



Roadmap for the CGIAR System 2030 Plan

(Action 10, CGIAR System 2019-2021 Business Plan)

Purpose

Based on various within-System consultations, and after consideration and review by the System Management Board, this document sets out the proposed approach and timing for consultations to shape the development of a 'CGIAR System 2030 Plan'.

Action requested

The System Council is invited to consider, and if thought appropriate, **endorse** the following document as the agreed overarching framework for the development of the 'CGIAR 2030 Plan'.

Distribution Notice:

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Prepared by:

System Management Office taking into account broad cross-System inputs on initial evolving drafts.

A. Context

1. A **CGIAR System 2030 Plan** ('2030 Plan') will be developed during the 2019-2021 Business Plan (['Business Plan'](#)) period - as set out in Section 1 and Action 10 of the Business Plan to set out an ambitious forward vision for the CGIAR System, including a CGIAR portfolio framed in terms of CGIAR's planned contribution to meeting the Sustainable Development Goals ('SDGs').
2. This paper sets out a proposed process to develop the 2030 Plan – including providing guidance on the overarching Aim for the 2030 Plan; Key Themes to guide consultations (as updated based on a broad range of forward-looking conversations since November 2018); Process Overview and Timetable; and a description of Roles.
3. Key proposed principles for the plan's development process are:
 - a. Find the right **balance between thoroughness and efficiency in terms of analysis and the level of consultation**;
 - b. **Recognize the living nature of the plan process** in terms of the need for flexibility on actions identified in this paper to permit new process improvements and concepts to advance during the consultations – including on the timing of the final Plan approval (noted as end-2020 in the 2019-2021 Business Plan but perhaps also requiring final decisions in the first half of 2021 on particular aspects to bring all elements of the 2030 Plan together);
 - c. Be **transparent and inclusive**, with open sharing of information and no “backstage deals”;
 - d. **Use existing decision-making processes**, established in the 2016 reforms;
 - e. **Build from existing frameworks**, including the 2016-2030 CGIAR Strategy and Results Framework ('SRF') and the Business Plan, as well as from existing evaluations, rather than start from a blank slate;
 - f. **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;
 - g. **Decide on key directions iteratively as the process evolves rather than all at the last moment of Plan approval, aiming for a sense of momentum and greater clarity during the plan development and leaving more time for the implementation arrangements to be put in place during 2021 for inclusion in the 2022-2024 CGIAR System Business Plan**;
 - h. **Ensure an effective change management process**, supported by an external facilitation team;
 - i. **Keep the 2030 Plan concrete yet high-level**, with more near-term details presented in the resulting 2022-2024 CGIAR System Business Plan; and

j. **Carefully manage the costs of plan development** – with costs additional to the System Management Office’s existing budget funded by extra Funder contributions.

4. In line with the process set out in Action 10.1 of the Business Plan, 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.*”¹

B. Aim for the CGIAR System 2030 Plan

5. As laid out in the 2019-2021 CGIAR System 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.

C. Key themes for consultation

6. The consultation will initially be structured around the following three closely linked themes: (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.*, under which there are an evolving set of questions which are being deliberated on (as set out in Appendix 1).²

D. High-level Overview of the process

7. The initial consultation and ideas scoping for the 2030 Plan will be framed using the three interconnected workstreams.

8. Under the overall strategic guidance of the System Reference Group (‘SRG’) and supported by a team of facilitators to help guide the work, conversations during 2019 will be informed by strategic inputs into a ‘Key Issues and Directions’ paper to be discussed in Q4 2019 by the SMB and System Council with elements that include:

- **Research objectives and focus** - to outline a proposed high-level portfolio. Issues under consideration include how areas such as nutrition, gender and youth could be better supported by CGIAR research.
- **Research delivery models** - to describe proposed modalities, management and partnership arrangements for a new portfolio, looking at pathway from research to impact. Issues under consideration for alternative end-to-end

¹ Paragraph 75, Business Plan document.

² Appendix 1 is updated following the 13th SMB meeting (2-3 April 2019) and the System Reference Group meeting of 4 April 2019.

research delivery models include the potential for closer collaboration with the private sector.

