What we mean by *Innovation* in CGIAR
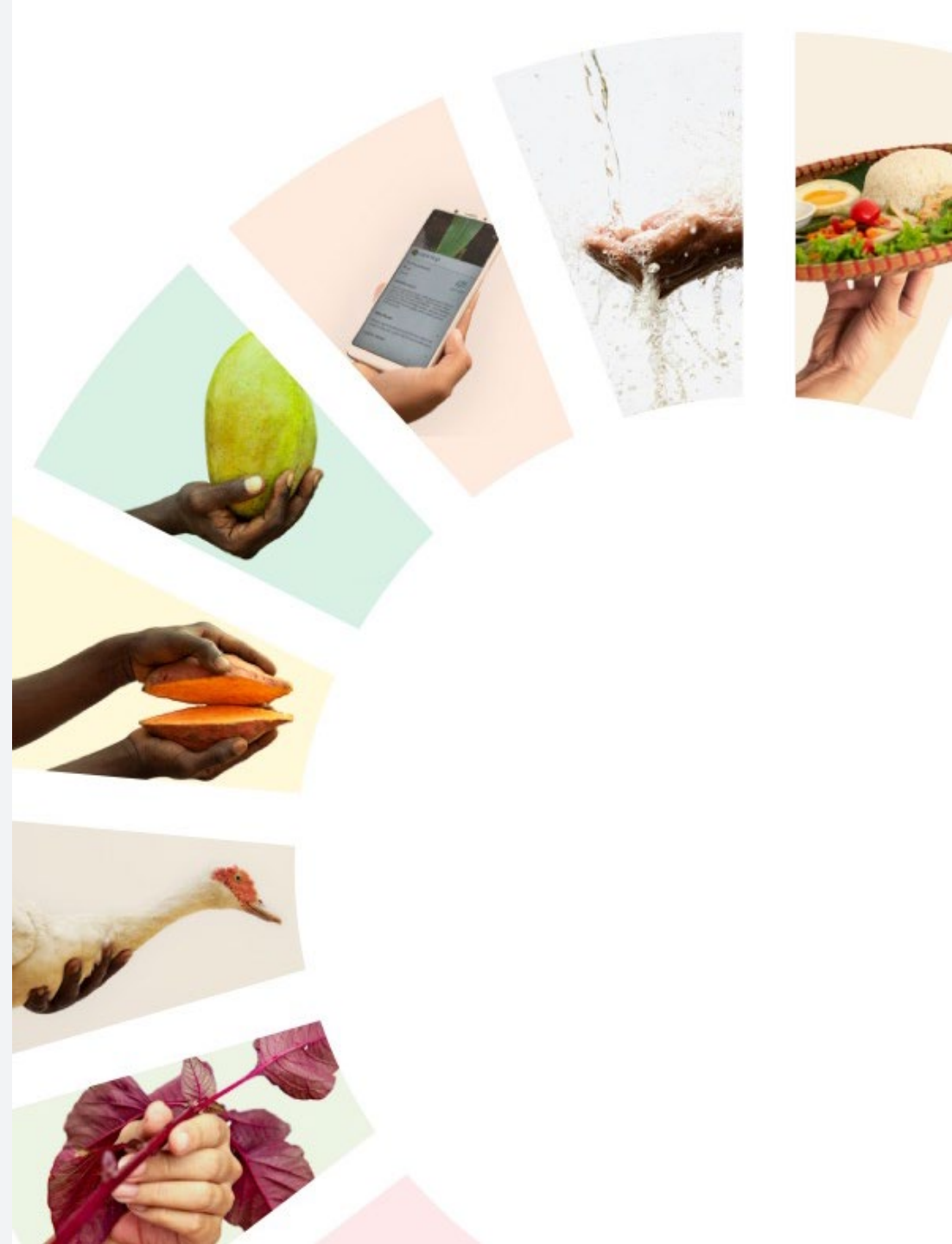
Purpose:
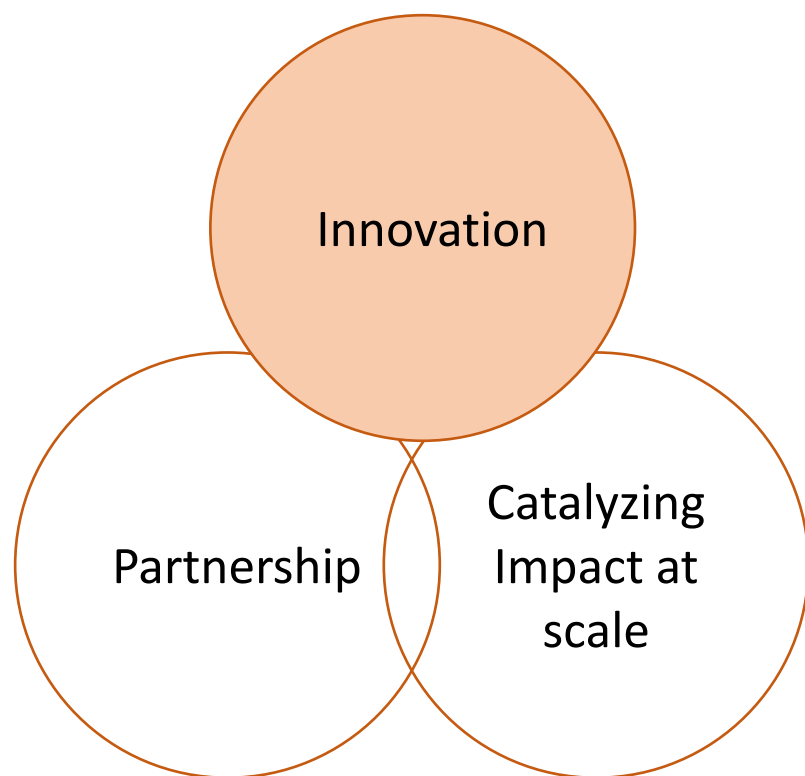**Science Highlight 3 – Innovation in CGIAR**

