



**Capacity Sharing Accelerator  
Full Design Document**

**September 2024**

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## List of acronyms

ACCOR: African Center for the Constructive Resolution of Disputes  
ACIAR: Australian Government's specialist agricultural research-for-development agency  
AfDB: African Development Bank  
AGRA: Alliance for a Green Revolution in Africa  
AoW: Area of Work  
APAARI: Asia-Pacific Association of Agricultural Research Institutions  
AR4D: Agricultural Research for Development  
ARI: Advanced Research Institute  
ARINENA: Association of Agricultural Research Institutions in the Near East & North Africa  
ASARECA: Association for Strengthening Agricultural Research in Eastern and Central Africa  
ASTI: Agricultural Science and Technology Indicators  
ATSAF: Council for Tropical and Subtropical Agricultural Research  
ATVET: Agricultural Technical Vocational Education and Training  
AU: African Union  
AUDA-NEPAD: African Union Development Agency  
BMGF: Bill and Melinda Gates Foundation  
BMZ: German Federal Ministry for Economic Cooperation and Development  
CAAS: Chinese Academy of Agricultural Sciences  
CAADP: Comprehensive Africa Agricultural Development Programme  
CapDev: Capacity Development  
CapSha: Capacity Sharing  
CapSha4Dev: Capacity Sharing for Development  
CCARDESA: Centre for Coordination of Agricultural Research and Development for Southern Africa  
CGIAR: Consultative Group on International Agricultural Research  
CMARN: Climate Mobility Africa Research Network  
CIRAD: Centre de Coopération Internationale en Recherche Agronomique pour le Développement  
CIHEAM: International Center for Advanced Mediterranean Agronomic Studies  
CORAF/WE CARD: West and Central African Council for Agricultural Research and Development  
CRP's: CGIAR Research Programs  
CSIRO: Commonwealth Scientific and Industrial Research Organisation  
CSO: Civil Society Organization  
DeSIRA: Development Smart Innovation through Research in Agriculture  
DiD: Difference in Difference  
ECOWAS: Economic Community of West African States  
EIARD: European Initiative for Agricultural Research for Development  
EMBRAPA: Brazilian Agricultural Research Corporation  
EU: European Union  
FAO: Food and Agriculture Organization  
FAR: International Agricultural and Rural Training Network  
FARA: Forum for Agricultural Research in Africa  
FLWS: Food Land and Water Systems  
GIZ: Deutsche Gesellschaft für Internationale Zusammenarbeit  
HEI's: Higher Education Institutions  
HLO: High Level Output  
IA: Impact Assessment  
Institut Agro: Institut national d'enseignement supérieur pour l'agriculture, l'alimentation et l'environnement

IAAA: Initiative Adaptation of African Agriculture  
 IAEA: International Atomic Energy Agency  
 IFAD: International Fund for Agricultural Development  
 IFI: International Financial Institution  
 INRAE: France's National Research Institute for Agriculture, Food and Environment  
 IOM: International Organization for Migration  
 IP: Impact Assessment  
 ISDB: Islamic Development Bank  
 ISDC: Independent Science for Development Council  
 ISNAR: International Service for National Agricultural Research  
 ISPC: Independent Science and Partnership Council  
 MELIA: Monitoring, Evaluation, Learning, Impact Assessment  
 MEL: Monitoring Evaluation & Learning  
 NARS: National Agricultural Research System(s)  
 NARES: National Agricultural Research and Extension System(s)  
 NARIS: National Agricultural Research and Innovation Systems  
 NASRO: North African Agricultural Sub-Regional Organization  
 NGO: Non-Government Organization  
 OCP Foundation: Office Chérifien des Phosphates Foundation  
 OSSREA: Organisation for Social Science Research in Eastern and Southern Africa  
 PSM: Propensity Score Matching  
 RCT: Randomized Controlled Trials  
 R&D: Research and Development  
 R4D: Research for Development  
 R&I: Research and Innovation  
 RUFORUM: Regional Universities Forum for Capacity Building in Agriculture  
 SDG: Sustainable Development Goals  
 SIDA: Swedish International Development Cooperation Agency  
 SPIA: Standing Panel on Impact Assessment  
 SSTC: South-South and Triangular Cooperation  
 TAP: Tropical Agricultural Platform  
 ToC: Theory of Change  
 UM6P: University Mohammed VI Polytechnic  
 UN WFP: United Nations World Food Programme  
 USAID: United States Agency for International Development  
 USDA: United States Department of Agriculture  
 WB: World Bank  
 YPARD: Young Professionals for Agricultural Development

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# 1. Executive Summary

CGIAR introduced the term “Capacity Sharing for Development” (CapSha) to highlight the need for multi-directional capacity exchanges between CGIAR and its partners, driven by mutual learning, co-development, and the sharing of evidence, innovations, and technologies. Furthermore, CapSha is recognized in CGIAR’s *Engagement Framework for Partnerships Advocacy* as one of the primary ways to engage with partners, with a focus on those from the Global South. The framework acknowledges that both CGIAR and its partners must possess the appropriate skills and capacities to work collaboratively toward achieving the Sustainable Development Goals (SDGs) by 2030.

## ***Why is the Capacity Sharing Accelerator needed, and what will it do?***

Traditional capacity development in agricultural research has often been fragmented and delivered through top-down approaches driven by the interests of organizations primarily from the Global North. Reviews like the ISDC’s “Evaluation of Capacity Development Activities of CGIAR” (2017), the recent external analysis on “Trends in AR4D CD since 2018,” and insights from the CGIAR CapSha Task Force and bilateral projects (2022-2024) have highlighted the need for a more structured and inclusive approach. The Capacity Sharing Accelerator was established in response, providing an integrated model that brings together Programs and Centers for capacity sharing to enhance both technical and beyond-technical capabilities at individual, organizational, and system levels. It aims to address critical challenges affecting food, land, and water systems across local, national, regional, and global contexts, by ensuring that CGIAR and its partners are better equipped and more capable of working together to tackle these.

Through three Areas of Work, the Capacity Sharing Accelerator will **(1)** advance the “science” and delivery of CapSha through its *Innovation Lab*; **(2)** increase awareness of and access to CapSha opportunities within and beyond CGIAR through a *Marketplace*; and **(3)** foster greater sharing of capacities among NARS and regional bodies, leveraging capacities of CGIAR and other international organizations, through *South-South and Triangular Cooperation*.

The Capacity Sharing Accelerator aims to drive a culture shift towards more equal and healthy partnerships for capacity sharing between and among CGIAR and partners advancing food, land, and water systems (FLWS) transformation. It also places strong emphasis on gender equality, women’s empowerment, and youth inclusion in all its activities. It integrates innovative approaches in data, digital tools, scaling strategies, and soft-skills programs to build capacities among partners and CGIAR staff.

## ***Why Invest in the Capacity Sharing Accelerator?***

Investing in the Capacity Sharing Accelerator will ensure the delivery of innovative and scalable advancements in CapSha approaches, tools and methods; better connect CGIAR and its partners’ CapSha offer with demand; and significantly improve and deepen CapSha engagement among partners through South-South and South-North collaboration. Ultimately, CapSha will ensure that CGIAR and its partners are equipped with the necessary knowledge and skills to tackle the greatest challenges affecting food, land and water systems in a collaborative and lasting manner. Unlike other Programs and Accelerators, the Capacity Sharing Accelerator does not build on previous CGIAR Research Programs (CRPs), Initiatives, or Platforms. However, it does build on the legacy of training and education efforts across Centers, creating for the first time in decades, a unified and structured approach to capacity development that leverages and amplifies this experience. It addresses this gap by establishing a CGIAR-wide partnership model

for capacity sharing to be backed by dedicated funding. Investing in the Capacity Sharing Accelerator will strengthen CGIAR and its partners' capacity to attract further funding from both public and private sectors. This investment will support cohesive efforts to build stronger, more interconnected research networks and generate greater synergistic impacts, ultimately contributing to CGIAR's 2030 five key Impact Areas: nutrition, poverty reduction, gender equality, environmental health, and climate adaptation.



## 2. High-level vision in response to challenges and megatrends

### 2.1. Challenges and megatrends

Global challenges—such as demographic shifts, environmental degradation, climate change, geopolitical instability, rising inequalities, and advances in frontier technologies—alongside a movement toward equitable partnerships in science and knowledge transfer, require that all stakeholders engaging in the food, land and water space possess the appropriate skills and knowledge required to drive transformational change. Building on over 50 years of substantial investments in capacity development for agricultural research, food policy, and science innovation, CGIAR aims to accelerate the transfer, acquisition, sharing, and retention of essential capacities, particularly among partners in the Global South. The Capacity Sharing Accelerator will continue to be a key platform for engaging with these partners, fostering collaborative efforts to address these global challenges.

### 2.2. High-level vision

CGIAR coined the term, “Capacity Sharing for Development” (CapSha), a variant of “capacity development”, acknowledging the importance of multi-directional exchanges of capacities between CGIAR and partners based on mutual learning, co-development, and sharing of evidence, innovations, and technologies. This new approach was conceived recognizing that the unprecedented and interconnected global challenges the world is facing, from food and nutritional insecurity to biodiversity loss, climate change, and geopolitical instability, require a unified global collaborative effort in which all actors – i.e., partners and CGIAR - have the right set of technical, analytical, dissemination, and management capacities.

The CGIAR Capacity Sharing Accelerator will work with Programs, other Accelerators, Centers and partners, the latter with a focus on those from the Global South, to respond to demands from country and regional stakeholders to enhance capacities for all to drive transformational change in food, land, and water systems, through:

- Thought leadership and strategic direction for capacity sharing, based on latest insights in the field and science of capacity development/sharing, horizon scanning and foresight, and multidisciplinary research;
- Integrated co-delivery of capacity sharing across the CGIAR system and its partners in the form of a marketplace, resourced by a learning and knowledge hub (i.e., Knowledge House); and
- Partner matching and incentivizing for capacity sharing through South-South and Triangular Cooperation.

Ultimately, the Capacity Sharing Accelerator, identified as a critical pathway in CGIAR’s 2030 Strategy to accelerate global progress toward the Sustainable Development Goals, will contribute to CGIAR’s five key Impact Areas: (i) nutrition, health, and food security, (ii) poverty reduction, livelihoods, and jobs, (iii) gender equality, youth, and social inclusion, (iv) environmental health and biodiversity, and (v) Climate adaptation and mitigation.

## 2.3. What is new in the Accelerator?

The Capacity Sharing Accelerator differs from other Programs and Accelerators within CGIAR as it does not build on previous CRPs, Initiatives, or Platforms. Capacity-sharing efforts in agricultural research have often focused on isolated projects rather than creating synergies. The Capacity Sharing Accelerator directly addresses this gap by providing a structured model for capacity sharing. The Capacity Sharing Accelerator introduces an innovative model that emphasizes continuous and dynamic knowledge exchange and employs new and relevant tools and approaches for capacity sharing. Through its three Areas of Work, namely the CapSha Innovation Laboratory, The CapSha Marketplace, and the CapSha South-South and Triangular Cooperation (SSTC), the Accelerator aims to conduct research on capacity-sharing approaches and foster a culture shift toward the decolonization of science in food, land, and water systems (FLWS). It will also accompany partners in the Global South in envisioning and fulfilling their objectives for transformational change through enhanced knowledge and skills acquisition. CapSha will connect CGIAR and National Agricultural Research and Innovation Systems (NARIS)<sup>1</sup> for better access and matchmaking of CapSha supply and demand and facilitate SSTC collaboration by brokering and leveraging investments in the CapSha space.

## 3. Use case-based prioritization

In the context of CGIAR's new science and research portfolio, it is imperative for Accelerators to adopt a prioritization strategy that aligns with the dynamic and interconnected nature of Programs' research. Thus, Accelerators will prioritize their work based on a use case<sup>2</sup> approach, which emphasizes the practical application and impact of research outputs in their geographic locations.

The Capacity Sharing Accelerator use case methodology is underpinned by several overarching principles:

1. **Building on Best Practices:** The Accelerator will leverage existing successful practices that benefit from CGIAR's legacy.
2. **Rigorous Assessment:** The selection of use cases will be based on thorough data analysis and assessments of demand and feasibility.
3. **Innovation:** The Accelerator aims to identify and fill gaps in current practices, pushing the boundaries of innovation.
4. **Iterative Learning:** Recognizing that prototyping may lead to failures, the Accelerator encourages a culture of continuous learning to enhance innovations.
5. **Scalability and Inclusion:** The design of use cases will consider scalability and promote gender diversity and inclusion.

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<sup>1</sup> The term NARIS refers to National Agricultural Research and Innovation Systems. NARIS encompasses the network of institutions, organizations, and actors involved in agricultural research, development, and innovation within a country. This network typically includes national agricultural research institutes, universities, government ministries, private sector companies, non-governmental organizations (NGOs), farmer organizations, and extension services.

<sup>2</sup> The use case approach is a methodology used for capturing and documenting functional requirements and interactions of users within the development of research applications based on the research conducted by Programs. By focusing on stakeholder interactions and goals, it ensures that the resulting applications—whether they are methods, data, analytics, or digital tools—are designed to meet the needs of their users effectively. Use cases provide a structured way to analyze, document, and communicate the functional aspects of these research applications, making them an essential tool in the management and development of science-driven innovations.

6. **Partnership Engagement:** As a vehicle for partnerships, the Capacity Sharing Accelerator will adhere to CGIAR's Engagement Principles<sup>3</sup>, fostering healthy, equitable partnerships built on mutual trust, respect, and purpose (shared ownership, impact focus, result orientation, transparency, integrity, calculated risk-taking, fostering a learning culture).
7. **Institutional change:** The use cases should have the potential to bring about culture and institutional change across CGIAR as well as its partners.

