



CGIAR's 2025—30 science and innovation Portfolio

Agenda Item 5
21st meeting of the CGIAR System Council
Berlin, Germany
11—12 December 2024

Purpose

Today, we will:

- provide an overview of the 2025—30 Portfolio
- hear from the Independent Science for Development Council (ISDC) on its reviews of and feedback on the Portfolio and its Programs and Accelerators
- share preliminary management reflections in response to the feedback received from ISDC and the Integrated Partnership Board, and the way forward towards launching the Portfolio in 2025
- seek the Council's approval of the Program and Accelerator proposals

Materials shared:

- i. A Cover Note setting out the purpose of and background for this agenda item, including a brief summary of the Integrated Partnership Board's deliberations and guidance on the Portfolio
- ii. 2025—30 Portfolio Narrative
- iii. Program and Accelerator proposal documents (shared initially in early October, with updated versions with W1/2 budget figures shared on 27 November)
- iv. Intended management arrangements for the Breeding for Tomorrow and Genebanks Science Program
- v. ISDC Review of Program and Accelerator proposals
- vi. ISDC Feedback on Portfolio Narrative
- vii. Preliminary Management Action Plan in response to ISDC reviews

2025—30 Portfolio: key messages



*Over the past year, we have carried out an inclusive, collaborative process to design an ambitious 2025—30 science and innovation Portfolio that **reflects our evolving Integrated Partnership***

*Drawing important lessons from the past three years, we have set out **an all-of-CGIAR Portfolio** that aims to leverage all of our work across all Centers and all sources of funding*

*The Portfolio aligns with and strengthens the direction set in our 2030 Research and Innovation Strategy, embracing a **systems transformation approach***

*While building on important innovations and successes of the 2022—24 Research Initiatives and Impact Area Platforms, the new Portfolio proposes a **radically simplified structure** of eight Science Programs, a Scaling for Impact Program, and three Accelerators*

Our process: a new Portfolio for an Integrated Partnership

we have carried out an inclusive, collaborative process to design an ambitious 2025—30 Portfolio...

Jan 2024: Portfolio Retreat – leadership alignment on ambitious, “all-of-CGIAR” Portfolio

Feb—Mar 2024: Writing Teams formed; alignment on design process, timelines, and templates

Apr—Jun 2024: Portfolio Narrative, Program/ Accelerator concept notes finalized, reviewed by ISDC, endorsed by SB and SC

Jul—Sept 2024: Virtual consultations, Program/ Accelerator proposals finalized & submitted to ISDC, Portfolio management arrangements agreed

Oct—Dec 2024: updated Portfolio Narrative finalized, submitted to ISDC; interim Directors/ Deputies assigned; IPB & SC decision moments

...adapted to our evolving Integrated Partnership

DEC

Dec 2023: Unified Governance Review (UGR) memorandum agreed, new leadership in place

JAN

FEB

Feb 2024: ICI process launched, leadership’s overarching priorities for 2024 defined

MAR

APR

Mar—Apr 2024: revised W1/2 budget approved; IPB nominations process launched; SO reorg. approved

MAY

JUN

Jun—Aug 2024: request to integrate IA, EA, EBC, risk & internal controls; GLT launched; governance concerns and action plan; IPB slate endorsed

JUL

AUG

SEPT

Sept—Dec 2024: Charter & Framework amendments approved; IPB launched; AFRC, AOC reviews; IPB & SC decision moments for R&O Plan and W1/2 budget for 2025; Phase I of SO reorg. launched

