



Management Response to the 2021 Synthesis of learning from a decade of CGIAR Research Programs

Purpose

This document sets out the Management Response to the [2021 Synthesis of learning from a decade of CGIAR Research Programs](#) (“CRP 2021 Synthesis”). The CRP 2021 Synthesis was delivered in response to a request of the CGIAR System Council as part of the CGIAR Advisory Services Shared Secretariat workplan for evaluation and undertaken in accordance with a terms of reference endorsed by SIMEC in February 2021.

The CRP 2021 Synthesis pooled evaluative evidence from 43 CGIAR evaluations, reviews, assessments, and syntheses undertaken during the two phases of CRPs in 2011–16 and 2017–21. The objective of the Synthesis was to crystalize findings, identify patterns around priority topics, shed light on system-wide issues affecting the CRPs, recognize key evidence gaps and needs for future evaluations, and provide recommendations for the future orientation of CGIAR. The Report and its Annexes, published in June 2021, are available [here](#).

Progress on the actions set out in the Management Response is being tracked through a process developed by the Portfolio Performance Unit, with updates to stakeholders to be provided through the SIMEC-endorsed [CGIAR Technical Reporting Arrangement](#).

Action Requested

This document is provided for information/discussion purposes. No formal endorsement is required or requested, however the material has been shared with the System Board and System Council) in line with management’s commitment to openness and transparency as a learning organization.

<p>Document category: Working document of the System Council There is no restriction on the circulation of this document</p>

Prepared by: CGIAR Executive Management Team

Management Response to the 2021 Synthesis of learning from a decade of CGIAR Research Programs

This document constitutes the Management Response to the 2021 Synthesis of learning from a decade of CGIAR Research Programs. The 2021 Synthesis of learning from a decade of CGIAR Research Programs was delivered in response to the request of the CGIAR System Council and aligned with the synthesis terms of reference endorsed by SIMEC in February 2021. Updates on progress will be provided through the SIMEC-endorsed [CGIAR Technical Reporting Arrangement](#).

Evaluation title: 2021 Synthesis of Learning from a Decade of CGIAR Research Programs

Link: <https://cas.cgiar.org/evaluation/publications/2021-Synthesis>

	Recommendation	Management response	Action plan	Lead responsibility	Timeframe	Measure of success
4.1 Recommendations for CGIAR						
1	Invest in preserving and taking forward valued elements developed through the CRPs: infrastructure, relationships, processes, tools, and innovations.	EMT and the System Board agree that the active forward transfer of key CRP assets is critical. The appropriate focus is on the assets held at CRP level (relationships, processes, tools and innovations) as the infrastructural assets have been held at Center level and will be taken forward by CGIAR's IS&S Division.	The Action Plan is twofold: A. Managed forward transfer of high-value assets following a multi-stage process of: 1. identification of key assets by CRPs and Platforms ('golden eggs' including relationships, processes, tools and innovations) 2. a transfer marketplace between CRPs/Platforms and Initiatives to match supply and demand, and 3. Follow-up and record-keeping. B. Tracking of >1000 innovations via the CGIAR online reporting system, providing evidence on their forward transfer and development within the new CGIAR portfolio	SGDs	For completion by mid-2022, with reporting at end of 2022.	Two key metrics and sources: % forward transfer of identified high-value assets ('golden eggs' database) and continuation of tagged stage 1/2/3/4 innovations in CGIAR online reporting system
2	Prioritize partnership development and stakeholder engagement. Develop and implement a systemwide strategy for equitable engagement and effective communication with partners and stakeholders of all categories in the foresight, planning, delivery, and follow-through of CGIAR research, with metrics derived from partner perspectives.	EMT and the System Board support this recommendation and have initiated the development of a CGIAR-wide Engagement Framework which will set out a process for stewardship of partners from foresight to delivery, including the criteria for establishment of key feedback metrics and partnership communication.	1. Draft 1 of the Engagement Framework outlining the overarching structures, processes, procedures and principles for capacity sharing/strengthening for uptake by mid-January 2022, finalized by June 2022 2. Draft Strategy ready for circulation in August 2022 with external partners; 3. Operationalization of a partnership health survey for all partnerships, and tailored strategies for strategic partners, with agreed metrics	Global Director of Partnerships and Advocacy	December 2022	1. Approval of the Engagement Framework and partnership strategies; 2. CGIAR-wide automated surveys on partnership health and tailored surveys for key strategic partners

