

TOWARD GREATER COLLECTIVE IMPACT: A CGIAR Engagement Framework for Partnerships & Advocacy

Version 2.0
23 March 2024

Pursuant to art. 8.1t, u, v of the Charter of the System Organization, the System Board endorsed this CGIAR Engagement Framework for Partnerships and Advocacy in the System Board's 28th meeting on 23-24 March 2024.

Partnerships & Advocacy Global Group
Regions & Partnerships Division

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Acronyms

A4I	Advocacy for Impact
CapSha	Capacity sharing for research and development
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
P&A	Partnerships & Advocacy Global Group
PP4I	Private Partnerships for Impact
R&P	Regions and Partnerships Division
SG	Science Groups

EXECUTIVE SUMMARY

The imperative for Collective Action: In the face of escalating global challenges such as food insecurity, environmental degradation, and socio-economic imbalances, CGIAR's Engagement Framework 2.0 emerges as a pivotal instrument for driving global collaboration in research, development, and innovation, particularly in the critical domains of food, land, and water systems transformation. This document transcends a mere strategic outline, embodying a visionary and inspirational call for collective action towards a sustainable and equitable future.

The Engagement Framework's Core Purpose and Vision: At its core, the Framework is engineered to harness the collective strength and diversity of global, regional, national, and local partnerships. It aims to build a robust network of resources, expertise, and innovative capabilities, fostering an environment ripe for the co-creation and effective scaling of research innovations. This framework is integral to CGIAR's mission, intertwining effective partnerships and advocacy with the delivery of impactful research, innovations and technologies. The true value of this Framework will be fully realized as it is translated into action and reflected in CGIAR culture and practice.

Development Process and Structure: The Framework's development is a testament to CGIAR's commitment to inclusive and comprehensive strategic planning. It involved a consultative process with wide-ranging stakeholder feedback, expert panel insights, and alignment with CGIAR's strategic priorities. This approach underscores the importance of a participatory and inclusive methodology, ensuring that the Framework is resonant and relevant across a broad spectrum of internal and external stakeholders. It builds on the recommendation of the CGIAR System Council, which states 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.

Engagement Principles and Partner Typology: The Framework is anchored in seven fundamental principles: impact focus, shared ownership, results orientation, transparency, integrity, calculated risk-taking, and fostering a learning culture. A detailed partner typology is presented, categorizing partners based on their roles and contributions at different phases of the intervention process. This classification is crucial for recognizing and harnessing the unique value each partner brings to the table.

Strategic Priority Approaches: Key approaches such as Capacity Sharing for Research and Development (CapSha), private sector engagement, and purposeful advocacy are expounded upon. These approaches create new and transformational opportunities for CGIAR and its partners to co-identify issues and priorities, and subsequently co-develop research, share findings and outcomes, and take part in joint agenda-setting in support of the adoption at scale of solutions, innovations, and technologies toward greater collective impact. The document provides insights into the operational aspects of these approaches, outlining their expected impact and contribution to CGIAR's overall goals.

Support Systems and Services: The Framework details a variety of support systems and services essential for its implementation related to Advocacy for Impact (A4I), Private Partnerships for Impact (PP4I), and CapSha. These components form the backbone of the Framework, enabling effective and efficient execution of the three approaches outlined, and the overarching objectives of the Engagement Framework.

Implementation and Operationalization: This section delves into the practicalities of the Engagement Framework's implementation. It provide a summary of guidelines, policies, and strategies that will be developed and rolled out to operationalize the Framework. The operationalization is crucial for transitioning from the framework to tangible impact.

CGIAR's Engagement Framework 2.0 stands as a paradigm of hope and strategic action. It epitomizes a concerted effort to leverage partnerships and advocacy in pursuit of sustainable, inclusive solutions to critical global challenges. The Framework is an open invitation to partners and stakeholders to unite in this endeavor, co-creating a resilient, equitable, and prosperous future for all.

1. INTRODUCTION AND CONTEXT

1.1 Partnerships and Advocacy for Sustainable Development Outcomes

The world is facing unprecedented and interconnected global challenges that affect food, land and water systems, including food and nutritional insecurity, poverty, gender inequality, social exclusion, natural resource degradation, biodiversity loss, war and armed conflict, and the climate emergency. Addressing these challenges requires a unified global collaborative effort between national governments, regional bodies, academic institutions, global policy bodies, private companies, multilateral entities, and civil society, underpinned by effective partnerships and purposeful advocacy.

Effective and purposeful partnerships start from a joint exploration and common understanding of issues and priorities, setting the base to co-develop solutions, leverage synergies, share assets and resources, and open spaces for new and diverse voices to emerge, exchange knowledge and inform policy and investment decisions. 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). For CGIAR, partnerships represent and mirror the breadth of the organization's research and innovation interests and capacities, from agroecology joint ventures, to climate action multi-stakeholder platforms.

Similarly, effective and purposeful advocacy creates the enabling conditions for knowledge and evidence to inform and influence impactful policy, investments, and practices. It also opens spaces for solutions-based dialogue and innovation. Advocacy yields true impact when it reflects the needs of people who are affected directly by issues and elevates their voices and agency; 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. For CGIAR, this involves active engagement in the creation, support and leveraging of inclusive coalitions that operate at science-policy-business-society interfaces to inform policies, investments and practices at critical national, regional, and global decision-making fora that drive Agenda 2030.

