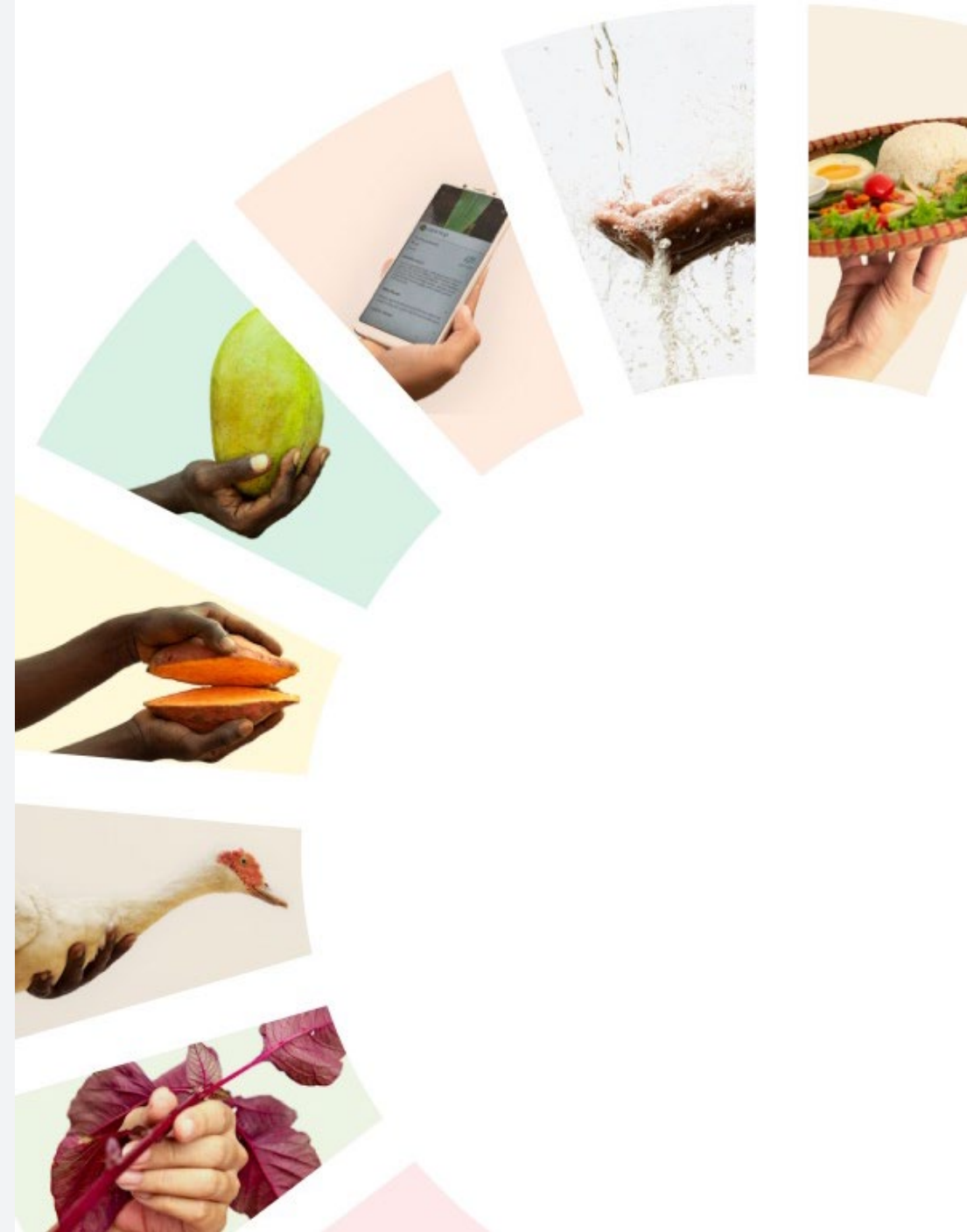




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Agenda Items 2-6
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One CGIAR: Our progress on the journey

Background document for agenda items on Day 1
of the 17th Meeting of the CGIAR System Council



Purpose of this document



This document presents achievements, progress, challenges, and forward directions across the five interconnected [recommendations of the CGIAR System Reference Group \(SRG\)](#), as endorsed by the CGIAR System Council at its 9th meeting in November 2019.

The document is intended as a background resource, for information and discussion during Day 1 of the 17th meeting of the System Council, with related decision items presented separately.

This document is not intended to be presented in its entirety at the Council meeting.

Contents



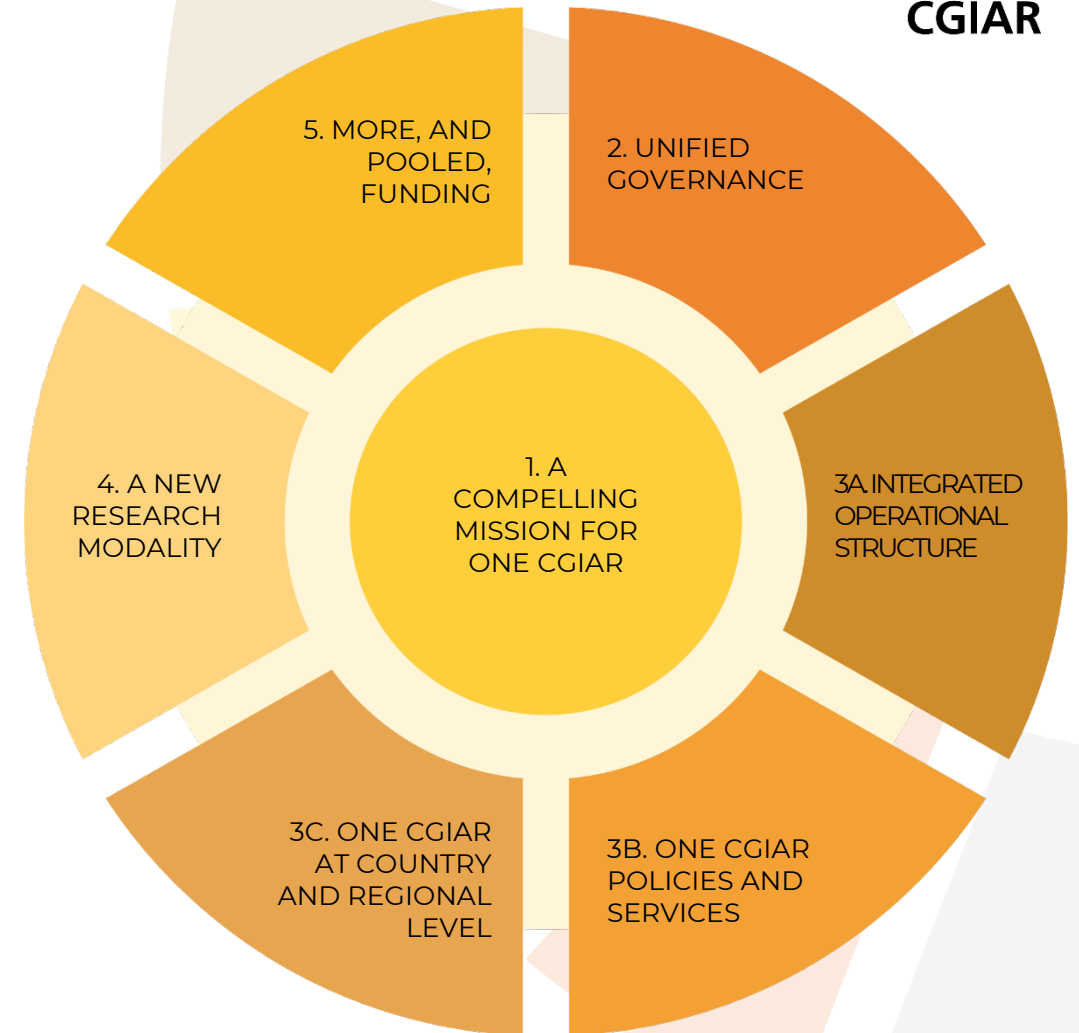
Slide 3	<p>Agenda item 2: <i>One CGIAR – our progress on the journey</i></p> <ul style="list-style-type: none">• where we are on the journey• key milestones• progress against endorsed SRG outcomes and target dates• strengths and areas for improvement• adaptive management
Slide 15	<p>Agenda item 3: <i>A compelling strategy and key governance enablers – SRG outcomes 1. A Compelling Mission for One CGIAR and 2. Unified Governance</i></p> <ul style="list-style-type: none">• the CGIAR Integration Framework Agreement (IFA)
Slide 18	<p>Agenda item 4: <i>Integrated ways of working – SRG outcome 3. Institutional Integration</i></p> <ul style="list-style-type: none">• CGIAR’s integrated matrix structure• updating CGIAR’s 2022—24 plan• managing costs, seeking greater effectiveness and efficiencyOne CGIAR in countries and regions
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2. One CGIAR: our progress on the journey

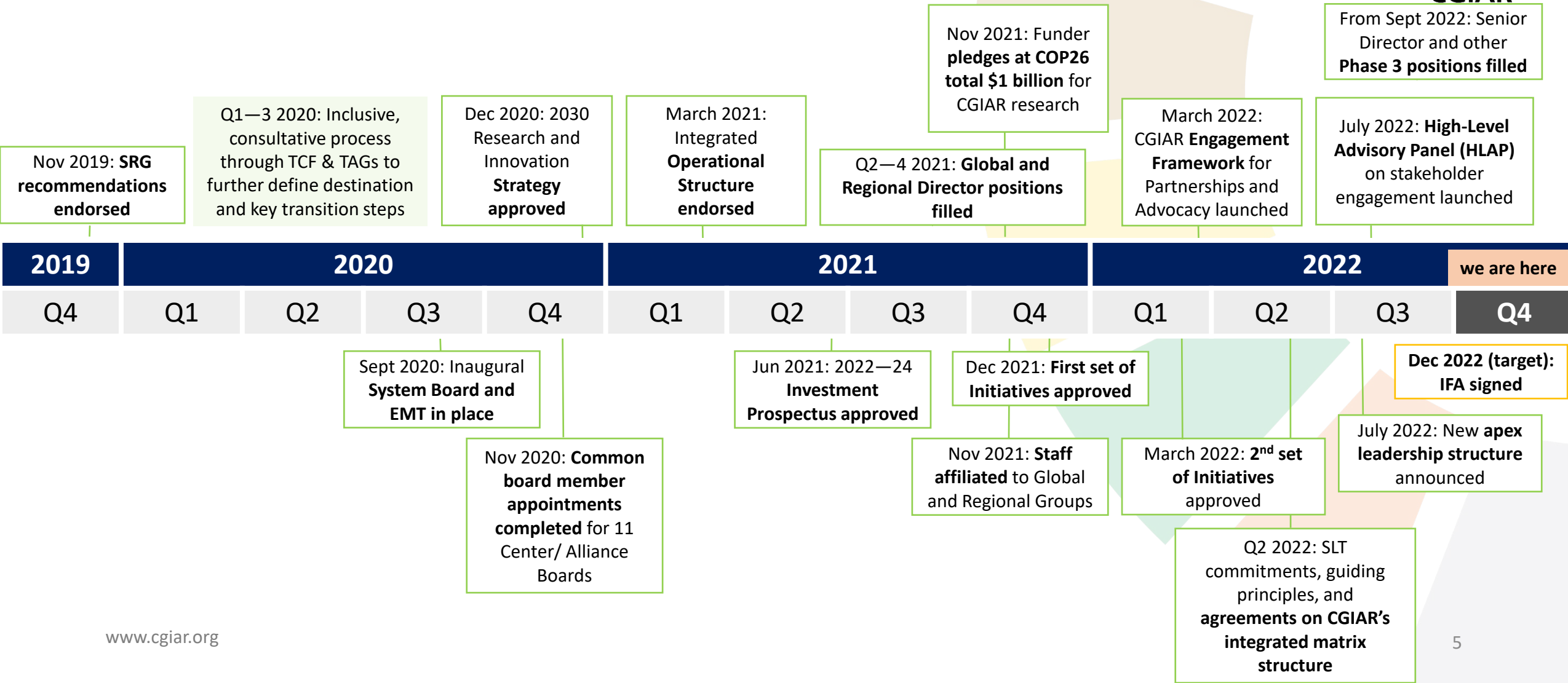


One CGIAR: where are we on the journey?

- 5 interconnected recommendations of the CGIAR System Reference Group (SRG) unanimously endorsed by the System Council in November 2019
- **Key achievements:**
 - ✓ 2030 Strategy and portfolio of Initiatives
 - ✓ unified governance
 - ✓ integrated matrix structure, with leadership in place
 - ✓ stakeholder engagement and partnerships
 - ✓ idea of 'One CGIAR' continues to resonate externally
 - ✓ staff engagement and support
- We have encountered challenges on the journey, and we have adaptively managed the transition process in response to lessons learned and concerns raised
- **Looking forward:** critical to consolidate agreements and confirm the way forward through the CGIAR Integration Framework Agreement (IFA), and align funding with that agreed direction (increased pooled funding and funding managed through CGIAR's Science Groups)



Milestones from Chengdu to Brisbane



Progress against endorsed SRG outcomes at a glance

SRG 1: A Compelling Mission for One CGIAR	<ul style="list-style-type: none">✓ 2030 Research and Innovation Strategy approved✓ 2022—24 portfolio of Initiatives approved, underway
SRG 2: Unified Governance	<ul style="list-style-type: none">✓ Common board member appointments completed for 11 Boards✓ Common Audit, Finance, and Risk Committee
SRG 3: Institutional Integration	<ul style="list-style-type: none">✓ Integrated matrix structure agreed✓ Leadership appointments completed☐ Global & Regional Groups in place and working toward driving deeper teamwork, effectiveness, and efficiency
SRG 4: A new research modality	<ul style="list-style-type: none">✓ New research, performance management, and funding modalities in place☐ Finalizing Window 3/ Bilateral Science Group Integration Mechanism
SRG 5: More, and pooled, funding	<ul style="list-style-type: none">☐ Significant growth in the level of pooled funding in 2022 relative to 2019—21 baseline, but share of pooled remains below SRG target

Additional details on progress against endorsed SRG outcomes and target dates (1/3)



This table presents progress against the SC-endorsed SRG outcomes and associated target dates. The outcomes were endorsed with ambitious timelines that reflected the urgency of the changes needed, particularly in view of the escalating climate crisis and the narrowing window of opportunity to achieve the SDGs.

