Terms of Reference: Summaries of Learning on CGIAR's Ways of Working

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Acronyms

AMD   Asian Mega Deltas
BiD   Business Investment Decision
BMGF   Bill and Melinda Gates Foundation
CA   Comparative Advantage
CCAFS Climate Change, Agriculture and Food Security
CN   Concept Note
CRP   CGIAR Research Program
CSIRO   Council and Commonwealth Scientific and Industrial Research Organisation
CWANA Central and West Asia and North Africa
DFID   Department for International Development
DIIVA   Diffusion and Impact of Improved Varieties in Africa
EiB   Excellence in Breeding
ERG   Evaluation Reference Group
FLW   food, land and water
NA   Need Assessments
GI   Genetic Innovation
GDI   Gender, Diversity and Inclusion
IAES – EF Independent Advisory Evaluation Service Evaluation Function
ICRISAT International Crops Research Institute for the Semi-Arid Tropics
IFA   Integration Framework Agreement
IFRM   Innovative Finance and Resource Mobilization
IR   Inception Report
ISDC   Independent Science for Development Council

ISPC   Independent Science and Partnership Council
ISR   Integrated Systems Research
KM&COM Knowledge Management and Communication
LLM   Large Language Model
MEL   Monitoring, Evaluation and Learning
MELIA   Monitoring, Evaluation, Learning and Impact Assessment
MR   Management Response
MYEP   Multi-Year Evaluation Plan
NA   Need Assessment
OECD/DAC Organisation for Economic Co-operation and Development's Development Assistance
Committee
OICR   Outcome Impact Case Report
P/As   Programs/Accelerators
PCU   Program Coordination Unit
PPU   Portfolio Performance Unit
QA   Quality Assurance
QoR4D   Quality of Research for Development
QoS   Quality of Science
RAFS   Resilient Agrifood Systems
RIIs   Regional Integrated Initiatives
SC   System Council
SG   Science Group
SGP   Science Group Projects
SDG   Sustainable Development Goal
SIMEC   Standing Impact Monitoring and Evaluation Committee
SP   Scaling for Impact Program
SPs   Science Programs
ST   Systems Transformation
TAFSSA   Transforming Agrifood Systems in South Asia
TOA   Tradeoff Analysis
ToC   theory of change
ToR   Terms of Reference
WoWs   Ways of Working

1 Introduction, Purpose and Objectives

This Terms of Reference (ToR) presents the approach to compiling evaluative evidence and learning related to five of CGIAR's seven Ways of Working (WoWs) (2030 Research and Innovation Strategy). The WoWs summaries align with the System Council-endorsed Multi-Year Evaluation Plan (MYEP) contained in the consolidated 2025-27 Workplan for CGIAR's Independent Advisory and Evaluation Service (IAES) (SC/M21/DP5). In 2024, leveraging richness of evaluative data from Science Group (SG) evaluations [portal], IAES advanced a study that summarizes partnership-related evidence (specifically WoW 7 and partially WoW 3), available separately (report). Therefore, this ToR focuses on the remaining five WoWs (see Table 1).[1]

The objective of the WoWs summaries is to compile evaluative evidence and learning not only from the past System Council-commissioned evaluations organized by the IAES Evaluation Function (EF) and associated syntheses, but also from other sources, such as the advice and reviews by the Independent Science for Development Council (ISDC); the impact and reach studies of the Standing Panel on Impact Assessment (SPIA); the advisory and audit engagements of CGIAR Internal Audit; as well as Integrated Partnership Board and CGIAR center-led evaluations and studies. A focused literature review will enrich the summaries.

Guided by the CGIAR-wide Evaluation Framework and Policy, this effort aims to steer and provide evidence-based guidance to inform strategic decisions of the System Council (SC), and its Strategic Impact Monitoring and Evaluation Committee (SIMEC), and CGIAR boards and leadership more broadly, on the implementation and future planning of WoWs. The summaries will assess challenges and identify areas for improvement in implementing CGIAR's 2030 Research and Innovation Strategy, through the lens of the WoWs. Findings will help CGIAR establish a baseline status of the current state of WoWs and recommend pathways for progress. This will complement the midline independent evaluations of CGIAR programs (2027).

The summaries, along with knowledge-sharing activities (e.g., dissemination, briefs, and thematic webinars), will support discussions on CGIAR's WoWs in the current context, and they will also aid in monitoring the implementation of recommendations from previous independent evaluations and reviews pertaining to these areas. This effort will strengthen linkages between Monitoring, Evaluation, Learning, Impact Assessment, and Foresight (MELIA-F)—an approach that aligns with CGIAR's institutional efforts to strengthen linkages between functions across centers, programs, and other independent data provider levels, as well as ongoing efforts across CGIAR assurance providers to leverage evidence and advice while reducing assurance fatigue.[2]

This ToR is organized into five parts**:** 1) Purpose and objectives providing the approach for conducting the evaluative evidence and learning of WoWs; 2) Background detailing CGIAR's strategic direction to work differently, including summary descriptions of each WoW and corresponding summary questions to guide the process; 3) Timeline, milestones, knowledge management and dissemination indicating the timeline for the project, the key deliverables and milestones; 4) Roles and responsibilities in carrying out the evaluation, and summaries including roles of CGIAR's management, IAES and external consultants; 5) Annex with descriptions for each WoW and the implementation elements as envisaged in the research and innovation strategy, preliminary desk review and mapping of the instances where different WoW topics overlap.

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[1] IAES Evaluation Function determined to advance the summarization of evidence related to two WoWs into the 2024 Workplan. This material was finalized during the initial months of 2025, and will be distributed at SC22. The approach for the partnership summary differed from the proposed ToR, as it was restricted to the evaluative evidence pertaining to the two partnership-oriented WoWs, and used a formal CGIAR reference framework to guide design, analysis, and reporting.

[2] Observed through internal discussions with stakeholders.

2 Background

2.1 CGIAR 2030 Research and Innovation Strategy

The CGIAR 2030 Research and Innovation Strategy, launched in 2022, sets the stage for doing business differently to ensure that research provides real solutions for development. CGIAR committed to changing the way it works, following seven WoWs (implementation approaches), to ensure that research provides real solutions for development. Since then, CGIAR implemented a portfolio structured around three Science Groups (2022-24) and later launched the Portfolio 2025-30 (see section 2.3) accompanied by a revision of the organizational structure. The set of seven WoWs are at the heart of reform.

Table 1. How the 2030 CGIAR Strategy will be implemented-seven WoWs

No.	WoW	Shorter name
1	Embracing a **systems transformation** approach, seeking multiple benefits across five Sustainable Development Goal (SDG)-linked Impact Areas.	Systems Transformation
2	Generating scientific evidence on **multiple transformation pathways.**	Multiple Transformation Pathways
3	Positioning **regions, countries, and landscapes** as central dimensions of partnership, worldview, and impact (partially covered by Partnerships Study)	Regions, Countries, and Landscapes
4	Harnessing **innovative finance** to leverage and deliver research through new investment and funding models.	Innovative Finance
5	Targeting **risk-management and resilience** as critical qualities for food, land, and water systems.	Risk Management and Resilience
6	Making the **digital revolution** central to our WoW.	Digital Revolution
7	Leveraging ambitious **partnerships** for change in which CGIAR is strategically positioned (covered by Partnerships Study)	Partnerships

Source: This section and table 1 are sourced in CGIAR 2030 Research and Innovation Strategy

The approach taken in the partnership summary differed from the proposed ToR, as it was restricted to the evaluative evidence pertaining to the two partnership-oriented WoWs and which used a formal CGIAR reference framework to guide design, analysis, and reporting.

2.2 CGIAR's Portfolio Structure

The CGIAR 2030 strategy is implemented through two successive portfolio structures. This section presents both, beginning with the present day (and foreseen future) portfolio structure.

2.2.1 CGIAR Current Portfolio (2025-30)

Aligned to the 2030 Research and Innovation Strategy, the 2025-30 Portfolio Narrative of CGIAR aims to address significant global challenges, including climate change, gender and social inequalities, poor-quality diets, rural poverty, environmental degradation, as well as fragility, conflict, and violence. In doing so, it considers the ways in which those challenges are affected by megatrends (ISDC).

Figure 1 presents the Portfolio, directed towards five SDG-focused impact areas: eight Science Programs (SPs), a Scaling for Impact Program,[3] and four Accelerators, which aim to aggregate expertise and partnerships around critical areas, and to collectively deliver against CGIAR's theory of change (ToC). The ISDC Review of 2025-30 Research and Innovation Portfolio Proposals mentions realignment in the 2025-30 Portfolio with a shift from a "traditional linear, technologically focused research agenda" to what is regarded as a "contemporary, systems approach, and impact-oriented research culture."[4] In making this shift, the intent is to enable the best possible science in support of intended development outcomes across CGIAR's centers as governed by its Integration Framework Agreement (IFA) (2022, updated 2023). The Programs/Accelerators (P/As) aim to frame and provide greater coherence and complementarity across different sources and types of funding (CGIAR Trust Fund Windows 1-2 [W1/2], Window 3 [W3], and bilateral funding), with the intent that greater impact will be achieved.

Figure 1: CGIAR 2025-30 Portfolio-13 P/As

Programs
- Breeding for Tomorrow
- Policy Innovations
- Better Diets and Nutrition
- Multifunctional Landscapes
- Food Frontiers and Security
- Scaling for Impact
- Sustainable Farming
- Climate Action
- Sustainable Animal and Aquatic Foods

Accelerators
- Gender Equality and Inclusion
- Digital Transformation
- Capacity Sharing
- Genebanks

Source: CGIAR Research 2025-2030 Portfolio[5]

2.2.2   CGIAR's Portfolio 2022-24

Priorities set out in the CGIAR 2030 Research and Innovation Strategy were delivered through 33 Initiatives grouped within three Action Areas: Systems Transformation (ST), Resilient Agrifood Systems (RAFS), and Genetic Innovation (GI). Under the unified management and governance approach, CGIAR scientists were organized into three SGs that corresponded to these three Action Areas. The Portfolio aimed to achieve impact across CGIAR's five Impact Areas: (1) Climate adaptation and mitigation; (2) Environmental health and biodiversity; (3) Gender equality, youth, and social inclusion; (4) Nutrition, health, and food security; and

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[3] The Scaling for Impact Program aims to advance scaling of innovations as a means of achieving five desired impact areas. Genebanks will be handled through distinct planning and management channel.

[4] ISDC Review of 2025-30 Research and Innovation Portfolio Proposals, page 1.

[5] More information about P/As can be consulted by following the links: Breeding for Tomorrow, Genebanks, Policy Innovations, Better Diets and Nutrition, Gender Equality and Inclusion, Multifunctional Landscapes, Food Frontiers and Security, Scaling for Impact, Digital Transformation, Sustainable Farming, Climate Action, Capacity Sharing and Sustainable Animal and Aquatic Foods.

(5) Poverty reduction, livelihoods, and jobs. Five impact area platforms were organized, managed under the ST SG and providing platform service to the entire Portfolio. Regional Integrated Initiatives (RIIs) functioned as a key vehicle for the co-design and co-delivery and scaling of innovations, capacity development, and policy change with local and regional partners. All Action Areas and the RIIs work together, drawing on the capabilities of multiple SGs and five cross-cutting Impact Area platforms.

