

Portfolio 2017–2022

Martin Kropff

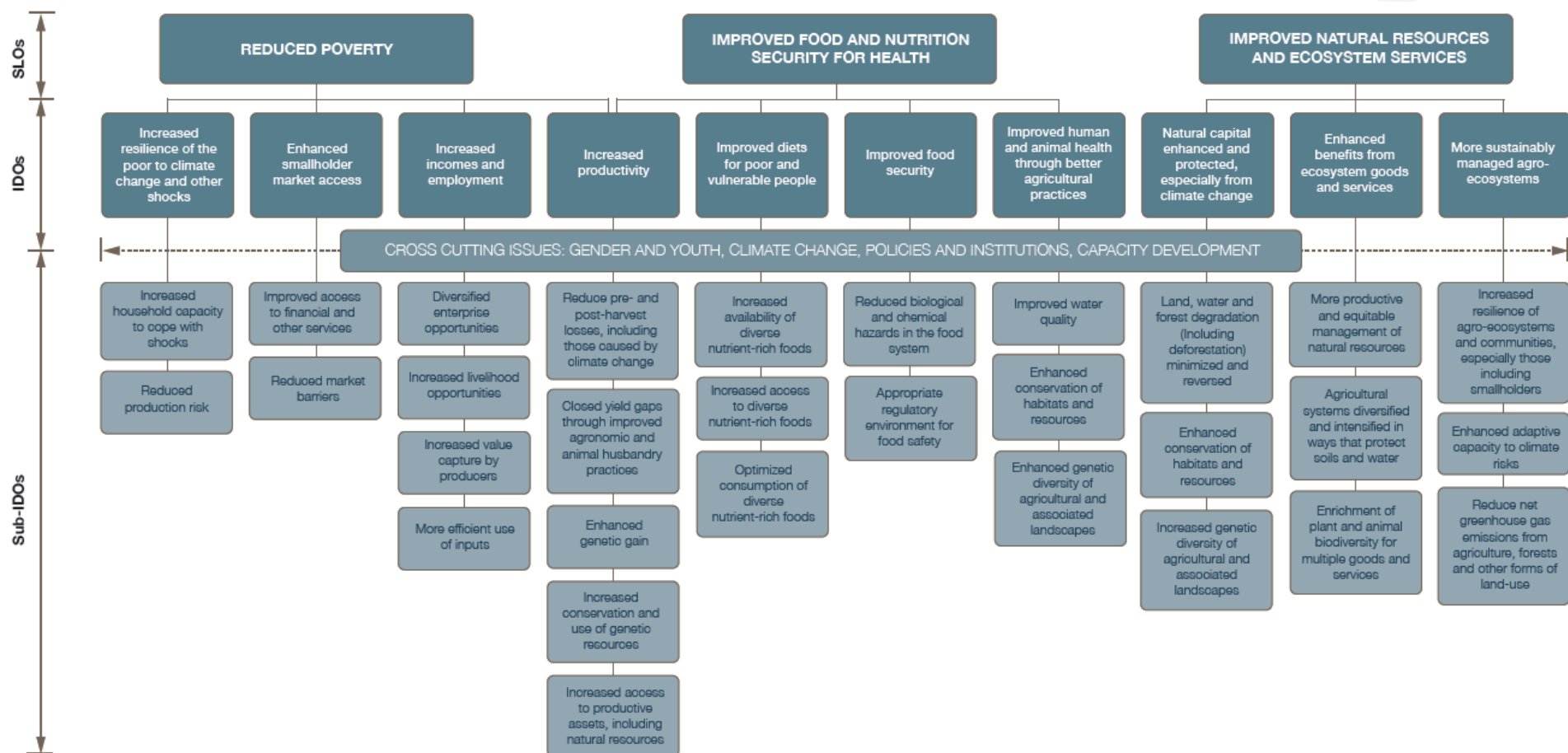
Interim System Management Board Chair

Mexico City, 25 September 2016

CGIAR Results Framework: Owned by Funders



Funders defined the Results Framework;
Centers are proposing a Portfolio of research to deliver those results



