



TOWARD GREATER IMPACT:

A CGIAR Engagement Framework for Partnerships & Advocacy

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Acronyms

A4I	Advocacy for Impact
CoP	Community of Practice
FAO	Food and Agriculture Organization of the United Nations
GE&I	Global Engagement and Innovation
IF&RM	Innovative Finance and Resource Mobilization
IS&S	Institutional Strategy and Systems
KPI	Key Performance Indicator
MELIA	Monitoring, Evaluation, Learning and Impact Assessment
NARES	National Agricultural Research and Extension Systems
NARIS	National Agricultural Research and Innovation Systems
P&C	People and Culture
PAGG	Partnerships & Advocacy Global Group
PP4I	Private Partnerships for Impact
SG	Science Groups

EXECUTIVE SUMMARY

CGIAR's Engagement Framework for Partnerships and Advocacy builds on the recommendations of the CGIAR System Council that for greater impact towards the transformation of food, land, and water systems in a climate crisis, a consistent approach to partnerships and advocacy is required. While CGIAR has always relied on engagement with an extensive and diverse network of partners around the world to deliver solutions that benefit millions of people, the One CGIAR reform has highlighted the need for collaboration to become more systemic to better capture strategic opportunities and synergies across the organization.

To this end, the Engagement Framework was developed following extensive consultations with stakeholders and staff. It sets out guiding principles and transformative approaches including capacity sharing for development, private sector cooperation, and advocacy, that create new and transformational opportunities for CGIAR and its partners to co-develop research and share and scale knowledge, innovations, and technologies toward greater impact. It lays out an indicative partner typology and segmentation structure, stewardship mechanisms, and the overarching support systems and services that guide and enable CGIAR to deliver effective and meaningful partnerships and purposeful advocacy.

It is intended as a high-level framework that will be operationalized through policies, procedures and guidelines. These will include the distribution of roles and responsibilities across the organization, as well as how engagement and its impact will be delivered, monitored, and evaluated (see the Annex for more detail on operationalizing the Framework).

1. INTRODUCTION AND CONTEXT

1.1 Partnerships and Advocacy for Sustainable Development Outcomes

Today the world faces unprecedented and interconnected global challenges including food and nutritional security, poverty alleviation, gender equality, and social inclusion, natural resource degradation, biodiversity loss, and the climate emergency. It is clear that addressing these challenges requires a unified global effort between national governments, academic institutions, global policy bodies, private companies, and civil society, which must be underpinned by effective partnerships and purposeful advocacy.

To align with this unified global effort, CGIAR as part of its most [ambitious reform](#) in its 50-year history, and in consultation with its stakeholders, has fully integrated partnerships and advocacy into its mission to deliver science and innovation that advances the transformation of food, land and water systems in a climate crisis.

Effective partnerships create opportunities to co-create solutions, leverage synergies, share assets and resources, and create spaces for new and diverse voices to emerge and exchange knowledge. Indeed, partnerships built on trust, shared visions, and common goals are so vital to achieving planetary and human well-being that they are the foundations of, and integrated into, the 2030 Sustainable Development Agenda (hereinafter Agenda 2030).

Purposeful advocacy creates the enabling conditions for knowledge and evidence to inform and influence impactful policy, investments, and practices. It also opens spaces for dialogue and innovation. Advocacy yields true impact when it reflects the needs of local people, or those who are affected directly by issues, and elevates their voice; when it addresses the underlying causes of problems and not superficial symptoms; when it ensures project-level success is supported by higher-level policy or investment decisions; and when it results in real change, beyond awareness and interest.

1.2 Purpose of the Engagement Framework

The Engagement Framework for Partnerships and Advocacy (hereinafter the Engagement Framework) enables CGIAR, along with its portfolio of initiatives, to harness the power of its many and varied partnerships across its geographies and beyond. CGIAR currently has operations spanning more than 70 countries, primarily in the Global South, and 2,000+ partners around the world¹.

It supports CGIAR and its partners to broaden their base of resources, expertise, and experience to co-create, deliver and scale research, innovations, and technologies toward greater impact. To this end, it pays special attention to approaches, support systems, and services required for engagement. These include three fundamental and transformative approaches for effective engagement, namely capacity sharing for development, advocacy engagement, and private sector cooperation.

¹ As reported in the 2020 Annual Performance Report. <https://www.cgiar.org/food-security-impact/results-dashboard/>

Policies, procedures and guidelines will detail how the Engagement Framework will be operationalized. This will require a whole-of-organization approach, with a clear distribution of roles and responsibilities that draws capacities from Science, Regions and Support Functions (see the Annex for more detail on operationalizing the Framework).

1.3 Building the Engagement Framework

Delivering on CGIAR's mission requires a fully integrated approach to engaging with partners. CGIAR's partners expect this. In setting out the ambition of One CGIAR², the CGIAR System Council envisioned the Partnership and Advocacy function acting as “...the *guardian of the CGIAR engagement model to support staff*” ensuring a consistent approach to partnerships that captures “*strategic opportunities and synergies across the organization*”³.

