

CGIAR and Green Climate Fund Accreditation Way Forward

Purpose

This note proposes a way forward for leveraging CGIAR's accreditation to the Green Climate Fund in support of CGIAR's mission on climate action, resource mobilization, development of shared services, and ultimately impact from CGIAR research activities. This paper is organized in the following two sections:

- A. Background and update on status of CGIAR becoming an Accredited Entity of the Green Climate Fund.
- B. Way forward to develop a proposal for the establishment of a CGIAR Green Climate Fund Desk

Action Requested

The Board is requested to review and provide inputs to this proposed way forward and if appropriate:

Endorse the establishment of a CGIAR Working Group from across the system to be commissioned to develop an operational proposal for the establishment of a CGIAR Green Climate Fund Desk.

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Prepared by: CGIAR System Organization

A. Background

1. In 2015, the CGIAR Consortium (as the System Organization was then known) applied to the Green Climate Fund (GCF) to become an Accredited Entity, as an international organization, so as to be eligible for GCF small project funding (from 10 M USD to 50 M USD). The purpose of the application at that time was to provide an umbrella facility to benefit CGIAR Centers.
2. Following submission, the CGIAR Consortium was informed that it was not eligible for accreditation, and the application remained dormant for several years. In the intervening period, several individual Centers naturally progressed Center-specific applications.
3. In early 2018, the CGIAR System Organization (as now named) received notice that its accreditation was now approved to move forward, with a request that the application from 2015 be updated to reflect the governance revisions adopted by the CGIAR System in 2016. This update has been provided.
4. The System Organization requested and received confirmation that the accreditation of CGIAR System Organization as a legal entity would not affect the applications currently under development and GCF review from individual CGIAR Centers.
5. Taking note of CGIAR's adoption of a whole of system 2019-2021 CGIAR Business plan in November 2018, accreditation with GCF supports the following Business Plan actions:
 - 1. Implement and enhance the portfolio of CRPs and Platforms
 - 2. Create financial sustainability and growth in CGIAR
 - 5.2. Explore priority shared services opportunities between Centers
 - 9. Strengthen collective resource mobilization and communication efforts
6. CGIAR received formal approval from the GCF Board as an Accredited Entity in October 2018 pending the fulfilment of two outstanding conditions:
 - a. Submission of a summary of the implementation milestones and impact of the financial risk management improvements undertaken based on the CGIAR governance structure adopted in 2016.
 - b. Submission of an internally approved Policy on Anti Money Laundering (AML)
7. In April 2019, the Director, Funder and External Engagement, presented early options for CGIAR coordination of GCF engagement to the System Management Board (SMB) as set out below:

Seeking guidance on preferred direction in order to prepare a recommendation on GCF



<p>Option 1: GCF Coordination as part of CRP (CCAFS)</p> <p><u>Short term:</u> seed fund a CGF coordination function in CCAFS from SMO budget</p> <p><u>Medium term:</u> review calls and develop program and legal agreements</p> <p><u>Long term:</u> establish grant management facility and business model to finance support operations</p> <p>Financial implications and risks:</p> <p><u>Short:</u> agreement that CCAFS is most suitable mgmt. mechanism</p> <p><u>Medium:</u> new relationship established between CGIAR SO and Program/Center</p> <p><u>Long:</u> not directly involved in program or financial management</p>	<p>Option 2: Gain GCF accreditation but do not prioritize</p> <p><u>Short term:</u> Follow through on accreditation requirements – do not prioritize</p> <p><u>Medium term:</u> Bring back for consideration at SMB April 2020</p> <p><u>Long term:</u> Revisit as appropriate</p> <p>Financial implications and risks:</p> <p><u>Short:</u> Centers continue to access GCF through partners</p> <p><u>Medium:</u> N/A</p> <p><u>Long:</u> potentially missed financial mechanism for CGIAR</p>	<p>Option 3: CGIAR System Organization establish GCF support function</p> <p><u>Short term:</u> increased technical capacity to manage proposal review and approval process through external committee</p> <p><u>Medium term:</u> draw on financial and legal capacity to review agreements</p> <p><u>Long term:</u> build up grant management capacity to support technical and financial reporting requirements</p> <p>Financial implications and risk:</p> <p><u>Short:</u> additional FTE for project management, and support to review process</p> <p><u>Medium:</u> financial and consultancy</p> <p><u>Long:</u> established full-cost recovery</p>
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8. The step change that this initiative represents was noted by the SMB, as was the potential that could be realized through more collaborative approaches to resource mobilization. Noting that a formal decision was not required at that time as the conversation with the GCF was still ongoing, SMB members were invited to reflect on the topic, and if they felt one approach over another was important, to share that after the meeting with the Director, Funder and External Engagement. No directional feedback was received.
9. In May 2019, the System Organization was informed that the preferred approach of the GCF Board was to work across CGIAR exclusively through the accreditation of the System Organization, and this information was shared with our Center colleagues as soonest thereafter in May 2019.
10. To satisfy the conditionality identified in paragraph 6 above, the System Organization submitted a summary of the implementation milestones in June 2019. The System Organization's approved Policy on Anti-Money-Laundering was submitted in July 2019. The System Organization received notification in July 2019 that the GCF Accreditation Panel deemed the submitted documents to satisfy the requirements of the accreditation conditions, thus meeting all accreditation requirements
11. Currently, the System Organization is being encouraged by several of our Center colleagues to establish an internal approach for developing proposals to be submitted to the GCF.
12. Additionally, the System Organization is also being contacted by potential partners wanting to engage with CGIAR as both lead and partner organization in applications for GCF funding.

