



Fund

Fund Council

11th Meeting (FC11)—Mexico City, Mexico
May 7-8, 2014

WORKING DOCUMENT

CGIAR Fund Office Scorecard

Submitted by:
Fund Office



Summary

THE FUND OFFICE'S 2013 SCORECARD

→ The Fund Office has completed another successful year of supporting the Fund Council, the Funders Forum and the respective chairs. It has executed in its three broad areas of responsibility and provided the many required deliverables from its strong enabling functions.

→ In particular, the Fund Office management and staff are happy with FC's satisfaction levels as reported in the first joint entity satisfaction survey conducted by the ISPC.

→ The Fund Office's relationship with the Consortium and ISPC has improved with increasing interactions, communication and cross-support. Strong relationships with the CO, ISPC and IEA remain an area of focus for the entire team at the Fund Office and the progress made is rewarding.

→ One area of concern is the feedback from the satisfaction survey among CRP Leaders and senior management of Centers. Although the Fund Office has very limited contact within Centers, the trend of the comments is worrying. As this constituency are the key group with the CGIAR community, the Fund Office would like to encourage the Fund Council to explore how to improve the FC/FO relationship with the CRP and Center leadership.

→ Although Year 2013 has been a strong year of success, the Fund Office management and staff will look for continued improvements. In our many areas of strength, we will continue our high delivery standards.

The Fund Office: An essential support service to the CGIAR fund donors

Our report is organized around our main responsibilities and enabling services



Fund

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

Objectives

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

Enabling services

Communication

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

Financial Management

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

Administration Support/M&E

- ✕ Coordinate M&E activities
- ✕ Manage Fund Office information
- ✕ Maintain the CGIAR Fund's archives
- ✕ Manage Fund Office staffing

Our results: The Fund Office performs strongly in delivering our key responsibilities



Fund

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

Objectives

Support Fund Council Meetings and Committees



Facilitate Fund Council Decision-making



Manage Donor Relations & Resource Mobilization



Enabling services

Communication



Financial Management



Administration Support/M&E



NB: See Annex I for full details about activities, deliverables and outputs indicators

Legend:



Fully achieved



Partly achieved



Not achieved

Objective: Support Fund Council Meetings and Committees

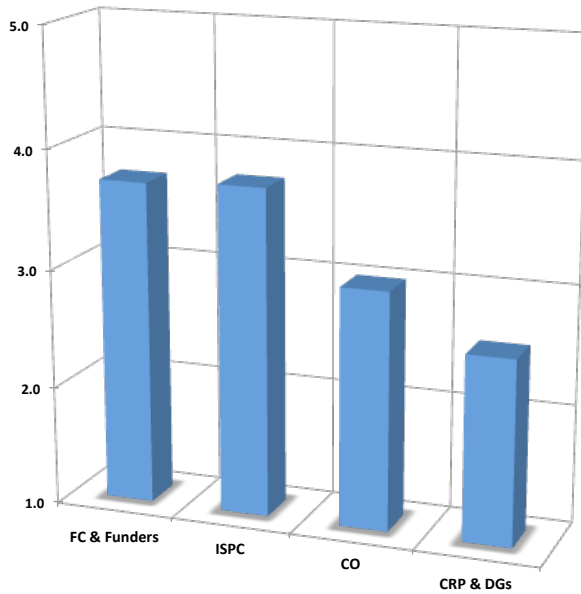
Effective FC meetings

- Prepare for FC9 & 10
- Materials prepared and distributed in a timely manner
- Documents quality controlled, with ISPC revision when necessary

Commission MTR

- Prepare TOR
- Put MTR panel in place
- Support the MTR panel in its work, including the commissioning of papers, the provision of inputs, the summarization of key other reports, and the delivery of draft and final recommendations

