



Fund

## **Fund Council**

**8<sup>th</sup> Meeting (FC8)—Punta del Este, Uruguay**

**October 31 - November 1, 2012**

### **Fund Office Report**

*Presented as Supplementary FC9 Documents*

*Submitted by:*  
*Fund Office*

# **CGIAR Fund Office Report**

**Eighth Fund Council Meeting  
October 31 and November 1, 2012**

## Fund Office Report for FC8 Meeting

This report outlines the Fund Office's key activities and accomplishments since the 7th Fund Council Meeting (FC7) in Seattle in March 2012, and provides an analysis of the CGIAR Fund's performance since inception and during 2012.

### Analysis of the CGIAR Fund

#### Fund Inflows and Outflows

Over the past 2 years since its creation, the CGIAR Fund has successfully pooled significant resources for research priorities, demonstrating strong commitment by donors to the new CGIAR. As of October 4, 2012, a total of \$517.3 million was received, and \$451 million has been disbursed. Table 1 illustrates the status of the Fund and the funding windows from inception of the CGIAR Fund to October 4.

**Table 1. Fund Status – Cash (in \$m)**

From Inception to 10/4/2012

|                               | <b>Window<br/>1</b>  | <b>Window<br/>2</b> | <b>Window<br/>3</b> | <b>Provisional</b> | <b>Total</b> |
|-------------------------------|----------------------|---------------------|---------------------|--------------------|--------------|
| Received                      | 296.6                | 79.6                | 123.5               | 17.6               | 517.3        |
| Disbursements                 | (257.4) <sup>1</sup> | (72.6)              | (121.0)             |                    | (451.0)      |
| Transfer/Collection<br>of CSP | 3.5                  | (1.0)               | (1.3)               |                    | 1.2          |
| <b>Fund Balance</b>           | <b>42.7</b>          | <b>6.0</b>          | <b>1.2</b>          | <b>17.6</b>        | <b>67.5</b>  |

<sup>1</sup> Figures in parentheses are negative values.

Contributions channeled through the CGIAR Fund are expected to grow by more than 30% from 2011 to the end of 2012. Table 2 illustrates the projected growth in funding by windows.

**Table 2. Contributions to the Fund in US\$ million (as of October 4, 2012)**

|              |            | <b>Projected Fund Inflows for 2012</b>            |  |                          | <b>Growth</b>           | <b>%</b>    |
|--------------|------------|---|--|--------------------------|-------------------------|-------------|
| <b>2011</b>  |            | <b>Received<br/>and<br/>Confirmed<sup>1</sup></b> | <b>Additional<sup>2</sup><br/>expected<br/>funding<br/>Oct.- Dec.<br/>2012</b> | <b>Subtotal<br/>2012</b> |                         |             |
| Window 1     | <b>254</b> | 148   | 19   | <b>167</b>               | <b>(87)<sup>3</sup></b> | <b>(34)</b> |
| Window 2     | <b>52</b>  | 104   | 39   | <b>143</b>               | <b>91</b>               | <b>175</b>  |
| Window 3     | <b>67</b>  | 165   | 32   | <b>197</b>               | <b>130</b>              | <b>194</b>  |
| Provisional  | <b>12</b>  | 7   | -  | <b>7</b>                 | <b>(5)</b>              | <b>(41)</b> |
| <b>TOTAL</b> | <b>385</b> | <b>424</b>  | <b>90</b>  | <b>514</b>               | <b>129</b>              | <b>33</b>   |

<sup>1</sup> Funds are considered "confirmed" if any of the following applies:

- a) CA already signed between Fund donor and the Trustee, but the funds have not been received in the Fund
- b) Fund donor and the Trustee have initiated the CA process, but funds have not been received
- c) contributions were received but CA process has not been completed

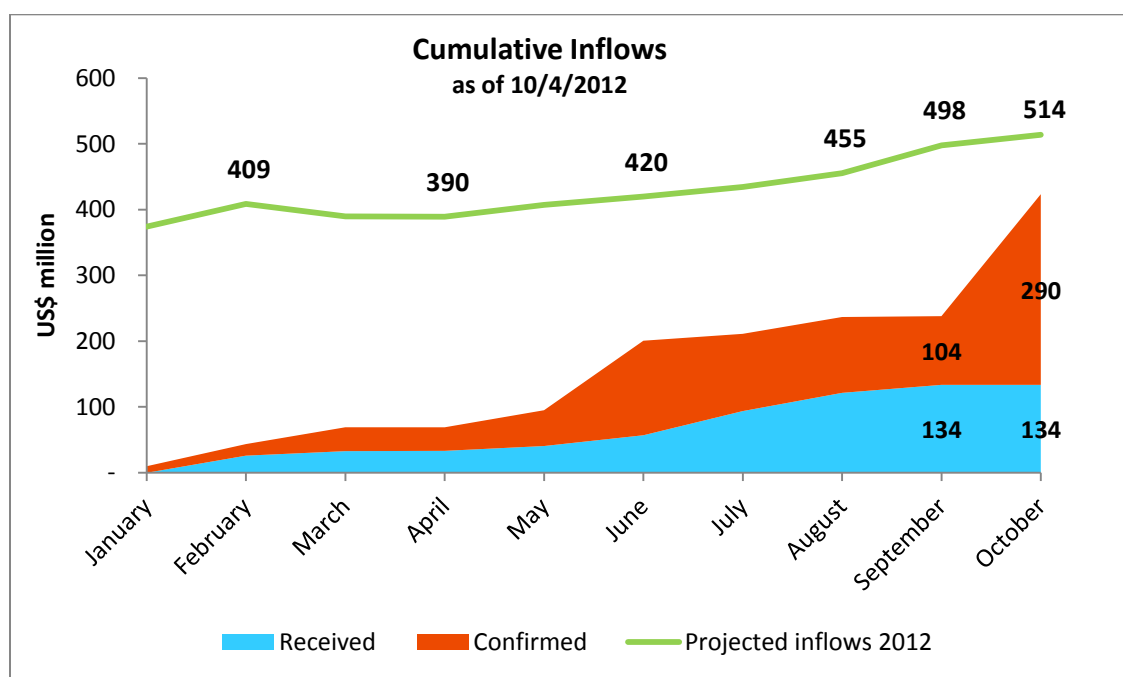
<sup>2</sup> Based on indications from ongoing communications with donors

<sup>3</sup> Figures in parentheses are negative values

### Predictability of Fund Inflows

An analysis of funding inflows to the Fund in 2012 shows the level of projections as they turn into actual receipts and confirmed contributions during the year (see Figure 1). At the start of 2012, the best estimate of projected income was \$390 million. As new information became available, the projection was amended either up or down. As indicated in Figure 1, total income for 2012 is currently projected to be \$514 million, which is 30% more than predicted at the start of the year. This level of unpredictability has a negative effect on the Consortium's ability to define a realistic financing plan for the CGIAR Research Programs, which could affect the efficiency of research planning.