Endorsed SRG outcomes and deliverables	Endorsed target date	2020		2021				2022				2023	2024	Status	Notes
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Recommendation 1: 2030 Research Strategy developed, approved	SC approval by end-2020													Completed	2030 Research and Innovation Strategy approved by System Council (SC) in Dec 2020
Recommendation 1: 2022—24 Investment Plan developed, approved	SC approval by Q2 2021													Completed	2022—24 Inv. Prospectus approved by System Board (SB) in May and endorsed by SC in June 2021
Recommendation 1: Initial set of CGIAR Projects developed, approved	SC approval by Q4 2021													Completed	Consistent with 2022—24 Inv. Prospectus, two sets of Initiatives approved in December 2021 and March 2022
Recommendation 2: SB members appointed to Center/Alliance Boards, as a minimum 2/3 voting majority	Effective from 1 Oct 2020		x											Completed	As of Nov 2021, appointments completed for Boards of 12/15 CGIAR Research Centers. SC has agreed that the door will remain open until the door is closed
Recommendation 3.a: Form One CGIAR EMT	Effective from 1 July 2020	x												Completed	Appointment of the inaugural CGIAR Executive Management Team (EMT) announced on 6 August 2020, effective from 1 Sept

endorsed timeline www.cgiar.org
 delayed against endorsed timeline
 x completed with delay

Additional details on progress against endorsed SRG outcomes and target dates (2/3)



Endorsed SRG outcomes and deliverables	Endorsed target date	2020		2021				2022				2023	2024	Status	Notes
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Recommendation 3.a: EMT to revert to the SB with proposed structure	by end-2020			x										Completed	Following a consultative process, EMT’s proposed, integrated operational structure for One CGIAR was endorsed by SC in March 2021 (NB: reframed as an ‘integrated matrix structure’ in April 2022)
Recommendation 3.b: Priority One CGIAR policies and services feasibility and business case development, services design	in 2020—21													In progress, requires attention	As of Oct 2022, relevant key leadership roles filled (Managing Director, Global Directors, most Senior Directors) and professional services diagnostic and discovery completed. High-level strategies have been developed for key functions, with some delays in launching a more detailed design for implementation
Recommendation 3.b: Priority policies and services build and implementation	in 2021—22													Delayed, not yet started	Design and implementation to follow the diagnostic and discovery phase that was recently completed
Recommendation 3.c: Design and scoping of One CGIAR country and regional engagement model	in 2020			x										Completed (Initial design as part of operational structure)	Building on recommendations of TAG5 on country and regional engagement, operational structure set out an engagement model based on six Regional Groups with Country Offices to deliver strategy, demand identification, partner engagement, and related functions working closely with Science Groups

endorsed timeline
 delayed against endorsed timeline
 x completed with delay

Additional details on progress against endorsed SRG outcomes and target dates (3/3)



Endorsed SRG outcomes and deliverables	Endorsed target date	2020		2021				2022				2023	2024	Status	Notes
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Recommendation 3.c: Prioritized roll-out of new engagement model	in 2021													In progress, requires attention	Initial partner engagement underway through regional dialogues, consultations, and partnerships; including on CGIAR Initiatives
Recommendation 4: New modality developed and approved for implementation readiness	from 2022													Completed	The new research modality – CGIAR Initiative – is substantially set out in the approved 2030 Strategy and Performance and Results Management Framework , with additional details on funding modalities set out in the 2022–24 Operational Designation Procedure
Recommendation 5: 50% pooled funding achieved	by end-2022													Unlikely to be reached, requires attention	Level of pooled funding set to increase by ~50% in 2022 relative to 2019–21 baseline, and share of pooled funding expected to reach 33% of total funding, up from ~25% in 2019–2021.
Recommendation 5: 70% pooled funding achieved	by end of 2022-2024 period													to start later	

endorsed timeline
 delayed against endorsed timeline
 completed with delay

Strengths to build on and areas for improvement moving forward



- **CGIAR science:** 2022—24 portfolio of Initiatives approved, launched, and under implementation
- **External recognition** of CGIAR's relevance and contributions, particularly in the context of the global food crisis
- **CGIAR Senior Leadership Team and Executive Management Team** in place and functioning
- Progress on workplace **gender, diversity, and inclusion**

www.cgiar.org

- Based on a solid levels of participation in whole of CGIAR staff-surveys conducted across the June 2021-May 2022 period, staff sentiment remained constant, with strong appetite for the change agenda in many staffing bands. **There is now increasing risk from ongoing debate, delay, and funding uncertainty.**
- **Stakeholder engagement and partnerships emerging as areas of growing strength** (e.g. Abidjan communiqué, High-Level Advisory Panel [HLAP]), albeit with continued room for improvement

- **Share of pooled funding remains below the SC9-Chengdu supported 50% target at this point in the evolution of CGIAR** (from earlier - level of pooled funding set to increase by ~50% in 2022, reaching 33% of total, from ~25% in 2019—21)
- **Speed at which CGIAR's Global & Regional Groups are enabled and empowered to drive deeper teamwork and integration** – resulting in delayed realization of key benefits, prolonged uncertainty and change fatigue

What has changed since Chengdu?

Adaptive management in response to lessons and feedback



Throughout the One CGIAR transition process and in 2022 in particular, important adaptive management actions have been taken in response to lessons learned and feedback received from stakeholders (the list below is not intended to be exhaustive)

Key lessons learned and concerns raised

Insufficient alignment among key stakeholders on the principal objectives and core components of 'One CGIAR', illustrated particularly during the process to develop 'One CGIAR Implementing Arrangement No. 1' to enable more integrated personnel management across CGIAR legal entities

The integrated operational structure endorsed in March 2021 did not clearly articulate the continuing role of Centers as important on-the-ground partners for delivery of innovation and research

Stronger assurances are required that the changes envisaged will be consistent with Centers' governing instruments, host country agreements, and applicable laws

Engagement with key partners and stakeholders, particularly in the Global South, must be strengthened

The need for a shared vision for the delivery of corporate service and key assurance functions in the integrated matrix structure

Adaptive management actions

A CGIAR Integration Framework Agreement (IFA) among legal entities in the CGIAR System – CGIAR Research Centers and the CGIAR System Organization ('Parties') – is being developed to clarify the objectives and core components of the deeper partnership (see further details below)

The integrated operational structure has been redefined as an integrated matrix structure, providing clarity on the continued essential role of Centers and a framework for balancing deeper integration and business continuity

CGIAR Senior Leadership Team (SLT) commitments, guiding principles, and agreements set out these assurances unequivocally and have been widely communicated

High-Level Advisory Panel (HLAP) launched, intensified engagement with key country and regional stakeholders from March 2022. Work underway to build Regions and Partnerships & Advocacy functions

Discovery and diagnostic study informing a new concept, to be presented to the System Board in November 2022

Additional details on 2022 progress and adaptive management against our draft 2022—24 plan (1/2)



This table presents progress made and agreed adaptive management actions taken in 2022, against the [Draft 2022—24 Transition Plan](#), presented to the SC in Dec 2021

Draft 2022—24 Plan Goals and Objectives (as presented to the SC in Dec 2021)	Relevant SRG recommendations (as endorsed by SC in Nov 2019)	Progress against plan as of October 2022 (highlights – not intended to be exhaustive)	Adaptive management steps in 2022 (highlights – not intended to be exhaustive)
GOAL 1: Higher impact – delivered faster, at larger scale			
Objective 1.1: Ensuring excellence in research and innovation delivery across CGIAR Initiatives and the non-pooled portfolio	1. <i>A Compelling Mission for One CGIAR</i> 4. <i>A New Research Modality</i>	<input checked="" type="checkbox"/> Portfolio of Initiatives launched <input type="checkbox"/> Plans for non-pooled portfolio integration adapted	<ul style="list-style-type: none"> • SLT agreement that Centers continue to originate & deliver non-pooled funded work, with a common approach to strategic alignment and quality assurance • Window 3/ Bilateral Science Group Integration Mechanism to be launched
Objective 1.2: Rolling out an upgraded performance and results management framework	1. <i>A Compelling Mission for One CGIAR</i> 4. <i>A New Research Modality</i>	<input checked="" type="checkbox"/> Technical Reporting Arrangement in place <input type="checkbox"/> Common performance management across large, non-pooled project	<ul style="list-style-type: none"> • At this stage, common tools and systems applied to Initiatives and SG-delivered work
GOAL 2: Stronger partnerships for higher impact and more funding			
Objective 2.1: Delivering concerted resource mobilization, communications, partnership and advocacy	3.c. <i>One CGIAR at the Country and Regional Level</i> 5. <i>More, and Pooled, Funding</i>	<input checked="" type="checkbox"/> CGIAR Engagement Framework for Partnerships and Advocacy launched <input type="checkbox"/> Level of pooled funding set to increase by ~50% in 2022, reaching 33% of total <input type="checkbox"/> Concerted origination model not yet in place for bilateral funding	<ul style="list-style-type: none"> • Prepare for more gradual shift to pooled funding by some key Funders • Launch SG bilateral modality
Objective 2.2: Unified presence and engagement in countries & regions	3.c. <i>One CGIAR at the Country and Regional Level</i>	<input checked="" type="checkbox"/> Reg. Directors , int. Country Conveners in place <input type="checkbox"/> Engagement model not fully equipped	<ul style="list-style-type: none"> • Intensive partner engagement, HLAP launched, with recommendations in Dec

Additional details on 2022 progress and adaptive management against our draft 2022—24 plan (2/2)



Draft 2022—24 Plan Goals and Objectives (as presented to the SC in Dec 2021)	Relevant SRG recommendations (as endorsed by SC in Nov 2019)	Progress against plan as of October 2022 (highlights – not intended to be exhaustive)	Adaptive management steps in 2022 (highlights – not intended to be exhaustive)
GOAL 3: Completing our transition to a unified and integrated operational structure			
Objective 3.1: Advancing and evolving CGIAR’s unified governance and systems	<i>Recommendation 2: Unified Governance</i>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> First set of Ethics & Business Conduct Policies developed <input type="checkbox"/> Partial common rules, secretariat <input type="checkbox"/> Science and innovation advisory panels proposed 	<ul style="list-style-type: none"> • CGIAR Integration Framework Agreement (IFA) to define unified governance, including further implementation steps • Broader governance WG proposed to look at CGIAR-wide governance structure
Objective 3.2: Integrating our people and culture	<i>Recommendation 3.a: An Integrated Operational Structure</i> <i>Recommendation 3.b: One CGIAR Policies and Services</i>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Leadership appointments (Phases 1, 2, 3) <input checked="" type="checkbox"/> P&C support towards Initiative staffing <input checked="" type="checkbox"/> Culture diagnostic and Pulse Surveys <input type="checkbox"/> Phase 4, people integration approaches being adapted to matrix structure 	<ul style="list-style-type: none"> • CGIAR Senior Leadership Team (SLT) commitments and guiding principles in April and agreements in June on Phase 3 & 4 recruitment as well as CGIAR’s Integrated matrix structure • Diagnostic informing new approach
Objective 3.3: Finance and funding for greater efficiency and effectiveness	<i>Recommendation 3.a: An Integrated Op. Structure</i> <i>Recommendation 3.b: One CGIAR Policies and Services</i> <i>Recommendation 5: More, and Pooled, Funding</i>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> 2022—24 FINPLAN approved <input checked="" type="checkbox"/> Pooled funding modalities in place <input type="checkbox"/> Transitional financial systems and consolidated core finance policies to be adapted to matrix structure 	<ul style="list-style-type: none"> • As above, including SLT agreements in June on finance • Preparing for more gradual shift to pooled funding by some key Funders, while accommodating non-pooled projects delivered by Science Groups • Diagnostic informing new approach
Objective 3.4: Towards global integrated policies, systems, and business services	<i>Recommendation 3.b: One CGIAR Policies and Services</i>	<input checked="" type="checkbox"/> Services and systems diagnostic completed, with some delays in shifting to the design phase	<ul style="list-style-type: none"> • Reformulation of approach underway to reflect integrated matrix structure

Looking forward: focus on the critical path



CGIAR Integration Framework Agreement (IFA) signed by all Parties by the end of this calendar year (see slides below)



'Internal rules' (common policies, procedures, service-level agreements, and other instruments) developed and agreed to implement the IFA and make our matrix structure work



Window 3 / Bilateral Science Group Integration Mechanism agreed & rolled out, along with enhanced Funder engagement



Engagement model embedded and continuously strengthened, building on the recommendations of the High-Level Advisory Panel and enabling a unified regional and country engagement model

3. A compelling strategy and key governance enablers

SRG 1: A Compelling Mission for One CGIAR

SRG 2: Unified Governance



Consolidating progress and confirming the way forward: the CGIAR Integration Framework Agreement (IFA)



In April 2022, a process was launched to develop a CGIAR Integration Framework Agreement (IFA). The IFA is an agreement among legal entities in the CGIAR System – CGIAR Research Centers and the CGIAR System Organization (‘Parties’) – to seek deeper collaboration building on the ‘One CGIAR’ integration process launched in 2019.

Why does CGIAR need the IFA?

After three years of progress and adaptive management on the One CGIAR journey, the IFA aims to consolidate agreements and confirm the way forward. The IFA clarifies the objectives and core components of the deeper partnership and builds a shared understanding of and commitment to next steps. It reflects lessons learned and feedback received, and reaffirms that further steps will be fully consistent with Parties’ mandates, governing instruments, and host country agreements.

