CGIAR Fund Office Report to the 14th Meeting of the Fund Council (FC14)
November 2015
Washington DC, USA

October 2015
INTRODUCTION
The Fund Office’s work program is organized into the following six groups of activities and supporting services. This report outlines the components of the work program that have been undertaken since the 13th Fund Council meeting in Bogor in April 2015.

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

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
(1) **Support Fund Council Meetings and FC Committees**
The FO planned and prepared for FC14, in addition to supporting additional consultations and decision-making meetings, including a series of ad-hoc meetings (e.g., nomination of new FC Chair). Many of these high-level engagements relate to the development of the CRP 2nd Call and outcomes from and implementation of the transition decisions on governance.

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<th>Components</th>
<th>Key Activities/deliverables</th>
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| Effective FC meetings               | **Organized a virtual FC meeting.**  
**Organized FC14 and prepared for first joint FC-CB meeting.**  
**Prepared & distributed materials for FC14 in a timely manner: key documents identified, entities informed of submission deadlines, cover sheets developed, documents posted at least 2 weeks prior to FC14.**  
**Shared documents related to CRP pre-proposals at least one month prior to FC14 in order to give sufficient time for evaluations by FC members.**  
**Reviewed and quality controlled all FC14 documents, including with ISPC revision when necessary (e.g., CRP pre-proposals and Expressions of Interest): greater consultation with the ISPC regarding provision of timely reviews, which were initiated at least 2 months prior to FC14.**  
**Developed survey for the evaluation of CRP pre-proposals prior to FC14.**  
**Organized relevant meetings and implemented workplans:**  
**PRT meeting organized for FC14**  
**Follow-up coordination meetings held with EIAC’s guidance regarding IEA’s CRP evaluations in preparation for FC14 and FC15.**  
**Completed FCIP and EIAC membership & committee activities resumed.** |

(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 and inputs for FC decision-making, and acts as a liaison in executing FC decisions. Some of the activities undertaken since FC13 include cooperation between the FO and ISPC Secretariat to support the Search and Selection Panel appointed by the FC to recruit two new ISPC members and coordination with IEA to ensure dissemination of CRP evaluations for FC review. The circulation and evaluation of CRP 2nd Call pre-proposals and Expressions of Interest have dominated joint FO/ISPC/CO activities since FC13.

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| Effective virtual work with FC in between meetings                       | **Undertook efficient communications with FC members, and effectively managed virtual decisions by the FC.**  
**As of September 2015, prepared more than 36 messages to FC on 69 items from which 14 decisions/nominations were taken since FC13.** |
| Ensure effective working relationships across system entities             | **Undertook further analysis of the Genebanks option paper and genebanks costing in relation to the $93.1m commitment agreed at FC13.** |
| More efficient and effective operations and collaboration fostered among entities | **Worked with other system entities to improve system functioning, including through regular interactions with the CO Chief Science Officer and the ISPC Chair and Secretariat.** |
| Meetings and visits with other system entities, such as CO and ISPC      | **Organized weekly virtual meetings between Head of the FO & CEO of the Consortium.**  
**FO Head attended CB meetings (in person and virtual).**  
**FO Head attended 12th ISPC meeting in Rome (FAO).** |
(3) Manage Donor Relationships and Resource Mobilization (RM)
The entire FO staff is keenly aware of the central importance of managing donor relationships, and we endeavor to provide quick, value added interactions at all times. The FO continues to be the central player for resource mobilization (RM) work across the CGIAR, working on behalf of and in collaboration with all entities and providing support to system-wide initiatives whenever possible. RM activities fall into three categories: (i) continued emphasis on ongoing RM activities traditionally undertaken each year, including the identification of prospective donors and new potential revenue streams; (ii) RM Plan and associated preparatory work as requested at FC13; and (iii) renewed support to the RM Community of Practice (CoP) as requested at FC12.

(3a) Continued emphasis on ongoing resource mobilization activities
An important element in the FO’s RM work is to identify prospective donors and secure new investors who could contribute to the CGIAR Fund and possibly become eligible for Fund Council membership, including strategic efforts to expand CGIAR’s donor base among Gulf States, as well as Asia. The FO, through its work with the RM-CoP and the CO, continued to explore opportunities for partnership with the private sector and is increasingly acting as an information broker – bringing together private sector institutions interested in partnership with CGIAR Centers, including collaboration with the CO at the public private partnership workshop held in September in the Netherlands.

(3b) Resource Mobilization Plan
Per the request that the FO initiate a multiyear RM process to be presented to FC14, the FO in collaboration with other system entities (e.g., Trustee, CO and Centers) developed a detailed RM Plan outlining the preparatory work, activities and budget needed to mobilize multiannual funding to ensure smooth implementation of the next generation of CRPs. A Case for Support is also being developed to support this process. Development of the Plan and Case involved: (i) input from a consultant with significant expertise in RM activities; (ii) guidance provided by a high level committee of stakeholders – a Senior Steering Group and the Joint Resource Group; and (iii) inputs from the RM-CoP, Trustee and CO.

