



CGIAR's science and innovation Strategy and Portfolio

Agenda Item 9

1st meeting of the CGIAR Integrated Partnership Board

Washington, DC

19 October 2024

Purpose

For this Agenda Item, we will provide an overview of:

- our 2030 Research and Innovation Strategy
- our 2022—24 Portfolio of research Initiatives and Impact Area Platforms, including progress and results
- the evolution of our 2025—30 science and innovation Portfolio

Today's presentation is intended to support the Board's induction and future decision-making – **no action is requested at this time.**

Supporting documents for this Item are available on Diligent Boards and cgiar.org.

Today's session



Time (am EDT)	Topic	Presenters
9:30—10	<ul style="list-style-type: none">• 2030 Research & Innovation Strategy• progress & results of 2022—24 Portfolio• towards a 2025—30 Portfolio	<ul style="list-style-type: none">• Ismahane Elouafi, CGIAR Executive Managing Director• Jo Swinnen, DG of IFPRI and CGIAR Managing Director, Systems Transformation• Roland Sundstrom, Chief of Staff
10—11:20	<ul style="list-style-type: none">• questions and answers, discussion	<ul style="list-style-type: none">• All
11:20—11:30	<ul style="list-style-type: none">• wrap up, overview of immediate next steps	<ul style="list-style-type: none">• Ismahane, Roland

Where we are coming from: the past 5 years

2019	2020				2021				2022				2023				2024			
Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

CGIAR Research Programs (CRP) (2011—2021)
 15 Programs developed in two phases, encompassing commodity/ agri-food system specific programs, ‘global integrating programs’, and enabling ‘platforms’

CGIAR Research Initiatives and Impact Area Platforms (2022—24)
 26 global, thematic Initiatives organized under 3 Action Areas/ Science Groups (Genetic Innovation, Resilient Agri-Food Systems, and Systems Transformation); 6 Regional Integrated Initiatives; 5 Impact Area Platforms

2030 RESEARCH AND INNOVATION STRATEGY

Nov 2019: SMB and SC endorse ‘One CGIAR’ vision, including **mission** to “end hunger by 2030 – through science to transform food, land and water systems in a climate crisis”; and **5 Impact Areas**

Dec 2020: SB and SC approve **2030 Research and Innovation Strategy**, developed through a year-long transparent, inclusive, co-creation process led by a working group of Center leadership, Board Chairs, Funders, and partners

Dec 2021—Mar 2022: SB and SC approve **2022—24 Research Initiatives and Impact Area Platforms**; CGIAR Research Programs (CRP) closed

May—Oct 2023: SB/SC stocktakes of progress, identification of **areas to address from 2025**, incl: (i) complexity, fragmentation resulting from large number of Initiatives; (ii) duplication, missed synergies due to separation of pooled & bilateral funding; and (iii) lack of structured approach to partner input & alignment

Jan 2024—: development of an ambitious ‘**all-of-CGIAR**’ **Portfolio for 2025—30**, comprising all of CGIAR’s work across all Centers and all sources of funding, set out in 8 Science Programs, 1 Scaling for Impact Program, and 3 Accelerators

2030 Research and Innovation Strategy

OUR MISSION

To deliver science and innovation that advance the transformation of food, land, and water systems in a climate crisis

OUR IMPACT



Nutrition, Health & Food Security



Poverty Reduction, Livelihoods & Jobs



Gender Equality, Youth & Social Inclusion



Climate Adaptation & Mitigation



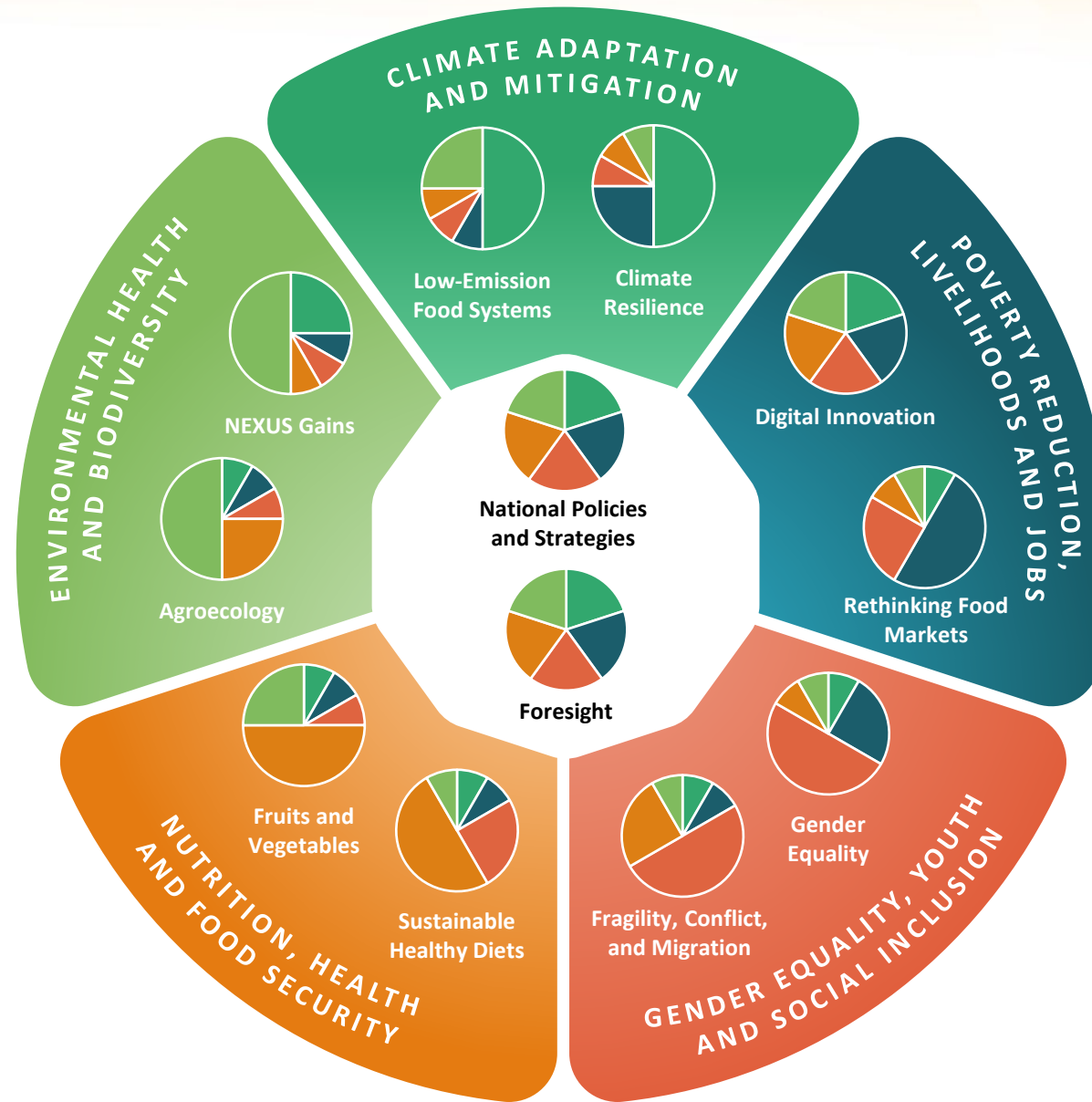
Environmental Health & Biodiversity

OUR VISION TO 2030

A world with sustainable and resilient food, land, and water systems that deliver diverse, healthy, safe, sufficient, and affordable diets, and ensure improved livelihoods and greater social equality, within planetary and regional environmental boundaries

