

CGIAR Fund Office  
CY2011 Work Program & Budget

DRAFT

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## **Introduction**

The agreed CGIAR reforms require that the work program and operating budget of the Fund Office (FO) be subject to approval by the Fund Council and financed through the CGIAR Fund. As 2010 is a transition year this first work program and budget proposal of the FO will cover CY2011, the first full year of the new CGIAR financing arrangements. It is based on the agreed FO roles and responsibilities (**Annex 1**), a Memorandum Of Understanding with the Sustainable Development Network Vice Presidency (SDNVP) of the World Bank, and a detailed Business Plan prepared by the FO. The Business Plan recognized that during 2010 the FO will continue to perform some of the activities of the old CGIAR Secretariat, with the expectation that by 2011 (or when the Consortium Office is up and running), these transitional services will be transferred to the CO (or in a few cases, phased out). This Work Program and Budget assumes that the transition will be completed by 2011, allowing the FO to focus on its assigned core functions, as agreed in CGIAR reforms.

## **Business Objective**

The objective of the FO is to provide professional support to the CGIAR Fund Council, Funders Forum and its Chairs. In doing so, the FO works closely with other units supporting the new CGIAR. Collectively, they aim to facilitate the new CGIAR to become an effective and efficient partnership. The successful and effective functioning of the FO, particularly during the transition period is seen by the funders, the CGIAR Consortium and the Centers, as well as other stakeholders (e.g. GFAR and the ISPC) as crucial not only for the new CGIAR, but also the global AR4D architecture.

## **2011 Work Program and Budget**

To fulfill its assigned responsibilities, the FO has developed a list of the results it anticipates to achieve in 2011, organized along work clusters. The list of expected results represent an estimate of the minimum work activities, which may be expanded depending on demand and progress made by the Consortium Office in assuming its responsibilities.

## **Resource Requirements**

The FO is headed by the Executive Secretary of the Fund Council, and is comprised of professionals with expertise in the areas of responsibility of the Office. The work program and operating budget of the FO are subject to approval by the Fund Council and are financed through the CGIAR Fund. The FO operates under World Bank policies and procedures and its staff are employees of the World Bank.

In 2009, as the directions of the reforms became clearer, the CGIAR Secretariat began modifying its staffing profile and size. More recently a clearer consensus on the roles and responsibilities of

the FO and the attendant resource needs have solidified. For example, the resource needs of the FO with specific deliverables for CY2011 has been formally agreed to with the SDN Vice President. Additionally, as the CEO of the Consortium has been appointed, we now expect that as the Consortium Office is established, several of the responsibilities presently performed by the FO will begin the process of transfer to the Consortium Office, and in some cases, will be phased out (**Annex 2**), thereby continuing the staffing and work program adjustments that began earlier. As a result of these adjustments, staffing has reduced since 2008, from 22.2 FTE to 20.2, 15.0 and a further reduction to 11.5 FTE is proposed for 2011. **Table 1** illustrates the evolution of the staffing numbers, through the 2011 proposal. Additional adjustments may be needed in the future based on changes in the work program. The adjustments include a ‘normalizing’ of grade levels, with the result of an overall less costly complement that is more aligned with the skills requirements of the 2011 FO.

**Table 1. Staffing**  
Full Time Equivalentents (FTEs)

	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Estimate</b>	<b>2011 Proposed</b>
Governance / Programs *	9.4	8.2	5.0	3.5
Finance	3.8	3.0	3.0	2.0
Resource mobilization	1.0	2.0	2.0	3.0
Administration & Communication	8.0	7.0	5.0	3.0
<b>Total</b>	<b>22.2</b>	<b>20.2</b>	<b>15.0</b>	<b>11.5</b>
* 2008-2010 included seconded staff (2.0, 2.0, 1.0)				

Operational costs associated with the FO include travel, communication and services, and institutional overheads of the World Bank. A summary of the 2011 budget by object of expenditure, and its trend over time is shown in **Table 2**.