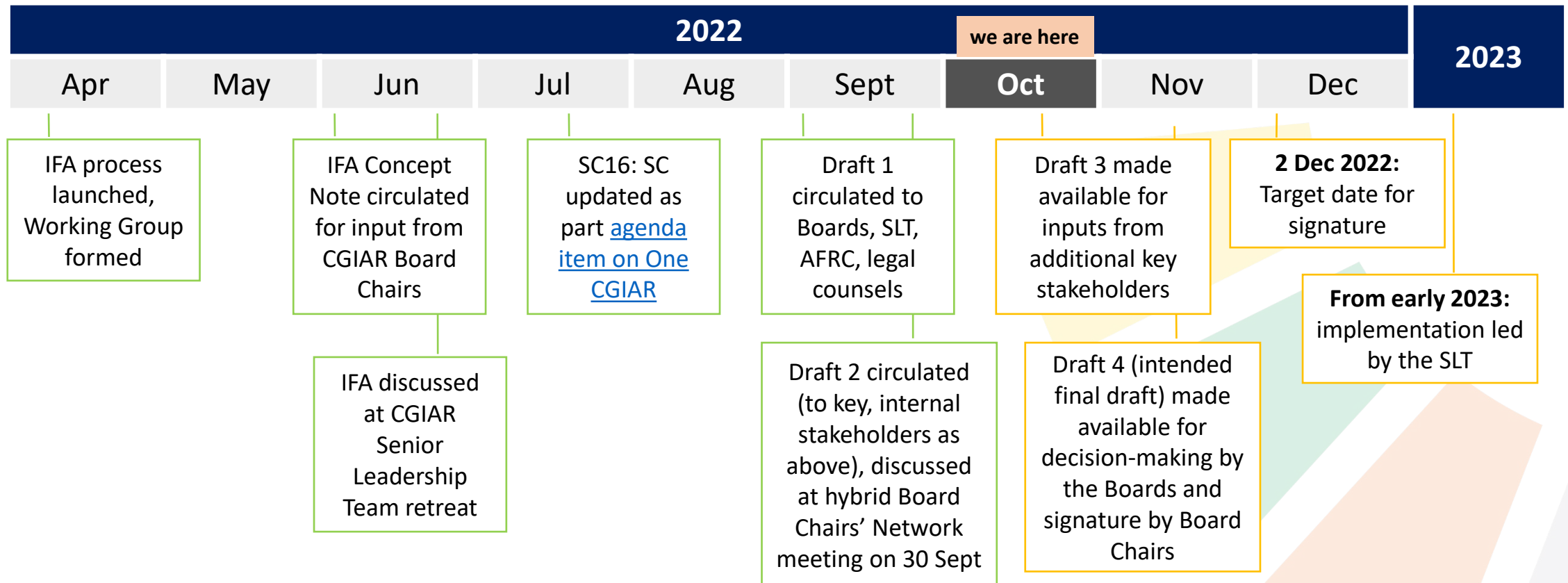
How was the IFA drafted and who has been consulted?

The IFA has been developed by a working group co-chaired by Julia Marton-Lefèvre, Chair, Alliance of Bioversity International and CIAT, and Claudia Sadoff, CGIAR Executive Managing Director. From 5 September to 3 October 2022, the working group has carried out two rounds of consultations with each Party’s Board of Trustees; the [CGIAR Senior Leadership Team](#); Parties’ legal counsels; and [CGIAR’s Audit, Finance and Risk Committee](#). Building on the feedback received, the IFA will be made available for inputs from additional key stakeholder groups.

How will the IFA be implemented?

In building on progress made over the past three years of the One CGIAR integration process, in some areas the IFA captures and confirms collaborative arrangements that are already in place among the Parties. Where key provisions of the IFA have not yet been implemented, this will be done in a collaborative way under the leadership of the SLT, overseen by the Parties’ Boards. Specifically, the SLT will guide the development, adoption, and roll-out of relevant internal rules and other legal instruments that operationalize the IFA, in accordance with an agreed internal rules framework. These could include common policies and procedures, as well as service-level agreements.

Consolidating progress and confirming the way forward: IFA timeline as of October 2022



4. Integrated ways of working

SRG 3: Institutional Integration

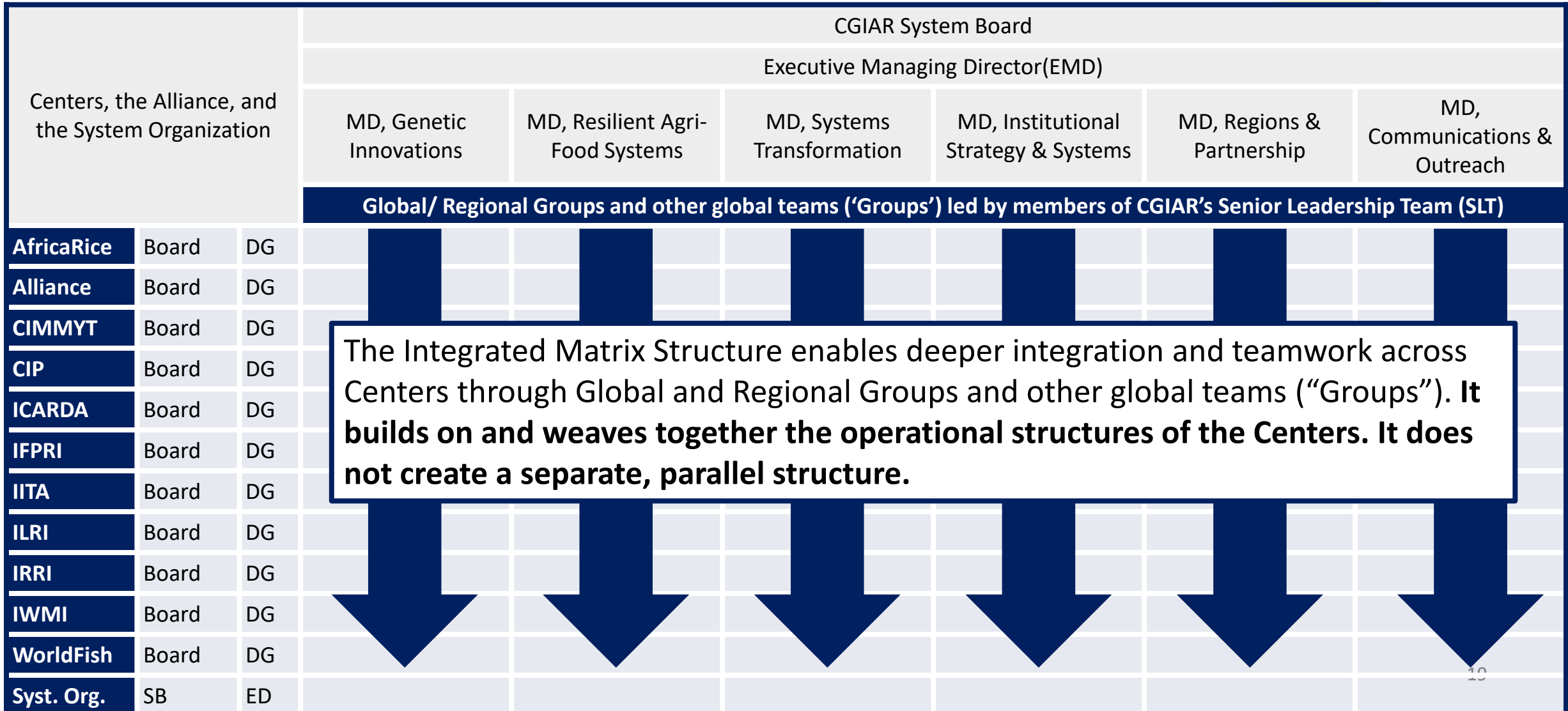
3.a. An Integrated Operational Structure

3.b. One CGIAR Policies and Services

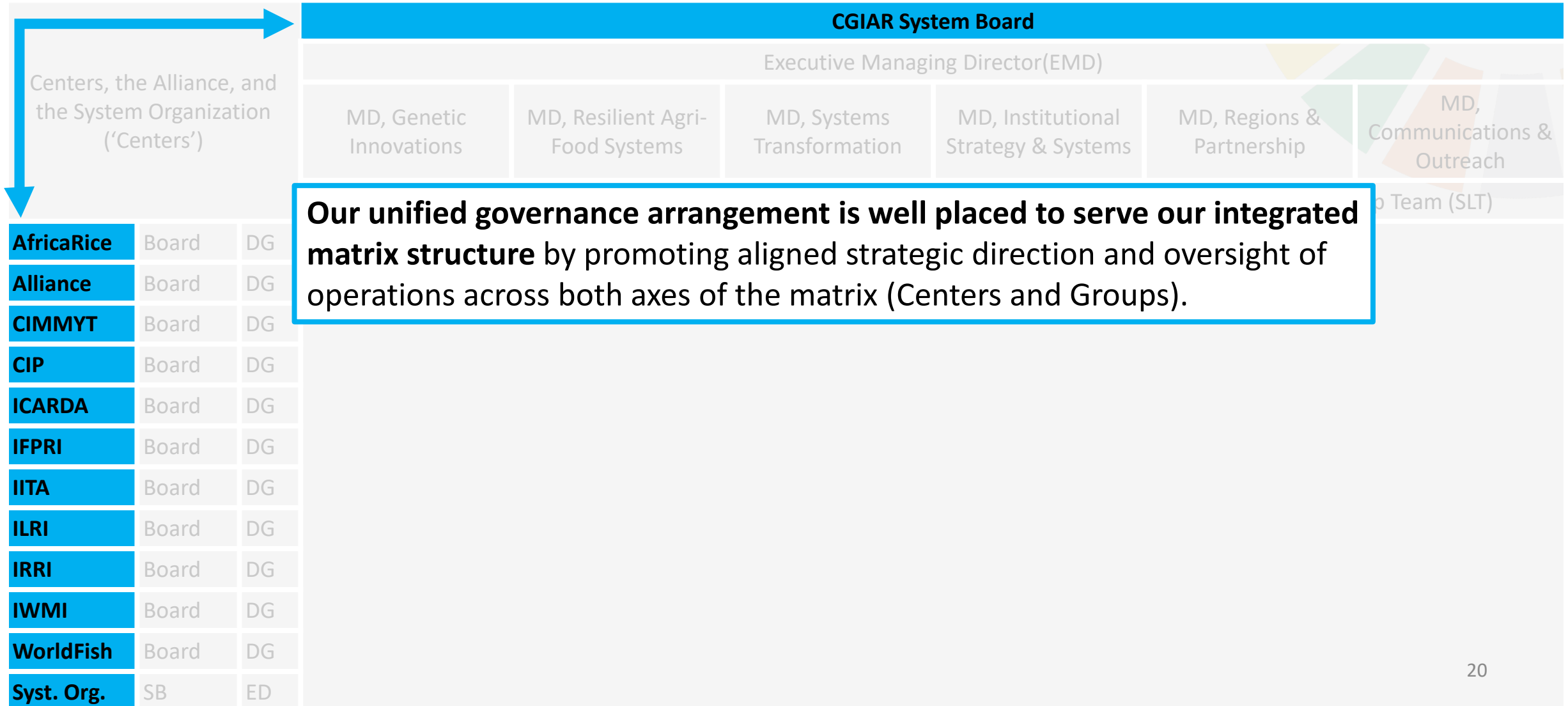
3.c. One CGIAR at the Country and Regional Level



CGIAR's integrated matrix structure: deeper teamwork without parallel structures



CGIAR's integrated matrix structure: enabled and underpinned by unified governance

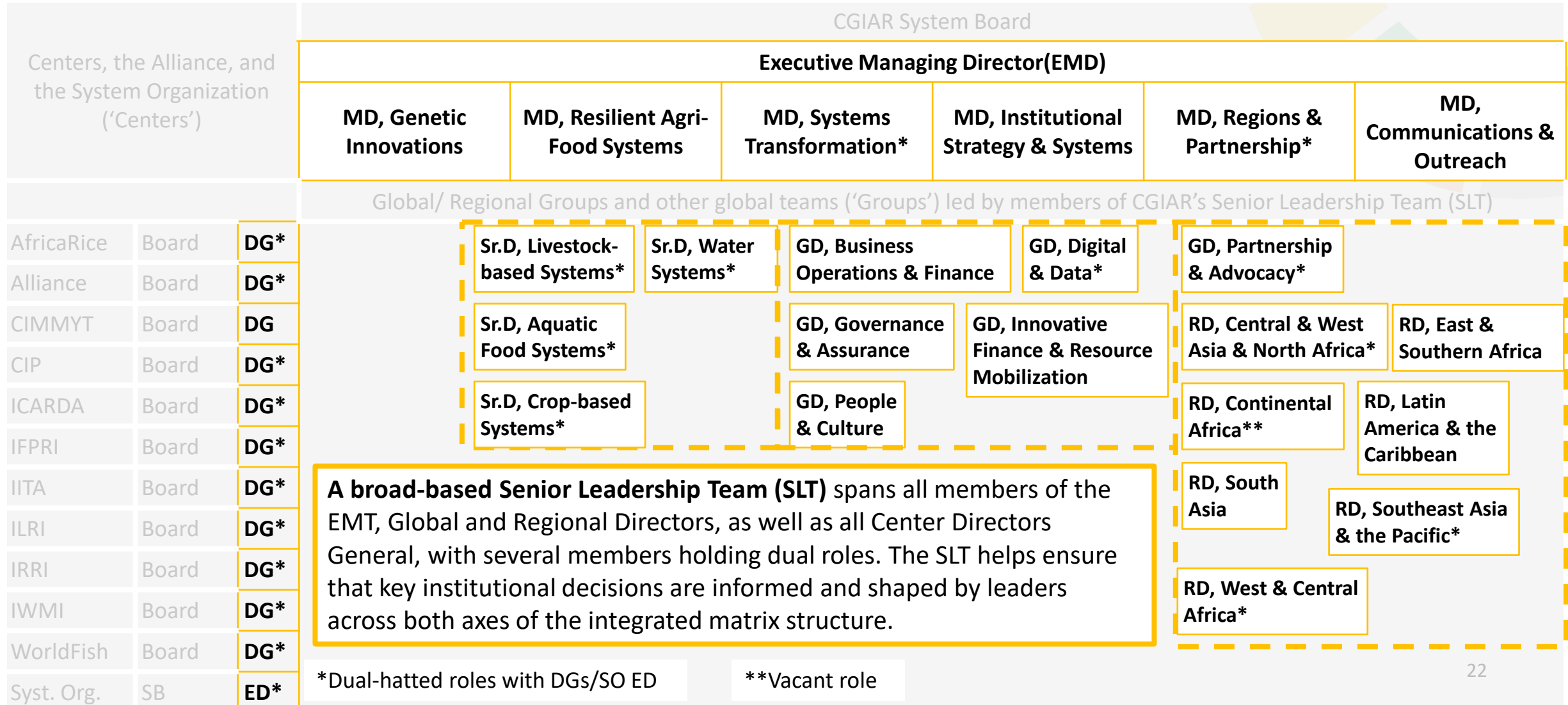


CGIAR's integrated matrix structure: multi-disciplinary EMT providing coordinated leadership of the Global & Regional Groups



