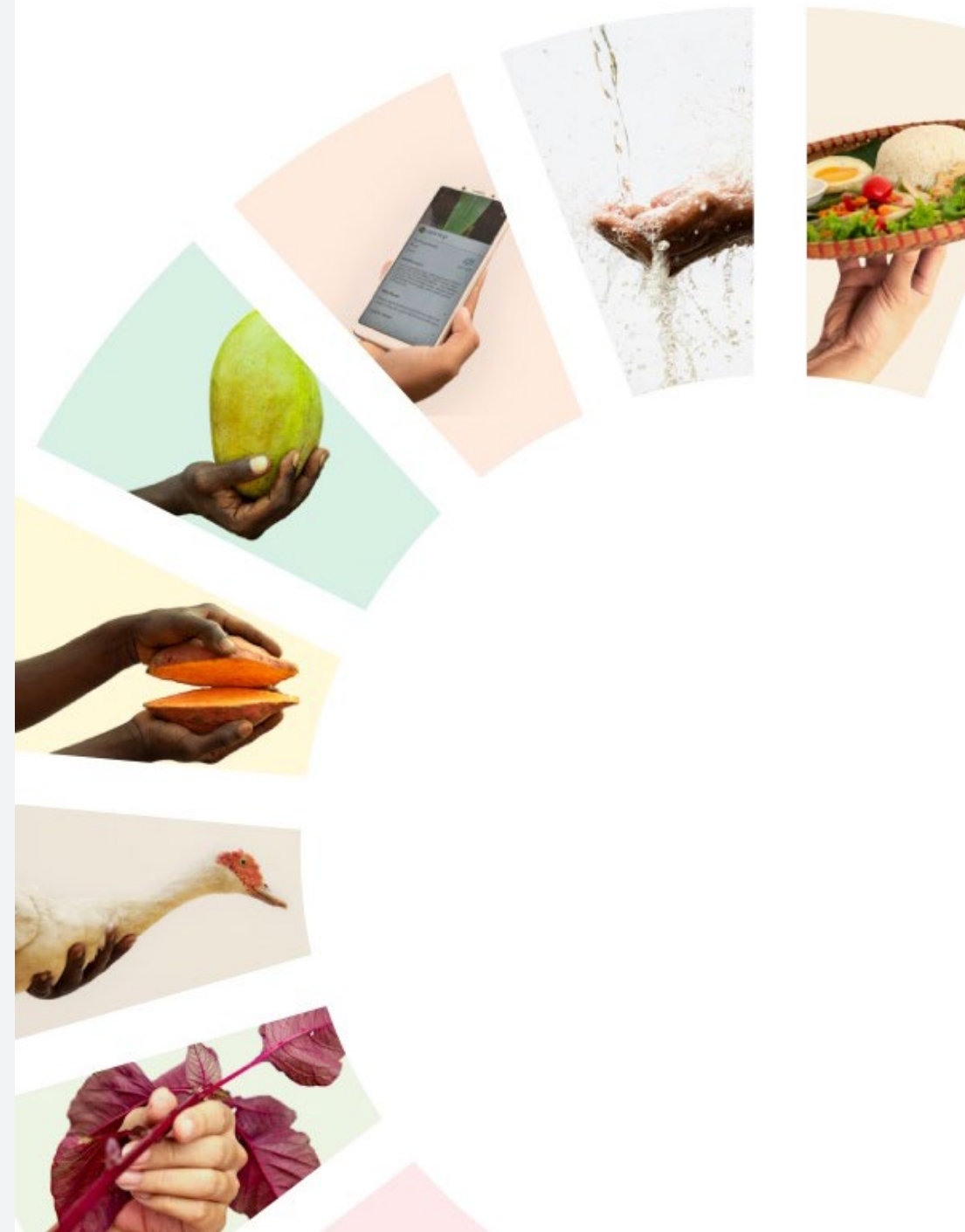


# Welcome to the 13<sup>th</sup> System Council Day 2

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10 June 2021



## Agenda Items- Day 2

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### **4. Implementing One CGIAR**

*90 mins*

- Discussing the important funding of One CGIAR
- Updating on implementing One CGIAR
- Taking stock of progress and honing in on important enablers

*Break*

*~5 mins*

### **5. Leveraging what we are learning**

*60 mins*

- Learning from Impact Assessments to improve impact of One CGIAR
- Evaluating a Decade of Investment: Findings from CRP Systematic Synthesis
- Stewarding a Transfer Marketplace from CRPs & Platforms to CGIAR Initiatives

