Update on the Inception Phase for CGIAR's 2025—30 science and innovation Portfolio

22nd meeting of the CGIAR System Council
Penang, Malaysia
3 June 2025

Purpose

The CGIAR System Council, at its 21st meeting in Berlin, Germany on 11—12 December 2024,

"(i) [a]pproved the Program and Accelerator proposals *[…]; and* ***(ii) [r]equested that [ISDC] carry out a targeted review*** *of the Program and Accelerator Inception Reports and complete Plans of Work/ Results and Budgets, no later than Q3 2025, and advise the Council on the extent to which the latter address the areas for improvement identified"*

Pending the completion of relevant materials for ISDC review by 30 June, today's presentation shares a progress update on the Inception Phase for CGIAR's 2025—30 science and innovation Portfolio, for discussion and feedback.

Pre-read posted on 22 May: SC22-04, *Update on the Inception Phase for CGIAR's 2025—30 science and innovation Portfolio*

What we plan to cover today

10:00—10:10	**Overview:** • Context, purpose, and key work streams of the Portfolio Inception Phase	• **Sandra Milach,** CGIAR Chief Scientist • **Roland Sundstrom,** Practice Lead, Program Delivery
10:10—10:25	**Program/ Accelerator Case studies:** • Policy Innovations • Capacity Sharing • Scaling for Impact • Sustainable Farming • Genebanks	• **Clemens Breisinger,** Interim Director, Policy Innovations • **Charles Kleinermann,** Interim Director, Capacity Sharing • **Tim Krupnik,** Interim Director, Scaling for Impact • **Oscar Ortiz,** Interim Director, Sustainable Farming • **Vania Azevedo,** Interim Director, Genebanks
10:25—10:30	**Preview:** CGIAR Impacts in Agrifood Systems – Evidence and Learnings from 2022—24 (“Type 2” technical report)	• **Frank Place**, Senior Advisor, Portfolio Performance Unit
10:30—11:25	**Questions and answers, discussion**	• **All**
11:25—11:30	**Close**	• **Sandra**

Context

structured inception process to set up the 2025—30 science and innovation Portfolio for success

1. complete outstanding, key design features
2. address feedback from ISDC, IPB, and the System Council
3. operationalize leadership & management arrangements

steady cadence of engagement with key stakeholder constituencies

7 Feb	✓	Portfolio Inception Plan defined, presented to the IPB
4 Mar	✓	1st SC, IPB, ISDC touch point
11 Mar	✓	Program/ Accelerator Inception Report template completed
2—4 Apr	✓	First in-person meeting of the CGIAR Global Science Team (GST)
w/o 7 Apr	✓	CGIAR Science Week: Portfolio/ Programs/ Accelerators engagement
7 May	✓	2nd SC, IPB, ISDC touch point
16 May	✓	5th meeting of the IPB: review of Inception Update
21 May	✓	Portfolio-Wide Inception Update posted

profound changes in CGIAR's funding landscape & operating environment

Recap: what is different?

This is not business as usual. The 2025–30 Portfolio marks a clear evolution:

1. **unified:** all of CGIAR's science & innovations – across all Centers and funding streams – brought together in a single, integrated structure

2. **prioritized:** research efforts intentionally selected for their potential impact against major global challenges and stakeholder priorities

3. **streamlined:** with just 8 Science Programs, a Scaling for Impact Program, and 4 Accelerators; enhanced synergies, communication, and delivery

4. **stable:** 6-year planning horizon provides a stable platform for long-term science, strategic partnerships, and progress to impact

5. **enabled:** on-the-ground presence, tools, services, and platforms accelerate uptake and scale