The new CGIAR Strategy 2016–2030: Guides Portfolio



- Guides the development and implementation of an ambitious portfolio of second-generation CGIAR Research Programs (CRPs)
- Focuses on selected grand challenges in order to contribute significantly to the achievement of key Sustainable Development Goals (SDGs)
- Sets ambitious aspirational development targets for CGIAR and its partners for 2022 and 2030



CGIAR's ambitious 2030 goals



CGIAR has 3 goals, or System Level Outcomes (SLOs), through which we aim to:



REDUCE
POVERTY

IMPROVE
FOOD AND
NUTRITION
SECURITY

IMPROVE
NATURAL
RESOURCES AND
ECOSYSTEM
SERVICES

Guiding Principles for the CGIAR Strategy



- Excellence in science
- Inclusive partnerships
- Advancing and accelerating gender equity and youth
- Accelerating impact at scale
- Generating public goods with multiple benefits
- Outward facing and providing attractive investment opportunities
- Increasing operational efficiency
- Represent & demonstrate excellent value for money
- Commitment to outcomes and transparency



The CGIAR Fund is an intermediate investment vehicle which allows investors to contribute and engage at three levels:

Project (W3): Investments in Centers.

Program (W2): Helps bind System through investments that link Centers in joint CRPs.

Portfolio (W1): Core funding – the foundation of our System.

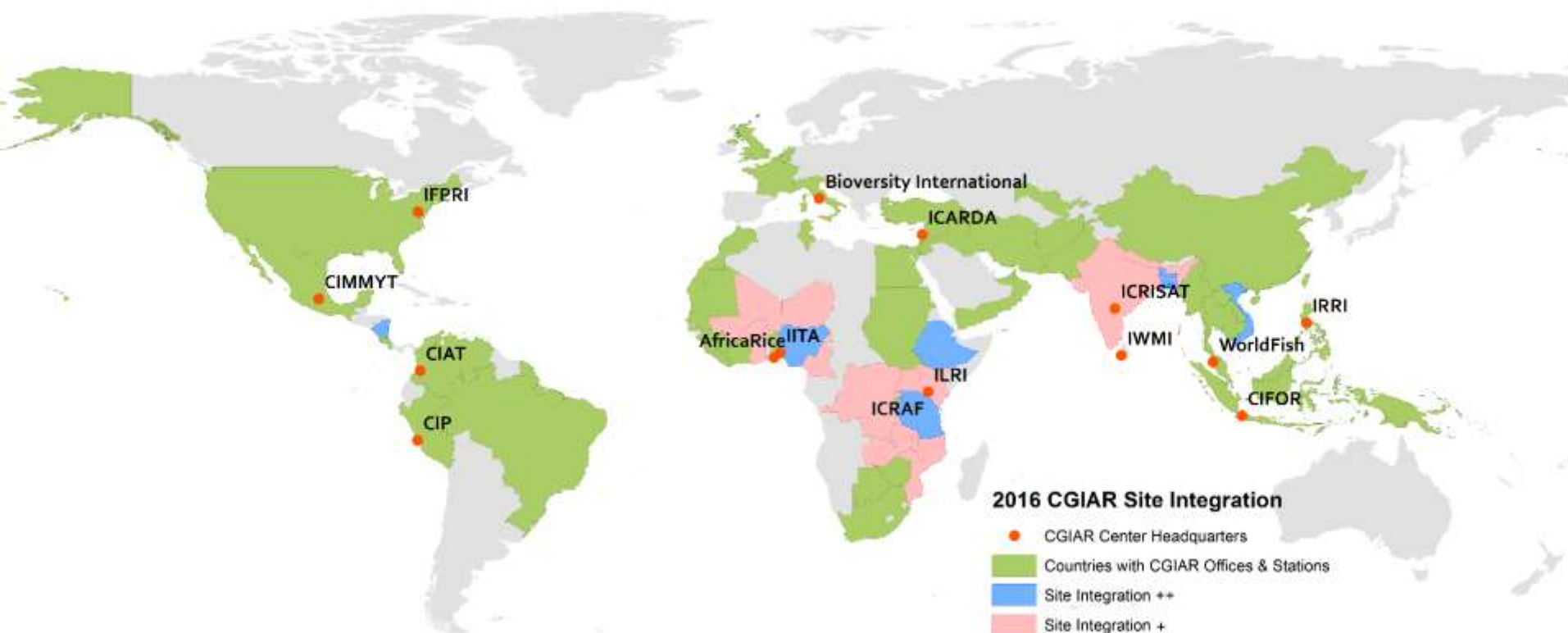
System: more than sum of parts:
Addressing the global challenges
(IEA conclusion :W1/2 >35%)

CGIAR Network: Global footprint



290 offices in 71 countries

CGIAR has a dedicated staff of some 10,000 people in 71 countries.