2022—24 Portfolio of Initiatives and Platforms

-  Nutrition, Health & Food Security
-  Poverty Reduction, Livelihoods & Jobs
-  Gender Equality, Youth & Social Inclusion
-  Climate Adaptation & Mitigation
-  Environmental Health & Biodiversity



32 CGIAR Initiatives and 5 Impact Area Platforms with combined 2024 budget > \$300M

2022—24 Portfolio of Initiatives and Platforms



GENETIC INNOVATION

Genebanks

Accelerated Breeding

Breeding Resources

Market Intelligence

Seed Equal

IMPACT
AREA
PLATFORMS

RESILIENT AGRI-FOOD SYSTEMS

Aquatic Foods

Excellence in Agronomy

Livestock and Climate

Mixed Farming Systems

Resilient Cities

One Health

Plant Health

Nature Positive

Sustainable Animal Productivity

SYSTEMS TRANSFORMATION

Agroecology

Climate Resilience

Gender Equality

Digital Innovation

Foresight

Nexus Gains

Fragility, Conflict, and Migration

Rethinking Food Markets

Fruits and Vegetables

Low-Emission Food Systems

National Policies and Strategies

Sustainable and Healthy Diets

REGIONAL INTEGRATED INITIATIVES

Central and West Asia and North Africa

South Asia

East and Southern Africa

West and Central Africa

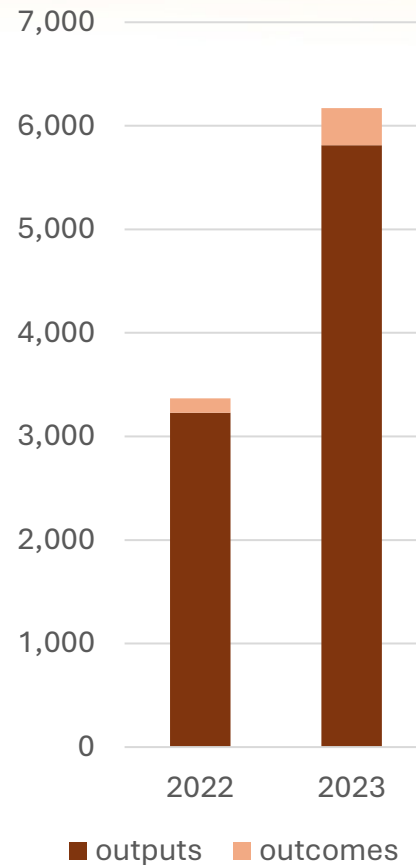
Latin America and the Caribbean

Southeast Asia and the Pacific

2022—24 Portfolio: results to date

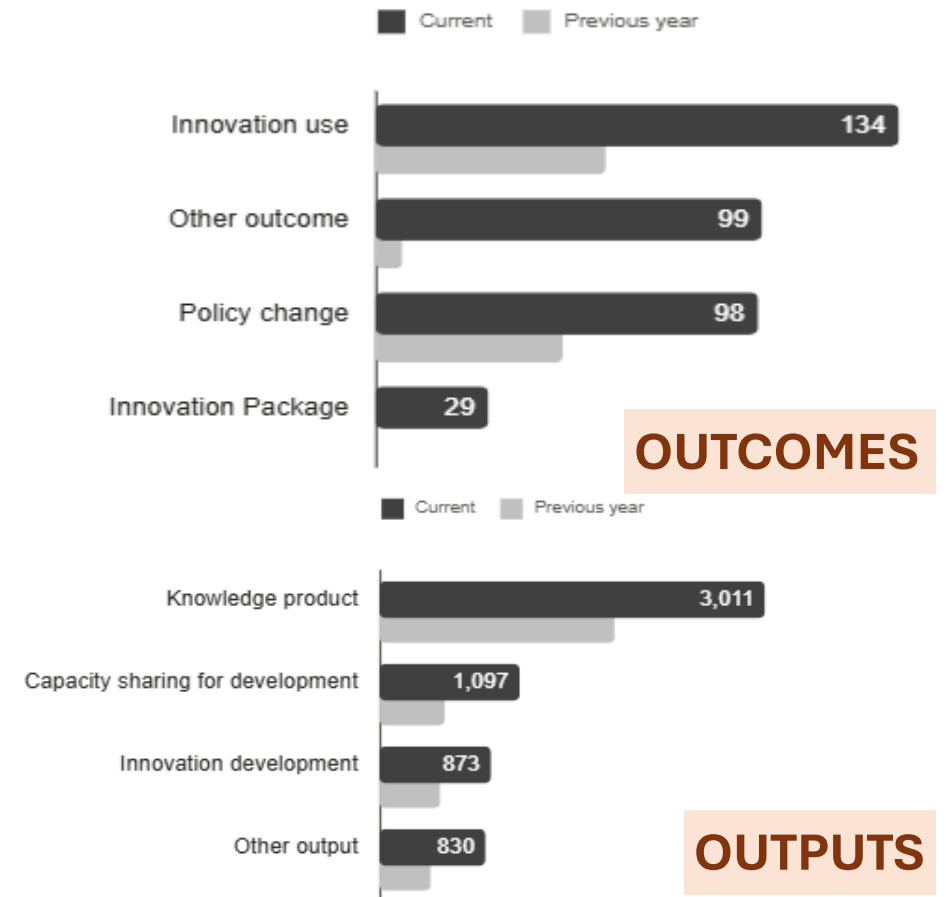
~40%

of all CGIAR funding in 2023 covered by common technical reporting across 32 CGIAR Initiatives, 4 Impact Area Platforms, and 2 Science Group Projects



