



Agenda item 3.4
For Input/Endorsement
SMB5-03C

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Resource Mobilization Work Plan and Report from the System Management Board *ad hoc* Working Group 1 on Resource Mobilization

Purpose

This paper presents for the System Management Board to note, and if considered appropriate, to comment and provide guidance on, the progress made by its Working Group on Resource Mobilization on designing a CGIAR Resource Mobilization Strategy and Action plan for 2017-18 (provided in Annex 1 in this document).

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Prepared by: Working Group 1 on Resource Mobilization

Report from Working Group 1 on Resource Mobilization

The Working Group on Resource Mobilization (RMWG) met three times since its inception, once physically in Mexico on 25 September 2016, and twice virtually on 9 December 2016 and 27 February 2017. In its last meeting, the Working Group benefitted from the recommendations from the Centers General Assembly held in London on 24-25 January 2017 and from the CGIAR Resource Mobilization Community of Practice (RM CoP) which held a seminar in Montpellier on 21-22 February 2017.

The present report summarizes the outcomes and recommendations from the RMWG's last meeting.

1. The Working Group recommended that the System Management Office (SMO) explores which, among the **system financing modalities** presented, would be those most attractive to funders.
2. RM CoP members are encouraged to collaborate closely together to improve **funder intelligence on priorities, expectations, requirements, and opportunities** – with a template to share intelligence to be developed by end of March 2017. This shall enable to **target and identify potential funding sources**, feasible amounts, and strategy for engagement of each.
3. The following actions from the Resource Mobilization Action Plan that will be implemented in priority throughout 2017 are: developing SMO's **Resource Mobilization capacity**, developing a **CGIAR Narrative**, setting up a task team on Resource Mobilization in **emerging economies**, the **Funders Roadshow**, identifying **Ambassadors** and position them in key events, and more scoping on **thematic finance**, the **Returnable Capital fund**, and **bridge financing**. The corresponding draft action plan with key performance indicators and indicative timeline is in Annex 1.
4. CGIAR Ambassadors will be approached based on suggestions from the RM CoP, to start with **“door-openers” personalities** whose primary action and role would consist in representing the system-wide CGIAR with existing funders and partners and keep them loyal to CGIAR, and in providing access to senior decision makers beyond Agriculture.
5. The Working Group proposes to the **SMB to consider having an extended Working Group – and that this could ideally be constituted in the form of a Standing SMB Committee on Resource Mobilization**, with a set of **revised TORs**.

Annex 1: Draft Resource Mobilization 2017-18 Action Plan

Key activities	2017 Output / Deliverables	Responsibilities	Target completion date
1. SMO Staffing to support RM and Communications			
1.1 Establish the SMO RM Team	<ul style="list-style-type: none"> ▪ Small SMO RM Team established and operating 1 Head of Funder and External Engagement 1 Senior Analyst 	SMO	May 2017 September 2017
1.2 Consolidate the SMO Communications Team	<ul style="list-style-type: none"> ▪ SMO Communications Team reconstituted (1 Manager) 	SMO	May 2017
2. Intensive Funder and Strategic Impact Pathway Engagement – Listening and Scoping			
2.1 Funder roadshow	<ul style="list-style-type: none"> ▪ 1 donor visit per month 	SMO with Centers and SC Chairs	Ongoing across 2017-18
2.2 Foundations event	<ul style="list-style-type: none"> ▪ Foundation-led event 	SMO with Centers	Q2/Q3 2017
2.3 Funder communication	<ul style="list-style-type: none"> ▪ Newsletter to donors ▪ Individual donor reports on value for money and impact, that align with donor interests ▪ Refreshed funder level narratives 	SMO with Centers	As from Q1 2017 As from Q2 2017 As from Q2 2017
2.4 Funder-targeted strategy	<ul style="list-style-type: none"> ▪ RM-CoP facilitated (1 meeting / semester) ▪ Funder-targeted strategy designed with RM CoP ▪ Existing donors: <ul style="list-style-type: none"> ○ Intelligence on donor financials (incl. 3 year projections) ○ Donors insights (trends/SWOT...) ▪ Potential donors: <ul style="list-style-type: none"> ○ Intelligence building on new prospects 	SMO with Centers through RM-CoP	February and September 2017 June 2017 June 2017, revised twice a year October 2017, revised twice a year

