

24TH SYSTEM COUNCIL MEETING

EMD Update

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Why CGIAR Matters More Than Ever

- Food insecurity rising
- Climate shocks accelerating
- Water scarcity increasing
- Demand for science-based adaptation growing

CGIAR sits at the intersection of all four

2025-2026 Performance and Delivery

2025

- Clean audit opinion
- **91%** portfolio delivery despite budget shortfall
- 20% cost discipline below approved budget
- Transition completed with full financial recovery

2026

- Funding increased
- Early decision letters enabled timely planning
- Strong liquidity with January disbursement
- Disciplined execution (on track for ~90%)

Strong financial discipline and delivery stability underpin system performance

Building Financial Resilience — Adaptive Resource Mobilisation

A more diversified and resilient financing model

Climate and Resilience Finance

- Growing pipeline leveraging CGIAR's accredited access to the Green Climate Fund
- Loss and Damage funding windows emerging
- Positioned for adaptation, resilience, and food systems transformation

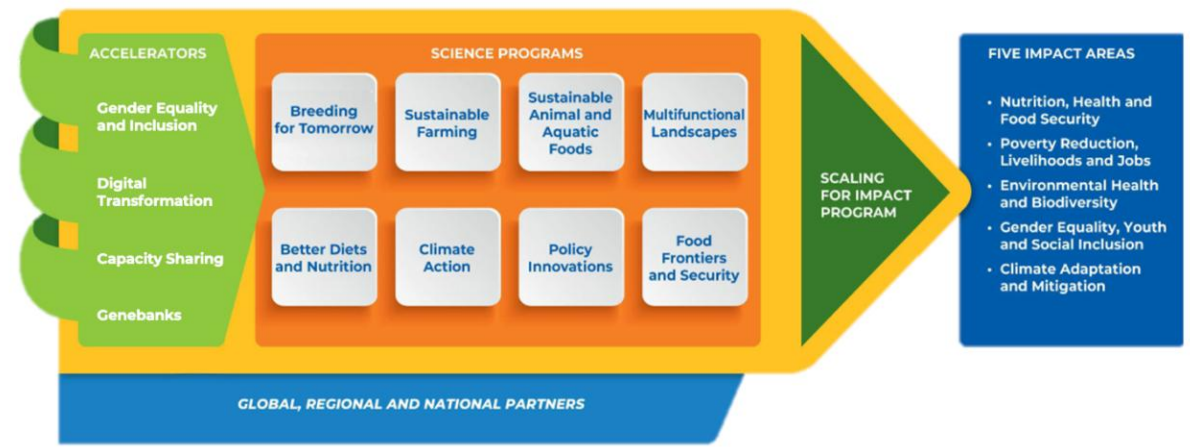
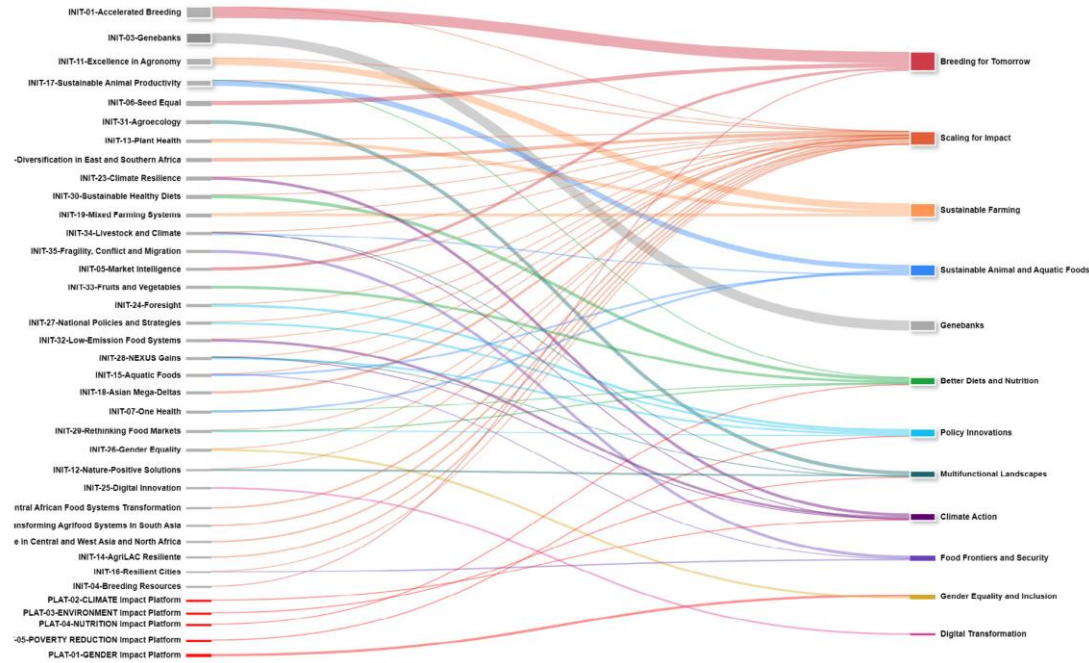
Development Finance

