

# CGIAR 2022 Technical Report progress

Update to System Council 10.5.23

Portfolio Performance Unit –

On behalf of the many contributors across CGIAR





### Objectives:

- Update you on 2022
   Technical Report
   status
- Explore Technical
   Report components in more detail
- Exchange on key topics and next steps

#### Content:

- 2022 Technical Reporting
  - Report delivery schedule
  - Results Dashboard
  - Type 1 & Type 3 Reports
  - Portfolio Narrative
- Technical Reporting core components
  - Report/Reflect/Replan
  - Quality Assurance
  - Innovation Packages & Scaling Readiness
- Other updates
  - Learning & Optimization process
  - Analytics Machine CLAP
  - Type 2 Report

### **Overview: Technical Reporting progress**



> Develop and activate a fit for purpose performance and results management solution for CGIAR





June 2022

CGIAR Technical Reporting Arrangement

Purpose

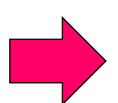
This document describes the Technical Reporting Arrangement (content, tinning, format, standards and scope) applicable to all CGIAR Initiatives. It was endorsed by the System Council's Strategic Impact, Monitoring and Evaluation Committee ('SIMEC') during its 25th meeting on 10 June 2022.

https://storage.googleapis.com/cgiarorg/2022/06/CGIAR-Technical Reporting-Arrangement-June2022.pdf

#### <u>September – November 2022</u>

- DT
- Template finalisation
- Performance & Results
   Management System build





Big picture: We are globally on track

Dec 2022 – Mar 2023

**Technical Reporting** 

- Data entry
- Quality Assurance
- Reflect
- Report narrative
  Results Dashboard



#### <u>April</u>

- 32x Type 1 & 1x
   Type 3 report
   packaging
- Public release

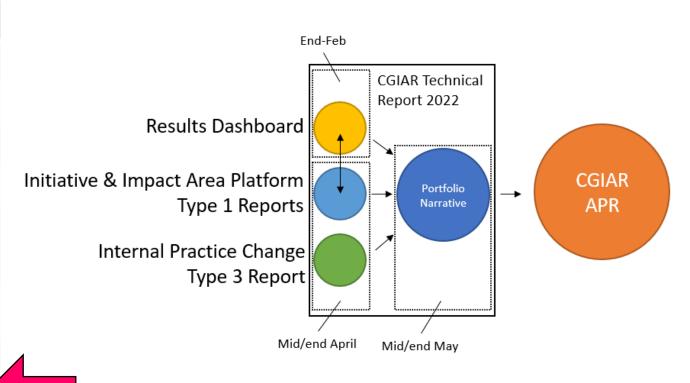


May 2023



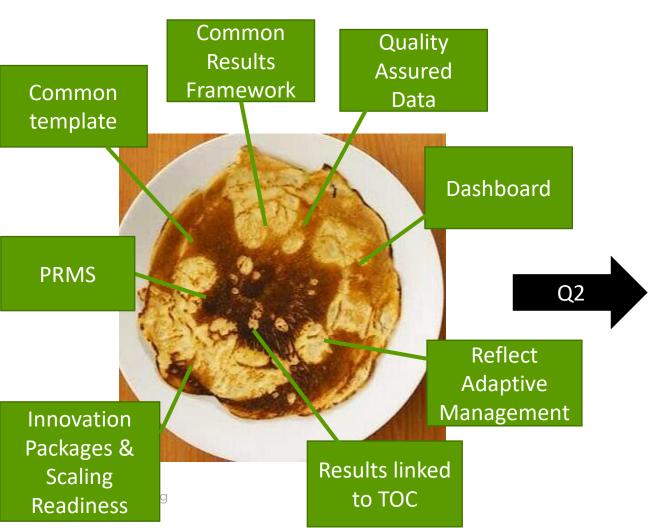


Date	Milestone
1 Dec.	Initiative Technical Reporting opens
26 Jan.	Key results data entered into the PRMS
17 Feb.	Quality Assurance of Key Results data completed
28 Feb.	Results Dashboard available
31 Mar.	Initiative Technical Reports (Type 1) cleared & submitted
Week 24	Finalized/Designed Initiative Technical Reports (Type 1) available
April	Type 3 Report publicly released
Early June	Portfolio Narrative publicly released



### **The First Pancake**





The first pancake is **in effect the trial run, working out the kinks before all the variables of even heat and pan seasoning come together**. While that first pancake cooks the pan comes to temperature, and it absorbs just enough of the fat on the cooking surface so that second one will cook more evenly.



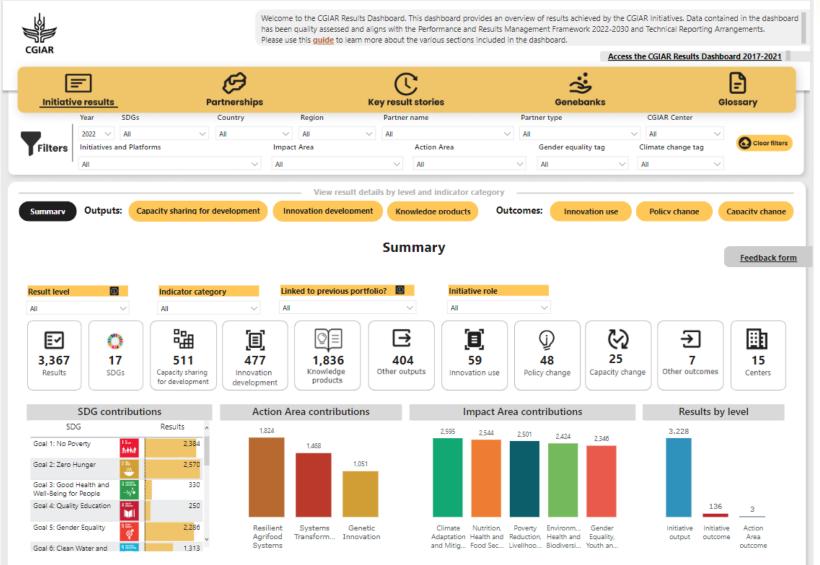












#### 2022 Results

- 31 Initiatives
- 1 Impact Area Platform
- >3000 results reported
- Vast majority at output level
- Nearly 500 Innovations profiled

#### **Dashboard available**

- User guide & Data download
- Global filters
- Drill down functions
- Functional updates coming up

