

3-Year System Business Plan Companion Document:

Deepen Private Sector Collaboration

Business Plan Action: **6.2 - Deepen private sector collaboration**

Purpose: This document presents a draft action plan to guide a newly established CGIAR Community of Practice through Private Sector engagement activities over the 2019-2021 business plan period.

Action Requested: The System Council is requested to provide strategic input and guidance on the draft strategy, to inform its further development before submission to the System Management Board for approval and discussion on implementation actions at its 12th meeting in December 2018.

Document category: Working document of the System Council

There is no restriction on the circulation of this document

Prepared by: CGIAR System Management Office drawing on outcomes from the CGIAR workshop on Private Sector Partnership for Impact Acceleration, 10-12 July 2018

Private Sector Partnerships for Accelerating Impact:

1. Private sector partnerships present a strategic opportunity for CGIAR to have impact at scale and contribute significantly to achieve Sustainable Development Goal targets. Appropriate efforts and mechanisms to work in concert with private enterprise is critical to CGIAR's mission and should be mainstreamed and practiced daily by the end of this first CGIAR System business plan period.

Structure the offer:

2. Partnerships with the private sector can be classified under three types:
 - I. Research: leveraging private sector research capacities that contribute to CGIAR global programs
 - II. Delivery: going to market with CGIAR assets through licencing and tech-transfer agreements
 - III. Development: impact at scale through partnerships that scale CGIAR innovation through private sector value chains and broader advocacy activities
3. If it is accepted that extension will continue to morph from Government (80% in 1990s) to NGOs (60% in 2018) to Private Sector (50% in 2030), then this is a huge area to explore to deliver impact from CGIAR research.
4. By definition, 'private sector' can mean many things – multinational companies, national enterprises, SMEs across value chains, co-operatives, private NGOs, and even individual farmers and entrepreneurs. This plan targets partnerships that can contribute to CGIAR research, delivery, and development.
5. Taking CGIAR to market in a meaningful way will require both an institutional change in mindset as well as the development of structures and capacities to yield research, reach, and revenue dividends from private sector relationships.
6. Currently, the capacity and level of engagement with the private sector varies widely across CGIAR. Many gaps exist and there is a lack of awareness of CGIAR market-ready assets, and value proposition. Inconsistent guidance and standards exist across the System leaving CGIAR more exposed to risk events and unable to maximize value from intellectual assets¹.
7. There is an almost universal trend toward slower growth in public expenditures for agricultural research. Global private spending on agricultural R&D (excluding R&D by food industries) rose from \$5.1billion in 1990 to \$15.6billion by 2014². Additionally, the private

¹ Private Sector Partnerships for Impact Acceleration (10-12 July 2018) background information based on pre-workshop survey of CGIAR Centers

² <https://www.mssoy.org/uploads/files/fuglie-gfs-2016.pdf>

sector is consolidating and pivoting towards new markets traditionally serviced by public sector actors.

Pivot to market:

8. The 2019-2021 business cycle will focus on building high-level buy-in and awareness for a System wide, Center led, market focused approach to private sector partnerships. Additionally, it will help drive systemic change across CGIAR to generate social and economic value from collaborations with industry.
9. Deliverables include:

External

- a. Elevate the viability and visibility of private sector activities through development of a value proposition; profiled case studies, and dedicated web presence on www.CGIAR.org to aggregate Center stories and publications.
- b. Establish a high-level Private Sector Reference Group to seek guidance and feedback on CGIAR industry engagement activities and cooperate on advocacy efforts focused on bottlenecks to impact.
- c. Launch an annual CGIAR Innovation Tech Fair – or leverage an existing relevant venue to showcase market-ready technologies.

Internal within CGIAR System

- a. Establish an interdisciplinary CGIAR Center-based community of practice that brings together expertise in (1) business development and scaling, (2) intellectual property and technology transfer, and (3) genetic resources policy (CLIPnet³⁺⁺).
- b. Develop a CGIAR System wide framework with high-level principles, roles and responsibilities, and guidelines for recommended best practice.
- c. Coordinate a series of product-oriented workshops (for example, seeds & elite varieties).
- d. Develop a concept note to establish a System wide “Innovation Transfer Platform” or similar mechanism to harness effective tech-transfer opportunities that exist across the System.
- e. Establish a virtual collaboration space for CGIAR staff interested in private sector engagement.
- f. Design a framework for measuring value and impact from private sector partnerships.

³ CLIPnet is a CGIAR-wide Community of Practice coordinated by the General Counsel of the System Organization. CLIPnet annual meetings present the opportunity for the CGIAR Center/System Organization Legal/IP focal points to share knowledge, experiences and best practices on the sound management of Intellectual Assets (IA) across the CGIAR System.

Accelerate Impact:

10. Partnerships are different from contractual arrangements in which one party works for another; in partnerships the parties work together toward shared goals; each party contributes mission-critical assets, resources and skills, and is responsible and accountable for following through on its part of the mutually agreed plan.
11. Measuring success and impact of private sector partnerships will be required.
12. This will establish baselines and track the success of the initiative. This will capture:
 - Number of partnerships established by classification;
 - Value of research contribution to CGIAR system and programs;
 - Revenue generated through licensing agreements;
 - Impact from communications and advocacy activities.