



# **2022—24 Integration Plan**

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**26<sup>th</sup> Meeting of the CGIAR System Board**  
11 April 2023

# Purpose of this document

This document sets out CGIAR’s updated 2022—24 Integration Plan for System Board approval.

The 2022—24 Integration Plan is a strategic, high-level plan that describes CGIAR’s integration process through 2024. It is framed by the [2023 Research and Innovation Strategy](#), anchored in the [CGIAR Integration Framework Agreement](#), and aligned with the 3-year planning cycle for [CGIAR’s research and innovation portfolio](#) and financing plan.

The Plan has been developed in an inclusive and collaborative manner with members of CGIAR’s Senior Leadership Team (SLT) and their teams, and previous versions of the material has been shared with the System Board ([SB24](#)) and the System Council ([SC17](#)) in September and November 2022, respectively.

The Board is invited to review and, if deemed appropriate, approve the Plan as a basis for the continued, adaptive management of CGIAR’s integration process through 2024.

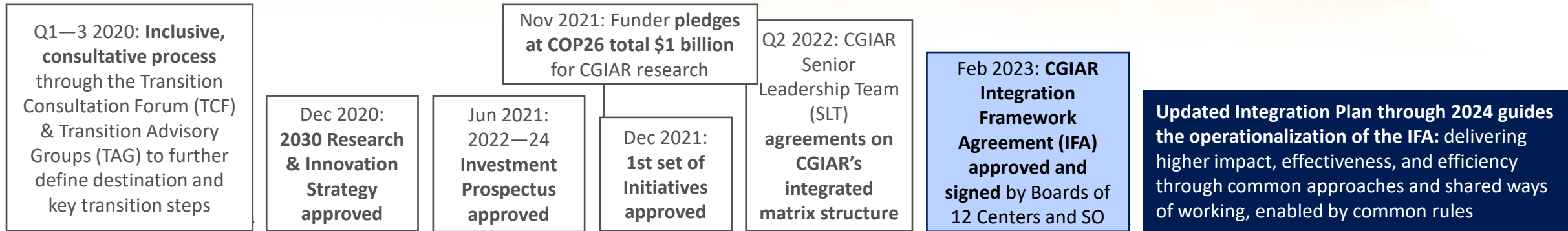
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# 1. Background and rationale for an updated 2022—24 Integration Plan

- In late 2021, in view of the start of 2022—24 planning cycle for CGIAR’s portfolio of research Initiatives and pooled funding, the CGIAR Senior Leadership Team worked collaboratively to set out a [2022—24 Transition Plan](#) on next steps in the transition to a more unified and integrated [‘One CGIAR’](#).
- The Plan was presented to the System Board ([SB22](#)) and System Council ([SC14](#)) for review and input in November and December 2021, respectively, along with a comprehensive progress update on the implementation of CGIAR’s 2019—21 Business Plan and the [System Council-endorsed ‘One CGIAR’ recommendations](#).
- Over the course of 2022, with continuous guidance and oversight by the System Board and frequent updates to the System Council, the pace and trajectory of change were adapted significantly in response to partner and stakeholder feedback (see [slides 3—14 here](#) for an overview of adaptive management steps).
- Building on those adaptive management actions, culminating in the signing of the [CGIAR Integration Framework \(IFA\)](#) by the Board Chairs of 12 CGIAR Centers and the System Organization as of February 2023, an updated strategic plan is required to chart the next phase of CGIAR’s integration process for the remainder of the current, 2022—24 planning cycle.

# 2. One CGIAR: high-level timeline of milestones



✓ *Integrated 2022—24 portfolio launched without disruption of science & innovation delivery*  
 ✓ *36% increase in pooled funding revenue in 2022 relative to 2019—2021 baseline*

# 3. What is the 2022—24 Integration Plan?

*2022—24 Portfolio of Initiatives and Platforms*

*2022—24 Financial Plan*

*Center strategies, plans, non-pooled funded work*

## **2022—24 Integration Plan**

- *strategic, high-level plan*
- *describes CGIAR's integration process through 2024*
- *aims to support delivery of the 2030 Research and Innovation Strategy*
- *framed by the IFA, sets out road map to operationalize the Agreement*
- *aligned with the 3-year planning cycle for research portfolio and pooled funding*

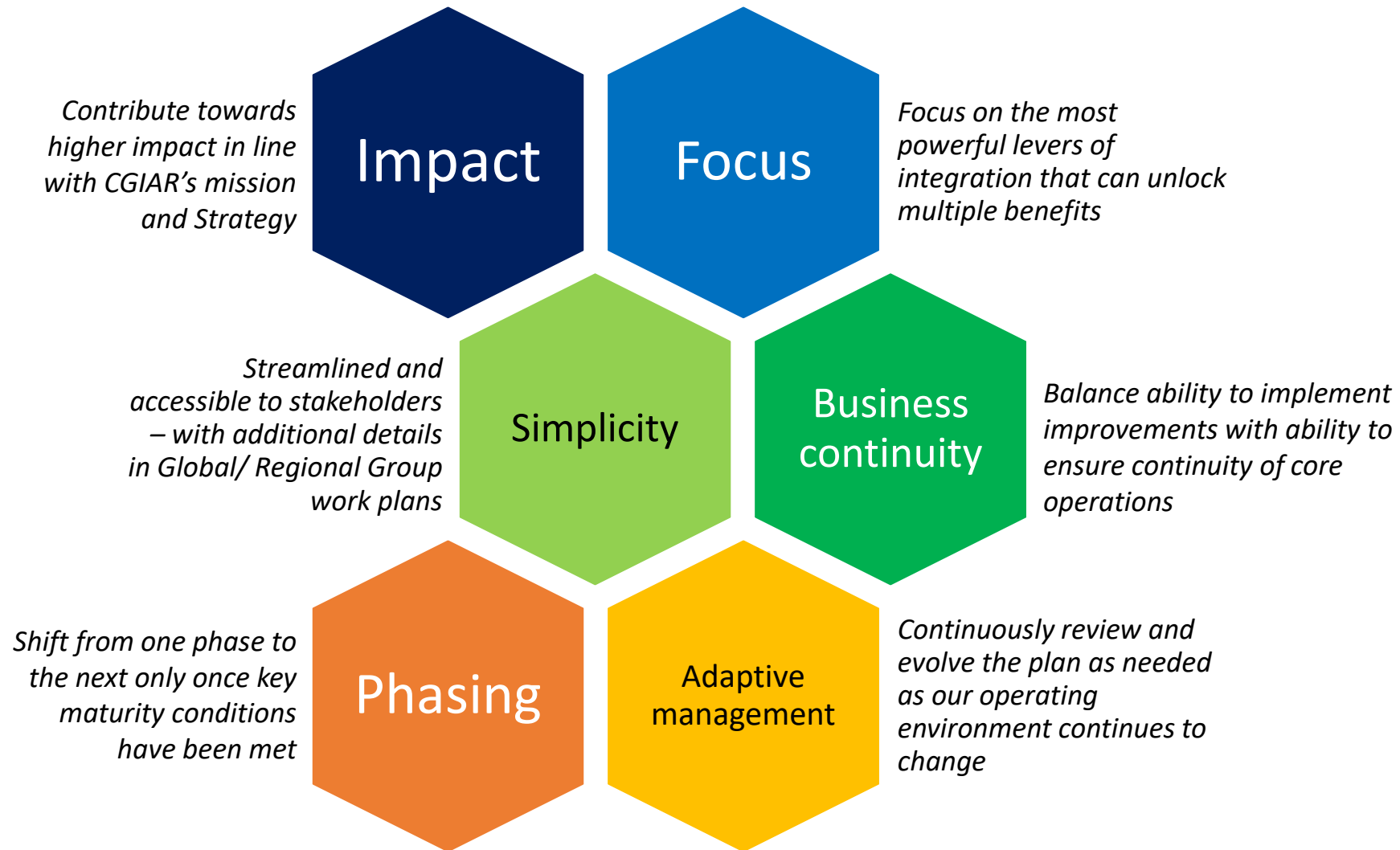
*Global/ Regional Group work plans, thematic strategies*

## **2030 Research and Innovation Strategy**

**Mission:** *to deliver science and innovations that advance transformation of food, land, and water systems in a climate crisis*

**CGIAR Integration Framework Agreement**  
*Objectives and core components of CGIAR's Integrated Partnership*

## 4. Design principles





# 5. Organizing the Plan: workstreams

*The 2022—24 Integration Plan is organized along 9 interconnected workstreams that encompass the core components of CGIAR’s Integrated Partnership as set out in the IFA. For each workstream, the Plan captures priority actions to operationalize the IFA and contribute to its objectives as well as CGIAR’s mission as defined in the 2030 Research & Innovation Strategy*

| 2022—24 Integration Plan workstreams | Core components of CGIAR’s Integrated Partnership (from the CGIAR Integration Framework Agreement)  | Objectives of CGIAR’s Integrated Partnership (from the CGIAR Integration Framework Agreement)   | CGIAR’s mission (from 2030 Research and Innovation Strategy)  |
|--------------------------------------|---|---|---|
| ❖ Research & innovation              | <ul style="list-style-type: none"> <li>A compelling and united vision and mission underpinned by a common CGIAR research and innovation strategy</li> <li>Research delivery and funding</li> <li>Engagement with partners at the country, regional and global levels</li> <li>Integrated Matrix Structure</li> <li>Common rules, practices, and systems</li> <li>Sharing of data, information, and records</li> <li>Unified Governance</li> </ul> | <ol style="list-style-type: none"> <li>Built on the organizations that are Parties to the Agreement, their Governing Instruments, and their Host Country Agreements, with Centers the essential buildings blocks of the Integrated Partnership</li> <li>Contribute to global efforts of a just and sustainable food, land and water systems transformation</li> <li>Develop collaboration among the Parties so that their integrated partnership is more than the sum of its parts</li> <li>Better support staff, attract talent, and build a culture of cooperation and trust</li> </ol> | <p>“To deliver science and innovation that advance transformation of food, land, and water systems in a climate crisis”</p> |
| ❖ Partnerships                       |   |   |   |
| ❖ Regions & countries                |   |   |   |
| ❖ Communications                     |   |   |   |
| ❖ Resource mobilization              |   |   |   |
| ❖ Business operations & finance      |   |   |   |
| ❖ People & culture                   |   |   |   |
| ❖ Digital & data                     |   |   |   |
| ❖ Legal & governance                 |   |   |   |



# 6. High-level objectives

Aligned with the IFA and 2030 Strategy, high-level, objectives capture CGIAR’s collective ambition for 2022—24



