

Resource for the 2nd General Assembly of the Centers:

System Management Board endorsed 2018/2019 CGIAR Resource Mobilization Work Plan

Background:

Building on the work of the System Management Board's *ad hoc* Working Group 1 on Resource Mobilization (refer meeting document SMB5-03C), and responding to the System Council's support for a CGIAR strategic business cycle (SC5 Decision SC/M5/DP4), the System Management Board endorsed the overall direction of the 2018/2019 CGIAR Resource Mobilization Work Plan (Decision: SMB/M8/DP1A: 2018 Resource Mobilization Plan), recommending that as the System Management Office moves forward with implementation of the work plan, the following are addressed:

1. Provide greater definition of the objectives of resource mobilization actions, particularly articulating the nature of those efforts targeted at the System level to clarify the respective roles of CGIAR entities in the various activities;
2. Outline further details on the level of investment and instruments to be applied to resource mobilization efforts with existing compared to potential new Funders to the System; and
3. Further prioritization of resource mobilization efforts where possible

Purpose for the General Assembly:

This document is provided in support of discussions in 'Agenda item 6. Aligning on a vision for optimal resource-mobilization efforts' and specifically:

6.1 Developing principles: To guide how we operate in a multi-stakeholder, multi-purpose resource mobilization context, taking stock of the strategic role for System-wide funding that the System Management Office has been endorsed by the SMB to play.

Document prepared by: CGIAR System Organization



2018/2019 CGIAR Resource Mobilization Work Plan

Purpose

Building on the work of the System Management Board's *adhoc* Working Group 1 on Resource Mobilization (refer meeting document SMB5-03C), and responding to the System Council's support for a CGIAR strategic business cycle (SC5 Decision SC/M5/DP4), this document proposes for discussion, and if thought appropriate by the System Management Board, adoption of a detailed work plan, roles, and timeframe for the implementation of specific CGIAR System level resource mobilization activities for 2018 and beyond.

With an aim to help address System funding objectives, the 2018 plan will deliver targeted elements and provide the necessary focus on Funder engagement for the System Management Office, the System Management Board, and more broadly, Centers, CRPs and various Communities of Practice – primarily the Communications Community of Practice ('CoP') and Resource Mobilization CoP.

Document category: Working document of the System Management Board

There is no restriction on the circulation of this document

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Part A - Plan Objectives

“The Essence of Strategy is Choosing What Not to Do”- Michael Porter

1. CGIAR operates in an increasingly competitive and results-accountable environment. Critical to realizing its goals, CGIAR Research Programs and Platforms (together, the ‘CGIAR Portfolio’) require an adequate level of predictable, multi-year investment. Additionally, to build funding resilience, new Funders must to be engaged and new funding mechanisms need to be developed.
2. Specifically, this two-year plan aims to:
 - a. Increase total funding to CGIAR (Windows 1, 2, 3 and bilateral).
 - b. Attract a greater volume and share of system-level investments (W1/2) in support of the CGIAR Portfolio.
 - c. Stabilize CGIAR Portfolio funding by increasing the share of multi-year pledges, and through the design and deployment of new financial mechanisms.
3. Complementary to achieving these financial objectives will be communications activities that:
 - a. Align CGIAR communication products with the needs of our partner countries and priorities of investors linked to relevant global issues (climate, health, jobs, migration, production).
 - b. Build awareness with Funder/investor communities of CGIAR Research as a vehicle for achieving global development outcomes.
 - c. Strengthen investment for impact, value for money, narrative that reflects interest of policy makers, agri-business and public-private investors.
 - d. Steward CGIAR Funders through program engagement and greater visibility and recognition.
4. A foundation of this plan is to protect and build on existing Funder support that is currently under threat from many angles: institutional credibility, misalignment of incentives, internal competition, emerging external providers, and shifting global priorities. Activities should reflect common interests and be developed in a spirit in which strategies can be openly discussed and the incentives for Center participation and ownership are clear and understood. The plan will add new efforts in securing new channels of funding – only where there is opportunity to generate significant returns for a shared research agenda. Lastly, the plan will leverage System resources to build recognition, reputation, and brand.
5. Resource mobilization activities will support System Council interest in strengthening a shared research agenda, elevating the reputation and recognition, aligning to a business planning cycle – establishing a strong foundation for sustainable program investments.

6. This plan was developed in close consultation with CGIAR Resource Mobilization Community of Practice and will form part of the working agenda of a planned RM CoP meeting scheduled for 15-17 January 2018 in The Netherlands.