an impactful Portfolio: projected 2030 & 2040 benefits

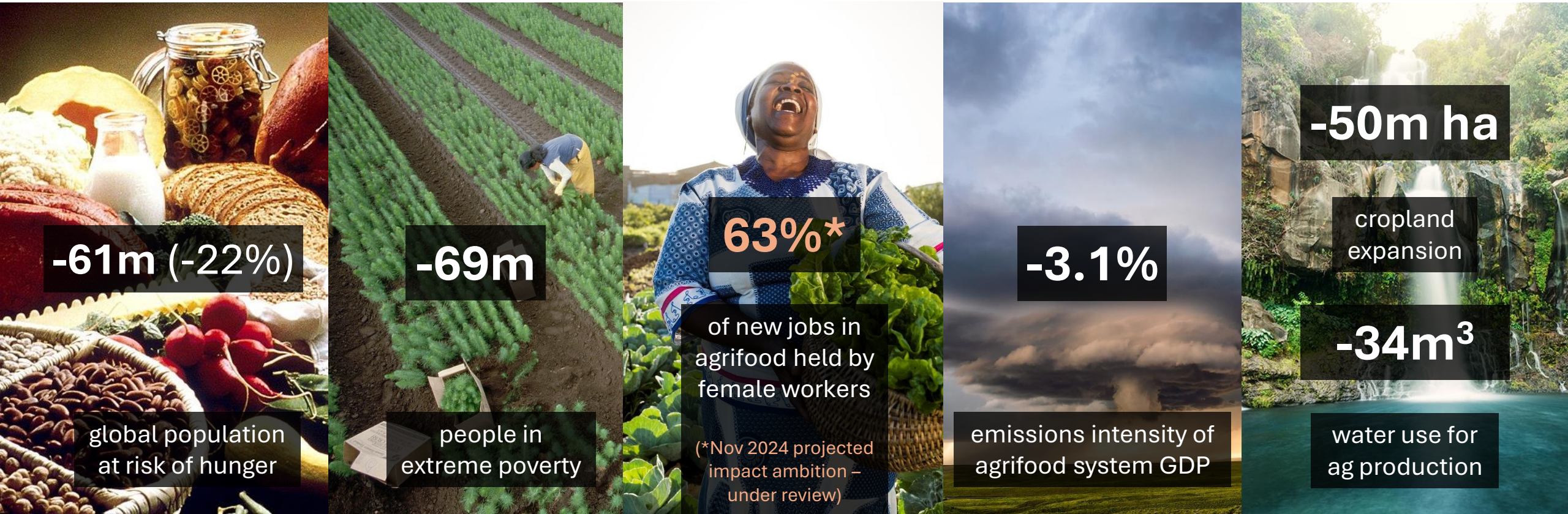
Nutrition, Health & Food Security

Poverty Reduction, Livelihoods & Jobs

Gender Equality, Youth & Social Inclusion

Climate Adaptation & Mitigation

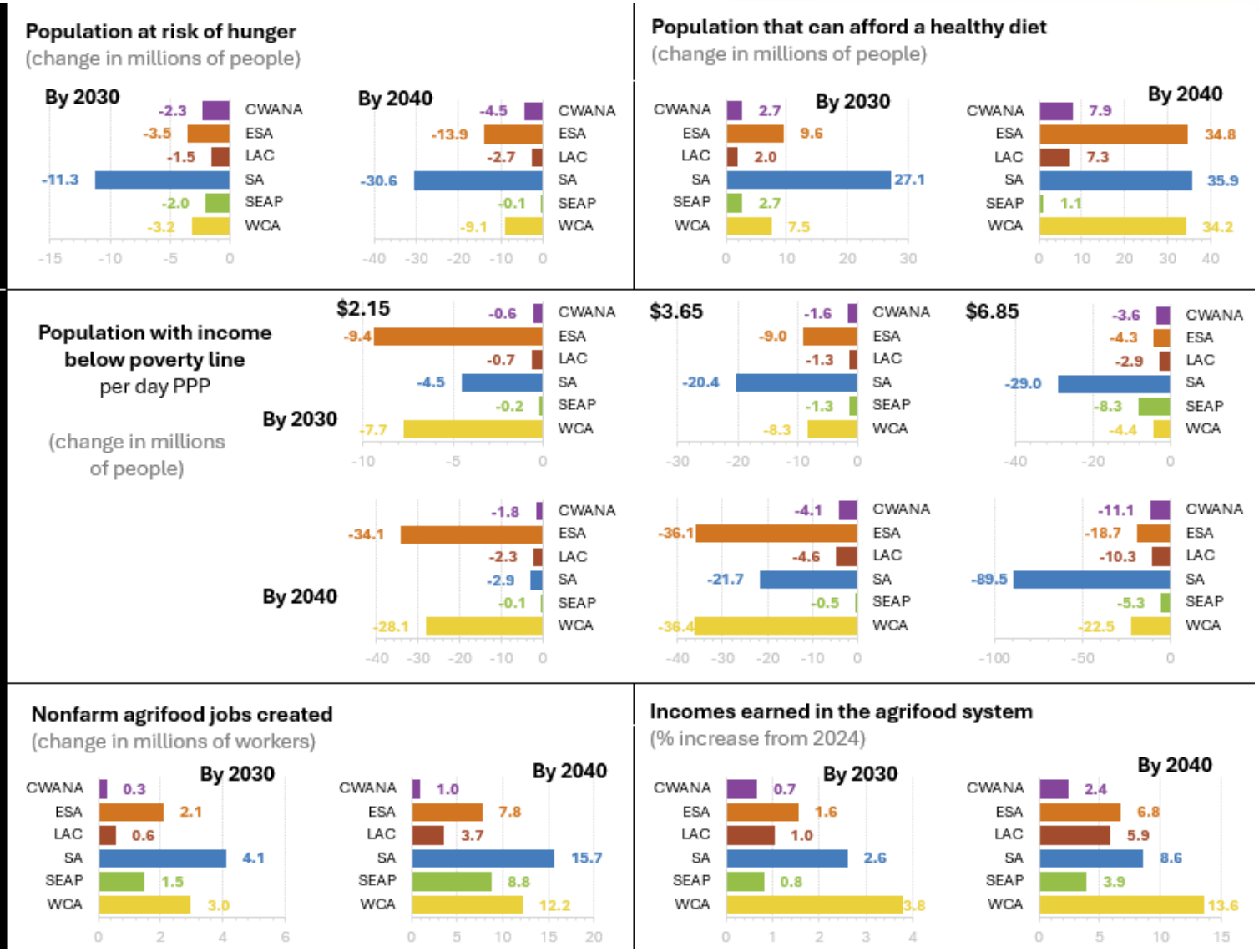
Environmental Health & Biodiversity



an impactful Portfolio: projected benefits (cont.)

Nutrition, Health and Food Security

Poverty Reduction, Livelihoods and Jobs

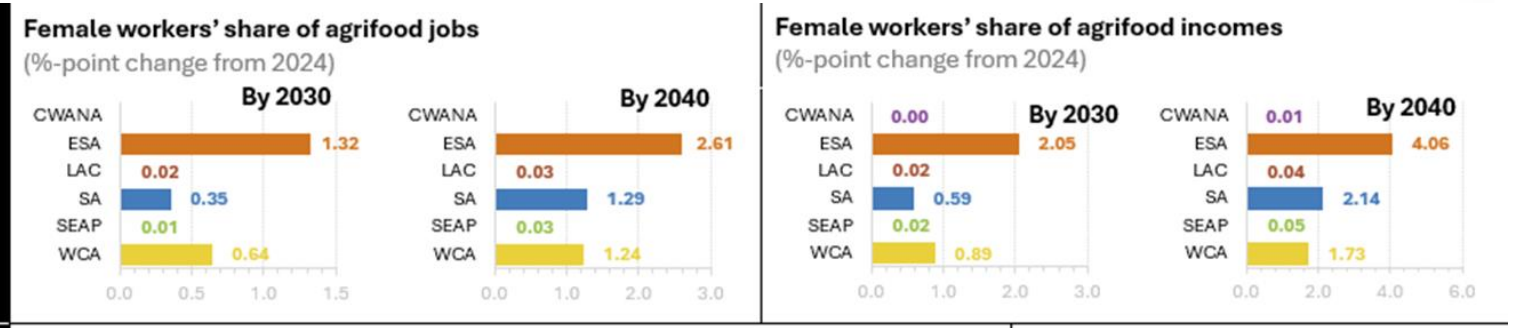


projected regional outcomes by 2030 and 2040

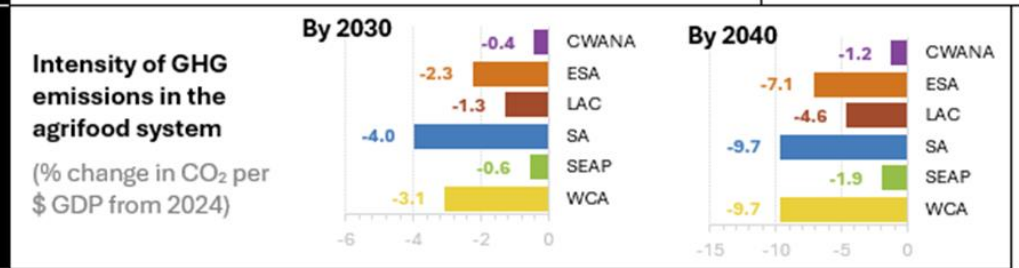
(**PRELIMINARY –** Subject to review and refinement)

an impactful Portfolio: projected benefits (cont.)

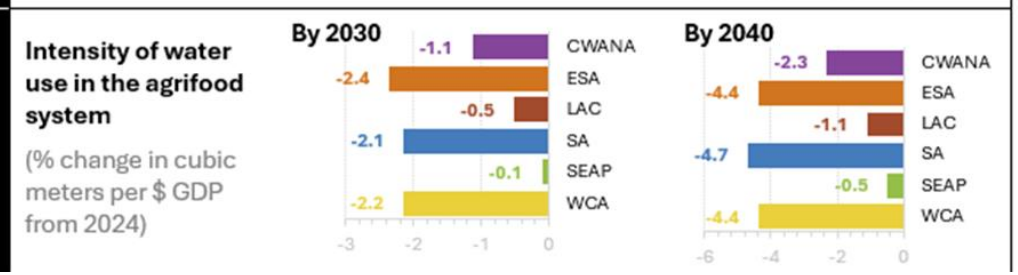
Gender Equality, Youth and Social Inclusion

