National Policies and Strategies for Food, Land and Water Systems Transformation (NPS)

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Proposal

September 28, 2021

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1. General information

Summary table

Initiative name	National Policies and Strategies for Food, Land and Water Systems Transformation (NPS)
Primary Action Area	Systems Transformation
Geographic scope	Kenya, India, Egypt, Nigeria, Colombia, Laos.
Budget	US$ 30,000,000

General information

Initiative name: National Policies and Strategies for Food, Land and Water Systems Transformation (NPS)
Primary CGIAR Action Area: Systems Transformation
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2. Context

2.1 Challenge statement

Despite improved economic growth and agricultural production in many low- and middle-income countries over recent decades, major challenges persist. Many parts of society continue to experience food and nutrition insecurity, income poverty, inequality, and economic marginalization. Countries are operating within a rapidly changing landscape of urbanization, migration, political insecurity, pockets of conflict, climate change, and other demographic and social changes that are likely to exacerbate these inequalities. For example, Africa's 1.1 billion citizens will double in number by 2050, and more than 80% of that increase will occur in cities[i], requiring special attention to the urban and peri-urban poor within national policies and strategies.

Globally, 3 billion people cannot afford a healthy diet, and more than 2 billion suffer one or more manifestations of poor nutrition.[ii] It is likely that food systems are already operating beyond planetary boundaries, exerting severe pressure on land and water systems. COVID-19 has brought about additional challenges to these already-stretched systems and now requires additional resources to be invested in both current development *and* future recovery efforts.[iii] Sector-specific governance and policy incoherence diminish the leverage points urgently needed for transformative systems change that can help underpin the sustainability and equity of food systems. In the absence of "Ministries of Food Systems," government policy toward ensuring food and nutrition security often remains fragmented and uncoordinated, compounding further the risk of failing to achieve key Sustainable Development Goals.

Making systems more productive, resilient, and responsive to growing demand and more able to withstand future climate and health shocks (e.g., COVID-19) is now pressing. Policies and

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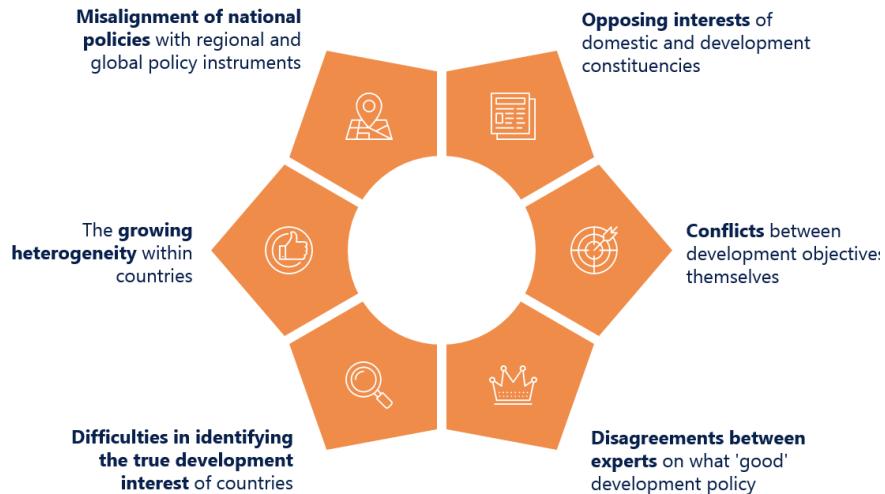
strategies need novel construction methods that can enable them to achieve multiple developmental and environmental objectives. Governments and other stakeholders need to enhance synergies across different policy areas — especially those with important cross-border dimensions including trade and investment, agriculture and water resources, health and education, the environment, and migration — to create environments that are more conducive to future food, nutrition, and water security.

Various authors have highlighted the challenges of achieving a joined-up policy agenda[ivv] (Figure 1A). Without coherent, evidence-driven policy design and planning, and amid escalating risks and uncertainties, future policies may lead to ineffective or inefficient investments, duplication of efforts across food, land, and water sectors, and even investments cancelling out gains if seriously misaligned. At the same time, change needs to be both substantive *and* equitable, with new investments and programs effectively targeting the poorest and most vulnerable and taking due account of ingrained gender inequalities.

NPS will build new understanding and capabilities across and within different policy arenas using a suite of CGIAR and non-CGIAR tools to identify and respond to windows of opportunity for systemic change across water, land, and food systems. In doing so, NPS will work alongside diverse national partners and coordinate with regional and international partners, such as FAO, the World Bank, Akademiya2063, IICA, AGRA, and others, to co-develop and use these tools; work together on strategies and investments; and establish new capabilities to enable governments and other important policy actors to build more fit-for-purpose policy and investment environments (Figure 1B).

A. Six challenges of a coherent policy agenda

King and Mathews (2010)

Misalignment of national policies with regional and global policy instruments

Opposing interests of domestic and development constituencies

The **growing heterogeneity** within countries

Conflicts between development objectives themselves

Difficulties in identifying the true development interest of countries

Disagreements between experts on what 'good' development policy

B. Six **opportunities** for a coherent policy agenda

Greater coherence across levels – between national policies, regional and global policy instruments

Spaces for contestation and dialogue, and a political economy lens, balance and make competing interests explicit

Tools and processes deal with heterogeneity explicitly, avoid blue prints, and addressing it where it equates to inequality within countries

Novel data, tools and analysis make trade-offs and synergies between development outcomes explicit for decision makers

Political economy approaches examine system governance to identify and differentiate 'development interest' of whom

Multi-stakeholder platforms provide space for contestation and dialogue on attributes of 'good' development policy

Figure 1. Challenges and opportunities of a coherent policy agenda.

2.2 Measurable 3-year (end-of-Initiative) outcomes

This Initiative builds national-level capabilities and institutional environments that are fit to govern transformations of food, land, and water systems. NPS supports policy processes and equips policymakers to anticipate and drive forward transformational change while taking account of trade-offs between objectives and differing needs and reflecting the range of lived experience across different parts of society, including the most vulnerable. The Initiative will work with partners to support countries with tools, data, and evidence moving through the policy cycle from policy formulation and investment prioritization to implementation, monitoring, and evaluation.

Key outcomes include:

- Six countries adopt and/or refine policies and strategies that foster gender equitable and socially inclusive food, land, and water systems transformation.
- Six countries use at least one CGIAR tool or other innovation (including those of partners) to guide and prioritize policies and investments that achieve higher returns on investments and impact more diverse populations, either nationally or sub-nationally.
- Governments in six countries establish multistakeholder and multilevel coalitions to guide policy and strategy investments and to coordinate funding to selected investments.
- Governments in six countries institutionalize evidence-based policymaking and strategy development, evidenced by the rising number of requests for CGIAR and partner tools.
- There is increased awareness and capacity in government and local think tanks in six countries to use investment prioritization and other tools to guide program direction.
- Six governments and in-country partners begin using data-driven policy approaches that involve rigorous quantification of policy effects and approaches and integrate findings from impact evaluation into policy and investment design.

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2.3 Learning from prior evaluations and impact assessments (IA)

The Initiative draws on prior impact assessments that have illustrated the following:

- Lessons from CGIAR's Research Program on Policies, Institutions, and Markets (PIM) show how evidence and the use of advanced modeling and data systems for prioritizing policies and investments across food systems are key to achieving equitable nutrition and health impacts through agricultural programs and policies, and more inclusive processes and tools.[vi]
- OECD reviews find that policies for food, land, and water systems are key to achieving the objectives of national strategies.[vii] However, "most current support policies are not serving the wider needs of food systems"; specific actions advised in response include "re-orienting public expenditures towards investments in public goods — innovation systems."
- Political economy tools enhance policy influence and show that policy change is not achieved through high-quality research alone, with political economy dynamics constraining or facilitating transformation and economic inclusion.[viii]
- Work by ReSAKSS in Africa through CAADP has shown that regional mechanisms for information sharing are important for driving policy changes and for building regional accountability. Easy-to-use tools for data collection, information management, and information sharing can facilitate the learning process.
- Long-term partnerships and country presence help build trust and can engender greater capacity for policy influencing (https://www.ifpri.org/publication/taking-stock-ifpris-experience-country-programs).

2.4 Priority-setting

The priority-setting uses three sets of data: a review of good practices in using evidence for policymaking, long CGIAR experience of supporting policies in over 50 countries, and consultations at country, regional and global levels during proposal development.

Selection of Work Packages: The Work Packages (WP) selected represent opportunities to address the six challenges of a coherent policy agenda (Barry, King and Matthews 2010) as experienced at any point in the (idealized) policy cycle. WP1 brings new understanding of policy environments to identify the impacts and cost-effectiveness of different policies and to support countries to refine planned and existing policies and to implement new ones. WP2 then brings in CGIAR and other tools to prioritize investments that governments, the private sector, funders, and civil society programs can use to translate policies into programs that can maximize impact, by providing ex ante analysis of potential investment priorities on multiple outcomes. These outcomes will include growth, poverty reduction, gender equality, nutrition, equity, and job creation. WP3 uses political economy tools, impact evaluations, and implementation research to understand what works and why and feeds this back to inform policy and strategy development in the next cycle. WP4 builds on the results of WP1–3 to bring these lessons to the broader regional level through engagement with regional economic blocs and other regional communities, extending influence beyond the initial countries of focus.

Selection of countries: NPS will work in six countries; Colombia, Kenya, Nigeria, Egypt, India, and Laos. These countries have been selected using a set of criteria including interest from governments (see Table 2), private sector, and/or funders in using evidence to inform policies, previous engagement with CGIAR at a policy level, the potential for impact through addressing policy bottlenecks and incoherence (projected benefits, below), regional distribution, and the opportunity for multiple entry points (national/state/county).

Selection of tools: Evidence-based policymaking faces many challenges. These include data and evidence 'cherry-picking', the long-term nature of research, multiple policy drivers, and political interests.[ix][x] The selection of tools under NPS has been informed by the need to identify and address bottlenecks and opportunities across the full policy cycle. The Initiative also focuses on injecting evidence at the start of the policymaking process using advanced tools that have a successful track record in flexibly responding to diverse policy questions. Examples of tools include RIAPA, AIDA, Livestock Master Plans, Water Budgeting Tools, and the Food Security Portal among others, all of which have demonstrated practical application in specific country contexts. As a recent example, the CGIAR, in close collaboration with the Government of Egypt, used the economy-wide AIDA tool to strengthen policy dialogues and prioritize interventions for transforming food systems. The selected tools are well-suited to support countries in prioritizing investments in line with National Food Systems Transformation Plans called for by the UN Food Systems Summit.

2.5 Comparative advantage

CGIAR has a long track record of working at the science-policy interface, providing evidence, and facilitating dialogue within policy processes. Strongly positioned to play the role of a neutral and objective broker in policy dialogues and to coordinate within and between government institutions, CGIAR brings capacity in agriculture, environment and water, health, and nutrition to the table, with a strong food-systems lens. For example, the CGIAR has Country Strategy Support Programs in multiple countries that work closely with governments to prioritize investments, evaluate development pathways, analyze strategic options and potential trade-offs across development outcomes, and strengthen planning, implementation, and institutional capabilities. Four such programs are active in the countries included in this Initiative.

In addition, spanning the CGIAR coalition are capacities and experiences to bring to government consideration a range of agriculture, water, and land-related public investments. The CGIAR has expertise in policy analysis, modeling, political economy, economics, and gender and inclusion, which will be employed across the different activities. The organization has research insights and methodologies for political economy and social differentiation analysis needed to ensure the impact of policies on different individuals within society – both rural and urban households – and amongst people situated across all wealth quintiles, all gender types, and within both farming and non-farming groups.[xi] The CGIAR also has longstanding partnerships with think tanks in the selected countries, with regional policy organizations such as AGRA and Akademiya2063, and with global partners such as the World Bank and FAO.

2.6 Participatory design process

The proposal development process has gone through several phases of consultations with stakeholders within and outside of the CGIAR.

Investment Advisory Group
During the concept development phase, an external advisory group comprising regional policy organizations and funders was constituted to advise the Initiative design team. One consultative meeting was held, and the advisory group also provided written comments on the proposal. Organizations included in the advisory group were the Alliance for a Green Revolution in Africa (AGRA), the Asian Development Bank (ADB), the African Development Bank (AfDB), the United States Agency for International Development (USAID), the Bill & Melinda Gates Foundation

(BMGF), the Overseas Development Institute (ODI), and the Inter-American Institute for Cooperation on Agriculture (IICA). Critical feedback from the group included the need to be specific on what tools and evidence are critical for informing food, land, and water systems transformation, to include a component on understanding the policymaking process in each country, to identify clear entry points for influence beyond the Ministries of Agriculture, Food, Water and Land, and to build on the experience of the CGIAR.
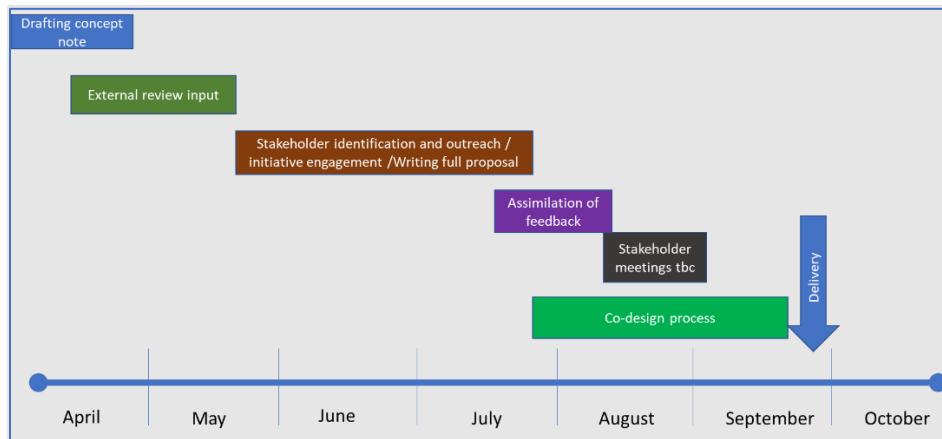
Figure 2: Consultation process and timeline

Focal country consultations

Using the Concept Note as a point of reference, the team commenced a structured process of input and participatory design. We solicited feedback from established contacts from government, regional agencies, the private sector, and civil society organizations in the focus countries. In total, we sent surveys to over 90 stakeholders, with responses from about 30%. Through this preliminary feedback we identified aspects of innovations, WPs, and ways of working that were of interest to and in need of further discussion with stakeholders (Stakeholder Consultation Report) We also identified priority policy entry points in each country through this process (Table 2).

2.7 Projection of benefits

The projections below transparently estimate reasonable orders of magnitude for impacts which could arise as a result of the impact pathways set out in the Initiative's theories of change. Initiatives contribute to these impact pathways, along with other partners and stakeholders.

For each Impact Area, projections consider breadth (numbers reached), depth (expected intensity of effect per unit) and probability (a qualitative judgement reflecting the overall degree of certainty or uncertainty that the impact pathway will lead to the projected order of magnitude of impact).

Projections will be updated during delivery to help inform iterative, evidence-driven, dynamic management by Initiatives as they maximize their potential contribution to impact. Projected benefits are not delivery targets, as impact lies beyond CGIAR's sphere of control or influence.

We estimate that the NPS Initiative will help 4.5 million people to meet their minimum dietary needs, assist 5.8 million people to exit poverty, and substantially benefit the lives of 8.3 million

women until 2030. An estimated 7.8 million people will perceptibly benefit from climate change adaptation plans and the Initiative will have significant environmental benefits by reducing consumptive water use by 20 km^3 until 2030. (Table 1). Given the six target countries'[1] expected total population of 586 million by 2030 and assuming a persistent prevalence of malnutrition and poverty as the baseline, the Initiative would support 4.5% of the malnourished, 3.2% of the poor and 2.6% of all women in the NPS target countries. The details of the calculations can be found here.