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 the imperative of effective partnerships and purposeful advocacy into its mission to co-deliver research and innovations that benefit people and planet. This strategic evolution stems from the acknowledgement that through true and inclusive partnerships, CGIAR's research and scaling efforts, and purposeful advocacy, can be more targeted, have greater reach, better delivery, and lasting impact. CGIAR is committed to continuing to improve its engagement with partners to drive transformational change. This requires revisiting and evolving the types, nature, and quality of existing partnerships, while also creating opportunities to work with new groups who share common goals and values and have complementary assets. CGIAR acknowledges the importance of ensuring that partners have a strong voice and participation, and thus co-ownership, in the organization's endeavors, sharing the rewards, benefits, and recognition for and risks of pursuing joint actions.

As noted in previous studies¹, and in the recommendations of the High-Level Advisory Panel (HLAP)², CGIAR continues to play a key role in the complex global architecture of research-for-development in food, land, and water systems. However, this space is constantly shifting with new and diverse actors taking on preponderant and highly influential roles, from National Agricultural and Innovation Systems (NARIS)³ in emerging economies, to regional bodies, decision making fora, and centers of excellence across the Global South, academia, and the private sector. Thus, it behooves CGIAR to continuously and systematically assess where and how the organization adds value as a partner. Only by understanding its comparative advantage across different geographies, scales (i.e., from the subnational to the global), time horizons, and knowledge domains, can CGIAR serve as a partner of choice in key research and innovation ecosystems, and remain fit for purpose.

1.2 Purpose of the Engagement Framework

The Engagement Framework for Partnerships and Advocacy (hereinafter the Engagement Framework) enables CGIAR, when anchored by its compelling evidence, to harness the power of its many and varied partnerships across its geographies and beyond. CGIAR currently has operations spanning more than 80 countries, primarily in the Global South, and 3,000+ partners around the world⁴.

The Engagement Framework supports CGIAR and its partners to broaden their base of resources, expertise, and experience to co-create, deliver, and scale research, innovations, and technologies, and support the creation of an enabling environment for greater impact. To this end, it signals an evolution in the organization’s means of partnering and pays special attention to approaches, support systems (e.g., partnerships and advocacy lifecycles), and services (e.g., partnerships intelligence) required for engagement. These include three fundamental and transformative approaches for effective engagement, namely capacity sharing for development, advocacy engagement, and private sector cooperation.

Policies, procedures, and guidelines derived from the Engagement Framework 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 the System Board, through its Partnerships Forum, Science and Partnerships Committee, as well as through CGIAR’s Centers, Science Groups, Regions, and support functions. It is important to note that the Engagement Framework is a “living” document that is updated and improved iteratively as lessons learned and best practices are drawn from experience within CGIAR and from its partners.

1.3 Building the Engagement Framework

Delivering on CGIAR’s mission requires a fully integrated and inclusive approach to engaging with partners. CGIAR’s partners expect this. In setting out the ambition of One CGIAR⁵, the CGIAR System Council envisioned the Partnership and Advocacy function acting as “...the *guardian of the CGIAR*

¹ ISPC, 2015. [Strategic study of good practice in AR4D partnership](#). Rome, Italy. CGIAR Independent Science and Partnership Council (ISPC), xiii + 60pp + annex 50pp.

² [High-level Advisory Panel Report to CGIAR System Board - On Improving One CGIAR’s Strategic Engagement with Partners](#). January 11, 2023.

³ NARIS are constituted by National Agricultural Research and Extension Services (NARES), research centers, academia, civil society organizations, and the private sector.

⁴ As reported in the [CGIAR](https://www.cgiar.org/) webpage: <https://www.cgiar.org/> (Aug. 2023).

⁵ One CGIAR refers to the ongoing process to transform CGIAR.

engagement model to support staff” ensuring a consistent approach to partnerships that captures “strategic opportunities and synergies across the organization”⁶.

1.3.1 Consultation and Collaboration

CGIAR consultations

The development of this Engagement Framework follows significant consultation with CGIAR stakeholders. In 2018, the CGIAR System Reference Group, established by the CGIAR System 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 engagement⁷.

Building upon the aforementioned recommendations and proposals, the Partnerships and Advocacy Transition Task Team, which was 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.⁸

This collaborative and consultative effort—incorporating further feedback in subsequent consultation processes with internal and external stakeholders^{9, 10}—confirmed the need for a more systemic and systematic approach to engagement, that sets out a clear value proposition, scope, engagement principles, approaches, services, processes, and robust monitoring, evaluation, and learning systems¹¹.

High-level Advisory Panel Recommendations

In July 2022, the CGIAR System Board appointed an independent High-Level Advisory Panel (HLAP). The Panel, constituted by two co-conveners and 10 additional internationally renowned experts, was tasked to “advise on fostering ownership of reforms and mechanisms for joint learning and engagement...” with partners across the regions in which CGIAR works. In addition to a desk review of previous CGIAR evaluations, and discussions among members, the HLAP administered an extensive survey to more than 250 partners and stakeholders, and conducted 30 one-on-one interviews with experts from, academia,

⁶ [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 \(Decision reference: SC/M9/DP3\).](#)

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.

