CGIAR
Science for a food-secure future

CGIAR Initiatives: Deep dive on portfolio analytics

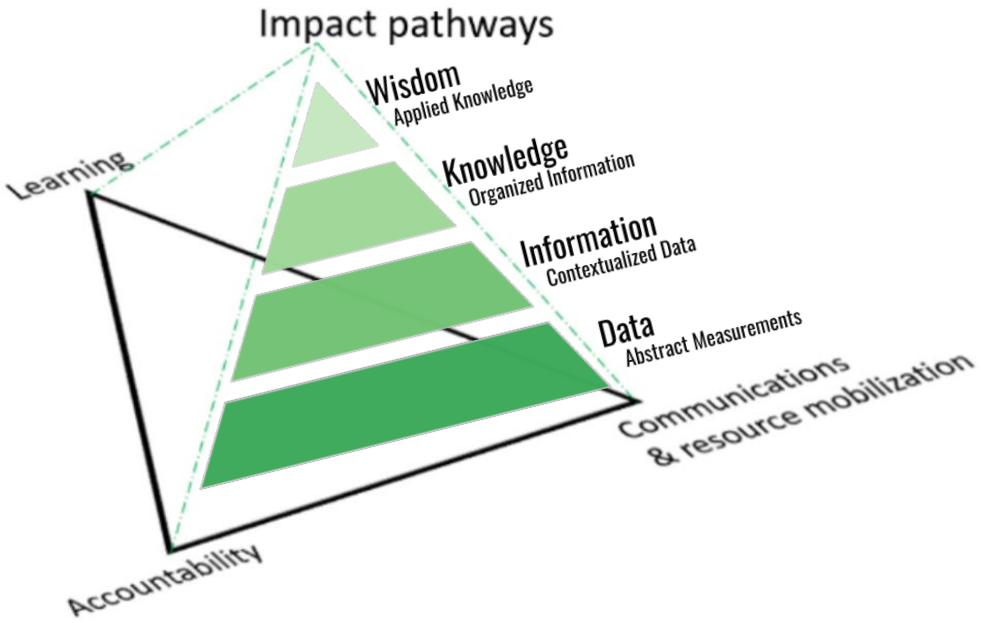
14 December 2021

Agenda overview

- Introduction to the portfolio analytics – 5 min (Sonja Vermeulen)
- Analytics walkthrough – 20 min (Julien Colomer)
- Next steps – 5 min
- Q&A – 30 min (System Council members and CGIAR staff)

Objectives today and in the longer-term

- Provide an initial set of analytics covering the 2022-24 Pooled funding portfolio
- Help to shape better use of demand-responsive decision support going forward



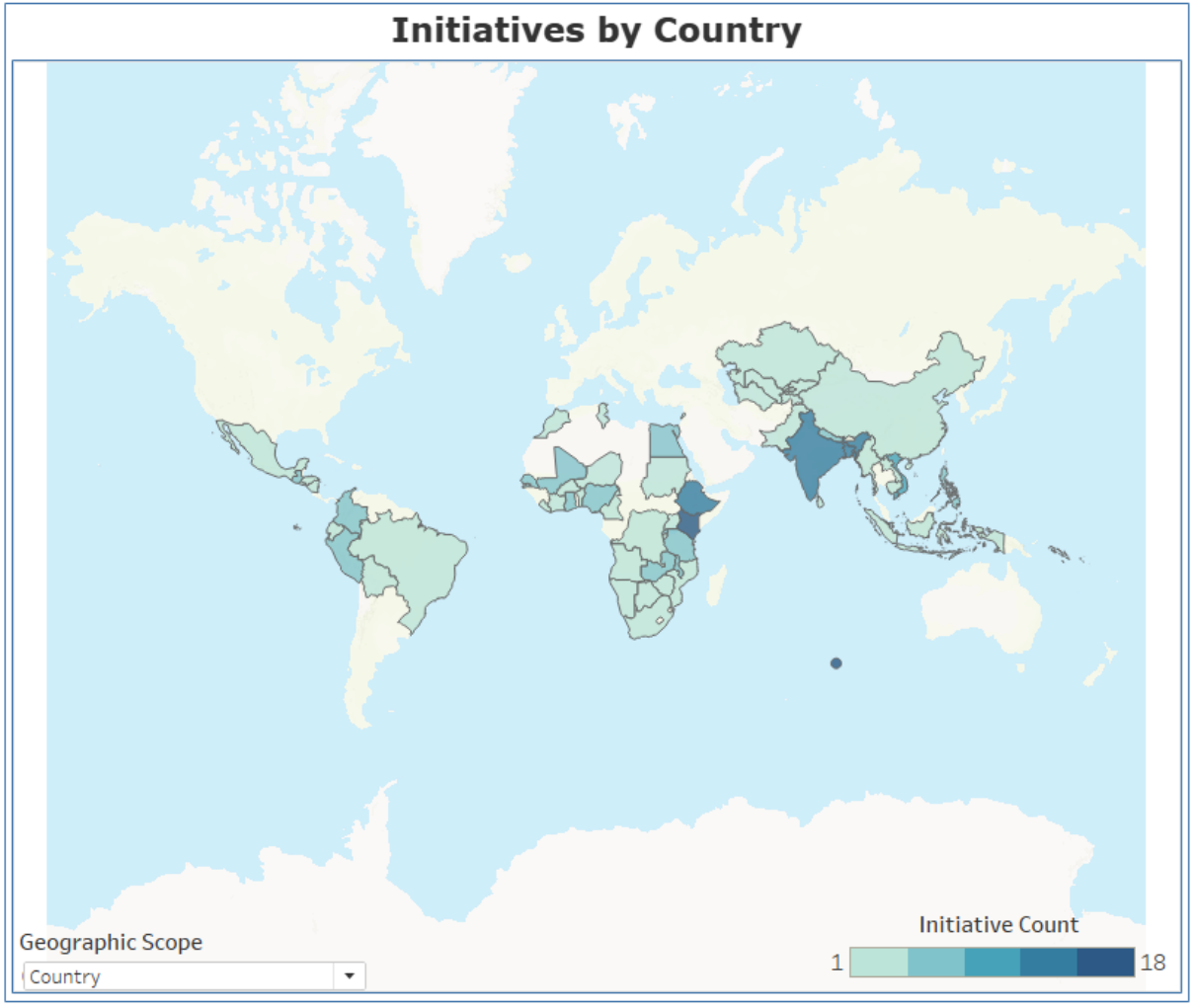
- ✓ Improve portfolio performance management and impact delivery
- ✓ Contribute to portfolio-level assurance, learning, and resource mobilization
- ✓ Activate CGIAR's Performance and Results Management Framework

