



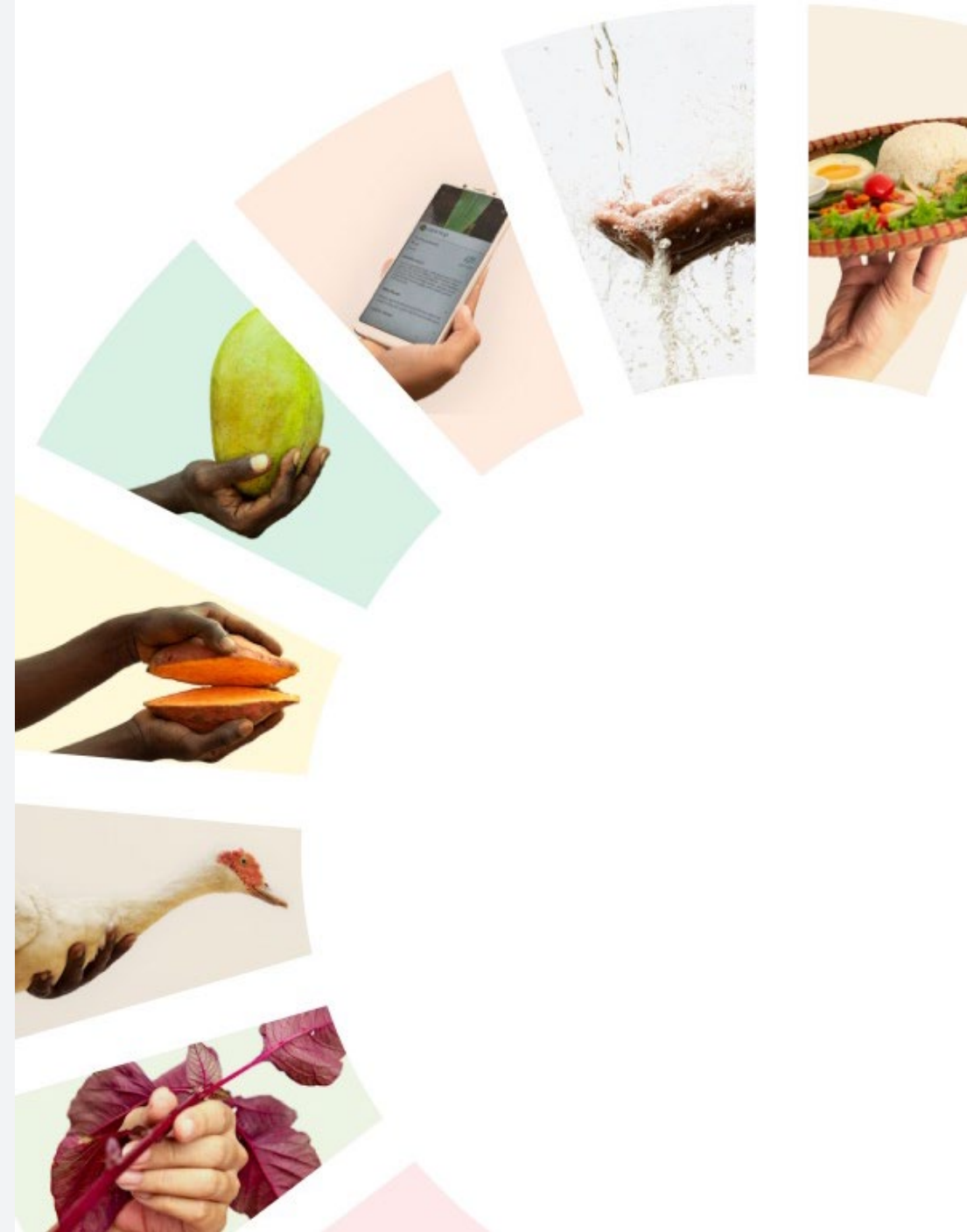
## System Council Initiatives Seminar

### 2 December 2021

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**Purpose:** To provide System Council members a dedicated forum for Q&A and discussion ahead of the portfolio decision sessions at SC14 on:

- (a) the initial set of proposed 2022-24 CGIAR Initiatives and Platforms,
- (b) the Companion Document on portfolio coherence, and
- (c) the ISDC-mediated review of the Initiatives and the Companion Document.



# Agenda

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**Introduction** by the Chair (Marco Ferroni)