OCT

NOV

DEC

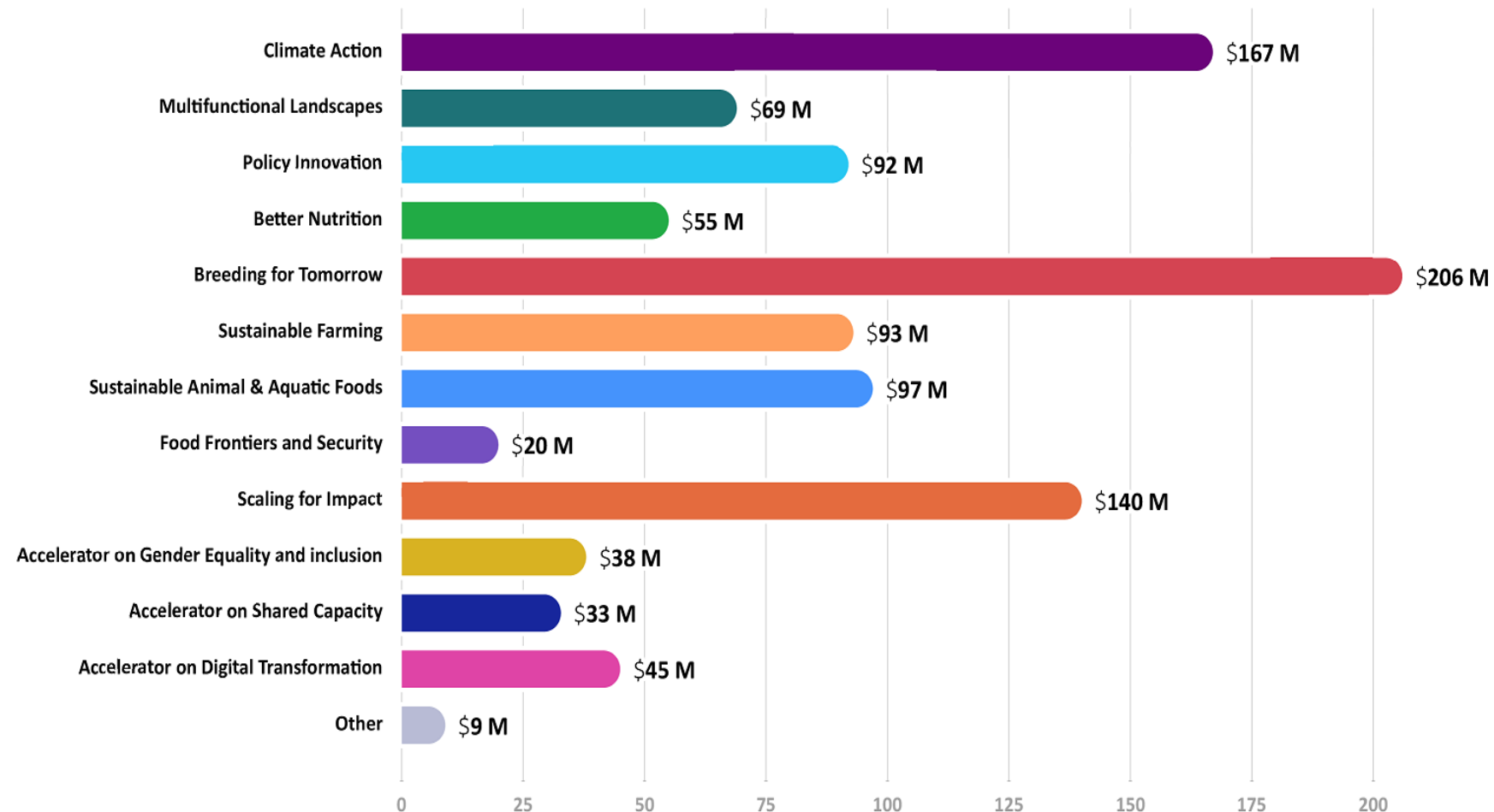
An all-of-CGIAR Portfolio

35% → 100%

‘Pooled funding’ (CGIAR Trust Fund Windows 1 and 2) made up 35% of total CGIAR revenue in 2022—24 on average, up from 25% in 2018—21.

The new 2025—30 science and innovation Portfolio aims to encompass all sources & types of funding, fostering alignment, synergies, and complementarity across W1/2/3 and bilateral funding

The Program & Accelerator proposals build on a preliminary mapping of the known W3/ bilaterally funded projects & programs that will be active from 2025



Strategic direction: transforming systems

The Portfolio reinforces the direction set in CGIAR's 2030 Research and Innovation Strategy: (i) systems transformation approach, (ii) multiple benefits across five Impact Areas, (iii) three mutually supportive impact pathways, (iv) deeply interconnected set of Programs and Accelerators

OUR MISSION

To deliver science and innovation that advance the transformation of food, land, and water systems in a climate crisis to reduce poverty and inequity, enhance food and nutrition security, and improve natural resources and ecosystem services

