

GI Science Group Evaluation 2024: Management Response

Evaluation title: [GI Science Group Evaluation 2024](https://iaes.cgiar.org/evaluation/science-groups-evaluations), under Science Groups Evaluations <https://iaes.cgiar.org/evaluation/science-groups-evaluations>. All recommendations copied from the Evaluation Report under endorsement by SIMEC.

Date of MR: 30 September 2024

Overall response to the evaluation: CGIAR thanks the evaluation team for their diligence in conducting this evaluation. In some cases, Recommendations have been partially accepted, with detailed actions to be defined by incoming Chief Scientist and 2025-30 Program/ Accelerator leadership.

Person-in-charge for Follow-up to Management Response: CGIAR Chief Scientist; 2025-30 Portfolio/ Program/ Accelerator leadership
See tracker of the implementation status: <https://www.cgiar.org/management-response-actions-tracker/>

RECOMMENDATIONS and ACTIONS: grouped temporally for individual SG as evaluand (short term), and for CGIAR Science Program teams and CGIAR management (mid to long term), to facilitate uptake and action

Recommendation 1 (for CGIAR’s work on Genetic Innovation (GI) (for action by GISG and then hand over to Chief Scientist, end of 2024 and beyond):

GISG: Develop a transitional plan for GISG (the next six months and roll-out starting in 2025)

- a. **Acknowledge and build upon past accomplishments:** Document and leverage foundational achievements while addressing challenges from the past two years to inform the Breeding for Tomorrow (BT) Program design and implementation.
- b. **Minimize unnecessary changes:** Maintain consistency in processes, leadership, teams, and partnerships to foster ongoing success.
- c. **Enhance breeding programs and partnerships:** Strengthen CGIAR and NARES breeding programs, their interactions, and public-private partnerships.
- d. **Include key voices in planning:** Ensure the participation of individuals with deep understanding in the development of the next design phase.

Management Response	Fully accepted <input type="checkbox"/>	Partially accepted <input checked="" type="checkbox"/>	Not accepted <input type="checkbox"/>
Management Response (commentary):	<p>The proposed B4T Science Program is being developed with a view to maintaining and building on the foundational achievements of the 2022–24 Genetic Innovation (GI) Initiatives. An inception plan through early 2025 will be developed to guide continuing work as well as the roll-out of the new Program.</p> <p>The B4T proposal writing team had access to the IAES GI evaluation recommendations and did incorporate lessons and seek to maintain and build upon foundational achievements from 2022–24 in the draft proposal. This was discussed as part of participatory “write-shops” held as part of the B4T proposal development process. The general proposal development guidance of maintaining 80% of existing work and processes and proposing 20% new agenda items also spoke to this requirement for continuity of what has been built.</p> <p>The B4T Science Program is being designed to maintain and further develop all CGIAR-NARES regional breeding network co-ordination functions. This critical component is fully described in the DEVELOP Area of Work (AoW)</p>		

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within the draft proposal. Plans to develop a PPP breeding platform are well advanced and may receive additional W3/ bilateral funding.

In the near term, existing GI leadership will work closely with transitional B4T leadership to ensure a smooth transition and continuity of critical work. As the management arrangements for the new, 2025—30 Portfolio and B4T Science Program are developed further and rolled out in the coming months, the appropriate balance of continuity vs. change will need to be considered by the incoming CGIAR Chief Scientist and Portfolio/ Program/ Accelerator leadership.

The B4T Science Program Writing Team consists of 17 members drawn from participating Centers and GI management; including representation from ILRI, CIFOR-ICRAF, WorldFish, and WorldVeg. In addition, the Team has drawn on specialist support from Initiative management teams. Upwards of 50 GI science specialists took part in a series of participatory “write-shops” in the UK and the Philippines as part of the B4T proposal development process. Feedback from the CG-NARES Aide Memoir group was also sought as permitted by the fairly short proposal writing window. Key partners and stakeholders will continue to be engaged through the inception phase.

