

## CGIAR Advisory Services 2022-2024 Workplan Budget

### Purpose

As relevant to the Terms of Reference of the CGIAR Advisory Services Shared Secretariat, Independent Science for Development Council (ISDC), and Standing Panel on Impact Assessment (SPIA), this document sets out a 2022-2024 work plan and budget. The One CGIAR structural, strategic and programmatic reform anchors the plan. The 2021 work plan and budget herewith presented has benefited from vetting and priority setting with SIMEC. The planning benefitted from extensive and broad consultation within CGIAR. The multiyear plan provides a high-level overview; annually, CAS will specify activities and outputs per functional area. As such, the enclosure provides relatively greater detail for 2022 activities.

### Action Requested

The System Council is invited to review, and if thought appropriate, approve the CGIAR Advisory Services 2022-2024 Workplan & Budget.

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Prepared by: CGIAR Advisory Services Shared Secretariat in close coordination with Chairs, ISDC and SPIA, and SIMEC



# CGIAR Advisory Services: Proposed 2022-24 Workplan

## Introduction

The CGIAR Advisory Services (CAS) comprise three independent advisory functions:

- Independent Science for Development Council (ISDC)
- Standing Panel on Impact Assessment (SPIA)
- Independent Evaluation (n.b. Evaluation function operates under CAS Shared Secretariat)

Together, CAS provides external, impartial, and expert advice on strategy and positioning, evaluation, and impact assessment. CAS activities gather and generate evidence for decision-makers at all levels of the System. CAS Shared Secretariat facilitates and supports these independent advisory functions.

November 2021

The CGIAR Advisory Services (CAS) 2022-2024 workplan aligns with CAS Terms of Reference (TORs) and Operating Principles. The One CGIAR structural, strategic and programmatic reform anchors the plan. The planning benefitted from extensive and broad consultation within CGIAR. The multiyear plan provides a high-level overview; annually, CAS will specify activities and outputs per functional area, and this plan provides relatively greater detail for 2022 activities. Exhibit 1 presents budgets by functional objective.

## 1 ISDC

ISDC formulated a multi-year vision that concentrates on delivering its terms of reference, namely, to support System Council and the CGIAR system as a whole, to launch successfully the 2030 Research and Innovation strategy. This plan presents buckets of ISDC activities, with high-level statements of outputs over three years.

**Initiative development and execution** – input or reviews requested by System Council of One CGIAR Initiatives (output: reporting, reviews, evidence-driven external advice to stage-gating in 2024 drawing on, e.g., expert knowledge, evaluation evidence). 2022 will see the external review of 13 initiatives (second wave) delivered to System Council.

**Commissioned studies** – setup and design of end-user focused studies to meet the developing advisory needs of One CGIAR (output: TBD [i.e., technical notes, briefs, etc.]). The year 2022 will see the commissioning of studies to support CGIAR work articulating comparative advantage and innovation topics.

**Innovation Science for Development Forum Series** – planning and holding of a Science Forum that will build on the innovation 2022 commissioned study topics (e.g., culture and capacity, trade-off analysis, and inclusion) and be formulated as System Council meeting side-events (output: Science Forum series 2022-24). The first in the series is envisaged November/December 2022.

**Semi-annual ISDC meetings & System Council Consultation** – agendas and System Council engagements geared towards developing advice

pertinent to One CGIAR (outputs: advice prepared for, e.g., SC15 & 16).

**One CGIAR support** – in keeping with adaptive management and codesign principles, science for development advice provided for arising needs

**ISDC advisory products** – translation materials to make advice more accessible, including video or audio content, briefs and infographics.

## 2 SPIA

In 2022, SPIA will start the second business cycle of the 6-year workplan approved at the 7<sup>th</sup> meeting of System Council (Nov 2018). By redistributing funds of the first business cycle (2019-2021) not used due to the global pandemic and assuring resources for continuity, SPIA will deliver all planned outputs and outcomes.

System Council potential new asks may lead to a new 6-year workplan with the initial business cycle overlapping with the second business cycle of the current workplan (See Exhibit 2). While any new asks remain to be discussed and defined, for financial planning purposes only, this document presents the activities planned for the 2022-2024 business cycle of the current workplan and a tentative indication of what could be expected if new asks to SPIA would trigger a new 6-year workplan.