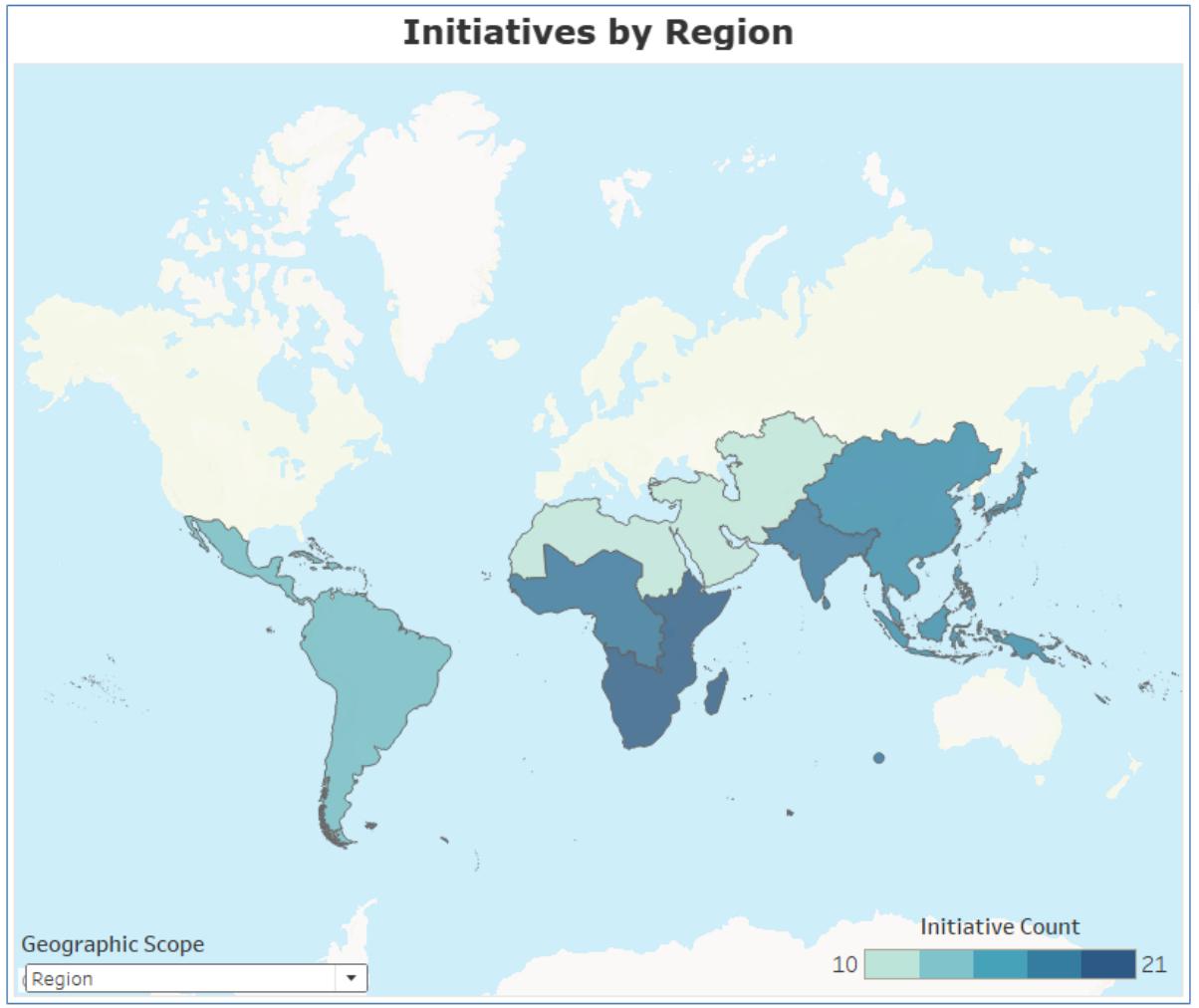
Data overview

- 31 Initiatives (Batch 1: 19, Batch 2: 12*) in 2022-24 Investment Cycle
- Data on:
    1. Geographic location
    2. Partner network
    3. Initiative interlinkages
    4. Results framework
    5. Risk
    6. Innovation packages and Scaling Readiness
- Caveat:
    - Early data (limited QA)
    - Focus on overall vs specifics

