

2022-24 Investment Plan Outline

Purpose

This document sets out an outline for the 2022-24 Investment Plan to guide its preparation, with table of contents and an indication of a preliminary set of possible CGIAR Initiatives for consideration by the System Council.

It should be read in tandem with the Process to develop 2022-24 Investment Plan and CGIAR Initiatives, particularly its Annex on the template for CGIAR Initiative submissions (Annex 1).

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.

Action Requested

The System Council is requested to provide strategic guidance on whether an Investment Plan with the proposed contents will provide the depth and breadth of information that they will need to take investment decisions on the CGIAR 2022-24 portfolio of research and innovation.

Document category: May be shared without restriction

Prepared by: CGIAR's Executive Management Team

Draft Outline

CGIAR 3-Year Investment Plan 2022-24:

Pooling funds for science & innovation

to transform food, land, water systems

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Table of contents for 2022-2024 Investment Plan

Section 1: Purpose and scope

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 to develop 2022-24 Investment Plan and CGIAR Initiatives, is vital to the understanding of this Plan and its components.
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 to develop 2022-24 Investment Plan and CGIAR Initiatives for the full details).
12. CGIAR Initiatives are major, prioritized areas of investment that bring capacity from within and beyond CGIAR to bear on well-defined, major challenges. They have a budget of minimum 30 million US dollars over three years and are fully funded from pooled funding. Initiatives come with evaluable results frameworks and clear reporting of

results against investment. Initiatives may be targeted at global, regional or country levels, based on triangulation of global significance, regional relevance and investor preferences, and involving partners at all phases from design to scaling.

13. Concepts will be developed according to overall funding target for 2022-24, expressed as a range.
14. Concepts are presented as a sequenced list per Action Area, depending on extent of funding/range.
15. The principles and processes for concept submission, development, sequencing and approval are presented in a companion document on Process to develop 2022-24 Investment Plan and CGIAR Initiatives.

Section 2: Prospectus of proposed investments

CGIAR portfolio

At the CGIAR level, the Investment Plan (when finalized) will include:

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

Action Area 1: Systems Transformation

For Action Area 1, the Investment Plan (when finalized) will include:

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 Agrifood Systems

For Action Area 2, the Investment Plan (when finalized) will include:

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

For Action Area 3, the Investment Plan (when finalized) will include:

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)

Annex 1. Preliminary outputs from Interim Advisory Groups on potential CGIAR Initiatives for the 2022-24 Investment Plan

The Executive Management Team convened interim Advisory Groups (see membership below) during October 2020 to develop a preliminary, tentative set of CGIAR Initiatives for inclusion in the 2022-24 Investment Plan, for purposes of discussion with the System Board and System Council, and further development as advised by the Investment Advisory Groups to be convened from January 2021.

The interim Advisory Groups expedited priority-setting (top-down process) and elicitation of further ideas from all Directors General (bottom-up process) to identify a first set of potential CGIAR Initiative ideas. A key input to the interim Advisory Groups was a collation of major Window 3, bilateral and pooled funded research across CGIAR as well as initiatives under advanced development. The work of the interim Advisory Groups has yielded the following potential ideas for consideration, debate and refinement as this draft Investment Plan is developed.

Figure 1 provides an overview of preliminary ideas for CGIAR Initiatives across 3 Action Areas and the linked 5 Impact Area Platforms, and Figures 2-5 provide further detail on each of these.

Figure 1. Preliminary ideas of Impact Area Platforms and CGIAR Initiatives grouped by cluster and by Action Area