1.3.1 Consultation and Collaboration

The development of this Engagement Framework follows significant consultation with CGIAR stakeholders. In 2018, the CGIAR Systems Reference Group, established by the CGIAR Systems Council, recommended that for greater impact towards the transformation of food, land, and water in a climate crisis, a consistent approach to partnerships and advocacy is required. Following these recommendations, the CGIAR Transition Advisory Group on Country and Regional Engagement—a multi-stakeholder group comprising internal and external experts—developed proposals for the conditions and means for effective engagement⁴.

Building upon the aforementioned recommendations and proposals, the Partnerships and Advocacy Transition Task Team, established to guide the operationalization of this new CGIAR function, undertook an assessment of partnership and advocacy practices. This included a desk review of publicly available partnership evaluations at CGIAR, accompanied by consultation with stakeholders and a series of surveys and in-depth interviews with 46 specialists and senior staff working on partnerships and advocacy.

This collaborative and consultative effort—incorporating further feedback in subsequent consultation processes with internal and external stakeholders⁵—confirmed the need for a more systemic and systematic approach to engagement, that sets out a clear value proposition, scope, guiding principles, approaches, services, processes, and robust monitoring, evaluation, and learning systems⁶.

² One CGIAR refers to the process to transform CGIAR carried out from 2020-2022.

³ [One CGIAR: A bold set of recommendations to the System Council as endorsed by the CGIAR System Council's 9th meeting on 13 November 2019 \(Decision reference: SC/M9/DP3\)](https://storage.googleapis.com/cgiarorg/2019/11/SC9-02_SRG-Recommendations-OneCGIAR.pdf). https://storage.googleapis.com/cgiarorg/2019/11/SC9-02_SRG-Recommendations-OneCGIAR.pdf

⁴ CGIAR Transition Advisory Group 5, 2020. TAG5-Country and regional engagement: Presentation of process, outcomes, and ideas. Submitted to the CGIAR Executive Management Team in September 2020. CGIAR: unpublished.

⁵ Draft 0 of this document was shared with senior leadership and specialists across a range of functions, as well as with 20 senior experts in advocacy and partnerships from across the world. Much of their feedback has been incorporated into this version of the Framework.

⁶These findings are corroborated by two recent independent reports: the [2019 Mopan CGIAR Performance Assessment](#) and the [2017 Independent Evaluation Arrangement Evaluation of Partnerships in CGIAR](#) which also highlight the need to inform policy and investment decisions at national, regional and international levels, and for a systematic focus on private partnerships and capacity sharing.

1.4 The Enabling Environment

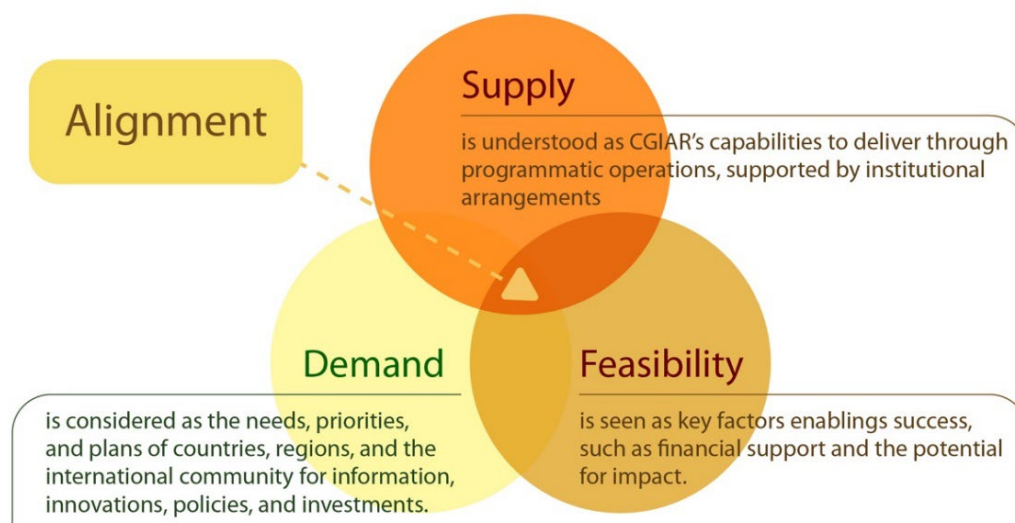
1.4.1 Conditions of Engagement

The operationalization of effective institutional engagement requires the creation of an **enabling environment** throughout CGIAR, at local, regional and global levels.

These conditions⁷ include:

- **Institutionalization:** a strong mandate and clear objectives for partnerships and advocacy
- **Resources:** adequate financial means and human capacity
- **Co-design:** support of activities, processes, and plans with a range of stakeholders
- **Collaboration:** opportunities for multi-dimensional engagement in support of agendas and plans for research, delivery, and engagement
- **Contribution:** work towards a continuous cycle of impact
- **Alignment:** Based on careful stakeholder consultation, effective institutional engagement happens in the space where demand, supply, and feasibility align (see Figure 1).