**Table 2: Fund Office & Fund Council Budget**

( by object of expenditure)

(\$ million)

	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Estimate</b>	<b>2011 Proposed</b>
Fund Office				
Staff costs	2.7	2.5	2.5	2.0
Travel	0.7	0.9	0.6	0.4
Communication & Services	0.9	0.9	0.3	0.4
Institutional overheads	0.3	0.4	0.4	0.4
<i>sub-total</i>	4.6	4.7	3.8	3.2
Legal				0.1
ExCo /FC & FF meetings*	0.1	0.1	0.1	0.2
<b>Total</b>	<b>4.7</b>	<b>4.8</b>	<b>3.9</b>	<b>3.5</b>

\*includes recruitments and reviews

Although by 2011 FTEs will have declined by 48% since 2008, staff costs will have declined by only 26% for three reasons: (i) the seconded FTEs (which have no salary costs to the Secretariat/FO) which are included in 2008-2010 staff complement will have been completely phased out by 2011; (ii) the decline in FTE was mainly in lower cost staff and (iii) since 2008 the average staff costs in the World Bank have increased by 11%.

**Table 2** shows that travel costs are expected to decline 33% in 2010, and we anticipate a further decline of approximately 33% in 2011.

The Communications and Services expense item denotes the production of communication products such as a CGIAR Fund Annual Report, maintenance of the Fund website and consultant services that may be required to support the Fund Council.

In view of the World Bank's arms-length policy with Global Partnership Program (GPP) Secretariats hosted at the Bank, it is expected that the Fund Office may be a candidate to move to commercial (non-subsidized) office space in 2011. Adequate budget to meet this possibility is included in the projection of \$0.4m.

## **2011 Work Program**

In 2011 the FO will organize itself in terms of work clusters in delivering outputs. The FO will collaborate with the Consortium Board, the Consortium Office, and the ISPC Secretariat as well as with other stakeholders, as needed. The work activities of the FO in 2011 include the following:

### **Investor Relations**

1. Manage relations with donors.
2. Explore new funding sources (donors) through proactive consultation, in collaboration with or support to the initiatives of the Consortium.
3. Develop and deliver public awareness and communication products to promote the new CGIAR Fund and to support resource mobilization efforts.
4. Maintain relations with existing donors to ensure that key strategic shifts that affect the CGIAR are understood and addressed appropriately, especially as they impact funding.
5. Design and manage the Funders Forum, including establishment of agenda, preparation of briefing material, pre-meetings with the Chair, and execution of meeting and follow-up.
6. Work with donors to provide CGIAR funding projections and collaborate with the Consortium to make these projections available to them.
7. Proactively identify funding risks arising from funding forecasts and propose ways to mitigate risks to Fund Council and Consortium
8. Provide briefing material for senior management meetings with donors
9. Prepare in collaboration with the Consortium the resource mobilization strategy for the CGIAR
10. Conduct and participate in visits/missions to donors
11. Develop and manage schedule of strategic high-level investor visits by the Chair in collaboration with the Consortium.

### **Finance**

1. Manage fund operations in a timely manner, following approved rules and procedures.
2. Allocate and properly manage CGIAR donor funding through the MDTF.
3. Effectively coordinate fund allocation through the various “windows”.
4. Compliance of the Consortium with agreed financial protocols and outcomes are studied, as requested by the FC.
5. Annual activity and financial reports for the Fund are prepared for discussion by the Fund Council.
6. ISPC work programs and budgets are reviewed and approved by the FC.
7. Financial aspects of MP proposals reviewed for consideration by the Fund Council.
8. Estimates are made of likely Fund contributions in 2012 and beyond.
9. Business Plan for Fund Office is updated and reviewed as necessary.
10. FC is provided with relevant commentaries and briefing on financial matters, as requested.

