Risk Management - Digital Transformation

Click **here** for the risk report including full set of actions, owners and due dates.

In 2025, key risks related to fragmentation of activities, data governance (integrity, ownership, security), and data culture remained relevant. Fragmentation materialized as a significant risk, affecting focus and limiting delivery of high-impact outputs. Data-related risks were actively mitigated through collaborative efforts across CGIAR in establishing FAIR data systems, governance frameworks, and institutional capacities, improving data management and stewardship across centers. However, challenges in data ownership and data culture continue to constrain full uptake. Risks related to cross-program partnerships and stakeholder coordination were largely minimized through close alignment and collaboration with other science programs and accelerators.

Top 5 Submitted Risks for 2025	Actions and Controls to Manage Risk
Data integrity Inconsistent data quality and regulatory environments could affect sustainability of the data ecosystem and governance to support FAIR principles.	An objective of the Data Ecosystem AOW as well as the Enabling Environment AOW is to build robust institutional and center level systems, capacities and processes to ensure that data that is currently generated is FAIR, AI-ready as well as stored and managed well. We are also creating cross CGIAR COP called data collaborative which will be the vehicle to drive this vision across the centers.
Fragmentation of Activities Fragmentation of activities across multiple deliverables (PoDs) reduces focus and diluted impact, while the absence of a clear portfolio management approach limits prioritization of high-value outputs.	A mechanism will be created to coordinate multiple activities around a few core flagship activities and resources will be managed accordingly. Cross-collaboration between centers with common research agenda will be encouraged.
Data security Data risks could emanate from potential data leaks, losses as well as violation of sovereign data protection and privacy loss. All these different kinds of risks could lead to legal and reputational damage.	As part of the accelerator, we have sub-AOWs that will specifically address issues of policies, technologies as well as SOPs that ensure that we minimize potential data risks. We also have activities that are meant to improve data management & storage and minimize the chances of data loss. Further, most CG centers and projects have sufficient safeguards to ensure that the data risks are minimized.
Data culture Reluctance to require open, FAIR data, to value and incentivize it as a core CGIAR asset could affect efforts towards data-driven impact.	DTA's AOW 4 has several sub-AOWs (especially digital core) that will strive to work with the center leadership teams as well as drive a common vision on data and digital management. One of the key parts of this vision is to also drive change management and advocate for center leadership to value data as an asset and also nudge their investments into transforming their data into a valuable asset.
Data ownership Lack of clarity on IP may hinder use of AI-ready data, affecting digital product development.	As part of the DTA deliverables, we will also work on developing a policy to specifically address the issue of IP around use of data generated by CGIAR and partners.