Figure 2: Three SGs delivered integrated research and innovation solutions

Source: *CGIAR Science Groups*

2.3 Summaries' Preliminary Questions

The CGIAR 2030 Strategy explained that a changed context for CGIAR required a different work approach. It therefore set out seven ways in which CGIAR would work differently. Together, the strategy posits, these will lead to a major progression in CGIAR's research conduct and maximize impact pathways at scale. For each WoW, CGIAR identified associated activities; these activities (see Annex 1) serve as the basis to develop the summaries' questions; i.e., the questions that this project will seek to answer through evaluative, assurance and advisory data. Questions may be further refined during the inception phase of the summary project, taking into consideration input from key stakeholders and lead experts (see section 3.1 Engagement with Key Stakeholders and Users). Any questions that cannot be answered due to a lack of available evidence may be recommended by IAES to SIMEC as topics to embed within future independent evaluations.

2.3.1 Systems Transformation[6]

The strategy describes the WoW as, "*Embracing a systems transformation approach, seeking multiple benefits across five SDG-linked Impact Areas*" as follows: CGIAR has a strong track record of impact through plant and animal sciences, particularly breeding and health. Now **it is time for CGIAR to strive for a similar level of impact through integrated systems research.** The pursuit of impacts across environment, livelihoods, equality, nutrition, and climate collectively rather than on separate tracks will often require more interdisciplinary and transdisciplinary approaches. Such work will inevitably go beyond the farm gate into

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[6] In 2024, the IAES-EF evaluated the ST SG. Through this process, the evaluation team gathered valuable information on the concept of system transformation and how it is addressed within the CGIAR context. Report and annexes can be consulted through this link: https://iaes.cgiar.org/evaluation/science-group-evaluations/systems-transformation.

broader landscapes and food systems. This ambition is encapsulated in CGIAR's Action Area on ST—but will be embedded throughout all CGIAR work.

The summary will aim to answer the following preliminary questions:

1. How is CGIAR designing and implementing interdisciplinary research that integrates social, economic, environmental, and health considerations?
2. How are foresight studies and trade-off analyses used in CGIAR projects (both at development and implementation phases) to support systems transformation?
3. To what extent are Impact Areas (environment, livelihoods, equality, nutrition, and climate) embedded into CGIAR program design, assessment, and reporting? What challenges or good practices have been observed?
4. What gaps in systems research has CGIAR identified and addressed, especially beyond technological solutions? How are environmental and institutional dimensions being included?
5. What progress has been made in strengthening CGIAR's capacity in systems research?
6. What examples are there where CGIAR's research has contributed to broader societal benefits or been linked to wider impact pathways for transformation?

2.3.2 Multiple Transformation Pathways

The strategy describes the WoW as, *"Generate scientific evidence on multiple transformation pathways that are appropriate to different contexts"* as follows: Both sustainable intensification and agro-ecological approaches will help identify pathways adapted to the huge diversity of agriculture, food, land and water (FLW) systems. As no one size fits all, the challenge is to **help stakeholders make decisions and manage tradeoffs in different contexts**. CGIAR will contribute to current and future debates with scientific knowledge on different options for change—and will aim to create balanced and trusted research for development organization that provides evidence for the optimization of choices regarding FLW systems.

The summary will aim to answer the following preliminary questions:

1. What types of transformation pathways and innovations has CGIAR identified and shared across diverse FLW systems?
2. How is CGIAR engaging with research users (methods or partnerships) to improve understanding of the benefits, costs, and risks of different options for change? In what ways is CGIAR helping stakeholders navigate and choose between competing transformation options in context-specific ways?
3. What evidence was generated through economic and social sciences research on incentives and drivers influencing different transformation pathways?
4. How is CGIAR using tactical entry points to support system change through science, rather than trying to address entire systems at once?

2.3.3 Innovative Finance

The strategy describes the WoW as, *"Harnessing innovative finance to leverage and deliver research through new investment and funding models"* as follows: CGIAR will become more closely involved in innovative finance, **working with partners to inform their investments while also sourcing new funding streams for CGIAR** work. This work will explore partnerships and financing streams beyond agriculture, in sectors such as health, water and sanitation, disaster prevention and preparedness, and security. Additionally, alignment and framework agreements with international finance institutions (including regional development banks) will help to embed innovations in loan programs and support the implementation of programs. Increased attention will be paid to private and innovative funding sources, including corporate social responsibility, philanthropy (including trusts, foundations, and high net worth individuals), shared value partnerships,

blended finance, and impact investing. Working with innovative finance externally will be complemented by innovative financing models internally to support higher-risk areas of science and innovation, for example through an innovation fund.

The summary will aim to answer the following preliminary questions:

1. What types of innovative finance models—observed in CGIAR or externally to it—are effective in mobilizing resources for CGIAR work and partner work?
2. How is CGIAR building partnerships with the private sector to attract investment and scale research innovations? What role does the industry liaison and intellectual property function play?
3. What capacities has CGIAR developed to access and manage climate finance and other global funding mechanisms?
4. How is CGIAR contributing to, or leveraging, global legal frameworks that incentivize financial contributions to research and innovation?
5. How is CGIAR positioning and organizing itself to attract non-traditional funding from sectors beyond agriculture, such as health, water supply and sanitation or disaster prevention?
6. How do CGIAR governance agreements and structures, across the constituent centers of the integrated partnership, help or hamper the WoW?

2.3.4   Risk-Management and Resilience

The strategy describes the WoW as, *"Target risk-management and resilience as critical qualities for food, land, and water systems"* as follows: in a world where the climate crisis and emergence of new infectious diseases (such as COVID-19) demonstrate that rapid change, shocks, and tipping points are the new normal. From the outset, CGIAR will consider vulnerability to multiple risks to food systems (e.g., zoonoses, degraded ecosystems, climatic shocks, market swings, political upheaval, migration) and **how this vulnerability can be turned into resilience** by reducing exposure where possible, building human and societal capacity, and managing the sensitivity of forest, water, farming, and food systems to the onslaught of systems shocks. Research, capacity development, policy engagement, and partnerships will explore multiple possible future scenarios, map major pathways for change, and aim to create solutions that are robust across multiple contexts.

The summary will aim to answer the following preliminary questions:

1. How does CGIAR programming use foresight and trade-off tools to anticipate and manage risks across FLW systems?
2. What types of solutions has CGIAR developed that are robust across different future scenarios and contexts?
3. How is CGIAR working with service-oriented partners, such as the lending and insurance sectors, to develop and apply risk management tools?
4. In what ways is CGIAR strengthening internal and partner capacity for adapting to shocks through monitoring, evaluation, and learning?
5. How does CGIAR's approach turn system vulnerabilities into resilience across different types of risks?
6. What lessons emerged from CGIAR's efforts to integrate risk management and resilience into its research and partnerships?

2.3.5   Digital Revolution

The strategy describes the WoW as, *"Making the digital revolution central to our way of working"* as follows: leveraging the rapid global spread of digital technologies to change how agrifood innovation is achieved— using the best tools available (e.g., big data analytics, AI) **to enhance research, but also engaging digitally empowered end-users** to support in improving access to, and use of, innovations and knowledge. CGIAR

will facilitate the co-design of inclusive, transformative digital services across the food system, and help to build supporting innovation systems to accelerate their growth.

The summary will aim to answer the following preliminary questions:

1. How is CGIAR engaging with private sector and development partners to co-develop digital solutions?
2. To what extent are end-users, small-scale farmers and other local partners gaining improved access to digital tools, data, and information. What barriers or enablers have been observed for end-users to use digital innovations to which CGIAR has contributed?
3. How is CGIAR promoting inclusive and context-appropriate digital services that respond to local needs and capacities?
4. In what ways are digital tools being used to accelerate learning, collaboration, and knowledge sharing across CGIAR partnerships?
5. How well are CGIAR data systems applying the FAIR principles (Findable, Accessible, Interoperable, and Reusable)? What are the gaps or good practices?

3 Methodological Approach

A user-focused approach will be applied to ensure the relevance and timeliness of this exercise (e.g., alignment with the development of a CGIAR institutional strategy,[7] roll-out of P/As from 2026-30 through which WoWs are operationalized). SIMEC, SC and the relevant IPB committees, as per their approved ToRs, as well as key CGIAR stakeholders, will be identified and engaged to each WoW at strategic moments during the work phases to ensure the exercise is responsive to the needs of governance and management bodies, and upcoming decisions (see section 3.1 Engagement with Key Stakeholders and Users). In accordance with SIMEC Chair and IAES Director, for reasons of efficiency and due to project intent, IAES will not establish an *ad hoc* consultative group for this exercise.

The WoW summaries approach is primarily a **desk review**, relying on learnings retrieved from existing documents and sources and engaging relevant external expertise. Work will be complemented by a country case study, one field visit to a selected country where CGIAR operates will help deepen the analysis on how WoWs are concretely operationalized in the field work (see below in this section the rationale of this case study). The validity of findings will be strengthened by triangulating evidence from different sources**,** aligning with the Evaluation Framework and Policy (2022) and emergent MELIA-F approach. Additionally, the analysis will view new P&As proposals and inception reports. The aim of looking at the 2025-30 planned work is to anticipate the identification of opportunities and gaps in implementing WoWs across the Portfolio through 2030, thus complementing the evaluability assessments of P/As conducted by IAES EF (Q2-Q4 2025, aligned to SC-approved ToRs).

Main outputs will be up to four **reports** and up to five **briefs**. To support dissemination, a **thematic webinar** series will be organized.

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[7] Presented by CGIAR Executive Managing Director Dr. Ismahane Elouafi, at CGIAR´s Integration Partnerships Board Meeting in Montpellier, 6 February 2025.

Box 1: Report outline

> The summary report for each WoW should not exceed ten pages plus Annexes and will follow the structure below.[1] A detailed outline is presented in Annex 5.
>
> 1. Background and Introduction (1 page)
> 2. Objectives and Key Questions (½ page)
> 3. Approach and Methodology (1 page)
> 4. Key Learnings (6 pages)
> 5. Key Messages from the Summary (1 page)
> 6. Evidence Gaps & Looking Forward to the 2025-30 Portfolio (one page).
>
> Annexes:
>
> Annex 1: Bibliography
>
> Annex 2: Desk Review Process and Observations
>
> Annex 3: Relevant Evidence from WoWs in Action Country Case
>
> Annex 4: Any other annex specific to each WoW

WoWs topics are complementing pathways that intersect and overlap and strengthen each other. A preliminary **thematic analysis** was conducted to define and efficiently manage areas of overlap among the WoWs. The process started with a reading of the 2030 Strategy, to decide whether any WoWs should be merged (e.g., if topics are strongly overlapping and will draw on the same evidence base, to increase project efficiency). IAES-EF conducted a preliminary analysis of potential overlaps between the four topics of WoWs (1, 2, 4 and 5, see Table 1).

All four topics reflect different lenses through which CGIAR is seeking to transform FLW systems:

- ST is the overarching integration approach.
- Multiple transformation pathways adds contextual flexibility.
- Innovative finance brings enabling resources.
- Risk management and resilience introduces responsiveness and adaptation.

High to moderate overlapping was found between three topics, as outlined in Figure 3.

More details about the preliminary analysis of potential overlaps can be found in Annex 4. Given the potentially high overlap between the System Transformation and Multiple Transformation Pathways, these two summaries will be assigned to the same consultant, who has combined skills in both topics. The output will be one report covering both topics.

