

# **EMT's actions regarding ISDC review of Companion Document and ISDC-mediated external reviews of the Initiatives**

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15 December 2021

# Outline

1. Initiative level: The Science Group Directors are leading Initiative Design Teams in adjusting the Initiative designs in response to the welcomed feedback, and are documenting the changes undertaken
  
2. Companion document level: EMT-led actions to take forward the four ISDC recommendations
  - Partnerships, innovation and scaling
  - Portfolio management roles
  - Stage gates in performance management
  - Arrangements for scientific advice and oversight

# EMT-led actions to address the 4 ISDC recommendations



## ISDC recommendation

1. **Map CGIAR's comparative advantage with country, regional, and global players** that may be partners or competitors. Elaborate on how:  
(1) Initiatives will seek complementarity with other research institutions;  
(2) CGIAR seeks to harmonize efforts among global players.
2. **Show how leadership and teams** among the Science Groups, Regional Directors, and Impact Areas **will work together and where the authority lies.**

## Management actions

1. At the whole CGIAR level, EMT appreciates the offer of an **ISDC-led enquiry into CGIAR comparative advantage** during 2022. By Q2 2022, the **Engagement Framework** will establish the systems and assets required to steward partnerships at all scales, and individual initiatives will elaborate on complementarity with peer research institutions.
2. The intended management modality is presented in this deck. The **Initiatives will report to the Science Group Directors (SGDs)**. The Regional Directors and SGDs are already preparing a **coordination strategy**, due Q2 2022.

# EMT-led actions (2 of 2)

## ISDC recommendation

3. **Carefully review** the six Regional Integrating Initiative (RII) proposals and the companion document **to ensure no duplication exists with the global thematic Initiatives.** Include a strategy on how country offices will work with RIIs.
4. **Map CGIAR's substantive priorities** for short- and long-term research, with a **clear process for priority-setting and review** that is evidence based.

## Management actions

3. The Resilient Agrifoods Science Group Director will lead a process with all three Science Groups **to identify and deal with any Regional/Global duplications**, sharing the findings with the Investment Advisory Groups in Q1 2022, and the **Regional Directors will coordinate country engagement strategies** between the RII leads and the Country Convenors.
4. Elaborating on the priority-setting that has already been done in the development of the 2030 Research & Innovation Strategy and the Initiatives, **the three Science Groups will present the set of near-term and long-term portfolio priorities and the evidence base for these by Q2 2022.**

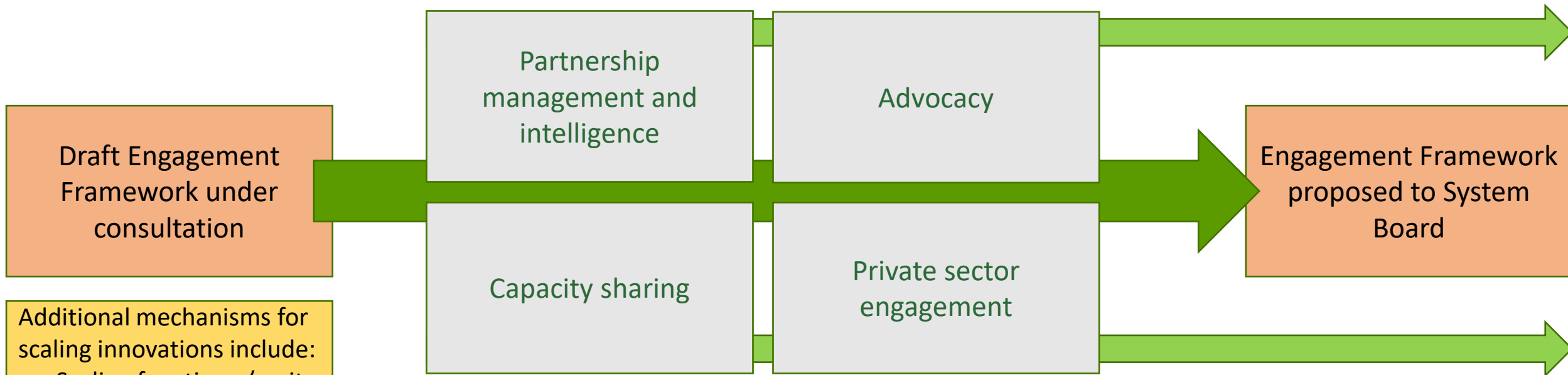
# Partnerships, innovation and scaling

The Engagement Framework, under participatory development, will design a One CGIAR approach to achieving impact at scale through partnership