Figure 1. Alignment for effective engagement



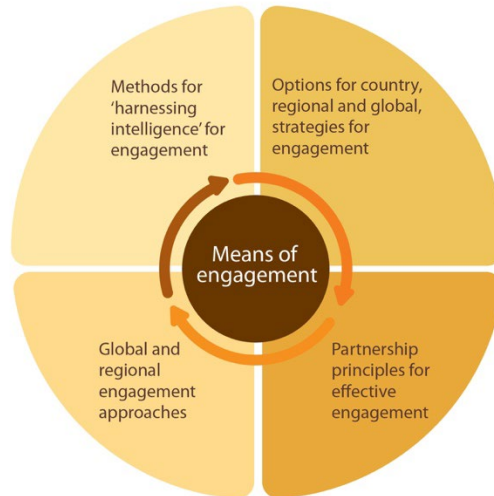
These conditions serve as the basis for systematic partnerships and advocacy at the global level and have been integrated across CGIAR. However, by themselves, they are insufficient without 'means of engagement'.

⁷ CGIAR Transition Advisory Group 5, 2020. TAG5-Country and regional engagement: Presentation of process, outcomes, and ideas. Submitted to the CGIAR Executive Management Team in September 2020. CGIAR: unpublished.

1.4.2 Means of Engagement

The means of engagement act as building blocks that deliver or support effective engagement. They can be combined to suit the diverse geographic, programmatic, scientific, and institutional contexts in which CGIAR partners operate and to ensure an integrated approach with partners at all levels. This includes consideration of the enabling conditions for global engagement, and how it is both guided by and influences regional and country-level engagement (see Figure 2).

Figure 2: Means of Engagement



Adapted from the findings of the Transition Advisory Group (TAG) 5 presentation⁸

2 THE ENGAGEMENT FRAMEWORK FOR PARTNERSHIPS AND ADVOCACY

The Engagement Framework creates integrated, coherent, highly coordinated approaches and support systems and services for effective partnerships and advocacy that are distributed across CGIAR’s entire operational structure. It ensures a consistent approach to building and stewarding new and existing relationships with partners at various scales and across different geographies to optimize shared resources and maximize collective impact. It guides the establishment of formal structures to enhance individual and collective capacity for engagement across CGIAR, including spaces for staff and partners to co-learn from their experiences. Additionally, it offers services and resources to facilitate alignment, design and deploy innovative partnership arrangements, and create new opportunities so that shared knowledge, innovations, and technologies reach stakeholders and are brought to market.

The approaches, support systems, and services of the Engagement Framework operate in close coordination with CGIAR’s Science, Regional, and other Global Groups and significant responsibilities will be distributed across appropriate units, sub-units, and other leadership roles. Consistent end-to-end processes and appropriate checks and balances create a replicable approach to engagement and provide consistent risk management and due diligence in partnerships and advocacy activities.

⁸ *Ibid*

2.1 Definitions

Within the context of the CGIAR Engagement Framework, the following definitions apply:

PARTNERSHIP: An intentional relationship with private sector, public sector, academia, or civil society organizations at national, regional, and/or international levels to achieve common aims towards transforming land, water, and food systems in a climate crisis. CGIAR's intentional relationships are forged through a range of informal and formal agreements and based on shared visions, common goals, combined resources, and joint efforts.

ADVOCACY: An organized effort that seeks to inform and influence policy, practices, and investments of the private and public sector and civil society organizations, at national, regional, and/or international levels towards transforming food, land, and water systems in a climate crisis. CGIAR undertakes advocacy with, through, and for partners, by raising awareness, increasing understanding, and catalyzing change.

2.2 Value Proposition: Why does Effective Engagement Matter?

Effective engagement with partners is the bedrock of a food secure future for all through land, food and water systems transformation in a climate crisis. The Engagement Framework offers partners and CGIAR staff with clear, efficient and effective principles, systems, approaches and services to work across CGIAR and achieve our common goals. It maximizes the value of the time and resources that partners invest with CGIAR and sets out a clear pathway that integrates and leverages partnerships and advocacy to deliver impacts at scale and accelerate progress toward the 2030 Agenda.

The Partnerships and Advocacy Global Group (PAGG) supports CGIAR in its ambitions to innovate, advocate for, and support change. A coordinated strategy and regional presence facilitate robust collaboration and joint action with stakeholders and ensure CGIAR's voice is commensurate with the projected impact of its science. The Engagement Framework also lowers the risk and cost of partnerships and advocacy efforts, increases their effectiveness, and expands frontiers through new capacity and technology sharing approaches.

2.3 Guiding Principles

CGIAR's engagement with partners is based on a set of Guiding Principles⁹ that draw from perceived best-practice in the field and are aligned to the Universal Declaration of Human Rights¹⁰ and the Busan Partnership for Effective Development Co-operation¹¹. The principles apply to existing and new partnerships, as well as those being renewed. These principles will also be revised regularly based on experience gained through partnership building and stewardship. Performance indicators to measure the application of these principles will be set out in operational guidelines for partnership stewardship.

