

Presenting CGIAR's 5 Impact Area Platforms

Purpose

This document provides a line of sight of the intended 5 CGIAR Impact Area Platforms that form an integral part of CGIAR's 2022-2024 Portfolio, being part of the machinery that will strengthen CGIAR's capacity to deliver on its mission and 2030 Research and Innovation Strategy.

System Council members are being offered the opportunity to consider the role of the Impact Area Platforms in relation to the first set of 19 CGIAR Initiatives that are under external independent review, as mediated by the Independent Science for Development Council, noting that the Platforms themselves are not for external independent review by reason of their role in providing cohesion and performance linkages for the Portfolio, rather than delivering research themselves.

Action Requested

System Council members are invited to take note of this document ahead of its submission as part of the formal package of materials to be presented for approval at the System Council's December 2021 meeting, and financed through pooled funding.

Document category: Advance working document of the System Council, and not for formal public citation at this time.

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1. Context of the Impact Area Platforms

- The Impact Area Platforms are an integral part of the machinery to deliver on CGIAR's mission and its 2030 Research and Innovation Strategy – helping CGIAR to maximize its effective contributions to the SDGs and to achieve measurable impact across five agreed impact areas, to benefit the public good globally and in target geographies (Figure 1).

Figure 1. Role of Impact Area Platforms, in relation to other CGIAR components, in delivering CGIAR mission



2. Process to develop Impact Area Platforms
2. In November 2019, the System Council unanimously adopted the 5 interconnected System Reference Group recommendations (Meeting document SC9-02). Recommendation 1 provided:

'to enhance the focus, relevance, and impacts of research, the SRG recommends that CGIAR develop a 2030 Research Strategy anchored in the following five Impact Areas: (i) Nutrition & food security; (ii) Poverty reduction, livelihoods & jobs; (iii) Gender equality, youth & social inclusion; (iv) Climate adaptation & mitigation; and (v) Environmental health & biodiversity.'

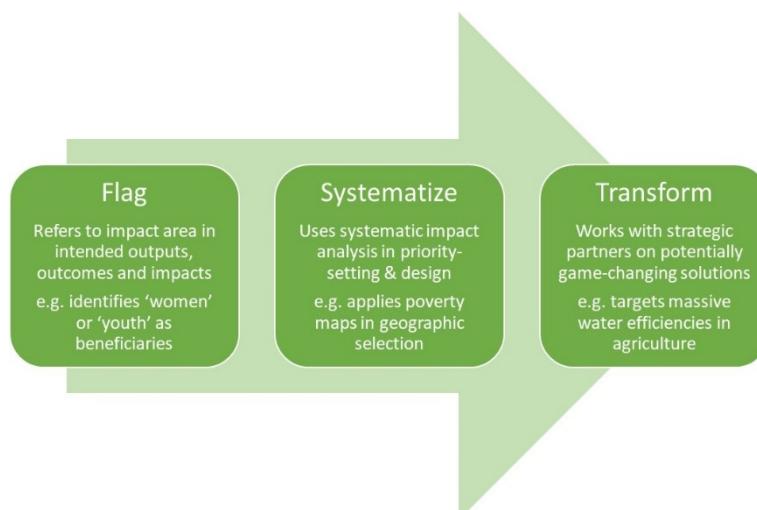
The recommendations noted that specific capacity may be needed to raise CGIAR's delivery across the impact areas, for example around gender and climate change.
3. In December 2020, the System Council approved [CGIAR's 2030 Research and Innovation Strategy](#) that sets out CGIAR's restated bold vision and mission, planned activities and intended results for the coming decade. The Strategy articulates how CGIAR research and innovation will achieve positive measurable benefits across 5 Impact Areas, including through 5 Impact Area Platforms that serve to strengthen the impact orientation of research in, and coherence across, CGIAR's 3 Action Areas.
4. The Strategy notes the following four interlinked roles expected of the 5 Impact Area Platforms:
 - a. Foster global critical thinking, use of evidence, and appropriate metrics around the Impact Area
 - b. Raise internal capacity across the Action Areas through strengthening and sharing common tools, standards, data sets, cutting-edge science and knowledge management
 - c. Advise management on the identification and performance management of CGIAR Initiatives
 - d. Amplify CGIAR's external profile and voice, by engaging in and shaping global policy discourse, and by leading external communications plans to influence well beyond agriculture and food sectors
5. In tandem, following the appointment of the One CGIAR Executive Management Team ('EMT') in September 2020, progress was made on operational arrangements to deliver CGIAR's 2030 Research and Innovation Strategy. Following a principle of 'form follows function', the EMT commissioned a series of design working groups to generate options for operational arrangements on, among other components, a set of Platforms for the 5 Impact Areas. Within the Systems Transformation Science Group, where the Platforms reside administratively, a sub-working group built on the above-listed roles to provide greater detail and nuance, including early thinking on the differences across the five Platforms.
6. The EMT endorsed the outputs of the sub-working group in March 2021, and this EMT endorsed document presents the now planned 5 Platforms as an integral part of CGIAR's 2022-2024 Portfolio.
3. Role of Impact Area Platforms in driving achievement of collective targets
7. The Impact Area Platforms will play a crucial role in driving achievement of ambitious collective targets for 2030 across the five impact areas (Table 1, following).

