



Progress Update on the 2022—24 Integration Plan

Purpose

Pursuant to the System Council’s endorsement of the updated 2022—24 Integration Plan at its 18th meeting in May 2023, this document provides a semi-annual update on progress, risks, and adaptive management actions against the Plan’s objectives and key results. The update has been developed in close collaboration and consultation with the CGIAR Senior Leadership Team, which comprises senior management across each of the Integration Plan’s workstreams.

Action Requested

The System Council is requested to take note of the Progress Update and provide any input and guidance with a view to continuous improvement of management’s reporting on CGIAR’s integration process.

Document category: Working document of the System Council. There is no restriction on the circulation of this document.

Prepared by: Chief of Staff, Office of the Executive Managing Director

A. Introduction

1. The CGIAR System Council, at its 18th meeting in May 2023, endorsed the updated 2022—24 Integration Plan¹ as a basis for the continued, adaptive management of CGIAR’s integration process through 2024².
2. This document sets out a first, semi-annual update on progress, risks, and adaptive management actions against the endorsed Integration Plan’s objectives and key results. The update has been developed in close collaboration and consultation with the CGIAR Senior Leadership Team (SLT), which comprises senior management across each of the Integration Plan’s workstreams. This team effort builds on the inclusive co-creation process that underpinned the Plan itself, with more than 100 senior staff convened across seven working groups at the start of 2023 to set priorities and pathways to operationalize the CGIAR Integration Framework Agreement (IFA)³.

B. Progress against 2022—24 objectives and key results

3. The 2022—24 Integration Plan is a high-level, strategic plan that describes CGIAR’s partnership-wide integration process through 2024. It is not intended to capture the specific work plans of individual Centers or CGIAR-wide Global/Regional Groups. Instead, it is condensed into nine workstreams, each with a high-level objective and 2—5 key results.
4. Table 1 below sets out the status as of September 2023 of each of the Integration Plan’s 31 key results, along with a brief summary of progress as well as any key risks, adaptive management actions, and links to relevant additional resources.
5. The Integration Plan was endorsed just over four months ago. At this stage, while some key risks have been identified, the key results are consistently deemed to be “in progress” and achievable within the current planning period, by end-2024, albeit with varying levels of confidence. Looking forward, however, it is clear that several key results depend on the timely completion of the IFA Parties’ unified governance review and agreement on any resulting adjustments to their unified governance arrangements. The above will enable the Parties to complete and approve their Internal Rules Framework and develop and adopt the substantive, common internal rules that are essential for making the integrated matrix structure work effectively and efficiently. The outcomes of the unified governance review – and their timing – thus have important, cascading implications for the delivery of the Integration Plan, and could trigger significant adaptations in the coming months.

¹ SC18-13a, *2022—24 Integration Plan* (https://storage.googleapis.com/cgiarorg/2023/04/SC18-13a-2022-24-Integration-Plan_.pdf)

² *Chair’s Summary, 18th System Council meeting, Washington, D.C., 11-12 May 2023* (https://storage.googleapis.com/cgiarorg/2023/05/SC18_Chairs_Summary_Issued_25May2023.pdf)

³ <https://storage.googleapis.com/cgiarorg/2023/02/Integration-Framework-Agreement-fully-signed-21Feb2023.pdf>

Table 1: Progress against 2022—24 objectives and key results

(□ higher confidence of delivery by end-2024, ■ lower confidence)

