



## Road-Map for the CGIAR System 2030 Plan

### Purpose

Based on various within-System consultations, this document sets out the proposed approach and timing for consultations to shape the development of a 'CGIAR System 2030 Plan' for delivery as a final plan for approval at the System Council's May 2021 meeting.

### Action requested

The System Management Board is invited to review and, if considered appropriate, to endorse the proposed Road-Map for the development of the CGIAR System 2030 Plan.

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### Prepared by:

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## A. Context

1. A 'CGIAR System 2030 Plan' (2030 Plan) will be developed during the 2019-2021 Business Plan (Business Plan) period that sets out an ambitious forward vision for the CGIAR System, including a CGIAR portfolio framed in terms of CGIAR's planned contribution to meeting the SDGs, as set out in Section 1 and Action 10 of the Business Plan.
2. This paper sets out a proposed process to develop the 2030 Plan.
3. Key proposed principles for the plan's development process are:
  - a. Find the right balance between thoroughness and efficiency;
  - b. Be transparent and inclusive, with open sharing of information and no "backstage deals";
  - c. Use existing decision-making processes, established in the 2016 reforms;
  - d. Build from existing frameworks, including the SRF and the Business Plan, as well as from existing evaluations, rather than start from a blank slate;
  - e. Make use of existing fora (General Assembly, System Management Board, CGIAR Communities of Practice, System Reference Group, Science Leaders, etc.) for consultation and discussion, rather than create new ones; and
  - f. Carefully manage the costs of plan development – with costs additional to SMO's existing budget funded by extra funder contributions.
4. In line with the process set out in Action 10.1 of the CGIAR System 3-Year Business Plan 2019-2021, the *"System Management Board will lead the development of the 2030 Plan, with a CGIAR System Reference Group operating as a consultation platform and engaging the System Council in key stages in its development and for final approval."*<sup>1</sup>

## B. Aim for the CGIAR System 2030 Plan

5. As laid out in the Business Plan, the aim of the 2030 Plan is to sustain CGIAR's focus on big programmatic efforts to drive impacts at scale, provide for organizational adaptation as needed, and ensure the System's longer-term relevance derived from unique sources of comparative advantage.

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<sup>1</sup> Paragraph 75; document available at <https://www.cgiar.org/wp/wp-content/uploads/2019/02/CGIAR-Business-Plan-Web.pdf>

## C. Key themes for consultation

6. The consultation will initially be structured around three closely linked themes, under which there are an evolving set of questions (Appendix 1) that are being deliberated on by the System Reference Group, among others. The three themes are: (1) *Research objectives and focus – defining a portfolio coverage*, (2) *Research delivery model(s) – defining the pathway from innovation to impact*, and (3) *Institutional arrangements – ensuring efficiency, impact and value for money*.

## D. Overview of the process

7. The initial consultation and ideas scoping for the 2030 Plan will be framed using these three themes above as connected workstreams with the following key inputs:
  - Research objectives and focus - a Major Issues paper in 2019 that will outline a proposed high-level portfolio, enabling concept and proposal development in 2020 and 2021
  - Research delivery models - a Research Modalities paper in 2019 that will describe proposed modalities, management and partnership arrangements for the new portfolio
  - Institutional arrangements - which may have several elements, including inputs on alternatives to the current governance and funding modalities, and a CGIAR People Strategy
8. Exploring the scope for bold ideas and possible agreement in these three themes in 2019 will allow for the development of more detailed research plans in 2020.
9. Contingent on the outcome of the process on the Major Issues and the associated Research Modalities papers, a two-stage process is envisaged in 2020:
  - During the first half of 2020, a series of consultations involving CGIAR and partners will address specific research priorities, identifying and delineating strategic research foci within the Major Issues, for one to three business cycles within the 2022-2030 period.
  - Dependent on the outcome of the modalities discussion, Research Proposals will be submitted in the final quarter of 2020, to allow for a process of review, approval and preparation during 2021, so that the new portfolio can be launched with the new business cycle at the start of 2022.

