

CGIAR System Board  
 18<sup>th</sup> meeting, Virtual  
 Monday 23 November 2020, 15:00 – 18:00 Paris time

[2022-24 Investment Plan Outline](#)

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<b>Agenda Item</b>	2: One CGIAR– Matters for decision
<b>Purpose:</b>	To provide an outline for the 2022-24 Investment Plan to guide its preparation, with table of contents and CGIAR Initiative submission templates
<b>Document pathway:</b>	This document has been prepared by the System Organization, with input and review from the Executive Management Team and the Transition Program Management Unit. It builds on earlier documentation from the System Reference Group, the Funder workshop at Eschborn, and the Independent Science and Development Council (‘ISDC’) on principles for CGIAR Initiatives. The Investment Plan content proposed in the document and the CGIAR Initiative submission templates are designed to fit with the Performance and Results Management Framework that is submitted at the same time to the System Board. The CGIAR Initiative submission template has been reviewed by the ISDC.
<b>Details of the Board’s last deliberations on this matter:</b>	The System Board held an initial discussion of the proposed Investment Plan and process during an ad hoc call on 7 October 2020, during which the Board provided strategic guidance to inform its development.
<b>Requested action:</b>	For endorsement, in advance of submission to the System Council for its strategic steer.
<b>Draft decision point (if relevant):</b>	Pursuant to Article 8.1 z) of the Charter of the CGIAR System Organization, the CGIAR System Board <u>endorses</u> the outline for the 2022-24 Investment Plan for submission to the System Council for its guidance.
<b>CGIAR Risk Management Framework linkages:</b>	<p>Risk Family 1: CGIAR is no longer a front runner</p> <p>Critical Success factors:</p> <ul style="list-style-type: none"> <li>• Compelling shared research agenda reinforces Funder commitments</li> <li>• CGIAR Science is relevant and cutting edge</li> <li>• Seizing the "next important thing" gives sustainable competitive advantage</li> <li>• CGIAR's research agenda aligns with international community priorities</li> </ul> <p>Risk Family 2: CGIAR loses its central role in Agricultural Research for Development</p> <ul style="list-style-type: none"> <li>• CGIAR a desired and supportive partner</li> <li>• Research activities are well deployed and coordinated in target countries</li> </ul>

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<b>Issue date:</b>	19 November 2020
<b>Supporting documents for this meeting:</b>	SB18-02bi - Process to develop 2022-24 Investment Plan and CGIAR Initiatives
<b>Author(s):</b>	Executive Management Team
<b>Presenter(s):</b>	Claudia Sadoff, EMT Convener and Managing Director, Research Delivery and Impact

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## Outline

### CGIAR 3-Year Investment Plan 2022-24:

#### Pooling funds for science & innovation to transform food, land, water systems

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## Section 1: Purpose and scope of 2022-2024 Investment Plan

### Purpose

1. To propose a prospectus of CGIAR results and associated programming for support through pooled funding, including a proposed budget envelope and sequencing of CGIAR Initiatives within each Action Area.
2. The companion document to this 2022-24 Investment Plan, entitled Process for 2022-24 Investment Plan and CGIAR Initiatives, is vital to the understanding of this Plan and its components.

### Scope

3. The Investment Plan covers a 3-year timeframe – 2022, 2023, 2024 – coinciding with the 2022-24 business plan period, for all CGIAR Initiatives to be launched during this period.
4. While the CGIAR 2030 Research and Innovation Strategy covers all research and innovation work carried out by CGIAR, the 2022-2024 Investment Plan covers work funded through pooled funding only.
5. The Investment Plan is comprehensive for all pooled funding use.
6. Taking a prospectus approach, the Investment Plan provides a sequenced set of potential CGIAR Initiatives to be supported as funds become available during the 2022-24 business plan period.
7. In practice, the Investment Plan is dynamic; recognizing that research priorities may need to pivot in response to external events, additional concepts may be included during the 3-year timeframe, subject to System Council approval.
8. 3-year CGIAR Initiatives will be launched sequentially through the 2022-24 period, and thus many or most will run into the subsequent business plan period.
9. The Investment Plan is organized according to Action Areas, with each concept placed under a primary Action Area, which, in principle corresponds to the management unit of a Science Group.
10. A set of concepts for CGIAR Initiatives presented under each Action Area, using a common template (Annex 1).
11. All CGIAR Initiatives included in the Investment Plan will be framed in the context of the multiple wins desired under all 5 Impact Areas, will meet a common set of design principles, and will have passed through a multi-stage, stage-gated, consultative and co-designed process for identification and sequencing (see companion document Process for 2022-24 Investment Plan and CGIAR Initiatives for the full details).
12. Concepts will be developed according to overall funding target for 2022-24, expressed as a range.

13. Concepts are presented as a sequenced list per Action Area, depending on extent of funding/range.
14. The principles and processes for concept submission, development, sequencing and approval are presented in a companion document on Processes for Development of Investment Plans and CGIAR Initiatives.