Workstream and objective to 2024		Key results	Status (completed/ in progress/ requires attention/ yet to start)	Progress to date, risks, and adaptive management actions
Research & Innovation: <i>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</i>		2022—24 portfolio delivered, 2025—27 designed and approved	in progress	<ul style="list-style-type: none"> For the 2022—24 portfolio, significant progress as evidenced by first year reporting (2022 Technical Reports). <u>Key risks</u>: systems for budgeting & staffing For the 2025—27 portfolio, design process underway. <u>Key risks</u>: diverse range of stakeholder expectations and tight timeline
		Science Group Project modality operational	in progress	<ul style="list-style-type: none"> First Science Group Project underway with 3—4 more in the pipeline. <u>Key risk</u>: losing sight of wider goal (strategic integration of pooled and non-pooled portfolios) and thus creating more bureaucratic hoops than enablers
		Non-pooled portfolio aligned with 2030 Strategy and common reporting	in progress	<ul style="list-style-type: none"> Strong progress on shared frameworks, with several Centers currently developing new strategies aligned with 2030 R&I Strategy Common reporting protocols not yet in place. <u>Key risk</u>: continued reliance on informal mechanisms and goodwill
		Stronger interface between CGIAR and Center-based science management	in progress	<ul style="list-style-type: none"> Established through both operational structure and convening of cross-Center groups/teams (e.g. Breeding Leadership Team). <u>Key risk</u>: slow progress on matrix implementation
		Enhanced science quality assurance	in progress	<ul style="list-style-type: none"> Some initial progress. However, most science quality assurance remains at Center level and there are not yet system-wide policies or frameworks. <u>Key risk</u>: rate of progress on Integration Plan
Engagement with partners & stakeholders:	Partnership: <i>Strengthened engagement with partners and stakeholders under a common framework and strategy</i>	CGIAR Engagement Framework adopted and CGIAR Partnership Strategy launched	In progress	<ul style="list-style-type: none"> Revised version of the Engagement Framework, with a significant portion of the HLAP recommendations being addressed, will be finalized in October 2023 (in time for the SC19) after a fast-tracked consultation by end-September
		Coordinated engagement in global policy-making and advocacy spaces	In progress	<ul style="list-style-type: none"> Influencing major events and fora: 1) UNFCCC: provided strategic support on key UNFCCC negotiation tracks, and co-developed feedback to UAE COP presidency; 2) G20: co-developed CGIAR positions and successfully informed the agriculture negotiations, and oversaw CGIAR publication in the G20 collaborative book on agriculture; 3) UNFSS: co-designed the High-Level Plenary on Means of Implementation with IFAD; 4) AGRF/ACS: Co-developed

Workstream and objective to 2024	Key results	Status (completed/ in progress/ requires attention/ yet to start)	Progress to date, risks, and adaptive management actions
			CGIAR concept notes, and provided feedback on the organization of the Africa Climate Summit
	Common approach to global partnerships	In progress	<ul style="list-style-type: none"> • Conversations reactivated with FAO DDG after meeting between the System Board Chair and the Director General of FAO, where some priorities were defined, and some commitments related to Governance were established
	CGIAR-wide internal tech transfer/IP stewardship service piloted	In progress	<ul style="list-style-type: none"> • In partnership with the Legal Department, PP4I launched two working groups on the digital mapping of intellectual property, and on an improved IP and Commercialization policy for the CGIAR • PP4I developed an Invention Extraction proposal designed for CGIAR Centers that wish to strengthen their internal IP management capacities. A first project is being conducted with WorldFish and the next two Invention Extraction projects are expected to start soon
Regions & countries: <i>Integrated regional and country-level engagement enable demand-driven co-design and co-ownership of CGIAR research and innovations</i>	Regions & Partnerships Strategy and Action Plan adopted and operationalized	In progress	<ul style="list-style-type: none"> • The R&P Strategy and Action Plan has been established and is in the process of endorsement by SLT, EMT, and SB
	Country-level coordination principles/ guidelines and country engagement plans developed and implemented	In progress	<ul style="list-style-type: none"> • Concept including principles and guidelines for the engagement of regional and country stakeholders in the design of the 2025-2027 CGIAR portfolio established. This process, when it kicks off in November, will consolidate the development of country engagement plans in at least three countries
Communications: <i>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</i>	Fit-for-purpose service delivery model in place that meets the communication needs of internal clients and external audiences	in progress	<ul style="list-style-type: none"> • Cross-CGIAR communications retreat held in March leading to the development of: (i) a shared vision and strategy document that articulates a service delivery model including integrated teams (ii) Strategy shared with the SLT; and (iii) pilot teams convened for design, content and social media supporting the roll out of shared services • Science group communication leads appointed allowing for the implementation of a service delivery model for science comms
	Aligned branding in the context of a new CGIAR brand	in progress	<ul style="list-style-type: none"> • Cross-CGIAR Selection Committee convened and agreed on a final recommendation for a name and visual identity • Extensive consultations on the recommendations

