



Consortium Office 2011 Work Plan

Responsibilities of the Board of the CGIAR Consortium of International Agricultural Research Centres

The Consortium Board (CB) oversees the development, review, and endorsement by all CGIAR system components of the CGIAR Strategy and Results Framework (SRF). It takes ultimate financial and operational accountability for all funds received from the CGIAR Fund for the implementation of the SRF, including decisions on allocation and prioritisation of funding across Consortium member Centres and CGIAR Research Programs, where these funds have been given to the Consortium for allocation. Hands-on scientific technical and operational capacity and expertise, as well as individual research programs remain the centres' responsibility. System level science strategy, coherence and interaction between CGIAR research programmes, are the responsibility of the Consortium Board, guided by the SRF and with reviews by ISPC. The CB is also responsible for developing a framework for funding, including a resource mobilisation strategy in cooperation with the Fund Council, to structure funding flows and address programmatic and structural financing needs. The Consortium therefore carries full fiduciary responsibilities for the CGIAR research programs (CRP's) including monitoring and evaluation, and reporting to donors on the progress.

Structure, roles, and responsibilities for the CGIAR Consortium Office, and recruitment of key positions

In support of the Consortium Board, the roles of the Consortium Office (CO) are: (i) to facilitate the implementation of Board responsibilities; (ii) to ensure and improve communications and collaboration among centres and with the Consortium Board; (iii) to meet the objectives of the Consortium, including improved global positioning, advocacy and especially resource mobilisation; (iv) to provide a strong negotiating position with donors, and; (v) to explore opportunities for improved efficiency, increased best practice and knowledge sharing.

In the formation of the Consortium Office, careful compromises were needed to balance and minimise disruption in the system, while still carrying out core activities, and setting the stage for further changes and tasks. On the one hand there is a need to maintain on-going momentum and ensure immediate capacity. Therefore it is critical to retain internal knowledge of the history, successes and failures of the System (including Centres, System Offices, Challenge Programmes, past reforms, etc.), engagement in the history and purpose of the current reform (including funding, legal documents, discussions, decisions), personal networks, individual engagement, and functional expertise. On the other hand there is a need to bring in new external knowledge; expertise and fresh ideas to bring a balanced perspective.

As a preference and wherever practical, CO staff will act as ‘facilitators’ or as a ‘focal lens’, working with centre staff and ‘communities of practice’ or in a working group mode to identify natural areas of cross-centre collaboration, efficiencies, shared services, etc. In a transitional period lasting to the end of 2012, CO positions, where possible, are appointed from existing personnel. By the end of 2012, all positions in the CO will either have been openly recruited or will be in the process of being recruited after review by the Consortium Board and CEO to confirm evolving needs. The Consortium Office will be formed around a core leadership team consisting of 4 individuals, 2 of which have extensive direct experience with the CGIAR over many years, and 2 of which are newly recruited. This team is responsible for managing the work streams of the Consortium - the Chief Executive Officer, Director for Finance & Corporate Services, Chief Science Officer, and Director for Strategic Communication & Resource Mobilisation.

Chief Executive Officer (CEO)

The CEO is responsible for the design and day-to-day operations of the Consortium Office, including recruiting and managing its staff. The CEO is an Ex-Officio member of the Board and reports to the Board. The CEO will also:

- Contribute to the development and implementation of the Strategy and Results Framework and portfolio of CGIAR Research Programs (CRPs);
- Develop common operating policies and standards for Research Programs and member Centres;
- Monitor the performance of CGIAR Research Programs and any other programs implementing the Strategy and Results Framework;
- Identify and disseminate best practice across Member Centres in common areas such as governance, research management, human resources, financial management and risk management;
- Lead the Consortium Office in gathering the information needed from Member Centres in order for the Consortium Board to fulfil its reviewing and oversight functions and any contractual obligations;
- Identify and establish such shared functions and research platforms as may be needed to optimize Consortium and member Centre effectiveness and efficiency, and managing the organization needed to provide shared functions and research platforms;
- Establish an effective system for liaising with Member Centres to ensure coordination and alignment.

Director for Finance & Corporate Services (DFCS)

The Director for Finance & Corporate Services is responsible for ensuring effective financial and corporate services leadership of the Consortium. In this role he or she will work with, and facilitate dialogue among, centre DDG’s for Finance, and work groups in Finance, HR, IT and Legal, including examining opportunities for shared services and other cross-centre efficiency initiatives. The DFCS will report to the CEO and is a key member of the Leadership team. The DFCS will also:

- Lead Consortium financial policy development, monitoring, and updating at both the institutional and programme level;
- Work with Fund Office and donors to ensure regular updates of finance and risk management issues;
- Work with CRP Liaison officers to ensure timely reporting of CRP financial results to Consortium Board and Fund Office/Council;

- Manage the Consortium Board and Consortium Office budget and risk management function;
- Develop an annual Consortium Office budget for Consortium Board approval, and ensure adherence to this budget and prudent spending as is deemed appropriate for a development organization.