For each country, we identified three policy areas with key stakeholders for which the Initiative has a comparative advantage, and the likelihood of impact was deemed *high*. The high probability assumption is derived from the strong partnerships that NPS and partners have with responsible line ministries and the private sector in each country, plus the fact that the identified policy areas are high on country governments' priority lists. Combining the policy-specific goals, policy-specific impact pathways, and evidence from the literature[xii], plus expert opinions,[2] we assume that the Initiative's contribution to the country-level policy changes will be 10% for benefits related to poverty and nutrition improvements and 20% for gender, climate, and environmental benefits. We are more conservative in the assumptions for undernutrition and poverty as impact pathways are more complex and likely more difficult to track. To arrive at the Initiative-wide estimates, we summed the breadth indicators and averaged the depth and probability indicators across all countries.

Table 1: NPS Initiative – benefit estimates

Breadth		Depth	Probability
Numeric indicators from the 5 Impact Areas		Categories of impact	Likelihood of impact
(Nutrition, health & food security): # people meeting minimum dietary energy requirements	4,500,000	Significant*	High*****
(Poverty reduction, livelihoods & jobs) # people assisted to exit poverty	5,800,000	Substantial**	High
(Gender **equality, youth & social inclusion):** # women benefiting from relevant CGIAR innovations	8,300,000	Substantial**	High
(Climate adaptation & mitigation): # people benefiting from adaptation plans with evidence of implementation	7,800,000	Perceptible***	High
(Environmental health & biodiversity): # km3 reduced consumptive water use	20	Significant****	High

Notes (based on IDT Guidance Doc): *100% of annual income or 10% permanent impact on income. ** The different needs of men and women are identified and differentially met (but the underlying process by which these differing needs are generated are not affected). *** 10-50% of annual income, or 1%-5% permanent impact on income.
**** Reducing water use in areas where agriculture takes 12.5-50% of total renewable freshwater. ***** 50%-80% expectation of achieving these impacts by 2030, at this point.

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[1] NPS will focus on Bihar state in India.

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We expect undernourished and poor people to benefit from NPS through three policy and investment change–induced channels: a) higher incomes, b) increase in employment, and c) lower (relative) food prices. To increase the incomes of the poor, the Initiative will support ongoing and planned social safety net reforms. For example, in Egypt, the Initiative will build on its successful collaboration with the national government to provide support for the analysis and implementation of food subsidy and cash transfer programs.[xiii] In Kenya, the Initiative's focus on how to better target two of the main national safety net programs — the cash transfer program and index insurance program — is expected to improve resilience to droughts or other disasters that impact the undernourished and poor (including COVID-19). In Laos, cash transfers are little used despite the large number of poor. By studying the impacts of innovative safety net pilots and experiments in Laos and by bringing evidence of international best practices into local policy discussions of effective, cost-efficient, and nutrition-sensitive safety nets, we expect to contribute to the expansion of safety nets in the country.[xiv]

In all countries, benefits are expected to come from more and more pro-poor public and private investments, which are expected to increase agricultural productivity, enhance climate resilience, create food system jobs for the poor, and lower food prices, and thereby also benefit urban poor households.[xv] In Nigeria, conflicts have become a major impediment to agricultural development in several areas. Through decision-support evidence, the Initiative will provide research-based inputs for Nigeria's policy and investment plans for mitigating the effects of insecurity on agricultural production and smallholders. The Colombian government aims to improve competitiveness, productivity, and sustainability of the agriculture sector, and NPS will contribute policy and investment options that promote the financial inclusion of poor agricultural producers through more easily accessible credit instruments. In Bihar state, India, the Initiative will support ongoing Initiatives from international partners and local government to raise productivity across key value chains, create food system jobs, and help smallholder farmers to adapt to climate change.[3]

The Initiative is expected to substantially benefit the lives of 8.3 million women until 2030. This will be achieved through empowering women through social safety nets in Egypt and Kenya and through support to specific women's empowerment programs. For example, in Colombia the Initiative will focus on formalizing land tenure rights for rural women and reducing coordination gaps between authorities at national and subnational levels. In Nigeria, the Initiative will support the implementation of the National Strategy for Women in Agriculture by emphasizing land access as a key limiting factor for production among female farmers, as well as lack of access to productivity-enhancing modern agricultural inputs.

The Initiative will also benefit an estimated 7.8 million people who will perceptibly benefit from climate change adaptation plans. In Laos, the Initiative will focus on the introduction of new technology, institutional arrangements, and policy measures to provide farm households with appropriate support in time of need (e.g., flood-based insurance or additional water supply from alternative sources during prolonged droughts) within the country's national climate adaptation plan. In Kenya, the Initiative will promote bio-innovations and strengthening of water systems, including drought-tolerant seeds, fertilizers, pest control, smallholder groundwater irrigation, and

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[3] [BMGF 2021](#). Bihar.

conservation agriculture, to improve the resilience of food production to biotic and abiotic shocks and stressors (for instance, interventions around quality control or quality assurance, bundling with financial services, gender-responsive marketing strategies, and business models for scaling these innovations, as well as smart subsidies for innovative products and services that are not distortionary).

The Initiative will also have significant environmental benefits by reducing consumptive water use where there is water system stress. In Bihar state, improvements in water policies and investments that increase water use efficiency are expected to lead to water savings of 5%.[4] In Egypt, NPS will help to align the new national water law and national water resources plan with the Agricultural Development Strategy 2030 and Egypt's vision 2030 with a focus on circular economy approaches and improvements in the ratio of nontraditional water resources to total water resources by 5–10% (currently 30%), reducing the ratio of total water consumption by 20% through irrigation modernization (including, but not limited, to canal system lining).

Given the expected strong synergies with Foresight, CWANA, TAFSSA, SHiFT, and other Initiatives that include discrete policy components, we will work closely to co-refine and harmonize benefit estimates during the first months of implementation.

3. Research plans and associated theories of change (TOC)

3.1 Full Initiative TOC

3.1.1 Full Initiative TOC narrative
This Initiative is built on the premise that more evidence-based, coordinated, and intersectoral policymaking approaches can drive sector systems, investment, research, and innovation that generate more equitable food, nutrition, and water security outcomes at a national level. NPS will identify country-specific priorities as entry points, with a sensitivity to national political economies and emerging regional development processes (e.g., trade and investment). The Initiative will identify current policy priorities and windows of opportunity (low-hanging fruit) in countries, while at the same time building the capacities of coalitions of actors (spanning sectors and levels) to identify and use entry points for systemic transformation of food, land, and water systems. This longer-term agenda could, for example, entail linking climate change, land management, food and nutrition security, trade, and industry policies in novel ways that meet the ambition of more equitable transformations. To do this, NPS is organized into four interconnected Work Packages through which we will support governments on policies and investments, working closely with other partners including the World Bank, FAO, and regional partners such as AGRA, Akademiya2063, IICA, and others. This will enable the Initiative to co-identify potential entry points for the use of CGIAR tools and evidence.

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[4] The India National Water Mission had a target of 20% increase in water use efficiency, but we assume that a 5% improvement in water savings as more realistic.

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WP4 – Learning and Feedback

Synthesize lessons, develop innovative communications and advocacy mechanisms that bring lessons learnt to government agencies across different sectors, civil society, research and private sector partners with mandates across land, water and food systems. Build and facilitate the formation of a Community of Policy Practice to ensure built capacity is sustained

WP1 – Co-design of Policies and Strategies for Growth and Rural transformation

Analyze policy discourse, current policies, and identify and understand the impact of areas of coherence and incoherence to identify policy attributes that preempt implementation bright spots and bottlenecks

WP2 - Investment Prioritization

Support prioritization of public and private investments using policy diagnosis provided in WP1, with newly established coalitions of actors who were previously disconnected and uncoordinated

WP3 – Support to Implementation

Mobilizes political economy tools, impact evaluation methods, and institutional analyses in the phases of policy and investment strategy implementation, monitoring and evaluation. Establishes feedback loops between evaluation and adjustment leading to greater upward and downward accountability

Figure 3: Four Work Packages
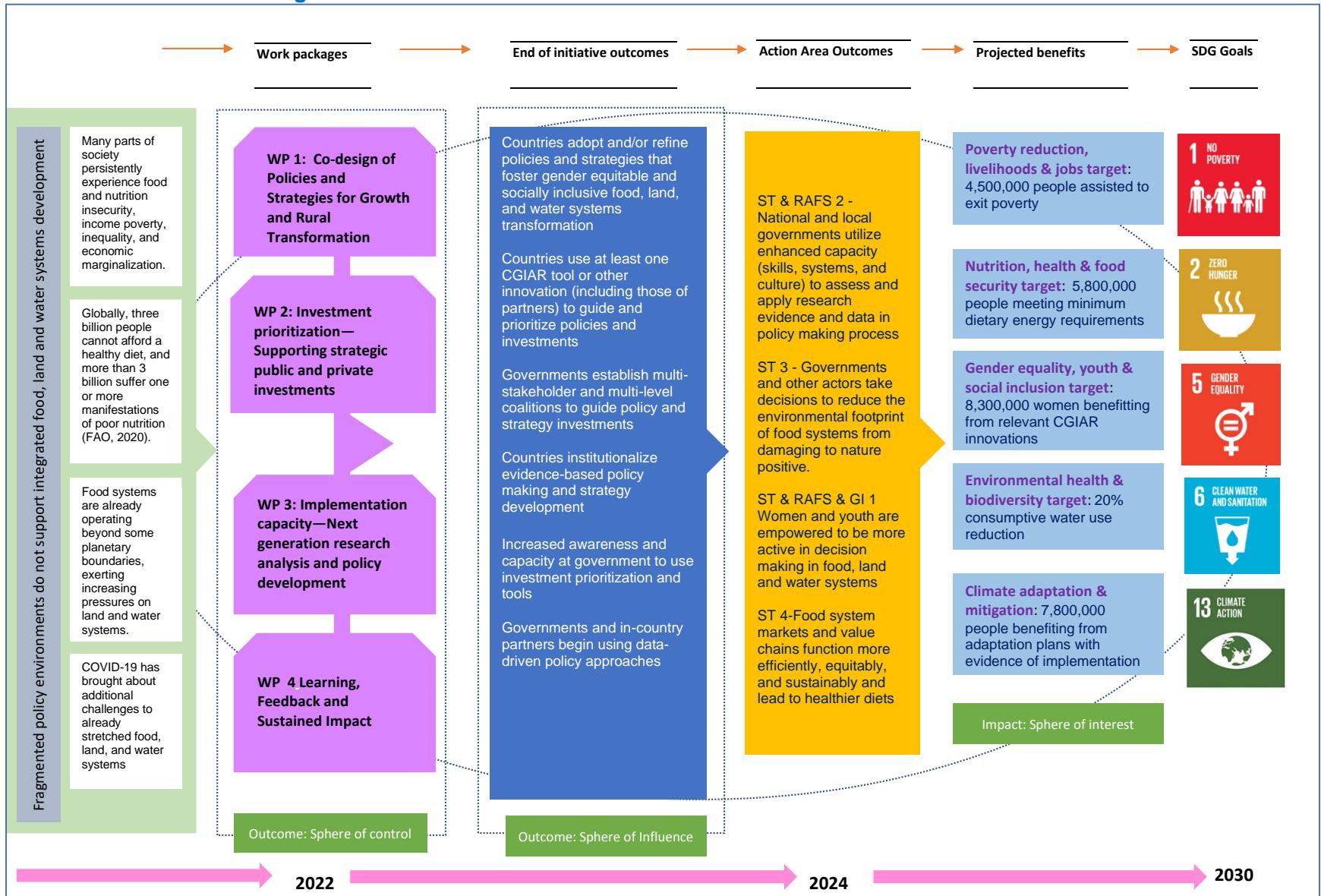
There are four Work Packages: WP1 on *Co-Design of Policies and Strategies for Growth and Rural Transformation* will work with governments and a coalition of policy actors in focus countries to analyze current policies and co-identify policy goals and objectives that hold potential to support transformative change and address policy incoherence across sectors to drive food, land, and water systems transformation — while avoiding negative trade-offs. WP2 on *Investment Prioritization* continues CGIAR work with governments and a coalition of policy actors, employing tools and approaches to co-prioritize public and private investments. This will include bringing to coalitions of policy actors the tools and insights that illustrate where and how to make investments that have potential to deliver more equitable and sustainable food, land, and water system transformation. WP2 will work with other One CGIAR Initiatives to ensure synergies between policies and investment-ready, scalable innovations. WP3 on *Support to Implementation* will use political economy tools, impact evaluations, and implementation research to support the translation of investments into national and subnational implementation programs, identifying drivers of change and feeding lessons back to policy and program design. It will also build policy think tank capacity to better support governments and improve accountability and transparency toward agreed outcomes. WP4 on *Learning and Feedback* will create a policy innovation exchange across countries and regions, building knowledge management tools and establishing a Community of Policy Practice (CoPP) to sustain good governance gains and develop the capacity to deliver future transformative policies. Each of the four WPs presents different opportunities to draw evidence into policymaking and to use political economy and governance research to make processes more effective, including how to influence and support governments[xvi] using evidence-based storytelling for policy impact,[xvii] [xviii] and illustrating the impact that evidence can have on policy efficacy.[xix]

In each of the six countries, we have identified priority policy entry points, already under discussion by governments, where CGIAR tools and evidence can play a key role.

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Table 2. Priority policy and partner entry points in selected countries			
Country	Policy/Strategy entry points*	Systems approach focus	Key partner entry points
Colombia	*New National Development Plan 2022-2026[xx]*. Two-fold objectives: Support implementation of new 10-year Rural Development Agenda (under design), with focus on environmental sustainability, transformation, and reforestation.	Include visions of resilience and sustainability in the policies; Support sustainable intensification and transformation of agricultural systems; Risk management; Introduce innovative systems for planning, programming, and measuring	Ministry of Agriculture and Rural Development, Ministry of Planning, Subnational and local governments
Nigeria	*Medium-Term National Development Plan[xxi]* (MTNDP) and *National Agricultural Technology and Innovation Plan* (NATIP), with focus on agricultural policy and investment prioritization; gender policies and post-COVID recovery.	Focusing on policy frameworks that include nutrition policy, food and water systems transformation, social protection, trade and gender equality, blue economy	Federal Ministry of Agriculture and Rural Development (FMARD), Federal Ministry of Finance, Budget, and National Planning (FMFBNP), Agricultural Policy Research Network (APRNet), National Agricultural Extension and Research Liaison service (NAERLS), Agriculture Donor Working Group (ADWG)
Egypt	*Sustainable Development Strategy: Egypt's Vision 2030[xxii]*. Rural Poverty Reduction Program (Haya Karima); Food Subsidies and Cash Transfers; Water Laws and Regulations.	Co-create evidence-based policies and investments to integrate land, water, and food systems in a circular economy with a special focus on poverty reduction, climate change, nutrition, and women's empowerment.	MoALR, MoWRI, MPED, MOSIT, Cairo University, ECES, Private Sector.
Kenya	*Big Four Agenda[xxiii]* and the National Food Systems Transformation Plan	Co-create evidence-based policies and investments that integrate land, water and food systems within Kenya's Big Four Plan focusing on poverty reduction, gender equality and resilience, including in Kenya's most marginalized regions.	Agriculture Transformation Office (ATO), Ministry of Planning and National Development, National Bureau of Statistics, Private Sector.
India	*Vision 2030. Poverty alleviation and Agriculture-Nutrition Policy/Plan[xxiv] with focus on agricultural productivity and diversification; water and climate adaptation in Bihar state.*	Crop diversification, nutrition, water development and management Livestock development Women's labour force participation and rural wages, farm incomes Gendered measurement of poverty	Work with state governments (1-2), NITI Aayog, Ministries of Agriculture, Health, and others to support development of agriculture-nutrition policies that support multiple Impact Areas.
Laos	*Laos 2030 Vision[xxv]* With focus on improving the rice value chain, social protection and migration and job policies	Co-create evidence-based policies and investments that integrate land, water and food systems within the Laos 2030 Vision focusing on poverty reduction, job creation and nutrition.	Lao Ministry of Agriculture and Forest, Ministry of Planning, and Investment. Universities and private sector.