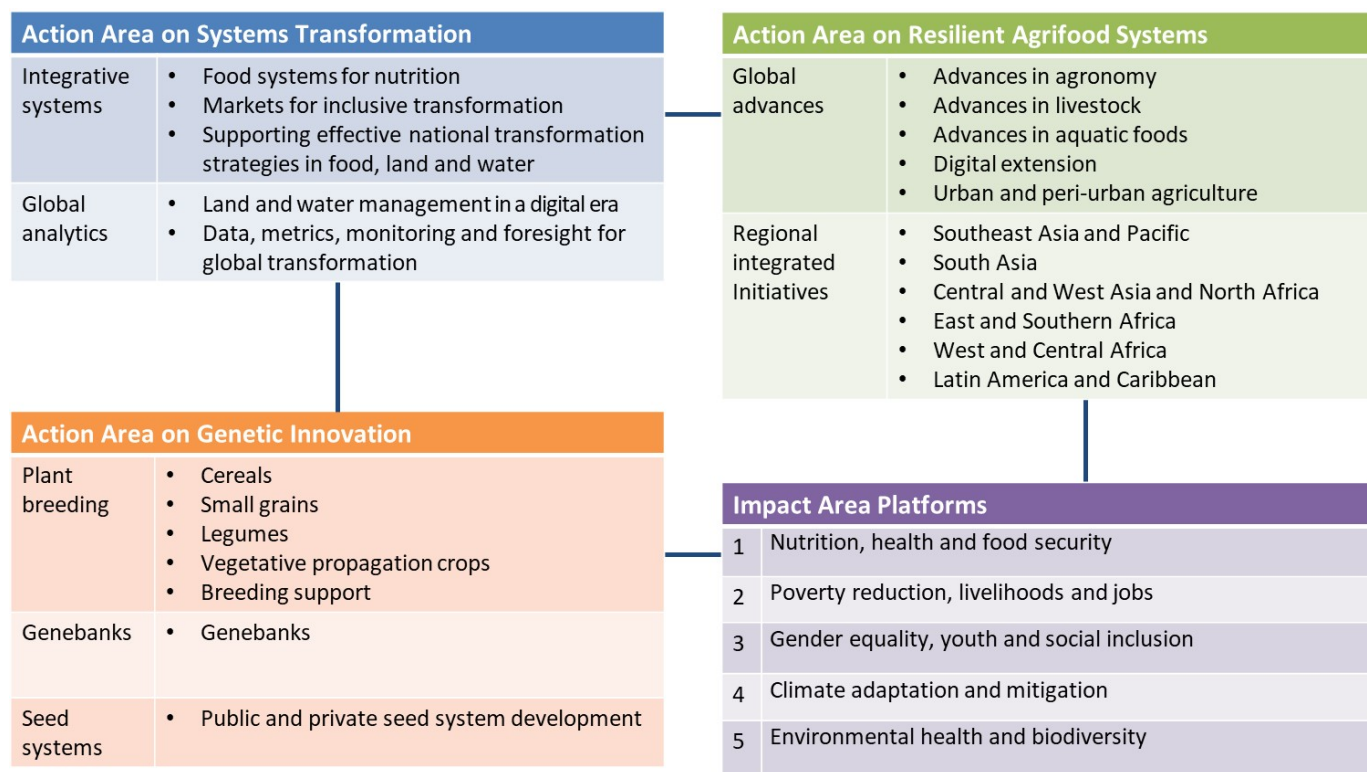


Figure 2. Preliminary ideas for CGIAR Initiatives in the Action Area on Systems Transformation

Action Area on Systems Transformation		
Cluster of initiatives	CGIAR initiatives	Preliminary outline, prior to objective-setting and priority-setting
Integrative systems	Food systems for nutrition	Analysis of consumer behaviors and choices, food environments (esp in low-income settings) and food industry to amplify signals to agricultural innovations and sectoral strategies
	Markets for inclusive transformation	Business models, industry sector-wide and cross-sectoral initiatives, enabling environments for better practice, and innovative finance – to build inclusive resilient food systems
	Supporting effective national transformation strategies in food, land and water	Social and digital innovation labs for inclusive co-design processes; circular bio-economy and agro-ecology strategies; social safety nets for rural/food economies

Global analytics	Land and water management in a digital era	Keeping food systems within planetary boundaries for biodiversity, land use, nutrient cycles, and climate; managing the water, energy, food and ecosystem/forest nexus; using coupled advances in earth observation and big data to accelerate global lesson-sharing
	Data, metrics, monitoring and foresight for global transformation	Supporting major global goals, bodies and alliances with data, metrics, monitoring and foresight in land, water and food systems

Figure 3. Proposed Impact Area Platforms, possibly to be led from the Action Area on Systems Transformation

Impact Area Platforms	
Core functions are to build internal capacity, raise external voice, advise management, drive impact pathways, support resource mobilization; plus additional specific functions for each	
Nutrition, health and food security	To include nutrition, One Health, AMR and COVID-19 platform functions
Poverty reduction, livelihoods and jobs	To include agribusiness and innovation platform function
Gender equality, youth and social inclusion	Initial focus on gender; ramp up youth elements over time
Climate adaptation and mitigation	Particular attention to engagement with global policy and finance
Environmental health and biodiversity	Globally strategic work on keeping food systems within planetary boundaries

Figure 4. Preliminary ideas for CGIAR Initiatives in the Action Area on Resilient Agrifood Systems

Action Area on Resilient Agrifood Systems		
Cluster of initiatives	CGIAR initiatives	Preliminary outline, prior to objective-setting and priority-setting
Global advances	Advances in agronomy	Accelerate learning on soil health and sustainable climate-smart crop/farm productivity; using a systems approach inclusive of plant health and ag water mgmt.
	Advances in livestock	Enhance climate-smart livestock and crop-livestock systems including dryland pastoral, One Health, livestock genetics
	Advances in aquatic foods	Integrate management in delta, coastal, marine, and inland aquaculture systems for climate-resilient multi-trophic food supply; include fish genetics
	Digital extension	Optimize use of digital tools among small-scale producers and the service providers they use (e.g. precision ag, market info, weather forecasts)
	Urban and peri-urban agriculture	Harness the power of nutrient-rich and high-value horticultural crops and diverse protein-rich foods (e.g. insects) for urban nutrition and producer livelihoods
Regional integrated Initiatives	Southeast Asia and Pacific	3 key features: demand-led, specificity in objectives (not trying to solve all problems in the region), focus on climate risk mgmt. Build on: existing successful regional initiatives (e.g. CSISA, MasAgro), Two Degree Initiative design & consultations, Dry Arc
	South Asia	
	Central and West Asia and North Africa	
	East and Southern Africa	
	West and Central Africa	
	Latin America and Caribbean	