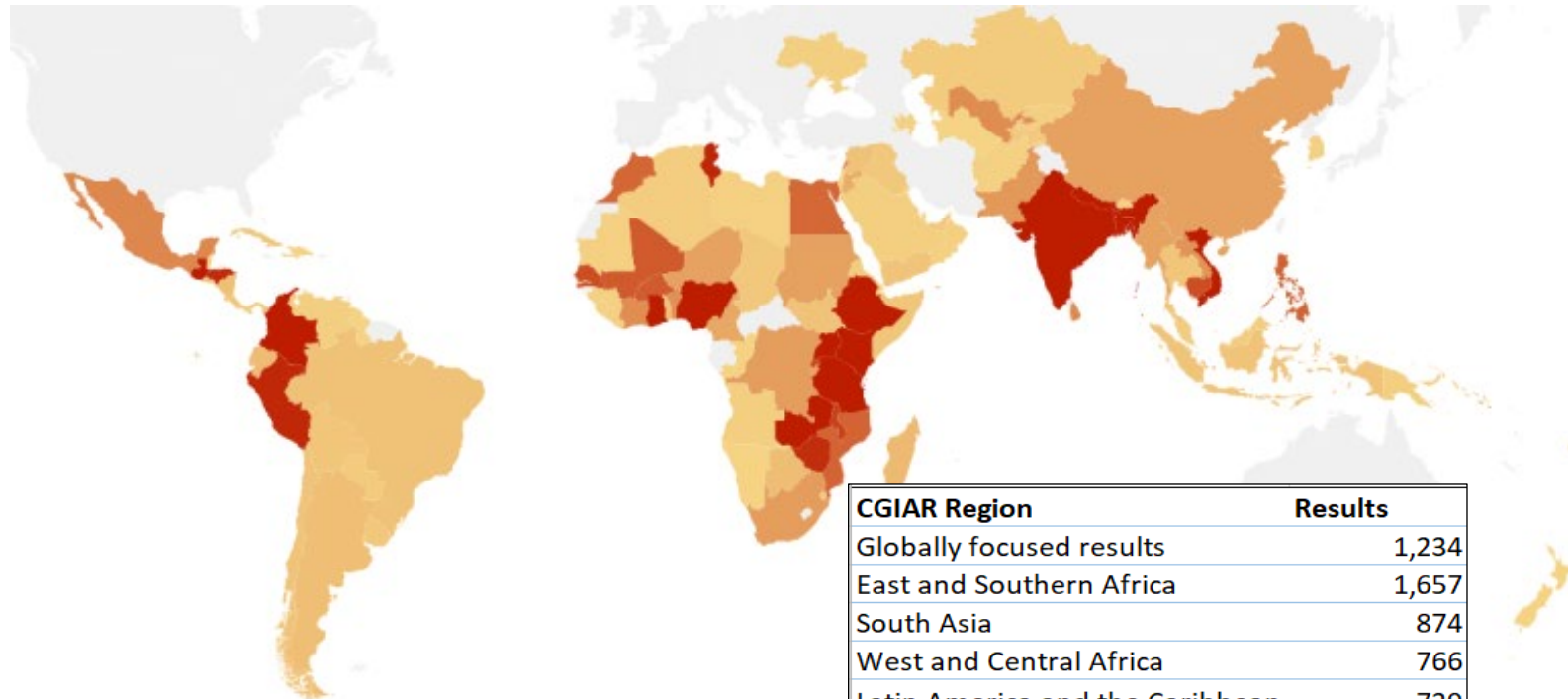
>6,000 results reported for 2023, including **>350** outcomes...

...with most outcomes related to **innovation use (37%) & policy change (27%)**



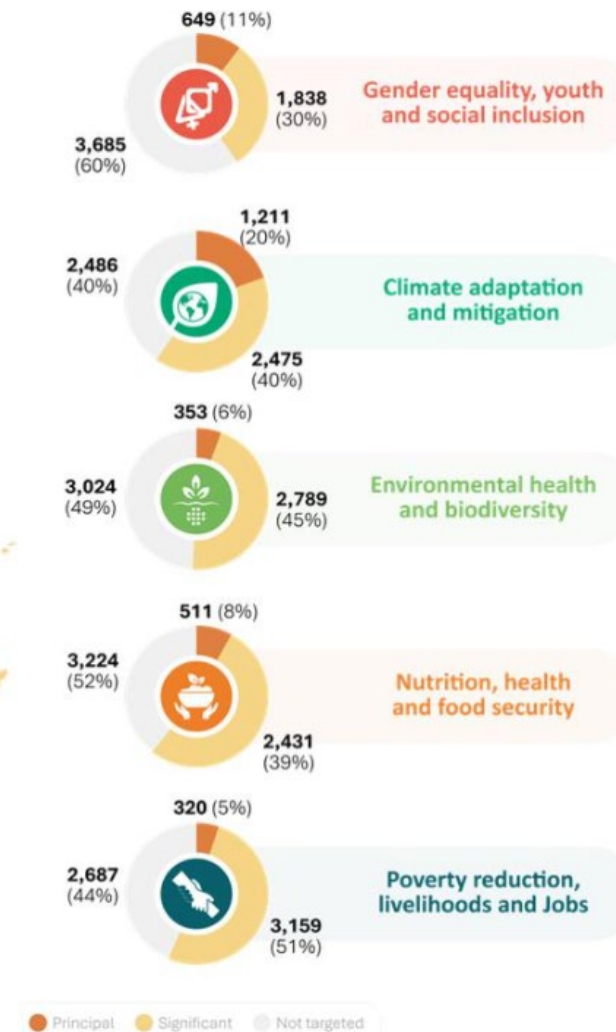
2022—24 Portfolio: results to date (cont.)

2023 results reported across **all CGIAR regions and Impact Areas**. Each of the 5 Impact Areas were tagged as principal or significant objectives in at least 40% of all 2023 results reported, with climate and poverty reduction targeted in ~60% of all results



CGIAR Region	Results
Globally focused results	1,234
East and Southern Africa	1,657
South Asia	874
West and Central Africa	766
Latin America and the Caribbean	739
Southeast Asia and the Pacific	617
Central and West Asia and North Africa	417

* A single result can impact multiple regions, therefore the same result is mapped to more than one region.



2022—24 Portfolio: lessons learned

WHAT HAS WORKED WELL?

unprecedented **collaboration & integration** across Centers

research into use: intentional pathways to impact, robust theories of change, and scaling readiness tools

consistent focus on **multiple benefits** across 5 Impact Areas

WHAT NEEDS IMPROVING?

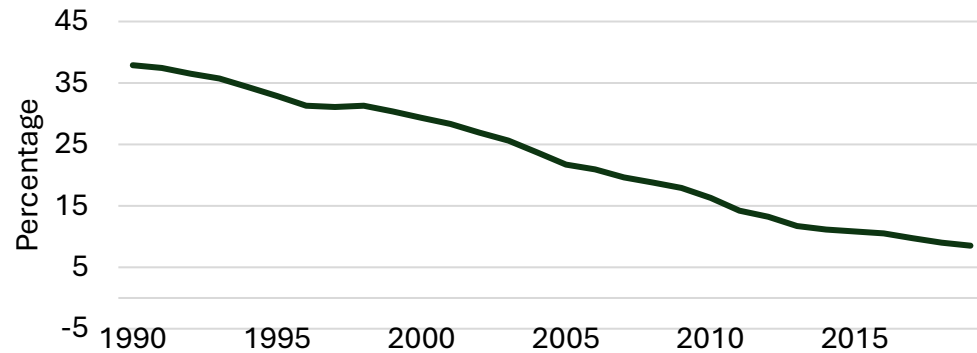
complexity, fragmentation of effort resulting from the large number of Initiatives

duplication, missed opportunities for synergies due to **separation of pooled & bilateral** funding

lack of structured approach to **partner input & alignment**

Looking forward: the last 30 years vs. the next 30 years

1990—2020



% of population living with less than \$2.15/day (2017 prices)

- ✓ % of **absolutely poor** down from ~40 to ~9
- ✓ underpinned by large food production increases driven by more inputs & enhanced efficiency (Total Factor Productivity [TFP])
- ✓ most TFP increase from R&D – CGIAR played a big role here