Table 1: Seven Guiding Principles for Partnerships

Guiding Principles	Application
1. Complementarity for Impact	
CGIAR enters into partnerships based on shared visions, values, and goals, and builds mutual trust through a common understanding of each party's competencies and values. The complementary efforts, contributions, and outcomes of each partnership generate mutual benefits and add value and greater impact for people and the planet. This value is weighed against savings, risks, costs, and impediments for each party.	Establish partnerships with other entities whose focus, approaches, methods, and capacities complement CGIAR's offering, while working toward clearly defined common outcomes.
2. Shared Ownership	
CGIAR fosters mutual respect and interdependence in partnerships where the objectives, responsibilities, and agenda for action are jointly and equitably agreed upon. This includes incentives and support for each party to articulate, agree, and fulfill their partnership obligations and commitments, including planning for joint dissemination of results and the fair sharing of intellectual property and its benefits. ¹²	Provide all partners with the opportunity to jointly define the scope, reach and expected outcomes of a collective endeavor; ensure a clear distribution of complementary roles and responsibilities among all parties; recognize and acknowledge the value and contributions of each; and ensure that all have the necessary enabling conditions, in terms of resources and capacities, to deliver on agreed outcomes.
3. Focus on Results	
The establishment of partnerships is guided by a focus on sustainable outcomes aligned to Agenda 2030, and to the needs and priorities of partners.	Agree with all partners on the expected outcomes of a joint endeavor based on clearly articulated stakeholder demands and market opportunities aligned with specific Sustainable Development Goals.
4. Transparency and Accountability	
CGIAR and its partners operate transparently and are accountable to each other and their respective constituencies. This extends to access to all relevant information.	Share with all partners, under an agreement of reciprocity, all necessary information to ensure the successful delivery of a joint endeavor; ensure effective and open lines of communication at all times; and establish and regularly monitor consensus-based deliverables and milestones.

⁹ [6 Principles for More Effective Partnerships](#); [Faculty Toolkit for Service-Learning in Higher Education](#); and [Successful partnerships: A Guide](#)

¹⁰ <https://www.un.org/en/about-us/universal-declaration-of-human-rights>

¹¹ <https://www.oecd.org/dac/effectiveness/busanpartnership.htm>

¹² CGIAR may be a leader, participant, beneficiary, or facilitator in a partnership where the manner of cooperation is appropriate to the context and agreed goals, taking into account conditions and requirements at regional and country levels.

Guiding Principles	Application
<p>5. Integrity</p> <p>CGIAR partnerships call for each participating member to operate under strict principles of integrity, safeguarding sustainability, equity, scientific credibility, and impartiality while avoiding conflicts of interest.</p>	<p>Commit with all partners to abide by applicable institutional policies, standards, and protocols; maintain independence from outside influences; ensure rigor and best practices in all activities conducted jointly, and communicate and share the results of joint endeavors openly.</p>
<p>6. Calculated Risk</p> <p>CGIAR is willing to establish partnerships and take advocacy positions based on evidence-based forecasts and investment options related to the current and potential trajectory of food, land, and water systems. This requires the organization to assume some level of reputational risk directly or by association with activist partners, which is guided by reputation and risk-benefit analysis.</p>	<p>Assess the reputational, financial, and operational risk, among others, of a partnership or advocacy action, respecting the different weight and importance assigned to these by all partners; openly discuss these with partners; and jointly define measures to manage risk with a clear distribution of roles and responsibilities.</p>
<p>7. Learning Culture</p> <p>CGIAR cultivates a culture of learning and innovation which enhances the skills and capabilities of CGIAR and its partners equally, including through systems of shared results-based monitoring and incorporation of lessons learned. This means that personal knowledge is translated into sustainable institutional capacities and further joint activities.</p>	<p>Identify with partners means and opportunities to leverage individual and institutional growth from joint endeavors; conduct periodic reviews of progress and lessons learned; and support one another in adopting best practices.</p>

2.4 Partner Typology

The partners’ typology follows CGIAR’s theory of change¹³ reflecting the shared goals of those with whom CGIAR engages to co-develop and scale innovative evidence-based solutions and technologies that benefit people and the planet. It is important to highlight that some partners cut across more than one category, and the examples provided below in Table 2 are purely indicative.

Table 2: CGIAR Partner Typology

Partnership Type				Impact
Intervention phase	Demand partners	Innovation partners	Scaling partners	
Definition	Conception, design Have an explicit or implicit demand/need to resolve specific developmental challenges or capitalize on opportunities. CGIAR offers scientific and technical support, including policy/investment guidance. Possess deep context-specific, subject matter knowledge and collaborate with CGIAR to frame interventions. SPHERE OF CONTROL	Implementation, development, piloting Co-invest and collaborate to develop tailored innovative solutions and improve innovation readiness to contribute to impact at scale on upstream science, applied research, and context-specific innovation testing, adaptation, and validation. SPHERE OF INFLUENCE	Deployment, diffusion Collaborate to advance uptake and use of innovations at scale (technologies, methodologies, practices, policies), incl. advocacy by private and public sector actors to influence policies and business practices. Comprise actors with critical capacities. SPHERE OF INTEREST	Nutrition, health, and food security Poverty reduction, livelihoods, and jobs Gender Equality, youth, and social inclusion Environmental health and biodiversity Climate adaptation and mitigation Contributing to SUSTAINABLE DEVELOPMENT GOALS
Sample partners*				
National/sub-national governments	X		X	
Funders	X			
Global and regional organizations (e.g., UN agencies, African Development Bank)	X		X	
Private sector associations (farmers, industry, etc.)	X			
National agricultural research and extension systems -NARES	X	X		
National civil society organizations	X	X		
International civil society organizations	X	X	X	
Research organizations and universities	X	X	X	
Multi-stakeholder platforms		X	X	
Venture capital, equity, and impact funds			X	
SME incubators and impact accelerators		X	X	
Regulatory agencies and bodies	X	X	X	
Farming communities		X		