Gordon MacNeil, a Canadian citizen and an international civil servant with over 35 years of employment in the international development sector, has been asked to fill this role until early 2012.

Chief Science Officer (CSO)

The Chief Science Officer is responsible for positioning of science leadership by the Consortium and its member Centres in external international science, research and development fora including in support of system components such as ISPC and GFAR. This role will support the Consortium Board in contributing to advocacy and reporting of Consortium research at global and regional levels as well as to facilitate the improved flow of information on scientific matters between the Consortium Centres, CRP's and the Board, the Consortium and existing/new funders, and among CRP's. The CSO is a member of the Leadership team and reports to the CEO. The CSO will also:

- Disseminate synthesised knowledge and results from CGIAR Research Programmes at the system level (cutting across the CRPs) to System Components (such as FC, ISPC and GFAR), donors, partners and stakeholders;
- Represent the Consortium in high level scientific meetings and engage in global advocacy of the research for development agenda of the Consortium;
- Work with the Fund Office, CEO and the Director of Strategic Communications and Resource Mobilisation to develop, contribute to, and implement a resource mobilisation strategy, providing a scientific perspective and developing messages with the communication team for use across the Consortium;
- Contribute to the development, review and implementation of the Strategy and Results Framework, and with assistance from 2 CRP Programme Liaison Officers (responsible for 3-4 CRP's each and currently under recruitment with SRI) supports the Consortium Board in facilitation of research reviews and analysis of the portfolio of CGIAR research proposals and programmes, progress and milestones;
- Work with centre and CRP work-groups on science related issues (including IP) and areas for collective action, collaboration and partnership;
- Facilitate interactions among the CRPs and other elements of the research for development agenda at system level, in order to increase overall scientific coherence and impact;
- Identify, synthesize, and disseminate (in collaboration with centre DDGs of Research and CRP leadership) best practices in research management across Member Centres and CRPs;
- Design and implement (in collaboration with the DDGs Research and CRP leadership) an appropriate M&E and Impact Analysis system, which satisfies the minimum requirements of ISPC, donors and stakeholders, and is useful to the CRPs;
- Monitor the performance of the CRPs and other research mechanisms in order to increase scientific coherence, relevance and impact of their work at system level.

Dr Anne- Marie Izac, Chief Officer of the Interim Consortium Office has been asked to fill this role for three years. At the end of 2012 the Consortium will begin open recruitment for the position as Anne-Marie plans to pursue other activities.

Director for Strategic Communications & Resource Mobilisation (DSCRM)

This role is responsible for ensuring improved internal and external communications within Consortium, between Centres, to Funders, to Stakeholders and in the development community. In addition, this position will coordinate the Consortium Resource Mobilisation strategy. As a member of the leadership team reporting to the CEO, and supporting the Consortium Board Chairman, the Director for Strategic Communication and Resource Mobilisation will:

- Lead the development of CGIAR-system wide communications and resource mobilisation strategies, frameworks, and implementation; Design and develop a comprehensive outreach program, through the identification of the most relevant international fora on issues related to the CGIAR mandate.
- Monitor global trends in development aid and cooperation; monitor international donors' funding policies and procedures; advise Consortium leadership on possible strategies to maintain and increase CGIAR funding. Identify possible sources of new funding; monitor and evaluate existing fundraising channels to ensure the achievement of CGIAR fundraising goals. Develop and execute fundraising strategies and a work plan for assigned international agencies and donors.
- Work with member Centre and CRP Communications, Media and Resource Mobilisation teams and facilitate dialogue among related centre work groups to increase alignment of key messages and communications strategy, and to act as change agent;
- Work with the Consortium leadership team, and member Centres to develop issues-management strategies and implementation; development of a common and shared messages on key issues among members of the CGIAR system and encourage their active participation in the international development community with the aim of mainstreaming CGIAR research findings into international and national development programs
- Coordinate media outreach and work with and direct external media firms and contacts to support communication and resource mobilisation strategies, Consortium Board and CO leadership messaging.
- Collaborate with Fund Office communication and resource mobilisation teams; maintain and promote a close working relation with senior officials of international agencies and donors responsible for relations with the CGIAR.
- Work with Chief Science Officer and CRP Liaison officers to ensure the successes and results are well-communicated to stakeholders and partners;

This position is currently under recruitment with SRI. A candidate has been selected and offered the position.

