



**CGIAR**

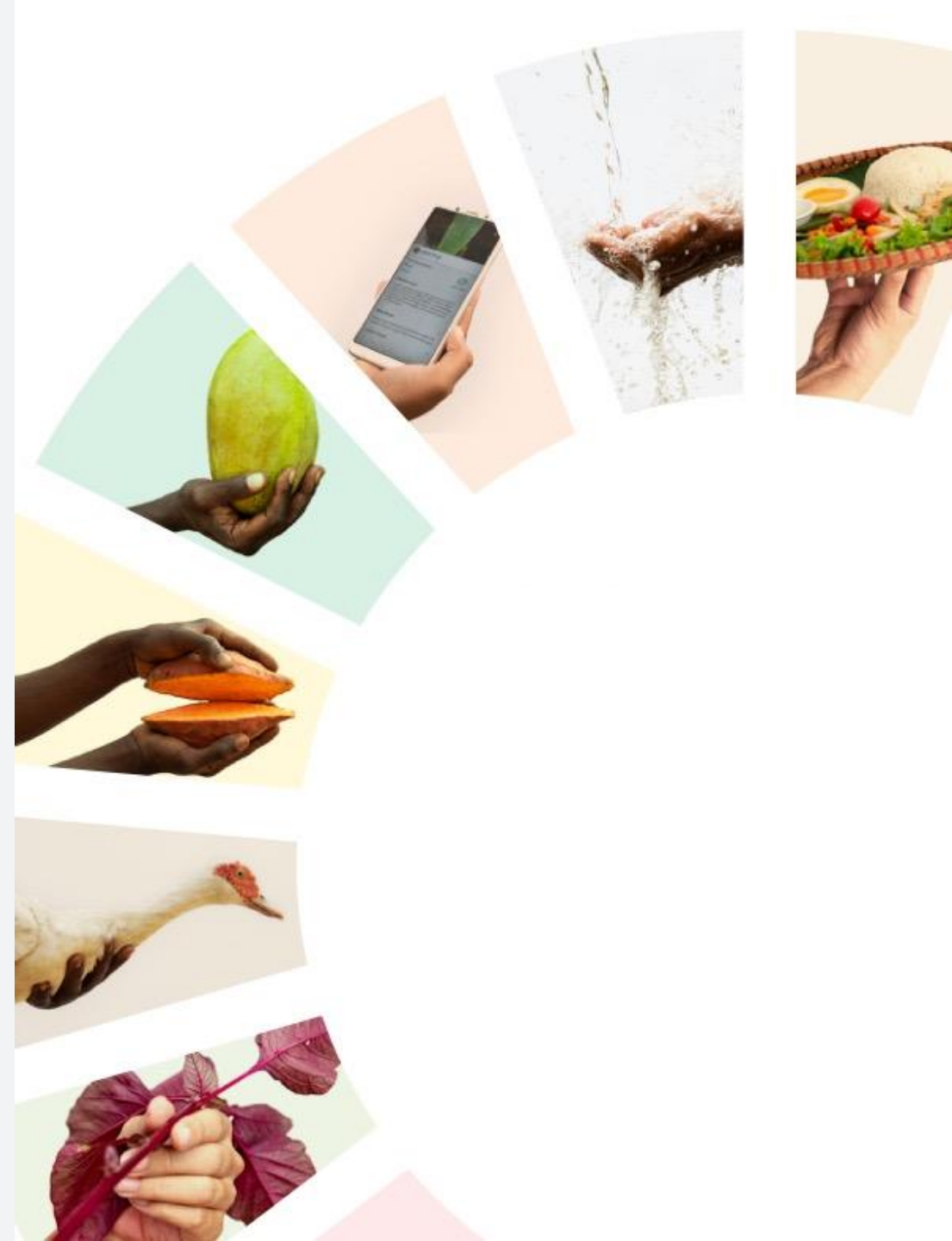
*Science for a food-secure future*

# CGIAR System Board

## Taking stock of the strategy

*December 8, 2022*

*Andre Zandstra, Global Director  
Innovative Finance & Resource Mobilization*

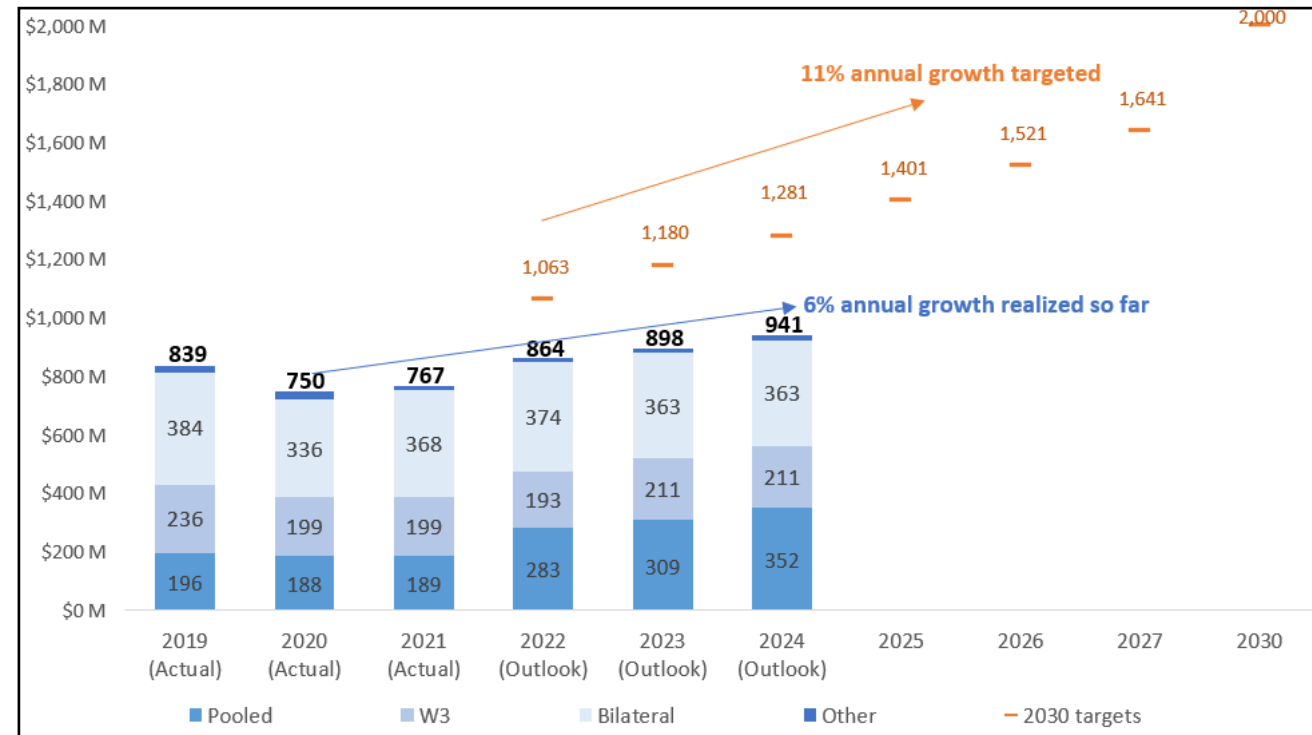


# Ten-year track record: something has to change now

- Outlook positive – but 2022 expectations remains below 2014 peak <sup>[1]</sup>
- In same period, development funding for ag doubled <sup>[2]</sup>
- Fewer Centers in OneCGIAR made \$2B target even more ambitious
- YOY growth needs to double from 6% to 11% to meet target

1. <https://www.cgiar.org/food-security-impact/finance-reports/dashboard/overview/>
2. <https://impact.economist.com/perspectives/sustainability/ending-hunger-2030-are-we-investing-enough>

One CGIAR funding actuals (2019-2021), expected (2022-24) and targets (2022-30)