**Research & innovation:** An agile and integrated systems approach enables CGIAR science, innovations, and impacts to become more than the sum of our grants, Initiatives, projects, and teams



### Engagement with partners & stakeholders:

**Partnerships:** Strengthened engagement with partners and stakeholders under a common framework and strategy

**Regions & countries:** Integrated regional and country-level engagement enable demand-driven co-design and co-ownership of CGIAR research and innovations



**Communications:** CGIAR engages in global and regional fora with one voice, shaping policy discourse at progressively higher levels, showcasing science and impact, and growing partnerships and funding



**Resource mobilization:** Growing CGIAR funding and sustainability through diversification, long-term relationships, and multi-year commitments



**Business operations & finance:** Increasing quality and efficiency through integration and closer collaboration enabled by technology and common rules



**People & culture:** More and better P&C strategy, advice and services delivered, in a measurable way, while gradually moving away from duplication and generalization, benefiting from efficiencies and economies of scale, and enabling the creation of focused P&C expertise through the increased use of digitalization



**Digital & data:** A digitally integrated CGIAR harnessing breakthrough opportunities under a common digital transformation strategy



**Legal & governance:** An integrated legal and governance support model enabling unified governance and the development and application of common rules



# 7. Key results to 2024

Key results set out *how* we will pursue our objectives through 2024



## Research & innovation:

- ❑ 2022—24 portfolio delivered, 2025—27 portfolio designed and approved
- ❑ New funding modality that enables CGIAR Science Groups to manage non-pooled funding
- ❑ Non-pooled portfolio aligned with 2030 Strategy, with reporting across all CGIAR research and innovations enabled
- ❑ Stronger interface between CGIAR and Center-based science management
- ❑ Enhanced science quality assurance



## Communications:

- ❑ Fit-for-purpose service delivery model in place that meets the communication needs of internal clients and external audiences
- ❑ Aligned branding in the context of a new CGIAR brand
- ❑ Cross-cutting campaigns and products delivered in support of corporate goals



## People & culture:

- ❑ CGIAR P&C strategy adopted
- ❑ More efficient and effective delivery of P&C services and advice
- ❑ Increased use of digital solutions
- ❑ Inclusive, engaged, fair, safe workplaces



## Digital & data:

- ❑ CGIAR-wide knowledge, expertise, and successful standard operating models and practices leveraged for digital transformation
- ❑ Global IT operating and digital enablement models in place to deliver digital transformation in a matrix structure
- ❑ Digital breakthroughs harnessed to support organization, innovations, and impact delivery



## Resource mobilization:

- ❑ CGIAR Campaign delivered, with funder replenishment targets and sentinel pledges
- ❑ Diversified funding and growth strategies in place to support Portfolio, Science Groups, Regions, and Centers
- ❑ System-wide resource mobilization capacity increased and aligned to growth strategies



## Business operations & finance:

- ❑ Enhanced finance coordination enables effective Initiative delivery & Center risk mgmt
- ❑ Prioritized integrated professional services designed and rolled out
- ❑ Improved decision-making based on accurate, complete, comparable and timely information
- ❑ Sustainable financial model designed and agreed for 2025—27



## Legal & governance:

- ❑ CGIAR Internal Rules Framework adopted
- ❑ Unified governance review completed, and fit-for-purpose governance implemented
- ❑ Integrated, CGIAR-wide partnership of all legal and governance teams in place



## Engagement with partners & stakeholders:

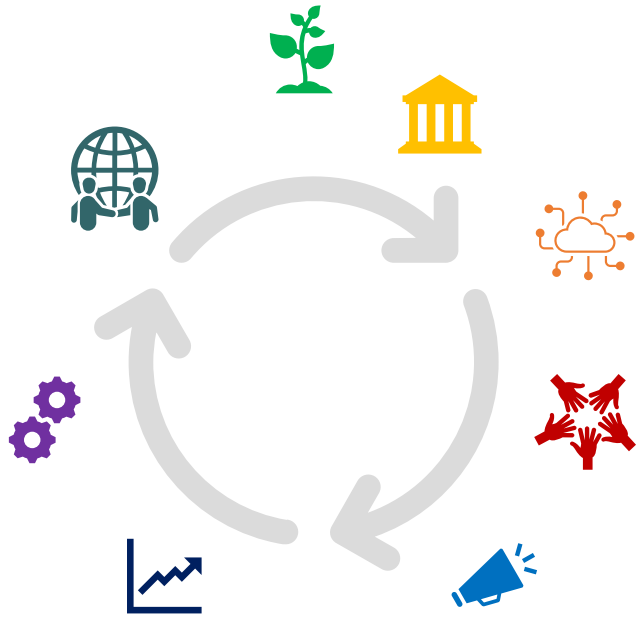
### Partnerships:

- ❑ CGIAR Engagement Framework adopted and CGIAR Partnership Strategy launched
- ❑ Coordinated engagement in global policy-making and advocacy spaces
- ❑ Common approach to global partnerships
- ❑ CGIAR-wide internal tech transfer/IP stewardship service piloted

### Regions & countries:

- ❑ Regions & Partnerships Strategy and Action Plan adopted and operationalized
- ❑ Country-level coordination principles/guidelines and country engagement plans developed and implemented

# 8. Linkages, dependencies, and enablers

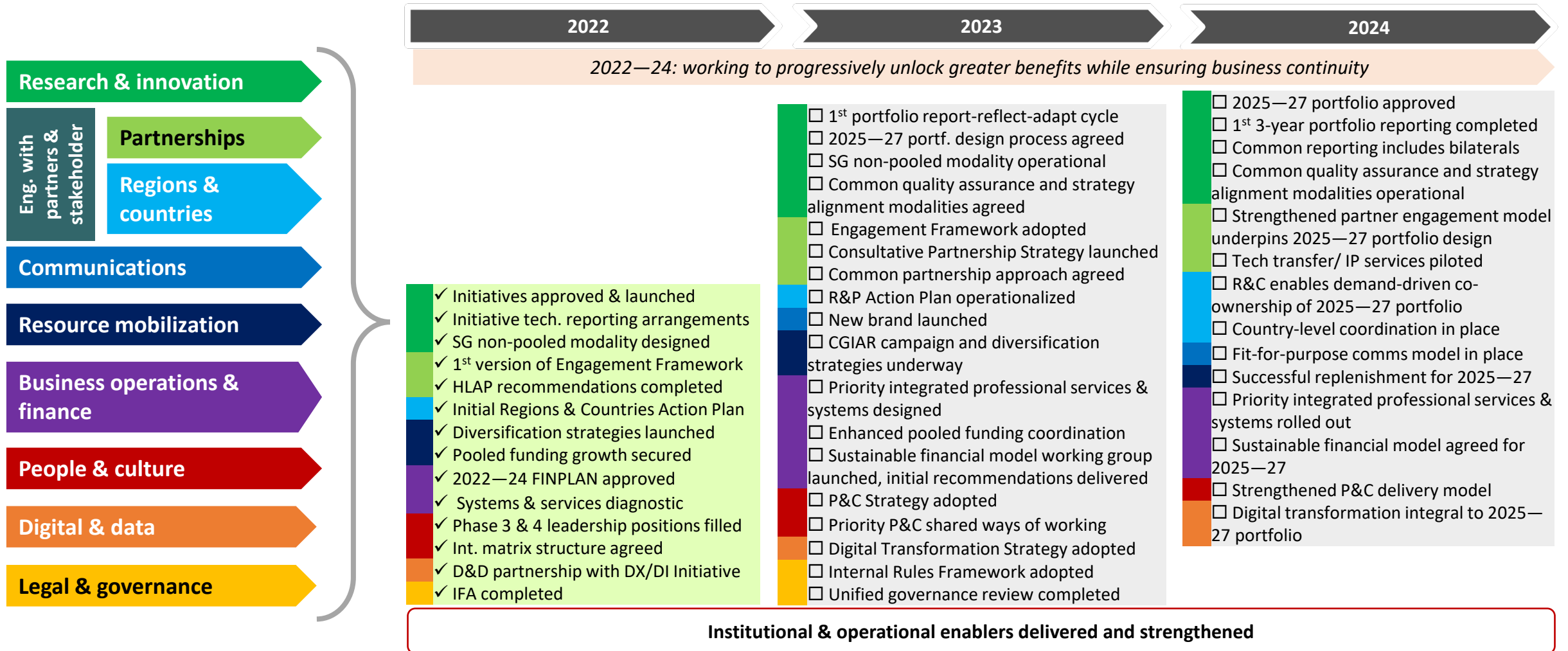


The work streams of the 2022—24 Integration Plan are **deeply interconnected and interdependent**. The Plan does not attempt to capture these linkages and dependencies in detail, but they are reflected in the sequencing of work over the planning period.

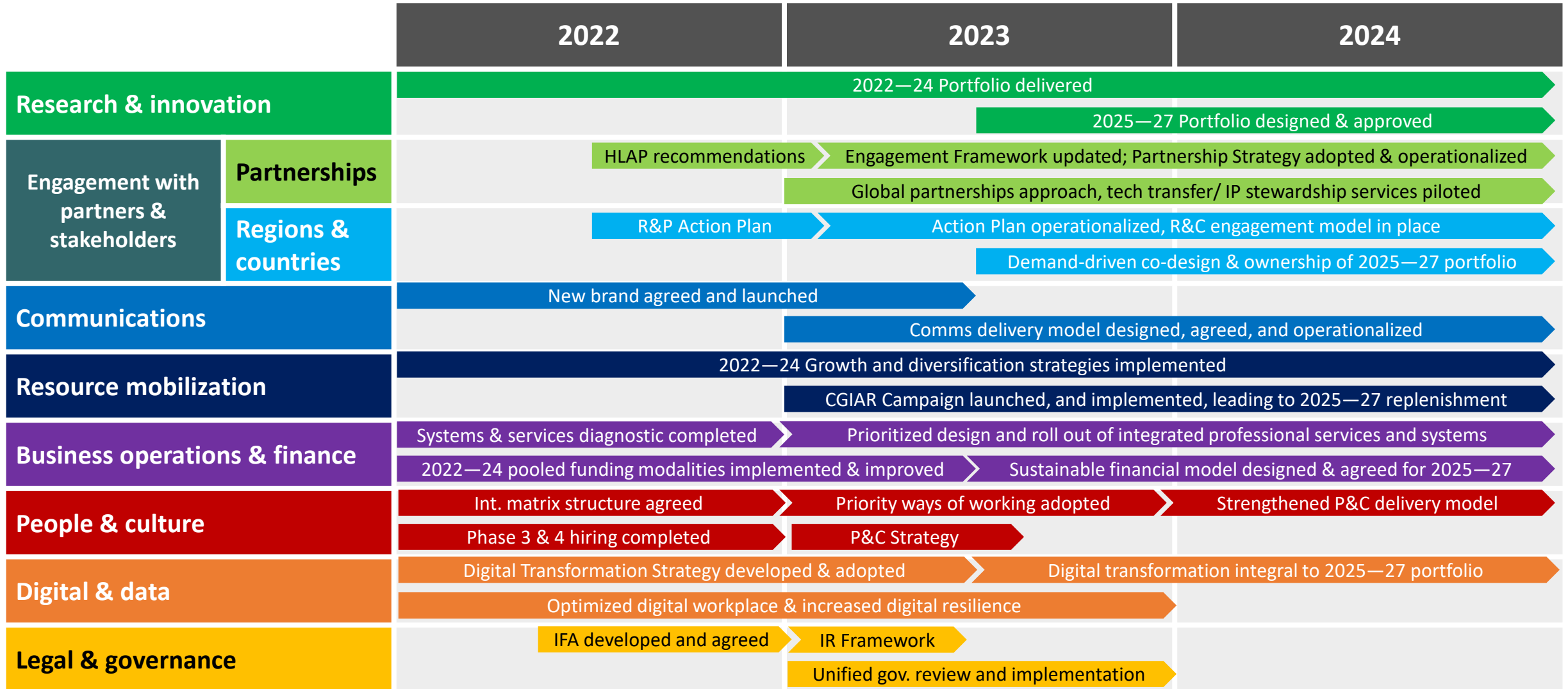
Underpinning successful delivery of the Plan are **key institutional and operational enablers**, many of which are also reflected in the key results above:

- *Unified governance*
- *Internal rules framework and common internal rules*
- *Clear roles, responsibilities, and accountabilities in CGIAR’s integrated matrix structure defined and implemented*
- *CGIAR’s Global and Regional Groups empowered and enabled to drive deeper integration and common ways of working*
- *Adequate staff capacity and resources to identify, design, and deliver common approaches and shared ways of working*
- *Enhanced flow of data and information*
- *Effective change management*

# 9. Building our integrated partnership: 2022—24 at a glance

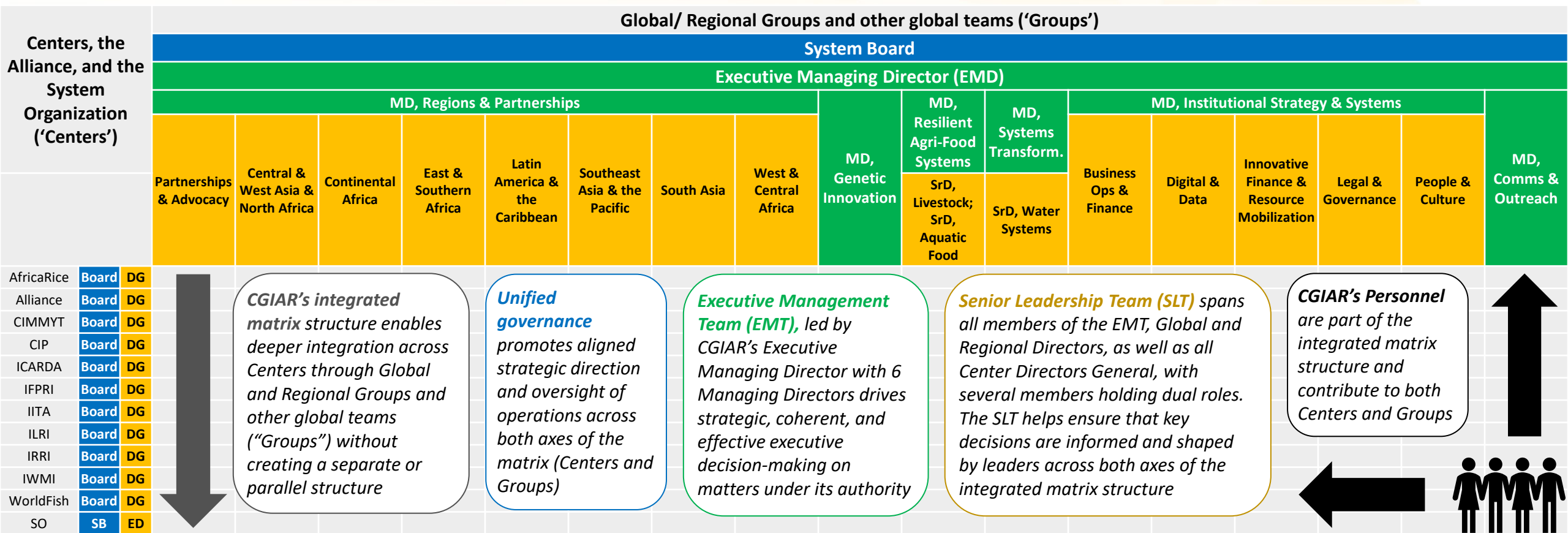


# 10. High-level phasing of work





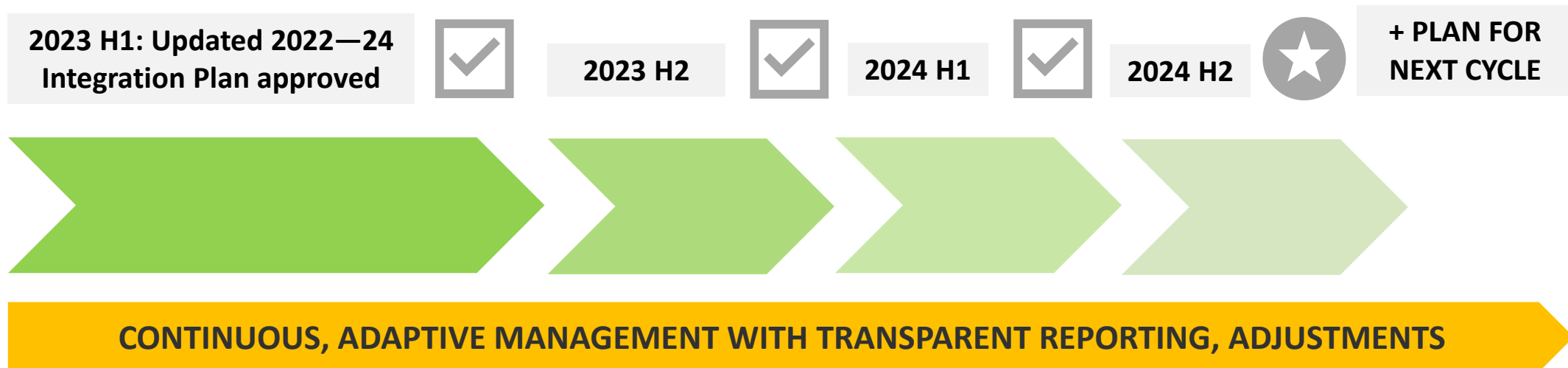
# 11. Delivering in an integrated matrix structure



- The Parties to the IFA have agreed to operate in an integrated matrix structure
- Delivery of the 2022—24 Integration Plan will rely on effective communication, coordination, and collaboration across Centers and CGIAR's Global and Regional Groups; as well as clarity on their respective roles, responsibilities, accountabilities, and authorities in the matrix
- Roles and responsibilities will be defined in alignment with the IFA, adapted to the needs of each functional area, and will evolve over time as CGIAR adopts common approaches and shared ways of working
- CGIAR's inclusive Senior Leadership Team will play a key role in guiding delivery in the matrix by enabling accountable decision-makers take decisions with a view to the needs and priorities of the integrated partnership as a whole, as well as those of its individual Parties

## 12. Monitoring, reporting, and adaptive management

- The 2022—24 Integration Plan is designed for adaptive management as CGIAR’s operating environment continues to evolve
- Management will provide semi-annual updates on progress and risks to the System Board and System Council, including adjustments to the objectives and key results, as required





## 13. Risk management (1/2)

- **Top CGIAR risks** include risks in relation to the implementation of CGIAR's vision and the 2022—24 Integration Plan
- Since October 2022, these risks have been identified and reviewed by CGIAR's Executive Management Team (EMT) as part of a **quarterly Executive Risk Review**
- The Executive Risk Review helps **ensure that risks, opportunities, and management actions are relevant and up to date**
- Looking forward, **key performance indicators** to track performance against the 2022—24 Integration Plan objectives, where applicable, will be used to inform risk levels and trends in an objective manner
- **Pre-agreed interactions with CGIAR's Audit, Finance, and Risk Committee (AFRC) are planned around the year** to communicate proactively on risk. Reports issued to the AFRC can be included in the semi-annual updates shared with the System Board and System Council on progress against the 2022—24 Integration Plan



# Annexes

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2023 Global and Regional Group  
Objectives and Key Results

# Annexes:

## 2023 Global and Regional Group Objectives and Key Results



The following annexes set out 2023 objectives and key results for CGIAR's Global and Regional Groups.

These are submitted for information only, offering an additional level of detail to the 2022—24 Integration Plan.

These annual objectives and key results will be kept under continuous review throughout the year and will be adjusted as needed, with cross-CGIAR input from the Senior Leadership Team and under the oversight of the Executive Management Team.

|  |                          |
|--|--------------------------|
| Genetic Innovation                         | <a href="#">Slide 19</a> |
| Resilient Agri-Food Systems                | <a href="#">Slide 20</a> |
| Systems Transformation                     | <a href="#">Slide 21</a> |
| Regions & Partnerships                     | <a href="#">Slide 22</a> |
| Partnerships & Advocacy                    | <a href="#">Slide 23</a> |
| Central and West Asia and North Africa     | <a href="#">Slide 24</a> |
| Continental Africa                         | <a href="#">Slide 25</a> |
| East & Southern Africa                     | <i>forthcoming</i>       |
| Latin America & the Caribbean              | <a href="#">Slide 26</a> |
| Southeast Asia & the Pacific               | <a href="#">Slide 27</a> |
| South Asia                                 | <a href="#">Slide 28</a> |
| West & Central Africa                      | <a href="#">Slide 29</a> |
| Communications & Outreach                  | <a href="#">Slide 30</a> |
| Innovative Finance & Resource Mobilization | <a href="#">Slide 31</a> |
| Business Operations & Finance              | <a href="#">Slide 32</a> |
| People & Culture                           | <a href="#">Slide 33</a> |
| Digital & Data                             | <a href="#">Slide 34</a> |
| Legal & Governance                         | <i>forthcoming</i>       |