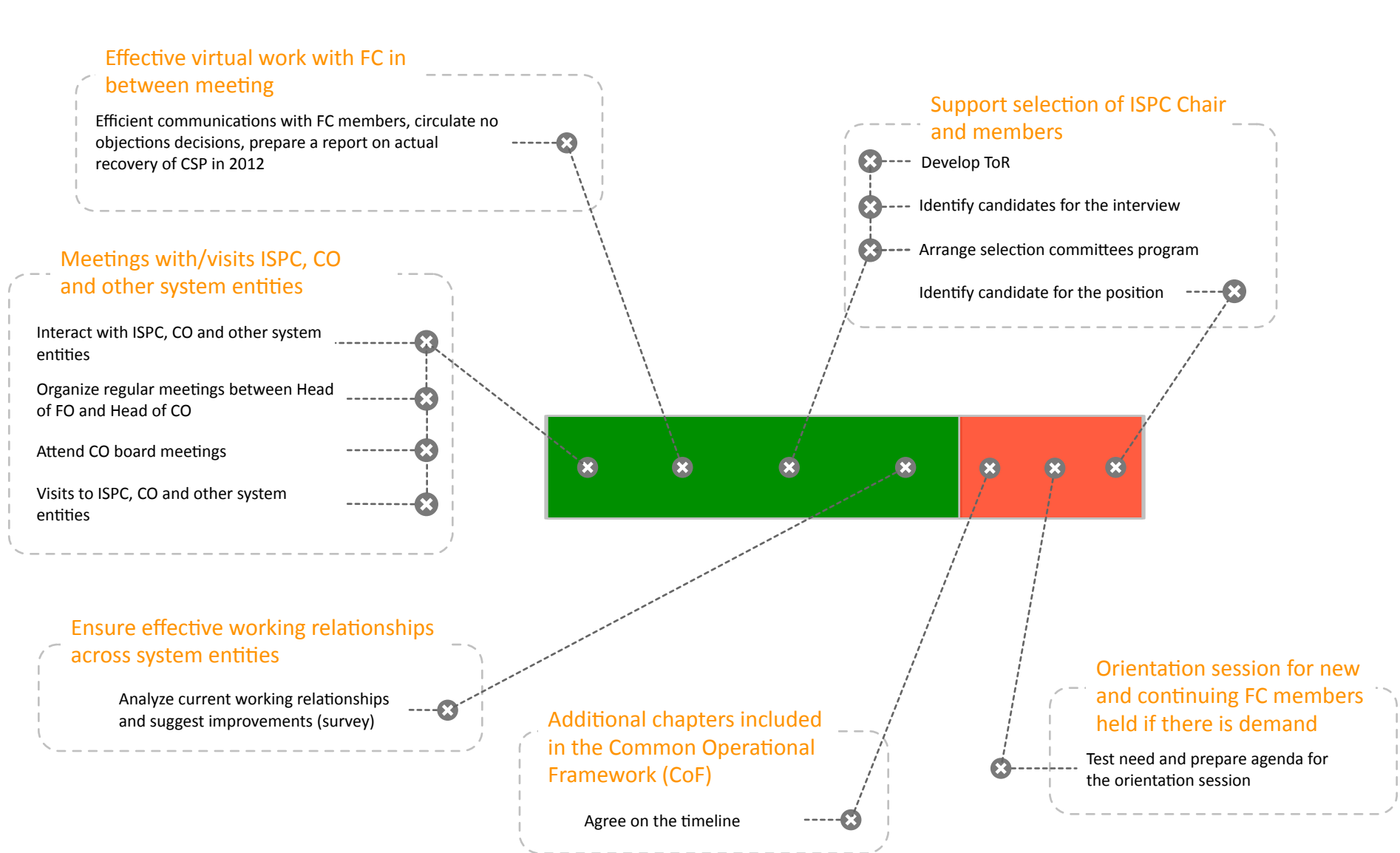
Survey results: Meetings



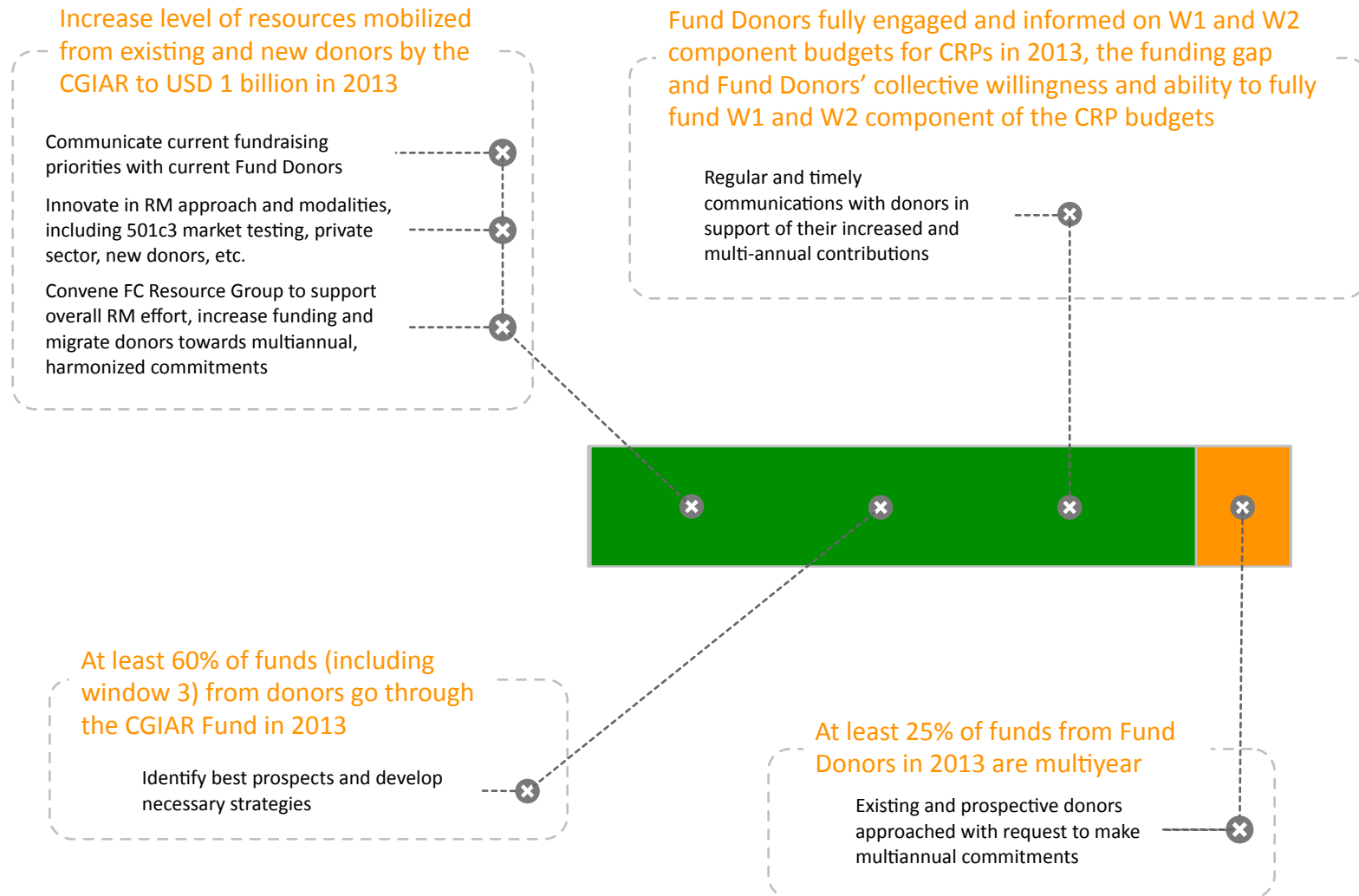
Functional and effective subcommittees (FCGC, FCRG, FCIP, FCEIAC, and PRT)