Table 1. CGIAR's collective global targets for 2030, to be achieved through partnership

	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	End hunger for all and enable affordable healthy diets for the 3 billion people who do not currently have access to safe and nutritious food.	Lift at least 500 million people living in rural areas above the extreme poverty line of US \$1.90 per day (2011 PPP).	Close the gender gap in rights to economic resources, access to ownership and control over land and natural resources for over 500 million women who work in food, land and water systems.	Implement all National adaptation Plans (NAP) and Nationally Determined Contributions (NDC) to the Paris Agreement.	Stay within planetary and regional environmental boundaries: consumptive water use in food production of less than 2500 km ³ per year (with a focus on the most stressed basins), zero net deforestation, nitrogen application of 90 Tg per year (with a redistribution towards low-input farming system) and increased use efficiency; and phosphorus application of 10 Tg per year.
	Reduce cases of foodborne illness (600 million annually) and zoonotic disease (1 billion annually) by one third.	Reduce by at least half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.	Offer rewardable opportunities to 267 million young people who are not in employment, education or training	Equip 500 million small-scale producers to be more resilient to climate shocks, with climate adaptation solutions available through national innovation	Maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly

8. To bring CGIAR and partners closer towards these targets, the essential task of the Platforms is to navigate CGIAR's portfolio progressively towards ambition and results that 'shift the dial' or 'bend the curve' on global achievement of the SDGs. In other words, the Platforms must position CGIAR as a significant player in the active *transformation* of food, land, and water systems, not only in the domain of incremental improvements.
9. This will entail a continuous effort, through four key functions (see Section 4 below), to shift a meaningful proportion of CGIAR's portfolio of research and innovation from the 'flag' towards the 'transform' end of the spectrum for each Impact Area, as illustrated in Figure 2 (below). Of course, it is not appropriate for every Initiative or project to strive towards transformational change across all five impact areas. Thus, the Impact Area Platforms' purpose is to shift the performance of the portfolio as a whole, making strategic assessments of the best bets across CGIAR's body of work.

Figure 2. Spectrum of CGIAR and partners' work in terms of ambition towards achieving impact



10. The theory of change of the Impact Area Platforms rests on the premise that, while CGIAR's work has had tremendous impact on the lives of poor people over the years, there is still huge untapped potential to be more impactful. The transition to One CGIAR provides new opportunities to reap this potential.
11. Key to this change is the newly conducive milieu for effective collaboration across CGIAR and its active working partners. The impact-oriented purpose of the Platforms means that they will be necessarily cross-cutting; they will need to bring in, for example, expertise in research, scaling, innovation, partnerships, capacity development, policy engagement, private sector engagement, advocacy, resource mobilization, organizational culture, finance, data management and MELIA (monitoring, evaluation, learning and impact assessment) from across all CGIAR's Divisions and close partners.
12. The One CGIAR community also provides a stronger basis for raising our capacity to reach our impact targets – a broader base of skills and talents, and a more integrated means to identify and rectify gaps in the bridge between science and impact. One such gap that has already been identified is CGIAR's uneven and subdued voice in global policy spaces – here the Platforms can help CGIAR's partnership and advocacy leadership to raise and hone CGIAR's presence in policy processes and discourses related to the impact areas and in turn the Sustainable Development Goals.
13. A final strand of the theory of change is the consolidated management of all of CGIAR's research and innovation under One CGIAR. This affords the opportunity for analysis across the whole portfolio to inform advice to leadership on where and how investments might be made, or incentives might be set, to shift CGIAR's portfolio of research and innovation increasingly from the 'flag' towards the 'transform' end of the spectrum of ambition.
14. The next section explores functions of the Platforms designed to deliver on this theory of change.

4. Four key functions common to all Impact Area Platforms

15. To fulfill the purpose of raising the transformational power of CGIAR's portfolio, the Impact Area Platforms need to facilitate CGIAR to be as intelligent and effective as possible in linking cutting-edge, integrated science to the most strategic pathways to impact. Their role is supportive, to provide the services that raise the likelihood and quality of impact.
16. Drawing from the theory of change outlined in Section 3, the following four key functions are proposed as common, key areas of work through which the purpose of each Platform can be achieved, as more fully described in table 2 (following):
 - a. Convene community of practice: Bringing together CGIAR's community across its three Global Divisions (Research Delivery & Impact - RD&I; Global Engagement & Innovation - GE&I; and Institutional Strategy & Systems - IS&S) and close partners relevant to the impact area, to facilitate information exchange, enhance coordination, and foster collaboration towards outcomes and impacts.
 - b. Deepen CGIAR and partner capacity: Supporting the science leadership by providing guidance to staff and projects, helping to identify and fill key skills gaps internally or through partnerships, advancing the use of good research methods, and informing resource mobilization efforts.
 - c. Amplify external profile and pathways to impact: Supporting the partnerships and advocacy leadership through coordinating CGIAR's voice and influence on specific topics

- related to the impact area, through scientific synthesis, strategic analysis of windows for advocacy and influence, and active outreach with partners, especially in the policy arena.
- d. Advise portfolio-level management and strategy: Informing managerial decisions on prioritization, design and implementation of the portfolio to maximize impact, supporting performance measurement and management, and participating in the portfolio performance management team.