## Section 2: Prospectus of proposed investments

### CGIAR level

1. Summary of CGIAR 2030 Research & Innovation Strategy
2. System-wide research & innovation priorities for the 2022-24 3-year business period
3. Overall target funding range for pooled funding
4. Tabular summary of ex ante projected benefits across 5 Impact Areas
5. Associated tabular summary of major intended results by region and at global level

### Action Area 1: Systems Transformation

1. Summary of Action Area 10-year strategy, as in CGIAR 2030 Research & Innovation Strategy
2. Action Area priorities for 3-year business cycle, based on theory of change
3. Integrated systems approach that connects and leverages proposed CGIAR Initiatives
4. Overall target funding range for pooled funding
5. Tabular summary of ex ante projected benefits across 5 Impact Areas
6. Associated tabular summary of major intended results by region and at global level
7. Summary of key partners and partnerships
8. 6-12 CGIAR Initiative concepts, in template format (Annex 1)

### Action Area 2: Resilient Agri-Food Systems

1. Summary of Action Area 10-year strategy, as in CGIAR 2030 Research & Innovation Strategy
2. Action Area priorities for 3-year business cycle, based on theory of change
3. Integrated systems approach that connects and leverages proposed CGIAR Initiatives
4. Overall target funding range for pooled funding
5. Tabular summary of ex ante projected benefits across 5 Impact Areas
6. Associated tabular summary of major intended results by region and at global level
7. Summary of key partners and partnerships
8. 6-12 CGIAR Initiative concepts, in template format (Annex 1)

### Action Area 3: Genetic Innovation

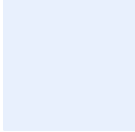
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## Annex 1. Standard format for each CGIAR Initiative concept to be presented in the Investment Plan

Note: Please see companion document 'Process for 2022-24 Investment Plan and CGIAR Initiatives' for (a) templates for pre-concepts and full proposals and (b) mapping of the template against the requirements of four sets of proposed criteria: the prioritization steps agreed by System Council at SC9, the ISDC Quality of Science for Development framework, the features of CGIAR Initiatives agreed by System Council at SC9, and the Eschborn principles.

<b>Initiative ID</b>	Automatically generated
<b>Initiative name</b>	Click or tap here to enter text.
<b>Lead contact person</b>	Click or tap here to enter text.
<b>Primary CGIAR Action Area</b>	Choose an item.
<b>Challenge statement</b>  <i>Detailed problem statement, expanding on the text on 'challenge' provided in the pre-concept, and linking to the 5 Impact Areas</i>	500 words supported by links and reference list
<b>Highlights</b>  <i>Brief note to highlight any significant choices and/or original contribution in terms of challenge, objective, results and/or activities</i>	Max 250 words
<b>Geographic focus</b>  <i>Select focus regions and countries. Multiple regions and countries were applicable can be selected.</i>	Regions Choose an item.  Countries Choose an item.
<b>Measurable objectives</b>  <i>3-year measurable (SMART) objectives</i>	500 words to include short objective statement(s) plus justification
<b>Projection of benefits</b>  <i>Ex-ante impact estimates across 5 Impact Areas using a common CGIAR tool</i>	Nutrition, health and food security: Range of figures Poverty reduction, livelihoods and jobs: Range of figures Gender equality, youth and social inclusion: Range of figures Climate adaptation and greenhouse gas reduction: Range of figures Environmental Health and biodiversity: Range of figures

<p><b>Initial theory of change</b></p> <p><i>Theory of change - Indicative mapping of activities, outputs and outcomes to 5 Impact Areas and SDG targets, situating the 3-year Initiative within a longer timeframe (e.g. 10 years) for progressive change, and noting trade-offs and synergies across Impact Areas</i></p>	 <p>Preliminary standard format diagram (delivered with common software e.g. Changeroo)</p> <p>Accompanying notes linked to work packages, and drawing on ISDC guidance on trade-offs.</p>																		
<p><b>Priority setting</b></p> <p><i>Results from and method used to set priority activities, geographies, systems, crops or other choices relevant to the Initiative</i></p>	500 words + links to analyses																		
<p><b>Work packages</b></p> <p><i>Replacing the 'activities' section of the pre-concept, concise descriptions of work packages that link science to impact pathways</i></p>	1000 words, using guidance provided to ensure both science/research and innovation/impact pathway content																		
<p><b>Key partners</b></p> <p><i>Detail on partners' roles and fit within the theory of change</i></p>	<p>Category</p> <p>Choose an item.</p>	<p>Organization name</p> <p>Choose an item.</p>	<p>Role</p> <p>Max 50 words</p>																
<p><b>Comparative advantage</b></p> <p><i>Evidence of why and how CGIAR and the partnership arrangement will deliver a unique or more cost-effective set of results compared to other credible partnerships or service providers</i></p>	250 words + supporting documentation																		
<p><b>Budget</b></p> <p><i>High-level budget by major categories</i></p>	<table border="1"> <thead> <tr> <th colspan="4">Budget template to be provided by CGIAR finance</th> </tr> <tr> <th>Work package</th> <th>Item</th> <th>Description</th> <th>Cost</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>			Budget template to be provided by CGIAR finance				Work package	Item	Description	Cost								
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