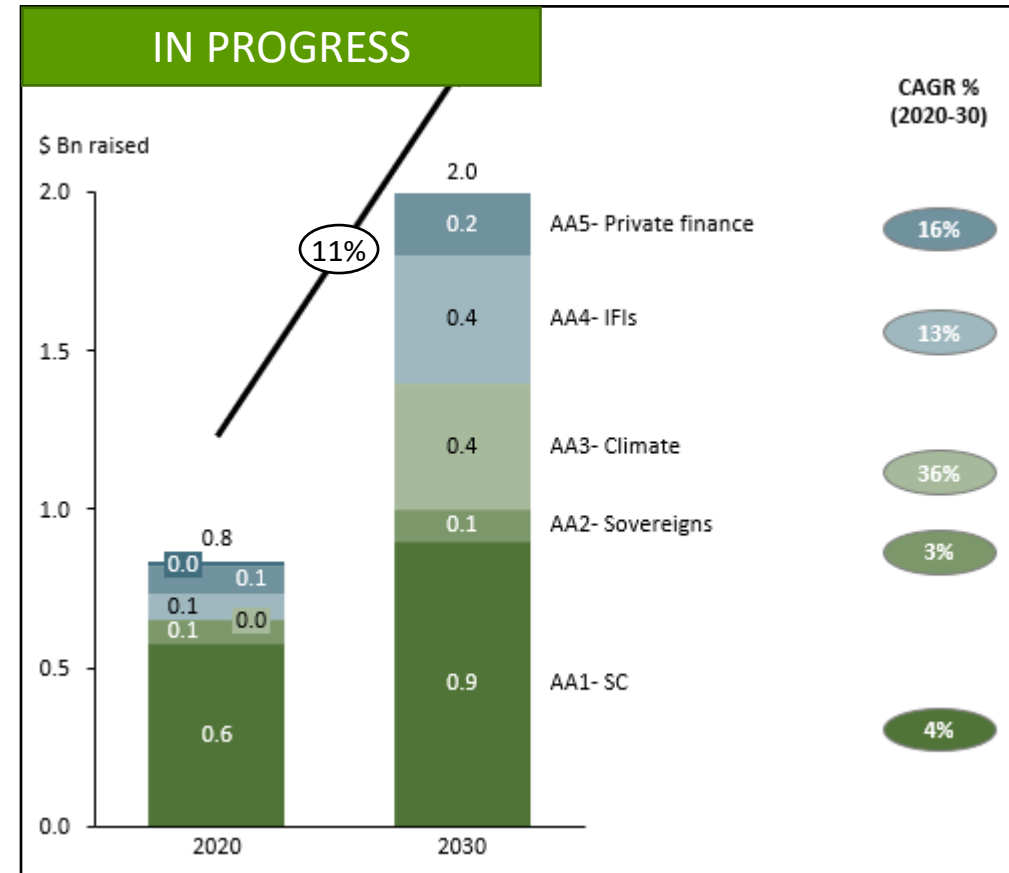
Source: CGIAR 2022 FinPlan; target data added by IFRM based on 2030 RMCA.

# Investment in RM needed to realize new growth

- 5 Action Areas with distinct funding sources: ODA, public domestic funding, multilateral and private
- New areas will contribute at least 50% of funding
- Estimated total size of targetable funding: \$68Bn<sup>[1]</sup>
- Realizing growth requires resources, investments, and more specialized capacity

1. IFRM Strategy Refresh data assessment and market landscape review

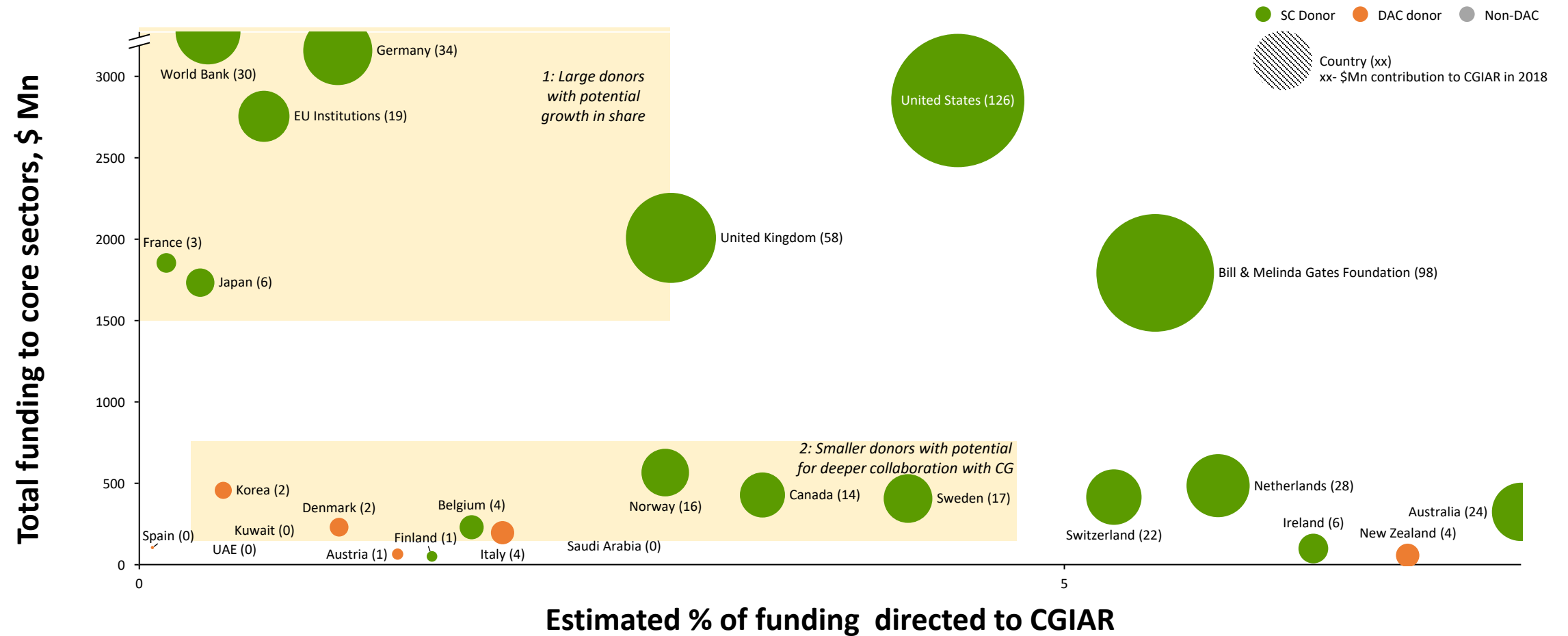
Targeted growth of One CGIAR funding by Action Area



