CGIAR Advisory Services
Workplan and Budget Update 2020-2021- A Consultation Draft

Purpose

As relevant to the CGIAR System 2019-2021 Business Plan and the Terms of Reference of the CGIAR Advisory Services Shared Secretariat, Independent Science for Development Council (ISDC), and Standing Panel on Impact Assessment (SPIA), this document sets out progress in 2019 towards the delivery of more integrated CGIAR advisory services, and a refreshed 2020 work plan and budget within the context of the 2019-2021 workplan and budget materials considered at the System Council's 7th meeting.[1]

Action Requested

The System Council is invited to review the revisions and updates to the CGIAR Advisory Services three-year workplan and provide strategic input to further inform the plan, which comprises the ISDC, SPIA, and the CGIAR Advisory Services Shared Secretariat plan (which integrates the Evaluation Workstream). Of assistance to the advisory services will be reflections from System Council members on the proposed revisions to the ISDC three-year outcomes, the newly developed 2020 Evaluation workplan, and the plans for SPIA in 2020 within the framework of the 3+3-year SPIA workplan.

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[1] Refer to System Council decision SC/M7/DP7: 2019-2021 Advisory Bodies Work Plans and Budgets

Executive Summary

1. The year 2019 was a transitional year for the CGIAR advisory services and their shared Secretariat. CGIAR Advisory Services Shared Secretariat was established in 2019 bringing together three workstreams: advice on science and development, evaluation and impact assessment. Operationally, the year saw the move of the CGIAR Advisory Services Shared Secretariat ('**CAS Secretariat**') from the Food and Agriculture Organization of the United Nations to Bioversity International under a hosting agreement with the System Organization, and changes in staffing, with several vacancies yet to be filled.

2. In the last quarter of 2019, the new Chair of the Independent Science for Development Council (ISDC) held first engagements with ISDC's new complement of members. The Standing Panel on Impact Assessment (SPIA) concluded the inception year of its 3+3-year workplan. In concert with the System Council's Strategic Impact, Monitoring and Evaluation Committee (SIMEC), the Advisory Services' evaluation function formulated a methodological approach capable of delivering a streamlined, evaluative review of the CGIAR program portfolio, while commissioning and overseeing an independent pilot study on performance management. The CAS Secretariat has appointed its new Director from mid-October and accelerated the recruitment process for the team that will support the delivery to the System of best-in-class Advisory Services by ISDC, SPIA and through independent evaluation. The change process introduced workflow and staffing adjustments, some of which created knock-on effects to the planned deliverables. Nevertheless, the final quarter of 2019 witnesses a sense of excitement regarding System discussions towards One CGIAR and a burgeoning sense of stability among the CGIAR advisory services.

3. Looking towards 2020, the CGIAR advisory services will ratchet up their effort, supported by the Secretariat, to align the Services in order to provide increasingly timely, harmonized and relevant inputs to System Council and other stakeholders. This document sets out the workplan of CGIAR advisory services for 2020 (to the extent it can be defined in light of System-wide changes), and sketches the approaches that will continue into 2021.

4. The Workplan for the CGIAR advisory services that follows looks in turn at the ISDC, Evaluation, and SPIA components of an integrated plan, underpinned by the CAS Secretariat. It proposes adjustments to the three-year plans submitted and approved for the business cycle 2019-2021, where these exist.

5. Open issues of note in this document:
    a. Definition of ISDC 2020 activities based on One CGIAR reform is pending further interaction of new ISDC members and confirmation of the System's reform trajectory;
    b. Input and agreement on the review modality for a streamlined CRPII evaluative review (this plan presents two options, with a ceiling funding request that allows light review of 12 CRPs);
    c. The recommendation to weave the performance management standards review into streamlined programmatic reviews, rather than conduct a stand-alone 'standards' review;

d. Revisions in the distribution of tasks and funds over the first three years of the 3+3-year SPIA plan, due to factors broached by the SPIA Chair at SC8 and explained further in this document.