OUR IMPACT



Nutrition, Health & Food Security



Poverty Reduction, Livelihoods & Jobs



Gender Equality, Youth & Social Inclusion



Climate Adaptation & Mitigation

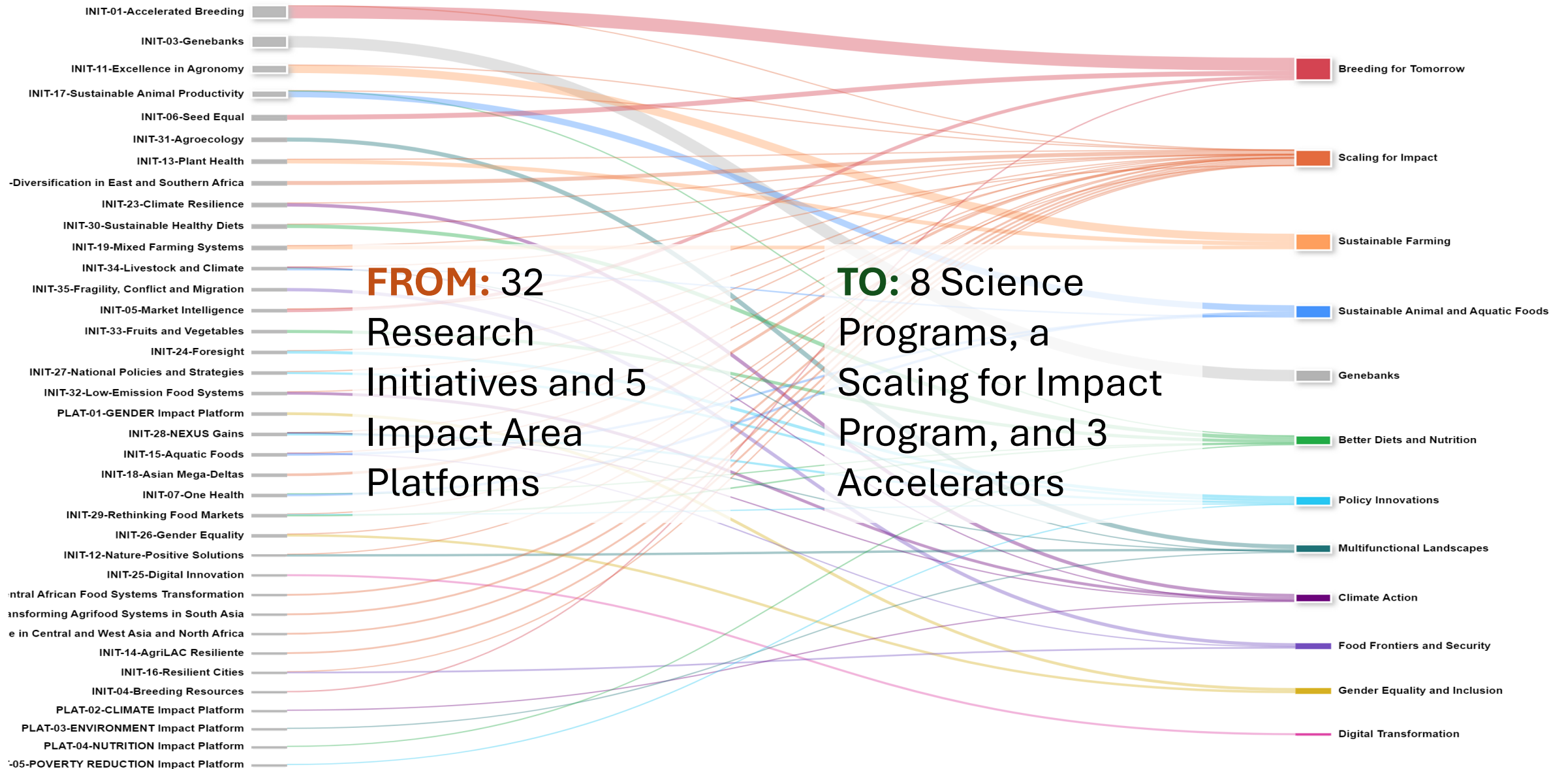


Environmental Health & Biodiversity

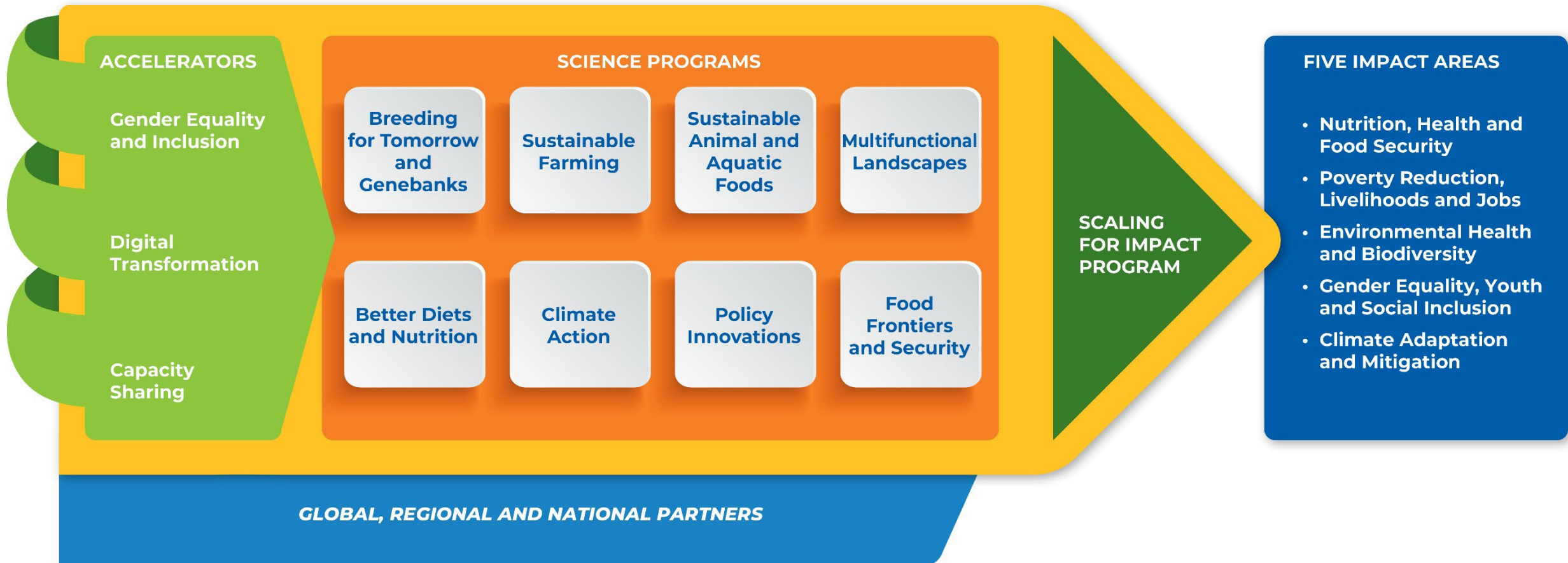
OUR VISION TO 2030

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

A streamlined, simplified structure



A streamlined, simplified structure (cont.)



Selected, key elements of ISDC and IPB feedback



1

anchor Portfolio-level **impact ambitions** in Program/ Accelerator-level design, prioritization, and funding

2

prioritize **co-design** during the Portfolio Inception Phase

3

address **key thematic areas for further attention, opportunity** going forward (e.g. water systems, biodiversity)

4

clarify **mechanisms & incentives** for integrating pooled and bilateral funding

5

invest in robust **risk analysis & management** at the Program/ Accelerator level

1 Impact ambitions to 2030

- The Portfolio Narrative sets out **preliminary, projected impact ambitions to 2030** across the five Impact Areas
- These represent impacts that can be achieved from continued investment in CGIAR alongside broader development spending
- Looking forward, more detailed analysis will be carried out in 2025 – building on completed Program/ Accelerator-level prioritization – to inform a **Portfolio Investment Case to 2030**
- In parallel, complete Program/ Accelerator **MELIA Plans** will be developed during the Portfolio Inception Phase, aligned with **CGIAR’s updated Technical Reporting Arrangement**, driving an enhanced focus on impact

Impact Area	Impact Indicator	Estimated impacts by 2030 relative to reference scenario
Nutrition, Health and Food Security	Population at risk of hunger	A global reduction of 26% , or 182 million people .
	Reduction in absolute poverty	31 million people lifted out of extreme poverty (\$2.15 2017 PPP).
