



Fund

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**CGIAR Consortium Office Scorecard and
2014 Program of Work and Budget**

(ADOPTED)

*Document presented for Agenda Item 3:
2014 Workplans and Budgets, PRT report and Special Initiatives System Costs*

*Submitted by:
Consortium Office*



CGIAR Consortium (CB-CO) Office Scorecard and 2014 Program of Work and Budget

Consortium Office, October 14, 2013 (Revised following Consortium Board approval on Oct 2)

The Consortium Board discussed and approved a set of performance indicators and targets for key Consortium Office products and services for the period 2013-2015 as developed in 2012 in its October 2012 and June 2013 meetings. The annual program of work for the Consortium Office largely follows from this three year plan. The CO is currently well on track to implement the 2013 Program of Work, as detailed in the October progress report to the FC. The two key activities in 2013 that were not foreseen at the time of development of the 2013 POWB are: (a) the support for the first and second phases of the Governance Review (added at FC meeting in Punta del Este); and (2) the development of the Guidance for the CRP 2nd Call (added at the CEO's initiative in early 2013). The follow-up to both of these activities have now been incorporated into the three year plan. No other major new activities or projects are proposed in this 2014 POWB.

In summary, the key message of the 2014 Program of Work for the Consortium is to focus on delivery of the key projects initiated in 2012/13, rather than start new projects, i.e.:

- Approval of the SRF Management Update;
- Approval of the Guidance for the CRP 2nd Call – and linked to this: initiating the 2nd call with development and review of Pre-Proposals;
- OCS live in 9 Centers and the CO, plus commitment from at least three more centers to join;
- Open Access guidelines approved and resources for implementation mobilized and implementation initiated;
- Second phase governance review recommendations implemented and MTR supported.

In Table 1 the three year plan is updated and presented more explicitly in terms of the products and services delivered by the CO as summarized in column 1 of this Table. The first section on Policies and COF has been updated to track the currently expected development and approval of all policies to be approved by the Consortium Board – and FC where relevant. The Section on Core Business now lists all reports produced by the CO as part of the annual cycle. New in this section is a Preliminary CGIAR Finance Report that will provide preliminary (un-audited) consolidated CGIAR financial results over the preceding year by the time of the Spring FC meeting (mid April). This report will be produced for the first time in 2014, with a target date of March 31, 2014.

For a number of the performance indicators baseline data needed to be developed (through surveys or analysis) in 2013, i.e. for partnership satisfaction, brand awareness, overall transaction costs and total number of contracts, CoP satisfaction, staff satisfaction and System Unit satisfaction. This work is well underway and will support the CO's efforts to monitor its performance quantitatively in coming years – it will be used for the first time in the CO's annual report over 2013, where relevant.

As a reminder, the three-year plan in Table 1 lists medium-term “outcomes” that the CO's activities contribute to (in a number of cases not exclusively attributable to the CO, but achieved together with partners – be those the Centers, CRPs or FC/FO). The performance indicators in Table 1 are intended to be a relatively small set (still too large) or “composite” indicators (linked to a number of activities in the area of activity, rather than a specific project) and most relevant to evaluate the performance of the CO over the medium term (3-5 years).

The more immediate 2014 outputs and (project) deliverables are provided in table 2. Table 2 is more activity based - relevant for budgeting and for project management in the CO, including cascading CO goals to team, to individual goals.

Table 1. CGIAR Consortium (CB-CO) Scorecard (performance indicators) and targets for 2013-2015; update September 2013