- **Institutional arrangements** - to articulate revised institutional models to address key incentive questions for enhanced collaboration; the optimal administrative and funding modalities for research; and corporate services arrangements.
9. Exploring the scope for bold ideas and possible agreement in these three themes in 2019 will allow for the development of more detailed ‘Key Issues and Direction’ paper in 2020, together with proposed implementation strategies and plans.
10. Contingent on the outcome of 2019 deliberations and agreement on CGIAR’s forward direction in the three workstreams, a two-stage process is envisaged in 2020 to define the future research efforts:
- During the first half of 2020, a series of consultations involving CGIAR and our partners will address specific research priorities, identifying and delineating strategic research foci for the 2022-2030 period.
 - Dependent on the outcome of the institutional arrangements and research modalities discussion, clarity by end 2020 on the major research themes to be pursued as the agenda out to 2030, to inform actions that need to be built into the 2022-2024 System Business Plan so that more detailed program-level preparations can be made for activities to start in 2022.

E. Stages and timetable

Table 1

Key stages	Milestones and dates – key existing meetings to use for consultations/ decisions
<p>1. H1 2019 <u>Kick-off and scoping:</u> Development and initial consultations on overall scope and Roadmap for ‘2030 Plan’</p>	<ul style="list-style-type: none"> • January 30-31: <u>3rd General Assembly</u> – stocktake of status of strategic alignment opportunities underway between Centers • April 2-3: <u>SMB13</u> –consider Roadmap paper that sets out: suggested timetable for strategic discussions on key themes/questions; timetable for consultations among partners, and out-reach to key stakeholder groups • April 4: <u>System Reference Group (SRG)</u> – inputs to Roadmap paper and drill-down on themes (back-to-back with SMB13 meeting) • From April: set up monthly phone calls with the Directors General group to engage on key aspects of plan design • May 14: <u>SRG</u> planning and aligning meeting (in advance of SC8 meeting) • April: <u>SMO</u> – create internet and intranet consultation pages • May 15-16: <u>SC8</u> – endorse Roadmap paper and provide high-level strategic guidance on key themes/questions

Key stages	Milestones and dates – key existing meetings to use for consultations/ decisions
<p>2. H2 2019 <u>Framing the broad direction of the '2030 Plan':</u> Development and consultations and endorsement re “Major Issues and future Directions” Paper</p>	<p>Drill down on the 3 major workstream themes and desired broad directions/options:</p> <ul style="list-style-type: none"> • June 3-6: <u>Science Leaders meeting</u> – consultations on themes 1 and 2 • End June: <u>ISDC</u> Synthesis paper on foresight discussions in 2018 • July 16-18: <u>SRG</u> retreat – discussions based on preparatory work by SRG member teams on each workstream theme • October 2-3: <u>SMB</u> – prepare a ‘Key Issues and Directions -v.1’ paper on the 2030 Plan for submission to System Council • November 13-14: <u>SC</u> – discuss and endorse the ‘Key Issues and Directions – v.1’ Paper, and set out ISDC strategic advice needs for the 2020 year – with an ambition for SC to endorse key directions including on the issues set out in Paragraph 8 above •
<p>3. H1 2020 <u>Shaping near-term research best-bets:</u> Research Priorities and partnerships</p> <p>+ <u>Advancing institutional alignment opportunities</u></p>	<ul style="list-style-type: none"> • February: <u>4th General Assembly+</u> (with SRG members TBC) with a focus on how to take forward guidance from SC November 2019 into 2020 planning and delivery cycle • January to April: <u>ISDC</u> further engagement to inform strategic Research direction, and engagement with <u>GFAR</u> for the purpose of ensuring appropriate consultation with selected partners (including <u>NARS</u>) • April: <u>SMB</u> – discuss and endorse Research Priorities for recommendation to System Council; institutional alignment decisions taken as relevant • May: <u>SC</u> – review and approve Research Priorities • June: <u>Science Leaders meeting</u> – discussions on moving from Research Priorities to Research actions (and the structure for those actions and the flow of funding)
<p>4. H2 2020 <u>Planning the research</u> and underlying supporting delivery mechanisms</p>	<ul style="list-style-type: none"> • September: <u>SMB</u> – review and endorse ‘Key Issues and Directions Paper - v.2’ for System Council informed by further, presenting as final proposals elements of the ‘2030 Plan’ that are ready at this time for formal approval • November: <u>SC</u> – stocktake and provision of the relevant approvals or endorsement(s) for the 2030 Plan • From December: <u>ISDC</u> – moderate external independent expert assessment of planned research from 2022