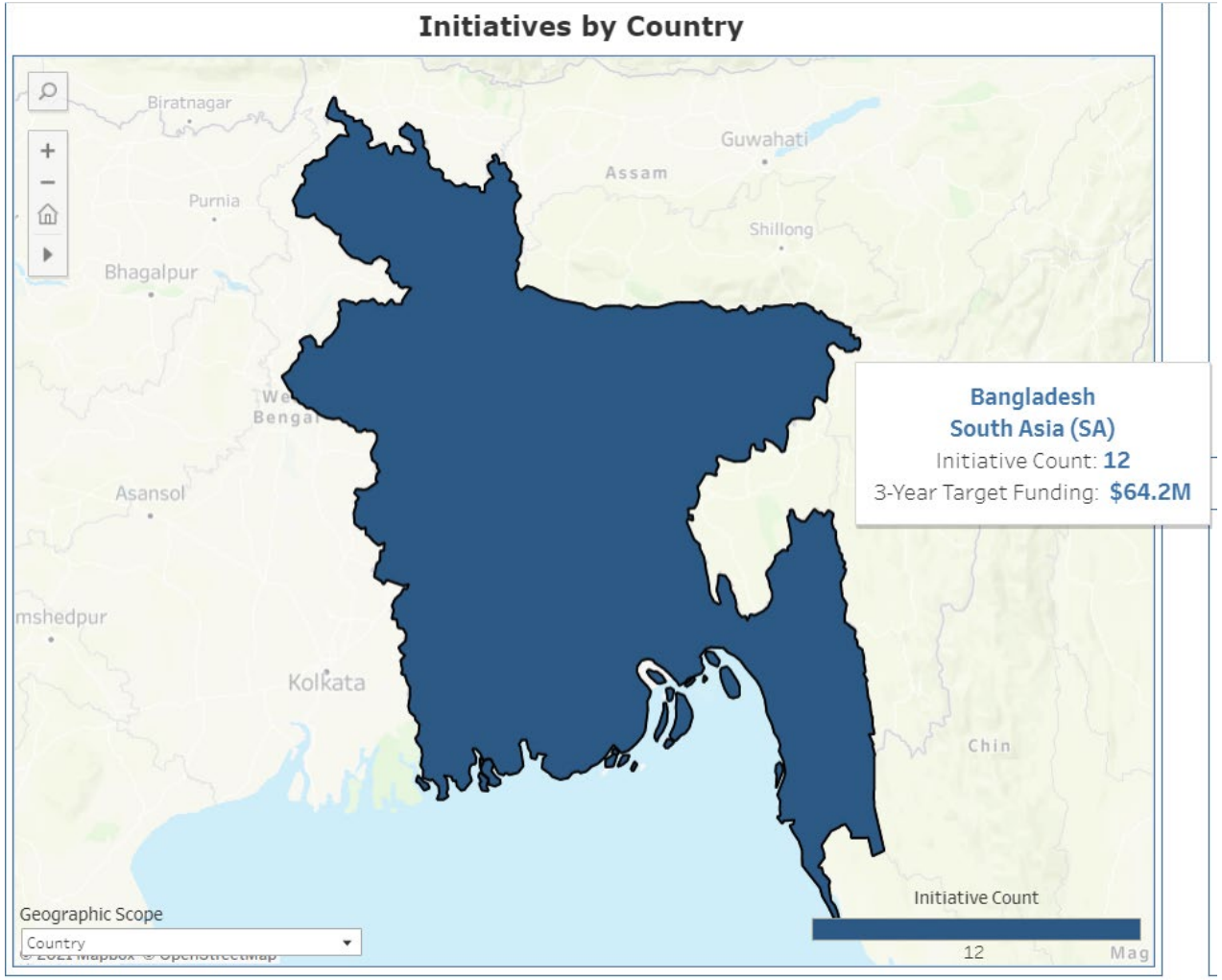
*Initiative Proposals received to date

Analysis # 1: Geographic location



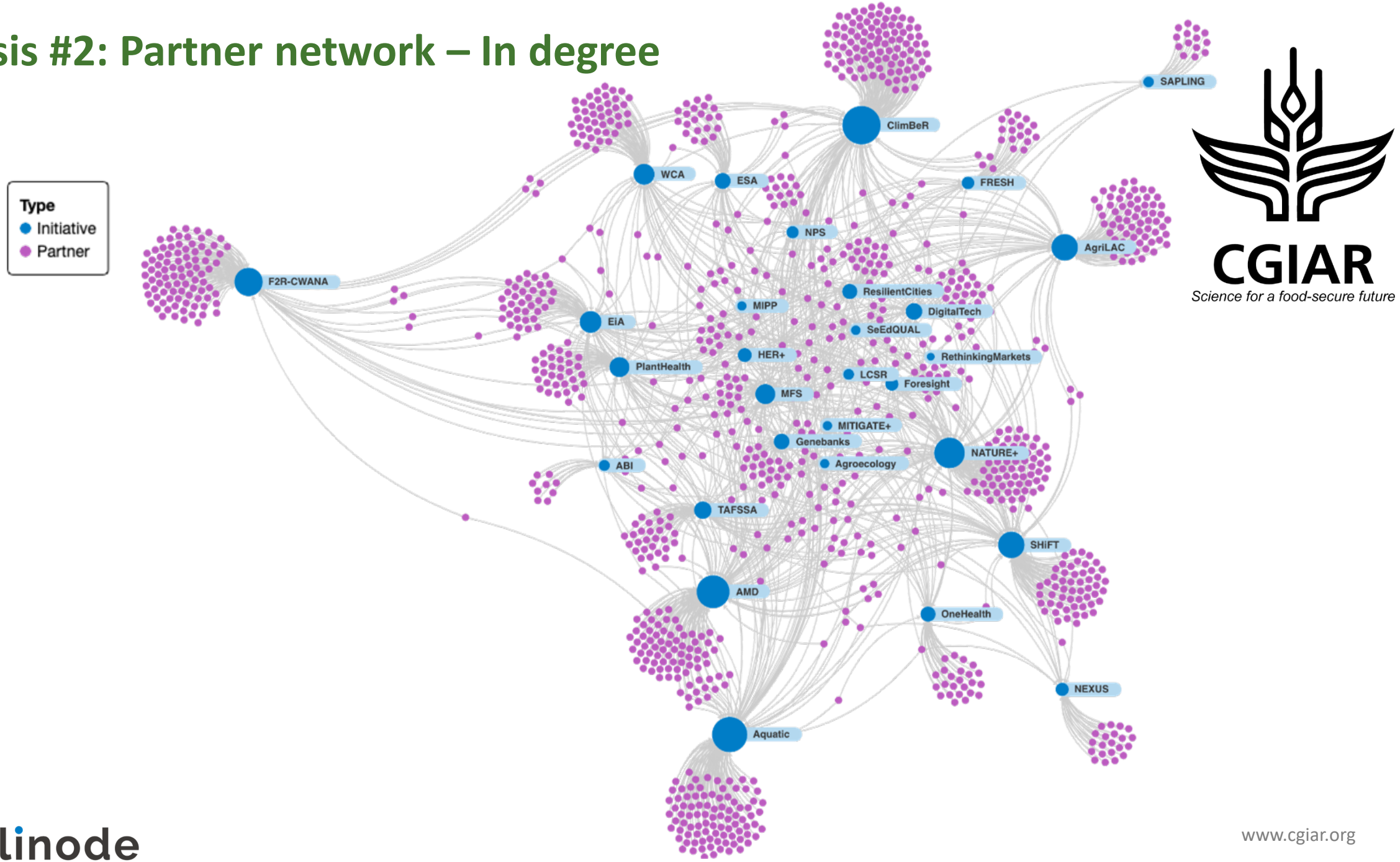


Analysis #1: Geographic location - filter



1. Plant Health and Rapid Response to Protect Food Security and Livelihoods
2. Protecting Human Health through a One Health Approach
3. Resilient Aquatic Food Systems for Healthy People and Planet
4. Sustainable Intensification of Mixed Farming Systems
5. Resilient Cities through Sustainable Urban and Peri-urban Agrifood Systems
6. Transforming Agrifood Systems in South Asia (TAFSSA)
7. Securing the food systems of Asian Mega-Deltas for climate and livelihood resilience (AMD)
8. Sustainable Healthy Diets through Food Systems Transformation (SHiFT)
9. Foresight and Metrics to Accelerate Food, Land, and Water Systems Transformation
10. HER+: Harnessing Gender and Social Equality for Resilience in Agrifood Systems
11. MItigation and Transformation Initiative for GHG reductions of Agrifood systems RelaTed Emissions (MITIGATE+)
12. Harnessing Digital Technologies for Timely Decision-Making across Food, Water, and Land Systems

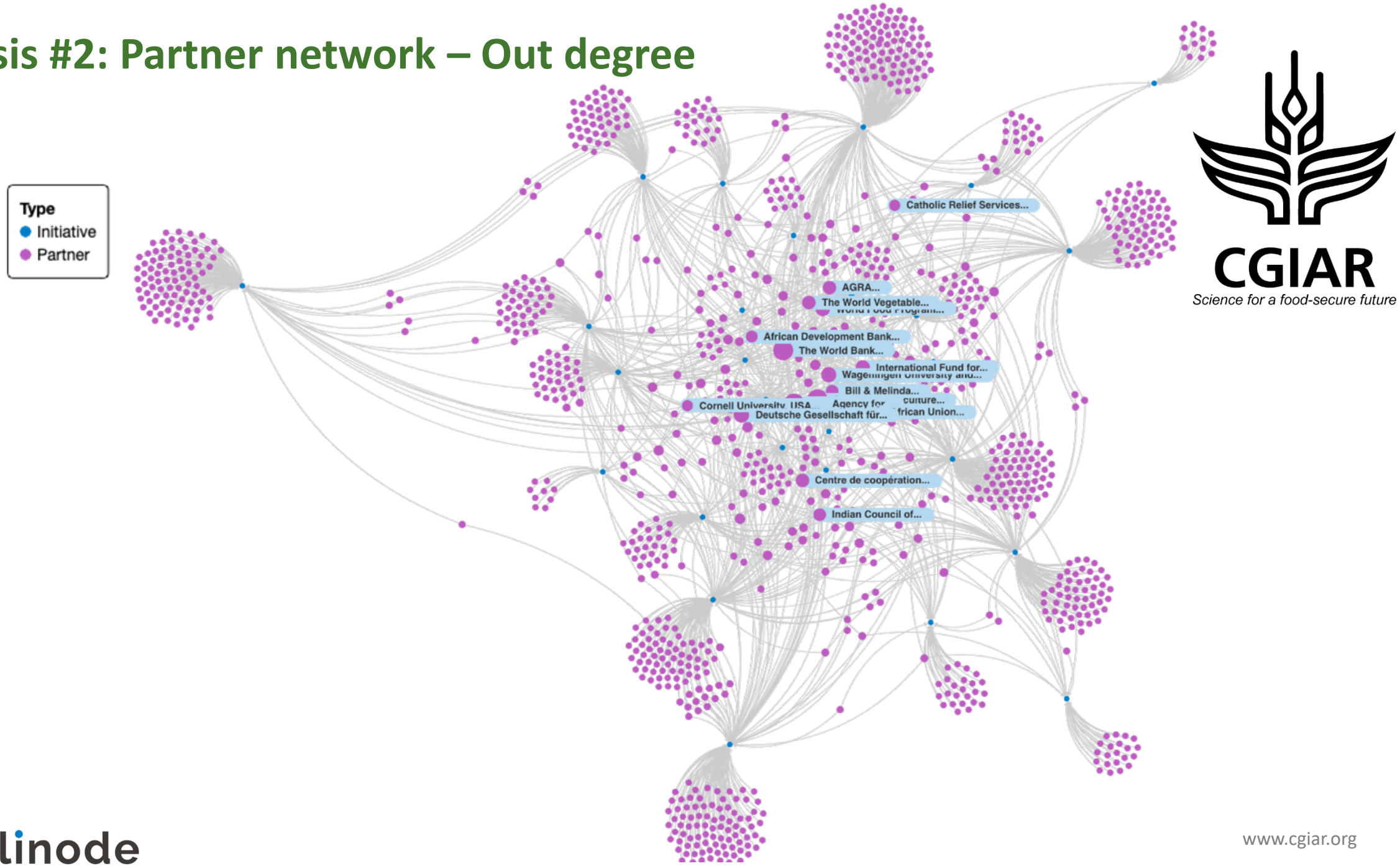
Analysis #2: Partner network – In degree