W1 & W2 Funds: Indispensable to the CGIAR System



Strategic uses of W1 and W2 funds have included:

- Ensuring maintenance of and innovation in the management of the genebanks;
- Strategic long-term research, seed investments and rapid responses;
- Core competencies in gender and youth
- Cross-CRP portfolio integrated systems research and mainstreaming of learning.

Role of W1 in Maize Lethal Necrosis (MLN)



Disease first reported in Kenya in 2011, since then to Tanzania, Uganda, South Sudan, the Democratic Republic of Congo and Ethiopia. It has devastated entire harvests.



23 percent of Kenya's maize production was lost to MLN in 2014.

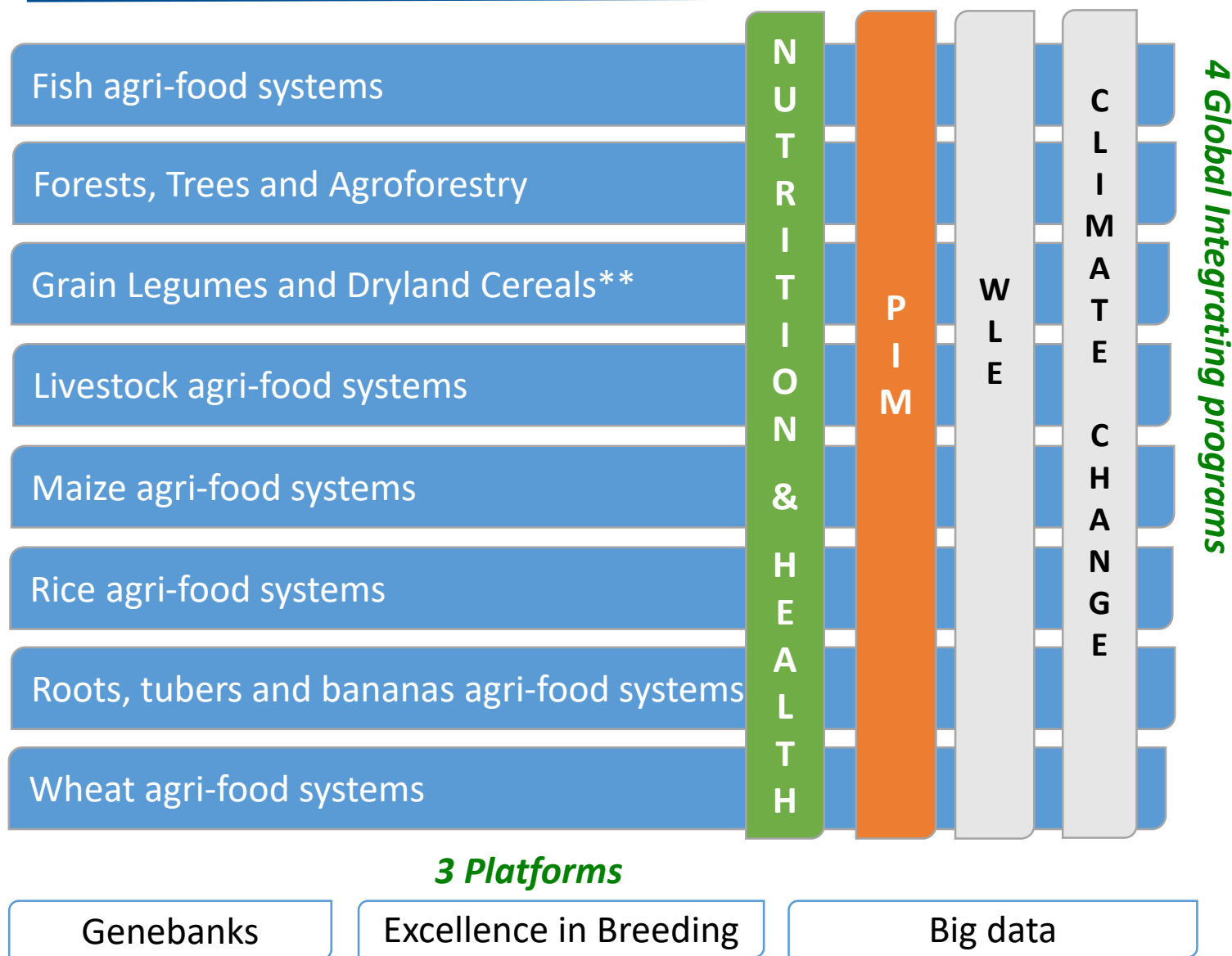
W1 and W2 Integrate the Portfolio



- Gender & youth
- Capacity Development
- Climate change
- Policies and Institutions



Portfolio-2nd generation CGIAR research programs



Grain Legumes and Dryland Cereals



- A new CRP that builds on 3 first-generation CRPs (Dryland Cereals, Dryland Systems, Grain Legumes)
- The Independent Science and Partnership Council (ISPC) has assessed the proposal as ‘incomplete’