Support Staff Transition

By the end of the Q1, 2011, the Consortium office will have moved to its permanent base in Montpellier. In order to minimise disruption, ensure continuity, retain talent experience and provide ethical treatment of employees, our intention is to retain current support staff, wherever possible. The CO will improve capacity through restructuring and performance-based contracts, within the bounds of French and European labour law. Support staff will be offered local contracts aligned with Bioversity International's Montpellier office and comparable to Agropolis. Exact numbers of long term support staff required are not known with certainty at this stage.

System Offices Transition

By the end of 2011, the Consortium Board/Office proposes to transition 'system offices' from existing semi-autonomous units to more client demand-driven and streamlined activities, under the direction of and located within the Consortium office. Key individuals from these units will continue to play the key role of 'focal points' or 'lenses' for the Consortium in their respective functional areas. The majority of consulting contracts in the system offices have not been renewed. Staffing will be reduced to functional coordinators/facilitators in the Consortium Office, relying primarily on Centres and CRP's to provide for their own needs for these important functional areas, but with facilitation, increased sharing and support for cross-centre working groups. The CO will work closely with DG's, DDG's and cross-centre work groups in functional areas to identify needs, (understanding differences and similarities in CRP's, and at the Centre level), and to identify quick wins for improved cross-centre collaboration where it makes business sense to do so. Commitments to existing donor programs and/or outreach areas will continue, and in future those that are effective, essential, and that further SRF goals, will continue to be funded and staffed separately, but under clear guidance of the Consortium Board/Office, and in line with Centre needs.

As part of the proposed transition, current manager of CAS-IP, Elise Perset will transition to Consortium Legal Counsel, focused on legal issues and IP for the Consortium, as well as coordination of current CAS-IP project commitments. At the end of 2012, the Consortium Board and CEO will examine evolving responsibilities, and begin an open recruitment process if required.

Enrica Porcari, who is the current CGIAR Chief Information Officer (CIO), will transition to coordinating Consortium ICT-KM activities, including current ICT-KM outreach commitments, along with Consortium web needs. As well, she will work with the Centre-led One Corporate System (OCS) initiative to help facilitate implementation and coordinate the Consortium Office's participation in the implementation of the OCS, collaborating with work teams in the centres that are adopting the system. At the end of 2012, the Consortium Board and CEO will examine evolving responsibilities, and begin an open recruitment process if required.

Both Elise and Enrica will report to the Leadership team and will collaborate with centre work teams to more closely align programs with centre needs. Both ICT-KM and CAS-IP will be phased out as 'independent' entities. Future programmatic and/or outreach areas that further SRF goals, and are fully funded may be considered, under direction from the CB.

The Gender and Diversity Program, led by Vicki Wilde, having recently changed the balance of its activities towards mainly programmatic and capacity building activities, will continue to evolve as a separate programmatic unit through AWARD (and any proposed expansion funded by donors (both existing ones and those interested in supporting the program). The Consortium will continue to ensure that strong linkages to the AWARD program remain, and these will be explored in 2011. The Consortium Board strongly supports a fully integrated approach to (i) Gender Research and (ii) Gender and Diversity in staffing throughout the System. The scoping study on gender research commissioned by the Consortium Board recommends that gender research be mainstreamed in all CRPs and that a system level policy be designed. The Board will act on these two recommendations. The Centres have recently expressed a need for support from the Consortium Board/Office concerning Gender and Diversity staffing. The CO will work with the centres HR units to facilitate strengthening

of gender and diversity in staffing, with support as required from the Consortium Office and/or consultants. Possibilities of a focal point on G&D within the Consortium Office are being explored and discussion has commenced with Donors for specific funding for this outside of the current budget submission

The Internal Audit 'consortium' will continue to exist in its current membership-driven format and the Consortium Office will become the 15th member of the consortium, falling within the audit schedule once a fully functional office is in place. The Internal audit unit staff members are located at different centres in the CGIAR system and this will continue for the foreseeable future.

Programme, technical, organizational, and financial actions and plans

Programme

Consultants were commissioned in 2010 to provide an improved version of the SRF in early 2011. The CO is facilitating the process of discussion of the new version of the SRF by Consortium Board members, and will liaise with the consultants until the Board deems the product satisfactory. The CO will facilitate discussions of the SRF document between the CB and the Centres and the CRP leadership, before the document is presented to donors.

Three scoping studies (gender in research, genetic resources and cost of the genebanks) were commissioned by the CB in 2010. The recommendations from these studies will be analysed by the CO in the context of the on-going discussions about the implementation of the CRPs. They also will be analysed in the context of the SRF. The GCARD in Montpellier emphasised the importance of capacity development and of foresight studies. The CO will propose to the CB appropriate mechanisms, based on the recommendations for the scoping studies and those from the GCARD. Consultations with the Centres and CRP leadership will be essential.