- Identify conveners for the subcommittees and organize 3-4 meetings per year
- Organize meetings
- Develop TORs for the subcommittees

Objective: Facilitate Fund Council Decision-making



Objective: Manage Donor Relations & Resource Mobilization



Enabling Service: Communication

Information needs of donors and potential investors identified and met

Develop & implement communications strategy and plan to support RM strategy

Provide timely & targeted communications to support RM, including communication products informed by RM needs

Prepare communications products to share research initiatives/results/impact, and highlight value of investing in ag research and CGIAR's VfM prop such as CGIAR Fund Brief; partnering for Impact Forum; talking points and brief on China-WB matching funds, Knowledge Day report on CRPs VfM proposition; potential impacts of CRPs

Increased visibility of CGIAR and its accomplishments among key decision-makers in Fund Donor agencies

Mark the \$1 billion milestone (e.g., press release, events or other outreach activities), thank donors for their contributions to this achievement, and recognize impacts made possible by donor support

Provide support and information to the CGIAR Communications CoP to assist them in their donor relations work, and develop guidelines such as donor attribution guideline and common practices to better recognize the contributions of donors

Consistent arguments and Talking Points developed for use in the fundraising effort across CGIAR

Prepare talking points for various of fundraising efforts including CGIAR Brief and Tip Sheet: Key Facts, Figures and Messages, PPT slides

Raised awareness of value of investing in CGIAR and increased profile of the Fund

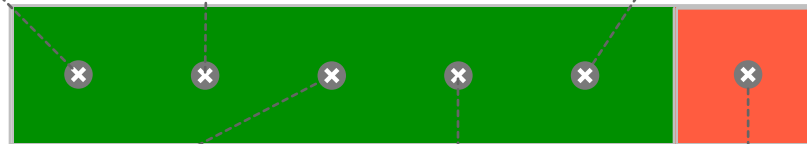
Develop and disseminate Fund Update Newsletters, CGIAR Roundups, Annual Reports, CGIAR talking points for FC & Fund donors and on IITA, top-line messages for Communications colleagues

FC Chair has timely and targeted information to convince donors to invest in CGIAR via the Fund

Provide FC Chair with focused communications products, including briefs, talking points, fact sheets, (e.g. talking points for Nutrition for Growth event, CODE briefing, Board BTL meeting, G8 conference on Open Data for Agriculture, Climate Change conference...)

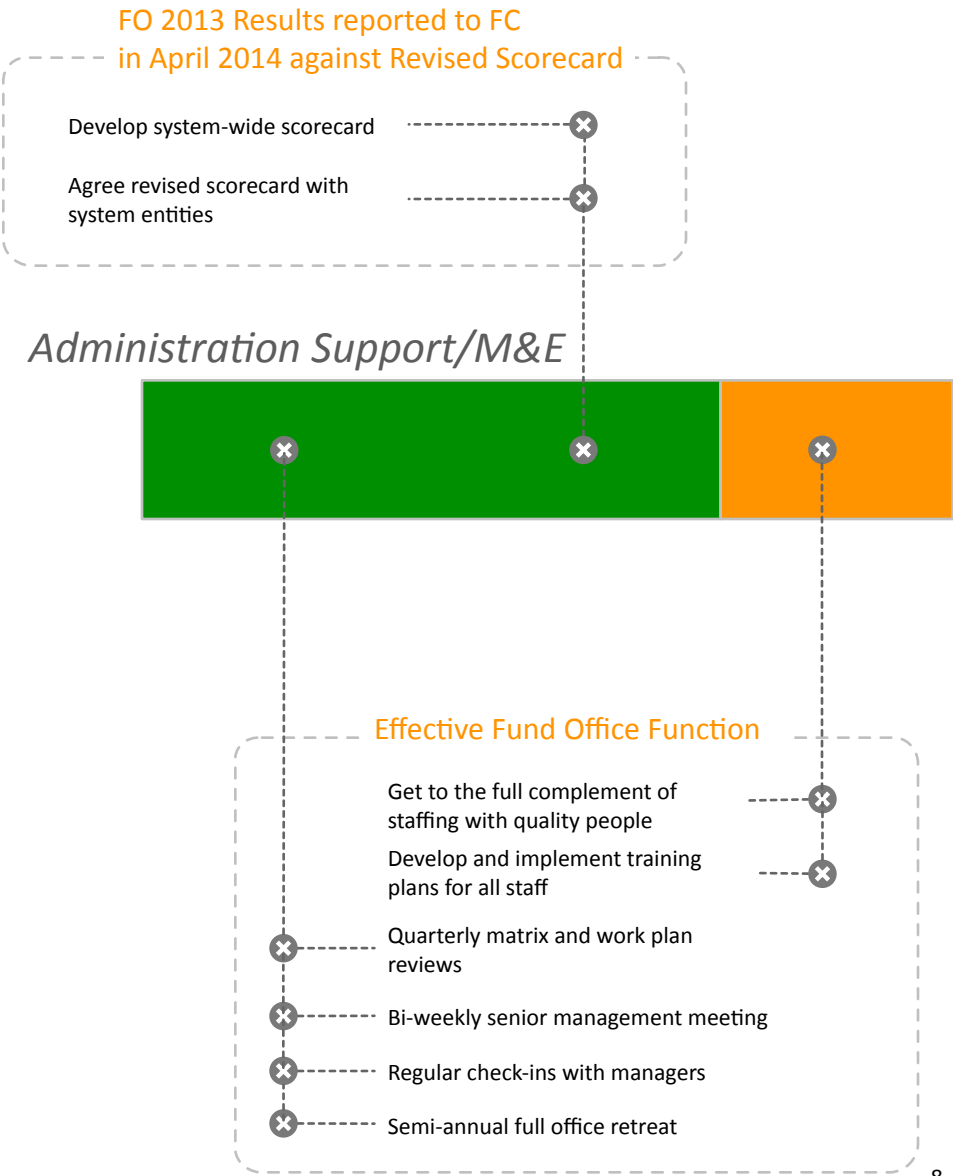
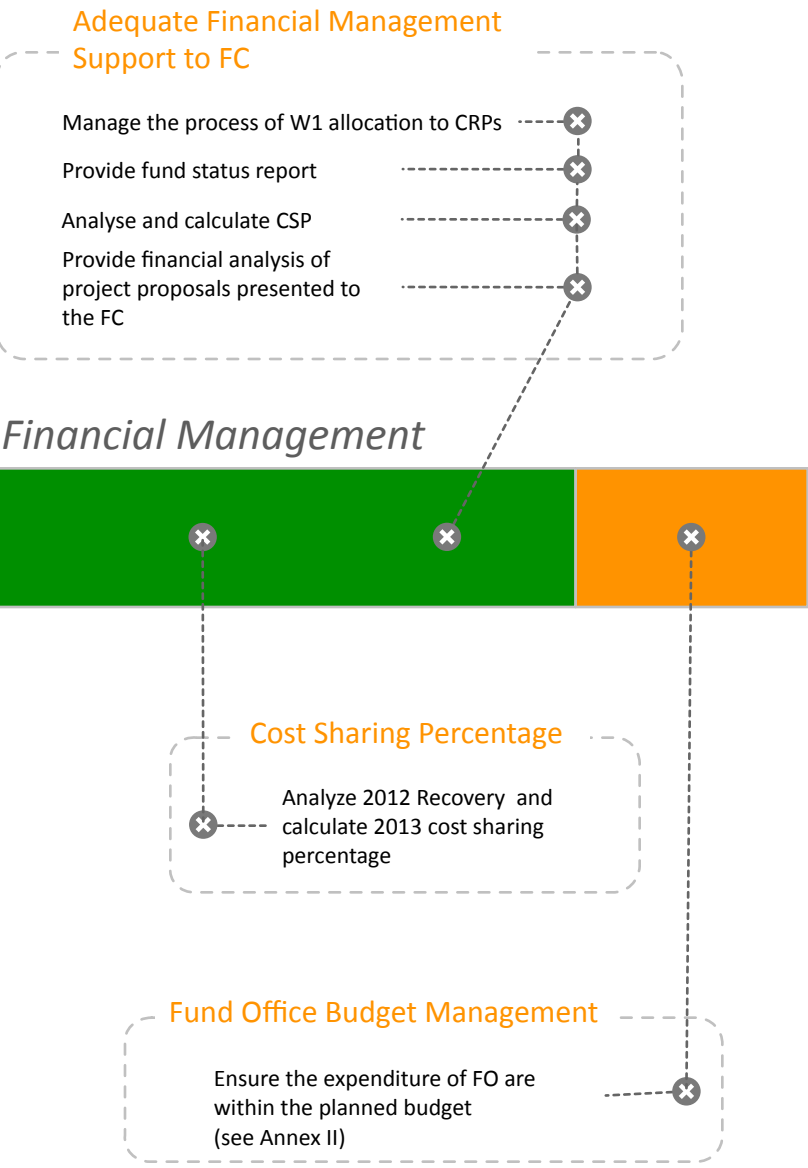
Greater visibility and connectivity of CGIAR with World Bank