2023

Objectives and  
Key results

# GENETIC INNOVATION

## Relevant 2022—24 Key Results

- 2022—24 portfolio delivered, 2025—27 portfolio designed and approved
- New funding modality that enables CGIAR Science Groups to manage non-pooled funding
- Non-pooled portfolio aligned with 2030 Strategy, with reporting across all CGIAR research and innovations enabled
- Stronger interface between CGIAR and Center-based science management
- Enhanced science quality assurance

| 2023 Objectives   | 2023 Key Results    |   | To be delivered by |
|---|---------------------|---|--------------------|
| <b>Objective 1</b>  |                     |   | Q4                 |
| Genebank and breeding assets and operations are fit-for-purpose and forward-looking   | <b>Key Result 1</b> | Forecast/costing tools set up & breeding operations are costed across breeding pipelines and germplasm health units, with crop and geography (market segment) specificity (success metric = all tools and current costs available and organized)  | Q4                 |
|   | <b>Key Result 2</b> | Breeding improvement/modernization plans implemented (success metric = progress against BPATs); Genebank management innovations implemented (success metric = progress against specialized Genebank indicators)   | Q4                 |
|   | <b>Key Result 3</b> | Stronger shared working culture & complementarity across teams in CGIAR, through (a) implementation of early-win shared services + strategy to enhance shared services (b) established CGIAR Breeding Process Model (c) GI Annual Forum (d) transition of EiB into GI structures & initiatives; (e) inter-SG collaboration; (f) tissue culture task force established and proposing integrative solutions to common challenges (success metrics = participation and adoption rates; early evidence of efficiencies / cost reductions) | Q4                 |
|   | <b>Key Result 4</b> | Measurable progress towards unified breeding information strategy (EBS+) and Genebank information network implemented in collab with Digital & Data (success metric = adoption rates across Centers)  | Q4                 |
| <b>Objective 2</b>  |                     |   |                    |
| GI co-delivers genetic diversity and genetic gain through equitable strategic partner networks in the global ecosystem            | <b>Key Result 1</b> | GI NARES-CGIAR aide-mémoire is operationalized in Africa (success metric = NARES & regional bodies report favourably on progress)   | Q4                 |
|   | <b>Key Result 2</b> | Vision document "CGIAR's role in a global system of Genebanks in an era of increasing but unequal capacity"   | Q4                 |
|   | <b>Key Result 3</b> | Coordinated capacity enhancement delivered across NARES-CGIAR networks via TRANSFORM WP, Breeding Academy, Private Sector Platform (success metric = evidence of NARES demand and results)  | Q4                 |
|   | <b>Key Result 4</b> | Genome Editing Initiative resourced and implemented with NARES partners (success metric = annual reporting)   | Q2                 |
| <b>Objective 3</b>  |                     |   |                    |
| GI strategy and results (germplasm, adoption, impacts) are better positioned to respond to stakeholder demand across impact areas | <b>Key Result 1</b> | Functioning system for breeding priorities and target product profiles to respond to information from Market Intelligence Initiative and Accelerated Breeding WP1, with clear strategy for scaling 2024-2027 (success metric = pilot TPPs in use, with clear targets for scaling up their use)  | Q4                 |
|   | <b>Key Result 2</b> | One CGIAR licensing framework prepared to support sustainable financing to NARS breeding programs and the international treaty, working with PP4I (success metric = framework doc)  | Q4                 |
|   | <b>Key Result 3</b> | Comprehensive MELIA strategy implemented - capturing measurement of internal performance, and external results, including distribution of germplasm, adoption/use and impact/benefits (success metric = strategy doc, VarScout variety, metrics of germplasm import and export)   | Q2                 |

2023

Objectives and  
Key results

# RESILIENT AGRI-FOOD SYSTEMS

## Relevant 2022—24 Key Results

- 2022—24 portfolio delivered, 2025—27 portfolio designed and approved
- New funding modality that enables CGIAR Science Groups to manage non-pooled funding
- Non-pooled portfolio aligned with 2030 Strategy, with reporting across all CGIAR research and innovations enabled
- Stronger interface between CGIAR and Center-based science management
- Enhanced science quality assurance

| 2023 Objectives   | 2023 Key Results  | To be delivered by |
|---|---|--------------------|
| <b>Objective 1</b>  |   |                    |
| Strengthening the structure (groups and subgroups) and approaches in RAFS to ensure that initiatives and teams get the support and tools that they need to ensure that scientific excellence is achieved with a strong scaling and impact orientation, identifying synergies with other scientific disciplines and groups across One CGIAR to develop and expand capabilities and impact.   | <b>Key Result 1</b> Overall management/ oversight structure formalized and fully operationalized to provide strategic oversight and guidance to the different groups in RAFS defining clear roles and responsibilities for management/ oversight team (MD + SDs).   | Q2                 |
|   | <b>Key Result 2</b> Overarching strategy and workplan in place for each group to ensure that there is a well-defined roadmap that can lead these groups to success, and can serve as starting/ transition point for the upcoming research portfolio of initiatives to ensure continuity and cohesion among the groups and sub-groups, having a common and long term vision. | Q3                 |
|   | <b>Key Result 3</b> Efficient and flexible co-ordination and communication mechanisms are in place to ensure that initiatives and teams get the advice, support, and tools that they need to deliver.   | Q1                 |
| <b>Objective 2</b>  |   |                    |
| Improving the key aspects of the initiatives to facilitate the alignment of the Initiative deliverables with the 2030 Research and Innovation Strategy through a coherent and cohesive research portfolio, focusing on the strengths shown by each thematic group and addressing the comments/ suggestions made by key internal and external stakeholders as well as key learning from the teams and emerging/ evolving needs of the beneficiaries. | <b>Key Result 1</b> Detailed document delivered to explain, in a clear and concise manner, the complementarity/ linkage and difference between “Thematic Initiatives” clustered per groups under the facilitation of SDs, and “Regionally Integrated Initiatives” and how do they work together in practice.  | Q2                 |
|   | <b>Key Result 2</b> Comprehensive Methodology defined that reflects the “systems approach” applied across the different groups of initiatives in RAF (focusing on RIIs) to address ongoing questions from funders and can also serve as starting/ transition point for the upcoming research portfolio of initiatives.  | Q3                 |
|   | <b>Key Result 3</b> Increased Initiatives’ impact and partner’s involvement more visible to promote the work done by the teams.   | Ongoing (Q1 - Q4)  |
| <b>Objective 3</b>  |   |                    |
| Identify (Or develop) and implement quality assessment reviews, following ISDC guidelines (and/ or other frameworks), focused on research components to ensure that the design, work, outputs, and outcomes of the initiatives have the quality required or assured by the teams to remain relevant and effective.  | <b>Key Result 1</b> Internal quality assessment mechanisms are in place to increase the level of assurance (Research Component).  | Q4                 |
|   | <b>Key Result 2</b> Independent quality assessment mechanisms are in place to increase the level of assurance (Research Component).   | Q4                 |
| <b>Objective 4</b>  |   |                    |
| (Shared Objective - RAFS will be contributing but it is not the process owner) 'Establish a procedure to start mapping the W3 and bilateral portfolio of projects managed by Centers/Alliance in terms of contribution to the priorities of each group and sub-group within RAFS and the Initiatives in each of them.   | <b>Key Result 1</b> Portfolio of W3/bilateral projects organized around each group and sub-group within RAFS in close coordination with teams.  | TBC                |
|   | <b>Key Result 2</b> Discussion initiated and draft procedure in place describing how the results of W3/bilateral projects could be reported in the future in a similar way to the Initiatives.  | TBC                |

2023

Objectives and  
Key results

# SYSTEMS TRANSFORMATION

## Relevant 2022—24 Key Results

- 2022—24 portfolio delivered, 2025—27 portfolio designed and approved
- New funding modality that enables CGIAR Science Groups to manage non-pooled funding
- Non-pooled portfolio aligned with 2030 Strategy, with reporting across all CGIAR research and innovations enabled
- Stronger interface between CGIAR and Center-based science management
- Enhanced science quality assurance

| 2023 Objectives  | 2023 Key Results    |   | To be delivered by |
|--|---------------------|---|--------------------|
| <b>Objective 1</b>   |                     |   |                    |
| Strengthen human and analytical assets both internally and among partners  | <b>Key Result 1</b> | Assessment of desired capabilities by ST units and undertake training and new hiring to meet those needs starting with a plan in place by Q3 2023   | Q3                 |
|  | <b>Key Result 2</b> | Strategic and inclusive partnerships with relevant organizations are developed and capabilities of partners are strengthened - first Identifying organizations that have complementary goals and expertise, and establish partnerships with them.                               | Q4                 |
|  | <b>Key Result 3</b> | Invest in development and updating of national and sub-national models to assess synergies and tradeoffs for all five impact area indicators in at least 5 countries in 2023  | Q4                 |
|  | <b>Key Result 4</b> | Develop a plan for reporting of ST contributions to action area outcome indicators for the Type 2 report  | Q4                 |
| <b>Objective 2</b>   |                     |   |                    |
| Develop and implement a plan and methodology for developing a 2025-27 ST portfolio   | <b>Key Result 1</b> | A process for ST to review and develop options for a 2025-27 portfolio developed  | Q2                 |
|  | <b>Key Result 2</b> | Development of a robust methodology to project the effects of initiatives (and selected bilaterals) outputs and outcomes on the five impact areas and the synergies and tradeoffs among these effects -- a methodology tested with portfolio options in 2023                    | Q3                 |
|  | <b>Key Result 3</b> | Deepening of the ST Theory of Change building on initiatives experience   | Q3                 |
|  | <b>Key Result 4</b> | Recommendations for an updated ST research agenda in 2025-27 to feed into discussions at EMT/SLT level  | Q4                 |
| <b>Objective 3</b>   |                     |   |                    |
| Generate evidence that informs policies, investments and programs at global, regional and national levels to support food, land and water system transformations | <b>Key Result 1</b> | Compendium of at least 10 cases where stakeholders are involved in discussions on food, land and water system transformation building on analyses of drivers, constraints, synergies and tradeoffs of different approaches and entry points in 2023                             | Q4                 |
|  | <b>Key Result 2</b> | Ex ante assessments of likely impacts from research outputs (tools, technologies, institutional innovations including policy) are generated in collaboration with partners and shared with decision makers in at least 10 cases   | Q4                 |
|  | <b>Key Result 3</b> | Investment cases of bundled approaches and innovations that maximize synergies across the five impact areas are developed in collaboration with governments and other key scaling partners in support of their high-level objectives and strategies -- at least 5 cases in 2023 | Q4                 |
|  | <b>Key Result 4</b> | Evidence in support of food, land and water system transformation is shared with key decision makers at global, regional and national levels including the UNFSS, the UNFCCC, and at least 5 cases at national level  | Q4                 |