Lastly, the Senior Evaluation Manager, together with the Evaluation Analyst, will conduct a **field visit** in a selected country to further collect examples and cases, and to explore how the topics and concepts for WoWs are operationalized across CGIAR programs and centers in one country. This effort will couple with a separate scoping exercise for future (scoping and testing) country-level evaluations, as per the IAES-EF 2025 workplan.[8] Criteria for country selection are diversity of programs and topics, existence of a SPIA country study, and the number of centers operating in the country. IAES identified Uganda as a suitable country for the field visit.

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[8] One field visit will address both country (1 of 2) scoping and WoWs in context. This is an efficiency measure, in a time when EF is working with a base budget scenario and considers staff level of effort towards duty travel.

Figure 3: CGIAR overlapping WoWs heat map
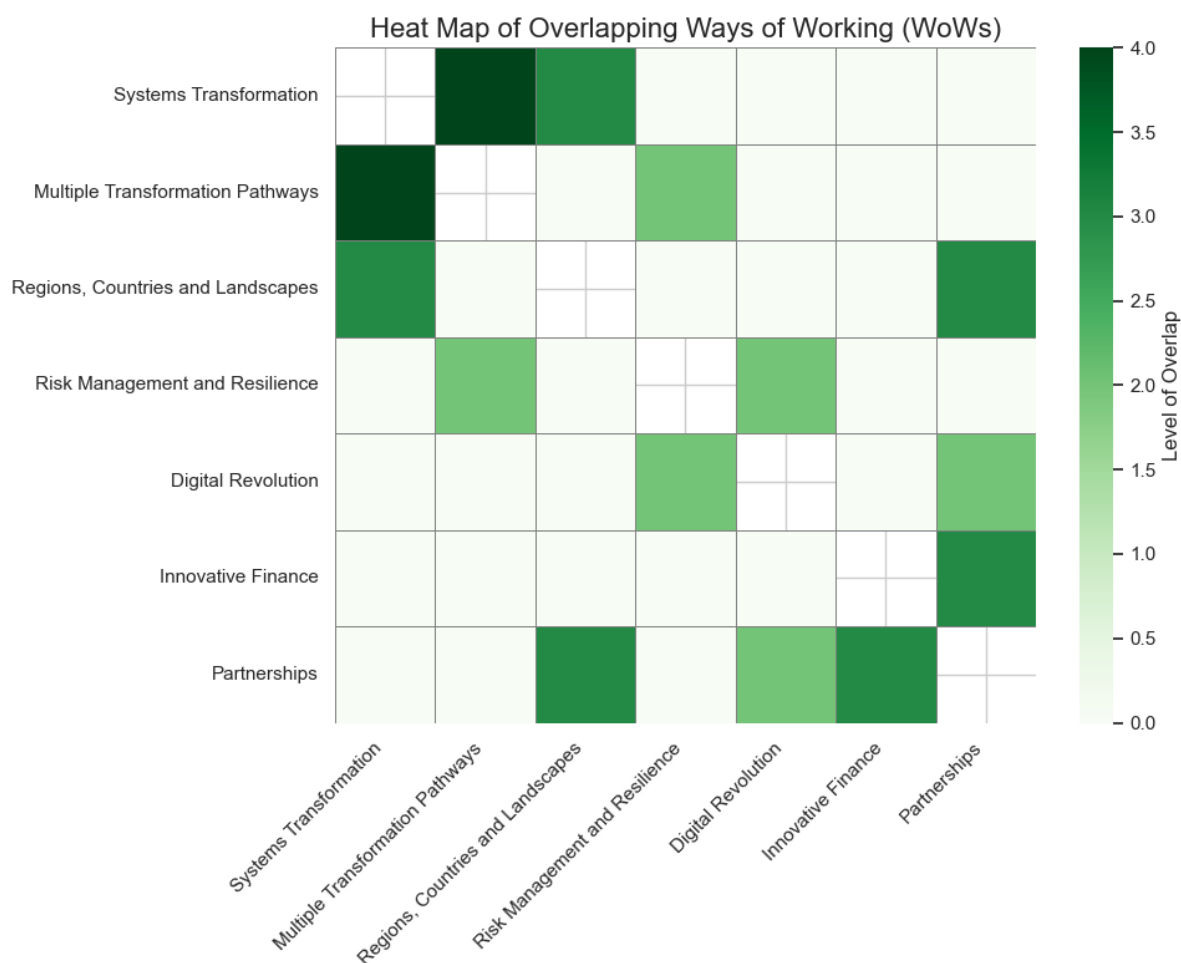
Box 2: Uganda case

In Uganda, the CGIAR Results Dashboard shows that implemented CGIAR projects were crosscutting across major themes, including agricultural development, livestock, climate change adaptation, food security nutrition, gender and social inclusion, technology and innovation, capacity building and training, market development, and value chains. Through these themes, and across research centers, CGIAR's programmatic work contributes to WoWs, as evidenced by 83 results reported under RIIs (aligning with regions, countries, and landscapes), 100 under Innovation Development and Innovation Use (aligning with the digital revolution), 306 under Knowledge Products, and six under Policy Change, aligning with Multiple Transformation Pathways (for 2022-24).

3.1 Engagement with Key Stakeholders and Users

Table 2: Key users and stakeholders to be involved in all WoWs

No.	Type/category	Engagement plan
1	SIMEC and SC	• Share ToRs and four final reports with SIMEC and SC for information and use. • Participate in dissemination events (optional).
2	IPB and respective sub-committees	• Provide feedback on four summary reports (July–September 2025). • Participate in a webinar (July–September 2025).
3	CGIAR management: Executive Managing Director and Office of the Chief Scientist	• Communicate the four reports to the Executive Managing Director. • Participate in the four webinars.
4	SPIA	• Invite SPIA to share any relevant studies with EF. • Share information about ToRs and the reports. • Invite SPIA to webinars.
6	ISDC	• Use ISDC-published reviews for the triangulation of evidence. • Invite an ISDC panel member to review one of the WoW summaries (systems transformation & multiple transformation pathways).
7	CGIAR management units: Portfolio Performance Unit (PPU) and Project Coordination Unit (PCU)	• Provide feedback on four summary reports (July–September 2025). • Participate in a webinar (July September 2025).
8	Key stakeholders and partners in Uganda	• Provide feedback on four summary reports (July–September 2025). • Participate in a webinar (July–September 2025).

Table 3: Specific key users and stakeholders to be Involved in each WoW

Specific to each WoW			
No.	WoW	Specific stakeholders to be engaged	Engagement plan and timeline
1 & 2	Systems transformatio	1. Leading staff of relevant P/As	• Review the annotated summary outline.

Specific to each WoW			
	n & Multiple Transformation Pathways	2. Board science and partnership committee chair or member	• Review the final report. • Participate in the webinar as a discussant or resource person.
3	Innovative Finance	1. IPB Board committee, cross-functional working group on innovative finance[9] (comprising IPB, senior staff and SC members) 2. Internal Audit	• Review the annotated summary outline on Innovative Finance. • Review the final report. • Participate in the webinar as a discussant or resource person.
4	Risk-Management and Resilience	1. Foresight Community of Practice 2. Leading staff of relevant P/As.	• Review the annotated outline of the summary. • Review the final report. • Participate in the webinar as a discussant or resource person.
5	Digital Revolution	1. Interim deputy director for the digital transformation accelerator 2. Internal Audit (per appointment by Head AI) 3. Individuals working on centralized digital solutions e.g., PRMS 4. IFPRI 5. Internal Audit: relevant staff working on meta data	• Review the annotated outline. • Review the final report. • Participate in the webinar as a discussant or resource person.

The specific stakeholders will be refined and elaborated through a snowball approach, overall keeping to a manageable number of a representative group to balance participation with process efficiency.

3.2 Sampling Approach and Data Sources

The approach of WoWs summaries is to compile learning, findings, lessons and recommendations, not only SC-commissioned independent process and performance evaluations organized by IAES-EF and related syntheses, but also from other sources. These would include any relevant materials from: ISDC, SPIA, the CGIAR Internal Audit, CGIAR center-led evaluations and studies. A focused literature review per WoW topic would further enrich such an exercise. As a preliminary step, MAXQDA software was used to code a sample of documents collected to date (see Table 5) and identify document relevance by analyzing the occurrence of specific keywords. Word Search, an analytical function in the software, gave the key word density and this helped categorize the data according to the topics of the different WoWs (see Annex 3). For the desk review, the timeframe for the IAES evaluation products is five years and external resources to be reviewed is limited to ten years.

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[9] SC21 notes, forthcoming.

Table 4: Pre-selected documents for desk review

No.	Type and owner of documents	Sampling model	Publication pages	No. of documents (as per the preliminary desk review)
1.	IAES-EF evaluations and reviews	All (2021-25), see Annex 4	IAES Website	9
2	CGIAR center-led evaluations and studies	Purposive sampling	CGspace	7
3	CGIAR system-led studies and reviews	Purposive sampling	CGspace	6
4	ISDC Reviews	Purposive sampling of published reviews and technical notes	ISDC Website	10
5	SPIA studies and assessments	Purposive sampling of published reports	SPIA Website	8
6	Literature review	Focused sampling	Several sources	4 To be completed at the inception phase by the senior consultant assigned to each WoW.

3.3 Considerations and Limitations

Key considerations and limitations in Implementing the ToR summaries:

- Unlike the Partnerships Knowledge Product currently being finalized by EF (which used a formal CGIAR reference framework to guide design, analysis, and reporting), the five WoW topics in this ToR lack similar established frameworks. The CGIAR Strategy provides basic descriptions and key implementation elements. This information served as a base to draw the scope for each WoW summary and for developing questions to which reports will provide answers.

- Preliminary analysis indicates an overlap among WoW topics. This will be managed through a staggered approach (annotated outline reviewed by consultants and IAES and then the actual report); grouping highly overlapping WoWs will also reduce duplication and leverage logical synergies.

- Engaging all relevant stakeholders with a user-focused approach is hampered due to time constraints and evolving institutional roles during the inception phase of the Portfolio 2025-30. This inception phase ends with the submission of Inception Reports (IRs) to the ISDC by 30 June 2025. WoWs teams will conduct a forward-looking quick review of the IRs, focusing on how WoW topics are integrated into P/As. The finalization of director-level positions may invite others to, e.g., review or comment on draft reports or participate in webinars. Additional time may be granted to WoWs'

consultants to incorporate new information as needed, within the limits of the approved overall project budget.

4 Timeline, Milestones, Knowledge Management and Dissemination

The main outputs will be up to four **reports** and up to five **briefs**. To support dissemination, a **thematic webinar** series will be organized. The work will be conducted from April through November 2025 by a team of up to four senior external consultants, supported by an evaluation analyst. IAES EF assigned the management of WoWs summaries project to the Senior Evaluation Manager, with oversight from the EF Lead and the IAES Director. The deliverables and milestones are summarized in the table.