To avoid enforcing a blueprint on widely different contexts, **specific selection criteria** will be developed for the use cases that are **guided by the seven principles**. The specific criteria developed for each use case will ensure the alignment of priorities of different stakeholders involved, including among CGIAR Programs, NARIS partners and funders; improve success rates; and increase the scalability of interventions. Such criteria may include the level of investment in agricultural research and development within a country (i.e., ASTI indicators), strong interest from governments to engage, and indicators of existing capacities or staff retention rates. In some cases, criteria may be guided by the objective to service particularly under-resourced NARIS or to respond to specific regional capacity gaps and demand.

## The Capacity Sharing Accelerator's Use Case Methodology

The Capacity Sharing Accelerator will use a stepwise approach to co-create and implement its use cases with CGIAR Programs, Accelerators, Centers, and Partners. These use cases, along with common solutions (i.e. tools, methods, approaches, marketplace, SSTC platforms, etc.), will constitute the direct outputs from the activities under the Accelerator's three Areas of Work.

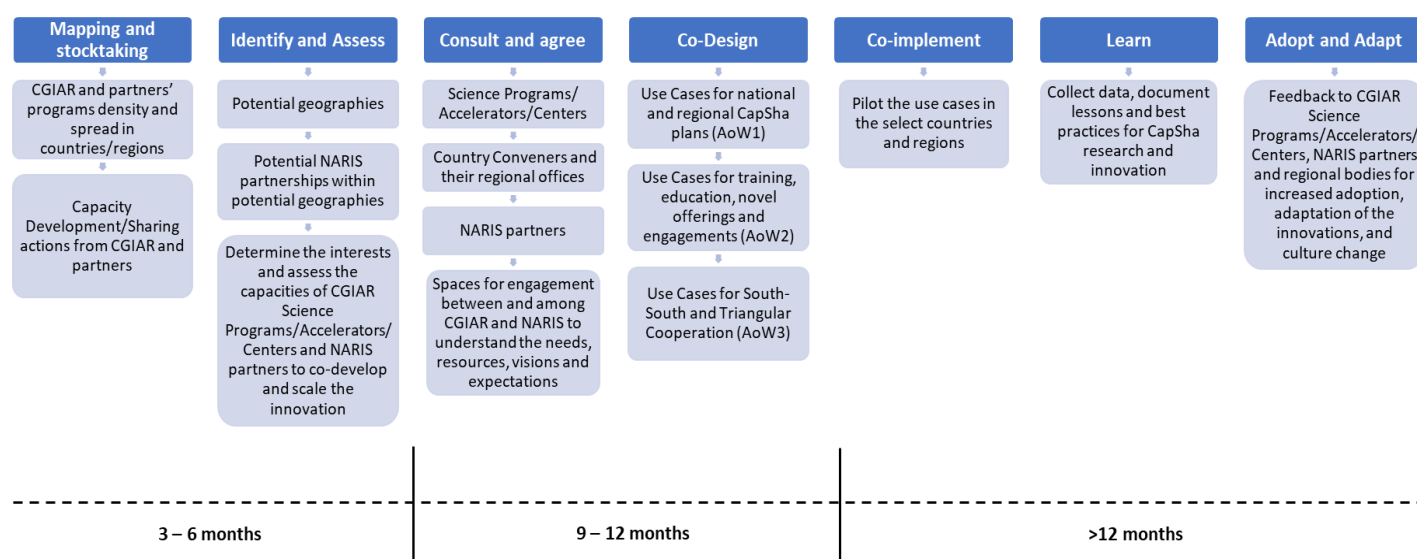


Figure 1: Capacity Sharing Acceleration Use-Case Prioritization

### Step 1: Mapping and Stocktaking

In the initial phase, the Capacity Sharing Accelerator will conduct a comprehensive mapping and stocktaking exercise. This involves assessing the geographical footprint of CGIAR Programs, Accelerators, and Centers across different countries to understand their reach and density (or lack thereof). Additionally, the Accelerator will review existing and proposed capacity

<sup>3</sup> Per CGIAR's [Engagement Framework for Partnerships & Advocacy](#).

development and sharing actions undertaken by Programs, Accelerators, Centers, and Partners to map these actions in the geographies they are implemented. This foundational analysis will help in understanding the current landscape and identifying potential areas for intervention.

## **Step 2: Identify and Assess**

The second step focuses on identifying and assessing potential geographies for intervention. The Accelerator will evaluate various regions to determine where partnerships with NARIS could help accelerate and sustain capacities for food, land, water systems (FLWS) research and innovation (R&I). This step also includes assessing the interests and capacities of both Programs, Accelerators, Centers, and NARIS partners to co-develop and scale innovations. By understanding the local context and capabilities, the Accelerator can tailor its approach to maximize impact.

## **Step 3: Consult and Agree**

In this collaborative phase, the Capacity Sharing Accelerator engages with Programs, Accelerators, Centers, and CGIAR country conveners, along with their regional offices and NARIS partners. This step is crucial for establishing spaces for engagement that facilitate open dialogue about needs, resources, visions, and expectations. The goal is to co-design use cases that are relevant and effective for national and regional CapSha plans, training, education, novel offerings, and engagement initiatives, and South-South and Triangular Cooperation (SSTC) efforts.

## **Step 4: Co-Design**

Following consultations, the Accelerator will co-design specific use cases based on the insights gathered and the use case principles. This includes developing use cases for:

- National and Regional CapSha Plans (AoW1): Tailoring innovations to meet the specific needs of different NARIS and regions on their pathway to organizational change and transformation.
- Training, education, novel offerings and learning engagements (AoW2): Creating frameworks that enhance capacity sharing among stakeholders for individual and organizational development.
- South-South and Triangular Cooperation (AoW3): Fostering collaboration between countries, regional bodies and CGIAR to Increase investment in CapSha SSTC in FLWS R&I by national governments and the international community.

## **Step 5: Co-Implement**

Once the use cases are designed, the Capacity Sharing Accelerator moves to the implementation phase, where selected use cases are piloted in identified countries and regions. This practical application allows for real-world testing of the innovations and provides valuable insights into their effectiveness.

## **Step 6: Learn**

As the pilot projects are executed, the accelerator emphasizes the importance of learning. Data is collected, and lessons learned are continuously documented to inform future CapSha research and innovation efforts. This iterative learning process is vital for refining approaches and ensuring that the innovations remain relevant and impactful.

## **Step 7: Adopt and Adapt**

Finally, the Capacity Sharing Accelerator focuses on adopting and adapting the innovations based on feedback from Programs, Accelerators, NARIS partners, and regional bodies. This step

is essential for fostering a culture of continuous improvement, ensuring that the innovations are not only adopted but also adapted to fit the evolving needs of stakeholders.

The timeline for designing and implementing use cases is structured into three phases: mapping and identification, co-creation, and implementation, as depicted in the flow figure. The evolution of use cases will vary in pace, influenced by local contexts, capacities, and stakeholder networks. The Accelerator will adopt a flexible, adaptive approach to implementation, enabling necessary adjustments and iterative learning throughout the process. This flexibility ensures effective collaboration with Programs, other Accelerators, Centers, and NARIS partners, thereby accelerating their progress and maximizing impact on transforming food, land, and water systems.

## 4. Comparative Advantage

The Capacity Sharing Accelerator has conducted a comparative advantage (CA) analysis for four high-level outputs (OPs) across its three Areas of Work (AoWs) (Appendix 1). This analysis, based on the four CA sources identified by the ISDC, helps determine the key elements needed to achieve each high-level output effectively. The following summary outlines the comparative advantage of CGIAR, its partners, and the planned approach under the Capacity Sharing Accelerator.

The Capacity Sharing Accelerator provides a unique platform for CGIAR and its partners to pool resources, efforts, and expertise, fostering innovation, synergy, and economies of scale. This collaboration will also accelerate progress towards achieving the Sustainable Development Goals. The Accelerator's three core Areas of Work are strategically designed to leverage this collective potential and our sources of comparative advantage, to contribute to food, land, and water systems research and innovation.

### High-Level Outputs (HLOs)

1. **HLO1.1: Plans** - Development and initiation of country-level and regional NARIS-CGIAR CapSha plans, including South-South and Triangular Cooperation (SSTC) for organizational transformation.
2. **HLO1.2: R&I** - Advance research and deliver findings and insights that inform CapSha developments, including the creation of state-of-the-art tools, methods, approaches, and standards.
3. **HLO2.1: Access and Matchmaking** - Establishment of a CapSha Marketplace powered by the CapSha Knowledge House to enhance access and matchmaking.
4. **HLO3.1: Brokering** - Consolidation and co-facilitation of spaces for CapSha SSTC engagement in Food, Land, and Water Systems (FLWS) research and innovation with regional bodies and networks.

### Sources Needed for Comparative Advantage

- **Incentives:** Resources to cover facilitation costs, staff time allocation for joint work, and willingness of CGIAR Centers, Programs, Accelerators, and Partners to share learning and knowledge management materials via the CapSha Knowledge House.

- **Human Capital:** Expertise in facilitation, planning, and managing national, regional and SSTC programs; skills in platform development, mapping, foresight analyses, and curriculum design.
- **Biophysical Capital:** Access to spaces for interactions among CGIAR, NARIS, and SSTC partners; integration with existing learning platforms.
- **Social Capital:** Strong networks and engagement across CGIAR, NARIS, and regional bodies and networks to address capacity gaps and needs in FLWS R&I.

## CGIAR's Sources of Comparative Advantage

### Existing Strengths:

- **Incentives:** CGIAR Centers have well-established training and education programs, drawing on decades of experience.
- **Human Capital:** A network of internal CapSha practitioners, with expertise in Learning Management Systems, curriculum design, and online course development in some Centers (e.g. IRRI Education, CIMMYT, ICRAF-CIFOR, etc.).
- **Social Capital:** A robust network of partners, including NARIS and higher education institutions (HEIs) from the Global North and South, and regional country offices to leverage for local engagement.

### Planned Under CapSha:

- **Incentives:** Resources to broker engagement spaces and develop advocacy plans to increase investment in CapSha SSTC for FLWS R&I; resources to set up and maintain the CapSha Knowledge House. The Programs, Accelerators, and Centers are also an avenue to co-develop and deploy novel approaches, common solutions and use cases for CapSha.
- **Human Capital:** The CapSha Community of Practice (CoP) will bring expertise in capacity sharing and scientific approaches to co-create plans and broker engagement. Additional skills in curriculum design, soft skills development, online learning, and foresight analysis will also be developed.
- **Biophysical Capital:** E-Academies and e-courses are already available across CGIAR Programs and Centers. The CapSha platform will serve as an interactive tool to capture and respond to the evolving demand for capacities to deliver FLWS R&I.
- **Social capital:** The Capacity Sharing Accelerator serves as a platform to create an environment conducive to enhancing R&I capacities not only at individual level, but organizational and system level for food, land and water systems.

## Partners' Sources of Comparative Advantage

- **Incentives:** Financial resources, technical expertise, and existing infrastructure for joint work with CGIAR; resources to maintain online learning platforms.
- **Biophysical Capital:** Well-established learning platforms and facilities (physical and virtual spaces) for collaboration.

- **Human Capital:** Expertise in regional planning and the identification of CapSha needs and opportunities; strong capacity in curriculum development and pedagogical approaches.
- **Social Capital:** Convening power to bring together relevant national and regional partners and assets for knowledge exchange across various thematic areas.

## Strategic Trade-offs

The Capacity Sharing Accelerator will focus on leveraging its technical strengths and resources for CapSha while leaving the political and convening responsibilities to partners who are better positioned to manage national and regional stakeholders. Both CGIAR and its partners will share financial responsibilities to achieve high-level outputs.

The Capacity Sharing Accelerator will act as an umbrella, enhancing visibility and reach without duplicating existing offerings from CGIAR and partners. It will function as a centralized hub for capacity sharing in FLWS R&I, focusing on identified gaps such as soft skills programs while allowing Centres and partners to retain ownership of their materials and platforms.

## Partner Types and Engagement

The Capacity Sharing Accelerator collaborates with a diverse array of partners, each contributing unique sources of comparative advantages, including:

- **National Agricultural Research and Extension Institutes (NARES):** With their national and regional networks, NARES have the authority to represent national priorities, access government resources, and convene stakeholders, making them key drivers in aligning CapSha actions with country-specific needs.
- **Higher Education Institutions (HEIs) and Academia:** These institutions bring extensive experience in developing curricula and educational programs in agriculture, policy, and rural development, including both physical and virtual learning environments.
- **Agricultural Technical Vocational Education and Training (ATVET) Institutions:** ATVET institutions offer targeted outreach to specific populations, such as youth, women with limited educational opportunities, school dropouts, and other vulnerable populations. Their expertise lies in designing programs that emphasize practical skills and competencies.
- **Regional Bodies with Learning Platforms (e.g., FAO MOOCs):** These bodies possess significant reach in virtual learning and the convening power to engage stakeholders at both national and regional levels for South-South and Triangular Cooperation.
- **Private Learning Platforms (e.g., Coursera, university platforms):** Widely recognized for e-learning, these platforms cover a broad range of topics, including but not limited to agriculture, making them key partners for expanding the reach of agricultural education.
- **NGOs (e.g., Wiki Farmers, Access Agriculture):** NGOs are essential for scaling efforts within the communities, countries, and regions they operate in, leveraging their grassroots connections and influence.
- **Government Bodies (e.g., Ministries of Agriculture, Finance, Education):** Government entities are critical for aligning CapSha actions with national priorities and advocating for government investments to support these initiatives.



- **Multilateral Organizations and International Financial Institutions (IFIs):** These organizations provide both financial and technical resources to support CapSha activities and interventions, ensuring sustained impact and scalability.

These partnerships provide critical resources, expertise, and networks that complement CGIAR's source of comparative advantage in achieving CapSha's high-level outputs (HLOs) for transformative impact in FLWS R&I.