2020—2050

	IFPRI IMPACT Model		USDA/ERS FARMS Model
	1990—2020	2020—2050	
China	48.8	2.7	-2.8
East & Southeast Asia (excl. China)	39.3	25.7	11.3
LAC	53.1	23.9	23.0
MENA	72.4	46.8	38.0
OECD (1990)	50.5	15.0	8.0
South Asia	80.2	48.5	34.7
Sub-Saharan Africa	137.6	90.1	105.1
World	70.7	31.7	26.6

- **continued, critical role for R&D** to drive TFP
- prioritize closing production gaps in the face of broader climate, env., social, and geopolitical pressures **in SSA, MENA, and South Asia**
- in other regions, sharper focus & contributions **beyond incremental production increases**

Looking forward: global challenges and megatrends



DEEPLY INTERCONNECTED, ACCELERATING GLOBAL CHALLENGES:

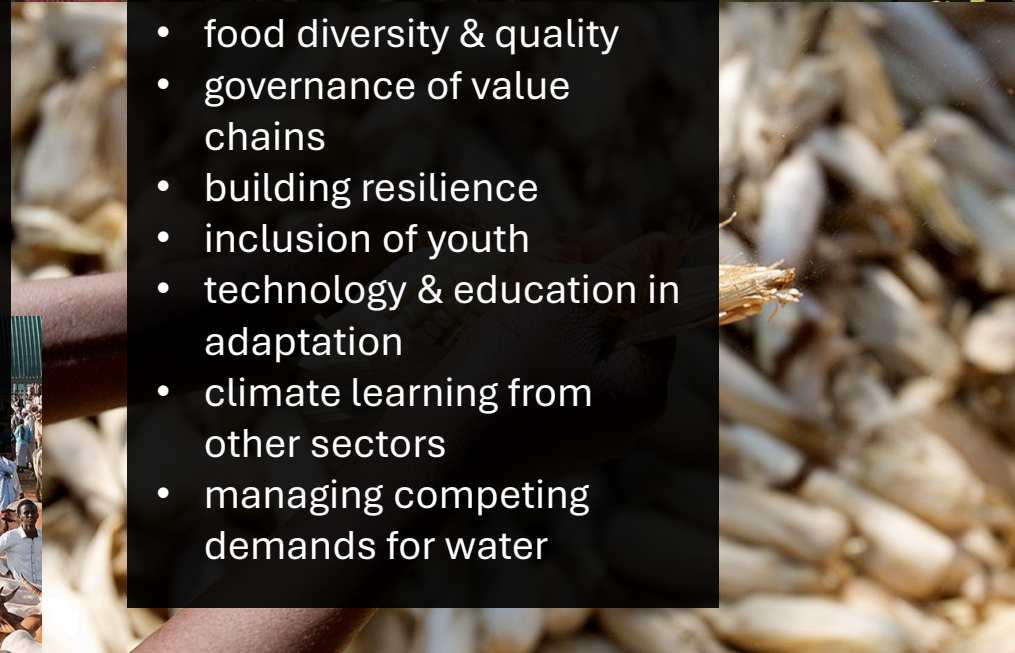
- climate change
- gender & social inequalities
- poor quality diets
- rural poverty
- negative env. impacts of agriculture

AFFECTED BY EVOLVING, GLOBAL MEGATRENDS:

- demographic change
- shifting consumption patterns
- market concentration
- geopolitical instability
- global health challenges
- growing inequalities
- emerging technologies
- ...

WITH IMPORTANT, STRATEGIC IMPLICATIONS (ISDC):

- food diversity & quality
- governance of value chains
- building resilience
- inclusion of youth
- technology & education in adaptation
- climate learning from other sectors
- managing competing demands for water



2025—30 Portfolio: what we are trying to achieve



1. **An 'all-of-CGIAR Portfolio'** that leverages all our work, across all Centers & sources of funding
2. **Prioritized and targeted** to address the most significant challenges and opportunities where our work is needed the most, informed by evolving global megatrends
3. **A simplified structure**, with a smaller number of entry points for partners and funders – easier to communicate, navigate, and manage
4. **Unlock new opportunities for funding and partnerships** in emerging areas
5. **Broader and deeper programmatic integration** across Centers, disciplines
6. **Enhancing the scale and reach** CGIAR science and innovations
7. **An extended planning cycle** for a more stable and predictable environment for CGIAR science
8. **Ensure continuity of delivery of priority work** while creating space for new & emerging opportunities

2025—30 Portfolio: Programs and Accelerators

Breeding for Tomorrow and Genebanks*
Sustainable Farming
Sustainable Animal and Aquatic Foods
Multifunctional Landscapes
Better Diets and Nutrition
Climate Action
Policy Innovations
Food Frontiers and Security

Scaling for Impact

Gender Equality and Inclusion
Capacity Sharing
Digital Transformation

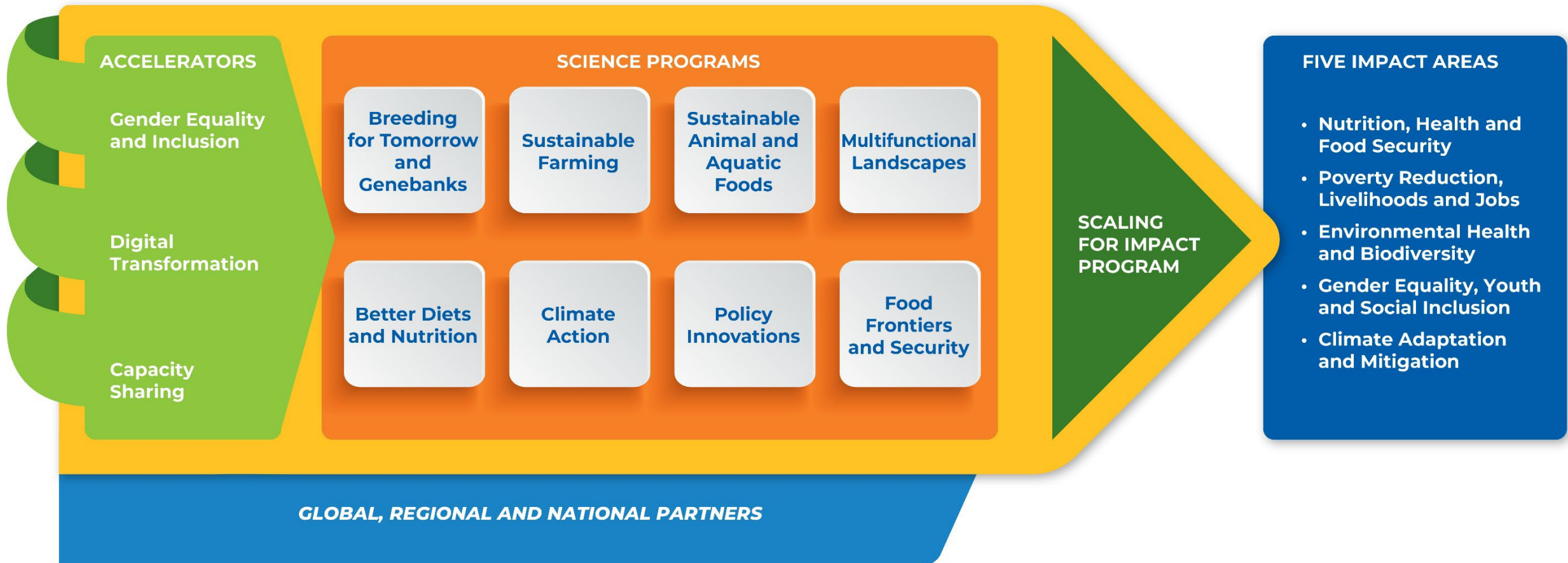
Eight Science Programs bring together and integrate CGIAR’s core capabilities around a small number of thematic areas, with each Program seeking impacts across multiple Impact Areas and some housing key functions of the current Impact Area Platforms