- Engagement opportunities with Islamic Development Bank
- Growing momentum with Asian Development Bank
- Potential with OPEC Fund for International Development

Strategic Philanthropy & Private-Sector Partnerships

- Mastercard Foundation opportunity as a signal of new partnership models
- Strategic philanthropies under active exploration
- Innovative financing approaches being developed to complement traditional funding

Evolution of CGIAR Research into a coherent portfolio



This progress was achieved during a particularly demanding transition period, while maintaining uninterrupted delivery across the system

Risk, Ethics, and Assurance

Moving from design to consistent application and oversight.

In Place

- Global Risk & Internal Controls Framework deployed across Centers
- EBC policies and escalation framework operational
- 2026 Internal Audit Plan underway; Quality Assurance capacity established

What This Enables

- More consistent identification, escalation, and reporting of risks and ethics
- Improved visibility of trends, maturity levels, and system-wide risks
- Stronger coordination and assurance across risk, ethics, and audit functions

System Council Attention

- Long-term funding sustainability remains the most significant structural risk
- Capacity constraints in some Centers may affect oversight delivery
- Finalization of data-sharing arrangements and common tools requires continued Center commitment and alignment

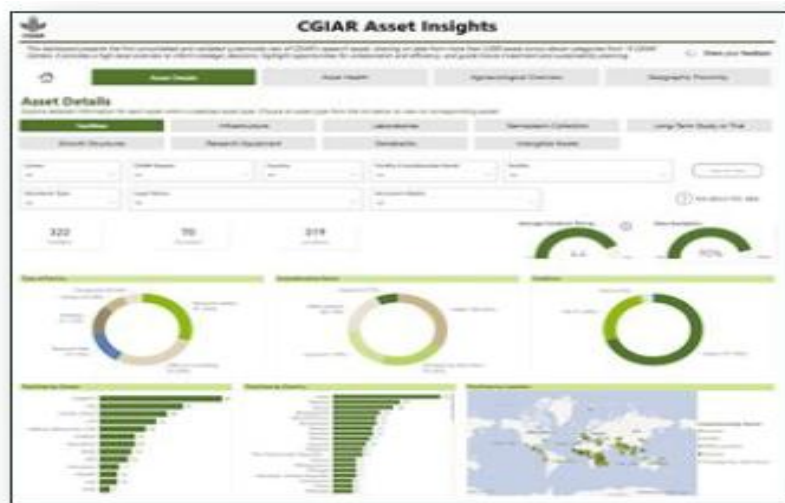
For the first time, CGIAR now operates with a consistent system-wide risk, ethics, and assurance architecture