Brief explanatory statement if recommendation is rejected or partially accepted:
GISG: Develop a transitional plan for GISG (the next six months and roll-out starting in 2025) - Partially accepted, noting that the transitional leadership of the Breeding for Tomorrow (B4T) Science Program need to play an important role in transition planning
(b) Partially accepted, with detailed actions to be defined by incoming Chief Scientist and 2025--30, Program/ Accelerator leadership, and functions overseeing CGIAR's country and regional engagement
(a) (c) (d) - fully accepted

Management Follow-up

Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
Develop an inception plan for B4T to guide continuing work as well as the roll-out of the new Program.	GI and (transitional) B4T leadership	2025	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Consider, and where appropriate incorporate, the	GI leadership; B4T Writing	2024	Yes <input type="checkbox"/>	No <input type="checkbox"/>	

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IAES GISG recommendations as part of the B4T proposal writing process	Team; (transitional) B4T leadership				
Fully implement the B4T Accelerated Breeding AoW	CGIAR Chief Scientist and 2025-30 Portfolio/ Program/ Accelerator leadership	TBC	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
<p>Recommendation 2 (for CGIAR’s work on Genetic Innovation (GI) (for action by GISG and then hand over to Chief Scientist, end of 2024 and beyond)/ and for portfolio 2025-30/science programs (for Science Program proposal authors/program management):</p> <p>CGIAR and BT science program writing team/management: enhance partnership effectiveness and communication</p> <p>a. Leverage breeding networks: Clarify roles and responsibilities of CGIAR, NARES, and partners in product design, development, delivery, and dissemination; increase NARES’s responsibility and autonomy and incorporate Advanced Research Institutions (ARIs), as appropriate.</p> <p>b. Conduct specialized training: Offer short, impactful training-of-trainers modules for scientists on partnership identification, creation, and management.</p> <p>c. Re-balance resources: Shift the focus from product development to product dissemination and lifecycle management.</p> <p>d. Promote participatory budgeting: Ensure inclusive and transparent budget allocation processes to boost ownership and motivation.</p>					
Management Response	<i>Fully accepted</i> <input type="checkbox"/>		<i>Partially accepted</i> <input checked="" type="checkbox"/>		<i>Not accepted</i> <input type="checkbox"/>
Management Response (commentary):	<p>(a) The clarification of roles, responsibilities and empowerment of our NARES partners remains a high priority within the B4T draft proposal. The B4T proposal also envisages widening the regional crop breeding networks to include universities and SMEs as well as close collaboration with the CapSha Accelerator. The ENABLE AoW includes a partnership sub-AoW which will assist in role and responsibility definition, the Accelerated Breeding AoW will continue GI's partner network assessments (to understand levels of contribution and areas for improvement) to bolster appropriate roles and responsibilities, plus the Market Intelligence AoW's (to be developed) Product Design Standard will stipulate clear roles and accountabilities of CGIAR, NARES, and partners in product design.</p> <p>(b) The format of specialised partnership training will need to be developed under the new management structure. However, the GISG Aide Memoir events with high-level NARES leadership, identified the need to develop partnership health metrics (which are now being developed), which allows the identification of</p>				

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partnership strength and health. Moreover, in the PARTNER / TRANSFORM sub-AoW, breeding networks will continue to **innovate and implement impact-oriented, sustainable partnership models** in which partners systematically contribute to innovation, priority setting, decision-making, and the development and delivery of farmer-valued cultivars.

(c) The proposed B4T Science Program does not envisage any significant shift of resources from development to dissemination as a principle; but does recognize the need to prioritize and adequately resource the latter. Product development will remain important given the need to continuously breed for a rapidly changing world. **Detailed processes and criteria for the allocation of resources across AoWs will be developed by incoming Portfolio and Program leadership.** In the FOSTER sub-AoW (Market Intelligence AoW), a focus on product lifecycle management will provide clear feedback loops between the AoWs Inclusive Delivery and Market Intelligence and hence drive the need for additional breeding based on demand-led principles.

d) The recommendation is noted with thanks and will be considered in the further development and operationalization of the management arrangements for the 2025-30 Portfolio.

Brief explanatory statement if recommendation is rejected or partially accepted:

CGIAR and BT science program writing team/management: enhance partnership effectiveness and communication, (b), (c) & (d) - **Partially accept**, with detailed actions to be defined by incoming Chief Scientist and 2025-30, Program/ Accelerator leadership, and functions overseeing CGIAR's country and regional engagement

(a) **Fully accepted**

Management Follow-up

Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
			Yes <input type="checkbox"/>	No <input type="checkbox"/>	
a) Fully implement the Enable AoW of B4T	CGIAR Chief Scientist and 2025--30 B4T leadership	TBC	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
b) Fully implement the PARTNER / TRANSFORM sub-AoW of B4T	CGIAR Chief Scientist and	TBC	Yes <input type="checkbox"/>	No <input type="checkbox"/>	

