

## Message from Frank Rijsberman, CGIAR Chief Executive Officer

Dear colleagues,

We are very pleased to share for consultation with CGIAR partners and stakeholders drafts of: (a) the 2014 CGIAR Strategy and Results Framework Management Update; and (b) the Guidance for the CRP 2<sup>nd</sup> Call.

### ***SRF Management Update***

In 2013 the Consortium and its members have invested a large amount of time and energy in the development of an improved accountability framework for CGIAR. The conversation during many meetings and in a large number of documents was on the development of coherent set of ***Intermediate Development Outcomes (IDOs)*** for the portfolio of CGIAR Research Programs (CRPs), as well as for individual CRPs, and for the overarching CGIAR System Level Outcomes (SLOs).

What are the development outcomes that CGIAR's partners and investors would like the CGIAR to achieve? How do the CGIAR's outcomes relate to the UN's new Sustainable Development Goals? What is the Theory of Change of the CRPs? How will new knowledge move into farmers' hands? What are the impact pathways? How does CGIAR work with partners to achieve development outcomes?

Answers to questions like these are presented in the draft 2014 SRF Management Update that we now invite partners and stakeholders to comment on in coming months and present to the Consortium Board and Fund Council for approval in the Spring of 2014. The key proposition that we would like to validate through this consultation is ***the approach to establishing a quantitative accountability framework***. Presuming we can get agreement on this approach, more work will be necessary in 2014 to develop the actual metrics: indicators and targets at both system and CRP-national level – we propose to discuss the actual metrics to which CGIAR commits in the 2015 SRF Management Update.

### ***Guidance CRP 2<sup>nd</sup> Call***

In 2013 CGIAR stakeholders also had a number of conversations to determine the best approach to the next round of investments in CGIAR Research Programs once the current contracts end – which is in the middle of 2014 for the first three CRPs and at the end of 2015 for the last CRPs. The first set of CRPs was very much part and parcel of the institutional reform program. The focus was on transforming a large number of center-based activities into a small number of coherent system-wide programs cutting across the centers. This was a major operation and a very considerable achievement in and of itself – but the question 'what is the value for money for development outcomes to be delivered' was not as central as it could have been. Also, as all CRPs were developed individually, in a staggered manner, there was little attention for linkages across CRPs, or the coherence of the overall Portfolio, or the integration of CRPs active in a specific geography.

The result of these conversations was that the current CRPs will all be extended to the end of 2016. For this Extension Phase from mid-2014 to end 2016 a separate process is being put in place that focuses on extension and 'refresh' of the portfolio in 2014. The second round will therefore start from the beginning of 2017 – with a two-stage proposal development process in 2015 (pre-proposals) and 2016 (full proposals).

The second round of investments will be a critical opportunity to implement lessons learned from the first round. What Guidance can be provided to achieve more coherence and integration across the portfolio? How can we take advantage of the new accountability framework to put in place a system of results based management and funding?

The draft Guidance for CRP 2<sup>nd</sup> Call document provides a first set of answers to these questions that we are now inviting partners and stakeholders to comment on. This is a first consultation on what are likely to be several rounds. The Guidance will not be finalized until sometime after the conclusions and recommendations of the CGIAR Mid-terms Review of the Reform (MTR) have become available, so that these can be incorporated into the Guidance.

We believe these two documents are critical to shaping the evolving portfolio of CGIAR Research Programs. They provide the opportunity to make the development outcomes CGIAR produces much more transparent and the value proposition much more explicit; that will improve our engagement with our partners on the ground as well as with our investors. Together with simultaneous investments in monitoring, reporting, external evaluation and impact assessment, we believe these are critical steps to ensure that publicly funded agricultural research for development contributes to the CGIAR mission: fighting food insecurity, poverty and malnutrition and managing the natural resource base sustainably.

We look forward to engage with all CGIAR partners and stakeholders through this consultation.

With best wishes,  
Frank