Independent Science for Development Council

A. Introduction

6. In 2020, with new ISDC membership in place since fourth quarter 2019, and under the direction of a new Chair, the ISDC will accelerate progress on delivering its mandate in the context of a changing CGIAR. The emphases for 2020 are three-fold:
   a. Solidifying the new ISDC's ways of working and delivery to the System Council, in coordination and frequent collaboration with other CGIAR advisory services;
   b. Informing evolving strategies and programs for the post-CRP II program portfolio; and,
   c. Tuning the activities of ISDC to be maximally aligned with System Council's and other users' emerging needs as CGIAR orients towards a One CGIAR model.

7. The ISDC workplan and budget refreshed for the 2020-2021 period (remainder of the business cycle) builds on learning articulated in the 2019 plan (submitted SC7) and takes note of key issues emerging at a time of transformational change for CGIAR. Given the degree of uncertainty for the precise nature of advice and support that CGIAR will require during this transition, the ISDC will operate using the principles of adaptive management (AM) by monitoring the need for input and advice (guided by the System Council and in consultation with key CGIAR entities) and adapting its mode of operating in response to these needs. An AM *modus operandi* coupled with ISDC's need to confirm the detail and distribution of its work in the course of its first meetings (fourth quarter 2019, with planning meeting slated for early December) entail a more detailed activity planning and may include budget revision in early 2020.

8. The goal remains improvement and delivery of an efficient and effective ISDC that fulfills the needs of CGIAR.

B. Overall organization and functions

9. The ISDC consists of eight members, including a Chair. By October 2019, seven of these eight positions (including the new Chair) had been filled, with one position left deliberately vacant until later in 2020. The aim is to strategically fill this position with a member whose domain expertise will be critical during the transition towards One CGIAR. The ISDC TORs (2018) set out the core functions for the ISDC; this plan is organized accordingly.

C. Proposed activities 2020-2021 by function

10. The details of the 2020 activities will be completed during the December 2019 planning retreat of the new Council. A tentative **overarching three-year activity plan** is available in

Annex 1. The 2021 outcomes per function, articulated below, have been modified considering system-wide change.

11.	Open Issues: Definition of 2020 activities based on One CGIAR reforms and new ISDC interactions; confirmation of the revision to 2021 outcome statements

Foresight

12. The ISDC's first triannual work plan on foresight supports the design of the System's 2030 Plan, by linking overtly with the System-Level Business Plan and through its contribution to the crystallization of the CGIAR's major research themes. The ISDC will contribute to the 2030 plan by building on previous foresight work, as well as outputs from the Science Forum 2018. The ISDC has used the 2019 transition year to develop further lessons learned from the Foresight studies conducted in 2017 and 2018. The ISDC will continue the dialogue with SIMEC, taking note of thinking emanating from the System Management Board (SMB) as appropriate. The aim is to provide strategic knowledge and insights on key issues shaping the agriculture and food systems innovation over the coming decades, particularly in light of the move towards One CGIAR.

13.	*By 2021 and in consultation with the System Council, the ISDC will have provided advice on options for future directions of AR4D research programs to inform the new CGIAR strategy (2022-2030), in the broader context of particularly SDG 2 and its targets relevant to the Strategic Results Framework.*

Horizon Scanning

14. The ISDC will continue the dialogue with System Council and SIMEC on the specific horizon scanning activities that the CGIAR requires. ISDC's horizon scanning will be conducted against the backdrop of the proposed new vision for One CGIAR (Ending hunger by 2030 - through science to transforming food, land and water systems in a climate crisis), with emphasis on the five impact areas of:
    a. Nutrition & food security;
    b. Poverty reduction, livelihoods & jobs;
    c. Gender equality, youth & social inclusion;
    d. Climate adaptation & greenhouse gas reductions; and
    e. Environmental health & biodiversity.

15. One of the initial 2020 tasks of the ISDC is the development of a protocol of the process and content of a regular horizon scanning exercise (work brought forward from 2019) considering also the emerging requirements of One CGIAR. The protocol will be discussed with and presented to System Council members. The initial focus of HS will be on the challenges identified in the 2018 ISPC foresight activities and the Global Challenges that are likely to be taken forward in the 3-year Business Plan.