#### **Narrative reports**

- Now available
- Per-Initiative/Impact Area Platform
- Standard template
- Aligned with <u>Technical Reporting</u> <u>Arrangement</u>

https://www.cgiar.org/food-security-impact/new-results-dashboard/

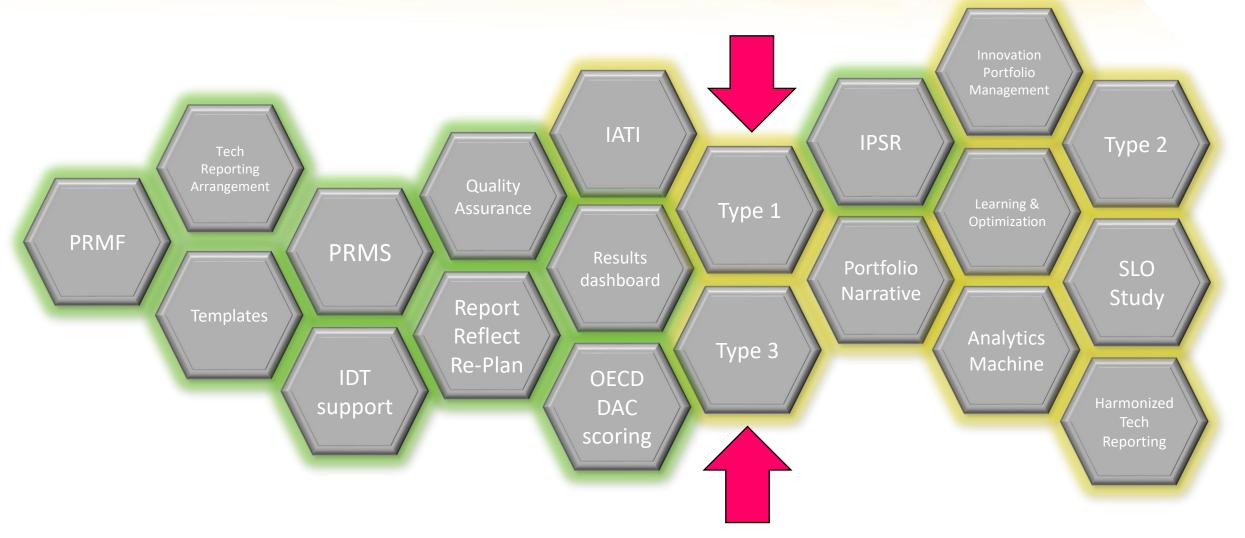












### Initiative & Impact Area Platform Reports - Type 1



## Initiative and Impact Platform Annual Reports

Each CGIAR Initiative and Impact Platform submits an annual report, which provides assurance on progress toward stated outcomes.





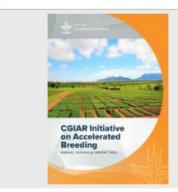
e on Resilient Fechnical Report



CGIAR Initiative on Livestock and Climate: Annual Technical Report 2022



CGIAR Initiative on Low-Emission Food Systems: Annual Technical Report 2022



CGIAR Initiative on Accelerated Breeding: Annual Technical Report 2022



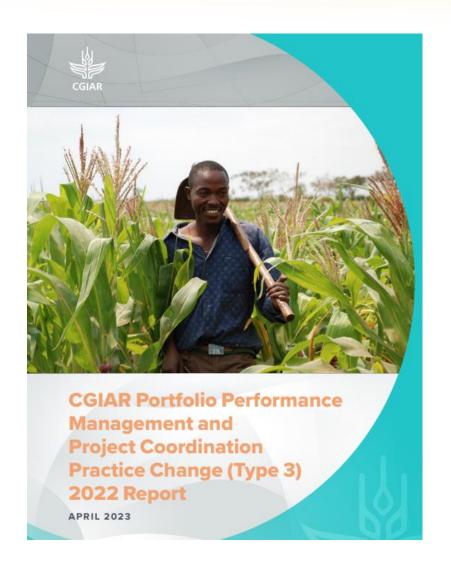
CGIAR Initiative on Genebanks: Annual Technical Report 2022



CGIAR Initiative on Breeding Resources: Annual Technical Report 2022





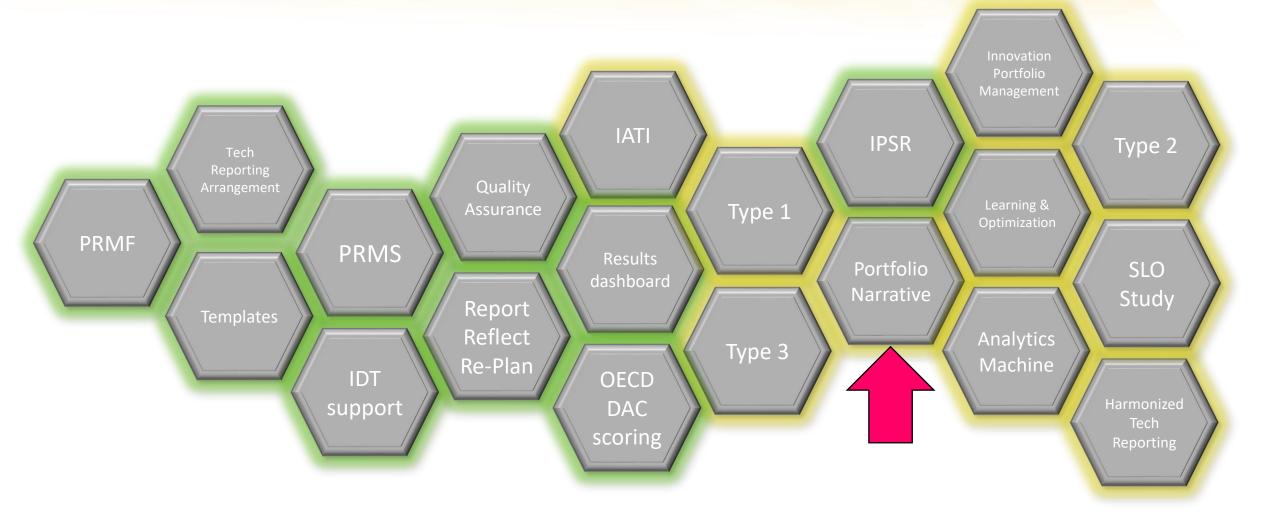


# Type 3 Portfolio Performance and Project Coordination Practice Change Report

- CGIAR Evaluation Management Response implementation status
- Portfolio Performance Progress
  - Delivering new Tech Report Solution
  - Adaptive Management
  - Innovation Packages and Scaling Readiness
- Project Coordination Progress









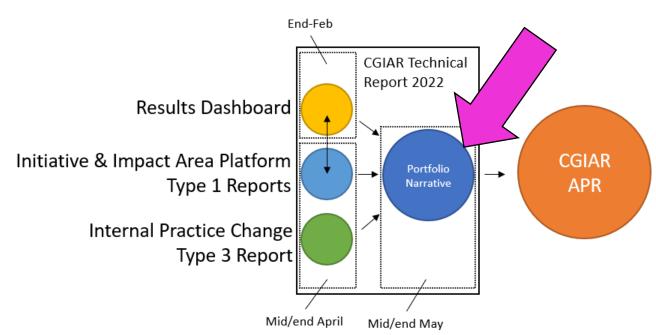


#### Purpose

- To provide evidence of overall Portfolio progress and coherence
- To provide a select number of storylines/common threads around which we can tell a one-CGIAR story
- To demonstrate progress in CGIAR's approach to performance and results management