KEY PRODUCTS AND SERVICES PROVIDED BY THE CO				
<i>SERVICES</i>	<i>3 - year OUTCOME indicators</i>	<i>2013 targets</i>	<i>2014 targets</i>	<i>2015 Targets</i>
Policies / Common Operating Framework: development and cyclical revision				
<ul style="list-style-type: none"> • Common Operational Framework: Financial Guidelines 1-6; Investment and Reserves policies; CRP Monitoring Principles and Reporting Templates; CGIAR Intellectual Asset Principles; Whistleblower policy; Dispute Resolution Policy; Conflict of Interest; Safeguards. • Consortium policies, guidelines and standards: Consortium Gender strategy; CGIAR Branding Guidelines; Open Access Policy; OA Guidelines including data standards; Communications Strategy; IA Guidelines; Good Governance Framework. • Legal requirements for use of W1 and W2 funds: Joint Agreement and Program Implementation Agreement. • Additional as may arise 	<ul style="list-style-type: none"> • Consortium Level ISO (quality) certification by 2016 	<ul style="list-style-type: none"> • FG 5 approved. • Common investment policy approved. • Open Access Data policy approved • Good Governance Framework approved. • IA Guidelines approved. • Comms Strategy approved. • PIA revised. 	<ul style="list-style-type: none"> • FG2 • FG 1 • FG6 • Reserves • Whistleblower policy • OA Guidelines • Revised PIA approved. 	<ul style="list-style-type: none"> • FG3 • FG 4 • ISO certification started

Core business: managing annual CRP cycle				
<ul style="list-style-type: none"> • Programmatic: Annual CRP POWBs; 6-month CRP Updates; CRP Annual Reports; CRP Portfolio Report; Support Gender Research mainstreaming; CRP proposal development, review and recommendations. • Financial: Annual Financing Plan; Preliminary Finance Report; Annual CGIAR financial report; Quarterly FinPlan Updates; Quarterly disbursements. • Resource Mobilization: Portfolio Resource Mobilization Scenarios; Portfolio-level advocacy; Resource mobilization for cross-portfolio activities. <p>• Internal controls: CRP internal audits; IAU oversight.</p> <p>• Intellectual Assets: Annual Consolidated IA Report and Annual CGIAR IA Report</p> <p>• CGIAR Annual Report</p>	<ul style="list-style-type: none"> • Improve CRP Portfolio quality and alignment • Reduce total reporting and transaction costs by 20% by 2015 • Reduce number of contracts (from almost 3000) to 1000 by 2015 • Increase overall amount of CGIAR funding by 10% year on year • At least 50% of CRP funding through Windows 1+2 by 2015 	<ul style="list-style-type: none"> • SRF Action Plan & CRP IDOs • Baseline to be developed • Number of contracts down by 10% • 10% increase in funding • 40% of CRP funding thru Windows 1&2 	<ul style="list-style-type: none"> • SRF Man Update • Guidance 2nd call approved • +10% reduction • +10% reduction • +10% increase • 45% of CRP funding thru W1&2 	<ul style="list-style-type: none"> • 2nd CRP call • Implemented smoothly • 20% reduction • +10% reduction • 10% increase • 50% of CRP funding thru W1&2

Shared systems / services: development and service provision				
<ul style="list-style-type: none"> • One Corporate System: develop and support common ERP system. • Open Access: develop data standards and develop and support common data management systems. • Other Shared standards, systems or services: joint purchasing; joint training and other HR support; joint IT support; 	<ul style="list-style-type: none"> • Annual system financial report by April 30, in 2015 • 100% increase in number of openly accessible files • Savings from (new) shared services at least \$3m by 2015 	<ul style="list-style-type: none"> • Report by 30 May • Enable CRP project management • Enable portfolio level performance • Begin developing OA standards • Viability study completed for 2 CGIAR Hubs • Development of common JD & compensation for PDs 	<ul style="list-style-type: none"> • By 30 May • Baseline study conducted • Identified cost savings \$1.5 m 	<ul style="list-style-type: none"> • By 30 April • 100% increase in files Openly Accessible • Identified cost savings \$3 m

Communities of Practice (CoPs) / Partner Relations: development and support				
<ul style="list-style-type: none"> • Strategic Communication: internal and external • Partnership Development: develop cross-Center partnership relations (incl. Consortium-wide MoUs). • Communities of Practice: facilitate and support: <ul style="list-style-type: none"> ○ Corporate Service Executives CoP; ○ HR CoP; ○ Science Leaders CoP; ○ Legal / IP CoP; ○ Communicators CoP; ○ KM CoP; ○ IT managers CoP; ○ Gender and Agriculture Network; ○ Monitoring & Evaluation CoP (with IEA); ○ Capacity Building CoP 	<ul style="list-style-type: none"> • CGIAR/CRP brand recognition up 20% from 61% in 2012 by 2015 • At least + 10% in partner satisfaction for KPIs by 2015 • Overall satisfaction >80% (2012: 75%) • Overall satisfaction >80% 	<ul style="list-style-type: none"> • Establish baseline & Comms strategy • Establish satisfaction baseline & KPIs, • Establish action plan • >80% level of overall satisfaction in survey 	<ul style="list-style-type: none"> • Implement Comms strategy • Action plan implemented • >80% level of overall satisfaction in survey 	<ul style="list-style-type: none"> • Up 20% in re-survey • 10% increase priority KPIs in re-survey • >80% level of overall satisfaction in survey