		21 million lifted above \$3.65/day (2017 PPP, consistent with WB LMIC poverty threshold). 19 million lifted above \$6.85/day (2017 PPP, consistent with WB UMIC poverty threshold).
Poverty Reduction, Livelihoods and Jobs	Jobs in the agrifood system	92 million new nonfarm jobs created in the agrifood system outside.
	Agrifood system incomes	7% increase in average incomes earned by workers throughout the agrifood system.
	Gender Equality, Youth and Social Inclusion	Reduced gender inequality in employment
Climate Adaptation and Mitigation	Reduced emissions	0.5 billion mt CO ₂ equivalent emissions avoided, 5% below reference scenario.
	Productivity increase	6% increase for across all crops and animals targeted by CGIAR R&D.
Environmental Health and Biodiversity	Reduced cropland area	20 million hectares of crop land expansion averted, 1.2% below reference scenario.

2 From demand identification to co-design

The Portfolio design process has leveraged existing frameworks, principles, approaches, tools, and processes to ensure Portfolio is grounded in partner and stakeholder priorities and interests at local, national, regional, and global levels.

Management recognizes that a greater focus on co-design will be required during the Portfolio Inception Phase: ● building on the Engagement Framework, ● guided by the upcoming Partnership Strategy, and ● supported by a new continental structure

25

countries initially targeted for structured **‘Listening Sessions’** to help identify and understand partner needs (map)

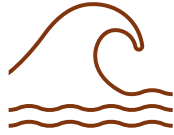


TOWARD GREATER COLLECTIVE IMPACT: A CGIAR Engagement Framework for Partnerships & Advocacy

Version 2.0
23 March 2024

Pursuant to art. 8.1t, u, v of the Charter of the System Organization, the System Board endorsed this CGIAR Engagement Framework for Partnerships and Advocacy in the System Board’s 28th meeting on 23-24 March 2024.