### Delivery time & Format

- End May/early June
- Online only
- Approx. 20 pages text





# CGIAR

### **Portfolio Narrative outline**

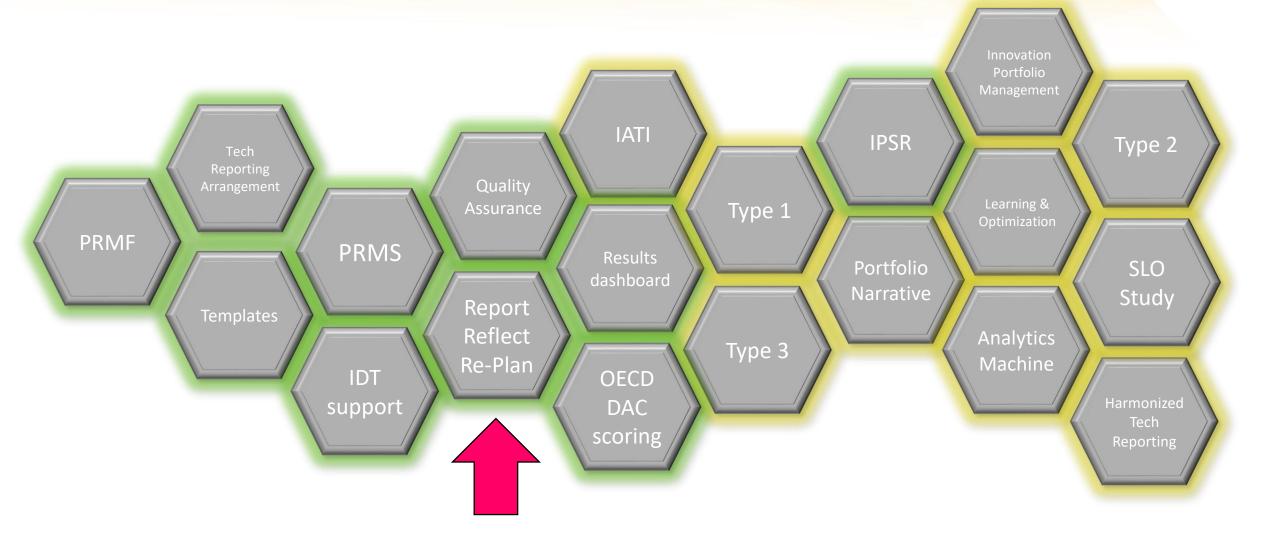
- 1. Executive Summary
- 2. Overall Portfolio Progress and Results
- 3. Action Area Focus (GI, RAFS, RII, ST)



- 4. Country Focus Kenya pilot
- 5. Partnerships
- 6. Impact Area: Gender Deep dive
- 7. Impact Area: Climate Change deep dive
- 8. Innovation Portfolio Management
- 9. Performance and Results Management
- 10. Adaptive Management

### **Status Overview**





### The report -> reflect -> re-plan process



Old regime

New regime Dec.

Jan.

Feb.

Mar.

Apr.

Plan

Budgets for the year ahead

Report

On previous year's performance

Report

On previous year's performance

QA

Reflect

On implications for the year ahead

Re-Plan

Update Plans of Results; Update Budget Forecasts

The new approach helps institutionalise evidence-led adaptive management

### Purpose of the 'reflect' process



Primary purpose

Adaptive management for impact

To give **Initiatives** and **portfolio managers** a process to **adjust plans and budgets** in light of lessons learned

Secondary purpose

Show evidence of **learning** 

To provide **funders** and **stakeholders** with evidence that Initiatives are **generating and applying learning** during delivery

Additional purpose

Accountability to portfolio managers

To provide **portfolio managers** a process to review Initiative teams' key recommendations for change

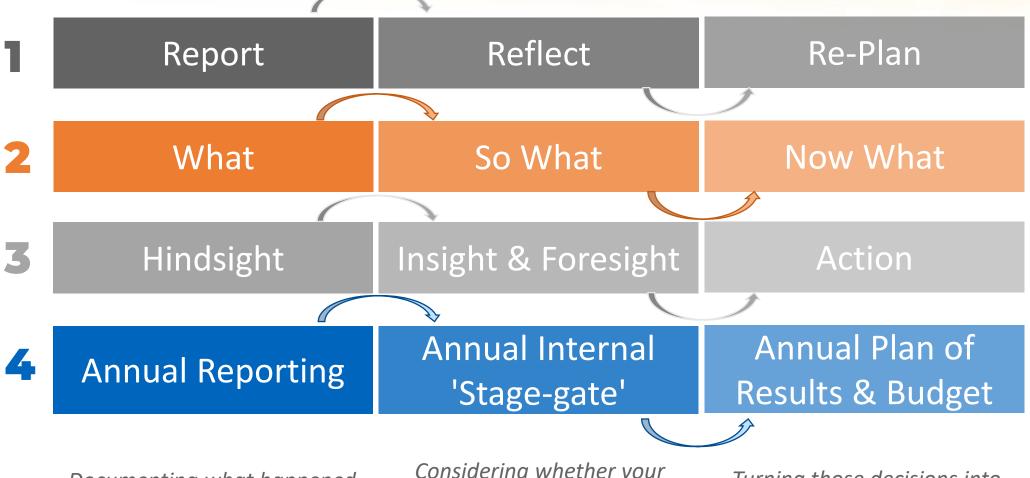
Additional purpose www.cgiar.org

Opportunity for stakeholder input

To provide interested stakeholders opportunity to actively engage in a 'reflect' process

# Language matters: four (imperfect) ways to describe this





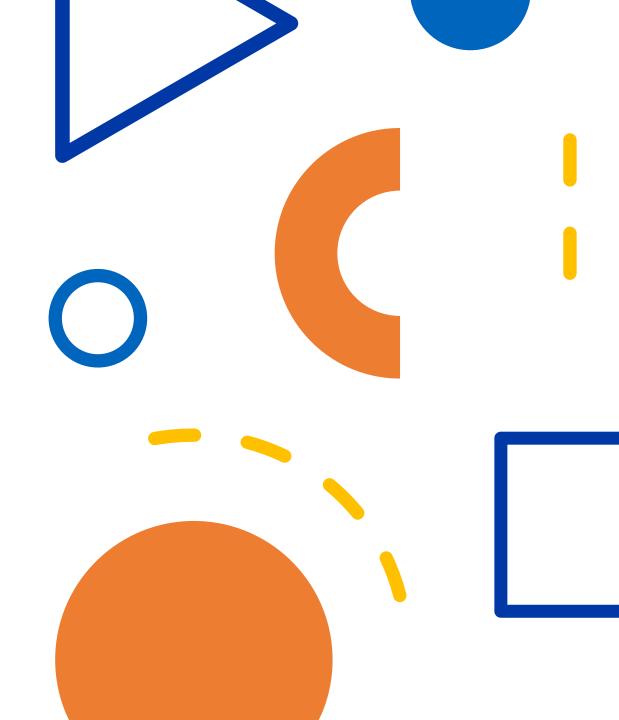
Documenting what happened over the previous year (might also require some reflection!!)