Table 2: Roles within the four key functions, for all Impact Area Platforms

Convene community of practice	Develop CGIAR and partner capacity	Amplify external profile and pathways to impact	Advise portfolio-level management/ strategy
Convene focal points across all Science Groups and Regional Teams, and wider GE&I and IS&S community as appropriate	Provide guidance to CGIAR Initiatives and large non-pooled projects on how best to achieve impact (e.g. research questions, methods, partners, policy engagement, target outcomes and impacts)	Provide advice and intelligence on global, regional and national landscape for impact, including critical external partners and processes	Inform high-level theories of change and CGIAR narratives and strategies
Include strategic partners, with an emphasis on partners in target countries and regions	Guide capacity towards topics and geographies more likely to have deeper and wider impact	Inform strategic decisions on external engagement	Conduct portfolio-level analysis (all pooled and large bilaterally funded work) of impact orientation, trade-offs, and strategic directions for improvement
Provide Platform for exchange of expertise and intelligence	Review and inform large fundraising proposals	In agreement with GE&I, manage designated CGIAR partnerships and external engagement with key global and regional initiatives and communities of practice (e.g. CBD or UNFCCC)	Support development of metrics (indicators, targets, projection of benefits, etc)
Coordinate systematic reviews and other learning activities	Contribute to staff professional development	Undertake syntheses of findings for feeding into policy discourses and development initiatives	Inform managerial decisions to ensure the portfolio delivers impacts at scale as effectively as possible
Co-generate think pieces on future challenges and opportunities	Facilitate links to external capacity where lacking in CGIAR, and to external capacity development efforts where there are synergies	Engage in policy discourse and capacity development with agreed global, regional and some national partners	Review Initiatives at stage gate points and the portfolio periodically to assess One CGIAR progress towards impacts
Share information (e.g. on research, approaches, theories of change, partnerships) across action areas and regional teams	Share good research methods and commission strategic support as needed (e.g. reviews or development of methods)	Shape the top-level CGIAR messages on intended and achieved impacts	Contribute to management responses to governance bodies and external reviews
			Director participates as member of the portfolio performance management team

17. Depending on resources and needs specific to each Impact Area, each Platform will tailor its own strategy and annual workplans within the functions upon recruitment of the Director.

18. Functions which are out of scope for the Impact Area Platforms include:
 - a. Platforms' research outputs will be limited, with a focus on metrics, methodologies and syntheses that support the needs of the CGIAR portfolio and Science Groups.
 - b. Platforms will not have budgetary or recruitment responsibilities for upgrading scientific capacity, nor for the operations of the performance management system (monitoring, evaluations, impact assessments), but will actively support those functions.

5. Impact Area Platform modalities

19. As per the System Council endorsed operating structure (Document SC12-02), the Impact Area Platforms will be networks across CGIAR research, rather than stand-alone dimensions of a matrix structure. The Impact Area Platforms will be cross-cutting across all CGIAR Divisions, providing a community of practice to take forward critical agendas around achieving impact.
20. All Platforms will include all three Action Areas (Systems Transformation, Resilient Agri-Food Systems and Genetic Innovation) and Science Groups, as well as engaging staff from GE&I and IS&S, especially regarding functions relating to stakeholder engagement, partnerships, advocacy, communications, organizational culture, data management and finance. For administrative and budgeting purposes, the Platforms will sit under the Systems Transformation Science Group.
21. The Platforms will provide functions and services across the full spectrum of CGIAR research and innovation work, whether funded by pooled or non-pooled sources, and will allocate the level of service by the size of initiatives and projects and expected impacts. The Platforms will use a focal point model to ensure inclusion and reach across major CGIAR initiatives and projects, CGIAR regions, and major CGIAR partners.
22. The success of the Platforms will be measured by their ability to raise the level of CGIAR performance on pathways to transformation of food, land, and water systems, as evidenced by progress towards CGIAR's collective 2030 targets. The Platforms will set annual workplans and targets for outputs and outcomes against their four key functions and justify how these enable CGIAR-wide improvements in progress towards impact. The Platforms will report annually on their performance and results via the System Transformation Science Director to the Executive Management Team, System Board and System Council.
23. Like the CGIAR Initiatives, the Platforms will be fully funded from the pooled funding; they will expressly be expected not to compete for funds against CGIAR Initiatives nor CGIAR projects funded from non-pooled sources.
24. Each Platform will be managed by a Director and a small complement of dedicated staff-time, depending on the needs of the Platform (see Section 7 on resourcing below).

6. Roles and features specific to each of the five Impact Area Platforms

6.1 Nutrition, Health and Food Security

How the Platform will enhance impact from CGIAR research and innovation

25. This Platform will support CGIAR contributions to SDG2 (Zero Hunger) and SDG3 (Good Health and Well-being). Under SDG2, this Platform will specifically contribute to: ensuring access to safe, nutritious and sufficient food all year round and ending all forms of malnutrition by 2030. For SDG3, contributions are most closely linked to the targets of reducing maternal mortality, under-5 mortality and infectious diseases. Within SDG3 the impacts of COVID-19 and preventing future emerging infections, the majority from animals, is increasingly emphasized. There is a critical link also to SDG6 on water, noting the emphasis in target 6.3 on safe water, including reductions in waterborne diseases.
26. Integrating gender equality (SDG5) is critical to CGIAR's contributions to SDG2 and SDG3, requiring a close partnership with the gender Platform. Given the emphasis on nutrition-enhancing agriculture in low- and middle-income countries and in development initiatives, Partnerships for the Goals (SDG17), especially capacity development and multi-stakeholder partnerships, will shape implementing priorities for the Platform. Contributions, direct and indirect, to other SDGs would be coordinated with other Impact Area Platforms.
27. Specifically, the Platform will support CGIAR to deliver on its ambitious 2030 collective SDG-related targets for action on nutrition, health and food security to:
 - a. End hunger for all and enable affordable healthy diets for the 3 billion people who do not currently have access to safe and nutritious food.
 - b. Reduce cases of foodborne illness (600 million annually) and zoonotic disease (1 billion annually) by one third.
28. Among the many functions of the Platform, priorities over the next few years will be clarifying, supporting and voicing CGIAR's contributions to nutrition, health and food security impacts. Over the past decade, a large portfolio of high-quality research provided evidence clarifying what agriculture can and cannot do for nutrition, including evidence of impacts of biofortification at scale and the need to focus on improving diets for food system transformation. Additionally, CGIAR researchers have been important thought leaders on One Health (food safety and emerging infectious diseases).
29. To maintain and enhance the CGIAR's leadership in these areas, the Platform will need to:
 - a. Continue producing important agenda-setting think pieces (Lancet series, Global Nutrition Report)
 - b. Continue to support and curate knowledge, evidence and metrics and methods relevant to implementers and enablers of impacts. Topics include:
 - i. Health – One Health (food safety and emerging infectious diseases)
 - ii. Nutrition – Improving diets and addressing the triple burden of malnutrition across the lifecycle
 - iii. Food security – Role and responses to climate change, conflicts, and other shocks on food security