Internal Consortium business				
<ul style="list-style-type: none"> • Prepare and support Consortium Board and CB-Members meetings • Support CB committees: ExCo, SPPC, ARC, GRCC, NEC, MIC • Annual CO Program of Work and budgets • Quarterly CO finance reports • Manage effective and efficient CO • Develop and maintain Consortium International Organization status • Compliance with legal requirements 	<p>CO “360” survey through system unit survey</p> <p>At least 80% of CO staff find it a great place to work (staff satisfaction survey)</p>	<ul style="list-style-type: none"> • >75% level of satisfaction in system unit survey • >80% staff satisfaction 	<ul style="list-style-type: none"> • >80% level of satisfaction in system unit survey • >80% staff satisfaction 	<ul style="list-style-type: none"> • >80% level of satisfaction in system unit survey • >80% staff satisfaction

Table 2 provides a more detailed overview of all 2014 projects and activities, with specific outputs and deliverables.

A key goal for the CO in 2013 was to produce all reports over 2012 much earlier than in 2012, with a target date of May 31 (except for the IA report, produced this year for the first time) and to significantly improve their quality. While the set of reports were produced much earlier than in 2012, and we believe their quality improved very significantly, the completion dates ranged from June 1 to September 15. We also found that the coordination among the reports can be improved. For 2014 we propose to keep the same deadline of May 31, but to ensure we meet this deadline in 2014 for all reports, and to plan and ensure better coordination among the reports.

A significant project for the CO in 2014 will also be to move into the new HQ building and to finalize legal separation from Bioversity, together with putting in place the CO's own policies and procedures (replacing those of Bioversity, our host institute, as currently used).

Table 2: 2014 POWB Consortium (CB-CO) Priorities – projects and deliverables / outputs

<i>Key projects / activities</i>	<i>2014 outputs / deliverables</i>
1. Policies / Common Operating Framework (development and cyclical revision)	
<ul style="list-style-type: none"> • Finalize Common Operational Framework <ul style="list-style-type: none"> ○ Revising Financial Guidelines (FG): FG1, FG2 FG6 ○ Reserves Policy ○ Whistleblowing policy ○ Revise Harmonized Reporting ○ Open Access Implementation Guidelines (incl. data standards) • CGIAR Policies <ul style="list-style-type: none"> ○ Revising Branding Guidelines 	<ul style="list-style-type: none"> • FG1, FG2, FG6 approved • Common Reserves Policy approved • Whistle blowing policy approved • Revised Harmonized Reporting Templates approved • Open Access Implementation Guidelines (incl. data standards) approved • Updated Branding Guidelines approved

2. Core business: managing annual CRP cycle	
<ul style="list-style-type: none"> • All 2013 reports available earlier • New: Preliminary Finance Report (unaudited): 31 March • Finalize SFR Management Update • Implement the CRP Performance Management Pilots • Quarterly FinPlan Updates • CRPs employ OCS for their financial management and reporting • Guidance CRP 2nd Call finalized • CRP 2nd call initiated • Gender Research Action Plan 	<ul style="list-style-type: none"> • All 2013 reports available May 31 • Prelim Finance Report (unaudited): available 31 March • SRF Management Update approved • 3 CRPs piloting Performance Management • Quarterly FinPlan Updates • CRP directors able to generate monthly CRP finance updates through OCS • Guidance CRP 2nd Call Approved • CRP 2nd Call initiated and pre-proposals submitted and reviewed • Gender Research Action Plan approved and implementation started