The integration of the existing challenge programmes (CPs) into appropriate CRPs is turning out to be more complex than originally anticipated by the CB. Each CP is a special case and necessitates discussions and arrangements that are different from the other CPs. The CO will facilitate appropriate integration, taking into consideration the specific roles and functions of each CP, as well as the needs of the relevant CRPs, and building on lessons learned from the CPs (drawn in a variety of documents).

The CO will interact with the Centres and the CGIAR Research Programme (CRP) leadership to facilitate the initial implementation and setting up of the approved CRPs. A robust, non-bureaucratic and relevant M&E process will be designed for the CRPs, in full consultation with the CRP leadership and the DDGs of Research in the centres. This process is expected to take around 6-8 months, as consultations with the ISPC, the CB, interested donors and GFAR will also take place. The process of beginning the implementation of the CRPs is expected to bring to light new issues that will be of relevance to all future CRPs. The CO will synthesise these lessons learned and ensure that the next set of CRPs to be implemented will benefit from these lessons.

The CO will develop a draft paper on a set of Intellectual Property principles for the CGIAR system, which the CRPs can use as a basis for developing their own IP action plan. The draft paper will be discussed with a large range of scientists and stakeholders, from within the system and external to the system, including donors.

Convening of scientific discussions within the system, and with external participants, on issues that are of direct relevance to the CRPs, is being discussed. The CO will liaise with the ISPC to ensure that the Science Forum and the other scientific meetings planned by the ISPC and the discussions convened by the CO are all building onto each other.

The CO will work with the SPIA of the ISPC and the CRPs to design an ex-post impact assessment framework to provide, in the future, objective assessments of CRP outcomes.

Communications and resource mobilisation

Research programs can have no impact without communications. Knowledge, innovations, research results, policy assessments, practical guidance and recommendations for action are not useful unless they are communicated to those who can use them. In addition Communications without a purpose serve no benefit. Strategic Communications must be built around a specific objective of building the image of the CGIAR Consortium and System, its member centres impact and activities, its research programmes and its centres, in order to stabilise and build additional resources and long term investments in Agricultural Research.

This role of agricultural research must be embraced by all staff involved in the CRPs as well as by Consortium Office, system components and key external stakeholders. The support of communications professionals will also be sought, using a mix of outsourcing and core team resources as appropriate.

An “umbrella” communications strategy for the new CGIAR will make clear what the CGIAR’s vision means in concrete terms and what the CGIAR will do to achieve its goals. The Consortium Board and Office will facilitate the overall strategic communication design and take the lead in implementing, directly and through Centre communications teams, a special communications effort to convey these key messages to partners and stakeholders. The aim will be to give stakeholders confidence that not only structures but also attitudes and mindsets are supportive of the outcomes of the reform process and the new CRPs. State-of-the-art communications are a prerequisite for achieving this goal; the outcome will be greater impact. The umbrella communications effort will also help the CGIAR steer the global agenda towards Agricultural and Natural resource more pro-poor R&D in line with SRF goals, build stronger relationships with donors, partners and other stakeholders and help translate research results into development outcomes for achieving sustainable reductions in poverty, hunger and environmental degradation.

Each CRP will need its own communications strategy. This will outline the key messages to be conveyed, the key target groups and the media and channels for communicating with these target groups. The communications strategy will be developed at the same time as the CRPs business plan and will form a part of this plan. To achieve maximum synergy, the CRP communications strategies will need to be coordinated with the “umbrella” communications strategy, so as to avoid the impression of competing entities.

An improved CGIAR communications strategy at these two levels will:

- Link the components of the new CGIAR so that they reinforce each other’s identities and activities;
- Catalyse the coordination of CGIAR communications and engage support for communications at the highest levels of the system and its partners;

- Encourage a focus on major development issues and what is being done about them through the collective effort, not on individual institutions and “their” successes;
- Create incentives for collective communications, rewarding communicators for multi-centre initiatives focused on issues rather than institutions;
- Integrate communications activities within CRPs from the start, making communications a dynamic and interactive part of their work rather than an afterthought;
- Tell compelling stories to showcase research impact by describing how the CGIAR’s work makes a difference to people's daily lives;
- Scale up the use of new ICTs to build capacity in communications for rural development and mainstream knowledge management in the CGIAR.

In addition the CO intends to facilitate the development of CGIAR-system wide resource mobilisation strategies, framework, and implementation, including the design and development of a comprehensive outreach program, through the improved global positioning. Working with member Centre and CRP Communications, Media and Resource Mobilisation teams to facilitate dialogue among related centre work groups, the resource mobilisation strategy/ framework will identify possible sources of new and existing funding; monitor and evaluate existing fundraising channels to ensure the achievement of CGIAR fundraising goals. In addition the CO will collaborate with Fund Office communication and resource mobilisation teams, maintaining and promote a close working relation with senior officials of international agencies and donors responsible for relations with the CGIAR.