Considering whether your Initiative should make any internal reprioritisation decisions for the year ahead

Turning those decisions into action by altering budgets and targets for the year ahead

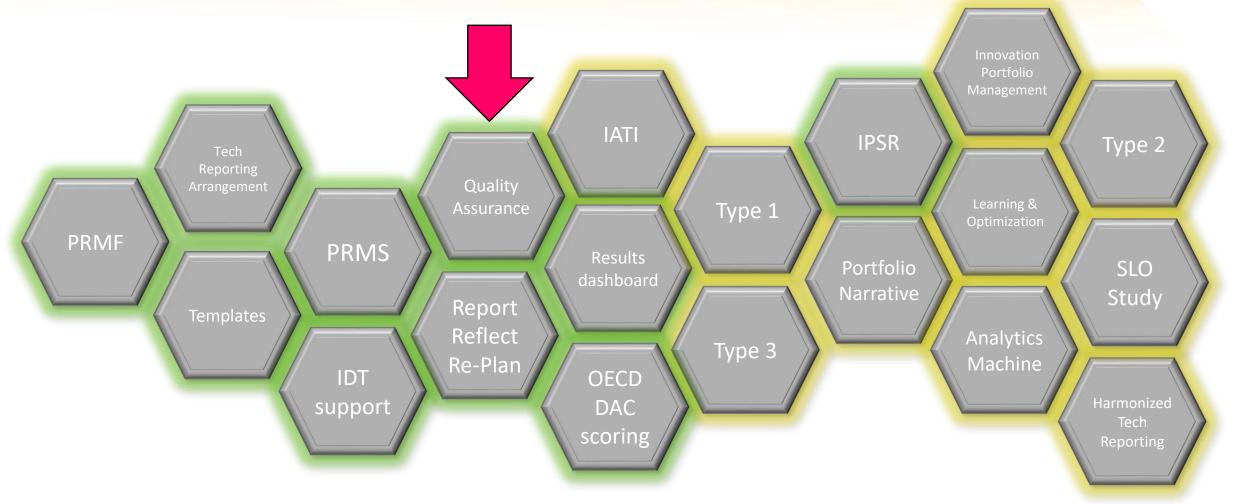
### Early update on Reflect

- Initiatives supported with guidance document here, a 'deep dive' session on reflect recording is here, and corresponding slides here. In addition, PPU supporting a couple of Initiatives in finding facilitators and/or supporting directly.
- Managing Directors provided steer per AA and timelines for submission of draft recommendations (=section 7 of annual report) by 15 March
- Initiatives have taken ownership of the process, and reflect in different ways: done intense, inperson weeklong events, others a mix of shorter meetings or even started last year.
- Feedback received so far is positive we think it went well and has largely met objective of enabling adaptive management. Synthesis forthcoming as part of portfolio narrative.



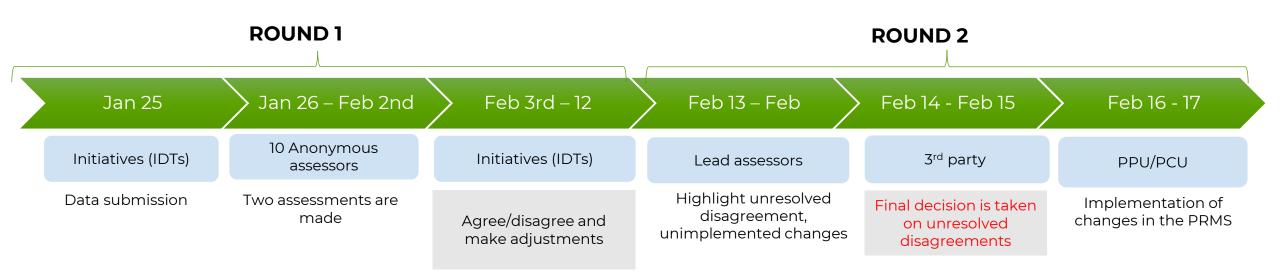








### Quality assurance: process and timeline



#### Main improvements implemented for 2022 QA:

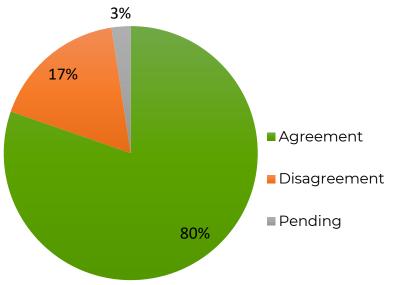
- Introduction of the 3<sup>rd</sup> Party mechanism to broker an agreement in case of disagreement between assessors and Initiatives on: result type, level, evidence based, and readiness/maturity levels.
- Process streamlined to 3 weeks, from the original 6 weeks (CRP).
- Harmonized reporting guidance/QA criteria, and reporting system (PRMS) requirements.

### **Quality Assurance: key stats**



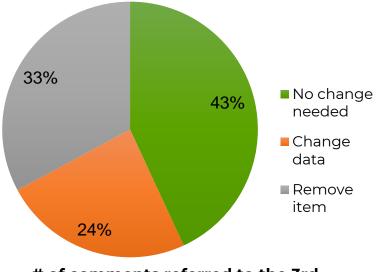
# items that received at least one comment (round 1+2)	1496 out of 1728	
Ratio reported results/comments left by assessors (round 1)	~ 1:1,5	
Top commented fields	<ol> <li>Title (652 comments)</li> <li>Description (501)</li> <li>Evidence (314)</li> </ol>	