Prepared by:
Introduced by the Executive Managing Director
Presented by Simon Heck, DG, CIP

Innovation - a key process for catalyzing impact from research

Innovation

Partnership

Catalyzing Impact at scale

Innovation needs to be well targeted

- On well-defined, impactful challenges (improving the lives of millions)

- Through equitable partnerships (that can propel and sustain solutions)

Innovation – a look at management science

REPRINT R1609D
PUBLISHED IN HBR
SEPTEMBER 2016

ARTICLE
SPOTLIGHT ON CONSUMER INSIGHT
Know Your Customers' "Jobs to Be Done"

Is innovation inherently a hit-or-miss endeavor? Not if you understand why customers make the choices they do.
by Clayton M. Christensen, Taddy Hall, Karen Dillon, and David S. Duncan
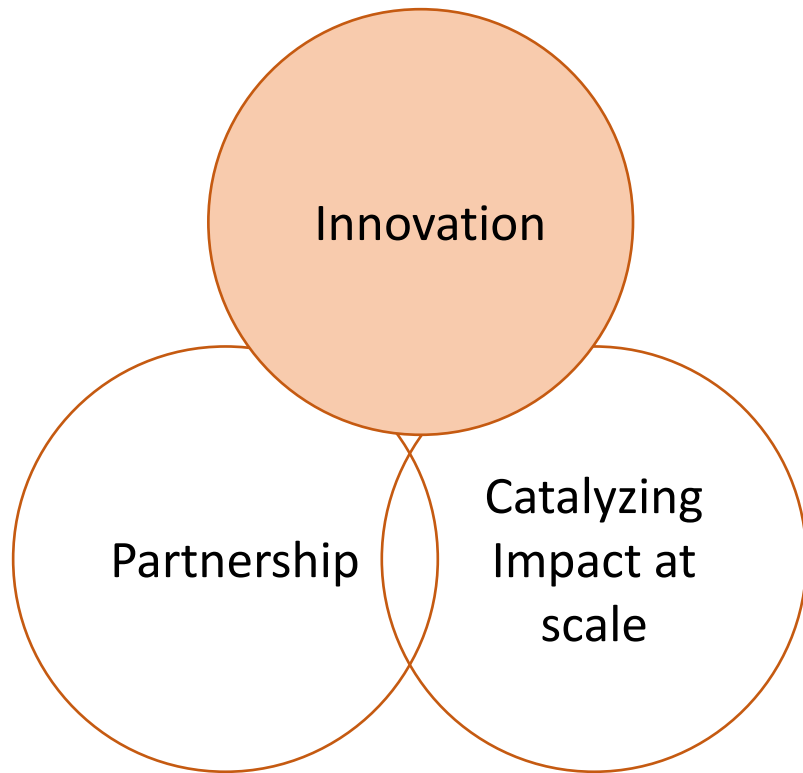
"Job to be done"