The Scaling for Impact Program aims to strengthen CGIAR’s responsiveness to demand and support the Science Programs in testing, adapting, and scaling innovations

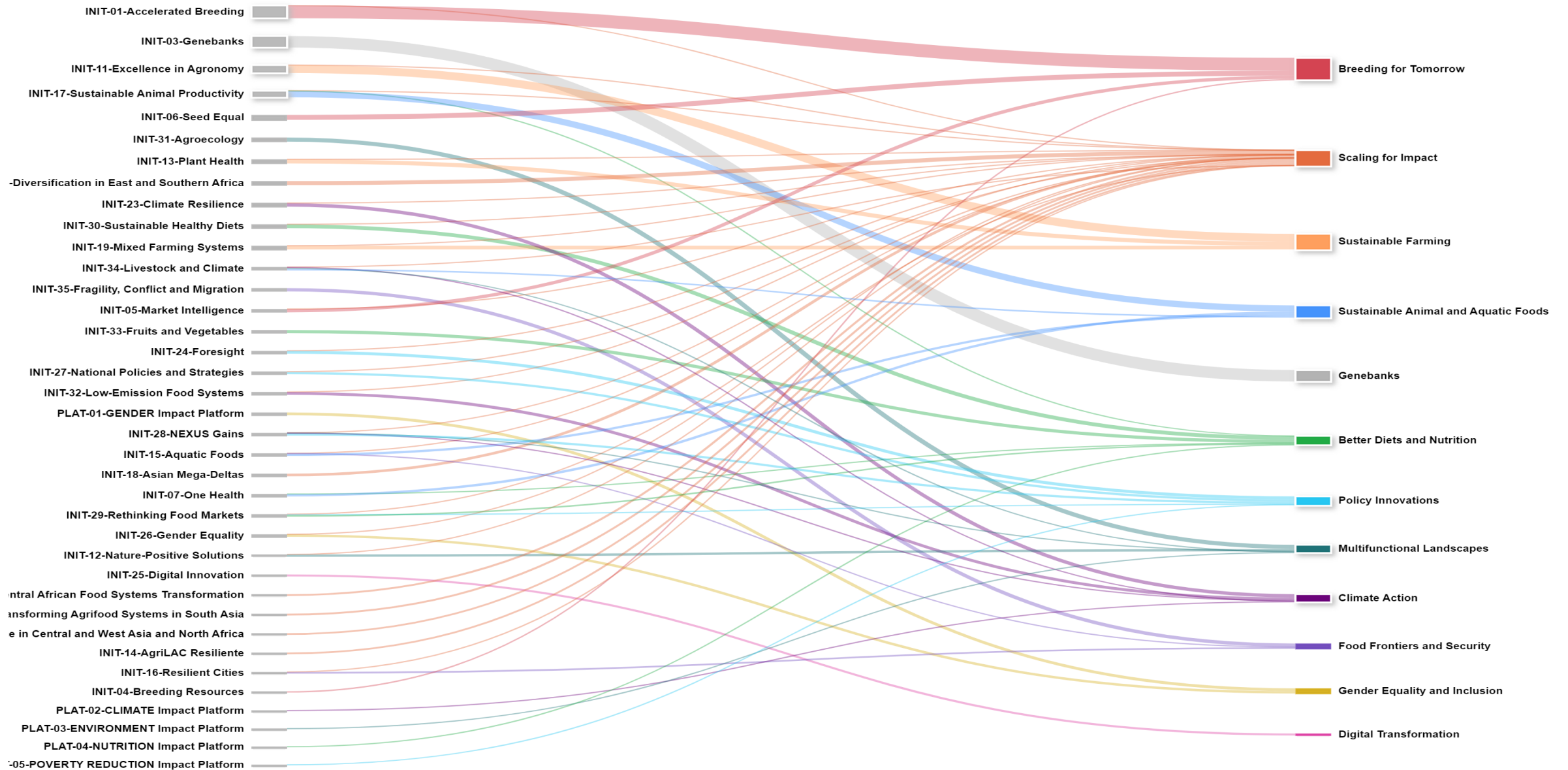
Three Accelerators enhance the outcomes of the Programs through, *inter alia*, • leading CGIAR’s science and innovation agenda in their respective areas; • serving as Centers of Excellence on cutting-edge methods and approaches; • enhancing internal capacity; and • providing scalable and demand-driven solutions in response to Program needs

*While **Genebanks** remains a standalone proposal in our submission to ISDC, our intention is to house it under the Breeding for Tomorrow Science Program, while ensuring that the unique needs of CGIAR’s genebanks continue to be served

