

Change Steering Team and Working Group Terms of Reference (TORs)

Overarching Terms of Reference

Change Steering Team:

Provide thought leadership and guidance to the effort by:

- Detecting emerging and cross-Working Group issues and assigning those to Working Groups
- Ensuring the process is on track
- Coordinating the effort by enabling clear communication and flow of information between Working Groups
- Integrating and synthesizing (but not overriding) the recommendations of the four Working Groups
- Presenting the integrated change plan for recommendation to the ExCo and to the AGM for approval
- Managing the relationship with key stakeholders and enroll them into the effort
- Championing the mindset shifts (trust, empathy and system mindset) across the CGIAR
- Amending the membership of the Working Groups throughout the year, as needed
- Serving as the primary “change agents” of the effort, role modeling trust, empathy and system mindset in all interactions

Working Groups:

- Identify and develop scenarios
- Analyze the pros and cons of each scenario
- Come up with 2-3 clear, issue-area specific recommendations
- Identify quick wins that help maintain momentum
- Collaborate with the CST and other Working Groups on cross-area issues
- Seek input and involvement from across and outside the System, so as to ensure a broad perspective
- Incorporate the recommendations of the Scoping Team and the External Review
- Serve as the primary “change agents” of the effort, role modeling trust, empathy and system mindset in all interactions

Individual Terms of Reference for Each Working Group

Working Group 1 (Visioning):

- Create clarity, shared understanding and alignment around the CG visioning and goals, while not “reinventing” the CGIAR’s mission
- Identify and develop major research challenge s/themes that bridge to Millennium goals

Amendments (as presented by the Working Group):

- Recommend a vision for the CGIAR and its impact on the agriculture landscape
- Review the external landscape to identify development challenges, assess our current capabilities and assets and develop options over the next few weeks as to how we are uniquely able to meet those challenges
- Primarily focus on the vision and only adjust the mission if it doesn’t serve the vision
- Recommend where we stand on the research for development continuum
- Recommend how to position the CG
- Leverage existing research

Individual Terms of Reference for Each Working Group

Working Group 2 (Partnerships):

- Identify new and innovative approaches to partnerships
- Design frameworks for partnering with a diverse group of partners:
 - Partnerships for research and dissemination
 - Partnerships for funding and governance
- Collaborate with Working Groups 3 and 4 on the recommendations around partnerships

Amendments (as presented by the Working Group):

- Determine what a “true partnership” looks like
- Identify main needs and opportunities for partnerships
 - Benchmark where we are today
 - Understand what is working and what is not working
- Determine the role of partnerships for CG once the direction for the vision is given

Individual Terms of Reference for Each Working Group

Working Group 3 (Governance):

- Identify opportunities for streamlining both Center-level and System-level governance structure and processes
- Think boldly about an approach to System-wide governance
- Review roles, accountabilities and decision rights across the various stakeholders and representative bodies
- Collaborate with Working Group 2 on the recommendations around partnerships

Amendments (as presented by the Working Group):

- Establish a common language around governance
- Codify governance principles
- Establish key criteria for selecting governance structure
- Develop governance options (45,000 feet up), which will then be fleshed out
- Think about incentives to build into the system

Individual Terms of Reference for Each Working Group

Working Group 4 (Funding Mechanisms):

- Flesh out the work of the Ad-Hoc Group on Funding Systems Priorities (but do not revisit the original assumptions or reopen its work)
 - Develop a more in-depth implementation plan for putting the approved recommendations in place
 - Identify additional key levers as appropriate
- Examine the pros and cons of establishing an international fund on agricultural research
- Collaborate with Working Group 3 on examining the role that the ExCo ad-hoc committee on finance would play in the future CGIAR System
- Collaborate with Working Group 2 on the recommendations around partnerships

Amendments (as presented by the Working Group):

- Develop a code of conduct for donors and an implementation plan
- Benchmark other funding arrangements
- Perform financial analysis
- Determine TORs for funding committees
- Draw distinctions between restricted and unrestricted funding
- Review/utilize findings from ad-hoc committee