## **Communications**

1. Outreach, briefings and information products related to the CGIAR Fund are prepared (i.e. presentations, issue briefs, reports, brochures, flyers, displays, etc).
2. Media promotions of newsworthy developments about the Fund and the research it supports organized
3. Coordinated and consistent communications messaging for the CGIAR is achieved through collaboration with other elements of the CGIAR partnership.
4. Websites are maintained as needed ([www.cgiar.org](http://www.cgiar.org), [www.cgiarfund.org](http://www.cgiarfund.org) and [www.ifar4dev.org](http://www.ifar4dev.org).)
5. Policies, funding decisions and statements of the Fund Council communicated timely through various media including the website [www.cgiarfund.org](http://www.cgiarfund.org)
6. Social media tools are used effectively to build dissemination networks and audience for the CGIAR Fund.
7. Key databases and records are maintained efficiently (e.g., CGIAR core collection, recommendations and decisions, and newsroom and contact databases).
8. IT support is provided for Fund activities, as needed, including establishment of list serves and internet based tools for consultations.
9. The CGIAR library is managed efficiently.
10. The CGIAR Fund is effectively represented at the important fora and events, in anticipation of the Consortium assuming an increasing and primary role in this area.

## **Fund Council and Program**

1. Fund Council meetings are organized successfully with concrete outcomes, decisions/agreements; records of meetings are prepared and circulated in a timely manner.
2. Meetings of the Fund Council standing and/or ad hoc committees/working groups organized and backstopped (including virtual meetings.)
3. Fund Council Chair is briefed on Council business on a regular basis.
4. MP proposal review and approval process is coordinated effectively.
5. Commentaries and analytical background materials are prepared to facilitate decision-making by the FC, as requested.
6. Fund Council member nomination, appointment and caucusing processes are coordinated effectively.
7. Necessary support is provided in the development, approval and enactment of Program Performance Agreements with the Consortium.
8. Compliance of the Consortium with agreed program performance targets is examined, as requested by the FC.
9. Support is provided to the Chief Evaluator in the design and establishment of an independent evaluation unit.
10. Support is provided to FC in performing its monitoring and evaluation functions.
11. ISPC input into FC deliberations is coordinated (e.g. technical assessment of MP proposals).
12. Substantive engagement between the CGIAR and the World Bank is facilitated, among others, through participation in the Rural Sector Board.
13. CGIAR contacts database is kept updated.

**Administration and Management**

Support to Fund Council Chair, Fund Council, Funders Forum Chair(s) and Overall Management of Fund Office

**Recommendation**

It is recommended that the Fund Council approves \$3.5 million for the Fund Office to implement the 2011 Work Program.

## Fund Office Roles and Responsibilities

1. The Fund Office is the support unit of the Funders Forum, the Fund Council, and their respective Chairs.
2. On support to the Fund Council, the Fund Office assists the Fund Council and its Chair in the conduct of the Fund Council's business. These include:
  - I. Managing relations with Fund Donors.
  - II. Drafting background notes and papers as requested by the Fund Council.
  - III. Setting up and maintaining data bases related to Fund Office business.
  - IV. Preparing draft Fund Council procedures and guidelines for Fund Council review and approval.
  - V. Analyzing the Consortium's compliance with performance agreements, based on information submitted by the Consortium.
  - VI. Support to the Fund Council in resource mobilization efforts, in close collaboration with the Consortium.
  - VII. Compiling for the Fund Council, on a rolling three-year basis to be updated annually, all funding indications made by Fund Donors for contributions to the CGIAR Fund, including expected timing and amounts of contributions.
  - VIII. Annually providing the Fund Council with a list of any Fund Donor's funding indications that are not fulfilled by the dates or in the amounts set forth in the respective Contribution Agreement or Contribution Arrangement.
  - IX. Reviewing shortfalls, overflows and imbalances in CGIAR Fund resources available for CGIAR Research Proposals and CGIAR Research Programs.
  - X. Proactively identifying funding risks arising from funding forecasts and proposing mitigative measures to the Fund Council.
3. On support to Funders Forum, the Fund Office assists the Chair(s) of the Funders Forum in organizing the Funders Forum and realizing key objectives and functions of the Funders Forum, including:
  - I. Enabling the Funders Forum's review and endorsement of the SRF.
  - II. Confirming that progress reports from the Consortium and mid-term independent evaluations of the SRF commissioned by the Fund Council are provided to the Funders Forum.
  - III. Conveying reports on funding issues from the Fund Council.
  - IV. Preparing a financing plan for CGIAR in consultation with the Trustee and Consortium.