⁸ Partnerships and Advocacy Transition Task Team. 2021. Understanding partnerships and advocacy at CGIAR centers: Brief assessment of the scope, structures and enabling environment. Unpublished. August 2021.

⁹ 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.

¹⁰ Partnerships and Advocacy Transition Task Team. 2021. Consolidated Feedback from internal and external stakeholders. Unpublished. December 2021.

¹¹ These 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.

research, government, NARS, funders, and current and former CGIAR leadership. The panel delivered its recommendations on 11 January 2023 through its report, “[On Improving One CGIAR’s Strategic Engagement with Partners](#)”. The H LAP recommendations call for a wide-ranging reform of CGIAR’s approach to engagement and partnerships, namely to:

1. Better orient the new One CGIAR model and, in particular, the institutional arrangements being put into place toward improved engagement and partnership with key stakeholders;
2. Develop and implement a visible process for inclusive agenda-setting, co-design, and co-ownership of all aspects of One CGIAR’s programmatic efforts; and
3. Prioritize establishment and urgent implementation of appropriate engagement modalities with Host Country Governments, as key partners in the One CGIAR transformation.

These three recommendations are accompanied by 20 specific proposed actions. Furthermore, as part of their assessment, the H LAP reviewed and provided targeted comments on how to strengthen CGIAR’s initial Engagement Framework, published in 29 March 2022. Thus, both the letter and spirit of relevant recommendations by the H LAP are considered and captured throughout this version of the Engagement Framework (i.e., Version 2.0).

Integration Framework Agreement

This Engagement Framework also aligns to a key milestone in the CGIAR reform process, the signing of an [Integration Framework Agreement](#) (IFA)¹² approved by the boards of all One CGIAR Centers and signed by their Board Chairs. The IFA, developed by Center Boards and CGIAR leadership, was created to confirm and clarify the path to One CGIAR. Within the IFA, a series of stipulations regarding CGIAR’s engagement with partners at country, regional and global levels are outlined. In addition to committing to adopt this Engagement Framework and coordinate better at a country level, the signatories agreed to “...listening and responding to the needs of country, regional, global research, and funding partners, and to deepening engagement with those partners through joint agenda setting and agreed action plans regarding research, development and innovation efforts, including advocacy engagement, capacity-sharing and capacity-strengthening”.

1.4 The Enabling Environment

1.4.1 Conditions of Engagement

Operationalization of effective institutional engagement requires the creation of an **enabling environment** at local, regional and global levels.

These enabling conditions¹³ include:

1. **Institutionalization**: a strong mandate and clear objectives for partnerships and advocacy
2. **Resources**: adequate financial means and human capacity
3. **Co-design**: support of activities, processes, and plans with a range of stakeholders

¹² [CGIAR Integration Framework Agreement](#). December 16, 2022.

¹³ 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.

4. **Collaboration:** opportunities maximized for multi-dimensional engagement in support of agendas and plans for research, delivery, and engagement
5. **Contribution:** work towards a continuous cycle of impact
6. **Alignment:** Based on careful stakeholder consultation, effective institutional engagement happens in the space where demand, offer, and feasibility align (see Figure 1).

Figure 1. Alignment for effective engagement

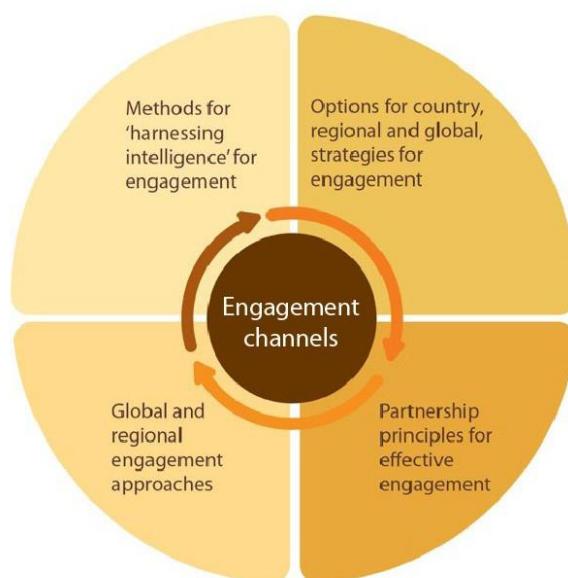


These conditions serve as the basis for systematic partnerships and advocacy at the global, regional, and local level. They have been integrated across CGIAR. However, they are insufficient by themselves, without 'engagement channels' (see below).