Centers, the Alliance, and the System Organization ('Centers')			CGIAR System Board					
			Executive Managing Director(EMD)					
			MD, Genetic Innovations	MD, Resilient Agri-Food Systems	MD, Systems Transformation	MD, Institutional Strategy & Systems	MD, Regions & Partnership	MD, Communications & Outreach
			Global/ Regional Groups and other global teams ('Groups') led by members of CGIAR's Senior Leadership Team (SLT)					
AfricaRice	Board	DG	<div style="border: 2px solid blue; padding: 10px;"> <p>A multi-disciplinary Executive Management Team (EMT) – with CGIAR's Executive Managing Director and six Managing Directors as direct reports – drives strategic, coherent, and effective executive decision-making on CGIAR-wide matters.</p> </div>					
Alliance	Board	DG						
CIMMYT	Board	DG						
CIP	Board	DG						
ICARDA	Board	DG						
IFPRI	Board	DG						
IITA	Board	DG						
ILRI	Board	DG						
IRRI	Board	DG						
IWMI	Board	DG						
WorldFish	Board	DG						
Syst. Org.	SB	ED						

CGIAR's integrated matrix structure: broad-based SLT (in bold) to enable aligned and informed decisions (current as of 18 Oct 2022)



CGIAR's integrated matrix structure: progress on senior appointments

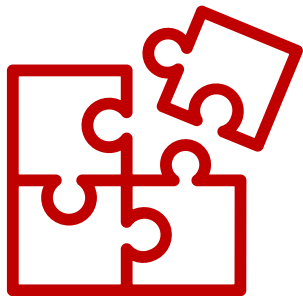


- Since January, senior positions in CGIAR's Global and Regional Groups have been advertised, including those of Senior Directors and others reporting to Global Directors and Regional Directors (Phase 3), as well as some positions reporting to Senior Directors and other Phase 3 appointees (Phase 4).
- **We have now advertised 72% of Phase 3 positions and internal interest continues to be strong:** 443 internal applications received (67% from male and 33% from women candidates) – [data for 48 positions, including 10 Phase 4 positions, out of the 53 advertised]
- **Most senior positions will be filled internally:** only 9 roles out of 53 advertised externally thus far
- **Good diversity in the first slate of decisions on preferred candidates:** 45% of preferred candidates (14) from across Centers are women; 52% of preferred candidates (17) are from the Global South
- **Transparent recruitment and selection process generally well received by staff:** positive responses in recent Pulse Survey, direct feedback
- **As top internal candidates transition to these roles, the importance of Center/ Alliance business continuity is being considered carefully:** a variety of possible transition measures to fit different needs agreed by the CGIAR Senior Leadership Team (SLT) in June
- 24 appointments have been announced and more announcements are expected over the next couple of weeks, following agreement on transition measures and discussions with selected candidates

Enabling and leveraging our integrated matrix structure: updating CGIAR's 2022—24 plan



- The System Council, at its 14th meeting in December 2022, considered and provided input on a [draft 2022—24 Transition Plan](#), with a view for the plan to be completed in early 2022
- Over the course of 2022, with continuous guidance and oversight by the System Board and frequent updates to the System Council, the pace and trajectory of change have been adapted in response to stakeholder feedback and to enable deeper engagement (see slides above on adaptive management)
- With the launch of the CGIAR Integration Framework Agreement (IFA) process in April 2022, there will be a need to ensure that the forward plan is aligned with the final version of the Agreement and the associated implementation road map. Accordingly, an updated, 2022—24 Integration Plan is currently being developed, for approval in early 2023



What our 3-year plan is and is not: The 2022—24 Integration Plan will not be set out as a traditional business plan, but rather a plan for CGIAR's institutional integration process, framed by the 2030 Research and Innovation Strategy, the forthcoming IFA, and aligned with the three-year planning cycle for the portfolio of Initiatives and Platforms as well as the associated 2022—24 FINPLAN.

The 3-year plan will also not replace Center-specific plans or more detailed work plans set out at the level of CGIAR's Global and Regional Groups: it will build on the above and will be intentionally streamlined to facilitate effective cross-CGIAR oversight and a focus on a sub-set of key levers of change

Enabling and leveraging our integrated matrix structure: design principles



The 2022—24 Integration Plan will be designed with the aim of steadily progressing CGIAR's integration journey without compromising business continuity

Impact

Built to contribute towards higher impact in line with our mission

Focus

Focused on the most powerful levers of integration (not everything at once)

Business continuity

Ensures business continuity at all times and makes changes only where necessary, working with what we have

Phasing

Shifts from one phase of integration to the next only once key maturity conditions have been met

Test & adapt

Takes an adaptive management approach and continuously evolves the plan with our changing operating context

Enabling and leveraging our integrated matrix structure: ambition for this planning period



The 2022—24 Integration Plan aims to **realize the benefits of deeper integration and teamwork** while fully complying with Centers' constitutions, headquarter and hosting agreements, and legal and fiduciary obligations in both letter and spirit. Across six interconnected workstreams – underpinned by key institutional and operational enablers – preliminary 2024 outcomes include:



Research and innovation: integrated and collaborative management and delivery of CGIAR research and innovations for greater impact at the global, regional, and country levels



Engagement with partners and stakeholders: strengthened global, regional, and country engagement with partners and stakeholders under a new, common brand



Resource mobilization: new and additional funding secured in support of more impactful and scaled up research and innovations, and a more sustainable organization



Professional services: effective and efficient operations enabled by shared ways of working across institutional boundaries



Our talent and culture: improved support to CGIAR's staff and to attract and develop talent; with an inclusive culture of cooperation and trust



Digital transformation: digital breakthrough opportunities harnessed to support organizational and research innovations

Enabling and leveraging our integrated matrix structure: workstreams and building blocks



- Within each workstream, the plan identifies a **set of supportive, key deliverables ('building blocks')** for the **2022—24 period**
- **Not all work will progress in lockstep:** there will be a need to ensure business continuity while taking forward the proposed building blocks in a phased manner as relevant maturity conditions are met
- Underpinning successful delivery of the proposed building blocks are **key institutional and operational enablers**

Research and innovation

- 2022—24 portfolio of Initiatives delivered; W3/ Bilateral SG Integration Mechanism launched
- Non-pooled portfolio aligned with 2030 Strategy and Performance and Results Management approach
- Coherent reporting and portfolio management

Our talent and culture

- P&C enablers for research & innovation delivery
- Effective deployment and management of skills/ talent in CGIAR's integrated matrix structure
- Phased delivery of P&C strategy, operating model, shared policies, processes and systems.
- Inclusive, engaged, fair, and safe workplaces

Engagement with partners and stakeholders

- Engagement framework endorsed and delivered
- P&A strategy in place
- Regional and country engagement model launched and operational
- New name and brand launched

Professional services

- Core enabling policies & procedures
- Sustainable financial model and fit-for-purpose matrix structure
- Integrated data and service delivery

Resource mobilization

- Growth strategy implemented to meet pooled funding targets for 2022—24
- Matrixed staff engaged in diversification strategies
- Coordinated campaign launched for science, regional, and Center priorities

Digital transformation

- Institutionalized data science and analytics capabilities
- Business, science, partnerships, and innovations digitally enabled
- Optimized digital workplace & digital resilience
- Consistent digital user experience

Institutional enablers: unified governance, IFA and the internal rules required for implementation, empowerment

Operational enablers: data, staff, resources, change management

Enabling and leveraging our integrated matrix structure: high-level milestones in 2022—24



Governance oversight and assurance functions

2022

2023

2024

2022—24: working to progressively unlock greater benefits while ensuring business continuity

NB: Milestones are illustrative of each area of work in 2022—24

Research and innovation

Engagement with partners and stakeholders

Resource mobilization

Our talent and culture

Professional Services

Digital transformation

- SG W3/ bilateral modality in place
- Pooled portfolio Type 1 Tech. Report
- HLAB recommendations completed
- R/C initial strategic frameworks defined
- Approved senior appointments rollout
- GDI /Culture framework & action plan
- Services/systems diagnostic realized
- Coordinated RM intelligence approach
- Close Partnership with DX/DI initiative
- Initiatives approved & launched
- Engagement Framework launched
- 2022 pooled funding secured
- SLT agreement on int. matrix structure
- 2022—24 FINPLAN approved

- 1st SG projects launched
- Non-pooled project reporting piloted
- Enhanced engagement framework launched
- Refined country strategic frameworks developed
- RM goals and campaign design in place
- Investment and business case defined
- First set of shared P&C policies and People Strategy
- Initial shared talent dev. programs
- Integrated professional services and systems designed
- Optimized digital workplace & increased digital resilience in place

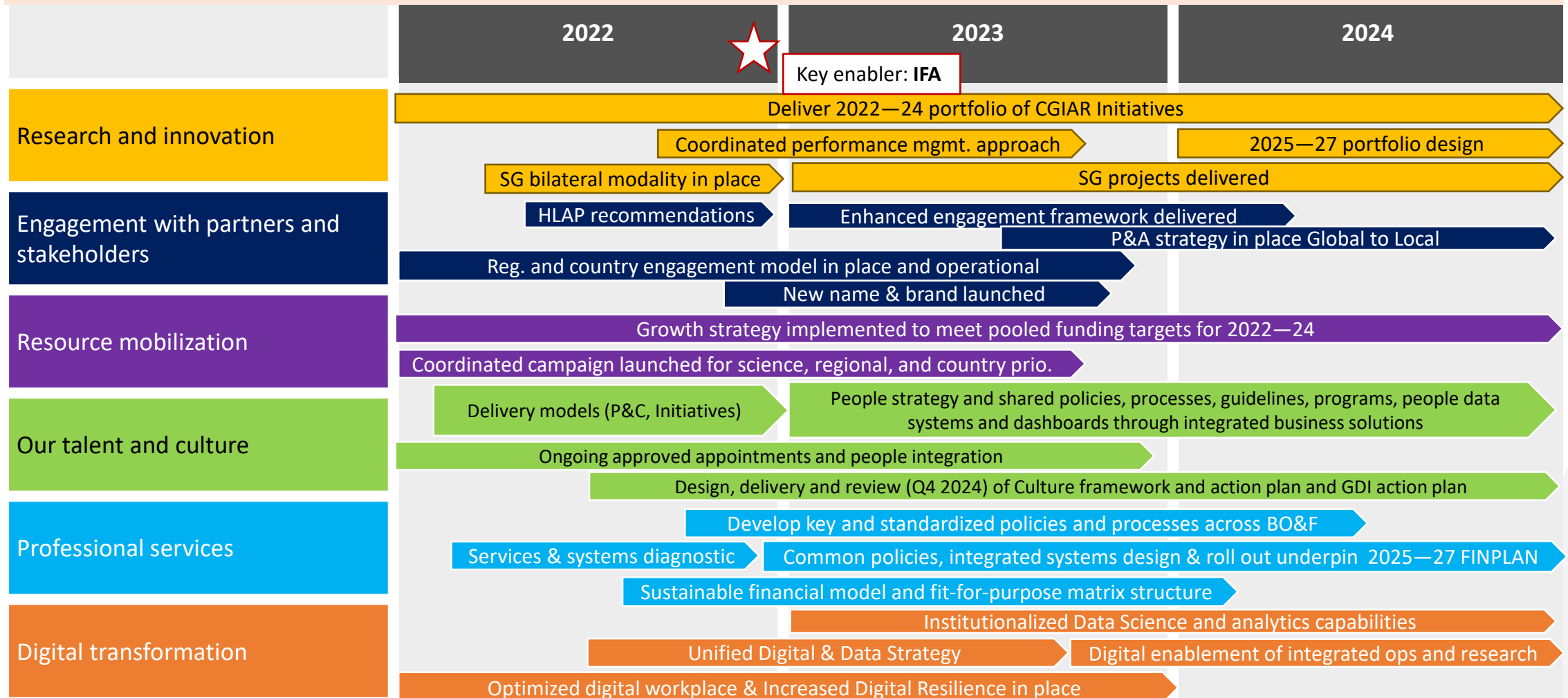
- 2025-27 Portfolio design
- Type 2 reporting delivered
- Engagement model operational, enabling 2025—27 portfolio
- P&C planning for 2025—27 portfolio
- Two-year review of GDI & Culture plan
- Common policies underpin 25—27 FINPLAN
- Integrated services & systems roll-out
- Replenishment of initiatives
- Business, science, partnerships, and innovation digitally enabled

Leveraging our integrated matrix structure: indicative, high-level timelines

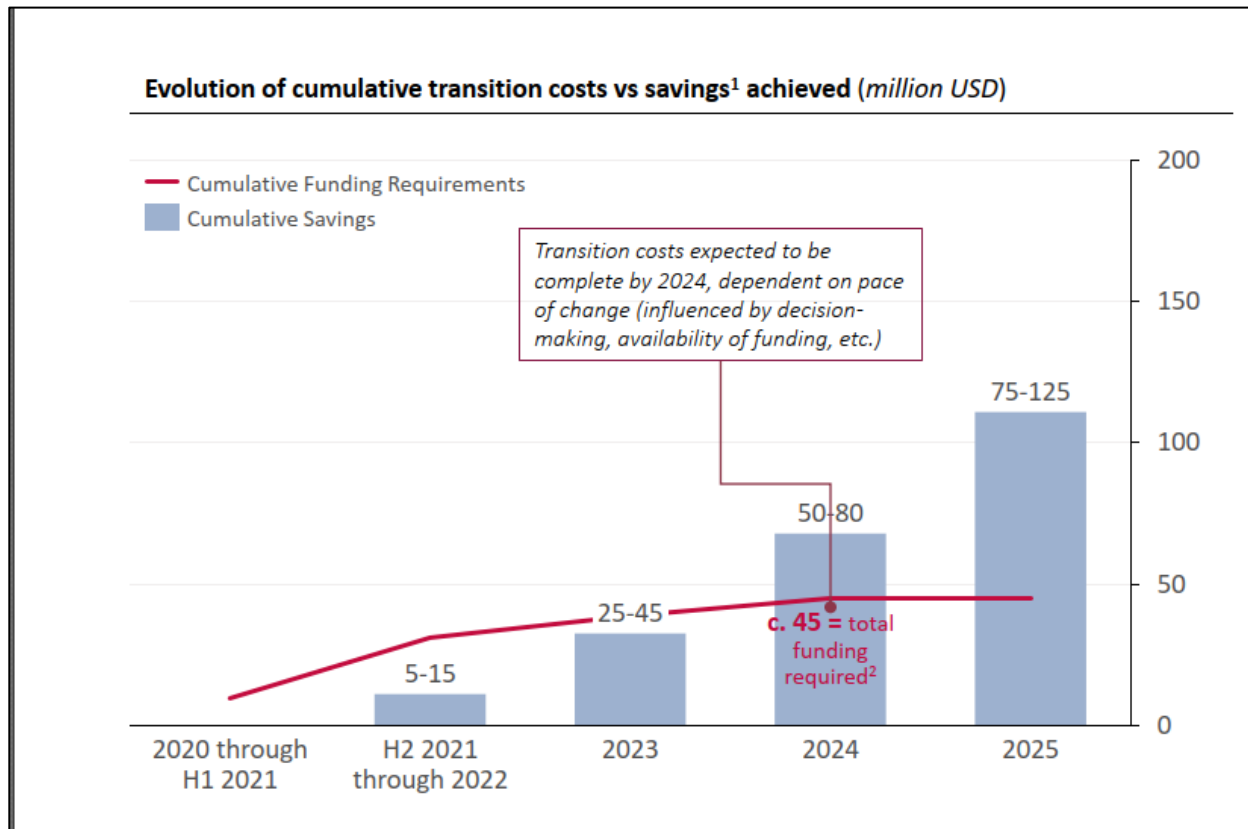
NB: Timeline illustrative only at this stage – subject to review and refinement as the plan is finalized



Key building blocks advanced in a phased manner as key readiness conditions are met



Managing costs and seeking greater effectiveness and efficiency



Preliminary analysis carried out in July 2021 outlined:

- One of the primary purpose of CGIAR is to increase on the ground impact to meet the needs of stakeholders through a food system-oriented approach.
- An investment of circa \$100m would be needed over a five-year period, to deliver the transition. 45% would need to be secured from external sources.
- Savings from the investment were predicted to show in the fourth year (2024).