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	2025--30 B4T leadership				
c) Fully implement the FOSTER sub-AoW (Market Intelligence AoW)	CGIAR Chief Scientist; 2025--30 Portfolio/Program/Accelerator leadership	TBC	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
(d) The recommendation is noted with thanks and will be considered in the further development and operationalization of the management arrangements for the 2025--30 Portfolio.	CGIAR Chief Scientist; 2025--30, Portfolio/Program/Accelerator leadership; Finance	TBC	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Recommendation 3 (for portfolio 2025-30/science programs (for Science Program proposal authors/program management):					
BT science program writing team/management: cultivate leadership with a seed business mindset					
<p>a. Develop an effective leadership team: Balance scientific expertise with seed business, operational excellence, and change management skills; differentiate technical and leadership roles, dedicating equal effort to both.</p> <p>b. Adopt private sector principles: Integrate successful private company principles into BT practices to deliver better varieties to farmers more efficiently.</p> <p>c. Provide leadership training: Offer training at all management levels to build teams based on empathy, trust, and communication; use proven private sector training modules for soft skill development.</p> <p>d. Align with funders: Maintain close dialogue with funders to align the seed business mindset with CGIAR center finances while upholding CGIAR values.</p>					
Management Response	<i>Fully accepted</i> <input type="checkbox"/>		<i>Partially accepted</i> <input checked="" type="checkbox"/>		<i>Not accepted</i> <input type="checkbox"/>
Management Response (commentary):	(a) and (b): The recommendations are noted with thanks. Across GI leadership, Initiatives, and Centers, CGIAR already brings together a wide range of skills, including private sector breeding and seed company experience. Work is underway and envisaged to continue under the B4T Science Program to recruit e.g. "experienced product development managers" and the new ENABLE AoW describes new "portfolio management" activities and functions akin to private seed companies. The required mix of skills and strategies to attract, retain, and grow relevant talent will be further considered in the continued development and roll-out of the B4T Science Program.				

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(c) As the management arrangements for the new, 2025-30 Portfolio are developed further and rolled out, the feasibility of and appropriate modalities for leadership training will be considered.
 (d) The process to design CGIAR's 2025-30 Portfolio is designed to foster alignment with Funders and across different sources and types of funding. Depending on decisions by the new management system and Chief Scientist, a similar advisory system, which includes funders and subject matter experts, may be put in place which builds on the former Champions and Challengers of Genetic Innovation (CCGIG) to provide informal advice on breeding work in the Program.

Brief explanatory statement if recommendation is rejected or partially accepted: Detailed actions to be defined by incoming CGIAR Chief Scientist and 2025-30, Program/ Accelerator leadership, and People & Culture. **(d) is fully accepted**

Management Follow-up

Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
a) & b) Fully implement the Enable AoW of B4T	CGIAR Chief Scientist; 2025-30, Program/ Accelerator leadership;	TBC	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
c) The recommendation is noted with thanks and will be considered in the further development and operationalization of the management arrangements for the 2025--30 Portfolio.	CGIAR Chief Scientist; 2025-30, Portfolio/ Program/ Accelerator leadership and People and Culture	TBC	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
d) Consider developing a stakeholder communication platform for B4T, akin to the GISG CCGIG	CGIAR Chief Scientist and 2025-30; Program/ Accelerator leadership,	TBC	Yes <input type="checkbox"/>	No <input type="checkbox"/>	

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	Finance, Resource Mobilization		
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Recommendation 4 (for portfolio 2025-30/science programs (for Science Program proposal authors/program management):

BT science program writing team/management: partner for strategic roll-out and operational excellence

- a. **Clarify roles and responsibilities:** Address the current variability in understanding the GISG strategy and individual roles; emphasize effective roll-out, operational excellence, and change management in the new BT science program.
- b. **Balance technical and organizational focus:** Evenly allocate resources between technical solutions and continuous operational improvement.
- c. **Design and implement training programs:** Design and implement training to foster desired behaviours and celebrate examples of success at all organisational levels.