3. Shared standards / systems / services (development and service provision)	
<ul style="list-style-type: none"> • OCS Implementation • Implement Microsoft Office365, i.e. Office plus collaboration platform (single Consortium wide instance of Sharepoint) • Integrated / coherent CRP sites • Open Access implementation • Share approaches, experiences with designing and implementing research / program / multi-project management support applications, linked to other business processes (e.g. HR, Finance); bring in private sector expertise • Host country agreements for CG hubs 	<ul style="list-style-type: none"> • OCS is functional and serves both routine accounting for the CO and consolidated reporting requirements for the CRPs (to the degree possible given adoption timetable) • OCS live in 9 Centers plus CO • 3 more centers committed to use OCS • Shared OCS Support Unit Operational • 5 Centers roll out Office 365 • 100% of CGIAR employees have access to collaboration platform • 20% of CGIAR employees become 30-day active users • CRP sites mapped • CRP priority sites selected • Integrated CRP site plans initiated • 7 CRPs and 3 Centers implement Open Access • Baseline study conducted + targets established • AATP developed • Regional ICT Unit model designed • Turnover target: 3 Million USD • CO Revenue target: 200,000 USD • Initiate work in three countries

4. CoPs / Partner Relations (development and support)	
<ul style="list-style-type: none"> • Further develop CoPs • Develop CO Partnership Plan • Initiate novel partnerships with BRICs • GCARD3 	<ul style="list-style-type: none"> • Organize 12 CoP meetings • One additional system-wide HR project will be undertaken • Legal/IP Network: Shared data management standard system is on-line • Partnership plan developed • CGIAR-BRICs MoU negotiated and signed • GCARD3 prepared / delivered to stakeholder satisfaction

5. Internal Consortium business	
<ul style="list-style-type: none"> Continued support for Board and Members Ensure privileges and immunities for the CGIAR Consortium Legal separation from Bioversity Administrative separation from Bioversity Move to new office. Continued compliance with legal requirements 	<ul style="list-style-type: none"> 80% Board satisfaction with CO support Privileges and Immunities granted to the CGIAR Consortium Legal separation from Bioversity completed Administrative separation from Bioversity completed CO installed in new building 100% compliance with legal requirements

Not yet included in Table 2 above is the implementation of the recommendations of the second Phase Governance Review (the PwC report of September 2013). The CO notes that the PwC review recommends to create a number of additional functions for the CO and resource these. As the CO, at full capacity for the first time in late 2013, will operate at the level of its current capped W1 core budget (\$6.6M), the PwC recommendations can only be implemented if the CO budget is increased beyond the cap to fund the cost of each approved position (position + operational costs + travel + support). The PwC report recommends four new positions in the CO, three of which are supported as additional positions for the CO by the CGIAR Centers and the Consortium Board (positions 1-3 below):

1. An additional Senior Science Officer for the Science team – currently the two Senior Science Officers have a very large workload dealing with 16 CRPs. The highest priority for the CO would be to add one more Senior Science Officer to share the workload of 16 CRPs across three SSOs.
2. A Change Management Project manager, who, together with an opposite number in the FO and change champions in the Centers, would drive the portfolio of key CGIAR Reform change management projects.
3. A strategic HR manager to facilitate and support shared approaches and best practices across centers and CRPs, in support of a reinforced HR CoP, and to enable additional focus on gender and diversity staffing.
4. An Ethics, Risk, and Compliance Director – to manage a more pro-active conflict of interest policy and develop and maintain appropriate risk registers and risk management practices.

CB and CO 2014 Budget

The 2013 Consortium (CB-CO) budget was \$7.17M, including a one-off allocation of \$500K for capital expenditures related to the new HQ building, on top of the FC-imposed \$6.6M “cap”.

In 2013 the CO has staffed up to full strength (recruiting to fill the “middle management” vacancies, after the leadership team was completed in the second half of 2012) – total CO staff strength grew from about 20 to about 30 during the year. The CO is forecasting to come in “on budget” in 2013.

The CO can function at this staffing level within the W1 budget cap of \$6.6M, but then there is in essence no flexibility left: no space left in the budget for additional activities that may come up during the year, no flexibility in the consulting budget – and no “contingency fund”.

