

NL-CGIAR Strategy Meeting Presentation 20 February 2020



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Summary & Main message

- + Food system highly troubled - SDG 2 ++ no time to lose
- + CGIAR can make a difference
- + 'One CGIAR' is essential, not a choice
- + The Netherlands matters; collectively
- + Research strategy and program in next 1 ½ year
- + We need to organize for impact

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Overview

- ✦ Recap CGIAR and the Netherlands
- ✦ CGIAR Reform
- ✦ Big Lifts and programming
- ✦ Next Steps
- ✦ Netherlands support 2020-2021



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CGIAR

- ✦ In existence since 1971 (=> 50 years young in 2021 😊)
- ✦ Turnover approx. 850 mln USD
- ✦ 15 Centers, System Management Office in Montpellier
- ✦ Research done through:
 - ✦ 12 CGIAR Research Programs (CRPs)
 - ✦ 4 Cross-cutting Research Support platforms
- ✦ Funding:
 - ✦ Pooled/harmonized (Window 1 & Window 2) ca. 25%
 - ✦ Bilateral funding approx. 2500 projects @ centers ca. 75%

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NL-CGIAR Partnership 2015 - now

+ MoU

Knowledge Priorities	Cross-cutting priorities/research approaches
Nutrition and Health	Gender Equality and Sensitivity
Sustainable and Inclusive Value Chains	Enabling and Scaling
Effective Seed Systems	Public Private Partnerships
Climate Smart Agriculture	Systems Approach

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Overview funding 2017-2019 Direct

Envelope 1 (W1/2)	Amount (mln EUR)	Main link(s) to Priority Research Areas
CGIAR shared agenda	17.1	p.m. (incl. Gene Banks)
A4NH	13.6	Nutrition & Health
CCAFS	13.6	Climate Smart Agriculture
FTA	4.6	Sustainable and Inclusive Value Chains
PIM	10.3	Sustainable and Inclusive Value Chains, Gender
WLE	6.0	Climate Smart Agriculture
Envelope 2 (W3/Bilateral)		
Seed Systems Development Research	9.1	Effective Seed systems
Senior Expert Programme	3.0	p.m.
PPP expert	0.3	Public Private Partnerships
GCP4 - CCAFS	2.0	Climate Smart Agriculture & Scaling

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Additional CG-executed projects 2017-2019

Name project	CRP link	Recipient	Funder	Total amount
Resilient Seed Systems	CCAFS	Bioversity Int	MinAgri	200k USD
5th Global Conference on CSA	CCAFS	CIAT	MinAgri	60k USD
Closing Nutrient Cycles on West Java	CCAFS	Wageningen UR	MinAgri	300k EUR
RESAKKS - Regional Strategic Analysis and Support System	none	IFPRI	MinFA	5.9 mln USD
DryDev - Drylands Development Programme	FTA & GLDC	ICRAF	MinFA	49.5 mln USD

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Towards 'ONE CGIAR'

- ✚ Transition Reference Group (TRG) : **Design**
- ✚ Five recommendations
- ✚ System Council endorsed (Nov. '19)
- ✚ General Assembly of Centers -- Center Boards ???



- ✚ Transition Consultation Form (TCF) : **Implementation**

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Recommendation 1: A Compelling Mission for One CGIAR

5 IMPACT AREAS

nutrition & food security

poverty reduction, livelihoods & jobs

gender equality, youth & social inclusion

climate adaptation & greenhouse gas reduction

environmental health & biodiversity

One CGIAR mission:
*ending hunger by 2030
– through science to
transform food, land
and water systems in a
climate crisis*

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Recommendation 2: Unified Governance

ENTITY-SPECIFIC APPROACH



150+ different board members



30+ in-person board meetings/ year



approval/ oversight of 1,800+ policies



more than 300 board member flights/ year

UNIFIED GOVERNANCE

discretionary roles on Center/Alliance boards and SMB filled by the same individuals

as small as possible (i.e. 8–10 people)

up to 4 meetings/ year

non-discretionary members of Center Boards will continue and be engaged through annual forum

up to 18-month handover period

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Recommendation 3.a: An integrated Operational Structure