Organize CGIAR BBL seminars for WB colleagues



Enabling Service: Administration Support/M&E

Finance Management



Scorecard Survey

Questions:

To what extent are you satisfied with the following work the Fund Office has been doing:

Question 1: “Relationship” *Managing relationships with system entities (e.g. Fund Council, Consortium, ISPC, IEA etc.)*

Question 2: “Meetings” *Preparation of the Fund Council meetings (e.g. provision of relevant documentation, drafting of background notes and papers, preparation of draft procedures and guidelines, meeting organization/logistics, etc.)*

Question 3: “Finance” *Supporting financial resource management (e.g. compiling financial projections of contributions to the Fund including but not limited to timing and amounts; monitoring the Fund balances and communicating with the FC and relevant system entities to facilitate allocation decision; periodic reporting of the Fund status and related analysis to the FC and relevant system entities; support to Fund donors in processing contributions agreements and other reporting)*

Question 4: “Clarity” *Promoting transparency and clarity during the Fund Council decision making process (e.g. providing all required information to the Fund Council during the decision making process, ensuring that Fund Council decisions are published, answer to queries about decisions etc.)*

Question 5: “Communication” *Facilitation/communications/coordination/responsiveness to various inquiries and requests (e.g. Roundup, Fund Update Newsletter, responsiveness to queries, provision of relevant information etc.)*

Question 6: “Average” *What is your overall satisfaction rate on working with the Fund Office?*

Responses:

▲ 5 = Excellent

4

3 = Average

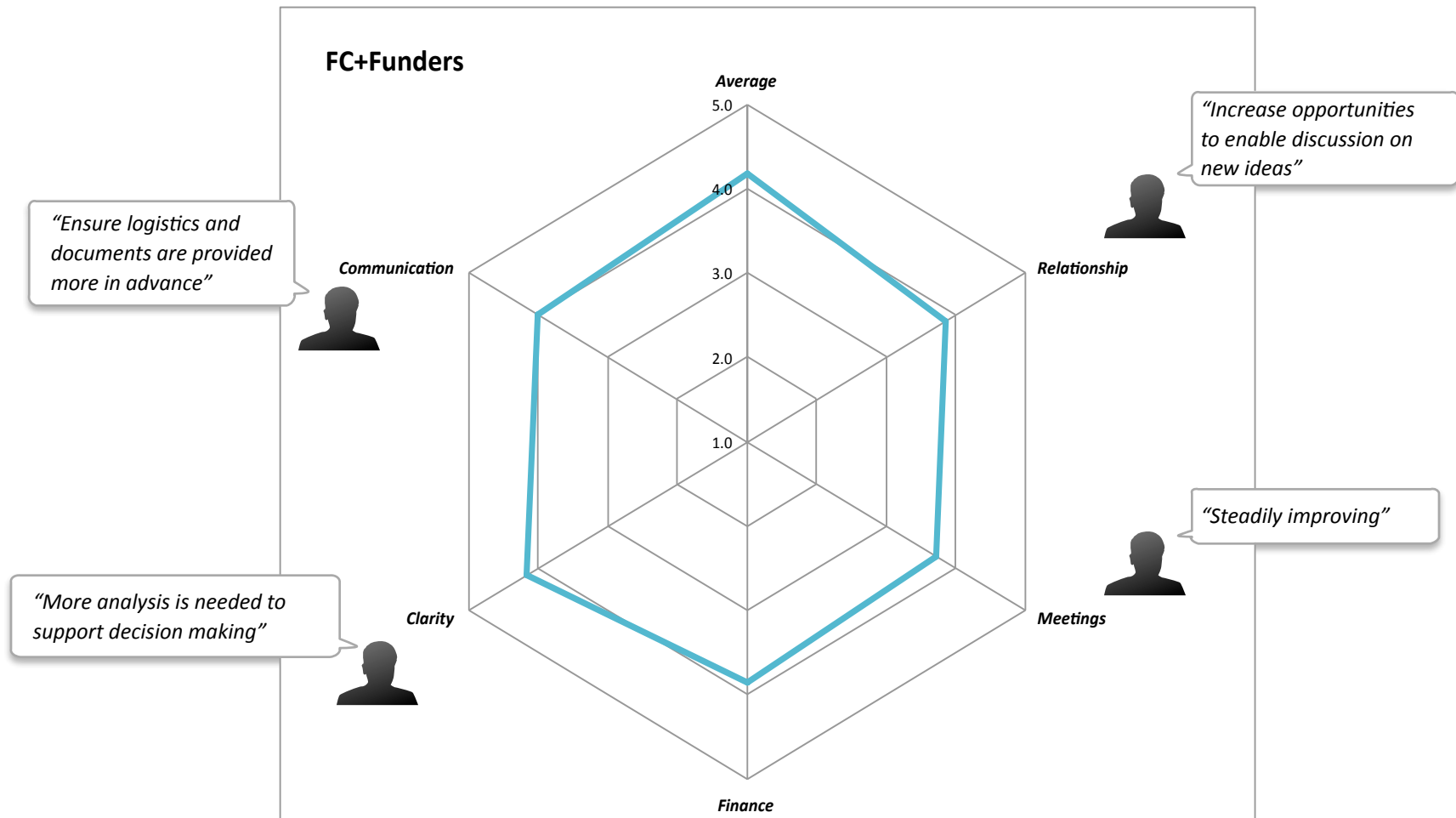
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1 = Poor

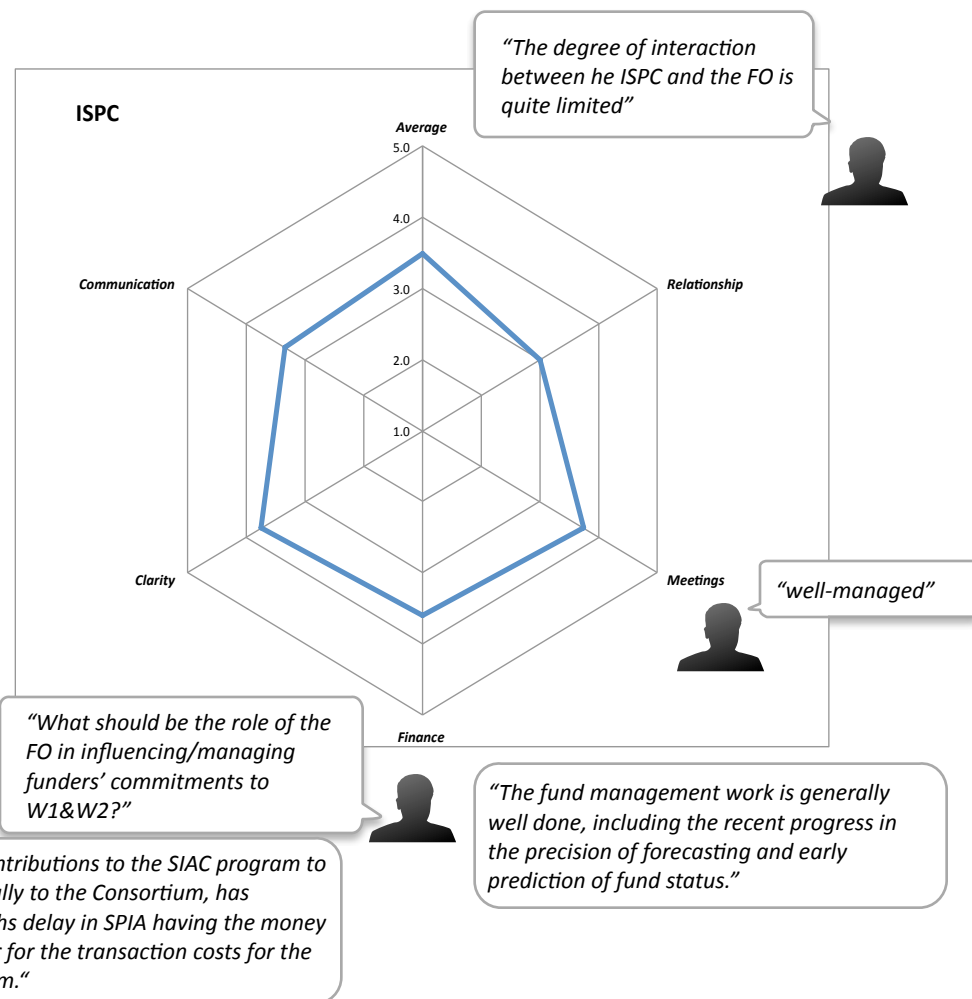
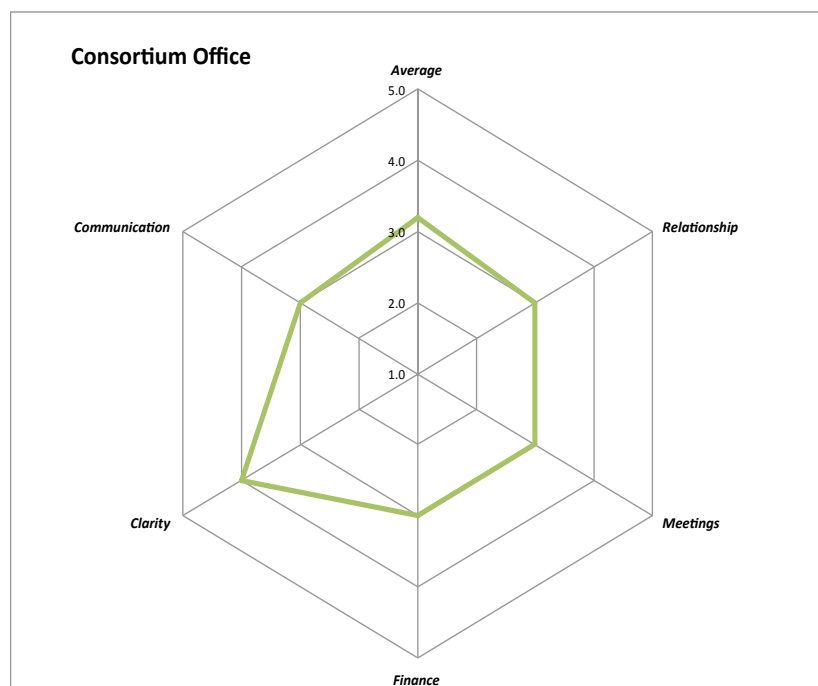
Total replies (valid):