# REGIONS & PARTNERSHIPS

## Relevant 2022—24 Key Results

### Partnerships:

- CGIAR Engagement Framework and CGIAR Partnership Strategy adopted
- Coordinated engagement in global policy-making and advocacy spaces
- Common approach to global partnerships
- CGIAR-wide internal tech transfer/IP stewardship service piloted

### Regions & countries:

- Regions & Partnerships Strategy and Action Plan adopted and operationalized
- Country-level coordination principles/guidelines and country engagement plans developed and implemented

| 2023 Objectives   | 2023 Key Results  | To be delivered by |
|---|---|--------------------|
| <b>Objective 1</b>  |   |                    |
| To legitimize and empower R&P to achieve its ambition   | <b>Key Result 1</b> Engagement framework with a set of KPIs to measure the adoption is legitimized and endorsed by SLT and SB.  | Q3                 |
|   | <b>Key Result 2</b> Alignment and decision-making capacity of R&P is improved across the Division   | Q2                 |
|   | <b>Key Result 3</b> Interfaces and business processes between R&P and 2 other business functions are developed, endorsed by SLT and implementation is started   | Q4                 |
| <b>Objective 2</b>  |   |                    |
| To increase the influence of institutions and countries of the Global South in CGIAR's priority setting and programming, enabling 2025-27 portfolio | <b>Key Result 1</b> A sustainable model for Country Convenor teams is developed and prototyped in at least 2 countries per region (min. 12 countries)   | Q4                 |
|   | <b>Key Result 2</b> A consultative partnership strategy for CGIAR and roadmap for implementing the Engagement Framework (with appropriate graduality) are co-designed and ready for implementation  | Q4 - Q1 2024       |
|   | <b>Key Result 3</b> Country engagement plans are developed in 6 countries (1 per region), 2 multi-stakeholder engagements per region are prototyped and outputs used to inform research portfolio 2025-27 (outputs from 12 stakeholder engagements) | Q3                 |
| <b>Objective 3</b>  |   |                    |
| To sharpen CGIAR's strategic focus towards collaborating, convening, and informing science-business-policy-society interfaces                       | <b>Key Result 1</b> The presence & visibility of CGIAR and ability to influence decisions is increased by 30%, including 20% new stakeholders engaged and 20% increased media visibility  | Q3                 |
|   | <b>Key Result 2</b> Guidelines that structure and formalize global partnerships under a matrix structure are endorsed in order to enter agreements with FAO and TNC.  | Q4                 |
|   | <b>Key Result 3</b> System-wide global stakeholder engagement and advocacy campaigns delivered in 2 spaces  | Q4                 |
| <b>Objective 4</b>  |   |                    |
| To create new business opportunities that will strengthen CGIAR's engagement with strategic partners  | <b>Key Result 1</b> A CGIAR tech transfer/IP stewardship service is conceptualized and piloted with 2 business units (centers, units, divisions)  | Q4                 |
|   | <b>Key Result 2</b> A CGIAR capacity sharing for development function is designed, and its "research engagement" (i.e. CGIAR-NARIS) component piloted in 2 regions  | Q3                 |

2023

Objectives and  
Key results

# PARTNERSHIPS & ADVOCACY

## Relevant 2022—24 Key Results

- CGIAR Engagement Framework and CGIAR Partnership Strategy adopted
- Coordinated engagement in global policy-making and advocacy spaces
- Common approach to global partnerships
- CGIAR-wide internal tech transfer/IP stewardship service piloted

| 2023 Objectives   | 2023 Key Results   | To be delivered by |
|---|--|--------------------|
| <b>Objective 1</b>  |  |                    |
| To develop the foundational structures and mechanisms for transformative engagement ( <i>relates to R&amp;P obj 1/2</i> )   | <b>Key Result 1:</b> The internal working group is convened and coordinated to finalize the CGIAR engagement framework for partnerships and advocacy, establish the roadmap for its implementation, and propose the process to build the CGIAR partnership strategy in collaboration with scientific and regional groups, considering the H LAP recommendations for submission to the SLT for endorsement and to SB for approval | Q4                 |
|   | <b>Key Result 2:</b> A research engagement pilot through CapSha is conducted to test models for CGIAR Research Initiatives to work more closely with NARIS partners in research, policy and scaling (Ethiopia and Rwanda)  | Q4                 |
|   | <b>Key Result 3:</b> A new MoU between FAO and CGIAR signed that will guide and maximize the value, reach and impact of their collective efforts   | Q4                 |
| <b>Objective 2</b>  |  |                    |
| To strengthen CGIAR's engagement with strategic partners and create new business opportunities by facilitating the sharing, transfer, and scaling of knowledge, innovations, and technologies ( <i>relates to R&amp;P obj 4</i> ) | <b>Key Result 1:</b> A CGIAR tech transfer/IP stewardship service is conceptualized and piloted with 2 business units (centers, units, divisions, initiatives)   | Q3                 |
|   | <b>Key Result 2:</b> New commercial frameworks and in-licensing of key and emerging technologies are identified and implemented to work with private sector partners ( Elite germplasm, Corteva, Linux Foundation, others) in collaboration with other support functions and science groups  | Q3                 |
|   | <b>Key Result 3:</b> New platforms and mechanisms are developed to stimulate the co-design and market uptake of science-based innovations originated by CGIAR and partners ( OneSF > 2 cases and A4I > 2 cases)  | Q4                 |
| <b>Objective 3</b>  |  |                    |
| To Sharpen CGIAR's strategic efforts towards effective informing and advocacy in science-business-society-policy interfaces ( <i>relates to R&amp;P obj 3</i> )   | <b>Key Result 1:</b> System-Wide agreement is reached across functions on engagement in global decision-making spaces (an approach for G20 engagement/ and an advocacy roadmap for climate action)   | Q4                 |
|   | <b>Key Result 2:</b> Linkages created between impact platforms, advocacy for impact, and other global and regional groups to jointly address advocacy spaces (climate, biodiversity, food security)  | Q4                 |
|   | <b>Key Result 3:</b> Global roadmap for climate advocacy adapted in one country  | Q4                 |
| <b>Objective 4</b>  |  |                    |
| To Consolidate and co-design key building blocks towards an integrated functions under P&A ( <i>relates to R&amp;P obj 1</i> )  | <b>Key Result 1:</b> An intelligence function and model is developed stewarded by P&A in collaboration with the internal stakeholders  | Q4                 |
|   | <b>Key Result 2:</b> The Value proposition, structure and the business model for the advocacy function is defined  | Q2                 |

2023

Objectives and  
Key results

# CENTRAL AND WEST ASIA AND NORTH AFRICA

## 2023 Objectives and Key Results

- Regions & Partnerships Strategy and Action Plan adopted and operationalized
- Country-level coordination principles/guidelines and country engagement plans developed and implemented

| 2023 Objectives  | 2023 Key Results    |   | To be delivered by |
|--|---------------------|---|--------------------|
| <b>Objective 1</b>   |                     |   |                    |
| 'Ameliorate cooperation and coordination with CG Centers located in the region, which will allow us to magnify the overall impact of our collective efforts. (Relates to R&P obj.1)    | <b>Key Result 1</b> | Establish regular meetings with CG Center Directors across the region to coordinate our efforts, explore synergies and explore project collaborations where possible, with at least two countries covered in 2023   | Q1 to Q4           |
|  | <b>Key Result 2</b> | Coordinate and host joint field tours where donors observe multiple CG projects taking place across the region to demonstrate CG's , breadth, reach and overall cooperation through opportunistic use of important CG events  | Q3 and Q4          |
| <b>Objective 2</b>   |                     |   |                    |
| 'Strengthen HCAs where required and expand ICARDA's presence in region by exploring options for new HCAs/Country Offices (Relates to R&P obj2)   | <b>Key Result 1</b> | Joint project development opportunities is used to work with CG to explore where there is a need and opportunity for growth across the region and develop a strategy for market entry   | Q2 to Q3           |
|  | <b>Key Result 2</b> | Exploratory missions is conducted to determine possibilities and suitability for market expansion   | Q3 to Q4           |
|  | <b>Key Result 3</b> | ICARDA strategy developed for possible areas of growth and present to relevant centers and CG leadership for feedback and input   | Q4                 |
| <b>Objective 3</b>   |                     |   |                    |
| 'Promote and expand the CGIAR brand and establish key relationships ahead of COP28 to ensure maximum visibility and presence leading up to a during the event. (Relates to R&P obj. 3) | <b>Key Result 1</b> | RD attended a number key high-level stakeholder meetings across the UAE with Office of the COP28 President, the UN Climate Change Global Champion for COP28, Minister Miriam Almheiri, World Bank Country Rep, UN Country Rep and setting up a meeting with the COP28 Youth Climate Champion among other key stakeholders | Q1 to Q3           |
|  | <b>Key Result 2</b> | RD attended major Climate Change Conferences and events in the region to identify opportunities for the One CG and to coordinate and support CGIAR COP28 influence and outreach initiatives.  | Q2                 |
|  | <b>Key Result 3</b> | RD to coordinate and host CGIAR during its participation in COP28   | Q4                 |
| <b>Objective 4</b>   |                     |   |                    |
| 'Tap into new and more innovation partnerships that will generate additional resource mobilization opportunities for CGAIR across the region (Relates to R&P obj.4)                    | <b>Key Result 1</b> | RD conducted a tour of GCC countries to open up new opportunities and establish relationships with new key actors while solidifying relationships with current partners.  | Q2 to Q3           |
|  | <b>Key Result 2</b> | Develop New partners from the private and public sectors, which should allow CGIAR to expand its operations across the region as well as partner with non-conventional actors to produce more innovative, scalable solutions.   | Q3 to Q4           |