#### Type of Initiative response



# of comments left by assessors: 3164 (excluding removed results)

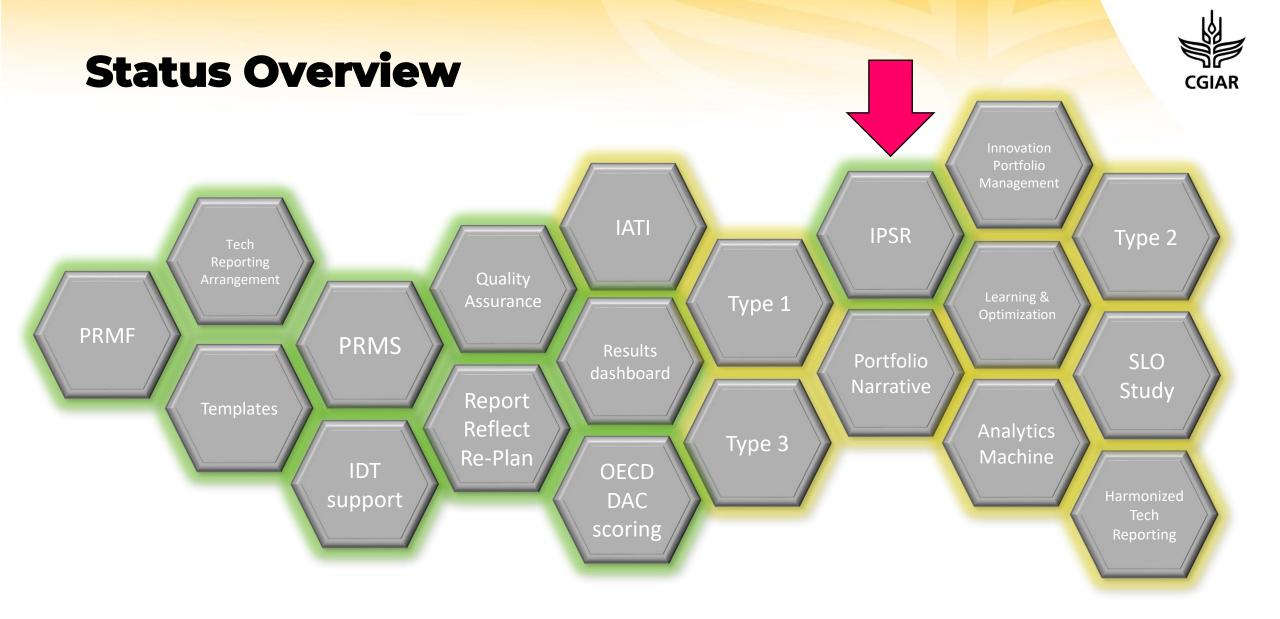
#### **Type of 3<sup>rd</sup> Party Instructions**



# of comments referred to the 3rd Party: 283 (on 243 results)

#### Variation in the # of reported results following QA

Indicator	# on Jan 25	# after QA
Impact contribution	1	0
Capacity Change	17	25
Other Outcome	13	7
Other Outputs	561	407
CapDev	537	509
Innov Dev	474	476
Policy Change	38	48
Innov Use	61	58
KP to be QAed (incl. MELIA)	206	198
TOT reported results to QA	1908	1728
KP automatically validated (J Articles)	516	534
KP not to QA (Non-J Articles or MELIA)	967	1097
Tot reported results (incl. results not to QA)	3391	3359



## What is Innovation Packages & Scaling Readiness (IPSR)?





Contents lists available at ScienceDirect

#### **Agricultural Systems**

journal homepage: www.elsevier.com/locate/agsy



Scaling Readiness: Science and practice of an approach to enhance impact of research for development



Murat Sartas<sup>a,b</sup>, Marc Schut<sup>a,b,\*</sup>, Claudio Proietti<sup>c</sup>, Graham Thiele<sup>c</sup>, Cees Leeuwis<sup>a</sup>

- <sup>a</sup> Knowledge, Technology and Innovation Group, Wageningen University, P.O. Box 8130, 6700 EW Wageningen, the Netherlands
- <sup>b</sup> International Institute of Tropical Agriculture, Kacyiru, KG 563 Street #3, Kigali, Rwanda
- <sup>c</sup> CGIAR Research Program on Roots, Tubers and Banana (RTB) 1558, Av. la Molina 1895, La Molina 15023, Peru
- Framework to 'bridge' science and impact
- Use of evidence to track innovation development and innovation use (don't scale what's not proven to work)
- Develop context-specific scaling strategies around innovation system synergies
- Standardized approach that enables innovation portfolio management (compare apples with apples)



### **Gradual implementation of IPSR**



2022 IPSR focus

2023 IPSR focus

2024 onwards IPSR focus



Profile all CGIAR innovations (pooled funding)

outputs

(2)

Develop innovation packages for scaling ready innovations

outcomes

3

Develop scaling strategies

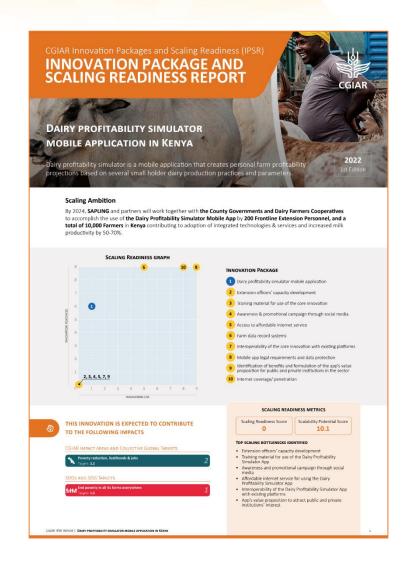
impact







- Innovation: New, improved or adapted outputs or groups of outputs such as products, technologies, services and institutional arrangements with high potential to contribute to positive impacts when used at scale.
- Innovation Packages: Combinations of interrelated innovations and enabling conditions that, together, can lead to transformation and impact at scale in a specific context.
- Scaling Readiness: Measures the readiness of an innovation package and its critical bottlenecks to deliver impact at scale.







- Lowest reported # of innovations per Initiative = 2
- **Highest reported** # of innovations per Initiative = 99 (of which 59 breeding pipelines)
- 58% technological innovations of which 28% new/improved varieties/ breeds
- 28 disruptive innovations in the pipeline (close to 50% of which are policy/ organizational/ institutional innovations)
- Top 3 countries: Ehtiopia (54), Kenya (48), Bangladesh (42)
- 844 unique partnerships on innovation development
- 4.90  $\rightarrow$  average Innovation Readiness of the portfolio

0		Pipeline overview # of innovations
9	PROVEN INNOVATION The innovation is validated for its ability to achieve a specific impact under uncontrolled conditions	66
8	UNCONTROLLED TESTING The innovation is being tested for its ability to achieve a specific impact under uncontrolled conditions	45
7.	PROTOTYPE  The innovation is validated for its ability to achieve a specific impact under semi-controlled conditions	48
6	SEMI-CONTROLLED TESTING The innovation is being tested for its ability to achieve a specific impact under semi-controlled conditions	44
5	MODEL/EARLY PROTOTYPE  The innovation is validated for its ability to achieve a specific impact under fully-controlled conditions	37
4	CONTROLLED TESTING  The innovation is being tested for its ability to achieve a specific impact under fully-controlled conditions	68
3	PROOF OF CONCEPT The innovation's key concepts have been validated for their ability to achieve a specific impact	53
2	FORMULATION The innovation's key concepts are being formulated or designed	65
1	BASIC RESEARCH The innovation's basic principles are being researched for their ability to achieve a specific impact	31
0	IDEA The innovation is at idea stage	19

### Some examples





#### **Technological Innovation**

Innovations of technical/material nature, including varieties/breeds; crop and livestock management practices; machines; processing technologies; big data and information systems.



#### **Capacity Development Innovation**

Innovations that strengthen capacity, including farmer, extension or investor decision-support services; accelerator/incubator programs; manuals, training programs and curricula; online courses.