2025—30 Portfolio: Programs and Accelerators

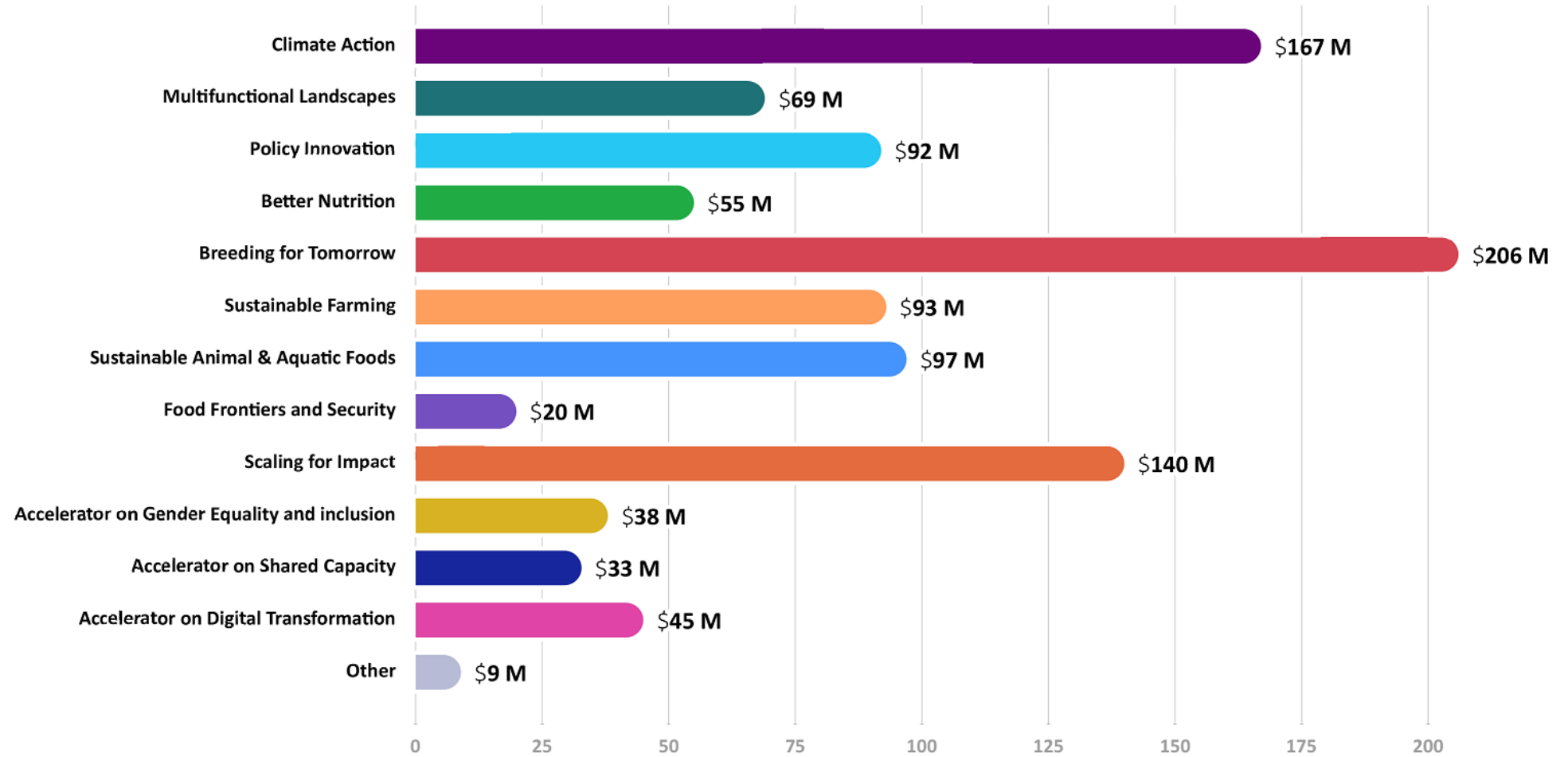


2025—30 Portfolio: continuity under streamlined structure

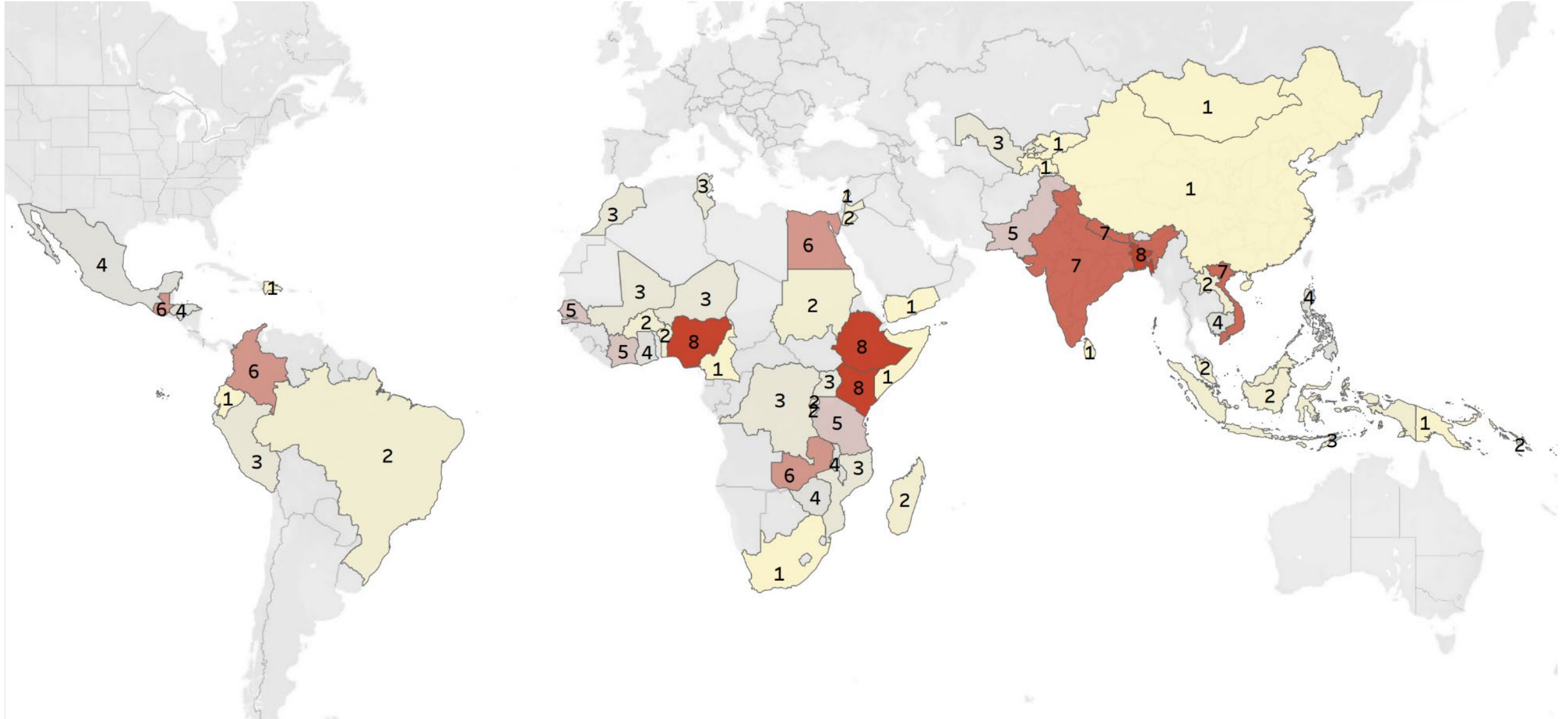


2025—30 Portfolio: aligning W3 and bilateral funding

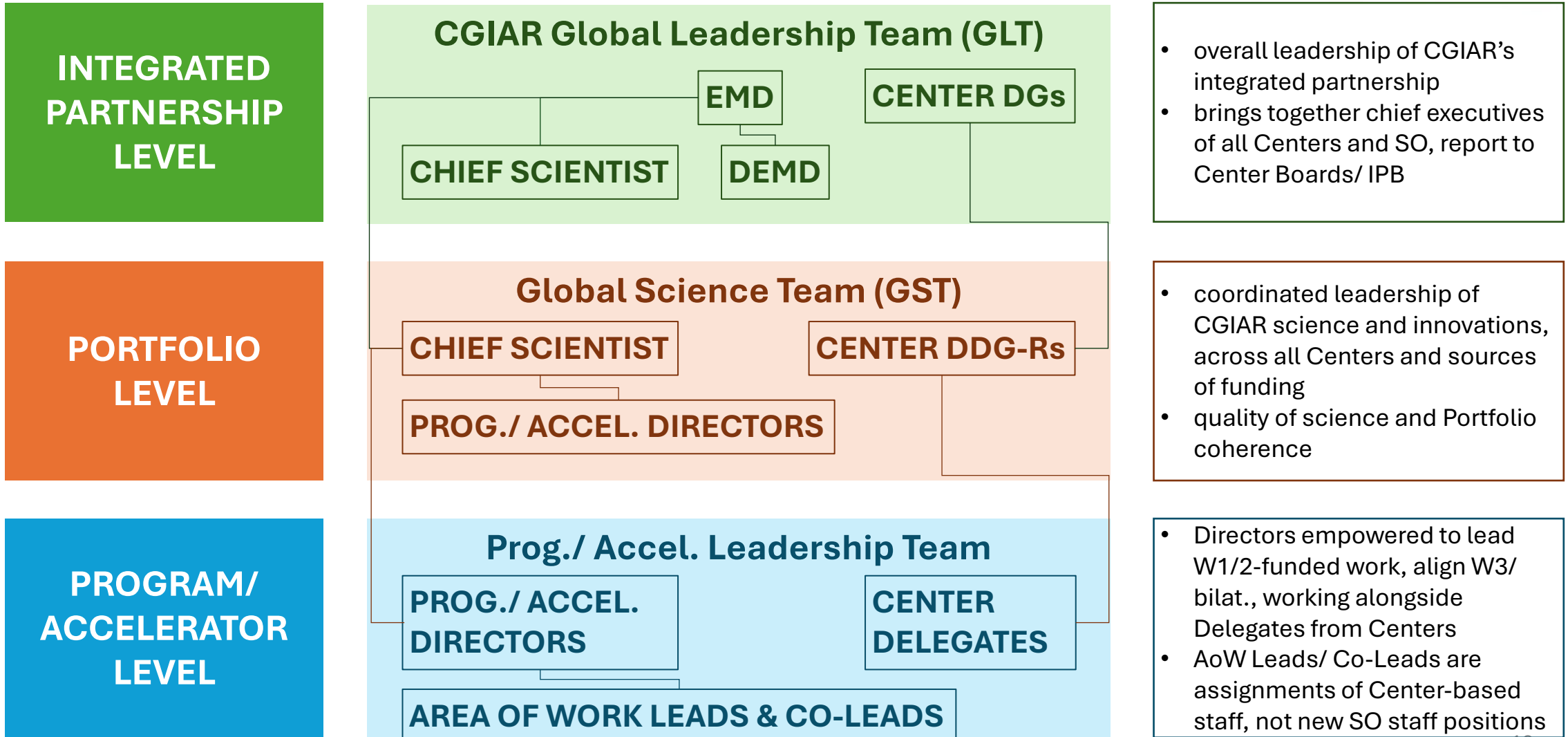
- ABC
- AfricaRice
- CIMMYT
- CIP