	Recommendation	Management response	Action plan	Lead responsibility	Timeframe	Measure of success
3	Focus much more on institutional capacity development, especially of national “boundary” partners. Develop and implement a systemwide strategy and partnerships with other agencies to facilitate development of required capacities for uptake, transformation, and use of CGIAR products. To help achieve development outcomes, CGIAR and its programs should more actively advocate and help leverage financial resources for capacity development of national partners in pathways to impact. This requires a clearer and more consistent positioning of CGIAR and its role within the R4D continuum and new metrics on the efficacy of capacity development in enabling others to take forward CGIAR’s research processes and products for themselves.	While EMT and the System Board see this recommendation as key to ensuring the long-term institutional capacity of boundary partners, it is important to recognize that this capacity sharing will flow in different directions, particularly South-South. The role of the CGIAR is viewed as facilitating provision of comprehensive capacity development by CGIAR as well as partners from the Global North and South orientated towards uptake of innovation for the transformation of food, land and water systems.	<ol style="list-style-type: none"> 1. Draft 1 of the Engagement Framework outlining the overarching structures, processes, procedures and principles for capacity sharing/strengthening for uptake by mid-January 2022, finalized by June 2022 2. Draft Strategy ready for circulation in August 2022 with external partners 3. Draft strategy for capacity strengthening available for December 2022, finalized in April 2023 4. Pilot launch of CGIAR Academy by July 2023. 5. Institutional capacity strengthening better incorporated in second tranche of CGIAR Initiatives, 2023-26. 	Global Director of Partnerships and Advocacy	Ongoing throughout 2022-24 business plan period	<ol style="list-style-type: none"> 1. Approval of the Engagement Framework and partnership strategies 2. Approval of strategy strengthening for institutional capacity 3. Launch of the CGIAR Academy with quantitative and qualitative metrics of success 4. Approval of CGIAR Initiative with mainstreaming of cohesive and coherent capacity sharing plans
4	Define CGIAR’s comparative advantage in delivery of different elements of the ambitious 2030 Research and Innovation Strategy and its projected scale of funding: review where internal investments and capacities are most needed and where gaps can be more effectively met through external partnerships	At the macro level, identification of CGIAR’s areas of comparative advantage for the next decade have been identified through the System Reference Group, the interim Investment Advisory Groups and the Investment Advisory Groups - which have collectively advised on (a) the Action Areas where CGIAR effort is best expended and (b) the specific Initiatives that CGIAR should prioritize. At the next stage, in the design of CGIAR Initiatives, a more detailed level of capacity and ‘comparative advantage’ definition is required, by working closely with partners to define the niches and roles most suited to each.	The design of CGIAR Initiatives provides the venue for the action plan. CGIAR Initiative Design Teams are all multi-partner, working with demand, delivery and scaling partners in order to co-define all partners’ roles and responsibilities within the innovation system and delivery pathway. The Leads and Deputies have identified where external partnerships are best placed to deliver research and pathways to impact; for some Initiatives the partner will play an equal-partner role alongside CGIAR. The Science Group Directors will work collectively to ‘right-size’ Initiative budgets, including an understanding of different partners’ roles based on comparative advantage.	SGDs	Initial round for completion by Nov 2021. Then ongoing as the portfolio progresses under the oversight of the Portfolio Performance Panel.	Clearly defined and substantiated partner roles, responsibilities and budgets within Initiative proposals.

	Recommendation	Management response	Action plan	Lead responsibility	Timeframe	Measure of success
5	Strengthen country and regional coordination structures to enable all CGIAR Centers and research Initiatives to explore integrative solutions at local, landscape, and relevant subnational, national, and regional scales, ensuring coherent and responsive engagement with national stakeholders and agendas. These can leverage the assets and scientific knowledge, local relationships, and reputation developed by Centers over five decades.	The EMT, with support from Global and Regional Directors, has been working in developing a CGIAR Engagement Framework that follows and deepens the work of TAG5 and the guidance from the SB and the SC (SC12-06 Operational Structure).	This Engagement Framework aims to hardwire/institutionalize across the operational structure the necessary conditions for effective engagement with partners at all levels, while ensuring continuity in the relationships during the transition.	RDs	Consultation in the framework are ongoing and as an interim support Country Convener will be appointed in 2022 to start engagement with partners in countries RDs held series of Regional and Country specific consultation	1. Approval of the Global Engagement framework . 2. Development of regional value propositions to strengthen in countries engagement and improve One CGIAR policy positioning
6	Operationalize a high-quality, common approach to research ethics and science quality and their measurement	EMT and the System Board support the findings on a high-quality, common approach to research ethics and science quality and their measurement and have begun to authorize actions towards these ends.	Action plan on research ethics: Prepare a CGIAR Code of Research Ethics and operationalize via the new Ethics Function. Action plan on science quality: Establish a Portfolio Performance Panel and set up QoR4D-type metrics for analysis of science quality for use in decisions on CGIAR research and innovation portfolio.	For research ethics: CGIAR Ethics Function For science quality: PPU	Ongoing throughout 2022-24 business plan period	Measurement via achievement of milestones: 1. Research Ethics Code approved by System Board 2. Mechanisms (bodies and processes) for Code implementation established 3. Portfolio Performance Management Team established 4. Metrics for science quality approved & in use by PPMT

	Recommendation	Management response	Action plan	Lead responsibility	Timeframe	Measure of success
7	Maintain effective knowledge management to track processes and findings through successive phases of work and maintain public access to key CGIAR documents and research data.	<p>EMT and the System Board support the recommendation.</p> <p>The CGIAR Open and FAIR Data Asset Policy (https://cgspace.cgiar.org/bitstream/handle/10568/113623/CGIAR_OFDA_Policy_Approved_16April2021.pdf?sequence=1&isAllowed=y) states that i) "The permanence of institutional repositories shall be maintained and, barring extenuating circumstances, data assets and metadata shall be curated and kept up to-date therein with permanent, stable identifiers, and in keeping with the embargo periods and timeframes set out in Annex 2.</p> <p>ii) All repositories used shall be stable, permanent, Open Access and offer application programming interfaces (APIs) or similar means to enable users, web sites and search engines to locate assets or metadata."</p>	A Data Asset Management Task Team has been established by EMT to define, design, and deliver improved CGIAR data asset management to support delivery of the 2022-2030 Research and Innovation Strategy, and the Open and Fair Data Assets (OFDA) Policy.	Data Asset Management Function, to be determined	Ongoing throughout 2022-24 business plan period	Assessment of CGIAR data asset management against FAIR criteria by end of 2024 concludes that CGIAR's knowledge management practices are effective.
8	Shift practices and evaluation away from seeking to attribute development impacts to CGIAR research and toward determining and valuing the essential contribution CGIAR is making with others, both through its research and by mobilizing collective actions among diverse public, private, and civil society partners to transform innovation systems for development impact.	The System Council-approved CGIAR Performance and Results Management Framework (PRMF) 2022-2030 states that CGIAR will invest in obtaining causal evidence of impact on specific global targets that can be jointly attributed to CGIAR and its partners acknowledging that such impacts are not obtained by CGIAR alone.	<p>There is no portfolio-level baseline of evaluations or impact assessments that do or do not use a multi-partner contribution approach to development impacts. This baseline will be established as a basis for actions to ensure that evaluations and impact assessments of CGIAR's contribution to Sustainable Development Goals use a multi-partner approach, as relevant.</p> <p>Methodological guidelines on designing and delivering multi-partner contribution to development impact will be included as part of the new CGIAR Evaluation Policy.</p>	Portfolio Performance Unit, Project Coordination Unit	For completion by end 2022, with reporting at end of 2022	Baseline and methodological guidance available.