Key stages	Milestones and dates – key existing meetings to use for consultations/ decisions
<p>5. H1 2021 <u>Agreeing the 2030 Plan and beginning preparation of System 2022-2024 3-year Business Plan</u></p>	<ul style="list-style-type: none"> • Jan-Feb: <u>5th General Assembly</u> of Centers – agreeing the relevant implementation actions to support SMB April consideration of a well-supported delivery framework for the ‘2030 Plan’ • April: <u>SMB</u> – endorse any final elements of ‘2030 Plan’ for submission to SC, and prepare outline key elements of 2022-2024 CGIAR System Business Plan • May: <u>SC</u> – any final approvals to have the comprehensive ‘CGIAR 2030 Plan’ agreed, and provide inputs on key elements of 2022-2024 CGIAR System Business Plan
<p>6. H2 2021 <u>Final planning: Approval of 2022-2024 System Business Plan</u></p>	<ul style="list-style-type: none"> • From July – all relevant preparatory work for commencement of 2022 Business Plan period • September: <u>SMB</u> endorse proposed System 2022-2024 Business Plan • November – <u>SC</u> approve CGIAR System 2022-2024 Business Plan

F. Roles

11. **The existing governance arrangements established in 2016 will be used to approve the 2030 Plan**, with the SMB having responsibility for recommending the 2030 Plan for approval, engaging closely with various key consultation groupings (see below). The System Council will make final approval.
12. **The SRG (see Appendix 2 for membership) will play a role as the overarching consultation platform for Centers, the SMB, and the System Council through to SC9** to work through options and ideas for the benefit of the System as a whole.
13. **In this sense, it is proposed that the consultation and approval period from June 2019 to May 2021 be collectively undertaken as the ‘1st CGIAR Partnership Forum’** – namely a broad and inclusive multi-stakeholder forum held over a longer period to facilitate bold dialogue and engagement focused on setting up the System for even further success – rather than being one single event.
14. **Accordingly, the role of the SRG during in 2019 will evolve to become the overall ‘steering group’ for the ‘Partnership Forum’**, continuing to operate as a consultative, non-decision-making group.
15. **A smaller sub-set of the SRG would work as the ‘2030 Plan orientation group’** – to help guide the overall on-time delivery of strategic inputs into SMB and SC key decision moments, with decision making capacity in terms of organizational matters, but no decision-making role regarding substantive questions before the System.

16. **The ‘2030 Plan orientation group’ of the SRG through to SC9** would be comprised of the SRG Chair and Co-Chair, the Center’s Board Chair Convener³ and Directors General Convener, and the Executive Director of the System Organization, and as for the broader SRG, be supported by the facilitation team and members of the System Organization in terms of operational and secretariat support.
17. **Beyond SC9**, the Partnership Forum will be stewarded by a reconstituted **‘2030 Plan Orientation Group’**. It’s membership will be comprised of 7 members, with the System Council and System Management Board each appointing 2 persons to be members of that Group, and the 2020 Center’s Board Chair Convener and Directors General Convener, and Executive Director of the System Organization also being members.
18. ISDC will play a significant role throughout in providing robust independent external advice on the longer term strategic research agenda.
19. By way of overall summary, the following 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"> • General Assembly of Centers • Monthly calls with Directors General • System Management Board • CGIAR System Reference Group • Science Leaders (DDG-Rs, CRP & Platform Directors) • Communities of Practice (10-12 groups) • Direct Board Chair, Director General and Center management team calls/visits • System Management Board Audit and Risk Committee and Audit Committee Chairs Group
Funders	<ul style="list-style-type: none"> • System Council • CGIAR System Reference Group • SIMEC and the System Council’s Assurance Oversight Group • Direct calls/country visits
CGIAR Partners (NARS, private sector, development organizations such as World Bank, IFAD, FAO)	<ul style="list-style-type: none"> • GFAR as conduit for selected partner consultations • Regional workshops (as identified as key) • Current NARS partners and their networks (e.g. FARA) • Direct calls/country visits • Web-based consultations

³ It is noted that the Centers consider these roles annually.