Management Response	Fully accepted <input type="checkbox"/>	Partially accepted <input checked="" type="checkbox"/>	Not accepted <input type="checkbox"/>
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Management Response (commentary):	<p>To develop an appropriate Management Response against this recommendation, input from specific functions such as the Chief Scientist is required and CGIAR's new operational structure and Management Arrangements must first be operationalized. However, work on operational excellence (delivered during the GISG portfolio) will continue and be built on in B4T's BREEDING RESOURCES AoW.</p> <p>It is also worth noting (b) that GISG made considerable progress in developing evidence-based tools (and even implementation) for better resource allocation between breeding programmes which is expected to be further developed and implemented as part of B4T</p>
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Brief explanatory statement if recommendation is rejected or partially accepted: with detailed actions to be defined by incoming CGIAR Chief Scientist and 2025--30, Program/ Accelerator leadership

Partially accepted a) to c)

Management Follow-up

Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
(a) Fully implement the B4T BREEDING RESOURCES AoW.	CGIAR Chief Scientist and 2025--30; Program/	TBC	Yes <input type="checkbox"/>	No <input type="checkbox"/>	

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	Accelerator leadership,				
(b) The recommendation is noted with thanks and will be considered in the further development and operationalization of the management arrangements for the 2025-30 Portfolio.	CGIAR Chief Scientist and 2025--30; Program/ Accelerator leadership, Finance, Resource Mobilization	TBC	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
(c) See to action under Recommendation 3 (c)			Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Recommendation 5 (for CGIAR’s work on Genetic Innovation (GI) (for action by GISG and then hand over to Chief Scientist, end of 2024 and beyond): CGIAR: Enhance GI’s role in sustainable agri-food systems <ul style="list-style-type: none"> a. Promote a common understanding: Ensure GI’s contribution to productivity, nutrition, environmental sustainability, and that inclusion is widely understood. b. Drive market intelligence: Anticipate future genetic innovation needs in response to systemic and other relevant changes. c. Integrate genetic gains into broader contexts: Combine crop improvement with agronomy and plant health research, promoting crop and varietal diversity for resilience and environmental health. d. Strengthen geographic integration: Form transdisciplinary teams to optimize region-specific production and food systems, maintaining methodologies and standards across regions. 					
Management Response	<i>Fully accepted</i> <input checked="" type="checkbox"/>		<i>Partially accepted</i> <input type="checkbox"/>		<i>Not accepted</i> <input type="checkbox"/>
Management Response (commentary):	<p>(a) In B4T, the clear understanding that genetic innovation is there to serve all of CGIAR's five impact areas (and not just productivity) is re-emphasized in the proposal. Inclusion, both at the level of defining breeding objectives as well as ensuring inclusive access to seed of new varieties and trees is also explicit within the proposed continuing and new structures.</p> <p>(b) This is explicitly fostered in the MARKET INTELLIGENCE AOW and the B4T proposal envisages further links to One CGIAR foresight and modelling activities.</p> <p>(c) Partnering with other Programs in the new portfolio will allow this to happen - the B4T proposal delineates these partnerships and how knowledge sharing will be fostered between the programs and accelerators to facilitate genetic gain integration into broader contexts (particularly agronomy and plant health).</p>				

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(d) This is explicitly addressed in the MARKET INTELLIGENCE AOW and proposed linkages with the scaling accelerator, which incorporates elements of the foundational "regional initiatives".

Brief explanatory statement if recommendation is rejected or partially accepted:

Management Follow-up

Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
(a) The recommendation is noted with thanks and will be considered in the further development and operationalization of the management arrangements for the 2025-30 Portfolio.	CGIAR Chief Scientist and 2025--30; Program/ Accelerator leadership,	TBC	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
(b) Fully implement the B4T Market Intelligence AoW	CGIAR Chief Scientist and 2025--30; Program/ Accelerator leadership,	TBC			
(c) The recommendation is noted with thanks and will be considered in the further development and operationalization of the management arrangements for the 2025-30 Portfolio.	CGIAR Chief Scientist and 2025--30; Program/ Accelerator leadership,	TBC			
(d) Fully implement the B4T Market Intelligence AoW	CGIAR Chief Scientist and 2025--30; Program/	TBC			

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	Accelerator leadership,		
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Recommendation 6 (for portfolio 2025-30/science programs (for Science Program proposal authors/program management):

- BT science program writing team/management: insist on a system-wide optimization mindset**
- a. **Focus on system optimization:** Shift the focus from optimizing individual roles and processes to enhancing the entire system.
 - b. **Document role impacts:** Recognize and celebrate how each role contributes to overall project outcomes.
 - c. **Facilitate coordination and collaboration:** Encourage collaboration at regional, national, and global levels with dedicated budget allocations.

