

# Portfolio 2017–2022

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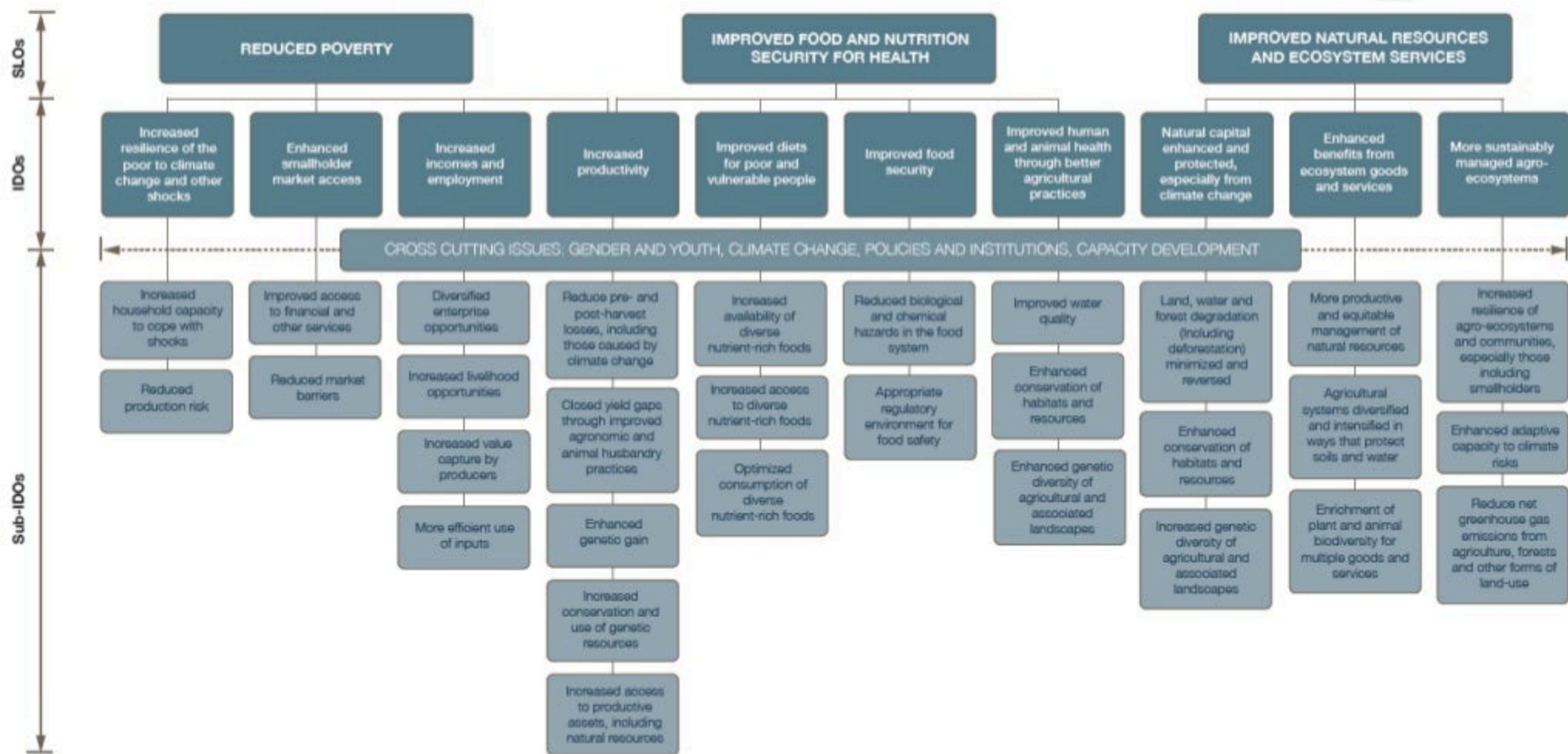
Interim System Management Board Chair