#### Policy/Organisational/Institutional Innovation

Innovations that create enabling conditions, including policy, legal and regulatory frameworks; business models; finance mechanisms; partnership models; public/private delivery









Mbili Mbili cropping systems for diversification and climate resilience

https://hdl.handle.net/10568/125429



Shamba Shape Up: Digital channels to deliver bundled agriculture, climate, and financial information services

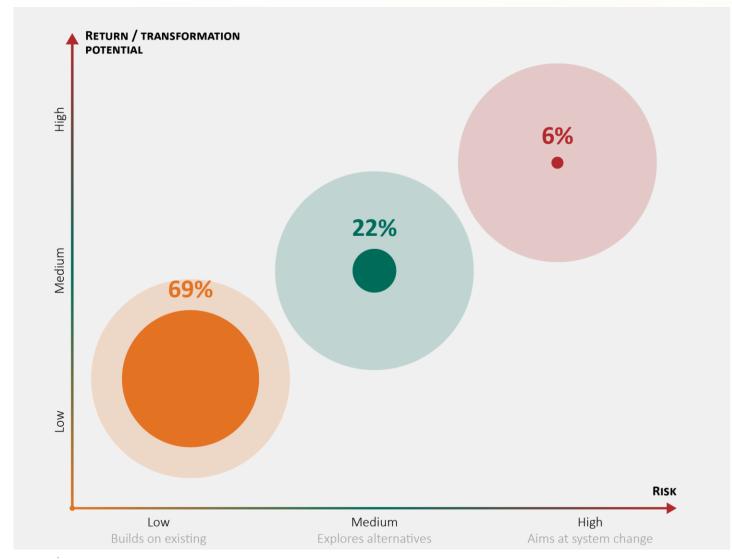
https://hdl.handle.net/10568/126423



Gendered business models for improved cattle artificial insemination service delivery <a href="https://hdl.handle.net/10568/126009">https://hdl.handle.net/10568/126009</a>

### Zooming in: Innovations by nature





#### **Disruptive Innovation**



6% • 28 innovations

Triggers major system reconfiguration and transformation

#### **Radical Innovation**



22% • 104 innovations

A new product, process, service, that completely replaces an existing one

#### **Incremental Innovation**



69% • 329 innovations

Improving on what you're already doing



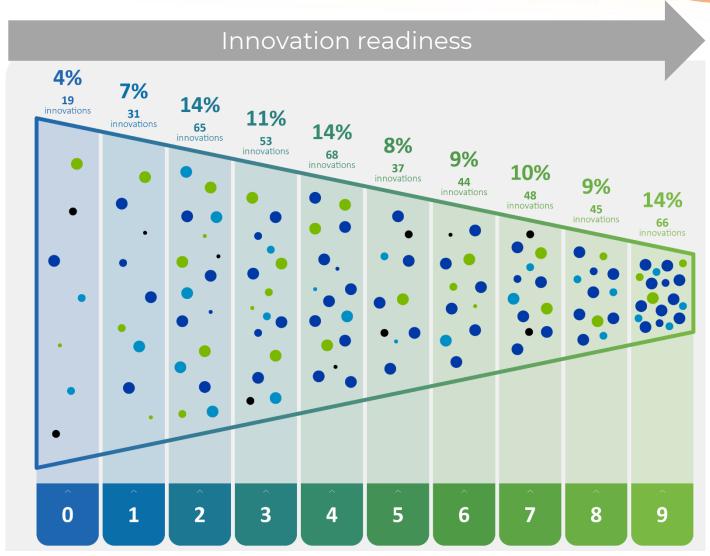
3% (15 innovations) were labeled as **"Other innovation"** 

### Zooming in: Innovation pipeline

**477** innovations profiled









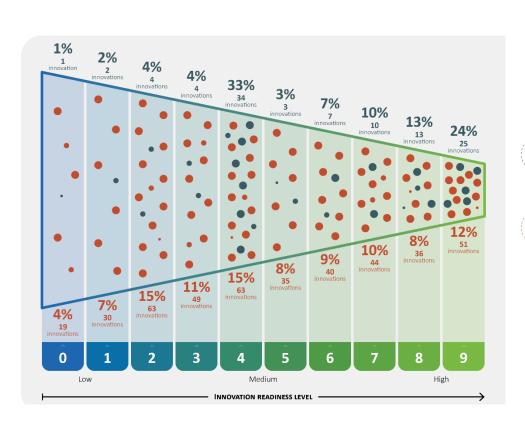


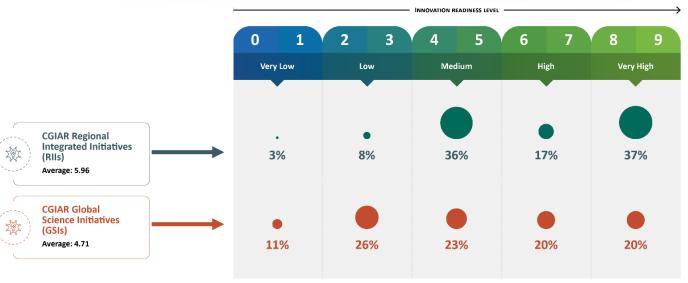












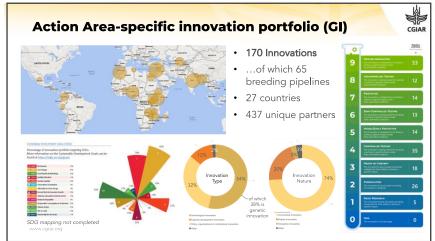
- Regional Integrated Innitiative average Innovation Readiness is 1.25 higher than average of Global Science Initiatives
- Tells story of how RIIs focus more on innovation adaptation, validation and scaling (medium/high readiness levels), whilst Global Science Initiatives focus more on innovation ideation, formulation and testing (lower/ medium readiness levels)

### **Innovation Portfolio Management**

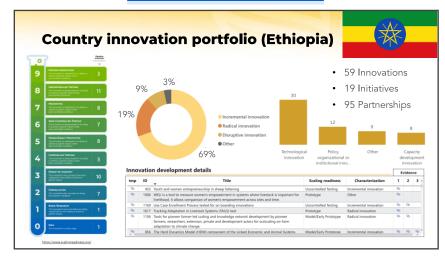


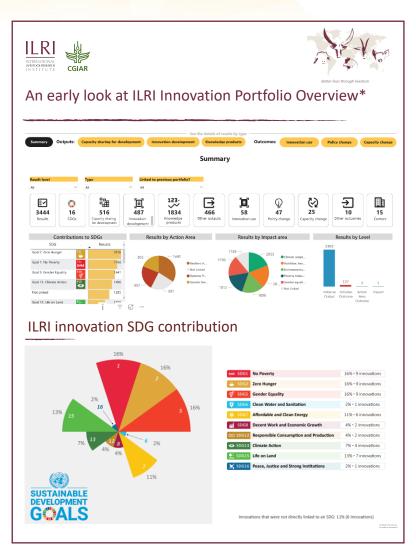






#### At AA/ SG level





At Initiative level

At country level

At CG centre level

### Next steps: IPSR 2023 focus on Innovation Use



E.g. for innovations with readiness level (e.g. >6)



The Dairy profitability simulator is a mobile application that integrates gratical and scientific knowledge in an algorithm that protects the expected numal production and profitability of the small-holding enterprise based on known input variables affordable and accessible to the smallholder farmer. The application reveals to the smallholder the inputs, services and practices that need to be adjusted to ensure profitability of their enterprise. It also enables structured engagement between extension service providers and farmers and enables targeted advisory services to consilhorders.