3.1.2 Full Initiative TOC diagram

Work packages → End of initiative outcomes → Action Area Outcomes → Projected benefits → SDG Goals

Fragmented policy environments do not support integrated food, land and water systems development

Many parts of society persistently experience food and nutrition insecurity, income poverty, inequality, and economic marginalization.

Globally, three billion people cannot afford a healthy diet, and more than 3 billion suffer one or more manifestations of poor nutrition (FAO, 2020).

Food systems are already operating beyond some planetary boundaries, exerting increasing pressures on land and water systems.

COVID-19 has brought about additional challenges to already stretched food, land, and water systems

WP 1: Co-design of Policies and Strategies for Growth and Rural Transformation

WP 2: Investment prioritization—Supporting strategic public and private investments

WP 3: Implementation capacity—Next generation research analysis and policy development

WP 4 Learning, Feedback and Sustained Impact

Outcome: Sphere of control

Countries adopt and/or refine policies and strategies that foster gender equitable and socially inclusive food, land, and water systems transformation

Countries use at least one CGIAR tool or other innovation (including those of partners) to guide and prioritize policies and investments

Governments establish multi-stakeholder and multi-level coalitions to guide policy and strategy investments

Countries institutionalize evidence-based policy making and strategy development

Increased awareness and capacity at government to use investment prioritization and tools

Governments and in-country partners begin using data-driven policy approaches

Outcome: Sphere of Influence

ST & RAFS 2 - National and local governments utilize enhanced capacity (skills, systems, and culture) to assess and apply research evidence and data in policy making process

ST 3 - Governments and other actors take decisions to reduce the environmental footprint of food systems from damaging to nature positive.

ST & RAFS & GI 1 Women and youth are empowered to be more active in decision making in food, land and water systems

ST 4-Food system markets and value chains function more efficiently, equitably, and sustainably and lead to healthier diets

Poverty reduction, livelihoods & jobs target: 4,500,000 people assisted to exit poverty

Nutrition, health & food security target: 5,800,000 people meeting minimum dietary energy requirements

Gender equality, youth & social inclusion target: 8,300,000 women benefitting from relevant CGIAR innovations

Environmental health & biodiversity target: 20% consumptive water use reduction

Climate adaptation & mitigation: 7,800,000 people benefiting from adaptation plans with evidence of implementation

Impact: Sphere of interest

1 NO POVERTY

2 ZERO HUNGER

5 GENDER EQUALITY

6 CLEAN WATER AND SANITATION

13 CLIMATE ACTION

2022 **2024** **2030**

3.2 Work Package TOCs

3.2.1 Work Package 1: Co-design of policies and strategies for growth and rural transformation

Work Package title	Co-design of policies and strategies for growth and rural transformation
Work Package focus and prioritization (max 100 words)	WP1 takes both a short- and long-term approach to achieving results within three years while projecting for long-term impact. The Initiative will work on specific policy areas in six countries – Colombia, Nigeria, Egypt, Kenya, India and Laos. The Initiative will work with partners in these countries to analyze policy environments and co-identify entry points that have potential for short- to medium-term impacts on food and nutrition security, poverty reduction, job creation, gender equality and inclusion and diversity. The Initiative will build greater data harmonization and capacity strengthening for the collection, analysis, and presentation of data to inform policy design, including specific attention to gender and social inclusion.
Work Package geographic scope (global/region/country)	Colombia, Nigeria, Egypt, Kenya, India and Laos

The science

The key overarching question under this package is, how can we strengthen policy coherence across food, land, and water systems at national and subnational levels to support the delivery of better SDG outcomes at country level?

Key research questions, methods, and outputs

Key questions	Tools and Methods	Outputs
Entry points: What key priority policy areas can address multiple objectives of food and nutrition security, gender equality and inclusion, and poverty reduction in a way that brings greater equality and inclusion?	Policy discourse analysis, policy diagnostics, policy landscaping, literature analysis, projected 'costs', fore-sighting, scenario analysis.	Policy analysis tools Working paper series on policy priorities and policy actions, drivers and challenges.
Coherence: What are the areas of coherence and incoherence in policies that impact food, land, and water systems in a focus country? And how can these be prioritized?	Policy Coherence analysis, scenario analysis, trade-off analysis. Review of key policy documents: budget documents, national development plans, NDCs, and public investment programs.	Dashboard of policy coherence-to-incoherence across food, land, and water systems in target countries.
Institutions: What institutional arrangements can work across countries for intersectoral and multistakeholder policy coalitions that generate policy content, support design coordination, and enable effective implementation	Institutional analysis, Social Network Analysis, actor-stakeholder mapping, review of existing networks and coalitions.	Institutional arrangements that bring coalitions of intersectoral and multistakeholder actors together at country level to drive policy change.
Data environments: How can data collected in countries be better harmonized to inform policies that better transform food, land, and water systems? What are the key data gaps and how can these be addressed?	Data mining, collation, and analysis; innovative data presentation.	Comprehensive country level databases across land, water, food systems and associated sectors accessible to multiple stakeholders.

Research question 1 will utilize policy analysis tools to undertake policy review and discussions with key actors in six countries, supporting development of more coherent policy on building back better following COVID-19, stronger food, and nutrition security approaches, and increasing policy coherence toward land, water, and food systems. Using document

review of key policies, narrative analyses, and other tools, and in consultation with key stakeholders, we will identify current policy opportunities and use existing evidence to work with countries and make these policies more coherent across sectors. We will use a suite of tools to carry out analysis of potential economy-wide impacts and trade-offs under proposed policy scenarios and discuss with stakeholders additional elements to these policies that can help to achieve greater coherence in specific policy areas. Research question 2 will utilize a food, land, and water systems policy diagnostic toolkit to compare policy objectives, approaches, and outcomes, and identify areas where better synergies and coherence can be achieved. Research question 3 will use social network analysis, actor-stakeholder mapping, institutional analysis, and review of best global practices on intersectoral coordination. Research question 4 will focus on a review of policy outcomes and indicators of existing policies and new policies, identification of indicators and data gaps to monitor investments in systems transformation and impacts on multiple objectives, including food, nutrition and water security, poverty reduction, job creation, climate adaptation, and gender equality. Working with National Bureaus of Statistics, planning departments in sector ministries and other agencies leading data collection within countries, the Initiative will fill data gaps and develop capacity to analyze data and present it more effectively in measuring progress.

The theory of change
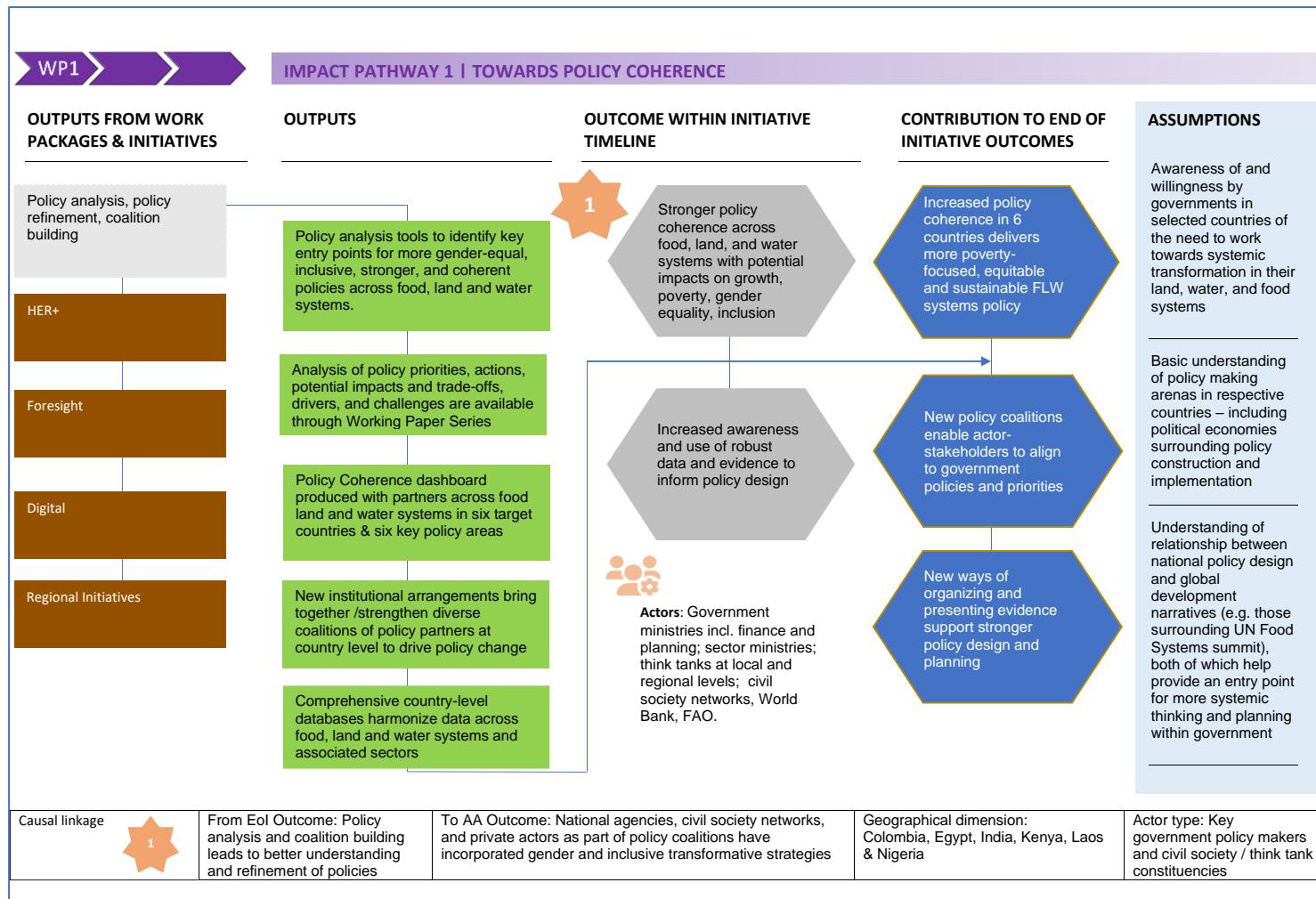
The causal processes: WP1 delivers a clearer vision of policy environments in six countries to support necessary food, land, and water systems transformations that deliver more equitable food, nutrition, and water security for all parts of society, more secure employment for current and future generations, and a foundational level of environmental sustainability within social and economic systems. We will achieve this by establishing new and strengthening existing policy analysis capacity, including working with other national, regional, and international policy actors operating in-country to address system transformation needs more fully in different countries and regions. Central to this will be the building of more effective multistakeholder engagement, from policy design through implementation to monitoring and evaluating outcomes, building in key policy learning and adjustment cycles. WP1 will also focus on developing a core set of indicators and working with governments and local policy think tanks, including National Bureaus of Statistics, to monitor changes in systems transformation and the achievement of more equitable outcomes at country level.

Key demand, innovation, and scaling partners: In each country, government ministries and agencies at various levels will be key demand partners, leading the framing of major policy areas. A major entry point for achieving policy coherence across sectors will be ministries of planning and finance as well as sectoral ministries in agriculture, water, land, health, energy, trade, gender, and industry. NPS will work closely with other policy actors in respective countries including local and regional think tanks, the World Bank, FAO and others who are already working to strengthen policy processes and outcomes.

Key WP TOC assumptions and risks: We assume that there is an awareness of and willingness by governments in selected countries to work toward systemic transformation in land, water, and food systems, including working across sectors and with multistakeholder platforms to enhance future policy design, supporting greater data availability and utilizing tools for policy trade-off analysis. We also assume that this will be combined with a basic understanding of policymaking arenas in respective countries (including political economies surrounding policy construction and implementation) as well as the relationship between national policy design and global development narratives (e.g., those surrounding the UN Food Systems Summit), both of which help provide an entry point for more systemic thinking and planning within government.

Interdependencies and synergies with other WPs: This WP will anchor and provide a starting point for activities in other WPs. The policy priorities identified will guide investment prioritization in WP2, including implementation research, while data on policy coherence will be used to share learning across countries as part of WP 4. In identifying priority policy entry points, WP1 will work with the regional Initiatives present in each of the countries, drawing on their evidence and data and ensuring coherence on policy priorities. WP1 will work closely with the Foresight Initiative and utilize trade-off analysis tools developed by Foresight to analyze policy priorities. The Policy Coherence Dashboard will build on and complement expertise and tools from the Digital Transformation Initiative.

Measuring and managing performance and results – links to management, MELIA, and projected benefits plans: Under WP1, the Initiative will track policy dialogues with stakeholders, the policy entry points identified in each country, and elements of these policies that are applied to enhance policy coherence.

WP1

IMPACT PATHWAY 1 | TOWARDS POLICY COHERENCE

OUTPUTS FROM WORK PACKAGES & INITIATIVES	OUTPUTS	OUTCOME WITHIN INITIATIVE TIMELINE	CONTRIBUTION TO END OF INITIATIVE OUTCOMES	ASSUMPTIONS

Policy analysis, policy refinement, coalition building

HER+

Foresight

Digital

Regional Initiatives

Policy analysis tools to identify key entry points for more gender-equal, inclusive, stronger, and coherent policies across food, land and water systems.

Analysis of policy priorities, actions, potential impacts and trade-offs, drivers, and challenges are available through Working Paper Series

Policy Coherence dashboard produced with partners across food land and water systems in six target countries & six key policy areas

New institutional arrangements bring together /strengthen diverse coalitions of policy partners at country level to drive policy change

Comprehensive country-level databases harmonize data across food, land and water systems and associated sectors

1

Stronger policy coherence across food, land, and water systems with potential impacts on growth, poverty, gender equality, inclusion

Increased awareness and use of robust data and evidence to inform policy design

Actors: Government ministries incl. finance and planning; sector ministries; think tanks at local and regional levels; civil society networks, World Bank, FAO.

Increased policy coherence in 6 countries delivers more poverty-focused, equitable and sustainable FLW systems policy

New policy coalitions enable actor-stakeholders to align to government policies and priorities

New ways of organizing and presenting evidence support stronger policy design and planning

Awareness of and willingness by governments in selected countries of the need to work towards systemic transformation in their land, water, and food systems

Basic understanding of policy making arenas in respective countries – including political economies surrounding policy construction and implementation

Understanding of relationship between national policy design and global development narratives (e.g. those surrounding UN Food Systems summit), both of which help provide an entry point for more systemic thinking and planning within government

Causal linkage **1**	From EoI Outcome: Policy analysis and coalition building leads to better understanding and refinement of policies	To AA Outcome: National agencies, civil society networks, and private actors as part of policy coalitions have incorporated gender and inclusive transformative strategies	Geographical dimension: Colombia, Egypt, India, Kenya, Laos & Nigeria	Actor type: Key government policy makers and civil society / think tank constituencies

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3.2.2 Work Package 2: Investment prioritization: Supporting strategic public and private investments

Work Package title	Investment Prioritization: Supporting strategic public and private investments
Work Package focus and prioritization (max 100 words)	Investments in food, land, and water systems transformation, both public and private, should meet the multiple objectives of poverty reduction, food and nutrition security, climate adaptation, gender equality and inclusion. This Work Package will support prioritization of public and private investments around defined policies in six target countries so that these investments meet these multiple objectives and reduce potential trade-offs. The Initiative will use modeling tools to analyze and prioritize the most appropriate investments. Through existing and strengthened coalitions, these priority investments will be presented to funders, private sector actors and other stakeholders to crowd in investments The Initiative will also work with other One CGIAR Initiatives to feed investment-ready innovations into the prioritizing process.
Work Package geographic scope (global/region/country)	Colombia, Nigeria, Egypt, Kenya, India, and Laos

The science

The key research question under this WP is, what priority investments have the most impact and lowest trade-offs across multiple objectives?