	Recommendation	Management response	Action plan	Lead responsibility	Timeframe	Measure of success
9	Enhance determination of QoS through bibliometric analyses, and facilitate comparison across CRPs and new research Initiatives by (1) maintaining the same data sources over time, (2) obtaining citation data annually to enable direct comparisons unaffected by the number of years elapsing, (3) retaining data from analyses in their raw format, including all metadata, to allow data to be reanalyzed in the future and visualized in new ways, and (4) developing standard guidance and indicator definitions.	EMT and the System Board support systematic bibliometric analysis of published research as required for Quality of Science management (per Recommendation #6). Commercial service providers (e.g. Web of Science) are available.	A commercial service provider will be engaged to provide bibliometric analysis of published research. The Recommendation on key parameters and availability of data for further research will be taken into account in selection of the service provider.	Portfolio Performance Unit	For completion by mid-2022, with reporting at end of 2022	Bibliometric analyses included as part of the CGIAR annual report.
4.2 Recommendations for the Three Strategic Action Areas (AA)						
4.2.1 Systems Transformation (AA1)						
10	Rather than tackling climate change, NRM, and agriculture for nutrition and health separately, CGIAR should consider them together, holistically, exploring science-policy synergies and tradeoffs across the areas as food systems transform.	The recommendation to work towards multiple objectives simultaneously is much in line with the 2030 CGIAR Research and Innovation strategy and indeed is one of the key reasons for the reform of the CGIAR. There are mechanisms in place at various levels to drive such an outcome.	This is being handled firstly at the Initiative level where each one will aim to contribute to multiple Impact Areas of CGIAR and to describe synergies and tradeoffs (e.g. in project benefit analyses). Furthermore, some Initiatives are designed specifically to consider synergies, such as the National Policies and Strategies for Food, Land and Water Systems Transformation and Foresight Initiatives in ST and the regionally integrated Initiatives. At the same time, many Initiatives will be giving significant attention to specific Impact Areas in order to meet the information gaps identified by key stakeholders in those areas (e.g. nutrition, climate change). Where these high-level tradeoffs are identified, management will convene discussions across Initiatives. In the longer term, results on synergies and tradeoffs should influence global discourses, including funder strategies.	Science Group Directors advised by Impact Area Platform Directors	Ongoing throughout 2022-24 business plan period	CGIAR annual reporting against outcomes mapped into a theory of change across 5 Impact Areas.

	Recommendation	Management response	Action plan	Lead responsibility	Timeframe	Measure of success
11	To achieve a stronger focus on poverty reduction across all programs, target the rural resource poor, women, and those most disadvantaged. Increase attention to understanding and addressing the equity impacts of policies, shocks, and risks faced by poor people in taking up technologies and research solutions.	Agreed that poverty reduction as an objective requires more attention. While CGIAR has conducted an impressive amount of research that speaks to poverty (in modeling, diagnostic and adoption studies) it has not been well coordinated. The effects of COVID-19 have reinforced the importance of addressing poverty for CGIAR.	Initiatives will need to demonstrate how they contribute to poverty reduction. Reviews by Science Groups and the ISDC will strive to ensure adequate attention to poverty reduction among the first set of Initiatives and subsequent ones. Secondly, it is important to ensure CGIAR has the requisite capacity to strengthen research on this area. Enhancing capacity is the responsibility of Science Group Directors with support from two key Platforms: Poverty Reduction, Livelihoods and Jobs Platform and Gender Platforms, which have a mandate to enhance quality of research in this area, through e.g. application of sound frameworks and methods.	Initiative Leads, supported by the Science Group Directors and the Directors of the Impact Area Platforms on Gender and Poverty reduction, livelihoods and jobs	Ongoing throughout 2022-24 business period	CGIAR reporting on outcomes and impacts in poverty reduction, livelihoods and jobs and gender, youth and social inclusion domains (see CGIAR results framework)
12	Address the linkages between environmental sustainability and resilient agrifood systems. Relationships between the dynamics of environment, ecosystems, biodiversity, and livelihoods in agro-ecosystems will require significant attention.	Agreed that this remains an important area of research for CGIAR.	This involves Systems Transformation and Resilient Agrifood Systems principally. Some Initiatives are designed to address these linkages directly. At a higher level, Science Group Directors will identify areas for collaboration, e.g. complementarity of approaches in the same geographies and with the regionally-integrated Initiatives. Complementarities would include high level problem identification, tradeoff analysis and governance options from System Transformation SG paired with the farm and community level technical and institutional options evaluated by the Resilient Agrifood Systems SG.	Initiative Lead, supported by the Science Group Directors and the Directors of all 5 Impact Area Platforms	Ongoing throughout the 2022-24 business plan period	CGIAR reporting on outcomes and impacts in the environmental health and biodiversity domain (see CGIAR results framework) and their linkages to other Impact Areas