Main contact group	
CGIAR Funder & FC	8
Consortium Board & CO	3
ISPC Council & Secretariat	8
Non FC contact group	
CRP Managers/Center Directors	18

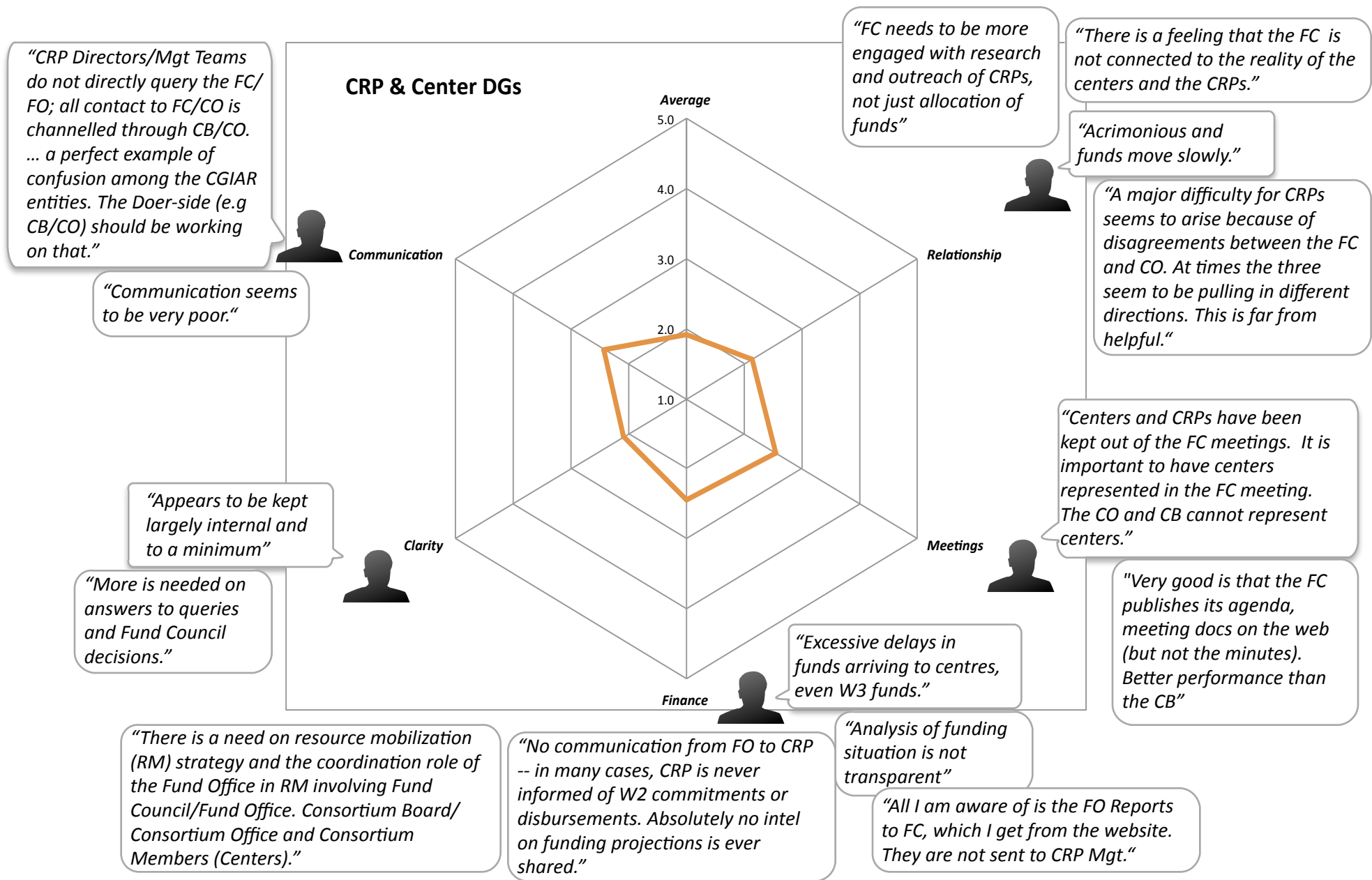
Scorecard Survey: The Fund Council and other Donors are very satisfied with our work