Figure 1



### Multi-year Funding Contributions

The Fund now has multi-year contribution agreements/arrangements signed or in finalization with nine donors (i.e., Australia, Bill & Melinda Gates Foundation, Denmark, IDRC, Luxembourg, the Netherlands, Russia, Spain, and the United Kingdom) totaling \$421.2 million from 2011 to 2016 (See Table 3). Multi-year commitments are an essential feature of the CGIAR Fund and necessary to provide financial stability for CGIAR Research Programs. As more Fund donors gain greater experience and confidence in the Fund, it is of paramount importance that they also consider moving towards multi-year agreements to improve the predictability of Fund income streams.

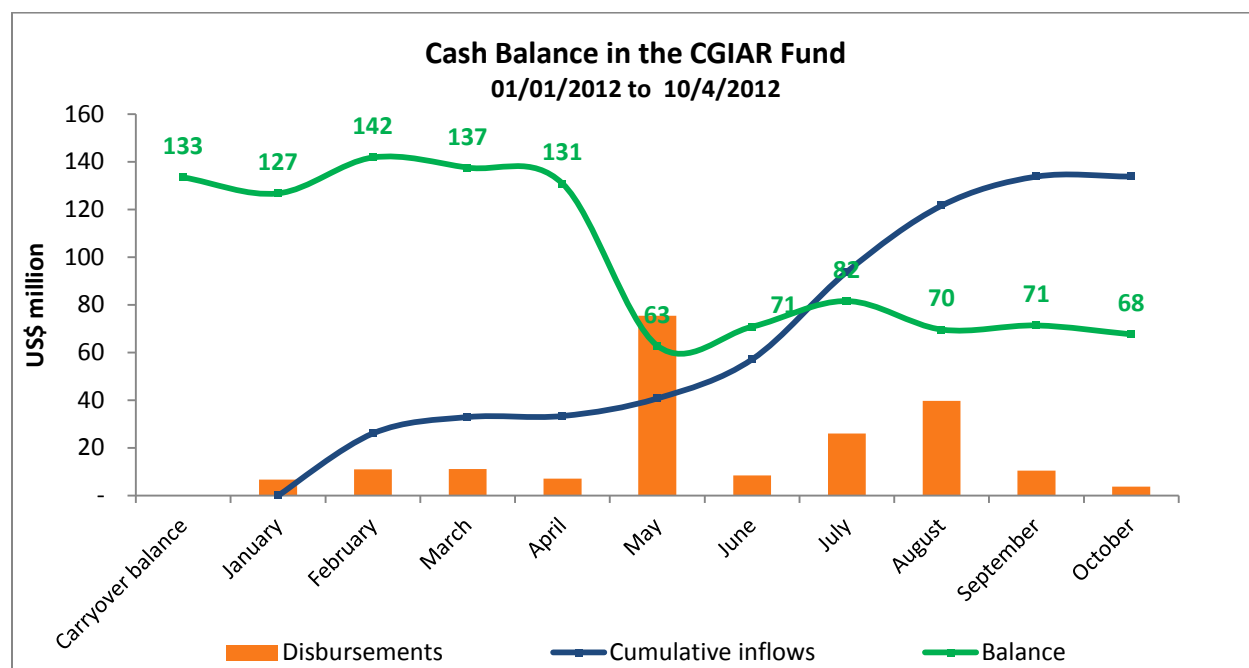
**Table 3. Current In-hand Multi-year Agreements/Arrangements**

|              | in US\$ m   |              |              |              |             |            |              |
|--------------|-------------|--------------|--------------|--------------|-------------|------------|--------------|
|              | 2011        | 2012         | 2013         | 2014         | 2015        | 2016       | Total        |
| Window 1     | 3.0         | 45.8         | 61.0         | 61.5         | 11.4        | -          | 182.7        |
| Window 2     | 3.0         | 51.2         | 45.9         | 42.4         | 30.0        | -          | 172.4        |
| Window 3     | 0.8         | 15.4         | 16.2         | 16.1         | 4.2         | 1.4        | 54.1         |
| Provisional  | 5.5         | 3.8          | 2.2          | 0.5          | -           | -          | 12.0         |
| <b>Total</b> | <b>12.3</b> | <b>116.1</b> | <b>125.3</b> | <b>120.5</b> | <b>45.6</b> | <b>1.4</b> | <b>421.2</b> |

### Income Distribution throughout the Year

Figure 2 shows the Fund balance by month during 2012, with disbursements indicating how the cash balance goes up and down during the year. The current trend of receiving the bulk of donor funds later in the year is a major and recurring concern which affects the Fund's ability to make agreed disbursements in the second and third quarters. Addressing this cash flow challenge requires the Fund to carry over a substantial balance into the following year. This could be reduced if more donor contributions were received earlier in the year.