CGIAR
Science for a food-secure future

polinode

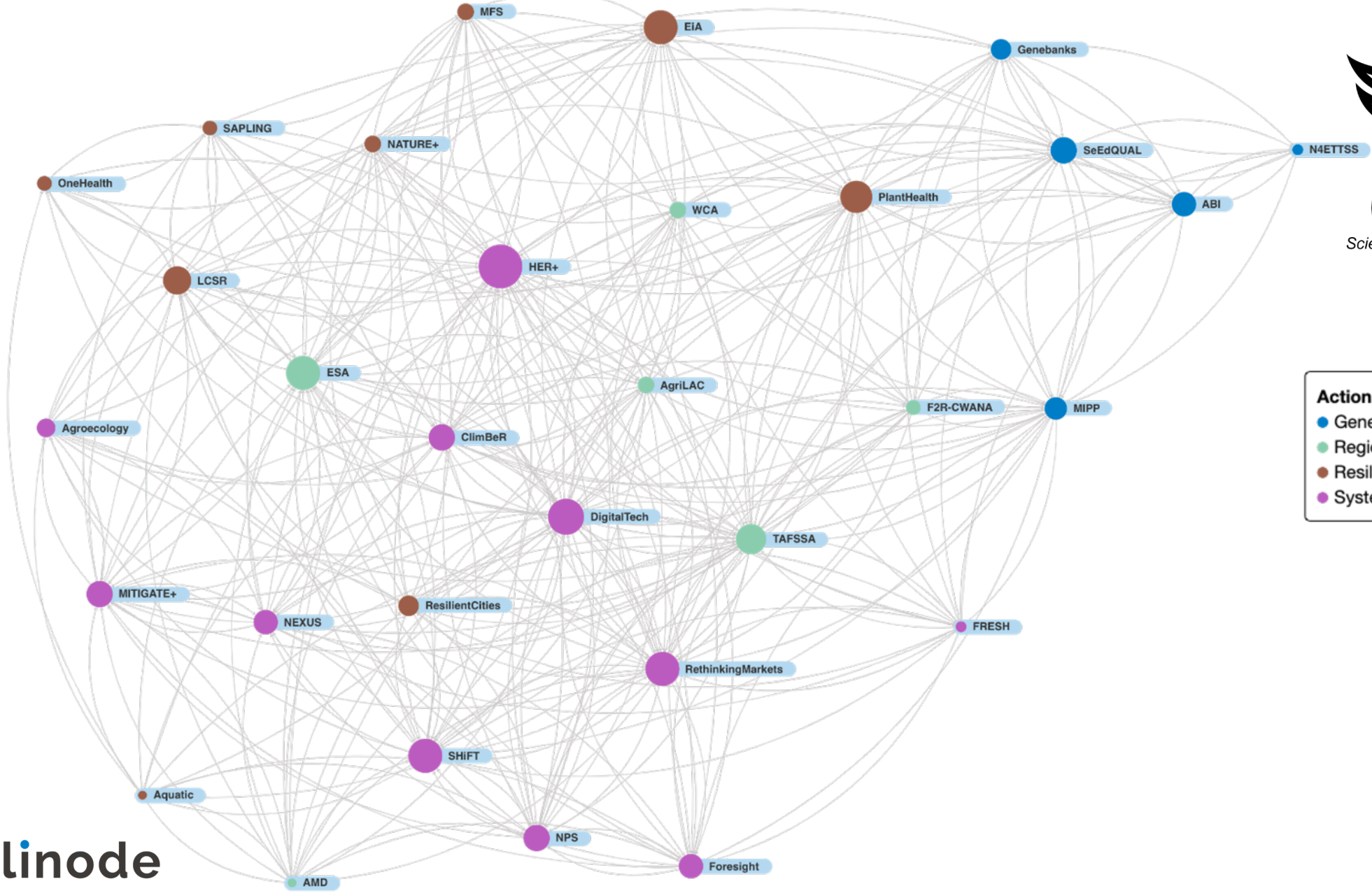
Analysis #2: Partner network – Out degree