Managing costs and seeking greater effectiveness and efficiency

- Year-on-year increase in costs from 2020 as the CGIAR has built its integrated operational structure
- Increase in management costs in 2022 driven by filling of senior roles in the integrated matrix structure
- In majority of cases, temporary staffing arrangements, such as role-sharing or delegation of duties have been applied, with the minority of cases requiring a full replacement
- This has been critical to safeguarding daily operations in each Center, particularly in smaller Centers that were already lean to begin with
- As set out in preliminary analysis in 2021, major efficiencies and savings are realizable in future years through delivery of integrated professional services (see slides below). This will require investment, collaborative spirit and a sufficient authorizing environment.

	2020	2021	2022
Percentage of total management costs to Pooled funding*	16%	20%	21%
Proportion of research management costs to total research expenses	18%	15%	20%
Proportion of non-research management costs to total expenses	6%	6%	9%

Opportunities to drive effectiveness and efficiencies



Integrated
Professional
Services

Reduction
in carbon
footprint

- There are several opportunities to reduce CGIAR overhead rates over time
- While investments will be needed in the short term, a potentially lower average overhead rate could be realized in the medium term (next business cycle), assuming full collaboration, appropriate transfer of authority, and sufficient investment
- Key opportunities include Integrated Professional Services, and a reduction in greenhouse gas emissions

Opportunities to drive effectiveness and efficiencies

Integrated professional services

- Integrated professional services are an operating model to support the broader One CGIAR strategy. The objective is to have global integrated processes including “hire to retire”, “purchase to pay” etc.
- We have partnered with EY consultants to complete a robust and structured diagnostic review of our transactional activities across our four IS&S operational areas. This is to assessed the current-state of our operating model
- This will help fulfil one of IS&S’s ambition of enabling a more effective delivery model to drive quality of outcomes and release capacity to refocus effort on more value-adding activities
- Tangible opportunities are to be prioritized and agreed, that will enhance and enable improved support for Centers and our research Initiatives in the immediate short and longer term, assuming enhanced collaboration across Centers and investments



Align and consolidate systems, policies, practices, and ways of working.



Become more agile in the way we deliver our support through an integrated operating model.



Reduce duplication, capitalize on opportunities and set minimum common standards across Centers



Enable timely access to critical information, insights, analytics and data.



Investing in our people, creating a consistent approach to roles and process.



Enable successful and seamless delivery of programs across Centers, including Initiatives.

Opportunities to drive effectiveness and efficiencies

Integrated professional services

Key finding from the diagnostic phase of the project: under- investment in technology, extensive manual effort to run operations. Underlying challenges include:

Lack of clarity & consistency in roles and responsibilities

- Limited cross-functional and cross-Center integration to support Initiatives
- Skill mismatch across functions to deliver as per required responsibility area and no single function specific focal point in some Centers
- Lack of clarity on roles and governance post OneCGIAR/Matrix and absence of clearly defined role remits and segregation of duties
- High level of transactional execution leading to absence of strategic focus

20-40% activities performed by each function falls outside their remit

c.80% activities performed by each function is transactional in nature

Highly manual and non-standard processes

- High degree of manual effort required to execute processes, with limited technology enablement across Centers
- Lack of standardisation of process, policy and practices especially to support cross Center Initiatives
- Limited instances of automation of rule based activities leading to high manual effort expended on admin tasks such as data entry
- Multiple versions of policies within a Center and varied policies across Centers with no common database/repository

40% finance postings are manual
50% invoices processed manually
20% procurement is done without a without a PO in place
2.5x higher spend on external law firms compared to benchmark

Fragmented systems and a lack of investment in technology

- Low maturity on maintaining, use and application of data to enable informed decision making
- Disparate systems across Centers with low levels of integration within each Center across functions
- Lack of automation and dependency on manual workarounds
- Limited use of specialised business applications to enable optimized service delivery – e.g. procurement, onboarding, etc

70% lower technology spend *v. industry median*

5+ ERP systems across Centers, with multiple instances

Opportunities to drive effectiveness and efficiencies

Integrated professional services

Several opportunities have been identified and prioritized to set the foundation for strategic partnering; these opportunities include:

- Data integration
- Automation of processes (e.g., Travel Solution, Procurement System, ERP alignment etc.)
- Optimization of underlying technology architecture
- Process standardization

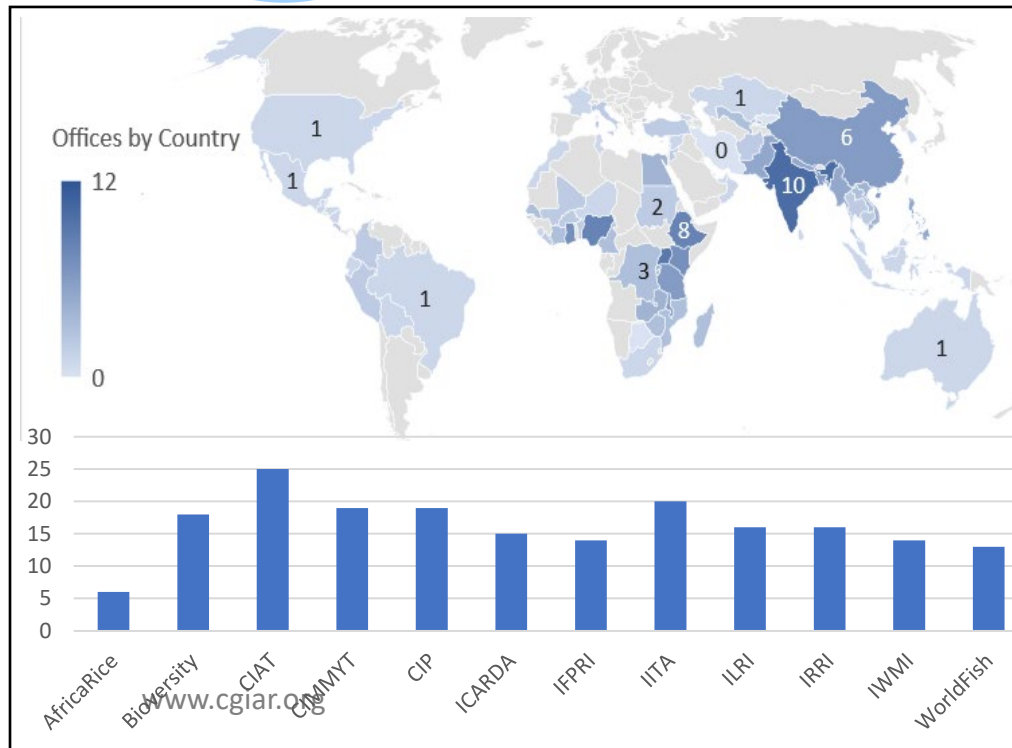
Based on the high-level estimates from EY, there is the potential to realize cost benefits between \$16 million to \$20 million on an annualized basis from the end of 2024 onwards.

Opportunities to drive effectiveness and efficiencies

Reduction in carbon footprint

Buildings represent 39% of global greenhouse gas emissions, including 28% in operational emissions and 11% in building materials and construction. Reducing carbon emissions in buildings will be critical to achieving climate goals and net zero emissions by 2050.

At present the CGIAR office footprint is approximately 200 offices across 72 countries, housing 7,500 personnel with an approximate value of property, plant and equipment of \$180 million (2021).



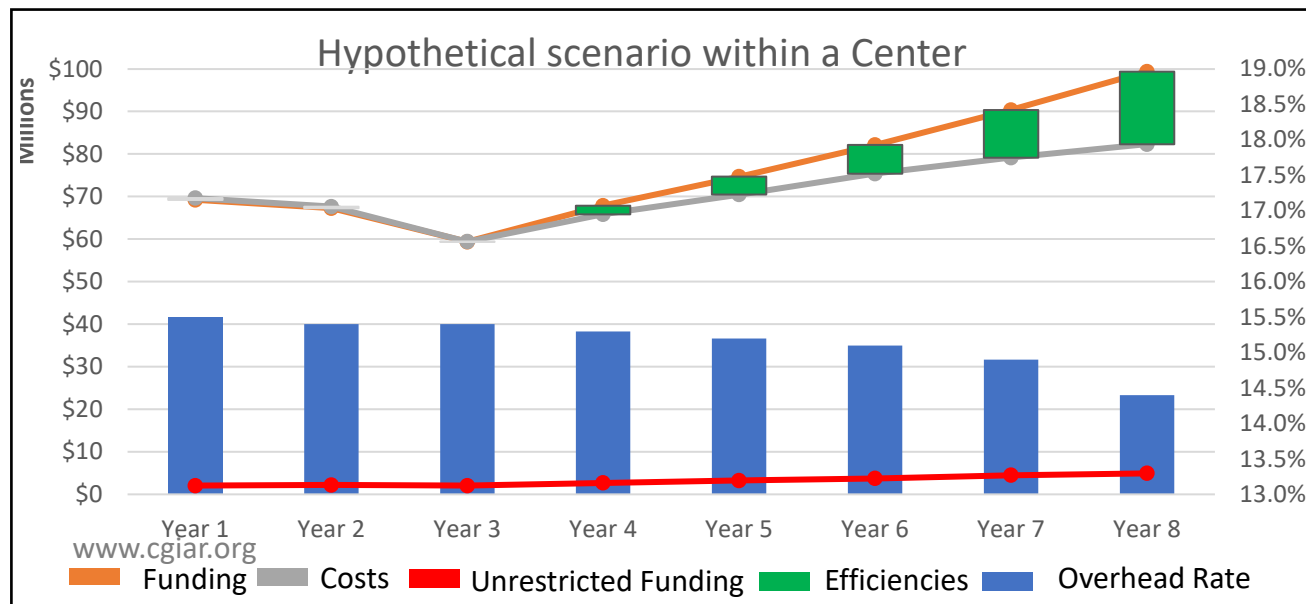
There is a significant opportunity to reduce carbon emissions in conjunction with energy costs through a series of measured steps. These steps would lead to an improvement in the environment and allow for a greater proportion of funding to be allocated to research. Investment would be required in the short to medium term prior to the realization of benefits over time and may include:

- Decarbonization of buildings
- Consolidation of assets
- Reduction in leased properties
- Green initiatives – power saving measures
- Travel and better controls and monitoring of international travel

Opportunities to drive effectiveness and efficiencies

Integration Funding Initiative

There are a number of opportunities to increase effectiveness and efficiencies, reducing the overhead rate over time. To realize these opportunities, however, funding is needed for transitional investments in projects such as Integrated Professional Services (as outlined above) and carbon reduction. Investments of this nature would facilitate modernization of processes and effectiveness, which would in turn reduce the overhead rate and aid transparency.



The charts illustrates how increased funding could generate efficiencies which are further enhanced by unrestricted funding that is invested in automation and other improvements

One CGIAR in regions and countries

- **Unified and integrated engagement with stakeholders and partners at the country and regional levels is a cornerstone of the SC-endorsed SRG outcomes. Key milestones on regions and countries include:**
 - ✓ **Nov 2021:** 6 Regional Directors appointed
 - ✓ **March 2022:** CGIAR Engagement Framework for Partnerships and Advocacy launched
 - ✓ **Jun 2022:** Interim country conveners appointed
 - ✓ **Ongoing:** Regional dialogues & engagement
 - ✓ **Regional pages** launched on CGIAR.org: <https://www.cgiar.org/research/cgiar-regions/>

Engagement with CGIAR's regional and country partners – recent highlights (not intended as exhaustive):

- **In Africa, High-Level Consultative Forum on Strengthening Africa's Agricultural Research and Innovation in the Context of the One CGIAR Reforms (Abidjan I and II):** [Key Principles and Commitments](#) agreed, providing a clear indication of progress made in CGIAR's efforts to expand our capacity and value across key stakeholder networks in Africa. Work is underway to set out an Action Plan to implement the principles and commitments
- **In CWANA, focus on UNFCCC COP27 as an important opportunity to engage as 'One CGIAR' and strengthen key partnerships in the region and beyond,** with coordinated engagement in several pre-COP events, leveraging CGIAR knowledge and policy advice, as well as partnering with and supporting Egypt as host country
- **In LAC, strong, coordinated engagement through a series of Initiative workshops and regional events,** with close collaboration across the Centers present in the region, as well as key partners (FAO, WB, IDB, ECLAC, IFAD, OECD)
- **In South Asia, robust initial engagement with key partners in countries and regionally informing an emerging engagement strategy –** CGIAR value proposition and key priorities 2022 in place: (1) activate One CGIAR in South Asia, (2) stabilize new ways of working as One CGIAR, (3) strengthen stakeholder relationships, (4) improve CGIAR's profile, and (5) mobilize resources from key Funders in the region.