**Objective 1 Support CGIAR' strong commitment to embed a culture of Impact Assessment into the System.**

- Support One CGIAR initiatives to design rigorous impact assessment studies and to identify opportunities to contribute to long-term, large-scale impact studies of CGIAR research
- Guide new impact assessment methods development and broader use for causal impact assessment studies to generate rigorous evidence of CGIAR impacts
- Webinars targeted to IA researchers, to support the design of rigorous studies
- Support early career CGIAR IA researchers and graduate students to work with external impact

- assessment experts in rigorous studies and to conduct new analysis of data from SPIA studies
- Engage One CGIAR research leaders in a broader use of IA results and reach new, relevant audiences to share evidence and methods
- Convene One CGIAR stakeholders to share evidence and reflect on how to strengthen IA capacity and improve the use of IA evidence
- Publish guidance documents on methodological advances for IA in One CGIAR

New asks to SPIA that could be part of a new 6-year workplan, could be expanded support and advice to One CGIAR initiatives beyond the proposal stage and to IA at the System level.

### **Objective 2 Expand and deepen evidence of impact of CGIAR research investments**

- Support the completion of the current portfolio of accountability, learning and methods development studies to generate independent evidence of CGIAR impacts
- Facilitate partnerships between CGIAR researchers and external IA experts to design rigorous IA studies and exploit dissemination data of CGIAR innovations and tracing of CGIAR policy engagements for long-term large-scale studies (reinforcing Objective 1 capacity strengthening)
- Publish synthesis of research findings from accountability and learning studies

New asks to SPIA under a new 6-year workplan, could include expanding the portfolio of studies to assure a continued flow of independent impact evidence of One CGIAR impacts, including synergies and trade-offs between 5 impact areas, beyond 2024.

### **Objective 3 Improve and institutionalize collection of data on diffusion and use of CGIAR innovations in national data systems**

- Provide independent evidence of the reach of CGIAR innovations and policy influences in Uganda, Vietnam and Bangladesh, and complete a panel data collection for Ethiopia to demonstrate dynamic changes of CGIAR reach in this country (while down-scaling SPIA participation).
- Identify different models to engage statistical agencies, external partners and CGIAR stakeholders to institutionalize data collection of agricultural innovations at national level
- Facilitate the use of new methods and metrics to improve the documentation of reach and impacts of CGIAR innovations and policy engagements at national level

Under a possible new 6-year workplan, SPIA could expand the independent estimates of reach to additional countries. SPIA suggests discussing with System Council its strategically-driven demands, for instance focusing on One CGIAR priority countries, as soon as these can be

identified from the full set of initiative or related One CGIAR planning, in alignment with and support of the system's country and regional strategies.

## **3 Evaluation function**

The CAS/Evaluation function has developed a multi-year plan in close consultation with CGIAR stakeholder groups, to deliver and support process and performance evaluation that will bolster One CGIAR strategy implementation.

The plan is divided among four major buckets of work: (i) External evaluative activities; (ii) Strengthen capacity and sensitize on evaluation topics; (iii) Engagements to enhance uptake of evaluative evidence; and (iv) Evaluation knowledge management.

**1. External evaluative activities** – The multi-year vision is to support an 'evaluable' CGIAR portfolio. The first year, 2022, will concentrate on establishing systems and baselining. External evaluation engagements are conducted by diverse teams of experts drawn from the CAS/Secretariate expert roster.

- Study on fit-for-purpose to needs of independent evaluation of Performance Results Management System information products
- Validation of reported CGIAR outcomes during the previous strategy period, to support a general CGIAR effort of baselining as a new strategy period is launched
- Scoping the evaluability of Gender equality, youth and social inclusion platform/GDI (designing & piloting a joint assurance approach w/ internal audit)

In outyears (2023, 2024), Evaluation function will deliver

- Evaluability and scoping studies (2) of Regional Initiatives
- Two process evaluations in 2023 (1) the Gender [equality youth and social inclusion] & GDI practice + (2) Conservation & use of genetic resources initiative (i.e., these dovetail with ongoing platform work); and 10 strategically sampled initiative process evaluations in 2024
- Quality Assurance of a further up to 10 initiative-commissioned evaluations, dependent on CGIAR plans and resources directed to initiative-communication evaluations
- Pilot real-time/development evaluative engagement of one initiative
- Preparation review towards MOPAN (tentatively 2023; date to be determined based on timing of next MOPAN), and one Management & Governance (M&G) assessment (in 2024; n.b. last external M&G review in 2014)

### **2. Sensitization and capacity strengthening (CS)** –

Support excellence across a CGIAR-wide evaluation practice through CS directed towards process and performance evaluation topics.