2023

Objectives and  
Key results

# CONTINENTAL AFRICA

## Relevant 2022—24 Key Results

- Regions & Partnerships Strategy and Action Plan adopted and operationalized
- Country-level coordination principles/guidelines and country engagement plans developed and implemented

| 2023 Objectives  | 2023 Key Results    |   | To be delivered by |
|--|---------------------|---|--------------------|
| <b>Objective 1</b>   |                     |   |                    |
| To contribute to the implementation of the R&P strategy and Action plan 2023 - 2025<br><i>(relates to R&amp;P Obj 1)</i>   | <b>Key Result 1</b> | Understanding of the CGIAR engagement framework by 3 key research and innovation stakeholders is improved through CGIAR engagement framework and policy successfully presented to FARA, AU, CAADP, and AGRF.  | Q4                 |
|  | <b>Key Result 2</b> | Alignment of the 3 African Regional Directions within the R&P Division as well as their decision-making capacities are improved through the establishment and adoption of Guidelines that structure and formalize interactions between the 3 African Regional Directions within the R&P division.   | Q2                 |
| <b>Objective 2</b>   |                     |   |                    |
| To increase the influence of African Research and Innovation stakeholders in CGIAR's priority setting and programming, enabling the 2025 - 2027 portfolio<br><i>(relates to R&amp;P Obj 2)</i> | <b>Key Result 1</b> | Partnership between the CGIAR and 2 African research and innovation stakeholders (AU and FARA) for priority setting and programming is improved through a FARA and CGIAR led development of a concrete Action Plan, endorsed by the AU, AfDB, FARA and CGIAR, and initiated, involving active participation from the relevant CGIAR centers and country stakeholders.         | Q2                 |
|  | <b>Key Result 2</b> | The CGIAR research portfolio 2025-2027 is informed with 5 key outputs derived from the development of a framework, involving the participation of key regional players and stakeholders, which aims to identify potential areas for collaboration and investment and seeks alignment of CGIAR's research and innovation agenda with country compacts of AGRA, CAADP and AfDB. | Q3                 |
| <b>Objective 3</b>   |                     |   |                    |
| To sharpen CGIAR's strategic focus towards collaborating, convening, and informing science - business - policy-society interfaces in Africa<br><i>(relates to R&amp;P Obj 3)</i>               | <b>Key Result 1</b> | Africa-wide stakeholders' engagement and advocacy campaigns is delivered in 2 spaces.   | Q4                 |

2023

Objectives and  
Key results

# LATIN AMERICA & THE CARIBBEAN

## Relevant 2022—24 Key Results

- Regions & Partnerships Strategy and Action Plan adopted and operationalized
- Country-level coordination principles/guidelines and country engagement plans developed and implemented

| 2023 Objectives  | 2023 Key Results    |   | To be delivered by |
|--|---------------------|---|--------------------|
| <b>Objective 1</b>   |                     |   |                    |
| To establish collaboration mechanisms and teamworking, both with internal teams and external stakeholders to advance in the engagement framework and partnerships at the regional level. | <b>Key Result 1</b> | An internal CGIAR strategic LAC group is established with the participation of de Regional Director, the Centers representatives, the Country Conveners and the Leads of the RII.   | Q1 to Q4           |
|  | <b>Key Result 2</b> | A regional forum and dialogue on the relevance and urgency to invest in science, technology and innovation in agri-food systems in LAC is convened by the CGIAR-LAC and key regional players.   | Q2 and Q4          |
|  | <b>Key Result 3</b> | Key partnerships and engagements are strengthened through country and regional mechanisms, including letters of intent or MoUs. as well as a pilot country strategy exercise (one advanced draft either for Colombia, Brazil or a Central American country, tentatively). | Q4                 |
| <b>Objective 2</b>   |                     |   |                    |
| To communicate the One CGIAR vision in a compelling way for increased visibility and advocacy at the regional level.   | <b>Key Result 1</b> | A regional LAC CGIAR narrative on the value proposition and ways of engagement is finalized, to be used as a reference and repository for communication tools, including brochures, presentations, speeches, articles, etc.   | Q2 to Q4           |
|  | <b>Key Result 2</b> | Participation in country, regional and global level events takes place at key moments throughout the year.  | Q1 to Q4           |
|  | <b>Key Result 3</b> | Higher visibility on media channels is increased along the year, including coverage of events, social media, op-eds and news on the website.  | Q1 to Q4           |
| <b>Objective 3</b>   |                     |   |                    |
| To identify, map, reach out to and cultivate potential new funders for the CGIAR in LAC, in close collaboration with IFRM.   | <b>Key Result 1</b> | Initial dialogues are detonated with regional international financial institutions (e.g. IDB, CABI, CAF).   | Q2 to Q4           |
|  | <b>Key Result 2</b> | A closer collaboration and alignment with IFRM is established.  | Q2 to Q4           |
|  | <b>Key Result 3</b> | An initial work plan on how to reach out and engage with potential private sector and non-traditional funders is developed.   | Q4                 |
| <b>Objective 4</b>   |                     |   |                    |
| To create new business opportunities that will strengthen CGIAR's engagement with strategic partners   | <b>Key Result 1</b> | At least one center non HQd in LAC is newly engaged in the region to explore country level alliances and opportunities.   | Q1 to Q4           |
|  | <b>Key Result 2</b> | New internal and external partners are identified and brought on board to work with non historically present centers in LAC.  | Q1 to Q4           |

2023

Objectives and  
Key results

# SOUTH-EAST ASIA & THE PACIFIC

| Relevant 2022—24 Key Results   |                     |  |                    |
|--|---------------------|--|--------------------|
| <ul style="list-style-type: none"> <li>□ Regions &amp; Partnerships Strategy and Action Plan adopted and operationalized</li> <li>□ Country-level coordination principles/guidelines and country engagement plans developed and implemented</li> </ul> |                     |  |                    |
| 2023 Objectives  | 2023 Key Results    |  | To be delivered by |
| <b>Objective 1</b>   |                     |  |                    |
| To establish collaboration mechanisms and teamworking, both with internal teams and external stakeholders to advance in the engagement framework and partnerships in the SEA&P region.<br><i>(relates to R&amp;P Obj 1)</i>                            | <b>Key Result 1</b> | The regional advisory group for the SEA&P region is established and composed of representatives of all CGIAR Centers active in the SEA&P region. They participate in regular coordination meetings voluntarily at the request of the respective DGs of Centers.  | Q1 to Q4           |
|  | <b>Key Result 2</b> | Regular meetings between the RD and country convenors take place as well as on a need's basis.   | Q2 and Q4          |
| <b>Objective 2</b>   |                     |  |                    |
| To establish and communicate the One CGIAR vision and strategy in the SEA&P region<br><i>(relates to R&amp;P Obj 3)</i>  | <b>Key Result 1</b> | A China- CGIAR draft strategy is formulated  | Q2 to Q4           |
|  | <b>Key Result 2</b> | A Pacific region- CGIAR partnership agreement is formulated  | Q3 to Q4           |
|  | <b>Key Result 3</b> | Participation in the Pacific week of agriculture and related ministerial meeting.  | Q1                 |
| <b>Objective 3</b>   |                     |  |                    |
| To identify and engage with potential new funders for the CGIAR in the SEA&P region.<br><i>(relates to R&amp;P Obj 4)</i>  | <b>Key Result 1</b> | After its formulation throughout 2022, the ASEAN- CGIAR program "Innovate for Food Security" is approved for implementation by the Ministers of agriculture and forestry of the 10 ASEAN members states including the 8 intervention packages and an initial budget envelope of USD 60 million over 5 years. | Q1                 |
|  | <b>Key Result 2</b> | The ASEAN- CGIAR program receives initial funding from a few funders for 2023 as part of the overall budget envelope.  | Q2 to Q4           |
|  | <b>Key Result 3</b> | The high-level advisory group composed of potential funders and champions of the ASEAN- CGIAR program is established and meets at least twice per year as a steering committee for the program.  | Q1 to Q4           |



# SOUTH ASIA

## 2023 Objectives and Key Results - South Asia

- Regions & Partnerships Strategy and Action Plan adopted and operationalized
- Country-level coordination principles/guidelines and country engagement plans developed and implemented

| 2023 Objectives  | 2023 Key Results    |   | To be delivered by |
|--|---------------------|---|--------------------|
| <b>Objective 1</b>   |                     |   |                    |
| To establish formal collaboration mechanisms with internal teams and external stakeholders in order to legitimize and empower R&P to achieve its ambition. <i>(relates to R&amp;P obj 1)</i> | <b>Key Result 1</b> | An internal CGIAR strategic South Asia Regional group, including participation from Regional Director, Centers representatives, Country Conveners and RII Leads, is established and endorsed by SLT.  | Q2                 |
| <b>Objective 2</b>   |                     |   |                    |
| To increase the influence of institutions and countries of the Global South in CGIAR's priority setting and programming, enabling 2025-27 portfolio <i>(Relates to R&amp;P obj 2)</i>        | <b>Key Result 1</b> | A sustainable model for Country Convenor teams is developed and prototyped in at least 2 countries in South Asia  | Q3                 |
|  | <b>Key Result 2</b> | Country engagement plans are developed in 1 country and implementation is started with the outputs used to inform research portfolio 2025-27  | Q4                 |
|  | <b>Key Result 3</b> | Building on the outcomes of the 2022 Partnership Dialogues, 2 multi-stakeholder engagements are prototyped in South Asia with the outputs used to inform research portfolio 2025-27   | Q3                 |
| <b>Objective 3</b>   |                     |   |                    |
| To sharpen CGIAR's strategic focus towards collaborating, convening, and informing science-business-policy-society interfaces <i>(Relates to R&amp;P Obj 3)</i>                              | <b>Key Result 1</b> | The presence & visibility of CGIAR is increased by 30%, including 20% increase in media visibility across the region.   | Q2 to Q4           |
|  | <b>Key Result 2</b> | The ability of CGIAR to inform decisions related to agri-food system transformation in the region is increased by 30%, including 20% increase in new stakeholders engaged   | Q2 to Q4           |
|  | <b>Key Result 3</b> | CGIAR system-wide regional stakeholder engagement and advocacy campaigns are delivered in 2 spaces  | Q1 to Q4           |
| <b>Objective 4</b>   |                     |   |                    |
| To create new business opportunities that will strengthen CGIAR's engagement with strategic partners <i>(Relates to R&amp;P obj 4)</i>   | <b>Key Result 1</b> | In collaboration with IFRM, dialogue initiated with two regional international financial institutions specifically focused on funding agricultural research and development in South Asia, such as Asian Development Bank and the Islamic Development Bank.                               | Q1 to Q4           |
|  | <b>Key Result 2</b> | Strengthened collaboration and coordination with IFRM and CGIAR Centers, specifically on fundraising efforts for India-based programs and initiatives. This could involve joint donor outreach efforts, coordinated proposal development, and shared reporting and evaluation frameworks. | Q1 to Q4           |