¹³ CGIAR. 2021. CGIAR 2022-24 Investment Prospectus: Pooling funds for research and innovation to transform food, land and water systems. As endorsed by the CGIAR System Council’s 13th meeting on 9-10 June 2021 (Decision reference SC/M13/DP3), following approval by the CGIAR System Board on 18-19 May 2021 (Decision reference SB/M20/DP4). https://storage.googleapis.com/cgiarorg/2021/06/Document-SC13_02_Endorsed-2022-24-Investment_Prospectus.pdf

2.5 Segmentation

CGIAR partner typology is accompanied by a system of segmentation based on geographic scale, reach, projected impacts, and potential risk. This combination of partner segmentation and typology facilitates the development of targeted strategies for specific sectors and partnerships, for instance, where CGIAR needs to build its capacities or assign resources to strengthen those of partners.

Table 3. CGIAR Partner Segmentation

Segmentation	Guiding criteria	Example partners
Institutional partner	Meets at least two of the following: <ul style="list-style-type: none"> Shared impact objectives, risks, and returns at an institutional level Co-investment in multiple endeavors across the organization, including at the policymaking level Joint accountability to key stakeholders for delivery 	<ul style="list-style-type: none"> Food and Agricultural Organization of the United Nations (FAO) African Development Bank (AfDB) World Bank Group Alliance for a Green Revolution in Africa (AGRA) Land Grant Universities Wageningen University & Research (WUR)
Regional or science partners	Meets at least two of the following <ul style="list-style-type: none"> Material scale: value of project(s) is greater than set threshold (amount TBD) Critical to operating in a particular region or area of science Acts as a 'gatekeeper' to be able to work and achieve impact in a particular region or science area Only organization that can deliver required capabilities 	<ul style="list-style-type: none"> Inter-American Development Bank Innovative Genomics Institute Indian Agricultural Research Institute (ICAR)
Country partner	Meets at least two of the following <ul style="list-style-type: none"> Material scale: value of project(s) is greater than set threshold (amount TBD) Critical to delivering a particular project or commodity Acts as a 'gatekeeper' to be able to work and achieve impact in a particular country or sub-region 	<ul style="list-style-type: none"> NARES partner, e.g. Council for Scientific and Industrial Research of Ghana
Other partnerships ¹⁴	Meets at least one of the following <ul style="list-style-type: none"> Material scale: value of project(s) is less than set threshold (amount TBD) Not critical to operations or delivery above project level 	<ul style="list-style-type: none"> Local Peruvian NGO, Asociación Pataz

Source: This Table was adapted from work carried out by the International Livestock Research Institute

¹⁴ This segment includes informal partnerships where there are no agreements in place, formal or otherwise, or sharing of resources. These partnerships are assessed against established risk assessment guidelines at the most appropriate level of the organization. Informal partnerships tend to be sporadic, or timebound and are considered important entry points to enhanced engagement.

2.6 Stewardship

Overall responsibility for individual partnerships is determined formally at the outset of an agreement based on strategic importance to the organization, including, but not limited to, legal representation, geographic focus, domain knowledge of areas of competency, previous history of engagement, and depth of relationship, or a combination of these.¹⁵

Employing the principle of subsidiarity, relationship holders are individuals within CGIAR who engage directly with a partner and are closest to the day-to-day dynamics of the partnership. In larger, more complex, multi-layer, and geographically distributed partnerships, where CGIAR might have multiple points of contact (i.e. relationship holders) with a single partner (e.g. central offices and country missions), a more structured and coherent form of partnership management is warranted. In these cases, a relationship manager at a higher level may also be assigned to coordinate among the relationship holders, ensuring coherence across the organization to strengthen and grow the relationship. Relationship holders and managers are not ‘owners’ of relationships with partners, but rather stewards, creating the spaces for all relevant CGIAR parties to engage with partners in an effective, efficient and coordinated manner, while also maintaining a registry of engagements and commitments, and ensuring proper follow up by relevant parties.

Specific guidelines and systems for stewarding and tracking ongoing partnerships will be established and issued by the PAGG. These will include institutional, thematic, geographic, and function-relevant focal points to facilitate and clearly define entry points for partner engagement. However, any CGIAR staff member can serve as an entry point and/or guide an existing or prospective partner to a relevant focal point. The names and contact information of focal points will be made readily available to staff and partners through the use of a single tool on various channels both internally and externally.

3 PRIORITY APPROACHES

The Engagement Framework incorporates three priority approaches¹⁶, namely capacity sharing for development, private sector cooperation, and advocacy, that play a key role in facilitating global impact for CGIAR and its partners. Adopting and deploying these approaches creates new opportunities for CGIAR and its partners to co-develop research and create pathways to share and scale knowledge, innovations, and technologies that deliver greater impact.