Stakeholders	Consultation channels
Advanced research institutes, thinktanks, universities	<ul style="list-style-type: none"> • Current advanced research partners and their networks, including peer organizations with similar matrix structures • Consultations/workshops with networks and thought leaders (e.g. GAIN) • Web-based consultations
CGIAR advisory services	<ul style="list-style-type: none"> • Independent Science for Development Council (bringing in existing foresight in 2019, and in 2020 to advise on and evaluate science quality) • Standing Panel on Impact Assessment

20. **To ensure coherence and effective linkages** between all the various stakeholders, it is proposed that **certain roles (and the incumbent individuals) be identified as key ‘connectors’ across the System during the development of the 2030 Plan.** Identified roles will have the responsibility to ensure that: (i) conversations are being informed by various groups’ strategic inputs, and (ii) emerging ideas are being effectively shared across the System to stimulate continuous momentum forward in an aligned and structured way.
21. **An initial diagram of the proposed approach is set out on the page that follows.** The names of the ‘connectors’ would be inserted following adoption of this model, together with a short terms of reference for the roles to enhance their engagement and channeling of inputs.

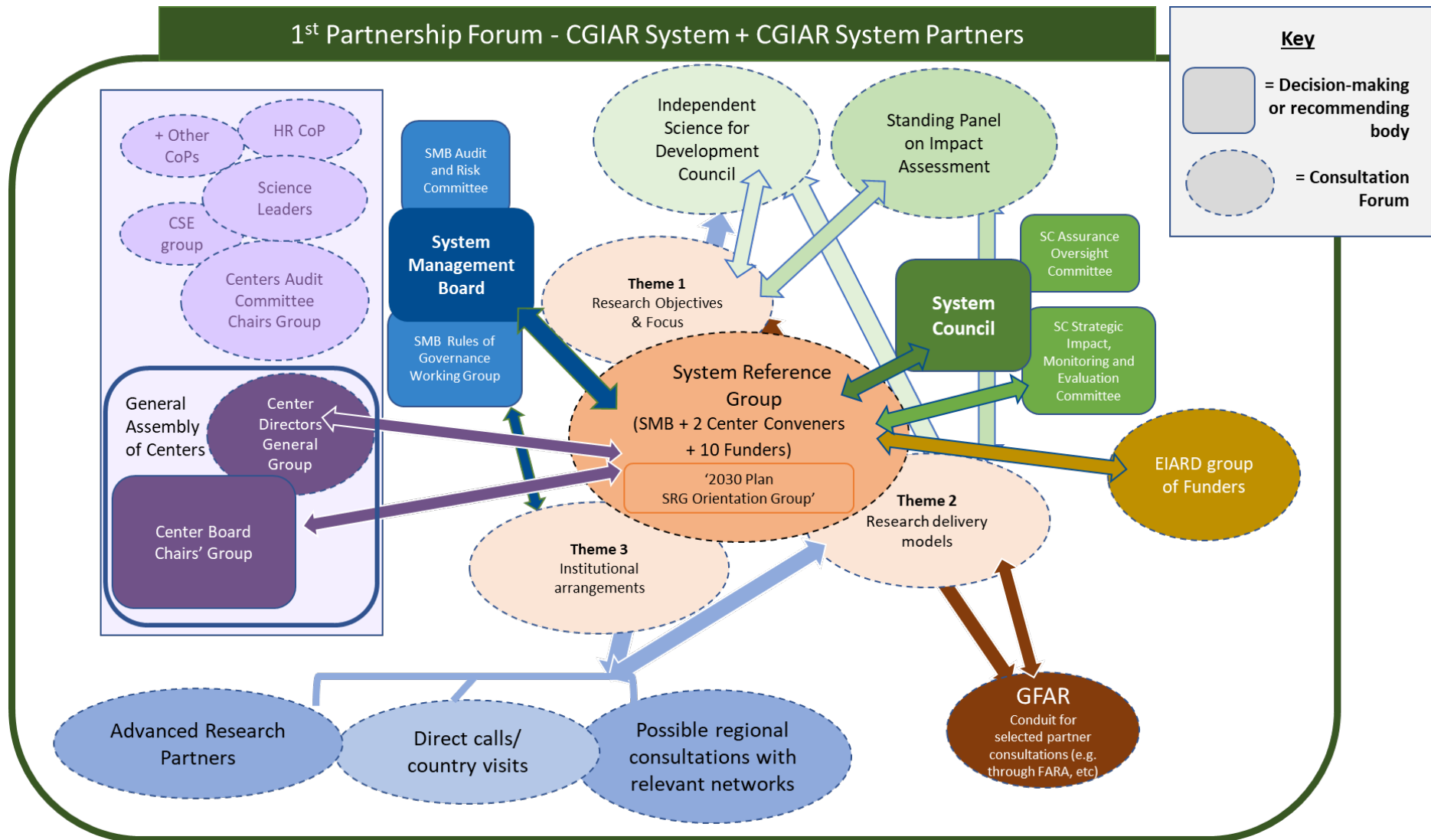
G. Further Inputs

22. 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.
23. 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/>). Further, strategy development efforts identified in the Business Plan will be used as inputs to inform thinking.

H. Resourcing

24. 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 provider is being contracted will be supporting the implementation of the above process.

Initial concept diagram



Appendix 1: Evolving set of questions under the three themes
(April 2019 version, post SMB13 and SRG April meeting)

1. Research objectives and focus – defining a strategic portfolio scope. For example:

- How CGIAR's niche and comparative advantage will and should evolve through 2030?
- Which research areas should be given priority/focus over that time?