## 5. Accelerator-level Theory of Change (ToC)

CapSha is one of the primary ways in which CGIAR engages and partners with other organizations. This is captured in CGIAR's Engagement for Partnerships & Advocacy. For this reason, the Capacity Sharing Accelerator employs a model (see below) that acknowledges its place within a broader Partnerships function for CGIAR, intimately connected to the organization's *Partnerships Strategy* (under construction), benefiting from, and leveraging actionable insights emerging from the *Partnerships Intelligence* function (e.g., needs, gaps, trends), and ensuring appropriate *stewardship of partners*, with a focus on key actors from the Global South.

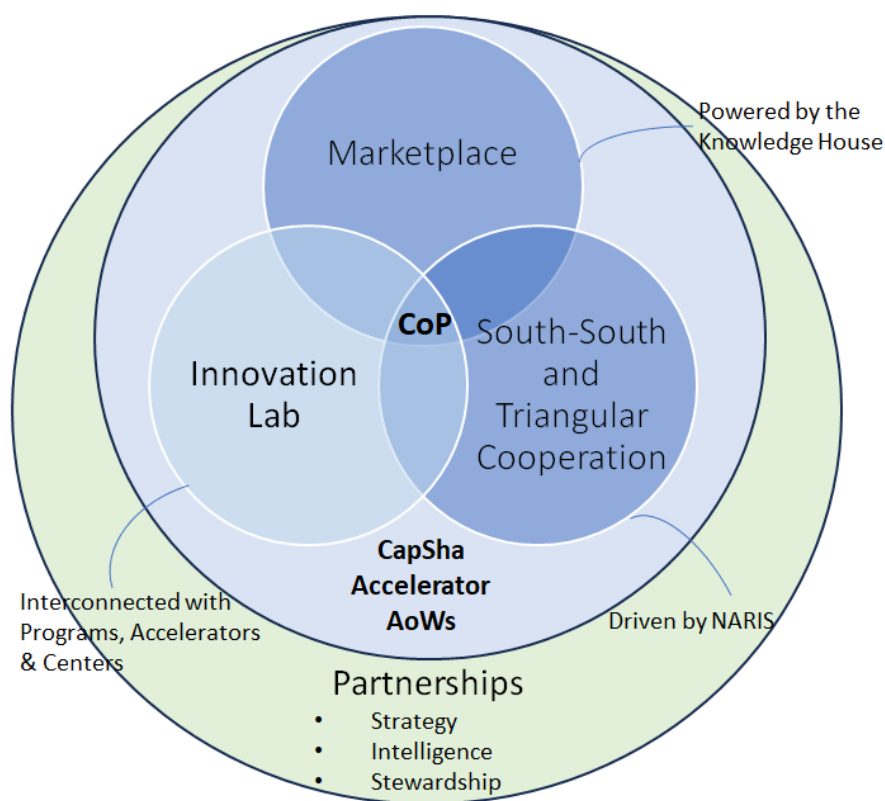


Figure 2: Capacity Sharing Accelerator Model

Over the past 50+ years, CGIAR has been recognized by partners as playing a fundamental role in capacity development. In 1979, it founded the *International Service for National Agricultural Research* (ISNAR), whose mandate was to strengthen national agricultural research in



developing countries, to bring about sustained improvements in the performance of their National Agricultural Research Systems (NARS) and organizations. ISNAR responded to requests for assistance from developing countries and specialized in public sector agricultural research. However, the organization was closed in 2004, resulting in other CGIAR Centers and cross-Centre initiatives (e.g., CRPs and Research Initiatives) creating their own capacity development programs.

Although these Center-based programs have made important contributions in the capacity development space, in general, the offering has been traditional and unidirectional (i.e., top-down) training and education that lacks innovation, and tended to be opportunistic, siloed, and non-systematic. Similarly, capacity development programs have focused almost exclusively on individual technical training.

Unequal access to knowledge and skills for research and innovation (R&I), particularly for NARS, remains a pervasive problem and there is a general lack of investment in building and retaining R&I capacities in these national systems. Furthermore, there are limited spaces for collaboration and capacity sharing among NARS and CGIAR on food, land, and water systems R&I. A recent external study<sup>4</sup> commissioned by the CapSha Task Force found that, (1) there has been no visible follow-up to the last comprehensive evaluation of capacity development undertaken for CGIAR in 2017<sup>5</sup>, which issued a series of recommendations to improve delivery; (2) CGIAR still lacks a comprehensive capacity development strategy; (3) there is little system-level capacity for CapSha; and (4) little meaningful monitoring of capacity development at the system level.

## Research Questions

In the context of above-mentioned challenges and trends, CGIAR has created the Capacity Sharing Accelerator, which will be operationalized by accompanying Programs, other Accelerators, and Centers in strengthening their collaboration with partners, with a focus on those from the Global South, to enhance their and CGIAR's capacities at the individual, institutional and systems level. The Accelerator addresses two fundamental questions:

1. How can CGIAR collaborate with NARS partners in fulfilling their visions for transformation and accelerate progress toward meeting national and regional development priorities and the SDGs?
2. What innovative, culturally appropriate CapSha actions can be co-developed and deployed to build, enhance, sustain, and retain capacities of NARS and CGIAR to co-deliver on research and innovation priorities in FLWS?

## Areas of Work

CapSha will be delivered through three primary areas of work (AoW), namely an (1) Innovation Lab; (2) a Marketplace; and (3) South-South and Triangular Cooperation (SSTC). CapSha's team, which will be the core of a Community of Practice constituted by representatives from other Programs and Accelerators, Centers, and partners, will COORDINATE the three AoWs, broadly defined as spaces to CREATE, CONNECT, and COLLABORATE, respectively (see Theory of Change below).

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<sup>4</sup> Palenberg, M. and D. Bombart (2024). Trends in Agricultural Research for Development (AR4D) Capacity Development since 2018 and Suggestions Going forward. Institute for Development Strategy, Munich, Germany.

<sup>5</sup> CGIAR - IEA (2017). Evaluation of Capacity Development Activities of CGIAR. Rome, Italy: Independent Evaluation Arrangement (IEA) of CGIAR <http://iea.cgiar.org>

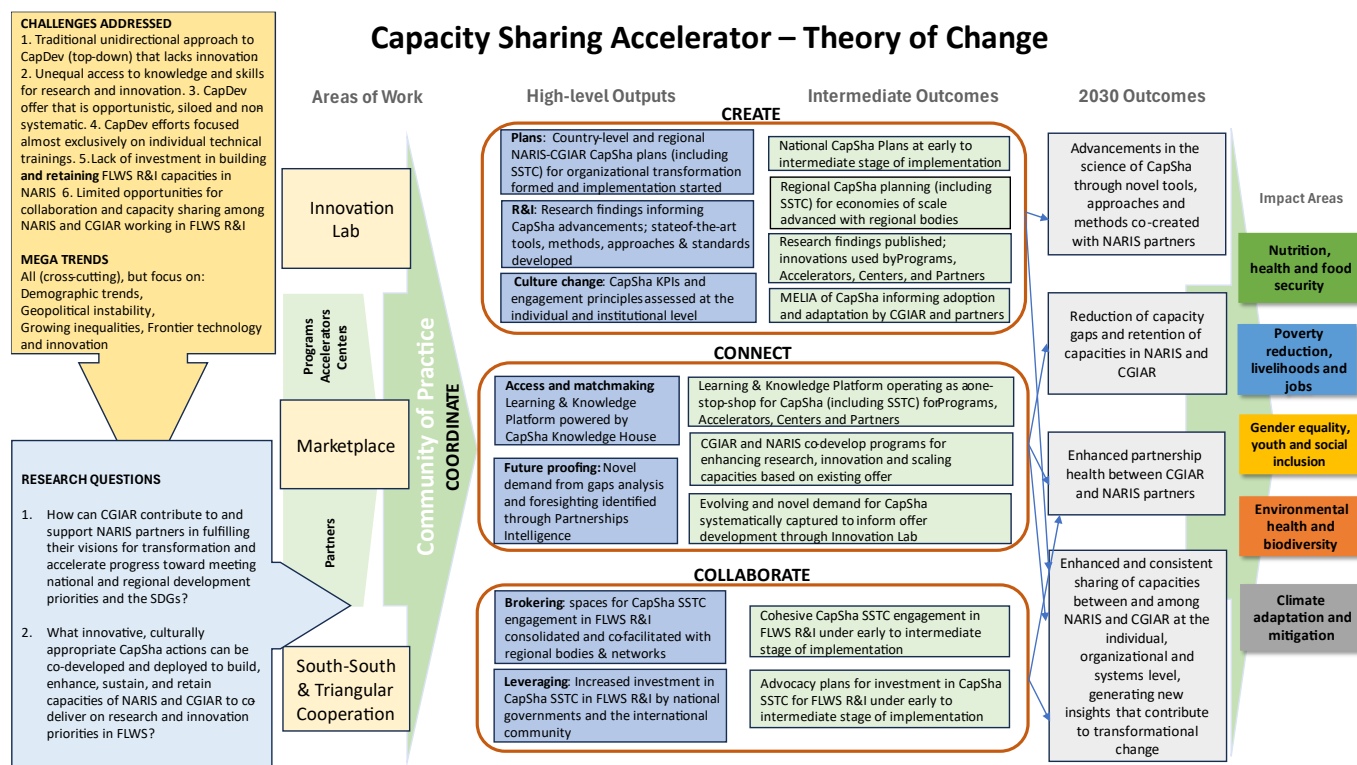


Figure 3: Capacity Sharing Accelerator Theory of Change (ToC)

The Innovation Lab (CREATE) will serve as the R&I and culture change arm of CapSha. Efforts in this space will focus on understanding, by working alongside NARIS and regional bodies and networks, what are their visions and pathways to organizational and systems transformation to significantly enhance and sustain their R&I capacities. Through research and facilitated spaces, CapSha aims to elucidate, for example, the opportunities and challenges national systems are facing in achieving their R&I goals in the food, land, and water systems space; the bottlenecks and enabling conditions for change; and where and how can economies of scale in CapSha efforts be leveraged at the regional scale. In this CREATE space, the Accelerator will also co-design, prototype and deploy innovative models, approaches, and tools for CapSha that will enhance the activities planned and carried out by Programs, Accelerators, Centers, and partners. Equally as important, the Innovation Lab will conduct MELIA activities to assess the performance of CapSha efforts, learn from success and failure, and adapt practices based on deep learning. Co-creating a culture of CapSha, that ensures that CapSha is consistently and systematically embedded in the work of CGIAR will also be a key element of the AoW.

The Marketplace (CONNECT), as its name suggests, will serve to link demand for CapSha from partners and CGIAR, with the supply of offerings emerging from Programs, Accelerators, Centers, partners, and other relevant sources of capacity development. This CONNECT space will help to structure, curate, vet (e.g., through user-driven ratings), and streamline access to CapSha opportunities by serving as a one-stop-shop wherein Programs and Centers house their respective CapSha offers. Access to CapSha opportunities will still be accessible directly from their original sources at Center or Science Program level, but CapSha’s “learning and knowledge platform”, powered by CGIAR’s CapSha offer – i.e., Knowledge House - will bring these resources together in a single, user-friendly space, that elevates their visibility and reach. The platform, along with support from CGIAR’s Partnerships Intelligence function, will also serve to capture existing or emerging CapSha gaps and needs, thus allowing the marketplace to adjust, expand, or redirect its offer.

In the SSTC space (COLLABORATE), CapSha will co-create and co-facilitate, along with NARS and regional bodies and networks, spaces for engagement among national and innovation systems to stimulate cross-pollination of ideas, approaches, and solutions in the R&I space and its management. Although the primary beneficiaries will be NARS and regional bodies, by taking part in these spaces, CGIAR will also develop greater insights on where it has comparative advantages that it can deploy to support partners, or where it can learn from them. CapSha will also play a key role in advocating for greater investment in food, land, and water systems R&I SSTC, as well as leveraging existing SSTC spaces that work beyond the R&I space, but that can serve as key enablers.

The proposed interconnected AoWs of CapSha have been structured to deliver by 2030, (1) key advancements in the science of CapSha through novel, tools, approaches and methods co-created with partners; (2) a reduction of capacity gaps and greater retention of capacities in NARIS and CGIAR; (3) healthier and more equitable partnerships between NARIS and CGIAR partners; and (4) enhanced and more consistent sharing of capacity between and within NARIS and CGIAR at the individual, organization, and systems levels, generating new insights that contribute to transformational change in food, land, and water systems.

## Accelerator and Partners Engagement

To achieve its outcomes, the Capacity Sharing Accelerator will collaborate with a diverse range of partners aligned with its three Areas of Work. These partners include National Agricultural Research and Extension Institutes (NARES), academia, Advanced Research Institutes (ARIs), government bodies, the private sector, regional organizations and networks, NGOs, Civil Society Organizations (CSOs), and multilateral and international financial institutions (IFIs) (Table 1). The Capacity Sharing Accelerator will also build a Strong Community of Practice, representing Programs, Accelerators, Centers, and Partners, to serve as a Coordination body across the three Areas of Work.