30. Enhancing CGIAR nutrition and health research performance and capacity for impact will also be a priority. Emphasis on supporting knowledge, evidence and tools for nutrition, health and food security impacts at scale. CGIAR research has demonstrated success, working with partners in biofortification, agriculture-nutrition-marketing-gender linkages, and food safety (for aflatoxin control and animal-sourced foods). The Platform will build and link nutrition and health capabilities, support portfolio planning and performance management, ensure strong linkages and alignment with public health, and support global, regional, and national efforts for impacts at scale.
 - a. System level: overall assessment and high-level support to theories of change for nutrition and health; input in evolving indicators accepted by health and nutrition communities for agricultural contributions; participation in impact assessment design.
 - b. Initiative and project level: for initiatives or projects with considerable nutrition and health capacity the Platform can support multi-stakeholder partnerships, capacity building and outreach for tools and methods; for initiatives or projects with plans for nutrition and health outcomes and impacts but limited capability the Platform can provide links to the individual and institutional expertise needed and guidance on tools and methods.
31. This Platform will ensure CGIAR agriculture and food contributions are aligned for relevance to public health. This alignment will include common objectives; methods, tools and indicators; and joint communications.
32. Building, enhancing, and supporting national and regional leadership for nutrition, health and food security impacts is also a feature of the Platform. National and regional leadership is essential for impact and there is strong demand for capacity development and multi-stakeholder partnerships for nutrition and health, and the Platform will:
 - a. Continue to engage key partnerships with public health and nutrition communities from global to national levels.
 - i. Global – UN nutrition, One Health Tripartite
 - ii. Regional – Africa (AU, AfDB, regional economic communities) and South Asia
 - iii. National (India, Bangladesh, Vietnam, Ethiopia, Nigeria, and others)
 - iv. Multi-stakeholder partnerships – ANH Academy for research and research capacity development in Africa and South Asia; alignment with country level Scaling-up Nutrition programs
 - b. Identify and support national and regional leaders, in collaboration with CGIAR colleagues, for greater and smarter nutrition, health, and food security investments by governments in selected countries and regions.
33. In addition, this Platform will coordinate with other Impact Area Platforms on analyses of gaps, trade-offs, and synergies in the CGIAR research portfolio and to identify promising new areas of research, and actively support CGIAR initiatives and projects with past successes. For example, crop breeding should fully integrate micronutrients and other quality traits using tools successfully applied and developed under HarvestPlus.

Table 3: Nutrition, Health and Food Security: specific roles within the 4 key functions of all Impact Area Platforms

Convene community of practice	Develop CGIAR and partner capacity	Amplify external profile and pathways to impact	Advise portfolio-level management/strategy
Support convening of focal points in Science Groups and GE&I on CGIAR contributions to nutrition, health, and food security	Develop and disseminate methods, tools and strategies for nutrition and health impacts (building on existing resources)	Undertake syntheses of key findings on nutrition and health throughout the portfolio for feeding into policy discourses and development initiatives	Contribute nutrition, health and food and nutrition security knowledge and impact perspectives to CGIAR Portfolio Management
Convene or contribute impact perspective to thematic internal and external communities of practice such as: Gender and nutrition; Poverty and basic needs; Humanitarian and development in fragile areas; and Health and Nutrition in Climate and Environment	Provide context for nutrition and health impacts in different regions and countries, building on existing evidence Support CGIAR Initiatives, Projects and Science Groups, with a special focus on providing advice, guidance and links to external capacity	Coordinate CGIAR contributions for food and nutrition security, nutrition and health in key global and regional forums and bodies for influence and impact on nutrition and health Global: Scaling Up Nutrition (SUN), UN Nutrition; Committee on World Food Security (CFS); Global Alliance for Improved Nutrition (GAIN) Regional: African Union and Regional Economic Communities; SARC (South Asia); ASEAN, LAC/PAHO	Make high-level contributions to theories of change and impact assessment design building on those currently development for nutrition-sensitive agriculture, especially biofortification; food safety and others Strengthen CGIAR indicators for nutrition and health so they are reflect demands of the nutrition and health community (e.g. Global Diet Quality Score)
Support ANH Academy and other ANH Platforms with strategic partners	Link CGIAR capacity more strongly with the tertiary education sector, through networks with national universities and advanced research institutes to provide knowledge and evidence inputs into curricula and on-line courses and link courses to CGIAR research studies	Deliberate support to capacity development and knowledge management for users of research - implementers: for example – African Nutrition Leadership Program; South Asian Nutrition Leadership networks (building on POSHAN, LANSA) - funders and enablers: World Bank and Regional Development Banks; UN agencies and regional intergovernmental bodies	Support analysis of gaps, tradeoffs and synergies for food and nutrition security and for nutrition and health impacts relative to other impact areas
Maintain a strong emphasis on regional and national partner participation – with a diversity of countries and voices			
Coordinate think pieces by the network to take forward global thinking on health-ag-nutrition interactions			
Continue high-level thought-leadership contributions (LANCET series, Global Nutrition Report; One Health (AMR, Food Epidemiology Reference Group, One Health Tripartite) in coordination with the action areas			
Prioritization index and other resources			