(3c) Supporting the RM Community of Practice
The FO continued to support the work of the RM-CoP with virtual meetings and a workshop held in Nairobi at ICRAF. The RM-CoP shared lessons learned, donor intelligence and opportunities for collaboration, and provided valuable input on the RM Plan throughout its development process.
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<td>Increase level of resources mobilized from existing and new donors by the CGIAR</td>
<td>Communicated current fundraising priorities with Fund Donors.</td>
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<td>Pursued innovations in RM approach and modalities, including strengthening fund raising capacity through IF capacity building and exploration of collective action opportunities through the RM-CoP.</td>
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<td>Convened FC Resource Group to support overall RM effort, increase funding and migrate donors towards multiannual, harmonized commitments.</td>
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<td>Developing RM Fund Plan to enhance RM funding results (if approved).</td>
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<td>At least 50% of funds (including Window 3) from donors go thru the CGIAR Fund in 2015</td>
<td>Identified best prospects and developed necessary strategies.</td>
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<td>At least 20% of funds from Fund Donors in 2015 are multiyear</td>
<td>Approached existing and prospective donors with requests to make multiannual commitments.</td>
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<td>Fund Donors fully engaged and informed on W1 and W2 component budgets for CRPs in 2015, the funding gap and Fund Donors’ collective willingness and ability to fully fund the W1 &amp;2 component of the CRP budgets</td>
<td>Engaged in regular and timely communications with donors in support of their increased and multi-annual contributions.</td>
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(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 the profile 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.

Since FC13, the FO prepared additional briefing materials for the World Bank management and President to make the case for continued investment in CGIAR, including requests for an assessment of CGIAR’s performance at the system and Center levels, update on FC13 decisions/change in CGIAR governance structure, operational efficiency measures, evidence of CGIAR producing high-quality, impactful science, etc. In collaboration with Bank colleagues, the Fund Office developed a brief demonstrating how investment in CGIAR through a Returnable Capital Fund (RCF) is vital to achieving the SDGs and provided case studies, impact stories and other data to Lion’s Head for the RCF pitch book. The Fund Office is leading the development of communications material to make “the case” that will support the new RM Plan and multi-year funding drive.

The Fund Office continued to highlight new research initiatives, scientific discoveries and impact stories so that current donors, potential investors and other partners have fresh examples of the value of investing in CGIAR, including the development of Research for Results briefs. Another objective has been to recognize donors who supported the achievements through their pooled funding via Windows 1&2 of the Fund. The FO also collaborated closely with the CO and Center & CRP colleagues on development of the 2014 CGIAR Annual Report, and ensured greater increased visibility for Fund Donors through logos and web links in the online version of the report.
Components | Key Activities/deliverables
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Information needs of FC members and Fund donors identified and met | Responded to donor requests for examples of CGIAR’s work and impacts to highlight value of investing in CGIAR, including providing new stories, videos and other research milestones for media outreach. Prepared summary of FC13 and FO Report to FC14.
Raised awareness of value of investing in CGIAR and increased profile of the Fund, including communications to support RM and fundraising efforts | Developed a brief demonstrating how investment in CGIAR through a Returnable Capital Fund (RCF) is vital to achieving the SDGs and provided case studies, impact stories and other data to Lion’s Head for the RCF pitch book. Developing communications strategy to support the new RM Plan and multi-year funding drive, if approved at FC14.
Increased visibility and profile of CGIAR and its accomplishments among key stakeholders through productive collaboration | Developed Research for Results briefs (e.g., cassava in Southeast Asia, maize in Nepal, drought-tolerant rice, wheat in Ethiopia). Collaborated with CO on 2014 CGIAR Annual Report, and obtained Fund Donors’ logos & webs links for online version to increase donor visibility and recognition.
FC Chair and Executive Secretary have timely and targeted information to raise awareness of CGIAR, its work & impacts | Prepared briefing materials for FC Chair & Executive Secretary for meetings with donors, including at World Bank Annual Meetings in Peru, and messages for CGIAR community and other stakeholders on the new governance structure. Developed brief on the RCF for donor outreach by the FC Acting Chair.
Greater visibility and connectivity of CGIAR with World Bank | Contributed case studies of CGIAR’s work on climate-smart agriculture for a WB paper for the Fall Annual Meetings in Peru. Prepared and shared CGIAR info (new research, results/impacts, publications) to the Agriculture Global Practice weekly newsletter, the Bank’s Ag & Food Security web and social media channels. Prepared briefing materials for the World Bank management and President to make the case for continued investment in CGIAR.

(5) Financial Management
The FO’s financial management function supports the delivery of financial statements and financial analysis across CGIAR. While the primary responsibility has been the undertaking of support to the FC, the FO has also reviewed financial data from all entities to provide input and guidance, as needed. In addition, special project and program proposals with budget requirements from Window 1 were analyzed and presented to the FC in the context of their effects on the CSP calculation or share taken from pooled funding for the CRPs (e.g., special initiatives and genebanks funding). The FO’s review capability is particularly important in ensuring that appropriate data are provided to the Consortium and the Trustee. These activities improve the speed and accuracy of the flow of funds across the system. The FO also works closely with the Consortium in developing the CGIAR Financial Report and providing the analysis required to consolidate the accounts of all Centers and CRPs.

Components | Key Activities/deliverables
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Fund Office Budget Management | Ensured that expenditures of the FO are within the planned budget (see FO Scorecard for more details). Prepared the 2016 FO budget.
Adequate Financial Management Support to Fund Council | Provided financial analysis of the CGIAR Fund to support allocation decisions by the FC in a timely manner, including:
   a. collaborated closely with CO in the preparation of the CGIAR Financial Report (ongoing) and Financing Plan;
   b. reviewed financial components of proposals and reports received from other entities before presenting to the FC;
   c. provided Fund Status updates to the FC; and
   d. prepared funding projections for planning purposes of the Consortium and CRPs.
Ensured that the funding process flows in a timely manner | Managed the process of Window 1 disbursements to CRPs.

(6) Administrative Support
The productivity of the FO is highly dependent on staff team work and morale. As a small team, the ability to work cross-functionally to serve our wide range of stakeholders is key a capability.

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<td>Effective Fund Office Functioning</td>
<td>Ensured optimum staffing with quality people.</td>
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<td>Supported training for staff.</td>
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<td>Organized matrix and work plan reviews.</td>
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<td>Held monthly senior management meetings.</td>
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<td>Held regular check-ins with managers.</td>
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