

## Section 4

# Framework Document for The CGIAR Fund

*Draft*

*October 26, 2009*

This document describes the main features of the new CGIAR Fund and the roles, responsibilities, relationships, and accountabilities of its components. It is a work in progress. It has benefited from views of CGIAR donors expressed in the London Donor Meeting, the outcome of discussions at ExCo 16, advice provided by the Advisory Group for the Fund, and comments made by World Bank experts on trust fund design. It was modified based on the feedback received during the recent e-consultations (October 20–22, 2009) and is now being submitted to ExCo17 for further discussion.



## **A. Introduction**

The CGIAR approved extensive reforms in 2008, introducing a new organizational architecture and governance model. The unitary oversight model of the old CGIAR is being replaced by two separate but mutually reinforcing pillars, one on operations (the Consortium of CGIAR Centers) and the other on financing (a new CGIAR Fund), with several new mechanisms forming a bridge between the two pillars. This two-pillar structure provides a clear separation between the “doers” and the “funders.”

*The Consortium of CGIAR Centers* is a new legal entity being established by the international Centers that are part of the CGIAR to lead, coordinate, and support its Member Centers. *The CGIAR Fund* is a new multidonor, multiyear funding mechanism set up to provide strategic financing to support priority agricultural research areas. These two pillars are joined through four *bridging mechanisms*:

1. *Strategy and Results Framework* (SRF) setting common goals (in terms of development impacts), strategic objectives, and results (in terms of outputs and outcomes) to be jointly achieved by the Fund, the Consortium, and bilateral funders to the Centers within a certain time frame;
2. *Performance Agreements for Mega-Programs* between the Fund and the Consortium—for operationalizing the agreed SRF;
3. *A Monitoring and Evaluation (M&E) Framework*—for institutional learning and promoting accountability.
4. *Independent Science and Partnership Council* (ISPC)—for enhancing and promoting the quality, relevance, and impact of science and science partnerships in the CGIAR.

## **B. The CGIAR Fund**

### **1. Description**

The CGIAR Fund (the Fund) will finance Mega Programs under the SRF for implementation by the Centers and their partner institutions implementing the Programs. It is intended to facilitate harmonization of donor support by providing a single entry point for financing through three designated funding “windows.”

#### **1.a Funding “Windows”**

Under the new funding model the counterpart of the Fund on the “doer” side is only the Consortium. Thus, all funds would be channeled from the Fund to the Consortium through appropriate agreements. In the case of Mega Programs, this would be in the form of program performance agreements, with performance criteria based on the approved program proposal. In the case of institutional support, only a “light” agreement would be needed, requiring that the funds are to be used subject to agreed common standards and for enabling a Center to implement activities under the SRF.

Donors contributing to the Fund (Fund Donors) may designate use of their funds in three ways in the following order of preference to support coordination and harmonization:

1. *Window 1*: To the entire CGIAR program portfolio (i.e., *unrestricted funding*). Window 1 funds would be allocated by the Fund Council, primarily to Mega Programs. The Fund Council would also consider proposals from the Consortium for support to other critical activities or to institutions that are vital for successful implementation of the SRF.
2. *Window 2*: To one or more of the approved Mega Programs (*program funding*).
3. *Window 3*: To one or more Centers (*institutional funding*). The Fund Council will assess and decide the continuing need for this window in achieving the objectives of the SRF under the new programmatic financing approach of the CGIAR.

### **1.b General Guidelines**

By participating in the Fund, Fund Donors agree that

1. They would adhere to the principles laid out in the CGIAR Declaration as adopted at the 2009 Business Meeting;
2. The Fund is an instrument for harmonizing their approach to funding international agricultural research through the CGIAR;
3. They are financing the approved CGIAR SRF through one or more of the three funding windows, preferably through the unrestricted funding window;
4. If they were to provide bilateral funding these should be for activities within the agreed SRF;
5. They will rely on the judgment of the Fund Council, as the decision-making body of the Fund, for collective decisions on behalf of all Fund Donors, including allocation decisions on unrestricted funds (Window 1), following review of funding requests from the Consortium;
6. All outflows from the Fund to the Consortium from Windows 1 and 2 would be based on proposals received, negotiated, and approved by the Fund Council;
7. The World Bank, as Trustee, would serve as the agent of the Fund Council in effectuating program performance agreements between the Fund and the Consortium;
8. Fund Donors contributing to Window 2 agree that, in the event their preferred program(s) appear to be overfunded based on initial funding indications, the Fund Council would advise them to channel part of their resources to underfunded programs;
9. They will rely on the independent evaluation and performance monitoring mechanisms established by the Fund Council and the Consortium and refrain from conducting additional, duplicative evaluations of Mega Programs or Centers;
10. The costs of the Fund Council and Fund Office and the trust fund administration fee charged by the World Bank will be financed by the Fund Donors. The costs of

- ISPC, the Funders Forum, and the independent evaluation arrangement will be financed by all donors; and
11. Rights and remedies regarding fiduciary and programmatic responsibility are as negotiated with the Consortium and reside with the Fund Council, as a collective, on behalf of all Fund Donors.

