



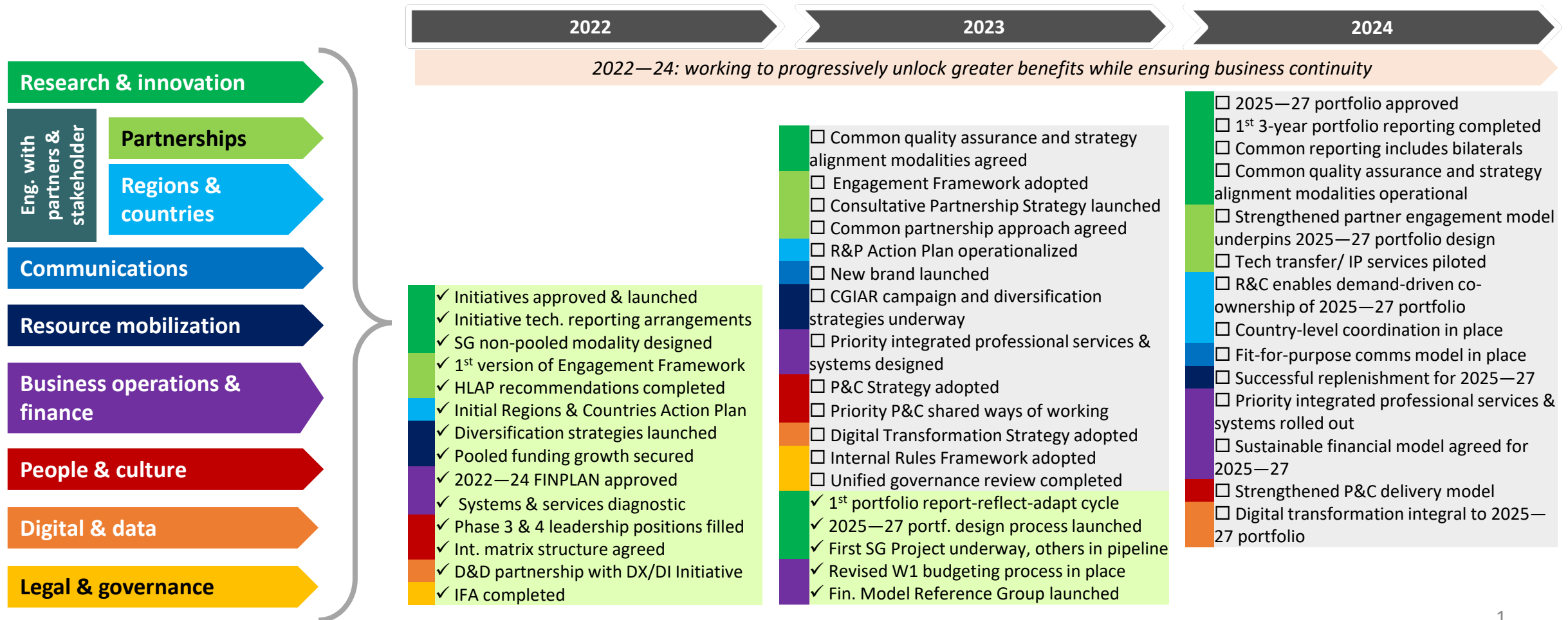
# **Progress Update on the 2022—24 Integration Plan**

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19<sup>th</sup> meeting of the CGIAR System Council  
20 October 2023

# 2022—24 at a glance

~22 months into the current 3-year cycle, we have seen important progress, with considerable unfinished business



**Institutional & operational enablers delivered and strengthened**

# Key dependencies and risks

*At this stage – 5 months post-endorsement – key results consistently deemed to be “in progress” and achievable within the current planning period, by end-2024. However, there are important built-in dependencies and associated risks*