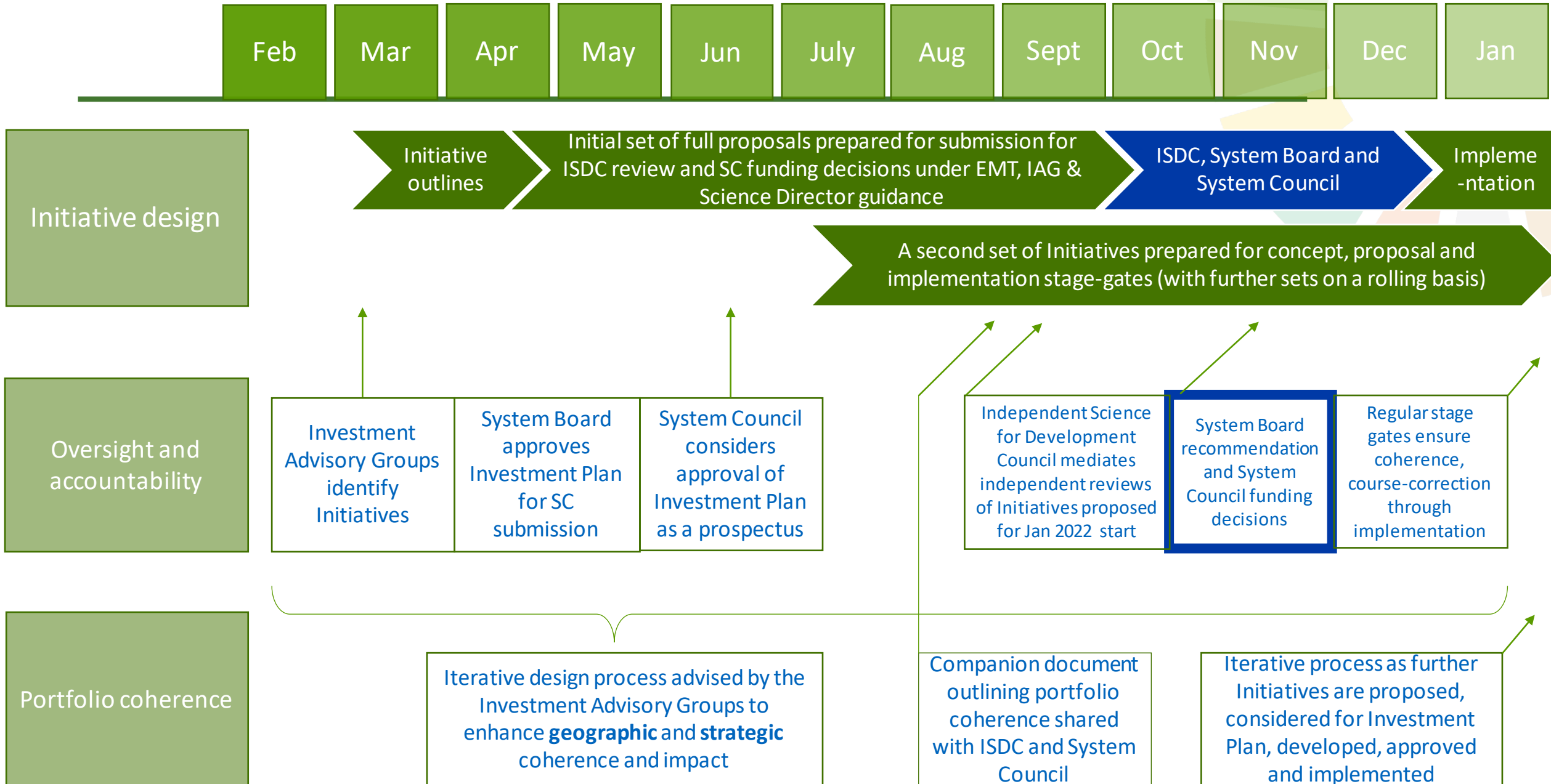
**Concise overview of process and CGIAR proposal materials:** 19 Initiative proposals, Companion Document, Impact Area Platform proposal (Claudia Sadoff and Sonja Vermeulen, 10 minutes)

**Key findings and recommendations from the ISDC-mediated review** (Holger Meinke, 20 minutes)

**Brief high-level comments from Science Group Directors** (Jo Swinnen, Martin Kropff and Barbara Wells, total 10 minutes)

**Roundtable discussion and Q&A**

# 2021 process and timeline for CGIAR research and innovation portfolio



## Documents submitted on 30 September

To ISDC and System Council members:

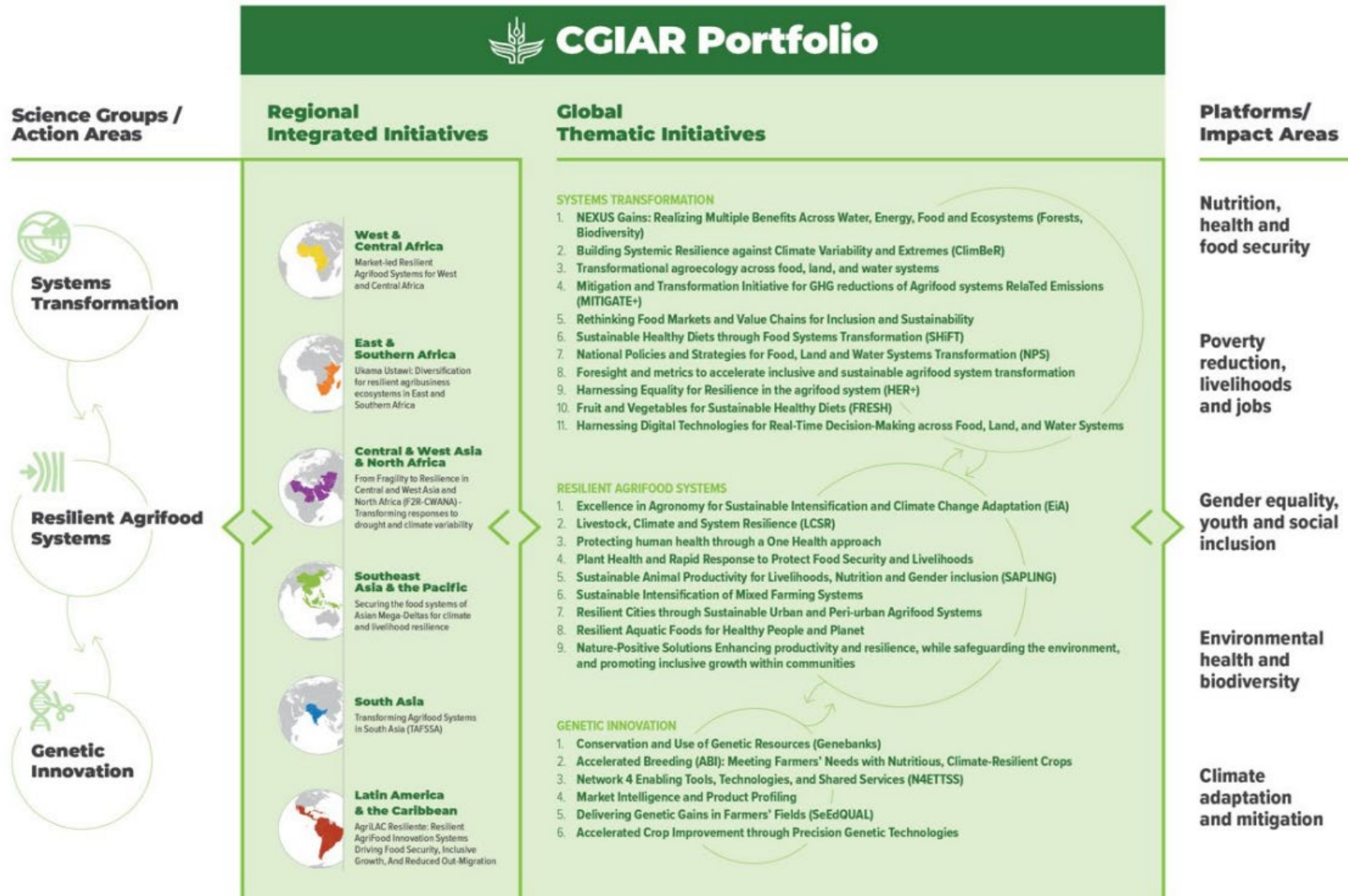
### **19 Initiative proposals**

**Companion document** to enable ISDC to provide guidance on external coherence, internal cohesion, interlinkages and management of funding uncertainties

To System Council members only:

### **Proposal on 5 Impact Area Platforms**

# 19 of 32 initiative proposals submitted to ISDC and System Council at the end of September



## 19 Initiatives in the September submission

### Systems Transformation

- Nexus Gains
- ClimBeR
- Transformational Agroecology
- MITIGATE+
- Food Markets & Value Chains
- SHiFT
- National Policies & Strategies

### Resilient Agrifood Systems

- Plant Health
- EiA
- SAPLING
- Livestock CSR
- One Health

### Genetic Innovation

- Accelerated Breeding
- N4ETTSS
- Market Intelligence
- SeEdQUAL
- Genebanks

### Regional Integrated Initiatives

- UU – East and Southern Africa
- TAFSSA – South Asia

# Impact Area Platforms proposal

**Overall goal:** Increase CGIAR’s performance towards 2030 targets for impact – shifting the dial towards more transformational change

	Nutrition, health and food security	Poverty reduction, livelihoods and jobs	Gender equality, youth and social inclusion	Climate adaptation and mitigation	Environmental health and biodiversity
Collective global 2030 targets	End hunger for all and enable affordable healthy diets for the 3 billion people who do not currently have access to safe and nutritious food.	Lift at least 500 million people living in rural areas above the extreme poverty line of US \$1.90 per day (2011 PPP).	Close the gender gap in rights to economic resources, access to ownership and control over land and natural resources for over 500 million women who work in food, land and water systems.	Implement all National adaptation Plans (NAP) and Nationally Determined Contributions (NDC) to the Paris Agreement.	Stay within planetary and regional environmental boundaries: consumptive water use in food production of less than 2500 km <sup>3</sup> per year (with a focus on the most stressed basins), zero net deforestation, nitrogen application of 90 Tg per year (with a redistribution towards low-input farming system) and increased use efficiency; and phosphorus application of 10 Tg per year.
	Reduce cases of foodborne illness (600 million annually) and zoonotic disease (1 billion annually) by one third.	Reduce by at least half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.	Offer rewardable opportunities to 267 million young people who are not in employment, education or training	Equip 500 million small-scale producers to be more resilient to climate shocks, with climate adaptation solutions available through national innovation	Maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly

## Four key functions for all Platforms:

- Convene community of practice
- Develop CGIAR and partner capacity
- Amplify external profile and pathways to impact
- Advise portfolio-level management and strategy