Part B - Resource Mobilization Framework

7. The foundation of an effective fundraising plan is recognition of the resource mobilization process against which activities and objectives can be mapped and prioritized. This is often referred to as the development, fundraising or resource mobilization cycle.
8. The process has four fundamental phases:
 - a. Identification and research - Identifying target investors and funding platforms with the greatest likelihood of providing the type and volume of resources desired.
 - b. Cultivation – Undertaking activities to create awareness and relevance of CGIAR with targeted funders and using influencers and decision makers to build support.
 - c. Solicitation – Presenting funding opportunities to targeted investors and negotiating investment terms.
 - d. Stewardship – Activities that strengthen and build funder relationships through reporting, recognition, and meaningful engagement.
9. The CGIAR Resource Mobilization work plan ('CGIAR RM Plan') will use this resource mobilization framework to prioritize and identify what activities to undertake to achieve the stated objectives, when those activities should be undertaken, and individual/group responsible.

Part C - Priority Funding Channels

10. Initial identification and analysis of the funding channels most critical to achievement of the above stated objectives has been completed. While there are a myriad of sources of available funding, it is suggested that these represent the highest return on time invested, strategic positioning of the organization with key actors and influencers, and the greatest probability of achieving the desired objectives. These channels include:
 - a. Traditional Funders - Overarching aim: strengthen relationships and demonstrate CGIAR's relevance to their development agendas. These represent the most significant space to boost pooled funding.
 - b. Emerging Economies - Overarching aim: provide opportunities for south-south cooperation and leadership in addressing challenges within food systems in the developing world. And to strengthen investment case/opportunities for domestic investment from beneficiary countries – likely to initially be in the

form of non-pooled funding, but would ideally be in the form of multi-Center and at-scale programs.

- c. Private Sector/Individual Wealth - Overarching aim: provide impact partnership opportunities via new innovative and thematic funding platforms for investment institutions, businesses and foundations.
11. Other funding opportunities/channels exist. They will naturally present themselves over the two-year period of this plan and necessitate some flexibility. Other initiatives, like many for-profit initiatives Centers are initiating, can be also be elevated through knowledge sharing activities. However, resource mobilization success will largely be a function of maintaining focus on the above channels and effectively executing strategic activities within the context of a resource mobilization framework.

Part D - Leveraging System-Wide Assets

12. Effective resource mobilization for CGIAR requires an organization-wide effort.
13. Achievement of the objectives put forth in this work plan will require coordinated and collaborative contributions from individuals and entities across the CGIAR System. Of critical importance are the following efforts and activities:
- System Council
 - Supporting CGIAR in strengthening relationships with Funder ministries, providing opportunities for nationally targeted communications and media relations, and inviting CGIAR to attend appropriate national research system focused events.
 - Providing guidance and feedback on CGIAR business planning cycle and determining feasibility to make multi-year commitments/pledges.
 - System Management Board
 - Active in strategy development, funder engagement, and meetings and events.
 - CGIAR Research Center DGs and Board Chairs/Members
 - Acting as focal-points on specific funding initiatives or key funding relationships.
 - Providing input from DG/BC group on strategy
 - Participating in coordinated approach/engagement of funders for W1/W2 investments
 - Presenting One System – Common Voice at presentations and meetings
 - Communities of Practice: Resource Mobilization and Communications
 - DG/Center approval to actively participate and support CGIAR RM plan implementation
 - Sharing funder/investor intelligence and participation in strategy development/deployment
 - Leveraging communication channels and supporting CGIAR representation
 - Contributing to collective visibility and recognition for CGIAR Research Program funders
 - Strategic Advisors

- Engagement of strategic advisors for targeted investor strategies – providing relationship support, opening doors, access to decision makers.
- **Broader CGIAR Network**
 - Establishing regional networks of “friends” to support RM efforts consisting of CGIAR alumni, retired DGs, and past Board Members, as well as other individuals.