### **1.c Fund Allocation Process: A Preliminary Description**

**Context.** The Mega Programs are expected to be financed through four possible sources of funding:

- *Source 1:* Window 1 funds allocated by the Fund Council;
- *Source 2:* Window 2 funds designated by individual Fund Donors;
- *Source 3:* Window 3 funds designated by individual Fund Donors for a Center, part of which the Center could allocate to Mega Programs;
- *Source 4:* *Bilateral funds* (resources provided outside the Fund framework) for financing a project or activity that is part of that Mega Program.

Because of the complexities involved in balancing supply and demand for funds, the fund allocation process needs to be *iterative* rather than *linear*. Program design and financing need to be adjusted and fine-tuned in an iterative manner in order to arrive at a portfolio of programs that has sufficient funding.

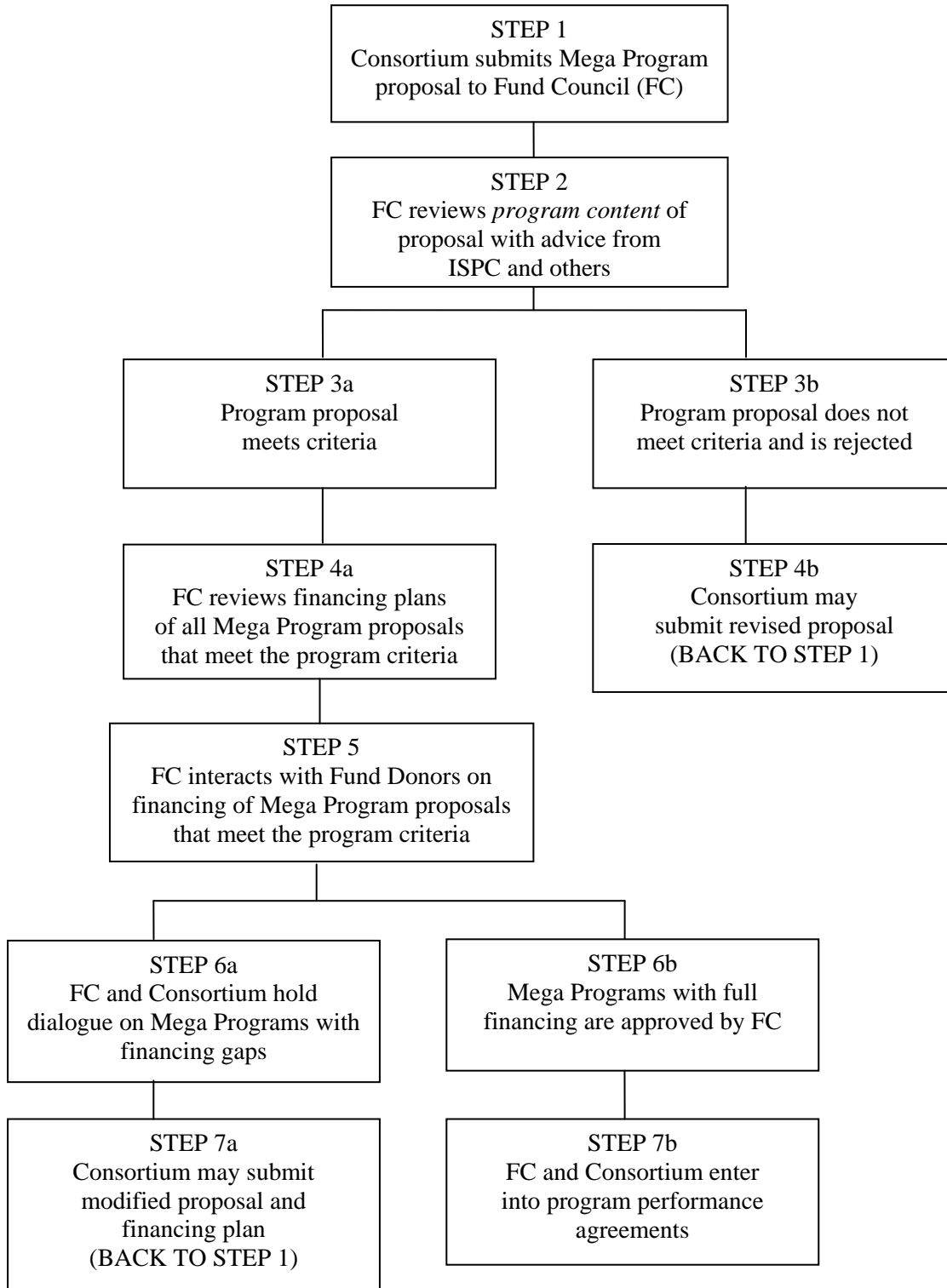
**Program Review and Approval.** The responsibility for approving individual Mega Program proposals rests with the Fund Council, which is responsible for setting the program criteria. The Consortium is required to follow these criteria in the preparation and submission of each Mega Program proposal to the Council.

In addition to the *program content*, each Mega Program proposal will include a *financing plan*. The Fund Council reviews first the program content of the proposal, with advice from ISPC and other experts (as needed). If a proposal does not pass the program criteria established by the Fund Council, it is rejected. The Consortium has the right to submit a revised proposal.