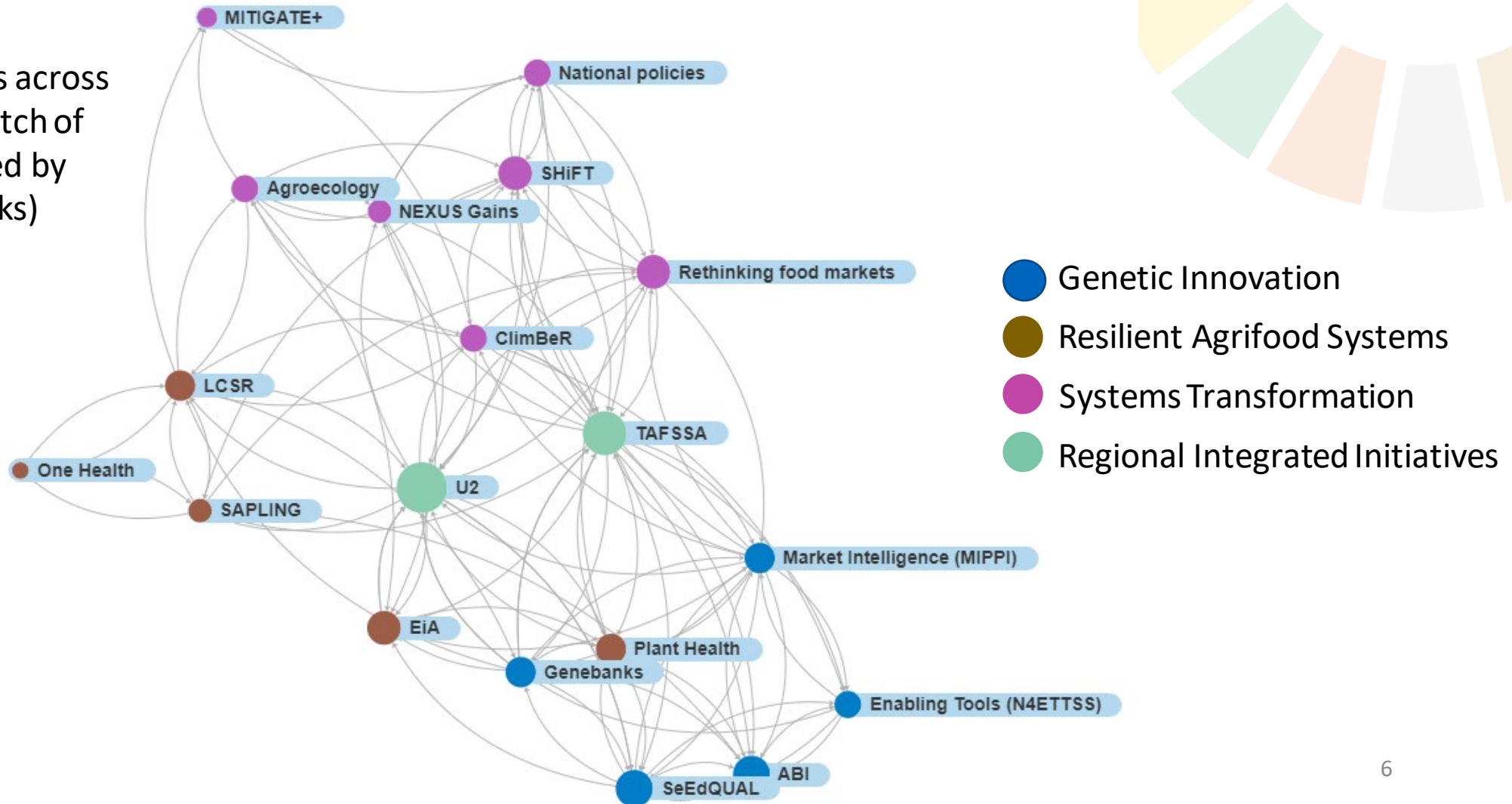
Funding targets of \$1.5-3M per annum, but allocations in 2022 expected to be lower

Gender Platform the exception – as will take forward multiple functions of the current platform and carry higher budget

# Companion document: steps towards building portfolio cohesion and interlinkages



Analysis of interlinkages across Initiatives in the first batch of submissions (nodes sized by number of incoming links)



