6. Update on Process to develop 2022-2024 Investment Plan & CGIAR Initiatives

**Items:**
Update on process to develop 2022-2024 Investment Plan and CGIAR Initiatives
Presented by: Claudia Sadoff, EMT Convener, and Managing Director, Research Delivery & Impact

**Documents:**
SC12-04: Update on Process to develop 2022-2024 Investment Plan & CGIAR Initiatives
The Investment Plan is the vehicle to deliver the 2030 Research and Innovation Strategy

...and is organized by Action Area

- **Systems Transformation**
  - Food systems driving sustainable land and water use, living within planetary boundaries, livelihoods, gender equality, healthy diets and management of climate risks

- **Resilient Agrifood Systems**
  - Farming and food supply for healthy and safe diets, decent livelihoods, gender equality and youth inclusion, climate solutions and environmental stewardship

- **Genetic Innovation**
  - Genebanks, crop breeding and seed systems to underpin rapid adaptation of food and farms to meet goals for poverty reduction, gender equality, nutrition, climate and environment
2022-24 Investment Plan outline

The Investment Plan will include:

At CGIAR level:
• Theory of Change
• System-wide research & innovation priorities for the 2022-24 3-year business period, linked to 2030 Strategy
• Overall target funding range for pooled funding
• Associated tabular summary of major intended results by region and at global level for pooled funding

At Action Area level:
• Theory of change
• Priorities for 3-year business cycle
• Integrated systems approach that connects and leverages proposed CGIAR Initiatives
• Overall target funding range for pooled funding
• Summary of projected benefits across 5 Impact Areas and regions
• Summary of key partners and partnerships
• 6-12 CGIAR Initiative pre-concepts, in common format

At Initiative level:
• Theory of change
• Standard template for Initiative description
### Process and timeline for Investment Plan

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<thead>
<tr>
<th>2020</th>
<th>2021</th>
<th>2022 onward</th>
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#### 2022-24 Investment Plan in May 2021, for June 2021 System Council Meeting

- **IAGs advise EMT on identification and sequencing of Initiatives**
  - Identification of Initiative Design Team leads
  - Each IAG Technical Teams prepare Action Area sections of Investment Plan

- **...which informs Investment Plan**
  - IAGs continue to provide an advisory role to the three Action Areas once the Science Group Directors are in post

- **Fast-track Initiative Design Teams prepare Concepts & full Proposals**
  - Fast-track Proposals enter ISDC review and SC approval process
  - Initiatives launch on rolling basis

- **...non-Fast Track Initiative Design Teams prepare Concepts, Proposals and move to implementation on a rolling basis**

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- The Investment Plan 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 fast-track Initiatives** among the 36 will be sequenced for full proposal development in time for possible approval by System Council in 2021 to launch in early 2022.
## Composition and List of Investment Advisory Groups (IAG) members

<table>
<thead>
<tr>
<th>System Council Funder</th>
<th>Systems Transformation</th>
<th>Resilient Agri-food Systems</th>
<th>Genetic Innovation</th>
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<tbody>
<tr>
<td>Canada (Nikita Eriksen-Hamel)</td>
<td>Sweden (AnnaKarin Norling)</td>
<td>BMGF (Tony Cavalieri/Gary Atlin)</td>
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<tr>
<td>EC (Christophe Larose)</td>
<td>Switzerland (Michel Evequoz)</td>
<td>Germany (Michel Bernhardt/Stefan Kachelriess-Matthess)</td>
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<td>France (Bernard Hubert)</td>
<td>UK (Alan Tollervey)</td>
<td>Japan (Masa Iwanaga)</td>
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<td>World Bank (Mark Cackler)</td>
<td>US (Rob Bertram/Jerry Glover)</td>
<td>Netherlands (Wijnand van Ijssel)</td>
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<td>Brazil (Pedro Machado)</td>
<td>India (SK Choudhari)</td>
<td>China (Liu Luxiang)</td>
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<td>AfDB (Martin Fregene)</td>
<td>Sub-Saharan Africa (Garba Sharubutu)</td>
<td>Turkey (Nevzat Birişik)</td>
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<td>Willis Oluoch-Kosura</td>
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<td>Nora Lapitan</td>
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<td>Nighisty Ghezae</td>
<td>Sunetha Kadiyaya</td>
<td>Lesley Torrance</td>
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<td>Chris Barrett</td>
<td>Andrew Ash</td>
<td>Holger Meinke</td>
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* A representative from Australia will also participate in the IAG process as a SC Funder

**to be replaced, original nominee declined invitation
Triangulation principle to guide identification and sequencing of Initiatives

Evidence base / Global significance

CGIAR assets & skills

Stakeholder demand / Regional relevance

Delivers multiple benefits (5 impact areas), meets design requirements

Investor preferences
Three steps taken towards the list of Initiatives for identification and sequencing by IAGs

