



2025-2027 Portfolio Design Process

Purpose

This document sets out the overall process for designing the 2025-27 CGIAR Portfolio, including principles, design parameters and choices and products, as well as roles and opportunities for participation.

The process will continue to be adjusted according to developments and feedback from multiple stakeholders. This includes inputs from the System Board, at its 27th meeting on 25/29 September 2023, and discussions at the Senior Leadership Team (SLT) retreat in Montpellier on 4-5 October 2023.

Action Requested

The System Council is requested to review the 2025-27 CGIAR Portfolio process and provide inputs during discussions at SC19.

<p>Document category: Working document of the System Council. There is no restriction on the circulation of this document</p>
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2025-27 Portfolio: design process (version 2)

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Outline



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- Design parameters
- Design choices
- Products

2. Roles and opportunities for participation

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- Engagement with partners in regions & globally
- Engagement with governance bodies and advisories
- Engagement with internal staff, teams & working groups
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- Roles of SLT and EMD

3. Timeline

- Product timeline
- Engagement timeline

Abbreviations



- C&O: Communications & Outreach
- CT: Coordinating Team
- EMD: Executive Managing Director
- IAES: Independent Advisory and Evaluation Services
- ISDC: Independent Science for Development Council
- P&C: People and Culture
- PCU: Project Coordination Unit
- PPU: Project Portofolio Unit
- SB: System Board
- SC: System Council
- SD: Senior Director
- SIMEC: Strategic Impact Monitoring and Evaluation Committee
- SLT: Senior Leadership Team
- SMD: Science Managing Director

1. Portfolio design

This presentation describes the overall process for designing the 2025-27 CGIAR Portfolio. It is not set in stone and will be adjusted according to developments and feedback from multiple stakeholders.

Principles

- **Improvements to an existing portfolio** not a full redesign – as this is the mid 3-year segment in a 9-year cycle
- **CGIAR comparative advantage** underpins the portfolio – and will be better defined within the framework of partnerships at CGIAR, Science Group and Initiative levels ([comparative advantage paper](#))
- **Stakeholder engagement** mediates portfolio evolution through an open, transparent, and participatory process that relies on the triangulation of stakeholder demand/regional relevance, evidence base/global significance and investor preference
- **Portfolio coherence** objectives are central – and will consider research under all sources of funding
- **Build on lessons learned** during preparation and execution of the 2022-24 portfolio

Design parameters

Impact-oriented science

Content:

Science in partnership to deliver the 2030 Research and Innovation Strategy

Quality of Research for Development:

Growing portfolio relevance, credibility, legitimacy and effectiveness

Modalities

Consolidation and coordination:

Number and size of initiatives, linkages within & beyond pooled portfolio

Management:

Integration with existing research of GSG, matrix & unified governance

Finance mechanisms:

Research funding model, in context of wider financial model

Transparent, inclusive co-creation process

supported by strengthened partnerships and country and regional engagement

Products

1. 2025-27 Portfolio Document

What? An over-arching portfolio-level document that lays out the high-level science and modalities (consolidation & coordination, management, financial mechanism) – i.e. an evolved ‘companion document’

When? A consultation draft is ready to share with System Board and System Council (December 2023). Consultation draft used in conversations with stakeholders, with scope for extensive changes based on inputs. Final draft due for SC20 (May 2024).

2. Updated Proposals

What? A set of next-3-year Research & Innovation Proposals that update content, responding to comparative advantage within partnerships, appraisal of initiative performance / QoR4D, and in line with agreed consolidation & other modalities

When? Due for submission to ISDC (June 2024) in time for review and possible approval at SC21 (November 2024)