December 2021

Four working groups, January to June 2022

March 2022

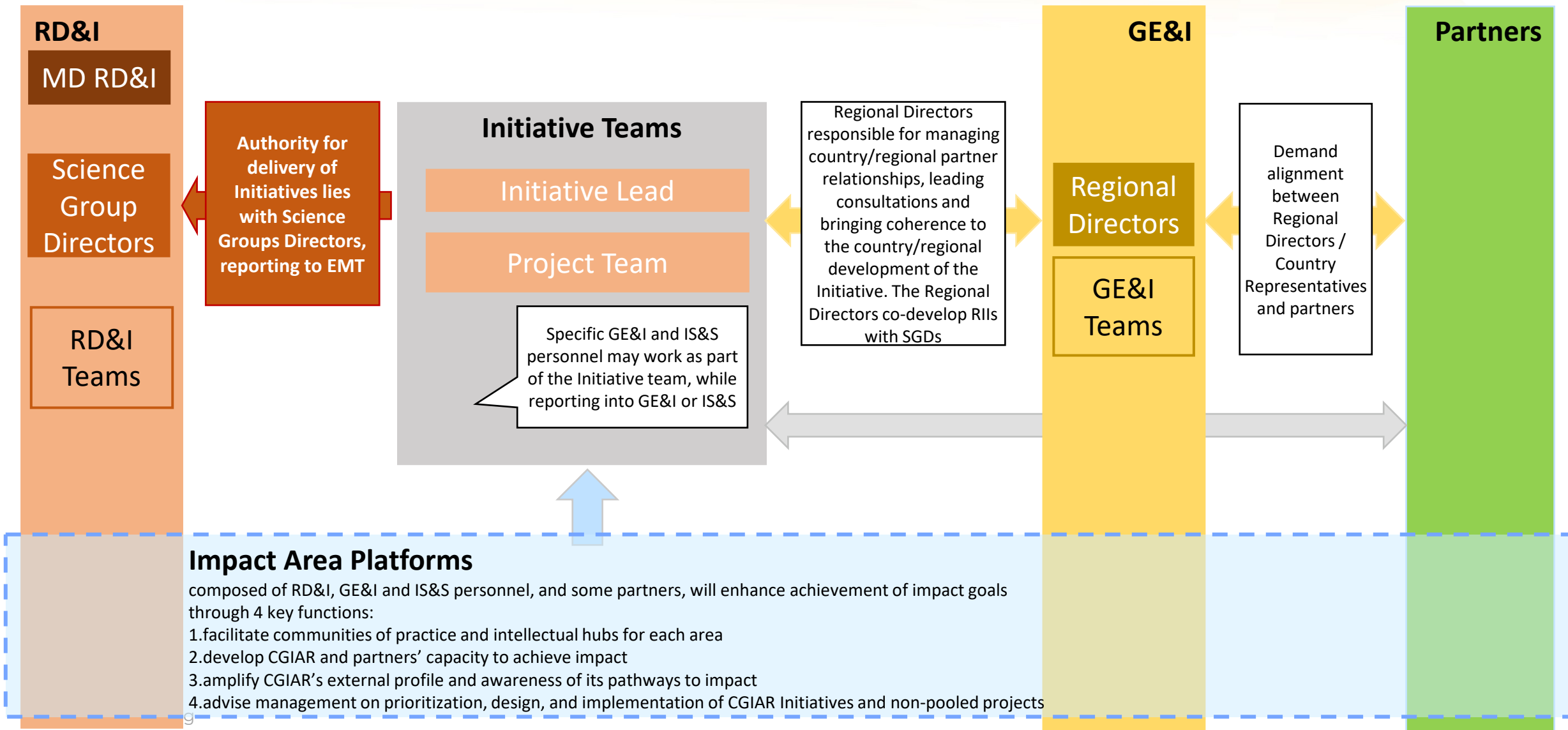


- Additional mechanisms for scaling innovations include:
- Scaling functions / units in all Science Groups
  - Innovation package & scaling readiness tools in all Initiatives
  - Regional & country engagement strategies