Table 1: Accelerator's Partners

ToC Element #	Statement	Internal to CGIAR partners	External CGIAR Partners	2030 Outcomes
CREATE: AoW1 CapSha Innovation Laboratory				
OP 1.1	CapSha Plans: Country and Regional level			Advancements in science of CapSha and MELIA co-created with CGIAR and Partners
2027 I-OC	National Plans under intermediate implementation	CGIAR Centers Country coordinators, CGIAR Country convenors, Head of NARS	Ministry of Agriculture and of Education, Universities, Local NGOs engaged with schools, universities, and farmers	
2027I-OC	Regional Plans under development	CGIAR Regional Coordinator and Regional NARS Organizations	Intergovernmental Organizations and Regional Academia organizations, Regional NGOs engaged with schools, universities, and farmers regional associations	
OP1.2	CapSha R&I: tools, methods, approaches and standard			
2027 I-OC	Tools, methods, approaches, and standards published and under used by Programs/Accelerators, Centers, and partners	CGIAR Centers Capacity Development unit, CGIAR Scientists through CGIAR Center Research Programs, CGIAR SP'/Accelerator and their NARS equivalent programs	ARI's, Universities, NGOs specialized in designing tools, methods, and standards	
OP1.3	CapSha Culture change: KPI's and engagement principles			

2017 I-OC	CapSha MELIA adopted by CGIAR and partners	CGIAR Centers and CGIAR MELIA specialists as such as CGIAR Programs/Accelerators, and CGIAR Center Research Programs and NARES	ARI's, Regional/International Organizations and Regional/International NGO's having specific department related to KPI and MELIA	
CONNECT: AoW2 CapSha Marketplace				
OP2.1	CapSha Access and Matchmaking: learning and knowledge platform			Reduction of capacity gaps and retention of capacities
2027 I-OC	Learning and Knowledge platform operating	CGIAR Centers Communication, IT, CapDev Units, and specific interaction with the Digitalization Accelerator	Regional and International Organization CapDev/Communication and IT departments	
2027 I-OC	Co-development of CapSha programs	CGIAR Centers/ Programs/Accelerators/NARES	National/Regional/International Organizations, Funding agencies, ARI's, national/regional/international NGO's, private sector, and private foundations, Ministries of Agriculture and Education	Enhanced partnerships health
OP2.2	CapSha Future proofing: novel CapSha demands captured and addressed through the CapSha Innovation Laboratory			
2027 I-OC	New demands for CapSha systematically captured and addressed	CGIAR Centers CapDev Units and CGIAR Centers Research Programs, Programs/Accelerators and NARES	National/Regional/International Organizations, Funding agencies, ARI's, national/regional/international NGO's, private sector, and private foundations	
COLLABORATE: AoW CapSha South-South and Triangular Cooperation (SSTC)				
OP 3.1	CapSha Brokering: engagement in CapSha R&I with regional institutions and networks			Enhanced and consistent sharing of capacities between partners at individual, organizational and system level
2027 I-OC	Cohesive CapSha SSTC Engagement framework	CGIAR CapDev Units and CGIAR/Centers Partnership and Advocacy Units, NARES, Ministries of Agriculture	National, Regional and International Institutions engaged within SSTC and CSO's	
OP 3.2	CapSha Leveraging: increase in CapSha SSTC R&I investments			
2027 I-OC	Advocacy plan for investment in CapSha SSTC	CGIAR CapDev Units and CGIAR/Centers Partnership and Advocacy Units, NARES, Ministries of Agriculture	National, Regional and International Institutions engaged within SSTC and CSOs	

## 6. Areas of Work

### 6.1. The CapSha Innovation Laboratory

The CapSha Innovation Laboratory (CapSha Lab) seeks to address the double challenge of a lack of research and innovation in capacity development approaches, tools, and methods across the CGIAR system, and a lack of opportunities for visioning and co-developing new CapSha interventions in partnership with NARIS partners and regional organizations and networks. Through the CapSha Lab's research and activities, the Accelerator will provide the evidence-base for delivering tailored and state-of-the-art capacity sharing support **to bolster an increase in leadership and investment in capacity sharing for FLWS (2030 AOC 1.1)**, and design and test **new partnership models and CapSha approaches (2030 AOC 1.2)**.

The CapSha Lab will fill a current gap in CGIAR's capacity development work, by engaging in the science of capacity sharing and in new approaches to capacity sharing. It will conduct research on existing and new tools; study monitoring and evaluation methods for meaningful impact assessments of capacity actions; develop MELIA frameworks for Programs; pilot new approaches to capacity development and sharing; and provide innovative products for use by the Programs, the Accelerators, the Centers, and NARIS partners.

This is a new and emerging Area of Work for CGIAR, which expects to achieve four main intermediate outcomes by 2027:

**I-AOC1.1:** The design and implementation of **national strategies and plans** for capacity development and CapSha among NARIS partners: National CapSha plans are developed by NARIS partners with support from CGIAR and at early to intermediate stage of implementation.

**I-AOC1.2:** The design and implementation of **regional strategies and plans** for capacity development and CapSha among regional bodies and networks: CapSha planning is underway in partnership with regional bodies and networks to create economies of scale.

**I-AOC1.3:** Increased visibility and uptake of relevant CapSha models through **significant research output and scientific publications**: CapSha research findings have been published and inform new innovations increasingly used by Programs, Accelerators, and Centers.

**I-AOC1.4:** Strong **MELIA frameworks for CapSha applied** and the impact of CapSha actions by CGIAR and partners assessed, providing the much-needed evidence base for greater investment in CapSha: MELIA results for CapSha are informing a growing number of CGIAR Programs and partner activities, monitoring, evaluation, and reporting.

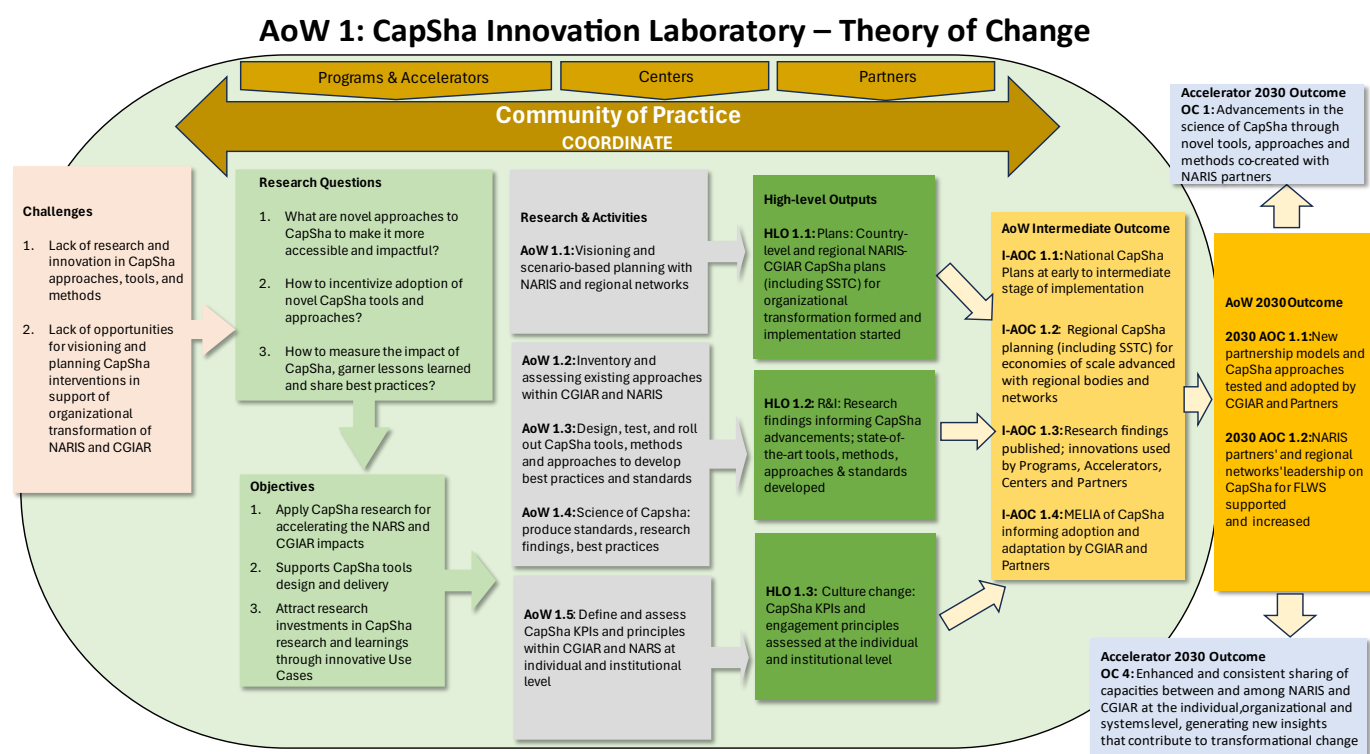


Figure 4: CapSha Innovation Laboratory Theory of Change



## Research Questions

The CapSha Lab will invest in research and innovation that builds on the analysis of societal and experiential learning and transformative education<sup>6</sup>, to accelerate NARIS' and CGIAR's impact in FLWs. The Lab will also attract investment in CapSha research and learnings through innovative use cases. The overarching **research questions** for this Area of Work are:

1. What are novel approaches to CapSha and how can it be made more accessible and impactful?
2. How can we incentivize the adoption of novel CapSha tools and approaches?
3. How can we improve the measurement of the impact of CapSha, share lessons and best practices, and accelerate investments?

There is a need to shift global debates, policies, and practices from traditional capacity building to capacity sharing in science, research, and innovation, aligning with new development approaches shaped by the localization agenda. The decolonization of science and the emphasis on locally led research are influencing disciplines, including food, land, and water systems research and innovation (R&I), and CapSha efforts need to reflect this.

CapSha's focus on equal partnerships and South-South cooperation provides the opportunity to address the geographic imbalance in global science on the impact of climate change, biodiversity loss, and their impact on food, land, and water systems (FLWS). The CapSha Innovation Lab is well-positioned to leverage CGIAR and NARIS partnerships to foster national and regional R&I capacities for locally relevant, demand-driven research and innovation, that reinforce southern-led science in policy and practice.

Drawing on decades of experience from individual Centers, cross-Center initiatives, and partners, the Capacity Sharing Accelerator aims to create an ecosystem for sharing R&I capacities in food, land, and water systems, driving a culture change within CGIAR and among partners for greater impact toward their sustainable development goals.

## Research and Activities

The CapSha Science and Innovation Lab will create the missing space where capacity development experts and CGIAR Programs scientists convene to:

- (1) elucidate the roster of capacities required by partners to meet their vision for transformational change and participate more effectively in FLWS R&I;
- (2) conduct research on CapSha approaches, models, tools, standards and impact;
- (3) design, prototype and deploy innovations in CapSha; and
- (4) institutionalize learning and conduct impact assessments of CapSha activities across CGIAR Programs and Centers.

By researching, piloting, and testing new approaches, effective, timely and relevant methods, and tools (referred to as "common solutions") will be made deployable for the Programs, Accelerators and Centers in their capacity development efforts, further accelerating their impact. NARIS partners will also be key clients of the CapSha Innovation Lab, benefiting from its research insights and common solutions, and from direct support for visioning and scenario-based planning exercises. Use cases will be developed which will produce country-level and

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<sup>6</sup> See for example, Farooq, 2023: [DOI: 10.17957/IJAB/15.2080](https://doi.org/10.17957/IJAB/15.2080); Galt et al., 2012: <https://doi.org/10.1007/s10460-012-9384-8>; Francis et al., 2020: <https://dialnet.unirioja.es/servlet/articulo?codigo=8049354>

regional-level CapSha plans with multi-year strategies and long-term impact horizons. The activities (AoW 1.1- 1.5) and matching high-level outputs (HLO) are further detailed in the next section.

**AoW 1.1: Visioning and scenario-based planning with NARIS and regional networks**

**HLO 1.1: Plans: Country-level and regional NARIS-CGIAR CapSha plans (including South-South and Triangular Cooperation) for organizational transformation formed and implementation started**

The CapSha Lab will work directly with NARIS partners and regional bodies and networks (including university networks and Centers of excellence) to support the development of CapSha strategies and plans that contribute to their visions for organizational transformation. Using visioning approaches and scenario-based planning, and in partnership with expert networks, new models and products generated from the Lab, CapSha will provide direct support to tailored-made country and regional-level interventions.

Through this exercise, the Lab intends to generate use cases in select geographies across different regions in the Global South to prototype and deploy these national and regional plans, in collaboration with the NARIS, Programs, Accelerators and Centers that are willing and have the capacities to collaborate on the use cases. These use cases will be identified and co-created during the prioritization phase in early 2025.

**AoW 1.2: Inventory and assessing existing approaches within CGIAR and NARIS**

**HLO 1.1: Plans: Country-level and regional NARIS-CGIAR CapSha plans (including SSTC) for organizational transformation formed and implementation started.**

Mapping of existing capacity development approaches within CGIAR and NARIS will inform strategic planning of CGIAR Programs. CapSha tools and models will be assessed, curated, and disseminated to mature further through the CapSha Marketplace and South-South & triangular cooperation areas of work to enhance research, innovation, and scaling capacities at the individual, institutional, and systems level.

**AoW 1.3: Design, test and roll out CapSha tools, methods, and approaches to develop best practices and standards.**

**HLO 1.2: R&I: Research findings informing CapSha advancements; state-of-the-art tools, methods, approaches & standards developed.**

Investment in the science of capacity sharing will include design, development, and piloting of new approaches for development and sharing of capacities within CGIAR Centers and among partners. New ways of working will be piloted and tested, such as new approaches to co-creating capacity development interventions; channeling financial and technical resources directly to NARIS partners to lead on R&I activities; supporting local scientists and institutions in increasing their research output and policy impact; and establishing novel types of partnerships and systems that address existing power imbalances between international and national NARIS partners.

Building on existing pilot programs, such as the BMGF-funded “research engagement” prototype, collaborative programs with academia on innovative curriculum development, secondments and local science support under the Climate, Peace and Displacement Partnership of the Fragility, Conflict, and Migration Initiative, the CapSha Lab will test new ways of capacity sharing and development, in collaboration with different parts of the CGIAR system.

The CapSha Lab's use cases and common solutions will directly serve the Programs and NARIS partners through the CapSha Marketplace and the SSTC, whose activities will highlight CGIAR's contribution to the broader localization agenda that is taking root.