Mexico City, 25 September 2016

# CGIAR Results Framework: Owned by Funders



**Funders** defined the Results Framework;  
**Centers** are proposing a Portfolio of research to deliver those results



# The new CGIAR Strategy 2016–2030: Guides Portfolio

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- Guides the development and implementation of an ambitious portfolio of second-generation CGIAR Research Programs (CRPs)
- Focuses on selected grand challenges in order to contribute significantly to the achievement of key Sustainable Development Goals (SDGs)
- Sets ambitious aspirational development targets for CGIAR and its partners for 2022 and 2030





## CGIAR's ambitious 2030 goals

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CGIAR has 3 goals, or System Level Outcomes (SLOs), through which we aim to:



REDUCE  
POVERTY



IMPROVE  
FOOD AND  
NUTRITION  
SECURITY



IMPROVE  
NATURAL  
RESOURCES AND  
ECOSYSTEM  
SERVICES

# Guiding Principles for the CGIAR Strategy

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- Excellence in science
- Inclusive partnerships
- Advancing and accelerating gender equity and youth
- Accelerating impact at scale
- Generating public goods with multiple benefits
- Outward facing and providing attractive investment opportunities
- Increasing operational efficiency
- Represent & demonstrate excellent value for money
- Commitment to outcomes and transparency



# CGIAR Investor Engagement Models

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The CGIAR Fund is an intermediate investment vehicle which allows investors to contribute and engage at three levels:

**Project (W3):** Investments in Centers.

**Program (W2):** Helps bind System through investments that link Centers in joint CRPs.

**Portfolio (W1):** Core funding – the foundation of our System.

System: more than sum of parts:  
Addressing the global challenges  
(IEA conclusion :W1/2 >35%)



# CGIAR Network: Global footprint



**290 offices in 71 countries**

**CGIAR has a dedicated staff of some 10,000 people in 71 countries.**



## W1 & W2 Funds: Indispensable to the CGIAR System

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### Strategic uses of W1 and W2 funds have included:

- Ensuring maintenance of and innovation in the management of the genebanks;
- Strategic long-term research, seed investments and rapid responses;
- Core competencies in gender and youth
- Cross-CRP portfolio integrated systems research and mainstreaming of learning.



# Role of W1 in Maize Lethal Necrosis (MLN)



**Disease first reported in Kenya in 2011**, since then to Tanzania, Uganda, South Sudan, the Democratic Republic of Congo and Ethiopia. It has devastated entire harvests.



