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**Structural challenges** with the level of flexibility in the current funding model compounded by the application of outdated / inconsistent costing models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