**AoW 1.4: Science of CapSha: produce standards, research findings, best practices**

**HLO 1.2: R&I: Research findings informing CapSha advancements; state-of-the-art tools, methods, approaches & standards developed**

Just as CGIAR Programs provide excellence in research on solutions for food, land, and water systems in the face of climate change, the CapSha Innovation Lab will engage in the science of capacity development and sharing and provide thought leadership in the field as it relates to research and innovation in FLWS. Dedicated expertise on capacity development exists across the CGIAR system and the Innovation Lab provides the space and support to generate new science and tools for capacity sharing.

Powered by an active Community of Practice, the CapSha Innovation lab will undertake CapSha science reviews and new studies on effective and collaborative approaches and publish new insights in the form of peer reviewed papers and conference presentations, contributing to CapSha science and showing CGIAR's thought leadership in the field. High-level outputs such as state-of-the art tools and standards will be further channeled directly into CGIAR Programs and NARIS partner's CapSha actions through the activities of the CapSha Marketplace and South-South and triangular cooperation areas of work.

**AoW 1.5: Define and assess CapSha KPIs and principles within CGIAR and NARIS at individual and institutional level.**

**HLO 1.3: Culture change: CapSha KPIs and engagement principles assessed at the individual and institutional level.**

The CapSha Innovation Lab will further use the results from its research and design work to inform the ongoing monitoring, evaluation, learning and impact assessment (MELIA) of CapSha efforts from CGIAR Centers, the Programs and NARIS partners. By providing support to the development of tailored tools for accelerated learning, assessment, and reporting, CapSha will ensure that CGIAR and its partners have access to CapSha Key Performance Indicators (KPIs) that they can adapt and adopt in their interventions.

The CapSha Innovation Lab science, products and partners for MELIA will be made available on demand, drawing on the community of practice built jointly with the other CapSha areas of work. In-house, working together with CGIAR institutions and associated Programs, the CapSha Lab will support institutional capacity development strategies and develop impact assessment tools based on individual, Centre and institution level objectives and targets. CapSha principles, standards and KPIs will be co-developed with CGIAR and NARIS partners to capture their CapSha impact at individual and institutional levels.

## CapSha Innovation Lab Partners Engagement

Please see Partners Engagement Table in Section 5.



## 6.2. The CapSha Marketplace

The CapSha Marketplace seeks to address the challenges that currently hinder the effectiveness of CGIAR capacity development initiatives and result in missed opportunities for impactful, more sustainable capacity strengthening. The Marketplace acknowledges that current initiatives are often fragmented and distinguished by the lack of a cohesive strategy, resulting in an opportunistic and unsystematic offer for capacity development. The existing programs frequently concentrate solely on individual technical training, creating opportunities to strengthen capacities at the organizational and system levels<sup>7</sup>. Furthermore, unequal access to capacity-building opportunities often results in unmet needs for CGIAR and NARIS partners. Finally, there is a lack of sustained investment in building and retaining research and innovation capacities in FLWS among NARIS and CGIAR.

The CapSha Marketplace is expected to lead to a more coordinated and integrated capacity development and sharing landscape. The alignment of and exchanges between local and global initiatives will ensure that capacity programs are contextually appropriate and address the challenges faced by different institutions in regions. This Area of Work is designed to address the gaps between capacity development supply and demand, both within and across institutions, enhance the retention of essential skills. It will support Programs and NARIS partners to optimize the management of capacity resources, by mainstreaming and streamlining capacity development supply and effectively responding to evolving demands. It will also foster increased engagement among agricultural stakeholders, leading to more collaborative and participatory learning environments.

By 2030, the Marketplace strives to provide a **better coordinated, aligned, and visible CapSha supply and demand (existing and novel) for CGIAR and NARIS (AOC 2.1)** and a space for **increased partnerships between NARIS and CGIAR to co-develop programs** that enhance research, scaling, and innovation capacities based on the existing CapSha offer (**AOC 2.2**).

The CapSha marketplace intermediate outcomes are:

**I-AOC 2.1: Learning & Knowledge Platform** operating as a one-stop-shop for CapSha (including SSTC) for Programs, Centers, and Partners, powered by a **Knowledge House**.

**I-AOC 2.2: CGIAR and NARIS co-develop programs** for enhancing research, innovation and scaling capacities based on existing offer.

**I-AOC 2.3: Evolving and novel demand for CapSha systematically captured** to inform offer development through the CapSha Innovation Lab.

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<sup>7</sup> Palenberg, M. and D. Bombart (2024). Trends in Agricultural Research for Development (AR4D) Capacity Development since 2018 and Suggestions Going forward. Institute for Development Strategy, Munich, Germany.

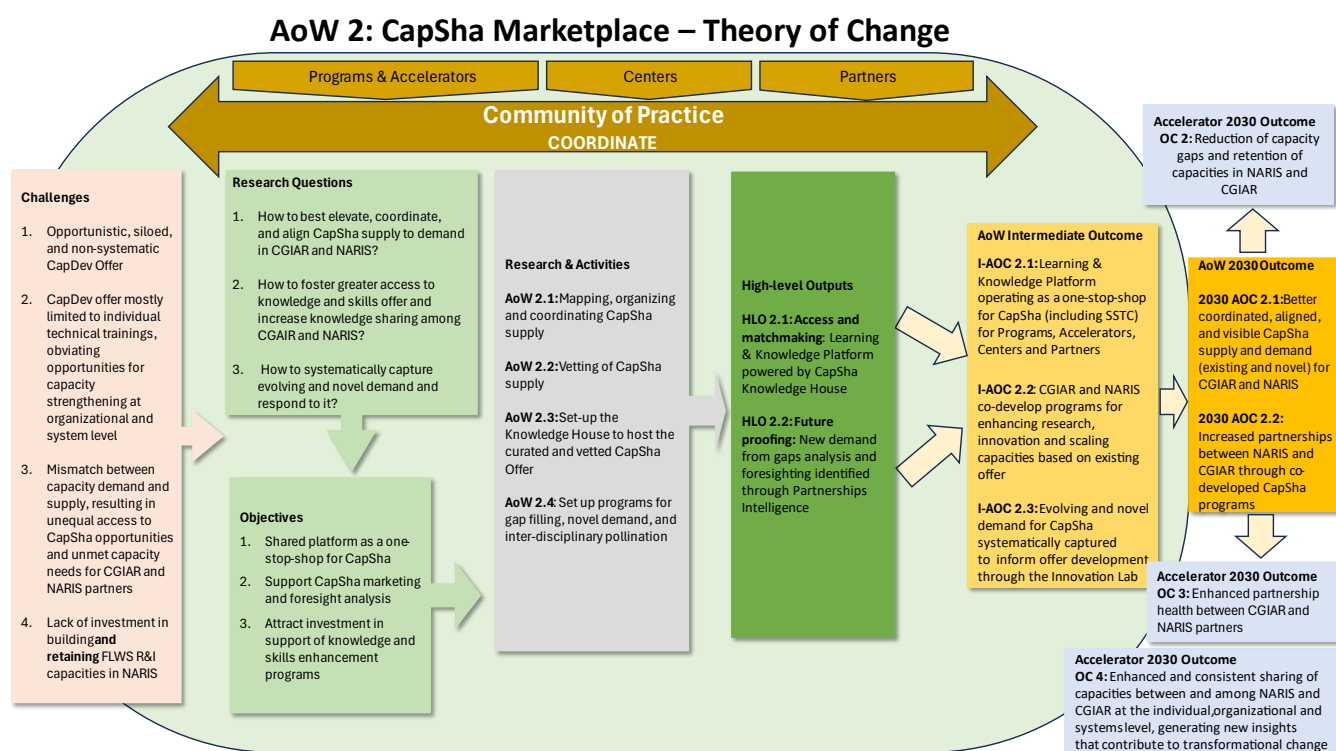


Figure 5: CapSha Marketplace Theory of Change (ToC)

## Research Questions

The CapSha Marketplace aims to develop a one-stop-shop for CapSha, to support marketing, foresight analysis, and more investment for knowledge and skills enhancement programs. As such, it has identified three main questions derived from its objectives:

1. How to best elevate, coordinate, and align CapSha supply to demand in CGIAR and NARIS?
2. How to foster greater access to knowledge and skills on offer and increase knowledge sharing among CGIAR and NARIS?
3. How to systematically capture evolving and novel demand and respond to it?

In collaboration with the other two CapSha Areas of Work (AoW 1 & AoW 3), the Marketplace will leverage digital tools to better align capacity development supply and demand, enhancing interactivity and training effectiveness. By piloting these tools with CGIAR and NARIS, the platform will evaluate their impact and scalability, aiming to make these training methods widely accessible to stakeholders in food, land, and water systems. The platform will foster collaborative and participatory learning environments by increasing stakeholder engagement and using predictive analytics to anticipate future capacity needs and match them with appropriate resources.

The Innovation Lab will support this effort by identifying emerging demands through gap analysis and foresight, guiding the development of innovative and targeted CapSha offerings. This proactive approach ensures the platform remains responsive to evolving trends and user needs. As a one-stop shop for CapSha products in FLWS R&I, the Marketplace increases the visibility

and reach of CGIAR and NARIS partners' offerings (which will remain accessible via their own platforms), while enabling economies of scale and more efficient resource use.

## Research and Activities

### **AoW 2.1: Mapping, organizing and coordinating CapSha supply.**

#### **OP 2.1: Access and matchmaking: Learning & Knowledge Platform powered by CapSha Knowledge House.**

The Marketplace will conduct comprehensive mapping exercises to identify existing CapDev programs, resources, and providers. This mapping will include analyzing their focus areas, target audiences, and geographical reach to identify gaps and overlaps in the current CapDev landscape.

By mapping, organizing, and coordinating the CapSha supply, the Marketplace will streamline access to a wide array of tools and expertise for Programs, Centers, partners and other stakeholders.

### **AoW 2.2: Vetting of CapSha supply.**

#### **OP 2.1: Access and matchmaking: Learning & Knowledge Platform powered by CapSha Knowledge House**

The CapSha Marketplace will guarantee the relevance and quality of its knowledge products within the Knowledge House through a comprehensive and systematic vetting process. This process will be executed in two critical stages:

- **Expert evaluation and content validation:** A panel of in-house subject matter experts, comprising specialists in food, land, and water systems (FLWS) research and innovation (R&I), will be established, as part of a Marketplace Community of Practice, to conduct a thorough review of the knowledge products. This evaluation will focus on assessing the scientific rigor, technical accuracy, contextual relevance, and applicability of the content to various stakeholder needs, including CGIAR Centers, NARIS partners, and external collaborators. The experts will employ standardized evaluation criteria based on best practices, ensuring each product aligns with the latest advancements and methodologies in learning and education.
- **User-Centric Feedback Mechanism:** To complement the expert evaluation, a continuous user feedback loop will be implemented. This involves deploying structured user satisfaction surveys and feedback tools that capture quantitative and qualitative data on the effectiveness, usability, and impact of the knowledge products. Feedback will be analyzed to identify gaps, areas for enhancement, and emerging demands. This data-driven approach ensures that the knowledge offerings are responsive to the evolving needs and expectations of a diverse user base, facilitating adaptive management and iterative improvements.

By integrating expert-driven validation with user-centered feedback, the CapSha Marketplace will maintain rigorous quality control and enhance the continuous improvement cycle for its knowledge products. This dual-layered approach will uphold the highest standards of relevance, reliability, and utility, thereby maximizing the impact of capacity sharing initiatives across the CGIAR system and its partners.

**AoW 2.3: Set up the Knowledge House to host the curated and vetted CapSha Offer.**

**HLO 2.1: Access and matchmaking: Learning & Knowledge Platform powered by CapSha Knowledge House.**

The setting up of the CapSha Knowledge House will further enhance accessibility and impact of the CGIAR CapSha offer by hosting a curated and vetted collection of CapSha supplies, ensuring that users can easily find and utilize high-quality resources. Powered by the CapSha Knowledge House, the platform will use the data to curate and generate cutting-edge educational, knowledge, and research content. The Knowledge House will be continuously updated based on real-world demands and gaps identified through the Marketplace, ensuring that the content produced is both relevant and impactful. Conversely, the Knowledge House informs the Marketplace about available resources to meet these demands.

The Capacity Sharing Accelerator is keen on working closely with the Digital Transformation Accelerator to develop this online platform, capitalizing on the knowledge, expertise, and resources of the Digital Transformation Accelerator in the digital space.

**AoW 2.4: Set up programs for gap filling, novel demand, and inter-disciplinary pollination.**

**HLO 2.2: Future proofing: New demand from gaps and foresight analyses identified through Partnerships Intelligence.**

The mapping exercise will also involve foresight analyses to anticipate future capacity needs in the context of global crises and evolving food, land, and water systems challenges. Future-proofing capacity development efforts require a strategic approach to partnerships and collaboration. Insights gained from Partnerships Intelligence can guide the design of programs that are not only responsive to current needs but also adaptable to future trends. By leveraging partnerships between organizations like CGIAR and NARIS, we can create a dynamic network that supports the exchange of knowledge and best practices. This collaborative environment helps to identify and address emerging demands more effectively. To support this, the platform will allow interaction between capacity providers, fostering collaboration and joint initiatives that enhance the reach and effectiveness of training programs. This will help to reduce duplication of efforts, fill critical gaps in CapDev, and ensure that resources are more accessible and relevant to diverse stakeholders. Thus, the Marketplace platform will design programs to address capacity gaps and stimulate interdisciplinary collaboration. In this sense, three potential programs are proposed here to be co-created and co-developed by CGIAR and NARIS partners:

1. Soft and organizational skills programs, expanding capacity development beyond technical training to equip users with the necessary capacities for both technical and organizational development.
2. Scholarships to support advanced education and research, contributing to long-term capacity building.
3. Training of Trainers' programs, establishing frameworks that ensure that knowledge and skills are effectively disseminated and sustained.
4. Secondments, placements, and other exchange programs for multi-disciplinary learnings and exchanges between and among CGIAR and NARIS scientists and practitioners at mid-career to leadership levels (e.g. GIZ-funded "Collaborative breeding Leadership Program" currently co-managed with the Genetic Innovation and the Capacity Sharing Function under the Partnerships and Advocacy Group).
5. Demand-driven programs based on requests from stakeholders in geographies and/or regions with lesser CGIAR presence. These programs afford the Accelerator the possibility to work with several geographies across different regions and to increase CGIAR and NARIS capacity sharing actions in these areas (e.g. request from country X to

deploy training programs identified in the Marketplace with their NARS adapted to their needs).

These programs will be supported by training activities, mentorship opportunities, and networking events that equip young professionals with the skills and knowledge needed to address the evolving challenges in FLWS. This Activity presents an emerging Area of Work that will enable CGIAR to complement its capacity strengthening programs in technical skills for FLWS R&I with other life and organizational development skills that are critical in advancing research, scaling, and policy.

The connection between the CapSha Innovation Lab, SSTC and CapSha Marketplace (powered by CapSha Knowledge House) **enhances partnerships** fostered by strengthening collaborative ties between CGIAR and NARIS partners. The CapSha Marketplace also facilitates the **consistent sharing of capacities**, ensuring that knowledge, skills, and resources are efficiently exchanged at individual, organizational, and systems levels. This comprehensive approach will contribute to transformational change in FLWS research and innovation by improving the effectiveness of capacity sharing initiatives and fostering a more integrated and innovative ecosystem.

## CapSha Marketplace and Partners Engagement

Please see Partners Engagement Table in Section 5.

## 6.3. The CapSha South-South and Triangular Cooperation

South-South cooperation is a manifestation of solidarity among developing countries that contributes to their national well-being, their national and collective self-reliance, and the attainment of the Sustainable Development Goals (SDGs) in accordance with national priorities and plans. As a result, South-South cooperation is of growing interest to developing countries as an instrument to share knowledge, technology, and resources, to inform policy and to strengthen international cooperation.

Triangular cooperation complements and adds value to South-South cooperation by enabling requesting developing countries to source and access more, and a broader range of, resources, expertise, and capacities that they identify as needed to achieve the SDGs.

In light of this, the CapSha South-South and Triangular Cooperation (SSTC) Area of Work seeks to address specific challenges in SSTC for food, land, and water systems, such as a lack of investment in building **and retaining** FLWS R&I capacities in NARIS, and limited opportunities for collaboration and capacity sharing among NARIS and CGIAR working in FLWS R&I.

The Balenberg and Bombart study (2024) shows that fewer actors engage in SSTC for FLWS R&I compared capacity development through training programs (see figure below).

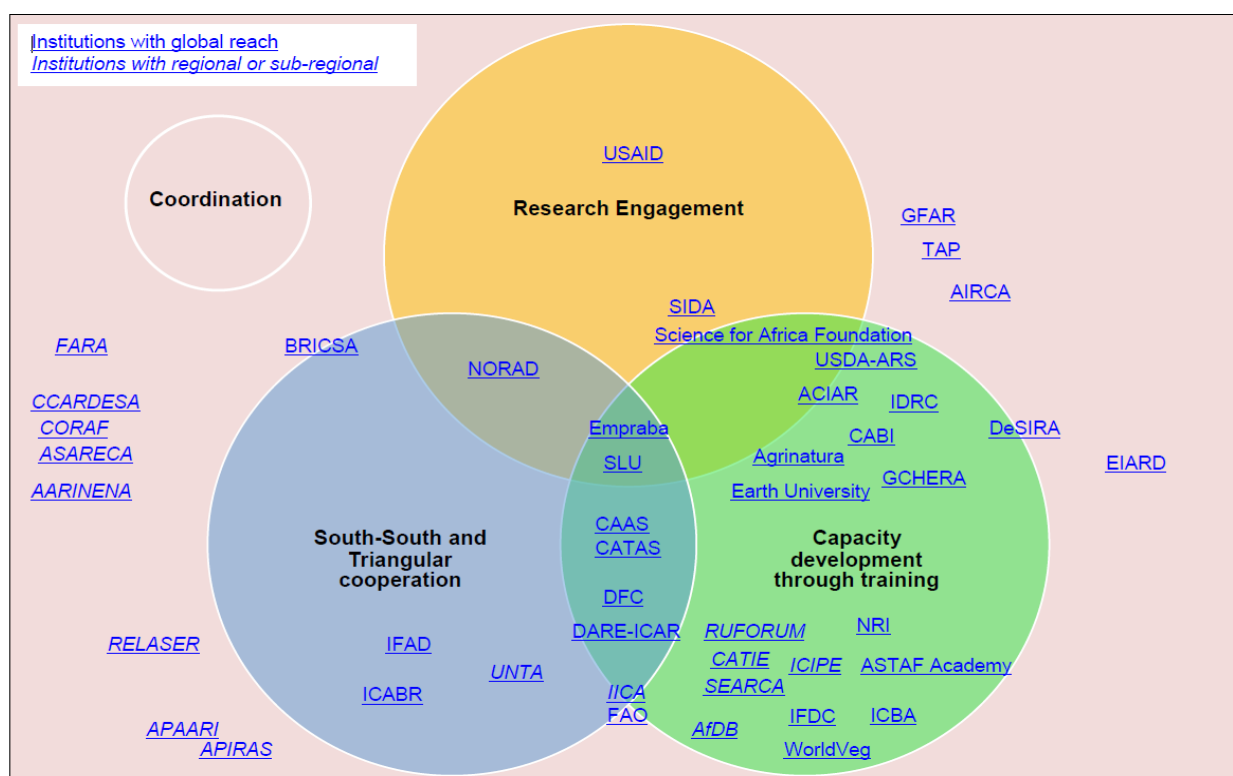


Figure 6: Map of providers and contributors to the Capacity Sharing Function (2022-2024) pillars of work. Balemberg and Bombart (2024).

Achieving CGIAR's 2030 Strategy and its Sustainable Development Goals requires stronger engagement in South-South and Triangular Cooperation (SSTC). SSTC's growing prominence is highlighted in global agreements like the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, BAPA+40, and the 2017 Brasilia Declaration. The 2021 UN System-wide Strategy on SSTC reaffirmed its critical role, particularly in agricultural and rural development for countries where similar development pathways make agriculture a key driver of growth and employment<sup>8</sup>.

Following the 2021 UN Food Systems Summit, SSTC can support sustainable food system transformations at national and regional levels. CGIAR and its Centers have been key knowledge brokers in promoting inclusive growth and rural transformation, engaging in SSTC through their presence in their mandate countries and partnerships with global institutions.

CGIAR's value lies in its relevance, reach, and long-term partnerships at national, regional, and international levels. Leveraging its extensive cooperation with NARIS and ARIs, CGIAR can enhance SSTC efforts to support food security, poverty reduction, and resilient food systems. The Capacity Sharing Accelerator will harness relevant knowledge from internal and external sources to contribute to CGIAR's efforts in SSTC for food, land, and water systems transformation.

<sup>8</sup> Addis Ababa Action Agenda [https://sustainabledevelopment.un.org/content/documents/2051AAAA\\_Outcome.pdf](https://sustainabledevelopment.un.org/content/documents/2051AAAA_Outcome.pdf); Buenos Aires Outcome Document <https://www.unsouthsouth.org/wp-content/uploads/2019/07/N1920949.pdf>; Brasilia Declaration and Action Agenda <https://unsouthsouth.org/wp-content/uploads/2023/08/Brasilia-Declaration-and-Action-Agenda-20-21-Nov-2017.pdf>

The SSTC Area of Work expects to achieve by 2030 greater collaboration between regional bodies and networks and CGIAR working on food, land, and water systems. The AoW also has two intermediate outcomes:

**I-AOC 3.1: a cohesive CapSha SSTC engagement** under early to intermediate implementation informed by national and regional plans developed under the CapSha Innovation Lab and consultations between stakeholders in the space of FLWS R&I.

**I-AOC 3.2: advocacy plans** co-developed by NARIS, regional bodies and networks and CGIAR for increased investment in CapSha SSTC under early to intermediate implementation.

### AoW 3: South-South & Triangular Cooperation (SSTC) – Theory of Change

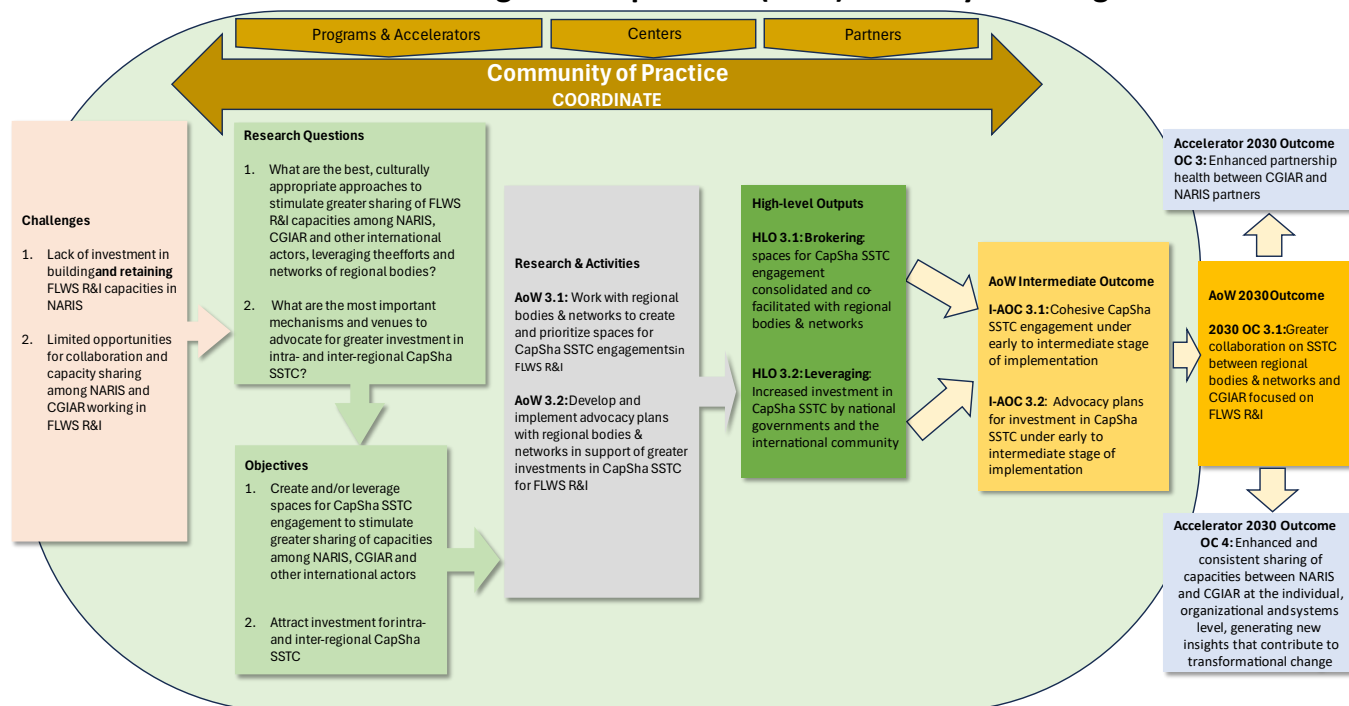


Figure 7: South-South and Triangular Cooperation Theory of Change (ToC)

### Research Questions

The SSTC Area of Work (AoW) aims to act as a broker to enhance engagement, facilitating greater sharing of capacities among NARIS, CGIAR, and other international actors while attracting investment for intra- and inter-regional CapSha SSTC in food, land, and water systems research and innovation (FLWS R&I). It focuses on two main research questions:

1. What culturally appropriate approaches are most effective for stimulating greater sharing of SSTC FLWS R&I capacities among NARIS, CGIAR, and international actors, leveraging regional bodies' efforts and networks?
2. What are the most effective mechanisms and platforms for advocating increased investment in intra- and inter-regional CapSha SSTC?

The SSTC AoW adheres to key principles, particularly country ownership, where SSTC interventions are demand-driven and managed by countries, supported by the CGIAR Capacity Sharing Accelerator, Programs (e.g., CGIAR Scaling for Impact under its SSTC Sub-area), and



Centers. This focus on mutually beneficial exchanges among countries underscores why the SSTC AoW is primarily led by NARIS (see Capacity Sharing Accelerator Model in Section 5).

## Research and Activities

**AoW 3.1: Work with regional bodies & networks to create and prioritize spaces for CapSha SSTC engagements in FLWS R&I.**

**HLO 3.1: Brokering: spaces for CapSha SSTC engagement consolidated and co-facilitated with national/regional/international institutions.**

The Capacity Sharing Accelerator will play a critical brokering role in knowledge sharing by providing global platforms that disseminate best practices and demonstrate how South-South and Triangular Cooperation (SSTC) can accelerate the transformation of food, land, and water systems (FLWS). Research on SSTC generated by the CapSha Innovation Lab will empower countries to design, implement, and evaluate their own SSTC initiatives more effectively. This evidence-based research will also strengthen policy dialogues at regional and global levels, helping to build consensus on the priorities, principles, opportunities, and impacts of SSTC in FLWS R&I.

**AoW 3.1.1: Knowledge Brokering on CapSha SSTC through the CapSha Marketplace**

The SSTC AoW will utilize the CapSha Marketplace to enhance knowledge sharing and partner connectivity more efficiently and inclusively. The platform will securely digitalize and archive all relevant information, making it easily accessible for future use. This systematic approach will support SSTC by providing streamlined access to a comprehensive range of good practices, research, and expert knowledge.