> 16. *By 2021 and in consultation with the System Council, and in collaboration with some of the system entities, the ISDC will have developed and have in use a protocol and system for conducting and reporting on horizon scanning, producing scans that inform the business planning cycle under the 10-year strategy.*

Priority Setting

17. The workstream will focus in 2020 on summarizing, synthesizing and where needed expanding, the analytical work already undertaken by the ISPC on priorities and trade-offs (e.g. Science Forum 2018; book edited by Rachid Serraj and Prabhu Pingali, "Agriculture & Food Systems to 2050"). There is a considerable wealth of knowledge created and summarized by ISPC/ISDC that has not been fully exploited by the System for developing priorities. Discussions with the System Council, SIMEC, and the System Reference Group (SRG) are in progress in order to mine the intellectual capital that has already been generated, to advise on priorities in the context of the development of the 2030 CGIAR strategy. Specifically, the ISDC priority-setting work will focus on advising on the relevance, weighting and emphasis to be given to proposed CGIAR activity in major research areas to ensure the resultant portfolio is coherent, relevant, and achieves impact at scale.

> 18. *By 2021 and in consultation with the System Council and other relevant System entities, the ISDC will develop guidance on priority setting at the System Level and support efforts for its implementation, where appropriate aligning such priority setting guidance with the five emerging CGIAR Impact Areas.*

Proposal Assessment

19. Activity within the ISDC portfolio in respect of **Proposal Assessment** in 2020 will be related to the application of the System's Quality of Research for Development Frame of Reference to the new proposal review assessment process (to be determined).

> 20. *By 2021 provide input and review the new CGIAR research portfolio in line with the 2030 Research Strategy; and, in the context of the One CGIAR change process, launch and implement new guidance for proposal review befitting One CGIAR modalities.*

Other functions

21. The AM modality that ISDC is adopting calls for a degree of planning flexibility, in order to meet arising needs. Emerging issues that cannot be included under ongoing activities will be programmed in the ISDC work plan as needed and with accompanying budget support. The ISDC will conduct most of its business and interaction with other System entities virtually as needed, supported by relevant virtual discussion panels and through a series of bespoke webinars. Two activities of prime importance in the 2020 activity plan are publications,

including the **publication of the papers prepared for the Science Forum 2018** in peer-reviewed journals; and, **formative activities with new members of ISDC**.

22. The ISDC budget request for the 2019-2022 period was USD 2.76 million. The 2020 funding requested is 898,050. Annex I supplies tentative revisions to the three-year workplan for further discussion and input from the System Council and new ISDC members regarding.

Evaluation Workstream

23. The proposed Evaluation 2020 workplan builds on the 2019 interim workplan, while also responding to the emerging developments towards One CGIAR. To complete the three-year cycle, the definition of the 2021 workplan will follow further discussions within CAS Secretariat and with SIMEC in 2020.

24. The proposed workplan for 2020 focuses on the following:

   a. Review of progress and achievements of CRPs in the CGIAR Research Portfolio 2017-2021. This document presents two approaches to such assessment to be further deliberated and decided with SIMEC and System Council.
      i. Assessment of 12 CGIAR Research Programs (CRPs) of the CGIAR Research Portfolio 2017-2021 focused on streamlined, cost-effective CRP reviews that complement elements of Results Based Management (effectiveness and quality).

   OR
      ii. A study of CGIAR achievements and delivery focused on sub-IDOs and mapped to One CGIAR's proposed five focus areas.

   b. Refine the methodology for performance management standards; propose a forward-looking approach to incorporate such standards within CRP reviews, for a streamlined yet comprehensive assessment of program performance.
   c. Initiate consultations to develop a new Evaluation Policy in line with the One CGIAR governance structure and reflecting the scope and institutional arrangements of CGIAR's evaluation function.
   d. Initiate development of a multi-year evaluation plan responding to the System's needs for timely evidence of programmatic progress and achievements.

25. Open Issues: Agree on review modality (1a/1b) for streamlined review of CRPs in the CGIAR Research Portfolio 2017-2021; study opportunities to include performance management standards in a wider approach to programmatic review; take note: 2019 workplan was approved ad interim, 2020 workplan approval is pending

A. Assessment of CRPII – review of effectiveness and quality of research

26.   The CGIAR Research Portfolio 2017-2021 (sometimes referred to as phase 2) is composed of 12 programs and 3 platforms. Many of the programs have undergone full evaluation during phase 1 (completed in 2016). Following discussions and input from SIMEC, the CAS Secretariat through the evaluation workstream proposed to develop a light review of CRPs from the CGIAR Research Portfolio 2017-2021 focusing on two critical areas:
a.   Progress and achievements in CRPs;
b.   Quality of research for development.