**23 percent** of Kenya's maize production was lost to MLN in 2014.



# W1 and W2 Integrate the Portfolio

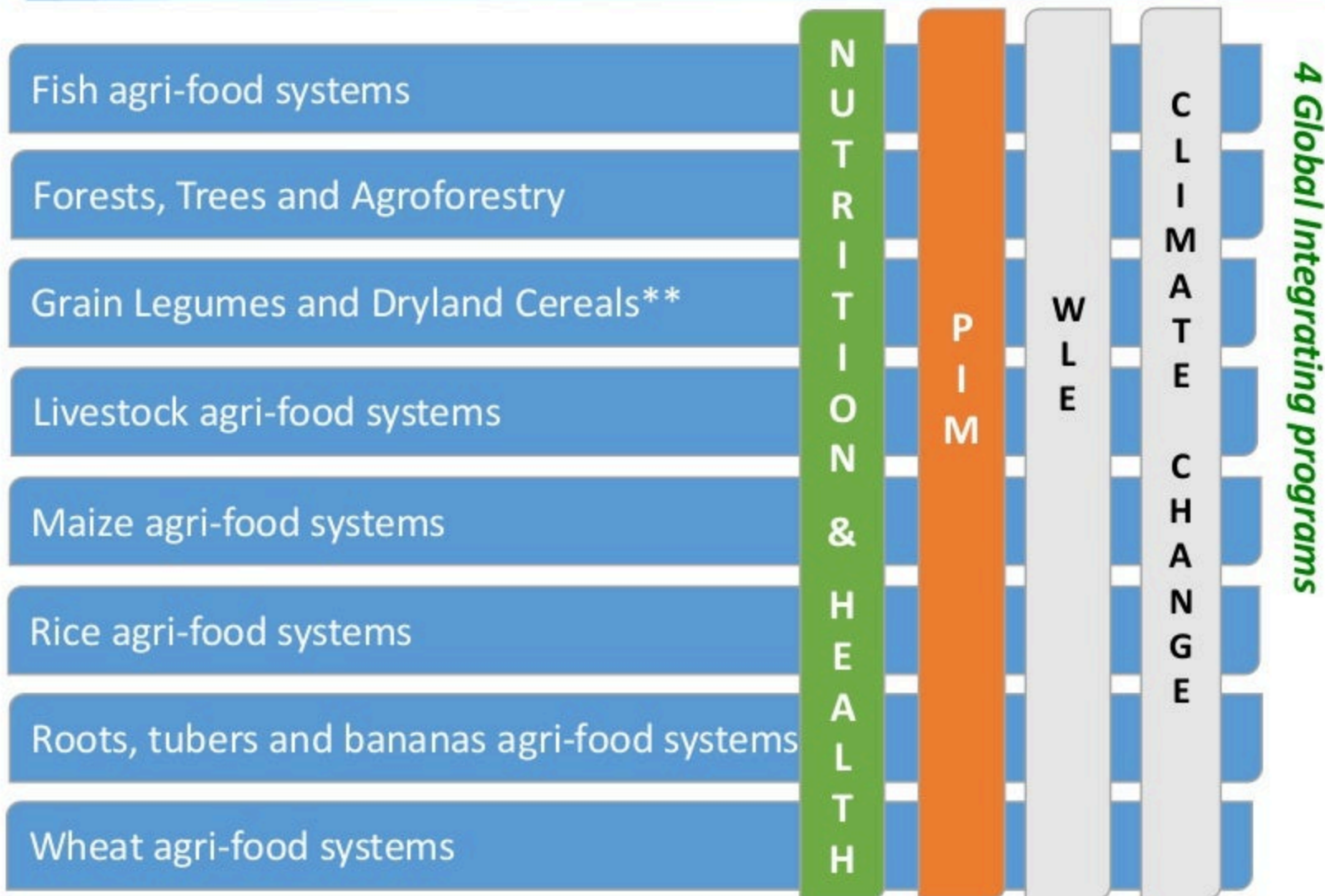
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- Gender & youth
- Capacity Development
- Climate change
- Policies and Institutions



# Portfolio-2nd generation CGIAR research programs



## 3 Platforms

Genebanks

Excellence in Breeding

Big data



## Grain Legumes and Dryland Cereals

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- A new CRP that builds on 3 first-generation CRPs (Dryland Cereals, Dryland Systems, Grain Legumes)
- The Independent Science and Partnership Council (ISPC) has assessed the proposal as 'incomplete'
- However, ISPC considers that the new focus on value chains and commercialization show potential to be developed into a successful CRP in the medium-term
- The System Management Board is not currently proposing a Grain Legumes and Dryland Cereals CRP, but intends to bring back to the System Council, indicatively in first half of 2017, a robust CRP in this research area.
- FP4 and 5?



# What is different in the second generation CRPs

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- New Strategy “owned by donors” : Focus on development outcomes with quantitative CGIAR targets aligned with Sustainable Development Goals
- Portfolio “owned by centers”: programs developed simultaneously – as a portfolio
- Improved, harmonized CRP proposals, theories of change, impact pathways
- Site integration & national consultations in 20 focus countries
- Outcome investing: Performance Indicator Matrix of budgeted outcomes (results) as foundation for resource allocation and performance management