The CO leadership team has developed three budget scenarios described below:

- **Scenario 1** (Cap + \$400K in project funding) is considered to be the most probable and therefore recommended as the “base budget” to the CB, for approval. The scenario assumes that the senior gender advisor (Jacqui Ashby) and a Knowledge Manager (to be recruited to implement the Open Access work) will be funded out of additional W1 “Project Funding” – as discussed with the FO and a number of FC members. In this scenario there is additional travel money (\$100k); a Research Assistant (RA) for the Science Team; funding for two Communications projects (a new website and a GMO campaign); and \$100K in contingencies.
- **Scenario 2** is a “Plan B”, or fall-back scenario, that indicates what measures will be taken if some of the assumptions in Scenario 1 do not work out – as such Scenario 2 is the “safe scenario” the CO can fall back on. In this scenario there is no project funding – and the gender advisor and knowledge manager are funded from the Core budget – in this case the following cuts are made compared with Scenario 1: \$100K less travel; no RA; \$100K cut in the Comms budget; and no contingency fund.
- **Scenario 3** considers implementation of the 4 additional positions recommended in the PwC report – budgeted at \$350K each, funding an international position, plus associated operational cost and travel, plus support cost (part of an assistant). In addition an amount of \$0.25 m has also been included to further strengthen the CGIAR Internal Audit Unit.

The key risk in all three above scenarios is that, in line with French government commitments, the scenarios all assume that the HQ agreement will be ratified at the end of 2013, and that the Consortium will therefore separate from Bioversity and no longer pay Bioversity overhead (about \$700K). Systems are being put in place, and staff has been hired, to enable the Consortium to take over the support functions undertaken by Bioversity to date. The most recent information (late September) is that the French government expects ratification to take place in March 2014. Therefore the Consortium likely will have to find \$100-200K in additional funding to pay overheads to Bioversity – this would in fact consume the contingency funding in Scenarios 1 and 3, and require a round of cuts in Scenario 2.

The Internal Audit Unit has been reorganized in 2013, with a new Director recruited in October, to increase the quality of its services to the CGIAR Centers as well as expand its services across Centers (CRP audits) and Consortium-wide risk-based auditing, reporting into the CB's audit and risk committee. In 2013 the IAU has acquired audit automation software, which will be rolled out in 2014, funded through a special subsidy (\$300K) of the FC. The Interim Director (Doug VandenAardweg) who has developed a new business plan for the unit, and developed a new business model based on service level agreements, proposes a central quality assurance function, centrally funded through the Consortium. This would require an additional budget allocation through the CO budget of \$250K, which has been added to Scenario 3, following approval by the Consortium Board on October 3, 2013.

Tables 3-5 show the planned expenditures for each of the three Scenarios in comparison with 2013 estimated expenditures.

**Table 3:
2014 CO Budget - Base Scenario (Scenario 1): Cap + \$400K W1 Project Funding**

	2013 Estimate US\$'000	2014 Budget US\$'000		
	Core	Core	Project Funding	Total
Board Fees	325,000	325,000		325,000
Personnel Costs	3,269,000	4,060,798	400,000	4,460,798
Consultants	1,423,000	1,000,000		1,000,000
Travel	540,000	760,000		760,000
Meetings & Other	131,000	131,000		131,000
Operating costs	250,000	270,000		270,000
Contingency	-	100,000		100,000
Capital	500,000	-		-
Administration	735,247	-		-
Total	7,173,247	6,646,798	400,000	7,046,798

**Table 4:
2014 CO Budget - Scenario 2: Cap only – no W1 Project Funding**

	2013 Estimate US\$'000	2014 Budget US\$'000	
	Core	Core	Variance compared to Base
Board Fees	325,000	325,000	
Personnel Costs	3,269,000	4,360,798	300,000
Consultants	1,423,000	900,000	- 100,000
Travel	540,000	660,000	- 100,000
Meetings & Other	131,000	131,000	
Operating costs	250,000	270,000	
Contingency	-	-	- 100,000
Capital	500,000	-	
Administration	735,247	-	
Total	7,173,247	6,646,798	-