Part E - Key 2018-19 Events for CGIAR Common Focus

14. **Target a “top-ten” list of events for CGIAR-wide participation.** Though Research Centers and CRPs participate in many events each year, the CGIAR RM Plan proposes to focus on a fewer number of high-profile events where participation would be drawn from Centers and objectives aligned to: (1) funder engagement, (2) reputation building, (3) relevance to global development goals. The table below sets out proposed events for collective investment, as extracted from a working list at Appendix 1.

| Date | Event | Location | Theme/Objective | Possible Partners |
|------------------|---------------------------------------|----------------------|--|-------------------------------|
| April 20-22 2018 | IMF/ World Bank Group Spring meetings | Washington, D.C, USA | Explore with Juergen Voegele to sponsor CGIAR intervention and side event | WB |
| June 11-12 | EAT Stockholm Food Forum | Stockholm, Sweden | Health and Environment | Private Sector, Norway |
| June 18-20 | FAO Global Ag Innovation Symposium | Rome, Italy | Innovation Systems – Research as vehicle for delivering impact (Setting stage for high-level Ministers meeting CGIAR/G20 or other) | FAO |
| September 18-19 | UNGA | New York, USA | Beyond Agriculture – CGIAR contributions to SDGs. Linkages to Health, Environment, Climate... | Private sector / Philanthropy |
| September | AGRF – African Green Revolution Forum | Africa | Partnerships for impact. Working with IFIs and National Governments to plan, design, strengthen, implementations | AGRA, BMGF, AfDB |
| October 16-19 | World Food Prize | Des Moines, USA | Innovation in ag for economic development. Present new face of CGIAR. Young, diverse, energetic, knowledgeable. | USAID |

| Date | Event | Location | Theme/Objective | Possible Partners |
|----------------|------------------------------|--------------------|---|------------------------|
| November 13-15 | CGIAR System Council at BMGF | Seattle | 4-year Business Cycle/funding commitments, Plant Breeding Initiative? Launch? CGIAR Innovative Finance? | BMGF, USAID, DFID, ... |
| December 3-14 | UNFCCC | Katowice, Poland | Resilience – Agriculture as a solution to Climate Change | Funder partners |
| January 2019 | DAVOS | Davos, Switzerland | Economic (in connection with WFP) | WFP |

Part F - CGIAR Resource Mobilization Activity Plan 2018/19

15. Following is a list of initiatives to help guide resource mobilization activities and investments across the System, clustered around the 4 elements of the Resource Mobilization Framework set out at Part B above:

1. Identification and Research

| Activity | Output/Deliverable | Responsible Party/ies | Completion Date |
|--|---|--|----------------------------------|
| Analysis of System funding potential of emerging economies | An analysis of the top ten emerging economies to determine likelihood and volume of funding available for system funding | SMO RM CoP SMB | Feb 2018 |
| Develop two thematic priorities as potential mechanisms for CGIAR's funding | Investment cases and system mechanism to fund two thematic priorities (TBC): (1) scaling biofortification, (2) gender platform, (3) targeted breeding initiative. | SMO SMB RM CoP | August 2018 |
| Proceed to develop and test one new "innovative financing" mechanism | Build on Lion's Head options analysis on (1) impact bond, and (2) returnable capital fund | SMO SMB | May 2018 (feasibility update) |
| Develop a "CGIAR CRP Budget Guarantee" mechanism to provide reliable funding for CRP FinPlan | A model that provides assurances to CRP budgets, while ensuring strong system support – and attracting new funders to system. | SMO SMB Strategic finance advisors | November 2018 |
| Determine interest for scoping study on Zimbabwe Country Initiative | Feasibility for CGIAR to partner with major investor (AfDB, WB, IFAD) to help rebuild ag sector | Consultant DGs SMO | April 2018 |

| Activity | Output/Deliverable | Responsible Party/ies | Completion Date |
|--|---|--|-----------------|
| Develop a concept for China investment in CGIAR in response to Belt & Road program | Short concept for consideration by China funding partners | Identify Lead facilitator to develop a concept | May 2018 |
| Develop a concept for CGIAR country initiative with India | Short concept for consideration by India for deeper CGIAR collaboration | Identify Lead facilitator to develop a concept | May 2018 |

2. Cultivation

| Activity | Output/Deliverable | Responsible Party/ies | Completion Date |
|--|--|-------------------------------|-----------------|
| CGIAR narrative | A narrative, document, and framework for presenting CGIAR in response to key development issues | SMO SMB Comms CoP | Dec 2017 |
| Redesign of CGIAR website | Funder facing website that reflects narrative and bring greater visibility to: (1) Funders, (2) Centers/Programs, (3) Partners/National Systems, and (4) impact | SMO Comms CoP RM CoP | End Feb 2018 |
| CGIAR wide presence at 5 key global fora and events | See calendar of proposed events in Annex II | Comms CoP RM CoP SMO | Throughout 2018 |
| Foundations: Work with RM CoP and DGs for System approach to foundations. Ex. (1) Rockefeller, (2) Buffett, (3) Wellcome Trust | a. Short-list of foundations with greatest potential for investment in CGIAR. b. Strategy to determine (1) links, (2) interest, and (3) estimate capacity – to support CGIAR. c. One meeting in 2018 to determine go/no go | RM CoP DGs | Throughout 2018 |
| Determine interest, strategy, feasibility, ROI for CGIAR high-level event in 2019 | Work with Centers to develop strategy and concept for a Summit event – with strong link to RM objectives. | SMO SMB DG/BC RM CoP | TBC |