The key to successful innovation is identifying jobs that are poorly performed in customers' lives and then designing products, experiences, and processes around those jobs.

Clayton Christensen et al *Harvard Business Review* (2016)

Blue Landscape Marijah Bac Cam

Innovation

Partnership

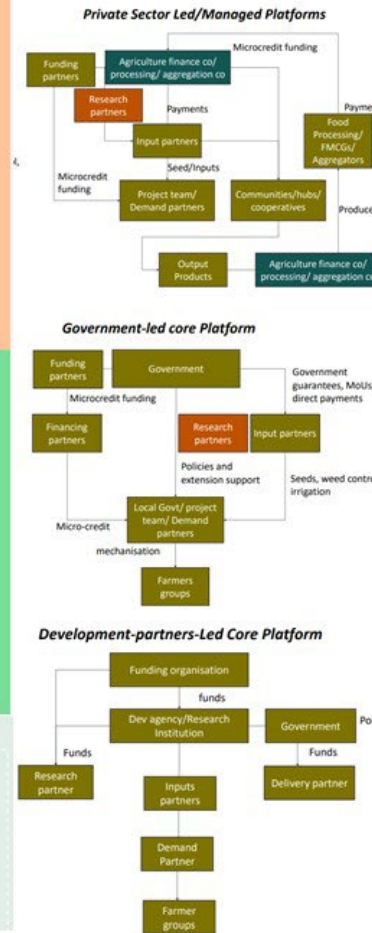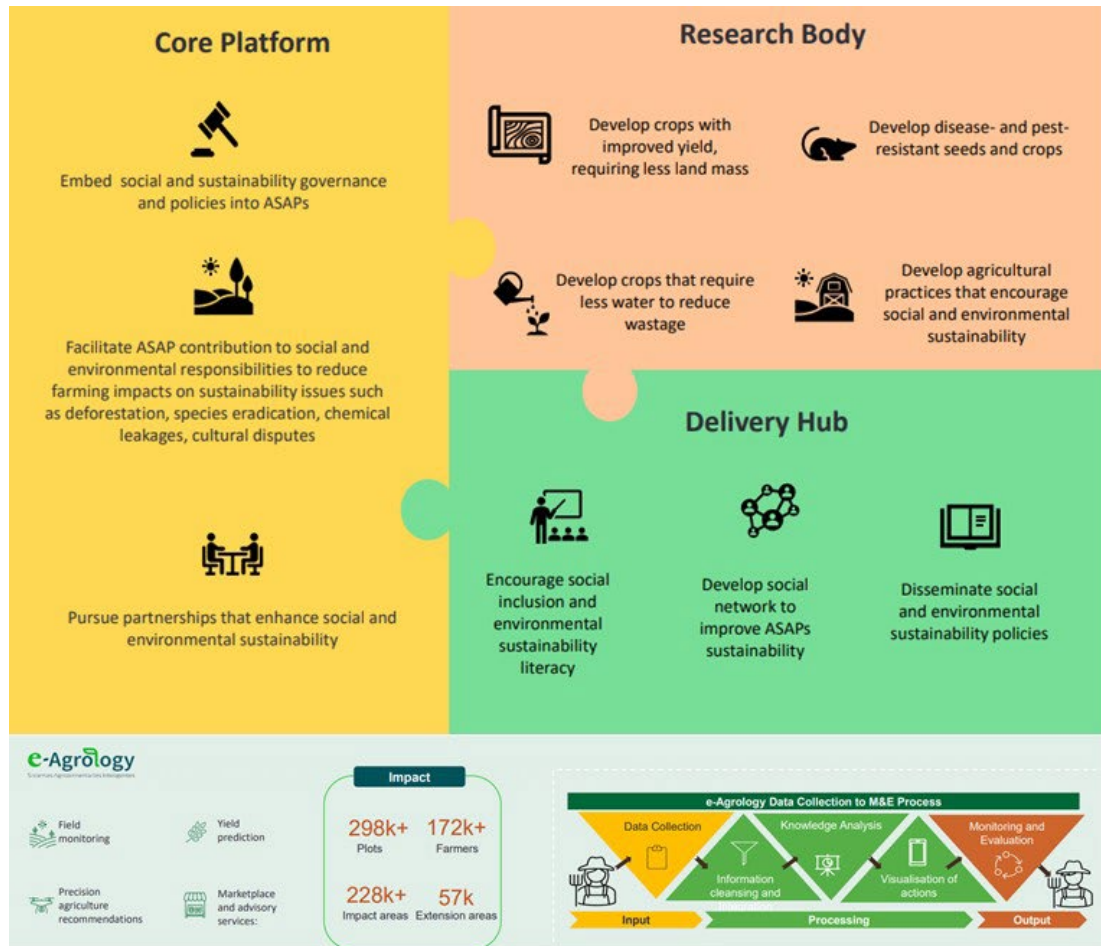Catalyzing Impact at scale