### **6. Meeting closing**

*15 mins*

- Consent Agenda
- Other business, as needed
- Closing remarks

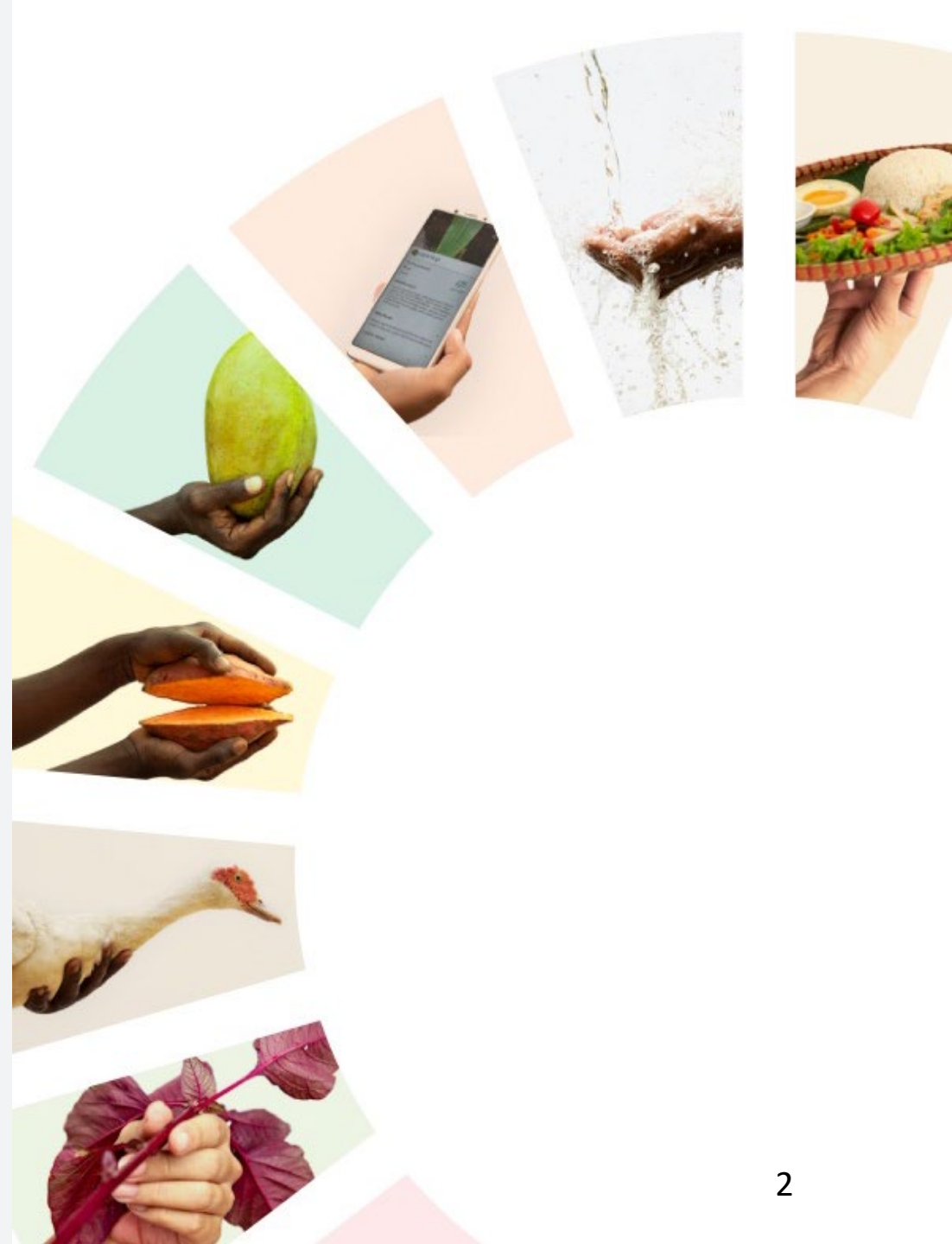
For strategic  
discussion

## 4: Implementing One CGIAR

### Items:

- Discussing the important funding of One CGIAR
- Updating on implementing One CGIAR
- Taking stock of progress and honing in on important enablers

90 mins



# Discussing the important funding of One CGIAR: funding modalities at a glance



- Key elements of the [System Council unanimously endorsed System Reference Group \(SRG\) Recommendation 5: More, and Pooled, Funding:](#)

- *Increased level of investment in CGIAR (target of \$2bn/year, sustained research and innovation funding by 2030)*
  - *By 2022, achievement of at least 50% pooled funding (through Windows 1 and 2) – with an intent to exceed this figure and achieve 70% or higher by the end of the 2022–24 period*
  - *More effective and universally applied cost recovery*
  - *Multi-year financial commitments*
  - *Common approach to bilateral projects*
- Building on the above, and the work of **Transition Advisory Group (TAG) 6**, the modalities for pooled (W1&2) as well as W3 and bilateral funding remain important channels for growing overall funding for CGIAR





# Funding Modalities and Main Feedback from System Council Members



CGIAR will ensure stability by maintaining World Bank Trust Fund Windows:

## CGIAR INITIATIVES

Window 1: Full portfolio of approved Initiatives

Window 2: Allocation to preferred Initiative(s)

Window 1: One CGIAR Transition Fund (2021)

Window 3: Non-Initiative projects implemented by Science Groups (2022+) : agreed framework: overhead, financial & performance reporting

Bilateral: Non-Initiative projects implemented by Science Groups (2022+)

Funding modalities for CGIAR Initiatives should maximize pooled participation

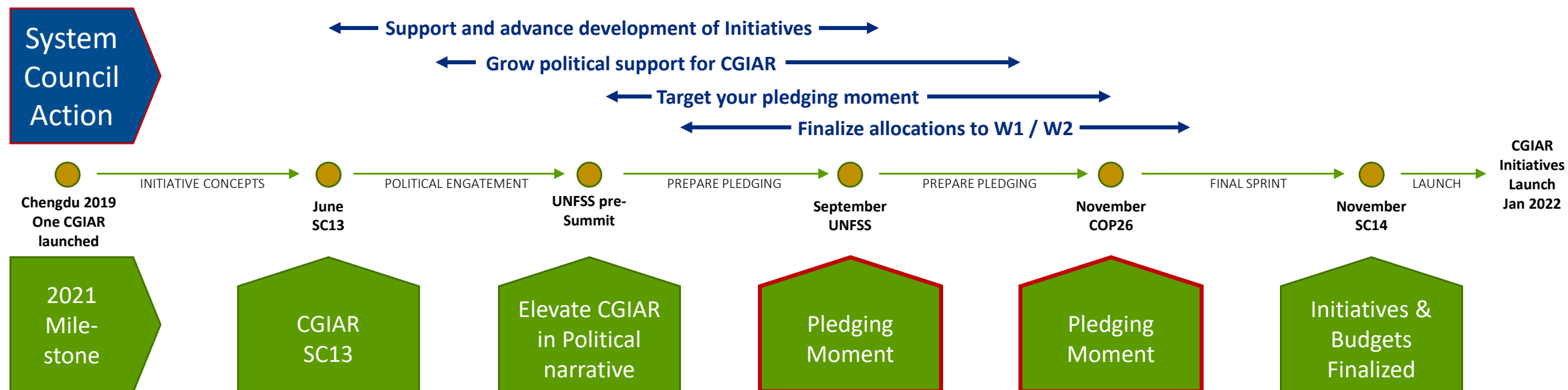
**A cross-functional team is working to address key comments shared on Funding Modalities by System Council Funders**