The Fund Council, therefore, reviews financing plans of only the Mega Program proposals that pass the program content criteria. This review is done across proposals that have passed the program content criteria and involves dialogue with Fund Donors interested in funding these Mega Programs. The Fund Council informs the Consortium of any mismatch between the financing plans proposed by the Consortium and available Window 1 funds. Mega Programs that have no mismatches in financing are approved by the Fund Council and proceed to preparation of performance agreements.

Where there are mismatches, the Consortium and the Fund Council discuss how these could be addressed. The Consortium has the opportunity to propose a modified proposal and matching financing plan that could be fully funded. The Council reviews the modified proposal and financing plan and makes a decision to approve or reject the proposal.

The following flow chart illustrates the envisaged process.



## **1.d Entities and Events Associated with the Fund**

The CGIAR's new governance structure includes new entities and events. Principal among these are the following:

- Funders Forum
- Fund Council
- Fund Office
- Trustee
- Independent Science and Partnership Council (ISPC)
- Consortium
- Centers

Figures 1 and 2 illustrate the relationships among these entities in terms of agreements and flows of funding and information.

## **2. Funders Forum**

### ***Objectives and Functions***

Funders Forum is a biennial event providing a platform through which the participants

- discuss and exchange views about the CGIAR;
- endorse the SRF proposed by the Consortium every six years;
- provide feedback to the Consortium and the Fund Council on the implementation of the SRF based on progress reports received from them and on the mid-term reviews of the SRF conducted after the first three years of implementation; and
- review shortfalls or imbalances in resources available for Mega Programs, so that individual donors could consider adjusting their allocations.

### ***Participants***

All countries and organizations that are Fund Donors, members of the Fund Council, or countries hosting the headquarters of a CGIAR Center or the Consortium are automatically invited to participate in the Funders Forum. In addition, participation in the Forum is open to all bilateral donors making a minimum financial contribution of US\$500,000 in the prior calendar year to support implementation of the SRF.

The Chair of the Forum, in consultation with donor participants, will identify and invite representatives of CGIAR's internal and external stakeholders who are not members of the Fund Council, including potential donors, to participate in the Forum.

### ***Meetings***

The Forum will be convened every two years, synchronized with the biennial meeting of GCARD in such a way as to ensure feed-in of GCARD recommendations to the Forum. In addition, in the off years CGIAR donors would be invited to have dialogue with the

Consortium in events linked with the Fund Council meetings, according to a format agreed by the Consortium and the Fund Council.

The inaugural meeting of the Forum will be chaired by the Chair of the Fund Council. The Fund Council will propose options for chairmanship of subsequent meetings for discussion and decision at the inaugural Forum.

The Chair provides leadership to the deliberations of the Forum, interacts with the Fund Council, the Consortium, and Funder Forum participants, and provides guidance to the Fund Office on Forum matters, such as the follow-up of Forum recommendations on the SRF.

Support to the Forum and its Chair is provided by the Fund Office.

### **3. Fund Council**

#### ***Objectives and Functions***

The Fund Council is the Fund's decision-making body, representing the Fund Donors. As such, it acts in their best interest. This includes ascertaining that the Consortium has in place effective accounting and control systems and processes to ensure that funds transferred to the Consortium are used for their intended purpose.

The Council has the following specific responsibilities<sup>1</sup>:

#### **Oversight:**

1. Serving as the locus of oversight in the CGIAR for the partnership's governance and institutional health.
2. Providing oversight on the use of the Fund's resources.<sup>2</sup>

#### **Mega Program and Institutional Support:**

3. Setting criteria, standards, formats, and processes for funding Mega Program proposals from the Consortium.
4. Reaching a results-based program performance agreement with the Consortium on each Mega Program,<sup>3</sup> on the basis of advice from the ISPC on Mega Program proposals received and subsequent revisions, if any, of the proposal based on the reaction of the Fund Council.

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<sup>1</sup>. Annex table 1 illustrates the new *program cycle* in the CGIAR, including the roles and responsibilities of various actors.

<sup>2</sup>. On fiduciary matters there is a *chain of responsibility*:

- a. the Fund Council carries responsibility for the decisions it makes on the use of Fund resources;
- b. the Trustee carries fiduciary responsibility on the funds until they are transferred to the Consortium;
- c. the Consortium has full fiduciary responsibility for the use of the funds allocated by the Fund Council.

<sup>3</sup>. The Fund Council and the Consortium would have an umbrella agreement defining mutual roles, responsibilities, and accountabilities in funding, implementing, monitoring, and evaluation of individual Mega Programs. This agreement would also cover standard provisions that would apply to individual Mega Program agreements.

Resource Mobilization and Allocation:

5. Developing and implementing a resource mobilization strategy for the Fund, in close cooperation with the Consortium, so as to provide adequate and predictable funding for Mega Programs.
6. Allocating Window 1 funds.
7. Reconciling funding requirements and availability for individual Mega Programs in the program portfolio, in consultation with relevant donors and based on information provided by the Consortium.

Monitoring and Evaluation:

8. Appraising the performance of the Consortium in meeting its obligations as defined in performance agreements, relying on accurate, comprehensive, timely, and harmonized information provided by the Consortium, and taking corrective action (such as withholding funds or seeking amendment to Mega Program performance agreements.)
9. Commissioning periodic independent external evaluations of Mega Programs (and cross-cutting themes) as deemed appropriate, to provide independent validation of the findings of the self-evaluations commissioned by the Consortium.
10. Self-monitoring the efficacy of its fund allocation mechanism.
11. Monitoring the performance of the ISPC and the Fund Office.