CGIAR
Science for a food-secure future

polinode

Analysis #3: Initiative interlinkages network – In degree

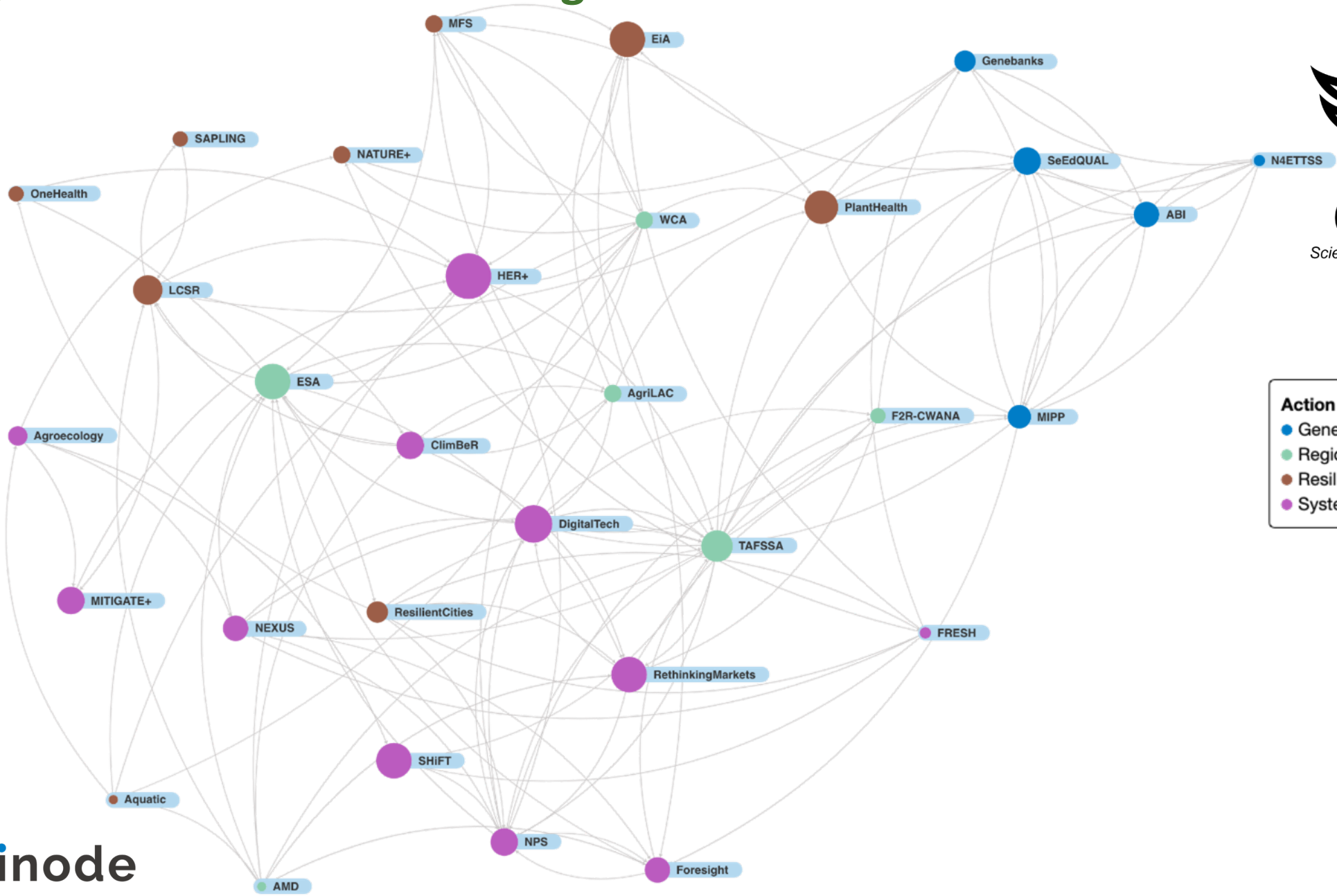


CGIAR
Science for a food-secure future

Action Area
- Genetic Innovation
- Regional Integrated Initiatives
- Resilient Agrifood Systems
- Systems Transformation

polinode

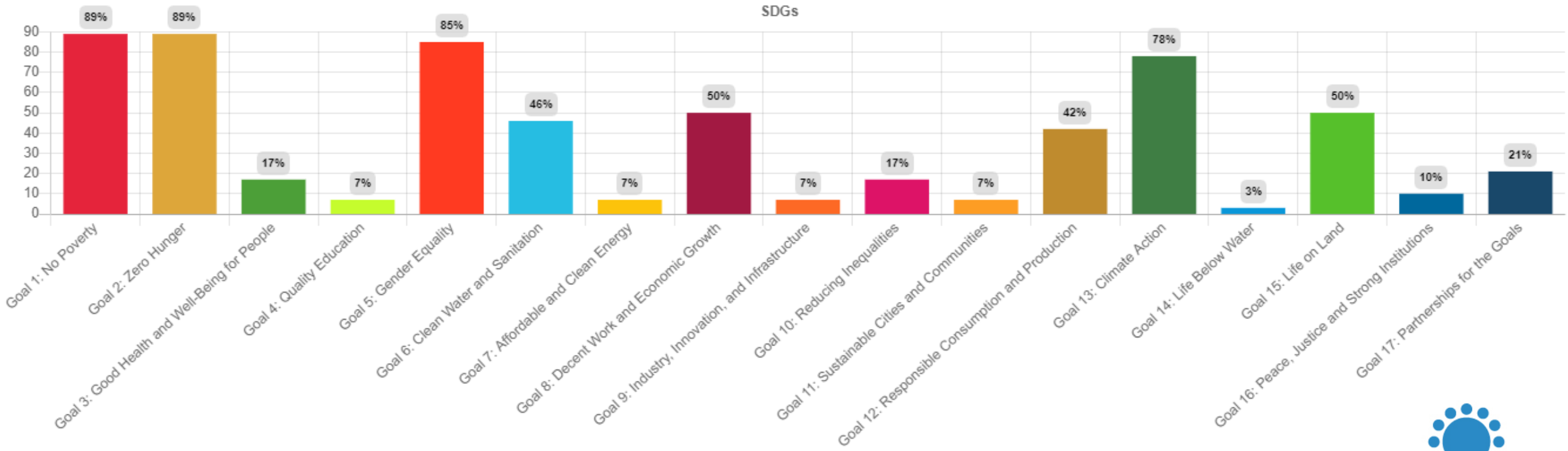
Analysis #3: Initiative interlinkages network – MELIA