6.2 Poverty Reduction, Livelihoods and Jobs

How the Platform will enhance impact from CGIAR research and innovation

34. Poverty reduction, livelihoods and jobs are key focal areas in terms of the CGIAR's contribution towards SDG 1 (No Poverty) and SDG 8 (Decent work & economic growth), and also have important implications for SDG 5 (Gender equality) and SDG 10 (Reduced inequalities). From an impact pathway perspective, poverty reduction, livelihoods and jobs can be thought of in the following terms: increased decent job opportunities and improved livelihoods in farming or other food system occupations are a major pathway towards reducing poverty of the rural poor.
35. Specifically, the Platform will support CGIAR to deliver on its ambitious 2030 collective SDG-related targets for poverty reduction in food, land, and water systems to:
 - a. Lift at least 500 million people living in rural areas above the extreme poverty line of US \$1.90 per day (2011 PPP).
 - b. Reduce by at least half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.
36. Despite the centrality of jobs and livelihoods in much of the CGIAR's work, and the position of poverty reduction as a CGIAR-wide goal, there has been surprisingly little systematic work to date on developing and implementing standardized off-the-shelf metrics and tools for measuring or estimating – for example, the number and quality of jobs created by interventions, technologies, or policies. This results in an ad hoc application of methods and limited spillovers between entities or initiatives. There are also numerous unresolved debates and substantial gaps in basic knowledge in this area around, for example, the future of work in farming, or the potential for increasing youth employment in food systems.
37. These gaps inhibit a greater understanding of contributions of agriculture, food, land, and water interventions, and supporting research, to poverty reduction, livelihoods and jobs across different contexts. Thus, CGIAR has not been as strong as its comparative suggests it should in global discourses on poverty reduction.
38. The Poverty Reduction, Livelihoods and Jobs Platform seeks to address these gaps by building a community of practice among members of CGIAR entities working in this space, to:
 - (1) Develop standard tools and metrics to be deployed by initiatives for measuring and characterizing jobs, livelihood outcomes, and poverty reduction;
 - (2) Assess the state of art in methods and tools to undertake livelihoods/wellbeing/poverty analyses and contribute to development/refinement for application in the food systems context;
 - (3) Map, synthesize and communicate evidence on relevant areas where important gaps or debates remain; and
 - (4) Expand the external influence of the CGIAR in this space through engagement and participation in relevant national and international events, networks, and publications.
39. The Platform will work closely with the Gender Equality, Youth and Social Inclusion Platform to develop and share methods, tools and metrics and commission systematic reviews given the mutual areas of interest.

Table 4: Poverty Reduction, Livelihood and Jobs: specific roles within the 4 key functions of all Impact Area Platforms

Convene community of practice	Develop CGIAR and partner capacity	Amplify external profile and pathways to impact	Advise portfolio-level management/strategy
Convene an active community of practice to share information and collaborate on unresolved debates and substantial gaps in basic knowledge (e.g. the future of work in farming) and foster state-of-the-art approaches to poverty reduction in food, land and water systems	Enhance the quality of actions towards poverty reduction in CGIAR Initiatives and projects Evaluate existing capacities and interest among entities, Initiatives and Projects and their partners and develop materials and activities to enhance capacities per demand	Prepare syntheses of key findings on poverty, livelihoods and jobs throughout the portfolio for feeding into policy discourses and development initiatives Maintain CGIAR business intelligence on key people, organizations and events, recognized globally for their research and policy activity in this area	Enhance the theory of change for One CGIAR on poverty reduction, livelihoods and jobs and contribute to other higher-level theories of change
Collaborate and leverage synergies with the Platform gender, youth and social inclusion wherever relevant	Share or develop smart standard indicators of poverty, livelihoods and jobs for inclusion as off-the-shelf modules in One CGIAR surveys	Ensure CGIAR and close partner contributions to major international publications (e.g. IFAD Rural Development Report; WB Development Report)	Advise on smart portfolio-wide metrics and indicators to assess poverty, livelihoods and jobs
Bring the role of food, land and water systems as providers of jobs and livelihoods into the prevailing narrative on 'food systems for healthy sustainable diets'	Work closely with target NARES to strengthen their research and voice on jobs, livelihoods and poverty reduction in food, farming, land and water	Participate in, or establish, research and policy events or forums (e.g. World Bank Land & Poverty Conference; ICAE; ReSAKSS)	Regularly assess the portfolio in relation to poverty reduction impacts, and their relationship to livelihoods and jobs
Co-generate think pieces on: pathways out of poverty and how research on food, agriculture land and water systems can best contribute under different contexts; poverty reduction in conflict and fragile areas and implications for research and development approaches; the role of agriculture in livelihood strategies under rural transformation and migration patterns	Develop and/or diffuse methods for inclusion as off-the-shelf modules in CGIAR surveys to measure poverty, well-being, livelihood and employment Review and advise the usefulness of different household typologies in informing research design (including targeting)	Key partners may include: <ul style="list-style-type: none"> • The World Bank • Regional Development Banks • Regional Alliances – ASEAN, SAARC, EAC, SADC, ECOWAS • ILO • AUC/CAADP • IFAD • FAO, WFP • IMF/Ministers of Finance • WTO, G8, G20 support • Alliance for Poverty Eradication • J-PAL • AGRA • FARA 	