- However, ISPC considers that the new focus on value chains and commercialization show potential to be developed into a successful CRP in the medium-term
- The System Management Board is not currently proposing a Grain Legumes and Dryland Cereals CRP, but intends to bring back to the System Council, indicatively in first half of 2017, a robust CRP in this research area.
- FP4 and 5?



What is different in the second generation CRPs



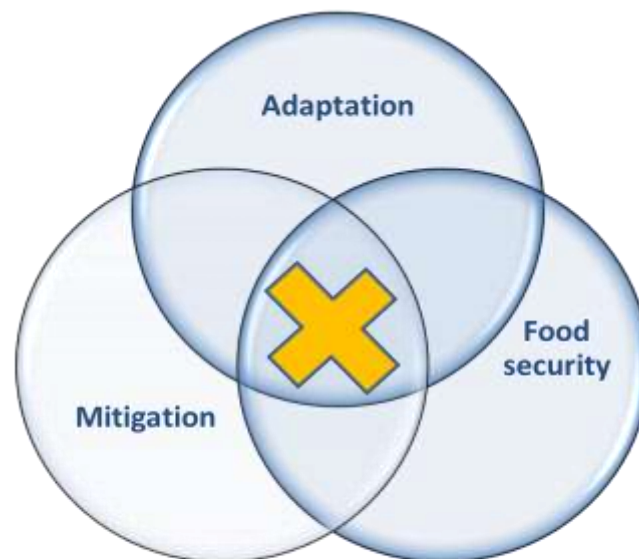
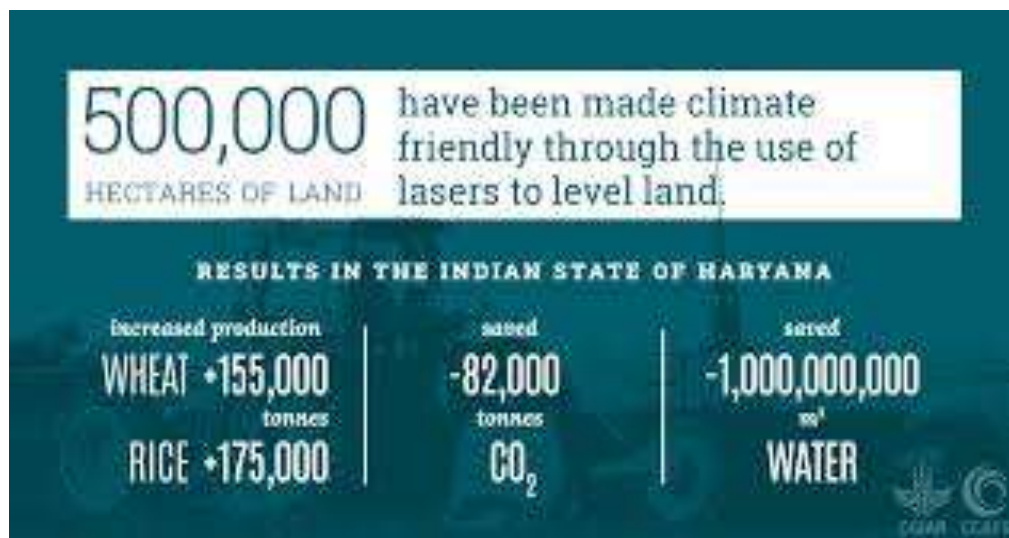
- New Strategy “owned by donors” : Focus on development outcomes with quantitative CGIAR targets aligned with Sustainable Development Goals
- Portfolio “owned by centers”: programs developed simultaneously – as a portfolio
- Improved, harmonized CRP proposals, theories of change, impact pathways
- Site integration & national consultations in 20 focus countries
- Outcome investing: Performance Indicator Matrix of budgeted outcomes (results) as foundation for resource allocation and performance management