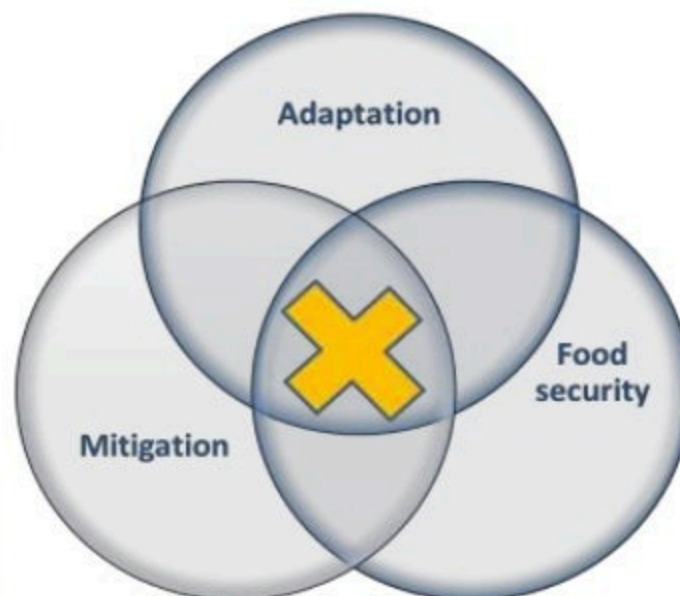
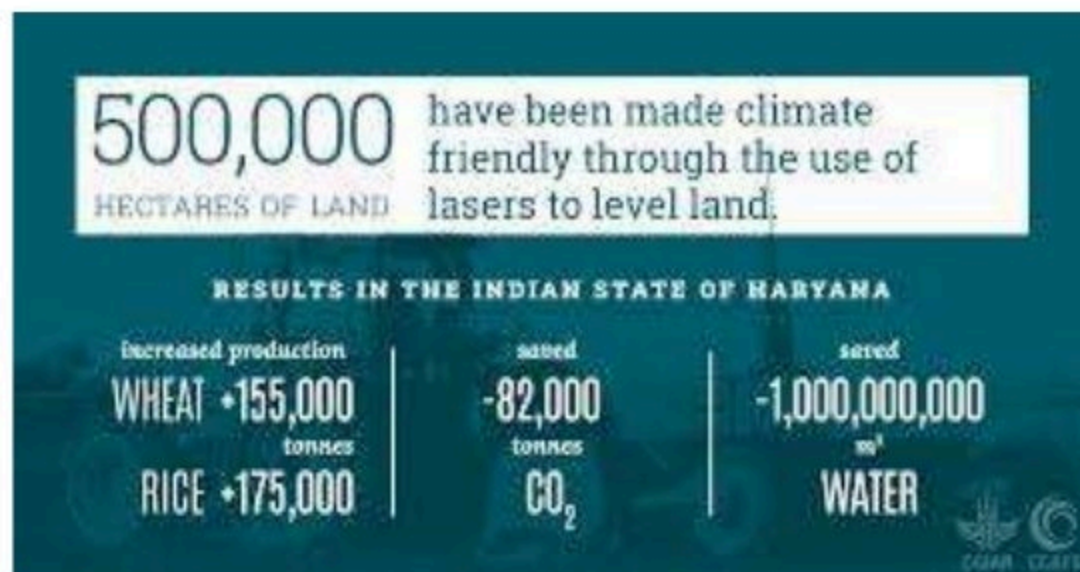