- Engagement and capacity strengthening (CS) around revised CGIAR Evaluation Framework and Policy
- Revision/development of up-to-date guidance (2-5 new guidelines), including Evaluation of Quality of

Science; Evaluability Assessment; Evaluation Knowledge Management; Evaluating Gender, Diversity and Inclusion in the AR4D context; and Theory of Change in Process Evaluation. Targeted development and release in 2022 and 2023.

- 2024 will be directed towards next cycle planning, including an evaluative-evidence gap mapping, engagement in a review of CGIAR Evaluation function (5-year cycle), and guidance on enhancing Evaluation and Learning in next business cycle of the pooled funding proposals.

### 3. Engaging with One CGIAR to enhance uptake of evaluative evidence

– The third bucket of Evaluation function work will be directed to uptake and use of evaluations. This will entail coordination with CGIAR Monitoring, Evaluation and Learning practitioners, Project Coordination and Portfolio Performance Units in the Research and Impact Division, and partnering with Internal Audit and Risk Management functions to crystallize a joint assurance approach. Specific outputs will also include:

- Tailor evaluative materials to CGIAR governance, management and initiative leadership audiences of One CGIAR, and to ISDC as one target audience
- Furnish evaluative evidence generated through CAS-commissioned evaluations in formats that support portfolio management and review

### 4. Management and Translation of Evaluative Knowledge

- Enhance and adaptively manage CAS knowledge management (KM)/ learning system for uptake of evaluative evidence in support of internal and external facing key events, governance convenings, and learning opportunities in CGIAR
- As CGIAR's evaluation of Quality of Science guideline is released, position CGIAR's global know-how on evaluating QoS
- Furnish early evaluative evidence about One CGIAR portfolio (from 10 evaluations of initiatives, 10 QA-ed evaluations, 1 Mgt & Gov assessment) in 2024
- Steer and coordinate with the EvalForward community of practice (CoP) (a CoP that convenes the evaluation offices of Rome-based Agencies of the UN and CGIAR with national Ministries of Agriculture and NARS) on up to 10 joint publications, events, and collaborations

## 4 CAS Secretariat

CGIAR Advisory Services Shared Secretariat (CAS Secretariat) facilitates and supports the above-mentioned independent advisory functions. Consequently, the CAS Secretariat workplan concentrates on operational support activities that foster the outputs of ISDC, SPIA and Evaluation function, as above described.

Continuous improvement to programmatic and financial management and transparency is central to CAS Secretariat *modus operandi*, as is adaptive management.

Underpinning support to the CAS functions includes centralized efforts to:

**Guide CAS planning and monitoring** – Execute out-year workplan adjustments, monitoring, and annual and *ad hoc* reporting for the 2022-2024 business cycle.

**Optimize uptake of advice and evaluative evidence** – Continue to optimize channels for an overarching nuanced, demand-driven communications and KM delivery, complementing function-specific knowledge and communication products detailed herein, and supporting the CAS TORs and operating principles. The budget plan implies assuming an additional resource personnel for analytical and processing support for generating and sharing evaluative evidence.

**Consolidate selected, joint CAS advice and evidence for One CGIAR Governance** – where appropriate, as CGIAR continues to evolve.

**Linkages** – Reinforce and build bridges within One CGIAR; with like-minded partners when relevant to CAS mandates; and, among CAS functions for facilitated knowledge sharing to ensure harmonized advice.

**Systems and procedures improved continuously for efficient and effective operations** – Place emphasis on maintenance of an ample and highly qualified expert roster; conflict of interest procedures and tracking system; performance metrics against the CAS Secretariat Balanced Scorecard and Key Performance Indicators, and similar business systems.

## 5 Budget Request

**Table 1. Summary Budget (Refer to Exhibit 1)**

'000 USD

CAS Functions	2022	2023	2024	MYP
ISDC	1,017	905	1,189	3,111
SPIA*	3,898	2,892	1,678	8,468
EVALUATION	840	1,483	2,182	4,505
SECRETARIAT	1,906	2,168	2,233	6,306
<b>TOTAL</b>	<b>7,661</b>	<b>7,448</b>	<b>7,282</b>	<b>22,390</b>

\* this budget implies SPIA activities only per plan approved at 7<sup>th</sup> meeting of System Council; see Exhibit 2, related to potential, eventual new asks to SPIA