As a result of the reform process the CGIAR has an opportunity to re-position itself as a global leader in AR4D and to greatly magnify the development impact of its collaborative work. Communications will occupy a strategic place and require resources in the Consortium Office, as well as occupy a critically important place within and figure importantly in the work of the CRPs. Efficiency gains will be achieved by sharing services across the system, centres and programs. CGIAR communications should not be more centralized, as this work can best be improved through a networking approach, aimed at achieving high-quality communications at all levels.

Organizational and financial priorities

The following lists are comprehensive and not all activities may be fully addressed in the first year of the CO operation, but will be priorities for attention as soon as possible. System-wide activities will be scheduled with the Consortium Board, but also with the CGIAR centres to the degree feasible.

Relocation

A priority in 2011 is the establishment of a permanent Consortium office in Montpellier, France. Beginning at the end of February and targeting completion by the end of Q1, the Consortium Office staff, including the CEO, will move into temporary offices provided by Agropolis International in Montpellier. A concept design team has been put together to start designing the plans for the new building to be constructed. Consortium Office personnel are part of the team providing input for the construction design, including internal office requirements, meeting rooms, etc. Agropolis has agreed to full participation and decision making authority in the design and layout.

Consortium Office Establishment and Operation

The following are some of the resource management tasks identified for the Consortium Office in 2011:

- Engage advisors/consultants as required for scoping and preparatory work, and as necessary recruit permanent technical and support staff for different functional resource areas (an accountant, personnel administrative staff, etc.);
- Finalize policies for staffing and personnel administration initially with assistance from and in collaboration with Bioversity International, but with the intention of the CO being independent in these matters as soon as the legal status as an international organization is formalized;
- Establish an interim Consortium Office financial system including adoption of a simple accounting software to operate in the period before adoption of the One Corporate System – OCS (in collaboration with CGIAR centres, and expected to be operational by 2012 or 2013 at the latest);
- Establish administrative service systems including travel planning and processing, purchasing, office management, etc.;
- Service and assist the Consortium Board (i) for the Consortium Office and Board resources (budgeting, monitoring, reporting, etc.), (ii) for the Board's role in reviewing, approving and proposing to the Fund Council CGIAR programmes and activities, and (iii) for communications with CGIAR centre Boards on resource matters as required;
- Engage key stakeholder sectors - interactions with outside world for scientific, financial and communication services, by the Board and leadership team.

In collaboration with the centres (and Fund Office for certain of the following items)

- Coordinate in all matters of resource management including establishing procedures and processes for CRP development, delivery, and reporting (the Fund Council, the ISPC, etc.);
- Establish harmonized funding policies, resource allocation mechanisms and budgetary procedures for both CGIAR Research Programmes (CRP) and non-CRP activities at the centre level;
- Refine (and simplify) financial reporting requirements for CRP and other activity at different levels (to the Consortium Board and to the Fund Council and Funders' Forum initially, and perhaps at additional levels eventually);
- Assist the system-wide Internal Auditing Unit to fulfil its mandate by participating in the annual financing and work planning of the Unit;
- Continue to support certain ICT-KM activities by focusing on information management and information systems enhancement at CGIAR centres and for the system overall;
- Develop reporting processes to CGIAR donors for system-wide requirements on behalf of centres as necessary;
- Explore opportunities for more harmonized personnel policies at CGIAR centres so that: (i) CRP budgeting and financing is facilitated; (ii) CGIAR donors are confident that there is an appropriate level of standardization and coherence for salary and benefits policies across centres; and, (iii) out-posted staff at different centres may expect a more consistent level of remuneration through jointly-approved standards and practices;
- Continue the process of refining full cost financing procedures so that all centres will have consistent practices for the CRP management systems to work effectively and fairly and assist with implementation of system costs recovery mechanisms;

- Establish a mechanism that will ensure that centres are able to create and if necessary grow financial reserves in light of the new financing arrangements wherein traditional unrestricted funding will, in effect, disappear;
- With centres, identify long-term capital investment needs for the CGIAR system, and propose a mechanism for financing such investments.

It is expected that in addition to operating in a working group mode with centre corporate service and financial executives, the Consortium Office will convene occasional meetings where all centres will participate in policy development and follow-up actions. The Consortium Office financial staff will consist of a very small team, and the Consortium sees this team's role as providing the catalyst function for many financial management matters within the CGIAR system, while ensuring that the necessary corporate and system-wide core resource functions are efficiently achieved.

In addition to establishing policies, budgets, procedures, and mechanisms for the actual functioning of the new Consortium Office, there are some system-oriented resource issues that require attention. One example is the urgent need to draft a replacement of the Financial Guidelines for medium term planning and financial plan development (FG No. 4), to reflect the needs for the new resource management procedures and CRP structures in the CGIAR system. Other Financial Guidelines will be reviewed and modified as necessary, but it is not expected that significant changes (other than editorial to reflect the new structures) will be needed for the Financial Guideline documents, except for No.4 as described.