Governance:

12. Appointing the Chair of the Fund Council and proposing arrangements for the Chair of the Funders Forum.
13. Appointing the Chair and members of the ISPC and approving its program and budget.
14. Leading an international competitive process to identify the Director of the Fund Office for the World Bank to appoint, and, when needed, suggesting a replacement for the Director.
15. Providing conflict of interest guidance for the Fund, Fund Office, and Fund Council.
16. Approving the Fund Office work program and budget.

Reporting:

17. Informing Fund Donors on the utilization of their funds and the achieved results; informing the Funders Forum on the implementation of the SRF and imbalances in funding Mega Programs, based on data provided by the Consortium.
18. Reporting to Fund Donors on future funding prospects.

***Membership***

The Fund Council is a representative body, composed of donor members and stakeholder members. *Eligibility* for the Fund Council membership for the first two-year term is as follows:

- *Group 1—Part 1 countries:* Average annual contribution to the CGIAR over the previous two calendar years of at least US\$5.0 million.

- *Group 2—International organizations and foundations:* Average annual contribution to the CGIAR over the previous two calendar years of at least US\$1.0 million.
- *Group 3—Part 2 countries and regional financial institutions serving developing countries:* Average annual contribution to the CGIAR over the previous two calendar years of at least US\$0.5 million.
- *Group 4—External stakeholders reflecting beneficiary and partner perspectives:* GFAR and regional fora of agricultural research constituted by countries in each developing country region.

The Council will have 14 *rotating* and a number of *nonrotating members*, not counting the Chair. Nonrotating members will comprise Fund Donors whose contributions are above a threshold, as described below. Thus, Fund Donors would gain Council membership by one of two ways:

- a) *On a rotation basis, by being selected through a constituency.* Fourteen Council seats will be allocated to 10 constituencies identified below, reflecting an equal split between potential members in Groups 1 and 2, above, and members in Groups 3 and 4. Each constituency would select its representative and identify an order of rotation *among eligible candidates*, based on their own criteria. If one or more members of a constituency qualify for nonrotating seats in the Council, the membership quota for that constituency would be reduced by that number, provided there is at least one rotational seat left in the constituency to provide opportunity to the remaining members of the constituency to serve in the Council.<sup>4</sup>

Constituencies for Groups 3 and 4 (total = 7):

Sub-Saharan Africa	2
Asia	2
Central and West Asia and North Africa	1
Latin America and the Caribbean	1
External Stakeholders	1

Constituencies for Groups 1 and 2 (total = 7):

Asia-Pacific	1
North America	1
Europe	3
International Organizations	1
Foundations	1

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<sup>4</sup>. In case the quota for the constituency drops to zero or a negative number after subtracting from the quota the number of donors qualifying for nonrotating seats, and if there are one or more nonrotating members remaining in the constituency, the quota for the constituency would be increased to one to provide opportunity for the remaining donors to be represented in the Council.

The three regional financial institutions (Asian Development Bank, African Development Bank, and Inter-American Development Bank) will be grouped with their respective developing country constituencies.

- b) *Nonrotating due to the size and composition of their contribution to the CGIAR:* These Council members will be identified based on specific thresholds identified for (a) Groups 1 and 2 and (b) Group 3, above, based on their average annual total contributions to the CGIAR over the previous two calendar years. For the Fund Council serving the first two years, the thresholds will be:
- i. Fund Donors in Groups 1 and 2 with at least US\$20.0 million total annual contributions, of which at least \$10.0 million is unrestricted; and
  - ii. Fund Donors in Groups 3 and 4 with at least US\$2.0 m total annual contributions, of which at least \$1.0 million is unrestricted.

Table 2 illustrates eligibility for Fund Council rotating membership using the above criteria and quotas, based on average annual contributions of CGIAR Members to CGIAR institutions during 2007 and 2008. The table also shows the Fund Donors that would qualify as *nonrotating members* at the above threshold level. This scenario results in a Council with 16 members (plus the Chair), with nine members from Groups 1 and 2 and seven members from Groups 3 and 4.

The term of membership in the Council is two calendar years for all members. Once the Fund becomes operational, Fund Donor definitions and threshold levels for nonrotating membership will be based on *actual contributions to the CGIAR Fund*. These levels would be decided by the Fund Council serving the first two years and would apply to the composition of the Council that will succeed it in 2012.

### ***Chair and Executive Secretary***

The Fund Council Chair will be nominated by the World Bank President from among the Vice Presidents of the World Bank, after informal consultation with the Fund Donors. The Chair leads the conduct of the Fund Council's business, chairs the Fund Council meetings, represents the CGIAR Fund in external fora, and supervises the Fund Office on behalf of the Council.

The Director of the CGIAR Fund Office serves as the Executive Secretary of the Fund Council. The Executive Secretary assists the Chair in the conduct of Council business and represents the Council in external fora. The Chair, Executive Secretary, and the Fund Council are supported by the staff of the Fund Office.

### ***Meetings***

The Fund Council meets face-to-face twice a year. Additional meetings can be held as necessary. Meetings are preferably hosted by a Fund Donor or Center, as designated by the Fund Council Chair. The Fund Council may also conduct business electronically

between meetings. All meetings of the Fund Council are open to any Fund Donor as *observer*.