Workstream and objective to 2024	Key results	Status (completed/ in progress/ requires attention/ yet to start)	Progress to date, risks, and adaptive management actions
			<ul style="list-style-type: none"> • Further development of the "Venn diagram" visual identity concept towards a logo and brand system. Clarification on legal, governance and decision processes • EMT endorsement of the recommendations • Decision paper developed for the System Board • Board Chairs' Network informed • Funders being consulted
	Cross-cutting campaigns and products delivered in support of corporate goals	in progress	<ul style="list-style-type: none"> • Draft Investment Case developed and being shared with key partners for final feedback • Campaign creatives developed with a final design selected • Convened campaign partners for 2-day meeting and communications and RM teams for a 1-day meeting to align on the Campaign • Shared services rolled out across CGIAR to support the campaign and integration, including Sprout Social (social media), Canva (design), Salesforce (marketing) and (in progress), a digital asset management platform, and media management platform
Resource mobilization: <i>Growing CGIAR funding and sustainability through diversification, long-term relationships, and multi-year commitments</i>	CGIAR Campaign delivered, with funder replenishment targets and sentinel pledges	in progress	<ul style="list-style-type: none"> • Draft Investment Case developed and shared with key partners for final feedback • Funder targets established for replenishment cycle and socialized with Campaign engagement partners • Sentinel pledges broached with key funders and champions identified for Investment Case launch at COP28
	Diversified funding and growth strategies in place to support Portfolio, Science Groups, Regions, and Centers	in progress	<ul style="list-style-type: none"> • Diversification strategies advance with limited implementation capacity in place. Successes include Bezos Earth Fund (BEF), Norway additional support, New Zealand core and Climate funds • Refreshed IFRM Strategy in final stages of preparation – reconfirming diversification strategies across five key funding streams
	System-wide resource mobilization capacity increased and aligned to growth strategies	in progress	<ul style="list-style-type: none"> • Internal recruitment efforts have been advanced quickly, but complicated by internal Center needs and negotiations. One CGIAR internal recruitments need support and a better framework agreement for staff mobility

Workstream and objective to 2024	Key results	Status (completed/ in progress/ requires attention/ yet to start)	Progress to date, risks, and adaptive management actions
			<ul style="list-style-type: none"> Center RM efforts impacting opportunities for wider coordination on key markets and new opportunities. <u>Key risks:</u> lack of common KPIs and appropriate incentives at leadership levels is entrenching the status quo
Business Operations & Finance: <i>Increasing quality and efficiency through integration and closer collaboration enabled by technology and common rules</i>	Enhanced finance coordination enables effective Initiative delivery & Center risk management	in progress	<ul style="list-style-type: none"> Key changes in the Window 1 budgeting process for 2024, aimed at enhancing coordination between key internal stakeholders by setting out accountabilities and responsibilities Budgeting period reduced to manage down workloads
	Prioritized integrated professional services designed and rolled out	in progress	<ul style="list-style-type: none"> Focus for 2023 is the finance Record—to—Report process, of which the first phase of work is complete. Priorities have been identified, which will help: <ul style="list-style-type: none"> - automate key financial processes across Centers - unburden staff of some manual processes - improve the accuracy of data The second phase of work (design and implementation) is expected to commence mid-September
	Improved decision-making based on accurate, complete, comparable and timely information	in progress	<ul style="list-style-type: none"> The second phase of work (design and implementation) is expected to commence mid-September
	Sustainable financial model designed and agreed for 2025—27	in progress	<ul style="list-style-type: none"> Financial Model Reference Group has been established with members joining the first meeting in July. Terms of Reference are set to be agreed in the next meeting in September
People & culture: <i>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</i>	CGIAR P&C strategy adopted	in progress	<ul style="list-style-type: none"> Convened a Cross-Center Working group of P&C leaders to provide Center perspectives and insights. Benchmarking of related organization strategy, workforce architecture and trends Advanced zero CGIAR draft People Strategy soon to enter further consultation process with various stakeholder groups
	More efficient and effective delivery of P&C services and advice	in progress	<ul style="list-style-type: none"> Co-leadership of the Regions and Partnership organization design working group Advisory, design and staffing of the science platform People planning support and advice to Global Groups and Regions As part of the integration plan, Phase 3 and Phase 4 recruitments have proceeded at pace: a total of 116 roles have been posted and 62 positions have been filled, in addition to a number of interim arrangements that were put in

