

CGIAR System Board  
 19<sup>th</sup> meeting, Virtual  
 28-29 January 2021

Development of 2022-24 Investment Plan and CGIAR Initiatives

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<b>Agenda Item</b>	2: Development of 2022-24 Investment Plan and CGIAR Initiatives
<b>Purpose:</b>	This material provides: <ol style="list-style-type: none"> <li>i. Status update on formation of interim IAGs</li> <li>ii. Investment Plan timeline - highlighting Board decision point</li> <li>iii. Risks to meeting the required timeline for delivery</li> <li>iv. Request for strategic guidance from the System Board</li> </ol>
<b>Document Pathway:</b>	This slide deck was developed for the purposes of the 19th System Board meeting, drawing on process documents last reviewed by the System Board in November 2020.
<b>Details of the Board’s last deliberations on this matter:</b>	In November 2020 the Board was consulted for strategic guidance ahead of System Council approval of the 2022-24 Investment Plan outline and process. Board members discussed briefly, and did not raise any objection to the proposed outline or process.
<b>Requested action:</b>	The Board is requested to provide strategic guidance on risk management around adjustments to the 2022-24 Investment Plan, as set out on the final slide of this material.
<b>Draft decision point (if relevant):</b>	N/A
<b>CGIAR Risk Management Framework linkages:</b>	Critical Success factors linked to CGIAR’s Risk Families <ol style="list-style-type: none"> <li>1. Compelling shared research agenda reinforces Funder commitments</li> <li>2. CGIAR Science is relevant and cutting edge</li> <li>3. Seizing the "next important thing" gives sustainable competitive advantage</li> <li>4. CGIAR's research agenda aligns with international community priorities</li> <li>5. Intellectual assets produced by CGIAR are managed innovatively and leveraged by the scientific and development communities</li> </ol>
<b>Issue date:</b>	25 January 2021
<b>Author(s):</b>	Executive Management Team
<b>Presenter(s):</b>	Claudia Sadoff



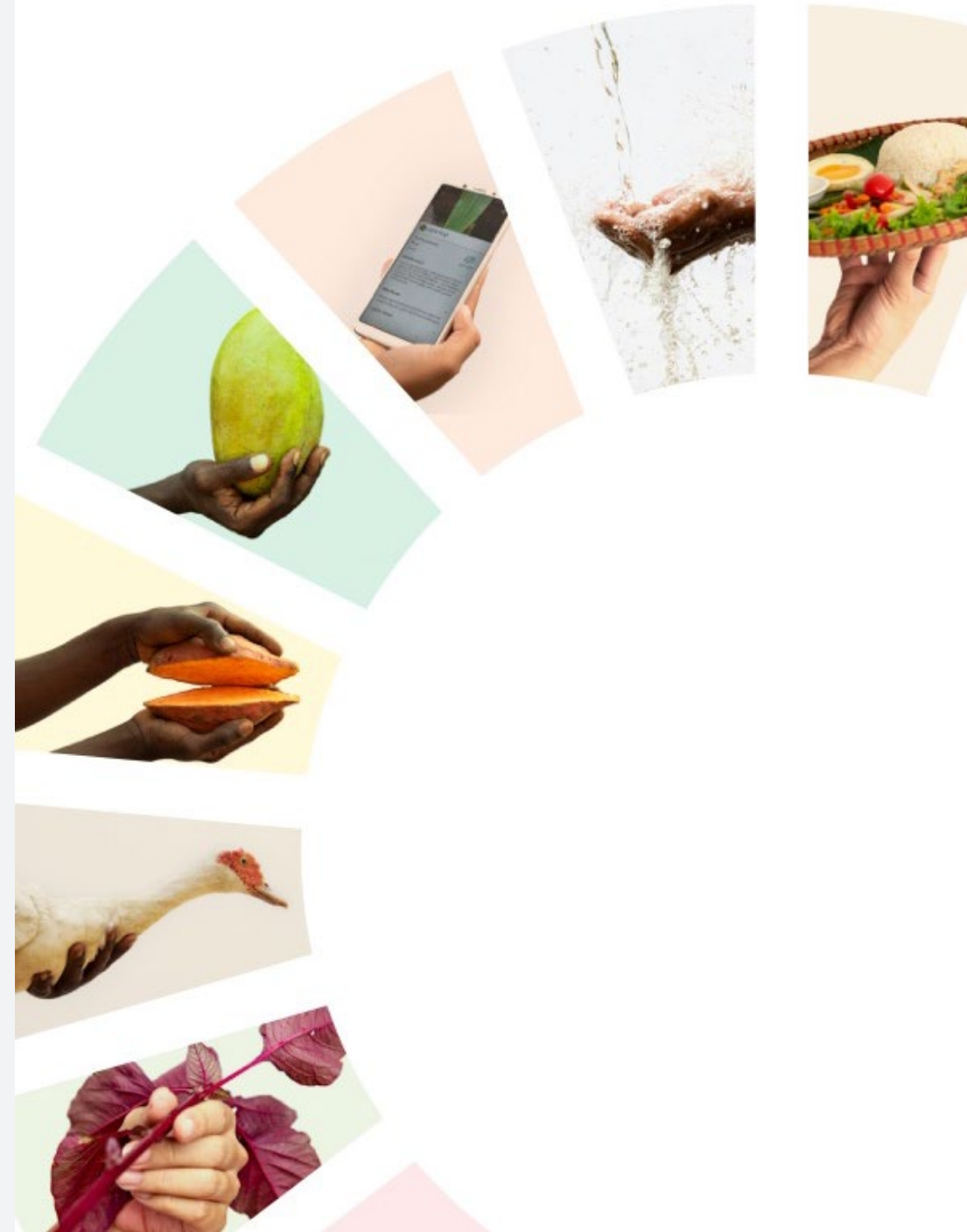
Agenda Item 2  
SB19-02  
For strategic guidance  
Issued: 25 January 2021