Representatives of other external stakeholders (such as GFAR, regional fora on agricultural research that are not represented in the Council as members, private sector and civil society institutions) and internal stakeholders (such as the Chief Executive Officer of the Consortium, Chair of the Consortium Board, Chair of the ISPC, a representative of the Trustee,<sup>5</sup> and prospective donors to the CGIAR Fund) may be invited to participate in a Council meeting as *observers*. Invitations to observers would be made by the Council's Executive Secretary, based on the meeting agenda and in consultation with the Council.

The Fund Council will determine its own internal rules and procedures, including rules for managing potential conflicts of interest. It has the option to convene Executive Sessions. These will remain open to any Fund Donor meeting the eligibility threshold level.

### ***Decision Making***

Decisions by the Fund Council will be made by consensus<sup>6</sup> of its members. The Chair articulates the consensus view. A Council member dissenting with the consensus view articulated by the Chair may state an objection by attaching a statement or note to the decision. If consensus is not possible, then the proposed decision will be postponed or withdrawn.

Whenever a decision must be made by the Council that cannot be postponed until the subsequent Council meeting, and no special meeting is called, the Chair may seek to have the decision made on an electronic "no-objection basis." The Fund Office will keep track of the decisions made on a no-objection basis.

The Council will make its decision processes transparent, through timely and accurate reporting to all Fund Donors, and periodic governance audits of the Fund Council. It will provide clear instructions to Trustee regarding funding allocations and agreements with the Consortium on Mega Programs.

## **4. Fund Office**

### ***Objectives and Functions***

The CGIAR Fund Office is the support unit of the Funders Forum, the Fund Council, and their respective Chairs. Fiduciary responsibility for the Fund resides with the Fund

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<sup>5</sup>. Meaning an officer of the World Bank responsible for Trust Fund operations.

<sup>6</sup>. Consensus implies the closest possible convergence of views among members on the matter under discussion and does not necessarily imply unanimity.

Council. The Fund Office does not have fiduciary, monitoring, or oversight roles regarding the use of Fund funds.

The Fund Office has responsibilities in the following four areas:

- 1) *Support to Fund Council.* The Fund Office assists the Council and its Chair in the conduct of the Council's business; it follows up on Council decisions. Examples include:
  - a. Managing relations with Fund Donors;
  - b. Drafting background notes and papers as requested by the Fund Council;
  - c. Setting up and maintaining data bases;
  - d. Developing draft Fund Council procedures and guidelines; assisting in formulation of performance agreements;
  - e. Analyzing financial aspects of Mega Program proposals as input to Council decisions;
  - f. Analyzing the Consortium's compliance with performance agreements, based on information submitted by the Consortium; and
  - g. Implementing targeted resource mobilization activities.
- 2) *Support to Funders Forum.* The Fund Office assists the Chair of the Funders Forum in organizing the Forum; it follows up on the outcomes of the Forum.
- 3) *Liaison with the Trustee, Consortium, and ISPC.* The Fund Office assists the Fund Council in maintaining its business relations and dialogue with the Trustee, Consortium, and ISPC on day-to-day operational matters.
- 4) *Meeting Support and Communications.*
  - a. Organizes and backstops the regular meetings of the Funders Forum and the Fund Council;
  - b. Coordinates the Forum's and the Council's nomination and election processes (such as for ISPC);
  - c. Coordinates communications on behalf of the Fund and its Chair; and
  - d. Maintains the Fund's archives and manages its information activities.

### ***Staffing and Budget***

The Fund Office is led by a Director who also serves as Executive Secretary of the Fund Council. The Director is identified through an international recruitment effort led by the Fund Council for appointment by the World Bank and is supported by a team of high-level professional staff with expertise in the areas of responsibility of the Office.

The Fund Office is located in the World Bank headquarters and its staff are employed by the World Bank. The work program and operating budget of the Fund Office are subject to approval by the Fund Council and are financed through the CGIAR Fund.

The Fund Office operates under World Bank policies.

## **5. Trustee**

The World Bank will serve as the *trustee* of the CGIAR Fund, under its trust fund policies. The Fund Donors would enter into Trust Fund Administration Agreements with the World Bank with common provisions for all donors.

The World Bank, as *trustee*, will provide the following limited trustee functions:

- a) it will hold in trust the funds transferred by Fund Donors under Trust Fund Administration Agreements;
- b) it will serve as an agent of the Fund Council in disbursing Fund resources to the Consortium based on specific instructions from the Fund Council and through Fund Transfer Agreements between the World Bank and the Consortium;
- c) it would provide regular reports on its Trustee activities to the Fund Council, Fund Donors, and the Consortium; and
- d) it would not be responsible for supervising use of funds nor any other form of supervision.

## **6. Independent Science and Partnership Council**

ISPC is a critical advisory entity associated with the Fund. It is an independent standing panel appointed by the Fund Council whose overarching purpose is to provide independent advice and expertise to the funders of the CGIAR through services to the Fund Council and the Funders Forum. It also serves as an intellectual bridge between the funders and the Consortium. ISPC reports to the Fund Council. The Consortium may seek advice from ISPC in areas that do not create a conflict of interest for either party. See Annex 1 for TMT recommendations on ISPC roles and responsibilities.

