



Fund

Second Funders Forum

November 2, 2012 - Punta del Este, Uruguay

**"The Action Plan to update the Strategy and Results Framework
of the CGIAR"**

(Presentation by Consortium CEO)

*Document presented for Agenda Item 4:
Strategy and Results Framework Action Plan*

*Submitted by:
Consortium Office*



Consortium

CGIAR is a global research partnership for a food secure future

The Action Plan to Update the Strategy and Results Framework of the CGIAR

Strategy and Results Framework



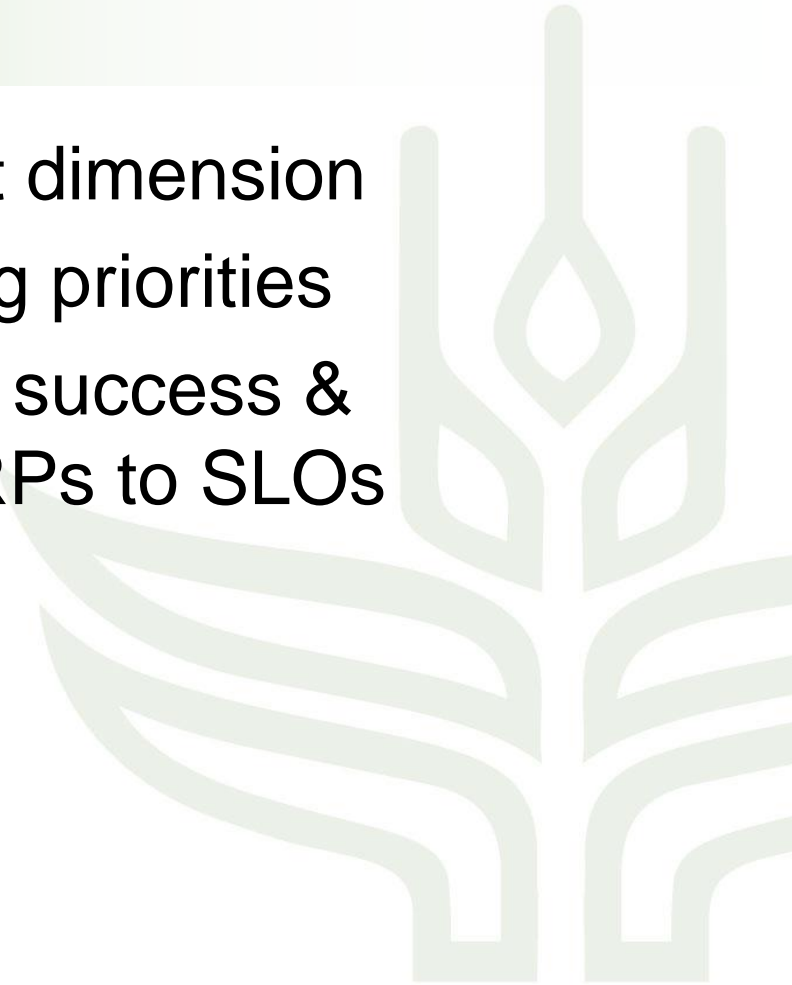
A strategic partnership dedicated to advancing science to address the central development challenges of our time:

4 SLOs:

- Reducing rural poverty
- Improving food security
- Improving nutrition and health
- Sustainably managing natural resources

Issues in the 2011 CGIAR SRF

1. Include a dynamic foresight dimension
2. Include a process for setting priorities
3. Identify metrics to measure success & connect performance of CRPs to SLOs



ISPC white paper on priority setting

7 recommendations:

1. Develop Intermediate Development Outcomes (IDOs) at system level, linked to SLOs
2. CRP level: specify IDOs & impact pathways
3. Prioritize within CRP & develop value for money
4. System level decisions on priority domains: geographies, agro-ecosystems, commodity systems
5. Guidance for resource allocation at portfolio level
6. Performance contracts that reflect priorities
7. Cyclical updating of SRF – ***including analysis of external environment thru scenarios drawing from foresight analysis***

SRF Action Plan:

1. Prioritization at two levels:
 - System level “top down” development of IDOs
 - CRP level “bottom up” development of IDOs & value propositions
2. Performance management system, supporting resource allocation to optimize impact and value for money
3. Partnerships for demand and for delivery
4. Cyclical Updating: **2013 SRF Update**