- ICARDA
- ICRISAT
- IFPRI
- IITA
- ILRI
- IRRI
- IWMI
- WorldFish



2025—30 Portfolio: target geographies [preliminary]



Portfolio management arrangements: basic structure



Portfolio management arrangements: accountability flow

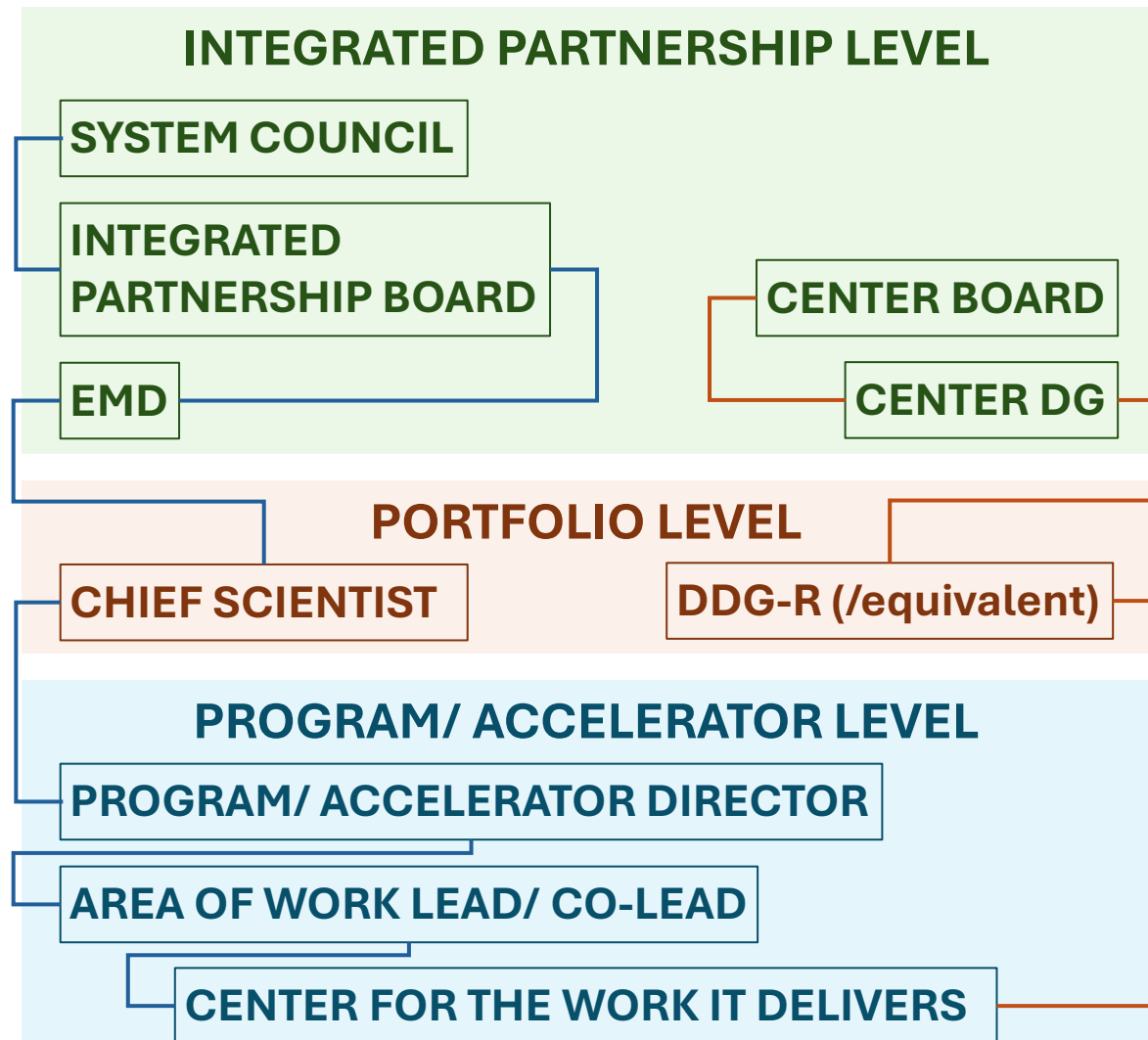


WHAT THIS MEANS FOR 'POOLED' W1/2 FUNDING?