27.   The focus of the proposed reviews of current CRPs would therefore assess the extent to which the program is progressing as expected and managed for high performance. Reviews would focus largely on specific areas of performance and progress and assess effectiveness and quality of outputs.

28.   To address the request for a lighter touch approach to assessments, in 2019, the CAS Secretariat defined a standard approach that excludes an inception phase or inception report. Annex 2 presents key elements related to information sources. Compared to full evaluations, the reviews will be more efficient both in terms of costs and time by limiting the review scope to two criteria. While the proposed reviews would limit the scope and depth, they provide evaluative information on achievements and progress within each program.

29.   To accomplish the reviews within one year, the review schedule will stagger 3-4 reviews at a time, allowing for overlap among them. Each review is estimated to be completed within approximately 4 months from the start date of the subject matter experts.[2] The final report will be submitted to System Management Board and the System Council, with no need for a management response. Time commitment for each review will be a third compared to full evaluations. Efforts to further enhance the cost-efficiency and effectiveness of the reviews include concentrated efforts to better utilize and analyze current CRP reporting mechanisms (via monitoring and reporting system). In addition, to accelerate work and control costs of 12 reviews, CAS Secretariat will conduct pre-analysis (such as bibliometric analysis and project and program portfolio analysis) prior to start of reviews by subject-matter experts.

30.   The proposed review schedule will focus on research programs (12 CRPs) in 2020 with delivery scheduled by November 2020. The CAS Secretariat proposes to postpone the review of the three platforms until 2021 bearing in mind that two of the research platforms have been recently, partially reviewed (Genebanks/2016 and Data Management/2016). In the case of Excellence in Breeding platform, activities started in 2018 and therefore offer little scope for assessment.

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[2] Time commitment of full CRP evaluations in the past ranged from 11 months to over one year, allowing for TOR development, inception phase, consultations, review of drafts, and management responses.

Box 1: Main Review Questions

1.Are inputs to this research program of high quality and sufficient?

2.Are outputs (e.g., publications, innovations and policy recommendations) of high quality?

3.To what extent have planned outputs, milestones, and outcomes been achieved?

4.What have been the contributions to the CGIAR IDOs, SLOs, and SRF targets?

5.What have been the contributions to cross-cutting dimensions?

B. Achievements of CGIAR objectives - from CRPII to One CGIAR (i.e., as alternate to A.)

31.   Currently, CGIAR is preparing for a reformulation of its governance, management structure, and research portfolio. The putative change to governance and management will have implications on how CGIAR conducts its research and its accountability and delivery. The proposed reformulation of the research portfolio focuses on five high impact research areas (nutrition, poverty, gender, climate, and environment) with a more targeted focus on SDG2 "Ending Hunger by 2030." The changes will therefore map research areas and delivery of programs to the new portfolio. At a higher level, this will also entail mapping the sub-IDO and SRF objectives to the newly defined five focus areas and the emerging new narrative on the overall objectives of CGIAR.

32.   In order to support this effort, as an alternative to conducting 12 separate assessments (per section A above), the CAS Secretariat proposes to provide a forward-looking study of achievements of Flagships across CGIAR, related to the proposed five focus areas. This effort will review available evidence and map findings to the sub-IDOs, and subsequently to the new focus areas. It will also gather evidence of CRP Flagship achievements, stages of progress on key outputs, and innovations and policies and how they contribute and relate to the five focus areas. Such a review format will help CGIAR better identify its current strengths and main areas of achievement, as well as promising areas of progress, evidence/achievement gaps and how these relate to the new focus areas.

33.   After discussion of the proposal with SIMEC, a concept note developing further the scope and method of analysis for this study will be developed with inputs from ISDC, SPIA, the System Management Office and the relevant System-level working groups, such as SL CG2030 Plan working group. This will help ensure the study is of high quality, fit for purpose and feeds into a timely and effective process for gathering information, conducting analysis, and sharing findings for informed decision-making and prioritization.