Table 5: 2014 CO Budget - Scenario 3: Base scenario + 4 PwC recommended additional positions + \$250K for IAU						
	2013 Estimate US\$'000	2014 Budget US\$'000				
	Core		Additional Core	Total Core	Project Funding	Total
Board Fees	325,000	325,000		325,000	-	325,000
Personnel Costs	3,269,000	4,060,798	1,200,000 ¹	5,260,798	400,000	5,660,798
Consultants	1,423,000	1,000,000	250,000 ²	1,000,000	-	1,250,000
Travel	540,000	760,000	120,000 ³	880,000	-	880,000
Meetings & Other	131,000	131,000	80,000	211,000	-	211,000
Operating costs	250,000	270,000		270,000	-	270,000
Contingency	-	100,000		100,000	-	100,000
Capital	500,000	-		-	-	-
Administration	735,247	-		-	-	-
Total	7,173,247	6,646,798	1,650,000	8,046,798	400,000	8,696,798

Table 6 provides an overview of Consortium Office staffing by department or team, and the source of funding (Core, Seconded, Seconded, or Expanded Cap"). Table 7 provides an overview of what the staff members are expected to work on (in terms of the key products and service groups identified in tables 1 and 2. Finally, table 8 is the budget of capital expenditures to equip, furnish and landscape the new HQ building in Montpellier. All capital expenditure is expected to be spent in 2013.

¹ Four PwC-recommended positions plus 2 support staff.

² To support a consortium-wide Quality Assurance Function for the Internal Audit Unit.

³ Travel and operational costs associated with the additional PwC-recommended positions.

Department	Table 6: CO staffing in 2014 for all three Budget Scenarios								Total Staff
<u>Funded from Core Budget</u>									
CEO Office	CEO	Director of Staff						Assistant	3
Science	Chief Science Officer	Director of Science	Senior Program Officer, CRP	Senior Program Officer, CRP	Research Assistant			Assistant (50%)	5.5
KM & IT	Director of KM & IT	Data Manager	Communications Manager	Communications Fellow		KM Assistant (50%)	IT Support Manager (50%)	Assistant (50%)	5.5
Corporate Services	Director of CSE	Finance Manager	HR & Contract Manager	Accounts Manager	IT Support Manager (50%)	Finance Fellow	OCS Advisor	Assistant (50%)	7
Legal & IP	General Counsel	Associate Counsel	Assistant (50%)	KM Assistant (25%)					2.75
Shared Services	Head of Shared Services								1
Board	Board Secretary	Assistant to Chair							2
Total staff funded from core									26.75
<u>Seconded Staff</u>									
CEO Office	Senior Policy Advisor (France)	Senior CD Advisor (France)							2
Science	Scientific Advisor (50%) (CIRAD)	Gender JPO (Sweden)							1.5
									3.5
<u>Funded from Special Projects</u>									

Science	Senior Gender Advisor								1
KM & IT	KM Manager								1
Total staff funded from special projects									2
Funded from additional Core Budget (Scenario 3) – 4 positions plus 2 support staff (alternatively, 3+1)									
CEO Office	Senior Change Management officer	Assistant (50%)							1.5
Science	Senior Program Officer, CRP	Assistant (50%)							1.5
Corporate Services	Senior risk Management & Compliance Officer	Senior HR Manager	Assistant						3
Total staff funded from additional core budget									6

Table 7: Allocation of Staff to key services and products by department (Scenario 1)

Staff Time Allocation								
	CEO Office	Science	KM & IT	CSE & OCS	Legal & IP	Shared Services	Board	Total
Policies / Common Operating Framework: development and cyclical revision	0.5	1	0.5	0.9	1.25			4.15
Core business: Managing annual CRP Cycle	2.0	5.1	0.5	2.0				9.6
Shared standard/systems/services (development and service provision)			1.0	0.8		1.0		2.8
CoPs/ Insitutional Relations (development and support)	0.5	1.9	2.0	0.8	0.5			5.7
Internal Consortium Business	2.0		2.5	2.5	1.0			8.0
TOTAL	5.0	8.0	6.5	7.0	2.75	1.0	2.0	32.25

Table 8: Capital Investment in the new Consortium HQ Building in Montpellier

Capital Investment			
	2013	2013	2014
	Budget	Actual	Budget
IT room	10,500		
Networking Infrastructure	26,000		
PBX, IP and 50 telephones	45,000		
Visio and Video equipment	220,000		
Landscaping and Parking	67,500		
Furniture and internal equipment	131,000		
	<hr/>		
	500,000	-	-