Key activities	2017 Output / Deliverables	Responsibilities	Target completion date
	(foundations/private sector / HNWI...) <ul style="list-style-type: none"> Updated CRM database 		Ongoing
2.5 Strategic impact pathway carriers and CSO	<ul style="list-style-type: none"> 4 strategic partners met per year Strategic partners engagement from Centers shared with RM CoP 	SMO Centers	Ongoing across 2017-18
2.6 Engagement with key global, regional, country policy processes	<ul style="list-style-type: none"> Strategic engagement with policy process from Centers shared with RM CoP 	Centers	Ongoing across 2017-18
3. Good Communication and Branding – Listening and Communicating			
3.1 Restructure CGIAR narrative	<ul style="list-style-type: none"> RM-CoP's input on CGIAR narrative Restructured forward-looking (10-15 years) funder-oriented CGIAR narrative leading to impact & performance Revised narrative after testing out with Ambassadors / in events 	SMO with Centers through RM-CoP	February 2017 April 2017 January 2018
3.2 Identify Ambassadors and position them in key events	<ul style="list-style-type: none"> Profile, TORs and list of Ambassadors List of key events taking place in 2017-18 Ambassadors Identified and secured Ambassadors positioned in key events and joining ED's funders roadshow 	RM WG / SMO SMO with Centers RM WG / SMO RM WG / SMO	February 2017 March 2017 April 2017 March 2017 and rest of 2017-18
3.3 Joint WBSCD-CGIAR events	<ul style="list-style-type: none"> Joint WBSCD-CGIAR-EAT event during EAT Forum, 12-13 June 2017, Stockholm 	SMO with Centers	June 2017

Key activities	2017 Output / Deliverables	Responsibilities	Target completion date
	<ul style="list-style-type: none"> ▪ Joint event at WBCSD Council Meeting, 16-20 Oct 2017, Mexico ▪ 	SMO with Centers	October 2017
3.4 Funder-hosted events	<ul style="list-style-type: none"> ▪ Closed meeting with UK Parliamentarians at Centers GA ▪ Other events (tbd) (eg with BMG foundation, USAID) ▪ 	SMO with Centers	January 2017 All 2017-18
3.5 CGIAR Website / Social media	<ul style="list-style-type: none"> ▪ CGIAR website revision plan prepared ▪ Consultant contracted to revise website ▪ New website tested and launched ▪ Social media's impact increased by 10% 	SMO with Centers SMO SMO SMO	March 2017 April 2017 Sept. 2017 December 2017
4. Constant innovation in funding ideas / platforms			
4.1 Scoping Thematic Finance			
4.1.1 Scope out climate financing boost	<ul style="list-style-type: none"> ▪ Analysis of climate financing boost 	Centers with SMO	May 2017
4.1.2 Scope out health financing boost	<ul style="list-style-type: none"> ▪ Analysis of health financing boost 	Centers with SMO	June 2017
4.1.3 Nutrition	<ul style="list-style-type: none"> ▪ Analysis of nutrition financing boost 	Centers with SMO	June 2017
4.1.4 Fragile states / conflict	<ul style="list-style-type: none"> ▪ Analysis of fragile states / conflict financing boost 	Centers with SMO	June 2017
4.1.5 Migration	<ul style="list-style-type: none"> ▪ Analysis of migration financing boost 	Centers with SMO	June 2017
4.1.6 Environment	<ul style="list-style-type: none"> ▪ Analysis of environment financing boost 	Centers with SMO	June 2017
4.1.7 SDG	<ul style="list-style-type: none"> ▪ Analysis of Sustainable Development Goals financing boost 	Centers with SMO	June 2017
4.2 Returnable Capital Fund (RCF)			

Key activities	2017 Output / Deliverables	Responsibilities	Target completion date
4.2.1. Scope out RCF	<ul style="list-style-type: none"> Analysis of RCF focus opportunities (eg Climate Smart Agriculture) 	Trustee with SMO	February 2017
4.3 Blended finance			
4.3.1 Cross learning between Centers on experience	<ul style="list-style-type: none"> Experiences shared and synthesized 	RM CoP	June 2017
4.3.2 Design mechanism and priorities	<ul style="list-style-type: none"> Mechanisms and priorities identified and designed 	Centers	October 2017
4.4 Bridge financing			
4.4.1 Source one-off grant or loan	<ul style="list-style-type: none"> Grant/loan sourced and mobilized to enable funding flow earlier in 2017 	tbd	March 2017
4.5 Income generating			
4.5.1 Genebanks revenue	<ul style="list-style-type: none"> Explore feasibility of genebank revenue 	Centers	September 2017
4.5.2 Licensing agreements	<ul style="list-style-type: none"> Explore feasibility of licensing arrangements 	Centers	September 2017
4.5.3 Knowledge service provision	<ul style="list-style-type: none"> Explore feasibility of knowledge service provision 	Centers	September 2017
4.5.4 Non standard M&E / indicators	<ul style="list-style-type: none"> Explore feasibility of non standard M&E / indicators 	Centers	September 2017
4.5.5 Lab services	<ul style="list-style-type: none"> Explore feasibility of lab services 	Centers	September 2017
4.5.6 Explore other opportunities (eg crowdfunding)	<ul style="list-style-type: none"> Explore other opportunities from Centers experience 	RM CoP	November 2017