Key research questions, methods, and outputs

Research Questions	Methods	Outputs
Investment Options: What are the priority investments needed to achieve the policy objectives of inclusive rural transformation, poverty reduction, food and nutrition security, and gender equality in each country?	Use of scenario analysis, modeling tools to prioritize investments based on their likely impacts on different policy objectives. Review of existing policy documents, budget plans and national development strategies.	Priority investment plans and pathways for each country, Policy briefs of investment priorities by countries.
Ex Ante Analysis: What are the projected impacts and trade-offs of alternative investment priorities? Which interventions are most likely to contribute to multiple objectives for different populations?	Rural Investment and Policy Analysis, scenario-based analysis, alternative models to analyze potential impacts of investment priorities.	Scenario, ex ante reports of potential impacts of priority policy investments.
Linking One CGIAR Innovations into Policy: What new innovations and approaches have been developed across the One CGIAR with high feasibility?	Documentation of key innovations that can be scaled through policy and investment plans, Development of investment plans for innovations.	Publication of one CGIAR innovations and their investment readiness.
Web Based Tools: Can online investment priority setting tools like AIDA achieve more coherence and policy impact? What determines success of using offline and online investment priority setting tools in the policy engagement, priority setting and capacity building process?	Developing online (web-based) priority setting tools.	Web-based priority setting tools available for use by governments, policy think tanks and other stakeholders in selected countries.

Research Question 1: Priority investments and investment pathways for each of the selected policy areas will be generated using multiple tools, including modeling tools such as RIAPA, scenario analysis, and analysis of existing evidence and evaluations. RIAPA will be developed and updated in close collaboration with the Foresight Initiative. RIAPA is an economy-wide data and modeling system (all sectors, households, government) that captures the food systems (farming, processing, trading, restaurants, etc.) and tracks multiple outcomes (GDP, poverty, jobs, diets, etc.). RIAPA now includes an Agricultural Investment Data Analysis (AIDA) tool that converts public investment spending into production gains and compares returns to different investments within food systems. Research Question 2: Using modeling

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tools, the Initiative will conduct an ex-ante assessment of the impacts of investments (including One CGIAR investments) on GDP, poverty, jobs, diets, gender equality, and other key country-level and One CGIAR development outcome indicators. This in-depth analysis will accompany extensive country-led consultations, dialogues, and dissemination events and an iterative process of joint scenario- and assumption-building in the selected countries. Research Question 3: Under this research question, the Initiative will draw on products and innovations from CRPs, and other thematic and regional Initiatives, working with other One CGIAR Initiatives to use the same modeling tools to conduct an ex-ante analysis of the potential impacts of these innovations and their suitability for inclusion in country investment plans and pathways. Research Question 4: The Initiative will work with the Digital Tools Initiative to provide web-based tools for governments and stakeholders at country level to use for priority-setting.
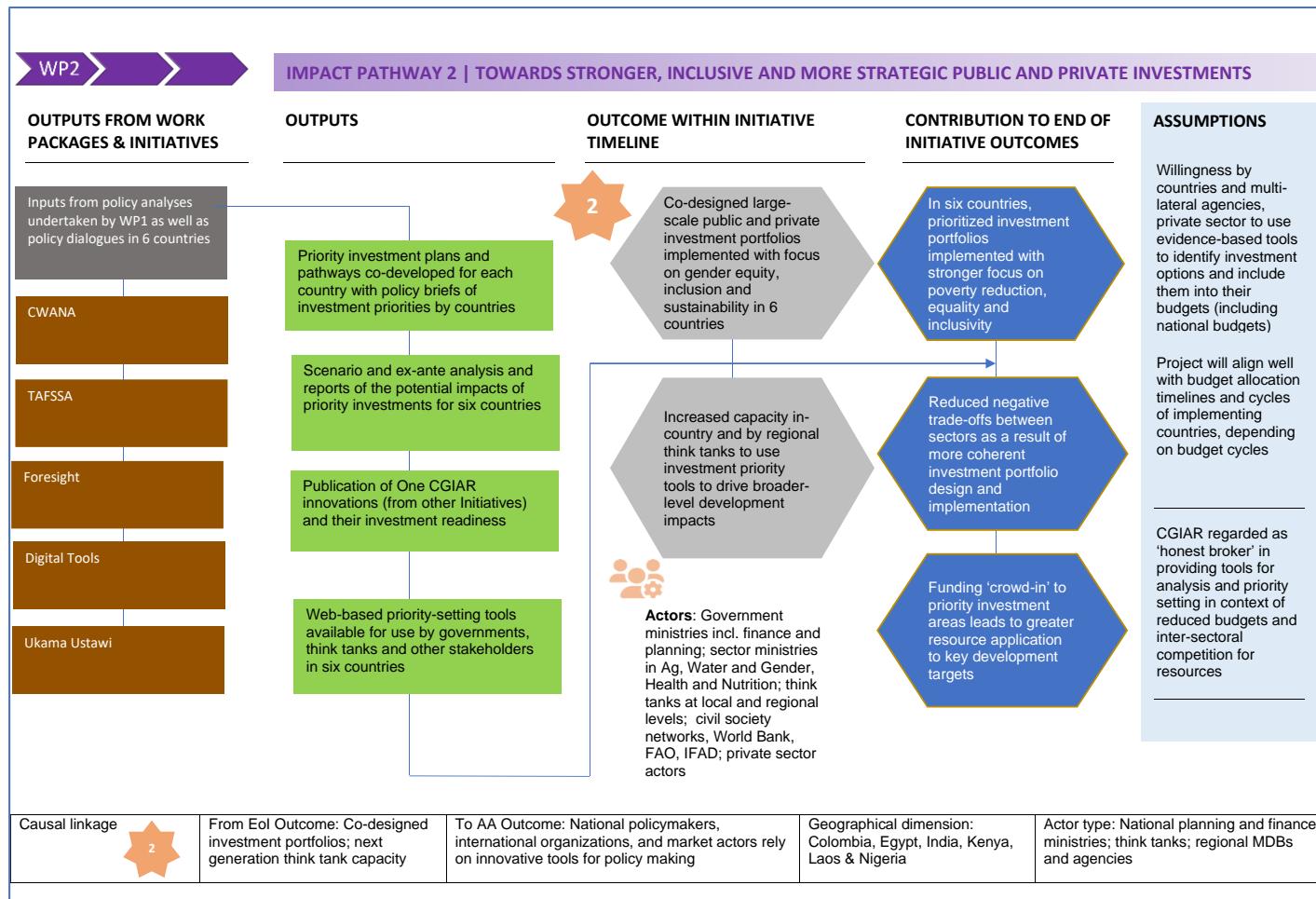
The theory of change
The causal process: WP2 prioritizes investments by analyzing their potential impacts and trade-offs, including those resulting from One CGIAR research that have potential impacts on multiple objectives across land, water, and food systems. While the main entry point will be for governments to invest in these priorities across sectors, we will work with coalitions of actors, building on those that already exist in country to crowd-in funding for these priority investment areas. Some of these coalitions exist in countries, for example in Kenya the Donor and Development Sector Working Groups in Agriculture, Water and Gender. The Initiative will build capacity of local policy think tank researchers to use investment prioritization tools, further expanding use of these tools at national and subnational (county and state) levels to drive broader impact.

Key demand, innovation, and scaling partners: Key demand partners will be ministries of planning, treasury, agriculture, water, gender, health, and nutrition in the selected countries that are seeking evidence and information on priority investments that will have the most impact across sectors and among diverse populations (with minimum trade-offs), including those most marginalized. Other key demand partners are donors and multilateral agencies (WB, FAO, IFAD) who are seeking to identify investment priorities that address the development priorities of specific countries. The NPS expectation is that these partners can help crowd-in resources to identified priority investment areas. A third demand partner is the private sector, which can use enhanced country research capacity and priority investment areas identified through this Initiative to make more informed investments in food, land, and water systems transformation.

Key WP TOC assumptions and risks: Key assumptions made under WP2 include the willingness of countries to use evidence-based tools to identify priority investment options and to plug these into the policymaking and planning process. While there is a risk that not all governments may be willing to do this, the Initiative is building on work that CGIAR entities have been implementing in countries that are part of the Initiative. The other key assumption is that the project will align well with the budget allocation timelines and cycles of implementing countries, which depends on budget cycles.

Interdependence and synergies with other WPs and Initiatives: WP2 will draw on the policies and strategies from WP1, ensuring that the investment priorities identified here align with policy objectives and bring coherence across sectors, while at the same time meeting multiple objectives. The Initiative will work closely with other Initiatives on WP2, including Digital Tools, Foresight, and the Regional Integrated Initiatives.

Measuring and managing performance and results – links to management, MELIA, and projected benefits plans: WP2 forms the basis of our projected benefits, using different investment scenarios to model potential impact and scale of these impacts.

WP2

IMPACT PATHWAY 2 | TOWARDS STRONGER, INCLUSIVE AND MORE STRATEGIC PUBLIC AND PRIVATE INVESTMENTS

OUTPUTS FROM WORK PACKAGES & INITIATIVES	OUTPUTS	OUTCOME WITHIN INITIATIVE TIMELINE	CONTRIBUTION TO END OF INITIATIVE OUTCOMES	ASSUMPTIONS

OUTPUTS FROM WORK PACKAGES & INITIATIVES

- Inputs from policy analyses undertaken by WP1 as well as policy dialogues in 6 countries
- CWANA
- TAFSSA
- Foresight
- Digital Tools
- Ukama Ustawi

OUTPUTS

- Priority investment plans and pathways co-developed for each country with policy briefs of investment priorities by countries
- Scenario and ex-ante analysis and reports of the potential impacts of priority investments for six countries
- Publication of One CGIAR innovations (from other Initiatives) and their investment readiness
- Web-based priority-setting tools available for use by governments, think tanks and other stakeholders in six countries

OUTCOME WITHIN INITIATIVE TIMELINE

2

- Co-designed large-scale public and private investment portfolios implemented with focus on gender equity, inclusion and sustainability in 6 countries
- Increased capacity in-country and by regional think tanks to use investment priority tools to drive broader-level development impacts

Actors: Government ministries incl. finance and planning; sector ministries in Ag, Water and Gender, Health and Nutrition; think tanks at local and regional levels; civil society networks, World Bank, FAO, IFAD; private sector actors

CONTRIBUTION TO END OF INITIATIVE OUTCOMES

- In six countries, prioritized investment portfolios implemented with stronger focus on poverty reduction, equality and inclusivity
- Reduced negative trade-offs between sectors as a result of more coherent investment portfolio design and implementation
- Funding 'crowd-in' to priority investment areas leads to greater resource application to key development targets

ASSUMPTIONS

Willingness by countries and multi-lateral agencies, private sector to use evidence-based tools to identify investment options and include them into their budgets (including national budgets)

Project will align well with budget allocation timelines and cycles of implementing countries, depending on budget cycles

CGIAR regarded as 'honest broker' in providing tools for analysis and priority setting in context of reduced budgets and inter-sectoral competition for resources

Causal linkage **2**	From EoI Outcome: Co-designed investment portfolios; next generation think tank capacity	To AA Outcome: National policymakers, international organizations, and market actors rely on innovative tools for policy making	Geographical dimension: Colombia, Egypt, India, Kenya, Laos & Nigeria	Actor type: National planning and finance ministries; think tanks; regional MDBs and agencies

3.2.3 Work Package 3: Implementation capacity: Next generation research, analysis and policy development

Work Package title	Implementation capacity: Next generation research, analysis and policy development
Work Package focus and prioritization (max 100 words)	This Work Package builds on the investment priorities under WP2 and mobilizes political economy tools, impact evaluation methods, and institutional analyses to understand impacts and influence major drivers of success of investment programs and bottlenecks in the chosen policy areas and focus countries. For each of the prioritized investment priorities, the Initiative will work with stakeholders to design programs, build implementation strategies, and monitor systems to track progress. Where similar investment programs exist, the Initiative will draw on past evaluations or conduct new evaluations to inform design and implementation of identified next generation programs. We will build feedback loops between evaluation and adjustment to enhance greater upward and downward accountability to sustainability and equity outcomes.
Work Package geographic scope (global/region/country)	Colombia, Nigeria, Egypt, Kenya, India, and Laos

The science

This Work Package uses political economy analysis and impact evaluation to understand drivers and bottlenecks to policy and program implementation and to support the design of investment programs in ways that enable them to have impact on equitable growth and transformation.

Key research questions, methods, and outputs

Research questions	Methods	Key outputs
Investment design principles: What design principles and lessons can be applied to investment programs to ensure achievement of multiple equitable outcomes for different populations? For example, what design principles work for ensuring achievement of gender equality, poverty, and inclusion outcomes?	Impact evaluations including randomized control trials and natural experiments of new and existing programs to identify design principles, and compare efficacy and cost-effectiveness.	Policy briefs of design and implementation principles for different types of programs. An online "learning repository" that identifies when and why certain policy interventions work.
Incentive structures: Who and what are the key interest groups and incentive structures that need to be considered for successful policy adoption and implementation?	Political economy analysis tools, including the Kaleidoscope Model of Policy Change, Political Settlements Analysis, Social Network Analysis and Power Mapping.	Policy environment toolkit enables stakeholders to identify a range of actors from potential opponents to potential champions within food, land and water system reforms.
Implementation support: In what ways can public sector capacity (at both national and subnational levels) be supported and supplemented to implement emergent policies for food, land and water systems transformation?	Institutional architecture assessment and mapping of roles, responsibilities, and resources for relevant policy interventions.	Toolkit for assessing the landscape of existing water, land, and food system governance capacity and coordination mechanisms, to identify gaps in stakeholder representation and capacity, support strategic convening power and vision, and provide greater accountability for delivery.
Accountability mechanisms: What modalities exist and can be created for keeping implementation actors accountable for policy commitments and investments?	Accountability diagnostics, Impact evaluations. Institutionalized forums for inclusive policy dialogue between citizens, government, donors, and private sector around specific policy commitments.	Budget tracking database of food, water, and land system investments. Citizen scorecards Public sector accountability database that catalogues, e.g., performance contracts, delivery units, and transformation agencies.