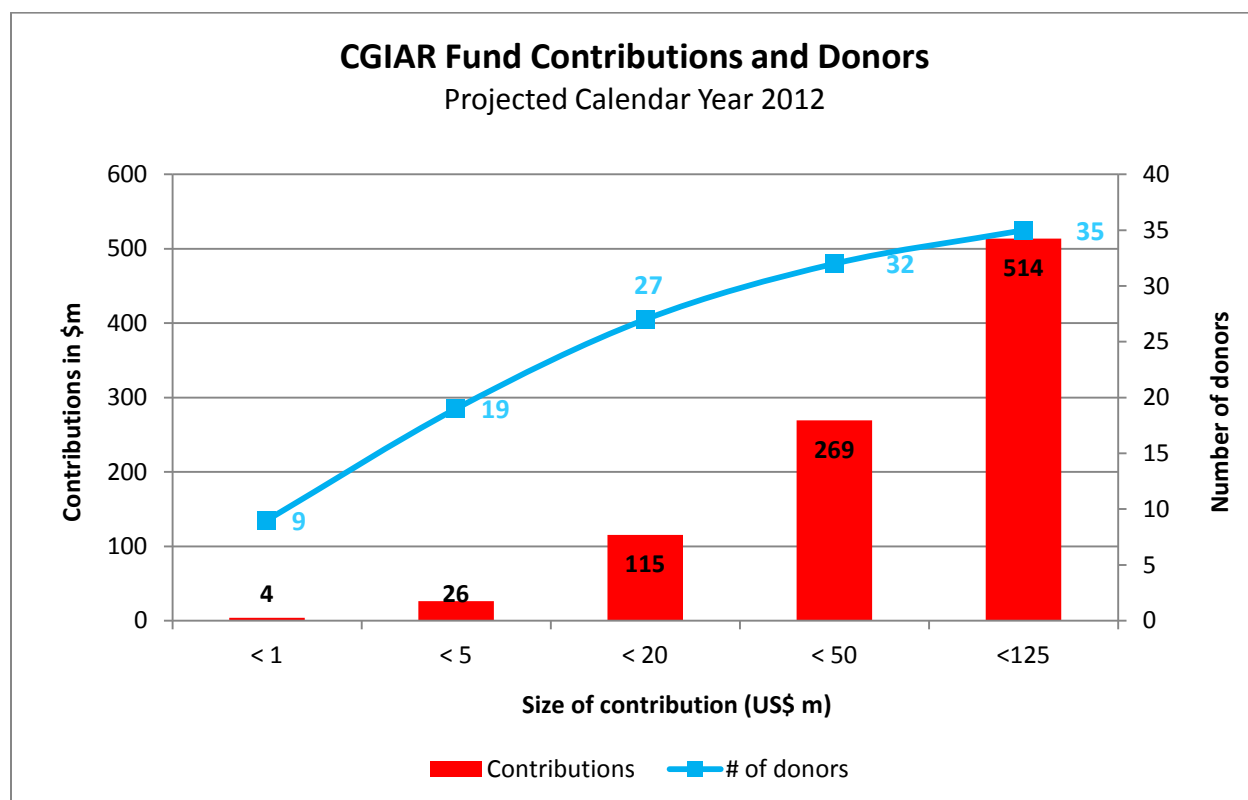
**Figure 2**



### Fund Reliance on a Few Major Contributors

Although it is very encouraging to see the number of Fund donors growing from 28 in 2011 to a projected 35 in 2012, Figure 3 illustrates how the make-up of total contributions is predominantly by virtue of eight funders who collectively provide 78% of the funds. Seventy-seven percent of Fund donors provide 22% of the funds, with a mean of \$4.3 million each. As a result, the Fund is currently heavily reliant on a few major donors, which carries exposure to risk.

Figure 3



Funding inflows and outflows through the Fund illustrate the level of restriction placed by donors on their contributions (see Figures 4 and 5). Since inception, Windows 1 and 2 combined represent 73% of total contributions, an important indicator of donor willingness to support the CGIAR multilaterally and harmonize investments for greater overall impact in pursuit of a common cause.

Figure 4

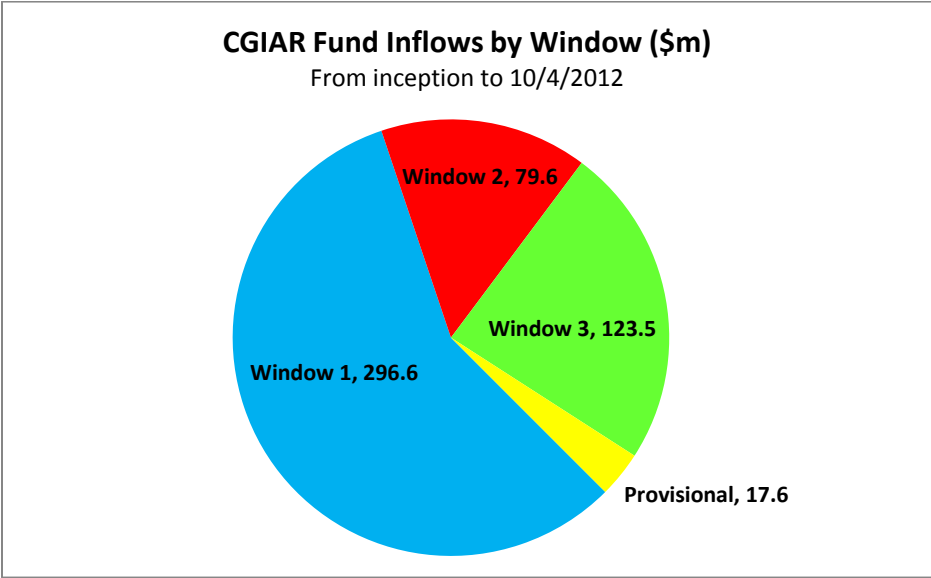
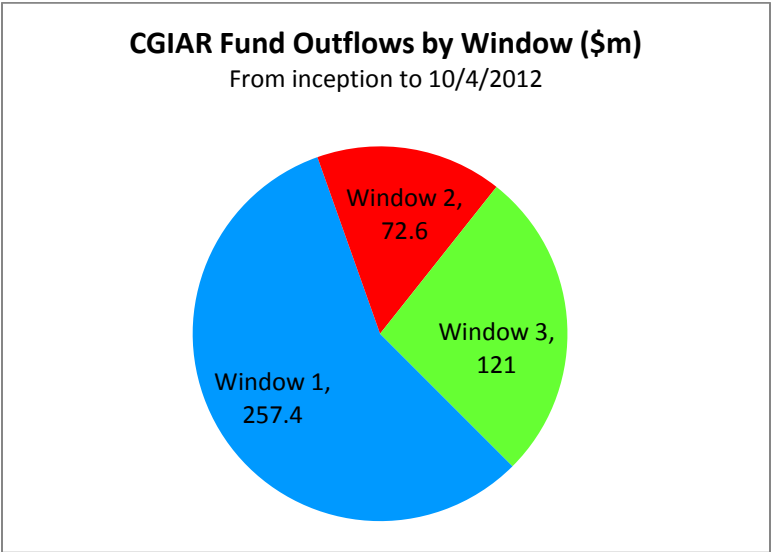
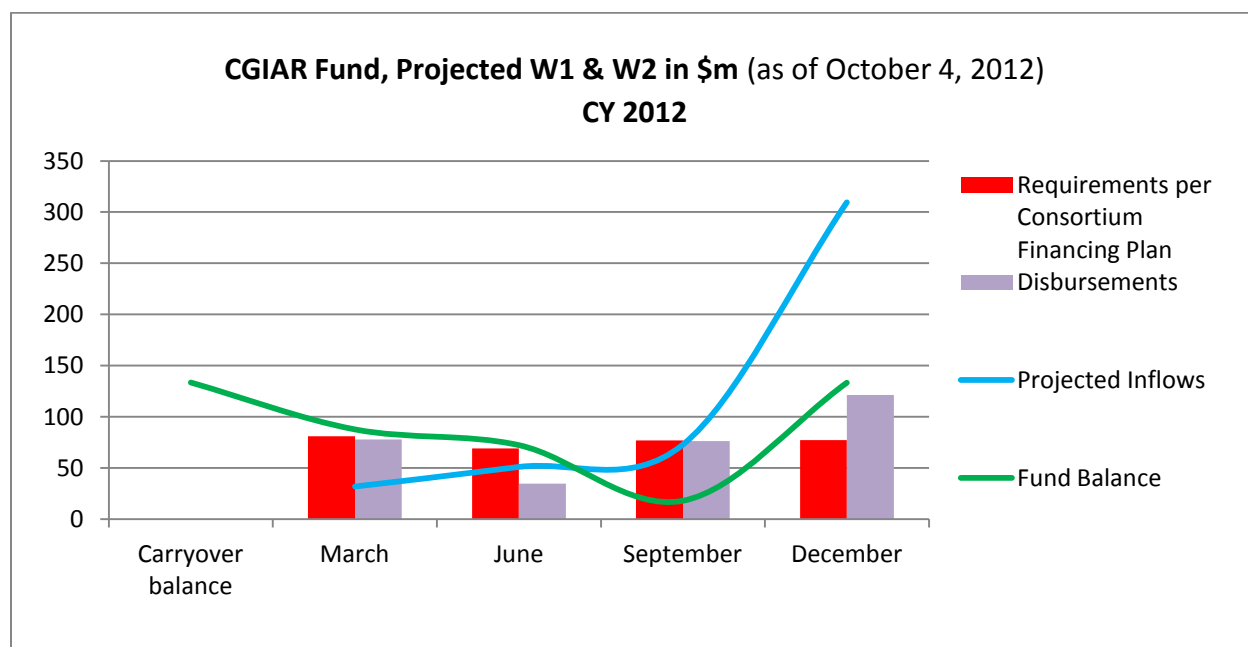