The operating mode for corporate service delivery and especially for financial management matters at the system level will be coordinated between the Consortium Office and centres' management. Precise mechanisms and procedures for this are already being tested (e.g. a number of working groups were formed to engage a wide range of individuals with different expertise and representing various stakeholders) and it is an early objective to formalize such mechanisms.

Budget

The Consortium Office estimated expenditures in 2011 require \$4.7 million of new external funding, and those of the Consortium Board budget \$0.9 million, for a total of \$5.6 million. However, the request to the Fund Council for funding for the Consortium is lower than this, because there are various additional available sources of financial support for different elements of the Consortium Office work plan in 2011, mainly for some of the on-going projects for CAS-IP and ICT-KM. The 2011 request to the Fund is \$5.0 million, of which \$4.1 million is for the Consortium Office. In the following description, a significant portion of the costs are to be incurred once the operation moves to Montpellier, as that is when many of the staff will be engaged. For the period January-February 2011, the large cost element is for salaries of existing staff, including the CEO, and for some consultancy services.

Annexes 1 and 2 are summaries of the Consortium Board and Office budgets for 2011.

Consortium Board

The budget is \$0.9 million for 2011. These cost estimates are based on actual expenditure patterns to date, and a work plan for the remainder of 2011.

Approximately half of the total budget is for honoraria, insurance, and Bioversity overhead expenses to administer the contracts and claims of Trustees. For 2011, four Board meetings

are scheduled, due to the unique requirements for the CRP process and other organizational needs as the new system is in full transition mode. Additionally, there is a time-consuming task of reviewing and refining different governance documents of the new system, which requires Trustee participation, as well as from the Board Chair.

The second part of the budget is shown as meeting costs, mainly travel of Trustees and other logistical expenses, including communications, lodging and meals, etc.

In 2012 and beyond, it is expected that the annual Board budget requirement can be reduced significantly, as the transition will be complete and the system, at least for Consortium governance, will move to a more steady-state status.

Consortium Office

The following “budget notes” help to explain both the cost estimates for 2011 and the different sources of funding that are available for the Consortium Office operations. From this, a financial requirement request to the Fund Council is generated.

Personnel costs

The salary and benefits estimates are partially just that – estimates, because some of the positions are under recruitment at present. The personnel cost estimates are based on existing contracts and Bioversity human resource policy, adjusted for housing and cost of living coefficients for Montpellier. Salary ranges and grades are based on Bioversity’s pay and grading scales (For example Consortium office directors fall within grades and pay ranges equivalent to center DDG’s, and CEO within range for center DG’s) For staff not yet engaged, standard assumptions of family size and children’s ages are used for budgeting purposes. The total personnel budget of \$2.1 million includes the cost of relocation currently estimated at \$0.2 million.

Including the CEO, there are 14 positions in total budgeted for the Montpellier Office in 2011, plus two staff currently based in Montevideo. It is expected that one of these positions (senior analyst) will move to Montpellier in 2011. Several of the other staff positions are partially funded in 2011 by resources provided separately, including a grant provided from the 2010 CGIAR Secretariat budget for 2011 Consortium salaries, and from other project sources for some technical positions. The table includes a list of all proposed positions, and a total fund requirement shown by grouped category (individual salaries/allowances are not shown, for confidentiality reasons).

The personnel cost component as a share of the total Consortium expenditure in 2011 is 45%. It is estimated that in the longer term, the personnel cost component will increase to about 55-60%, when all positions are filled and when certain one-off establishment costs incurred in 2011 will not be budgeted.

Establishment costs

This component is a normal element for a start-up operation. While it is difficult to be extremely precise as to the costs of different expected tasks, we can predict what will need to be done, and this is reflected in the budget. For new staff to join later in 2011, relocation will be a component of the personnel budget. Recruitment costs are for engaging specialists for professional searches and recruitment. Both of these elements are one-off expenses, not to be incurred in the future as a separate budget item.

Other expenses in the establishment category are for setting up systems, buying computers, and other start-up elements.

The French government is generously providing office facilities and furniture, with the exception of computers. Inevitably, there will be some small equipment items that the Consortium Office will have to procure, and these will be funded from this budget category.

Advisory service costs

In some ways this category could be considered an establishment cost, but there will be a permanent need for some consultancy and advisory expertise. In 2011, this will be focused largely on financial and management systems, as the Consortium Office prepares to become organizationally and financially independent from Bioversity International, which will manage finances and some administrative functions until the Consortium obtains legal status. A significant expense incurred in the finalization of various governance documents for the new system is external legal advice. This will be replaced largely by in-house legal staff resources once this establishment period is completed.