- **SC approves** Progs & Accels and \$ allocations
- **IPB concurs**, is accountable to the SC for financial & programmatic performance
- **EMD** proposes \$ allocation to IPB, is accountable for SO's reporting on W1/2 funding and associated performance & results. At management level, EMD approves Prog/ Accel plans of work & budgets (POWB)
- **Chief Scientist** recommends \$ allocation by Prog/ Accel and POWBs; provides overall leadership of Portfolio, with management oversight W1/2-funded work
- **Prog/ Accel Directors** propose POWBs to CS, provide overall management and scientific leadership and management oversight of W1/2-funded work
- **AoW Leads** develop POWB inputs for their areas, setting out each Center's intended W1/2-funded contributions
- **Centers** assume accountability for use of W1/2 funding for its intended purpose consistent with approved POWBs

W1/2 FUNDING

W3/BILATERAL FUNDING



WHAT THIS MEANS FOR W3/BILATERAL FUNDING?

- Centers retain the ability to independently raise, approve, and deploy W3/bilateral funding, hold the associated accountability
- Working through Global Science Team and Prog/Accel Leadership Teams to promote alignment of W3/bilaterally funded work with the 2030 outcomes and theories of change

Operationalizing the Portfolio: the Inception Phase

- **A Portfolio Inception Phase** through H1 2025 is planned to ensure a timely & effective operationalization of the Portfolio
- **Key deliverables include:**
 - addressing relevant guidance and recommendations from ISDC, IPB, and SC; and implement relevant management actions in response to independent evaluations and internal audit engagements
 - updating theories of change and setting out details on intended contributions to Impact Areas and Program/Accelerator outcomes over the 2025-30 period
 - developing monitoring, evaluation, learning, and impact assessment (MELIA) plans in line with CGIAR's updated technical reporting arrangements and relevant standards, systems, and tools
 - listing intended partnerships by Area of Work and location, setting out detailed partnership arrangements for 2025, and initiating partner engagement in priority regions and countries
 - completing detailed, activity-level POWBs by Area of Work and Center for 2025, and preliminary, higher-level plans through 2030; drawing on completed prioritization and comparative advantage analyses as well as on an updated view of relevant W3/bilaterally funded projects and programs
 - identifying key risks and developing Program/Accelerator risk management plans
- At the Portfolio level, **the management arrangements described above will be rolled out through a phased process**
- **Complete Inception reports will be made available in Q2 of 2025**

Operationalizing the Portfolio: key risks [work in progress]



Key risks	Mitigation measures (completed, ongoing, and planned)
<p>Loss of science and innovation progress resulting from lack of continuity of work, leadership, key partnerships</p>	<ul style="list-style-type: none"> • Programs & Accelerators designed based on careful assessment of existing work with a view to leveraging what works well and adapting what could work better, while intentionally creating space for new & emerging opportunities
<p>Loss of key partnerships resulting from a lack of science and innovation, funding, and leadership continuity</p>	<ul style="list-style-type: none"> • The Portfolio transition guidelines prioritize measures to ensure the continuity of key partnerships. Specifically, Initiative/ Platform teams have worked closely with Program/ Accelerator Writing Teams to identify and map vital partner activities that should continue from January 2025
<p>Delay or loss of funding resulting from a lack of clarity on the science and innovation content of the new Portfolio and the associated investment case, as well as the associated management and funding modalities</p>	<ul style="list-style-type: none"> • SC, including its Funder Voting Members, endorsed the May 2024 Portfolio Narrative at its 20th meeting in June 2024 • Between meetings, Funders have been informed of progress through special update calls held in March, July, and October • All interested Funders were invited to virtual consultations on the new Programs and Accelerators in July-August • In addition, the Writing Teams and leadership have made themselves available to engage with Funders on demand • Funders have been closely engaged in the development of the new W1/2 funding modalities, including through the FMRG • The remaining elements of a robust investment case for the new Portfolio will be delivered during the Inception Phase • Detailed inception reports, including actions taken in response to ISDC, IPB, and SC recommendations will come in Q2 of 2025
<p>Loss of talent due to change fatigue and job insecurity as new Portfolio management arrangements are operationalized</p>	<ul style="list-style-type: none"> • Throughout the process, leadership has provided regular updates to all staff on the rationale for the process and its implications • Through inclusive, cross-CGIAR Writing Teams and close engagement with relevant CGIAR communities, the process has provided considerable opportunities for key CGIAR staff and leadership to engage and contribute • Recruitment processes for new leadership positions (e.g. Program and Accelerator Directors) will prioritize internal CGIAR talent • AoW Leads/ Co-Leads as well as Program/Accelerator PMUs will be sourced through assignments of qualified Center-based staff
<p>Erosion of external trust and credibility due to a real or perceived lack of engagement during the Portfolio design process and/or a perceived lack of continuity and stability of direction</p>	<ul style="list-style-type: none"> • The Portfolio development process builds on the 25 Listening Sessions carried out in early 2024 • The virtual consultation sessions held in July-August offered broad opportunities for partners and stakeholders to learn about and provide input towards the development of each Program and Accelerator • The Writing Teams have engaged directly with a wide range of stakeholders • External engagement will be strengthened during the Inception Phase through increased country-level and regional partner engagement and partnership planning, enhanced resourcing of communications and outreach activities at the Program/ Accelerator level, and featuring the new Portfolio prominently at CGIAR's Science Week in April 2025

Timeline of next steps



Timing (2024)	Step
October	<ul style="list-style-type: none"> Program/Accelerator Transition Teams formed, led by interim Program/Accelerator Directors and Deputy Directors, responsible for planning and – where required – delivering the Portfolio Inception Phase, handing over to the permanent Directors once in place Positions of Program/Accelerator Directors advertised, first internally in CGIAR, then opened externally as required
Week of November 4	<ul style="list-style-type: none"> Portfolio transition and inception planning workshop bringing together interim Program/Accelerator Directors and Deputy Directors and experts representing relevant enabling functions to develop plans and guidelines for the Inception Phase
November 6	<ul style="list-style-type: none"> Management’s proposed, preliminary W1/2 budget for 2025, including preliminary allocations of W1/2 funding by Program and Accelerator, submitted to the Partnership Audit, Finance, and Risk Committee for review and recommendation prior to IPB concurrence and System Council approval
November 15-16	<ul style="list-style-type: none"> Deadline for ISDC reviews of Program and Accelerator proposals and updated Portfolio Narrative ISDC reviews and updated versions of the Program and Accelerator proposals submitted to the IPB for review and, if deemed appropriate, concurrence (including proposed W1/2 budget figures, Genebanks housed under Breeding for Tomorrow, as well as formatting and editorial improvements for consistency across the full Portfolio)
~November 20	<ul style="list-style-type: none"> Preliminary action plan for how ISDC’s recommendations will be addressed as part of the Inception Phase submitted to the IPB
25 November	<ul style="list-style-type: none"> IPB meeting to consider concurrence with the Programs and Accelerators and preliminary W1/2 budget for 2025
November 27	<ul style="list-style-type: none"> Full Program and Accelerator design documents, ISDC reviews, proposed 2025 budget, IPB decisions, and updated action plan for the Inception Phase submitted to the System Council for review and, if deemed appropriate, approval
Week of December 9	<ul style="list-style-type: none"> 21st Meeting of the CGIAR System Council (SC21): approval moment for Programs and Accelerators
Week of December 16	<ul style="list-style-type: none"> Subject to SC approval of the Programs, Accelerators, and W1/2 budget; approval of preliminary 2025 allocations of W1/2 funding to Centers



Thank you