2023

Objectives and  
Key results

# WEST & CENTRAL AFRICA

| Relevant 2022—24 Key Results   |                     |   |                    |
|--|---------------------|---|--------------------|
| <input type="checkbox"/> Regions & Partnerships Strategy and Action Plan adopted and operationalized<br><input type="checkbox"/> Country-level coordination principles/guidelines and country engagement plans developed and implemented |                     |   |                    |
| 2023 Objectives  | 2023 Key Results    |   | To be delivered by |
| <b>Objective 1</b>   |                     |   |                    |
| To facilitate internal engagement among CGIAR Centers and other entities operating within the region (relates to R&P Obj 1)  | <b>Key Result 1</b> | An internal CGIAR strategic WCA group is established with the participation of the Regional Director, the Centers representatives, the Country Conveners and RII lead to facilitate internal engagement among CGIAR Centers and other entities operating within the region and internalize operations of One CGIAR engagement framework | Q2                 |
| <b>Objective 2</b>   |                     |   |                    |
| To influence institutions and countries in the WCA region in CGIARs priority setting and programming (relates to R&P Obj 2)  | <b>Key Result 1</b> | Country convener teams for the African region are established and functioning in at least 5 countries, with at minimum quarterly meetings organized and attended to ensure and address harmonization and effectiveness across initiatives and partnerships.   | Q1-Q4              |
|  | <b>Key Result 2</b> | Operational agreements between One CGIAR WCA and regional organizations ( CORAF, ASARECA and ECOWAS) initiated and/or strengthened through LoA, MoA or MoU.   | Q3                 |
| <b>Objective 3</b>   |                     |   |                    |
| To Support the development of regional strategic framework in line with the CGIAR strategic focus towards collaboration in Science, business policy, society interfaces in Africa (relates to R&P Obj 3)                                 | <b>Key Result 1</b> | The presence and visibility of CGIAR and ability to influence policy decisions in WCA is increased by 10%.  | Q4                 |
|  | <b>Key Result 2</b> | Partnership agreements with focus towards collaborating, convening and informing Science/business policy/society interfaces formalized with at least 2 regional organizations.  | Q4                 |
|  | <b>Key Result 3</b> | Partnership agreements with focus towards collaborating, convening and informing Science/business policy/society interfaces formalized with at least 2 regional organizations.  | Q4                 |
| <b>Objective 4</b>   |                     |   |                    |
| To strengthen CGIAR's engagement in WCA with Strategic partners and create business opportunities for scaling out technologies and innovations and increasing investments (relates to R&P Obj 4)   | <b>Key Result 1</b> | Explore the engagement of RII-WCA in scaling out proven technologies arising from CGIAR research initiatives through strategic engagement with AfDB in relation to TAAT and with the WorldBank in relation to the RFSP  | Q4                 |
|  | <b>Key Result 2</b> | Resource mobilization improved by 10% through the establishment of strategic partnership with at least 2 regional and other initiatives   | Q4                 |



# COMMUNICATION & OUTREACH

## Relevant 2022—24 Key Results

- Fit-for-purpose service delivery model in place that meets the communication needs of internal clients and external audiences
- Aligned branding in the context of a new CGIAR brand
- Cross-cutting campaigns and products delivered in support of corporate goals

| 2023 Objectives  | 2023 Key Results    |  | To be delivered by |
|--|---------------------|--|--------------------|
| <b>Objective 1</b>   |                     |  |                    |
| Position CGIAR as a champion of science and innovation and food, land and water system transformation, by communicating our science and impact in innovative audience-led, data-driven way   | <b>Key Result 1</b> | Co-create with Center comms leadership a service delivery model for science/initiatives (and other groups), aligned with IFA. Communicate that model. Put in place the necessary modalities, infrastructure and processes to implement it effectively. | Q3                 |
|  | <b>Key Result 2</b> | People: Recruit the 3xSG roles, bring on board consultants to support the Initiatives subject to funding; develop a proposal for science communications capacity building  | Q4                 |
|  | <b>Key Result 3</b> | Explore the opportunities offered by AI and digital technologies across operations and products. Establish C&O media/digital and content functions to drive innovative approaches on engagement and content and with MELIA in place.                   | Q3                 |
|  | <b>Key Result 4</b> | Ensure CGIAR has a significant and coordinated presence at major global events, including COP28, and align communications activities to support corporate goals  | Q4                 |
| <b>Objective 2</b>   |                     |  |                    |
| Deliver One CGIAR through a clear strategy on integration, aligned teams, integrated projects and shared ways of working. Develop products that demonstrate and showcase the benefits of integration and collaboration.  | <b>Key Result 1</b> | Develop a 5-year communications, outreach and brand strategy and integration plan. Communicate to SLT and governance bodies.   | Q3                 |
|  | <b>Key Result 2</b> | People: recruit priority C&O roles (Media/Digital, Content) and add capacity with additional consultants or service providers; streamline use of consultants/service providers (with Upwork as a global platform)                                      | Q3                 |
|  | <b>Key Result 3</b> | Identify improvements in service quality and/or cost savings through shared services (e.g. monitoring tools) or contracts  | Q4                 |
|  | <b>Key Result 4</b> | Continue to develop and roll out cross CGIAR products that support integration and showcase One CGIAR. Where possible work through integrated project teams.   | Q3                 |
| <b>Objective 3</b>   |                     |  |                    |
| Subject to the appetite of decision-makers, rebrand CGIAR to position it with target audiences and support key business objectives. Advance the rebranding process, providing decision makers with what they need to make an informed decision around well-consulted options | <b>Key Result 1</b> | Clarify legal situation wrt rebranding   | Q2                 |
|  | <b>Key Result 2</b> | Deliver a final recommendation on a name/logo from the selection committee   | Q2                 |
|  | <b>Key Result 3</b> | Guide and support the requested consultation of the name/logo decisions  | Q2                 |
|  | <b>Key Result 4</b> | Benchmark the current brand if the decision is to rebrand  | Q3                 |
|  | <b>Key Result 5</b> | Implement the decision   | Q3-4               |
| <b>Objective 4</b>   |                     |  |                    |
| Align communication activities with CGIAR objectives in a measurable way through the launch of an integrated marketing campaign  | <b>Key Result 1</b> | Work with IFRM, P&A to develop and launch the investment case, targeting COP28   | Q3                 |
|  | <b>Key Result 2</b> | Put in place an effective CRM system e.g. Salesforce and roll out as needed  | Q3                 |
|  | <b>Key Result 3</b> | Delivery (subject to funding not currently allocated to C&O) of a successful COP28 event aligned with the campaign   | Q4                 |
|  | <b>Key Result 4</b> | Put in place effective monitoring and MELIA systems  | Q4                 |
|  | <b>Key Result 5</b> | Develop and roll out an efficient Events process that allows for full visibility of the CGIAR events programme and is used by all Centers for better planning, reporting and event management overall  | Q2                 |



# INNOVATIVE FINANCE & RESOURCE MOBILIZATION

## Relevant 2022—24 Key Results

- CGIAR Campaign delivered, with funder replenishment targets and sentinel pledges
- Diversified funding and growth strategies in place to support Portfolio, Science Groups, Regions, and Centers
- System-wide resource mobilization capacity increased and aligned to growth strategies

| 2023 Objectives   | 2023 Key Results    |  | To be delivered by |
|---|---------------------|--|--------------------|
| <b>Objective 1</b>  |                     |  |                    |
| Launch a CGIAR campaign with funder replenishment targets validated and sentinel pledges announced at COP28.                  | <b>Key Result 1</b> | Investment Case developed and launched at major moment / global platform   | Q3-4               |
|   | <b>Key Result 2</b> | CGIAR wide funding target for 2023-2024 established across Science Groups, Regions, and Centers  | Q2                 |
|   | <b>Key Result 3</b> | Replenishment Champion identified, 20 ODA funders validated for growth and renewal, and sentinel pledges announced at COP28                              | Q3-4               |
| <b>Objective 2</b>  |                     |  |                    |
| Diversify funding and growth strategies to support targets across Science Groups, Regions and Centers.                        | <b>Key Result 1</b> | IFRM Strategy refreshed and co-developed with IFRM community of practice, and approved by CGIAR System Board   | Q2                 |
|   | <b>Key Result 2</b> | Prospect pipeline developed across all 5 diversification Action Areas established  | Q2                 |
|   | <b>Key Result 3</b> | Action Area Climate Finance and Climate Desk staffed. 4 GCF concept notes submitted, and climate finance targeted through campaign priorities            | Q4                 |
| <b>Objective 3</b>  |                     |  |                    |
| Build resource mobilization capacity aligned to system-wide strategies, supported by top-level funder intel and coordination. | <b>Key Result 1</b> | 4-6 new staff recruited to IFRM global group to support Science Group resource mobilization, diversification strategies and intel/coordination functions | Q2-3               |
|   | <b>Key Result 2</b> | One-three staff from Center based RM/Business Development teams contributing 20-30% time to IFRM market and diversification strategies                   | Q2                 |
|   | <b>Key Result 3</b> | CGIAR opportunity and intel broadcast established, and regular pipeline updates provided to SLT  | Q2                 |



# BUSINESS OPERATIONS & FINANCE

## Relevant 2022—24 Key Results

- Enhanced finance coordination enables effective Initiative delivery & Center risk mgmt
- Prioritized integrated professional services designed and rolled out
- Improved decision-making based on accurate, complete, comparable and timely information
- Sustainable financial model designed and agreed for 2025—27

| 2023 Objectives  | 2023 Key Results |   | To be delivered by |
|--|------------------|---|--------------------|
| Objective 1  |                  |   | Q4                 |
| To avail accurate, complete, comparable, and timely information to aid business decisions      | Key Result 1     | Advanced budgeting and monitoring processes, procedures and tools, that facilitate accurate, comparable and timely forecasts to measure performance and risks developed with a baseline satisfaction score for the budgeting process. This is to be achieved in 2023 by delivering 2024 cycle budgeting calendar and decision flow by Q2, developing a methodology for costing principles and chart of account by Q3, regular provision of financial reports to stakeholders, and a reorganized financial service across initiatives. | Q2 to Q4           |
|  | Key Result 2     | Improved process for timely and transparent inter-center transactions, establishing principles, potential automation solutions and greater transparency/consistency in hosting services agreements is established by simplification and streamline of Hosting Services Agreements initiated by Q2 and current inter-Centre transactions process areas for improvement defined by the end of Q4.   | Q2 to Q4           |
| Objective 2  |                  |   |                    |
| Establish effective solutions which anticipate and respond to the changing needs of our users. | Key Result 1     | Contracting templates and material to support W3 Science Project Pilot developed along with Funder facing common framework and approach (e.g. costing structure, and W1 reporting and passthrough fund model, etc.) by end of Q4 .  | Q4                 |
|  | Key Result 2     | Enhanced excellence, transparency, and risk mitigation across all Centers, identifying and implementing current state area of enhancement looking to an automated common and robust approach by end of Q4.  | Q4                 |
| Objective 3  |                  |   |                    |
| Develop key building blocks towards an integrated and fit for purpose professional services    | Key Result 1     | Design a pilot for an outsourced travel solution across 2 Centers by the end of the financial year that demonstrate a potential to generate savings across travel circa 10%.  | Q4                 |
|  | Key Result 2     | Develop an operational baseline across Centers for Business Operations and Finance, that set out fundamentals in which each Center must have in advance of the next business cycle. (These include e-banking, all transactions at country and site offices recorded on the accounting system, etc.).  | Q4                 |
|  | Key Result 3     | Pilot the use of an integrated platform across Center systems, to build a stronger audit trail across Initiative spend.   | Q4                 |