C. Refining methodology for performance management standards

34.   In 2019, the CAS Secretariat evaluation workstream was tasked with completing the pilot assessment of the performance management standards of CGIAR. The CAS Secretariat commissioned an assessment (confidential to programs during the pilot exercise) in late 2019. End-of-October results of the assessment will be supplied to each program in order to prepare for the next phase of official assessment, as defined by the System Management Board and System Council. An overarching report on findings and recommendations for future performance assessments will be shared with SIMEC.

35.   Following the pilot, in 2020, the CAS Secretariat is scheduled to conduct the official assessment of the performance management standards. Prior to the official assessment, however, revisions to the methods and criteria of assessment will be proposed to increase efficiency and common understanding. Consequently, the CAS Secretariat proposes this area of work to be scheduled after further definition of standards and methods based on lessons learned and to respond to One CGIAR.

D. Revision of the evaluation policy and development of multi-year plan

36.   The Evaluation Policy is a CGIAR System-wide policy that governs independent evaluation at different levels of the System. The current Policy dates from 2012. Given the establishment of the new CGIAR advisory services, and the upcoming One CGIAR governance reform, a revised Evaluation Policy will be developed for CGIAR to reflect the needs and arrangements of CGIAR independent evaluation.

37.   By 2021, a draft of the One CGIAR Evaluation Policy that emphasizes learning and accountability will be available for endorsement and inclusion in the new business cycle.

38.   The Evaluation workstream ceiling funding request for 2020, allowing for the CRP II evaluation peak and considering the current requirement to conduct a full performance standards review across all programs, is 1.6 million.

Standing Panel on Impact Assessment

39.   SPIA's 3+3-year workplan presented at SC7 is organized around three objectives:

   I.   Support CGIAR's strong commitment to embed a culture of impact assessment (IA) into the System;

   II.   Expand and deepen evidence of impact of CGIAR research investments on CGIAR SRF outcomes and associated Sustainable Development Goals; and

   III.   Improve and institutionalize collection of data on diffusion and use of CGIAR innovations in national data systems designed to track progress on SDGs.

40. Objective 1 is primarily targeted at ensuring that the results are available and used by key stakeholders across the system to inform decisions as it moves to One CGIAR. Objectives 2 and 3 primarily contribute to ensuring a quality portfolio of impact assessments and the regular collection of data on adoption of CGIAR innovations to inform future decision-making.

41. Open Issues: Revisions in the distribution of tasks/funds over in the first three years of the 3+3-year SPIA plan, due to factors broached by the SPIA Chair at SC8 and explained further in this document

A. Workplan 2020

42. The implementation of the advisory services reforms significantly affected both the Panel and Secretariat operations in 2019. Nevertheless, SPIA remains committed to delivering on its mandate and on the full 3-year program of work approved by System Council at SC7. Rigorous reviews of proposed study designs, feedback to study teams and capacity strengthening to these teams conducted in 2019, is leading to a set of rigorous studies and data collection ready for funding and implementation in 2020. For these reasons, this 2020 workplan includes both new activities for 2020 as well as some activities that were planned in 2019 but will be completed in 2020. By proceeding in this fashion, the key outputs and outcomes for the period 2019-2021 remained unchanged from the 3-year work plan.

1.1 Objective 1: Support CGIAR's strong commitment to embed a culture of impact assessment into the System (3-year Budget: USD 1.2 million; 2020 budget: USD 0.5 + 0.09 million)

43. The IA community in CGIAR includes not only impact assessment specialists but also those who use IA results and who make decisions about investing in generating them. Key activities for engaging the broader CGIAR community in 2020 include finalizing and implementing the communication strategy to help inform decision making; engaging with different stakeholders throughout the system and using evidence to challenge conventional wisdom and influence future directions; aligning SPIA's impact assessment strategy and approach to CGIAR 2030 strategy; launching online standards and guidelines, a regularly updated resource for those who conduct and use impact assessments, to contribute to the strengthening of program performance management ; and consolidating the IA community of practice. Key activities to strengthen CGIAR capacity to conduct rigorous impact assessments include planning and implementing a fellowship program that will enable CGIAR IA specialists to work with eminent IA experts in their universities or research institutes, and targeted training. Building on the release of a new wave of nationally-representative household survey data from Ethiopia (containing data on adoption of CGIAR innovations), SPIA will, through virtual and in-person events, raise awareness of these data and how this type of data can be used and offer sub-grants for studies doing further analysis of these and other SPIA-related data sets.