CGIAR Strategic Scientific Assets

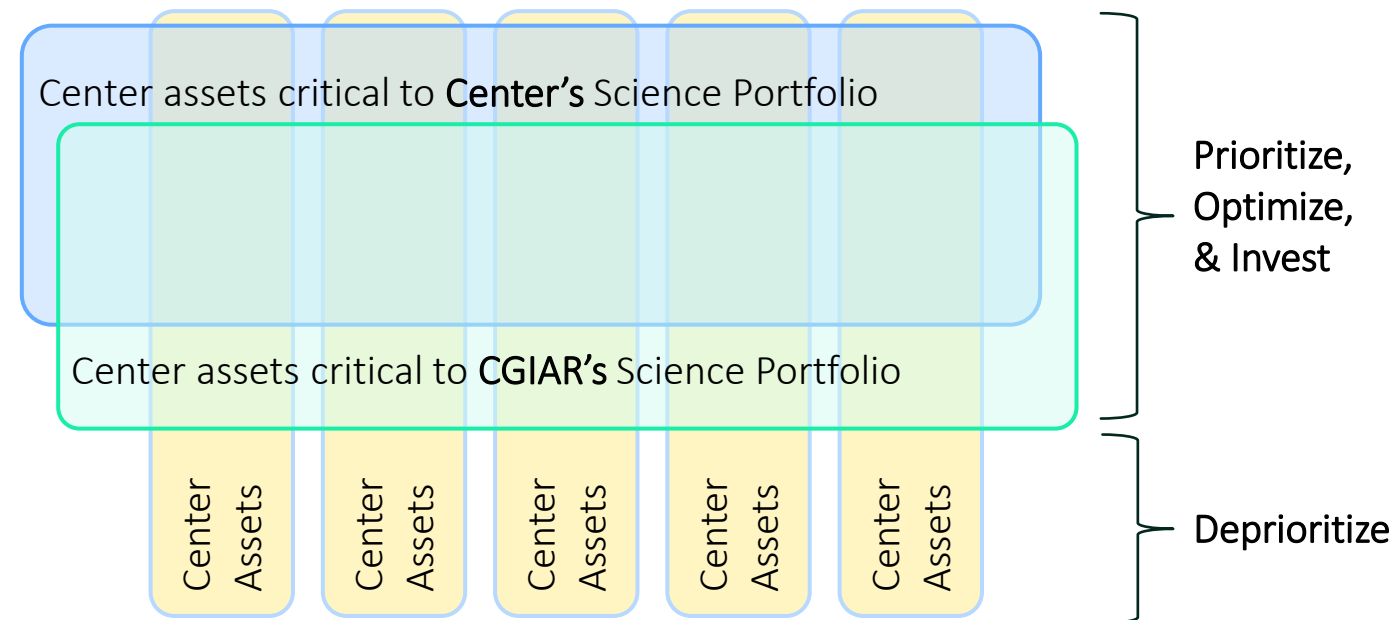
For the first time, CGIAR has a system-wide view of its scientific infrastructure and investment priorities

The Study

- All CGIAR Centers
- 3,000+ assets assessed
- 250+ contributors across 70+ countries
- Asset Insights dashboard with assets location and classified



Identifying Assets Critical to Science Delivery



Opportunities

- Scaling shared platforms across Centers
- Strengthening lifecycle management and standards
- Aligning funding with strategic asset priorities
- Incorporating assets into the 2040 Institutional Strategy

Governance Convergence: A Historic Opportunity

The most significant governance convergence CGIAR has undertaken in over a decade

- ✓ Joint process across SC, IPB, GAC, and EMD established
- ✓ Board model agreed and endorsed
- ✓ Broad Center consultation completed (two rounds)
- ✓ Legal, nomination, and onboarding frameworks advancing
- ✓ Final approvals
- Board reconstitution

Why This Matters

- Faster decisions
- Clearer accountability
- Lower governance complexity
- Better alignment across the system

What Still Needs Fixing



Trust & Funding

Convert results into confidence and investment



Coherence

Balance autonomy with alignment



National Partners & the Global South

Broaden ownership across the Global South



Simplicity

Streamline governance and processes

CGIAR's Next Phase

What We Will Become

- The global leader in climate and food systems science
- A platform-based rather than project-based organization
- Financially diversified and resilient
- Simpler, faster, and more partner-centric

What We Must Build

- Strategic clarity and a shared identity
- Scalable scientific and digital platforms
- New financing engines
- Lean governance and operational excellence

Thank You for Your Continued Investment and Trust

Your funding sustains critical research that impacts millions of lives across the global South.

CGIAR's strength lies in the partnership between funders, Centers, and science.

*CGIAR must become a system that is smaller in
bureaucracy, larger in ambition, and clearer in purpose.*

*We must protect the science, serve the scientists, and meet the world where it is heading
— not where it was. That is the CGIAR we must build together.*

Ismahane Elouafi, Executive Managing Director