	Recommendation	Management response	Action plan	Lead responsibility	Timeframe	Measure of success
3	Identify a handful of place-based programs in high-priority agro-ecologies, where the triple challenge of achieving sustainable food production, enhancing human well-being, and conserving ecosystem services can be addressed and where national commitments bring opportunity for impact at scale through integrated innovation systems.	Agreed. CGIAR will aim to support countries in meeting the triple challenge in most countries where it works. However, some countries will have larger CGIAR investments to support this, through complementary thematic initiatives or through the regionally integrated initiatives.	Several mechanisms are in place to foster collaboration and coordination across the portfolio. This includes regular meetings involving EMT, Science Group Directors and Regional Directors. Ongoing dialogues with regional and national stakeholders will shape the choices of where CGIAR invests its research funds. Country managers will help facilitate coordination at national level. While this applies broadly, efforts will be made in a subset of focus countries in CGIAR, where numerous Initiatives, notably the regionally-integrated Initiatives, will coordinate in working in common sites to consider multiple challenges in those sites. In addition, a coordinated approach for comparisons across these sites and countries will be undertaken, to identify common and context-specific lessons (such as level of development and natural resource endowment). While the broad goals are shared across the full CGIAR portfolio, note that the Nature Positive Production Initiative in RAFS and the Agroecology Initiative in ST are taking on this recommendation directly in specific high-priority agro-ecologies.	Initiative Leads, particularly in Nature Positive Production and Agro-ecology in the ST Science Group, but also the leads of the Regional Integrated Initiatives	Ongoing throughout the 2022-24 business plan period	CGIAR annual reporting on results (outputs and outcomes) from the relevant Initiatives
4.2.1 Resilient Agrifood Systems (AA2)						
14	Reorient work to focus more on the vulnerable poor, in particular women and the disadvantaged and those at greatest risk from natural resource depletion, severe climate change impacts, economic deprivation, and conflicts.	The recommendation is addressed by the 2030 Research and Innovation Strategy, and will be taken on board across the Initiatives under Resilient Agrifood Systems.	This focus is part of all selection processes with respect to countries and issues within countries. In the Regional Integrated Initiatives this is a main aspect as they are strongly demand driven and focus on those at greatest risk.	RAFS Science Group Director	Ongoing throughout 2022-24 business plan period	By the end of 2022 the whole portfolio will focus more on the vulnerable poor, women and those at greatest risk from natural resource depletion, severe climate change impacts and economic and social insecurity

	Recommendation	Management response	Action plan	Lead responsibility	Timeframe	Measure of success
15	Improve assessment and metrics related to risk and resilience, and co-develop social and technical innovations with at-risk populations.	The Resilient Agrifood Systems Science Group agrees with the recommendation.	Within several Initiatives in RAFS and ST, scientists will work on assessing risks and co-design specific social and technological innovations to de-risk crop and livestock production with at risk populations. Especially the Regional Integrated Initiatives will have that as a strong aspect and reflect this in the theory of change.	RAFS Science Group Director	2022	Updated CGIAR Results Framework
16	Foster adoption of technical and social innovations at scale, as required to achieve system transformation, and give greater emphasis to research on scaling science and implementation science.	The Resilient Agrifood Systems Science Group agrees with the recommendation.	Scaling readiness assessments of innovations and innovation packages will be embedded in all initiatives. Each Initiative has identified specific scaling partners to be involved from the start. Especially the RIs will focus on this and have this at the core of the methodological approach. They will work with farmers at scale bringing systems innovations to work together with the key partners such as NARS. https://www.tandfonline.com/doi/full/10.1080/14778238.2021.1884010	RAFS Science Group Director supported by PPU	Ongoing throughout 2022-24 business plan period	Scaling plans in all Initiative designs; implementation of these evidenced through annual reporting.
4.2.2 Genetic Innovation (AA3)						
17	Ensure that high priority is given to nutrition, health, resilience, and environmental sustainability objectives in research groups focused on genetics.	The Genetic Innovation Science Group agrees that these will remain as high priority going forward.	These research objectives will be among the set established to prioritize investments and guide not only the design of Product Profiles, but also Product Advancement Processes and the ultimate release of superior varieties able to replace older ones. Specific innovations will be used to incorporate nutrition, health, resilience, and environmental sustainability variables in the prioritization of breeding pipelines and product profiles.	GI Science Group Director	Ongoing throughout 2022-24 business plan period	By the end of 2022, the Genetic Innovation portfolio will include nutrition, health, resilience, and environmental sustainability results and indicators across its portfolio, including specific projects and Initiatives.

	Recommendation	Management response	Action plan	Lead responsibility	Timeframe	Measure of success
18	Increase inclusiveness in defining product profiles, executing programs, and delivering outputs, to better contextualize variety development and tailor research to diverse agricultural communities and to the needs of children, youth, women, and other at-risk or marginalized groups	The Genetic Innovation Science Group will consider several angles of inclusiveness along with breeding goals, in the way plant breeding is carried out.	The main focus of Genetic Innovations will be on gender, and gender related traits will be considered in all Product Profiles and Product Advancement Process. For all additional inclusiveness criteria, a "do not harm" policy will be considered. Further, the positioning/marketing of novel varieties will also use gender considerations as a main driver	GI Science Group Director	Ongoing throughout 2022-24 business plan period	By mid-2022, the Product Profile development process will include tools to capture gender and social inclusion criteria for priority setting. By end 2022, all Product Advancement Processes would have included gender and social inclusion criteria.
19	Prioritize seed sector development, including by expanding partnerships with the private sector and civil society and strengthening key policies and regulations.	Because of its critical role as last mile to achieve higher adoption rates of novel varieties, the seed component of The Genetic Innovation Science Group will be strengthened.	The seed component of Genetic Innovations will conduct the research needed, but also partner with appropriate stakeholders to accelerate inclusive adoption of novel varieties and to actively replaced older ones	GI Science Group Director	Ongoing throughout 2022-24 business plan period	By mid-2022, a set of novel stakeholders would have been identified. By the end of the 2022 - 2024 business plan period, joint research and/or partnership would have been established with 50% of novel stakeholders.
20	Catalyze partnerships with other research and innovation partners in defined systems to enable crop system diversification and improve access to affordable, healthy diets.	The Genetic Innovation Science Group agrees with the importance of increasing crop system diversification, which enhances not only the availability of affordable, diverse diets, but also climate resilience.	Plans to deploy varieties will take a multi crop stance focused not only on agronomic productivity, but also on delivering dietary richness. Seed delivery plans will consider crop systems diversification and climate resilience, and will encourage multi-crop rotations	GI Science Group Director	Ongoing throughout 2022-24 business plan period	By mid-2022, a set of key partners would have been identified. By the end of the 2022 - 2024 business plan period, joint research and/or partnership would have been established with 50% of the said partners.