| Activity | Output/Deliverable | Responsible Party/ies | Completion Date |
|---|--|------------------------|---|
| Prepare series of investment cases on agriculture response to global challenges – including private sector value proposition. | Expand CGIAR narrative to include investment cases for Agriculture's role in responding to Health, Employment, Migration, Gender (other) | SMO Comms CoP | Released throughout year and linked to event or engagement activities |
| Reach new Ministries: Health, Environment, Climate, Finance, to access new funding channels | Explore willingness of current funders to expand relationships in agencies to access new funding channels. Test with 1-2 close relationships | SMO DG/BC RM CoP | Throughout 2018 |
| Host philanthropy event/dialogue on side of UNGA | Work with key partner (BMGF) to host an exclusive event with philanthropists during UNGA or another relevant global event | SMO SMB RM CoP | Sept 2018 |

3. Solicitation

| Activity | Output/Deliverable | Responsible Party/ies | Completion Date |
|--|--|------------------------|-----------------------------------|
| Protect and grow key CGIAR funders: | Maintain and grow System support for multi-year commitments: Canada, Norway, Sweden, Switzerland, World Bank | SMO DG/BC RM CoP | Throughout 2018 |
| Expand Funder year-end investments to CGIAR | Work with CGIAR Funders to target Agency year-end investments for CGIAR. Schedule, call, follow-up letter. | SMB SMB | Timed to Funder's financial year. |
| Bring new Funders to shared research agenda – CRPs/Flagships | Engagement of Germany, European Commission, BMGF, and other for System support | SMO DG/BC RM CoP | Throughout 2018 |
| Target two new economy members for CGIAR support | Short list 4 prospects for coordinated engagement - China - India - Mexico - OPEC | RM CoP SMB DG/BC | Throughout 2018 |
| IFI/CGIAR innovation fund/mechanism | Design and propose CGIAR mechanism to provide scoping, design, and implementation support to IFI country loan programs. Invite WB/AfDB to host | SMB SMO DG/BC | Sept 2018 |

| Activity | Output/Deliverable | Responsible Party/ies | Completion Date |
|----------|---------------------------------|-----------------------|-----------------|
| | IFI/CGIAR programmatic workshop | | |

4. Stewardship

| Activity | Output/Deliverable | Responsible Party/ies | Completion Date |
|--|--|-----------------------------------|---|
| Launch “From the Field” CRP webinars for System Funders | Engage System Funders in program activities. Bring research to life – active, current, responsive, collaborative | SMO Comms CoP CRPs | Feb 2018 pilot – throughout year for CRPs |
| Elevate visibility and recognition of System Funders via CGIAR communications assets | CGIAR system funders recognized on Center and CRP website, and annual report publications | SMO – Comms Comms CoP | Feb 2018 – framework for implementation distributed |
| Leverage funder visits to reach higher in agency organizations | Greater recognition of CGIAR in funder agencies. Advanced planning and link to Ministry activities. | SMO SMB DGs | Throughout 2018 |
| Monthly round-up of CGIAR in the News. | Collect and distribute to System Council members news from CGIAR research activities | SMO Comms CoP | Throughout 2018 |
| Co-invest with Centers on initiative to pitch top news to media. Co-branded with CGIAR and relevant to funder interest/support | News placement in high visibility media outlets. Complimentary delivery plan to get stories in front of System Funders | SMO Comms CoP RM CoP | Throughout 2018 |
| Agricultural Research Summit and Investors Roundtable | Placeholder for High-level event to profile CGIAR, partnerships, funders | SMO DG/BoT SC Systemwide | Early 2019 |

Part G - Activating Networks for CGIAR RM Activity Plan 2018/19

16. Following System Management Board discussion, input, and endorsement of the CGIAR RM Work Plan at SMB8, specific roles, responsibilities and deliverables will be proposed and agreed during and in advance of the CGIAR Resource Mobilization Community of Practice meeting on 15 – 17 January 2018.