Management Response	Fully accepted <input type="checkbox"/>	Partially accepted <input checked="" type="checkbox"/>	Not accepted <input type="checkbox"/>
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Management Response (commentary):	To develop an appropriate Management Response against this recommendation, input from specific functions such as the Chief Scientist is required and CGIAR's new operational structure and Management Arrangements must first be operationalized. However, B4T clearly identifies the roles of each work area – MARKET INTELLIGENCE, ACCELERATED BREEDING, INCLUSIVE DELIVERY, SUPPORT and ENABLE – and how each will contribute towards the goal of the overall program. Jointly and through coordination and collaboration with other science programs and accelerators, a system-wide optimization mindset can be achieved through our process-based activity, FAIR data principle and partnership driven outcomes.
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Brief explanatory statement if recommendation is rejected or partially accepted: with detailed actions to be defined by incoming CGIAR Chief Scientist and 2025--30, Program/ Accelerator leadership
Partially accepted a) to c)

Management Follow-up

Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
Fully implement the B4T AoWs: MARKET INTELLIGENCE, ACCELERATED BREEDING, INCLUSIVE DELIVERY, SUPPORT and ENABLE	CGIAR Chief Scientist and 2025--30; Program/ Accelerator leadership,	TBC	Yes <input type="checkbox"/>	No <input type="checkbox"/>	

Recommendation 7 (for CGIAR's work on Genetic Innovation (GI) (for action by GISG and then hand over to Chief Scientist, end of 2024 and beyond)/ and for portfolio 2025-30/science programs (for Science Program proposal authors/program management):

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CGIAR and BT science program writing team/management: rationalize resource allocation

- a. **Address budgeting issues:** Ensure financial stability to support long-term planning and continuity.
- b. **Align funding with goals:** Ensure all funding sources result in complementary goals and activities, providing financial stability and transparent budgeting.
- c. **Foster open dialogue:** Establish candid conversations between funders and BT leadership to prioritize activities and their funding effectively.
- d. **Clarify roles and reporting Structures:** Define roles for CGIAR and NARES staff working on BT projects and formalize reporting structures.
- e. **Ensure transparent budget allocations:** Use unbiased methods during budget allocations, considering contingency budgets to handle potential cuts.

Management Response	Fully accepted <input type="checkbox"/>	Partially accepted <input checked="" type="checkbox"/>	Not accepted <input type="checkbox"/>
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Management Response (commentary):	The recommendation is noted with thanks. The recommendation will be considered in the further development and operationalization of the management arrangements for the 2025--30 Portfolio. The former GISG Champions and Challengers of Genetic Innovation (CCGIG) forum, which included key funders and subject matter experts, could be a model for the new B4T management to consider (c).
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Brief explanatory statement if recommendation is rejected or partially accepted: Detailed actions to be defined by incoming CGIAR Chief Scientist and 2025--30, Program/ Accelerator leadership
Partially accepted a) to e)

Management Follow-up

Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
The recommendation is noted with thanks and will be considered in the further development and operationalization of the management arrangements for the 2025-30 Portfolio. (see also action for 3 (d) above)	CGIAR Chief Scientist and 2025-30; Program/ Accelerator leadership, Finance, Resource Mobilization	TBC	Yes <input type="checkbox"/>	No <input type="checkbox"/>	

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Recommendation 8 (for CGIAR’s work on Genetic Innovation (GI) (for action by GISG and then hand over to Chief Scientist, end of 2024 and beyond)/ and for portfolio 2025-30/science programs (for Science Program proposal authors/program management):

CGIAR and BT science program writing team/management: embrace complexity in BT design and implementation

- a. **Utilize complexity tools:** Apply concepts designed for complex interventions in complex systems to guide the BT program.
- b. **Co-create a ToC:** Develop an overarching ToC with key stakeholders for shared understanding and ownership.
- c. **Develop a nested Program representation:** Detail pathways for change, contributions, interactions, feedback loops, and assumptions within the BT program.
- d. **Build a complexity-aware PMEL System:** Create a system to fulfil accountability and learning needs, allowing for swift adaptations.