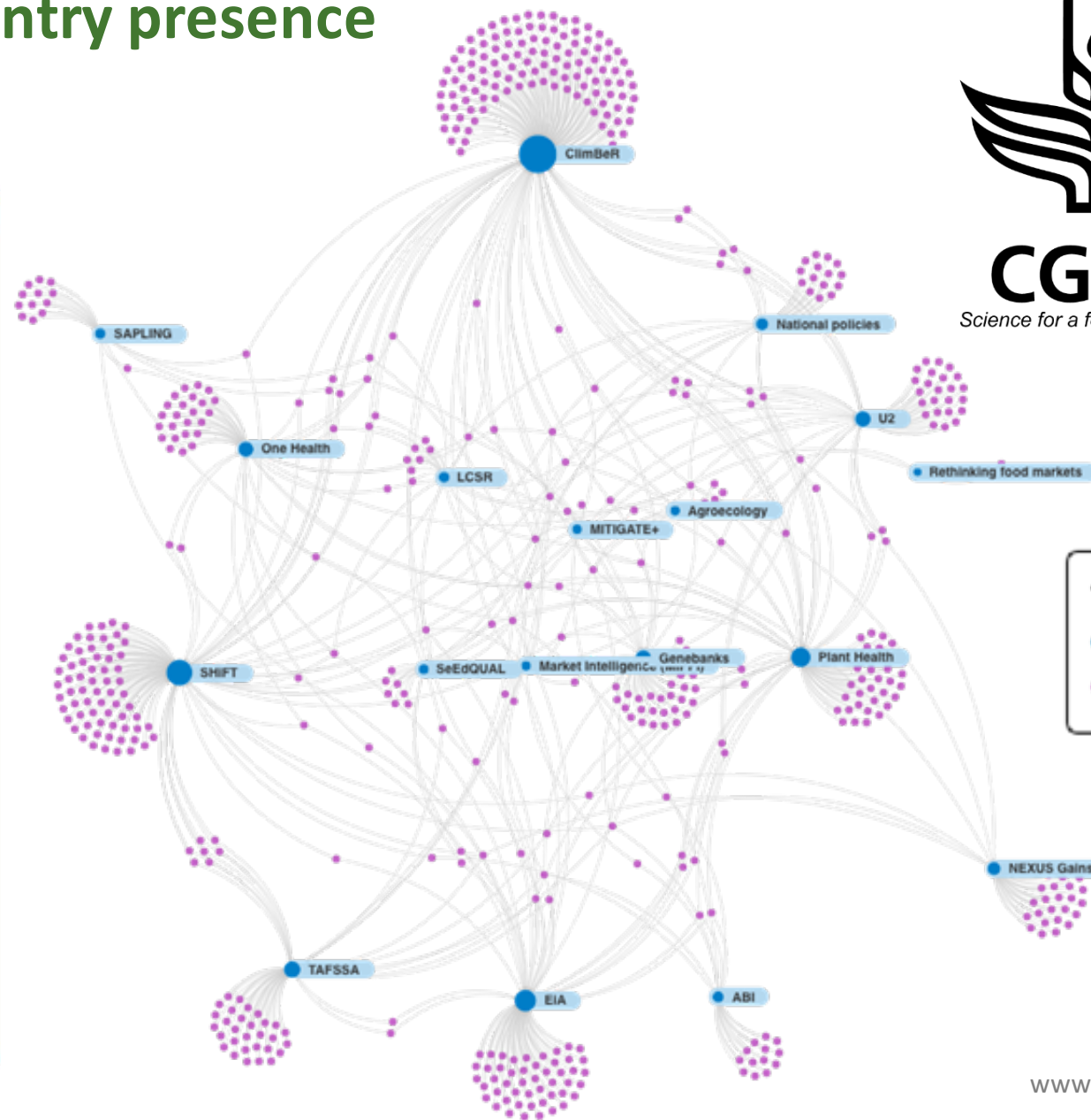
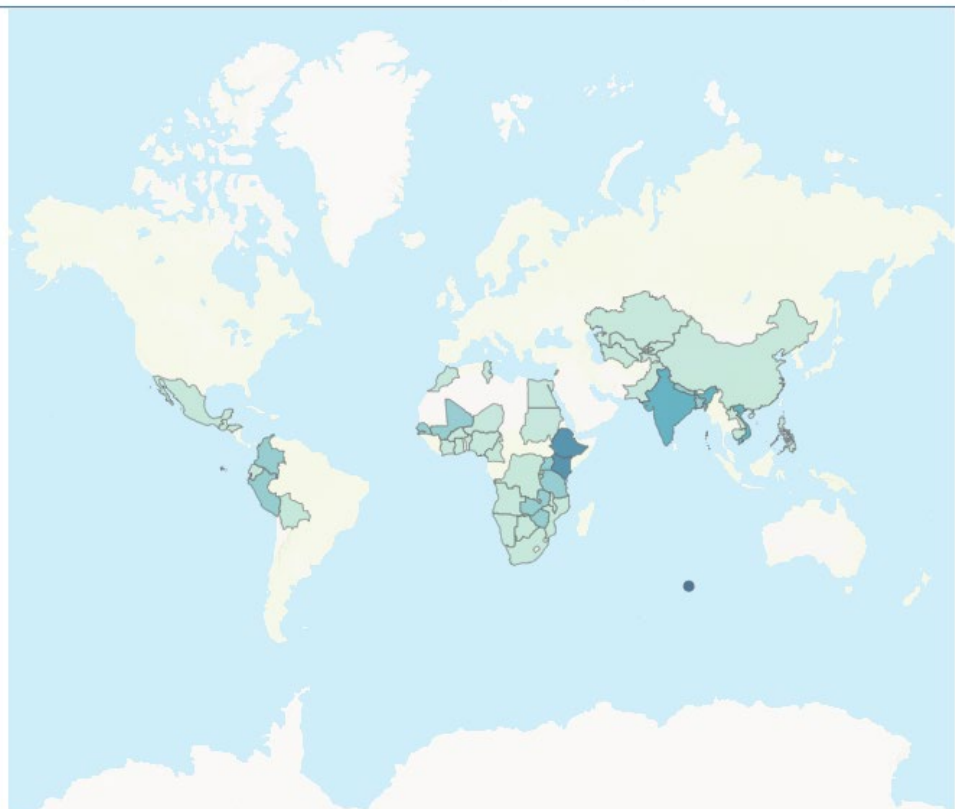
# Companion document: steps towards building external coherence through country presence and partnership management