INNOVATION TYPOLOGY

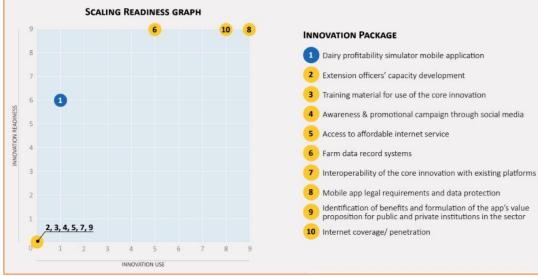




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n systems.

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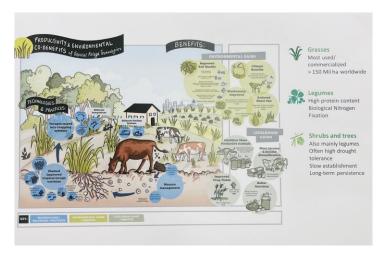
- Scaling ambition
- Innovation Packaging
- Scaling Readiness assessment (evidence based)
- Initial scaling strategy design













Scaling "novel forages" in Kenya, 4 May 2023













Graduation ceremony of first cohort of IPSR facilitators, 5
May 2023

- 2-5 May 2023
- 26 participants (13 M/F)
- Representing 9 CGIAR centres
- Representing the majority of CGIAR Initiatives
- Who will facilitate IPSR assessments in their respective Initiative(s)
- CoP and culture growth

### **Next steps**



- Modifications and improvements to Innovation reporting:
  - Pilot USD investment per innovation, etc.
  - Expand GESI integration (other integrations to follow)
  - Timestamped submissions (versioning)
- Additional entries and updating of innovations
- Additional IPSR ToF workshop planned for May 2023 in Mexico City (others planned for later in 2023)
- Nurture collaborations with funders:
  - PPU/IPSR team working together with BMGF on joint assessments of scaling approaches on BMGF-CGIAR bilateral project
  - BMZ/GIZ/FIA closer collaboration with PPU on Action Area
     "Senior Advisors: Action Area Transformation and Impact"
- World Bank Group use of Scaling Readiness tools and principles to design a ~USD200 Million investment project



## **Status Overview**





# Aims of the 2022 Technical Report Learning and Optimization Process

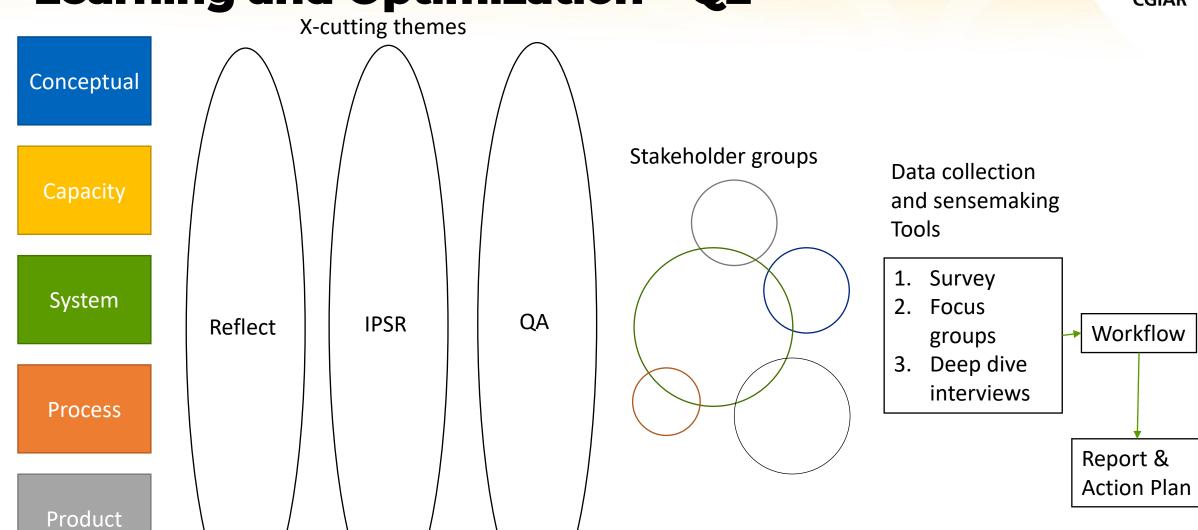


- 1. Design an inclusive 2022 Technical Report Learning and Optimization Process (April-May 2023)
- 2. Gather feedback from stakeholders on 2022 Technical Reporting to understand what worked well, what didn't work well, what are the priority areas for improvement in 2023 and beyond (April-June 2023)
- 3. Using the stakeholder feedback, generate an Action Plan of recommended priority improvements to Technical Reporting for action in 2023, 2024 or in the new portfolio 2025-27 (June 2023).

## **Learning and Optimization – Q2**

www.cgiar.org





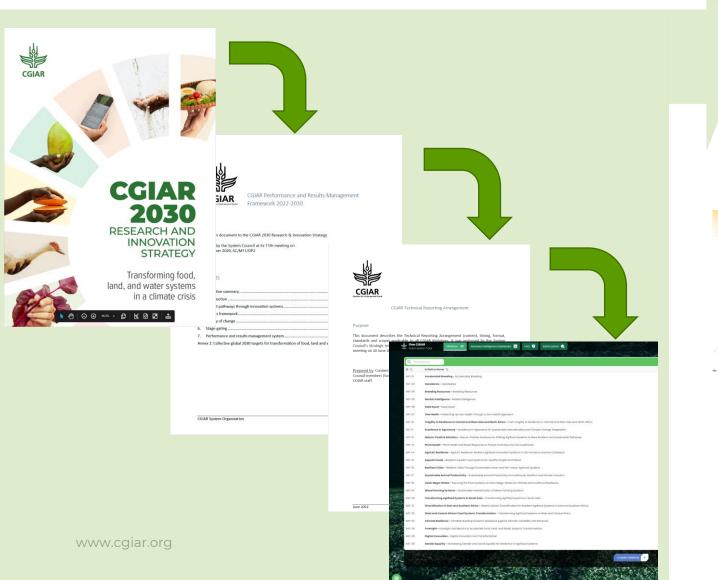
## **Status Overview**



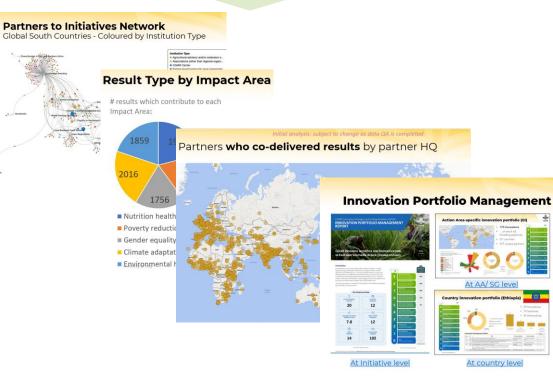


## Delivering new analytics with the new Results Framework





Alignment of Strategy, Results
Framework, Reporting
Arrangements and Reporting
System allows new, relevant analysis
for decision-making



## Delivering new analytics with the new Results Framework



PPU developing responsive analytics capability and processes to support decisionmakers across the organisation - and externally

Routine





Highly filterable **results dashboards** for funders, partners, science leaders

Tailored products for engagement by Science Managing Directors and Senior leaders

Innovation portfolio management dashboards for **Initiatives, Action Areas, Centers** 

> Thematic, whole-ofportfolio analysis for **impact platforms**

Partner network graphs for **country conveners** 





- Country deep dive content has potential value in 2025-27 Portfolio design process
  - Top 20-25 countries



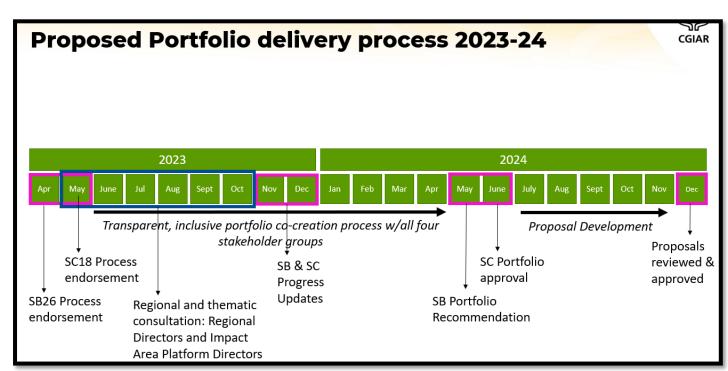
2017-2021 CRP Impacts

Budget/Anaplan

Active grants/Bilaterals

Country
Level
Aggregator
Platform





### **Status Overview**



# Portfolio Level Coordination of Outcome and Impact Assessment



#### **Mandate**

Its core mandate is to coordinate, support and undertake high quality studies and analyses that demonstrate CGIAR contributions to food, land and water system transformation

#### **Objective 1**

Provide a high-quality assessment of CGIAR's contribution to outcomes and impacts.

Coordination of initiative/project impact assessment implemented in at least two countries

Priority studies to be completed by the end of 2024 are designed and at least 1 is implemented.

Implement at least 2 studies that assess the impacts of mature CGIAR innovations and/or policies by the end of Q4 2023

Finalize & Deliver the Type 2 Report by end of 2024

#### **Objective 2**

#### Improve and operationalize the Results Framework

Complete and Deliver the Results Framework V3

Complete & deliver a guideline document on impact area and high level outcome indicators

Complete an analysis of how to measure food, land and water system transformation

Develop Action Area (AA) targets by Q3 2023

# Provide a high-quality assessment of CGIAR's contribution to outcomes and impacts.



- Coordination of initiative/project impact assessment implemented in at least two countries
  - Kenya is first country and job advert to be posted in Q2
  - Priority studies to be completed by the end of 2024 are designed and at least 1 is implemented – analysis of initiative MELIA plans and gap analysis in Q2
- Implement at least 2 studies that assess the impacts of mature CGIAR innovations and/or policies by the end of Q4 2023
  - Evaluation of CGIAR contributions to 2022 SLO Targets to be completed Q2
  - Design of impacts of use of CGIAR innovations in Ethiopia started in Q2
  - Review of 2017-21 policy outcomes started; identification of priority innovation/capacity/policy cases in Q2/Q3
- Finalize & Deliver the Type 2 Report
  - Draft template and mock up ready for internal review (will include: key highlights, comprehensive analysis of tracking and results of outcome and impact indicators, deep dives, e.g. in specific countries)



## Improve and operationalize the Results Framework

- Complete & deliver a guideline document on impact area and high level outcome indicators to accompany the current RF V2
  - study commissioned and impact area indicators are being reviewed by platforms and subject matter experts in CGIAR
- Complete and Deliver the Results Framework V3
  - Action area outcomes updated; new indicators drafted and undergoing review
  - Review of bilateral indicators and integration into results framework
  - Modifications to impact area indicators to be finalized with funders in Q3/4 (e.g. to add in a productivity indicator)
- Complete an analysis of how to measure food, land and water system transformation
  - Consultations held in 2022 on food system assessment; concept paper to explore options in Q2 2023
- Action Area (AA) targets
  - A plan for completing these made in Q1; targets completed by Q2/Q3

#### Useful links:

Results Dashboard

Type 1 & 3 Technical Reports

CGIAR Technical Reporting Arrangement

CGIAR Performance and Results Management

<u>Framework (PRMF)</u>

Scaling Readiness website

Online course on Innovation and Scaling

## Thank You!



## **Technological Innovation**





#### **Technological Innovation**

Innovations of technical/material nature, including varieties/breeds; crop and livestock management practices; machines; processing technologies; big data and information systems.

**CGIAR Example:** Reproductive platform delivering reproductive services such as fixed-time artificial insemination and sires' certification in sheep and goat community-based breeding programs sites and disseminating genetic gain in small and medium-scale livestock systems.

https://hdl.handle.net/10568/127117



## **Capacity development Innovation**





**Capacity Development Innovation** 

Innovations that strengthen capacity, including farmer, extension or investor decision-support services; accelerator/incubator programs; manuals, training programs and curricula; online courses.

**CGIAR Example:** Shamba Shape Up: Using digital channels to deliver bundled agriculture, climate, and financial information services.

Farmers receive key climate information and financial services bundled with agriculture extension and support with climate-smart agriculture solutions through digital channels.

https://hdl.handle.net/10568/126423



## Policy, Organisational, Institutional Innovation





## Policy/Organisational/Institutional Innovation

Innovations that create enabling conditions, including policy, legal and regulatory frameworks; business models; finance mechanisms; partnership models; public/private delivery strategies.

**CGIAR Example:** Gendered business models for improved cattle artificial insemination service delivery in Vietnam.

Gender-sensitive business models for artificial insemination service providers for cattle in Vietnam, focusing on economic performance and social responsibility.

https://hdl.handle.net/10568/126009