2. Research delivery model(s) – looking at the pathway from innovation to impact.

For example:

- How CGIAR innovations lead to greater and measured impact to SDGs.
- How CGIAR can work with the private sector and National Agricultural Research Systems.
- What opportunities might exist for CGIAR in respect of technology transfer and commercialization.

3. Institutional arrangements – Looking at requirements to promote coherent research impact and consideration of CGIAR identity, efficiency and stability to deliver multi-year programs and strong operational systems. For example, in terms of:

- Centers' institutional and governance structures.
- Flow of funds and the modalities for global programs.
- Corporate services arrangements.

Appendix 2: SRG Membership

Based on self-nominations from interested Funders⁴, together with all the members of the SMB and the Centers' Convener of Board Chairs and Convener of the Directors General, the membership of the System Reference Group, a non-decision-making body, is set out below.

Chair: Marco Ferroni

Co-Chair: Tony Cavalieri

SMB members

Center-affiliated

- Barbara Wells (DG, CIP)
- Claudia Sadoff (DG, IWMI)
- Geoff Hawtin (Board Chair, CIAT)
- Gordon MacNeil (Board Member, AfricaRice)
- Namanga Ngongi (Board Chair, IITA)
- Yvonne Pinto (Board Chair, WorldFish)

Independent members

- Kanayo Nwanze
- Isatou Jallow

Ex-officio non-voting member

- Elwyn Grainger-Jones (Executive Director, System Organization)

Members from System Council:

- **System Council Chair's Office:** Jonathan Wadsworth
- **Australia:** Mellissa Wood
- **China:** Dandan Huang
- **Germany:** Michel Bernhardt
- **LAC Constituency (Embrapa):** Pedro Machado
- **Switzerland:** Michel Evéquo
- **United Kingdom:** Alan Tollervey
- **United States:** Rob Bertram
- **World Bank:** Mark Cackler

Centers' 2018 Conveners

- **Board of Trustees Chairs' Convener 2019:** Nicole Birrell
- **Directors-General Convener 2019:** Aly Abousabaa

⁴ System Council members agreed to the formation of the System Reference Group in May 2018, and up to 10 interested System Council members were encouraged to join the conversation to bring an appropriate element of balance to the group's conversations.