3 Key thematic areas for further attention



WATER SYSTEMS	ENV. HEALTH & BIODIVERSITY IMPACT AREA	YOUTH AND SOCIAL INCLUSION
<p>Building on water systems work across multiple Programs & Accelerators, management recognizes the need for a more coherent approach. Currently, water systems is a key focus in the following Programs:</p> <ul style="list-style-type: none"> • Climate Action: improved water management; climate-resilient infrastructure; flood & drought mgmt; early warning • Multi-functional Landscapes: water, aquatic systems • Sustainable Farming: integrated water management at the farm level • Policy Innovations: AOW 4 serves as a home for research on water policy and its links with food, land and energy policies 	<p>While more work is needed to deliver a compelling and connected portfolio of research products, there are several areas of strength to build from:</p> <ul style="list-style-type: none"> • Multifunctional Landscapes: environmental health and biodiversity is the primary Impact Area • Sustainable Farming: features strong components on soil health and water-use efficiency • Climate Action: innovations to enrich the natural resource base feature as part of larger resilience bundles • Environmentally oriented research is also included in the Policy Innovations, Sustainable Animal and Aquatic Foods, and Food Frontiers and Security Programs 	<p>The Gender Equality and Inclusion Accelerator is taking several steps to strengthen the research agenda on youth, including the following steps during the Inception Phase:</p> <ul style="list-style-type: none"> • A background paper has been developed on youth and a position paper is forthcoming • Building on and learning from past research and practical experience from CGIAR and partners • Strengthening collaboration with partners with strong experience working with youth such as has been initiated by the GENDER Impact Platform • Internal capacity development and alignment of future hires to bridge knowledge gaps • Identification of funding gaps and development of fundraising targets

4 Mechanisms and incentives for funding integration

2025—30 TECHNICAL REPORTING ARRANGEMENT

- mapping of key results to Program/ Accelerator theories of change
- minimum data standard for W3 and bilaterally funded projects to describe, consistently, the impact the project seeks to contribute to (by Impact Area/ SDG), the specific results the project/ program contributes to, the partners with whom those results are generated, where the results are generated, and their cost; and
- monitoring and reporting against the common CGIAR Results Framework

PORTFOLIO MANAGEMENT ARRANGEMENTS

Mechanisms to foster integration and synergies between W1/2-funded and W3/ bilaterally funded work at all levels:

- the CGIAR Global Leadership Team at the executive leadership level,
- the CGIAR Global Science Team at the Portfolio level, and
- inclusive Program/ Accelerator Leadership Teams

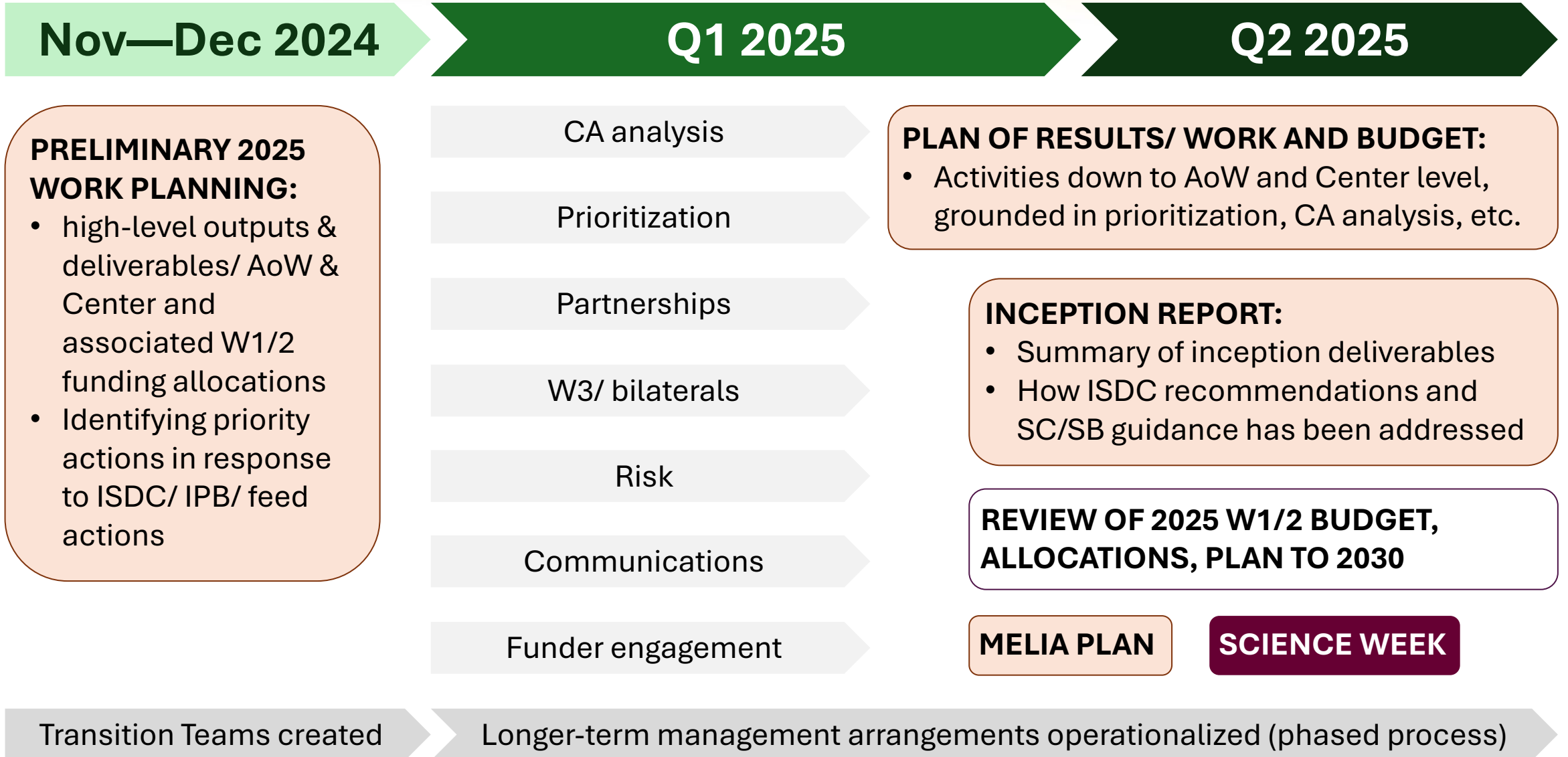
with joined-up performance & results management, including a minimum data standard and technical reporting across all sources of funding → **scientists and teams have strong incentives** to deliver against shared, higher-level objectives and Program/ Accelerator ToCs regardless of how their work is funded