3.1 Capacity Sharing for Development

CGIAR seeks to deepen and broaden its engagement with National Agricultural Research and Innovation Systems (NARIS), working more closely with government agencies and the rich ecosystems of academic institutions, research centers, private sector and civil society actors operating in the research-for-development space in partner countries. A cornerstone of this engagement is “capacity sharing for development”, designed as a collaborative, coordinated, comprehensive, and long-term effort to

¹⁵ Most partnerships will be managed by designated relationship holder at project and country level. More complex partnerships may require a designated relationship managers working with the holders across CGIAR reflecting the complexity and depth of the partnership.

¹⁶ These three approaches have been identified as priorities for the medium term as the organization transitions towards One CGIAR. This assessment may change as the internal and external environment evolves.

develop, strengthen, adapt and maintain the capacities of individuals and organizations, including those of partners and CGIAR, working toward common goals in partner countries¹⁷. Capacity sharing for development is not traditional capacity development but rather structured multi-directional spaces for co-learning and co-creation through collaborative research, training (including South-to-South and South-to-North), leadership building, institutional strengthening, internships, fellowships, secondments, and other arrangements of mutual interest, of benefit and high impact for partners and CGIAR. Expected outcomes include improved technical, analytical, dissemination, and management capacities for partners and CGIAR staff, and the opening of further spaces for capacity sharing with partners in the Global South. Capacity sharing for development benefits from new technologies, methods, and approaches that are available for in-person and remote engagement.

3.2 Private Sector Cooperation

Engagement with the private sector is of utmost importance for CGIAR and its partners to accelerate and achieve global impact in alignment with the Sustainable Development Goals. Importantly, the private sector is a partner that brings resources, capacities, and networks crucial to co-developing and deploying innovations and technologies that benefit people and the planet at scale. At the same time, the private sector benefits from the science and innovation generated by CGIAR and its partner network.

CGIAR's engagement with the private sector includes business incubation and acceleration initiatives; working in the sustainable finance space to reorient and leverage capital flows toward sustainable enterprises; creating new business opportunities that help bring research and innovations co-developed with partners to market; strategic management of CGIAR intellectual assets to speed up innovation and incentivize adoption; and monetizing knowledge products and services.

CGIAR also plays an important role in supporting the agri-food sector and international corporations to bring their business practices (from farm to fork) in line with environmental, social, and governance principles, reach underserved groups and markets, and improve livelihoods.

3.3 Advocacy

The purpose of advocacy in CGIAR is to inform and influence policy, investment, and practices through the synthesis of evidence and the dissemination of knowledge. It seeks to inform the decisions of private and public sector stakeholders at national, regional, and international levels to advance technology scaling, capacity sharing, and appropriate research that facilitates and accelerates progress across multiple Sustainable Development Goals. CGIAR advocacy also positions the organization as an innovator, knowledge broker, and facilitator of partnerships and learning.

Advocacy priorities are determined by the triangulation of demand, supply, and feasibility – an approach that is always supportive, inclusive, and collaborative (see [Figure 1](#)). This determination is inspired by concepts of science diplomacy to provide and support evidence-based decision making for states and for

¹⁷ Echeverría, R. 2021. Repositioning One-CGIAR activities on Capacity Development of National Agricultural Research and Innovation Systems in the Global South. Preliminary Draft – Unpublished.

the global public good¹⁸. While CGIAR is never prescriptive, it is not a neutral actor. CGIAR advocacy is guided by the principles of international law and aligned to global commitments to achieve a better and more sustainable world for all¹⁹ while recognizing there are no one-size-fits-all solutions for countries to meet their Agenda 2030 commitments.

National governments are the legitimate owners of development interventions in their countries and are responsible for defining their priorities. The role of CGIAR is to inform policy and investment processes, and influence practices, by presenting options to governments and other stakeholders. Equally, CGIAR supports evidence-based positions and policy proposals developed by partner organizations at country, regional and global levels. In line with its pan-institutional mandate for the sharing of global public goods, CGIAR seeks to stimulate and support discussion and debate at several levels. This is seen as a two-way process. CGIAR engagement is strengthened through the scrutiny of local, regional, and global stakeholders while inclusive participation in dialogues on priorities at various scales is further empowered through the greater availability of evidence-based policy options.

CGIAR does not undertake advocacy in isolation, rather it selectively and strategically engages in broad, inclusive coalitions aligned with its 2030 Research and Innovation Strategy. CGIAR prioritizes the sharing of capacities and, where possible, resources for advocacy with partners to enable the full participation of all parties. CGIAR prioritizes South-South models of cooperation to enable stakeholders to develop and share capacities for advocacy, and incentives for staff and stakeholder engagement in advocacy.