# SC13 Preferential Principles and Timeline for System Council Investments



## System Council Funder Champions – Preferential Principles for 2022-2024 Investments:

1. All System Council Members participate in pooled funding (W1, W2)
2. Maximize investment in the full investment plan prioritized portfolio (W1)
3. Support (additionally) a range of initiatives that echo your policy priorities (W2)
4. Provide stability to the investment plan and One CGIAR through multi-year commitments and pledges
5. Help deliver One CGIAR through W1 Special Transition Fund in 2021
6. Increase investments / pledges – target \$1+ billion
7. Prepare for high-level political commitment moments UNFSS and COP26



## B. Taking stock of progress



*To deliver science and innovation that advance transformation of food, land, and water systems in a climate crisis.*

- ✓ 2030 Strategy approved
- ✓ 2022—24 Investment Prospectus

- ✓ New research modality – CGIAR Initiative –substantially set out in approved 2030 Strategy and Performance and Results Management Framework

- ✓ Operational structure endorsed in March -21 – sets out high-level model for country and regional engagement
- ✓ Prospective appointments of 4/6 Regional Directors ('RD')
- Intensive design work underway
- Advanced stages of filling 2 remaining RD positions
- Roll out of the new engagement model in 2021—22 supported by empowered leadership

Concerted RM effort underway building on 2020 RMCA Strategy

MORE,  
AND POOLED,  
FUNDING

UNIFIED  
GOVERNANCE

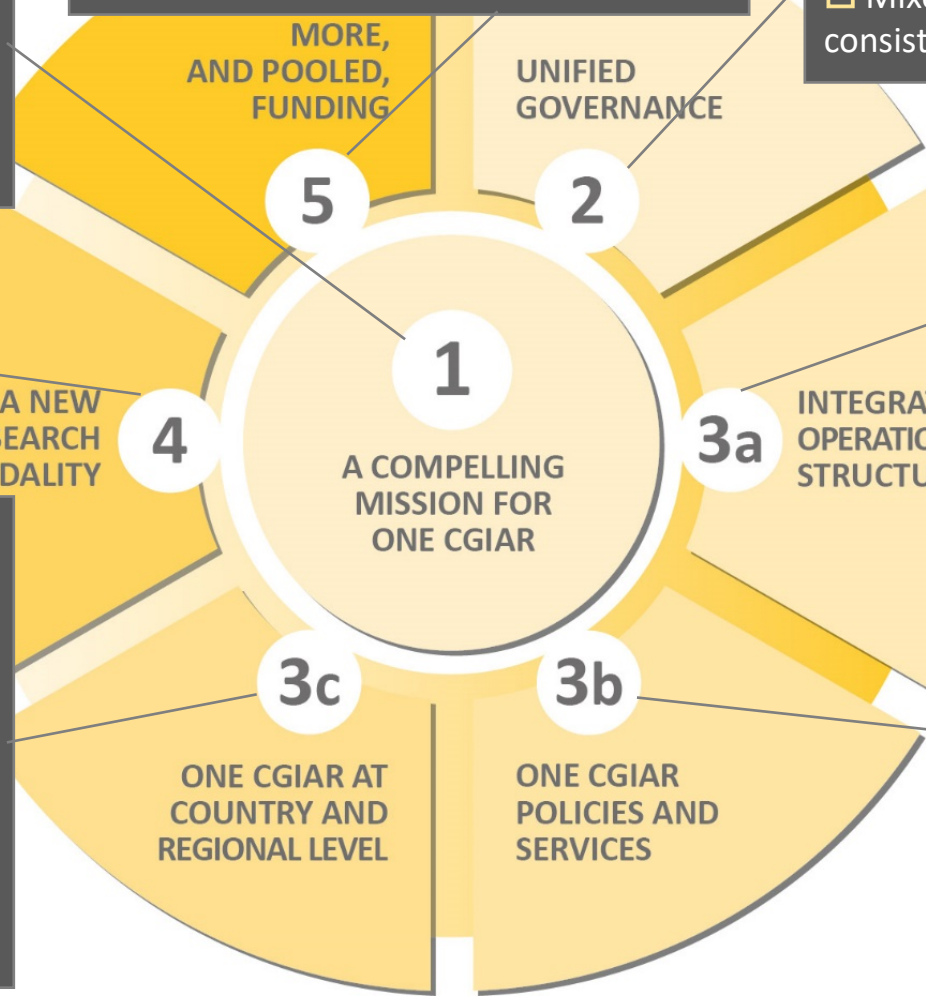
- ✓ SB members a 2/3 voting majority on 11 Center/ Alliance Boards
- Mixed progress on amending governing instruments consistent with the SB-endorsed TAG-3 checklist