Research question 1: WP3 will use impact evaluations of new and existing programs to identify design principles and compare efficacy and cost-effectiveness of different types of programs, and their impacts. These evaluations will validate (or not) impacts from modeling activities identified under WP2. We will work with other government programs and bilateral and multilateral funded programs to identify investments with the most impact as well as the drivers of change. Research question 2: We will use political economy analysis tools, including the Kaleidoscope Model of Policy Change, Political Settlements Analysis, Social Network Analysis and Power Mapping to analyze why and how programs succeed, the political interests of key stakeholder groups, and how these can be aligned to lead to success. Research question 3: This will use institutional analysis tools to identify key capacities that need to be built to improve the likelihood of implementation success of large investment programs. Research question 4: This will utilize a combination of approaches including impact evaluations and accountability diagnostics to analyze and improve public sector accountability.
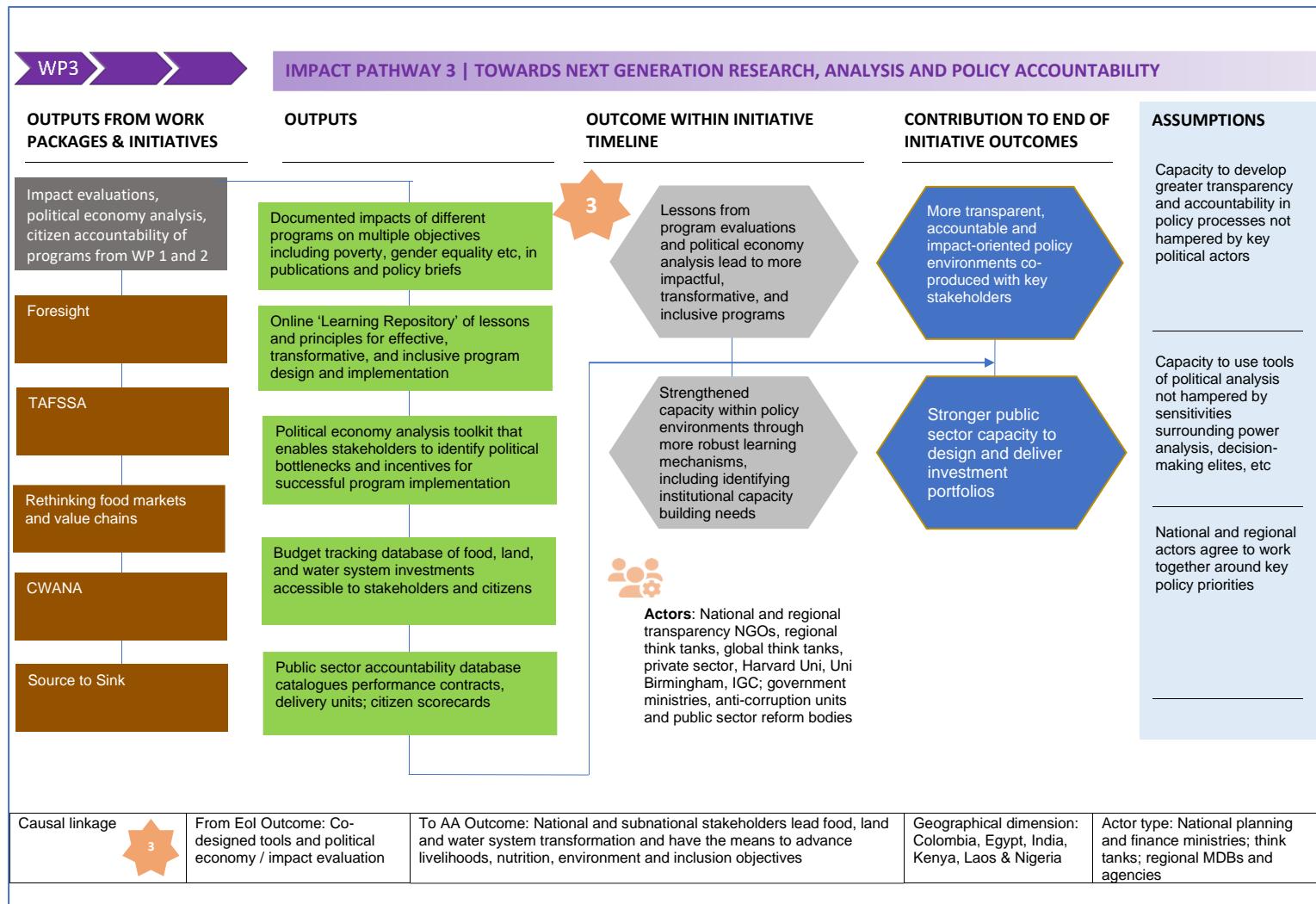
The theory of change
The causal processes: WP3 delivers a set of tools and approaches to policy implementation that focus on building more supportive policy environments, ways of navigating these environments, and establishing learning mechanisms that can strengthen the sharing of positive examples in which wider support to policy uptake leads to demonstrable downstream impact. We will begin WP3 in six countries where there are examples of established policy support mechanisms in wider civil society and among private sector actors, sharing the experience of these cases to inform learning around, and systematizing the strengthening of, approaches to policy environments.

Key demand, innovation, and scaling partners: Implementation and accountability gaps are increasingly recognized by governments, donors, practitioners and researchers as key problems for food, land, and water system transformation. USAID, for instance, integrates the Kaleidoscope Model of Policy Change into bi-annual policy training events with its missions around the world. Key partners will include a variety of transparency NGOs such as BudgIT (Nigeria), Twaweza (Kenya), as well as country and regional think tanks that work closely on policy implementation with governments, the private sector, and funders. Other partners include global think tanks specifically focused on enhancing public sector capacity, such as Harvard's Building State Capability, the Development Leadership Program at the University of Birmingham, the Overseas Development Institute, and the International Growth Centre. For impact evaluations, we will work with think tanks that support impact evaluations including JPAL and Innovations for Poverty Action, as well as in-country research organizations. For accountability, key partners will include national governments, public sector reform secretariats, and anti-corruption units in most countries and local government.

Key WP TOC assumptions and risks: This Work Package naturally complements WP2 on Investment Prioritization. While the investment prioritization research identifies which policy interventions demonstrate the greatest economic, social, and environmental benefits, WP3 aims to tackle the political economy and capacity bottlenecks that need to be overcome so that identified priorities can be adopted. The key assumption is that governments are willing to use lessons from program evaluations and political economy analysis to improve the design and implementation of programs. WP3 is essential for any of the One CGIAR Initiatives that aspire to reform policies and that rely on strengthened public sector capacities.

Measuring and managing performance and results – links to management, MELIA, and projected benefits plans: Using impact evaluation, political economy tools and institutional analysis, we will bolster impact, accountability, and transparency through leading-edge research co-produced with public, private, and civil society partners. We will strengthen next-generation policy think tank capacity for impact evaluations and political economy analysis. Results from WP3 will feed back into program design, increasing the likelihood of programs achieving their impacts.

IMPACT PATHWAY 3 | TOWARDS NEXT GENERATION RESEARCH, ANALYSIS AND POLICY ACCOUNTABILITY

OUTPUTS FROM WORK PACKAGES & INITIATIVES	OUTPUTS	OUTCOME WITHIN INITIATIVE TIMELINE	CONTRIBUTION TO END OF INITIATIVE OUTCOMES	ASSUMPTIONS

Impact evaluations, political economy analysis, citizen accountability of programs from WP 1 and 2

Foresight

TAFSSA

Rethinking food markets and value chains

CWANA

Source to Sink

Documented impacts of different programs on multiple objectives including poverty, gender equality etc, in publications and policy briefs

Online 'Learning Repository' of lessons and principles for effective, transformative, and inclusive program design and implementation

Political economy analysis toolkit that enables stakeholders to identify political bottlenecks and incentives for successful program implementation

Budget tracking database of food, land, and water system investments accessible to stakeholders and citizens

Public sector accountability database catalogues performance contracts, delivery units; citizen scorecards

3

Lessons from program evaluations and political economy analysis lead to more impactful, transformative, and inclusive programs

Strengthened capacity within policy environments through more robust learning mechanisms, including identifying institutional capacity building needs

Actors: National and regional transparency NGOs, regional think tanks, global think tanks, private sector, Harvard Uni, Uni Birmingham, IGC; government ministries, anti-corruption units and public sector reform bodies

More transparent, accountable and impact-oriented policy environments co-produced with key stakeholders

Stronger public sector capacity to design and deliver investment portfolios

Capacity to develop greater transparency and accountability in policy processes not hampered by key political actors

Capacity to use tools of political analysis not hampered by sensitivities surrounding power analysis, decision-making elites, etc

National and regional actors agree to work together around key policy priorities

| Causal linkage **3** | From EoI Outcome: Co-designed tools and political economy / impact evaluation | To AA Outcome: National and subnational stakeholders lead food, land and water system transformation and have the means to advance livelihoods, nutrition, environment and inclusion objectives | Geographical dimension: Colombia, Egypt, India, Kenya, Laos & Nigeria | Actor type: National planning and finance ministries; think tanks; regional MDBs and agencies |

3.2.1 Work Package 4: Learning, feedback, and sustained impact

Work Package title	Learning, feedback, and sustained impact
Work Package focus and prioritization (max 100 words)	The WP will synthesize the lessons from work done in WP1, WP2 and WP3 across selected countries, drawing on key lessons, successes, and bottlenecks and sharing these lessons across and within countries. It will develop innovative communications and advocacy mechanisms that bring lessons learnt to government agencies across different sectors, civil society, research, and private sector partners with mandates across land, water, and food systems. The main mechanism to do this will be a Community of Policy Practice (CoPP) which will bring together active practitioners in policy arenas from partner organizations in focus countries and more widely in the regional contexts in which they are situated, identifying bright spots of learning from recent experience, including best practice in design, engagement, and implementation. WP4 will also link to continental processes such as CAADP to bring a food, land, and water systems policy coherence agenda to current accountability mechanisms.
Work Package geographic scope (global/region/country)	Colombia, Nigeria, Egypt, Kenya, India, and Laos

The science

Food, land, and water systems and associated policy environments involve complex and frequently overlapping objectives as well as multiple players, strategies, programs, and projects. Although these sectors operate within unique national and subnational contexts, they face common challenges. Sharing experiences with these challenges can enable countries to learn from each other. They can also benefit from regional public goods generated through collective action in areas of common interest, including the establishment of open access policy and data resources that strengthen the evidence base for policy development. WP4 will capitalize on this commonality and enhance the potential for collective action by establishing a knowledge management system and a sustainable Community of Policy Practice (CoPP) that connects policy practitioners and stakeholders through peer-to-peer knowledge exchange, support, and collaboration across countries and respective regions. Beyond knowledge and experience sharing, the CoPP will enable participants to build national capacity for policy design, implementation, M&E, and learning. WP4 will identify the policy interventions that can best be replicated and scaled in other countries, working closely with regional economic communities. It is proposed to work with ECOWAS in West Africa, EAC in Eastern Africa, and SAARC in South Asia. The CoPP will be made up of sub-CoPPs based on subsector domains and/or specific geographies. The subdomains include policy analysis tools, impact assessment tools, policy engagement, and knowledge management. Based on location, the sub-CoPPs may include Eastern, Western, and Southern Africa, South Asia, and South America.

Key research questions, methods, and outputs

Research Questions	Methods	Outputs
CoPP Design and function: What configuration of a Community of Policy Practice in terms of definition of domain, practice, and community elements, will be most effective to share lessons and build accountability across countries?	Systematic review of previous experiences Characterization of CoPP and sub-CoPPs and continuous monitoring of their learning activities, member engagement, and learning outputs Periodic evaluations of CoPP	Research reports, discussion papers and journal articles Guidelines for setting up an effective CoPP CoPP and sub-CoPPs established
Effective knowledge management and sharing: What are the most important features of a knowledge management and sharing system for CoPP effectiveness?	Synthesis of lessons from WPs 1-3, knowledge management and sharing approaches and testing their effectiveness.	Research reports, discussion papers and journal articles A knowledge management and sharing platform developed

Policy synergies: What are the scalable principles, mechanisms, structures for policy exchange forums and other policy practices that can position nations and regions towards improved policy environments and more impactful innovation scaling?	South-South learning events about what works best to enhance capacity, engagement, and accountability.	Research reports and journal articles.
Policy influence: By which routes, and with which structures and mechanisms, does knowledge exchange on policy successes and failures between focal countries translate into improved policy environments across national and regional levels?	Survey of policy practitioners' experiences, secondary data mining and most significant change analysis.	A research report and at least four journal articles on the methods and findings of policy diagnosis and action prioritization

Theory of change
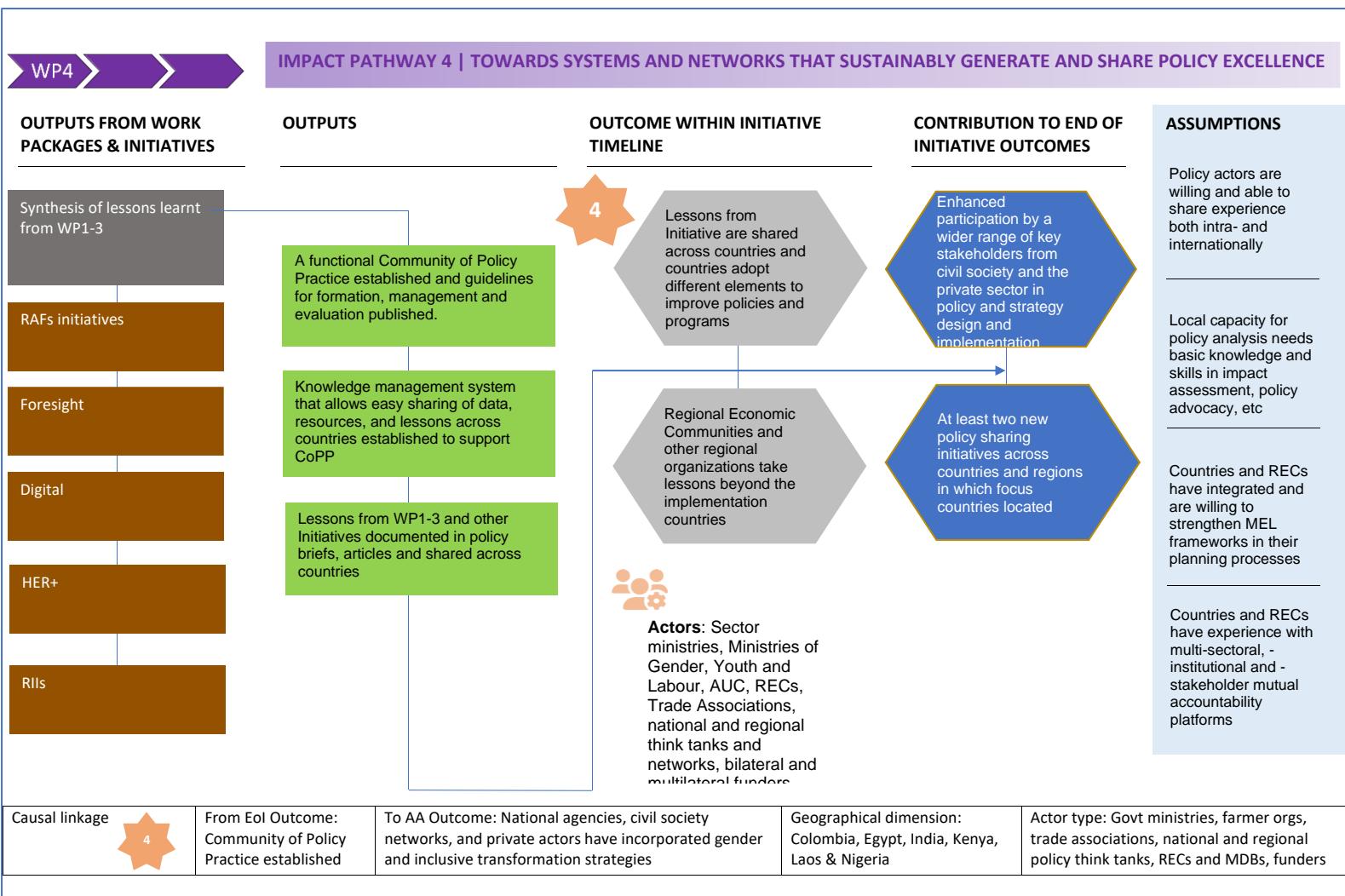
The causal processes: Communities of practice by their nature are relatively informal and formed through mutual consent to convene. However, they need to be nurtured and managed to ensure that they adhere to original objectives, and that processes and procedures are followed to ensure their delivery of key objectives based on the ideals for which they are established. The role of the CoPP is to create conditions that can encourage policy practitioners to create, transfer, apply, and share their knowledge. The Initiative will identify and bring the right policy practitioners together, provide an infrastructure in which a CoPP can thrive, and develop metrics for measuring success of the CoPP and its performance, based on appropriate indicators. The aim is to ensure these lessons learned can be applied beyond the initial set of countries. By integrating outputs from the other WPs, the CoPP platform will facilitate development of members' capabilities to build and exchange knowledge in applying policy analysis, impact assessment, and knowledge management tools that support policy coherence, engagement, and advocacy. The CoPP will be committed to building a gender-balanced approach to membership and engagement, with a key focus on establishing capacities and strengths among younger generations of policy practitioners.