Workstream and objective to 2024	Key results	Status (completed/ in progress/ requires attention/ yet to start)	Progress to date, risks, and adaptive management actions
			<p>place. 52% of the senior appointments made are women, which is well above the 40% established target</p> <ul style="list-style-type: none"> Enhanced P&C support to science initiatives: monthly coordination call with Center initiative focal points. Improvement in the number of internal applications to initiative assignments P&C strategic advice and operational support provided for the recruitment of 5 Center DGs/RDs or SDs (AfricaRice, CIP, IITA, ILRI, WF, and currently IRRI), common DG/CGIAR RD/SD job contracts introduced. Support to the EMD Search Committee and to the onboarding of the interim EMD Common approach to 360 performance reviews for several CGIAR leaders including: 3 DGs, the former EMD, with five further 360 reviews planned for SLT members
	Increased use of digital solutions	in progress	<ul style="list-style-type: none"> Increase in Centers adopting same recruitment platform. A shared platform to share Center P&C best practices launched Design process for digitization of select cross-Center systems underway. Launch of the Real Time People Database development project Science initiative opportunities and One CGIAR vacancies now posted on a single cross-CGIAR platform, easily accessible to all CGIAR staff through the intranet and the internal Newsletter: “The Feed”
	Inclusive, engaged, fair, safe workplaces	in progress	<ul style="list-style-type: none"> Advanced draft of CGIAR Culture Framework completed; next round of consultations soon to be initiated GDI data collection for 2023 underway, with detailed analysis reports available by October The P&C function, in partnership with the Office of Ethics and Business Conduct, delivered pilot training programs in Delhi and Dhaka in May 2023 on Safe and Respectful workplace training, and Inclusive leadership open to all CGIAR staff, managers and supervisors. Training programs now being scaled up for delivery in Montpellier (SO and The Alliance), Penang, Colombo, Pakistan and Los Banos (IWMI, IRRI, WorldFish) for W4

Workstream and objective to 2024	Key results	Status (completed/ in progress/ requires attention/ yet to start)	Progress to date, risks, and adaptive management actions
			<ul style="list-style-type: none"> • Two programs now leverage digital solutions to promote a shared culture across CGIAR: Connect@CGIAR fosters connections among CGIAR staff, using a tool called Random Coffee. Mentoring@CGIAR aims to promote a culture of mentorship, which uses a platform called Guider. Both programs are open to all staff • Workplace Wellbeing Action Plan launch scheduled for October with range interactive workshops and toolkits for all CGIAR staff • Newest ERG is Pride@CGIAR launched to initiate a focus on advancing LGBTQIA+ inclusion across CGIAR's workplaces, paired with a series of workshops to promote
<p>Digital & data: <i>A digitally integrated CGIAR harnessing breakthrough opportunities under a common digital transformation strategy</i></p>	<p>CGIAR-wide knowledge, expertise, and successful standard operating models and practices leveraged for digital transformation</p>	<p>in progress</p>	<ul style="list-style-type: none"> • Digital Infrastructure and Services: creating a shared catalog of digital tools and services, collaborating with procurement to consolidate digital services contracts for cost saving, and launching a global AWS marketplace account for effective software license acquisition and management. Launching MyCGIAR project (Intranet and integrated professional services delivery portal) to provide a seamless digital user experience • Global IT Security: the Director of Global IT Security (CISO) is hired, leading 1CGSEC (the cross-center IT security collaboration group) and the development of a global IT security strategy and governance model. The group successfully improved the security posture of the shared CGIAR technology infrastructure and is now in the process of issuing an RFP for global managed security service providers
	<p>Global IT operating and digital enablement models in place to deliver digital transformation in a matrix structure</p>	<p>in progress</p>	<ul style="list-style-type: none"> • Hub and Spoke and Product-centric D&D operating model: adopted Center of Excellence (hub and spoke) and digital and data-driven product development (Fusion Product Teams) operating models to operationalize the matrix. Adapted the D&D team structure and brought onboard product development and management and Human-centered design experts. Successfully piloted the model in structuring the 1CGSEC program and the development of the new PRMS with PPU and identified three potential new digital and data products under science initiatives to design and build using this model