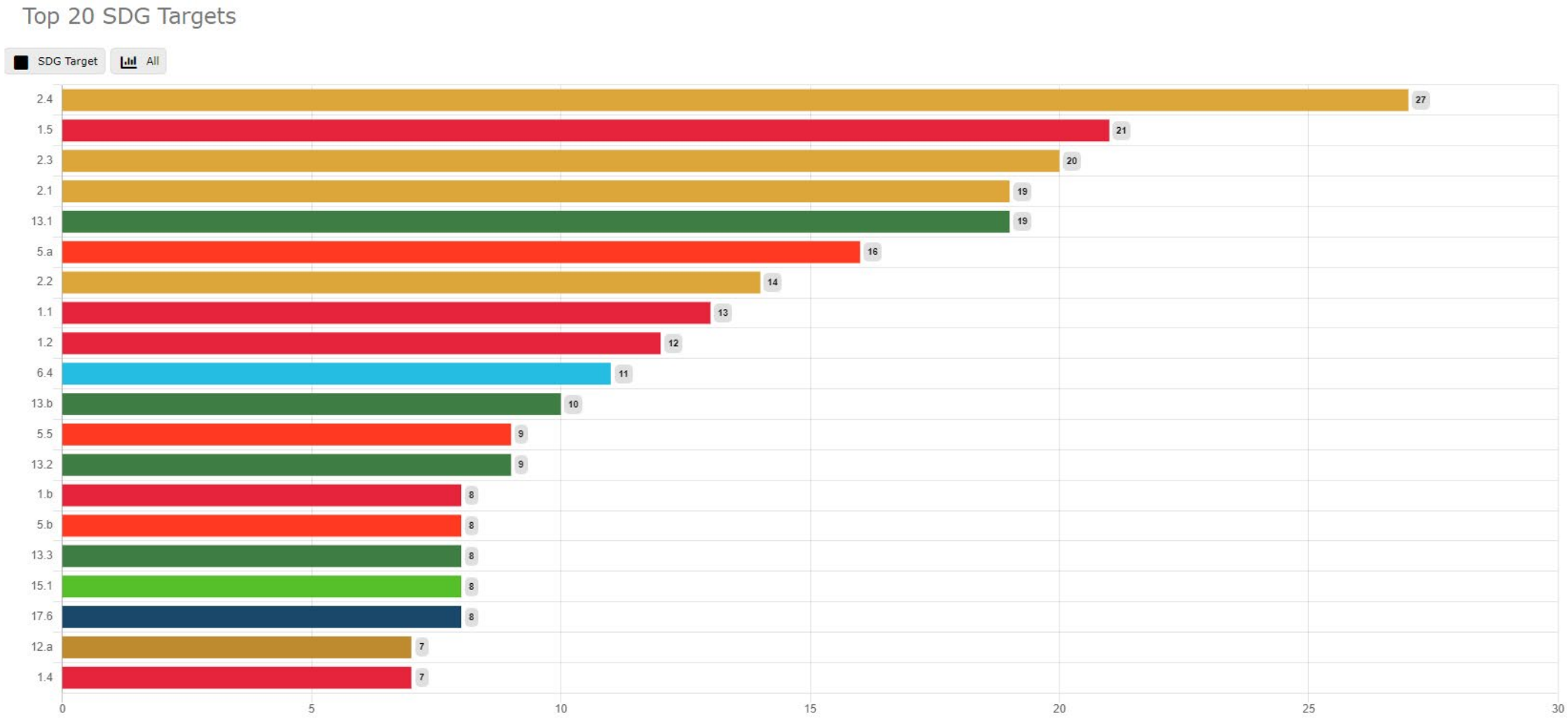
CGIAR
Science for a food-secure future

polinode

Analysis #4: Results Framework - SDGs



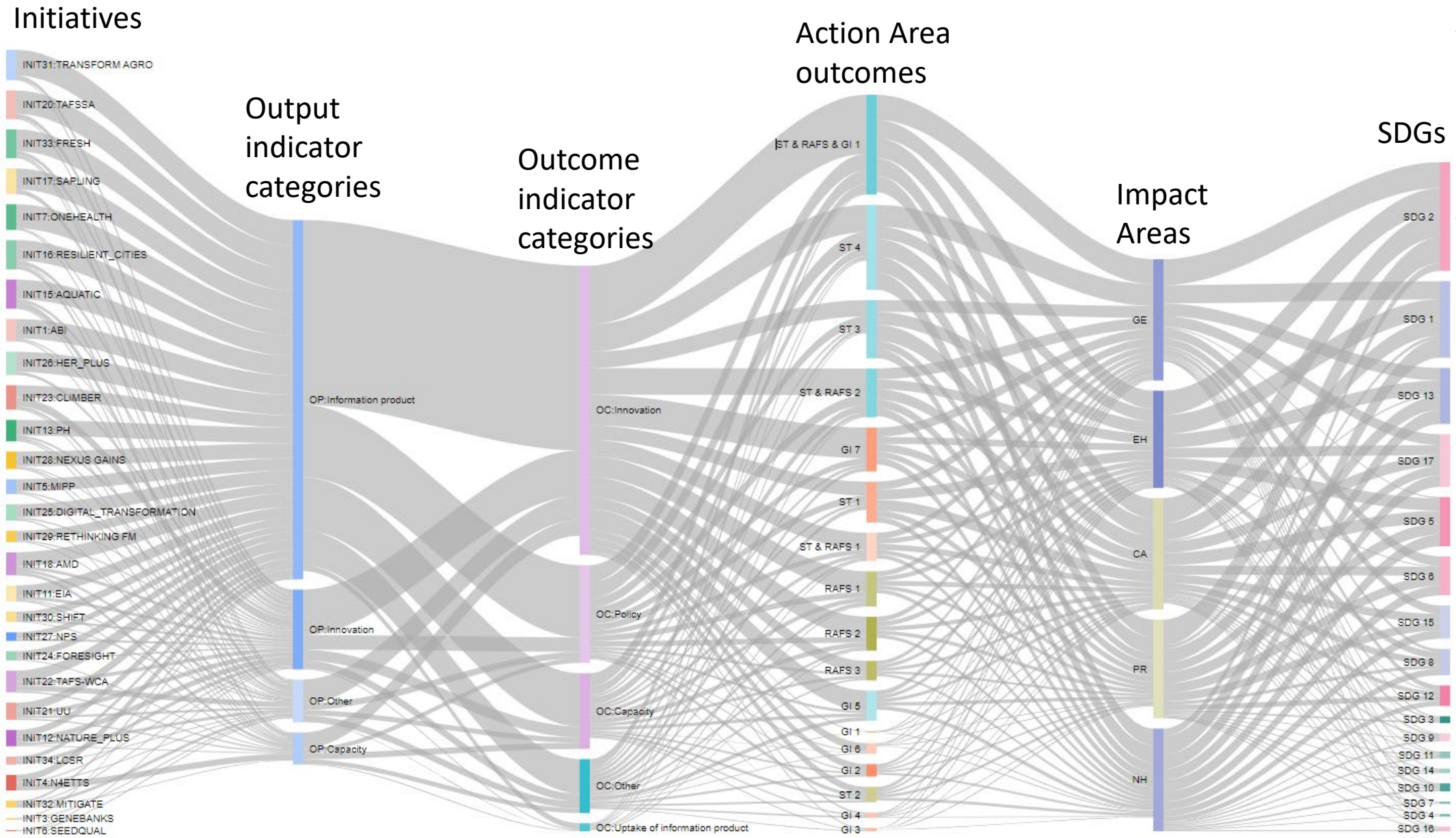
Analysis #4: Results Framework – SDG Targets