5 Analysis and management of risks

- Identification of key risks & development of risk management plans at the Program & Accelerator levels is a **key priority for the Portfolio Inception Phase** – to be captured in complete Plans of Work/ Results and Budgets and Inception Reports
- In the meantime, **risks associated with the operationalization of the Portfolio have been assessed through a combination of top down and bottom-up processes:** (i) transition risks identified by the 2022-24 Initiative & Platform teams; (ii) a preliminary set of top risks to each Program’s/ Accelerator’s ability to achieve its objectives, identified by Writing Teams; and (iii) a register of top CGIAR risks from the Risk Community of Practice
- **Drawing on the above, a synthesis of critical, Portfolio-level risks and mitigation measures is set out in the Portfolio Narrative (Section 5.5)**

Key risks	Mitigation measures
Loss of science and innovation progress resulting from a lack of continuity of work, leadership, and key partnerships	<ul style="list-style-type: none"> • The Programs and Accelerators have been designed based on a careful assessment of existing work – particularly under the 2022-24 Initiatives and Platforms – with a view to leveraging what works well and adapting what could work better, while intentionally creating space for new and emerging opportunities.
Loss of key partnerships, inability to maximize value of partnerships resulting from a lack of science and innovation, funding, and leadership continuity	<ul style="list-style-type: none"> • The Portfolio transition guidelines prioritize measures to ensure the continuity of key partnerships. • The ongoing review of the System Organization’s structure will ensure clarity on the Partnership function. • A CGIAR Partnership Strategy will be finalized and rolled out in early 2025. • The Portfolio Inception Phase will provide for meaningful stakeholder engagement.
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	<ul style="list-style-type: none"> • The System Council, including its Funder Voting Members, endorsed the May 2024 Portfolio Narrative at its 20th meeting in June 2024. • Between meetings, Funders Voting Members of the System Council have been informed of progress through special update calls held in March, July, and October. • All interested Funders were invited to virtual stakeholder consultations on the new Programs and Accelerators in July and August 2024. • 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 as members of the Financial Model Reference Group. • Looking forward, the Inception Phase will deliver the remaining elements of a robust investment case for the new Portfolio through 2030.
Loss of talent due to change fatigue and job insecurity as new Portfolio management arrangements are operationalized	<ul style="list-style-type: none"> • Throughout the Portfolio development process, leadership has provided regular updates to all staff on the rationale for the process and its implications for staff. • Through inclusive, cross-CGIAR Writing Teams and close engagement with relevant CGIAR groups, the process has provided considerable opportunities for key CGIAR staff and leadership to engage and contribute. • Looking forward, recruitment processes for new leadership positions (e.g. Program and Accelerator Directors) will prioritize internal CGIAR talent.
Loss of trust and credibility due to a real or perceived lack of engagement during the Portfolio design process, a perceived lack of continuity and stability of direction	<ul style="list-style-type: none"> • The Portfolio development process builds on the Listening Sessions carried out in early 2024. • The virtual consultation sessions held in July and August 2024 offered broad opportunities for partners and stakeholders to learn about and provide input toward the development of the Programs and Accelerators. • In addition, the Writing Teams have engaged directly with a wide range of stakeholders.
External shocks and uncontrolled events like climate shocks, political unrest and disruptions could impact program outcomes.	<ul style="list-style-type: none"> • Definition of clear responsibilities in relation to business continuity of cross-Center work through common policies, procedures, guidelines, and/or joint plans • Development of adaptive management strategies to quickly adjust to changing conditions • Investment in capacity building by training local stakeholders to improve resource management and implementation of solutions • Implementation of a diversification strategy for growth and bringing new donors to CGIAR to secure multiple funding commitments and enhance financial stability
Data gaps and capacity constraints from delays in market intelligence, inconsistent data quality, reluctance to share, security vulnerabilities, and limited partner resource	<ul style="list-style-type: none"> • Maintaining a cohesive approach on digital strategies on security, data, and AI, with clear accountability for science and operations