A NEW  
RESEARCH  
MODALITY

INTEGRATED  
OPERATIONAL  
STRUCTURE

- ✓ EMT appointed, effective Sept 2020
- ✓ Operational structure endorsed in March -21
- ✓ Prospective appointments of DGs as Global Directors, Regional Directors, and Sr Directors
- Next phase of key managerial appointments
- EMT, broader One CGIAR leadership to be empowered through revised delegations of authority aligned to new institutional design

- ✓ Operational structure endorsed in March -21 – sets out high-level model for best practice all CGIAR policies, services, and systems
- Intensive, prioritized design work underway
- Final stage of IS&S GD appointments
- Staged delivery in 2021—22 supported by empowered leadership (from 3a)



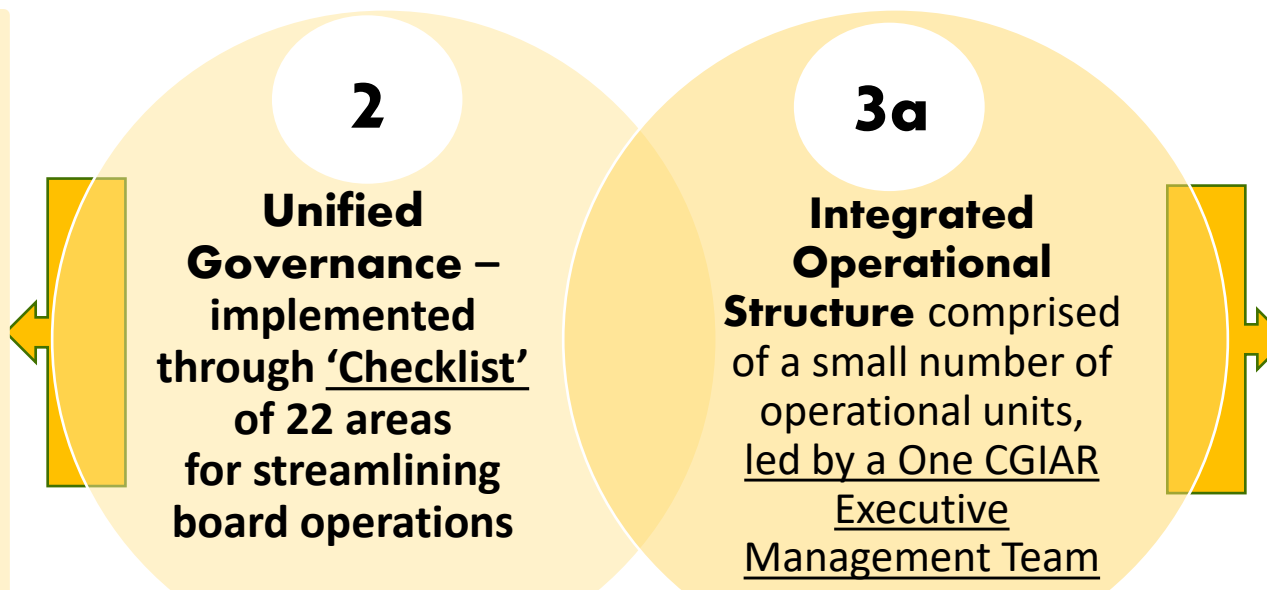
## B. Looking ahead: high-level transition timeline





## Interconnectedness - unified governance 'checklist' & an empowered leadership team through delegations of authority

- **Co-designed:** TAG-3
- **Strategic goal:** work as 'we' at the Board level to drive the transition in collaborative way
- **Fully respecting HQ Host Country legal requirements**
- **Openness to include flexibilities** to address non-legal political risks



Several of the 'Checklist items' were specifically focused on **not maintaining** those structures and process that keep Boards as 'us' (instead of 'we'). In 5 to 6 instances, a Center's approach to adopting the checklist makes it challenging to empower the EMT and the broader One CGIAR leadership team. The SB will be discussing how to address the remaining topics in the coming weeks.

- **Key enabler of One CGIAR**
- **SRG Recommendation expressly** spoke of the EMT leading the process to consolidate the operational design
- **Expressly stated also that DGs will report to the EMT**, whilst playing a role in business continuity

## 5. Leveraging what we are learning

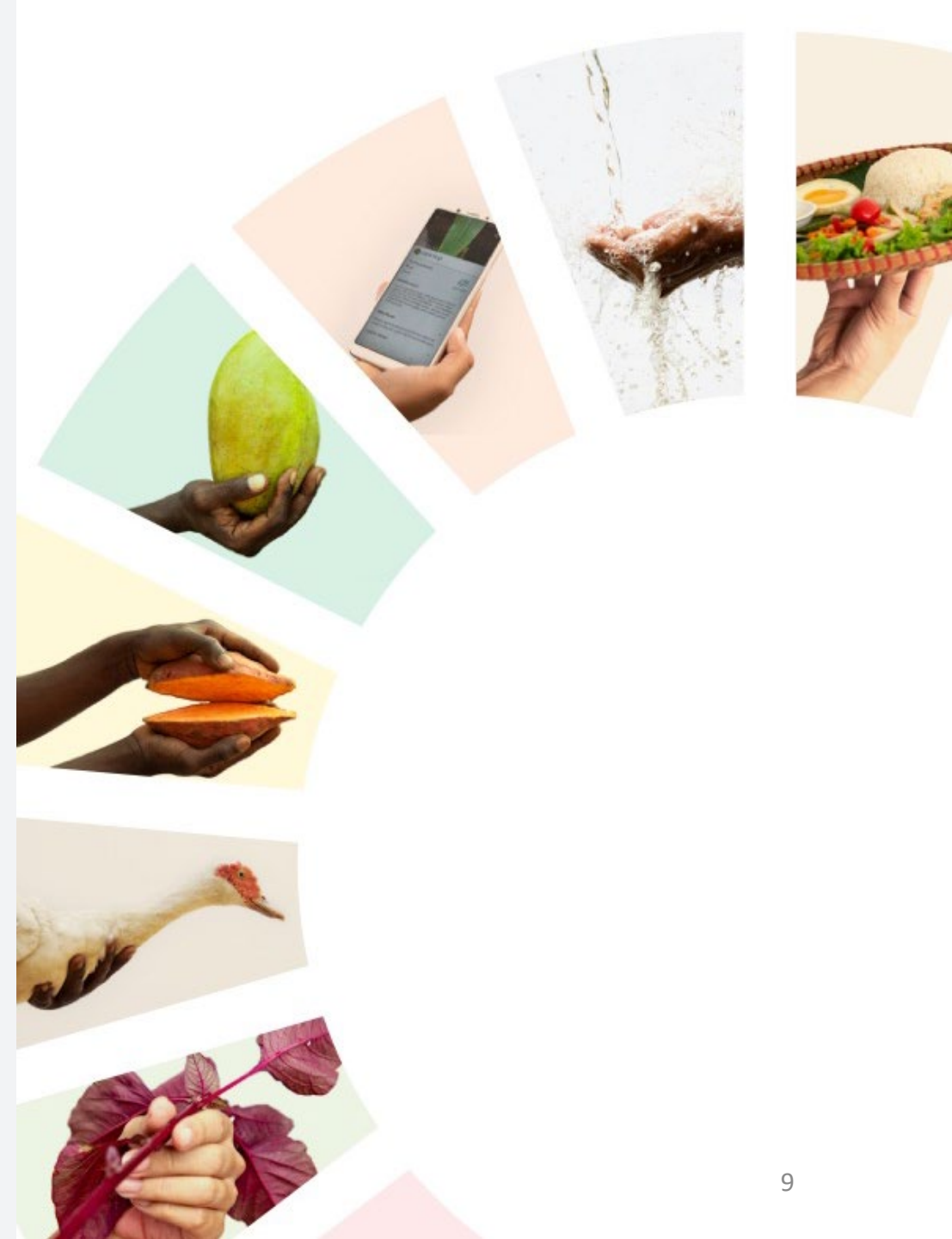
### Items:

60 mins

- a. Exploring lessons through:
  - i. Impact Assessment
  - ii. Evaluation Synthesis
  - iii. CRP transfer marketplace
- b. Discussing how to make use of the lessons

### Documents:

SPIA Progress report  
SC13-05: Evaluation Synthesis discussion draft







## Learning from Impact Assessments to improve impacts of One CGIAR

Karen Macours

Chair, Standing Panel on Impact Assessment

Professor, Paris School of Economics & INRAE

10 June, 2021

Photo Credit: ICARDA/2019 /Tesfaye Getachew Mengistu



SPIA six-year workplan reaching mid-point by December 2021

Progress on the workplan:

<b>Strengthen CGIAR IA capacity</b>	<b>Documenting CGIAR reach at country level</b>	<b>Accountability and Learning studies</b>
<ul style="list-style-type: none"><li>• SPIA-led events to broaden IA CoP</li><li>• Webinars for designing rigorous IA</li><li>• Small grants to analyze SPIA datasets</li><li>• Fellowships for early career researchers</li><li>• Matchmaking with leading academic partners</li></ul>	<ul style="list-style-type: none"><li>• Develop methods and metrics to document reach of CGIAR research in priority countries</li><li>• Ethiopia Synthesis report</li><li>• Stock-take in Uganda and Vietnam, and data collection preparation ongoing</li></ul>	<ul style="list-style-type: none"><li>• Portfolio of studies generating evidence of contributions of CGIAR research to the five impact areas identified in the One CGIAR research strategy</li><li>• Building on collaboration of multi-disciplinary teams</li></ul>

This presentation: lessons regarding methods and measurement relevant for impacts of One CGIAR & new research initiatives

Investment plan reflects ambition for impacts across 5 impact areas

How (and when) will we know whether new investments contribute to reaching those impacts?

- Can't stop at projections

Need to invest from the start in methods and measurement to be able to answer two questions

- Not only: Did it work?
- But also: Is it working?



## Did it work? Two types of Impact indicators in PRMF

- reach (# using innovations, policy recommendations, etc.)
- causal evidence of impact on specific SDG outcomes targeted
  - most often to be jointly attributed to CGIAR and its partners
  - cannot be an afterthought

## Is it working?

- causally test the assumptions underlying the ToC in order to contribute to their improvement and increased impact
- requires impact assessments to be built into the research initiatives' research plans

## Can these questions realistically be answered?

- Selected studies show proof-of-concept and related learning across impact areas

One of the “**CGIAR’s best scientific breakthroughs of the past 50 years**”