1.4.2 Engagement Channels

In addition to the conditions of engagement, creating an enabling environment requires a series of channels, such as engagement approaches, country, regional and global engagement strategies, engagement principles and intelligence, to 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. The channels work iteratively and intersect, with engagement and intelligence at the country level informing regional and global engagement, and global opportunities, challenges and intelligence informing engagement at regional and country 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: Engagement Channels



Adapted from the findings of the Transition Advisory Group (TAG) 5 presentation¹⁴

2. THE ENGAGEMENT FRAMEWORK FOR PARTNERSHIPS AND ADVOCACY

The Engagement Framework, in line with the IFA, creates integrated, coherent, highly coordinated approaches and support systems and services for effective and inclusive partnerships and advocacy that are distributed across CGIAR’s entire operational structure. As such, the Engagement Framework is applicable to CGIAR, its portfolio of Research Initiatives, and Centers, including their specific bilateral projects. It also applies to the organization's engagement in advocacy spaces, where it contributes to the design of global, regional, and national agendas, and the development and implementation of strategic priorities and plans. It ensures a consistent approach to identifying, building, cultivating, 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 introduces 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, inform policies, practices, and investments, and are brought to market.

The approaches, support systems, and services of the Engagement Framework operate in close coordination with CGIAR Science Groups, Regional Offices, and support groups, and significant responsibilities will be distributed across appropriate units, sub-units, other leadership roles, and

¹⁴ *Ibid*

Centers. 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.

It is important to highlight that CGIAR's existing partners have been and will remain a cornerstone in the organization's research-for-development and innovation pursuits. However, in the fast-paced and shifting landscape of food, land and water systems, there are many other critical stakeholders that CGIAR has not fully engaged with, and which may prove essential in meeting the priorities and demands of beneficiaries. CGIAR is committed to actively looking beyond its roster of past and existing partners and engaging with other complementary stakeholder groups. The partnerships and stakeholder intelligence function described below will prove crucial in supporting CGIAR decision-making on this front, accompanied by a clear set of partnerships identification and selection criteria.

Furthermore, the nature of engagement with partners merits review and reconsideration. Although CGIAR will remain true to its remit of delivering evidence-based solutions, innovations, and technologies to address the most pressing issues of our times in agriculture and related systems, it may approach this by leading, supporting, convening, brokering, advising or facilitating research, advocacy, and other scaling efforts in partnerships. CGIAR will act in these different roles in accordance with the key engagement principles outlined below and ensure that the agency and visibility of partners is a central consideration. Importantly, CGIAR activities and outputs, including those by Centers and Research Initiatives, will be driven by priorities and issues co-identified early on with partners and beneficiaries. Actions, strategies, roles and responsibilities, results, solutions, benefits, lessons learned, and risks will be shared, co-owned or distributed among partners in line with the contribution, comparative advantage, and complementarities that each one brings. The practical application of these approaches to engagement will be outlined in guidelines that will be derived from the partnerships and advocacy lifecycles described in following sections of the Engagement Framework.

One key area of engagement with partners will be in the design of CGIAR portfolios of research initiatives delivered in three-year business cycles. CGIAR has committed to do this through an open, transparent, and participatory process that relies on the triangulation of stakeholder demand/regional relevance, evidence base/global significance, and investor preference¹⁵. The scope of engagement will align to and be informed by the Engagement Framework, and will make use of planned country-level, regional and global spaces where CGIAR and partners interact. Concerning this latter point, CGIAR acknowledges that partners have the expectation that CGIAR and its Center's will engage with them through regular consultations and dialogues, beyond the design of the research portfolios. Guidelines and plans for these country-level, regional and global engagements will be derived from the Engagement Framework.

Finally, the Engagement Framework will be operationalized through a series of derived policies, procedures, and guidelines, and importantly, an institutional-wide partnerships and advocacy strategy that will also establish institutional operational arrangements and solidify CGIAR's culture of engagement.

2.1 Definitions

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

¹⁵ 2025-2027 Portfolio design process (version 1). CGIAR.

PARTNERSHIP: *An intentional relationship with other research organizations, the 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, joint efforts, and complementary roles in innovation processes. These relationships thrive when they are formed from a common and inclusive understanding of the key issues and priorities that must be addressed, and lead to joint agenda setting, the co-development of solutions, and the sharing of assets, rewards, benefits, and risks of and recognition for collective endeavors. They also thrive when inequities are openly identified and addressed in the relationship, whether in access to resources, and or presence and influence in key spaces, among others.

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.*

These advocacy efforts are more likely to succeed in galvanizing concerted action when they are strategic, respond to the demands of critical stakeholders, and are undertaken at multiple scales in inclusive multi-stakeholder coalitions. CGIAR mobilizes its convening power around compelling evidence for strategic advocacy with, through, and for partners and inclusive coalitions, which it leads, facilitates, and supports by increasing understanding, raising awareness, and catalyzing change around shared priorities.

2.2 Engagement Principles

CGIAR's engagement with partners is based on a set of Engagement Principles¹⁶ that draw from best practice in the field and are aligned to the Universal Declaration of Human Rights¹⁷ and the Busan Partnership for Effective Development Co-operation¹⁸. The principles apply to existing and new partnerships, as well as those being renewed, and will be integrated into all formal agreements with partners. Efforts are underway to work with the Global Forum on Agricultural Research and Innovation (GFAR) and other partners to define a set of global principles that would be adopted and monitored by a broad range of actors in the food and agricultural research space. Monitoring the application of these principles would allow for systematic partnership health assessments and the establishment of accountabilities for proper and productive engagement. Performance indicators to measure the application of these principles will be set out as part of this exercise and captured in operational guidelines for partnership stewardship.