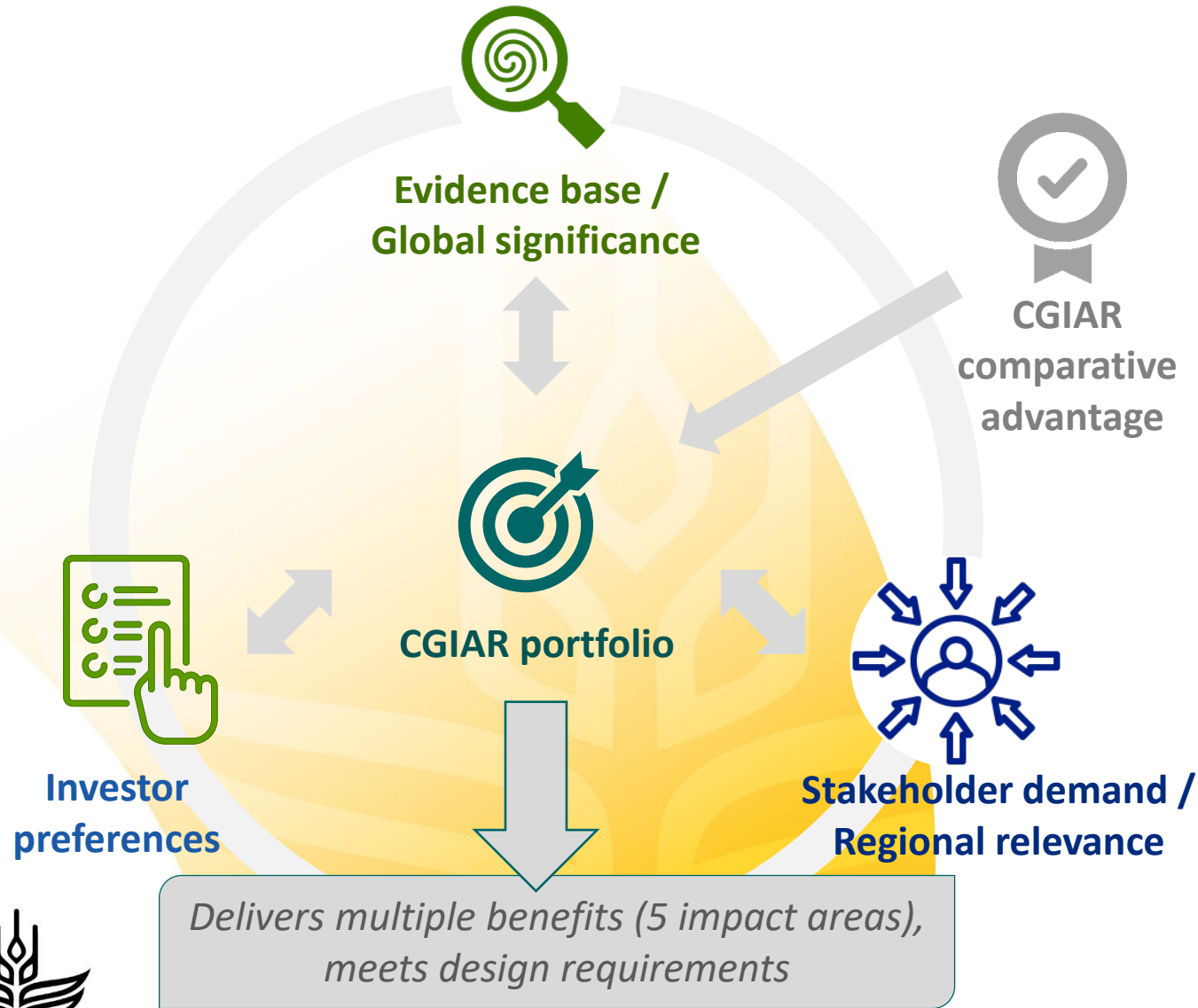
3. New report format

What? A revised One CGIAR reporting structured around impact areas, common outcomes and country-level success stories to facilitate portfolio technical report – Next Portfolio proposals to specify contribution to impact areas

When? Due for SC20 (May 2024).

2. Roles and opportunities for participation

Triangulation principle



Therefore, three key stakeholder groups:

Regional and global stakeholders: partners that drive our priorities and use our outputs

Governance bodies & advisories: System Board, System Council, SIMEC, ISDC, IAES

CGIAR staff: across all Centers and Global Groups

Engagement with partners in regions & globally



- Led by Regions and Partnerships
- Objective: Ensure the delivery of a research agenda that is meaningful to partners, aligned to national priorities, and will deliver measurable impact on the ground
- Builds on pre-existing R&P analysis of country, regional & global priorities
- Science MDs and SDs and R&P jointly frame the scope of the engagement (high-level questions to stakeholders)
- Engagement with partners in the regions will follow the guidelines established in the [Engagement Framework for Partnerships & Advocacy](#), and the [recommendations](#) of the System Board-appointed High-Level Advisory Panel on Stakeholder Engagement (HLAP)
- There will be a first round R&P led partner engagement between September and November 2023 to provide input for the Draft Consultation Portfolio Document to be submitted to SB and SC in December, led by Harold and Regional Directors
- A second round of partner engagement will take place between Q1 and Q2 2024 to inform proposal design
- A third opportunity for engagement will be in Q3 or Q4 after ISDC provides recommendations to update partners on the final steps of the process