Source: IFRM analysis of 2021 Financial report; RMCA document

# Example AA1: Target and making CGIAR a political priority

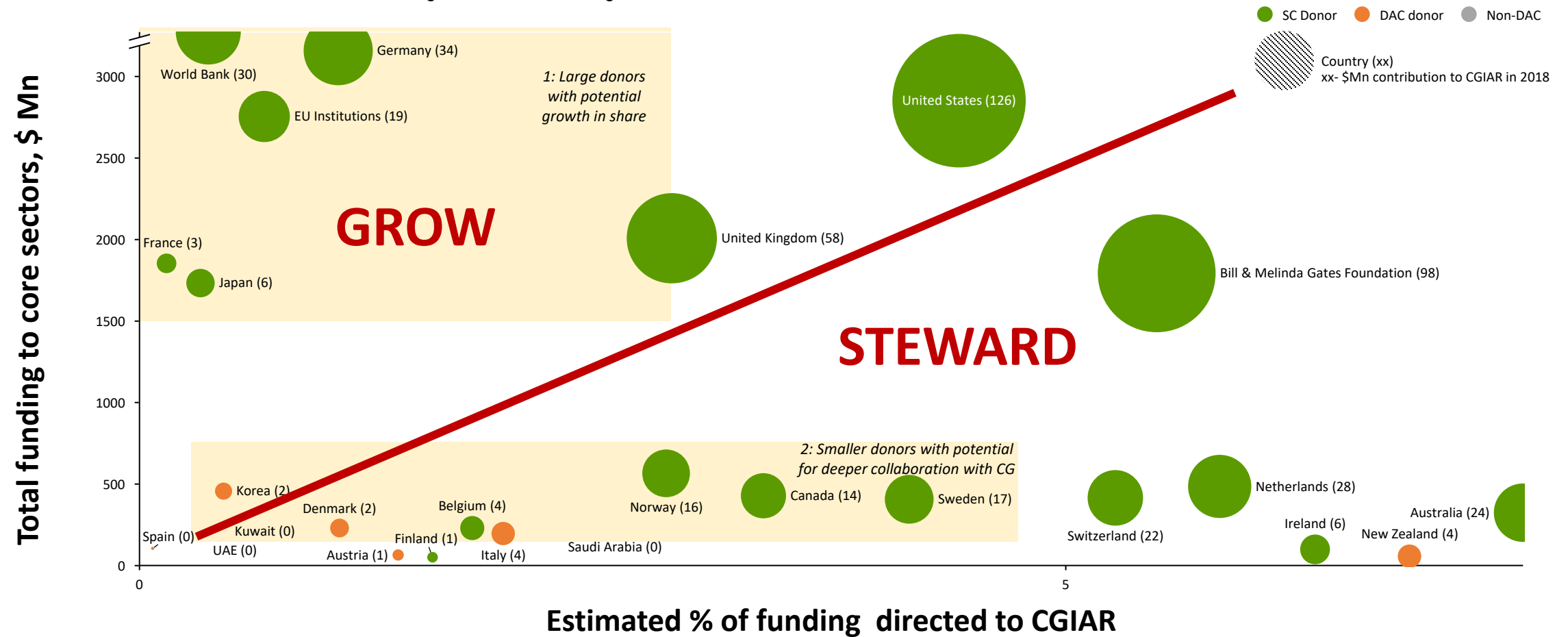
ODA disbursed to relevant sectors vs Share of funding to CGIAR, \$M average 2016-20