6.3 Climate Change Adaptation and Mitigation

How the Platform will enhance impact from CGIAR research and innovation

40. The climate crisis has been described as the challenge of the century, and delivery of the Paris agreement has become a central priority for developed and developing countries alike. In 2021 IPCC AR6 has outlined the stark realities of climate impacts – right now and in the years and decades ahead.
41. The food system is at the heart of the climate action agenda and is mission critical for CGIAR. The agricultural sector is among the most affected by climate change and extreme weather events, with increasing food security challenges predicted by 2050, caused by higher temperatures, sea level rise, erratic rainfall, droughts, and flooding. Extreme climate events are projected to affect all countries, with climate-related disasters predicted to displace up to 200 million people by 2050. Projections show that 2°C warming will result in an additional 540-590 million people undernourished globally by 2050, and impacts of climate change can further undermine achievement of 16 SDGs, while action to address climate change can reinforce all 17 SDGs.
42. Globally, food and land systems are a significant net contributor to climate change, generating 21-37% of annual emissions, primarily from agricultural production. Sources of emissions from agriculture include land-use change emissions caused by the conversion of natural ecosystems to agricultural land use, biomass burning, soil management, enteric fermentation, manure management and energy use, from either agricultural operations or embedded in inputs.
43. CGIAR has a critical gap to fill, where greater knowledge and more context-specific actions are sorely needed: climate solutions for low-income food producers and consumers. CGIAR must focus both on reducing food-based emissions and develop carbon sinks in target geographies and supporting stakeholders to build resilience and adapt to existing and emerging climate shocks and drivers. CGIAR can contribute to the global climate agenda by directly supporting SDG 13 on Climate Action, as well as contributing to climate linked goals in other SDGs (particularly SDG1 No Poverty, SDG 3 Zero Hunger, and SDG 15 Life on Land).
44. Specifically, the Platform will support CGIAR to deliver on its ambitious 2030 collective SDG-related targets for climate action in food, land and water systems to:
 - a. Catalyze the implementation of National Adaptation Plans and Nationally Determined Contributions to the Paris Agreement
 - b. Equip 500 million small-scale producers to be more resilient to climate shocks, with climate adaptation solutions available through national innovation systems
 - c. Turn agriculture and forest systems into a net sink for carbon by 2050, with emissions from agriculture decreasing by 1 Gt per year by 2030 and reaching a floor of 5 Gt per year by 2050

Table 5: Climate Adaption and Mitigation: specific roles within the 4 key functions of all Impact Area Platforms

Convene community of practice	Develop CGIAR and partner capacity	Amplify external profile and pathways to impact	Advise portfolio-level management/strategy
Convene focal points across RD&I and GE&I communities (and key demand, innovation and scaling partners) to add value both to CGIAR work and to engagement with key regional stakeholders, by improving the quality and utility of climate change information and dialogue	Working closely with CGIAR data gurus, curate core sets of tools, innovations, data and knowledge products that further our partners' efforts on climate change Develop, validate and share sets of best practices in research for development with NARES and other public and private sector partners	Synthesize CGIAR and partners' primary achievements and lessons related to climate action, and work with networks and communicators to share key messages Raise profile of CGIAR capacity to support UNFCCC processes and participate actively in SBSSTA, CoPs and other related meetings	Regularly assess the full CGIAR research and innovation portfolio (all Initiatives and projects) in terms of ability to meet the ambition and timeframes of CGIAR climate targets Aggregate data across a set of key metrics to provide a comprehensive view of climate change portfolio consistency
Co-host multi-stakeholder interdisciplinary community of practice on metrics, monitoring protocols and impact assessment of climate change mitigation and adaptation (CoP-CCAM) actions	Nurture and encourage the necessary level of ambition in Initiatives related to climate action	Position CGIAR scientists to contribute to IPCC processes and reports Provide inputs to GCF relationship as needed	Undertake analyses of trade-offs and synergies related to climate action versus other key impact areas (e.g. nutrition), to inform research investments
Co-generate short climate think pieces tailored to specific events or audiences	Advise on cross-cutting actions required between Initiatives and projects to achieve climate ambition Do a strategic skills gap assessment across CGIAR and partners in target countries – and strategy to close gaps	Support key global and regional actors in developing their strategies and approaches to delivery of Paris agreement targets	Facilitate learning across the portfolio on best practice, effective scaling approaches and future priorities for climate-related research for development
Foster collaboration with and among existing national, regional, and global programs on climate change	Advise CGIAR operations (IS&S) on request on technical aspects of reducing CGIAR's own climate footprint Advise the innovative finance team (GE&I) on request on the technical aspects and partnerships related to sustainable finance for climate action across CGIAR portfolio	Support the CGIAR Climate Desk in positioning CGIAR to contribute and participate in climate finance efforts in target geographies Provide stewardship of development funders on how science can drive climate solutions in food, land and water systems Leverage CGIAR innovations to support private sector bodies, such as WBCSD and WEF on climate action	Working closely with CGIAR's MELIA community, make continuous improvements to CGIAR MELIA frameworks to capture climate-related outcomes and impacts across the portfolio Collaborate with CGIAR's foresight group on climate futures and CGIAR priorities