- Each working group will:
- Advance critical thinking around best practices
  - Propose cross-functional operational models, with detailed responsibilities, roles and accountabilities, and structures
  - Propose action plans for implementation

# Portfolio management roles

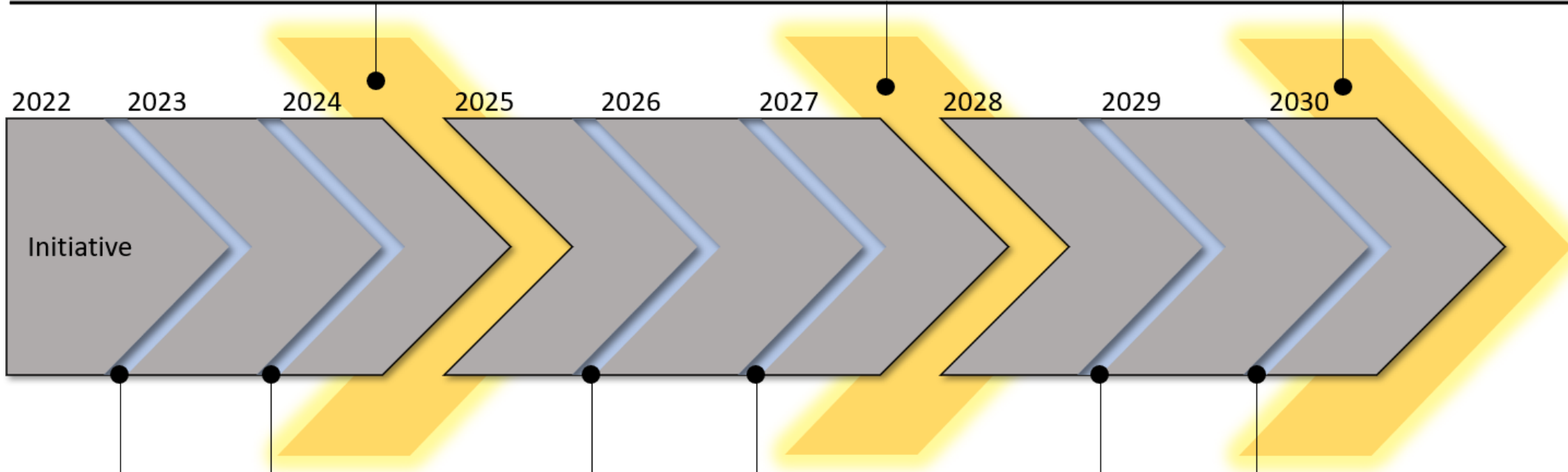
Science Group Directors hold the authority & responsibility to deliver the Initiatives



# Stage gates in performance management

## Initiative-level stage-gate

- Freq: Once per investment cycle
- Informed by: External independent review, Annual Reports, Internal stage-gates
- Primary purpose: Assurance
- Criteria: TBC
- Gate decisions: Proceed, Modify/Reallocate, Close
- Effect: Portfolio prioritization
- Gatekeepers: System Council, System Board



## Internal learning stage-gate @ Work Package level

- Freq: Annual
- Informed by: Annual Report data
- Primary purpose: Learning and adaptive management
- Criteria: TBC
- Gate decisions: Proceed, Modify/Reallocate
- Effect: Within-Initiative prioritization
- Gatekeepers: System Board informed by science leadership & IAGs

## Arrangements for scientific advice and oversight

- Timely moment for a whole-system review and reset of scientific advisory and oversight bodies
- EMT has agreed with the System Board to bring a proposal for new arrangements
- by the end of Q1 2022

### Considerations:

- Need a simpler model than the >30 Center Program Committees and CRP Independent Steering Committees (note that role of ISDC impacted here)
- Clear separation of oversight and fiduciary responsibilities versus day-to-day performance assessment and management
- Provisions for equitable, appropriate opportunities for engagement among Funders with different appetite and capacity for involvement
- Advice and oversight that promotes coherence among Initiatives ('big lifts')