¹⁸ Turchetti, S., Lalli, R. Envisioning a “science diplomacy 2.0”: on data, global challenges, and multi-layered networks. *Humanit Soc Sci Commun* **7**, 144 (2020). <https://doi.org/10.1057/s41599-020-00636-2>

¹⁹ This implies an explicit commitment to the principles of the 1948 Universal Declaration of Human Rights and subsequent international treaties on civil, political, social, economic, and cultural rights, as well as agreements on sustainable development and climate change, among others. In its application, CGIAR is also guided by the humanitarian principles of do no harm: to prevent and mitigate any negative impact of actions or policies.

4 SUPPORT SYSTEMS

4.1 Partnership Lifecycle

The Partnership Lifecycle is a system to effectively build and steward partnerships. It provides indicative steps to identify, structure, implement, evaluate, and close or renew organizational relationships based on the initial co-development of shared value propositions. The full partnerships lifecycle, as depicted in the graphic below, will mostly apply in cases of new, larger, complex, high-risk/high-return engagements, while existing partnerships will be managed in the latter stages of the lifecycle, with a focus on monitoring, evaluating, learning and impact assessment (MELIA), and closure or renewal. Specific guidance and tools to execute the various steps and processes involved in each of these will be provided by the PAGG, taking into consideration the scope, reach, geographic coverage, risk, and projected impact of partnerships, as defined by the typology and partner segmentation. These guidelines will ensure that transaction costs for building and stewarding partnerships are commensurate with their nature and scale. The CGIAR Partnership Lifecycle is embedded into and aligns with the CGIAR Project Lifecycle.

Figure 3. Partnership Lifecycle



4.2 Advocacy Lifecycle

The Advocacy Lifecycle outlines an indicative system for streamlining and institutionalizing advocacy at CGIAR, i.e. creating an enabling environment, in close cooperation with partners. It ensures CGIAR advocacy is evidence-based, driven by partner and market demand, aligned to programmatic goals, and well-executed in a timely, consistent, and coordinated manner. In this integrated model, the PAGG, in close collaboration with other Global and Regional Groups, leads the design of a CGIAR global advocacy strategy that aligns external opportunities and partner demand with internal evidence and programmatic goals including CGIAR's contribution to the collective targets of Agenda 2030²⁰.

Figure 4. Advocacy Lifecycle



This involves the collection, monitoring, and analyses of intelligence to gain a more nuanced understanding of where changes in policies, practices, and investments will produce the greatest impact in advancing global collective goals. This in turn drives the identification and prioritization of CGIAR advocacy efforts, alongside a careful assessment of the potential costs and benefits involved²¹ and the identification of the relevant innovations, policy recommendations, and evidence that support these efforts.

²⁰ The collective targets of Agenda 2030 outlined in the CGIAR 2030 Research and Innovation Strategy were set following extensive consultation with key partners, while the programmatic goals are co-developed with partners at all levels of CGIAR.

²¹ Detailed criteria will be outlined in implementing policies but will include alignment to collective global targets, the costs of engagement on particular issues and processes, the availability of alternative courses of action, the existence of influential allies, and the likelihood of success. For more details, see Partnerships and Advocacy Transition Task Team. 2022. An approach to advocacy, prioritization, and delivery at CGIAR. Discussion Note. Unpublished.

CGIAR Regional Groups act as the convenors of regional, country, and research initiative-level advocacy strategies and processes within their regions²², aligned to globally agreed targets and overarching messages. This integrated system enhances the effectiveness, efficiency, and coherence of CGIAR's advocacy work.

²² The intelligence gathered at regional, country and initiative levels will vary according to the availability of capacities, resources, and partner demand. Guidelines for intelligence gathering and implementation delivery of advocacy will be tailored to local realities and capacities.

5 SUPPORT SERVICES

To support and enhance engagement with partners, CGIAR, through PAGG, will facilitate a series of support services for CGIAR staff and partners including:

Discovery hub: Spaces and materials to convey CGIAR's value proposition for partnerships and advocacy, illustrating the real and potential benefits accrued by all parties by engaging in collaborative endeavors with our research community and support functions. The hub promotes entry points to CGIAR and facilitates spaces to bring together partners to learn about each other and CGIAR and explore opportunities for collaboration in formal and informal settings.

Partner and Landscape Intelligence: A support service through which data and insights on trends, opportunities, and market demand for partnerships are collected, analyzed, and communicated, drawing on intelligence from Global Engagement and Innovation (GE&I) Global and Regional Groups, Science Groups, partners and other external sources. It is part of a CGIAR-wide structure of interoperable systems of intelligence and knowledge management facilitated by the PAGG for staff and partners. CGIAR harnesses this intelligence to identify, strengthen, and transform partnerships for research, resource mobilization, purposeful advocacy, and development delivery in fulfillment of its mission. Resources also include a registry of CGIAR's partnerships and an information clearinghouse for internal and external audiences. The systems and protocols on the collection, analysis, and sharing of intelligence will be outlined in guidelines developed at an operational level.

Advocacy for Impact (A4I): A support service for CGIAR and partners to strategize, plan and implement advocacy actions and campaigns. Advocacy is done with, for, and through partners. Relying on intelligence, 'coalitions for action' are catalyzed to leverage CGIAR knowledge, technologies, and innovations, influence policy, and inform private and public investment in support of food, land, and water systems transformation. CGIAR-wide positions on relevant societal and policy issues are brokered, captured, and shared widely to stimulate discussions and catalyze change around contentious topics. Advocacy for Impact creates spaces for the sharing of best practices, sources, and/or offers advocacy training, and promotes incentives for the inclusion of advocacy engagement into CGIAR Initiatives.