Scorecard Survey: Feedback from Consortium Office and ISPC



Scorecard Survey: Non-FC contact group (CRP & Center DGs)



Annex I: Details of activities, deliverables and outputs indicators/targets

Objective 1: FC Committee Meetings & Operations						
	Components	Key Activities/deliverables	Output Indicators	Output Targets	Results	Traffic Lights
1a.	Effective FC meetings	Prepare for FC9 & FC10	% of donors participating in annual FC meetings	>= 80% of donors	>90%	
		Materials prepared and distributed in a timely manner	Satisfaction rating	Average of 3.1 out of 5	3.7	
		Documents quality controlled, with ISPC revision when necessary				
1b.	Functional and effective subcommittees (FCGC, FCRG, FCIP, FCEIAC, andPRT)	Identify conveners for the subcommittees and organize 3-4 meetings per year	# of conveners identified	5	5	
		Organize meetings	# of FC committee meetings organized	9	18	
		Develop TORs for the subcommittees	# of TORs developed/updated	5	4	ToR for PRT planned in 2014
			# of reports developed	1 for FCGC	1	
1c.	Commission MTR	Prepare TOR	Completed	1	1	
		Put MTR panel in place	Completed	1	1	
		Support the MTR panel in its work, including the commissioning of papers, the provision of inputs, the summarization of key other reports, and the delivery of draft and final recommendations	Completed	n/a	n/a	

Objective 2: Support Fund Council Business Processes and Decision-making						
	Components	Key Activities/deliverables	Output Indicators	Output Targets	Results	Traffic Lights
2a.	Orientation session for new and continuing FC members held if there is demand	Test need and prepare agenda for the orientation session	# of new & continuing FC members attending onboard training per year	90% of new FC members, 70% of existing FC members	0%	Plan to roll out in 2014-2015
2b.	Effective virtual work with FC in between meeting	Efficient communications with FC members, prepare a report to the Fund Council on the result of actual recovery of CSP in 2013; calculate and announce CSP for 2014	# of FC letters	Bi-weekly	39	
2c.	Additional chapters included in the Common Operational Framework (CoF) as follows:	Agree on the timeline	# of chapters developed/updated	1	0	
2d.	Ensure effective working relationships across system entities	Analyze current working relationships and suggest improvements	Satisfaction rate regarding meetings FO handled	Average of 3.2 out of 5	3.4	
	More efficient and effective operations and collaboration fostered among entities	Work with other system entities to improve system function				
2e.	Meetings with/visits ISPC, CO and other system entities	Interact with ISPC, CO and other system entities	Completed	n/a	n/a	
		Organize regular meetings between Head of FO and Head of CO	# of meetings with Head of FO and Head of CO	Weekly	40	
		Attend CO board meetings	# of CO board meetings attended	2	2	
		Visits to ISPC, CO and other system entities	Completed	n/a	n/a	
2f.	Select ISPC Chair & new members by Feb 2014	Develop ToR	Completed	1	1	
		Identify candidates for the interview	# of potential candidates identified for ISPC Chair & member positions	10	14	
		Arrange selection committees plan/procedure	# of planned selection committees arranged for ISPC Chair & members	1	1	
		Identify candidates for the position of ISPC Chair and new members	# of candidates identified for the position of ISPC Chair and new members	3	0	Completed in Jan 2014

Objective 3: Resource Mobilization & Donor Relations						
	Components	Key Activities/deliverables	Output Indicators	Output Targets	Results	Traffic Lights
3a.	Increase level of resources mobilized from existing and new donors by the CGIAR to USD 1 billion in 2013	Communicate current fundraising priorities with current Fund Donors	# of RM-related events attended	8	8	
			# of donor contacts made	36	36	
			\$ of current donor funding	1bn USD	~1bn USD (final #'s not yet reported)	
			Donor retention rate (%)	100%	100%	
		Innovate in RM approach and modalities, including 501c3 market testing, private sector, new donors, etc.	# of new donors solicited	Not previously tracked	n/a	
			\$ value of new donor funding	150m	~150m (final #'s not yet reported)	
		Convene FC Resource Group to support overall RM effort, increase funding and migrate donors towards multiannual, harmonized commitments	# of meetings held	2	2	
		Organize a Funders Forum to steward current donors and advance relationships with prospective donors	Funders Forum organized	Every other two years	n/a	
3b.	At least 60% of funds (including window 3) from donors go through the CGIAR Fund in 2013	Identify best prospects and develop necessary strategies	% of funds (including W3) from donors channeled through the CGIAR fund	60%	65%	
3c.	At least 20% of funds from Fund Donors in 2013 are multiyear	Existing and prospective donors approached with request to make multiannual commitments	# Multiyear commitments made	n/a	10	
			% of multiyear vis-à-vis annual commitments	25%	23%	
			\$ value of multiyear commitments made	\$160m	\$151m (for 2013 alone)	
3d.	Fund Donors fully engaged and informed on W1 and W2 component budgets for CRPs in 2013, the funding gap and Fund Donors' collective willingness and ability to fully fund W1 and W2 component of the CRP budgets	Regular and timely communications with donors in support of their increased and multi-annual contributions	Regular W1 & W2 funding reports shared with donors	Reports shared	Reports shared	
			% of funds (including W3) from donors channeled through the CGIAR fund	60%	65%	