6.4 Environmental Health and Biodiversity

How the Platform will enhance impact from CGIAR research and innovation

45. Biodiversity, ecosystem services, water and soils underpin human well-being. They make essential contributions across the SDGs. Their conservation and restoration have, as a result, become high priorities in the sustainable development agenda at global and regional levels. Demand for nature-based solutions for climate change, sustainable food systems and water security is high. Innovation to transform food, land and water systems is critical to meeting this demand and to the recovery of biodiversity. CGIAR research will contribute to management of landscapes that reduces agricultural expansion and deforestation, habitat harm and fragmentation, and loss of pollinators. It will support policies and deliver technologies to reverse the over-exploitation of ecosystems and its impacts on water resources, fisheries and human health and nutrition. CGIAR research will support countries and communities to manage accelerating demands on water systems from agriculture, climate change and urbanization, and to reduce risks in food systems caused by degradation of river systems, water scarcity and pollution. CGIAR innovation will deliver solutions to protect and restore the biological, chemical and physical properties of soils and the irreplaceable role they play in sustaining rural livelihoods and the resilience of food systems. These approaches will reduce and reverse the plethora of threats to biodiversity from agriculture and food systems, and from unsustainable use of water and land resources and, moreover, help ensure that food, land, and water systems – including through conservation of agrobiodiversity –are a source of solutions for ecosystem health and biodiversity.
46. The important work the CGIAR will undertake under this Impact Area Platform will thus contribute to SDG 6 (clean water and sanitation), SDG 14 (life below water) and SDG 15 (life on land), while also supporting food security (SDG 2), combating poverty (SDG 1) and promoting human health and wellbeing (SDG 3).
47. Specifically, the Platform will support CGIAR to deliver on its ambitious 2030 collective SDG-related targets for environmental action in food, land, and water systems to:
 - a. Develop approaches, metrics, and a community of practice to ensure for the impacts on the environment, across food-land-water systems, are a fundamental consideration in any science and innovation work undertaken by the CGIAR. This requires the development of holistic systems thinking that considers planetary boundaries, and the externalities of food system practices.
 - b. Advance a road map report including a series of forward-looking analyses across the CGIAR regions, that gives global strategic direction based on tested food, land and water system solutions that reduce and reverse environmental impact in a way that is inclusive and supports poverty reduction. This would bring in innovations developed across the Action Areas, building on the work of the Commission on Sustainable Agricultural Intensification, and outputs of the CGIAR Research Programs and the wealth of CGIAR Genebanks. New insights emerging from the initiatives exploring agroecology/nature-positive agriculture, shift in diets, national policies and strategies, and opportunities for sustainable finance investment will also contribute to the direction setting.
 - c. Break down the current silos of thinking. Using the CGIAR Platform and scientific capabilities bring leadership to the critical debates on ecosystem health and biodiversity in global fora including and beyond agriculture and food systems. These include the

implementation of the CBD Global Biodiversity Framework and Ramsar Convention on Wetlands, and contributions to the UN 2023 Conference on Water and the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES).

Table 6: Environmental Health and Biodiversity: specific roles within the 4 key functions of all Impact Area Platforms

Convene community of practice	Develop CGIAR and partner capacity	Amplify external profile and pathways to impact	Advise portfolio-level management/strategy
Build a multi-disciplinary community of practice on environmental health and biodiversity drawing CGIAR scientists and practitioners from partner organizations together into active collaboration	Prepare analyses and guidelines to support development of capacity and solutions both within the CGIAR, and engagement externally	Synthesize and develop a briefing paper series on CGIAR and partners' primary achievements and lessons related to environmental health and biodiversity, and work with networks and communicators to share key messages	Develop further indicator metrics that capture more comprehensively, the reductions in environmental impact and increase in restoration of water and land environments
Host information exchange and knowledge events (both internal and external) on solutions and innovations, capabilities, policies and strategies that support environmental health and biodiversity	Integrate relevant multidisciplinary ideas, knowledge, tools, digital data sources including from satellite and citizen science-based approaches, analytical and modelling methods, to support the development of metrics and information products that will support CGIAR moves to develop solutions and investments for environmentally sustainable food, land and water systems	Convene critical organizations, events and dialogues that contribute to the UNFSS action coalitions and that support and catalyze change in food, land and water systems for environmental outcomes—UN organizations (UNEP, FAO, UN Water, IFAD), MEAs (CBD, UNCCD, Ramsar), WWF, TNC, IUCN, WEF, WBCSD, African Union, MDBs, ASEAN, ECOWAS, AMCOW	Undertake SWOT analysis of CGIAR programming that address environmental health and biodiversity of food, land and water systems to identify gaps and areas for future investment targeting e.g. FCDO's current focus on nature-based solutions
Through the community of practice, review and articulate the science-to-policy needs, including programming and intervention requirements to drive change to environmentally sustainable food, land and water systems	Develop and/or share research tools and methods	Continue active engagement in the negotiations under ongoing initiatives and commitments such as Nagoya Protocol, IPBES, International Treaty of Plant Genetic Resources for Agriculture, Ramsar Convention on Wetlands	Work closely with the CGIAR Sustainable Finance team to identify and co-develop investment opportunities and research and data/knowledge needs, shaping the CGIAR portfolio to align with global priorities around sustainable finance
Develop strong links with external knowledge organizations such as universities and research centers and through this share knowledge, evidence and approaches to support the development of the community of practice	Challenge and support Initiatives and Projects to move beyond a 'do no harm' approach to environment towards strong actions that elevate environmental outcomes	Target Nature and Science with thought leadership pieces drawing on the multi-disciplinary thinking developed through the Community of Practice and research programs	Identify key areas of synergy between environmental health, biodiversity and other impact areas, to embed environment more strongly into CGIAR's rationale and strategy

6.5 Gender Equality, Youth and Social Inclusion

Building on the GENDER Platform

48. The Impact Area Platform on Gender equality, youth and social inclusion will take forward the agenda of the Generating Evidence and New Directions for Equitable Research (GENDER) Platform that was approved by the CGIAR System Council in November 2019. The CGIAR GENDER Platform has been working to put gender equality at the forefront of global agricultural research for development since its launch in January 2020.
49. Going forward, this Platform will differ from the other four Platforms in that it will retain a pre-existing model for its key functions and modalities, and will carry a higher budget in order to deliver the purpose and results agreed by the System Council in 2019.