Key demand, innovation, and scaling partners: Key demand partners include ministries of planning, health, finance, local government, gender, labor, agriculture, water, and land in focus countries; the African Union Commission (AUC), AU Development Agency; regional economic communities (REC)s; private sector trade associations and farmers' organizations; civil society organizations; and bilateral and multilateral funders. We will work closely with academic institutions, training, and research organizations, national policy Think Tanks, policy networks, universities, regional research organizations (including AERC, FARA, ASARECA, WECARD, IICA, AKADEMIYA2063, AGRA, ReNAPRI, FANRPAN), and other One CGIAR Initiatives (including Digital Tools, Foresight, and Regional Integrated Initiatives). Key scaling partners include RECs, AUC, and bilateral and multilateral funders

Key WP TOC assumptions and risks: A key assumption is that policy actors are willing to join the CoPP to learn and exchange knowledge with peers. Countries and RECs have integrated, and are willing to strengthen, MEL frameworks in their planning processes and have some experience of multisectoral, multi-institutional and multistakeholder mutual accountability platforms that can be strengthened by building effective CoPPs. There may be partner fatigue depending on what other mechanisms and communities of practice exist, and there will be a need to build on already existing networks and communities. WP4 will take advantage of existing knowledge management and sharing mechanisms, including those set up under the CAADP program and those established by other regional organizations working across multiple countries (such as AGRA and IICA) to translate what is shared in the CoPP into action.

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Interdependencies and synergies with other WPs: WP4 draws on all the other WPs, bringing lessons from the co-development of policies to country and regional level partners. It will also draw from other Initiatives, including Digital Tools, Foresight, and Regional Integrated Initiatives. WP4 facilitates learning and sharing of knowledge among CoPP members, who will include policy practitioners from the other three WPs, other One CGIAR Initiatives, and country and regional level partners. WP4 will also bring in other Initiatives with policy objectives and activities to achieve synergy in implementation across countries.

Measuring and managing performance and results – links to management, MELIA, and projected benefits plans: WP4 will contribute to knowledge management and sharing approaches, including on data and indicators from the MELIA plan.

WP4

IMPACT PATHWAY 4 | TOWARDS SYSTEMS AND NETWORKS THAT SUSTAINABLY GENERATE AND SHARE POLICY EXCELLENCE

OUTPUTS FROM WORK PACKAGES & INITIATIVES	OUTPUTS	OUTCOME WITHIN INITIATIVE TIMELINE	CONTRIBUTION TO END OF INITIATIVE OUTCOMES	ASSUMPTIONS

OUTPUTS FROM WORK PACKAGES & INITIATIVES
- Synthesis of lessons learnt from WP1-3
- RAFs initiatives
- Foresight
- Digital
- HER+
- RIIs

OUTPUTS
- A functional Community of Policy Practice established and guidelines for formation, management and evaluation published.
- Knowledge management system that allows easy sharing of data, resources, and lessons across countries established to support CoPP
- Lessons from WP1-3 and other Initiatives documented in policy briefs, articles and shared across countries

OUTCOME WITHIN INITIATIVE TIMELINE

4

- Lessons from Initiative are shared across countries and countries adopt different elements to improve policies and programs
- Regional Economic Communities and other regional organizations take lessons beyond the implementation countries

Actors: Sector ministries, Ministries of Gender, Youth and Labour, AUC, RECs, Trade Associations, national and regional think tanks and networks, bilateral and multilateral funders

CONTRIBUTION TO END OF INITIATIVE OUTCOMES
- Enhanced participation by a wider range of key stakeholders from civil society and the private sector in policy and strategy design and implementation
- At least two new policy sharing initiatives across countries and regions in which focus countries located

ASSUMPTIONS
- Policy actors are willing and able to share experience both intra- and internationally
- Local capacity for policy analysis needs basic knowledge and skills in impact assessment, policy advocacy, etc
- Countries and RECs have integrated and are willing to strengthen MEL frameworks in their planning processes
- Countries and RECs have experience with multi-sectoral, -institutional and -stakeholder mutual accountability platforms

| Causal linkage 4 | From EoI Outcome: Community of Policy Practice established | To AA Outcome: National agencies, civil society networks, and private actors have incorporated gender and inclusive transformation strategies | Geographical dimension: Colombia, Egypt, India, Kenya, Laos & Nigeria | Actor type: Govt ministries, farmer orgs, trade associations, national and regional policy think tanks, RECs and MDBs, funders |

National Policies and Strategies for Food, Land and Water Systems Transformation (NPS) – Sept 28, 2021

4. Innovation Packages and Scaling Readiness Plan

4.1 Innovation Packages and Scaling Readiness Plan

We plan to integrate the following principles into the Initiative at different times from 2022 to 2024. These are:

- *Be participatory* (2022): (**WP1-WP4**).
- *Consider co-design with scale in mind*: (2022, **WP1**)
- *Consider sustainability from the outset*: *(*2022, **WP1, WP3**)
- *Accompany impact analysis with cost-effectiveness*: (2022–2024): (**WP2**).
- *Acknowledge failure and learn from it and iterate* (2022–2024): (**WP4**).
- *Be collaborative and co-creative* (2022): (**WP1&3**).
- *Integrate proven, scalable innovations into existing programs* (2022-2024): (**WP3**).

The scalability of the innovations is addressed using the Scaling Readiness approach, which involves first profiling the innovations at hand (list of innovations), identifying the complementary innovations and necessary conditions, understanding the bottlenecks and opportunities for scaling, establishing a network of internal and external partners, and developing systems, processes, and capacities from the outset. The principles can be applied in developing a scaling-up strategy (e.g., be participatory); designing innovation packages with partners and other Initiatives (e.g., be collaborative and co-creative); identifying bottlenecks for adoption and scaling of the Initiative's innovations (e.g., acknowledge failure and learn from it and iterate); ensuring a portfolio of innovations with different readiness levels (e.g., integrate proven, scalable innovations into existing programs). Overall, the Initiative aims to apply the Innovation Packages and Scaling Readiness approach to 76–100% of the total Initiative. However, we acknowledge that our policy innovations may follow disparate tracks to implementation and scaling. Given the primacy of creating a more conducive policy and regulatory systems over scaling of technological innovations, our Initiative would like to be included in the First Wave (Q1-2022) of scaling backstopping. This would facilitate the scaling of technological innovations from other Initiatives through the policy and investment prioritization activities under this Initiative.

5. Impact statements

5.1 Nutrition, health & food security

Challenges and prioritization: No single intervention can tackle the complexities of the current food system, and different approaches can be complementary and synergistic. For example, research has shown multiple pathways between agriculture and nutrition. These interconnections support the importance of an integrated government strategy that uses and adapts existing structures and systems. Ideally, actions should be coordinated between ministries, agencies, and at local, national, and international levels. Countries therefore need to use evidence to define policies and prioritize investments that will have an impact on nutrition, health, and food security. This Initiative analyses the potential of different investment priorities to impact different outcomes including food security and nutrition and prioritizes those with the greatest potential.

Research questions: The key research questions are: What sets of policies and priority investments will have the most impact on nutrition, health, and food security? How can we minimize the trade-offs from these policies and investment priorities? How can we use One CGIAR tools to prioritize investments in countries so that they have the greatest impact?

Components of Work Packages: The main WPs that will help to deliver on these outcomes are WP1–3. WP1 will identify policy entry points with potential to improve nutrition, health, and food security. WP2 will prioritize investments and conduct ex ante analysis of impacts of the investments on nutrition, health, and food security. WP3 will use political economy and impact evaluation tools to understand the impact of investments on selected nutrition, health, and food security indicators.

Measuring performance and results: We will measure results at several levels: (1) ex ante analysis and modeling of potential policies and investment priorities for nutrition and food security, including on number of people with heathy diets, etc.; (2) use existing national datasets to set baselines for selected nutrition, health, and food security indicators to be defined, depending on what policies and investment priorities are implemented in countries; and (3) specific studies to analyze the contribution of the Initiative to nutrition, health, and food security outcomes. The end-of-Initiative outcomes and metrics are: number of nutrition and food security programs and investment policies and priorities adopted by countries; potential number of people reached by investment programs focused on nutrition, health, and food security; early changes in key baseline indicators, such as number of people with access to adequate diets, or number of people increasing meals per day.

Partners: Key partners will be government ministries including ministries of planning, agriculture, water, land, health, gender and others, policy think thanks involved in use of One CGIAR tools to identify investment priorities, funders, private sector actors, and multilateral agencies implementing nutrition and food security programs and other related programs, which will have high impact investment priorities to implement and support. Other partners will be Regional Initiatives that will feed their innovations for improving health, nutrition, and food security innovations into the priority-setting process.

Human resources and capacity development of Initiative team: The team will be composed of policy analysts looking at policy entry points in each country with potential for improving nutrition, health, and food security; modelers prioritizing and conducting ex ante analysis of potential impacts of investments on nutrition, health, and food security; impact evaluation experts looking at impacts of programs on nutrition, health, and food security; and political economists examining the structures and systems of power shaping policy development and implementation outcomes. The Initiative will undertake capacity building of policy think tank researchers and establish links to programs offering training for food systems fellows, including the STAARS program.

5.2 Poverty reduction, livelihoods & jobs

Challenges and prioritization: The transformation of food, land, and water systems is forecast to add more jobs than any other sector of the economy in our focus countries by 2025. A report by the World Bank (2020), however, also shows that over the same period, employment in farming in these countries is expected to decrease from 75% to 61%; while employment in the broader food system (manufacturing, marketing, transportation, and preparation) will increase from 8% to 12%, mostly in rural areas. Encouraging the growth of food value chains to create these jobs, however, will also require investment in rural infrastructure, electrification, cold storage and warehouses, and communications infrastructure, which can all help strengthen rural-urban linkages and improve the functioning of food value chains, thus creating employment opportunities and raising incomes. Policy decisions must also facilitate inclusion of youth, women, and other marginalized populations. Governments must prioritize policies and investments that will lead to this growth in jobs and improvements in livelihoods.

Research questions: The key research questions are: What sets of policies and investments in food, land, and water systems will have the most impact on poverty reduction, decent livelihoods, and job creation? How can we minimize the trade-offs from these policies and investment priorities? How can we use One CGIAR tools to prioritize investments in countries so that they have the most impact?

Components of Work Packages: The main WPs that will help to deliver on these outcomes are WP1–3. WP1 will identify policy entry points with potential to reduce poverty, achieve decent livelihoods, and create jobs. WP2 will prioritize investments and conduct ex ante analysis of impacts of the investments on poverty reduction and job creation, and WP3 will use political economy and impact evaluation tools to analyze impact of the investments on selected poverty and livelihood indicators*.*

Measuring performance and results: We will measure results at several levels: (1) ex ante analysis and modeling of potential policies and investment priorities with impact on poverty reduction, livelihoods, and job creation; (2) use existing national data sets to set baselines for selected poverty, livelihood, and job creation indicators including numbers of people lifted out of poverty, etc.; and (3) specific studies to analyze the contribution of the Initiative to poverty reduction, livelihoods, and job creation. The end-of-Initiative outcomes and metrics include: number of policies and investment programs that countries implement which have poverty reduction, livelihood, and job creation potential; amount of money invested in these programs including by funders and the private sector; potential number of people reached by investment programs focused on poverty reduction and job creation; number of jobs created; and changes in incomes.

Partners: Key partners will be government ministries of planning, agriculture, water, land, health, gender and others, policy think thanks involved in use of One CGIAR tools to identify investment priorities, funders, private sector actors, and multilateral agencies implementing in initiatives for poverty reduction, including social protection and cash transfer programs.

Human resources and capacity development of Initiative team: The team will include policy analysis to identify policy entry points in each country with potential for reducing poverty and creating jobs; modelers prioritizing and conducting ex ante analysis of potential impacts of investments on poverty reduction and job creation; and impact evaluation experts analyzing impacts of programs on poverty reduction and job creation.

5.3 Gender equality, youth & social inclusion

Challenges and prioritization: Despite progress on gender equality and women's empowerment over the last few decades, and the multitude of tools and frameworks for integrating gender in food, land, and water systems programs, the integration of gender in the policy cycle is still inadequate. There is still need for governments to mainstream gender equality in the design, development, implementation, and evaluation of public policies and budgets. This requires a gender lens that focuses attention on the experiences and outcomes of different groups of women and men to create more gender-equal policy processes and outcomes. In so doing, we also commit to integrating evidence-based assessments of gender-related impacts and considerations into various dimensions of other policies and investment priorities as well as identifying specific gender focused investments.

Research questions: The key research questions are: What sets of policies and investments in food, land, and water systems will have the most impact on gender equality and inclusion? How can we combine food, land, and water systems interventions with gender-focused and transformative interventions to have the most impact on gender equality and inclusion? How can we use One CGIAR tools to prioritize investments in countries so that they have the most impact on gender equality and inclusion? What data are needed?

Components of Work Packages; The main WPs that will help to deliver on these outcomes are WP1–3. WP1 will identify policy entry points with potential to achieve gender equality and inclusion, ensuring both gender-specific policies and integration of gender in other policies. WP2 will prioritize investments and conduct ex ante analysis of impacts of investments on poverty reduction and job creation. Again, some of the investments will be gender specific or target women and youth, and others will have gender integrated. For all investments, the modeling will identify the potential gender and inclusion impacts while minimizing risks of exclusion or exploitation. WP3 will use political economy and impact evaluation tools to analyze the impact of investments on selected gender equality and inclusion indicators.

Measuring performance and results: We will measure ex ante the potential impacts of policies and investment programs on gender and inclusion, track gender impact indicators including numbers of women, youth and marginalized groups reached with investment programs, and conduct early analysis of changes in gender indicators, including closing gaps in access to resources, changes in incomes, and changes in women's empowerment.

Partners: Key partners will be government ministries of planning, agriculture, water, land, health, gender and others, policy think thanks involved in use of One CGIAR tools to identify investment priorities, funders, private sector actors, and multilateral agencies implementing poverty reduction measures, including social protection and cash transfer programs. In addition, we will work with gender think tanks, including the International Centre for Research on Women, the European Institute for Gender Equality, and the Partnership for Economic Policy, among others.

Human resources and capacity development of Initiative team: In addition to the team of policy analysts, modelers, and impact evaluation experts, we will draw on gender expertise, including linking with the HER+ Initiative. We will build capacity of the team on gender and inclusion, including collecting, analyzing, and using gender data and indicators.

5.4 Climate adaptation & mitigation

Challenges and prioritization: The [UNFCCC AR6](#) identifies many ways in which complex climate impacts will be delivered through interlinkages between systems, particularly land and water. Addressing these impacts and establishing national adaptation plans (NAPs) will require effectively coordinated policymaking that cuts across geographic and sectoral boundaries. The success of new, more coherent policy thinking will be felt across a range of productive and social sectors. Most impacted will be smallholder farmers and pastoralists whose livelihoods are shaped by access to land, water, and food (including value chain systems). These connections between sectoral policies in water and food systems and climate adaptation and mitigation planning and investment are at the heart of this Initiative. A key contribution of this effort will be to help bring rigorous analysis related to climate change into ministries of planning and finance. WP1 will establish the intellectual grounding for more coherent policy environments, supporting both better investment design and implementation (WP1), including in resilience-building among smallholders, and better monitoring and impact assessment of policy and investment implementation (WP3). A key part of the CoPP established under WP4 will include the nexus between climate actions and policy vehicles and ways of building greater innovation into supranational learning and policy action, using the six chosen hub countries as a foundation.