Engagement with governance bodies & advisories

- Agree in advance the process for updates and reviews with SB and SC on process, draft consultation document, final portfolio document and proposals
 - Discussion with SB on process and direction of 2025-27 Portfolio (September 2023)
 - Discussion with SC members at SC19 on process and direction of 2025-27 Portfolio (October 2023)
 - Submission of draft Portfolio Document of Next Portfolio to SB and SC (December 2023)
- SB and SC will have representation on Financial Model Reference Group (& any other purpose-driven working groups)
- Other opportunities for SB, SC and other funder engagement include:
 - Discussion with Committee on Science & Partnerships of SB (October – November)
 - Discussion with SIMEC (October – November)
 - Direct conversations of SB and SC with Science MDs and SDs
 - Discussion with pre-established advisory groups (case of GI)

- ISDC will provide SC with reviews of the portfolio document and the updated proposals, and with other advice as agreed (June to August 2024)
- IAES will convene supplementary inputs and lessons learned from Science Group, Platform and 2023 Initiative report evaluation (report to be available by June 2024), however the sooner these results are available the better to inform proposal preparation

Engagement with internal staff, teams & working groups

- For content and clustering, to be led by Science MDs within respective Science Groups, working very closely with SDs & cross-center consultation groups
 - Science Group retreats / process to discuss content and clustering (September 2023)
 - Results of discussions on content and clustering to be discussed in SC19 for early feedback (October 2023)
 - Draft Portfolio Document to be shared with SLT for feedback (last two weeks of November)
- For management topics, key design inputs will come from roll-out of the integration plan, drawing in lessons on emerging matrix management across all centers and all global groups
 - Meetings with P&C, D&D and C&O to discuss implications of 2025-27 Portfolio direction (October – December 2023, January – March 2024)
 - For financial mechanism topics, primary inputs will come from the Financial Model Reference Group, supplemented by advice from AFRC and Budget RASCI Group (October – December 2023, January – March 2024)

- The Impact Platform Directors will lead analyses of the current portfolio to inform design updates – at minimum from Climate and Gender (September – November 2023)
- CGIAR process & system managers PCU, PPU, EMD office and SB, SC & IAES Secretariats will liaise closely with Coordinating Team
 - Meetings will take place during November and December 2023 and January and March 2024 to analyze implications of Next Portfolio direction
- PPU will lead the new report format (product 3)
- SMDs will appoint writing teams for Portfolio Document and updated proposals

Roles of SLT, EMT and EMD

SLT will:

- Review the process and be regularly updated on progress
- Be invited to review all draft products ahead of submission to the SB and SC
- Participate in working groups and other internal consultations

EMT will:

- Provide recommendations to EMD

EMD will:

- Take final management decisions on competing options
- Approve and submit products to the governance bodies