**CGIAR**

Science for a food-secure future

Initiatives by Country



**Type**

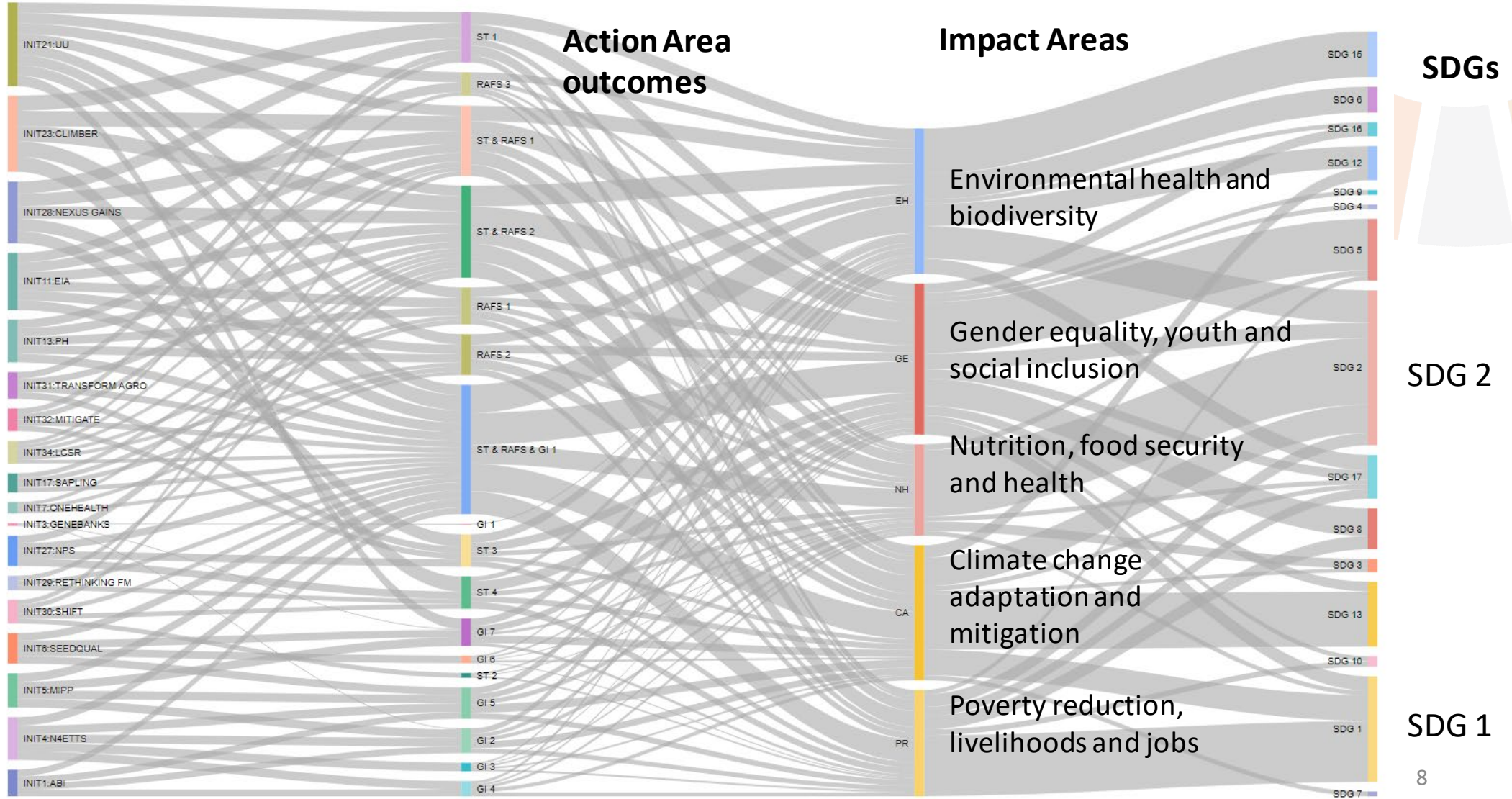
- Initiative
- Partner



# Companion document: steps towards implementation of nested theories of change and Results Framework



## Initiatives



## SDGs

## SDG 2

## SDG 1

# Companion document: steps towards agile management of funding allocations to support dynamic priorities

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1. Set of Initiatives submitted in 2021 are a **package** to deliver on the 2030 Research and Innovation Strategy agreed with the System Council.
2. Each has **3-year target funding** to deliver described effort and results (outputs, outcomes and impacts) proposed for each Initiative.
3. **Accordion budgets:** Many of the Initiatives being put forward could grow significantly larger than these target levels if early results and funder interest are strong.
4. Likewise, the intention is that each Initiatives will, subject to SC approval, receive at least a minimum amount of **inception funding**.
5. Initiatives can be dropped if Funder and stakeholder interest is insufficient to meet **minimum viable funding** level.
6. The initial proposed 2022-24 FINPLAN allocations across Initiatives are informed by the following **criteria**:
  - a. The potential to contribute to Results Framework, working with other Initiatives.
  - b. Track record, but also the need to invest in new areas of research.
  - c. The nature of the research in terms of facilities required.
  - d. The need to retain critical capacity and business continuity.
  - e. Funder and stakeholder priorities (thematic and geographic).





Independent  
Science for  
Development  
Council

# Outcomes of ISDC Companion Document and Initiative Proposal Reviews

Holger Meinke, Independent Science for Development Council Chair  
CGIAR SC14 Seminar, 2 December 2021

Photo Credit: CIMMYT

## 1) Initiative Review

Lead an independent review of the proposed new Initiatives in accordance with the ISDC's ToR from 4 October 2018 (Decision Ref: SC/M6/EDP2)

- *Provide independent advice, being neither Funders, members of SC, nor implementers of research programs and/or platforms (see section 3.5 "Guidance for periodic proposal assessment process")*

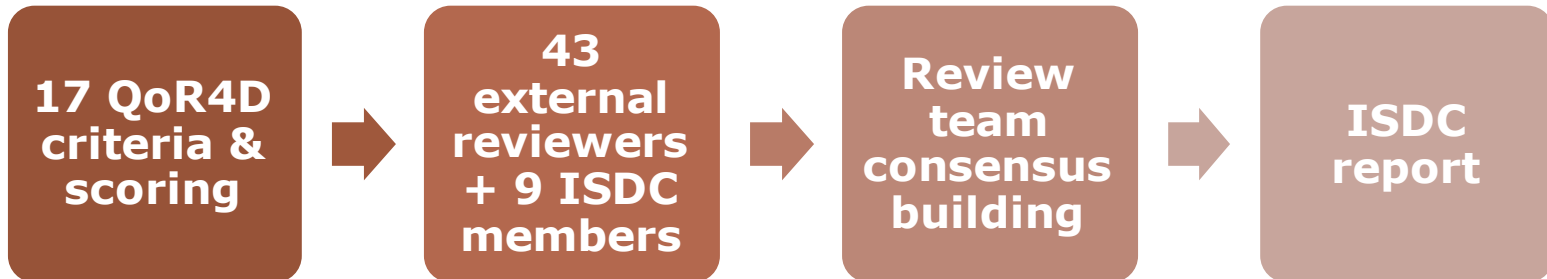
## 2) Review of the Companion Document (CD) according to the ToR issued by SIMEC, 21 September 2021

**Overall objective:** To support development of a portfolio of initiatives ... that is both coherent and cohesive to successfully advance the 2030 Research & Innovation Strategy.