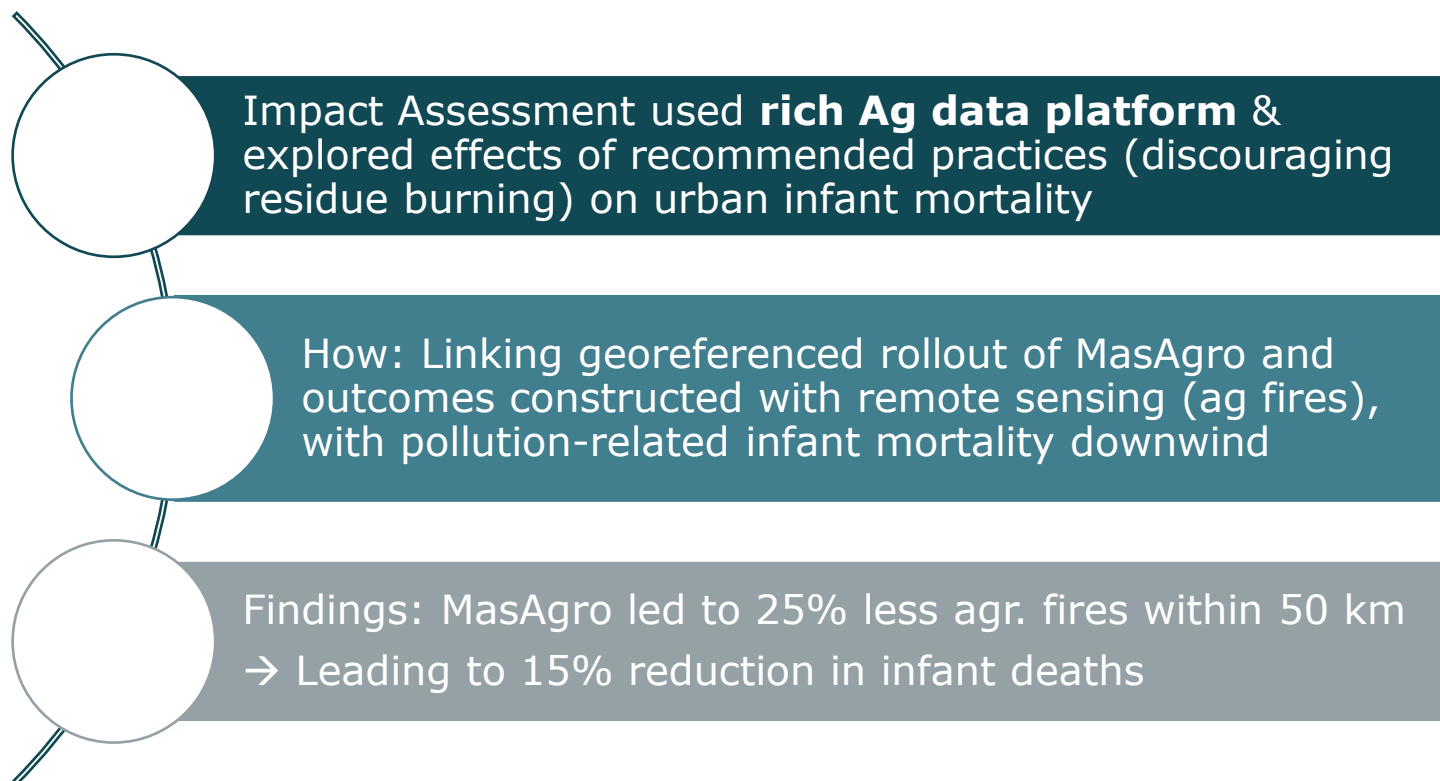
## **Gradual improvement of VFT approach over many years**

- Initial qualitative evaluations to understand approach in various countries
- Scaled as part of EADD
- Teaching feeding principles instead of one particular practice
- Qual-quant impact study to estimate cost-benefit in 700 villages in Uganda
- Compare different modalities of VFT approach to test key assumption of ToC
  - Social recognition/incentives, customization, technical information
- **Robust positive impacts of VFT program along the causal chain:**  
VFTs' knowledge → farmers' knowledge → adoption of feeding practices → milk yields → profits
- **Profitable & cost-effective:** but more profitable with tweaks that increased social recognition and links to formal extension agents ~ 1700 \$ a year/village
- **Unanswered** (to date): did improved efficiency reduce environmental footprint?

# (Unintended) positive large-scale health impacts of Sustainable Intensification in Mexico

MasAgro: CIMMYT-led, 10-year research-for-rural-development-program with Gov of Mexico

- Innovative and extensive data system with feedback loops tracks roll-out and document reach (1,2 million ha; 500,000 farmers)



**Demi-lunes:** NRM practice to recuperate severe degraded soils

Ho: Demi-lunes requires large labor investment upfront and long-time horizon to observe benefits. May explain low adoption (10% Niger)

**RCT:** Is low adoption due to the lack of knowledge, liquidity constraints or high discount rate that makes the innovation unprofitable?

- Intense training increased probability of adoption to 95%
- Training with cash transfers increased intensity of adoption by 35-50%
- Two years later 90% of demi-lunes were still operational
- Decreased likelihood of crop failure, increased crop production and food security
- Ongoing work: tracking long-term effects on soil degradation, spatial spill-overs through Remote Sensing

Large impact study, with Gov. of DRC and WB (2013-2017)

- Subsidized access to **improved seeds and extension** through support for agri-multipliers and demonstration plots
- **Demand-side subsidies** in random subset of villages
  - Increased deforestation of primary forest, but not of secondary forest
  - RS measurement would miss biodiversity cost
  - Qualitative evaluation and focus on farmer's decision allowing to identify trade-offs across impact areas
  - In search of fertile soils to complement new seeds, farmers cleared more primary forest
- Gender targeting of extension & seeds?  
→ no difference (~ land preparation)

Informs new large project with direct support for 1.7 million farmers from 2022 onward

- Instead of promoting only seeds, promoting climate smart packages including fertility enhancing practices and seeds
- Conditional cash transfers to offset labor costs: test targeting to different genders



# What will be needed to obtain answers to key impact questions for One CGIAR?

This presentation aimed to show that rigorous studies causally testing impacts of CGIAR investments can contribute to increasing those impacts at scale

