

CGIAR-wide priority areas noted for attention by AFRC



Issues identified by AFRC for action

Structural challenges with the level of flexibility in the current funding model compounded by the application of outdated / inconsistent costing models

Challenges with the 2023 budget process, specifically the level of transparency and understanding of the process applied for the allocation of funds from Initiatives to each Center/Alliance

Ownership and accountability for the W1 (Initiatives) budget requires clarification. More transparent and timely monitoring and reporting is also required

Complexity and transactional costs incurred in managing the unique compliance requirements from specific funders, compounded by inconsistent approaches across the system

Inconsistent investment management practices. Lack of visibility and long-term planning relating to capital assets

Inconsistent levels of transparency and engagement by Centers with Global Business Operations and Finance

Recommendations for consideration

- Continue strategic **level dialogue with Funders**, ie. policy work etc.
- Increase the level of focus and investment for **Resource Mobilization** activities
- Prioritize the implementation of a **system wide costing framework**

Incorporate lessons learned and improve center collaboration when developing a consistent approach to 2024 Budget planning. EMT and Global Business Ops & Finance to prepare **an updated process outline incorporating lessons learned**

- Better initiative **allocation reporting to all Centers** and quarterly working group meetings with Director Generals and Initiative Design Team (IDT) leads
- **GSD's and IDT ownership of budget assumptions to be clarified**

CGIAR to coordinate a consistent approach across Funders and Centers for compliance efficiency, this could feed into the system-wide costing framework

- Implementation of **harmonized** investment and asset management **policies**
- Development of an **asset management strategy** – including long term planning
- **Enhanced reporting and oversight** across all centers and at a system level

- Commitment by all Center Finance Teams to respond and provide information in a timely manner.
- **Continued collaboration** - harmonized policies, costing framework, etc.