Terms of Reference
CGIAR System Management Board
ad hoc Working Group 1 on Resource Mobilization

A. Purpose

1. The Resource Mobilization (“RM”) Working Group (“Working Group”) is established by the System Management Board (“Board”) of the CGIAR System Organization (“System Organization”) as an ad hoc working group of the Board, to identify mechanisms for system-level resource mobilization and the strategic expansion of funding, including through innovative financing initiatives and mechanisms to stabilize the flow of funds, with a focus on both traditional and non-traditional funding sources, and building on the work of the former Senior Steering Group on funding\(^1\).

2. The Working Group is an ad hoc advisory group formed by the Board to provide inputs to assist the Board in the discharge of their respective functions. It does not have any executive authority, and as such, does not make decisions. The RM Working Group serves the Board in an advisory capacity in all matters covered by these Terms of Reference (“TOR”).

B. Operational context

3. Words and expressions used in these TOR shall, unless the context requires otherwise, have the meaning attributed to them in the Charter of the CGIAR System Organization (“Charter”).

4. The System Organization, including the Board and the RM Working Group, work in consultation with the System Council in accordance with the terms of the Charter and the CGIAR System Framework (“Framework”) for the benefit of the CGIAR System as a whole.

5. The Working Group has been formed to provide suggestions to the System Management Board that can benefit the CGIAR System as a whole. Thus, as relevant, Working Group members serve in their personal capacity and not as a representative of a particular Center. Working Group members shall serve until 31 March 2017, or when their roles are

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\(^1\) As reflected in SMB1-18, Revision 1 (12 August 2016) System Management Board Committees and Working Groups – Suggested Priorities/Work Plans, which recaps decisions taken by the Board at its 1st meeting on 11 and 13 July 2016 on the Board’s standing committees and proposed working groups.
performed, whichever is sooner.

C. Roles and responsibilities of the Working Group

6. Taking into consideration the functions of the Board as set out in Article 8.1 of the Charter, the RM Working Group shall have the following responsibilities:

a. Identify suggested mechanisms for system-level resource mobilization and the strategic expansion of funding, including through innovative financing initiatives and mechanisms to stabilize the flow of funds, with a focus on both traditional and non-traditional funding sources, and building on the work of the former Senior Steering Group on funding;

b. Develop a proposed plan for economic stabilization, given recent declines on Window 1 and 2 funding, and the potential for ongoing pressure into the near, and potentially longer term, future;

c. Identify a proposed strategy for the engagement of potential high-level “CGIAR ambassadors” to champion and support resource mobilization efforts;

d. Provide strategic guidance on system level resource mobilization initiatives that have the potential to deliver added value in the CGIAR context, including identifying opportunities to provide improved monitoring of financial resources, timely intelligence on budgetary outlook, and other system level functions; and

e. Consult with and gather information from resource mobilization functions and other entities across the System in support of the above responsibilities.

7. In discharging its functions, it shall be the responsibility of the Working Group Chair, or the Vice Chair in his place, to maintain regular and open communication among its members.

D. Composition and Chair

8. The Working Group will be comprised of 9 members as follows: Catherine Bertini, Eugene Terry, Margaret Thalwitz, Shenggen Fan, Martin Kropff, Jimmy Smith, Ann Tutwiler, Elwyn Grainger-Jones (collectively, System Management Board members) and Tony Simons (Additional Center Director General).

9. Additional resources: Karen Brooks (CRP representative), Alain Vidal (Director of Strategic Partnerships, System Management Office) provide additional contextual information as invited guests.

10. Chair: The Working Group will be chaired by Eugene Terry with Jimmy Smith as Vice-
E. Operations

The Working Group shall operate according to the following guidelines:

11. **Meetings:** The Working Group shall meet virtually as determined by the Chair in consultation with the other group members.

12. **Disclosing conflicts of interest:** Where a member has a conflict of interest on a specific topic under discussion, they will make the circumstances of the conflict known to the Working Group, to ensure that discussions proceed in an open and transparent manner.

13. **Quorum:** A majority of the members shall constitute a quorum for the transaction of business.

14. **Meeting support:** The System Management Office carries the responsibility for:
   a. preparation of a draft agenda and meeting materials in advance of discussions;
   b. timely circulation of meeting summaries; and
   c. preparation of materials to support Working Group member requests for additional inputs.

15. **Arriving at agreement on matters to be provided as formal inputs into the deliberations of the Board:** The Chair should aim for consensus on inputs that are proposed to be put forward to the Board. If consensus cannot be reached, both the majority and minority positions shall be reported.

16. **Access to expertise:** The Working Group in fulfilling its duties under these TOR will draw on expertise of the Centers, those working on CGIAR Research, the Funders, the System Management Office, and others as appropriate.

17. **Delegation of Authority:** The Working Group shall have the power to delegate on an exceptional basis its authority and duties to the Chair or individual Working Group members as it deems appropriate.