As a science organization - insist on scientific process and rigorous evidence for scaling

Investment needed from the start to build in such learning

- Plan for impact assessment research as **integral part of the initiative proposals**
- Investment in **data**: including improving monitoring data on diffusion
- Investment in **people**: Social scientists with latest training in methods for rigorously measuring impacts
  - **Early career** social scientists are **scarce** in many centers !
- Partnerships with **scaling partners**, and with outside **experts** for capacity strengthening and independence

# Thank You

Karen Macours

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[www.cas.cgiar.org/spia](http://www.cas.cgiar.org/spia)  
[spia@cgiar.org](mailto:spia@cgiar.org)

A photograph of two farmers working in a lush green rice field. One farmer on the left wears a wide-brimmed straw hat and a light-colored long-sleeved shirt, while the other on the right wears a tan long-sleeved shirt. They are both bent over, tending to the rice plants. The background shows a line of trees under a clear sky.

## Synthesis of Learning from a Decade of CRPs

Allison Grove Smith  
Director Shared Secretariat  
CGIAR Advisory Services (CAS)

10 June 2021

Photo Credit: Neil Palmer/CIAT



# Evaluation & Subject Matter Experts

## External Team



### **Mark Holderness**

Co-author & Team Leader  
former Exec. Secretary, GFAR



### **David Molden**

SME Water & Natural Resource Mg't;  
former Director General ICIMOD



### **Julie Howard**

Co-author & SME Research  
Policy, CapDev, Ag Econ;  
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Scientist



### **Carlos Iglesias**

SME Breeding; Prof Horticulture,  
North Carolina State University;  
Director, Plant Breeding Consortium



### **Debbie Templeton**

SME Research Evaluation, Ag  
Economist; ex-ACIAR



### **Ibtissem Jouini**

Senior Evaluator,  
EvalChange Network



### **Nigel Maxted**

SME Conservation;  
Prof Plant Genetic Conservation,  
University of Birmingham

## Synthesis Questions

1. What **trends and lessons** can be learned **between two phases** of CRPs by comparable parameters along the areas of exploration?
2. What are the **patterns and lessons** from CGIAR system-wide issues [towards] the achievement of CRP and System results?
3. What **recommendations** can be made on future orientation along the key priority themes, aligned to **One CGIAR's** 3 action areas, 5 impact areas, and 7 ways of working?
4. What are the **key evidence gaps and needs** for future evaluations – towards developing CGIAR's multi-year evaluation plan (2022-24) and transition to One CGIAR?

## Approach: Narrative Synthesis

47 sources

Summative and formative

Predominantly qualitative mixed-methods design

Standardized analytical framework

Data aggregated & structured data by themes

Bibliometric analysis

Peer reviewed by external experts



# Over a Decade...

CRPs were found to have

- Leveraged **strength in breeding**
- Expanded **multi-disciplinarity**
- Proved **adaptive & responsive**
- Bolstered CGIAR's **global influence**

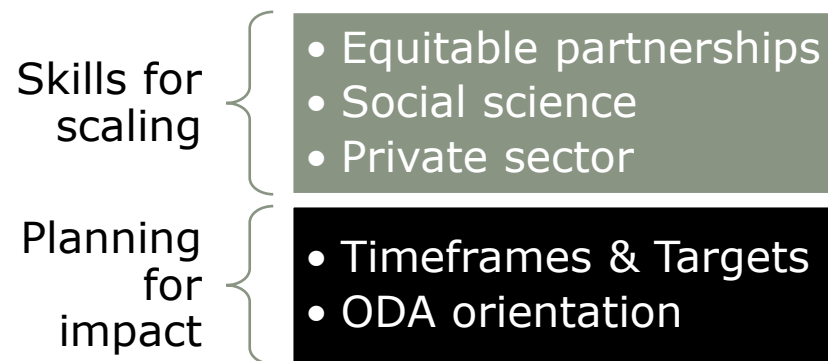
## Faced constraints:

- Progress & measures dev't outcomes
- Social science insufficient
- Lacking some financial levers

*"Commodity-focused CRPs were evaluated as applying high levels of scientific inputs into **accelerating breeding cycles and achieving higher genetic gains** through genetic interventions."*

*"The CRPs that focused on **system-level R4D approaches at the field level (e.g., participatory research, action research)** faced the most severe **difficulties** in delivering the outputs and outcomes they promised."*

## Reflecting on lessons



# Key Recommendations: One CGIAR

Invest in **taking forward the legacy** of a decade of investment (hand over)

Define CGIAR's **comparative advantage**: capitalize on strengths, identify gaps and leverage partnerships

Partnership practice --> **engagement strategy**

Strengthen **country & regional** coordination structures of CGIAR

Context  
Pro-Poor



## System Transformation

- Tackle grand challenges\* through research **targeted to science-policy engagement** – *rather than tackling separately*

## Resilient Agri-Food Systems

- Improve **CGIAR assessment and metrics** related to *risk and resilience*
- Invest more in **implementation and scaling science**

## Genetic Innovation

- For impact at scale, **prioritize seed sector** research, partners, policy
- Prioritize **nutrition, health, resilience, environ. sustainability** in Genetic Innovation/breeding efforts



\*climate change, natural resource management, nutrition & health



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## **WOW 1 *Multiple benefits***

Conduct inclusive foresight and priority-setting processes

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## **WOW 2 *Leveraging partnerships***

Create explicit timebound targets for agreed exit strategies

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## **WOW 5 *Risk management & resilience***