44. **Key Objective 1 outputs in 2020**
    a. Communications (including publication) strategy finalized and implemented;
    b. Communication of results, in the form of presentations, reports or think pieces, to target audiences inside and outside CGIAR (including System Council)
    c. SPIA IA strategy aligned to CGIAR Strategy to 2030;
    d. Expanded IA guidance available online;

e.   IA community of practice formally established and at least two events held;

f.   Plan for fellowships finalized and initial cohort selected;

g.   IA training held;

h.   Events and subgrants to enable further analysis of SPIA data.

1.2   Objective 2: Expand and deepen evidence of impact of CGIAR research investments on CGIAR SRF outcomes and associated Sustainable Development Goals (3-year budget: USD 3.9 million; 2020 budget: USD 1.6 + 0.29 million)

45.   SPIA will continue to identify and fund high-quality, high-priority impact studies through competitive processes, covering the five impact areas of One CGIAR. In 2020, building on the lessons from 2019, SPIA will continue to provide technical support to selected study teams to enable them to develop their expressions of interest into high-quality proposals with strong research designs that pass external peer review. Starting in 2020 SPIA will offer the possibility of proposal development grants to be used to identify, compile and analyze relevant existing data sets, to build necessary partnerships and to incorporate new methods and methodologies to underpin strong proposals. Such grants improve the quality and timeliness of proposals as well as strengthen capacity of study teams.

46.   **Key Objective 2 outputs in 2020**:

a.   4-6 studies of the long term, large scale impacts ("big wins") of CGIAR research on SLO/SDG outcomes funded and underway;

b.   At least 4 studies funded from the call for proposals on the "environmental impacts of research on agricultural intensification", issued in 2019;

c.   At least 4 studies funded from the call for proposals on adapting diffusions strategies to scale and sustain adoption of CGIAR innovations, launched in 2019;

d.   Project development grants funded;

e.   At least 2 methods develop papers (with focus on using new technologies for IA) published;

f.   At least 1 implementation workshop for funded studies.

1.3   Objective 3: Improve and institutionalize collection of data on diffusion and use of CGIAR innovations in national data systems designed to track progress on SDGs (3-year budget USD 3.9 million; 2020 budget: USD 1.3 + 0.77 million)

47.   SPIA will work with its partners to ensure high-quality data collection covering the CGIAR portfolio in targeted countries and to mainstream good-practice methods for data on diffusion and use of CGIAR innovations in multi-country data collection efforts (e.g. 50X2030 initiative). Development of a series of new data collection protocols will take place in Ethiopia and Uganda, through integration of remote sensing and community/market-level surveys with data collection at plot and household level, expanding the range of CGIAR innovations that can be included, as well as the geographical and time dimensions for measurement. SPIA will collect data on adoption of a prioritized set of CGIAR-related innovations at national level in Uganda through piloting and integration of new data collection protocols in the 2020 wave of Uganda National Panel Survey. Consultation and background analysis to prepare the choice of two additional countries for nationally-representative data collection post-2020, at least one of which will be in Asia, will be completed. The process for institutionalization of Objective

3 of SPIA's work program (Objective 3) post 2024 (end of SPIA 6-year plan) will also be formalized.

48. **Key Objective 3 outputs in 2020**
    a. Dashboard of all significant CGIAR-derived innovations in both Ethiopia and Uganda;
    b. Test new methods for gathering data on adoption/use of key innovations;
    c. Results on diffusion and use of key CGIAR innovations for Ethiopia disseminated;
    d. Comprehensive data collection on diffusion and use of CGIAR innovations for Uganda;
    e. Samples collected and sent for DNA fingerprinting analysis (maize, sweet potato and beans in Uganda with CIMMYT, CIP and CIAT);
    f. Complementary (community & remote sensing) data sets for Ethiopia;
    g. Additional countries identified, through scoping exercises, field visits, and events;
    h. Draft framework for institutionalizing Objective 3.

CGIAR Advisory Services Shared Secretariat

49. The CGIAR Advisory Services Shared Secretariat (CAS Secretariat) supports the effective and coordinated functioning of the ISDC, SPIA and evaluation workstream (CGIAR Advisory Services), further to the Terms of Reference approved by the System Council with effect from October 2018.