Figure 5



Disbursement of funds to CGIAR Research Programs (CRPs) is central to the CGIAR Fund function. Figure 6 shows disbursements to the CRPs to support the requirements of the 2012 Consortium Financing Plan and projected disbursements through the end of the year. Figure 6 also shows how the second quarter disbursement requirement could not be made in full due to lack of cash-flow in June, and the heavy dependence on Fund inflow during the final quarter.

**Figure 6**



During 2012, the ratio of Window 1 to Window 2 disbursements to CRPs has been two to one, which highlights the essential role of Window 1 contributions in smoothing funding to approved CRPs.

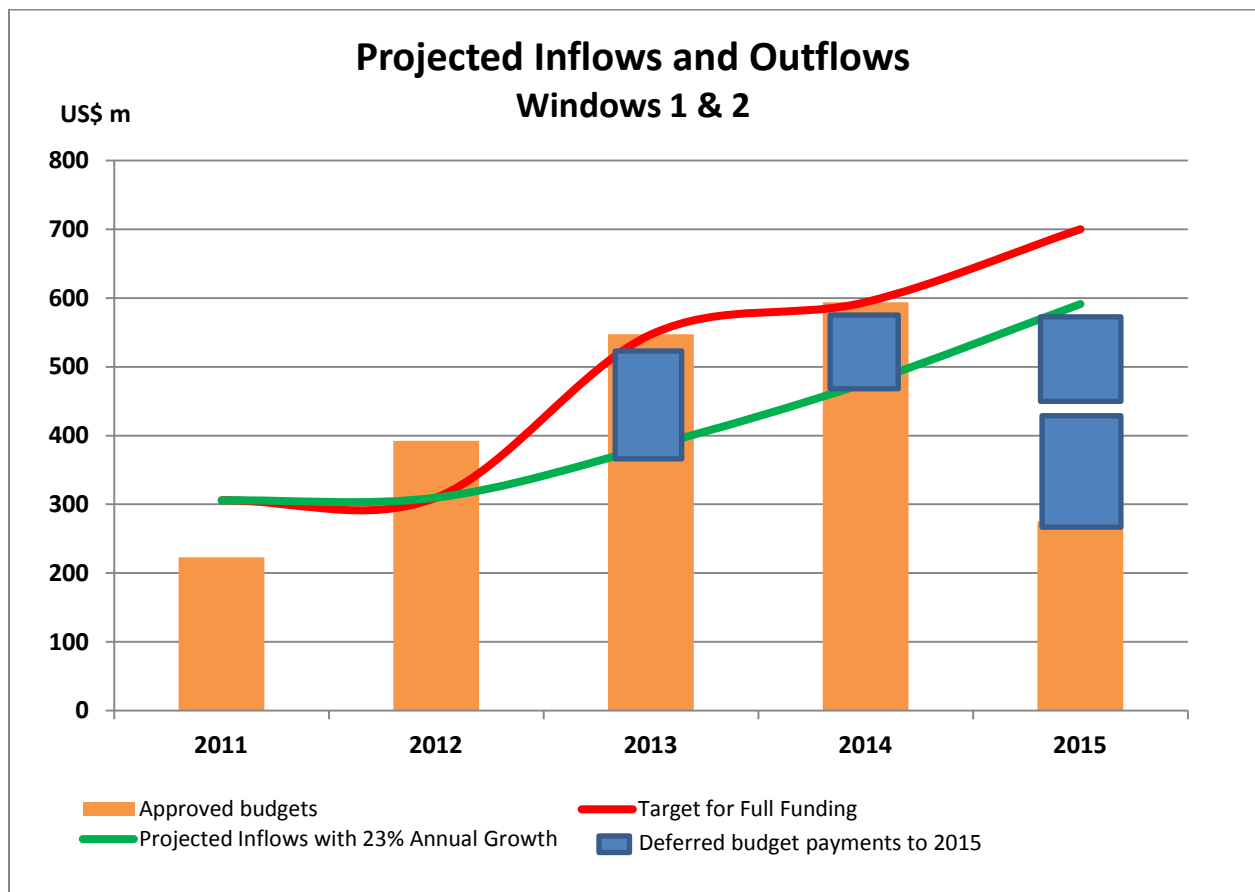
#### **Balancing Medium-term Expected Inflows and Outflows (Windows 1 & 2)**

From Fund inception to the end of 2012, Windows 1 and 2 are expected to receive a total of \$616 million. Figure 7 shows the annual requirements for Window 1 and Window 2 funding based on the full portfolio of CRPs, including three that are expected to start in January 2013. Due to staggered starting dates, Window 1 and Window 2 income exceeded CRP requirements in 2011, which compensated for 2012 when W1 & W2 income did not reach the required level.

Figure 7 also indicates the contributions needed over the next three years (2013 to 2015) to fully meet the CRP Fund Component budgets as approved by the Fund Council. With a Window 1 and Window 2 growth of 23% per year, it is possible to fully meet the agreed Fund component budgets by deferring some planned cost items into 2015. However, a higher growth rate would reduce or eliminate the annual funding gap and create a positive Fund balance that would enable new research initiatives to be started.



Figure 7



## **Support to Fund Council Business Processes and Decision Making**

### **IITA Failed Investment and Suspension of Funding**

The Fund Office supported the extraordinary Fund Council Meeting on August 29, which was called by the Chair, and prepared a detailed briefing note and background materials and documents for Fund Council Members. Following the formation of the Fund Council Working Group to commission an independent investigation of the IITA matter, the FO has convened regular meetings of the Working Group; liaised between the WG, Fund Council, Fund Council Chair, and Consortium; and secured, on behalf of the Working Group, an outside consultant to conduct the investigation. The Fund Office continues to invest a considerable amount of time to ensure that the Fund Council and Fund donors are fully informed and that their questions and concerns are efficiently and effectively addressed.

