CGIAR Fund Office

CY2016 Work Program & Budget

October 2015
# TABLE OF CONTENTS

I. **Introduction** 3

II. **2016 Work Program** 4
   1) Supporting Fund Council Meetings and Committees 4
   2) Facilitate Fund Council Decision-making 4
   3) Manage Donor Relationships and Resource Mobilization 5
   4) Communications with Donors and Other Stakeholders 6
   5) Financial Management 8
   6) Administrative Support 9

III. **2016 Budget** 10
   1) Analysis of Budget 10
   2) Details of Budgeted Expenditures (Ordinary Operations) 11
   3) Recommendations 12

IV. **Budget Request** 13
I. INTRODUCTION

The CGIAR Fund Office (FO) is the support unit of the Funders Forum, the Fund Council and their respective Chairs. The FO enables the Fund Council and Funders Forum to meet their objectives. To provide high quality support to its principals and others stakeholders, the FO’s work program is organized into the following six groups of activities and supporting services:

**Our Mission:**

Support the Funders Forum (FF), the Fund Council (FC), and their respective Chairs

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**Support Fund Council Meetings and Committees**
- Organize FC meetings
- Support FF & FC committee meetings
- Provide administrative and logistical support
- Coordinate communications on behalf of FC & Chair.

**Facilitate Fund Council Decision-making**
- Support the FF & FC in meeting its key objectives and functions
- Promote transparent decision making process
- Manage relations and communication with system entities

**Manage Donor Relations & Resource Mobilization**
- Manage relations with Fund Donors
- Analyze donor priorities and financial projections for the CGIAR Fund
- Identify funding risks & forecasts
- Forecast resources available for CRPs

**Communication**
- Coordinate communications
- Publish Annual Reports
- Publish impact briefs
- Contribute to a coherent CGIAR branding

**Financial Management**
- Manage Fund Office budget
- Analyze and calculate CSP
- Provide Fund status report
- Ensure the funding process flows in a timely manner

**Administration Support/M&E**
- Manage Fund Office staffing
- Coordinate M&E activities
- Maintain the CGIAR Fund’s archives
- Manage Fund Office business core information
II. 2016 WORK PROGRAM

(1) Supporting Fund Council Meetings and Committees

In keeping with the transition process, the FO is preparing for the cessation of the operations of Fund Council and therefore for the FO’s closure.

For 2016, the FO is planning and preparing for one meeting of the Fund Council (FC), FC15. However, given the complexity of the transition process, the FO expects to support the Transition Team in additional consultations and decision-making meetings, including potentially an Ad-Hoc Funders Forum in spring 2016. The Transition Team has also indicated that the FO support the first meeting of the new System Council.

For the short period that the FO will be active in 2016, the FO will support the Fund Council and its committee’s meetings in their ordinary course, as follows:

Table 1

<table>
<thead>
<tr>
<th>Components</th>
<th>Key Activities/deliverables</th>
<th>Output Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective FC meetings</td>
<td>Prepare for FC15 and System Council 1</td>
<td>Satisfaction survey</td>
</tr>
<tr>
<td></td>
<td>Materials prepared and distributed in a timely manner</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Documents quality controlled, with ISPC review when necessary</td>
<td></td>
</tr>
<tr>
<td>Functional and effective subcommittees (FCGC, FCRG, FCIP, FCEIAC, and PRT)</td>
<td>Organize meetings and implement work plans</td>
<td># of FC committee meetings organized</td>
</tr>
</tbody>
</table>

(2) Facilitate Fund Council Decision-making

The FO works closely with the Consortium Office (CO), Trustee, ISPC, IEA and other units supporting CGIAR to provide information inputs for FC decision-making as well as liaison in executing FC decisions.

The FO will continue to work with all the system entities to ensure cooperation among them. In early 2016, it is likely that new members will be recruited to join the renewed and strengthened ISPC. In the event this is required, the FO and the ISPC Secretariat will work co-operatively to support the work of the Search and Selection Panel appointed by the Fund Council.