How the Platform will enhance impact from CGIAR research and innovation

50. The GENDER Platform will embrace its expanded mandate to include an impact focus on youth and social inclusion by supporting priority setting and intellectual grounding of the concepts in CGIAR, and by developing capacities within CGIAR to make it a thought leader and achieve impacts on youth and social inclusion by 2030 as it currently is for gender. The Platform will position CGIAR to contribute directly to SDG 5 on achieving gender equality and empowering all women (and girls), which is the basis for the achievement of all SDGs. The Platform will also contribute significantly to SDG 2 on ending hunger, achieving food security and improved nutrition and promoting sustainable agriculture, and specifically on target 2.3, which is on doubling the agricultural productivity and incomes of small-scale food producers, including women, which again dovetails with SDG 5 target 5a (undertaking reforms to give women equal rights to economic resources, own/control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws) and 5b (enhancing the use of enabling technology, in particular information and communications technology, to promote the empowerment of women).
51. CGIAR, through this Impact Area Platform, will also contribute directly to SDG 10 on reducing inequalities, and especially with the integration of the research focus on youth and social inclusion. It will contribute to target 10.2 on empowering and promoting the social, economic, and political inclusion of all (irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status) and possibly to 10.3 on ensuring equal opportunity and reducing inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.
52. Specifically, the Platform will support CGIAR to deliver on its ambitious 2030 collective SDG-related targets for action on gender equality and inclusion of youth in food, land, and water systems to:
 - a. Close the gender gap in rights to economic resources, access to ownership and control over land and natural resources for over 500 million women who work in food, land, and water systems
 - b. Offer rewardable opportunities to 267 million young people who are not in employment, education, or training
53. As in its present form, the core mandate of this Impact Area Platform will be to support CGIAR research to drive progress on gender equality, youth, and social inclusion in agri-food systems.

54. This progress will be essential for CGIAR to achieve its mission to deliver science and innovation that advance the transformation of food, land, and water systems in a climate crisis., which requires two equally important tracks of work:
- working closely with scientists across CGIAR to integrate gender, youth and social inclusion research in each Action Area via Initiatives and other work funded by bilateral agreements
 - supporting the development of a world-class research portfolio to carry out strategic research on gender, youth, and social inclusion.
55. The Platform will also invest and work with the CGIAR Performance and Results Management Framework to evolve the thinking on key gender equality, youth and social inclusion targets and indicators. Finally, the Platform will work with the other Impact Area Platforms to theorize and reflect on how greater gender equality, youth and social inclusion can bring about gains in nutrition and livelihood security, poverty reduction, boost biodiversity and climate resilience and help build resilience to challenges imposed by climate change, and likewise, how these development outcomes can lead to greater equality and inclusion.

Table 7: Gender Equality, Youth, and Social Inclusion: specific roles within the 4 key functions of all Impact Area Platforms

Convene community of practice	Develop CGIAR and partner capacity	Amplify external profile and pathways to impact	Advise portfolio-level management/strategy
Continue to convene gender and social inclusion research and researchers across CGIAR to build a comprehensive research portfolio on gender equality, youth and social inclusion Coordinate strategic activities to identify and influence CGIAR's gender equality, youth and social inclusion research agenda Provide a hub for sharing of knowledge on gender, youth and social inclusion resources Convene an annual gender equality, youth and social inclusion conference to highlight cutting edge gender and social inclusion research across the CGIAR	Assess and facilitate the development of capacities across Action Areas to carry out cutting-edge research on gender equality, youth and social inclusion Facilitate the exchange of learning/knowledge with partners through knowledge events, webinar series and other means on research tools and methods Continue work developing capacities through on-going collaboration with AWARD and GREAT Identify evidence gaps and propose ways Initiatives and other work in CGIAR can fill the gaps	Showcase the range of gender, youth and social inclusion research products being developed by the CGIAR for targeted uptake by external stakeholders Synthesize evidence to inform institutional change outside CGIAR at national, regional and global levels Continue building up CGIAR's reputation as a go-to partner for gender, youth and social inclusion research in agriculture and manage relevant CGIAR partnerships in the global arena Determine entry points to work with RBAs and regional institutions (e.g., AU, ADB) on gender equality, youth and social inclusion	Spearhead the design of a robust research agenda on gender equality, youth and social inclusion for large-scale investment and impact, rather than reliance on small, project-level funding Work with Science Group and Initiative Leaders to prioritize and support research on gender equality, youth and social inclusion Conduct portfolio level analysis to advise and inform managerial decisions on impact orientation and strategic directions Contribute to the development and promotion of appropriate metrics for measuring gender equality, youth and social inclusion outputs, outcomes, and impacts

7. Resource requirements per Impact Area Platform

56. Staffing requirements: A full-time Director. Other needs, such as expertise in technical issues, policy engagement, partnership building, convening, communications, capacity development, research syntheses and data management, could be fulfilled variously depending on a specific Platform's needs, such as the balance between internal capacity and external engagement needs, and specific communities that need to be engaged. The intent is to give the Platforms some flexibility in how they use their funds for human resource needs.
57. Annual budget per Platform: for all activities, outputs, and outcomes (including overheads): US \$1.5 million (lower end) to US \$3 million (upper end), except for the Gender Equality, Youth and Social Inclusion Platform (US \$9.5 million per annum).