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Recommendation 3.b: One CGIAR Policies and Services



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Recommendation 3.c: One CGIAR at the Country and Regional Level



country
coordination
function



partnership management
with key **regional partners**



CGIAR country
strategies



geographically targeted
CGIAR Projects

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Recommendation 4: A New Research Modality

4–5 'big lifts' in major
areas of comparative
advantage, designed to
deliver across multiple
Impact Areas

**2030 Research
Strategy**

**3-year
Investment Plan**

prioritized CGIAR Project
concepts to be
commissioned and
awarded – subject to
confirmed availability of
funding

measurable objectives, end-to-end
design for delivery, target
geographies and farming systems
based on regional/country priority-
setting, and common Performance &
Results Management System

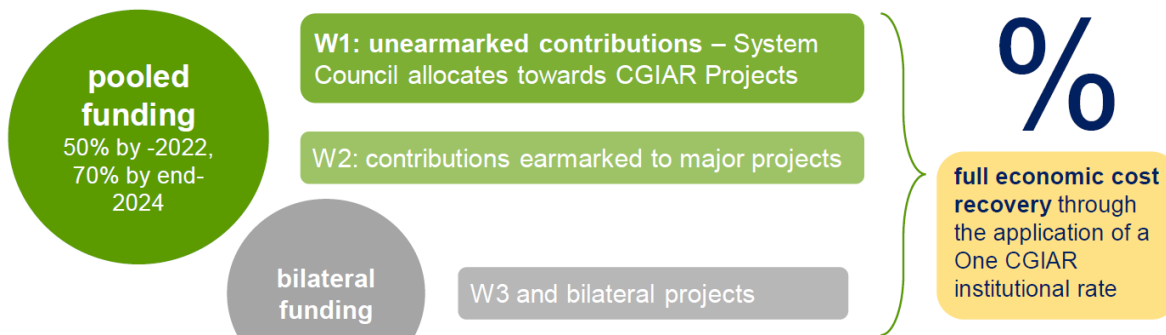
CGIAR Projects

www.cgiar.org

co-creation through time-bound and topic-bound Research Advisory Groups

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Recommendation 5: More, and Pooled, Funding



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Big Lifts ?

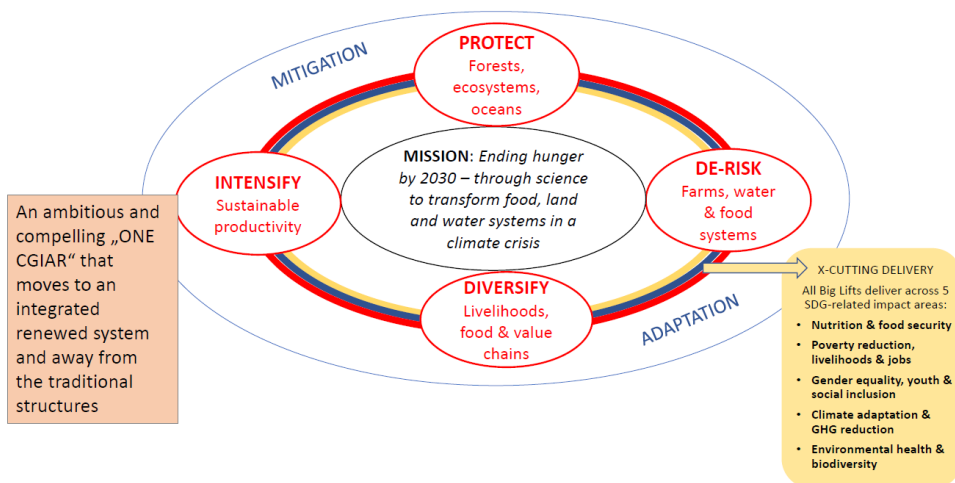
A major outcome responding to a major challenge