5. Coherent and coordinated delivery and funding of CGIAR research and innovations

SRG 4: A new research modality

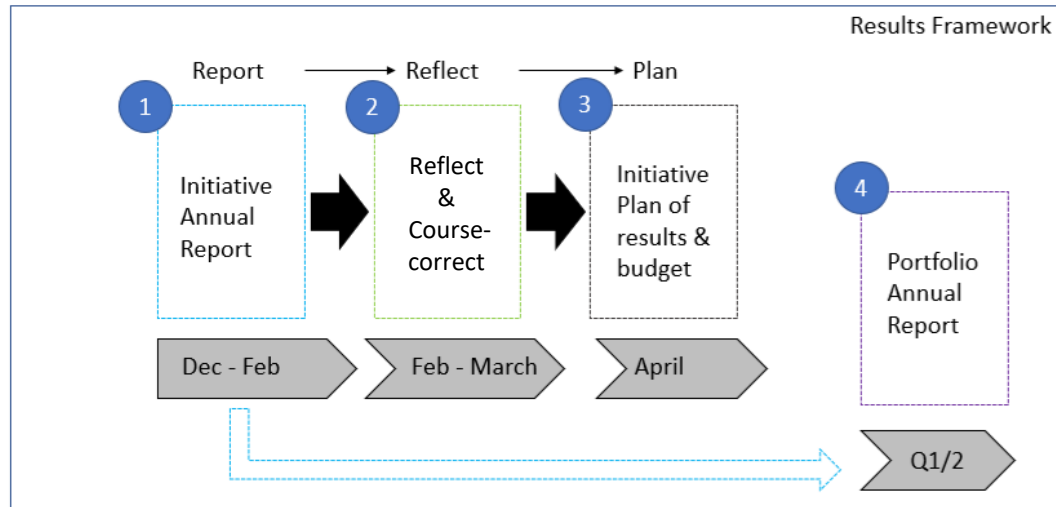


Delivering CGIAR's 2022—24 Portfolio of Initiatives: management and reporting modalities



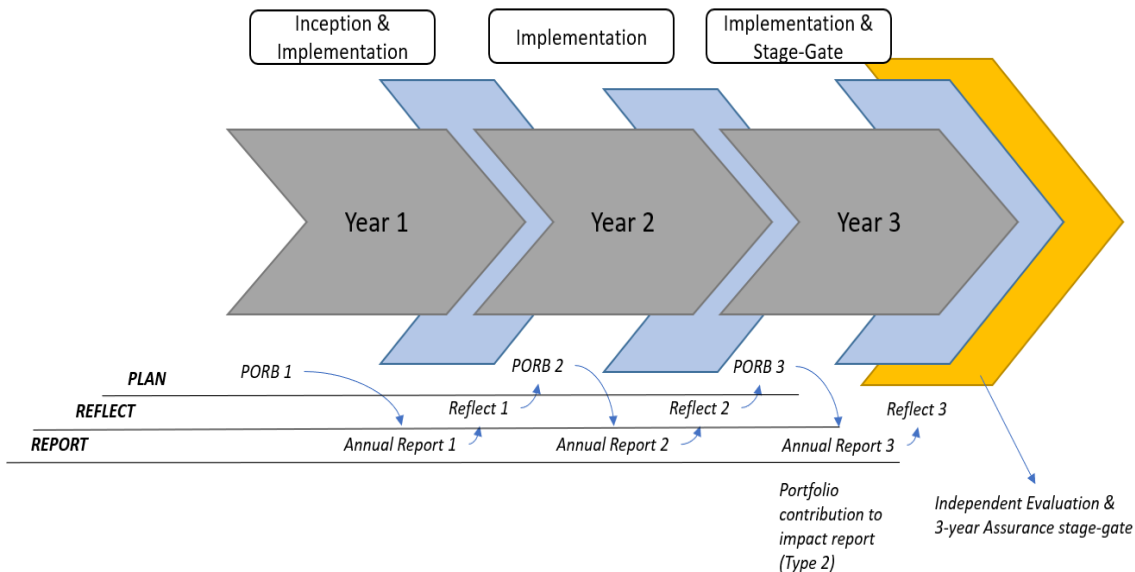
- **CGIAR Results Framework**
 - Will be used for 2022 Technical Reporting by Initiatives
 - Provides the technical basis to progress non-pooled integration (2023)
- **Action Area Targets**
 - Under development, delivery Q1 2023. GI front-runner.
- **Initiative Technical Reporting 2022**
 - Annual reporting template aligns with Technical Reporting Arrangement, co-designed with SIMEC
 - Key dates:
 - **Dashboard** available mid/end-February 2023,
 - **Initiative Reports** available mid-April 2023,
 - **Overall CGIAR Technical Report** available mid-May 2023
- **Adaptive Management**
 - Baked-in *Report/Reflect/Replan* process will enable evidence-based adjustment

Delivering CGIAR's 2022—24 Portfolio of Initiatives: adaptive management process

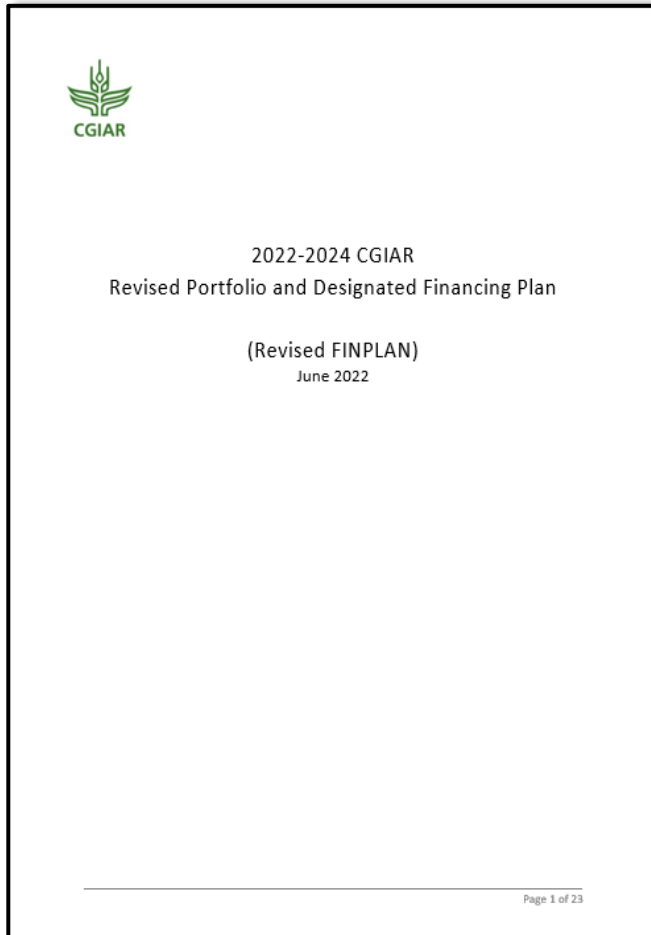


Every year, Initiative teams working with Science Group Directors will **consider their performance data** from the previous year, against their **Initiative and Work Package Theories of Change**. Based on these reflections Initiative leads, under supervision of Science Group Directors, will:

- Make any **internal reprioritization decisions within or between Work Packages**, to maximize expected contribution to impact in the year ahead,
- Briefly **document** these reprioritization decisions and supporting rationale,
- Update (if required) the **Initiative's TOCs, risk register and mitigating actions**,
- Inform adjustments to the **Plan of Results and Budget** for the year ahead, in which any internal reallocation of finance or staff between work packages would be formalized.



Funding CGIAR research and innovations: design of budget and planning delivery



Over the years the FINPLAN has continued to expand in length and complexity.

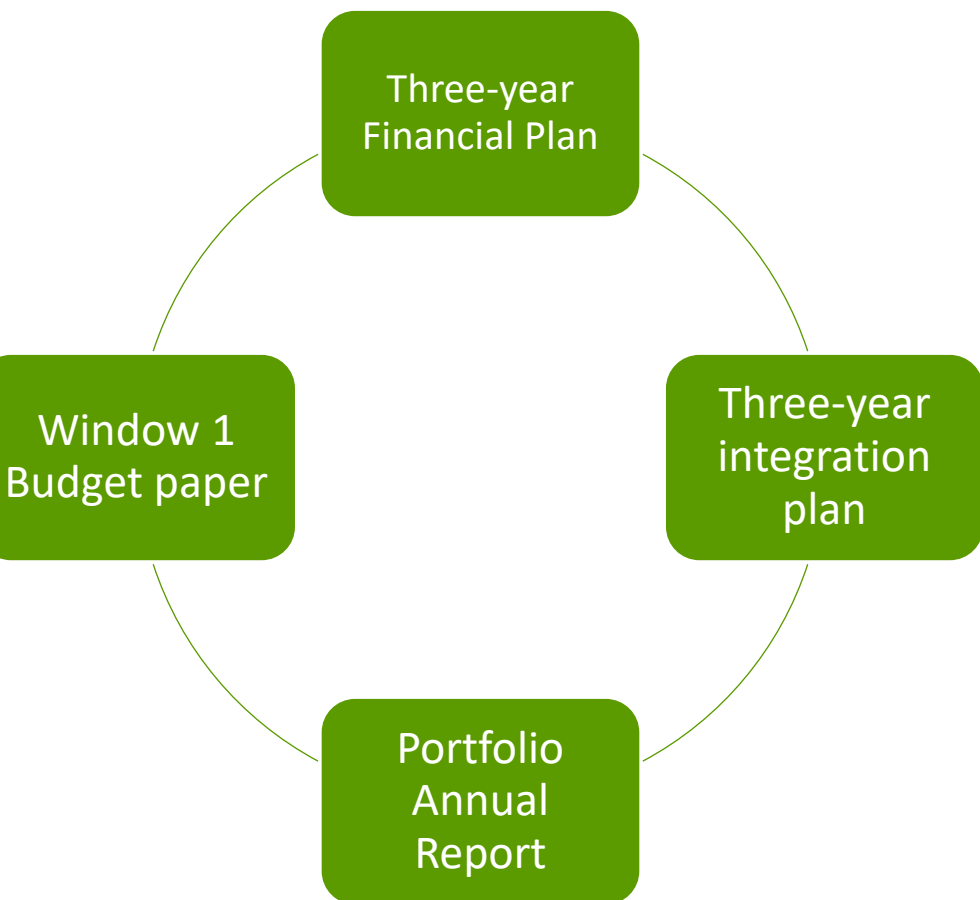
The 2022-2024 FINPLAN turned to be far more detailed and complex, deviating from its' original purpose.

The purpose of the FINPLAN is to provide:

- “**allocation of unrestricted** [pooled] **funding for CGIAR Research, taking into account** advice from the ISDC and proposals from the System Management Board”;
- “annual work programs and budgets, based on agreed multiyear consolidated **business plans** and **budget projections**.”
- “resources to finance the administrative costs of the CGIAR System”

FINPLAN includes an aggregate budget, companion material, and other sections that have broadened the principal purpose; exceeding its original intent, adding complexities.

Redesign of the FINPLAN



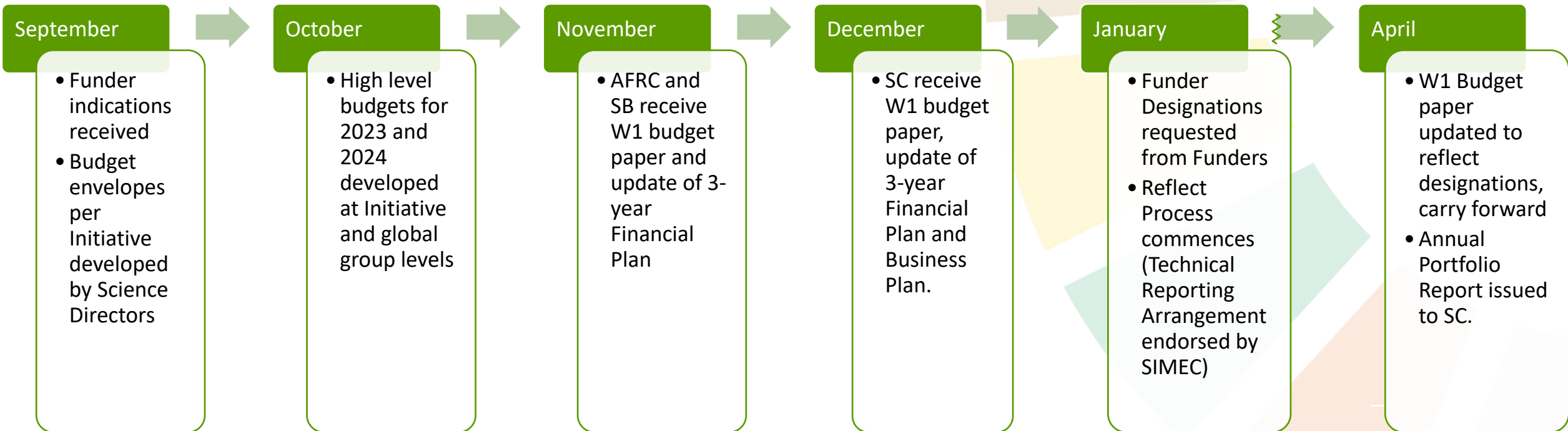
To simplify the FINPLAN, we propose disbanding the FINPLAN and replacing it with four papers, which collectively will provide a complete picture of the Initiatives and activities funded by pooled funding. These annual papers are:

- 1. Window 1 budget:** Sets out the aggregate annual budget for all entities that make up the CGIAR, as well as high level projections for the business plan.
- 2. Portfolio Annual Report:** This report is basis for the funding allocation in the final Window 1 budget paper. It gives space and structure for evidence-informed reflective science leadership for impact by Initiative teams.
- 3. Three-year financial plan:** An annual paper that sets out the aggregate financial targets for Window 1 funding for the CGIAR over the next financial year
- 4. Three-year Integration plan:** provides Council members with further context of the trajectory of the CGIAR and the needs of the wider organization. The document sets out possible priority areas have been identified, each with a set of supportive 'building blocks'.

Funding CGIAR research and innovations: design of budget and planning delivery



Key process and timelines



Emerging financial issues



Ten months into the delivery of Initiatives, a number of financial issues are emerging. The key underlying theme being whether CGIAR's underlying financial business model is sustainable, driven by the cost base, level and types of funding and the rules that govern the funding. These issues were discussed in the cost structure and overheads slides and are summarized below.