Workstream and objective to 2024	Key results	Status (completed/ in progress/ requires attention/ yet to start)	Progress to date, risks, and adaptive management actions
			<ul style="list-style-type: none"> • Platforms approach to digital enablement: Taking a digital platform implementation approach to build digital business capabilities and enablement of the integrated operating model and launching the work on selecting and delivering pilots of three critical platforms: CGIAR-360 (CRM, Talent-360 and Data Integration and Analytics), Web and digital content management platform (for CGIAR.org and CGSpace), and MyCGIAR (Intranet/staff engagement and services portal)
	Digital breakthroughs harnessed to support organization, innovations, and impact delivery	in progress	<ul style="list-style-type: none"> • Digital Transformation and Innovation Strategy: In collaboration with the Digital Innovation (DI) in Research Initiative and input from the ICT CoP, developed CGIAR Digital Transformation Strategy and now co-leading the development of a framework for Digital and Data innovation as a cross-cutting element in the design process of the next portfolio of science initiative. D&D is also engaging with centers in revising/refreshing their center strategies around digital transformation. D&D for Impact and Integrated management team is increasingly perceived as a strategic partner to the Science Groups and includes three functions focused on digital transformation for impact: Digital and Data Science for Research, D&D Innovation Accelerator, and D&D Product Development groups. Four initiatives from the science groups are seeking a partnership with D&D to deliver a digital/data "product" under its initiative • Data and AI: Started the vision and design process of the "Data4Ag" Portal concept, where CGIAR data assets and tools are transformed into AI-ready data sets and organized and managed/governed following industry standards, open access & ethical considerations. Launched an AI interest group across CGIAR to build a virtual hub of AI experts to accelerate collective learning and support AI use cases and develop a fundraising strategy for institutional and regional AI innovation eHubs. Leading the development of a common fit-for-purpose data governance framework and policies/guidelines for data management and sharing practices to drive business integration and build an AI-enabled organization
Legal & Governance: <i>An integrated legal and</i>	CGIAR Internal Rules Framework adopted	in progress	<ul style="list-style-type: none"> • Reconstituted, partnership-wide Working Group launched in May 2023 under the leadership of the CGIAR Executive Managing Director and the Alliance

Workstream and objective to 2024	Key results	Status (completed/ in progress/ requires attention/ yet to start)	Progress to date, risks, and adaptive management actions
<i>governance support model enabling unified governance and the development and application of common rules</i>			Board Chair, building on early drafting by legal, governance, and risks experts from across CGIAR <ul style="list-style-type: none"> • Timeline and scope of the Internal Rules Framework (IRF) exercise clarified and shared with key stakeholders; including the Working Group’s recommendation that substantive consultations on the IRF wait until the completion of the unified governance review and any resulting changes to the IFA Parties’ unified governance arrangements
	Unified governance review completed, and fit-for-purpose governance implemented	in progress	<ul style="list-style-type: none"> • The independent reviewer, Morrow Sodali, is well underway with conducting interviews, reviewing survey results and documents. Stakeholder meetings to discuss outcomes scheduled
	Integrated, CGIAR-wide partnership of all legal and governance teams in place	in progress	<ul style="list-style-type: none"> • Hardly moving forward due to the ground rules laid down in the IFA that each Center remains fully independent and staff involvement in CGIAR matters requires the consent of the DG • A bit more progress on the governance side due to the common board secretariat setup

C. Preliminary key performance indicators

6. Beyond measuring, monitoring and reporting on progress against the specific, time-bound objectives and key results of the 'One CGIAR' integration process, members of the System Council, the System Board, and AFRC have called for the identification and deployment of broader key performance indicators (KPI) that capture CGIAR's overall performance as a partnership.
7. In response, drawing on inputs from the SLT and relevant experts across CGIAR, Table 2 below sets out a preliminary longlist of core CGIAR KPIs as a basis for measuring, monitoring, and reporting on key dimensions of CGIAR's impact, relevance, effectiveness, and efficiency as a partnership. This initial list prioritizes indicators for which data can be made available with no or a minimal additional monitoring burden, with the intention that it be continuously reviewed and improved to maximize value to CGIAR's governing bodies, Funders, and partners.
8. Looking forward, subject to feedback from AFRC, the System Board, and the System Council, the KPIs retained will be used as part of management's regular progress updates on the 'One CGIAR' integration process and featured in a partnership-wide performance dashboard on the CGIAR website.