The following principles have been enhanced with ideas and texts drawn from GFAR's "Selected Criteria for Assessing Quality of Research Partnerships"¹⁹, with their permission.

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

¹⁷ <https://www.un.org/en/about-us/universal-declaration-of-human-rights>

¹⁸ <https://www.oecd.org/dac/effectiveness/busanpartnership.htm>

¹⁹ <https://www.gfar.net/sites/default/files/GFAR%20Partnership%20Principles.pdf>

Table 1: Seven Engagement Principles for Partnerships

Engagement Principles	Application
1. Complementarity for Impact	
<p>CGIAR enters into partnerships based on shared visions, values, and goals, and builds mutual trust through a common understanding of each party’s competencies, values, and comparative advantages. 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.</p>	<p>Establish partnerships with other entities whose focus, approaches, methods, and capacities complement CGIAR’s offering and gaps, while working toward clearly defined common outcomes, including the SDGs; leverage the partnership to enhance the research and scaling capacities of the parties, with the aim of improving their capacity to deliver high-impact outcomes.</p>
2. Shared Ownership	
<p>CGIAR fosters mutual respect and interdependence in partnerships where the priorities, objectives, responsibilities, and agenda for action are jointly and equitably agreed upon, and the solutions and strategies co-designed and co-owned. This includes defining the roles, rights, obligations, and duties of each party, as well as the incentives and support to articulate, agree, and fulfill their partnership obligations and commitments. It also foments planning for joint dissemination of results and the fair sharing of intellectual property and its benefits.²⁰</p>	<p>Provide all partners, including prospective end-users, with the opportunity to jointly define the priorities, research questions, approaches, methods, scope, reach and expected outcomes of a collective endeavor from the outset; involve different knowledge systems, world views and interests; ensure a clear distribution of complementary roles, rights, obligations, and duties among all parties considering their comparative advantages and competencies; recognize and acknowledge the value and contributions of each, including authorship in publications and other deliverables; and ensure that all have the necessary enabling conditions, in terms of resources and capacities, to deliver on agreed outcomes.</p>
3. Focus on Results	
<p>The establishment of partnerships is guided by a focus on sustainable outcomes aligned to Agenda 2030 and achieving what partners have agreed to accomplish jointly in a timely and effective manner.</p>	<p>Agree with all partners on the expected outcomes of a joint endeavor based on clearly articulated stakeholder demands and market opportunities aligned with specific SDGs; agree to outcomes that are relevant, scientifically credible, and lasting; ensure that results from joint endeavors are disseminated broadly to encourage and allow adoption and application.</p>
4. Transparency and Accountability	
<p>CGIAR and its partners operate transparently and are accountable to each other and their respective constituencies. This extends to access to all relevant information.</p>	<p>Share with all partners, under an agreement of reciprocity, all necessary information to ensure the successful delivery of a joint endeavor; always ensure effective and open lines of communication; encourage the free flow and exchange of different types of knowledge; and establish and regularly monitor consensus-based deliverables and</p>

²⁰ 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.

	milestones; establish clear approaches for decision-making and conflict resolution.
5. Integrity	
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.	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.
6. Calculated Risk	
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 partners, which is guided by reputation and risk-benefit analysis.	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.
7. Learning Culture	
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.	Identify with partners means and opportunities to leverage individual and institutional growth from joint endeavors; conduct joint periodic reviews of progress and lessons learned, including failures and unachieved objectives; and support one another in adopting best practices.

2.3 Partner Typology and Segmentation

The partners’ typology follows CGIAR’s theory of change²¹ reflecting the shared goals of those with whom CGIAR engages to co-identify needs and priorities and co-develop and scale innovative evidence-based solutions and technologies. To align with global reporting standards, CGIAR has adopted the typology established by the International Aid Transparency Initiative (IATI; version 2.03²²), namely its organization type classification to capture the range of partners that CGIAR engages with. A non-comprehensive description of the types of roles, rights, obligations, and duties of the different partner types within the context of engagement with CGIAR are shared for illustrative purposes in the table below. These will be more clearly spelled out during specific engagements as part of the partnerships lifecycle (see Section 4.1 below). It is important to highlight that some partners cut across more than one category, and examples provided below in Table 2 are indicative.