	Recommendation	Management response	Action plan	Lead responsibility	Timeframe	Measure of success
21	Accelerate the modernization and technical capacity development of plant-breeding programs across Centers and in national program partners.	Because of its main role as part of the last mile to deliver higher adoption rates of novel varieties, with the financial support of donors, the Genetic Innovation Science Group will further accelerate the modernization of NARS and other partners' breeding efforts	Genetic Innovations will work with NARS and other national programs so their breeding expertise is updated, but also to increase their contribution and ownership through: a) an enhanced participation of decision making around prioritization of breeding pipelines and product profiles; b) a more nuanced participation during final stages of the breeding pipeline; and c) a wider sampling of Target Populations of Environments through a wide on-farm testing effort	GI Science Group Director	Ongoing throughout 2022-24 business plan period	By mid-2022, a pilot plan to expand and upgrade NARS breeding expertise would have been designed. By the end of the 2022 - 2024 business plan period, such pilot would have been fully implemented.
22	Integrate research with wider development and investment commitments related to climate change adaptation and mitigation.	Since varieties represent a major innovation to withstand climate change and increase climate resilience, the Genetic Innovation Science Group will integrate its work to provide smallholder farmers with effective adaptation and mitigation approaches.	Climate change projections and resilience potential will be included as key components for prioritization of breeding investments. Climate resilience through enhanced stress and diseases tolerance will be increased across the whole crops portfolio. Genetic Innovations will partner with RAFS so the climate resilience impact of novel varieties is maximized at the agrifood systems level	GI Science Group Director	Ongoing throughout 2022-24 business plan period	By mid-2022, all Product Profiles would have included climate resilience and mitigation criteria. By end 2022, all Product Advancement Processes would have included climate resilience and mitigation criteria.
23	Engage strategically with policies (e.g., ITPGRFA, CGRFA) around the value of germplasm diversity, farmers' and breeders' rights to plant and animal genetic resources, and international diversity, farmers' and breeders' rights to plant and animal genetic resources, and international transfer agreements to ensure access to and availability of diverse and valuable germplasm, improved varieties and strains, and crop wild relatives.	The Genetic Innovation Science Group agrees with this, and will not only comply with international agreements in place, but also work with policy makers to further facilitate the free exchange of germplasm.	Digital systems to ease access to germplasm and to facilitate documentation clearing	GI Science Group Director	Ongoing throughout 2022-24 business plan period	By end 2022, gaps would have been identified and acted upon in four GeneBanks. By end 2023, gaps would have been identified and acted upon in all GeneBanks.

	Recommendation	Management response	Action plan	Lead responsibility	Timeframe	Measure of success
4.3 Seven Ways of Working						
4.3.1 Embracing a Systems Transformation Approach, Seeking Multiple Benefits Across Impact Areas						
24	Ensure that public, private, and civil society stakeholders are involved in foresight and priority setting processes and have a sense of ownership about the research agenda.	EMT and System Board have consistently supported the inclusion of stakeholders in the design and delivery of CGIAR's strategy, and will continue to keep his engagement a priority.	Via Engagement Framework	Global Director of Partnerships and Advocacy	Ongoing throughout 2022-24 business plan period	Independent evaluation
25	Strengthen the systematic incorporation of equity issues into research design and analysis. Diversify partners and skills—including, for example, social scientists and experts from the private sector, sustainable finance, and humanitarian sectors—to better address the root causes of sustainable development challenges. Expand socioeconomic work, including poverty and livelihood assessments, adoption studies, policy and institutional analyses, and in-depth gender and youth studies, with strengthened in-house capacity and/or additional partners.	EMT and System Board agree with this recommendation and we plan to build on many good examples from within CGIAR to enhance our strategic partnerships along the impact pathway and to identify and develop our core competences to meet our 2030 goals.	Initiative Design Teams have been constituted to be diverse in gender, in research discipline and partner type to respond to complex challenges. Socio-economic work will be prominent throughout the portfolio. Science Groups will be formally reviewing Initiatives on an annual basis to assess progress, including on addressing equity issues. At the levels of the Global Director for Partnerships and Advocacy and the Impact Area Platforms, more strategic approaches to collaboration are already being explored with leading organizations in these topical areas (e.g. WFP for humanitarian sectors). Also see response to recommendation 11 on inclusion of equity in research design.	ST management, Director of Impact Platform on Poverty reduction, livelihoods and jobs, Director of Impact Platform on Gender equality, youth and social inclusion	Ongoing throughout 2022-24 business plan period	CGIAR annual reporting against the Results Framework, particularly in the Gender, youth and social inclusion domain.
26	Invest in training researchers in systems science. Build research from a shared understanding of food systems that integrates objectives related to production, livelihoods, environment and biodiversity, and health and nutrition; that takes a holistic approach to Agrifood systems and risk management; and that uses participatory innovation approaches to engage with farmers and rural communities.	EMT and System Board agree this is highly needed technical area for capacity strengthening. Many researchers have significant in systems science and many other researchers are appropriately working within a specialized niche. Training resources will need to be allocated selectively such that the research portfolio responds.	CGIAR is building from strong capacities in some sub-system areas noted (e.g. production, livelihoods, environment) and in systems research at farm scale. However, it is recognized that system science is required to address complex development challenges at national and other higher-levels. We plan to strengthen system science capacity with partnerships with a few ARIs and to strengthen in-house capacity of CGIAR and national partners to ensure that system science is applied across different spatial scales from global to sub-national within the portfolio.	Systems Transformation Science Group Director	Ongoing throughout 2022-24 business plan period	CGIAR annual reporting on internal capacity development.