Table 2: Longlist of proposed, preliminary key performance indicators

Dimension	Proposed KPI	Unit	Target	Frequency	Source	Availability (Is data available, accessible, and regularly collected?)	Additional notes
Research & innovation	Progress towards end-of-Initiative outcomes	Ratio of achieved to actual end-of-Initiative outcomes (%)	TBC	Every 3 years	Technical reporting arrangement	Available as part of Initiatives' annual reports	
Research & innovation	Progress against Initiative and Platform Plans of Results and Budgets	Share of Initiative and Platform Work Packages "on track" against relevant Plans of Work and Budgets (% of Initiatives & Platforms)	TBC	Annual	Technical reporting arrangement	Available as part of Initiatives' annual reports	
Research & innovation	Adoption of innovation packages and scaling readiness	Share of CGIAR Initiatives, programs, and projects that have adopted and effectively use innovation packages and scaling readiness (% of portfolio in US\$ terms)	TBC	Annual	Technical reporting arrangement	Available as part of Initiatives' annual reports	Over time, there is an opportunity to shift focus from the use of the approach to achievement of actual scaling.
Engagement & influence	Visibility and increased understanding of CGIAR in global, regional and national platforms	Number of people engaged at events (#); engagement rate on digital platforms (% of interactions/ total audience)	TBC	Annual	Events dashboard; audience analytics	Regularly collected and available, but incomplete	
Engagement & influence	Alignment with national and regional priorities	Share of countries with CGIAR operations where CGIAR activities are alignment with national priorities (%)	TBC	Annual	TBC	Not currently available across the partnership as a whole. Further work required to define a robust methodology to assess "alignment"	
Engagement & influence	Partner survey feedback	Share of positive responses in partner/ stakeholder surveys (%)	TBC	Annual	Partner/ stakeholder surveys	Not currently available across the partnership as a whole. Further work required to define a robust methodology – there are too many partners to survey, so some form of unbiased sampling would be needed	
Engagement & influence	Success rate of advocacy initiatives	Share of advocacy initiatives that meet their expected outcomes (%)	TBC	Annual	TBC	Not currently available across the partnership as a whole	

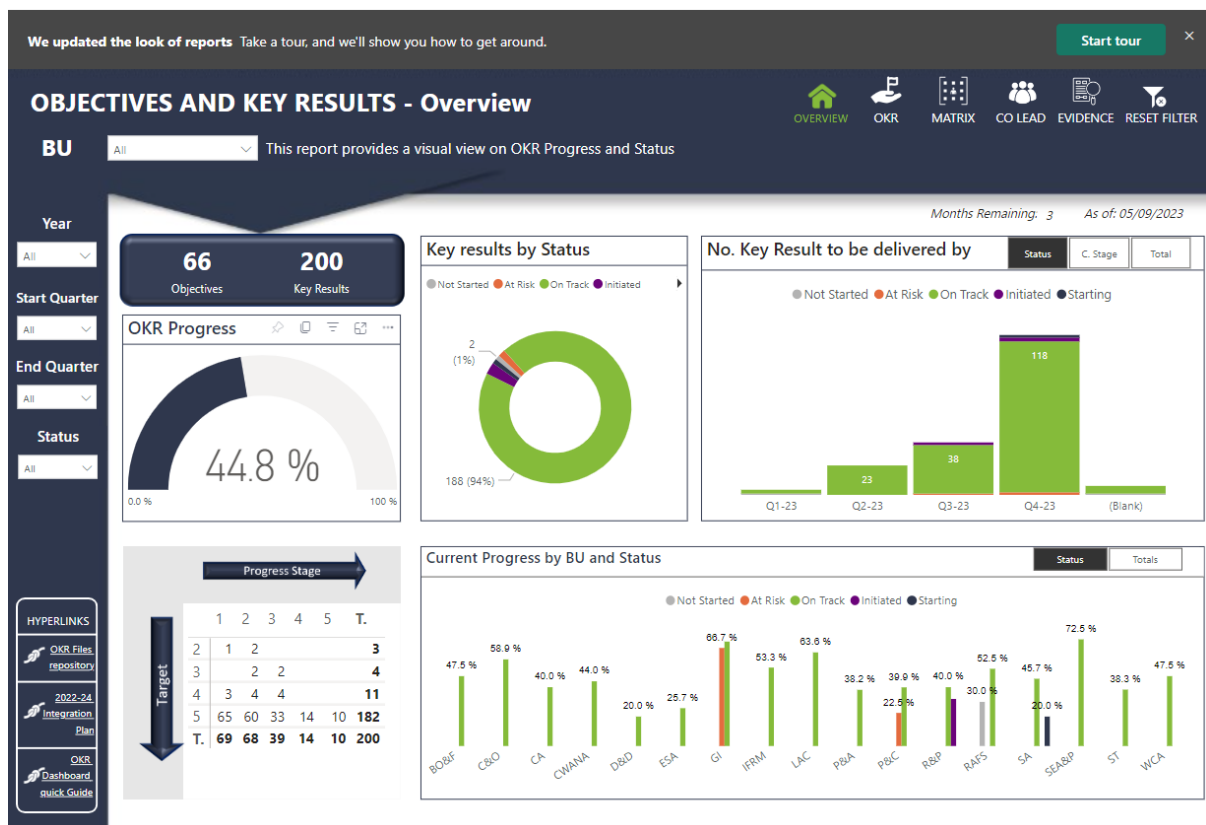
Dimension	Proposed KPI	Unit	Target	Frequency	Source	Availability (Is data available, accessible, and regularly collected?)	Additional notes
Engagement & influence	Partner engagement in CGIAR Portfolio delivery	Share of Initiative work packages co-led by non-CGIAR partners (%); share of Initiative funding executed by partners (%)	TBC	Annual	Technical reporting arrangement; Financial reports	Available as part of Initiatives' annual reports	
Funding & finance	Total and pooled funding contributions	Total and pooled funding contributions received in a calendar year (in US\$) [presentation would show a 5-year growth trend and share of pooled out of total funding]	TBC	Annual	Financial reports	Available as part of annual financial reporting	
Funding & finance	Burn rate	Actual expenditure as a share of budgeted expenditure in a calendar year (%)	TBC	Annual	Financial reports	Available as part of annual financial reporting	
Funding & finance	Surplus/ deficit	Aggregate surplus/ deficit rate across CGIAR entities (%)	TBC	Annual	Financial reports	Available as part of annual financial reporting	
Operational excellence	Indirect cost rate	Total indirect costs as a share of total costs in a calendar year (%)	TBC	Annual	Financial reports	Not currently available due to lack of an agreed definition of "indirect cost"	
Operational excellence	Adoption of shared systems, platforms, and tools	Number of shared systems, platforms, and tools in place and in use	TBC	TBC	TBC	Not currently available across the partnership as a whole. Further work required to refine the unit of measurement and methodology	
Operational excellence	Effective flow of data and information	Share of CGIAR systems/ databases that are interoperable (%)	TBC	TBC	TBC	Not currently available across the partnership as a whole. Further work required to refine the unit of measurement	
People & culture	Staff engagement and wellbeing	% levels of positivity in the 15 standard questions in cross-CGIAR workforce engagement surveys, (i) across CGIAR; and (ii) disaggregated by element of the integrated operating structure (Center, Group, Region etc.)	TBC	Annual	Workforce Engagement Survey	Available for 2021 and 2022, 2023 survey under preparation	