²¹ 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 May2021 (Decision reference SB/M20/DP4). https://storage.googleapis.com/cgiarorg/2021/06/Document-SC13_02_Endorsed-2022-24-Investment_-Prospectus.pdf

²² IATI. Organization Type. <https://iatistandard.org/en/iati-standard/203/codelists/organisationtype/>

Table 2: CGIAR Partner Typology and Initial Segmentation

Intervention phase	Demand partners	Innovation partners	Scaling partners	Impact
	Conception, design	Implementation, development, piloting	Deployment, diffusion	
	Have an explicit or implicit demand/need to resolve specific developmental challenges or capitalize on opportunities. CGIAR offers scientific and technical support, including policy and investment guidance. Possess and share deep context-specific, subject matter knowledge and collaborate with CGIAR to identify need and priorities, and frame interventions.	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.	Collaborate to advance uptake and use of innovations at scale (technologies, methodologies, practices, policies), including advocacy by private and public sector actors to influence policies, investments, and business practices. Comprise actors with critical capacities.	Climate Adaptation and Mitigation Environmental Health & Biodiversity Gender Equality, Youth & Social Inclusion Nutrition, Health & Food Security Poverty Reduction, Livelihoods & Jobs
	SPHERE OF CONTROL	SPHERE OF INFLUENCE	SPHERE OF INTEREST	
Government	X		X	
Local Government	X		X	
Other public sector	X		X	
International NGO	X	X	X	
National NGO	X	X	X	
Regional NGO	X		X	
Public Private Partnership	X			
Multilateral	X			
Foundation	X			
Private Sector	X	X	X	
Academic, Training and Research	X	X	X	
Private Sector Associations	X		X	
Regulatory Agencies and Bodies	X	X	X	
Farming communities		X		
National Agricultural Research and Extension Systems (NARES)	X	X		
Multistakeholder platforms		X	X	

The initial segmentation of partners reflected above (i.e., demand, innovation, and scaling) facilitates the development of strategies, plans, monitoring, and evaluations along the CGIAR Impact Pathways. A subsequent combination of partner segmentation and typology, which will be derived from this initial one, will be based on purpose, geographic scale, reach, projected impacts of partnerships, and potential risk²³ associated with shared engagements. This will facilitate the development of targeted strategies for specific countries, regions, sectors, and partnerships, for instance, where CGIAR needs to build its capacities or assign resources to strengthen those of partners.

2.3.1 The critical role of host countries

In line with CGIAR’s IFA, it is important to acknowledge the special relationship with host country partners that house CGIAR Centers. Engagement in these countries will always be coordinated on behalf of CGIAR by the Center that is hosted there, strictly adhering to the engagement principles. Maintaining open, continuous, and transparent lines of communication, particularly around decisions that might

²³ This will allow the monitoring of partnerships by risk as assessed against established assessment guidelines at the most appropriate level of the organization. Deeper segmentation would also facilitate the assignment of lead responsibility for stewardship (see below).

impact the type, duration, and investment level in research and scaling activities in host countries including national, regional, and global advocacy activities on priority country issues, will be essential. Specific guidelines for host country interactions will be derived from the Engagement Framework. These guidelines will also lay out general engagement approaches with National Agricultural Research and Innovation Systems (NARIS) and guidance on stakeholder mapping and analysis in the countries where CGIAR operates, while allowing ample space for context-specific adjustments when necessary.

2.4 Cultivation and 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.²⁴

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. 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.

3. PRIORITY APPROACHES

The Engagement Framework incorporates three priority approaches²⁵, namely capacity sharing for development, advocacy, and private sector cooperation that play a key role in facilitating global impact for CGIAR and its partners. Beyond CGIAR’s core business of research-for-development, these three approaches represent the primary types of engagement that CGIAR has with partners and have been identified in previous studies²⁶ as central to the organization’s success. All three approaches are employed across most CGIAR Centers but, for most part, are delivered in a fragmented and uncoordinated manner. Adopting and deploying these approaches creates new opportunities for CGIAR and its partners to co-develop actions that support research and create pathways to share and scale

²⁴ 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.

²⁵ 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.

²⁶ [CGIAR - IEA \(2017\), Evaluation of Partnerships in CGIAR, Rome, Italy: Independent Evaluation Arrangement \(IEA\) of CGIAR](#)

knowledge, innovations, and technologies to deliver greater impact. The three approaches set the stage for greater coordination and integration across CGIAR Centers and research initiatives, creating synergies and reducing duplication and unnecessary competition. Furthermore, the three approaches, as part of the Engagement Framework, allow for continuous organizational learning through more systemic and systematic learning, sharing of best practices and models, and evaluation of impacts. The following sections outline key aspects of each of these approaches and how CGIAR, through its Partnerships & Advocacy Global Group (P&A), which is part of the Regions & Partnerships Division (R&P), will implement them.

a. Capacity Sharing for Research and Development

CGIAR seeks to deepen and broaden its engagement with the innovation ecosystems in partner countries, namely the National Agricultural Research and Innovation Systems (NARIS), including government agencies, academic institutions, research centers, the private sector and civil society actors operating in the research-for-development space. A cornerstone of this engagement is “capacity sharing for development” (CapSha), designed as a collaborative, coordinated, comprehensive, and long-term effort to develop, strengthen, adapt, and maintain the capacities of individuals, organizations, and systems including those of partners and CGIAR, working toward common goals in partner countries²⁷. CapSha is not traditional capacity development but rather structured multi-directional spaces for co-learning and co-creation through collaborative research, training and education, and South-South and Triangular cooperation. CapSha will also facilitate leadership building and institutional strengthening through internships, fellowships, secondments, and other arrangements of mutual interest, of benefit and high impact for partners and CGIAR.