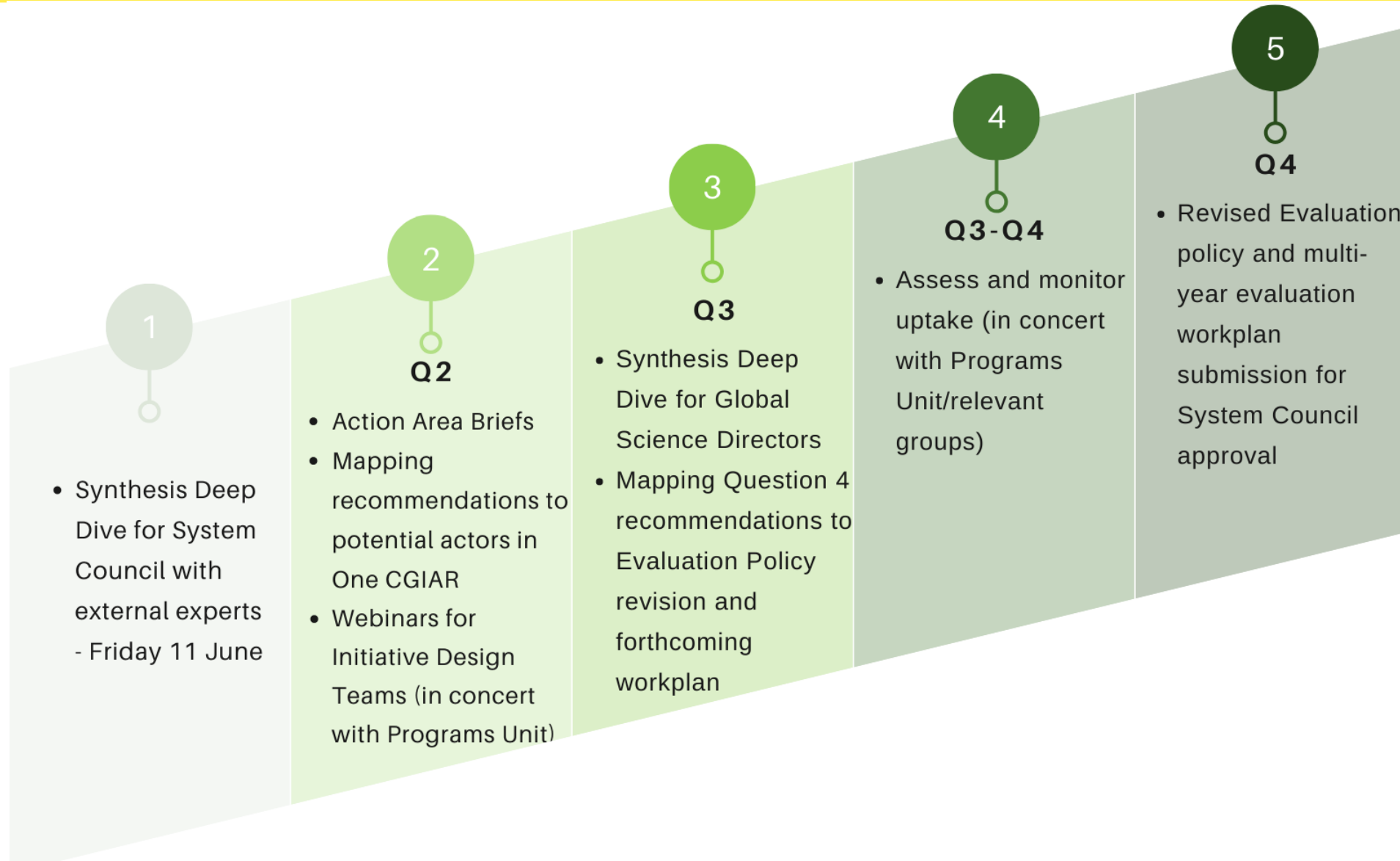
Elevate resilience to climate & pest stresses for crops and livestock

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## **WOW 7 *Digital revolution***

Assess and apply lessons from expanding use of digital tools

# Next Steps on the Learning Journey





# Thank You

Allison Grove Smith

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# CGIAR 'Golden Eggs' Transfer Marketplace



- A structured mechanism for transferring forward critical aspects of CGIAR research and innovation.
- A collaborative effort, synergizing the offers of the Golden Egg 'sellers' (CRPs and Platforms) with the demand of the 'buyers' (Initiative teams and others).
- A space for dialogue and exchange, building coherence among the Initiatives at the same time as transferring key assets.

**Golden Eggs** are the decisive multi-partner, multi-level, multi-disciplinary 'research and innovation' achievements that are too good to let go of and are ready to be moved to the next step.

These 'research and innovation' products include breakthrough tools, technologies, prototypes, practices, policy options, networks and methods.

# Format of the Transfer Marketplace

## Format

- Substantial prep work and documentation: database of Golden Eggs plus pre-survey of buyer demand
- 2 days (15 & 16 June) - 3.5 hours each day
- Organized by baskets of 36 Golden Eggs moving between plenary (rapid-fire presentations) and breakout sessions
- Shifting from dialogue on the offer to dialogue on the demand

## Invitees

Initiative Design Teams, Science Group and Regional Directors, Deputy Directors General, CRP and Platform Leaders



9 baskets of 36 Golden Eggs

Crop improvement	Climate resilience	Water, soil and land use
Livestock and fish	Gender and social inclusion	Management tools and scaling methods
Healthy diets	Digital tools, data and models	Participatory methods and platforms

## 6. Meeting Closing session

### Meeting closing

15 mins

- Consent Agenda
- Other business, as needed
- Closing remarks