50. The CAS Secretariat is currently (Nov2019) in an accelerated phase of recruitment, in order to reach its full complement of professional staff as early as possible in 2020. The Director was appointed in mid-October 2019, and the target date to fill the three senior manager roles per the Secretariat's TORs is 31 March 2020. As the senior staff come on board, some work plan and budget modifications may be proposed.

51. Per its Terms of Reference, CAS Secretariat provides operational support to ISDC and SPIA and implementation of the System's multi-year evaluation plan. The focus of this work plan is thus the operational support complemented by overarching tasks in 2020 with emphasis on knowledge management, communication and integrative functions of the CAS Secretariat, namely the work with ISDC, SPIA and evaluation workstream to identify and promote opportunities to increasingly interweave the 2020 and future work plans.

52. Key overarching activities in 2020 follow. In 2021, a more evolved variant of the activities will be defined, based on monitoring and lessons in the coming year.
    a. Secretariat support furnished to ISDC and SPIA vis-à-vis their regular interactions and inputs to the System Council, workflows and procedures, and engagement of external consultants and experts;
    b. Secretariat formation – recruitment, onboarding and team building of an integrated secretariat;
    c. Knowledge management – digital and physical archiving of body of work of ISDC, SPIA and evaluation workstream and their predecessors;

d.   Communications – develop and deploy a communications strategy to enhance the uptake and absorption of key pieces of work developed by the Advisory Services, aligned with workstream specific efforts;

e.   Planning and monitoring – engage in an integrative planning process of the Advisory Services and set forth and then employ a monitoring function for the assurance of work plan delivery and CAS Secretariat performance.

Management considerations

53.   The CAS Secretariat will remain in an accelerated recruitment stage to fill all professional positions from the period October 2019 to April 2020. During this period the Secretariat will avail of additional support via short-term consultancies to ensure its base services to ISDC, SPIA and the evaluation workstream.

54.   The CAS Secretariat funding request for 2020 is 1.55 million. This takes into consideration the projected start dates of still vacant positions.

Annex 1: ISDC – Work planning 2019 – 2021

Tentative distribution of workload by function as linked to CGIAR Business Cycle – subject to adjustment

Work stream – activities	2019	2020*	2021	Links to Major Research Themes	Links to Business Plan
Foresight a. Analysis and further development of recent Foresight studies	*	***	*	***	**
b. Incorporating the insights generated via the SRG and other mechanisms	-	**	***	***	***
b. Workshop with System Council	-	*	***	***	**
Horizon scanning a. Determine the key questions to consider and method to create the HS protocol	*	***	* *	*** ***	** *
b. Analysis and synthesis of secondary data	-	***	***	**	*
c. Structured dialogue for information gathering (E-consultation, expert interviews)	-	***	** *	* -	*** ***
c. Workshop with System Council	-	*			
Priority setting a. Publish the 2018 Science Forum that relate to *inter alia* trade-off analyses applied to priority setting	*	***	**	***	**
Proposal assessment a. Proposal assessment is planned from the last quarter of 2020	*	*	***	***	***
Other functions a. Publications: papers from Science Forum 2018 in peer-reviewed journals	*	***	*	*	-
b. Formative activities with new members of ISDC	**	***	*	**	*

*subject to revision January 2020 after newly formulated ISDC planning meeting

Annex 2: Use of CGIAR information (appraisal, monitoring, reporting) in reviews

System Process/ Input	Focus	Integration into Evaluation
Appraisal	Feedback and assessment of ISDC and donors during the proposal process. Inputs will include documented appraisals and donor feedback on program proposals.	Evaluation to focus mainly on areas of concern noted during the appraisal and review process, and less so on areas which were deemed of good or high quality.
Monitoring	Program monitoring data and information Access to MARLO and MEL information and reports by review team for data and information collection	Evaluation to conduct analysis of programmatic information (bibliometric and mapping analysis). Mapping program achievements to Theory of Change and progress will also be conducted by team,
Reporting	CRP annual reports agreed to by SC/SMO	Access to program reports by review team to conduct necessary analysis
Previous evaluation (where applicable)	Responses and changes to program	Analysis of program developments and changes, assessing changes improvements.