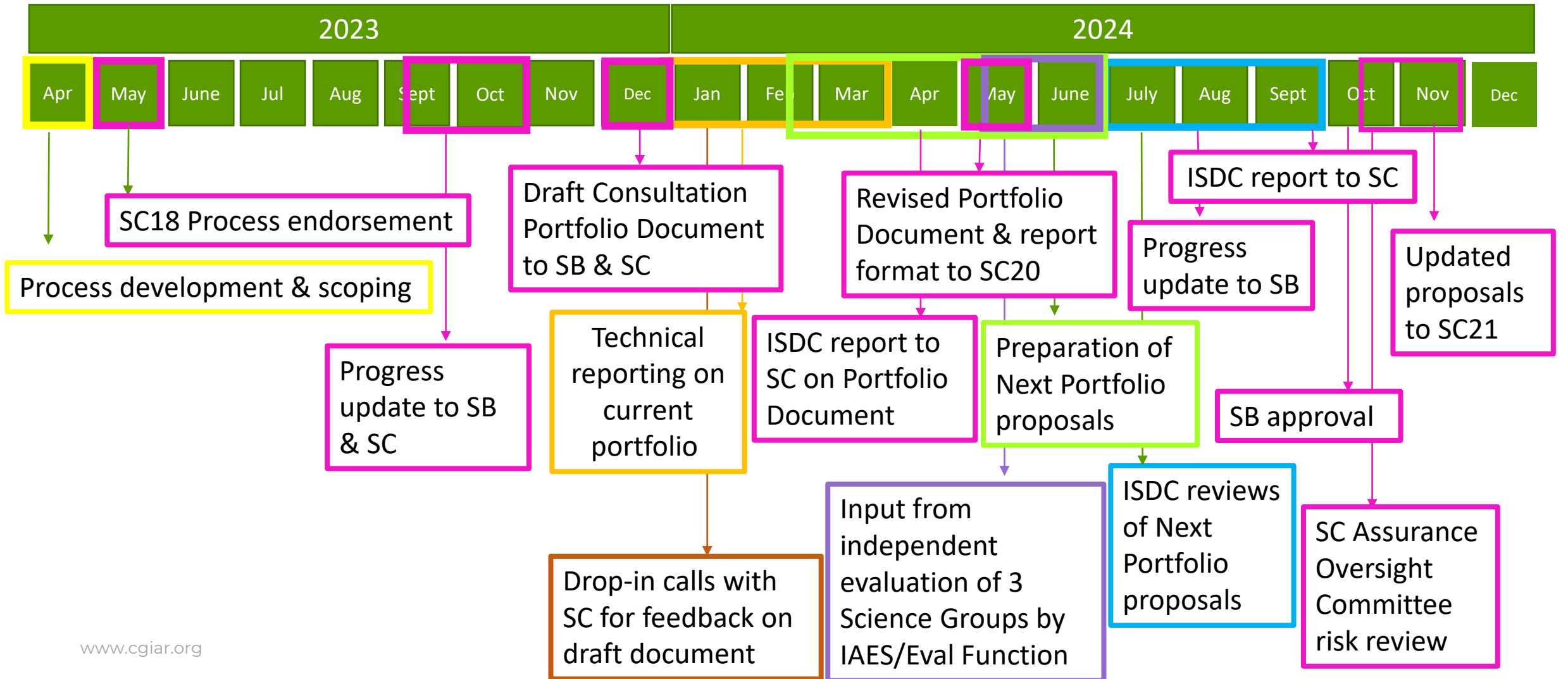
SMDs have overall responsibility for delivery of the products to SLT, EMT, System Board and System Council

Coordinating Team

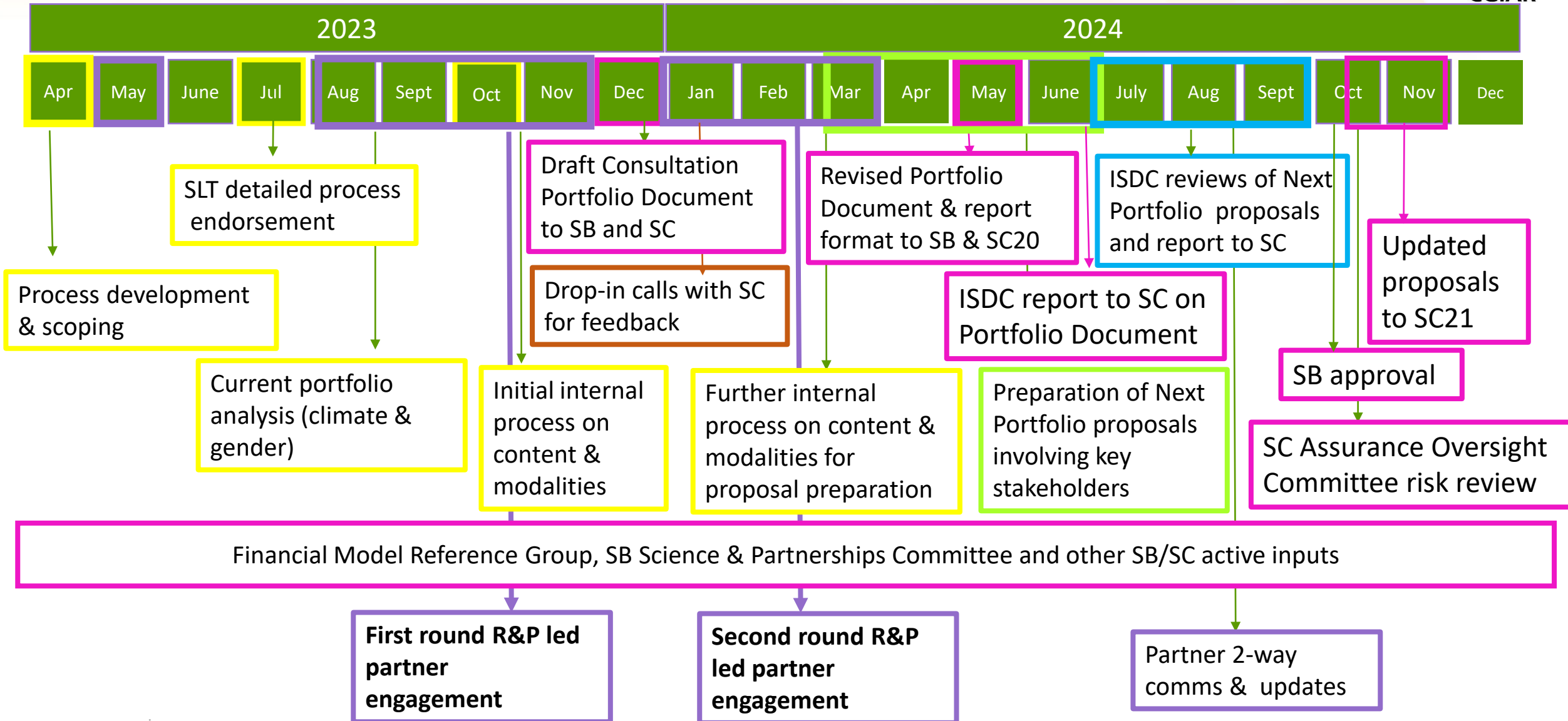
- Terms of Reference: manage the overall process for designing the 2025-27 portfolio, coordinating the inputs from stakeholders and groups
- Responsible for process, not for delivering the 2025-27 portfolio
- Coordinates inputs from external and internal stakeholders and working groups, working with the responsible groups named above, inputs to be summarized and shared with SMD who will share it with other stakeholders as needed
- Liaises with writing teams and with CGIAR teams for specific purposes according to products and timeline (PPU, PCU, EMD office, Secretariats of SB, SC and IAES)
- Reports to the Science MDs
- Members: Oscar Ortiz (lead), Channing Arndt, John Derera