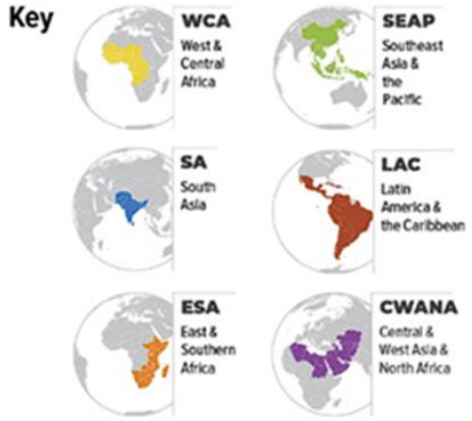


Climate Adaptation and Mitigation



Environ-mental Health and Biodiversity

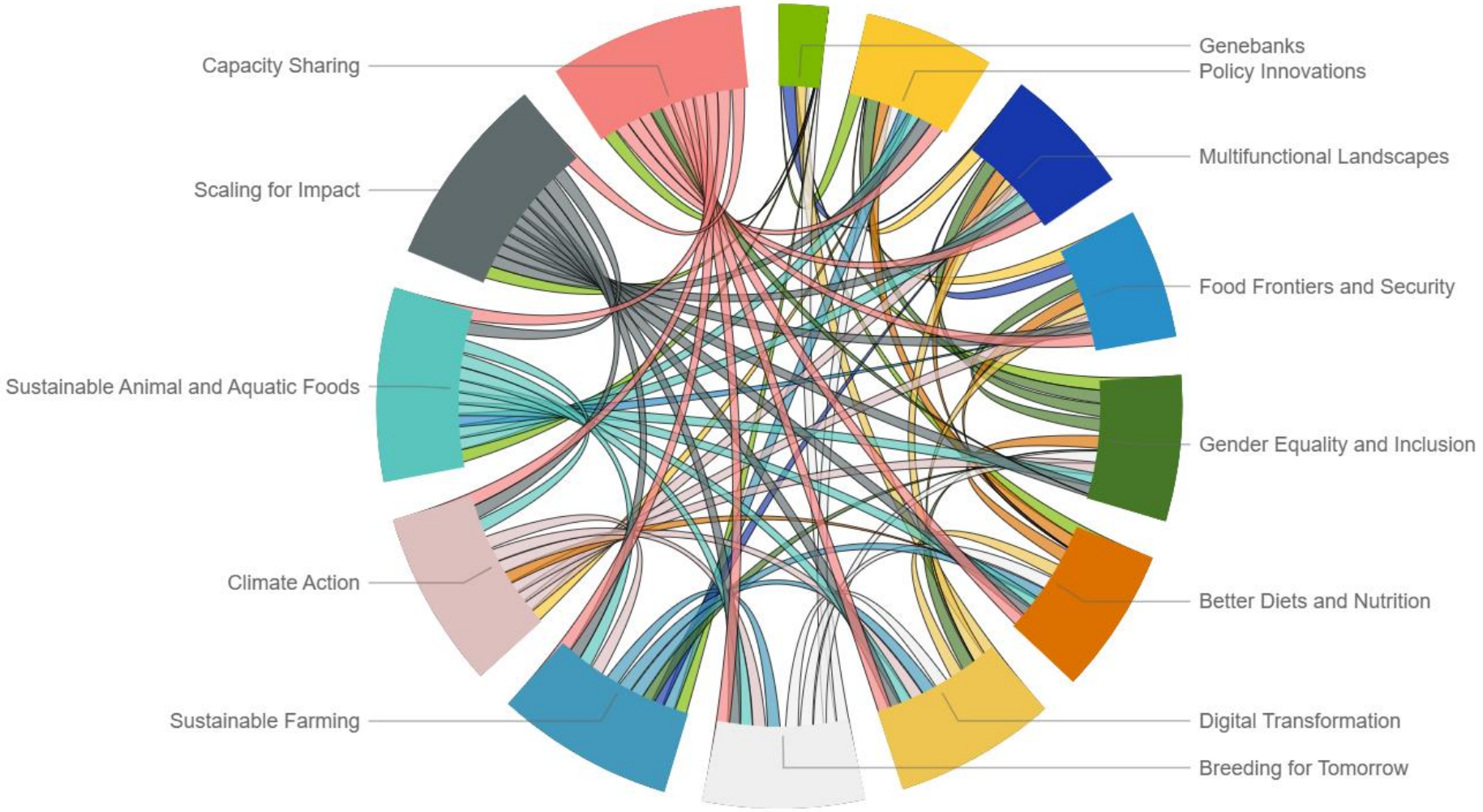




What this is and is not:

- Projects 2030 and 2040 impacts of the Portfolio relative to a "no CGIAR" scenario
- Draws on updated Program/ Accelerator theories of change and KPIs
- Uses a transparent modelling framework and consistent set of assumptions to connect Program/ Accelerator outcomes (sphere of influence) to higher-level impacts (sphere of interest)
- Does not capture all pathways and indicators of interest

a coherent Portfolio: cross-Portfolio linkages

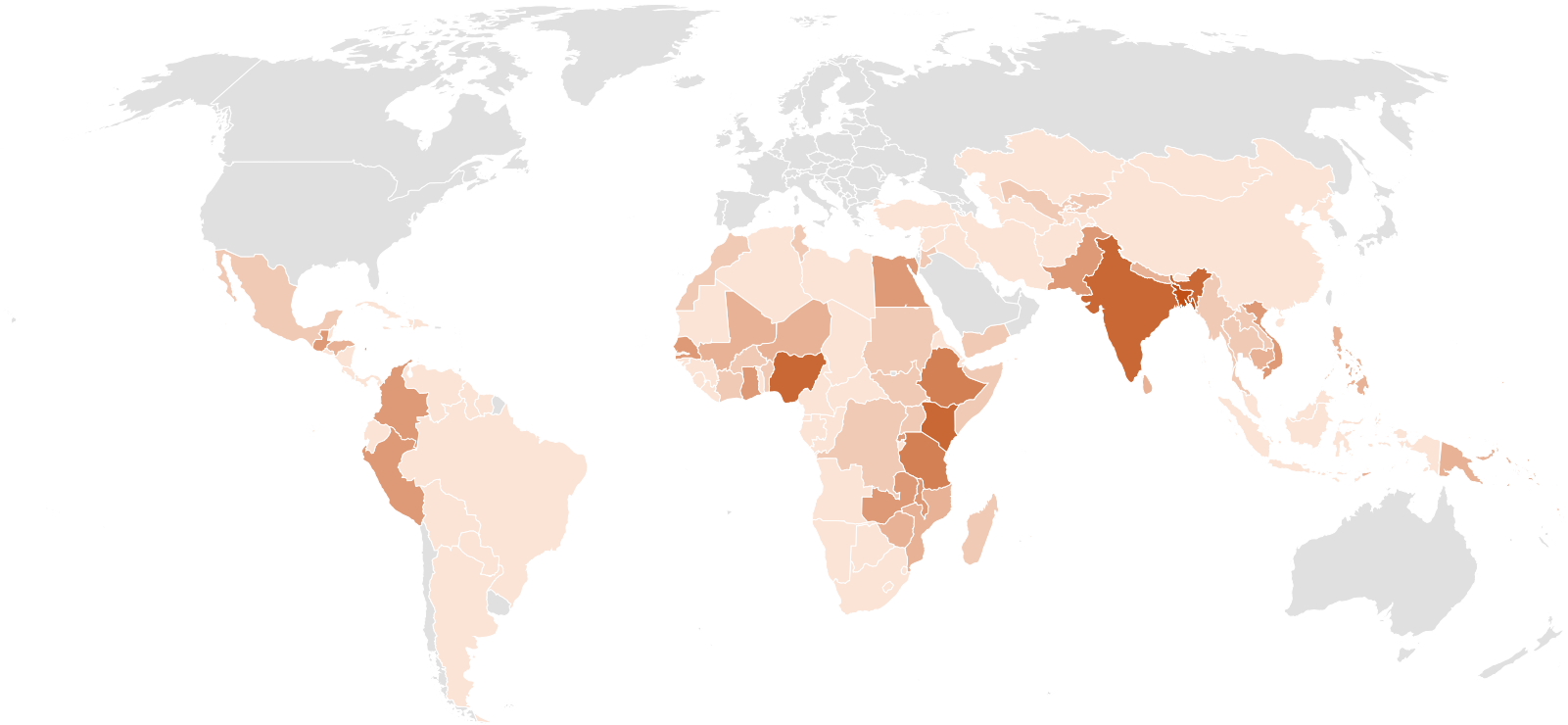


Linkages between Programs & Accelerators per Sept 2024 proposals

a Portfolio designed for coherence:

- shared work plans
- interconnected theories of change
- 2030 & 2040 impact ambitions derived from coordinated contributions across multiple Programs & Accelerators
- mechanisms for collaboration