Approach: A stage-gated funnel to manage R4D as an innovation system that scales for success

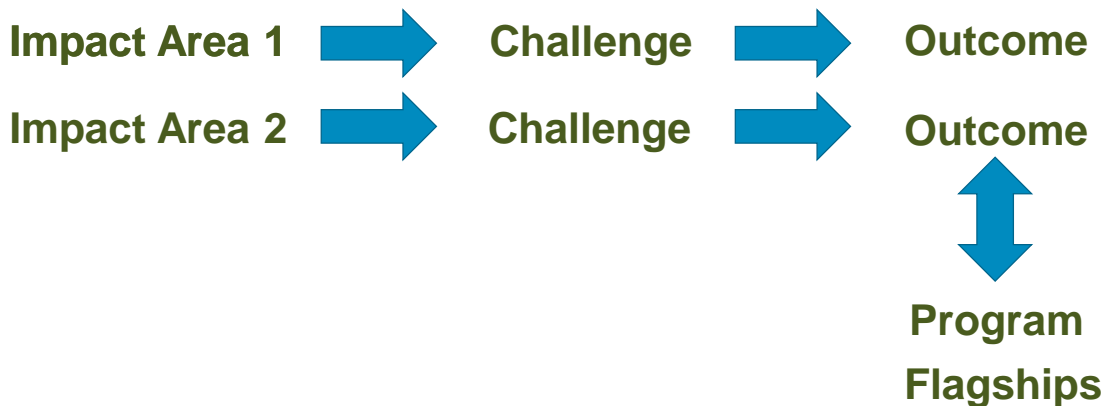
A compelling, strategic and large multi-donor fully funded Research for Development (R4D) program that constitutes the shared agenda

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One CGIAR Big Lift Inspiration Framework



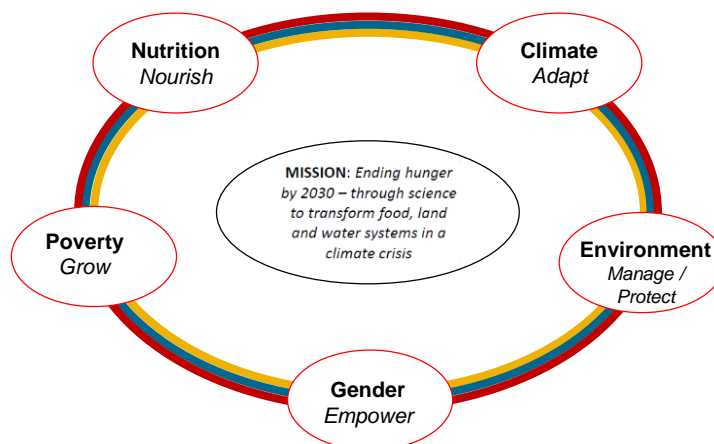
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One CGIAR Big Lift Inspiration Framework

An ambitious and compelling „ONE CGIAR“ that moves to an integrated renewed system and away from the traditional structures