## **C. Responsibilities of CGIAR Donors**

In accordance with the provisions of the Paris Declaration on Aid Effectiveness, the CGIAR encourages all CGIAR Donors to harmonize their decisions and contributions to be aligned to the CGIAR SRF. The CGIAR Fund is being established in order to facilitate the maximum channeling of funds required to finance the portfolio of programs required to achieve the CGIAR's strategic objectives. To that end, all Fund Donors should observe the Guiding Principles of the CGIAR Fund (listed earlier in this document.)

Donors providing institutional funding through the CGIAR Fund should take measures to shift their funding to one of the other two windows (1 and 2) before the institutional funding window is closed in 2012.

All Donors should refrain from conducting separate reviews of the Mega Programs and individual Centers when the standard monitoring and evaluation processes of the Fund and the Consortium satisfy these needs.

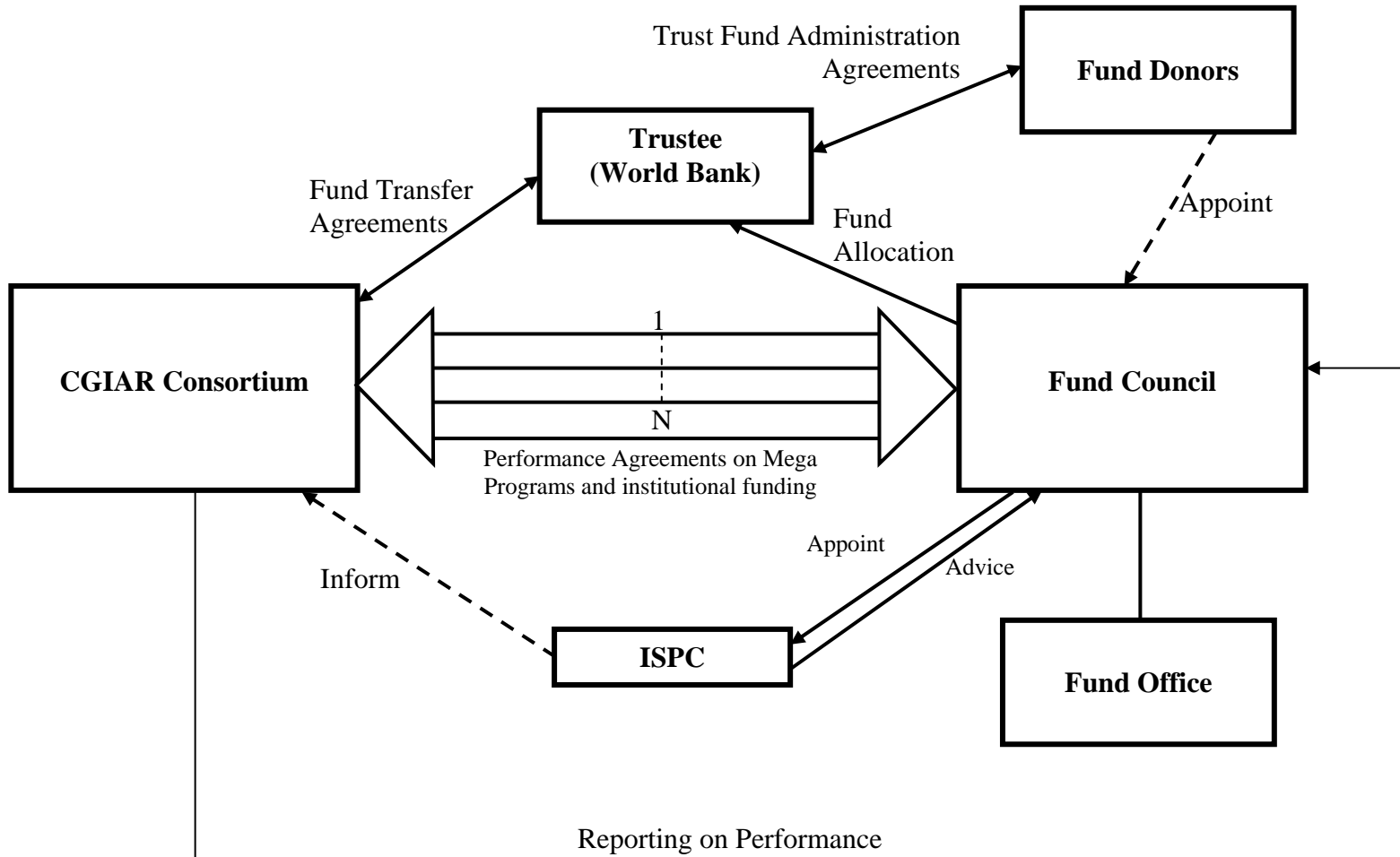
### **D. Responsibilities of CGIAR Centers**

