

Taking forward SRG recommendation 5: Stronger funding pipeline – and setting the course for a One CGIAR pledging moment in 2021

Purpose

This document presents an opportunity for the System Council to work collectively towards a pledging/mobilization moment aligned with the 2021 UN Food Systems Summit and CGIAR's 50th Anniversary.

Action Requested

The System Council is requested to consider a pledging moment in 2021 aligned with the UN Food Systems Summit, with a view to elevating One CGIAR and its new research agenda, and activating high-level advocacy support from System Council members over the next 16-18 months.

<p>Document category: Working document of the System Council There is no restriction on the circulation of this document</p>

Prepared by: CGIAR System Management Office based on a “work-in-progress” draft of the One CGIAR Resource Mobilization, Communications and Advocacy (‘RCMA’) Strategy, that has received wide inputs from across the CGIAR Resource Mobilization, and Communication communities of practice, and currently under active discussion by TAG7.

A guiding narrative for the One CGIAR RMCA strategy

1. Analysis shows funding sources are available to support a \$2 billion annual (pooled and bilateral) One CGIAR sustainable financial ambition by 2030 or earlier.
2. In addition to strong System Council commitment to advocate and invest, it demands collective communications, and a targeted, multi-channel fundraising approach – made up of 5 Action Areas each targeting key sources and types of investments.
3. This also requires a new way of working across CGIAR – coordinated, targeted, and transparent – anchored by a 3-year System Council-supported campaign approach.

Building back better through investing in research

4. Global food systems are fragile. Climate change continues to challenge producers. And the Covid-19 crisis is exacerbating the situation which could push more than a quarter of a billion people to the brink of starvation. There is an urgent need for a coordinated global research response to develop equitable and resilient food, land and water systems to meet the UN Sustainable Development Goals (SDGs).
5. Important evidence such as the 2019 EAT-Lancet report, the IPCC Report to the 2019 UN Climate Action Summit, key themes on food systems present at the 2020 World Economic Forum, the 2020 Global Nutrition Report, and related planning discussions for the 2021 UN Food Systems Summit show strong evidence of global will for improved food security systems. A unified CGIAR, with its expertise, experience and network is well placed to reach a \$2 billion goal through a high-profile campaign.
6. The One CGIAR RMCA strategy aims to deliver on SRG Recommendation 5 – More, and Pooled, Funding. It is an input to the workplan and deliberations of the Transition Advisory Group (TAG) 7 on Resource Mobilization.

Aims of the strategy

7. In order to realize the potential of One CGIAR there is a need to align, elevate, and diversify the way CGIAR as a system approaches resource mobilization, communications and advocacy - to maximize the efficacy of system capacity and reduce internal competition and duplication of effort.
8. This new approach aims to enhance the relevance of CGIAR's research and brand, and de-risk the current narrow base of investments to a wider spectrum of funding sources, modalities and timeframes. This will help position CGIAR in growth segments and build System-wide resilience to financial fluctuations.

9. Main elements of the RMCA strategy:

Goal	<ul style="list-style-type: none"> • Increase the scale and impact of CGIAR research. • Improve the way we work - in a targeted, coordinated, and efficient way – leveraging system-wide capacities. • Implement investment growth strategy to 2030 through a diversified multi-channel approach.
Targets	<ul style="list-style-type: none"> • Raise \$2 billion on an annual and sustained basis. • Grow and incentivize pooled funding to 50% by 2022, 70% by 2024 (SRG recommendation).
Sustainability	<ul style="list-style-type: none"> • Implement a collective campaign model that mirrors CGIAR three-year business plans to 2030. • Maximize pooled investments from System Council Funders and other sources. • Diversify funding channels through targeted Action Areas to access underexploited funding sources contributing to both pooled and bilateral investments. • Build in flexibility to respond to urgent/evolving issues (e.g. Covid-19).
Action Areas	<ol style="list-style-type: none"> 1. Elevate System Council Funders 2. Grow Emerging Markets 3. Tap Climate Funds and Finance 4. Engage Country Partners and International Finance Institutions 5. Cultivate Innovative and Private Finance

Pathway to \$2 billion annually

10. The five Action Areas, as seen in the table above, have been designed with a view to strengthening relations with existing funders, diversifying the portfolio of funders and to expand the use of innovative financing approaches. The Action Areas closely align with funding sources for international development.
11. Analysis indicates substantial targetable funding is available across each Action Area. This analysis supports an ambition for a \$2 billion annual CGIAR research agenda and is derived from current targetable sources of ODA, domestic Ag R&D spending in emerging markets, multilateral climate funds, multilateral and IFI flows to key countries, and innovative and private finance. Growth scenarios towards 2030 have been assessed by applying an estimated compounded annual growth rate to the pools within each of the Action Areas.