Table 5: Key milestones, deliverables and timeline

Milestones	Purpose/content	First responsible	Length/Format	Timeline (all in 2025)*
Concept Note	The concept note guides the development of the ToRs of the four WoWs summaries and serves as a reference for communication with key stakeholders involved in their preparation.	IAES –EF	2 pages	April
ToRs	ToRs covers the framework of the four WoWs. The development will be guided by the Guidance on ToR Guidelines, to define objectives, deliverables, roles, timelines, and stakeholder engagement processes. They will also guide the use of existing evaluations and literature to ensure alignment with CGIAR's Evaluation Framework. They will be disseminated to SIMEC for information. The document was reviewed by Marlene Roefs, Evaluation Reference Group (ERG) member.	IAES–EF	20 pages + annexes	15 May
Four Annotated Outlines	External consultants will prepare annotated outlines for the four WoW summaries (two WoWs were combined due to overlap). These will present preliminary findings from the summaries based on a desk review. The outline (see Annex 5) will be subject to internal review by IAES and up to two selected key stakeholders.	External consultants supported by one IAES Evaluation Analyst	5 pages + annexes	June 10th for Innovative Finance Mid-July for the three others.
Four Draft Reports	Following feedback and recommendations from the IAES and selected key stakeholders, the consultants will continue working on the draft reports. Draft reports will be subject to internal (IAES) and external reviews (up to three per report). Draft reports will be also shared with key stakeholders for feedback.	External consultants supported by one IAES Evaluation Analyst	10 pages + annexes	June-September (concrete dates by WoW will be communicated with the relevant stakeholders)

Milestones	Purpose/content	First responsible	Length/Format	Timeline (all in 2025)*
Four Webinars	Key report findings will be presented in four thematic webinars. The webinar will serve as an opportunity to share insights, foster dialogue, and gather feedback from stakeholders. This format will encourage knowledge exchange, strengthen stakeholder engagement, and ensure that diverse perspectives are also reflected in the final report.	Joint IAES with External consultants supported by one IAES Evaluation Analyst and the IAES EF Knowledge Management and Communication KM&COM consultant	One hour for each WoW, online format	July–September 2025 (concrete dates by WoW will be communicated with the relevant stakeholders)
Four Final Reports	Senior consultants will incorporate feedback from reviewers, notes from the field visit (will be shared by EF) and the webinar discussion. These reports will be ready for sharing and publishing on CGIAR websites and dissemination channels.	External consultants supported by one IAES Evaluation Analyst	10 pages + annexes (the combined WoWs may exceed 10 pages)	15 July
Five Briefs	A concise two-page summary of the report, tailored for decision-makers and high-level stakeholders (e.g., IPB, GLT, SIMEC, SC). Each brief will present a synthesis of key findings, strategic insights, and priority actions emerging from the full report. Briefs will highlight critical trends, and potential areas of strategic investment where there is evaluative evidence gap.	External consultants supported by one IAES Evaluation Analyst	2 pages	7 July
Synthesis of the WoWs summary	This product will compile learning across seven WoWs and will provide strategic guidance to the CGIAR on the WoWs approaches linking to impact areas. The Synthesis will be prepared in time for SC23 pre-reading.	External consultant supported by EF	4 pages	November 2025

5 Management, Roles and Responsibilities

The CGIAR SC is the WoWs summaries commissioner, with work organized by IAES. In line with the CGIAR Evaluation Framework and Policy (2022), CGIAR management share leadership and mutual responsibility for the conduct and use of results of independently conducted evaluation activities.

5.1 Timeline and Deliverables

Figure 4: Timeline of WoW summaries development

The figure below indicates the timelines for the WOW summaries development from April through November.
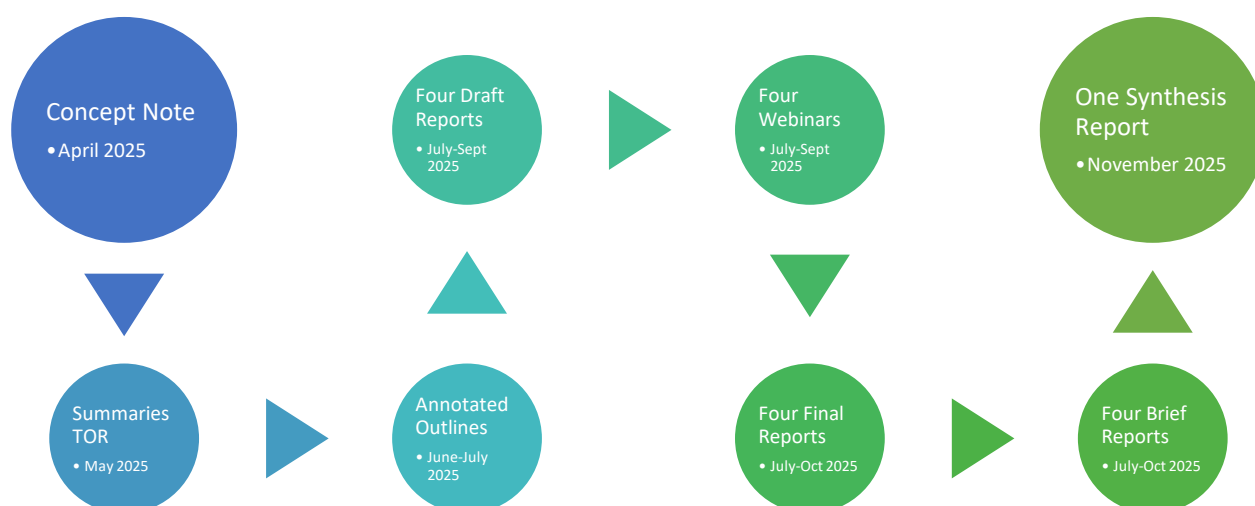
5.2 CGIAR Management Engagement

Designed as learning products, formal Management Responses (MRs) are not required for these summaries nor are an endorsement from SIMEC and SC. Nonetheless, WoW summaries will actively involve CGIAR's governance and management bodies at different stages (see section 2.5 Engagement with Key Stakeholders and Users).

5.3 Independent Advisory and Evaluation Service (IAES)

IAES is responsible for planning, conducting the initial design, managing senior consultants' selection from its roster and contracts, and initiating and managing the workflows of WoW summaries. The latter is done in a way that ensures the quality of summary reports, as well as the timely delivery of high-quality key outputs. IAES is also responsible for ensuring the compliance of processes and products with the Evaluation Framework/Policy (2022) and the IAES mandate (see IAES ToR).

The IAES-EF, in capacity of evaluation manager, is specifically responsible for: (1) selecting, contracting, and convening WoW consultants; (2) contractual arrangements; (3) monitoring and supervision of the consultants against agreed ToR and contracts; (4) facilitating access relevant resources as required in the summary reports draft process; (5) coordinating QA and validation; (6) guidance and support on documentation (e.g., required templates, editorial services and graphics); and (7) developing a knowledge management approach and products. WoW consultants, including external experts and evaluation analysts with the manager appointed from IAES-EF, will ensure they undertake adequate consultation with relevant stakeholders as needed in the process.

IAES will follow its layered QA system to ensure the WoW process and **outputs**, which involves a review by IAES, and external peer review by selected experts and members of the ERG, including other people within the CGIAR system. Quality assurance (QA) groups will be called upon to interrogate the WoW methodology and findings. For validation, IAES will circulate draft reports to CGIAR, for optional comments. The final reports consequently represent the contractual basis for the consultants' final payments. Reports will be published by IAES on its website, with citation to IAES.

5.4 External Consultants

WoW consultants will need to have in-depth knowledge of the CGIAR system (history and recent developments), strong methodological skills in research and/or evaluation (document analysis method), and webinar facilitation skills. Specific technical skills are also required for each WoW:

Table 6: External consultants expertise

	WoWs	Topics of expertise
1	Embracing a **Systems Transformation** approach, seeking multiple benefits across five SDG-linked Impact Areas	• Evaluation of multi-sectoral programs–across environment, nutrition, livelihoods, climate, and equity • Gap analysis in systems research • Metrics and indicators for ST • Integration of impact areas • Policy analysis and advocacy • Capacity development & institutional strengthening
2	**Multiple Transformation pathways**	• Knowledge of diverse agricultural, FLW systems • Trade-off and decision analysis • Economic and social science research • Stakeholder engagement and knowledge translation
3	Harnessing **Innovative Finance** to leverage and deliver research through new investment and funding models	• Innovative finance and investment models • Private sector and industry engagement • Climate and global fund management • Legal and policy frameworks • Risk and innovation funding
4	Targeting **Risk-Management and Resilience** as critical qualities for FLW systems	• Systems resilience and adaptation • Foresight and scenario planning • Risk management tools and partnerships • Monitoring, Evaluation & Learning (MEL)–skills in tracking, assessing, and adapting strategies based on evolving risks and new data • Policy and capacity development
5	Making the **Digital Revolution** central to WoW	• Digital innovation and emerging technologies–AI, machine learning, big data, and digital solutions for agrifood systems • Data access and use-Strong understanding of data-sharing principles (FAIR: Findable, Accessible, Interoperable, Reusable) and digital inclusion for small-scale farmers • Private sector and development partnerships • Digital learning and knowledge exchange.

Annexes

Annex 1. WoWs Description & Key Implementation Elements

WoW	Description	Key Implementation Elements
a. Embracing a systems transformation approach, seeking multiple benefits across five Sustainable Development Goal (SDG)-linked Impact Areas	Embrace a systems-transformation approach for FLW systems, seeking multiple benefits across five SDG-focused Impact Areas. CGIAR has a strong track record of impact through plant and animal sciences, particularly breeding and health. Now it is time for CGIAR to strive for a similar level of impact through integrated systems research. The pursuit of impacts across environment, livelihoods, equality, nutrition, and climate collectively rather than on separate tracks will often require more interdisciplinary and transdisciplinary approaches. Such work will inevitably go beyond the farm gate into broader landscapes and food systems. This ambition is encapsulated in CGIAR's Action Area on Systems Transformation (ST)—but will be embedded throughout all CGIAR work.	✓ Interdisciplinary research design that brings together social, economic, environmental, and health considerations. ✓ Use of foresight and trade-off assessment during project development and implementation. ✓ Inclusion of all five Impact Areas in assessment criteria for all CGIAR Initiative designs and reporting requirements. ✓ Specific gap filling in systems research, recognizing that science alone does not create systems change and stimulating the need for research on technological, environmental, and institutional processes. ✓ Focus on specific scientific contributions to wider agendas for transformation, feeding into impact pathways that, even while incremental on their own, can play a part in unlocking wider change and broader benefit to society. ✓ Develop CGIAR's capacity in systems research.

WoW	Description	Key Implementation Elements
b. Multiple transformation pathways	Multiple transformation pathways that are appropriate to different contexts. Both sustainable intensification and agro-ecological approaches will help identify such pathways adapted to the huge diversity of agriculture, FLW systems. As no one size fits all, the challenge is to help stakeholders make decisions and manage tradeoffs in different contexts. CGIAR will contribute to current and future debates with scientific knowledge on different options for change —and will aim to be a balanced and trusted research for development organization that provides evidence for the optimization of choices regarding FLW systems.	✓ Provision of knowledge on different pathways and innovations, or a mix of pathways. ✓ Work with research users to improve understanding and distribution of benefits, costs, and risks associated with competing options. ✓ Economic and social sciences research to improve knowledge on incentives and drivers for different pathways. ✓ Focus on tactical entry points to use science to support system change, rather than attempting to tackle the entire system.
c. Harnessing innovative finance to leverage and deliver research through new investment and funding models	Harnessing innovative finance to leverage and deliver research through **new investment models**. CGIAR will become more closely involved in innovative finance, working with partners to inform their investments while also sourcing new funding streams for CGIAR work. This work will explore **partnerships** and financial streams beyond agriculture, in sectors such as health, water supply and sanitation, disaster prevention and preparedness, and security. Additionally, alignment and **framework agreements with international finance institutions**, including **regional development banks,** will help to embed innovations in loan programs and support the implementation of new programs. Increased attention will be paid to **private and innovative funding sources**, including corporate social responsibility, philanthropy (e.g., trusts, foundations, and high net worth individuals), shared	✓ Industry liaison and **intellectual property function** to support targeted **private sector investment** to scale innovations. ✓ Capacity established to implement, and project manage, **climate finance** and other global funds. ✓ A hub to advance global **legal frameworks** to incentivize financial contributions. ✓ An **innovation fund to support smaller, higher-risk areas** of science and innovation.