CGIAR System Resource Mobilization Action Plan 2018/2019
For Discussion/Adoption

17. We also propose that the plan is further discussed and responsibilities championed by Center DGs and Board Chairs during the General Assembly of the Centers on 23-24 January 2018.
18. The resulting contributions and commitments from these discussions will be collated into a prioritized Activity Plan for 2018, with each objective of the Work Plan described by driver, activities, KPIs, and ownership, including a quarterly scorecard.

| 2018/2019 CGIAR Resource Mobilization Work Plan | | | | | | | |
|---|--|--------|-------|----|----|----|----|
| Objective 1 | Increase total CGIAR System funding for W1, W2, W3 | | | | | | |
| Driver | Activity | KPI | Owner | Q1 | Q2 | Q3 | Q4 |
| D1 | A1.1 | KPI1.1 | O1.1 | | | | |
| | A1.2 | KPI1.2 | O1.2 | | | | |
| | A1.3 | KPI1.3 | O1.3 | | | | |
| D2 | A2.1 | KPI2.1 | O2.1 | | | | |
| | A2.2 | KPI2.2 | O2.2 | | | | |
| | A2.3 | KPI2.3 | O2.3 | | | | |
| D1 | A3.1 | KPI3.1 | O3.1 | | | | |
| | A3.2 | KPI3.2 | O3.2 | | | | |
| | A3.3 | KPI3.3 | O3.3 | | | | |

Appendix 1

CGIAR/Resource Mobilization Event Listing 2018/19

(as known at 1 December 2017)

** Yellow highlighted events are those proposed to be the focus of a CGIAR common focus*

| Date | Event | Location | Theme | Possible Partners |
|-----------------|---|--------------------------|--|------------------------|
| January 23-24 | CGIAR General Assembly | Rabat | *Internal event | CGIAR |
| February 13-14 | IFAD Governing Council | Rome, Italy | Scaling innovation | IFAD |
| April 20-22 | IMF and World Bank Group Spring meetings | Washington DC, USA | | WB |
| May 16-18 | CGIAR System Council | Berlin, Germany | TBC | BMZ/GIZ |
| May (TBC) | AfDB Annual Meetings | | | AfDB |
| June 11-12 | EAT Stockholm Food Forum | Stockholm, Sweden | Health and Environment | Private Sector, Norway |
| June 18-20 | FAO Global Ag Innovation Symposium | Rome, Italy | TBC | FAO |
| June 24-26 | 6 th GEF Assembly | Da Nang, Vietnam | Environmental | IFAD |
| September 18-19 | UNGA | NYC, USA | | Private sector |
| September | AGRF – African Green Revolution Forum | Africa | TBC | AGRA, BMGF, AfDB |
| October 2018 | Committee on Food Security (FAO, WFP, IFAD) | Rome, Italy | Transformation towards sustainable and resilient societies | IFAD |
| October 10-12 | Science Council 4 | Cape Town, South Africa | Tradeoffs of SLO1, SLO2, SLO3 – Policy Focused. | ISPC |
| October 12-14 | IMF and World Bank Group meetings | Bali Nusa Dua, Indonesia | TBC | WB |

CGIAR System Resource Mobilization Action Plan 2018/2019
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| Date | Event | Location | Theme | Possible Partners |
|----------------|--|--------------------|---|------------------------|
| October 16-19 | World Food Prize | Des Moines, USA | Innovation in ag for economic development. Present new face of CGIAR. Young, diverse, energetic, knowledgeable. | USAID |
| October 22-25 | WBCSD | Singapore | Addressing SDGs through CGIAR research / Asia Regional initiative | Private Sector |
| November 13-15 | CGIAR System Council at BMGF | Seattle | 4-year Business Cycle/funding commitments, Plant Breeding Initiative? Launch? CGIAR Innovative Finance? | BMGF, USAID, DFID, ... |
| November | High-level Ministerial Conference (building on FAO Global Ag Innovation Symposium) | AfDB, WB, TBC | Action on 20 years to invest in Research to deliver on SDGs | AfDB, WB, AGRA |
| December 3-14 | UNFCCC | Katowice, Poland | Resilience – Agriculture as a solution to Climate Change | Funder partners |
| December 2018 | Global Landscapes Forum | Bonn, Germany | Landscapes | BMZ |
| January 2019 | DAVOS | Davos, Switzerland | Economic (in connection with WFP) | WFP |
| January 2019 | African Union | TBC | Youth/Economic/Rural | |