Steps to implementation

12. Moving ahead, the One CGIAR RMCA strategy can only be realized under unified governance and a coordinated engagement approach. Further, it demands shared services and policies, as well as operational changes in the way CGIAR leadership and staff engage with funding sources, communicate about research and impact, and appear on the global stage.

13. Implementation requires a new approach in the way the One Common Board, Executive Management Team, system leadership, and Resource Mobilization and Communication staff conduct business. It also calls for additional capacity and new skillsets to realize financial targets. These considerations will guide the development of the strategy Implementation Plan.
14. Increasing CGIAR funding to \$2 billion by 2030 is an achievable but challenging goal, requiring average annual growth of 7-8% starting from last year (2019). The longer it takes to transition to One CGIAR, mobilize funders, and shift investments onto this new path, the higher the growth rate will need to be in each successive year between now and 2030.
15. To realize the potential of this Strategy, additional steps and analysis will be required as outlined below:
 - a. June-July 2020: **SMB Endorsement** of a One CGIAR Resource Mobilization, Communications, and Advocacy Strategy framework;
 - b. July 2020: **Deeper analysis**, prioritization and target setting in and across Action Areas;
 - c. August 2020: Development of **System-wide communications and advocacy plan**, supporting a \$2 billion campaign, connected to a 2021 major pledging moment;
 - d. September 2020: Development of an **investment case** supporting a One CGIAR 2021 pledging moment;
 - e. September 2020: **Implementation plan** for One CGIAR to deliver on Campaign Strategy and Action Area objectives;
 - f. October 2020: Launch of **campaign collateral**, website, and system-wide communication effort;
 - g. Q3/4 2021: **Pledging moment** for One CGIAR connected to the UNFSS.

A Pledging Moment for One CGIAR in 2021

16. CGIAR needs to take action now if it wants to execute a major campaign and pledging “moment” next year. 2021 will be a particularly competitive year given replenishments by other agriculture sector actors, including the delay of the Nutrition for Growth Summit (N4G), the UN Food Systems Summit (UNFSS), and the broader Covid-19 crisis and its many health and economic consequences. There is a strong, evidence-backed case that agricultural innovation, and CGIAR, matter now as much as ever.
17. While Covid-19 raises new challenges, it may also present new opportunities as access to food (and hunger) become the next major sub-crises (after unemployment) sparked by the pandemic.

18. Gaining the attention of funders is possible but will require an even higher degree of analysis, pre-planning, and coordination with close allies and potential competitors. CGIAR needs to move rapidly in this new environment to produce key positions and plans, for example its Covid-19 “strategy” paper, a negotiated place at the UNFSS table, and coordination with other agriculture (and nutrition) actors also targeting 2021 and the UNFSS.
19. The UNFSS provides a unique platform for One CGIAR to elevate the global importance of agricultural research for development, announce the transition to One CGIAR, recognize 50 years of impact, launch the One CGIAR research agenda and projects, and importantly mobilize commitments from funders.
20. We have an initial understanding of what to expect in 2020-21 and CGIAR’s place within it, but additional analysis, discussion and planning remain. Specifically, CGIAR needs to:
 - a. Craft a coherent One CGIAR narrative, value proposition, investment case, and communications product, as part of the One CGIAR RMCA Strategy.
 - b. Refine the argument for why agricultural research and development matters amidst a global pandemic, as well as CGIAR’s specific role in climate change and adaptation to a new normal through to 2030.
 - c. Develop a deeper understanding of what partners and competitors are doing, what opportunities exist, and the level of potential collaboration/competition posed by each and explore options to present a coordinated narrative to funders.
 - d. Negotiate with UNFSS leaders – with help from partners and System Council members – to secure an appropriate “seat at the table” that will support its ambitions of using the UNFSS as a major pledging moment.
 - e. Work closely with System Council members for a collective and public pledge for One CGIAR – with an initial view to \$1-\$1.5 billion over 2022-2024.
21. Ultimately, each System Council member has a role in helping to elevate CGIAR participation at the UNFSS and to facilitate a major 2021 pledging moment in support of a prioritized and targeted research agenda.
22. View to next steps in planning for a pledging moment in 2021:

