One CGIAR

Progress report of the interim Executive Managing Director

October 2023

Interim EMD Priorities (16 weeks to mid-December)

Research & innovation: Build momentum and sharpen focus in the development of the 2025-27 portfolio.

Business operations & finance: Oversee development of the 2024 budget. Explore options with Financial Model Reference Group to overhaul & improve funding modalities.

Communications: Oversee plans for major events including COP28.
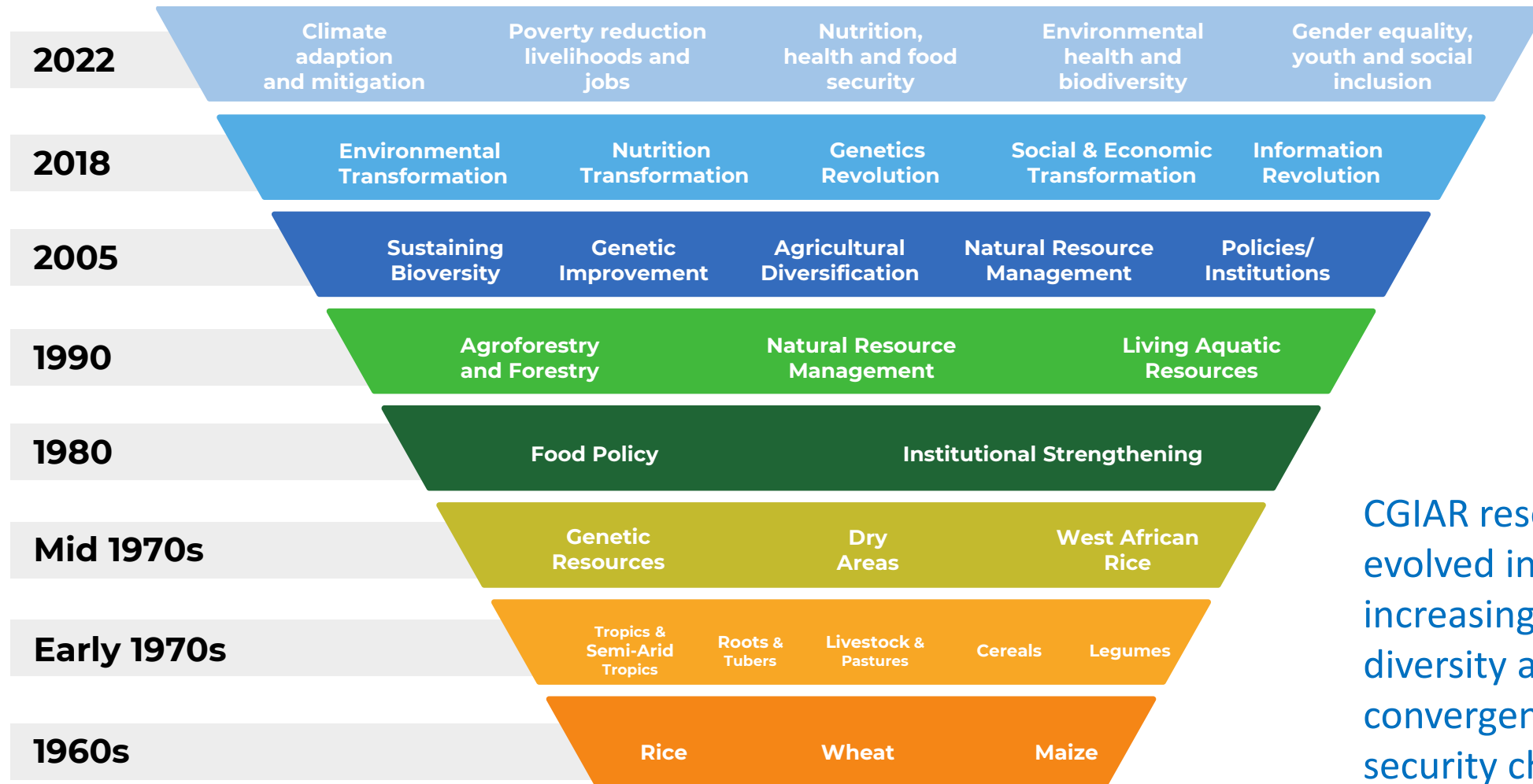
Engagement with partners & stakeholders: Represent CGIAR as agreed with SB Chair, hopefully minimizing travel

Resource mobilization: Oversee development of the Investment Case for the 2024 campaign towards $2B.

Legal & governance: Lead SO management of and response to the Unified Governance Review. Lead the integration of the EMD & ED positions, and hence SO with 1CG. Oversee prep for and delivery of a successful System Council 19 meeting in Rabat.

People & culture: Lead transition planning for the incoming EMD, including onboarding process. Establish a Deputy EMD/COO position and fill it if possible. Develop principles & options for streamlining the top structure of CGIAR management.

50 years of scientific expansion and diversification

CGIAR

2022	Climate adaption and mitigation	Poverty reduction livelihoods and jobs	Nutrition, health and food security	Environmental health and biodiversity	Gender equality, youth and social inclusion

2018	Environmental Transformation	Nutrition Transformation	Genetics Revolution	Social & Economic Transformation	Information Revolution

2005	Sustaining Bioversity	Genetic Improvement	Agricultural Diversification	Natural Resource Management	Policies/ Institutions

1990	Agroforestry and Forestry	Natural Resource Management	Living Aquatic Resources

1980	Food Policy	Institutional Strengthening

Mid 1970s	Genetic Resources	Dry Areas	West African Rice

Early 1970s	Tropics & Semi-Arid Tropics	Roots & Tubers	Livestock & Pastures	Cereals	Legumes

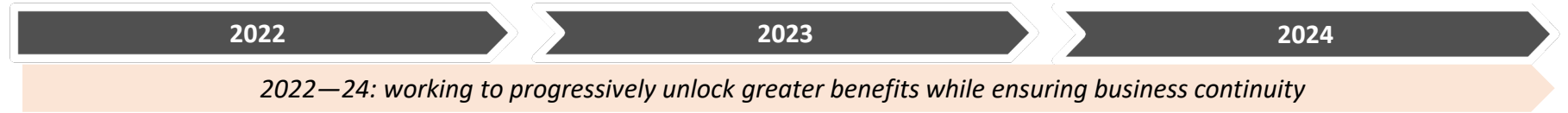|		
1960s	Rice	Wheat	Maize

CGIAR research has evolved in response to increasing complexity, diversity and convergence of food security challenges.

Building our integrated partnership:
2022—24 at a glance

CGIAR

~20 months into the current 3-year cycle, we have seen important progress, with considerable unfinished business

2022	2023	2024

2022—24: working to progressively unlock greater benefits while ensuring business continuity

Categories (left column):
- Research & innovation
- Eng. with partners & stakeholder
  - Partnerships
  - Regions & countries
- Communications
- Resource mobilization
- Business operations & finance
- People & culture
- Digital & data
- Legal & governance

2022
- ✓ Initiatives approved & launched
- ✓ Initiative tech. reporting arrangements
- ✓ SG non-pooled modality designed
- ✓ 1st version of Engagement Framework
- ✓ HLAP recommendations completed
- ✓ Initial Regions & Countries Action Plan
- ✓ Diversification strategies launched
- ✓ Pooled funding growth secured
- ✓ 2022—24 FINPLAN approved
- ✓ Systems & services diagnostic
- ✓ Phase 3 & 4 leadership positions filled
- ✓ Int. matrix structure agreed
- ✓ D&D partnership with DX/DI Initiative
- ✓ IFA completed

2023
- ☐ Common quality assurance and strategy alignment modalities agreed
- ☐ Engagement Framework adopted
- ☐ Consultative Partnership Strategy launched
- ☐ Common partnership approach agreed
- ☐ R&P Action Plan operationalized
- ☐ New brand launched
- ☐ CGIAR campaign and diversification strategies underway
- ☐ Priority integrated professional services & systems designed
- ☐ P&C Strategy adopted
- ☐ Priority P&C shared ways of working
- ☐ Digital Transformation Strategy adopted
- ☐ Internal Rules Framework adopted
- ☐ Unified governance review completed
- ✓ 1st portfolio report-reflect-adapt cycle
- ✓ 2025—27 portf. design process launched
- ✓ First SG Project underway, others in pipeline
- ✓ Revised W1 budgeting process in place
- ✓ Fin. Model Reference Group launched

2024
- ☐ 2025—27 portfolio approved
- ☐ 1st 3-year portfolio reporting completed
- ☐ Common reporting includes bilaterals
- ☐ Common quality assurance and strategy alignment modalities operational
- ☐ Strengthened partner engagement model underpins 2025—27 portfolio design
- ☐ Tech transfer/ IP services piloted
- ☐ R&C enables demand-driven co-ownership of 2025—27 portfolio
- ☐ Country-level coordination in place
- ☐ Fit-for-purpose comms model in place
- ☐ Successful replenishment for 2025—27
- ☐ Priority integrated professional services & systems rolled out
- ☐ Sustainable financial model agreed for 2025—27
- ☐ Strengthened P&C delivery model
- ☐ Digital transformation integral to 2025—27 portfolio

Institutional & operational enablers delivered and strengthened

SLT gathering, 4-5 Oct: where we landed

Topic area	Areas of alignment, where DGs agreed to work with MDs & GDs on pragmatic steps
Next portfolio	• Redesign the portfolio with meaningful ambition, within the current 3-year cycle • Create space for new ideas and growth areas • Clear anchoring in regions, countries, and partnerships • Provide fit-for-purpose funding modalities with entry points to crowd in funding that cannot currently be pooled, and better ways to fund core assets and operations
Regions & countries	• Enhance collaboration between R&P and Centers to ensure successful delivery of CGIAR science • R&P holds relationships and co-defines strategies within regional networks • Develop a shortlist of needs/ essential asks to SLT to support and empower RDs • Ensure that key R&P are adequately and sustainably resourced
Communications	• Provide transparency on comms resources • All portfolio and CGIAR Group comms to be led through C&O • SLT support for aligned/nested audience-led strategies
Resource mobilization and funding	• Build shared accountability on OneCGIAR targets • Contribute and commit to Key Funder Strategies • Commit to and support diversification pathways towards doubling/ $2bn
People	• Commit to a shared HR partnering model with joint P&C and Center work plans • Continued and strengthened 2-way communication and alignment • Demonstrating value of shared approaches and strengthen incentives for collaboration

SLT gathering, 4-5 October

"**strong sense of readiness and urgency across the SLT;** ready to take substantive decision on portfolio design -- getting ahead of the curve; ready for 2-way shared accountability with concrete commitments; ready to be a strong partner in regions and countries"

"**SLT members committed to working collectively to deliver science in response to regional priorities,** aligned common interests and objectives, committed to streamline how we work in countries (not stepping on each other's toes)"
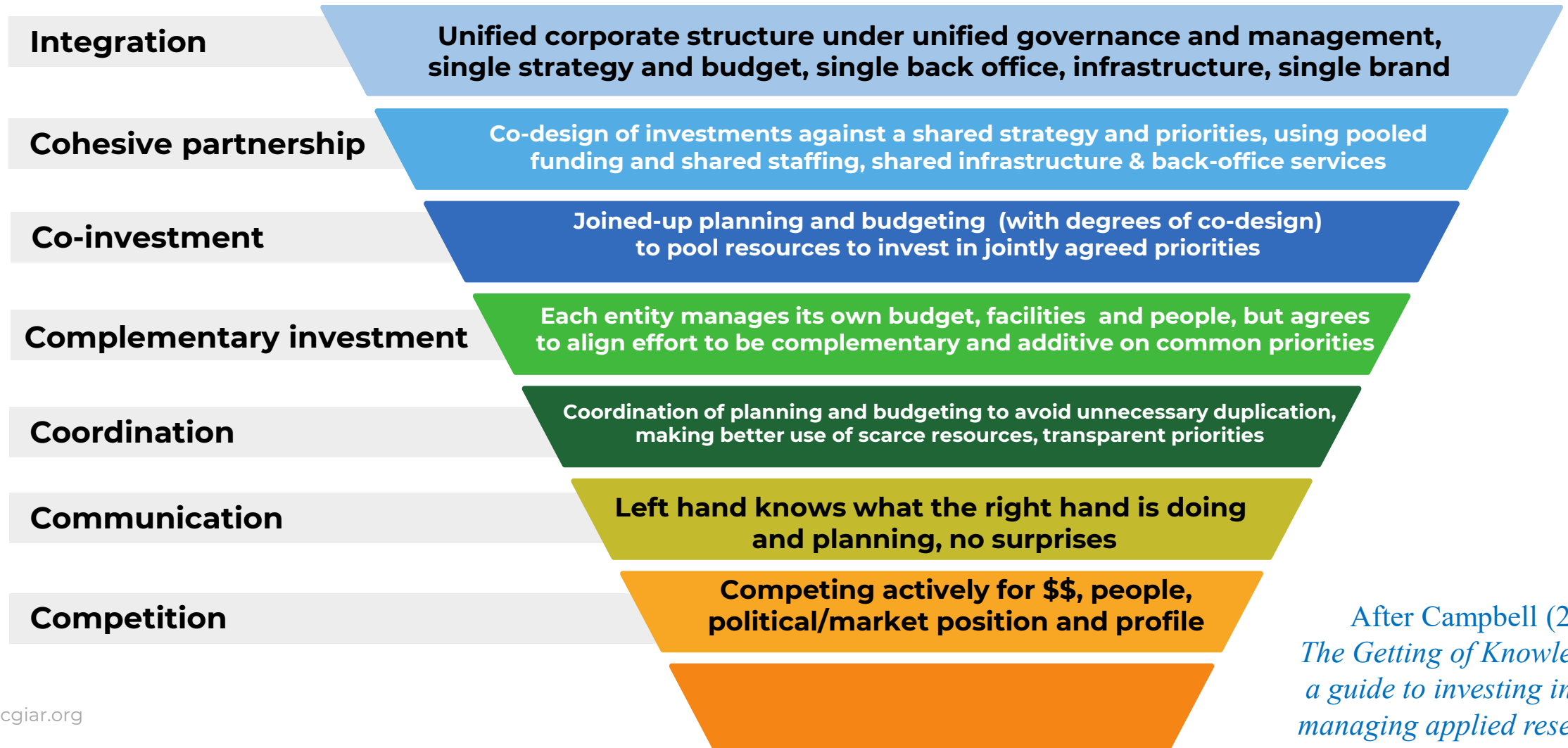
"redesigning portfolio with **meaningful ambition**"

"**open discussions, real engagement, people element not forgotten** in Portfolio25; shared Center--Group Planning into 2024"

"**was fantastic reconnecting,** agreement on how to work together through OKRs, shared work plan with Centers, streamlined Portfolio25"

"**progress and commitment to support each other to achieve common goals,** more alignment and understanding on IFA implementation"

Cascade of collaboration
for investing in and managing applied research

CGIAR

Integration — Unified corporate structure under unified governance and management, single strategy and budget, single back office, infrastructure, single brand

Cohesive partnership — Co-design of investments against a shared strategy and priorities, using pooled funding and shared staffing, shared infrastructure & back-office services

Co-investment — Joined-up planning and budgeting (with degrees of co-design) to pool resources to invest in jointly agreed priorities

Complementary investment — Each entity manages its own budget, facilities and people, but agrees to align effort to be complementary and additive on common priorities

Coordination — Coordination of planning and budgeting to avoid unnecessary duplication, making better use of scarce resources, transparent priorities

Communication — Left hand knows what the right hand is doing and planning, no surprises

Competition — Competing actively for $$, people, political/market position and profile

After Campbell (2007)
The Getting of Knowledge:
a guide to investing in and
managing applied research

Cascade of collaboration (a lens for assessing integration)

MODEL	Legal entity(s)	Governance	Budget	Staff	Services & infrastructure	Comms & Branding
Cohesive Partnership	Linked, but distinct	Common board at system level, shared strategy	One budget for pooled $	Multiple employers, unified management of pooled funds	Shared services, system infrastructure strategy, asset rationalisation	Cohesive family, one strategy
Co-investment	Multiple parents, but program could be joint venture	Multiple boards, unified program-level management	Separate budgets, joined-up processes	Multiple employers, unified program management	Separate services & infrastructure, program level assets shared	Program-level branding & strategy
Complementary investment	Separate	Separate boards & management	Separate	Multiple employers, maybe shared investment in brokers	Separate services & infrastructure	Separate, multiple
Coordination	Separate	Separate boards & management	Separate	Multiple employers	Separate services & infrastructure	Separate, multiple
Communication	Separate	Separate boards & management	Separate	Multiple employers	Separate services & infrastructure	Separate, multiple
Competition	Separate	Separate boards & management	Separate	Multiple employers	Separate services & infrastructure	Separate, multiple, competing

- As per the Integrated Framework Agreement, a fully integrated, single organization model is off the table

- **Cohesive partnership** is the top level of feasible integration under the IFA. In reality, levels and models of collaboration vary in patchy ways across the system: thematically, structurally and geographically, but are mostly in the **bottom three levels**

One CGIAR – revisiting the 'Grand Bargain'

SC/M6/AP5: Formation of a Whole of System Reference Group (SC6, Berlin 2018)

The System Council acknowledged that:

a. ***There is Funder appetite for an expanded shared agenda*** *with increasing shared agenda/ pooled funding over time;*

b. ***Efforts to deliver on these elements are directly linked to the System's capacity to rationalize itself to remove ongoing fragmentation in effort,*** *such that the System (as represented by the Centers and System Management Board), both proposes and implements research programs in ways that provide Funders with the comfort they understandably need; and*

c. *The way to take forward conversations around the inherent tensions involved is via a reference group that has a broad mandate to have the essential quid-pro-quo conversation, informed by dispassionate analysis on what the drivers of the issues are, and how they may potentially be solved. The outcome of those conversations would inform development of the initial 3-year CGIAR Business Plan, with a focus on putting on the table what is needed to progress towards a more definitive shared agenda, and how to address the trade-offs involved.*

A more impactful, efficient, transparent, accountable CGIAR: 5 requests of Funders

1. Portfolio $$ > Designated $$ > Bilateral $$

2. Non-pooled funding that also drives integration

3. Set clear direction on compliance (centers and system)

4. Fund core assets and services in exchange for more cohesive, joined-up management

5. Hold CGIAR accountable for value and efficiency

A more impactful, efficient, transparent, accountable CGIAR: 5 requests of Funders

1. PORTFOLIO $ > DESIGNATED $ > BILATERAL $

- *<u>Engage</u> in reshaping a Portfolio that represents the best of what CGIAR can offer (Sonja, Appolinaire & Jo to say more)*

- *<u>Approve</u> the Portfolio*

- *<u>Fund</u> the Portfolio you have approved*

- *<u>Incentivize</u> pooled funding*

'Big Lift' Design Workshop
CGIAR funders, management & scientists, Eschborn, Germany 5-7 February 2020

Portfolio Design Principles (Top Down)

1. Define and articulate clear problem statements + purpose driven solutions

2. Big Lifts are not buckets of fragmented, diverse projects

3. Apply rigorous priority setting

4. Define metrics for success (SDG2 et al – SCM9 consensus) *

5. Reflect financial realism (costing by problem)

6. Build on the comparative advantage of the CGIAR *

7. Apply operational and geographical focus (hotspots!) & technical rigour

8. Establish transparency ("know what donors are buying")

9. Consider a variety of approaches based on the challenges ("not only hammers"); no fixed format

10. Constitute the Shared Agenda and funded by Pooled Funding

11. Integrate a stage-gate funnel to manage R4D as an Innovation System / Pipeline

12. Integrate strategic partnerships for outcomes along the Stage Gate Funnel

13. Utilize (and budget for) novel approaches for measuring success (e.g. epIA, DNA Fingerprinting)

A more impactful, efficient, transparent, accountable CGIAR: 5 requests of Funders

2. NON-POOLED $ THAT DRIVES INTEGRATION

- *Where pooling is not an option, <u>request & help co-design a fit-for-purpose modality that allows Science Groups to access and deliver additional funding</u> for Strategy-aligned work with clear Portfolio synergies & consistent modalities*

- *(Note: Science Group Projects a step in this direction, but provide only partial Science Group oversight)*

- *A potential pathway could be to repurpose Window 2 for Science Groups and other emerging opportunities*

A more impactful, efficient, transparent, accountable CGIAR: 5 requests of Funders

3. SET CLEAR DIRECTION ON COMPLIANCE

- *Make all funding (pooled and non-pooled including bilateral) <u>conditional on compliance</u> with a core set of best-practice CGIAR policies, procedures and standards <u>approved by System Board and System Council</u>*

- *(<u>e.g.</u> ethics, minimum fiduciary standards, FAIR data principles, E&S safeguards, common reporting to CGIAR dashboards)*

A more impactful, efficient, transparent, accountable CGIAR: 5 requests of Funders

4. FUND CORE ASSETS & SERVICES IN EXCHANGE FOR MORE COHESIVE MANAGEMENT

- *Engage* in design of new funding modality for core assets and services for global public goods (genebanks & beyond)

- *Provide funding* in exchange for joined-up management of those assets & services under a single CGIAR-wide strategy, with clear CGIAR work plans, budgets and efficiency targets from the relevant Science Group/ Global Group

A more impactful, efficient, transparent, accountable CGIAR: 5 requests of Funders

5. HOLD CGIAR ACCOUNTABLE FOR VALUE & EFFICIENCY

- *Funders have invested in Global & Regional Groups as well as Centers*

- *To accelerate delivery of well-documented opportunities on efficiency & effectiveness, <u>request CGIAR-wide targets on value for money and hold us accountable</u> when making funding decisions*

Key results to 2024

Key results set out *how* we will pursue our objectives through 2024

Research & innovation:
- 2022—24 portfolio delivered, 2025—27 portfolio designed and approved
- New funding modality that enables CGIAR Science Groups to manage non-pooled funding
- Non-pooled portfolio aligned with 2030 Strategy, with reporting across all CGIAR research and innovations enabled
- Stronger interface between CGIAR and Center-based science management
- Enhanced science quality assurance

Engagement with partners & stakeholders:
Partnerships:
- CGIAR Engagement Framework adopted and CGIAR Partnership Strategy launched
- Coordinated engagement in global policy-making and advocacy spaces
- Common approach to global partnerships
- CGIAR-wide internal tech transfer/IP stewardship service piloted

Regions & countries:
- Regions & Partnerships Strategy and Action Plan adopted and operationalized
- Country-level coordination principles/ guidelines and country engagement plans developed and implemented

Communications:
- Fit-for-purpose service delivery model in place that meets the communication needs of internal clients and external audiences
- Aligned branding in the context of a new CGIAR brand
- Cross-cutting campaigns and products delivered in support of corporate goals

Resource mobilization:
- CGIAR Campaign delivered, with funder replenishment targets and sentinel pledges
- Diversified funding and growth strategies in place to support Portfolio, Science Groups, Regions, and Centers
- System-wide resource mobilization capacity increased and aligned to growth strategies

Business operations & finance:
- Enhanced finance coordination enables effective Initiative delivery & Center risk mgmt
- Prioritized integrated professional services designed and rolled out
- Improved decision-making based on accurate, complete, comparable and timely information
- Sustainable financial model designed and agreed for 2025—27

People & culture:
- CGIAR P&C strategy adopted
- More efficient and effective delivery of P&C services and advice
- Increased use of digital solutions
- Inclusive, engaged, fair, safe workplaces

Digital & data:
- CGIAR-wide knowledge, expertise, and successful standard operating models and practices leveraged for digital transformation
- Global IT operating and digital enablement models in place to deliver digital transformation in a matrix structure
- Digital breakthroughs harnessed to support organization, innovations, and impact delivery

Legal & governance:
- CGIAR Internal Rules Framework adopted
- Unified governance review completed, and fit-for-purpose governance implemented
- Integrated, CGIAR-wide partnership of all legal and governance teams in place