Enabling Function A: Communications						
	Components	Key Activities/deliverables	Output Indicators	Output Targets	Results	Traffic Lights
A1	Information needs of donors and potential investors identified and met	Develop & implement communications strategy and plan to support RM strategy Provide timely & targeted communications to support RM, including communications products informed by RM needs Prepare communications products to share research initiatives/results/impact, and highlight value of investing in agriculture research and CGIAR's Vfm prop. Examples: CGIAR Fund Brief; partnering for Impact Forum; talking points and brief on China-WB matching funds, Knowledge Day report on CRPs Vfm proposition; potential impacts of CRPs	# of communications products (talking points, briefs, fact sheets, communication guidelines, web stories, etc.) developed	18	19	
A2	Raised awareness of value of investing in CGIAR and increased profile of the Fund	Develop and disseminate Fund Update Newsletters, CGIAR Roundups, Annual Reports, CGIAR talking points for FC & Fund donors and on IITA, top-line messages for communications colleagues	# of Fund Update Newsletters, CGIAR Roundups, Annual Reports	7	7	
A3	Consistent arguments and Talking Points developed for use in the fundraising effort across CGIAR	Prepare talking points for various of fundraising efforts including CGIAR Brief and Tip Sheet: Key Facts, Figures and Messages, PPT slides	Completed and counted under # of communications products (talking points, briefs, fact sheets, communication guidelines, web stories, etc.) developed	n/a	n/a	
A4	Increased visibility of CGIAR and its accomplishments among key decision-makers in Fund Donor agencies	Mark the \$1 billion milestone (e.g., press release, events or other outreach activities), thank donors for their contributions to this achievement, and recognize impacts made possible by donor support Provide support and information to the CGIAR Communications CoP to assist them in their donor relations work, and develop guidelines. Examples: donor attribution guideline and common practices to better recognize the contributions of donors				
A5	FC Chair has timely and targeted information to convince donors to invest in CGIAR via the Fund	Provide FC Chair with focused communications products, including briefs, talking points, fact sheets. Examples: talking points for Nutrition for Growth event, CODE briefing, Board BTL meeting, G8 conference on Open Data for Agriculture, Climate Change conference				
A6	Greater visibility and connectivity of CGIAR with World Bank	Organize CGIAR BBL seminars for WB colleagues	# of FO BBL Seminars	6 - 8	3	

Enabling Function B: Finance Management						
	Components	Key Activities/deliverables	Output Indicators	Output Targets	Results	Traffic Lights
B1	Cost Sharing Percentage	Analyze 2012 Recovery and calculate 2013 cost sharing percentage	Completed	n/a	n/a	
B2	Fund Office Budget Management	Ensure the expenditure of FO are within the planned budget	_ +15% exceeds the planned budget	FO expenses stay within budget approved by FC	FO ended the year with 31% underspend due to activities deferred to 2014 per FC advise	
B3	Adequate Financial Management Support to FC	Provide monthly financial analysis of CGIAR Fund to support allocation decision by the FC in a timely manner	Completed	Monthly	Fund status report issued monthly	
		Manage the process of W1 allocation to CRPs on a quarterly basis	Completed	Quarterly	Done	

Enabling Function C: Admin Support/ M&E						
	Components	Key Activities/deliverables	Output Indicators	Output Targets	Results	Traffic Lights
C1.	Effective Fund Office Function	Get to the full complement of staffing with quality people	# of staff FTE	10	8.15	
		Develop and implement training plans for all staff	% of gender	30%	50%	
		Quarterly matrix and work plan reviews	# of training attended	>=4 per staff	3 per staff	
		Bi-weekly senior management meeting	# of senior management meetings	20	>20	
		Regular check-ins with managers	# of regular check-ins with managers	40	52	
		Semi-annual full office retreat	# of semi-annual full office retreat	1	1	
C2.	FO 2013 Results reported to FC in April 2014 against Revised Scorecard	Develop system-wide scorecard	Completed	1	1	
		Agree revised scorecard with system entities				

Annex II: 2013 Fund Office Financial Report

2013 Fund Office Financial Report					
Expense Item	Approved 2013 Budget	Actual	Variance		
			US\$	%	
FC meetings -Travel & Meeting Costs					
<i>Sub-Total</i>	155,000	113,314	41,686	27%	Cost for venue held at ICAR was cheaper than usual and less subsidy on travel to FC9 requested by eligible participants
Meetings and Workshops					
<i>Sub-Total</i>	450,000	0	450,000	100%	Events and Review of the CGIAR Reform was postponed to 2014
Personnel Costs					
<i>Sub-Total</i>	2,070,000	1,840,494	229,507	11%	Early staff attrition and delayed hiring of staff resulted in savings
Number of staff (Full Time Equivalent)	10	8.15			
Travel					
<i>Sub-Total</i>	560,000	324,760	235,240	42%	In light of the GRRC's recommendations to the FC coming out of the PWC report, the FO was asked to commission on behalf of the RG, a study to develop a system wide RM approach and strategy, combined with a review of options for window 3. It was deemed inappropriate to rush to develop such a strategy without wide consultations across the system, which slowed the progress of the report.
Operating Expenses Including Legal Services					
<i>Sub-Total</i>	275,000	115,261	159,739	58%	Much of these expenses were anticipated to celebrate the \$1bn milestone. The FC and FO were able to effectively plan to capitalize on existing gatherings of donors and partners, for example FC10 in Nairobi, which led to significant cost savings.
Overhead Charges					
<i>Sub-Total</i>	490,000	366,931	123,069	25%	staff attrition resulted in lesser overhead charges; also portion of the office space was returned to save on rent bill
TOTAL	4,000,000	2,760,760	1,239,241	31%	