# Addressing Climate Change

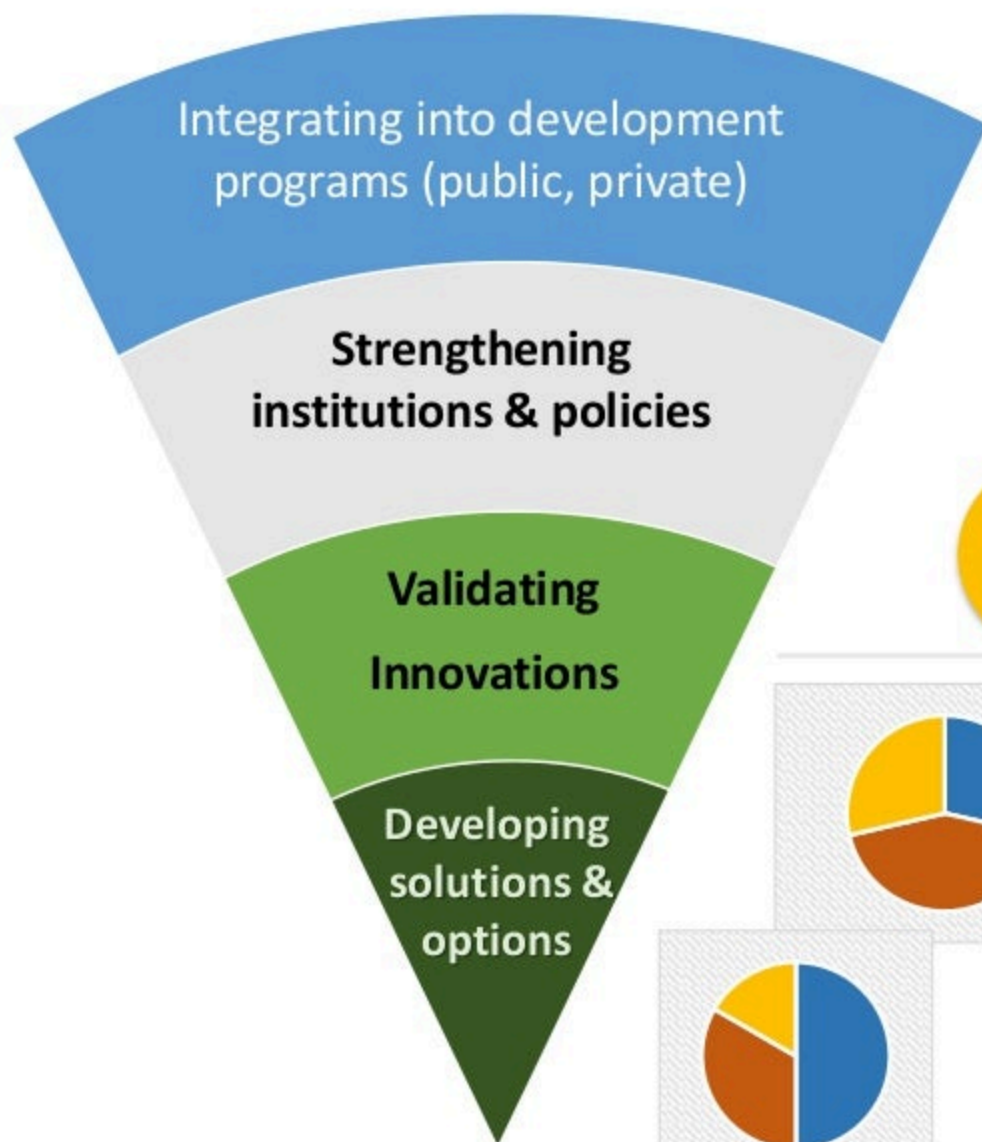
70% of CGIAR work supports **Climate-Smart Agriculture**, such as:

- *Technologies for precision nutrient management*
- *Residue management & soil organic carbon in rice-wheat rotation*
- *Laser land leveling*
- *Solar irrigation*