The FO works with the Consortium and Centers on several ongoing initiatives. In 2016, the work will focus on the new CRP proposals including development of the Guidance for the 2nd CRP Call. The CRP proposal will dominate the joint FO/CO activities.

During this period, the IEA will complete a significant number of CRP Evaluations; the FO will work
with IEA team in ensuring dissemination for FC reviews. The key activities and deliverables are summarized in below:

<table>
<thead>
<tr>
<th>Components</th>
<th>Key Activities/deliverables</th>
<th>Output Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective virtual work with FC in between meeting</td>
<td>Efficient communications with FC members - Provide all required information to the Fund Council in the decision making process - prepare materials and facilitate virtual FC decisions</td>
<td># of FC letters</td>
</tr>
<tr>
<td>Ensure effective working relationships across system entities</td>
<td>Ensure that Fund Council decisions are published, answer to queries about decisions etc.)</td>
<td>Satisfaction rate of other entities with FO operations</td>
</tr>
</tbody>
</table>
- Support to World Bank to launch of Returnable Capital Fund including coordinating with potential investors and partners to prepare the initiation and setup of the trust fund;
- Providing general support to RM efforts across the system; and transferring RM work to CO and subsequently the new System Office in Montpellier;

The key activities and deliverables are summarized in below:

### Table 3

<table>
<thead>
<tr>
<th>Components</th>
<th>Key Activities/deliverables</th>
<th>Output Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase level of resources mobilized from existing and new donors by the CGIAR</td>
<td>Communicate current fundraising priorities with current Fund Donors</td>
<td># of RM-related events attended</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$ of current donor funding</td>
</tr>
<tr>
<td></td>
<td>Support FC Resource Group to help increase funding and migrate donors towards multiannual, harmonized commitments</td>
<td>Donor retention rate (%)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$ value of new donor funding</td>
</tr>
<tr>
<td></td>
<td></td>
<td># of meetings held</td>
</tr>
<tr>
<td>Channel funds (including window 3) from donors through the CGIAR Fund</td>
<td>Identify best prospects and develop necessary strategies</td>
<td>% of funds (including W3) from donors channeled through the CGIAR fund</td>
</tr>
<tr>
<td>Fund Donors fully engaged and informed on W1 and W2 component budgets for CRPs, the funding gap and Fund Donors’ collective willingness and ability to fully fund W1 and W2 component of the CRP budgets</td>
<td>Regular and timely communications with donors in support of their increased and multi-annual contributions</td>
<td>Regular W1 &amp; W2 funding reports shared with donors</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% of funds (including W3) from donors channeled through the CGIAR fund</td>
</tr>
</tbody>
</table>

### (4) Communications with Donors and Other Stakeholders

The FO endeavors to increase awareness of the importance of agricultural research and the production of global public goods to development, particularly in the context of the SDGs and post-2015 global development agenda; raise awareness of CGIAR and the Fund among key audiences; and demonstrate CGIAR’s unique role in advancing top-level science for the benefit of poor smallholders. Recognizing that future funding will be increasingly tied to demonstrating how CGIAR research helps transform the lives of the poor and addresses pressing global development challenges, the FO communicates concrete impacts and achievements made possible by donors’ support and contributions.

In 2016, the FO will lead strategic communications in support of the new resource mobilization (RM) Fund Drive, including develop key messages and targeted briefing materials to make the case for investing in CGIAR to both current donors and potential new investors; conduct media outreach to raise the profile of CGIAR’s work and brand; carry-out communications at high-visibility events; and collaborate with the CGIAR Heads of Communications and other
colleagues to ensure consistent and coordinating messaging on CGIAR across various communications channels and products, including best practices for donor attribution and acknowledgement, particularly with regard to investors who provide pooled funding via the Fund. The FO will also provide communications to support investment in the Returnable Capital Fund.