**AoW 3.1.2: Establishing a CapSha SSTC Community of Practice for research and innovation in food, land and water systems**

The establishment of an SSTC Community of Practice will provide a shared space where Global South partners and development actors can exchange best practices in SSTC and connect with multidisciplinary expertise from CGIAR Programs, Accelerators, Centers, technical institutions, knowledge networks, universities, and centers of excellence. These engagements will bolster advocacy, outreach, and strategic communication by:

- Identifying, documenting, and sharing innovative SSTC partnership models.
- Pinpointing complementarities and synergies among partners to foster effective SSTC collaborations.
- Promoting regional and inter-regional forums that encourage partnerships based on SSTC principles, such as mutual benefit.
- Facilitating capacity development activities for national, regional, sub-regional, and inter-regional entities to enhance their ability to design and implement SSTC programs and initiatives.

**AoW 3.2: Develop and implement advocacy plans with regional bodies & networks in support of greater investments in CapSha SSTC for FLWS R&I.**

**HLO 3.2: Leveraging: Increased investment in CapSha SSTC by national governments and the international community.**

A key focus of the CapSha SSTC at the global level will be to support countries in enhancing and expanding their SSTC initiatives through strengthened partnerships, advocacy, strategic engagement, and resource mobilization, including via SSTC financing mechanisms. This will be accomplished by reinforcing advocacy and strategic communication efforts to raise awareness and build support for South-South and Triangular Cooperation (SSTC) among stakeholders, including constituents, partners, and practitioners.



To achieve this, the SSTC AoW will:

- Offer technical guidance to integrate SSTC outcomes into relevant intergovernmental policy processes and regional coordination frameworks.
- Develop and implement policy dialogues and advocacy events focused on SSTC to facilitate experience sharing from the Global South and inform global policy discussions.
- Organize and participate in regional advocacy, outreach, and communication events to promote awareness and collaboration on SSTC.
- Strengthen partnerships with centers of excellence, development institutions, and emerging development actors to leverage technical capacities and resources, fostering innovation and engagement with new partners, including International Financial Institutions (IFIs) and the private sector.

Building on advocacy plans and roadmaps jointly developed with NARIS, regional partners, and CGIAR, the Capacity Sharing Accelerator will facilitate resource mobilization efforts with emerging middle-income countries with robust NARS networks (e.g., Brazil, India), emerging donors (e.g., China), non-traditional funding partners, the private sector, and international and regional financial institutions. These efforts aim to finance innovative CapSha SSTC use cases in food, land, and water systems research and innovation.

## CapSha SSTC and Partners Engagement

Please see Partners Engagement Table in Section 5.

# 7. Boundaries and linkages with other components of the Portfolio

## 7.1. Boundaries with other components of the Portfolio

Since all Programs and Accelerators are expected to develop specific capacity development activities, the Capacity Sharing Accelerator (CapSha) will be interconnected with each of them. The Capacity Sharing Accelerator will actively collaborate with the Scaling for Impact Program to design capacity development initiatives that facilitate the scaling of research innovations and technologies.

As the central hub for CGIAR's capacity-sharing initiatives, the Capacity Sharing Accelerator coordinates and enhances capacity development efforts across all CGIAR Programs and Accelerators. It provides them with innovative capacity development tools, methods, and Communities of Practice (CoPs) while supporting them in leveraging CapSha opportunities.

The Capacity Sharing Accelerator will connect all Programs and Accelerators through the 'Online Knowledge House,' a centralized platform for all capacity development activities offered and implemented by CGIAR Programs, Accelerators, and Centres. The Knowledge House will serve as a comprehensive repository for all capacity development/sharing knowledge products. Additionally, it will enable CGIAR scientists to engage with their target audiences through distance and e-learning opportunities.

CapSha will also assist CGIAR Programs and Centres in developing demand-driven capacity development programs by utilizing the CapSha Marketplace, which maps capacity supply and

demand. It will further engage with diverse partners through the CapSha SSTC to foster collaboration.

Furthermore, the Capacity Sharing Accelerator will develop new training courses on soft skills tailored to partners, including CGIAR scientists, based on their specific roles and levels of responsibility.

Finally, the Capacity Sharing Accelerator will collaborate closely with specialized institutions involved in capacity development and educational programs, as well as civil society organizations (CSOs) that focus on scaling knowledge across various stakeholders, from schools to farmers, and targeting policymakers and civil servants.

The Capacity Sharing Accelerator will serve as a Center of Excellence for capacity-sharing science, providing a platform to better coordinate, align, and enhance CapSha interventions by CGIAR and its partners. This approach aims to achieve economies of scale and accelerate progress toward desired impacts. The Accelerator will not engage in direct technical implementation of CapSha activities, as these are most effectively handled by the Programs, which possess the subject matter expertise.

## 7.2. Linkages across the Portfolio and with external stakeholders

The Capacity Sharing Accelerator links to the CGIAR Portfolio generally in three main ways. Firstly, the driving force behind all CapSha activities will be a Portfolio-wide and Centre-wide Community of Practice (CoP) (see figure 2. ToC). It is envisaged that this CoP will connect regularly to drive implementation of the Capacity Sharing Accelerator, also ensuring that there is a natural liaison for CapSha activities in each Program. The CoP will prioritize activities based on the CapSha principles as well as the use case methodology.

Secondly, the Capacity Sharing Accelerator is proposing to connect with other Accelerators to ensure alignment and high return on investment for approaches that will bring synergies.

Thirdly, the Capacity Sharing Accelerator will work with all Programs as the main entry-point for 1) testing and co-developing improved capacity sharing approaches in AoW1 The Innovation Lab, 2) coordination, alignment and visibility of CapSha supply and demand (existing and novel) for CGIAR and NARIS through a Learning & Knowledge powered by a Knowledge House, in AoW2 the Marketplace, and 3) brokering engagement, sharing of capacities among NARIS, CGIAR, and other international actors while attracting investment for intra- and inter-regional CapSha AoW 3 on South-South and Triangular Cooperation.

The following sections give a brief overview of the Capacity Sharing Accelerator's specific linkages with other Programs and Accelerators:

### **Breeding for Tomorrow**

Breeding for tomorrow and the Capacity Sharing Accelerator will collaborate to optimize the impact of capacity-sharing initiatives across CGIAR Centers, Programs, and partners by: mapping, guiding, and aligning breeding related capacity-sharing offers with demand, establishing a community of practice for leaders of capacity development programs to foster collaboration opportunities; creating a forum to explore various models of capacity sharing, systematize lessons learned, and define standards for capacity-sharing activities in collaboration with partners.

### **Multifunctional Landscapes**

The Capacity Sharing Accelerator will support the Science Program Multifunctional Landscape in co-developing and sharing learning-resources and to give access to easily usable resources that allow the use of evidence-based tools and methods to ensure learning approaches (i) align with latest and most suitable capacity-sharing trends, (ii) use modern data-driven technologies, and (iii) pay particular attention to women, youth, indigenous people and local communities, for effective scaling for impacts. The Capacity Sharing Accelerator will also support to strengthen system sciences within the CGIAR and its partners: Capacity sharing towards institutional change for using co-creation and systems science methods and stimulating policy investments.

### **Sustainable Farming**

The Capacity Sharing Accelerator will support the institutional change promoted by the Sustainable Farming Science Program for using co-creation and systems science methods and stimulating policy investments by defining and addressing capability gaps for the short- and long-term across different stakeholder groups by enhancing CGIAR and partners' system science skills. The capacity sharing will support translating scientific outputs to provide training and materials for scientists, farmers, extension workers, private sector and policymakers related to the innovation bundles; through providing training and materials to partner organizations for the use of data and process innovations, and through novel capacity sharing models to enhance the innovation capacity of actors within the national systems.

### **Better Diets and Nutrition**

The Capacity Sharing Accelerator will collaborate on the implementation of capacity development activities for designing and implementing solutions in support of food systems transformation that delivers sustainable healthy diets and nutrition impacts at national and subnational levels as such as on capacity development activities that support regional and global transformative leadership that delivers sustainable healthy diets and nutrition impacts. Particular attention will be given to support capacity sharing for improved standardization and harmonization of surveillance and monitoring mechanisms for nutrition research, and associate training programs, targeting multidisciplinary personnel in policy and practice.

### **Sustainable Animal and Aquatic Foods (SAAF)**

The Capacity Sharing Accelerator will partner with Science Program Sustainable Animal and Aquatic Foods to develop inclusive approaches, tools, and capacity sharing (including Partners) to support animal and aquatic food producers to adopt combinations of innovations for improved productivity and profitability, emissions reduction, and nutrient-dense food.

### **Food Frontiers and Security**

With support from the Capacity Sharing Accelerator, the Frontiers Program will develop new modalities for leveraging CGIAR research evidence, tools, and models and link evidence to policies and investment plans focusing on poverty, food security, fragility, and social equity.

The Capacity Sharing Accelerator, particularly the CapSha Innovation Lab and CapSha South-South and Triangular Cooperation will support the Food Frontiers and Security SP by supporting them to leverage opportunities for exchange of students, early career, and senior researchers; mentorship with and between southern institutions in partnership with new and existing networks and alliances; and through the CapSha Market place supporting individuals and research Centres through small grants for write-shops, conferences, and publications and seconding CGIAR staff to UN organizations in regional hubs to leverage local expertise and build capacities.

### **Policy Innovations**

The Capacity Sharing Accelerator will support the Policy Innovation Science Program, and in particular its Policy-focused Capacity Building and Innovation Area of Work by conducting needs assessments, supporting pilot projects and testing new methodologies, developing and disseminating a library of survey instruments and protocols that help make survey building for impact assessment on PIEL more efficient, and fostering collaboration between CGIAR scientists and partners (research institutions, NGOs) to develop innovative approaches to program evaluation and impact assessment.

### **Climate Action**

The Capacity Sharing Accelerator will support the Climate Action Program on capacity building in interpreting climate-related data, innovation, and resilient agricultural technologies, empowering stakeholders to make informed decisions and amplify impacts, the development and dissemination of knowledge and tools through training programs and skill development.

### **Scaling for Impact**

The Capacity Sharing Accelerator is integral to the theory of change and all AoWs of the Scaling for Impact Program. Activities under all three CapSha AoW will support the development and operationalization of a capacity framework for strengthening science and education. The CapSha Community of Practice will contribute and further develop the Scaling for Impact Program's practice of scaling innovation, for example through its program to support advanced degree students in innovation systems. The Scaling for Impact Program will also work with the Capacity Sharing Accelerator in South-South and triangular cooperation to scale solutions and use cases from the Innovation Lab and the Marketplace that enhance impact on FLWS R&I.

### **Genebanks**

The Capacity Sharing Accelerator will provide support to CGIAR Genebanks for fostering their collaboration with national plant protection organizations and national genebanks to transfer technology, share knowledge, build capacity, and co-design solutions.

### **Digital Transformation**

The Capacity Sharing Accelerator will support the Digital Transformation Accelerator (DTA) capacity Sharing Strategy to enhance digital and data capacity development to transform food, water, and land systems which fosters collaboration among CGIAR Centres and partners from public and private sectors, enabling them to leverage shared resources and expertise in digital transformation and encourages the exchange of best practices and innovative solutions for digital transformation. DTA's capacity sharing actions are focused on four essential components of the CGIAR Capacity Development framework: learning materials and approaches, gender-sensitive approaches, institutional strengthening, and organizational growth. The Capacity Sharing Accelerator will prioritize the target countries in Africa, Asia and South America, and the products generated will be made available as global or regional public goods accessible to a wider audience.

The DTA and the Capacity Sharing Accelerator will develop a knowledge sharing platform (linked to the CapSha Marketplace) with training modules, supporting material (e.g., videos, documents, others), and open online courses ensuring the benefits of digital solutions are accessible to all, particularly marginalized communities. The training will not only focus on technical skills but also strategic thinking and innovation management.

### **Gender Equality and Inclusion**

The Capacity Sharing Accelerator will support the Gender Equality and Inclusion Accelerator in capacities and needs assessment, the development of Gender Equality and Inclusion capacity

strengthening strategy, develop trainings and training programs, network of capacity building institutions, postdoctoral Fellows Program, capacity strengthening resources/materials.

**For linkages with external stakeholders, please see Partners Engagement Table (Section 5).**

## 8. Monitoring, Evaluation, Learning, and Impact Assessment (MELIA)

### 8.1. Monitoring, Evaluation, and Learning (MEL)

A MEL results framework with key performance indicators will be developed to systematically assess progress in achieving results across the three AoW of the Capacity Sharing Accelerator and in relation to its Theories of Change defined in Section 5 and 6. Emphasis is placed on mainstreaming MEL best practices across the Accelerator, and the pooled and bilaterally funded activities that comprise the wider Accelerator portfolio. Outcome mapping tools will be used for internal reflection learning during partner meetings to further refine project activities and decisions to serve as a feedback loop.

Data and information needed for MEL purposes will be collected periodically based on a MEL plan that will be developed in collaboration with all Programs and partners at Program inception and reported annually to CGIAR. Regular virtual leadership meetings and hybrid annual meetings with research activity leaders will be used to ensure the Accelerator is on track and to provide any course corrections necessary. The robust MEL framework will quickly reflect and adapt both the Capacity Sharing Accelerator and the three AoW level TOC. The Key Performance Indicators will be defined and progress of those will be tracked periodically.

The Accelerator will rely on the data reported through CGIAR's online reporting system for reporting and evaluation. The lead from a MELIA focal point or focal point team from Capacity Sharing Accelerator will ensure it is updated regularly based on bimonthly leadership meetings.

### 8.2. Impact Assessment (IA)

The CapSha impact assessment strategy will focus on generating reliable and quantifiable empirical evidence on the Accelerator's contribution towards CGIAR's five Impact Areas: Nutrition, Poverty, Gender, Climate, and Environment. The IA strategy will employ a mixed-methods approach, incorporating both quantitative and qualitative techniques, to capture evidence at different levels (e.g. farmers/farm, local organizations, governments, research).

A comprehensive set of impact metrics will be developed and aligned with the three AoWs of the Capacity Sharing Accelerator. These metrics will be used to measure outcomes in relation to knowledge change, skill enhancement, building capacity, productivity, profitability, resilience, equity, and environmental sustainability etc.