WoW	Description	Key Implementation Elements
	value partnerships, blended finance, and impact investing. Working with innovative finance externally will be complemented by innovative financing models internally to support higher-risk areas of science and innovation., for example through an innovation fund.	
d. Targeting risk-management and resilience as critical qualities for FLW systems	Target risk-management and resilience as critical qualities for FLW systems in a world where the climate crisis and emergence of new infectious diseases, such as COVID-19, demonstrate that rapid change, shocks, and tipping points are the new normal. From the outset, CGIAR work will consider vulnerability to multiple risks to food systems (e.g. zoonoses, degraded ecosystems, climatic shocks, market swings, political upheaval, migration) and how this vulnerability can be turned into resilience by reducing exposure where possible, building human and societal capacity, and managing the sensitivity of forest, water, farming, and food systems to the onslaught of systems shocks. Research, capacity development, policy engagement, and partnerships will explore multiple possible future scenarios, map major pathways for change, and aim to create solutions that are robust across multiple scenarios and contexts.	✓ Active use of foresight and trade-off tools. ✓ Generation of solutions that are demonstrably robust across multiple future scenarios and contexts. ✓ Greater collaboration with service-oriented partners, including lending and insurance sectors, on specific risk management tools. ✓ Build internal and external capacity in course corrections based on Monitoring, evaluation, and Learning (MEL).
e. Making the digital revolution central to WoW	Making the digital revolution central to WoW, leveraging the rapid global spread of digital technologies to change how agrifood innovation is done—using the best tools available (e.g., big data analytics, artificial intelligence) to enhance research, but also engaging digitally-empowered end-users to support them in improving their own access to and	Engage with private sector and development partners on developing both cutting-edge and context-appropriate digital solutions, including artificial intelligence, machine learning, and big data.

WoW	Description	Key Implementation Elements
	use of innovations and knowledge. CGIAR will facilitate the co-design of inclusive, transformative digital services across the food system, and help to build supporting innovation systems to accelerate their growth.	✓ Improved access to and use of data, information, and digital innovations by partners, with a focus on small-scale farmers. ✓ Active seeking of new digital applications to accelerate learning and exchange among partners. ✓ Principles of findability, accessibility, interoperability, and reusability for all CGIAR data.
f. Positioning regions, countries, and landscapes as central dimensions of partnership, worldview, and impact	Position regions, countries, and landscapes as central dimensions of partnership, worldview, and impact — as the source of demand, and as the location of co-design and co-delivery of innovation, capacity development, and policy change with partners. CGIAR will build on its deeply established presence in selected geographies and landscapes, embedded in strategic partnerships, to co-create agriculture and food systems innovations. CGIAR will work with national governments, regional entities, and funder platforms to set priorities for all work at country and regional levels. Coordination across CGIAR will provide an integrated offer and a single point of entry for partners at country and regional levels, nurturing strong partnerships and presence, and building shared accountability towards national and regional development goals.	✓ Active ongoing engagement with regional stakeholders to identify shared priorities, co-design activities, and cultivate critical research and development partnerships. ✓ Require all research design to define outcomes and impacts in specific regions, countries, and landscapes (e.g., across boundary river basin). ✓ Country strategies that contribute to regional and country policies and investment programs. ✓ Research objectives aligned with national and regional targets and plans. ✓ Commissioned evaluations to capture regional and country-level assessments of CGIAR success in meeting demand.

WoW	Description	Key Implementation Elements
g. Leveraging ambitious partnerships for change in which CGIAR is strategically positioned	Embedding research within ambitious alliances for change in which CGIAR is strategically positioned within broader innovation systems and transformation agendas aimed at achieving the SDGs. These involve key partners from national to global levels. CGIAR will work with partners before, during, and after research, to ensure that all activities in science, capacity development, and policy work are designed to respond to partners' needs and are delivered in ways that accelerate specific opportunities for change. Matching partnerships to the challenge, with greater diversity in the range of research and scaling partners—many beyond the agriculture sector—will be crucial for addressing wider systems transformation ambitions.	Key implementation elements: ✓ Identify useful points of entry for science and innovation in existing active partnerships among global and regional bodies, including from the private sector, public sector, and civil society. ✓ Co-communication and co-delivery within these partnerships. ✓ Adopt targets and metrics developed, used, and measured by partners at CGIAR Initiative-level. ✓ Commissioned evaluations to capture partners' assessments of CGIAR contributions to partners' agendas for transformation. ✓ Co-creation of innovations, particularly modest breakthroughs that may unlock wider systemic change, through interaction with partners.

Source: CGIAR 2030 Research and Innovation Strategy

Annex 2. List of Evaluative Studies and Evaluations 2021–24, Conducted by IAES–EF

No.	Title
1	CGIAR Science Group Evaluations: Genetic Innovation. Report (2024); Annexes; Management Response
2	CGIAR Science Group Evaluations: Resilient Agri-food Systems. Report (2024); Annexes; Management Response
3	CGIAR Science Group Evaluations: System Transformation. Report (2024); Annexes; Management Response
4	Evaluability Assessment Review of Four Regional Integrated Initiatives. Synthesis (2024); Management Response
5	CGIAR Genebank Platform Evaluation. Report (2024); Annexes; CGIAR Management Response; Crop Trust Management Response
6	GENDER (Generating Evidence and New Directions for Equitable Results), Platform Evaluation. Report (2023); Annexes; Management Response
7	Evaluation of CGIAR Excellence in Breeding Platform Report (2022); Annexes; Management Response
8	Evaluation of CGIAR Platform for Big Data in Agriculture. Report (2021); Annexes; Management Response
9	Review of CGIAR Management Response System to Independent Evaluations. Report (2025) and Annexes.

Annex 3. Preliminary Desk Review

The following summary was generated using a Large Language Model (LLM) specifically ChatGPT. The table below presents a curated selection of recent evaluations and studies conducted by CGIAR's Evaluation Function (EF), Independent Science for Development Council (ISDC), and Standing Panel on Impact Assessment (SPIA). It introduces a diverse range of publications spanning from 2017-25, each mapped to CGIAR's Ways of Working (WoWs). Descriptions reveal that these documents collectively explore broad and interconnected topics such as systems transformation, food systems innovation, climate change mitigation and resilience, digital and data-driven agriculture, research prioritization, gender equality and social inclusion, regional and country-specific Initiatives, and approaches to risk management. Additionally, the publications assess the quality of science (QoS), the effectiveness of partnerships and capacity development, and the impact of research across various CGIAR programs.

This is a provisional list and not conclusive. During the inception phase each team will finalize the preliminary list and each team will update the relevant documents.

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description
	EF Evaluations				
1.	CGIAR's Management Response System to independent evaluations	Digital Revolution/Multiple Transformation Pathways	2024/2025	Review	The review evaluates how various multilateral organizations, including CGIAR, manage and respond to evaluation recommendations to foster accountability, learning, and effectiveness. Prompted by gaps identified in CGIAR's 2019 MOPAN assessment especially around accountability and lesson uptake the study benchmarks CGIAR's management response (MR) system against that of

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description
					peer organizations such as UNDP, GEF, UNITAR, FAO, and AfDB.
2.	CGIAR Genebank Platform: Evaluation Report	Innovative Finance/ Scientific Evidence on Multiple Transformations/Risk Management and Resilience	2024	Evaluation Report	CGIAR's Independent Advisory and Evaluation Service (IAES) conducted an evaluation of the Genebank Platform from 2017-21 to assess its efficiency, effectiveness, and sustainability in managing crop collections. The evaluation aimed to support Crop Trust and CGIAR institutional learning, provide evidence on the platform's performance, and identify good practices and lessons. Evaluation findings will inform decision-making for the CGIAR System Council, Genebank CRP management, and other relevant stakeholders.
3.	Genetic Innovation Science Group: Evaluation Report	Digital Revolution/Systems Transformation/Innovative Finance/Partnerships/Risk Management and Resilient Systems	2024	Evaluation Report	The report sought to understand how well GI SG activities aligned with national and regional needs, including those of farmers and end-users. It also aimed to identify challenges in breeding programs, such as integration with genebanks and other SGs, while highlighting successes in market intelligence, partnerships, and gender inclusion. Ultimately, the goal was to provide actionable recommendations for improving strategies and practices to ensure

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description
					sustained impact in crop breeding and food systems.
4.	Systems Transformation Science Group Evaluation	Systems Transformation	2024	Evaluation Report	In 2024, the CGIAR published the Systems Transformation Science Group Evaluation offers a comprehensive assessment of the 12 Initiatives under the Systems Transformation (ST) Science Group (SG) from 2022-24. The report evaluates how the group contributed to transforming food, land, and water (FLW) systems within CGIAR's five impact areas; climate, environment, nutrition, poverty, and gender. It reveals that while the ST Initiatives generally upheld high scientific quality and credibility publishing widely in peer-reviewed journals and engaging in interdisciplinary research there were notable challenges in coordination, stakeholder engagement, funding stability, and translating strategies into national-level impacts.
5.	Synthesis Review of Evaluability Assessments of the Four Regional Integrated Initiatives, CGIAR	Systems Transformation/Regions, Countries, and Landscapes/Innovative Finance/Generating	2024	Evaluation Report	The report evaluates the readiness of four CGIAR Initiatives providing insights and recommendations to enhance their effectiveness and accountability. The Synthesis Review focuses on the evaluability assessments (EAs) of four Regional Integrated Initiatives (RIIs) conducted by CGIAR; Fragility to

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description
		Scientific Evidence on Multiple Pathways			Resilience in Central and West Asia and North Africa (F2R-CWANA); Asian Mega Deltas (AMD; Transforming Agrifood Systems in South Asia (TAFSSA); West and Central African Food ST (WCA).
6.	Resilient Agrifood Systems Science Group: Evaluation Report	Risk Management and Resilience/Systems Transformation/Generating Scientific Evidence on Multiple Pathways	2024	Evaluation Report	The report provides a comprehensive evaluation of CGIAR's Resilient Agrifood Systems (RAFS) SG from 2022 to early 2024. The report assesses the group's effectiveness in addressing global agrifood challenges through 15 research Initiatives aimed at improving food system resilience, productivity, and equity.
7.	CGIAR GENDER Platform: Evaluation Report	Systems Transformation/Innovative Finance/Risk Management and Resilience	2023	Evaluation Report	The CGIAR GENDER Platform Evaluation Report assessed the performance of the GENDER Platform (formerly GENDER) from January 2020 to October 2022, with the goal of documenting lessons learned, best practices, and providing forward-looking recommendations for the transitioned CGIAR GENDER Impact Platform. The evaluation focused on the Evidence, Methods, and Alliances modules of the Platform and employed a theory-based, utilization-focused, participatory, and feminist approach.