The FO will continue to share CGIAR success stories and information on new research and events with World Bank colleagues for promotion in the Bank’s weekly Agriculture GP newsletter, social media channels, and web portals; showcase how CGIAR research and results are used in Bank operations for development impact; and demonstrate the value of the CGIAR-WB partnership. The FO will also provide communications materials and support to World Bank management in their roles as Fund Council Chair and Acting Chair, including preparation of briefs, talk points, backgrounders, etc. that demonstrate CGIAR’s value for money proposition and fitness for purpose.

In 2016, the FO will collaborate with the CO on the preparation of the corporate CGIAR Annual Report and work closely with CO communications manager and staff to transfer FO’s knowledge, experience, activities and responsibilities to the new System Office, including on the following: sharing pertinent files and documents; providing introductions to relevant World Bank staff and information on sharing CGIAR stories and news (e.g., how, when, what content, which WB channels); supporting the FC Chair and Acting Chair and preparing briefing notes, talk points, correspondence etc.; ensuring donor attribution practices; supporting FC members and Fund donors, particularly with regard to fulfilling requests for information and providing targeted materials and evidence of impact; CGIAR Roundup; Fund Update newsletter; the Fund Donors webpage; the Case for the RM Fund Drive; Returnable Capital Fund; sharing all Fund Office messaging materials and briefs, including those prepared for World Bank President and management; etc.
(5) Financial Management

The FO will continue to provide financial management support to the Fund Council in 2016 including but not limited to: a) analysis of the CGIAR Fund receipts, disbursements and fund balances to support allocation decisions by the FC; b) reviewing CRP budget and other proposals; and c) managing the process of window 1 disbursements to the CRPs to allow funding flows in a timely manner. The FO will also continue to collaborate closely with the CO in preparation of the CGIAR Financial Report. The FO expects to develop funding projections to support the CO in preparing the Financing Plan.

In addition, the FO will continue to ensure that the FO, the Transition Team and RM expenses are within the approved budget.

Support to WB set up of fiduciary services. The FO will also facilitate the Trustee in developing the fiduciary services that the WB may propose to provide to the CGIAR as part of the transition plan.

Preparation for hand-over of task to new System Office. In 2016, the FO expects to collaborate
with Consortium Office finance team and the Trustee on how the current financial management support to the governing body can be continued seamlessly between the new System Office and the Trustee.

The key activities and deliverables are summarized in below:

### Table 5

<table>
<thead>
<tr>
<th>Components</th>
<th>Key Activities/deliverables</th>
<th>Output Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost Sharing Percentage</td>
<td>Analyze 2015 Recovery and calculate 2016 cost sharing percentage (Prepare a report to the Fund Council on the result of actual recovery of CSP in 2015; calculate and announce CSP for 2016)</td>
<td>to be completed</td>
</tr>
<tr>
<td>Fund Office &amp; the Transition Team Budget</td>
<td>Review monthly report with the FO Head to ensure the expenditure of FO &amp; the Transition Team are within the planned budget</td>
<td>+15% exceeds the planned budget</td>
</tr>
<tr>
<td>Management</td>
<td>Provide monthly financial analysis of CGIAR Fund</td>
<td>Satisfaction rating regarding financial resource management from FC members and FF</td>
</tr>
<tr>
<td>Adequate Financial Management Support to FC &amp; Collaboration with CO</td>
<td>Support allocation decision by the FC and manage the process of W1 allocation to CRPs Provide updated funding projections through the Fund Newsletter Collaborate with CO on CGIAR financial planning and reports Facilitate Trustee to develop fiduciary services to be proposed at FC</td>
<td></td>
</tr>
</tbody>
</table>

### (6) Administrative Support

Given the possibility of staff exits from the FO prior to July 2016, short term consultancies will be needed for the FO to maintain the capacity to continue serving the wide range of stakeholders. The key activities and deliverables are summarized in below:

### Table 6

<table>
<thead>
<tr>
<th>Components</th>
<th>Key Activities/deliverables</th>
<th>Output Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective Fund Office Function</td>
<td>Facilitate staff for job transfer during transition Quarterly work plan reviews Regular check---ins with managers</td>
<td>To be completed</td>
</tr>
<tr>
<td>FO 2015 Results reported to FC in April 2015</td>
<td>Report on scorecard Coordinate to provide system scorecard with system entities</td>
<td></td>
</tr>
</tbody>
</table>
(1) Analysis of Budget

The FO budget for 2016 was developed based on the same level of activities and staff as last year, up to June 30, 2016, as per the approved transition plan (para 55d on page 11). In addition, the budget includes the costs of convening the first meeting of the CGIAR System Council in July 2016.
and additional budget for up to three months after July 1 to allow for completion of activities necessary to close the office. The details of the budget are included in the above Table 7.

(2) Details of Budgeted Expenditures (Ordinary Operations)

Fund Council Support: The budget represents projected expenses for the organization of the last Fund Council Meeting (FC15), travel costs of several Fund Council members from non-OECD DAC countries, and travel expenses of Fund Council observers to participate in one Consortium Board Meeting and Intellectual Property meeting. The cost to organize the first System Council is also included in the budget.

Personnel Costs: The FO team will continue to operate with the following staff complement:
- Executive Secretary of the CGIAR Fund Council and Head of the FO
- Senior Partnership Specialist- Resource mobilization
- Senior Operations Officer- Governance
- Senior Operations Officer- Science
- Communications Officer
- Financial Officer
- Partnership Officer
- Operations Officer
- 1 Program Assistant

Provision for Short Term Consultants was added to allow the FO to hire the necessary skill set, particularly in light of possible planned exits from the FO prior to July 2016 in order to respond to the FO operational requirements and ensure staffing flexibility when necessary.

In July all remaining FO staff positions will become redundant, any staff who have not found alternative positions in the World Bank Group will be compensated under prevailing contractual norms and standards. However this will incur no additional cost to the CGIAR Fund since this cost is paid by World Bank.

Travel: Travel has been substantially reduced mainly from regular donor visits given that the FO efforts will be concentrated on implementing the proposed RM Fund Drive. Other components of the travel budget include staff travel for collaboration with the Consortium, ISPC and attendance at Consortium Board meetings.

Operating Expenses: The communications budget line in 2016 is limited to one communications outreach product and media work. More comprehensive communications activities and products are expected to be part of the proposed RM Fund Drive and budget. The corporate services component covers day to day office expense.

Legal services are also budgeted to cover the time spent by World Bank legal staff based on the needs of the FO and Fund Council and will be charged on an “as used” basis to a maximum of $75 thousand.
**Overhead Charges:** These expenses are comprised mainly of office space and institutional indirect costs, as detailed in the budget table. The FO occupies a space in a World Bank leased building and its annual office rental is expected to rise 5% per annum.

**ISPC Chair’s Honoraria and Office Support:** The contract for the services of the ISPC Chair was negotiated and contracted through the World Bank Procurement Office. Hence, this budget amount is a pass-through to the institution with which the ISPC Chair is associated and will cover his/her honoraria and office support in 2016.

**(3) Recommendations**

It is recommended that the Fund Council approve $1,986 thousand for the FO to implement its Work Program in 2016.

Also, it is recommended that the Fund Council approve the re-direction of the ISPC Chair’s honoraria and office support of $159 thousand from the ISPC’s 2016 budget to the FO for the purpose of managing the ISPC Chair’s contract.
IV. 2016 BUDGET REQUEST

It is recommended that the Fund Council approve $1,986 thousand for the FO to implement its 2016 Work Program in 2016.

Also, it is recommended that the Fund Council approve the re-direction of the ISPC Chair’s honoraria and office support of $159 thousand from the ISPC’s 2016 budget to the FO for the purpose of managing the ISPC Chair’s contract.