It is important to note that CapSha does not supplant what Centers or Research Initiatives are doing in capacity development and sharing. Instead CapSha aims to map these, make connections, and foster collaborative efforts, co-develop and test models, garner and share best practices, and elevate the visibility of CapSha efforts. In cases where there is a clear opportunity or gap that no Center or research initiative is filling, CapSha will develop programs, but will do so in a collaborative fashion with Centers or research initiatives.

Expected outcomes from CapSha 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. CapSha benefits from new technologies, methods, and approaches that are available for in-person and remote engagement. To inform, guide and implement CGIAR and its partners’ efforts in this space, a CapSha coalition is envisioned. This group will help to innovate and deliver high-impact activities in coordination with and in response to demands from beneficiaries.

b. Private Sector Engagement

The pivotal and rapidly growing role of the private sector in advancing CGIAR's research-for-development objectives calls for a robust strategy and approach for engaging with the sector. The private sector brings focus on market needs, expertise on the development and largescale introduction of science-based innovations, including in key value chains, financial and human resources, capacities,

²⁷ Echeverría, R. 2021. Repositioning One-CGIAR activities on Capacity Development of National Agricultural Research and Innovation Systems in the Global South. Preliminary Draft – Unpublished.

and networks, that – in synergy with the CGIAR contributions – benefit people and the planet at scale. For the benefit of itself and its public partners, CGIAR needs to ensure large and user-friendly access to key emerging technologies owned by the private sector. At the same time, the private sector is very much aware of the benefits it can derive from the science and innovation generated by CGIAR and its partner network, including a much needed “societal freedom to operate”.

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, developed by the CGIAR while remaining within its commitment to the generation of global public goods. Given the specific character of engagement with the private sector – not least in its risk management perspective, and in the central role played by intellectual property – CGIAR will update its policy on intellectual property and commercialization, to ensure a strict alignment on compliance and focus on achieving global impact in alignment with the Sustainable Development Goals. Furthermore, CGIAR can also play 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.

c. 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, honest knowledge broker, and facilitator of partnerships and learning.

Advocacy priorities are determined by the triangulation of demand, offer (based on CGIAR's capabilities), 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 the global public good²⁸. 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 all²⁹ while recognizing there are no one-size-fits-all solutions for countries to meet their Agenda 2030 commitments. In practice, CGIAR acts as a strategic, knowledge convener to explore options for sustainable solutions in safe, evidence-based spaces, but not necessarily advocating any particular position or policy.

National governments are the legitimate owners of development interventions in their countries and are responsible for defining their priorities. The engagement framework acknowledges the role that

²⁸ 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>

²⁹ 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.

CGIAR can play to inform policy and investment processes, and influence practices, by presenting options to governments and other stakeholders, based on evidence. To improve understanding of country demand, CGIAR will establish a strategy and mechanism, or leverage existing mechanisms, for regular engagement with countries where it works.

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.

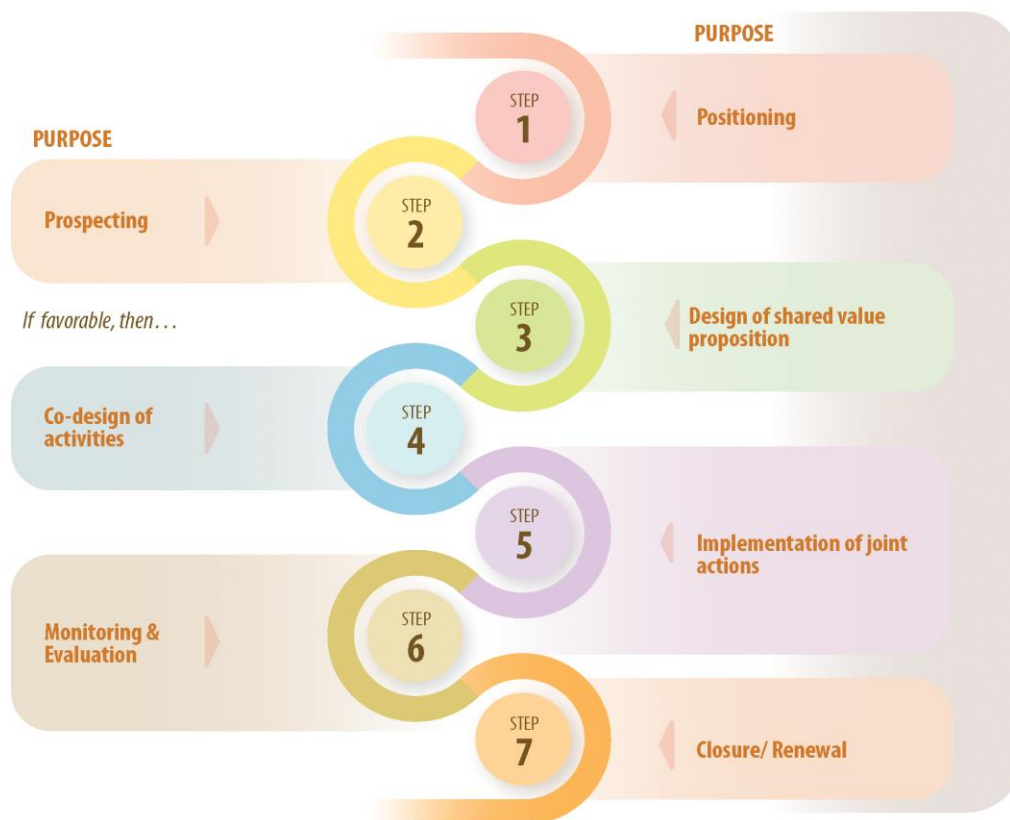
CGIAR does not undertake advocacy in isolation, rather it selectively and strategically engages in broad, inclusive coalitions aligned with its 2030 Research and Innovation Strategy. CGIAR prioritizes the sharing of capacities and, where possible, resources for advocacy with partners to enable the full 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.