3. Timeline

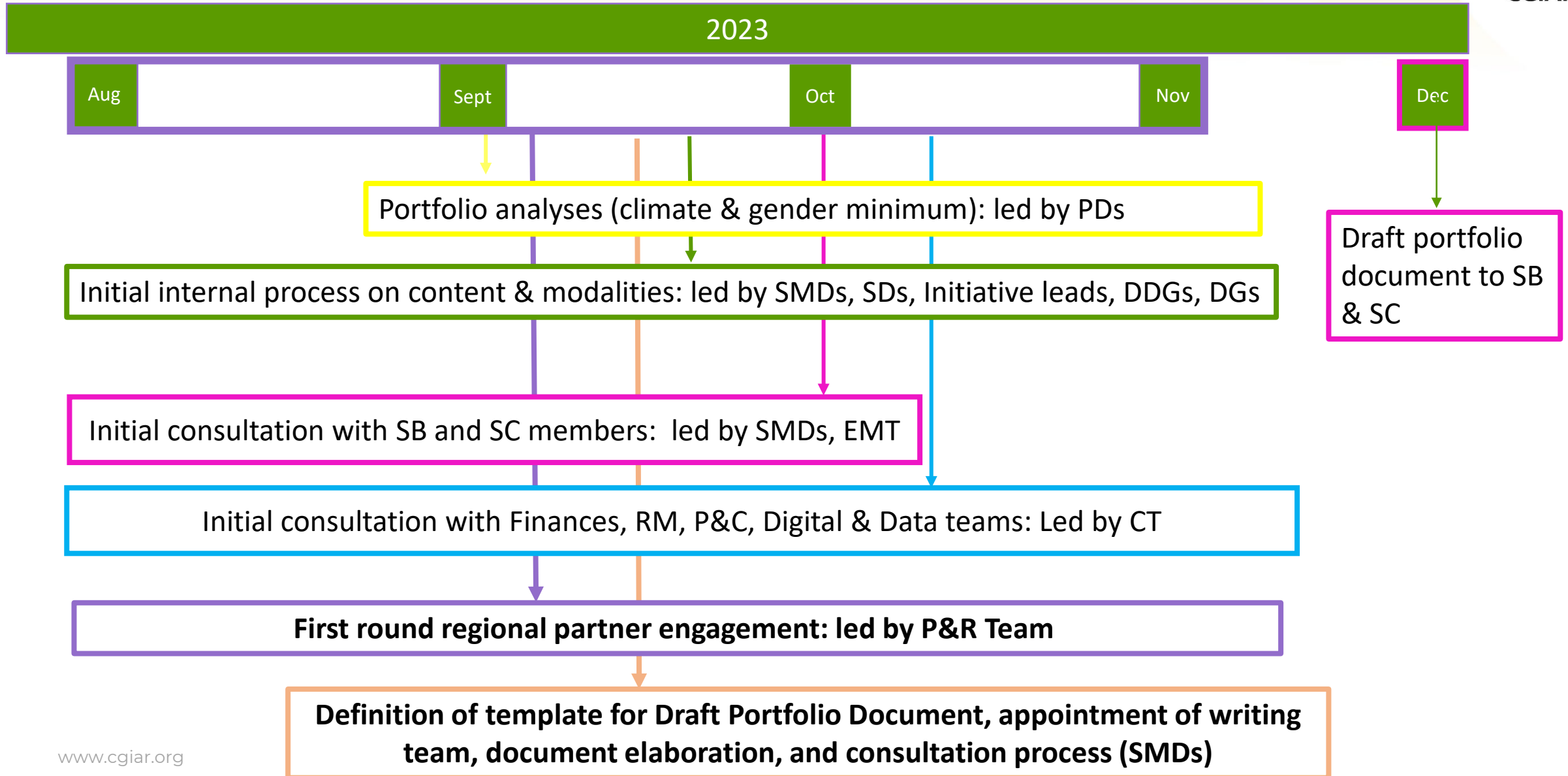
Product timeline



General key stakeholder engagement timeline

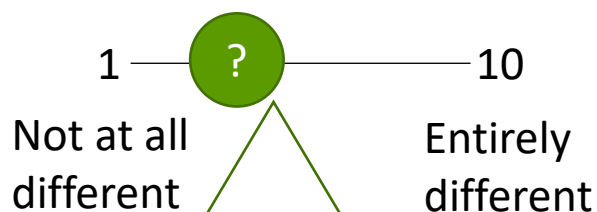
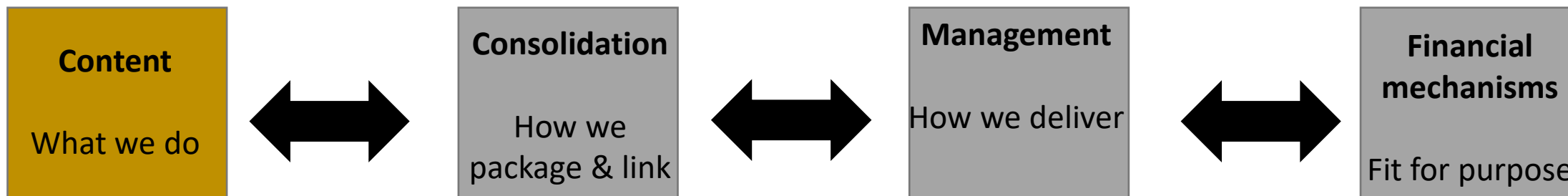


Engagement timeline Q3 – 4, 2023



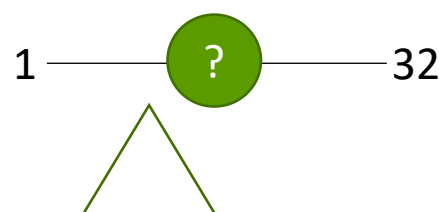
Thank you very much!

Additional slide: Choices within the design parameters (to be used in workshops with relevant teams)

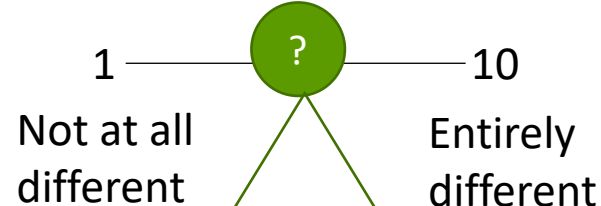


Update of content, focus on comparative advantage, performance, QoR4D

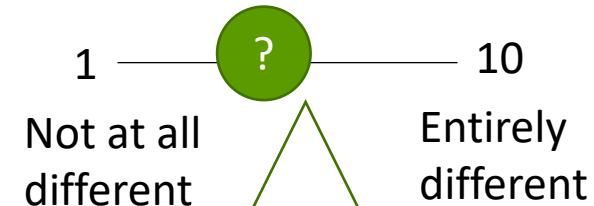
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An **evolutionary approach**: consolidation & coordination – informed by regional & investor priorities



Use the **current matrix management structure** that did not exist during the 2022-24 design



Pragmatic and realistic meeting funder needs & greater stability