## E. Stages and timetable

**Table 1**

Key stages	Milestones and dates – key existing meetings to use for consultations/ decisions
1. H1 2019 Kick-off and scoping: Development and consultations on “2030 Scope and Road-Map”	<ul style="list-style-type: none"> <li>• <b>January 30-31:</b> <u>General Assembly</u> of Centers</li> <li>• <b>March:</b> <u>SMB</u> – create internet and intranet consultation pages</li> <li>• <b>April 2-3:</b> <u>SMB</u> – approve Road-Map paper and strategy discussion on key themes/questions; open online consultation among partners, reaching out to key stakeholder groups</li> <li>• <b>April 4:</b> <u>System Reference Group (SRG)</u> – inputs to Road-Map paper and drill-down on themes/questions (back-to-back with SMB meeting)</li> <li>• <b>May 14:</b> <u>SRG</u> meeting (back to back with SC meeting) – strategy discussion on key themes/questions</li> <li>• <b>May 14-16:</b> <u>SC</u> – endorse Road-Map paper and initiate strategy discussion on key themes/questions</li> <li>• <b>April:</b> set up monthly phone calls with the Directors General group to engage on key aspects of plan design</li> </ul>
2. H2 2019 Framing the portfolio: Development and consultations and endorsement re “Major Issues” and “Research Modalities”	<p>Drill down on themes and desired broad directions/options:</p> <ul style="list-style-type: none"> <li>• <b>June 3-6:</b> <u>Science Leaders meeting</u> – consultations on themes 1 and 2</li> <li>• <b>July 16-18:</b> <u>SRG</u> retreat – discussions based on preparatory work by SRG member teams on each theme</li> <li>• <b>October 2-3:</b> <u>SMB</u> – prepare Concepts Paper for submission to System Council based on key elements of Major Issues paper and the Research Modalities paper and the ideas generated by SRG and other consultations</li> <li>• <b>November 12 (tbc):</b> <u>SRG</u> meeting – final meeting to consult and advise on process to move from concept paper to next steps in 2020</li> <li>• <b>November 13-14:</b> <u>SC</u> – discuss and approve the Concepts Paper, requesting ISDC inputs for 2020 year, and receive CGIAR People Strategy</li> </ul>
3. H1 2020 Shaping near-term research best-bets: “Research Priorities” and partnerships	<ul style="list-style-type: none"> <li>• <b>January:</b> <u>General Assembly</u> of Centers</li> <li>• <b>January to April:</b> <u>ISDC</u> to inform process, and engagement with <u>GFAR</u> for the purpose of ensuring appropriate consultation with selected partners (including <u>NARS</u>) – identify and delineate Research Priorities, presented as short concept notes</li> <li>• <b>April:</b> <u>SMB</u> – discuss and endorse CGIAR People Strategy</li> <li>• <b>May:</b> <u>SC</u> – approve CGIAR People Strategy</li> <li>• <b>May:</b> <u>ISDC</u> – endorse Research Priorities</li> <li>• <b>June:</b> <u>Science Leaders meeting</u> – discussions on moving from Research Priorities to Research Proposals; formal call for Research Proposals released</li> </ul>

Key stages	Milestones and dates – key existing meetings to use for consultations/ decisions
4. H2 2020 Planning the research: “Research Proposals”	<ul style="list-style-type: none"> <li>• <b>September:</b> <u>SMB</u> – endorse institutional arrangements, as necessary beyond CGIAR People Strategy</li> <li>• <b>November:</b> <u>ISDC</u> – receipt of Research Proposals for (potentially non-competitive) review process as agreed with the SC</li> <li>• <b>November:</b> <u>SC</u> – approve institutional arrangements, as necessary beyond CGIAR People Strategy</li> </ul>
5. H1 2021	<ul style="list-style-type: none"> <li>• <b>January:</b> <u>General Assembly</u> of Centers</li> <li>• <b>April:</b> <u>SMB</u> – endorse Research Proposals</li> <li>• <b>May:</b> <u>SC</u> – final approval of “2030 Plan” and Research Proposals, ready for roll-out of 3-year business cycle in January 2022</li> </ul>

## F. Roles

10. The existing governance arrangements established in 2016 will be used to prepare the plan. The System Management Board will lead the development of the 2030 Plan, engaging closely with various key consultation groupings (see below). The System Council will make final approval. The System Reference Group will play a key role as a consultation platform for Centers and System Council members to work through options and ideas. ISDC will play a significant role throughout.