Centers that receive financing from the Fund through the Consortium should

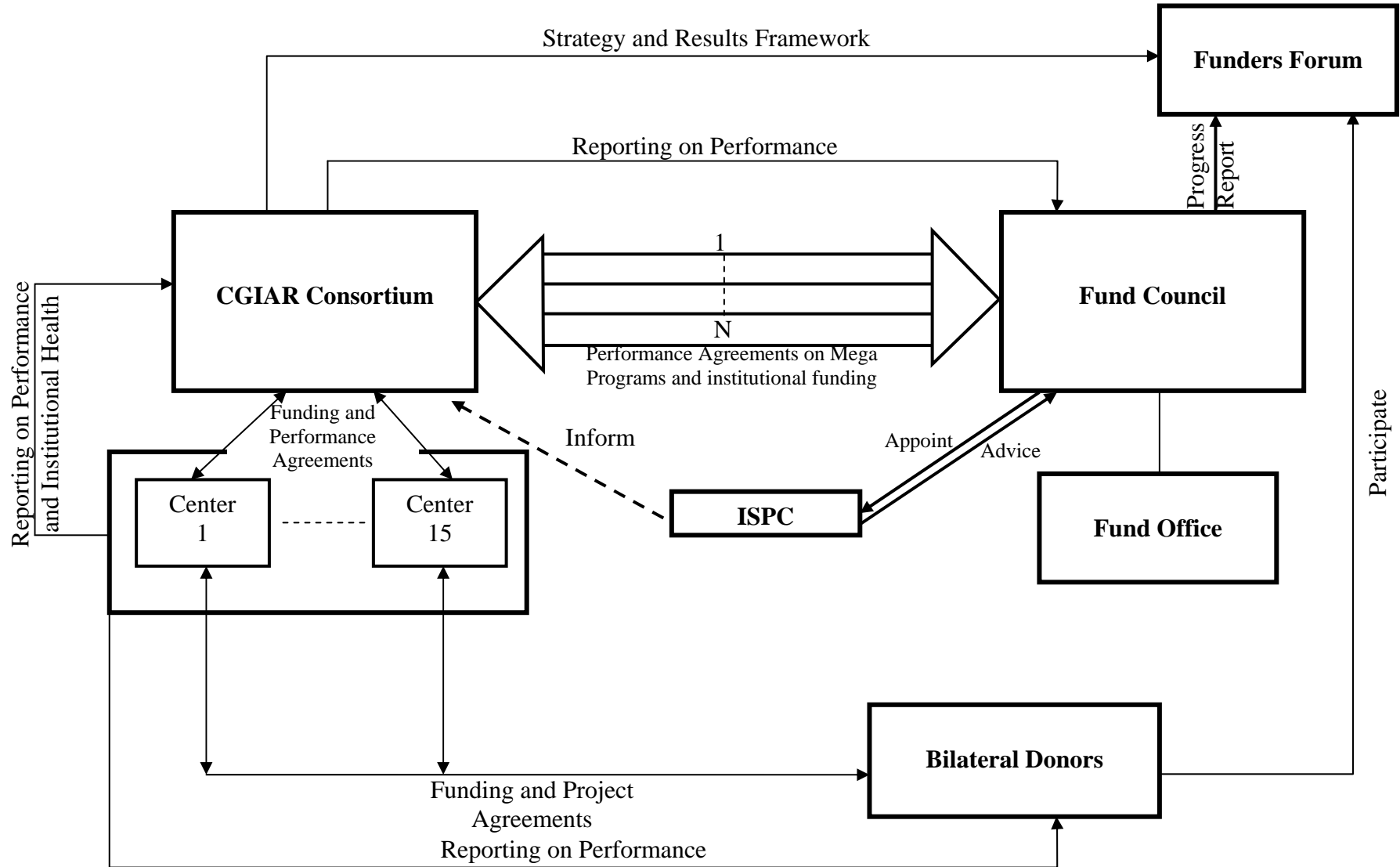
- inform the Consortium of any non-Fund financing and affirm that the activity being funded constitutes an integral part of the CGIAR's SRF, and
- certify that the funding covers the full economic costs of the activity.

The sharing of this information is necessary because, as part of the CGIAR's program portfolio is financed through bilateral funding by donors, the Fund Council would not be able to allocate funding to Mega Programs from the CGIAR Fund without information about the amounts of bilateral funds being channeled to each Mega Program.

Figure 1. CGIAR Trust Fund Flow Chart



**Figure 2. Funding and Information Flows for Mega Programs**



**Table 1. CGIAR Program Cycle Steps and Roles of Principal Actors**

	<b>Consortium</b>	<b>Centers and Partners</b>	<b>Independent Science and Partnership Council</b>	<b>Funders Forum</b>	<b>Fund Council</b>
<b>Step 1. Develop Strategy and Results Framework and Mega Program Portfolio</b>	Lead development	Collaborate in development	Provide advice during development	Endorse Strategy and Results Framework	Collaborate in development
<b>Step 2. Develop Individual Mega Program Proposals</b>	- Develop proposal - Negotiate contract	Collaborate in proposal development	Review proposals and make recommendations to Fund Council	Receive progress reports	- Seek peer review if necessary - Mobilize resources - Decide on each proposal
<b>Step 3. Implement Agreed Programs</b>	- Contract with Centers and partners - Coordinate program implementation using results-based management	Manage contracted programs and program components	Inform the Consortium and provide advice to the Fund Council as necessary		Receive progress reports
<b>Step 4. Monitor Achievement of Agreed Targets</b>	- Monitor progress by Centers and partners - Take corrective action (as needed)	Self-monitor progress	Provide advice to Consortium and support to the Fund Council	Receive progress reports	- Monitor progress by Consortium (using agreed result indicators) - Take corrective action (as needed) - Inform Donors
<b>Step 5. Evaluate Program (every five years)</b>	Peer or self-evaluation as necessary	Peer or self-evaluation as necessary	Provide advice based on evaluations commissioned by Fund Council	Receive progress reports	- Commission external peer reviews - Take follow-up action