- V. Providing information on shortfalls and imbalances in resources available for CGIAR Research Programs.
4. In acting as a liaison to the Trustee, the Consortium, the ISPC and the IEA, the Fund Office assists the Fund Council in maintaining its business relations and dialogue with the Trustee, the Consortium, the ISPC and the IEA on day-to-day operational matters. The Fund Office also collaborates with the Trustee as needed to enable the Trustee to carry out its responsibilities.
5. On support to meetings and communications, the Fund Office:
  - I. Organizes and provides administrative support for the regular meetings of the Funders Forum and the Fund Council.
  - II. Coordinates the Funders Forum's and the Fund Council's nomination and election processes (such as for ISPC).
  - III. Coordinates communications on behalf of the Fund Council and its Chair.
  - IV. Maintains the CGIAR Fund's archives, including maintaining and distributing amendments to this Governance Framework, and manages information activities related to Fund Council business.
6. Notwithstanding the roles and responsibilities of the Fund Office described herein:
  - I. The World Bank does not envision the Fund Office, as a support function, encroaching on the authority and prerogatives the Fund Council sets for itself. The Fund Council remains responsible and accountable for the substance and content of its decision making.
  - II. The World Bank as a whole supports the limited role of the Trustee. Fund Office support is not expected to supplement or act counter to this limited role. The World Bank seeks to position its inputs into decisions about the use, allocation and oversight of funds as a Fund Council Member, rather than through its Trustee or Fund Office functions.

To further transparency, the World Bank makes reasonable efforts to indicate when it is acting in its capacity as Trustee, Fund Office or Fund Donor.

7. The Fund Office is presently located in the World Bank headquarters and its staff are employed by the World Bank. The Executive Secretary of the Fund Council leads the Fund Office and is selected and appointed by the World Bank in accordance with World Bank policies and procedures. The Fund Council participates in endorsing the position's terms of reference and is involved in short listing and interviewing candidates. The Fund Office staff

has expertise in the areas of responsibility of the Fund Office. The annual work program and operating budget of the Fund Office are subject to approval by the Fund Council and are financed through the CGIAR Fund. The Fund Office operates under World Bank policies and procedures.

### CGIAR Secretariat Services to be Phased out or Transferred

<b>CGIAR Secretariat Services – to be transferred or phased out</b>		<b>System Unit responsible for service in new CGIAR</b>
1	Preparation of financing plan, financial report and financial guidelines covering the Centers and the Consortium	Consortium Office
2	Coordination of the CGIAR Performance Measurement System	Consortium Office
3	Coordination of the Senior Managers Course and the Senior Leadership Program	Consortium Office
4	Support to the external program and management reviews of the Centers and Challenge Programs	Consortium
5	Task manage the CGIAR-CSO Competitive Grants Program	Phased out
6	Coordinate the CGIAR nominee process for the Center Boards	To be clarified
7	Secretariat Support to the Alliance Board	Phased out
8	Provide funding, leadership and oversight for System Office functions in conjunction with their host center, the Alliance Chair and the Consortium Board	Consortium Board/CEO
9	Coordinate and support the CGIAR system level committees, e.g. the Private Sector Committee, Genetic Resources Policy Committee	Consortium or phase out
10	CGIAR Awards Program	Consortium Office
11	Part of CGIAR system-level communications, e.g. the CGIAR website, and exhibitions of the System (details to be worked out)	Consortium Office
12	Organize the Annual General Meetings, the ExCo meetings and the Crawford Lectures	AGM and ExCo phased out; Crawford Lectures may be coordinated by the Consortium Office