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description
8.	Evaluation of CGIAR Excellence in Breeding Platform	Innovative Finance /Generating Scientific Evidence on Multiple Transformations Pathways	2022	Evaluation Report	The evaluation assessed the design, implementation, and achievement of the Excellent in Breeding (EiB) Platform's objectives based on the evaluation criteria of relevance, coherence, effectiveness, efficiency, and sustainability. It highlighted the Platform's role in modernizing breeding programs and increasing genetic gains but noted challenges such as lack of buy-in from partners and a perceived top-down approach.
9.	Evaluation of CGIAR Platform for Big Data in Agriculture	Digital Revolution/Systems Transformation	2021	Evaluation Report	The evaluation assessed the design, implementation, and achievement of the Platform for Big Data objectives, along the CGIAR Evaluation Policy and OECD/DAC evaluation. It highlighted that while stakeholders found the Platform's outputs relevant, they struggled to unify diverse data management approaches across centers and lacked strong gender responsiveness. Despite integrating capacity development activities guided by the CGIAR Capacity Development Framework, awareness about the Platform's mandate among stakeholders was limited, affecting engagement quality. While awareness of Open Access/Open Data principles increased, evidence of tool usage, such as GARDIAN, was weak.

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description
	ISDC Publications				
1.	ISDC Feedback on CGIAR Portfolio Narrative 2025-2030	All WoWs	2024	Assessments and commentaries	This document provides a detailed review of the CGIAR Portfolio from 2025-30, focusing on how it is set up, its themes, and some feedback on the annexes. It covers aspects like project relevance, scientific credibility, legitimacy, and effectiveness, while also touching on co-design processes and strategic shifts from production to systems-based approaches.
2.	ISDC Review of 2025-2030 Research & Innovation Portfolio Proposals	All WoWs	2024	Review	This is a review of CGIAR's research and innovation portfolio proposals structured around the four key elements of Quality of Research for Development (QoR4D)—relevance, scientific credibility, legitimacy, and effectiveness.
3.	Responding to Evolving Megatrends Interim Report: CGIAR Gender Equality, Youth,	Systems Transformation	2024	Strategic & Synthesis Study	The document analyzes how global megatrends—such as climate change, geopolitical instability, shifting health challenges, digital transformation, and socioeconomic inequality—are evolving and

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description
	and Social Inclusion Impact Area				interacting to disproportionately affect women, youth, and marginalized groups in agrifood systems.
4.	Identifying and Using CGIAR's Comparative Advantage	All WoWs	2022	Technical Note	The document presents a framework for applying comparative advantage (CA) to enhance CGIAR's research effectiveness and collaboration. It explains how CA defined by relative trade-offs in producing outputs—can help align CGIAR's efforts with its strengths, avoid inefficiencies, and identify productive partnerships
5.	ISDC Review of 19 Initiative Proposals	All WoWs	2021	Review	The review assesses proposals against 17 quality criteria derived from the QoR4D framework and the Eschborn Principles, focusing on elements such as scientific relevance, credibility, legitimacy, and effectiveness.
6.	Incubating Innovation: A One CGIAR Culture and Mindset	All WoWs	2021	Brief	This discussion brief prepared for the 14th CGIAR System Council Meeting complements the ISDC-moderated reviews of CGIAR's 19 Initiative proposals and the Companion Document to the 2022–2024 CGIAR Investment Prospectus. The Brief establishes some of the core topics that will serve as the heart of

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description
					an ISDC-convened Science Forum Series included in its multi-year workplan for 2022-24. The Brief contains specific and actionable recommendations for System Council.
7.	Food and Agriculture Systems Foresight Study Implications for climate change and the environment	Risk Management and Resilient Systems/Systems Transformation/ Digital Revolution	2020	Synthesis Report	The study focuses on the implications of recent foresight studies for CGIAR research for development as it relates to impact areas of climate and environment. It synthesizes a set of 11 key documents selected by the ISDC. The reports vary substantially in their specific *foci* and the parts of food systems they address (e.g., agriculture, value chains, consumers). Several of them focus on specific food system developments (such as technological advances) and their effects.
8.	Tradeoff Analysis of Agri-Food Systems for One CGIAR	Systems Transformation/Risk Management and Resilience/Generating Scientific Evidence on Multiple Pathways	2020	Report	This report describes how Tradeoff Analysis (TOA) of agrifood systems can contribute to the One CGIAR mission of ending hunger by 2030. This can be done through science to transform FLW systems in a climate crisis. Science and industry recognize TOA as a valuable analytical tool to inform choice among management options for complex systems with uncertain, incommensurate, multi-dimensional outcomes.

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description
9.	Public Agricultural Research in an Era of Transformation: The Challenge of Agri-Food System Innovation	Systems Transformation/Generating Scientific Evidence	2019	Study	The study explores the way the sustainable development agenda reframes innovation concepts, practices and policies and the implications of this for CGIAR and other public agricultural research organizations.
10.	ISPC Assessment of the Platform on Big Data revised proposal (2017-2022)	Digital Revolution	2017	Proposal	CGIAR and its partners generated a rich and complex mix of multi-location, multidisciplinary data and associated information. There is wide recognition that more could, and must, be done to ensure that these data are made accessible for sharing, interrogation, or repurposing–and that this would represent a significant International Public Good.
SPIA Publications					
1.	SPIA Uganda Report: Agricultural Diversity Under Stress	Systems Transformation/ Multiple Transformation Pathways/Risk Management and Resilience	2025	Study Report	The report provides a comprehensive assessment of the reach and impact of CGIAR-related agricultural innovations in Uganda over the past two decades. The report integrates nationally representative data, including DNA fingerprinting of six major crops (maize, cassava, banana, beans,

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description
					sweet potato, and groundnuts) to assess the adoption of improved crop varieties and livestock innovations.
2.	SPIA Ethiopia Report 2024:Building Resilience to Shocks	Risk Management/Regions, Countries, and Landscapes/Digital Revolution	2024	Country Report	The report documents the reach of CGIAR-related agricultural innovations in a comprehensive manner across the core domains of CGIAR research activity: animal agriculture; crop germplasm improvement; natural resource management; and policy research.
3.	Measuring the Impact of Integrated Systems Research: Promising Approaches and Why CGIAR Needs to Care	Systems Transformation/Generating Scientific Evidence	2021	Brief	This report explores the challenges and opportunities of measuring the impact of Integrated Systems Research (ISR) in CGIAR. The paper emphasizes that institutional and structural barriers not just technical ones hinder ISR effectiveness, and advocates for system-wide reforms in CGIAR to support complex, long-term research that addresses sustainability and ST.
4.	DNA Fingerprinting for Crop Varietal Identification: Fit for purpose	Digital Revolution/Multiple Transformation Pathways	2020	Strategic & Synthesis Studies	This study provides guidance to agricultural researchers wanting to integrate DNA fingerprinting of crop varieties into their field research. The authors draw on experience from several methodological

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description
	protocols, their costs and analytical implications.				experiments from the past six years, and a technical workshop on DNA fingerprinting methodology convened in 2018.
5.	The Impacts of Conservation Agriculture on Resilience to Weather Shocks in Zimbabwe	Risk Management and Resilience	2019	Briefing Note	The study examines the effects of conservation agriculture on smallholder farmers' resilience to weather shocks in Zimbabwe, using data from 728 households over four years. Despite CA's potential to mitigate climate risks, its adoption remains low due to implementation costs and limited benefits in average weather. The study highlights the importance of considering context-specific trade-offs when promoting CA as a climate adaptation strategy.
6.	Documenting the Impact of Widely-Adopted CGIAR Research Innovations	Digital Revolution/Systems Transformation	2018	Technical Note	This note summarizes a recent effort by the ISPC's SPIA to build evidence demonstrating how CGIAR research may have affected such longer-term and broader dimensions of life in developing countries.
7.	Does Modern Technology	Digital Revolution	2017	Technical Note	This technical note re-examines the 214 papers identified by Loevinsohn and colleagues in their 2013

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description
	Increase Agricultural Productivity? Revisiting the Evidence from Loevinsohn et al.				report to the UK Department for International Development (DFID) on the circumstances and conditions under which technology adoption results in increased agricultural productivity. That report produced no clear evidence-based guidance on such circumstances and conditions.
8.	Crop Improvement, Adoption and Impact of Improved Varieties in Food Crops in Sub-Saharan Africa	Systems Transformation	2015	Book and Book Chapters	This volume provides up-to-date estimates of adoption outcomes and productivity impacts of crop variety improvement research in sub-Saharan Africa. The book reports on the results of the Diffusion and Impact of Improved Varieties in Africa (DIIVA) Project that focused on the varietal generation, adoption and impact for 20 food crops in 30 countries. It also compares adoption outcomes in sub-Saharan Africa to those in South Asia and guides future efforts for global agricultural research.

CGIAR system-led studies and reviews

1.	CGIAR Portfolio Practice Change 2023	All WoWs	2024	Annual Report	This report forms part of CGIAR's Technical Reporting Arrangement and provides an update on key aspects of Performance Management and Project Coordination progress for 2023. The report covers the

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description
					portion of the CGIAR Portfolio that includes Initiatives, Impact Platforms and Science Group Projects (nearly 40% of the 2023 CGIAR Portfolio by funding) and does not relate to center-managed bilateral projects.
2.	Artificial Intelligence (AI) strategy for transforming global food systems	Digital Revolution	2024	Strategy (working document)	CGIAR's AI Strategy for transforming global food systems outlines a comprehensive plan to leverage AI for accelerating the transformation of global food systems. Centered on innovation, human centered design and sustainability, it sets a vision to improve efficiency, optimize operations, enhance customer experience, and support growth initiatives in AI solutions. Through a value-driven approach, CGIAR will ensure responsible AI deployment, aligning with core principles of fairness, transparency, accountability, and safety. The strategy also provides a roadmap for implementing a robust AI governance model and strengthening the necessary operational capacities.
3.	Developing CGIAR 2025-2030 Digital Transformation Strategy	Digital Revolution	2024	PPT	The presentation titled Developing CGIAR 2025-30 Digital Transformation Strategy presented for consultation and feedback at the 29th System Board Meeting (SB29)–Agenda Item 12 outlines the benefits and opportunities available for CGIAR to leverage the

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description
					power of technology and data to transform the way it delivers value and accelerates impact. The document calls for a reimagined operating model for digital revolution that goes beyond digitizing and automating the current models.[10]
4.	CGIAR Portfolio Performance Management and Project Coordination Practice Change Report 2022	All WoWs	2023	Annual Report	This report forms part of CGIAR's Technical Reporting Arrangement and provides an 'under the hood' update on key aspects of Performance Management and Project Coordination progress for 2022. It relates specifically to the Pooled Funding portion of the CGIAR Portfolio.
5.	IF&RM 2023-24 Strategy Capturing the benefits of	Innovative Finance	2023	Strategy Working Document	The document outlines the strategy for the One CGIAR Innovative Finance and Resource Mobilization (IFRM) Global Group for 2023 and 2024 and how it will

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[10] [1] The strategy identifies five priority Action Areas: 1) System Council and OECD DAC funders; 2) emerging markets (e.g., Brazil, China, India, Qatar and UAE); 3) climate funds and finance; and 4) international financial institutions multilateral organizations and in-country grants and cultivate innovative and private finance. Each Action Area includes tailored engagement approaches, growth scenarios, and strategic assumptions to unlock funding potential. CGIAR's plan leverages its global presence, scientific expertise, and collaborative partnerships to align its research impact with donor priorities, particularly in areas such as climate resilience, food security, and sustainable development. With an emphasis on campaign-style fundraising, capacity building, and cross-system coordination, the strategy aims to position CGIAR as a key global partner for agricultural innovation and sustainability.