a demand-responsive Portfolio: partnerships & co-design

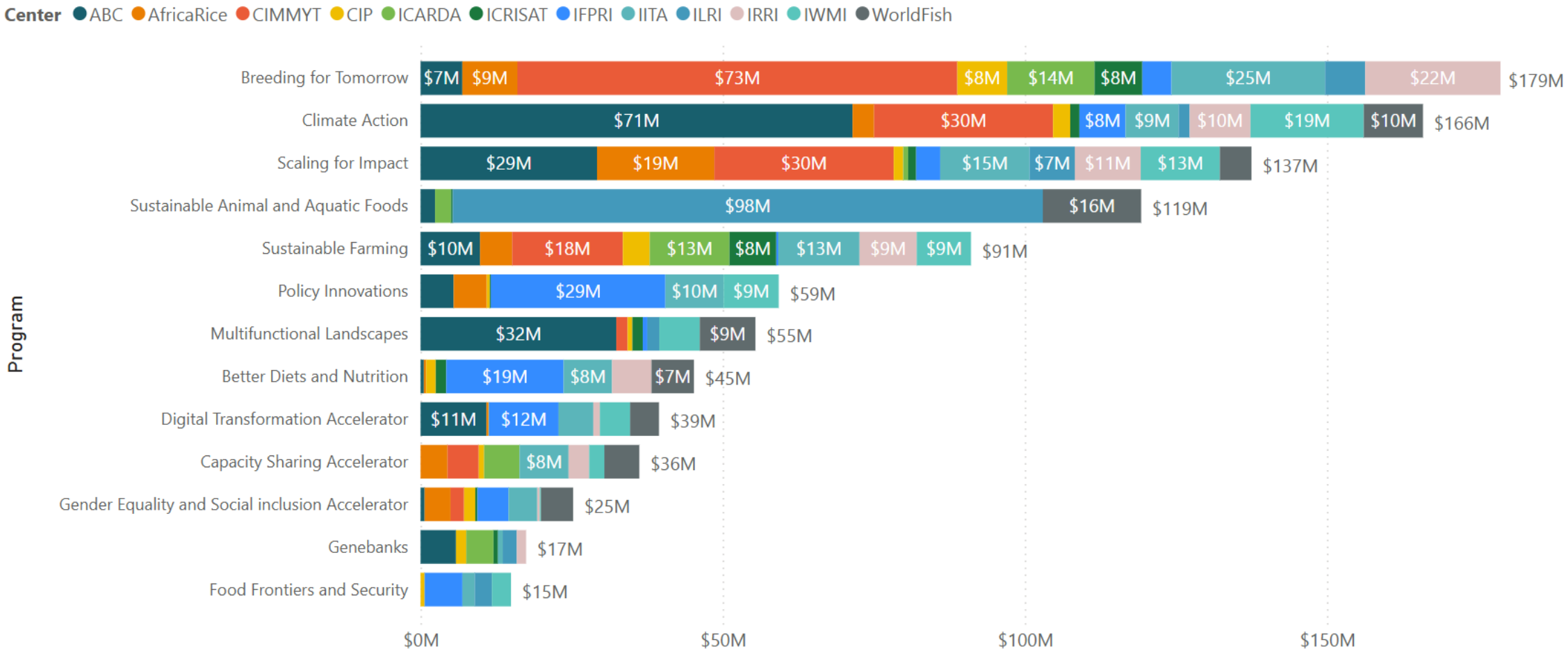


‘heat map’ of countries in scope/ in focus of Programs/ Accelerators for the purpose of projecting benefits

Leveraging CGIAR’s global presence and vast networks of partners, the Inception Phase the marks roll-out of a comprehensive, **strategic partnership approach** with an emphasis on **(i)** maximizing the mutual value from partnerships, **(ii)** a pro-partnering culture, and **(iii)** becoming fit for purpose to partner. This includes a **firm commitment to co-design;** with partners engaged early, often, and effectively to co-identify problems and co-design solutions

an ‘all of CGIAR’ Portfolio: W3/ bilateral alignment

The Portfolio drives alignment, synergies, and complementarity across all Centers and funding streams through: **(i)** dynamic and progressive ‘mapping’ of W3/ bilaterally funded work to the most relevant Programs & Accelerators; **(ii)** a minimum reporting standard on the performance and results of W3/ bilateral projects & programs; and **(iii)** a management structure that systematically brings together Center-led and Partnership-led work at all levels (Program/ Accelerator Leadership Teams, Global Science Team, Global Leadership Team.



built on CGIAR's comparative advantage

As part of the Inception, Programs/ Accelerators have systematically analyzed CGIAR's comparative advantage in relation to their high-level outputs and potential alternative providers.

What **sources of comparative advantage** are needed to deliver a particular high-level output (HLO) and which does CGIAR already hold?

Are there **third parties** that hold those sources of comparative advantage?

Are those third parties **likely** to deliver the work associated with an HLO?

Are those third parties likely to be **effective and impactful** in delivering the work?

CONCLUSION: CGIAR well/ moderately/ weakly positioned to undertake the work associated with an HLO

Timeline of next steps

7 February	✓	Portfolio Inception Plan defined and presented to the IPB at its 3rd meeting
4 March	✓	1st System Council, IPB, ISDC touch point on the Portfolio Inception Phase
11 March	✓	Program/ Accelerator Inception Report template completed in consultation with ISDC
2—4 April	✓	First in-person meeting of the CGIAR Global Science Team (GST): prioritization, resource allocation, management
early-April	✓	Detailed guidance on prioritization, comparative advantage analysis, theories of change, MELIA plans, and risk management available to Program/ Accelerator teams
w/o 7 April	✓	CGIAR Science Week: presentations of all Programs and Accelerators, key partner engagement and outreach
early-May	✓	Technical Reporting: Type 1 technical reports of the 2024 performance and results of the Research Initiatives and Impact Area Platforms, Type 3 report on Portfolio practice change published
7 May	✓	2nd System Council, IPB, ISDC touch point on the Portfolio Inception Phase
14 May	✓	3rd meeting of the Science Committee: review of Inception Update, feedback on Science Week, Committee priorities
16 May	✓	5th meeting of the IPB: review of Inception Update
21 May	✓	Portfolio-Wide Inception Update posted for information ahead of the 22nd meeting of the CGIAR System Council (SC22)
4 June	☐	SC22: Portfolio-Wide Inception Update presented – feedback, guidance
30 June	☐	Deadline for ISDC submission of Program/ Accelerator Inception Reports, complete 2025 Plans of Results and Budgets, and relevant supporting materials
July	☐	Technical Reporting: 2024 Portfolio Narrative and Type 2 technical report on 2022—24 progress to impact submitted for IPB review and approval
early-August	☐	ISDC reviews completed
August—Sept	☐	Management Action Plan in response to ISDC reviews completed, submitted to the IPB for approval

Leadership for impact

The CGIAR Global Science Team (GST), bringing together the science leadership of all Centers and the Directors of all Programs and Accelerators is aligned and committed to driving an impactful, prioritized, coherent, and demand-responsive Portfolio.

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Program/ Accelerator case studies

Policy Innovations

Major adjustments following feedback received from ISDC and others

1. Elevator Pitch (Simplified Theory of Change)

Policy Innovations Program

Why, How, and its Impact

A policy is a plan of action for directing resources, regulations, and behaviors towards a strategic objective

Responding to Challenges and Demand at Global & Country Levels

Food System Challenges

- Lack transformative action
- Increase in poverty & inequality
- Growing uncertainty and crises
- Mounting complexity

Demand for Solutions from Governments

- Lack of credible and timely evidence for decision making
- Trade-offs across multiple objectives
- Dis-functioning markets
- Underperforming institutions

Co-developing Research-based Innovations & Recommendations with Partners

Agenda Setting	• Outlooks, policy & investment choices • Global, regional & country engagement
Rapid Response	• Research-based policy advice • Crisis response consistent with fiscal capacities
Capacity & Tools	• Analytical tools & expertise • Improving institutional capacity & functioning

Six interlinked Areas of Work	
Foresight & prioritization	Governance & political economy
Market-led transformation	Country & regional strategy
WEFE nexus policies	Global poverty and jobs hub

Promoting science-based policy decisions, investments & institutional change

- Focused impact at global, regional and country-levels. At country level through "CGIAR Country Policy Hubs" plus major activities in 10+ other countries
- Resulting in Effective Policies, Markets & Institutions
- Improving lives across all 5 CGIAR impact dimensions in collaboration with other CGIAR science programs and accelerators.

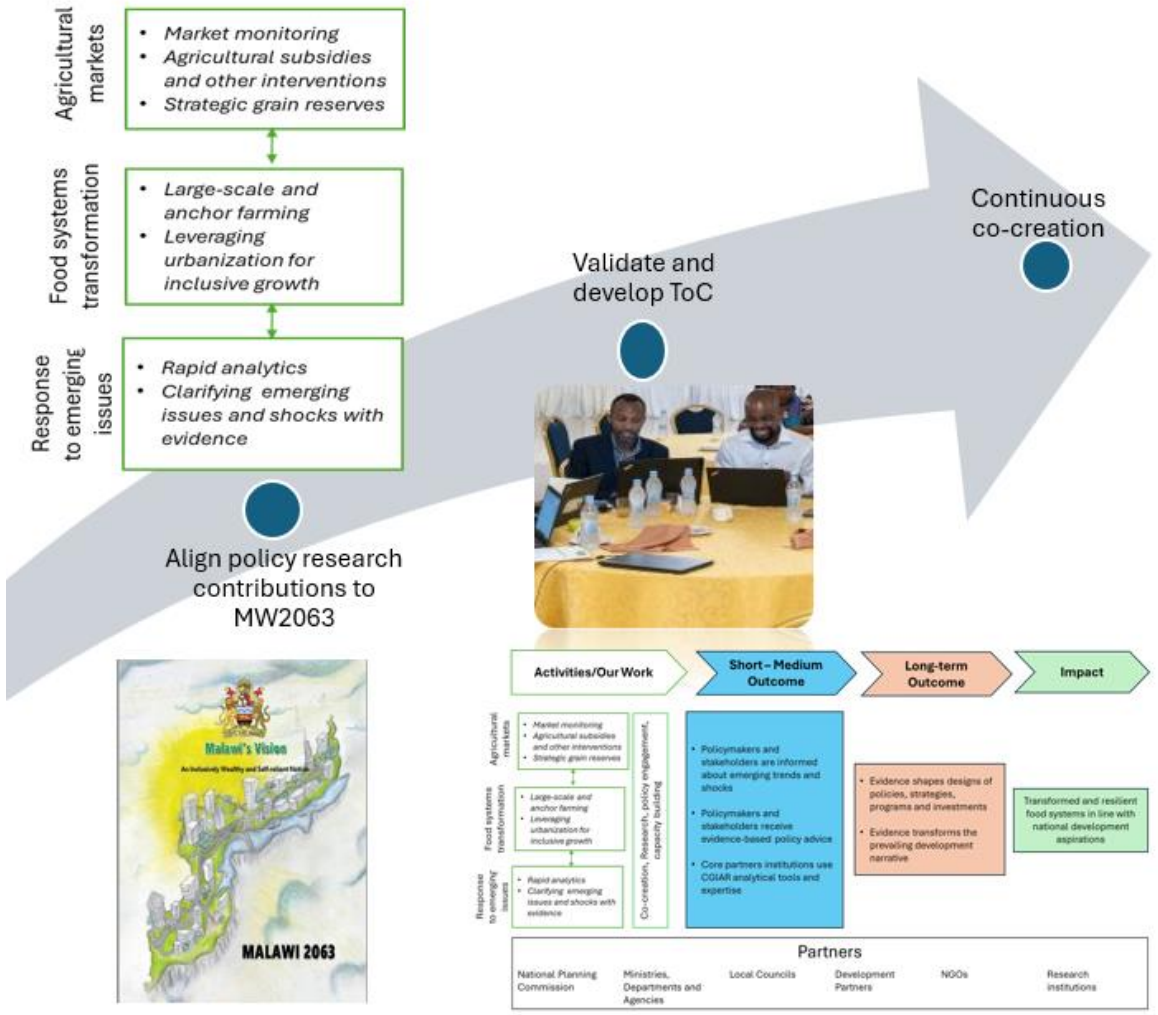
Sphere of Concern → Sphere of Influence → Sphere of Impact