CGIAR
Science for a food-secure future

GRAPHILEON

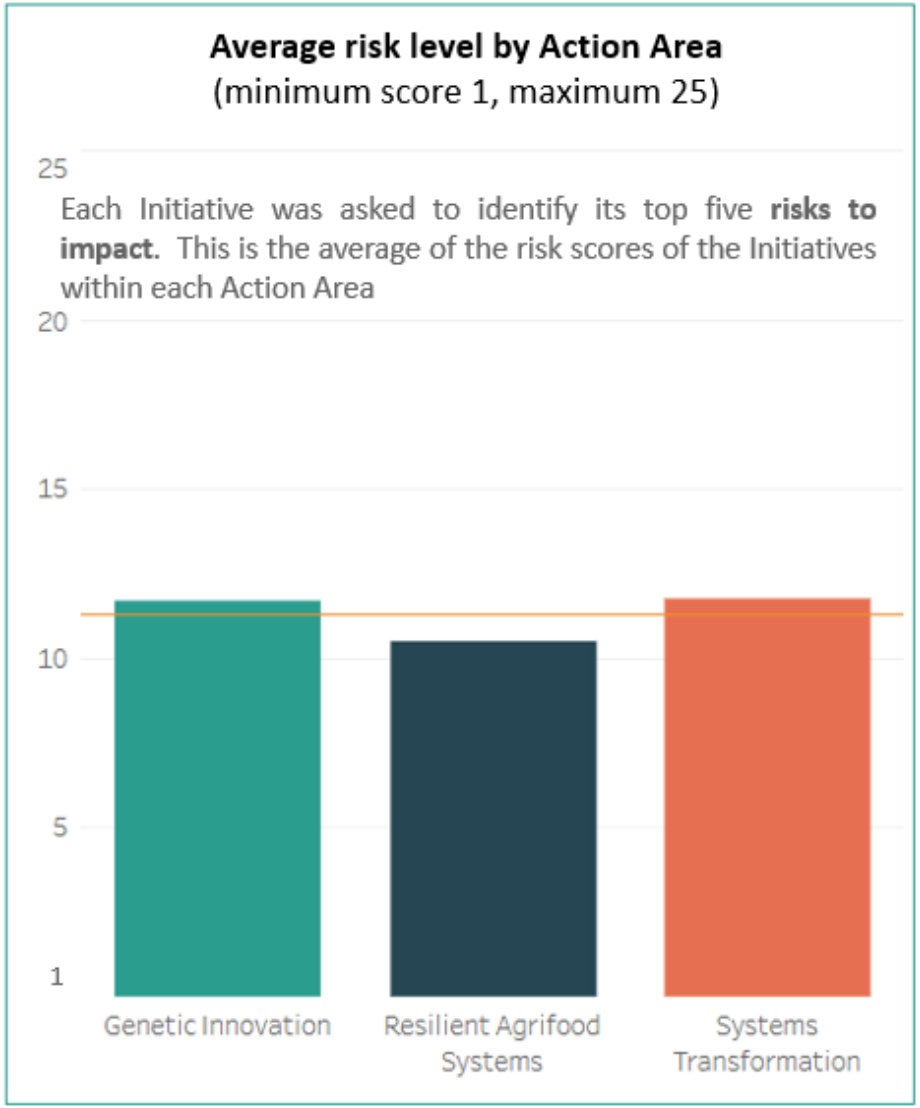
Analysis #4: Results Framework – Sankey

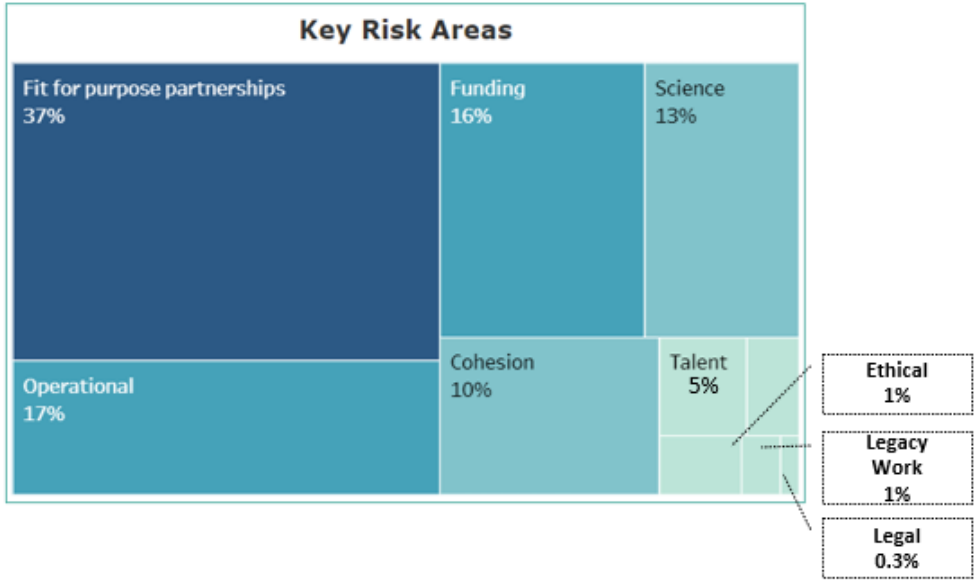


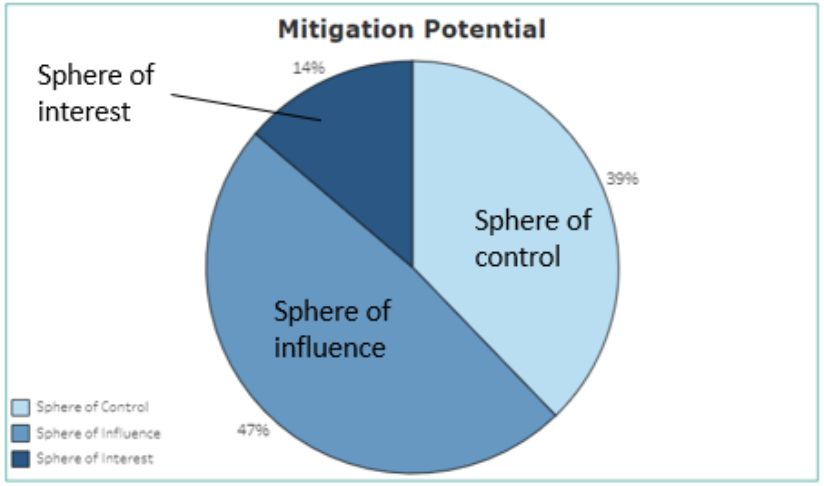
CGIAR
Science for a food-secure future

GRAPHILEON

Analysis #5: Risk





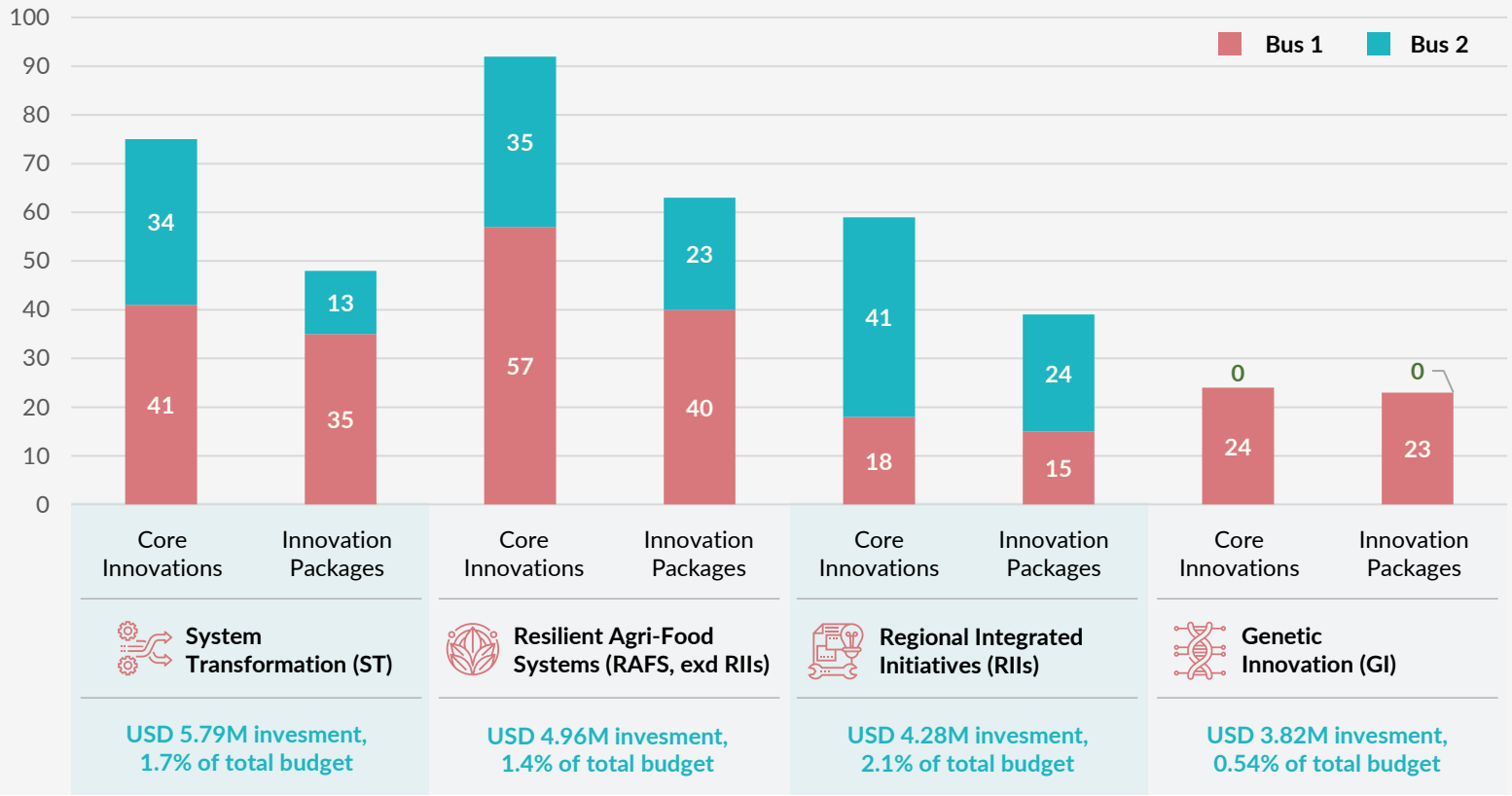


Analysis #6: Innovation packages & Scaling Readiness

Core Innovations and Innovation Packages

Core Innovation: Innovations that are at the heart of Initiatives and that are expected to contribute to impact at scale

Innovation Package: Combination of interrelated innovations and enabling conditions that, together, can lead to transformation and impact at scale