SDG2 target 1
END HUNGER

SDG 2 target 2
END
MALNUTRITION

SDG 2 target 3
DOUBLE
PRODUCTIVITY

SDG 2 target 4
ENSURE
SUSTAINABILITY

SDG 2 target 5
MAINTAIN
DIVERSITY

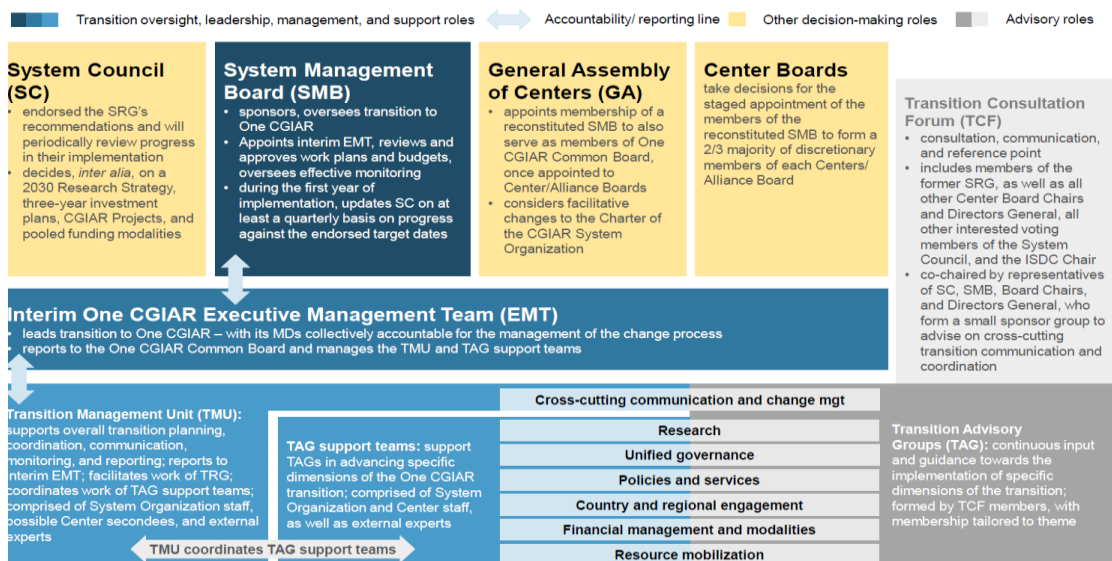
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Design Principles

- ✦ Clear problem statements
- ✦ Purpose driven solutions
- ✦ No convenient buckets of projects
- ✦ Metrics for success
- ✦ Building on CGIAR's comparative advantage
- ✦ Transparency
- ✦ Value for money
- ✦ **A stage-gated funnel to manage R4D as an innovation system that scales for success.**

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Figure 2: Leading and stewarding the transition to One CGIAR



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Transition Advisory Group (TAG)

Cross-cutting communication and change management

Research: 2030 Research Strategy, modalities

Unified governance: transition to One CGIAR Common Board, unified governance approach

Policies and services: transition to One CGIAR policies and services

Country and regional engagement: transition to One CGIAR at country and regional levels

Financial management and modalities: transition to One CGIAR funding modalities, institutional rate

Resource mobilization: more, and pooled, funding for One CGIAR

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Keeping the CGIAR shop open while under renovation

- ✦ Netherlands investing USD 30 mln/year in W1 + 5 CRPs & Gender Platform (2020/21)
- ✦ 17 SEP positions
- ✦ PPP expert
- ✦ Seed Systems Development Research Portfolio

Window	CRP	USD mln/year	Priority
1	CGIAR	7.5	
2	A4NH	6.5	Nutrition
2	CCAFS	6.6	CSA
2	PIM	3.5	Value Chains
2	WLE	2.4	CSA
2	FTA	1.8	Value Chains
2	Gender	1.2	Gender

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NL Support to the ONE CGIAR process

- ✦ NL membership of System Council
 - ✦ Active observer status System Management Board
 - ✦ Membership TAG
- ✦ Collaboration with other donors (EIARD)
- ✦ Coordination with Sweden, Norway, Switzerland
- ✦ Experience with similar reorganizations in NL (Wageningen UR)

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How do we organize to make this a success?

Thank you for your attention



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- Alignment new priority knowledge domains of CGIAR and those of NL;
- Alignment new research approaches CGIAR and those of NL (e.g. system approach, PPPs, enabling & scaling);
- Risks and opportunities for NL-CGIAR partnership of foreseen new organizational CGIAR set-up.
- Lessons learned from last 4-5 years relevant for the 2020-2021 strategy development process within the CGIAR;
- Opportunities for NL and NL stakeholders to contribute to the CGIAR strategy process during 2020-2021;

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