Policy Innovations (contd.)

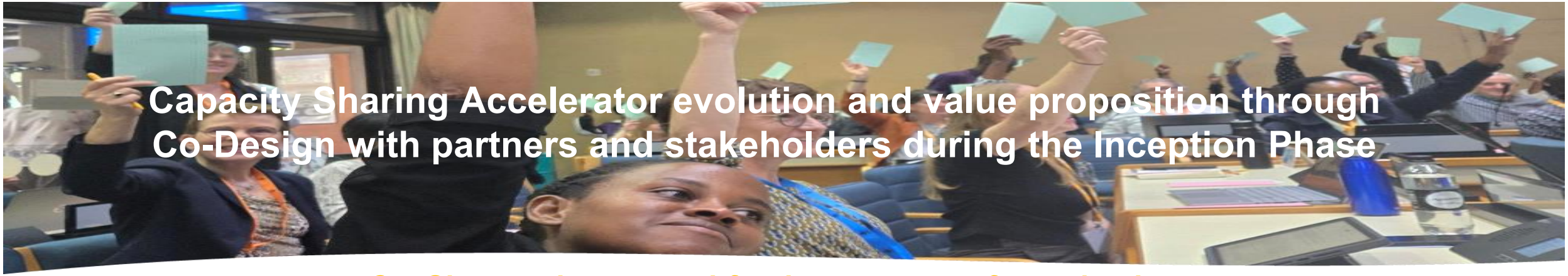
2. Identified Cross-AOW 2025 annual topics for program/portfolio-wide impact

Photo credits: CGIAR, IFPRI and IWMI websites

3. Intensified co-creation and co-implementation through Country-level TOCs (example Malawi)



Capacity Sharing



Capacity Sharing Accelerator evolution and value proposition through Co-Design with partners and stakeholders during the Inception Phase

CapSha accelerates agri-food system transformation by…

… equipping CGIAR and NARES with enhanced capacities.

- Strong **foundations in CGIAR's** capacity development work
- Model largely **internally framed**, with early engagement inputs from pilot projects
- **Not yet specifically defined** offering to partner needs
- **Undeveloped mechanisms** for deep co-ownership and shared delivery

before co-design: Mar. – Sep. 2024

… co-developing, co-delivering, and co-owning capacity development with CGIAR and partners. It builds inclusive, effective, and lasting systems through equitable and adaptive collaboration.

- **Co-created vision** and delivery model with 200+ stakeholders
- **Shared ownership** with NARES, regional networks, and global partners
- **Flexible, demand-led offerings** grounded in real institutional needs
- **Tools for joint design**, delivery, and mutual accountability
- **Professional skills development programs**

after co-design: Oct. 2024 - May 2025

Going forward targeted delivery focusing on scaling and growth through visibility and engagement.
Moving from pilots (2022-2025) to programmatic approach (2025-2030)
Aligned with partners comparative advantages and prioritizations

Capacity Sharing

Partner inputs—external and within CGIAR—have meaningfully shaped the Capacity Sharing Accelerator's design

Sharpened its emphasis on delivery and impact, aligning activities with measurable outcomes to ensure tangible benefits for both partners and the communities they serve;

Clarified its role within the CGIAR landscape to add distinct value and avoid duplication;

Adopted a flexible delivery model tailored to different institutional contexts and funding scenarios;

Broadened the concept of capacity sharing to include joint design, delivery, and accountability, reflecting calls for more equitable and sustained collaboration;

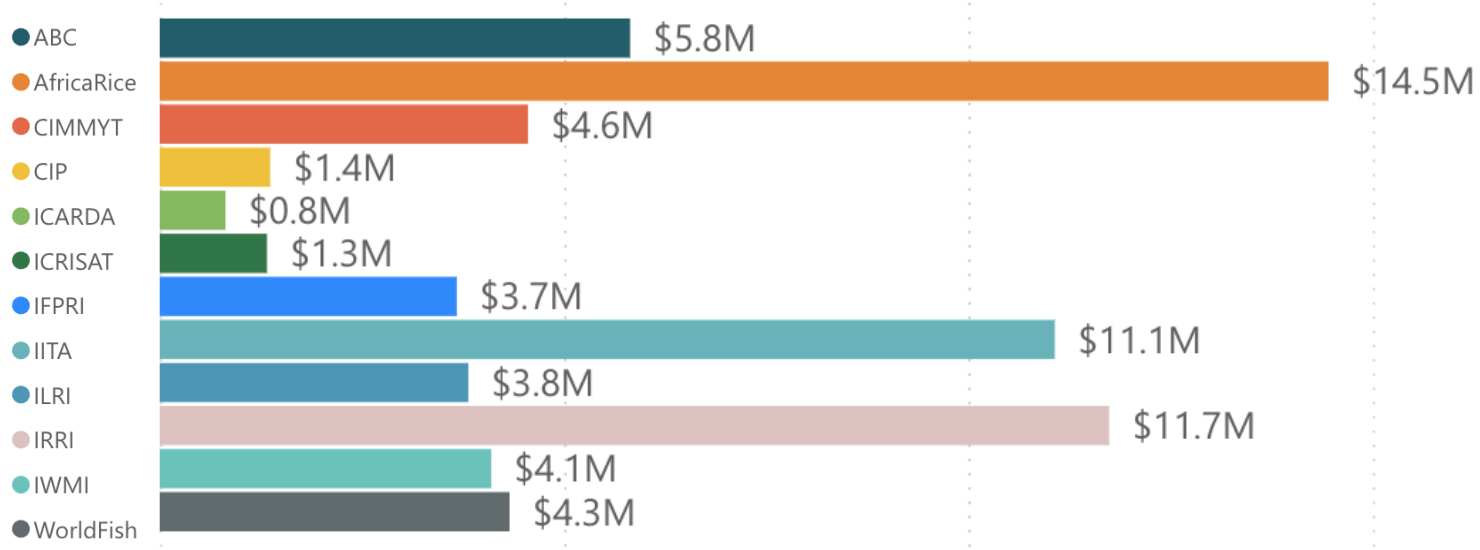
Incorporated expertise from The Partnering Initiative (TPI) to embed effective partnering approaches and apply the CGIAR Partnership Strategy in practice.