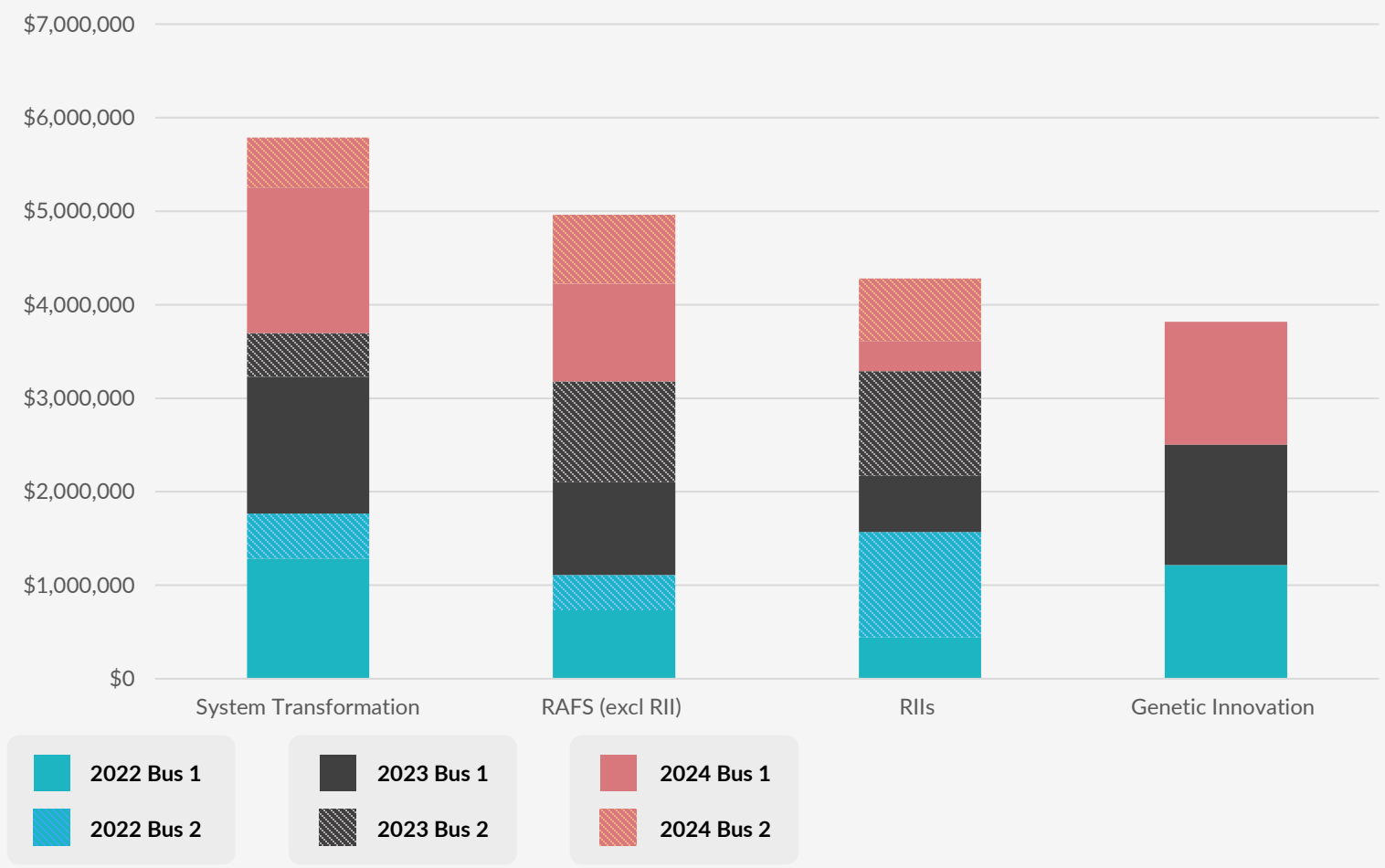
250 Core Innovations
(avg 8 per Initiative) to be profiled between 2022-2024

173 Innovation Packages
(avg 5 per Initiative) to be designed, assessed, and for which scaling strategies will be developed

USD18.85M investment
in evidence-based scaling strategy design, equalling 1.58% of total submitted CGIAR portfolio budget

Analysis #6: Innovation packages & Scaling Readiness

Investment per Action Area per year



Total per year:

2022: USD 5.66M

2023: USD 7.01 M

2024: USD 6.18 M

Total 2022-2024: USD 18.85 M

Avg per Initiative: USD 0.59 M

Use cases

- Adaptive management towards CGIAR results framework
- Portfolio-level cohesion
- Partnership strategy design and delivery
- Innovation management
- Risk management
- Pooled and non-pooled results integration

Q&A

Please include any thoughts on how the content and presentation of analytics can be most useful to you

Annex: Risk categories unpacked – examples of generic risks

Risk categories based on top c.30 generic risks examples from the CRPs. These were provided as examples to the IDTs to kick-off the risk assessment process.

Risk categories		Generic risks examples
Strategic /Programmatic	**Science**	Failure to articulate a value proposition for the Initiative that outlines clearly the pathway from research to impact
		Failure to specify research questions and mismatch with CGIAR's core strengths and capabilities
		Influencing and advancing policy and regulatory environment implications not adequately understood or accounted for by the Initiative, hindering the uptake of innovations
		Inappropriate geographic targeting
	Cohesion	Poor strategic positioning of the Initiative or alignment with other Initiatives (including due to lack of portfolio cohesion)
		Topics that could benefit multiple Initiatives are not embedded throughout the entire portfolio (i.e. digital technologies, foresights and trade-offs dialogue) impacting Initiative's efficiency and decision making
		Unable to plan for unexpected changes, emerging opportunities, and synergies with other Initiatives
		Conflicting intended or unintended consequences of technologies/innovations for natural resources, GHG emissions, and social and economic aspects impacting objectives and reputation
	Legacy work	Initiative's dependency on legacy work such as valued elements developed through the CRPs (infrastructure, relationships, processes, tools, data and innovations) that are not carried forward
		Unclear accountability while in transition Lack of learning from prior CGIAR evaluations and other assessments
	Fit for purpose partnerships	Failure to identify and operationalise mission critical partnerships (incl. scaling and research) or partnerships lost (i.e. non-One CGIAR partners) Lack of sense of ownership of the Research and Innovation Strategy by public, private, and civil society stakeholders involved in foresight and priority-setting processes
		Inappropriate balance between private and public goods generated by the portfolio may affect Initiative objectives
		Unable to incentivize right behaviours by farmers, value chain actors, and policy makers needed for adoption
		Capability, and capacity constraints within and across the regions may hinder the uptake of innovations
		Lack of meaningful partner engagement in Initiative design and delivery

Risk categories unpacked – examples of generic risks

Risk categories	Generic risks examples
Talent	Lack of viable career paths for junior and mid-level scientists Failure to attract, engage, develop and retain talent Unable to tap into new ideas and approaches and have the right balance of innovations to attract new funders
Operational	Lack of a systematic and integrated approach for monitoring and evaluation at the outcome level impacts Initiative's objectives Lack of capacity and/or effective systems to effectively operationalise theory of change Reorganization (One CGIAR or other i.e. institutional or programmatic changes) impacts Initiative's execution Business interruption or delays due to pandemic, war, natural disaster or other incident affecting the Initiative or key dependencies Data management and systems not fit for purpose or outdated affecting Initiative's efficiency
Funding	Funding uncertainty, budget insecurity or delay due to geopolitical events /disasters shifting funders' priorities Initiative relies on assumption that increase in funding would result from One CGIAR transition Initiative relies on assumption of stable funding for 3 years Initiative relies on assumption that pooled funding will be the main source compared to bilateral
Legal	Inability to move genetic material between countries that do not have developed systems to accept it Genetically enhanced plant materials not widely accepted Unable to achieve a smooth transition of host-country agreements changes
Ethical	Ethical/behavioural (i.e. failure to protect children and vulnerable adults), financial irregularity, data privacy incident leading to reputational event affecting Initiative