Private Partnerships for Impact (PP4I): A support service to create new business opportunities so that CGIAR can scale knowledge, research outcomes, and innovations, facilitate technology transfer and sharing, and equitably monetize knowledge products and services that align with market and stakeholder demand. Its scope includes leading a venture-focused research-for-development effort that stimulates the co-design and scaling of market-ready, science-based innovations through partnerships between CGIAR's research community and entrepreneurs. It also leads CGIAR's Sustainable Finance work, which aims to reorient and leverage capital flows toward food, land, and water systems transformation.

Capacity Sharing for Development: This service develops and deploys CGIAR's capacity sharing for development with national/regional partners in the global south. It creates opportunities for collaborative research, internships, secondments, fellowships, training (including South-to-South and South-to-North), and other arrangements to facilitate greater interaction with partners to

enhance their and CGIAR's staff's technical, analytical, and dissemination skills, as well as open up new spaces for collaboration.

Innovation and MELIA Lab: This learning and innovation Community of Practice (CoP) is facilitated by PAGG and constituted by members of Science Groups, MELIA experts, Regions, GE&I, and partners. Its focus is to co-create, explore, prototype, pilot, and assess the benefits, risks, and potential and real outcomes/impacts of new partnerships models, or variants of existing models, that amplify CGIAR and its partners' reach and impact. Best practices are garnered from formal partnership evaluations conducted by CGIAR impact assessment experts (based on KPIs defined with the CoP) and recommendations shared broadly across CGIAR.

Partnerships and Advocacy Lifecycle Hubs: a collective support service facilitated by the PAGG, and involving CGIAR Global and Regional Groups (e.g. Business Operation & Finance, People & Culture, Legal Services, Research Coordination & Performance, and Innovative Finance and Resource Mobilization), established to support CGIAR staff and partners to navigate through the Partnerships and Advocacy Lifecycles. Strategic guidance and operational support for the origination, implementation, and closure or renewal of partnerships, and purposeful advocacy, will be provided to partners and CGIAR units to maximize the benefits of partnerships, mitigate risks, and lower transaction costs.

6. IMPLEMENTATION AND IMPACT ASSESSMENT

The implementation of the Engagement Framework will involve establishing structures for its operationalization. Detailed guidelines and policies will determine the precise scope of these structures, clearly delineating the responsibilities involved and how they relate to other functions of CGIAR. The guidelines and policies will also determine the related processes, services, and approaches, for the execution of the Engagement Framework across the organization.

Specific attention will be paid to how engagement, including this framework, will be delivered, monitored, and evaluated, and how its impact will be assessed. Precise results-based indicators for global, regional, country, and initiative-level partnership and advocacy strategies and plans will be defined in subsequent operational guidelines, including for this Framework²³. This work will be led by the CGIAR Research Coordination & Performance Department and will ensure alignment to CGIAR Impact Pathways and theories of change and guide the mix of tools, e.g. internal and external evaluations, performance management, etc., employed to guarantee the relevance, efficiency, effectiveness, impact, and sustainability of this work²⁴.

²³ This process, as well as its implementation, will be undertaken in close collaboration with partners and other stakeholders.

²⁴ United Nations Peace and Development Sub-Fund. 2020. 2030 Agenda for Sustainable Development Sub-Fund. Evaluation Framework. Annex 2. United Nations Department of Economic and Social Affairs. Accessed on 14 January 2022.

7. ANNEX

7.1 The Engagement Framework across the CGIAR Organizational Structure

The Engagement Framework for Partnerships and Advocacy enables CGIAR, along with its portfolio of initiatives, to harness the power of its many and varied partnerships across its geographies and beyond. It supports CGIAR and its partners to broaden their base of resources, expertise, and experience to co-create, deliver and scale research, innovations, and technologies toward greater impact. To this end, it pays special attention to approaches, support systems, and services required for engagement.

Importantly, the Engagement Framework involves all actors from across whole organization as contributors (C) and/or beneficiaries (B). Below is an indicative table that outlines the principal type of interaction of all parts of the System with the framework. Although partners play a fundamental role in the operationalization of the Engagement Framework, their role is not reflected explicitly here.

Table 4. Staff involvement in the operationalization of the Engagement Framework

		Guiding Principles	Approaches	Support Systems	Services
Governance	System Council	C & B	C	---	---
	System Board	C & B	C	---	---
Executive Management Team		C & B	C & B	C & B	C & B
Institutional Systems & Strategy	All Global Groups	C & B	C & B	C	C
Research Delivery & Impact	Global Science Groups	C & B	C & B	B	B
	Impact Platforms	C & B	C	B	C & B
Global Engagement & Innovation	Regions	C & B	C & B	B	C & B
	Innovative Finance & Resource Mobilization	C & B	B	C & B	B
	Communications & Outreach	C & B	B	C & B	C & B
	Partnerships & Advocacy	C & B	C	C	C