**Scope of work:** To review a CD submitted by the EMT which sets out the approach that will be taken to building a coherent and cohesive group of projects to advance the 2030 Research & Innovation Strategy using **four core assessment criteria:**

- External coherence
- Internal coherence
- Interdependencies
- Management of funding uncertainties

# Snapshot of Review Process



## Review question related to Companion Document

*Does the Initiative align with the cohesion of the portfolio as described in the Companion Document (see Appendix A)?*



## Gender distribution



- An aggregate list of all reviewers will be posted online after the 32 reviews
- Review teams consisted of 3 reviewers (1 serving as coordinator) & 1 ISDC member per proposal
- 1 social scientist per proposal



## Criteria & Recommendations

### External Coherence

- Map CGIAR's comparative advantage with country, regional, and global players that may be partners or competitors.
- Elaborate on how the proposed Initiatives will seek complementarity with efforts of other research institutions, or how One CGIAR seeks to harmonize efforts by a range of global players.

### Internal Coherence

- Explore opportunities to detail how leadership and teams among the Science Groups, Regional Directors, and Impact Areas will work together and where the authority lies to avoid unnecessary transaction costs associated with complex management structures.
- Responsibilities and authority need to be well aligned and lines of authority and responsibility should be clarified.

### Inter-dependencies

- Carefully review the six RII proposals and the CD to ensure no duplication exists with the Global Thematic Initiatives.
- Review should include a strategy on how country offices will work with RIIs.

### Management & Funding Uncertainties

- The CD needs to map the CGIAR's substantive priorities for short- and long-term research, with a clear process for priority setting and review that is evidence based.

## Comparative Advantage

- Why is CGIAR uniquely positioned to lead these 32 Initiatives?

## Partnerships

- How will private-sector agents be engaged as partners and how will these engagements be legitimately managed?
- How will inclusive and functional partnerships address the Impact Areas and unreachable populations?

## Priority Setting and Funding

- How will pooled-funded Initiatives be effectively integrated with activities funded from other sources?
- Is there a contingency plan for uncertainties that would allow CGIAR to be flexible?

## Coordination & Management

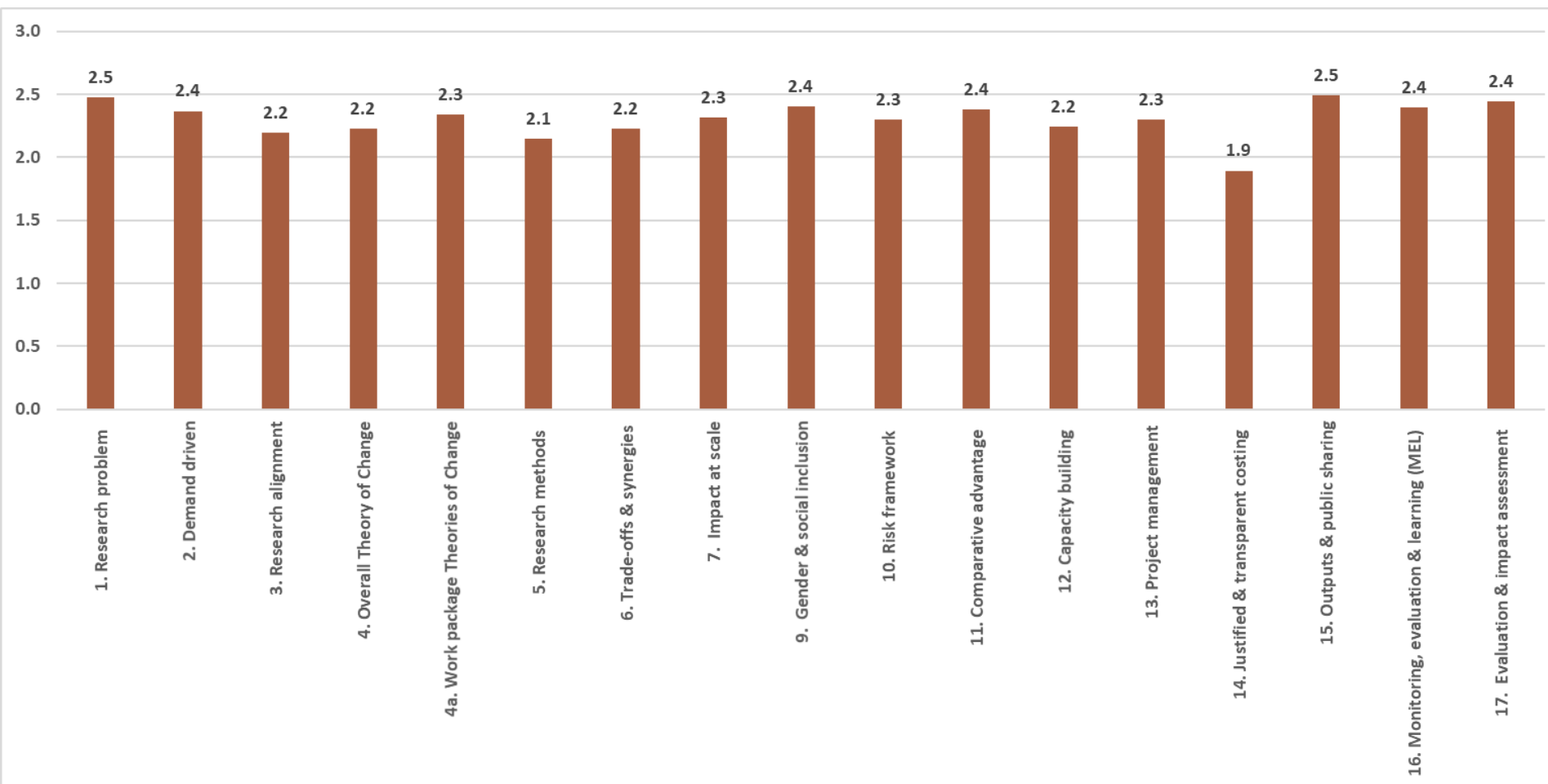
- How will Impact Area Platforms be setup and staffed to achieve their mandate?
- How will Platforms work with Science Groups, Regional Directors, and the portfolio performance management team?
- Does CGIAR have the necessary social scientists that will be needed for these Platforms to succeed?