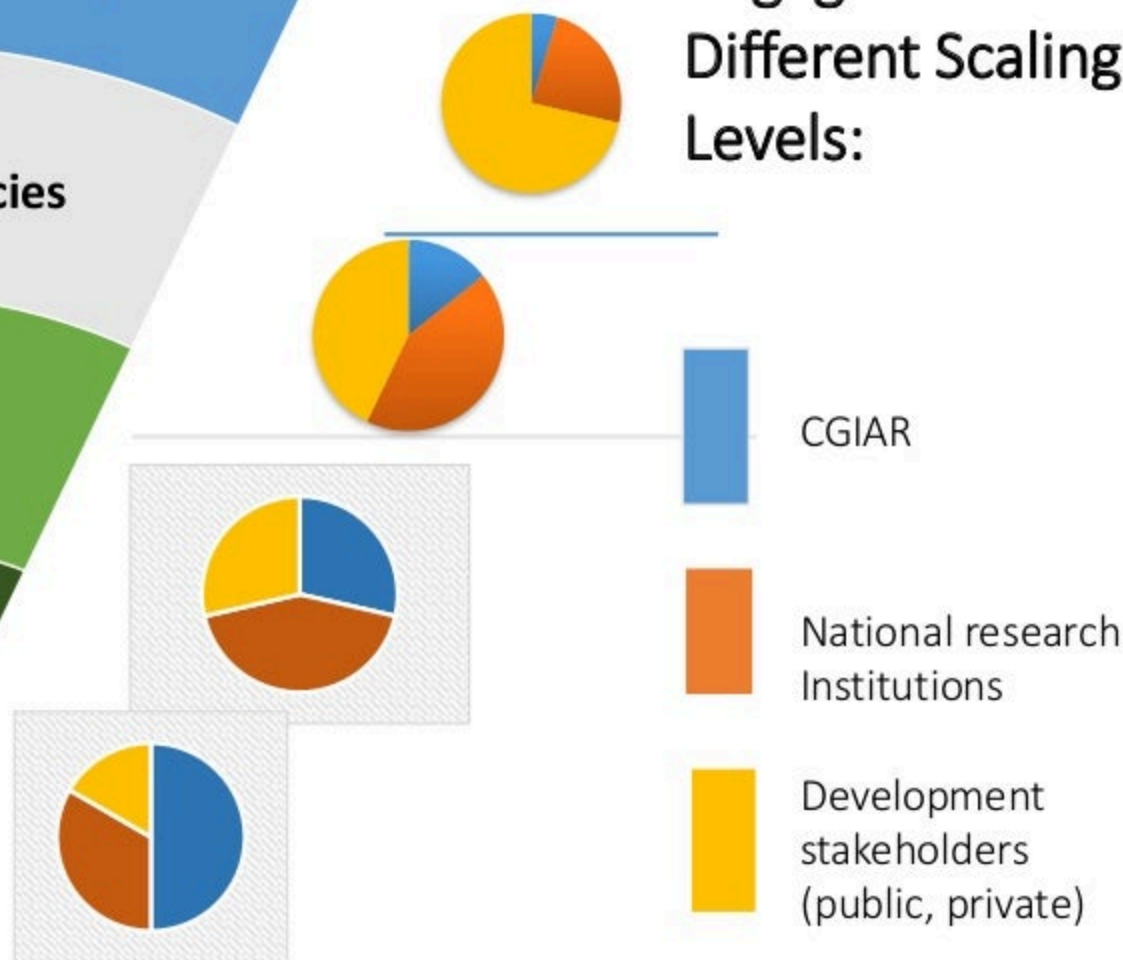




# Taking our Research to Scale: Share of CGIAR Research Engagement at Different Scaling Levels



Share of Engagement at Different Scaling Levels:



## “Weak” Elements?

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- Flagships have different **strengths** in science or in delivering on impact
- Some of these FPs are new and important and need to start up
- W1/2 decisions by the SC
- The System Management Board proposes to determine how to deal with components of the Portfolio considered non-priority by the System Council.



## Conclusions:

### Investment choices for CGIAR 2nd Generation of CRPs

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- CGIAR complements and enables work by universities and national research systems
- New CGIAR strategy, improved CRP2 Portfolio, and simplified system governance provide reason to invest at program and portfolio level:

***To operate as a portfolio requires portfolio-level resources***

- The System Organization now looks to its valued Funders for clear guidance, wise decisions, and strong investment:
  1. In what portfolio elements will you invest?
  2. What will be your level of investment?
  3. System Management Board/ Centers:  
steering a 10,000 people organization





**Thank you**