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description
	greater collaboration				contribute to implementing the Integration Framework Agreement (IFA).
6.	Toward Greater Impact: A CGIAR Engagement Framework for Partnerships & Advocacy	Partnerships/Innovative Finance	2022	Strategy Document	The document outlines a high-level, organization-wide approach to fostering effective, systemic, and strategic partnerships and advocacy efforts to advance the transformation of FLW systems in response to climate challenges. Developed through extensive consultation, the Framework emphasizes capacity sharing for development, private sector cooperation, and advocacy as key approaches. It includes guiding principles, partner typologies, segmentation models, stewardship roles, and support systems (such as discovery hubs, intelligence platforms, and innovation labs).
7.	Innovative partnerships for agricultural finance	Innovative Finance	2017	Report	This report highlights the learnings and summaries from a conference that brought together an impressive group of financiers, high-level agricultural experts, policymakers and practitioners to share lessons and best practices in designing and implementing blending. This conference focused on how public finance for smallholder agriculture can achieve the greatest possible leverage in terms of private investments in developing countries.

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description
8.	Fund Council Resource Mobilization Strategy	Innovative Finance	2014	Working Document	This paper covers how CGIAR plans to boost its fundraising efforts, including understanding the current donor landscape, setting financial goals, and building strong relationships with supporters.

CGIAR center-led evaluations and studies

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description
1.	Technical Report on Business Investment Decision (BID) Tool	Innovative Finance	2024	Technical Working Report	CIP developed the BID tool that offers structured formats for financial planning, investment analysis, and business growth, enabling users to make informed decisions.
2.	Sustainable Finance for the Transformation of Food Systems	Innovative Finance	2023	Book Chapter	International Center for Tropical Agriculture and International Water Management Institute scientists partnered to author a book for Development finance actors and the private sector will need to work cohesively to reduce the funding gap, reorient current financing, and increase capital resources for food-system transformation. Utilizing innovative financing instruments and mechanisms, such as

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description
					blended finance structures, to create attractive investment opportunities can catalyze food-system transformation through both public and private sector capital
3.	Food Systems Transformation: an introduction	Systems Transformation	2022	Briefing Note	This briefing note outlines four different views on food system transformation and provides insights on the extent to which these processes can be steered, and what stakeholders can do to accelerate change
4.	Innovative finance for sustainable landscapes	Innovative Finance	2020	Working Paper	This publication by Wageningen University explores some of the barriers that hinder external finance from making greater contributions to the sustainability of landscapes in the Global South. It provides insights into the potential of blended finance, green bonds and crowdfunding structures to contribute to bridging that gap. It is written for development organizations with little experience in leveraging private finance for local development and conservation and for future practitioners in this field.

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description
5.	Transforming Food Systems Under a Changing Climate Financing the transformation of food systems under a changing climate: key messages	Innovative Finance	2019	Brief	This briefing is part of Transforming Food Systems Under a Changing Climate, an Initiative led by the CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS), aiming to realize a transformation in food systems by mobilizing knowledge and catalyzing action. The initiative brings together leaders in science, business, farming, policy and grassroots organizations to identify pathways for transformation.
Literature Review					
1.	Review: Mitigating the risks posed by intensification in livestock production: the examples of antimicrobial resistance and zoonoses	Risk Management and Resilience	2020	Journal Article	This paper provides a review of the drivers of livestock intensification and the negative externalities that may arise from it in terms of zoonotic diseases and antimicrobial resistance. There is a need for livestock development plans to incorporate risk mitigation measures, including the development of supportive and contextually relevant policy frameworks and developing professional capacity across veterinary and public health sectors.

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description
2.	Climate Adaptation: Risk Management and Resilience Optimisation for Vulnerable Road Access in Africa: Change Management Guidelines.	Risk Management and Resilience	2019	Guidelines	The guidelines presented in this document acts as a supporting document to the Handbook and is specifically aimed at providing change management guidelines relating to non-engineering adaptation options.
3.	Innovative financial technologies to support livelihoods and economic outcomes	Innovative Finance /Digital Revolution	2018	Study Report	This report provides summaries of current research, evidence and lessons learned.
4.	Innovative Finance for Nature and People	Innovative Finance	2023	Study Report	This report presents the state-of-play, diagnostics, and recommendations for unlocking new financial resources for the conservation, sustainable use, and restoration of biodiversity in a socially inclusive manner, with a focus on two emerging instruments: biodiversity-positive carbon credits1 and nature certificates.

S/No	Title	Relevant WoW (based on coding)	Date of publication	Type	Description

Other relevant documents to WoWs:

1. CGIAR Independent Advisory and Evaluation Service (IAES). (2021). Synthesis of Learning from a Decade of CGIAR Research Programs. Rome: IAES Evaluation Function.
2. 3-Year System Business Plan Companion Document:
3. A Plan for a Fund Drive for Predictable Multiyear Contributions to the CGIAR System for the 2017 – 19 Period
4. Draft ToR towards a unified resource mobilization approach and strategy for the CGIAR
5. Remote Sensing for Impact Evaluation of Agriculture and Natural Resource Management Research: Guidelines for Use in One CGIAR
6. Agri-Food System Innovation: Reframing the Conversation
7. Innovations in microfinancing and insurance for de-risking small-scale farming
8. Project design and theory of change: Climate finance and innovative business models
9. A conceptual framework for agency and behavior change in agri-food systems transformation
10. CGIAR Evaluation Framework and Policy (2022)
11. CGIAR Evaluation Guidelines: Evaluability Assessments (2022)
12. CGIAR Portfolio Narrative 2025-30 and Portfolio by P/A
13. Integration Framework Agreement
14. Sample of proposals of 13 P/As: Policy Innovations Program and Food Frontiers and Security Program, Scaling for Impact Program Methods Paper (draft)
15. CGIAR Windows 1 and 2 Budget for 2025
16. ToR: Review of CGIAR's Management Response System to Independent Evaluations
17. CGIAR Performance & Results Hub 2025-30 Transition & Inception
18. Program/Accelerator Inception Report Template (11 March 2025)
19. 2025-27 Workplan for CGIAR's Independent Advisory and Evaluation Service (IAES) (SC/M21/DP5)

Annex 4. WoWs Topics Overlap Analysis

The following analysis was generated through AI (ChatGPT) after application of several prompts and information about CGIAR ways of working (WoWs). Description and activities will be implemented and then reviewed by the authors.

🔍 Overall Observation

All seven topics reflect different lenses through which CGIAR is seeking to transform food, land, and water (FLW) systems:

- **Systems Transformation** is the overarching integration approach.
- **Multiple Transformation Pathways** adds contextual flexibility.
- **Regions, Countries and Landscapes** anchors change geographically and institutionally.
- **Risk Management and Resilience** introduces responsiveness and adaptation.
- **Digital Revolution** provides transformative tools and accelerators.
- **Innovative Finance** brings enabling resources.
- **Partnerships** ensure alignment, co-creation, and delivery at scale.

1. 🔗 High Overlap: Systems Transformation & Multiple Transformation Pathways

- **Why:**
    - Both aim to achieve context-specific systems change.
    - Emphasize interdisciplinary approaches and managing trade-offs.
    - Support decision-making in diverse environments.
- **Shared themes:**
    - Use of science for complex decision-making.
    - Attention to contextual diversity.
    - Contribution to impact areas through different routes.

☑️ **Conclusion**: These two are strongly overlapping, with **Systems Transformation** offering the 'what' (ambition across impact areas) and **Multiple Transformation Pathways** the 'how' (routes tailored to context).

2. 🔗 Moderate Overlap: Systems Transformation & Risk Management and Resilience

- **Why:**
    - Both address complexity, uncertainty, and systemic shocks.
    - Use foresight and scenario planning tools.
    - Focus on adaptive capacity and institutional strengthening.
- **Shared themes:**
    - Resilience and robustness of systems.
    - Cross-sectoral thinking and future-orientation.

☑️ **Conclusion**: Complementary approaches—**Systems Transformation** sets broader goals, while **Risk Management and Resilience** ensures that systems can withstand and adapt to disruptions.

3. 🔗 *High Overlap*: *Systems Transformation & Partnerships*

- **Why:**
  - Systems change requires alliances across sectors and scales.
  - Both depend on co-design, co-delivery, and mutual accountability.
  - Emphasize alignment with SDGs and national priorities.
- **Shared themes:**
  - Collaboration as a lever for systemic impact.
  - Multi-stakeholder engagement.
  - Long-term shared ownership.

✅ **Conclusion**: Partnerships are a foundational modality for systems transformation—without them, scaling and legitimacy would falter.

4. 🔗 *Moderate Overlap*: *Regions, Countries and Landscapes & Innovative Finance*

- **Why:**
  - Regional development requires resource mobilization.
  - Both depend on aligning investment with national priorities.
  - Finance mechanisms support policy, innovation, and implementation at the regional level.
- **Shared themes:**
  - Demand-led development.
  - Country-driven investments.
  - Co-financing and scaling mechanisms.

✅ **Conclusion**: Financial innovation is a critical enabler for regionally anchored transformation, helping bridge the gap between ambition and delivery.

5. 🔗 *Moderate Overlap*: *Digital Revolution & Risk Management and Resilience*

- **Why:**
  - Digital tools enhance early warning, monitoring, and forecasting.
  - Both promote real-time learning and responsiveness.
  - Digital innovations improve access to data and decision-support tools.
- **Shared themes:**
  - Data-driven decision-making.
  - Anticipation of shocks and adaptation.
  - Improved system agility.

✅ **Conclusion**: The digital revolution provides the infrastructure for resilience—making systems smarter, faster, and more adaptive to change.

6. 🔗 *High Overlap*: *Partnerships & Regions, Countries and Landscapes*

- **Why:**
  - Both require deep, long-term engagement with national and regional stakeholders.
  - Co-design and alignment with national strategies are central.
  - Partners are the vehicles for change within specific contexts.
- **Shared themes:**

        o   Locally owned development.
        o   Shared accountability.
        o   Cross-sector collaboration at multiple levels.

☑ **Conclusion**: Partnerships are most meaningful when anchored in specific geographies, making this a highly practical and strategic overlap.

7. 🔗 Moderate Overlap: Digital Revolution & Systems Transformation

- **Why:**
    - o Digital tools accelerate innovation and knowledge dissemination.
    - o Both seek to improve system-wide efficiency, equity, and impact.
    - o Data and AI enable more integrated, forward-looking decisions.
- **Shared Themes:**
    - o Technological acceleration of change.
    - o Inclusive access to information.
    - o Enhanced research capabilities.

☑ **Conclusion**: Digital tools are catalysts of systems transformation—especially when designed inclusively and aligned with local needs.

Table 7: Summary of topic relationships (from most to least overlapping)

Topic A	Topic B	Level of Overlap	Rationale
Systems Transformation	Multiple Transformation Pathways	**High**	Shared approach to systemic change, context, interdisciplinarity
Systems Transformation	Partnerships	**High**	Systems change depends on co-creation and multi-stakeholder delivery
Regions, Countries & Landscapes	Partnerships	**High**	Deep local engagement requires long-term, cross-sector partnerships
Systems Transformation	Risk Management & Resilience	**Moderate**	Shared emphasis on foresight, capacity, and robustness
Multiple Transformation Pathways	Risk Management & Resilience	**Moderate**	Both are context-responsive and focused on adapting systems
Systems Transformation	Digital Revolution	**Moderate**	Digital tools enhance systems integration and forward-looking decisions
Risk Management & Resilience	Digital Revolution	**Moderate**	Digital tools enable forecasting, early warning, and adaptive capacity

Regions, Countries & Landscapes	Innovative Finance	**Moderate**	Regional programs need tailored financing; shared emphasis on scale-up
Systems Transformation	Regions, Countries & Landscapes	**Moderate**	Systems goals anchored in regional institutions and ecosystems
Innovative Finance	Risk Management & Resilience	**Low–Moderate**	Risk-sharing tools like insurance may link them
Innovative Finance	Systems Transformation	**Low**	Finance is a tool to deliver transformation but conceptually distinct
Innovative Finance	Multiple Transformation Pathways	**Low**	Possible alignment via funding specific pathways

Annex 5. Report Outline

The summary report for each Way of Working (WoW) should not exceed ten pages plus Annexes and will follow the structure provided below.[11]

1. **Background and Introduction (1 page)**
   - Rationale for focusing on the WoW topic
   - Context and relevance of the WoW topic in CGIAR
   - Executive Summary text box
2. **Objectives and Key Questions (½ page)**
   - Purpose of the summary
   - List of key questions the summary seeks to address
3. **Approach and Methodology (1 page)**
   - Overview of sources used and engagement with key stakeholders
   - Methods for evidence synthesis and analysis
   - Limitations
4. **Key Learnings (6 pages)**
   1. Summary Question 1
   2. Summary Question 2
   3. Summary Question 3
   4. Summary Question 4
   5. Summary Question 5
5. **Key Messages from the Summary (1 page)**
   - Findings, lessons and learning
   - Implications for future programming and investment
   - Strategic takeaways for CGIAR and partners
6. **Evidence Gaps & Looking Forward to the 2025-30 Portfolio (1 page)**
   - Identified gaps in current evidence and knowledge
   - Considerations for the 2025-30 CGIAR Portfolio

Annexes:

Annex 1: Bibliography

Annex 2: Desk Review Process and Observations

Annex 3: Relevant Evidence from the WoWs in Action Country Case

Annex 4: Any other annex specific to each WoW

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[11] The number of pages can be increased for the merged two WoWs: System Transformation and Generating Scientific evidence on multiple transformation pathways.

Annex 6. WoWs in Action: Uganda Case

For over four decades, CGIAR has played a vital role in Uganda's agricultural and environmental development, serving as a key partner in advancing national goals in food security, climate resilience, and sustainable land and water use. The diversity of CGIAR's presence in Uganda is reflected in the wide range of research centers and thematic initiatives operating in the country. For instance, between 2022 and 2024, all 13 CGIAR centers had presence and active programing in the country. These included AfricaRice, Biodiversity and CIAT, CIFOR, CIMMYT, CIP, CIRAD, ICARDA, IFPRI, IITA, ILRI, IRRI, IWMI, World Fish. In addition, NARO and other non-CGIAR organizations such as MUK, NCSU, RAMSEA, UWA as well UN body organizations such as the Food and Agriculture Organization (FAO) were operating in Uganda.

By 2021, Uganda had reported 41 Outcome Impact Case Reports (OICRs). OICRs are short reports describing the contribution of CGIAR research to outcomes and impact. According to the CGIAR's Results Framework Dashboard data, by 2024 the country reported 640 results distributed across 16 Sustainable Development Goals (SDGs). In 2022, the country reported 104 results, 191 in 2023 and 345 in 2024. This shows a 37.66% increase in reporting results between 2022 and 2024.[12] This upward trend speaks to a rapidly growing CGIAR research presence and engagement in Uganda, perhaps due to the country's agricultural potential, climate vulnerability, and food security challenges. The results further showed great relevance to the five Impact Areas envisaged in the CGIAR's 2030 Research and Innovation Strategy. Climate Adaptation and Mitigation had the most number of results at 120, closely followed by Nutrition, Health and Food Security at 119; Poverty Reduction, Livelihoods and Jobs followed at 115; Gender Equality, Youth and Social Inclusion followed at 103 and finally, Environmental Health and Biodiversity at 92 results.[13]

The implemented projects were crosscutting across major themes including agricultural development, livestock improvement, climate change adaptation, food security and nutrition, gender and social inclusion, technology and innovation, capacity building and training, market development and value chains. Through these themes, and working with the research centers, CGIAR's programmatic work contributes to the ways of working (WoWs)[14] as evidence by the following: 83 results were reported under Systems Transformations Initiatives, 277 under Resilient Food Systems (aligning with Risk Management and Resilience), 41 under Regional Integrated Initiatives (aligning with Regions, Countries, and Landscapes), 100 under Innovation Development and Innovation Use (aligning with Digital Revolution, 306 under Knowledge Products, six under Policy Change (aligning with Multiple Transformation Pathways).[15]

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[12] CGIAR. CGIAR Results Dashboard. CGIAR. Last modified 25 March 2024. https://www.cgiar.org/food-security-impact/results-dashboard/.

[13] Ibid.

[14]Embrace a systems-transformation approach, seeking multiple benefits across five Sustainable Development Goal - linked Impact Areas: 1) Leverage ambitious partnerships for change in which CGIAR is strategically positioned; 2) Position regions, countries, and landscapes as central dimensions of partnership, worldview, and impact; 3) Generate scientific evidence on multiple transformation pathways; 4) Target risk-management and resilience as critical qualities for food, land, and water systems; 5) Harness innovative finance to leverage and deliver research through new investment, and funding models; 6) Make the digital revolution central to our way of working.

[15] CGIAR. CGIAR Results Dashboard. CGIAR. Last modified 25 March 2024. https://www.cgiar.org/food-security-impact/results-dashboard/.

Annex 7. External Consultants Bios and Declarations of Interest

WoW: Innovative Finance	John Preissing

John Preissing, a national of the United States of America, holds a Doctorate degree in Rural Planning and Extension from the University of Minnesota, Minneapolis Minnesota, USA and a Master's degree in agriculture economics from the University of Kentucky, Lexington, Kentucky, USA. He has over thirty years of international agriculture and rural development, with a focus on investments, agriculture innovation, rural development, and research and extension systems. His work has focused on Latin America, Africa, the South Pacific, and US rural development. In 2008 he began as a senior officer in the FAO Research and Extension Division, followed by serving as the FAO Representative to Peru and later to Ecuador. In July 2019 he joined the Investment Centre as the Deputy Director. In this time, he worked extensively on leadership and investment projects and programs. As part of his university and FAO work, he has authored or co-led several publications on research, extension, and innovation. Preissing now works as an independent international consultant with the CGIAR, World Bank, and FAO.

WoWs: System Transformation & Multiple Transformation Pathways	Julie Howard

Julie Howard is an independent consultant on international development issues with a focus on agricultural development, youth employment, and sub-Saharan Africa. She serves as senior adviser for several organizations working on international development and food security and is a member of the Board of Directors of the World Vegetable Center. From 2015 to 2018, she was senior adviser to the associate provost and dean for international studies and programs at Michigan State University, where she provided leadership in the area of economic and skills development for youth in the transforming agrifoods systems of sub-Saharan Africa. From 2011 to 2014, Dr. Howard served as the first chief scientist in the Bureau for Food Security at the U.S. Agency for International Development (USAID) and as senior adviser to the USAID administrator on agricultural research, extension, and education. At USAID, Dr. Howard directed the research, policy, and human and institutional capacity development programs of Feed the Future, the U.S. government's global hunger and food security initiative. Previously, she was Feed the Future's deputy coordinator for development, with responsibility for initiative-wide strategy and policy development, budget management, monitoring and evaluation, interagency coordination, and enhancing donor and nongovernmental organization engagement. Before joining USAID, Dr. Howard served from 2003 to 2011 as chief executive officer for the Partnership to Cut Hunger and Poverty in Africa, a Washington, D.C.-based nongovernmental research and advocacy organization. From 1994 to 2011, she was an adjunct and visiting assistant professor of international development at Michigan State University. Dr. Howard holds a B.A. from the George Washington University and a Ph.D. in agricultural economics from Michigan State University. She was a Peace Corps Volunteer in the Dominican Republic.

WoW: Digital Revolution	Catherine Highet

Catherine Highet is an expert in digital inclusion, with a career dedicated to advancing equitable access to technology-driven financial services for underserved populations. As a digital financial specialist at CGAP, she has spearheaded initiatives that explored how digital tools, such as mobile money, digital identity, and AI-powered platforms, can bridge gaps in digital financial access, particularly for women in low-income and rural communities. She is also the adaptation lead at the World Bank's Green Digital Business Line, an initiative under the Digital Transformation Pillar.

Highet has had previous roles and consultancies with the GSMA, CGIAR, BBC Media Action, Mercy Corps, DFAT, and USAID, contributing to global efforts in digital development. Catherine's work emphasizes the importance of designing inclusive digital solutions that

consider literacy, language, and cultural barriers. She advocates for user-centered approaches to technology adoption, ensuring that digital financial services are accessible and beneficial to all, regardless of gender or socioeconomic status. Her insights have been instrumental in shaping policies and programs that aim to create a more inclusive digital economy.

WoW: Risk Management and Resilience	Sarah Humphery

Sarah Humphrey has over 30 years of experience working on environmental research and policy, project and program development and institutional strengthening with a wide range of nongovernmental, intergovernmental and research organizations in Africa, Asia and Europe. Sarah has conducted over twenty evaluations and assessments of multi-country projects and programs in the areas of environment and climate adaptation, usually acting as team leader. Earlier professional experience includes working at international level in the areas of ecosystems, water resources and natural resources management with IUCN, WWF International and the European Commission. Sarah has a PhD addressing evaluation of environmental management and an MBA with a specialization in development management.

Evaluation Analyst	George Theuri

George Theuri is a Kenyan National with solid skills in research, project design and management, evaluations, data analysis, and report writing. His specific responsibilities at the IAES include supporting the Evaluation Function and External Consultants to deliver on their mandates in the operationalization of the CGIAR's ways of working as outlined in the CGIAR 2030 research and innovation strategy. Previously he has worked as technical consultant for the UNODC region office in East Africa to support the implementation of the Alternative Justice Systems as an operational pillar in the realization of outcome 1: enhanced access to justice of the Programme for Legal Empowerment and Aid Delivery in Kenya (PLEAD). He has led and supported evaluations focused on justice reform, countering violent extremism, youth development, gender inclusion, agriculture, poverty index measurement, education, policy and governance advocacy.

S/N	Conflict of Interest Statements	John Preissing	Julie Howard	Catherine Highet	Sarah Humphery	George Theuri
		Independent Consultant	Independent Consultant	Independent Consultant	Independent Consultant	IAES Evaluation Analyst
1	Main employer and any other organization that provides you with remuneration (which may be named participants in the project/ program/ proposal you are being asked to review/evaluate.	**No**	**No**	**No**	**No**	**No**
2	Are you aware whether a relative, close friend, close colleague or someone with whom you have financial ties is receiving funding from or giving advice to a project/program/proposal you are being asked to review/evaluate?	**No**	**Yes**	**No**	**No**	**No**
3	Does any project/program/proposal you are being asked to review/evaluate cite any of your own current research?	**No**	**Yes**	**No**	**No**	**No**
4	Does any project/program/proposal you are being asked to review/evaluate name researchers with whom you have active collaborations, recently published joint papers or are in regular email correspondence?	**No**	**No**	**No**	**No**	**No**
5	Does any project/program/proposal you are being asked to review/evaluate name any of your past PhD students are active participants?	**No**	**No**	**No**	**No**	**No**
6	I declare that the information provided on this statement is true and complete.	28th June 2024	28th May 2025	7th May 2025	28th June 2024	Dated: 28 April 2025