### **Fund Council and Donor Meetings**

The Fund Office organized the 8th Fund Council meeting on October 31 and November 1, bilateral meetings with donors and Fund Council members, and the 2012 Funders Forum on November 2, all held in Punta del Este, Uruguay. The FO provides support to the Co-Chairs of the Funders Forum, Yusuf Abu-Bakar of Nigeria, and the Fund Council Chair. The Fund Office is also participating in the Global Conference on Agricultural Research for Development from October 29 – November 1 in Punta del Este to meet with donors, potential investors, and other stakeholders and provide updates on the CGIAR Fund.

### **CGIAR Research Programs (CRPs)**

The Fund Office performs an important role in facilitating the process that enables CRPs to become fully operational. The FO guides the process of obtaining Fund Council approval, completing all required legal documents, disbursing funds, and reporting progress to donors. Coordinating the roles of legal, the Consortium and the Trustee is critical to ensuring that the process proceeds smoothly. Information on the status of each CRP and amount of funds in Window 2 are made available through the “State of Play of CRPs” which is issued weekly by the Fund Office to ensure that all the parties are fully informed, on the same page, and moving in the same direction for a more efficient process. The “State of Play” facilitates any follow-up action or the issuance of payment requests, as appropriate.

The latest CRP proposal approved by the Fund Council was the revised proposal for CRP1.2, Integrated Systems for the Humid Tropics. The program has a total 3-year budget of \$144.4 million, \$69.2 million of which is expected to come from Windows 1 and 2 of the CGIAR Fund. The revised versions of the CRP3.5 (Grain Legumes) and CRP3.6 (Dryland Cereals) proposals have been forwarded to the Fund Council for approval on a “no objection” basis. Approval is expected by mid-October 2012.

### **Independent Evaluation Arrangement (IEA)**

In July 2012, the new Head of IEA was selected by a search committee and later approved by the FAO Director-General, following a process in which the Fund Council played an instrumental role, including approval of the new CGIAR Policy for Independent External Evaluation in February and support to the Search and Selection Committee in the following months. On September 15, Rachel Sauvinet-Bedouin assumed her position as IAE Head. Reporting directly to the CGIAR Fund Council and liaising closely with the CGIAR Consortium Board and Centers, Ms. Sauvinet-Bedouin will lead the direction and management of the IEA and its office in Rome. The Fund Office will continue to provide support as needed.

The FO facilitated the approval of the CGIAR Policy for Independent External Evaluation by both the Fund Council and Consortium Board for inclusion in the Common Operational Framework. Following that approval, an Amended and Restated Fund Use Agreement with FAO covering IEA, in addition to ISPC and GFAR, was approved by the Fund Council on October 1.

### **Independent Science and Partnership Council (ISPC)**

The Fund Council approved the renewal of appointment of the following members of the ISPC for another two-year period beginning January 1, 2013: Margaret Gill, Rashid Hassan, Marcio de Miranda Santos, and Jeffrey Sayer. Supported by the Fund Office, the search and nomination process for one membership position is currently underway, in accordance with the plan for a staggered ISPC membership.

### **CGIAR Harmonized Reporting**

In March 2012, the Fund Council approved a harmonized reporting system for 2012—which will be evaluated later for continued use—for CGIAR Research Programs (CRPs) and Centers. The Consortium has used the new Annual Reporting templates to report to the Fund Council on: 1) status of the CRP portfolio in terms of progress towards the broader system-level outcomes, 2) strategic overview of where the individual CRPs stand in terms of progress towards their respective milestones and targets, and 3) externally audited Consortium budget and Centers' budgets and operational performance. The Fund Office has solicited feedback from Fund Council members on the templates that have been used to date, particularly for the annual report on CRPs.

### **Creation of a Fund Council Intellectual Property (IP) Group**

The process for identifying and selecting potential members of the Fund Council IP Group was initiated and coordinated by the Fund Office. After consultation with the Consortium on the nominations received, it was suggested that additional nominees be sought, particularly those "with more industry and/or hands-on experience in using IP to develop and deploy agri-products more in line with the CGIAR's commitment to generate technologies that reach target beneficiaries." It was also recommended that the "FC IP Group be made up of two members with hands-on experience and one member from academia." Fund Council members were requested to submit additional nominations by October 15.

### **Efficiency Measures of System Entities: Balanced Scorecards**

The Fund Office worked with other system entities to develop a common template for scorecards that include goals, performance indicators, and targets for a number of categories: planned results, client services, financial measures, internal business processes, staff learning and growth, and risks. These indicators will be measured and reported to the Fund Council, along with the scorecards prepared by the Consortium and ISPC, at the FC Meeting in spring 2013. The ultimate objective is to develop a robust scorecard for the entire CGIAR that shows impact against the four system-level outcomes.

### **2013-2015 Fund Council Composition**

To support the decision-making process regarding the composition of the next Fund Council, the Fund Office prepared a discussion paper and solicited comments and feedback on it from Fund Council Members. In July, the Fund Office prepared a report that compiled the comments (16 sets of comments in all) from Members on the paper, 2013-2015 CGIAR Fund Council Composition: Options and Potential Implications. The FO report also included issues raised in the CGIAR Fund Council and Fund Donor Survey (May-June 2012), in which Members and donors were asked to comment on the current composition of the Fund Council in terms of representation and effectiveness.

The Fund Office organized an e-consultation from September 4-6 in which 18 Fund Council Members/Fund Donors participated. In advance of the e-consultation, the FO prepared a Framing Note, which included a summary of key points highlighted in Fund Council members' comments, suggested rules for determining 2013-2015 Fund Council composition, and a worked example of how this would result if the rules were applied under the current situation. The objective of the exercise was to arrive at a method for re-constituting the Fund Council for the new term that starts in January 2013. A decision will be taken at the Fund Council Meeting in Uruguay.

### **Fund Council Representation at Consortium Board Meetings**

Alan Tollervey (United Kingdom) participates in CGIAR Consortium Board meetings on behalf of all Fund Council members as the official Fund Council observer to the Board.

### **Support to the Fund Council Chair**

The Fund Office provides ongoing support to the Fund Council Chair and liaises between the Chair and the Consortium, Fund Council, and CGIAR Centers, where appropriate. Since FC7, the FO provided support to the Chair in connection with a number of activities and events, including the following:

Talking Points on the CGIAR for the Chair's address on Agriculture and Rural Development Day, which was held on June 18 during the Rio+20 Summit. The FO also provided the Chair with outreach materials, including the new CGIAR brochure, success stories, briefs on the CGIAR Research Programs (CRPs), and a brief on CGIAR research, the Fund, and expected impacts of CRPs.