	Recommendation	Management response	Action plan	Lead responsibility	Timeframe	Measure of success
27	Strengthen MELIA metrics, and develop user-friendly, streamlined reporting systems based on simple, nested ToCs—developed with and owned by partners and stakeholders—that enable required baselines, actions, capacities, and responsibilities to be coherently planned in pursuit of desired outcomes.	EMT and System Board support delivery of best of class performance and results management by CGIAR to meet accountability, learning, communication and resource mobilization needs.	The System Council-approved CGIAR Performance and Results Management Framework (PRMF) 2022-2030 describes the nested ToC approach, core results framework and management system functionalities required to deliver on this recommendation.	Portfolio Performance Unit, Project Coordination Unit	Ongoing throughout 2022-24 business plan period	Assessment of PRMF delivery and fitness by end 2024 demonstrates net improvement over current approach.
28	Tailor corresponding metrics to CGIAR's comparative advantage and realistic expectations of CGIAR's contribution to sustainable development outcomes across the 5 Impact Areas.	EMT and System Board support establishing a realistic accountability framework of the results that CGIAR intends to deliver or demonstrably contribute towards.	The SC-approved PRMF contains targets and indicators, linked to SDGs, across the 5 Impact Areas to which CGIAR and partners will contribute. In support of these global targets, Initiatives and projects in the CGIAR portfolio will develop an accountability framework of the results that CGIAR intends to deliver or demonstrably contribute towards.	PPU	Ongoing throughout 2022-24 business plan period	Assessment of PRMF delivery and fitness by end 2024 demonstrates appropriate setting of end of Initiative /project outcomes and associated metrics.
29	Incentivize the use of MELIA metrics for progressive cycles of evidence-based learning and adaptive management, working in close collaboration with partners and stakeholders, to optimize delivery and impacts. Increase the use of mixed-method designs in evaluations, with metrics for outcome pathways that go beyond CGIAR and its immediate boundary partners.	EMT and System Board support evidence-based learning and adaptive management to optimize delivery and impact.	The SC-approved PRMF describes an end-to-end innovation to impact management approach (including nested ToC, common results framework, innovation packages, scaling readiness, projected benefits, stage-gates) that will be implemented starting 2022.	Portfolio Performance Unit, Project Coordination Unit	Ongoing throughout 2022-24 business plan period	Assessment of PRMF delivery and fitness by end 2024 demonstrates net improvement over current approach.
30	Improve the coverage of cross-cutting themes (e.g., gender, youth) in MELIA by strengthening evaluators' relevant disciplinary skills as applied to evaluation design and implementation.	EMT and System Board support strengthened MELIA capacity coverage of cross-cutting issues such as gender and youth in CGIAR.	Methodological guidelines on designing and delivering evaluations relevant and appropriate to gender and youth issues will be included as part of the new CGIAR Evaluation Policy. Additional Gender MELIA expertise is being engaged in 2021 and will contribute to the development of the methodological guidelines.	Portfolio Performance Unit, Project Coordination Unit	Ongoing throughout 2022-24 business plan period	Methodological guidelines available by end 2023.

	Recommendation	Management response	Action plan	Lead responsibility	Timeframe	Measure of success
31	Expand the availability of technical assistance on MELIA to research managers, scientists, and partners.	EMT and System Board support expanding MELIA assistance to research managers, scientists and partners.	<p>New MELIA-related structures are being designed for CGIAR, including a Portfolio Performance Unit and a Project Coordination Unit. Technical support to stakeholders will be strengthened through these and other relevant units.</p> <p>The SC-approved PRMF contains a range of cutting-edge methods to better plan for, learn from, and demonstrate contribution to impact. Progress, bottlenecks and solutions will be described on a regular basis and shared with key stakeholders.</p>	Portfolio Performance Unit, Project Coordination Unit	Ongoing throughout 2022-24 business plan period	Assessment of PRMF delivery and fitness by end 2024 demonstrates appropriate level and type of MELIA support provided to stakeholders.
4.3.2 Leveraging Ambitious Partnerships for Change						
32	Develop strategies for developing partnerships and institutional capacity, to facilitate a more systematic approach in both areas. Establish explicit time-bound targets and exit strategies for the progressive transfer of responsibilities and resources to enable local partners to sustainably take on a research or innovation area for themselves.	EMT and the System Board agree on the need for a more systematic approach to partnerships development and stewardship, and institutional capacity building with local partners. This, however, needs to be done in a manner that responds to stated needs and timelines (i.e. demand driven) and leverages existing strengths, and not through uni-lateral assessments of capacity gaps.	<ol style="list-style-type: none"> 1. Draft 1 of the Engagement Framework outlining the overarching structures, processes, procedures and principles for capacity sharing/strengthening for uptake by mid-January 2022, finalized by June 2022 2. Prepare and deploy strategies for progressive transfer of responsibilities and resources, with corresponding metrics and milestones, to local partners in select geographies, prioritized by Regional Directors. 3. Co-design One CGIAR Academy with this purpose as one of its core drivers. 	Under the joint oversight of the Regional Directors and the Global Director for Partnerships and Advocacy, working in close coordination with Communications & Outreach and Science Groups	Ongoing throughout 2022-24 business plan period	<ol style="list-style-type: none"> 1. Approval of the Engagement Framework and partnership strategies; 2. Strategies completed and operational with metrics and milestones