IFA Parties’ unified governance review

Amendments to the Parties’ unified governance arrangements

Adoption of a CGIAR Internal Rules Framework

Adoption of common internal rules

Agreement and clarity on roles, responsibilities, authorities, and accountabilities across the integrated matrix structure → drives enhanced coordination, collaboration, and impact

**(!)** The outcomes of the unified governance review – and their timing – have important, cascading implications for the delivery of the Integration Plan



Several of the Plan’s results anchored in the three-year cycle for CGIAR’s research and innovation portfolio and pooled funding

Inherently compressed timeline for learning from the current cycle, designing changes/ improvements, and preparing for launch in 2025

**(!)** Limited margin for error. On the other hand, major deliverables premised on portfolio & funding renewal from 2025

# Preliminary key performance indicators (KPI)



Beyond measuring, monitoring and reporting on progress against the objectives and key results of the Integration Plan, a preliminary longlist of core CGIAR key performance indicators (KPI) capture our overall performance as a partnership

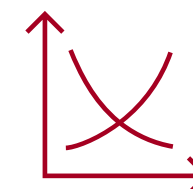
Dimension	Proposed KPI	Unit
Research & innovation	Progress towards end-of-Initiative outcomes	Ratio of achieved to actual end-of-Initiative outcomes (%)
Research & innovation	Progress against Initiative and Platform Plans of Results and Budgets	Share of Initiative and Platform Work Packages “on track” against relevant Workplans (% of Initiatives & Platforms)
Research & innovation	Adoption of innovation packages and scaling readiness	Share of CGIAR Initiatives, programs, and projects effectively using innovation packages and scaling readiness (% of portfolio)
Engagement & influence	Visibility and understanding of CGIAR in global, regional and national platforms	Number of people engaged at events (#); engagement rate on digital platforms (% of interactions/ total audience)
Engagement & influence	Alignment with national and regional priorities	Share of countries with CGIAR operations where CGIAR activities are aligned with national priorities (%)
Engagement	Partner survey feedback	Share of positive responses in partner/ stakeholder surveys (%)
Engagement	Success rate of advocacy initiatives	Share of advocacy initiatives that meet expected outcomes (%)
Engagement & influence	Partner engagement in CGIAR Portfolio delivery	Share of Initiative work packages co-led by non-CGIAR partners (%); share of Initiative funding executed by partners (%)
Funding & finance	Total and pooled funding contributions	Total and pooled funding contributions received in a calendar year [5-year growth trend and share pooled/total funding]
Funding & finance	Burn rate	Actual expenditure as a share of budgeted expenditure in a calendar year (%)
Funding	Surplus/ deficit	Aggregate surplus/ deficit rate across CGIAR entities (%)
Operational	Indirect cost rate	Total indirect costs as a share of total costs in a calendar year (%)
Operational excellence	Adoption of shared systems, platforms, and tools	Number of shared systems, platforms, and tools in place and in use
Operational	Effective flow of data and information	Share of CGIAR systems/ databases that are interoperable (%)
People & culture	Staff engagement and wellbeing	% levels of positivity in standard questions in workforce engagement surveys, (i) across CGIAR; and (ii) disaggregated by Center, Group, Region etc.
		% of staff turnover (i) across CGIAR; further disaggregated by (ii)



## Research & innovation

# 31%

of CGIAR Initiatives, programs, and projects that have adopted and effectively use innovation packages and scaling readiness (% of portfolio in US\$ terms, 2022)



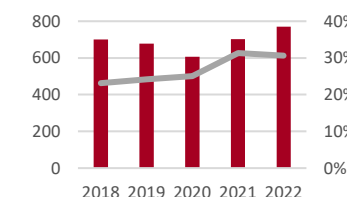
## Funding & finance

# \$771m

total 2022 expenditure (‘One CGIAR’ Centers)

# 31%

pooled funding as a share of total 2022 expenditure



## People & culture

# 65%

of positive responses to 15 standard questions in CGIAR-wide workforce engagement surveys (2022)