Briefing note and support to the Chair for a meeting on July 25 with a delegation from the CGIAR Consortium, including the Board Chair and CEO, to discuss issues related to resource mobilization and funding mechanisms, use of the Strategy and Results Framework Action Plan to cement reform efforts, and further reform plans. During this meeting, the Consortium informed the Chair and Executive Secretary of the Fund Council of a failed investment by IITA.

Chair's involvement in the Global Hunger Summit hosted by UK Prime Minister David Cameron and Brazilian Vice President Michel Temer in London on August 12. The event sought to bolster efforts and gain new commitments to leverage agricultural innovations, policies and practices to improve the nutrition of children and other poor people in developing countries. The Fund Office liaised closely with DFID colleagues regarding the Chair's participation and prepared her Talking Points on the CGIAR.

Chair's remarks on gender and agriculture, which were delivered as a videotaped address on October 3 during the opening session of the workshop "Building Coalitions, Creating Change: An Agenda for Gender Transformative Research in Agricultural Development," held in Penang, Malaysia and convened by the CGIAR Research Program on Aquatic Agricultural Systems.

Full-day visit by the Chair to ICRISAT in Hyderabad, India, on October 19. FO staff prepared briefing notes and Talking Points for the Chair's address to staff. During Ms. Kyte's visit, she discussed issues faced by the staff, provided a clear sense of the new direction and opportunities for the CGIAR, and attended presentations on research.

Support to the Chair for the 8th Fund Council meeting (October 31 and November 1), the 2012 Funders Forum (November 2), and the Global Conference on Agricultural Research for Development (October 29 – November 1), all held in Punta del Este, Uruguay. In addition, the Fund Office organized meetings between the Chair and Fund donors, Fund Council members, the Consortium CEO and Board Chair, Center Directors General, Center Board Chairs, and other stakeholders. FO staff prepared the Chair's Talking Points for her remarks during the closing session of GCARD and briefing booklets for all of her meetings, including those she chaired, and organized her itinerary.

Since late July, the Fund Office has provided ongoing support to the Chair in relation to the failed investment by IITA and fallout from it, including the suspension of funding. In addition to providing the Chair with regular updates and briefings on the situation, the FO has reviewed and analyzed various documents pertaining to the matter to ensure that the Chair is fully informed. Per request of the Chair, the Fund Office has led the crisis communications work and related risk scanning and has prepared correspondence with the Consortium, IITA, and Fund Council; timeline of key events; CGIAR Statements on the matter; holding lines; Frequently Asked

Questions (Q&A); and other communications materials. The Fund Office has supported teleconferences between the Chair and the Consortium on the matter and has participated in meetings with the Chair and the World Bank Trustee and legal department.

### **Investor Relations and Resource Mobilization**

This year the Fund Office has transitioned further from the previous CGIAR Secretariat approach characterized by a facilitating role in global partnerships to focus on relationship strengthening, client satisfaction, and developing systems for increased resource mobilization. During the Fund Council meeting in March, Members recognized that the potential to realize significant increases in funding are dependent on the state of readiness of the CGIAR, including donors, to increase the scale of operation along and beyond the aspired growth trajectory. Consequently, the Fund Office has engaged in strategic staff planning to bring in new staff with extensive experience and a proven track record in successful resource mobilization in complex institutions.

Traditionally, resource mobilization within the CGIAR has essentially been a bilateral activity between individual donors and Centers, which have developed strong expertise in bilateral fundraising. The CGIAR Fund should build on this expertise to implement a CGIAR-wide strategy which is part of a “compact” between funders and researchers that links resources to results. In this approach, the Consortium and the Fund are key instruments of the compact, with the Consortium focusing on research deliverables, monitoring and assessment, and dissemination of results achieved by the CGIAR Research Programs. The Fund will focus on the development of mechanisms for generating, monitoring, and increasing predictable financial contributions, as well as representing funders’ interests and concerns within the CGIAR community.

#### **Strategic Communications**

The Fund Office is committed to meeting the information needs of donors and potential investors, raising awareness of the value of investing in the CGIAR, and increasing the profile of the Fund through timely and targeted communications. In furtherance of these goals, the Fund Office prepared a 16-page booklet on the CGIAR (a joint publication with the Consortium) to support resource mobilization efforts, document the value and impact of investing in the CGIAR, and illustrate the benefits of investing through the CGIAR Fund. In addition to this brochure, the Fund Office prepared a Brief on benefits of investing in the CGIAR and Fund, linking funding to results to ensure donors’ value for money, and expected impacts of new CGIAR Research Programs.

The FO also prepared and issued its quarterly newsletters, the CGIAR Fund Update, in June and October to provide an update on the Fund by the Executive Secretary and important issues confronting the Fund Council, contributions to the Fund by Window, donor commitments, highlights of Fund Office activities, news from around the Consortium, and updates on the Chair’s major activities in her CGIAR Fund Council role. The Fund Office prepares content and stories for the Fund and World Bank websites and participates in the World Bank’s bi-weekly SDN Communications meetings and External Affairs town halls. Specific outreach and communications activities are outlined below, including the Fund Office’s collaboration with the World Bank and other partners.

#### **Meetings with Donors and Potential Investors**

- From May 19-24, the Executive Secretary conducted a mission trip to Israel to assess the potential for re-establishing CGIAR-Israeli links, inform Israeli stakeholders about changes in the CGIAR, discuss the potential for Israel to contribute funds to the CGIAR, and reactivate scientific collaboration. He met with representatives from MASHAV (Israel’s Agency for International Development Cooperation), Ministry of Finance, Ministry of Agriculture and Rural Development (including the Volcani Centre for

agricultural research under the Ministry), Bank of Israel, Hebrew University of Jerusalem, and the U.S.-Israel Bi-national Agricultural Research and Development Fund.

- During the Executive Secretary's mission to Rio in June (see below), he met with Freddy Kwesiga, Head of African Development Bank in Zambia, and provided an update on the CGIAR and Fund.
- On June 29, the Executive Secretary met with the Mexican Minister of Agriculture, Lic Francisco Javier Mayorga Castaneda, Secretary SAGARPA, and the directors of major research organizations in Mexico. As a result of the meeting and the Minister's interest in the Fund, Mexico became a Fund donor through Windows 2 and 3, including increased contributions to the former.
- During a September mission trip to Europe, the Fund Office met with Belgium, the European Commission, Switzerland, the Syngenta Foundation, and the United Kingdom to provide an update on the Fund, CGIAR reform and, in the case of the EC, to discuss forthcoming contributions.