Systematizing and narrowing down from the initial long initial list of submitted Initiative ideas

A. **Long list of ideas** from:
   (i) Existing W3, bilateral, pooled funding and advanced design initiatives; (ii) Regional integrated initiatives; (iii) Further suggestions from interim Advisory Groups; and (iv) Further suggestions from DGs

B. Similar/identical ideas **grouped into Initiatives**, with information on global and regional significance added

C. **Initiatives identified and sequenced** by Action Area based on triangulation
February IAG ‘sprint’ and IAG decisions

11 Feb
1st IAG session:
• Review and confirm the workplan towards the Investment Plan
• Start the ‘triangulation’ process to identify Initiatives

Week of 15 Feb
2nd IAG session:
• Identify up to 10 CGIAR Initiatives per Action Area

Week of 22 Feb
3rd IAG session
• Confirm the set of Initiatives for the Investment Plan and identify IDT Lead and Deputy

5 March
All-IAGs session:
• Discuss synergies, overlaps and gaps across Action Areas
• Relationship between regional integrated Initiatives and global thematic Initiatives

8 March - April
4th IAG session
• Guidance to Initiative Design Teams (IDTs) on Initiative design
• Guidance on preparation of Investment Plan
Key advice from Systems Transformation IAG

Priority setting

• Demand-orientation must be strong

• Expressed priorities: agroecology, natural ecosystem services & biodiversity, nutrition, jobs & livelihoods for COVID recovery, trade, markets, climate change, non-climate related systemic shocks (e.g., COVID), co-development and dissemination of gender-responsive technologies, tools and livelihoods

Portfolio

• Interconnected food, land and water research

• Improving human welfare and resilience sustainably

• Proposed initiatives link to initiatives in other Action Areas, and to Regional Integrated Initiatives

• Ability to leverage additional private-sector funding at scale
Key advice from Resilient Agrifood Systems IAG

**Priority setting**

- Reorientation to a regional focus: put the Regional Integrated Initiatives at the center and build from there
- Informed by demand-orientation through strong consultation with diverse stakeholders
- Climate cannot be the only entry point – need to consider all impact areas

**Portfolio**

- Portfolio should be more than the sum of the parts
- Need to recognize diversity of farming/production systems
- Need to emphasize synergies and trade-offs
- People dimension should be emphasized and resilience more visible
Key advice from Genetic Innovation IAG

Priority setting

- Breeding initiatives should be guided by Crops to End Hunger (CtEH)/ Eschborn principles for priority setting
- Clearly defined product profiles, modernization of breeding programs, partnerships with the NARS, clear metrics and delivery across five CGIAR impact areas
- Strong social science capacity is required

Portfolio

- Strongly interlinked initiatives, from germplasm banks to making genetic gains available in farmers' fields
- Priority setting, Market Intelligence and Product Profiling should be a separate function/initiative rather than a module within another initiative

Genebanks, crop breeding and seed systems to underpin rapid adaptation of food and farms to meet goals for poverty reduction, gender equality, nutrition, climate and environment
The Investment Plan will present a sharply-defined, ambitious and impactful portfolio of CGIAR Initiatives. The Initiatives will be:

1. Demand-driven:
   Responding to the current and future priorities of users, partners and key stakeholders, and targeted to specific geographies.

2. Rigorous and coherent:
   3-year SMART objectives and theories of change; fully funded from pooled funding – not buckets of related projects.

3. Systems-oriented and integrated:
   Driving benefits across multiple Impact Areas simultaneously, while leveraging synergies and managing tradeoffs.

4. Accountable:
   Evaluable results frameworks and clear reporting of results against investment. Stage-gated performance management.

5. Focused on innovation and scaling:
   Research addresses real challenges and is fully integrated into partnerships and innovation systems to achieve scale.
From plot/animal to farm/community to regional and global scale

**THEMATIC LEVEL** (COMPONENTS OF SYSTEMS)

**FOOD, LAND & WATER SYSTEMS LEVEL**

**REGIONAL INTEGRATED INITIATIVES**

**FARMING SYSTEMS LEVEL**

**SET OF ~8 INTERCONNECTED SYSTEMS TRANSFORMATION INITIATIVES**

**SET OF ~6 GLOBAL RESILIENT AGRIFOOD SYSTEMS LEVEL**

**SET OF ~6 GLOBAL THEMATIC INITIATIVES ON COMPONENTS OF RESILIENT AGRIFOOD SYSTEMS**

**SET OF ~6 INTERCONNECTED GENETIC INNOVATION INITIATIVES**

Up to 36 Initiative ideas to be identified and sequenced within the initial 2022-24 Investment Plan