5 examples

LIVESTOCK SYSTEMS ARE DIVERSE

Our solutions must also be diverse

Low-emission, climate-resilient livestock solutions can cut greenhouse gas emissions by up to 30% and help livestock farmers and pastoralists adapt to climate change

Agronomy Science Scaling and Acceleration Platform (ASSAP)

- Integrating research and delivery

- Customized governance model
  - Led by private sector, government, or development partners

- Building on evidence and tools from 'Innovation Platforms' (e.g., MasAgro, e-Agrology)

- Can be adapted to national or regional scale

PROSSIVA

Program for Seed System Innovation for Vegetatively-propagated crops (VPCs) in Africa
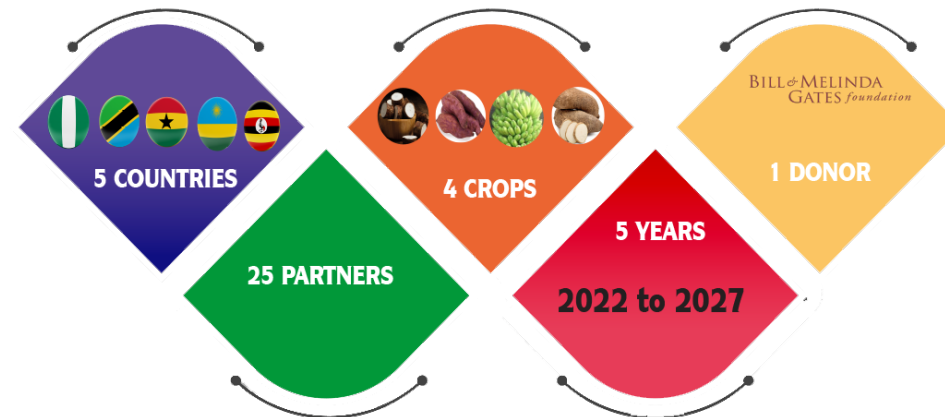
Our Core Business

Innovations that enable decentralized quality seed delivery systems for banana/plantain, cassava, yam, sweetpotato