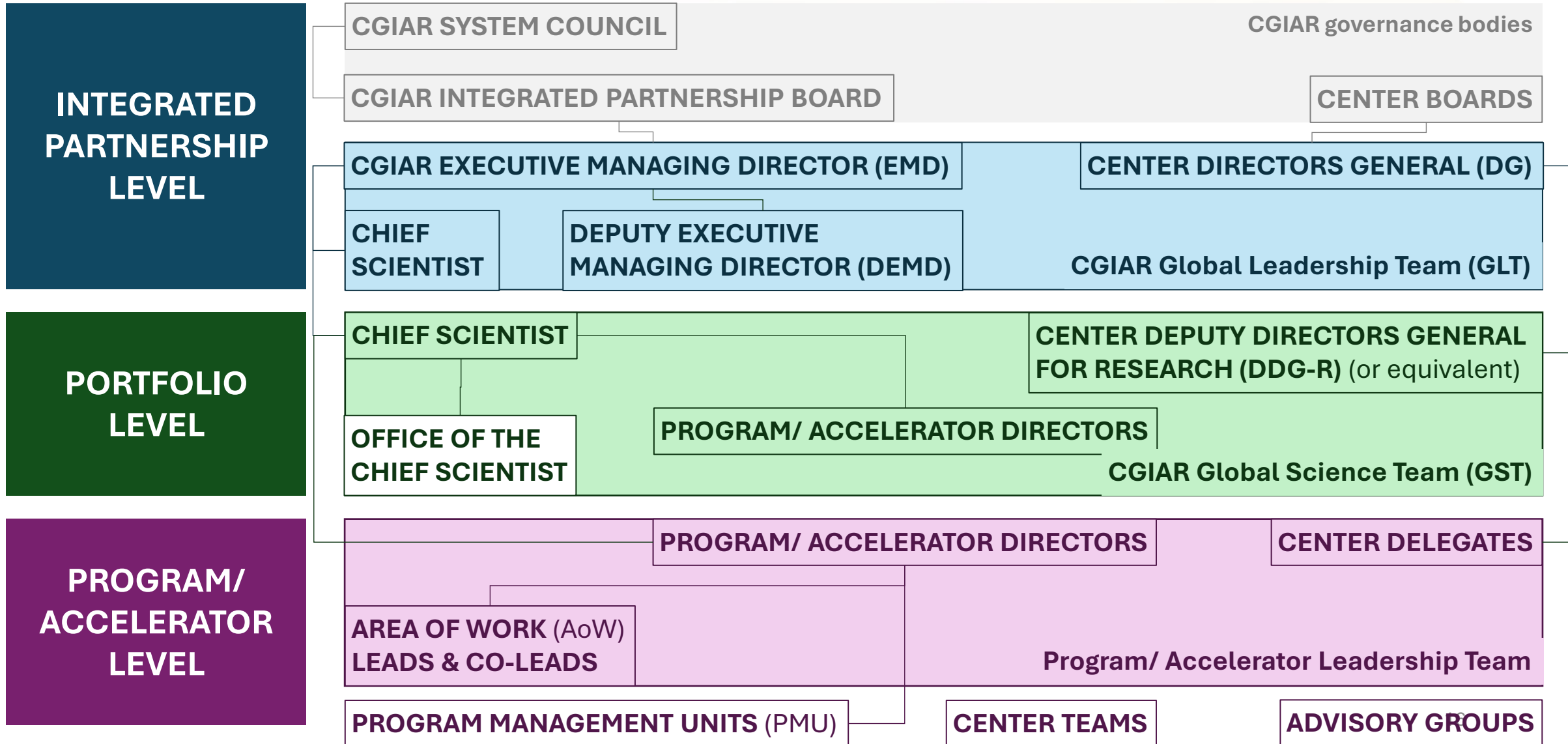
Immediate next steps: inception phase





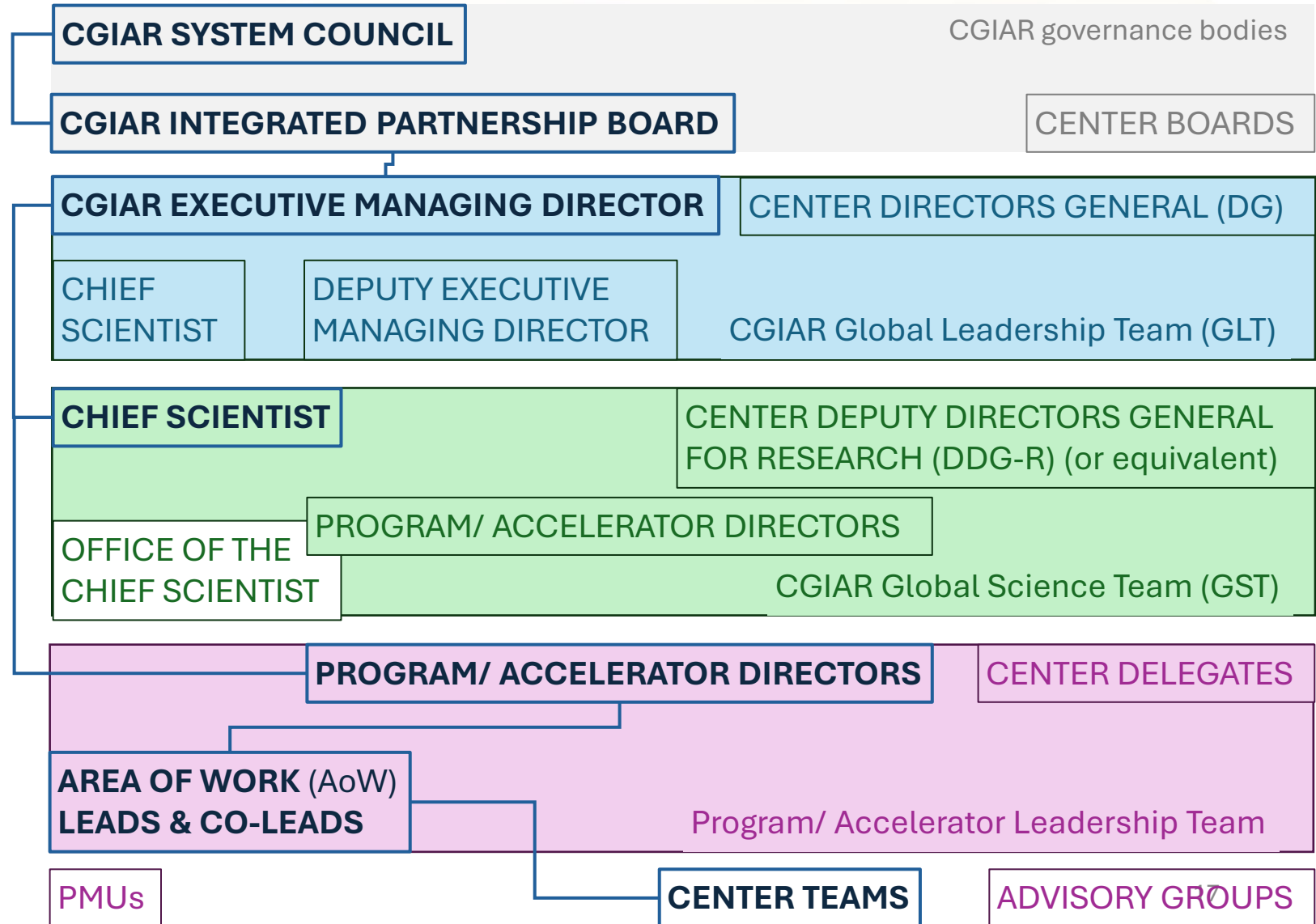
Thank you

Recap: 2025—30 Portfolio management arrangements



Decision-making and accountability: W1/2 funding

- **SC approves** Progs & Accels and \$ allocations
- **IPB concurs**, is accountable to SC for W1/2 financial & programmatic performance
- **EMD** proposes \$ allocation to IPB following GLT endorsement; accountable for SO's reporting on W1/2 funding and associated performance & results; approves Prog/ Accel plans of work & budgets (POWB) endorsed by GLT
- **Chief Scientist** recommends \$ allocation by Prog/ Accel and POWBs following GST endorsement; provides overall leadership of Portfolio, mgmt oversight W1/2-funded work
- **Prog/ Accel Directors** propose POWBs to CS following endorsement by Leadership Team, provide overall mgmt 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



Decision-making and accountability: W3/ bilateral funds



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