### **Outreach**

Since FC7 in Seattle, the Fund Office has been involved in a number of outreach activities and events, including the following.

- On March 17, the Executive Secretary participated in the inauguration of the Mexican National Centre for Genetic Resources in Guadalajara and held meetings with Lic Francisco Mayorga Castaneda, Secretary of SAGARPA, and Ing Mariano Ruiz, Under Secretary to discuss options for Mexico to join the CGIAR Fund. He also met with Salvador Fernandez Rivera, Director of Research, INIFAP, to discuss the MasAgro program with CIMMYT.
- In April, in response to an invitation from USAID, the Fund Office prepared a presentation on cutting-edge science and technology in the CGIAR to address critical development challenges. With a focus on technological innovations and opportunities for private sector leverage, USAID requested the information on behalf of the State Department in advance of the G8 Summit in May where the U.S. was to announce a new commitment to food security.
- From March 26-29, the Executive Secretary participated in the Planet under Pressure conference in London, in the lead up to the United Nations Conference on Sustainable Development (Rio+20), as part of a CGIAR delegation, and met with stakeholders to make the case for investing in the CGIAR and agricultural research to address major global challenges. He also chaired a meeting to follow up on the recommendations in the report by the Commission on Sustainable Agriculture and Climate Change, which was commissioned by the CGIAR Research Program on Climate Change, Agriculture and Food Security.
- In preparation for the G8 Summit on May 18–19, the Executive Secretary served on the L'Aquila Food Security Initiative Working Group on Tracking Agricultural Research for Development. The objectives of the working group were to 1) provide improved data input by April for the Chicago Accountability Report, focusing on the OECD/DAC agricultural research indicators, and 2) address changes needed over the longer-term to improve tracking of global spending on agricultural research for development and related fields.
- On June 15, the Fund Office participated (virtually) in a meeting in Paris with donor representatives, Fund Council Members, CGIAR Research Program directors, and representatives of the Consortium

Office to discuss progress on the gender and agricultural research agenda in the CGIAR, focusing on implementation of the new gender strategy.

- On June 18, the Executive Secretary participated as a guest speaker in the CGIAR-Agriculture and Rural Development Day, held during Rio+20, and called for increased, sustained and long-term funding to the CGIAR. On June 19, he participated in the 8th Forests Roundtable convened by CIFOR. While in Rio, the Executive Secretary met with Pedro Arraes, President, and Roberto Sainz, Head of Management and Strategy, EMBRAPA, who are keen to strengthen science partnerships with the CGIAR; Andrew Wardell, Director Programs, CIFOR, to discuss resource mobilization issues; Carl Hausmann, Vice Chair, Consortium Board, to discuss Board succession planning, including Fund Council's view on the matter; and the Consortium CEO, to discuss his upcoming mission trips to Brazil and Mexico and potential funding prospects.
- From September 17-19, the Fund Office participated in a Dublin Process meeting in Dublin, Ireland and chaired a session on Governance in the CAADP-CGIAR relationship. The Dublin Process is an initiative to ensure that products and services of the international agricultural research community directed toward Africa are aligned with the needs and priorities articulated through CAADP-led processes and national agricultural investment plans. The goal is to develop and apply an approach by which technology and innovation needs can be compared and contrasted with ongoing and planned R&D investments in the region, with a focus on those of the CGIAR Research Programs, as well as complementary activities by sub-regional organizations and national agricultural research systems. CGIAR collaborates closely with the World Bank, which is co-chair of the Dublin Process Steering Committee.

### **Collaboration with the World Bank**

Due to the World Bank's multiple roles as Trustee, host of the Fund Office, donor, and provider of the Fund Council Chair, the Fund Office liaises between the CGIAR and the World Bank on various issues. The Executive Secretary of the CGIAR Fund Council participates regularly in meetings with management and key staff in the Agriculture and Rural Development (ARD) anchor of the Sustainable Development Network (SDN) Vice Presidency and represents the CGIAR and its interests. The Fund Office has prepared various communications products specifically for the World Bank, including:

- Prepared the annual CGIAR report to the World Bank's Committee on Development (CODE) and will participate in and support the Fund Council Chair's involvement in the CODE briefing later this year, including providing the Chair's Talking Points and presentation.
- Prepared CGIAR Success Stories as part of an ARD package for the new World Bank President in August.
- Prepared submissions on the CGIAR for inclusion in the SDN and ARD newsletters, including updates on the CGIAR Research Programs.
- Prepared news stories for the World Bank's internal and external websites, including articles on the Fund Council Chair's remarks on the CGIAR at Rio and address to the CGIAR gender workshop.
- Prepared CGIAR Success Stories as part of an SDN Package for the World Bank President's participation in the Annual Meetings in October.
- Prepared content on CGIAR for the "Partnerships" page of the World Bank website and a CGIAR Issue Brief for the World Bank brief series.
- Prepared CGIAR reports for the World Bank's Below-the-Line Grant Making Facilities and World Bank Trust Funds Directory.
- Prepared inputs and content for World Bank documents (e.g., press releases or briefing notes) that mention agricultural development and/or CGIAR.

### **Fund Office Brown Bag Lunch (BBL) Seminar Series**

To increase CGIAR's profile within the World Bank and among other Washington-based stakeholders, raise awareness about CGIAR research, and provide a forum for dialogue on important issues facing the CGIAR, the Fund Office launched a BBL Seminar Series in May and has hosted the following events:

- May 15: Presentation on CGIAR Research Program on Rice by the Director General of the International Rice Research Institute (IRRI) to discuss "Cutting-Edge Science to Boost Rice Production, Increase Farmers' Incomes, and Conserve the Environment."
- June 5: Presentation by the leadership of the CGIAR Research Program on Agriculture for Nutrition and Health to discuss how development projects can benefit from this research at both the conceptualization and implementation stages, and the opportunities and modalities for more effective collaboration between research and development agencies.
- July 25: Presentation by the CEO of the Consortium to provide an update on "CGIAR Reform: Reinvigorating Global Research on Agriculture."

All of the seminars are videotaped and posted on the Fund website, along with the PowerPoint presentations and summaries of the seminars, to ensure that the information is also shared with and communicated to donors, Fund Council Members and other interested stakeholders.

### **Collaboration with the Consortium**

Fund Office staff meet recurrently with Consortium Office communications staff by teleconference to discuss and communications issues and plan communications products or activities. The goal is to ensure consistent and coordinated communications and early exchange of information. Specific collaboration with the Consortium includes the following.

From March 19-22, the Fund Office participated in the CGIAR Heads of Communications Workshop convened by the Consortium at Bioversity in Rome. The objectives were to review progress on CGIAR communications issues, such as new branding guidelines, discuss and develop overall communications strategies, and plan collective actions. FO staff gave a joint presentation on targeted communications and impact measurement, and provided an update on the Fund and Fund Office activities.