11. A number of key internal and external stakeholder groups will be consulted as follows:

**Table 2**

Stakeholders	Consultation channels
Centers (DGs, Board Chairs, Center Management Teams, Center Boards, CRP leadership, scientists)	<ul style="list-style-type: none"> <li>• General Assembly of Centers</li> <li>• Monthly calls with Directors General</li> <li>• Possible informal Center workshop (modelled on the Schiphol workshop in August 2017)</li> <li>• System Management Board</li> <li>• CGIAR System Reference Group</li> <li>• Science Leaders (DDG-Rs, CRP &amp; Platform Directors)</li> <li>• Communities of Practice (10-12 groups)</li> <li>• Direct Director General and Center management team calls/visits</li> <li>• System Management Board Audit and Risk Committee and Audit Committee Chairs Group</li> </ul>
Funders	<ul style="list-style-type: none"> <li>• System Council</li> <li>• CGIAR System Reference Group</li> <li>• SIMEC</li> <li>• Direct calls/country visits</li> </ul>

Stakeholders	Consultation channels
CGIAR Partners (NARS, private sector, development organizations such as World Bank, IFAD, FAO)	<ul style="list-style-type: none"> <li>• GFAR as conduit for selected partner consultations</li> <li>• Regional workshops (e.g. Africa workshop back to back with Addis-based System Council meeting in May 2019)</li> <li>• Current NARS partners and their networks (e.g. FARA)</li> <li>• Partnership Forum 2020</li> <li>• Direct calls/country visits</li> <li>• Web-based consultation</li> </ul>
Advanced research institutes, thinktanks, universities	<ul style="list-style-type: none"> <li>• Current advanced research partners and their networks, including peer organizations with similar matrix structures</li> <li>• Consultations/workshops with networks and thought leaders (e.g. GAIN)</li> <li>• Web-based consultation</li> </ul>
CGIAR advisory services	<ul style="list-style-type: none"> <li>• Independent Science for Development Council (bringing in existing foresight in 2019, and in 2020 to advise on and evaluate science quality)</li> <li>• Standing Panel on Impact Assessment</li> </ul>

## G. Further Inputs

12. On **foresight**, the process will draw both on existing foresight exercises, notably recent outputs of ISPC/ISDC, and on CGIAR’s internal capabilities, led by PIM.
13. On **reviews to develop our thinking**, the process will draw on self-assessments, including the White Paper prepared by CRP and Platform Directors, on previous evaluations, and on a commissioned light-touch review of CRP and Platform modalities (as per the request for proposals at <https://www.cgiar.org/news-events/vacancy/request-for-proposals-review-of-research-program-and-platform-modalities/>).
14. Further, strategy development efforts identified in the Business Plan will be used as inputs to help plan development – such as under Action 1.3 to deepen the portfolio through new thematic strategies and initiatives, including the CGIAR People Strategy.

## H. Resourcing

15. As much as possible will be managed in-house to create more chances of success than contracting out the whole exercise. However, some additional support will be needed (as per the request for proposals at <https://www.cgiar.org/news-events/vacancy/request-for-proposals-cgiar-2030-plan-facilitation-support-consultancy/>) – for example in supporting effective consultations with the wide range of stakeholders above, or the convening and facilitation of a cycle of meetings and workshops, and a small number of light-touch review processes. A request for proposals alongside a request for financial support from Funders is being prepared to secure this support.

## Appendix 1: Evolving set of questions under the three themes

### **1. Research objectives and focus – defining a portfolio coverage. For example:**

- What type of international agricultural R4D system does the world need up to 2030?
- What niches and comparative advantages can CGIAR have within this, with better connections to the wider R4D system for impact?
- How should CGIAR’s research focus shift, by dropping and adding themes?

### **2. Research delivery model(s) – defining the pathway from innovation to impact. For example:**

- What innovations are needed to lead to greater – and measured – impact towards the SDGs, and how can CGIAR best contribute?
- How can CGIAR work more optimally with NARS, the private sector, R4D peers and platforms, and others to co-deliver this contribution?
- How can CGIAR be greater than the sum of its parts at the country level?
- How should the modality for global programs be (re)configured?

### **3. Institutional arrangements – ensuring efficiency, impact and value for money. For example:**

- How should the “CGIAR System” business model (value proposition, revenue stream and cost structures) evolve?
- Could the institutional configuration of Centers be different?
- What should CGIAR’s funding model look like?