Figure 5. Preliminary ideas for CGIAR Initiatives in the Action Area on Genetic Innovation

Action Area on Genetic Innovation		
Cluster of initiatives	CGIAR initiatives	Preliminary outline, prior to objective-setting and priority-setting
Plant breeding	Cereals	Common management of all plant breeding to deliver genetic gains across 5 Impact Areas and to accelerate on-farm varietal turnover; focus on product profiles, breeding pipelines, capdev; build on successful approaches in biofortification and resilience traits
	Small grains	
	Legumes	
	Vegetative propagation crops	
	Breeding support	
Genebanks	Genebanks	Common management of genebanks, genetic health units, policy unit, regional distribution hubs, and data mgmt to provide state-of-the-art conservation of biodiversity, pre-breeding functions, distribution and use
Seed systems	Public and private seed system development	Collaborative business models to stimulate demand (e.g. for climate-resilient traits), enhance access and affordability, resolve regulatory/trade bottlenecks, include farmer-based seed mgmt

Possible fast-track initiatives

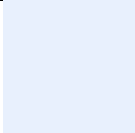
While continuing to develop the set of Initiatives for the 2022-24 Investment Plan, it is envisaged that some of the proposed Initiatives must be developed in time for a January 2022 start. These will need to be given a green light in January 2021 to progress to concept and full proposal development in time for ISDC-led independent review and System Council approval ahead of a potential January 2022 start date. (for non-fast-track Initiatives, 3-page concepts will be ready in time for the Investment Plan, but development of full proposals may be completed over longer period of time, and subject to sequencing). The EMT proposes to identify the set of fast-track Initiatives through consultations including with System Council Funders.

Membership of interim Advisory Groups (October 2020)

	Systems Transformation	Resilient Agrifood Systems	Genetic Innovation
System Council Representatives	Michel Bernhardt	Robert Bertram	Tony Cavalieri
	Guy Faure	Michel Evequoz	Wijnand van Ijssel
System Board Members	Shenggen Fan	Patrick Caron	Ismahane Elouafi
	Alice Ruhweza	Alyssa-Jade McDonald-Baertl	Neal Gutterson
Directors General	Juan-Lucas Restrepo	Gareth Johnstone	Harold Roy-Macauley
	Johan Swinnen	Sanginga Nteranya	Barbara Wells
Chair	Claudia Sadoff	Claudia Sadoff	Claudia Sadoff

Annex 2. 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.

Initiative ID	Automatically generated
Initiative name	Click or tap here to enter text.
Lead contact person	Click or tap here to enter text.
Primary CGIAR Action Area	Choose an item.
Challenge statement <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
Highlights <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
Geographic focus <i>Select focus regions and countries. Multiple regions and countries were applicable can be selected.</i>	Regions Choose an item. Countries Choose an item.
Measurable objectives <i>3-year measurable (SMART) objectives</i>	500 words to include short objective statement(s) plus justification
Projection of benefits <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
Initial theory of change <i>Theory of change - Indicative mapping of activities, outputs and outcomes to 5 Impact Areas and SDG targets, situating the 3-year</i>	 Preliminary standard format diagram (delivered with common software e.g. Changeroo)

<p><i>Initiative within a longer timeframe (e.g. 10 years) for progressive change, and noting trade-offs and synergies across Impact Areas</i></p>	<p>Accompanying notes linked to work packages, and drawing on ISDC guidance on trade-offs.</p>																			
<p>Priority setting</p> <p><i>Results from and method used to set priority activities, geographies, systems, crops or other choices relevant to the Initiative</i></p>	<p>500 words + links to analyses</p>																			
<p>Work packages</p> <p><i>Replacing the 'activities' section of the pre-concept, concise descriptions of work packages that link science to impact pathways</i></p>	<p>1000 words, using guidance provided to ensure both science/research and innovation/impact pathway content</p>																			
<p>Key partners</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>Comparative advantage</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>	<p>250 words + supporting documentation</p>																			
<p>Budget</p> <p><i>High-level budget by major categories</i></p>	<table border="1"> <tr> <td colspan="4" data-bbox="735 1234 1421 1272">Budget template to be provided by CGIAR finance</td> </tr> <tr> <td data-bbox="735 1272 951 1310">Work package</td> <td data-bbox="951 1272 1084 1310">Item</td> <td data-bbox="1084 1272 1276 1310">Description</td> <td data-bbox="1276 1272 1421 1310">Cost</td> </tr> <tr> <td data-bbox="735 1310 951 1348"></td> <td data-bbox="951 1310 1084 1348"></td> <td data-bbox="1084 1310 1276 1348"></td> <td data-bbox="1276 1310 1421 1348"></td> </tr> <tr> <td data-bbox="735 1348 951 1388"></td> <td data-bbox="951 1348 1084 1388"></td> <td data-bbox="1084 1348 1276 1388"></td> <td data-bbox="1276 1348 1421 1388"></td> </tr> </table>				Budget template to be provided by CGIAR finance				Work package	Item	Description	Cost								
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