Technologies – enterprise capacities – market incentives - regulatory changes

5 COUNTRIES

25 PARTNERS

4 CROPS

5 YEARS

2022 to 2027

BILL & MELINDA GATES foundation

1 DONOR

Innovation Partners
- CGIAR Centers
- Consultancy organizations
- National Research Institutions
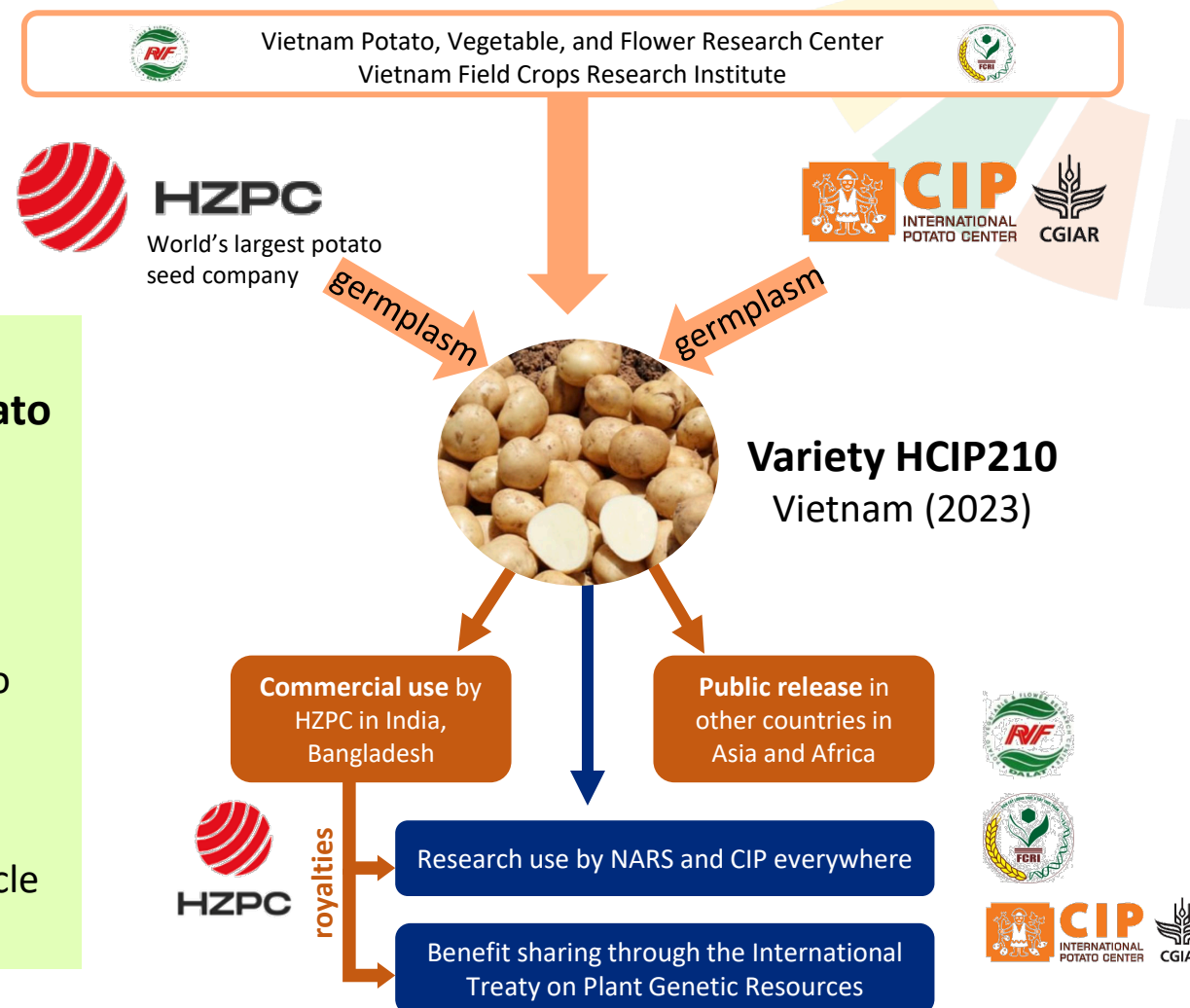- Seed Regulatory Agencies
- Seed Companies