Dimension	Proposed KPI	Unit	Target	Frequency	Source	Availability (Is data available, accessible, and regularly collected?)	Additional notes
People & culture	Employee turnover rate	% of staff turnover (i) across CGIAR; further disaggregated by (ii) element of the integrated operating structure (Center, Group, Region etc.) and (iii) further disaggregated by voluntary v involuntary; regrettable v favorable; and through a GDI lens	TBC	Semi-annual	Manual data collection exercise through online platform until shared digital solution is developed, with results posted on dashboard	Not yet readily available, but shared digital solution under development	
People & culture	Delivery on Gender, Diversity, and Inclusion (GDI) Action Plan	% increase of underrepresented groups across CGIAR	TBC	Semi-annual	Manual data collection exercise through online platform until shared digital solution is developed, with results posted on dashboard	Not yet readily available, but shared digital solution under development	
		% of overall GDI Action Plan targets met	TBC	Every 3 years	GDI Progress Report	Available as part of regular reporting on the GDI Action Plan	

D. Update on annual, Group objectives and key results

9. Aligned with the 2022—24 Integration Plan, annual, 2023 objectives and key results (OKR) have been set for all of CGIAR’s Global and Regional Groups⁴. The OKRs have been defined based on consistent guidelines and formats, and shared across the full SLT for transparency. The SLT carries out quarterly reviews of progress, risks, and adaptive management actions against the Group OKRs, with key data shared through an interactive OKR Dashboard (see Figure 1 below).

Figure 1: Screenshot of the Global and Regional Group objectives and key results dashboard



10. Looking forward, Global and Regional Group Directors are in the process of establishing their 2024 OKRs, aligned with 2024 budgets.

⁴ These were shared for information as annexes to the System Council -endorsed Integration Plan (https://storage.googleapis.com/cgiarorg/2023/04/SC18-13a-2022-24-Integration-Plan_.pdf).