13. The next step to operationalize the accreditation is finalizing a Master Agreement with GCF. Compliance with the Master Agreement has significant assurance and financial exposure for the CGIAR System Organization as well as operating implications for project, partnership, and grant management.

B. Way forward for establishment of a GCF Desk

14. The operating assumption of CGIAR accreditation with the CGF has always been that this accreditation would be a pathway for CGIAR Centers to be implementing entities of the System Organization on GCF proposals.
15. Implementing GCF projects requires sufficient proposal development and project management capacity, to facilitate coordinated equitable development and submission of quality proposals as well as management of administrative and financial reporting requirements of a GCF grant.
16. More fundamentally, and in view of the GCF's recent request to now work exclusively through the CGIAR System Organization as the ultimately accountable accredited entity to GCF funding, the System Management Board needs to carefully consider risks and opportunities of establishing additional capacity to meet this need.
17. **The System Organization proposes a Working Group from across the CGIAR System to be established and commissioned to develop an operational proposal for a CGIAR GCF coordination and support desk, as per below:**
18. Working Group task(s) include developing options for a CGIAR GCF Desk, conducting due diligence and assessment of implications on requirements of capacity, resources and compliance.
19. The Working Group will propose to SMB by the next SMB meeting in May 2020 a fit-for-purpose CGIAR operational approach.
20. Operating principles of the Working Group:
 - a. Benefit research activities and programs in support of One CGIAR mission
 - b. Operate as a transparent shared service for the CGIAR System
 - c. Draw on System wide expertise, infrastructure, and systems
21. Proposed membership of the Working Group: The System Management Office will establish the working group, which will include skills to be sourced from Centers and the System Organization, comprising of e.g. a project manager (consultant or Center 0.5 FTE secondment), technical content or research expertise, grants or corporate service expertise, legal support, risk and compliance support and business development and partnerships expertise.
22. Financial support to the Working Group: It is anticipated that up-front financing will be required to develop the operational proposal. Financing of approximately USD \$75-

125K will be required to second a project manager and support workshops and proposal development activities of the working group, and this would be included in the SMO budget.

23. Cost recovery of ongoing operations: Running cost of a CGIAR GCF Desk would initially need to be front loaded, but it is expected that once fully operational, full cost recovery could be achieved through indirect costs provided from approved GCF projects.
24. Additional Reference:
 - a. CGIAR GCF Accredited Entity Listing:
<https://www.greenclimate.fund/entities/consortium-of-international-agricultural-research-centers>
 - b. GCF Board decision registry on accreditation:
https://www.greenclimate.fund/documents/20182/383077/CGIAR_-_GCF_Board_Decision_on_Accreditation_-_B.21.pdf/42b936e8-18ba-4f1c-f8fe-969798ab3dc7