The benchmark studies will be conducted in target regions to establish initial conditions against which changes can be monitored or measured. These studies will gather data and the necessary information on KPIs. To establish causal links between interventions and outcomes, methodologies such as randomized controlled trials (RCTs), difference-in-differences (DiD), and propensity score matching (PSM) will be employed. Qualitative research, including personal interviews and focus groups, will be explored based on the need.

Assessments will be conducted at multiple scales - from household to country level across diverse geographies, ensuring context-specific insights. Partnerships with national research institutes and other organizations will enable data pooling, cross-Program synergies, and meta-analyses.

Findings will be synthesized into reports for stakeholders, offering evidence-based recommendations for scaling successful interventions and refining strategies. Adequate resources, including funding and skilled personnel, will be allocated to ensure rigorous assessments and their integration into decision-making processes.

## 9. Capacity sharing

The Capacity Sharing Accelerator, through its Areas of Work, coordinated by a robust Community of Practice representing Programs, Accelerators, Centers, and Partners, offers significant opportunities for both inter- and intra-institutional learning and collaboration. It also plays a key role in driving culture change and transforming our collective approach to CapSha, fostering greater knowledge sharing and innovation across institutions.

The **Innovation Lab** will drive both inter- and intra-institutional learning by support the co-development, testing, and exchange of cutting-edge CapSha tools, methods, and approaches, promoting collaborative learning, accelerating innovation, and facilitating mutual learning from institutional successes and failures. By enabling knowledge sharing across departments and teams, this approach will break down silos, encouraging vertical and horizontal learning within institutions and enhancing overall institutional development.

The **Marketplace** will serve as a platform to match CapSha supply with demand by pooling resources, expertise, and capabilities across institutions. By improving cohesion and facilitating effective matchmaking, the Marketplace will foster collaborations that transcend traditional boundaries, create new learning opportunities, and improve institutional performance. It will promote teamwork and shared learning objectives, while resource sharing—such as training programs and innovations—will maximize collective impact, reduce costs, and expose participants to diverse practices and innovations. Within institutions, this resource sharing ensures that all departments have access to the necessary tools and expertise, further enhancing learning and driving continuous improvement.

**South-South and Triangular Cooperation** will establish a cohesive space where stakeholders with different institutional cultures are encouraged to reflect on their own practices and share and adopt more effective approaches. This cross-institutional exchange will challenge existing norms and drive progressive change, fostering a culture of openness, learning, and ongoing development. By incorporating new strategies and technologies from other institutions, South-South and Triangular Cooperation will also enhance institutional resilience, increase adaptive capacity, reduce capacity gaps, ensuring long-term retention of skills and expertise.

Together, these components will build more agile, responsive institutions, driving innovative thinking and improving performance through enhanced collaboration and resource sharing between and among CGIAR and partners.

## 10. Gender and social inclusion

Gender equality, women's empowerment, and youth inclusion are core development objectives of the Capacity Sharing Accelerator in all its three Areas of Work.

Current capacity development interventions are not commonly based on the latest science of gender-differentiated psychology and learning. Where they are targeting specific population groups such as women or young men, different approaches, tools, and methods are required for effective learning results and long-term impact. Therefore, the CapSha Innovation Laboratory will conduct research and innovation in support of learning and capacity building approaches and tools for different genders, ages, and abilities. Insights from CapSha research will inform sustainable Capsha models to be used by CGIAR Programs, Accelerators (like GESI), and CGIAR Centers to empower women and youth in agricultural capacity development programs, supported and leveraged by the CapSha Marketplace and the CapSha South-South and Triangular Cooperation areas of work.

The CapSha Marketplace will invest in gender specific CapSha mapping and partnership development to ensure CGIAR Centers and Programs can benefit from the state-of-the-art CapSha tools and expertise for their capacity building efforts. Matching specialized CapSha institutions with relevant FLWS expertise within CGIAR can contribute to the development of new and more sustainable CapSha investments. The South-South and Triangular Cooperation Area of Work under the Capacity Sharing Accelerator will have a strong focus on gender; building on the rich experience of CGIAR's GESI work to date, and in close collaboration with the GESI Accelerator, it will create the space for dialogue and exchange as well as generate concrete investments and partnerships on gender specific CapSha for agriculture and broader FLWS.

## 11. Climate change

Climate change is a major driver of vulnerability and food insecurity in many low-income countries, heightening crisis risks and impacting the operations and effectiveness of CGIAR and NARIS partners. Both CGIAR Centers and NARIS partners face challenges in building and sustaining the capacities needed to address these evolving threats. The Capacity Sharing Accelerator recognizes the need for global shifts in capacity types, the methods of developing and enhancing these capacities, and the delivery models of Programs that must adapt to increasingly complex and interconnected risks.

To address these challenges, the Capacity Sharing Accelerator will incorporate insights from fields beyond agriculture and FLWS, such as humanitarian capacity building, conflict studies, and disaster management. Leveraging experiences from secondment programs and partnerships with international humanitarian agencies—under Initiatives like the Fragility, Conflict, and Migration Initiative and CGIAR's Climate Security work—the Accelerator will develop new CapSha strategies for fragile and high-risk contexts. It will focus on creating and testing new interdisciplinary and transdisciplinary models, coupled with innovative delivery mechanisms that foster equitable partnerships. These models will be tailored for environments highly exposed to the impacts of climate change and compounded risks, such as fragility and conflict, and aligned with relevant Programs, including those focused on food system frontiers, small islands, and climate action.

Best practices and lessons learned from the Capacity Sharing Accelerator's research, incubation activities, and its Community of Practice will be shared beyond CGIAR and NARIS partners. This knowledge will inform policy processes on climate change by providing evidence-based insights



into CapSha requirements for national and regional adaptation and mitigation plans, as well as identifying scalable solutions and sustainable capacity-building approaches for climate action.

## 12. Risk management

*Note: Risks will be finalized and mitigation actions will be developed as part of the risk management plan during the Inception Phase.*

Five potential risks to Capacity Sharing Accelerator include (i) Unequal power dynamics that may undermine collaboration (ii) competition for limited resources, (iii) reversion to the traditional unidirectional approaches due to limited, short-term funding, (iv) Poor coordination of CapSha efforts for Programs, Accelerators, and bilateral investments, and (v) unfavorable institutional policies, procedures, and incentives for capacity retention (Table 2). Mitigation plans will be designed and implemented during the Program's Inception Phase to address these risks.

*Table 2: Potential risks to the Capacity Sharing Accelerator*

Number	Risk statement
1	Unequal power dynamics and imbalances between CGIAR and NARIS and among NARIS partners may hinder collaboration and sharing of capacities undermining the effectiveness of the Capacity Sharing Accelerator in reducing capacity gaps.
2	Competition for limited resources between CGIAR and NARIS partners may hinder collaboration and lead to widening capacity gaps.
3	Institutional and system-level capacity strengthening and multi-dimensional CapSha approaches require high, long-term investment and limited short-term funding may lead to reversion to traditional linear unidirectional approaches.
4	Unclear coordination mechanism for Programs, Accelerators and bilateral investments may lead to competition for resources for CapSha and unintentional duplication of efforts.
5	Unfavorable conditions such as institutional policies, procedures, and incentives may undermine retention of capacities.

## 13. Funding sources

*In the final version, a table will be inserted here, showing the breakdown of pooled funding by Area of Work for different budget scenarios.*

Despite growing recognition of the importance of capacity development and collaboration in the agricultural sector, there has been a significant lack of dedicated funding within CGIAR over the past decade to systematically foster knowledge exchange, skill development, and innovative partnerships across CGIAR and NARIS. The Capacity Sharing Accelerator seeks to address this gap by providing a platform that enhances the sharing of expertise, resources, and best practices among agricultural researchers, innovators, and practitioners.



## Addressing the Funding Gap

The Capacity Sharing Accelerator differs from other Programs and Accelerators within CGIAR as it does not build on previous CRPs, Initiatives, or Platforms. Historically, capacity-sharing initiatives have been underfunded or overlooked:

1. **CRP Phase I:** Capacity sharing was not prioritized, resulting in no W1/W2 funding to support cross-CRP capacity-sharing activities.
2. **CRP Phase II:** While capacity sharing was embedded within individual CRPs, there was no platform to harmonize tools and offerings across CGIAR.
3. **Subsequent Initiatives:** CGIAR reverted to the Phase I scenario, where capacity sharing was not integrated into any Initiative or Platform. A Capacity Taskforce under CGIAR Partnership and Advocacy Group developed strategic proposals on capacity sharing, leading to bilateral capacity projects with certain Initiatives (e.g., BMGF funded research engagement Project, GIZ Collaborative breeding Leadership Academy, GIZ PhD Program for Africa). Upcoming projects include the GIZ PhD Program for Africa, G7-AfriCampus.

As a result, capacity-sharing efforts in CGIAR's agricultural research have often focused on isolated projects rather than creating synergies. The Capacity Sharing Accelerator directly addresses this gap by providing a structured model for capacity sharing supported by dedicated funding. Investments in CapSha will enable cohesive efforts to build stronger, more interconnected research networks, accelerating agricultural innovation and transformational change. The absence of previous funding for such collaborative platforms makes this initiative both necessary and timely.

## Innovative Approach

The Capacity Sharing Accelerator introduces an innovative model that emphasizes continuous and dynamic knowledge exchange. It aims to develop transformational change plans, conduct research on capacity-sharing approaches, and foster a culture shift toward the decolonization of science in food, land, and water systems. CapSha will connect CGIAR and NARIS for better access and matchmaking through future-proof approaches, facilitating SSTC collaboration by brokering and leveraging investments in the CapSha space.

This model ensures that capacity sharing is an ongoing, evolving process aligned with the needs of the agricultural research community. CapSha also integrates cutting-edge approaches in gender, diversity, and inclusion (GDI), data, digital tools, and scaling strategies. By advancing these methodologies, CapSha will contribute to enhancing the global competitiveness of agricultural research institutions, particularly those in under-resourced regions.

## Catalyst for Future Funding

Investing in the Capacity Sharing Accelerator will not only fill a current funding gap but also strengthen CGIAR's and NARIS's capacity to attract funding from both public and private sectors. A successful CapSha implementation will serve as a proof of concept that can be scaled and replicated globally, expanding the impact of capacity sharing in agricultural research. CapSha's outcomes—enhanced research collaboration, increased innovation capacity, and scaled agricultural technologies—align with the priorities of major funding bodies and international development organizations, fostering transformational change and supporting the SDGs.

## Conclusion

Significant funding for staffing, services, and operations is crucial for launching a transformative capacity-sharing model that fills a longstanding gap, introduces innovative practices, and creates new funding opportunities for agricultural research, innovation, and transformative change.

## Annex - Pooled Funding

Items	Budget under W1/W2 2025 in USD – Scenario 1	Budget under W1/W2 2025 in USD – Scenario 2
<b>CapSha Innovation Laboratory</b>		
<b>AoW 1.1:</b> Visioning and scenario-based planning with NARIS and regional networks OP 1.1: Plans: Country-level and regional NARIS-CGIAR CapSha plans (including SSTC) for organizational transformation formed and implementation started	x USD	x USD
<b>AoW 1.2:</b> Inventory and assessing existing approaches within CGIAR and NARIS OP 1.1: Plans: Country-level and regional NARIS-CGIAR CapSha plans (including SSTC) for organizational transformation formed and implementation started	x USD	x USD (will allow support for additional Country and Regional plans)
<b>AoW 1.3:</b> Design, test and roll out CapSha tools, methods and approaches to develop best practices and standards OP1.2: R&I: Research findings informing CapSha advancements; state-of-the-art tools, methods, approaches & standards developed	x USD	x USD
<b>AoW 1.4:</b> Science of CapSha: produce standards, research findings, best practices OP1.2: R&I: Research findings informing CapSha advancements; state-of-the-art tools, methods, approaches & standards developed	x USD	x USD
<b>AoW 1.5:</b> Define and assess CapSha KPIs and principles within CGIAR and NARS at individual and institutional level OP 1.3: <u>Culture change</u> : CapSha KPIs and engagement principles assessed at the individual and institutional level	x USD	x USD
<b>CapSha Marketplace</b>		
<b>AoW 2.1:</b> Mapping, organizing and coordinating CapSha supply OP 2.1: Access and matchmaking: Learning & Knowledge Platform powered by CapSha Knowledge House	x USD	x USD
<b>AoW 2.2:</b> Vetting of CapSha supply OP 2.1: Access and matchmaking: Learning & Knowledge Platform powered by CapSha Knowledge House	x USD	x USD
<b>AoW 2.3:</b> Set up the Knowledge House to host the curated and vetted CapSha Offer OP 2.1: Access and matchmaking: Learning & Knowledge Platform powered by CapSha Knowledge House	x USD	x USD
<b>AoW 2.4:</b> Set up programs for gap filling, novel demand, and inter-disciplinary pollination OP 2.2: Future proofing: New demand from gaps and foresight analyses identified through Partnerships Intelligence	x USD	x USD (will allow increased direct funding support to partners and leverage additional bilateral funding)
<b>AoW 3: CapSha South-South and Triangular Cooperation (SSTC)</b>		
<b>AoW 3.1:</b> Work with regional bodies to create and prioritize spaces for CapSha SSTC engagements in FLWS R&I OP 3.1: Brokering: spaces for CapSha SSTC engagement consolidated and co-facilitated with national/regional/international institutions	x USD	X USD (will allow engagement with more regional bodies)
<b>AoW 3.2:</b> Develop and implement advocacy plans with regional bodies in support of greater investments in CapSha SSTC for FLWS R&I OP 3.2: Leveraging: Increased investment in CapSha SSTC by national governments and the international community		x USD (will allow increased direct funding support to partners and leverage additional bilateral funding)
<b>Total</b>		

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