The Consortium Office will participate in the One Corporate System (OCS) enterprise which is, as its name implies, a standard financial operating platform for the CGIAR system. As this will not be implemented until 2012 (or even 2013 perhaps for some centres), there is a need for an interim accounting system in the Consortium Office, and this will be established with an off-the-shelf small accounting software in 2011. Specialist expertise will be engaged to assist with this highly technical task, and there will be integration at all stages with the OCS team in terms of coding and other technical considerations.

As the CGIAR Research Programmes (CRP) are developed, there is an important need to determine the best reporting and accounting practices for financial management, and if necessary there will be specialist expertise engaged to work with the Office and with centres' staff to develop protocols in this area. One of the former CGIAR Financial Guidelines requires a complete revision (the former process for Medium Term Plan development and financing) and this will be a task to complete in 2011.

As it is a new office, the Consortium requires manuals and procedures for all administrative and human resources operations, and these need to be drafted in 2011. Consultants will be hired as required to assist staff in accomplishing these labour-intensive tasks as quickly and as efficiently as possible.

A small budget is allocated for eventual engagement of interns, visiting scientists, etc. as the office is being established. This may evolve into a permanent mechanism to leverage high-level talent in a cost-effective manner.

Operating costs

There exist a significant number of issues that require additional work as the CGIAR system evolves from an institution-based enterprise to a programme-based enterprise in programming terms. These issues include CRP budgeting, cost recovery systems and standards, reporting protocols, etc. The Consortium Office will work closely with centres in developing mechanisms and procedures in this respect.

There exist a number of on-going activities of the former CAS-IP system office unit, financed separately by project donor funds. These projects do not imply a new request for funds.

Other operating costs are normal expenses such as maintenance, security, telecommunications, etc., and obviously at this point it is difficult to be precise as to what these will actually cost.

The Consortium Office will engage an external auditor, and will participate as a partner with a full share in the CGIAR Internal Audit Unit operation in 2011 and beyond (the cost of this share is \$62,000).

A significant cost element is for travel in 2011. The current budget would cover the costs of travel for only Consortium Office permanent staff, not Board members and not consultants. The figure of \$0.18 million will pay for approximately 25 international missions, at an average of about \$7,200 per trip, including travel costs and living expenses. It is expected that this need will decrease in 2012 and beyond (although unit costs/prices may increase, offsetting any significant savings from fewer trips, in the future).

There are significant budgets proposed for resource mobilization, joint Consortium Office and centre initiatives, and other substantive activities that are not yet fully defined (called "operational expenses according to priorities"). These are not contingency budgets but are not yet developed in great detail, and there could be savings in these areas in 2011. We expect that, once the Office is fully operational, there will be much better articulation for these needs in 2012 and beyond.

While details need to be clarified, it is a certainty that the Consortium Office must obtain appropriate 3rd party liability insurance, and a financial provision has been made for this. Risks against which to insure include both programme-related events, personnel challenges that may end up as a Consortium issue, and other contingencies.

Until the Consortium has full legal status, the Consortium Office will continue to call on Bioversity International for financial management assistance, and will pay an overhead for the services. There are differential rates for personnel expenditures and for other operational expenditures for which Bioversity will intervene, but the overall overhead expense is estimated for 2011 will be about \$0.4 million (or 9% of total expenditure).

It is too early to be certain of detailed long-term Consortium Office costs. However, based on the personnel alignment and expected operating costs, the 2012 Consortium Office budget should be about the same level as that for 2011. The distribution of costs will differ, as the personnel component will be fully engaged, there will be no establishment costs, and overhead expenses paid to Bioversity International will cease.

Given the uncertain aspects of CGIAR development and the need for Consortium Office activity during the continuing transitional period, a small budget contingency is included in the request. If this is provided but in the end not needed for 2011, the 2012 budget request will be reduced by this amount.