**Exhibit 1: CGIAR Advisory Services 2022-24 Working Budget by Functional Objective**

'000 USD	2022	2023	2024	3-Y
<b>ISDC*</b>				
ISDC 1_ Initiative & Portfolio Reviews	128	0	315	443
ISDC 2_ Generating Advice: Commissioned Studies	35	50	20	105
ISDC 3_ Innovation R4D Forum Series*	215	215	215	645
ISDC 4_ Council honoraria and Targeted Products	286	286	286	858
ISDC 5_ Consensus building and SC Consultation*	270	270	270	810
Overhead	83	84	83	250
<b>ISDC Sub-Total</b>	<b>1,017</b>	<b>905</b>	<b>1,189</b>	<b>3,111</b>
<b>SPIA**</b>				
SPIA 1_ Supporting the impact culture in the CGIAR	557	507	641	1,705
SPIA 2_ Expanding and deepening evidence of impacts of CGIAR research	1,589	807	168	2,564
SPIA 3_ Improving and institutionalizing collection of data	1,576	1,426	788	3,790
SPIA 4_ Oversight, management, monitoring & evaluation	51	71	31	153
Overhead	125	81	50	256
<b>SPIA Sub-Total</b>	<b>3,898</b>	<b>2,892</b>	<b>1,678</b>	<b>8,468</b>
<b>EVALUATION FUNCTION</b>				
EVAL 1_ External evaluative activities	528	1,164	1,834	3,525
EVAL 2_ Evaluation guidance	110	79	74	262
EVAL 3_ Engagement with CGIAR	43	47	47	137
EVAL 4_ Management & translation of Eval Knowledge	137	168	198	503
Overhead	24	26	32	82
<b>EVALUATION Sub-Total</b>	<b>840</b>	<b>1,483</b>	<b>2,182</b>	<b>4,505</b>
CAS OPERATIONAL SUPPORT				
Secretariat Personnel, Hosting Charges, Communications, Engagement	<b>1,906</b>	<b>2,168</b>	<b>2,233</b>	<b>6,306</b>
<b>CGIAR Advisory Services</b>				
<b><u>TOTAL</u></b>	<b>7,661</b>	<b>7,448</b>	<b>7,282</b>	<b>22,390</b>

\*Costing highly dependent on location of System Council meetings

\*\* see Exhibit 2, for budgeting scenario with "new asks" for SPIA work, based on previous budget patterns

## Exhibit 2: SPIA - illustrative budget in event of System Council "new asks" for SPIA

### 2.A Budget to support the current (i.e., second) business cycle of the approved 6-year workplan

N.B. Revised 6-yr budget proposes savings of \$495,527 over 2018 System Council approved 6-yr plan

SPIA Objectives	Budget 2022	Budget 2024	Budget 2024	3 yr Budget 2022-2024	6yr Budget 2019-2024
1. Supporting the impact culture in CGIAR	557,142	507,464	640,677	1,705,282	2,289,834
2. Expanding and deepening evidence of impacts of CGIAR research on SLOs	1,588,721	806,710	168,394	2,563,825	6,068,918
3. Improving and institutionalizing collection of data	1,575,825	1,426,478	788,149	3,790,452	5,918,902
Oversight, Management and M&E	51,007	70,978	30,978	152,963	256,983
Overheads	125,000	80,686	50,000	255,686	394,005
<b>Grand Total</b>	<b>3,897,696</b>	<b>2,892,315</b>	<b>1,678,198</b>	<b>8,468,209</b>	<b>14,928,641</b>

### 2.B Estimated Budget to support first business cycle of potential new 6-year workplan (for illustrative purpose only) – to be refined/revised based on discussions to be led by SIMEC in 2022.

SPIA Objectives	Budget year 1	Budget year 2	Budget year 3	3 yr Budget
1. Supporting the impact culture in CGIAR	210,000	500,000	490,000	1,200,000
2. Expanding and deepening evidence of impacts of CGIAR research on SLOs	560,000	1,610,000	1,740,000	3,910,000
3. Improving and institutionalizing collection of data	790,000	1,380,000	1,780,000	3,950,000
Oversight, Management and M&E	10,000	10,000	40,000	60,000
<b>Grand Total</b>	<b>1,570,000</b>	<b>3,500,000</b>	<b>4,050,000</b>	<b>9,120,000</b>

### 2.C Illustration of layering of multi-business cycle SPIA Plans – Bottom Dotted Arrow describes New Asks Scenario (as presented by the SPIA Chair to the SIMEC 20 meeting)

## 6-year workplan, 2 business cycles