In May – June, the FO collaborated with the Consortium to prepare a joint publication, a new 16-page brochure on the CGIAR. The Fund Office wrote the text, liaised with the designer and editor, and handled the project management of the publication.

In preparation for transferring the maintenance and revamp of the CGIAR.org site from the Fund Office to the Consortium, FO staff managed the inventory, migration and curation of the core collection databases prior to the re-launch of the website in June and collaborated closely with Consortium staff to ensure the efficient and smooth transfer of material.

In June the Fund Office collaborated with the Consortium, which led the CGIAR Communications around Rio+20 on behalf of the Centers. The Fund Office wrote Talking Points for the Executive Secretary's intervention at Agriculture and Rural Development Day, the investment section of a mock interview for an online publication, and a Rio+20 webstory for the Fund and World Bank websites. FO staff edited the CGIAR's Call to Action and Press Release and provided advice on media outreach.

The Fund Office is participating in communications activities, led by the Consortium Office, for the Global Conference on Agricultural Research for Development (October 29 – November 1, Punta del Este) as part of the GCARD media group.



The Fund Office collaborated with the Consortium on preparation of the 2010 CGIAR Annual Report and is collaborating on the 2011 annual report.

### **Fund Council and Donor Survey**

After weeks of preparation, the Fund Office launched the CGIAR Fund Council and Fund Donor Survey, which ran from May - early June. The Survey was targeted to FC members (principals and alternates) and Fund donors, and the results of the survey were shared with both groups. The World Bank Group staff survey team administered the survey, which was anonymous and confidential. The general topics in the survey included: 1) functioning of the Fund Council; 2) overall support provided by the Fund Office; 3) support to funding process; 4) communication products provided by the Fund Office and communications between the FO and donors and members. The Fund Office is using the feedback and information from the survey to improve its performance, support, and communications.

### **IITA Failed Investment Situation**

The Fund Office led and implemented a crisis communications plan in connection with the failed IITA investment and its fallout, including the suspension of Funding. The FO identified communications-related risks and opportunities and produced communication products accordingly to ensure that accurate, timely and appropriate information was clearly conveyed. Activities included the preparation of statements, for public use if necessary; Q&As; briefing notes; timelines; and background fact sheets. The Fund Office also wrote sensitive correspondence for the FC Chair and Executive Secretary for their communications with FC members and donors, the Consortium CEO and Chair, and IITA Board Chair; advised Consortium colleagues on communications and prepared and edited documents on their behalf; and supported the communications needs of the Fund Council Working Group, including its communication with Fund Council Members and the Chair.

## Annex: Fund Office Follow-Up from Previous Fund Council Meetings

| COMPLETED ACTION ITEMS   |  |
|--|--|
| <b>March 2012 Meeting</b>  |  |
| <b><i>Efficiency Measures of System Entities</i></b><br>The PRT will put together draft scorecards for the Consortium Office, Fund Office and ISPC Secretariat and share them with the Fund Council for comment by May 15, 2012.   | PRT discussed the draft scorecards submitted by the ISPC and Fund Office and agreed that the scorecards, along with a report, will be submitted to the Fund Council at FC9 in 2013.                            |
| <b><i>Letter from ICARDA Director General on contingency plan</i></b><br>The Fund Council requested that the Chair reply to the ICARDA Director General and to the Chairman of the Board expressing the FC's solidarity in this difficult time and wishing them well. FC will stay in contact with them and monitor the situation on the ground over the next few months.  | Completed  |
| <b><i>Predictability of Funding</i></b><br>There should be an effort to get other donors/funders to participate in the Funders Forum.  | The Fund Office reached out to non-traditional and bilateral donors, such as private foundations, and invited them to attend the Funders Forum. Invites were followed up by telephone calls with key contacts. |
| <b><i>GCARD2 Budget</i></b> <ul style="list-style-type: none"> <li>Fund Council requested GFAR to outline specific deliverables that would come out of GCARD2 and meet the needs of the Fund Council and the Consortium.</li> <li>Fund Council members have been requested to provide feedback on the GCARD2 agenda. The Fund Office will collate and submit comments to the Consortium Office.</li> <li>It was agreed that at GCARD2, the Fund Council would consider how it engages as a System with the different constituencies and stakeholders on an ongoing basis.</li> </ul> | Completed<br><br>Completed<br><br>GCARD2 is an agenda item at FC8  |
| <b><i>Future Venues for Fund Council Meetings</i></b><br>The Fund office will send a note following FC7 to FC members requesting suggestions for venues of FC meetings in 2013. An open and transparent process on deciding where meetings are held will be followed henceforth.   | Completed  |
| <b>November 2011 and Prior Meetings</b>  |  |
| <b><i>Conclusions – Common Operational Framework</i></b><br>The chapter on intellectual assets is expected to be finalized and ready for the Fund Council's approval at its November meeting.  | Completed  |
| <b><i>CGIAR Fund: The Way Forward on Predictability of Donor Contributions</i></b><br>The Fund Office will consult with a sub group of FC members, as advised by the incoming Chair, and prepare a think piece for consideration at the next FC meeting. The think piece would be a general paper based on inputs provided by Fund Council members to move towards predictability of funding, whether based on projections or on firm amounts.   | Think piece provided at FC7  |

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| <p><b><i>Management and selection process for CGIAR awards should remain with the Fund Office</i></b></p> <p>The Fund Office will hold further consultations with Fund Council members on who should coordinate the nomination and selection process and the conferment of awards.</p>  | <p>Funding mechanism to be agreed upon</p>                                  |
| <p><b>ACTION ITEMS IN PROGRESS</b></p>  |   |
| <p><b>March 2012 Meeting</b></p>  |   |
| <p><b><i>CRP Budgets and Agenda</i></b></p> <ul style="list-style-type: none"> <li>• Consortium will provide FC a short document that provides an explanation of the One Corporate System.</li> <li>• Consortium will provide an estimate of long-term projections to see how quickly CSP Collection will reach a stable situation.</li> <li>• Consortium will look at legacy projects to ascertain if full cost recovery principles can be implemented.</li> <li>• Consortium will provide a breakdown of inflows between Windows 1, 2 and 3. While revising the budgets to fit available funding is helpful, there may be an instance down the line where the FC may wish to allow the projected rate of growth to be maintained. Hence, a mechanism needs to be put into place for the FC to opine on the allocation of funding to CRP budgets.</li> </ul> | <p>In progress</p> <p>In Progress</p> <p>In progress</p> <p>In progress</p> |
| <p><b>November 2011 and Prior Meetings</b></p>  |   |
| <p><b><i>Conclusions – Common Operational Framework</i></b></p> <p>An explanatory note on the COF will be sent by the Fund Office, including the status of the COF chapters and the process.</p>  | <p>In progress</p>  |