Management Response	Fully accepted <input checked="" type="checkbox"/>	Partially accepted <input checked="" type="checkbox"/>	Not accepted <input type="checkbox"/>
<p>Management Response (commentary):</p>	<p>The recommendation is noted with thanks and will be considered in the further development and operationalization of the management arrangements for the 2025--30 Portfolio. However, it should be noted that the B4T ToC recognizes the complexity in our innovation pathways. The proposal does not provide sufficient space and opportunity to address complexity theory, system science or other conceptual frameworks and their associated methods. Furthermore, tools are being developed and applied to enable success in a complex environment, including sophisticated management platforms, monitoring systems, impact evaluations, partnership strategies and cyclical learning processes. An example is the GISG Breeding Portal which is a purpose-built system which enshrines and embeds transparent and harmonized breeding portfolio management framed around a common objective articulation- improving effectiveness and communication while streamlining administration.</p> <p>(a) To develop an appropriate Management Response against this recommendation, input from specific functions such as the Chief Scientist is required and CGIAR’s new operational structure and Management Arrangements must first be operationalized. However, the GISG is fully aware of complexity approaches and tools.</p> <p>(b)The TOC (Program and AoW) has been designed with a supporting table indicating the stakeholders involved in the process. Q1/2025 we expect to run a deep dive for each level (Program/AoW) involving the stakeholders and refine understanding and increase ownership.</p> <p>(c) The detail nested program representation will be defined during workplan development in Q1/2025.</p> <p>(d) B4T team uses several systems to run MELIA processes (GLOMIP, Breeding Portal, PMP, PRMS). Q1/2025 will require a detailed analysis of existing systems to clarify internally and externally how best use them and how learning and adapting management will occur. The program will be informed by CG efforts around MELIA and adopt useful inputs at CG System level.</p>		

Brief explanatory statement if recommendation is rejected or partially accepted: Detailed actions to be defined by incoming CGIAR Chief Scientist and 2025--30, Program/ Accelerator leadership

(b), (c) & (d) - Fully accepted

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A) Partially accepted

Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
(a) To develop an appropriate Management Response against this recommendation, input from specific functions such as the Chief Scientist is required and CGIAR’s new operational structure and Management Arrangements must first be operationalized.	CGIAR Chief Scientist and 2025-30; Program/ Accelerator leadership,	TBC			
(b) Undertake “deep dive” for each level (Program/AoW) to clarify the roles and responsibilities of the stakeholders	Chief Scientist and interim B4T leadership	2025	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
(c) Define and develop a detailed nested program representation during workplan development in Q1/2025.	Chief Scientist and interim B4T leadership	2025	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
(d) Undertake a detailed analysis of existing PMEL processes and systems (GLOMIP, Breeding Portal, PMP, PRMS) and recommend how best to use them	Chief Scientist and interim B4T leadership	2025	Yes <input type="checkbox"/>	No <input type="checkbox"/>	

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Recommendation 9 (for CGIAR’s work on Genetic Innovation (GI) (for action by GISG and then hand over to Chief Scientist, end of 2024 and beyond)/ and for portfolio 2025-30/science programs (for Science Program proposal authors/program management):

CGIAR and BT science program writing team/management: transition to a new era of transformative change in GI

- a. **Reflect on past efforts:** Build mechanisms to ensure critical reflection on the past CGIAR research program (CRP)/SG efforts to inform future strategies and approaches in the BT program.
- b. **Implement periodical learning cycles:** Use critical reflection cycles to manage transitions towards transformative change within the BT program.

Management Response	Fully accepted <input type="checkbox"/>	Partially accepted <input checked="" type="checkbox"/>	Not accepted <input type="checkbox"/>
Management Response (commentary):	<p>a) Participatory “write-shops” were held as part of the B4T proposal development process which all included “reflective elements”. The B4T proposal also draws upon the reflection and “course-correction” processes built into the P22 Initiative reporting and management cycles.</p> <p>b) This is central to the MELIA strategy and is implicit in the MELIA section of the proposal. This follows CGIAR-wide best practice. In addition ENABLE AoW addresses this, specifically through its work on impact assessment. Outcomes and results will inform critical reflection on past and current efforts to inform future strategies and approaches in the Breeding for Tomorrow Program.</p>		
Brief explanatory statement if recommendation is rejected or partially accepted: Detailed actions to be defined by incoming CGIAR Chief Scientist and 2025--30, Program/ Accelerator leadership			

Management Follow-up

Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
(a) The recommendation is noted with thanks and will be considered in the further development and operationalization of the management arrangements for the 2025-30 Portfolio.	CGIAR Chief Scientist and 2025-30; Program/ Accelerator leadership	TBC	Yes <input type="checkbox"/>	No <input type="checkbox"/>	

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RECOMMENDATIONS and ACTIONS: grouped temporally for individual SG as evaluand (short term), and for CGIAR Science Program teams and CGIAR management (mid to long term), to facilitate uptake and action					
<p>(b) Program-level Adaptive Management (Reflect) will evolve per the Technical Reporting Arrangement 25-30 currently under development. Broader portfolio adaptive management opportunities will be considered in the further development and operationalization of the management arrangements for the 2025-30 Portfolio.</p>	<p>CGIAR Chief Scientist and 2025-30; Program/ Accelerator leadership</p>	<p>TBC</p>			