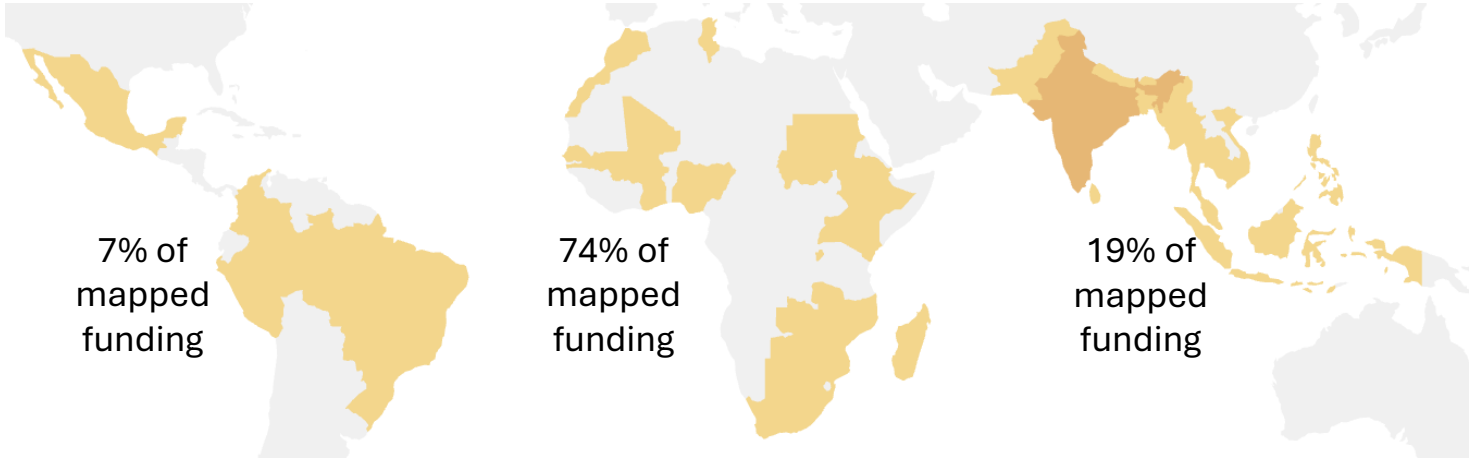
CapSha's Co-Design Journey

- **Aug 2024 online consultation**: 200+ stakeholders; key issues: staff retention, professional skills, power imbalances.
- **Follow-up survey**: Broad support for CapSha; called for baselines, strong partnerships, Global South inclusion.
- **Bilateral & thematic sessions**: Engagements with RUFORUM, UM6P, AU, FARA, AGRA, GFAiR, BMGF, GIZ, EU, WB, ACIAR, Netherlands and French MAE, Mastercard Foundation, IAEA and many others.
- **Pilot projects**: Gates-CapSha Research Engagement program: Ethiopia, Rwanda, Senegal; GIZ- Collaborative Breeding Leadership Program tested CGIAR–NARS collaboration and South–South exchange; UM6P-CGIAR Capacity Development PhD program.
- **Science Week 2025**: Interactive input refined priorities and confirmed demand for CGIAR as intermediary.
- **Mar/Apr 2025 survey**: Mapped institutional capacity-sharing needs and contributions.
- **May 2025 System Science Workshop**: In collaboration with UM6P, Wageningen, Institut Agro, CIRAD CapSha launched CoPSys and joint initiatives with 4 Science Programs and Universities in Africa.
- **Internal alignment**: Consulted CGIAR programs to tailor Accelerator to research priorities.

Scaling for Impact

49 projects | All Centers | $44.8 M (2025) | 73% highly complementary to S4I's ToC





AoW 1 $0.4 M

AoW 2 $26.5 M

AoW 3 $1.6 M

AoW 4 $15.4 M

AoW 5 $0.99 M

S4I provides bilaterals technical support on **scaling activity design**, feasibility assessments, and implementation

AoW 1 and **AoW 5** support **feedback and adaptive management** with bilaterals, **enabling course correction** based on stakeholder demand and evidence on impact pathways

Building on TAAT, S4I helps IFIs **embed innovations into government-led scaling** programs. A new bilateral supports **TAAT's transition into the AfDB and CGIAR** over the next two years

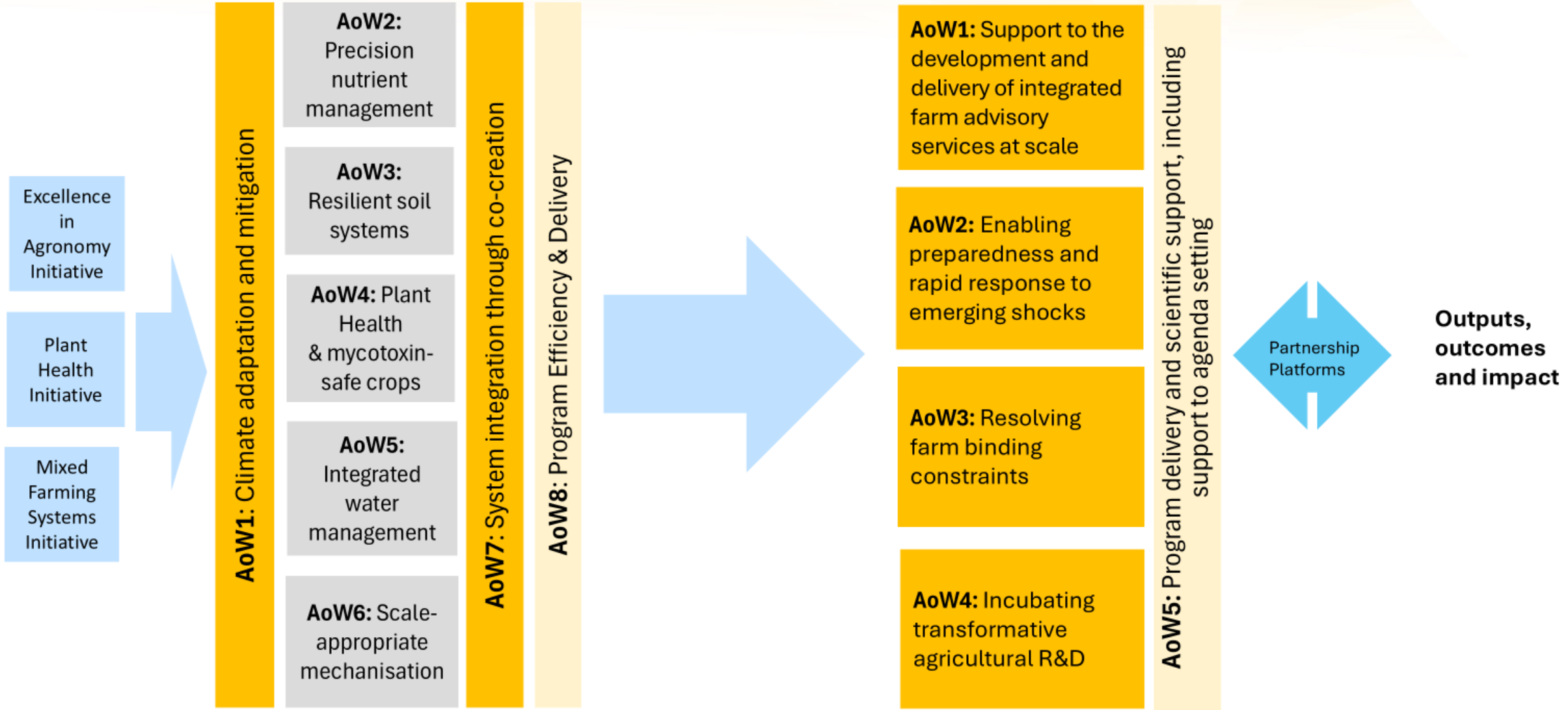
Sustainable Farming Science Program
Reorienting its AoW

- During Q3-4 2024 an extensive consultation involving 485 people from 216 organizations and 18 countries took place, and during Q1-2 2025, SFP discussed internally and with key external stakeholders (funders, friendly critics, partners, Accelerators) the strengths and weaknesses of the eight AoW that were included in the 2024 proposal and concluded that:

  - The 2024-2025 AoW were disciplinary oriented based on internal CGIAR capabilities (risk of disciplinary siloes), and we need to have AoW that are more results and mission oriented in response to demands and work more integrated
  - We should be forward-looking by taking advantage of and contributing with scientific evidence to the development of AI based advisory services, which is moving extremely fast in many LMICs
  - The new AoW will be used to elaborate the SFP 2026 – 2027 work plans to be submitted for approval in September 2025

2024-2025 AoW

2026-2027 AoW



Genebanks

AoW1 Biodiversity Conservation

AoW2 Strategic User Engagement

AoW3 Genetic Resources Policy

AoW4 Germplasm Health

AoW5 Strengthening Capacity for *In Situ*/*Ex Situ* Conservation

2024 Proposal

+

Inception Phase

→

Shift in implementation

- **Incomplete Integration** of New Genebanks (CIFOR-ICRAF and WorldVeg)
- **Adjusted prioritization** approach - budget ringfencing
- Regions with existing partnerships were prioritized - **logistical and institutional feasibility and higher potential impact**
- **Gaps in bilaterals emerged** AoW2 & AoW5 – reliant on additional funding.
- Mapping of Bilateral/W3 affected by the 20% not mapped, assigned to other programs
- Opportunity to engage better with other SP/A

Genebanks

ISDC feedback integration into post-Inception phase

- ✓**Co-design clarity improved** – stakeholder roles defined across AoWs.
- 📊 **MELIA section updated** with essential targets and baselines.
- 🎯 **Focus reaffirmed** on core Genebank services: conservation, distribution, policy and germplasm health.
- 🌍 **Priority regions identified** through prioritization in AoW5; NARS collaboration emphasized.
- 🔍 **CGIAR's unique role clarified** via comparative advantage analysis.
- 💰 **Operational costs explained** using historical evaluations and endowment strategies.
- **Theory of change** improved for better clarity, clear flows and indicators

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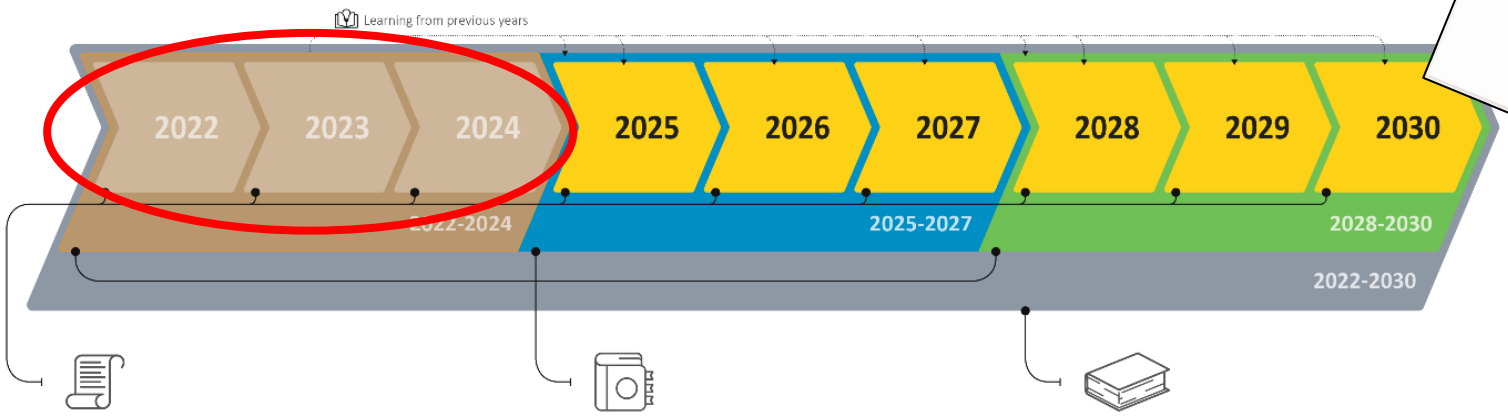
PREVIEW: **CGIAR Impacts in Agrifood Systems** – Evidence and Learnings from 2022—24

Objective and Scope

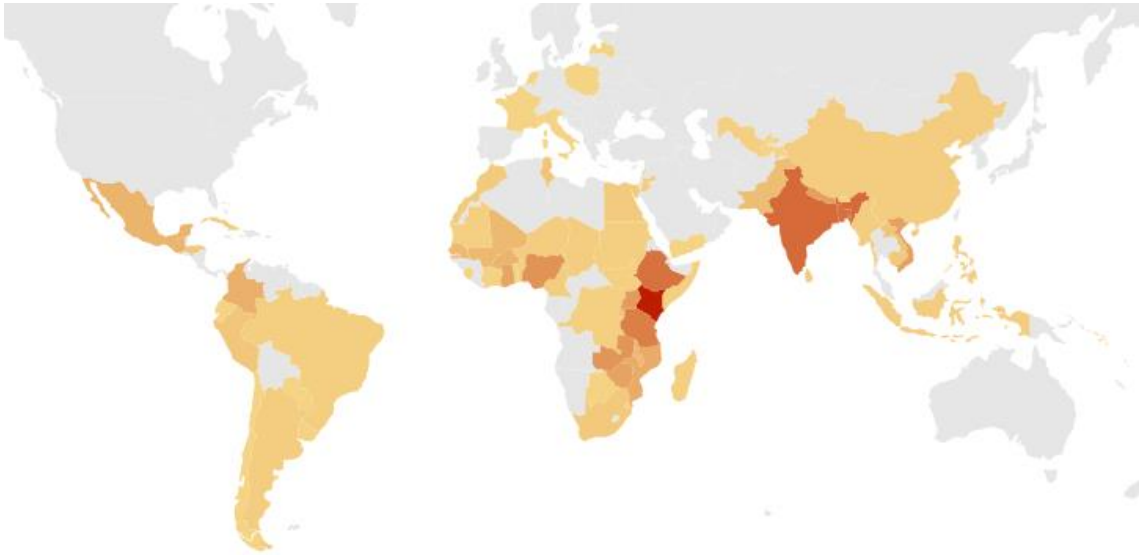
- First of its kind: whole of CGIAR contribution to outcomes and impact – never achieved during CRP era.
- Synthesis of **achievements of the 2022-24 portfolio**, and the recently published **evidence of longer-term impacts**
- A technical reporting product to be submitted to the System Council
- Publication planned for the 1st July 2025



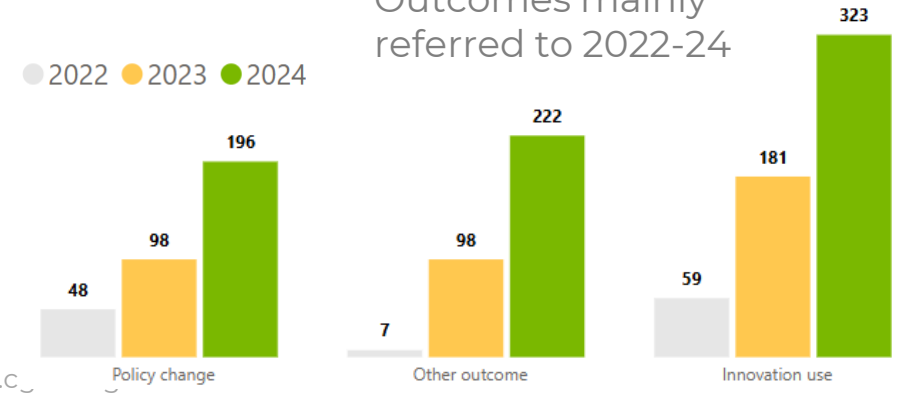
The Evidence Base

Evidence drawn from all CGIAR centres, the pooled portfolio (initiatives, platforms, SGPs), and the bilaterally funded portfolio. Provides assurance on achievements of 2022-24, and that these will lead to longer term impacts.