2011 Consortium Office Budget (\$'000)

	2011	Share
Personnel (base salary plus employment benefits)		
<i>Leadership team</i>		
Chief Executive Officer	1,042	
Director of Finance and Corporate Services		
Chief Science Officer		
Director of Communications and Resource Mobilization		
<i>Senior managers</i>		
Legal Counsel	542	
Information Services lead		
CRP officer		
CRP officer		
<i>Technical and support staff</i>		
Accounting officer	340	
Senior analyst		
Communications and resource mobilization officer		
Support staff - Admin & contracts coordinator		
Support staff - Senior administrative assistant		
Support staff - Document, data, and process controller		
Support staff - Secretary		
Senior administrative assistant - Montevideo		
Total Salary and Benefits	1,858	40%
Relocation Cost	228	5%
Total Personnel Cost	2,086	45%
Establishment Costs		
Staff recruitment expense	100	
Legal/admin/logistics/other office set-up expense	50	
Financial system (OCS-other)	100	
Computers, servers, software etc.	100	
Total Establishment Costs	350	8%
Advisory Services		
Interim accounting and financial systems (consultant)	50	
Human resources policy and procedures (consultant)	25	
Administrative/legal policy and procedures (consultant)	50	
External legal services / fees	100	
Shared services/coordination with centres	50	
Consultants' travel expenses	100	
Total Advisory Services	375	8%
Operating Costs		
Travel of Consortium Office staff	180	
CAS-IP remaining projects	275	
Gender program activity	150	
IARC DDG joint meeting costs	100	
Communications/public affairs, resource mobilization, etc.	200	
Office expenses (supplies, services) at HQ	80	
Office expenses (supplies, services) Montevideo	20	
Audit (external and share of IAU)	100	
Liability insurance for 3rd party claims against Consortium	25	
Operational expenses according to priorities	275	
Contingency	50	
Total Operating Costs	1,455	31%
sub-total before Bioersity overhead	4,266	91%
Overhead		
Charge on administered personnel (15%)	313	
Charge on other administered costs (4%)	87	
Total Overhead	400	9%
TOTAL BUDGET	4,666	100%

Non-Fund Financing Sources

Carry-over from 2010 Alliance budget, for operations	100
External donor funds, for specific operations	450
Total non-Fund financing sources	550
Net Requirement for 2011 Consortium Office	4,116

Annex 1**2011 Consortium Board Budget (\$'000)**

Honoraria	355	
Overtime for Board members	60	
Insurance	27	
Bioversity overhead on above	58	
<i>Honoraria, insurance, overtime, overhead</i>		500
Travel of Board members	300	
Board meetings (3)	100	
Communications	30	
<i>Travel, meeting and operating expenses</i>		430
Total Consortium Board		930

2011 Office Budget Summary

	\$'000	%	Memo note: 2012 est	
			\$'000	%
Personnel cost				
Salaries and benefits	1,858	40%	2,710	57%
Relocation	228	5%	0	0%
Total	2,086	45%	2,710	57%
Establishment cost	350	8%	150	3%
Advisory Services	500	11%	520	11%
Operating cost	1,330	29%	1,335	28%
Overhead charge	400	9%	0	0%
Total	4,666	100%	4,715	100%
<i>less funds available</i>	<u>550</u>			
Net request	<u>4,116</u>			

2011 Consortium Office Budget (\$'000)

Annex 2a

	2011	Share
Personnel (base salary plus employment benefits)		
<i>Leadership team</i>		
Chief Executive Officer	1,042	
Director of Finance and Corporate Services		
Chief Science Officer		
Director of Communications and Resource Mobilization		
<i>Senior managers</i>		
Legal Counsel	542	
Information Services lead		
CRP officer		
CRP officer		
<i>Technical and support staff</i>		
Accounting officer	340	
Senior analyst		
Communications and resource mobilization officer		
Support staff - Admin & contracts coordinator		
Support staff - Senior administrative assistant		
Support staff - Document, data, and process controller		
Support staff - Secretary		
Senior administrative assistant - Montevideo		
Total Salary and Benefits		
Relocation Cost	228	5%
Total Personnel Cost	2,086	45%
Establishment Costs		
Staff recruitment expense	100	
Legal/admin/logistics/other office set-up expense	50	
Financial system (OCS-other)	100	
Computers, servers, software etc.	100	
Total Establishment Costs	350	8%
Advisory Services		
Interim accounting and financial systems (consultant)	50	
Human resources policy and procedures (consultant)	50	
Administrative/legal policy and procedures (consultant)	50	
Other technical services (interns, visiting scientists, etc.)	75	
External legal services / fees	100	
Shared services/coordination with centres	75	
Consultants' travel expenses	100	
Total Advisory Services	500	11%
Operating Costs		
Travel of Consortium Office staff	180	
CAS-IP remaining projects	275	
IARC DDG joint meeting costs	100	
Communications/public affairs, resource mobilization, etc.	200	
Office expenses (supplies, services) at HQ	80	
Office expenses (supplies, services) Montevideo	20	
Audit (external and share of IAU)	100	
Liability insurance for 3rd party claims against Consortium	25	
Operational expenses according to priorities	300	
Contingency	50	
Total Operating Costs	1,330	29%
sub-total before Bioversity overhead	4,266	91%
Overhead		
Charge on administered personnel (15%)	313	
Charge on other administered costs (4%)	87	
Total Overhead	400	9%
TOTAL BUDGET	4,666	100%

Non-Fund Financing Sources

Carry-over from 2010 Alliance budget, for operations	100
External donor funds, for specific operations	450
Total non-Fund financing sources	550
Net Requirement for 2011 Consortium Office	4,116