	Recommendation	Management response	Action plan	Lead responsibility	Timeframe	Measure of success
33	<p>Draw on CGIAR’s value as a broker of networked actions by making greater use of research and development partnerships to fill knowledge and skill gaps in research processes and innovation webs, enabling CGIAR to focus on its own strengths and areas of comparative advantage. These partnerships, including South-South partnerships, should include the private sector throughout the food system, non-CGIAR ARIs, small and medium-sized enterprises, and civil society organizations (CSOs), to help scaleup innovations, value addition, and market access. Facilitate partnerships linking non-CGIAR ARIs to local and national partners for collaborative research and capacity development in new Initiatives. Explore opportunities for CGIAR programs to contribute productively to national development agendas, foster synergies, and reduce duplication of effort. For example, the GENEBANK and Excellence in Breeding (EiB) platforms were established as service providers to CGIAR but have the potential to strengthen genetic conservation and use and advanced breeding capabilities in national systems.</p>	<p>EMT and the Systems Board support this recommendation. A Partnerships Stewardship, Innovation and Intelligence Unit will be set up to support Regional and Science Groups to put in place the systems and structures to ensure a networked approach to R&D efforts, reducing transaction costs and duplications, and leveraging synergies across sectors and geographies to increase our collective impact.</p>	<ol style="list-style-type: none"> 1. Draft 1 of the Engagement Framework outlining the overarching structures, processes, procedures and principles for capacity sharing/strengthening for uptake by mid-January 2022, finalized by June 2022 2. Design, test and deploy the systems and support structures for networked approaches to R&D with Regional and Science Groups, finalized by Dec. 2022 	<p>Under the joint oversight of the Global Director for Partnerships and Advocacy and Regional Directors, in close coordination with Science Groups</p>	<p>Ongoing throughout 2022-24 business plan period</p>	<ol style="list-style-type: none"> 1. Approval of the Engagement Framework and partnership strategies; 2. Systems and structures tested, deployed and operational

	Recommendation	Management response	Action plan	Lead responsibility	Timeframe	Measure of success
4.3.3 Positioning Regions, Countries, and Landscapes as Central Dimensions						
34	Put higher priority on ensuring that research agendas respond to local, national, and regional strategies and Initiatives to facilitate the achievement of outcomes at scale. Initiate or strengthen long-term, transdisciplinary research at dedicated field facilities strategically located in relevant landscapes of developing countries. Co-locate activities from many programs in these geographic areas to better coordinate outcome-driven research activities, build partnerships, and share infrastructure.	This is one of the main drivers in the new strategy and portfolio. The CGIAR 2030 Research and Innovation Strategy clearly defines the importance of a prioritization process where the demand (local, national and regional strategies/Initiatives) will get a higher priority in setting the research focus. In many global Initiatives and all the regional integrated Initiatives, activities will be linked in the key countries/locations building on strong partnerships. Infrastructure will be shared and optimized for the system as a whole.	Regional Integrated Initiative (RII) teams will continue organizing stakeholder meetings and meetings with the global Initiatives to coordinate plans. Initiative plans will be further designed and operationalized with partners using shared infrastructure.	Science Group Directors and Regional Directors	First steps are made in the Initiative design. In the first phase of the agenda 2022-2024 the Initiatives will be rolled out using the shared infrastructure	Reporting on the Regional Integrated Initiatives and from Regional Directors re country integration to the System Board
35	Develop consistent policies and practical, ethical guidance to inform CGIAR engagement with local partners at different levels (communities, government, private sector, NGOs, ARIs). Communicating in the right way with local partners is essential; CGIAR should expand its inhouse communications and outreach capacities and ensure that country-based staff are well trained. Develop guidelines for future work based on the experiences of the systems CRPs and Global Integrating Programs in developing, funding, and managing Platform-based research Initiatives with broadening participation and community engagement.	EMT and the Systems Board strongly support this recommendation, acknowledging that policies, ethics guidance, improved communications and in-house training for staff will be crucial to improve our engagement with local partners at different levels. CGIAR needs to continue to foment a culture of collaboration that is responsive to local needs and demands, that leverages local capacity and talent, and that also affords opportunity for local actors to shape and influence CGIAR's research locally and beyond.	<ol style="list-style-type: none"> 1. Draft 1 of the Engagement Framework outlining the overarching structures, processes, procedures and principles for capacity sharing/strengthening for uptake by mid-January 2022, finalized by June 2022 2. Design, test and deploy the policies, ethics guidance and internal capacity development opportunities in support of improved engagement with local partners, finalize by Dec. 2022 3. Collaborate with Communications and Outreach in producing and mainstreaming the messages and narratives that reflect CGIAR's commitment to working with local partners in a respectful, accountable, and transparent manner to achieve collective impact, finalized by Dec. 2022 	Under the joint oversight of the Regional Directors and the Global Director for Partnerships and Advocacy, working in close coordination with Communications & Outreach and Science Groups	Ongoing throughout 2022-24 business plan period	<ol style="list-style-type: none"> 1. Approval of the Engagement Framework and partnership strategies; 2. Policies, ethics guidance and internal capacity development opportunities produced and deployed 3. Narratives reflecting collaborative approached to R&D prepared and in use