4 – Pooling public and private resources for innovation ….. and for sharing benefits

**TAP5
Tropically Adapted Potato**

Objectives

1. Develop fast-maturing, disease resistant potato suited for tropical environments

2. Accelerate breeding cycle from 12 to 8 years

Vietnam Potato, Vegetable, and Flower Research Center
Vietnam Field Crops Research Institute

HZPC
World's largest potato seed company

germplasm

CIP
INTERNATIONAL
POTATO CENTER
CGIAR

germplasm

Variety HCIP210
Vietnam (2023)

Commercial use by HZPC in India, Bangladesh

Public release in other countries in Asia and Africa

royalties

Research use by NARS and CIP everywhere

Benefit sharing through the International Treaty on Plant Genetic Resources

5 – Technological and institutional paradigm shifts reinforcing each other

Roots, Tubers, and Bananas (RTB) Breeding

New High Impact Technologies

Equitable Partnerships

Research to develop **hybrid varieties** of potato, sweetpotato, and cassava

Enable **NARS leadership** of RTB breeding in Africa

- Historical step change for root and tuber crop improvement

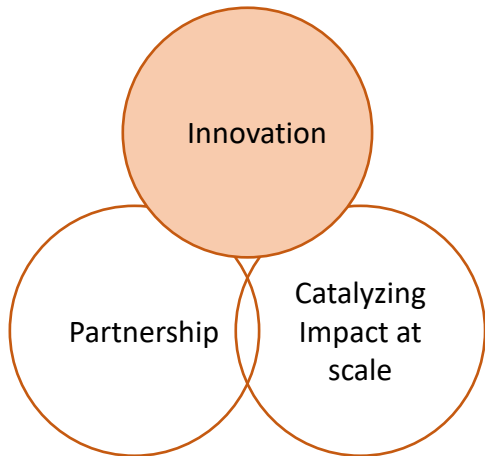- Start with potato, and leverage science progress for cassava and sweetpotato

- **CGIAR-NARS breeding networks led by NARS**
- Integration of multiple crop teams for faster progress and efficiency gains

- Supported by the world's largest potato seed company, leveraging PPP model for other crops

Innovation in Portfolio 25

Innovation

Partnership
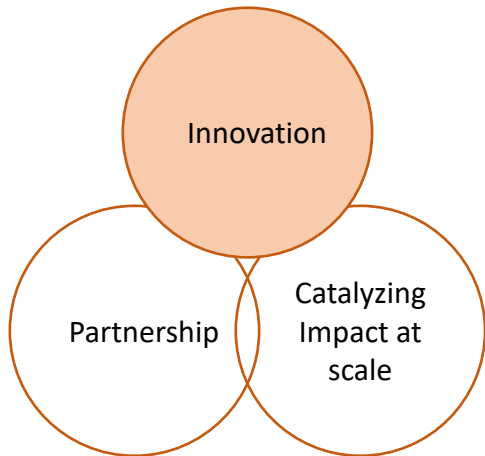
Catalyzing Impact at scale

CGIAR is in a privileged position in highly complex innovation ecosystems

- Excellent partnerships and in-depth collaboration in relevant arenas
  - farm level, landscape level, policy level
  - in countries that are key to our mission

- Have access to advanced science tools (biophysical and social sciences)

Innovation in Portfolio 25

How will we make better use of our privileged position?

Utilize insights and methods from management science
- Invest effort in 'knowing our customers'
- Define actionable 'jobs to be done' for the CGIAR

Partnerships
- Mobilize the innovation capacity and competencies of our partners (private sector, informal sector, etc.)
- CGIAR's role as an innovator, and as a convener/connector of innovation

Catalyze impact
- Focus on 'jobs to be done' that can result in impact <u>at scale</u>
- Keep focus on <u>types of impact </u>(aligned to SDGs, poverty goals)
- Bring 'scaling partners' into the innovation process

➢ Move from counting the number of innovations to strengthening capacity to innovate

Innovation

Partnership

Catalyzing Impact at scale

Thank you!