Research questions: The key research questions are: What levels of policy success exist in building coherence between climate change mitigation and adaptation actions and sector-specific policy development? What bright spots exist that can be built on at national levels and across regions? How can we ensure that policy processes generate more equitable climate outcomes, including establishing more gender-transformative capacity within policy environments, more gender-equal policy inputs and science expertise, leading ultimately to more equity in policy outcomes, especially for the poorest and most marginalized groups? What design principles and lessons applied to investment programs can ensure multiple equitable outcomes for different populations, including those most climate vulnerable? Who and what are the key interest groups and incentive structures that need to be considered for successful policy adoption and implementation related to climate adaptation and mitigation actions?

Components of Work Packages: The main WPs that will help to deliver on these outcomes are WP1–3. WP1 will identify policy entry points with relevance to climate adaptation and resilience. WP2 will prioritize investments and conduct ex ante analysis of impacts of the investments on poverty reduction and job creation, including a focus on climate resilience–building approaches. WP3 will use political economy and impact evaluation tools to analyze climate-related investments and barriers and challenges to resilience-building in climate-vulnerable communities*.*

Measuring performance and results: We will measure ex ante the potential impacts of policies and investment programs on climate adaptation and mitigation, based on indicator sets provide in NAPs and NDCs.

Partners: Ministries of planning, finance, and economic development; environment and climate change departments and agencies; national NGO networks, policy fora, academic institutions, and think tanks operating at the interface of climate mitigation and adaptation policy and food, land, and water systems decision-making.

Human resources and capacity development of Initiative team: While there are substantial internal CGIAR human resources in research domains on climate adaptation, there are fewer resources in relation to climate mitigation. Therefore, in developing public policy activities and inter-institutional dialogue, the Initiative will reach out to a range of institutional actors (public, private, and civil society) through policy partnerships, using the engagement of

specific skills sets to forge robust, long-lasting partnerships that will form the core of the CoPP approach.

5.5 Environmental health & biodiversity

Challenges and prioritization: Remaining within planetary boundaries is central to the policy trade-offs involved in tackling poverty reduction through economic development and growth. The current growth model is evolving in directions involving greater 'circularity' in resource use, more attention to the sustainability of environmental stocks, and the revaluing of environmental resources, including under the policy rubric of nature-based solutions. Reconciling these complex policy demands — for social equity, environmental sustainability, and economic growth — is among the foremost policy questions facing governments, many of which have rapidly growing youthful population in Asia, Africa, and Latin America. One of the key constraints in building food systems that can meet the needs of these populations is that posed by a country's stock of freshwater resources, including overcoming policy complexities arising when internally renewable water largely derives from transboundary sources. In all six countries in this phase of the work, key agricultural sectors and subsectors include rainfed and irrigated farming.

Research questions: The key research questions are: How can stronger policy coherence be built around the concept of planetary boundaries, including tackling resource scarcities and deterioration in the quality of available resource stocks? What power, decision-making, and issues of gender and inclusion have a bearing on policy design and policy outcomes? How can sectors and institutions rethink the notion of environmental value, and better incorporate multiple values in policy development and design, and in investments, including balancing demand between competing users? How can we build in more effective ex ante analysis of projected impacts and trade-offs of particular investment decisions, including building environmental resource sustainability, climate risk, and human mobility factors into different decision-support models?

Components of Work Packages: The main WPs that will help to deliver on these outcomes are WP1–3. WP1 will identify policy entry points with relevance to environmental health and biodiversity. WP2 will prioritize investments and conduct ex ante analysis of impacts of the investments on poverty reduction and job creation, including a focus on climate resilience–building approaches. WP3 will use political economy and impact evaluation tools to analyze climate-related investments and barriers and challenges to resilience-building in climate-vulnerable communities**.**

Measuring performance and results partners: Ministries of water, natural resources, agriculture, finance, and economic planning; environment departments and agencies; national NGO networks, policy fora, academic institutions, and think tanks operating at the interface of environmental sustainability, biodiversity, and ecosystem conservation.

Human resources and capacity development of Initiative team: While there are substantial internal CGIAR human resources in research domains on environment and development (including biodiversity), and a number of dedicated scientists working at the interface of water resources and development, in developing public policy activities and inter-institutional dialogue and in establishing new levels of inter-systems thinking and analysis, the Initiative will reach out to a range of key actors (public, private, and civil society) through policy partnerships. We will use these partnerships as the bedrock of the CoPP approach, and, through them, help to build more coherent and collaborative policy environments.

6. Monitoring, evaluation, learning and impact assessment (MELIA)

6.1 Result framework

CGIAR Impact Areas				
Nutrition, health and food security	**Poverty reduction, livelihoods and jobs**	**Gender equality, youth and social inclusion**	**Climate adaptation and mitigation**	**Environmental health and biodiversity**
Collective global 2030 targets				
The collective global 2030 targets are available centrally here to save space.				
SDG targets				
2.1, 2.2, 2.3, 2.4, 2.a, 2.b and 2.c	1.1, 1.2. 1.3, 1.4,1.5, 1.a, 1.b, 8.3	5.a, 5.b, 5.c and 8.5	13.1., 13.2, 13.3, 13.a and 13. b	12.2, 12.a, 15.2, 15.5, 15.9, 15.a and 15.b
Common impact indicators that your Initiative will contribute to and will be able to provide data towards				
# people benefiting from relevant CGIAR innovations # people meeting minimum dietary energy requirements # people meeting minimum micronutrient requirements # cases communicable and non-communicable diseases	# people benefiting from relevant CGIAR innovations # people assisted to exit poverty	women's empowerment and inclusion in the agricultural sector # women benefiting from relevant CGIAR innovations # youth benefiting from relevant CGIAR innovations # women assisted to exit poverty	# tonnes CO2 equivalent Emissions # plans with evidence of Implementation # $ climate adaptation Investments # people benefiting from climate-adapted innovations	# ha under improved Management # km3 consumptive water use # ha deforestation

Action Area title (Systems Transformation/ Regional Agrifood Systems/Genetic Innovation)	
Action Area outcomes	**Action Area outcome indicators**
ST 3 - Governments and other actors take decisions to reduce the environmental footprint of food systems from damaging to nature positive (Indicators STi 3.1-3.3).	STi 3.1 Area of land under improved mitigation plans (or area that is decreasing in net carbon emissions – more ambitious and longer term)
	STi 3.2 Area under improved water use plans (or water use efficiency measures – more ambitious and longer term)
	STi 3.3 Trends in measures of non-point pollution where available.
ST 4 - Food system markets and value chains function more efficiently, equitably, and sustainably and lead towards healthier diets (Indicators STi 4.2-4.5)	STi 4.2 Gaps between farm/processor gate and consumer prices (with some measures focused on smallholder farmers if possible)
	STi 4.3 Domestic market price integration, both spatial and temporal
	STi 4.4 Improved international price and exchange rate transmission
	STi 4.5 Trends in relative prices of healthy to unhealthy foods
ST & RAFS 2 - National and local governments utilize enhanced capacity (skills, systems, and culture) to assess and apply research evidence and data in policymaking process (Indicator STRAFSi 2.1)	STRAFSi 2.1 Number of policies/ strategies/ laws/ regulations/ budgets/ investments/ curricula (and similar) at different scales that were modified in design or implementation, with evidence that the change was informed by CGIAR research

ST & RAFS & GI 1 Women and youth are empowered to be more active in decision making in food, land, and water systems (Indicator STRAFSGIi 1.1)		STRAFSGIi 1.1 Positive trends in the Women's Empowerment in Agriculture Index (WEIA) at various scales including nationally									
Initiative and Work Package outcomes, outputs and indicators											
Result type (outcome or output)	Result	Indicator	Unit of measurement	Geographic scope	Data source	Data collection method	Frequency of data collection	Baseline value and source	Baseline year	Target value	Target year
Outcome 1	***Six target countries adopt at least one policy and strategy that has potential to deliver food, land, and water systems transformation as a result of the Initiative***	Number of countries	Country	Global	End-of-Initiative report; MELIA reports; Government report	Stakeholder consultation; key informant interviews; endline survey	Annually	0	2021	6	2024
Output 1.1	Coalitions of actors and stakeholders/national policy think tanks formed/strengthened	Number of countries	Country	Global	Quarterly MELIA report	Observations; stakeholder consultation; key informant interviews	Quarterly	0	2021	6	2024
Output 1.2	National policy landscape appraisals and entry points identified	Number of countries	Country	Global	Initiative progress report; Bi-annual MELIA report	Observations; questionnaire; focus group discussion; Stakeholder consultation	Bi-annually	0	2021	6	2024
Output 1.3	A policy development guidance tool to ensure policy coherence	Number of countries	Country	Global	Bi-annual MELIA report	Focus group discussion; key informant interviews	Bi-annually	0	2021	6	2024
Output 1.4	Knowledge products	Number of reports and journal articles	Number	Global	Annual MELIA report	Review of documents and records	Annually	0	2021	5	2024
Output 1.5	A guidance on scalable principles, mechanisms, structures for policy exchange forums and COPP	Number of guidance	Country	Global	Bi-annual	Review of documents	Bi-annually	0	2021	1	2024

					MELIA report	and records					
Output 1.6	Innovation Packages and Scaling Readiness Plan	Number of innovations	Number	Global	Initiative progress reports; annual MELIA report	Review of documents and records	Annually	0	2021	6	2024
Outcome 2	Co-designed large-scale public and private prioritized investment portfolio for food, land, and water systems transformation implemented and evaluated using coalition-based evidence driven approach	Number of countries/ governments/coalitions	Number	Global	Initiative progress reports; annual MELIA report	Observations; focus group discussion; key informant interview; questionnaire	Annually	0	2021	6	2024
Output 2.1	Stakeholder maps and partnerships between governments, 1 CGIAR researchers, and next-generation policy think tanks and coalition of investment partners	Number of countries	Country	Global	Annual MELIA report	Review of documents and records	Annually	0	2021	6	2024
Output 2.2	Investment- and scale-ready innovations that feed into national policies and investment plans from *ex ante* public and private investment analysis	Number of innovations	Number	Global	Initiative progress report; annual MELIA report	Observations; focus group discussion; key informant interviews	Annually	0	2021	6	2024
Output 2.3	Policy briefs on investment priority-setting using RIAPA and other tools	Number of policy briefs	Number	Global	Bi-annual MELIA report	Review of documents and records	Bi-annually	0	2021	6	2024
Output 2.4	RIAPA (offline) and AIDA (online) and other web-based investment tools applied and adopted by governments	Number of investment priority setting tools applied	Number	Global	Bi-annual MELIA report	Observations; focus group discussion; key informant interviews	Bi-annually	0	2021	2	2024
Outcome 3	Six target countries have improved analytical capacity and better implemented policies and strategies and better cross-country policy exchange to accelerate the production and compilation of, and access to, reliable data and lessons on policy bright spots and tracking of impacts	Number of countries	Country	Global	Initiative progress report reports; annual MELIA report	Observations; focus group discussion; questionnaire; key informant interviews	Annually	0	2021	6	2024

Output 3.1	Policy dysfunction toolkit for recognizing allies and identifying opponents and developing strategies to overcome opposition	Number of toolkits	Number	Global	Bi-annual MELIA report	Observations; focus group discussion; key informant interviews	Bi-annually	0	2021	1	2024
Output 3.2	Toolkit for assessing the landscape of existing water, land, and agrifood system coordination mechanisms	Number of toolkits	Number	Global	Bi-annual MELIA reports	Review of documents and records	Bi-annually	0	2021	1	2024
Output 3.3	An online "learning repository, rigorous monitoring, impact evaluation, integrated political economy and institutional analysis across sectors and trade-off management tools for food, land, and water systems transformation	Number of countries	Country	Global	Bi-annual MELIA report	Review of documents and records	Bi-annually	0	2021	6	2024
Output 3.4	Methodological innovations and skills in tracking the impact of investments and monitoring policy implementation	Number of countries	Country	Global	Initiative progress report; Quarterly MELIA report	Observations; focus group discussion; Key informant interviews; questionnaire	Quarterly	0	2021	6	2024
Output 3.5	Databases (budget tracking, citizen scorecards, public sector accountability citizen	methodological innovations	methodological innovations	Global	Quarterly MELIA report	Review of documents and records	Quarterly	0	2021	6	2024
Outcome 4	Six target counties have a new enabling environment that drive investment excellence and support policy implementation	Number of countries/ Number of regional organizations	Number	Global/regional	Initiative progress report; annual MELIA report	Observations; focus group discussion; Key informant interviews; questionnaire	Annually	0	2021	6	2024
Output 4.1	New COPPs established and existing COPPS strengthened, capacity needs identified, and online support platforms developed	Number of countries	Country	Global	Bi-annual MELIA report	Observations; focus group discussion; Key informant interviews	Bi-annually	0	2021	6	2024

Output 4.2	Policy analysis, knowledge management tools, policy exchanges established, and advocacy mechanisms mainstreamed in planning and investment	Number of countries	country	Global	Annual MELIA report	Observations; focus group discussion; Key informant interviews	Annually	0	2021	6	2024
Output 4.3	Lessons learned from across countries and regions mainstreamed in strategic alliances with key policy networks in countries and regional organizations	Number of countries	Country	Global	Annual MELIA report	Observations; focus group discussion; Key informant interviews	Annually	0	2021	6	2024

6.2 MELIA plan
a. Narrative for MEL plans

Current policy implementation bottlenecks for food, land, and water systems are beyond the capacity of any single government actor to address. Therefore, government actors must work together across departments and collaborate with stakeholders outside of government, including One CGIAR researchers and next-generation policy think tanks and institutes. This entails using innovative approaches and developing and adapting tools and data by which governments can resolve current policy bottlenecks. Against this backdrop, the Initiative intends to test the following key learning and impact assessment questions:

- How do the NSP's new and adapted approaches and tools (adapted from One CGIAR and partners) lead to appropriate co-developed, prioritized policies and strategies, and policy reforms that support food, land, and water systems transformation?
- How do the NSP's new and adapted approaches and tools help strengthen policy coalitions and prioritize investment plans for food, land, and water systems transformation?
- How do the NSP's new and adapted approaches and tools help improve analytical capacity?
- How do the NSP's new and adapted approaches and tools help improve cross-country learning?

We will address these questions by applying both forward-tracking and backward-tracking methods. With the former, we start with the NSP's research on new and adapted approaches and tools and follow through the interface with targeted research users and subsequent knowledge exchanges and identify and track the changes which have arisen from the NSP research by ascertaining their uptake and use in policy and practice. With the latter, we start with the change in policy and practice and track back through the interface with researchers to the NSP research that precipitated the policy and practice change. In tracking back, we identify the range of key actors and critical decisions made at different points in time and assess the relative importance of different factors, including the NSP research. Meanwhile, we identify the contributions that the NSP research has made to the change in policy and practice by ascertaining its uptake and use. Within these approaches, we apply mixed methods qualitative methods (semi-structured interview, key informant interviews, focus group discussion, workshops).

The Initiative's success will be defined by the significance of its contribution to the transformation of the food, land, and water systems in ways that deliver inclusive, equitable, and sustained food and nutrition security, healthy diets, poverty reduction, gender equality, and climate adaptation. We will work with national statistics offices in selected countries to compile indicators of change, establish baseline levels and track these indicators over the life of the project. These indicators will correspond to the impact indicators in the One CGIAR research strategy and indicators of interest in the SDGs. We will conduct country surveys to gauge the extent to which the NSP Initiative has contributed to these changes.