## Innovation

- What really constitutes innovation?
- What does an innovation culture entail?

## Considerations

## 17 QoR4D Criteria Across Initiatives

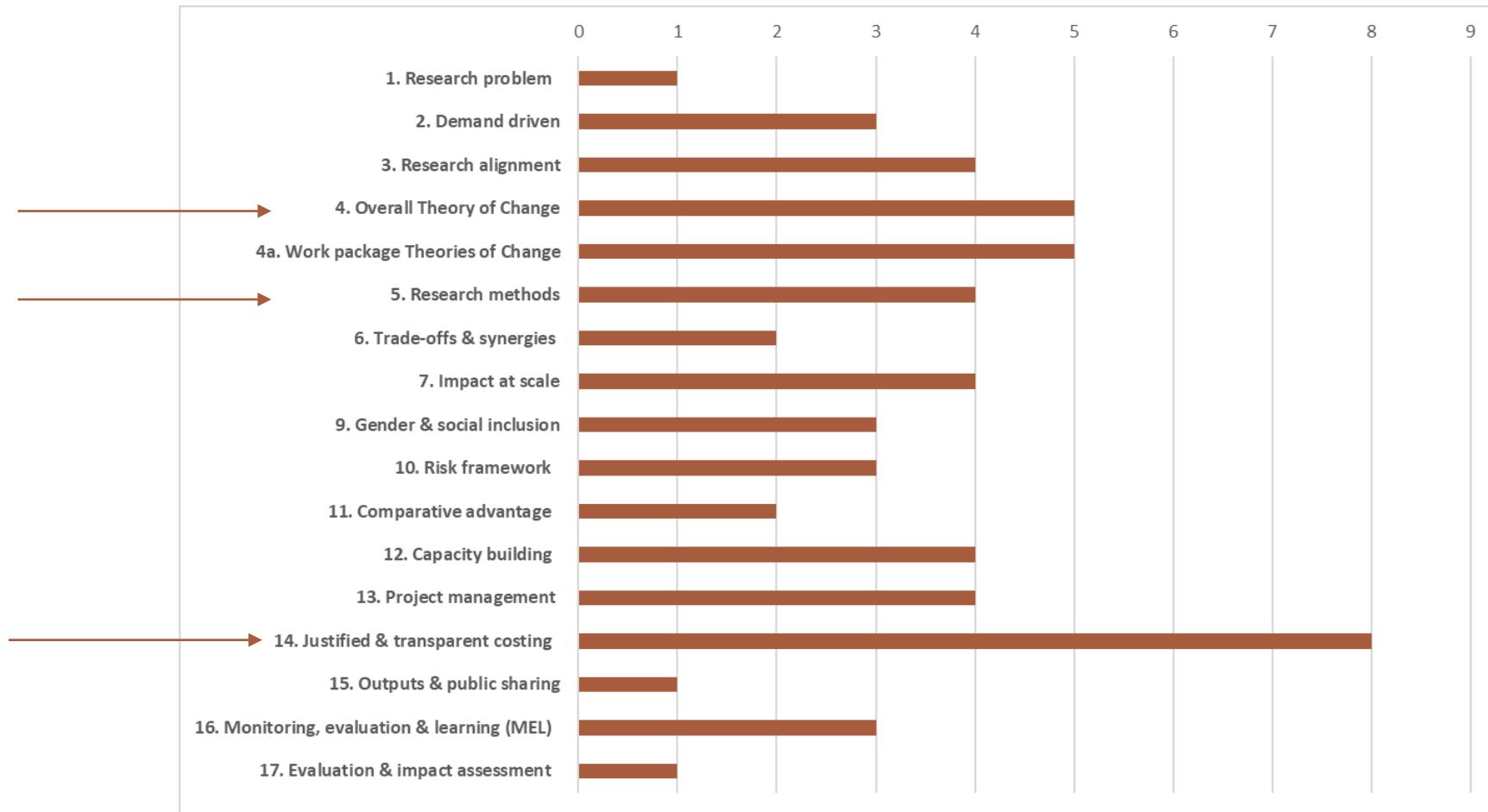


*A score of two was described as, "There is good evidence that the criterion has been addressed explicitly and with good intent, but the approach is not fully persuasive or may lack some clarity."*



# 19 Proposal Initiative Reviews

## Number of Proposals that Received a Criterion Score of Less than "2"



*A score of "1" was defined as, "There is some evidence that the criterion was considered, but is lacking completion, intention, and/or is not addressed satisfactorily."*