**Table 2. Proposed Composition of the Fund Council to Serve the First Two Years**  
*(Based on 2007 and 2008 contributions of CGIAR Members)*

<b><u>Nonrotating Members</u></b>			
<b>Groups 1 and 2:</b> (Threshold: US\$20.0 million (of which \$10.0 million unrestricted))		World Bank United Kingdom Canada United States	
<b>Groups 3 and 4:</b> (Threshold: US\$2.0 million (of which \$1.0 million unrestricted))		India	
<b><u>Rotating Members</u></b>			
Region	Eligible Fund Council Candidates	Number of Seats	Comments
<b><u>Groups 3 and 4</u></b>			
Sub-Saharan Africa	Nigeria, Kenya, South Africa, AfDB	2	
Asia	India, China, ADB	1	Quota reduced by 1 because of India
Central and West Asia and North Africa	Pakistan, Syrian Arab Republic, Turkey, Islamic Republic of Iran, Arab Fund	1	
Latin America and the Caribbean	Mexico, Colombia, Brazil, Peru, IDB	1	
External Stakeholders	FARA, APAARI, FORAGRO, AARINENA, CACAARI, GFAR	1	
<b><u>Groups 1 and 2</u></b>			
Asia/Pacific	Japan, Australia	1	
North America	United States, Canada	0	Quota reduced to 0 because of US and Canada
Europe	United Kingdom, European Commission, Switzerland, Germany, Norway, Netherlands, Sweden, Belgium, Ireland, Italy, France	2	Quota reduced by 1 because of UK
International Organizations	WB, IFAD, UNEP, FAO	1	Quota increased by 1 because of WB
Foundations	IDRC, Rockefeller Fdn.	1	
<b>TOTAL</b>		<b>16</b>	

Notes:

- Council membership based on total contributions.
- Nonrotating seats based on total contributions and unrestricted contributions.

## The Independent Science and Partnership Council

### *TMT Recommendations*

#### **Introduction**

At the CGIAR AGM in Maputo in December 2008 the following resolutions were passed concerning the CGIAR reform.

1. *An Independent Science and Partnership Council will support the Fund Council and the Funders Summit and advise the Consortium Board.*
2. *An independent evaluation arrangement will periodically take place at the Program and System levels. An independent evaluation on the reforms of the new CGIAR will be undertaken in three years*

Members further resolved that all organizational changes will be scrutinized and implemented to ensure they pass the following six tests:

1. *Clear strategic focus;*
2. *Increase research output, outcome, and impact;*
3. *Greater efficiency, effectiveness and relevance;*
4. *Simplicity and clarity of governance;*
5. *Enhanced decentralized decision making; and*
6. *Active subsidiarity to capitalize on complementarities of the Centers.*

To build on these decisions the Terms of Reference of the CGIAR Transition Management Team (TMT), included a requirement to “*elaborate on the roles and responsibilities of the ISPC.*” This document summarizes the TMT’s recommendations on this matter.

Transition Management Team  
(Katherine Sierra, Stephen Hall, Mark Holderness, Jonathan Wadsworth, Ren Wang)

9<sup>th</sup> October 2009

## Independent Science and Partnership Council Roles and Responsibilities

The Independent Science and Partnership Council will be a standing panel of world-class scientific experts. The Council's overarching purpose is to provide independent advice and expertise to the funders of the CGIAR through services to the Fund Council and the Funders Forum. It will also serve as an intellectual bridge between the funders and the Consortium of CGIAR Centers.

Its specific tasks will be to:

1. Commission and oversee evaluations of the scientific quality, relevance and likely development effectiveness of the investment proposals submitted by the Consortium to the Fund Council and make recommendations concerning their investment worthiness.
2. In undertaking the role described in 1 above, the ISPC will also provide feedback and guidance to the Consortium on any areas of concern regarding the quality of the proposed research and partnership arrangements contained in submitted investment proposals and on any deficiencies in the *ex ante* impact assessments provided by the Consortium in support of them.
3. Provide the Fund Council and the Funders Forum with foresight advice on trends and emerging issues, as well as potential strategies of addressing them related to the CGIAR Strategy and Results Framework. In undertaking this role the ISPC will act as commissioner and coordinator of any required foresight studies, drawing on expertise within the Consortium and beyond, as appropriate, to undertake them.
4. To complement the GCARD process, in consultation and partnership with the Consortium, convene periodic high-level scientific dialogues on high priority issues that will inform the scientific deliberations among CGIAR scientists and their research partners and help catalyze partnerships of the CGIAR with other global science communities.
5. Improve the information base for making strategic investment decisions and help increase the rigor and the reach of impact assessment studies within the CGIAR by commissioning, in partnership with the Consortium, ex-post impact assessment of the development effectiveness of CGIAR investments. The evaluation of the Mega Programs and system review will be undertaken by an independent evaluation arrangement.
6. Provide the Fund Council with independent advice on other matters upon request.