System level prioritization

“top down” - demand

- At highest level: ambition of the CGIAR level to make an impact for each of the “SLOs” – MDG-like targets
- System-level Theory of Change and Impact Pathway plus Intermediate Development Outcomes (IDOs)
- IDOs are geographically explicit, time-bound translations of ambitions into concrete outcomes – several per SLO
- Guidance and context for decisions on priority domains and resource allocation across these to be taken by FC and stakeholders: the demand
- Key role for ISPC as independent adviser
- Steering Committee: FC, stakeholders, Consortium
- Alignment with national / regional commitments

CRP level prioritization: IDOs & value proposition - supply

- Guided by and responding to System level IDOs
- Developed by CRPs, with partners, to describe contribution of CRPs to SLOs – in process
- Developed iteratively – in context of overall portfolio, i.e. addressing synergies and overlaps
- Final step: negotiated outcomes: groups of CRPs sitting down with FC, Consortium, ISPC, stakeholder reps
- Process similar to negotiating large bilateral grants with, e.g. BMGF, but for portfolio level – donors with interest to invest at the table
- Donors also represented by Consortium Office and ISPC

Core building blocks: development of IDOs

- If innovation pathways are to be successful then there must be ***alignment*** with national commitments and agreed regional objectives, e.g. CAADP
- First opportunity to harmonize across CRP portfolio
- Agreed CRP IDOs are contract between donors & doers
- ***Final step May-June 2013: negotiate IDOs***
 - ***that CRP researchers agree to be held accountable for; and***
 - ***that investors and stakeholders accept as proxies for impact that are value-for-money***

Concerns:

1. Achieving outcomes requires effective partnerships – not research alone **but** researchers responsible for establishing effective partnerships
2. Easier to define and quantify IDOs in some domains such as germplasm improvement than for natural resources management or policy
3. Research is a risky business – new system needs to embrace and manage risk appropriately – not avoid it
4. Achieving outcomes is a longer term process: 5-10 years - but progress towards them can be monitored
5. Impact pathways are complex – evolving, learning system

Performance management

1. Monitoring, Learning and Evaluation:
 - Monitoring progress towards IDOs by CRPs
 - Independent evaluation & verification by IEA
 - Assessing causal links between IDOs and impact by SPIA ++
2. Progress to IDOs becomes heart of harmonized reporting
3. IDOs become core of Performance Agreements between Consortium and the CRPs
4. IDOs come with a value proposition: value for money
5. **Optional:** Change payments from expense reimbursement to payment for performance – **outcome contracting**
6. **Optional:** Reward outperformance – incentive payments

Cyclical Updating of SRF: 2013 Update

1. Incorporating Foresight Dimensions
2. Cross-cutting issues
3. CGIAR Competencies and Comparative Advantage
4. Regional Strategies
5. Analysis and monitoring capacity
6. Research Support – e.g. Genebanks

Cross-cutting issues:

- Both System and CRP level IDOs include careful consideration of cross-cutting issues critical to achieving impact:
 1. Gender research and gender equity
 2. In situ agro-biodiversity conservation
 3. Capacity strengthening & development of partnerships that enable delivery down the impact pathway

Foresight resources to incorporate in the SRF Update

1. GFARs Global Foresight Hub
2. ISPC foresight studies, e.g. farm size dynamics, urbanization
3. CRP2: Global Futures for Agriculture
4. Key issues as identified at GCARD2:
 - Farm size dynamics
 - From sustainable production to sustainable consumption
 - Urbanization

Timeline

1. “process design” underway for system level and CRP level prioritization processes – Nov '12
2. First product: definitions, boundaries etc. – Jan
3. First cycle system level IDOs – March '13
4. Negotiating workshops for CRP IDOs: May-June '13
5. Updated 2013 SRF: October '13 - FC / FF?
6. Pilot CRPs adopt “new system” for FP 2014
7. All others for next round of CRP proposals

Feedback to date: see Annex 1

1. Zero draft July – feedback from CRPs, members, ISPC, GFAR Secretariat
2. 31 August Draft: e-feedback and consultation
3. October Draft submitted to GCARD2 & FF
4. Feedback GCARD2 and FF today
5. If approved, then Consortium incorporates comments and finalizes in November.