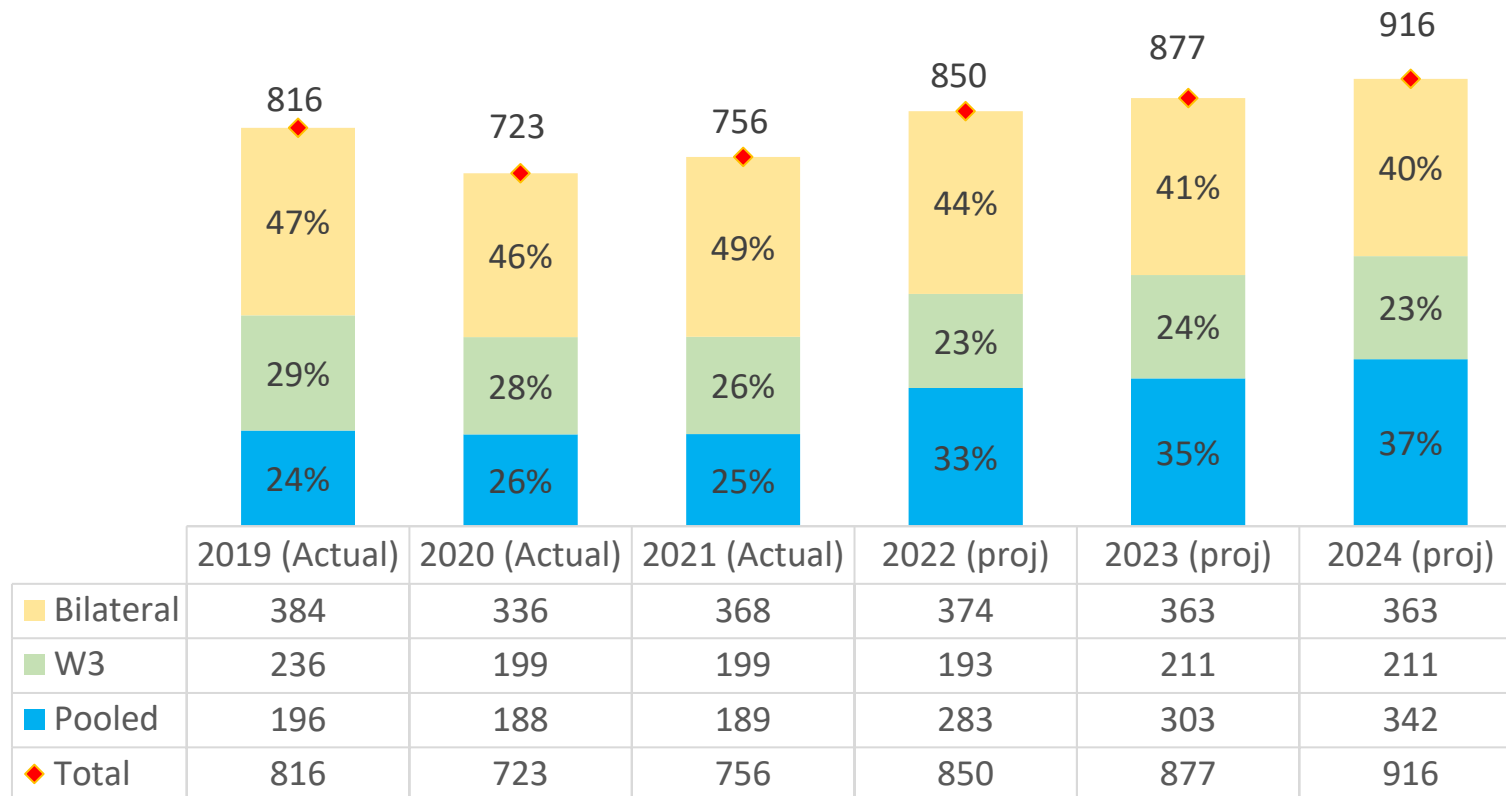
1. Potentially larger than expected deficits in a number of Centers arising from more restrictive pooled funding.
2. Volume and share of pooled funding not meeting SRG recommendations.
3. Funding roles within the Matrix Structure.
4. Increase in costs in 2023 due to current economic environment.
5. Special fund for investments and maintenance of research assets.

6. SRG outcome 5: More, and pooled, funding



Progress against SRG targets and forward outlook

CGIAR 2019-21 funding and projections for 2022-24
Numbers in US\$M



- Pooled funding increased 50% between 2021-2022
- Increase attributed to 65% shift to pool, and 35% growth.
- Pooled funding targets from SRG (50% 2022, 70% 2024) unlikely to be reached.
- Multilateral targets a function of bilateral pipeline.
- Overall outlook positive.
- System Council should maintain focus on Pooled funding through available channels.

CGIAR Funding Channels



AAA Rating

Pooled Funding Via W1 Trust Fund

Portfolio

- Funding for:
- CGIAR Initiatives
 - Integrated Matrix Structure
 - Integration
 - Governance

Initiative

- Funding for:
- Designated to one or more CGIAR Initiatives

- Supports implementation of Chengdu Agreement and OneCGIAR strategy
- Only mechanism to fund Initiatives
- Implemented by Global Science structure and research operations
- Common assurance and reporting

AA Rating

Science Group Integration via W3/bilat.

Program

- Funding for:
- Strategy-aligned programs
 - Genome Editing
 - Multi-donor programs
 - Regional programs

- Helps to empower OneCGIAR research
- Delivered through Global Science Group structure
- Common finance and assurance framework

A Rating

Center Bilateral including Window 3 Trust Fund

W3 Trust Fund

- Funding for:
- Funder / Center driven projects
 - Simplified contracting mechanism

Bilateral

- Funding for:
- Funder / Center or competitive projects
 - Negotiated contracting

- Provides a Trust Fund platform for financing Center-based projects
- Contracting mechanism for bilateral or competitive grants
- All activities should align with the 2030 Research and Innovation Strategy

CGIAR Funding Channels - Definitions (29/02/22)

Window 1 of the CGIAR Trust Fund. Provides support to CGIAR system wide activities. Designations available to Window 1:

- Portfolio designation finances CGIAR Initiatives and Operations
- Initiative designation allocates investment to a specific or number of Initiatives
- Provisional designation parks Funder investments for future allocation
- Transition designation supports the strategy of One CGIAR implementation
- [in design] CapSha4Dev designation to support NARIS contribution to Initiative and strategic outcomes

Window 3 of the CGIAR Trust Fund. Provides an investment pathway to support Funder, System, or Center targeted activities. Mechanisms available through Window 3:

- Science Group Integration channel delegates oversight to CGIAR Global Science Groups and includes an annex covering an operation, finance and assurance framework
- Center Project channel provides path for CGIAR funders to co-design or commission targeted project.

Bilateral. Provides a contracting pathway between a Funder/Investor and a CGIAR Center or System Organization

- Negotiated contract agreement between Funder and CGIAR Center, Alliance, System Organization implementing party.

Funding channels that support OneCGIAR strategy, CGIAR Integrated Matrix Structure, and other enabling mechanisms



Research and Innovation through the Integrated Matrix Structure

- Pooled Funding via Window 1 – Designated to Portfolio or specified Initiative(s)
- Designated Funding via Window 1 to CGIAR Crisis Response additional activities
- Science Group Integration via Window 3 / bilateral – implemented by Global Science Groups

Advancing OneCGIAR integration strategy

- Via Window 1 Transition designation to support targeted strategies by Global Groups
 - Gender, Diversity and Inclusion
 - Professional services across Finance, HR, and IT/Data
 - Regional and Country models
 - Campaign and communications
- Via Bilateral agreement with CGIAR System Organization

Additional and emerging mechanisms

- CapSha4Dev (Capacity Sharing for Development) support to NARIS. Support through W1 Transition fund as pilots and programming get operational.

A “Science Group Integration” modality for W3 and Bilateral:

Mechanism for funding Global Science Group Projects through Window 3 and bilateral investments

A W3/bilateral mechanism, developed in response to Funder interest, and in support of One CGIAR. Mechanism will finance research projects implemented by Global Science Group operating structure – that are aligned with CGIAR’s 2030 Research and Innovation Strategy. NB: Pooled funding is defined as W1 Portfolio and Designated investments.

CGIAR Portfolio / Designated

- Only way to finance CGIAR Initiatives
- Multilateral investments for SC approved portfolio
- Institutionally aligned to One CGIAR and transition

Suggested Funder strategy:

- Continue to prioritize and increase amount of pooled funding through 2022-2024 program cycle

W3/Bilateral Science Groups

- New mechanism to help empower Global Science Groups and One CGIAR op structure
- Aligned to R&I Strategy
- Funder controlled and directed project
- Common reporting, QA and assurance processes

Suggested Funder strategy:

- Accept projects over 2022-2024 business cycle
- Reassess Q3 2024

2025-2027 Initiatives

- Design cycle will begin in 2023
- Pathway to greater pooled funding

Suggested strategy:

- Active engagement in Science and Innovation Advisory Panels
- W3 / bilateral funded projects integrate into new Portfolio design and development
- Further align program investment and institutional objectives

Window 3 / Bilateral Science Group Integration Mechanism

Purpose: a mechanism to finance research through Window 3 of the CGIAR Trust Fund (W3) and bilateral for projects developed and implemented by CGIAR's three Global Science Groups – aligned with CGIAR's 2030 Research and Innovation Strategy and complementary to the CGIAR Portfolio of Initiatives.

Drivers: To align W3 and bilateral agreements to the 2030 Research and Innovation Strategy, with delegations managed by CGIAR's Global Science Groups. And coordinate delivery by Science Group structures for research oversight and to drive efficiencies through a harmonization of procedures.

The Global Science Group Mechanism responds to requests to:

- Align finance mechanisms to Global Science Groups and leadership as part of the One CGIAR integrated operating matrix structure;
- Provide research oversight on projects that are complementary to the CGIAR Portfolio of Initiatives and are aligned to the CGIAR 2030 Research and Innovation Strategy;
- Support a pathway to finance research that are complementary to the CGIAR Portfolio and that are not eligible for W1 contributions (Genome Editing).

Principles:

- Follow funder-driven preference to support Global Science Groups, including multi-donor funding;
- Approved by CGIAR Global Science Groups as complementary to the CGIAR Portfolio of Initiatives and are aligned to the CGIAR 2030 Research and Innovation Strategy; and
- Operating under and established One CGIAR common systems for planning, reporting, and oversight and adhering to a set of standard terms and conditions.
- This mechanism will be in place until the end of the current Business Plan 2022-24 period

CGIAR CapSha4Dev – Capacity Sharing for Development modality via W1 (for discussion).



CapSha4Dev: Will facilitate greater engagement and cooperation from NARIS partners to develop, implement and scale innovations as direct contributions to CGIAR's Initiative targeted outcomes and impacts.

Goals: Build on CGIAR capacity development experience to define Initiative-relevant, targeted and impact focused equitable partnership with NARIS:

1. To fund NARIS research and scaling activities that are aligned to CG's Research Initiatives;
2. To facilitate matchmaking between Research Initiatives and NARIS on research, South-South cooperation, and scaling activities;
3. To prototype novel research and scaling partnership models and sharing best practice, and capturing impacts of cooperation as part of CGIAR Results Framework.
 1. Individual: fellowships, pre and post-docs, sandwich PhDs, leadership building
 2. Institutional: cooperation with governments and national programs (NARES)
 3. System: partnerships with academic and research orgs, civil society, NGOs, and private sector (NARIS)

Proposed mechanism: Establish a W1 program designation for CapSha4Dev that facilitates CGIAR through Partnerships & Advocacy initiatives to act as supervising entities for flow-through funds to cooperation activities.

IF&RM: Goal, Strategy, Accountability

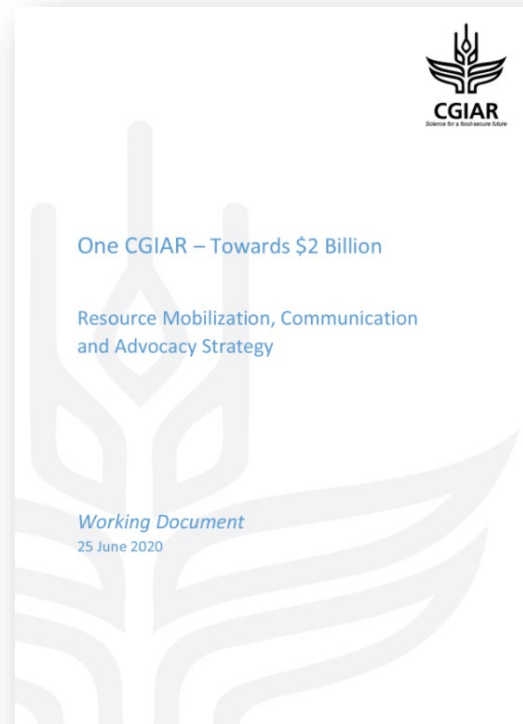
Goal:

\$2 billion plus sustainably by 2030 or earlier



Strategy:

Diversification and business development groups through enterprise approach to RM



Accountability:

Data informed targets, regular reporting, building shared ownership for RM across IFRM, Centers, Science, & Regions

AA 1: Elevate System Council Investment

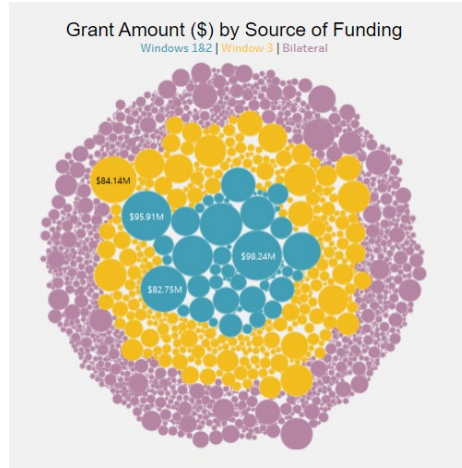
Tactical Objectives for 2022

1. Consolidate pledges to pool and secure outstanding pledges through contribution agreements
2. Position for next business cycle, and bring new countries to SC through campaign approach
3. Explore potential for growth through diversification and big potential funders
4. Coordinate relationships with SC funders across GE & I and Science groups (and other AAs)

Draft Indicators

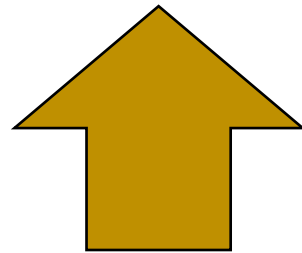
- 1.1 % of contribution agreements signed (MA and A) by Q2
- 1.2 \$ value of received and confirmed and % share of what we have received and signed vs FinPlan
- 1.3 % going to pooled from BMGF, EC, Germany, US
- 1.4 # of multi-annual pooled commitments from non-committed funders
- 2.1 # of funders for which dedicated campaigns have been developed
- 2.2 # of funders for which pilot campaigns have been delivered
- 2.3 # of SC members actively identifying and engaging new sources of funding
- 3.1 # of new channels identified within countries
- 3.2 # of new approaches to high value funders (new countries or new entities)
- 3.3 # of active prospects from new channels (climate, env, health, science)
- 3.4 # of Ministerial level meetings or formal engagement (letter, webinar etc.)
- 4.1 Degree of efficiency in streamlining engagement with SC funders of GE and I
- 4.2 Level of compliance with key account management system
- 4.3 # of processes in place and engagements managed

Disruption #1: Take a decentralized enterprise approach to Resource Mobilization

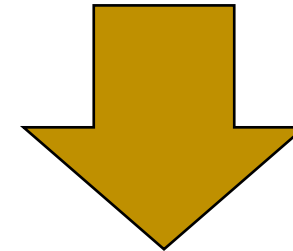


Establish CGIAR as partner of choice for Funders and Development Finance.

