Progress Update on the 2022—24 Integration Plan

19th 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

2022—24: working to progressively unlock greater benefits while ensuring business continuity

- Common quality assurance and strategy alignment modalities agreed
- Engagement Framework adopted
- Consultative Partnership Strategy launched
- Common partnership approach agreed
- R&P Action Plan operationalized
- New brand launched
- CGIAR campaign and diversification strategies underway
- Priority integrated professional services & systems designed
- P&C Strategy adopted
- Priority P&C shared ways of working
- Digital Transformation Strategy adopted
- Internal Rules Framework adopted
- Unified governance review completed
- 1st portfolio report-reflect-adapt cycle
- 2025—27 portf. design process launched
- First SG Project underway, others in pipeline
- Revised W1 budgeting process in place
- Fin. Model Reference Group launched
- 2025—27 portfolio approved
- 1st 3-year portfolio reporting completed
- Common reporting includes bilaterals
- Common quality assurance and strategy alignment modalities operational
- Strengthened partner engagement model underpins 2025—27 portfolio
- Country-level coordination in place
- Fit-for-purpose comms model in place
- Successful replenishment for 2025—27
- Priority integrated professional services & systems rolled out
- Sustainable financial model agreed for 2025—27
- Strengthened P&C delivery model
- Digital transformation integral to 2025—27 portfolio

Initiatives approved & launched
- Initiative tech. reporting arrangements
- SG non-pooled modality designed
- 1st version of Engagement Framework
- HLP recommendations completed
- Initial Regions & Countries Action Plan
- Diversification strategies launched
- Pooled funding growth secured
- 2022—24 FINPLAN approved
- Systems & services diagnostic
- Phase 3 & 4 leadership positions filled
- Int. matrix structure agreed
- D&D partnership with DX/DI Initiative
- IFA completed

Engagement with partners & stakeholders
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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.

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<th>Dimension</th>
<th>Proposed KPI</th>
<th>Unit</th>
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<tr>
<td>Research &amp; innovation</td>
<td>Progress towards end-of-Initiative outcomes</td>
<td>Ratio of achieved to actual end-of-Initiative outcomes (%)</td>
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<tr>
<td>Research &amp; innovation</td>
<td>Progress against Initiative and Platform Plans of Results and Budgets</td>
<td>Share of Initiative and Platform Work Packages “on track” against relevant Workplans (% of Initiatives &amp; Platforms)</td>
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<tr>
<td>Research &amp; innovation</td>
<td>Adoption of innovation packages and scaling readiness</td>
<td>Share of CGIAR Initiatives, programs, and projects effectively using innovation packages and scaling readiness (% of portfolio)</td>
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<tr>
<td>Engagement &amp; influence</td>
<td>Visibility and understanding of CGIAR in global, regional and national platforms</td>
<td>Number of people engaged at events (I); engagement rate on digital platforms (% of interactions/total audience)</td>
</tr>
<tr>
<td>Engagement &amp; influence</td>
<td>Alignment with national and regional priorities</td>
<td>Share of countries with CGIAR operations where CGIAR activities are aligned with national priorities (%)</td>
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<tr>
<td>Engagement</td>
<td>Partner survey feedback</td>
<td>Share of positive responses in partner/stakeholder surveys (%)</td>
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<tr>
<td>Engagement &amp; influence</td>
<td>Success rate of advocacy initiatives</td>
<td>Share of advocacy initiatives that meet expected outcomes (%)</td>
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<tr>
<td>Engagement &amp; influence</td>
<td>Partner engagement in CGIAR Portfolio delivery</td>
<td>Share of Initiative work packages co-led by non-CGIAR partners (%); share of Initiative funding executed by partners (%)</td>
</tr>
<tr>
<td>Funding &amp; finance</td>
<td>Total and pooled funding contributions</td>
<td>Total and pooled funding contributions received in a calendar year [5-year growth trend and share pooled/total funding]</td>
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<tr>
<td>Funding &amp; finance</td>
<td>Burn rate</td>
<td>Actual expenditure as a share of budgeted expenditure in a calendar year (%)</td>
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<tr>
<td>Funding</td>
<td>Surplus/ deficit</td>
<td>Aggregate surplus/deficit rate across CGIAR entities (%)</td>
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<tr>
<td>Operational</td>
<td>Indirect cost rate</td>
<td>Total indirect costs as a share of total costs in a calendar year (%)</td>
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<tr>
<td>Operational excellence</td>
<td>Adoption of shared systems, platforms, and tools</td>
<td>Number of shared systems, platforms, and tools in place and in use</td>
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<tr>
<td>Operational</td>
<td>Effective flow of data and information</td>
<td>Share of CGIAR systems/databases that are interoperable (%)</td>
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<tr>
<td>People &amp; culture</td>
<td>Staff engagement and wellbeing</td>
<td>% levels of positivity in standard questions in workforce engagement surveys, (i) across CGIAR; and (ii) disaggregated by Center, Group, Region etc.</td>
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<td>People &amp; culture</td>
<td>% of staff turnover (I) across CGIAR; further disaggregated by (ii)</td>
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- **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)
  - **$771m** total 2022 expenditure (‘One CGIAR’ Centers)

- **People & culture**
  - **65%** of positive responses to 15 standard questions in CGIAR-wide workforce engagement surveys (2022)