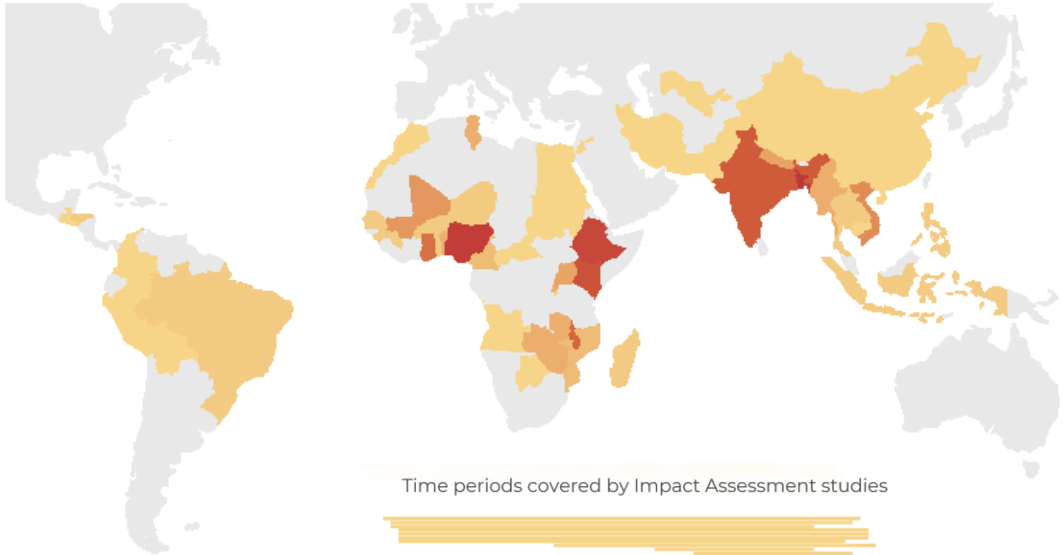
1,108 **Initiative Outcome** reports

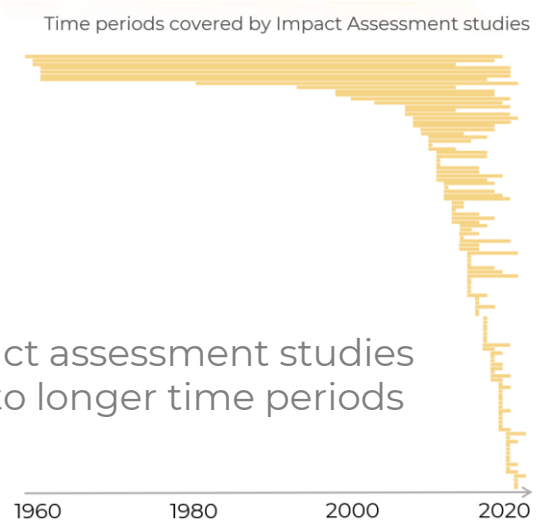


Outcomes mainly referred to 2022-24



125 **Impact Assessment** studies

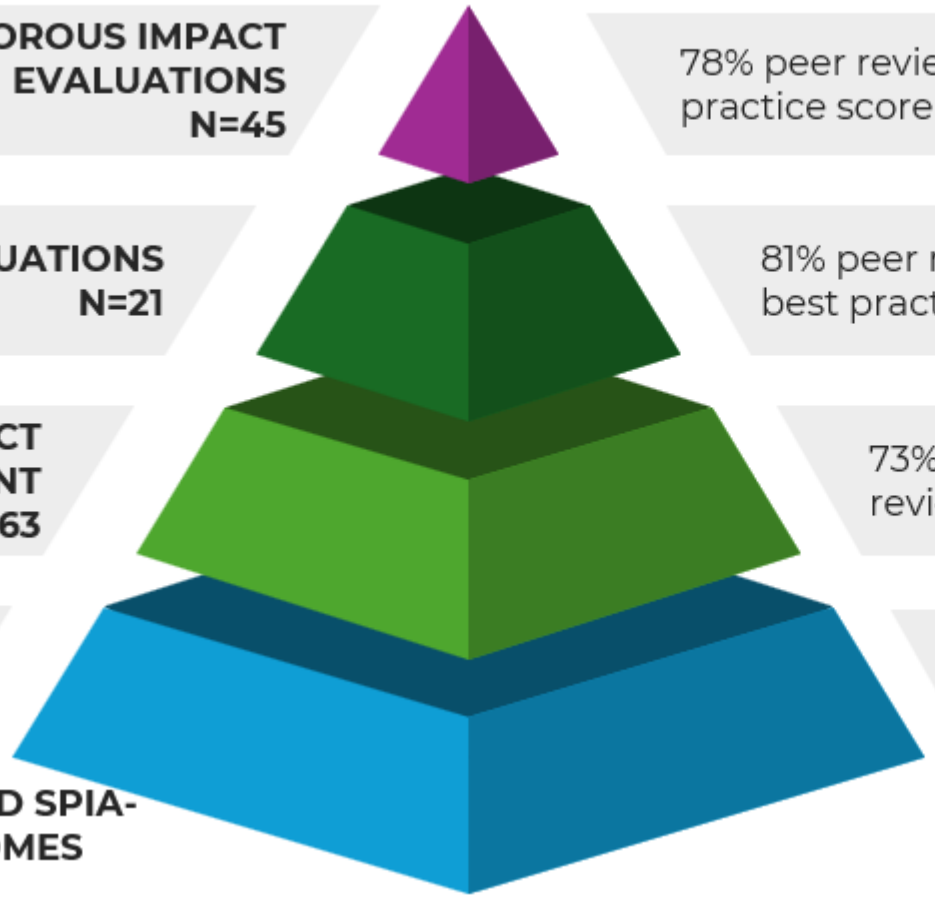




The impact assessment studies referred to longer time periods

Meticulously reviewed evidence and careful representation of findings

Evidence type	Assurance mechanism	Use in this report
RIGOROUS IMPACT EVALUATIONS N=45	78% peer reviewed, best practice score 3-9	Studies generally featured in relevant sections
IMPACT EVALUATIONS N=21	81% peer reviewed, best practice score 0-2	Studies sometimes featured but with associative language
IMPACT ASSESSMENT N=63	73% peer reviewed	Studies with strong methods and broad scope featured
INITIATIVE OUTCOMES N=1108	Internal quality assurance	Aggregated values featured; most notable outcomes described
+ BILATERAL AND SPIA-STUDIED OUTCOMES		



www.cgiar.org

Headlines: CGIAR made major strides in 2022-24 and released strong evidence of considerable economic impact

CGIAR's Global Results

CGIAR Initiatives reported the following **outcomes**:

471 CGIAR innovations in use in **62 countries**

20,114,851 farmers reached by CGIAR innovations

CGIAR **breeding programs** released **788 new crop varieties**, including **565 climate resilient varieties** and **230 biofortified varieties**

201 policies changes and **13 legal instruments** drawing on CGIAR research

USD **3.3 billion** of **third-party investment** informed by CGIAR research

SPIA's national adoption studies found:

Between **5.8 and 11.5 million households in Ethiopia** using CGIAR-supported technologies in Ethiopia

Between **3.7 and 3.9 million households in Viet Nam** using CGIAR-supported technologies

>50% of maize-growing households in Uganda used CGIAR-supported varieties and **33% of households growing cassava or groundnuts** used CGIAR-supported varieties.

Impact assessment studies found that:

From 2016 to 2020, **CGIAR crop-related technologies** were used on **221 million hectares** of land, and generated an average **47 billion USD per year** [Fuglie & Echeverria 2024]

Reduced cropland expansion 1961-2015 **mitigated 2.42 billion tCO_{2eq}** and **avoided 731 extinctions** [Baldos et al 2025]

CGIAR **improved maize** varieties provided an economic benefit of between USD **1.1 to 1.6 billion** across 18 African countries in 2015 [Krishna et al 2023]

CGIAR **rice innovation in Asia** showed **benefit:cost ratios between 7:1 and 115:1** depending on the country [Dikitanan et al 2022]

CGIAR research is **cited 46% more than average** in comparable fields, and cited **300% more than average in policy documents** [Bibliometric review, forthcoming]

Highlights from one Impact Area: Nutrition, Health, and Food Security

CGIAR Initiatives reported the following **outcomes**:

- **64** **policy changes** made drawing on CGIAR research
- USD **2.5** **billion** of third-party investment informed by CGIAR research
- **254** **CGIAR innovations** in use in **55** **countries**
- **3,675,134** **farmers reached** with CGIAR-informed innovations

Impact assessment studies found that:

- In Tanzania, the adoption of tied ridging and terracing increased **household dietary diversity by 43 percent**, likely through increased production and income (Manda et al., 2023).
- In Nigeria, solar powered cold storage extended the time **food remained fresh by 8 days** and **reduced the share of value lost by 11 percentage points** (Takeshima et al., 2023)

Impact Story: Fish powders

Powder made from **micronutrient-rich small fish** has been incorporated into India's Integrated Child Development Scheme and Timor-Leste's school food programs to **improve the nutrition of 40,000 school children**. Working with national and regional governments, fish powders have been **integrated into school meals programs**.

Impact Story: Biofortified Crops

Partners of HarvestPlus catalyzed public-, private-, and farmer-led seed businesses to produce nearly **273,000 metric tons of biofortified seeds** of grain crops in 2024 alone. Twenty-four countries integrated biofortified foods into their national nutrition and **school-feeding strategies** — better diets direct to children's plates.

CGIAR
Science for a food-secure future

Thank you!