VS.



Double the number of 3200 bilateral grants?



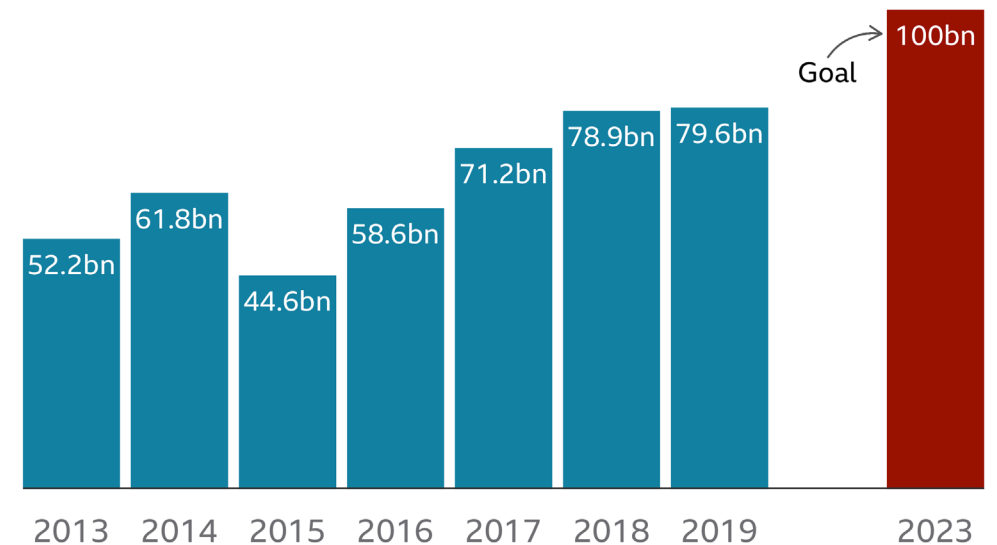
Disruption #2: Tap the \$100bn in Climate finance

Position CGIAR an eligible recipient of Climate Finance

- System Council Funders including Canada, NL, Belgium, New Zealand, Ireland working to mobilize CF for CGIAR
- GCF Pipeline advancing – CGIAR, BMGF, GGGI.
- Assessment of the Portfolio using OECD DAC Rio Markers support climate investment.
- 100% of the 31 Initiatives are at least Adaptation or Mitigation significant
- 42% of the portfolio is either Adaptation or Mitigation principal
- 94% of the portfolio is Adaptation significant or principal, with an average score of 1.3
- 87% of the portfolio is Mitigation significant or principal, with an average score of 1.0

Climate finance

Amount provided and mobilised by developed countries (US\$)



Source: OECD

BBC

Disruption #3: Private, Institutional, Innovative Funding

Future proof CGIAR. Build institutional capacity and pipeline in sustainable private and institutional investment.

- Blended finance: Leverage SC funders who have growing investment / direct loan programs
- Pre-competitive Private Sector Strategy: To mobilize human, managerial and financial resources
- Debt / Returnable-capital: Capital for CGIAR infrastructure renewal / other
- Results-based investment: ex. Trait development
- Individual and HNW: systems, campaigns, and strategies



One CGIAR
IFRM AA5

- ➔ One CGIAR unique opportunity
- ➔ Agree on the problem we are trying to solve
- ➔ Impact + revenue (define success)
- ➔ Strategy, capacity, resources and implementation

Disruption #4: Pivot CGIAR to a Funder facing organization

Make CGIAR a Funder and Partner friendly organization

- Establish a campaign cycle and call to action (replenishment 2024)
- Donate now – long tail core funding
- Call to action
 - Individual – Fellowships, Chairs, Endowment, Gift and Estate
 - Private sector
 - Government
 - National Ag Innovation System
- Narrative Evidence, Impact, ROI

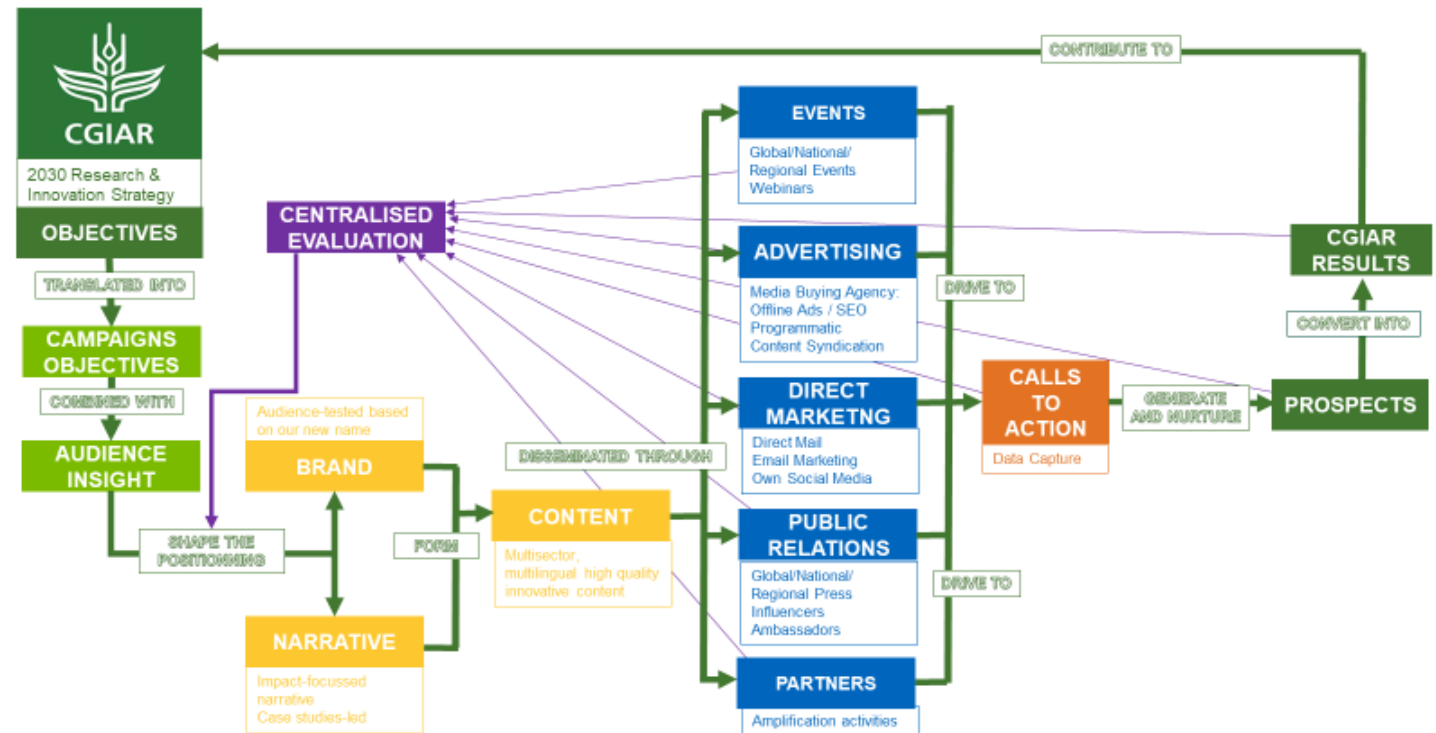


Disruption #5: Start an evolution – take a campaign approach for CGIAR business cycles



Take a campaign approach to CGIAR RM and replenishment

- Agreed objectives and narrative
- Clear calls to action for all stakeholders (RM, Science, Partnership, Governance, etc.)
- Multi-channel approach – to bring in System and Center priorities
- Data driven and evaluated



2022

Preparation

2023

Feasibility and Engagement

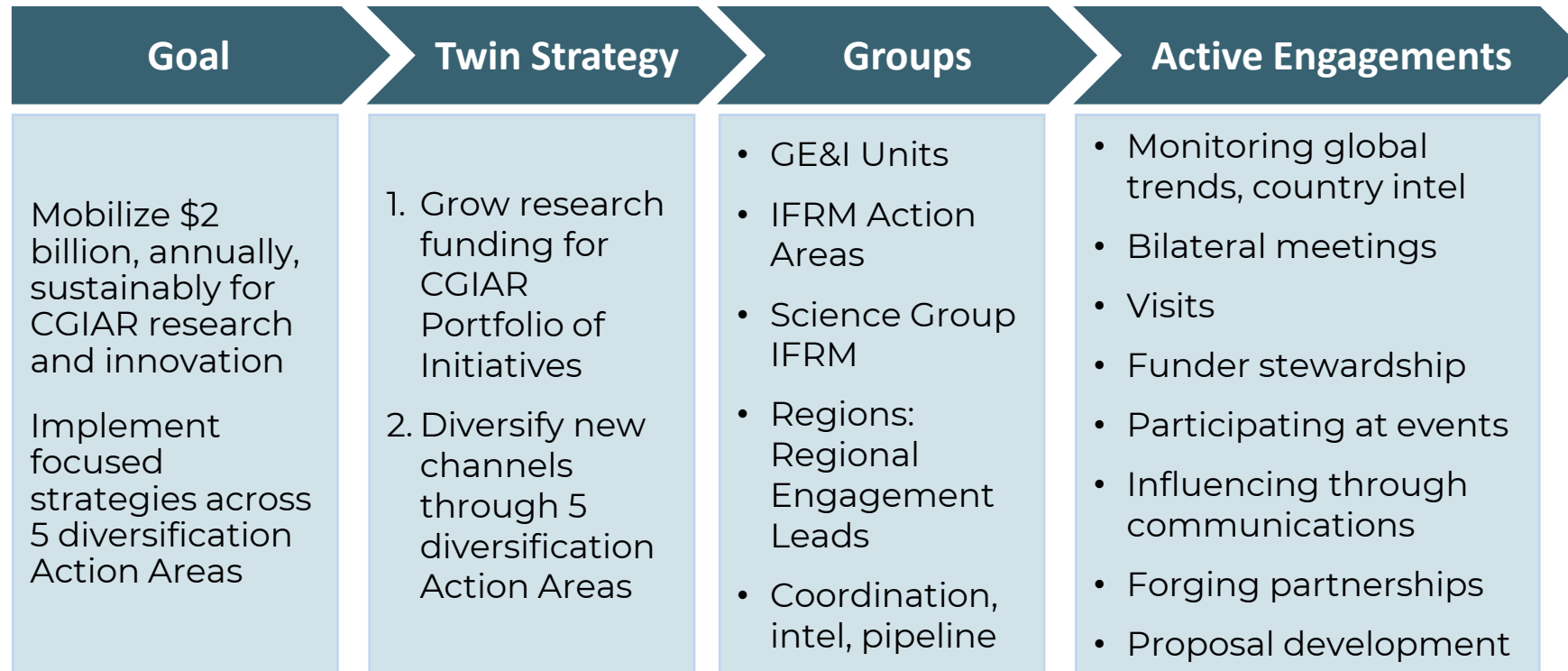
2024

Pledges and Replenishment

Deliver integrated Resource Mobilization through IFRM twin strategy



Appoint leadership team, strengthen capacity in Action Areas, and establish targets for Science and Region groups



More funding from more sources

Funding sources are available to support our ambition

CGIAR @ \$2Bn a year

\$900-1500M

Area 1: Elevate System Council Funders

- OECD DAC countries, BMGF and WB
- Representing 68% of CGIAR 2018 funding
- Est. 2030 targetable ODA pool of \$23B
- Significantly increase pooled investment

\$100-200M

Area 2: Grow emerging markets

- Non-DAC countries with high economic growth
- Representing 9% of CGIAR 2018 funding
- Est. 2030 domestic spend Ag R&D of \$22B

\$250-400M

Area 3: Tap Climate Funds & Finance

- Focus on Multilateral climate funds
- Representing 2% of CGIAR 2018 funding
- Climate grants to grow to \$1.3B by 2030

Area 4: Engage Country Partners & International Finance Institutions (IFI)

- In-country flows, including bilateral and multilateral/IFI ODA
- Multilateral/IFI funding represented 11% of CGIAR 2018 funding (excl. WB)
- Estimated 2030 targetable pool of \$4.5B

\$150-400M

Area 5: Cultivate Sustainable and Private Finance

- Shared value partnerships, blended investments and impact investing, CSR, philanthropy, etc...
- Representing 4% of CGIAR in 2018 (excl. BMGF)
- Estimated pool of \$2.7B by 2030

\$150-300M



Making progress across channels

Innovative Finance and Resource Mobilization is establishing an enterprise approach to RM across CGIAR relevant and distinct funding streams. Early One CGIAR operating structure is showing positive returns – but requires greater capacity, alignment, and delegations of authority.

AA2

- Qatar pipeline of \$35M for CGIAR Initiatives
- UAE engaged via AIM4Climate platform
- ASEAN concept under development
- China strategy advancing

AA4

- WB procurement framework in place
- WB IDA grant pipeline developing – AICCRA++
- GAFSP link made for \$240M Country investments

AA3

- System Council funders mobilizing climate finance for CGIAR
- CGIAR Accredited to Green Climate Fund
- GGGI to develop \$150M+ pipeline of GCF projects

AA5

- Bezos Earth Fund – engagement advancing
- Sustainable Finance grant from GIZ/Germany leveraging private investment
- Community Jameel – building on Jameel Observatory

AA1

- EU, NL, Belgium commit €220M on Global Citizen stage
- BMGF, USAID, Canada, UK pledge \$780M at COP26
- Funders exceed \$1B in pledges for CGIAR
- Funders championing CGIAR R&I strategy
- More and pooled funding focus of engagement

COP26: Climate Threats to Smallholder Farmers Drive New Investments in CGIAR Research, Pushing 2021 Pledges Close to \$1 Billion