## Update on development of 2022-24 Investment Plan & CGIAR Initiatives for strategic guidance

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Purpose: This material provides:

- i. Status update on formation of interim Investment Advisory Groups
- ii. Investment Plan timeline - highlighting Board decision point
- iii. Risks to meeting the required timeline for delivery
- iv. Request for strategic guidance from the System Board



## i. Status update on formation of interim Investment Advisory Groups (IAGs)

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22 December 2020 –  
15 January 2021

Request open to System Council members to self-nominate in categories of funders (3 per IAG) and regional / developing country representatives (2 per IAG) and to recommend external subject matter experts (2 per IAG)

**Based on nominations received and rich inputs provided, the EMT has proposed the following composition:**

4 System Council funders: Exactly 12 funders came forward to self-nominate, hence choice to include all 12, distributed evenly across the 3 IAGs. Funder/non-funder balance through (a) equal funder/non-funder membership (b) Chair provides non-funder majority (c) ISDC as an extra assurance (see below) (d) additional non-funder inputs via call-in resource persons

2 System Council regional representatives: in line with original proposal

2 external subject matter experts: in line with original proposal

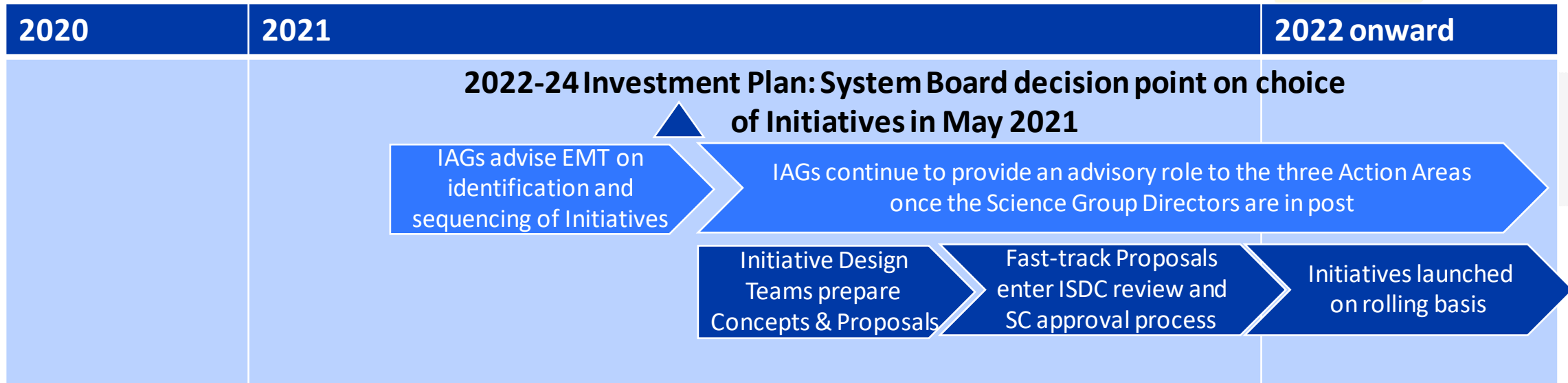
At date of issue of this paper:

The System Council has been requested to approve proposed IAG members (with approval expected by 5 February)

Next steps:

Technical Teams (2 senior scientists per IAG) to be in place in advance (nomination process already complete); first meetings of IAGs by mid-February

## ii. Investment Plan timeline - highlighting Board decision point



- The Investment Plan in June 2021 will identify and sequence a **prospectus of concepts for up to 36 CGIAR Initiatives** eligible for rolling development, approval and 3-year funding
- A sub-set of **5-10 fast-track Initiatives** will be identified for full proposal development in time for approval in 2021 to launch in early 2022

### iii. Risks to meeting the required timeline for delivery (1)

As a long-term strategic priority, EMT has invested extra care and time on System Council processes to establish IAG composition to **provide comfort to multiple Funder perspectives** on good process for Investment Plan (identification of CGIAR Initiatives).

**The time investment has pushed CGIAR across a frontier** – no longer in the position to provide a 2022-24 Investment Plan by May 2021 to the level of detail specified in the November 2020 System Council outline ([document SC11-04a](#)).

**There is a trade-off between time and detail.** EMT proposes a simplified format for the initial Investment Plan (set out on the following slides), rather than an extension in timeframe for delivery of the 2022-24 Investment Plan.

### iii. Risks to meeting the required timeline for delivery (2)

Specifically, the EMT proposes that by May 2021, the IAGs and EMT have:

- (a) identified the set of Initiatives to include in the Investment Plan, subject to System Board approval;
- (b) sequenced these into two initial categories, fast-track and normal-track;
- (c) proposed and commissioned Initiative Design Team leaders and deputies; and
- (d) prepared an initial Investment Plan that provides a basic level of detail on each Initiative (i.e. using the ‘pre-concept’ template in SC11-04a, with more detail to follow as concepts and full proposals are developed going forward).

## Key adjustments to Investment Plan table of contents (in blue)

### At CGIAR level

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**  
– full exercise not feasible in time frame; more generic estimates within budget envelope may be possible
4. Associated tabular summary of **major intended results** by region and at global level – general description

### At Action Area level

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 – general description not explicitly linked to Initiatives
4. Overall **target funding range** for pooled funding
5. Tabular summary of ex ante **projected benefits across 5 Impact Areas** – full exercise not feasible in time frame; more generic estimates within budget envelopes at Action Area may be possible
6. Associated tabular summary of **major intended results** by region and at global level – indicative only
7. Summary of **key partners and partnerships** – indicative only
8. **6-12 CGIAR Initiative concepts**, in template format (Annex 1) – feasible at lower level of detail (one-page narrative descriptions, using the ‘pre-concept’ template)

## iv. Strategic guidance sought from the Board

Noting that the Investment Plan adjustments involve both:

- **Pros:** timely delivery of prospectus of CGIAR Initiatives with respect to most Funder decision cycles; and
- **Cons:** less detailed information in Investment Plan, with possible impacts on Board and Council decision-making and on fund-raising product

The Board is asked to provide strategic guidance on whether we commit to the agreed timeframe of delivery of the Investment Plan towards the likely early June meeting of the System Council – with the acceptance that this will mean less information available, both for the Board decision to approve the set of Initiatives in the Investment Plan, and for the subsequent System Council decision to approve the Investment Plan as a package.