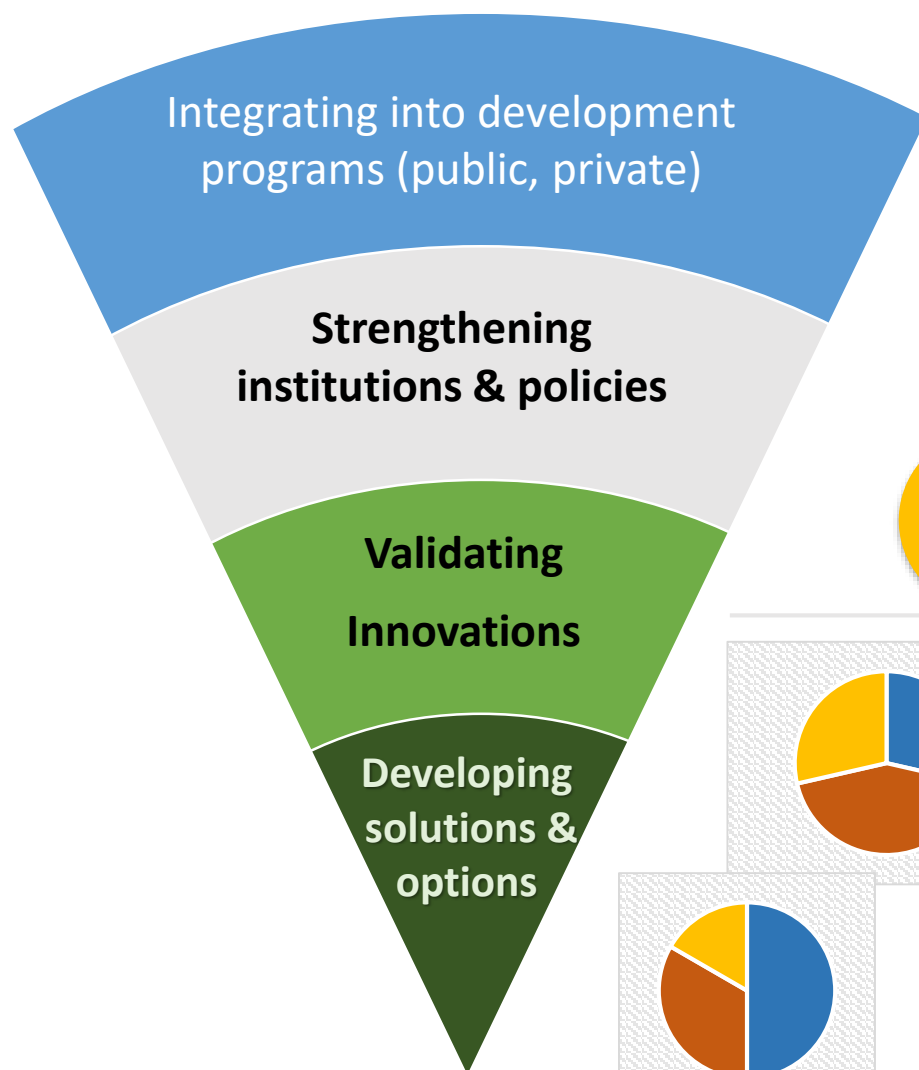
Addressing Climate Change

70% of CGIAR work supports **Climate-Smart Agriculture**, such as:

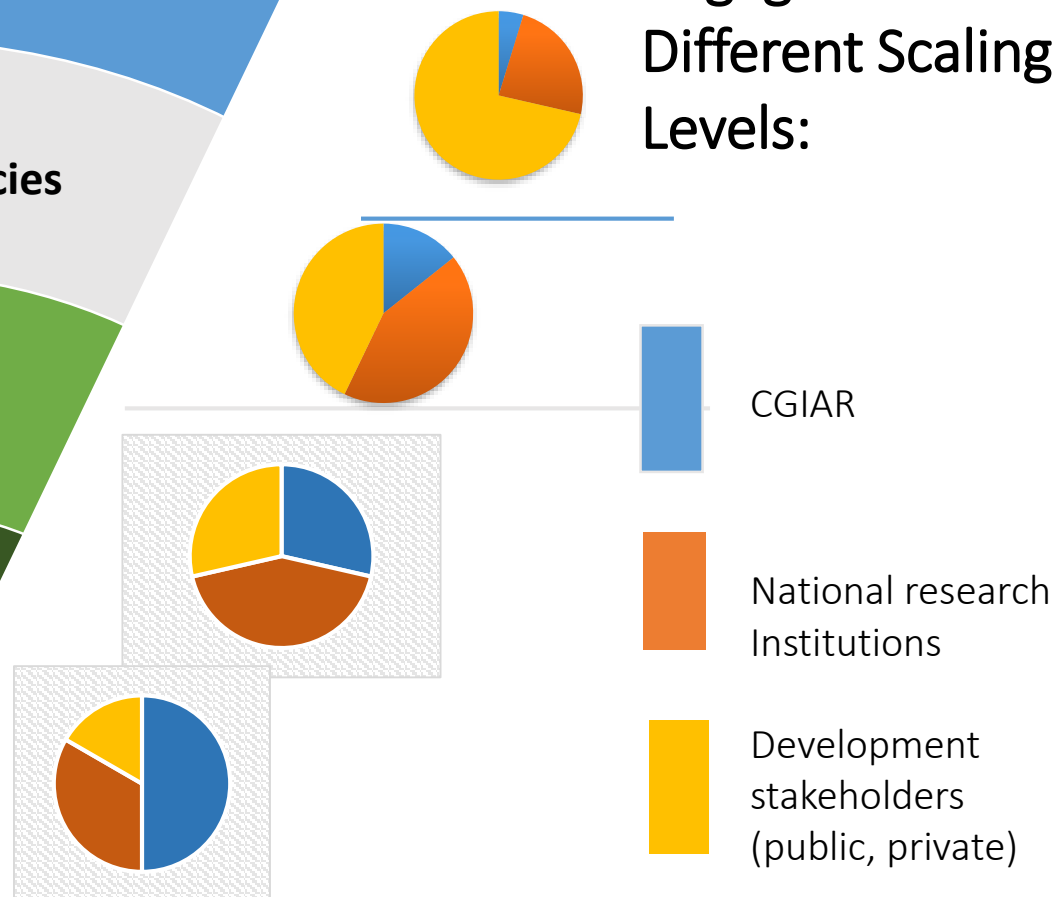
- *Technologies for precision nutrient management*
- *Residue management & soil organic carbon in rice-wheat rotation*
- *Laser land leveling*
- *Solar irrigation*



Taking our Research to Scale: Share of CGIAR Research Engagement at Different Scaling Levels



Share of Engagement at Different Scaling Levels:



“Weak” Elements?

- Flagships have different **strengths** in science or in delivering on impact
- Some of these FPs are new and important and need to start up
- W1/2 decisions by the SC
- The System Management Board proposes to determine how to deal with components of the Portfolio considered non-priority by the System Council.



Conclusions:

Investment choices for CGIAR 2nd Generation of CRPs



- CGIAR complements and enables work by universities and national research systems
- New CGIAR strategy, improved CRP2 Portfolio, and simplified system governance provide reason to invest at program and portfolio level:

To operate as a portfolio requires portfolio-level resources

- The System Organization now looks to its valued Funders for clear guidance, wise decisions, and strong investment:
 1. In what portfolio elements will you invest?
 2. What will be your level of investment?
 3. System Management Board/ Centers:
steering a 10,000 people organization



Thank you