The data will be analyzed and compiled at different stage-gates to facilitate the learning process among partners and relevant stakeholders and access strategic information to determine what works and does not work, assess progress toward the Initiative's objectives, and make informed course-correction decisions in time.

b. Narrative for impact assessment research plans

The Impact Assessment plan will answer the following key research questions:
- What is the impact of different policy interventions on the five Impact Areas of the One CGIAR?

- What combinations of investment priorities have the most impact on key indicators, including poverty reduction, job creation, gender equality and inclusion, livelihoods, climate change, etc.?

Because of the broad nature of policy impacts, the Initiative will not have a typical impact evaluation design. Instead, we will utilize various methodologies and approaches:

- Ex ante analysis of different investment priorities using modeling tools. In each country, a set of investment priorities will be selected based on an ex-ante analysis of their potential impact on selected Impact Areas including nutrition, food security, poverty reduction, job creation, gender equality and inclusion, and climate adaptation and environmental sustainability.
- Impact evaluations of specific policy and investment programs implemented by governments, funders and multilateral agencies, and the private sector.
- Tracking changes in impact indicators in national indicators of poverty, job creation, food and nutrition security, and gender equality and inclusion.
- Specific studies to evaluate the contribution of different investment programs on different impacts and diverse populations.

6.3 Planned MELIA studies and activities

Type of MELIA study or activity planned	State the result or indicator that the MELIA study or activity will contribute to	Anticipated year of completion (based on 2022-24 Initiative timeline)	Coordination with other Initiatives	How the MELIA study or activity planned will inform management decisions
Implementing Innovation Packages and Scaling Readiness plan	Assessing the scaling readiness of the innovations	2022	The Initiative will work closely with the Initiatives whose technological innovations are aligned with our policy and institutional innovations in the six target countries	The MELIA team, in collaboration with partners, will assess scaling readiness in 2022 and share the findings with the Initiative management, to make informed decisions in scaling
Policy analysis and review of secondary data	This will contribute to establishing benchmarks for the output and outcome indicators	2022	The Initiative will work closely with the Foresight Initiative	Information will be used to refine policy entry points, identify policy gaps and inform country specific activities
Baseline compilation of selected indicators from existing national data sets and additional baseline studies	Provide baseline /benchmark for outcome indicators, Impact Indicators, and selected SDG indicators that the Initiative seeks to change	2022	Joint activity with Regional Integrated Initiatives in selected countries With Digital Initiative to create M&E Dashboard	Allow the Initiative to track progress and policy contribution to impact indicators.
Result monitoring or outcome tracking (forward/backward)	This will contribute monitoring data	2024	Regional Initiatives, Digital Initiative	Assess progress towards outcome indicators

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				Analyze what works and does not work
Specific Surveys	Analyze and document the contribution of Initiative activities to outcomes and impacts	2023/24	With Regional Initiatives in Selected Countries	Analyze contribution of Initiative to outcomes and selected impact indicators
Impact Evaluations of programs	Analyze impacts of selected investment programs	2023/24	None	Feed results to WP2 on investment prioritization improve planning
Stakeholder Surveys	This will provide feedback that facilitates learning among partners	2024	With Regional Initiatives	This will enable the management to learn from failures and make informed decisions in time
End line assessment	This will provide the data used to establish success	2024	With Regional Initiatives and Foresight Initiative	Track Initiative outcomes Gauge progress towards achievement of outcome indicators

7. Management plan and risk assessment

7.1 Management plan

The Initiative will be led by an Initiative Lead and Co-Lead with a steering committee that plays an advisory role. The Steering committee will be comprised of five to seven members representing funders, international partners, national and regional policy thinks, and other stakeholder groups including civil society and private sector. Each Work Package will be led by a WP Leader who will be responsible for coordinating the WP activities, managing the researchers and partners working on the WP, and developing workplans and annual budgets for the WP. Together, WP Leaders and the Initiative Lead and Co-Lead will form the Management Team of the Initiative. To lead implementation at the country level, there will be a Country Lead for each of the six selected countries. The Country Lead will coordinate work at the country level, ensuring coordination between WPs, coordination between CGIAR researchers and partners working in-country and with other Initiatives present in the country. The Management Team and the Country Leads will form the Operational Management Team of the Initiative. In addition to expertise, we will work to ensure gender balance and inclusion in the Management Team. To ensure the adaptive management of the program, we propose an annual meeting of the Initiative to develop annual workplans and present and report on progress, an annual meeting of the Steering Committee, and quarterly meetings of the Operational Management Team, as well as monthly meetings of the country and WP teams.

7.2 Summary management plan Gantt table

Initiative start date		Timelines												Description of key deliverables (maximum 3 per row, maximum 20 words per deliverable)
		2022				2023				2024				
Work Packages	Lead organization	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Work Package 1:	CGIAR		1		2		3							*1.Report of engagement with national policymakers, policy think tanks and initial policy analysis completed 2. Coalition of national policy actors identified/convened 3. Plans for policy (for priority policies) coherence and data coherence developed*
Work Package 2:	CGIAR		4			5	6							*4. Toolkit for modeling and investment prioritization published 5. Policy briefs of modeling of investment priorities (including ex ante analysis and trade-off analysis) completed in each country 6. Investment plans by government, funders, private sector, multilateral agencies in country*
Work Package 3:	CGIAR					7	8					9		*7. Journal article of political economy analysis report of at least 1 investment per country completed 8. Development of at least 2 investment priorities in country into programs 9. Journal articles of at least three impact evaluation completed in each country*
Work Package 4:	CGIAR		10			11			12					*10.Stakeholders for CoPP in 12 countries identified through policy stakeholder mapping 11. Across country policy coherence dashboard and knowledge management system developed 12. First CoPP meeting held to share lessons*
Innovation Packages & Scaling Readiness	CGIAR		13	14	15									*13. Innovation packages completed 14. Scaling readiness plans for innovation packages 15. Assessment of scaling of innovation packages*
MELIA	CGIAR		16		17				17				17	*16. Establish baseline conditions for all indicators 17. Annual documentation of progress towards indicators18. Stakeholder assessment of key lessons and feedback to implementation*
Project management	CGIAR	19			20	19				19	20		21	*19. Annual planning meeting 20. Annual reporting and learning event 21. Article of end of Initiative evaluation and documentation of lessons and outcomes*

7.3 Risk assessment

Top 5 risks to achieving impact	Description of risk (50 words max each)	Likelihood	Impact	Risk score	Mitigation actions
		Rate from 1-5	Rate from 1-5	Likelihood x Impact	
Influencing and advancing policy and regulatory environment implications not adequately understood or accounted for by the Initiative, hindering the uptake of innovations	Inadequate understanding of the implications of the policy and regulatory environment in each country, caused by limited synergies with other Initiatives, resulting in reduced cohesion between the science-policy interface.	2	3	6	Country stakeholder consultations to understand policy environment
Lack of sense of ownership of the Research and Innovation Strategy by public, private, and civil society stakeholders involved in foresight and priority-setting processes	Lack of sense of ownership and poor adoption of policies, strategies and tools by key agencies and stakeholders, caused by limited capacity to incentivize their involvement, resulting in reduced transformational change.	2	3	6	Country engagement strategy Starting from own country policy priorities Co-development of policy strategies and investment priorities Local Think Tank leadership of some strategic activities
Government turnover and volatility	Continuous changes within parliaments caused by government instabilities, resulting in delays to proposals' approvals and the need to forge new relationships with new sets of decision makers.	3	3	9	Disseminate the importance of supporting and financing transformative agrifood systems among a greater number of stakeholders beyond elected politicians, including appointed technocrats. Work with multiple levels of government (including state, county)
Lack of government will and consistent support for policy issues	Lack of government will and consistent support for policy issues, caused by inadequate understanding of importance and/or prioritization of other interests, resulting in reduced opportunities for investment in transformative agrifood systems.	3	4	12	Strong government engagement Engagement of funders and multilateral agencies working closely with governments
Poor coordination between ministries/agencies	Poor coordination between ministries and agencies, caused by scarce communication mechanisms or prioritization differences, resulting in non-supportive regulatory frameworks for desired changes and implementation gaps.	4	4	16	Wider involvement in encouraging and building relationships between ministries and agencies to create stronger synergies. Build a coalition of actors from different sectors and stakeholder groups

8.

Policy compliance and oversight

8.1 Research governance

Researchers involved in the implementation of this Initiative will comply with the procedures and policies determined by the System Board to be applicable to the delivery of research undertaken in furtherance of CGIAR's 2030 Research and Innovation Strategy, thereby ensuring that all research meets applicable legal, regulatory, and institutional requirements; appropriate ethical and scientific standards; and standards of quality, safety, privacy, risk management and financial management. This includes CGIAR's CGIAR Research Ethics Code and to the values, norms and behaviors in CGIAR's Ethics Framework and in the Framework for Gender, Diversity and Inclusion in CGIAR's workplaces.

8.2 Open and FAIR data assets

Researchers involved in the implementation of this Initiative shall adhere to the terms of the Open and FAIR Data Assets Policy.

In addition, IDTs may find the suggested text below helpful: it can be customized or completely revised by IDTs as they see fit:

The National Policies and Strategies Initiative will align with the OFDA Policy's Open and FAIR requirements, ensuring:
- Rich metadata conforming to the CGIAR Core Schema to maximize Findability, including geolocation information where relevant.
- Accessibility by utilizing unrestrictive, standard licenses (e.g. Creative Commons for non-software assets; General Public License (GPL))/Massachusetts Institute of Technology (MIT) for software), and depositing assets in open repositories.
- Wider access through deposition in open repositories of translations and requiring minimal data download to assist with limited internet connectivity.
- Interoperability by annotating dataset variables with ontologies where possible (controlled vocabularies where not possible).
- Adherence to Research Ethics Code (Section 4) relating to responsible data (through human subject consent, avoiding personally identifiable information in data assets and other data-related risks to communities).

9.

Human resources

9.1 Initiative team

Category *Guidance: please enter 'research' or 'research support'.*	Area of expertise	Short description of key accountabilities *Guidance: we suggest that this field is an opportunity for IDTs to make clear to funders how the composition of your team is well aligned to your TOC and Initiative priorities*	8. Full-Time Equivalent (FTE) over 3 years
Research Management	Example: Genetic resources	Lead and Co-Lead the Initiative: Strategic research design, partner engagement	3
	Research Coordinator	Research Coordination, planning, and reporting	4.5
	Work Package Leads	Planning and implementation of specific WPs	2
	Country Leads	Leading country implementation, ensuring coherence of Work Packages, coordinating with local partners, and convening quarterly meetings of country teams and Work Package leads.	5.5
Research	Policy Analysis and Engagement	Lead policy analysis, development of tools, policy engagement strategy	14
	Modeling and investment prioritization	Use of modeling tools, scenario analysis, investment prioritization	7.25
	Political economy analysis and impact evaluation	Analysis of political economy, barriers and enablers of policy and program implementation, Evaluation of investment programs, impact evaluation design for new investment programs with governments, funders, private sector	4.75
	Institutional analysis and learning	CoPP, regional learning	3.75
Example: Research support	Capacity Building	Design of capacity development strategy, lead capacity development activities, evaluate capacity, link with capacity development partners in country, regional and globally	2.75
	Field implementation and research analysis	Research Analysts	18
	Data analysis	Data management, analysis	3.75
	Communication	Provide communication support to all Initiative activities	-
	Monitoring, Evaluation and Learning	Lead M&E activities	3.5
	Knowledge management	Support knowledge management and synthesis	3.5

9.2 Gender, diversity, and inclusion in the workplace

The Initiative has considered gender, diversity, and inclusion in its staffing plan. The Initiative leadership is led by a woman scientist and three out of the five Work Package leads and co-leads are women scientists and four out of the five are from the Global South. The Initiative has over 40 professional staff contributing the science with 32% being women. The low percentage of women is due to the lower number of women engaged in policy research and modeling in the CGIAR. The Initiative proposes to prioritize women for new positions including that of the Research Coordinator. At the country level, the Initiative is led by scientists form

the Global South with teams of nationally recruited research analysis and research officers engaged in the country level implementation of the Initiative. The Initiative will seek to achieve a balance of 50:50 when hiring for research analysis and research officer positions at country level. In addition to gender balance in the staffing, the Initiative will undertake the following actions during implementation (i) ensure the participation and leadership of researchers from the global south and from national institutions in the leadership of specific research activities and publication of the research (ii) provide a mentoring platform and research leadership opportunities for young researchers (iii) provide capacity building in policy research, writing and publication for young scientists participating in the Initiative.

9.3 Capacity development

Capacity development efforts will focus on partners and stakeholders at institutional and individual levels. The Initiative will develop capacity for governments, partners, and stakeholders to use and apply One CGIAR and collaborating partners' research evidence, tools and models and link evidence to policy and investment plans focusing on poverty, food security and social equity in respective countries. New capabilities in modeling tools, policy analysis, impact evaluation and political economy analysis will be developed to enable countries to use evidence for more inclusive policy formulation, prioritization, and implementation, as well as manage trade-offs, leading to more sustainable land, water and food systems that benefit the most vulnerable sections of society. The tools and evidence developed through this Initiative will be made available and accessible to partners and stakeholders including digital tools for country-led policy and investment prioritization and capacity to use these.

At institutional level, this Initiative will strengthen the capacity of up to 20 policy think thanks and partner institutions by providing them with tools and institutional set-ups to better support governments in the implementing countries. In addition, the Initiative will provide research and graduate fellowships, internship, and mentorship opportunities for up to 20 early career researchers to ensure that they have the right skills, attitudes, and behaviors to deliver on future policy development and transformation strategies through 2030 and beyond. This will also include developing specific skills in using tools for priority setting, evaluation, impact methods and social engagement that help strengthen processes of inclusion. In addition, the Initiative will develop individual capacity to advocate for various actors and champions though innovative communications and advocacy mechanisms and tools. Internally and integrating with the One CGIAR's talent development strategy, the capacity of implementing project teams will be developed to equip them with the right skills, knowledge and attitude to deliver on the Initiative. Examples of internal capacity development initiatives will include leadership development program targeting senior team leaders and managers, gender, diversity and inclusion, safeguarding, ongoing mentorship, and internship/fellowship opportunities especially for emerging professionals. The delivery mechanisms will include but not be limited to conducting capacity gaps assessment, formulating and co-implementing response strategies for partners and institutions, use of digital technologies and eLearning tools to strengthen and scale innovations, creating opportunities for research and graduate fellowships, internship and mentorship opportunities as well as short-term training courses using Training of Trainers (ToT) cascading approaches.

10. Financial resources

10.1 Budget

10.1.1: Activity breakdown

USD	2022	2023	2024	Total
Crosscutting across Work Packages	1,140,600	904,799	992,247	3,037,646
Work package 1	1,935,008	2,059,846	2,094,438	6,089,293
Work package 2	3,040,046	3,201,472	3,294,945	9,536,463
Work package 3	1,224,542	1,255,049	1,768,350	4,247,941
Work package 4	1,712,864	1,850,392	1,873,011	5,436,267
Innovation packages & Scaling Readiness	635,157	476,208	541,025	1,652,390
Total	**9,688,217**	**9,747,766**	**10,564,017**	**30,000,000**

10.1.2: Geographic breakdown

USD	2022	2023	2024	Total
Nigeria	2,285,768	2,268,343	2,453,808	7,007,919
Kenya	1,840,430	1,962,445	2,069,584	5,872,458
India	1,330,069	1,386,146	1,602,795	4,319,010
Colombia	1,211,634	1,241,110	1,363,076	3,815,820
Egypt	1,169,048	1,231,520	1,309,053	3,709,622
GLOBAL	1,294,109	1,068,432	1,162,212	3,524,754
Lao People's Democratic Republic	557,159	589,768	603,490	1,750,417
Total	**9,688,217**	**9,747,766**	**10,564,017**	**30,000,000**

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