	Recommendation	Management response	Action plan	Lead responsibility	Timeframe	Measure of success
4.3.4 Generating Scientific Evidence on Multiple Transformation Pathways						
36	Strengthen social science capacities by increasing in-house resources and/or making better use of skilled external partners. Integrate social scientists into action research projects, and develop appropriate incentives to encourage interdisciplinary and systems research.	EMT and System Board agree that the major challenges in meeting our commonly shared development challenges have strong socio-economic dimensions requiring social science attention.	CGIAR aims to house disciplinary expertise in three well coordinated Science Groups to achieve transdisciplinary cooperation.	SGDs	Ongoing throughout 2022-24 business plan period	Management will take stock of social science capacity during the business cycle, once the Science Groups have been established and gelled together as working units.
37	Invest in creating a shared vision—including stakeholders and researchers—on what could be achieved in a group of research activities at the region, country, landscape, or community level and a ToC on how to achieve change. A successful process will require significant attention to facilitating communications among the different levels of researchers and stakeholders.	RDs have been very involved in the presentation and consultation with regions and countries. A platform has been creating between RDs and SGDS to develop the enabling environment necessary to craft this shared vision.	Development of a shared strategy for coordination that reflects the shared vision of SGDs and RDs.	SGDs and RDs	By end of 2022	Coordination strategy for country and regional level
4.3.5 Targeting Risk Management and Resilience as Critical Qualities						
38	Expand work on assessing risk and resilience and managing risk throughout the food system by strengthening CGIAR capacities or engaging external partners. Put a higher priority on improving resilience to climate and pest stresses when developing, adapting, and assessing technologies and innovations for crops and livestock.	The new strategy includes a stronger risk assessment and resilience improvement approach and the Initiatives prioritize their focus accordingly especially when looking at technologies and innovations in crop and animal systems.	Framing of Initiative designs around risk and resilience building, with clear intended results and indicators.	Science Group Directors and PPU	In the design phase (2021-2022)	Evidence of risk and resilience in the science and theories of change of the Initiatives; presence of risk and resilience indicators in the CGIAR Results Framework.

	Recommendation	Management response	Action plan	Lead responsibility	Timeframe	Measure of success
4.3.6 Harnessing Innovative Finance						
39	Collaborate with ARIs and the private sector on action research that unlocks access to finance, inputs, and innovation-based enterprise opportunities for women, youth, and other marginalized groups, building on index insurance, blended (public-private and public-private-producer) finance models, and other emerging approaches.	EMT and System Board agree on the importance of finance for fostering the types of transformations the CGIAR seeks to contribute to and engagement with the private sector and ARIs in doing so. This will be critical in managing future climate risk, as well supporting the scaling of adaptation solutions. Within CGIAR we have recently developed some expertise and forged new partnerships with the financial community (e.g. through CCAFS and Harvest Plus) and have had ongoing work on weather insurance and credit arrangements for producers with private sector partners. Clearly, we need to transform our own ambitions and partnerships with the private sector and international finance institutions as well as to enhance this knowledge and skills within CGIAR.	Action research focusing on access among CGIAR target beneficiaries, especially low-income women, to finance (credit and insurance), financial services and information.	SGDs with particular leadership from Systems Transformation Science Group Director	Ongoing throughout 2022-24 business plan period	CGIAR annual reporting
40	Pursue direct links between CGIAR R4D actions—coordinated in country—and official development assistance (ODA) loans and grants to countries, as well as direct co-financing through such mechanisms where feasible and where demanded by national programs.	RDs have responded to countries request for capacity building from the CGIAR in the development of Agricultural development plans and coordinated multidisciplinary teams to supports countries. Also RDs are collaborating with regional bodies to develop shared research agendas. GD P&A, IFRM, Coms (with the support of TTTs to define the CGIAR value proposition to partner governments and national agricultural research and extension system (NARES) by promoting a model that will improve delivery of products and impacts farmers and other clients	Country engagement strategies that include mapping and tracking of alignment between CGIAR work, national policies and ODA	RDs	ongoing throughout 2022-24 business plan period	Metrics kept by Regional and Country offices

	Recommendation	Management response	Action plan	Lead responsibility	Timeframe	Measure of success
4.3.7 Making the Digital Revolution Central to Our Way of Working						
41	A wholesale review of CGIAR capacities and opportunities around big data and practical field applications for pro-poor sustainable development should involve: <ul style="list-style-type: none"> • Expanding the use of remote sensing and GIS; • Exploring ethical applications of artificial intelligence, big data, and citizen science that would specifically benefit the poor; • Assessing lessons from the rapidly expanding use of open data and digital tools for breeding, weather and agronomic information, extension, and marketing 	EMT and System Board fully support CGIAR to expand further the incorporation of big data and digital technologies in research. Recognizing the transformative potential of earth observation, machine learning, robotics, and sensor technologies to advance CGIAR’s digital capabilities, CGIAR 2030 Research and Innovation Strategy lists digital revolution as one of “Ways of Working.” Across the investment portfolio, more than half of the Initiatives are planning to use big data and digital technologies as a key research and development tool. While researchers are encouraged to continue utilizing big data and innovative digital technologies creatively, institutional shared-learning, ethics training, and safeguard mechanisms will be established to ensure the technical applications are designed and developed responsibly, inclusively, and ethically. CGIAR aspires to become a trusted intermediary in using digital technologies for transforming food, land, and water systems while safeguarding the rights of the poor.	The Digital Initiative will take responsibility for providing cross-cutting services, including a review of key opportunities for CGIAR work on digital applications in low-income settings, and coordination of relevant research and innovation across CGIAR. All CGIAR researchers will be supported to access enabling datasets (e.g., remote sensing data from satellites and UAVs, high-frequency market intelligence data) and empowering data analytics tools (e.g., high-performance computing resources, large-scale modeling tools) through Shared Services, public-private R&D partnerships, and technical support mechanisms. Digital Services and the Digital Transformation Initiative will coordinate across the Initiative Portfolio to identify opportunities for Initiatives to innovate, synergize, and accelerate their impact pathways using big data analytics and digital technologies. Digital Services will support researchers to utilize necessary digital infrastructure with minimum overhead, on-demand. A collaborative data analysis platform with synthetic data analytics functionality will be developed for researchers to analyze data safely without accessing potentially sensitive data. Overseeing mechanisms will be established to ensure all researchers comply with CGIAR Open and FAIR Data Assets Policy and adhere to CGIAR Research Ethics Code.	Lead of the cross-cutting Digital Initiative	Ongoing throughout 2022-24 business plan period	CGIAR annual reporting, supported by publications from the cross-cutting Digital Initiative.