# PEOPLE AND CULTURE

## Relevant 2022—24 Key Results

- CGIAR P&C strategy adopted
- More efficient and effective delivery of P&C services and advice
- Increased use of digital solutions
- Inclusive, engaged, fair, safe workplaces

| 2023 Objectives   | 2023 Key Results    |  | To be delivered by   |
|---|---------------------|--|--|
| <b>Objective 1</b>  |                     |  |  |
| A OneCGIAR People & Culture Strategy and Action Plan is co-created and implementation launched  | <b>Key Result 1</b> | One CGIAR People Strategy: Talent Management Pillar  | Q2   |
|   | <b>Key Result 2</b> | One CGIAR People Strategy: P&C Global Operations Pillar  | Q2   |
|   | <b>Key Result 3</b> | One CGIAR People Strategy: Culture Framework Pillar  | Q2   |
|   | <b>Key Result 4</b> | One CGIAR People Strategy: Gender, Diversity and Inclusion Pillar  | 2023 & 2024  |
|   | <b>Key Result 5</b> | Multi-year Action plans for each P&C Strategy pillar co-created and implementation launched across Groups, Centers & Regions   | Q3-4   |
| <b>Objective 2</b>  |                     |  |  |
| CGIAR's workplaces and culture are inclusive, engaged, fair and safe  | <b>Key Result 1</b> | Our leaders are committed and equipped to practice and model inclusive leadership behaviors  | Related indicator for each result in 2023 & 2024 as per the detailed GDI Action plan (2023-2024) |
|   | <b>Key Result 2</b> | Every person who works at CGIAR feels welcomed, valued, and supported to have an equal chance to succeed   |  |
|   | <b>Key Result 3</b> | Through equitable recruitment, retention, and advancement, CGIAR works to reflect the world it serves with a broad range of diversity dimension represented at all levels  |  |
| <b>Objective 3</b>  |                     |  |  |
| P&C service delivery to CGIAR Research Initiatives are increased in quantity and quality, powered by a digitized solution                 | <b>Key Result 1</b> | A comprehensive needs-analysis and project plan for increased P&C support to Initiatives is in place, including a streamlined process and supporting documentation for the approval of people assigned to Initiatives      | End Q2   |
|   | <b>Key Result 2</b> | Formal Guidance is issued to Initiative leaders and support staff on (i) the joiners, mover and leavers process; and (ii) performance management process - at least one advisory note and 2 drop-in sessions run by end Q2 | End Q2   |
|   | <b>Key Result 3</b> | A digitized solution for managing the people side of the Initiatives is in place, capturing real-time people data and enabling better people management and reporting  | End Q4   |
| <b>Objective 4</b>  |                     |  |  |
| Recruitment in CGIAR's new integrated operating structure continues and the P&C workplace matrix is operationalized in line with the IFA. | <b>Key Result 1</b> | Senior positions in the operating structure are recruited in line with budget envelope through a transparent, competitive process that mitigates for bias  | Ongoing throughout 2023  |
|   | <b>Key Result 2</b> | A shared CGIAR recruitment team for surge capacity is developed and piloted  | End Q3   |
|   | <b>Key Result 3</b> | CGIAR Applicant Tracker and recruitment templates co-developed and implemented   | End Q4   |
|   | <b>Key Result 4</b> | Guide to operationalizing the P&C matrix is co-created and shared, as a sample of new ways of working and the matrix in action   | End Q3   |
| <b>Objective 5</b>  |                     |  |  |
| Foundational P&C systems, tools and pilots are developed to enable shared ways of working   | <b>Key Result 1</b> | A robust, real-time people database is developed and in use  | End Q3   |
|   | <b>Key Result 2</b> | The development of a CGIAR job classification and grading system, job dictionary and competency framework has been scoped and is underway  | Q4   |
|   | <b>Key Result 3</b> | An analysis of current policy approaches across CGIAR conducted, including on compensation & benefits  | Q4   |
|   | <b>Key Result 4</b> | Shared approach to 360° feedback co-created and in use across CGIAR  | Q4   |
|   | <b>Key Result 5</b> | Pilot of shared operations in the Asia region is developed and implementing with findings shared   | Q3-Q4  |
|   | <b>Key Result 6</b> | Analysis of P&C vendors in use across CGIAR and opportunities for economies of scale identified  | Q2-3   |
| <b>Objective 6</b>  |                     |  |  |
| Shared learning and development programs in operation across CGIAR  | <b>Key Result 1</b> | An analysis of current approaches to learning, development and career pathing across CGIAR conducted   | Q3   |
|   | <b>Key Result 2</b> | Shared approach to staff orientation co-created and in use across CGIAR  | Q4   |
|   | <b>Key Result 3</b> | Shared pilot of leadership training programs   | Q2-Q3  |
|   | <b>Key Result 4</b> | Shared pilot of respectful workplace training programs   | Q2-Q3  |



# DIGITAL & DATA

| Relevant 2022—24 Key Results  |                     |  |                                 |
|---|---------------------|--|---------------------------------|
| <ul style="list-style-type: none"> <li>□ CGIAR-wide knowledge, expertise, and successful standard operating models and practices leveraged for digital transformation</li> <li>□ Global IT operating and digital enablement models in place to deliver digital transformation in a matrix structure</li> <li>□ Digital breakthroughs harnessed to support organization, innovations, and impact delivery</li> </ul> |                     |  |                                 |
| 2023 Objectives   | 2023 Key Results    |  | To be delivered by              |
| <b>Objective 1</b>  |                     |  | Q4                              |
| <b>Science and Impact:</b> Ensure that Digital breakthrough opportunities are harnessed to accelerate innovation and support research and impact delivery   | <b>Key Result 1</b> | D&D Team perceived as a strategic partner to the science: <b>At least one initiative from each science group is seeking a partnership with D&amp;D to deliver a digital/data "product" under its initiative</b>  | Q1                              |
|   | <b>Key Result 2</b> | D&D for Research delivery model is organized around “digital product development” and "digital product fusion teams": <b>Launch at least one "Fusion digital product" Team in collaboration with an initiative from each science group</b>   | Q2                              |
|   | <b>Key Result 3</b> | The “Fusion digital product teams” adopt HCD approach and are operationalized in the matrix structure: <b>Each fusion product delivery team will have a UX design specialist and Digital &amp; Data expertise from at least 2 centers</b>  | Q2                              |
|   | <b>Key Result 4</b> | Increased agility of value delivery: <b>Each fusion Product team will deliver at least one MVP or Release 1.0 of the product that meets quality and value criteria defined by the product owner</b>  | Q4                              |
| <b>Objective 2</b>  |                     |  |                                 |
| <b>Data &amp; AI:</b> Institutionalize Data Science, Analytics and AI Capabilities  | <b>Key Result 1</b> | Data Governance and Data Sharing: <b>Global Data Governance Framework and Data Sharing Policy developed and endorsed by at least 50% of the centers</b>  | Q2                              |
|   | <b>Key Result 2</b> | Data-as-a-Service Portal: <b>Data Integration Solution and analytics portal is piloted, and at least one use case is implemented for each stakeholder (BO&amp;F, P&amp;C, IFRM, ..)</b>  | Q3 and Q4                       |
|   | <b>Key Result 3</b> | Data4Ag Portal: <b>An inventory of Data4Ag assets and tools across CG is created. The Data4Ag Portal concept is designed where data assets and tools are organized and managed/governed following industry standards &amp; ethical considerations for access and interoperability internally and externally.</b> | Inventory Q3, and concept in Q4 |
|   | <b>Key Result 4</b> | AI Hub: <b>A virtual hub of AI experts from across CGIAR is formed and launched to support AI use case</b>   | Q4                              |
| <b>Objective 3</b>  |                     |  |                                 |
| <b>Digital Enablement:</b> The Integrated operating models of CGIAR are digitally enabled.  | <b>Key Result 1</b> | CRM Platform: <b>analytics-powered CRM platform is piloted and at least one use case is implemented for each stakeholder (C&amp;O, IFRM, BO&amp;F, P&amp;A, P&amp;R,..)</b>  | Q3 and Q4                       |
|   | <b>Key Result 2</b> | BO&F: <b>Facilities profiles database, Grants management solution identified, procurement dashboards, anaplan improvements for budget planning?</b>  | [complete] e.g.; Q4             |
|   | <b>Key Result 3</b> | P&C: <b>unified/integrated global staff records (HRIS), recruitment and talent management system?</b>  | Q2-Q3                           |
|   | <b>Key Result 4</b> | C&O: <b>Campaign Management tool implemented and used to manage the campaigns, Improved staff engagement platform (Intranet/Mobile App), Website Refresh for new brand, Mobile Digital/Interactive Museum concept delivered at the brand launch summit,</b>  | Q1-Q4                           |
| <b>Objective 4</b>  |                     |  |                                 |
| <b>Digital Resilience:</b> Improved security posture and increased operational resilience of the digital infrastructure.  | <b>Key Result 1</b> | Incidents Management: <b>Zero major incidents (ones that significantly disrupt operations of critical systems, including breach of sensitive data), bringing systems down, etc.)</b>   | Q1-Q4                           |
|   | <b>Key Result 2</b> | Vulnerabilities: <b>reduce high-risk vulnerabilities by 50%</b>  | Q4                              |
|   | <b>Key Result 3</b> | Cloud computing: <b>Strategic Migration to the cloud by 70% of the centers and AWS accounts are consolidated into three regional master accounts</b>   |                                 |
|   | <b>Key Result 4</b> | Infrastructure operational standards: <b>90% of shared infrastructure and systems are current on patches and updates. And standard network operation procedures are adopted by 50% of centers.</b>   | Q3 - Q4                         |
| <b>Objective 5</b>  |                     |  |                                 |
| <b>Digital Experience:</b> Improved and inclusive digital user experience, and harmonized workplace digital environment to meet the needs of a global workforce and hybrid work models  | <b>Key Result 1</b> | Universal User Experience: <b>increase consistency in digital support services/processes and systems by 30%</b>  | Q4                              |
|   | <b>Key Result 2</b> | Hybrid work environment: <b>global tools for enabling a hybrid work environment are adopted in 50% of centers</b>  | Q3                              |
|   | <b>Key Result 3</b> | Digital workplace Tools: <b>harmonized contracts for key digital workplace productivity tools such as Microsoft and Zoom</b>   | Q4                              |