	15%
Total	\$24.36M	\$22.00M	\$21.63M	\$0.37M	98%

System Organization 2020 Year-end Staff Breakdown



Total SO Staff*	Duty Stations	Nationality Breakdown			Seconded staff
51	Montpellier: 41	France: 9	UK: 7	USA: 7	2
	Rome (hosted): 8	Kenya: 4	Canada: 3	Australia: 2	CGIAR Advisory Services staff 10
35 (69%) Women 16 (31%) Men	Other: 2	1 staff from each of the following nationalities: Argentina, Brazil, Colombia, Denmark, Finland, Germany, Greece, India, Ireland, Italy, Nigeria, Pakistan, Peru, Philippines, Sri Lanka, Sweden, The Netherlands, Uzbekistan, Zimbabwe			

* Includes EMT and System Function hosted staff

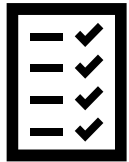
13 staff joined in 2020

None left in 2020

6.5 System Function staff (FTEs) hosted by the SO
2 Other hosted staff

46.5 staff contributing to SMO workplan

System Organization – Staff Wellbeing



Two staff surveys were conducted to gauge staff wellbeing during the COVID-19 pandemic (last one in November 2020)



The great majority of staff are “Comfortable” or “Very comfortable” working from home (84% of respondents)



Overall, staff wellbeing appears relatively good (95% of respondent “satisfactory”, “Good” or “Very Good”)



There is a good level of satisfaction with regard to the communication (98% “satisfactory” or “very Good”)



High-level of satisfaction with the support provided (100% “Satisfactory” or “Very Good”)



Top challenges:

- Inability to switch off from work
- Social isolation (from family and friends)
- High workload