4. SUPPORT SYSTEMS

a. 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 primarily 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 developed, 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



b. 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 and other critical stakeholders. It ensures CGIAR advocacy is evidence-based, driven by stakeholder demand, aligned to programmatic goals, and well-executed in a timely, consistent, and coordinated manner. In this integrated model, P&A, in close collaboration with other Science, 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 2030³⁰.

³⁰ 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.

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, and the critical stakeholders, partners, and coalitions with which CGIAR should engage. This in turn drives the identification and prioritization of CGIAR advocacy efforts, alongside a careful assessment of the potential costs and benefits involved³¹ and the identification of the relevant innovations, policy recommendations, and evidence that support these efforts.

CGIAR Regional Groups act as the convenors of regional, country, and research initiative-level advocacy strategies and processes within their regions³², aligned to globally agreed targets and overarching messages. This integrated system enhances the effectiveness, efficiency, and coherence of CGIAR's advocacy work.

³¹ 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.

³² 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

CGIAR will enhance its engagement with partners through a range of support services for staff and partners alike. The 'Discovery Hub' is designed to showcase CGIAR's value in partnerships and advocacy, serving as a space for partners to learn about CGIAR and explore collaborative opportunities. 'Partner, Stakeholder and Landscape Intelligence' is another service providing insights on trends and market demand, helping CGIAR and its partners to strengthen and transform their partnerships for research, advocacy, and development. Additionally, 'Advocacy for Impact (A4I)' helps co-create advocacy strategies based on stakeholder intelligence, facilitating CGIAR's participation in inclusive coalitions and discussions on societal and policy issues. 'Private Partnerships for Impact (PP4I)' focuses on managing CGIAR's intellectual assets for impact-focused partnerships with the private sector, scaling up business opportunities and technology transfer, and monetizing knowledge products.

The 'Capacity Sharing for Development' service enhances CGIAR's collaborative research, training, and education efforts, and fosters South-South and Triangular Cooperation. The 'Innovation and MELIA Lab' is a community of practice that prototypes and assesses new partnership models to amplify CGIAR's impact. This lab gathers best practices and shares recommendations across CGIAR. Lastly, the 'Partnerships and Advocacy Lifecycle Hubs' provide strategic and operational support throughout the lifecycle of partnerships and advocacy efforts. This service, involving various CGIAR groups, aims to maximize the benefits of collaborations, mitigate risks, and reduce transaction costs.

6. IMPLEMENTATION

The implementation of the Engagement Framework will involve establishing structures and systems 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, including research initiatives, Centers and their bilateral projects. The guidelines and policies will also determine the related processes, services, and approaches for the execution of the Engagement Framework across the organization.

New functions, policies, guidelines and strategies already under construction or envisioned and referenced above include (1) a full-fledged Partnerships and Advocacy Strategy; (2) partnership and stakeholder intelligence to identify opportunities for new and diverse partnerships beyond existing ones; (3) partnerships identification and selection criteria; (4) guidelines for relationship holders and managers at the country, regional and global level; (5) guidelines for engagement (i.e. early on and continuous) with host countries and NARIS partners as part of the Partnerships and Advocacy life cycles; (6) guidelines for the mapping and analysis of critical stakeholders for advocacy efforts; (7) partnership risk assessment tool; (8) Second tier segmentation of partnership typologies by purpose, geographic scale, reach, projected impacts of partnerships, and potential risk associated with shared engagements; (9) guidelines for the design of CGIAR's research portfolio; and (10) a CGIAR Policy on Intellectual Property and Commercialization.

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 Framework³³. This work will be led by the CGIAR Research Coordination & Performance Unit 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 work³⁴.

7. CONCLUSIONS

As we stand at the crossroads of global challenges and transformative opportunities, CGIAR's Engagement Framework 2.0 heralds a new era of collaborative innovation and impactful research in the realms of food, land, and water systems transformation. This Framework is not just a plan; it is a commitment to a future where sustainable solutions are co-created through the power of united efforts. By embracing diverse partnerships and purposeful advocacy, fostering a culture of shared knowledge, and driving towards common goals, we are charting a course towards a world where food security, environmental sustainability, and equitable growth are not just aspirations, but tangible realities. Together, through this Framework, we aim to catalyze collective action and innovation, paving the way for a resilient and prosperous future for all.

³³ This process, as well as its implementation, will be undertaken in close collaboration with partners and other stakeholders.

³⁴ 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.