# Example AAI: Target and making CGIAR a political priority



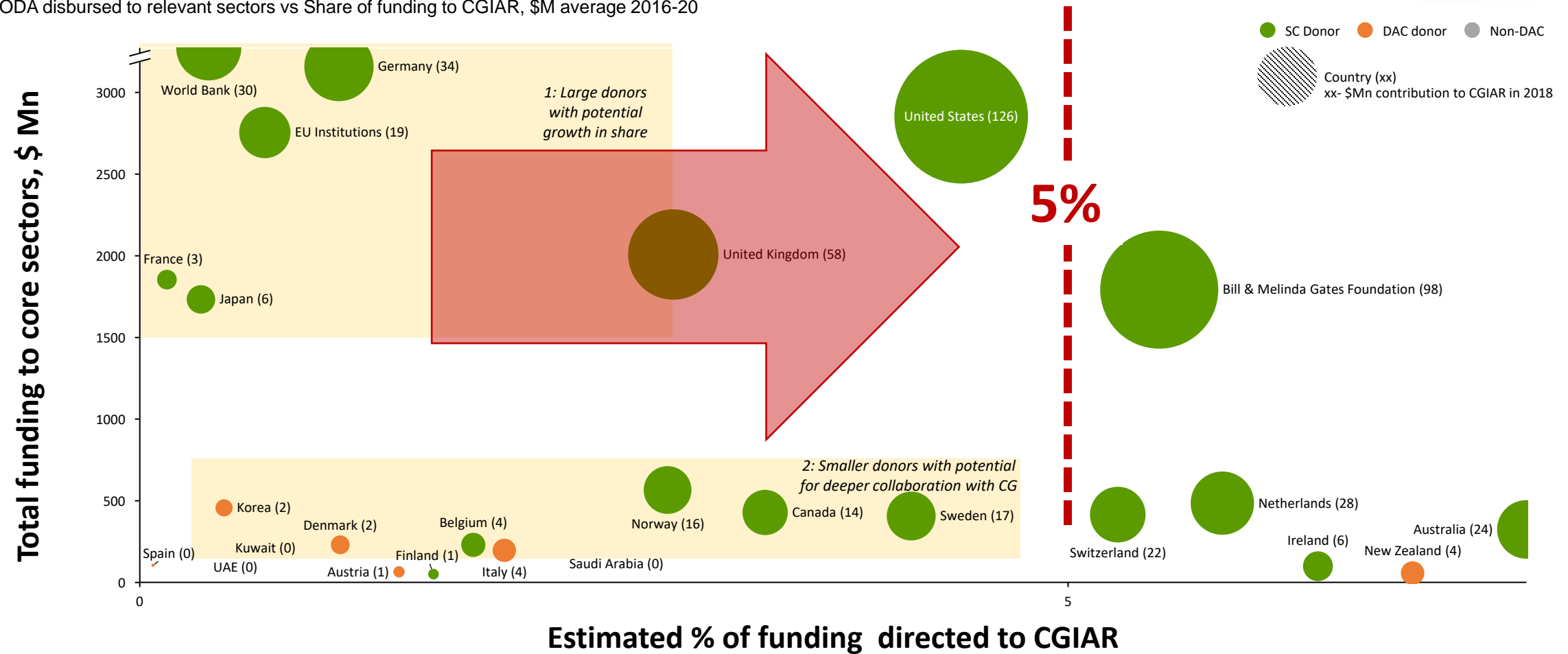
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# Example AAI: Target and making CGIAR a political priority



ODA disbursed to relevant sectors vs Share of funding to CGIAR, \$M average 2016-20

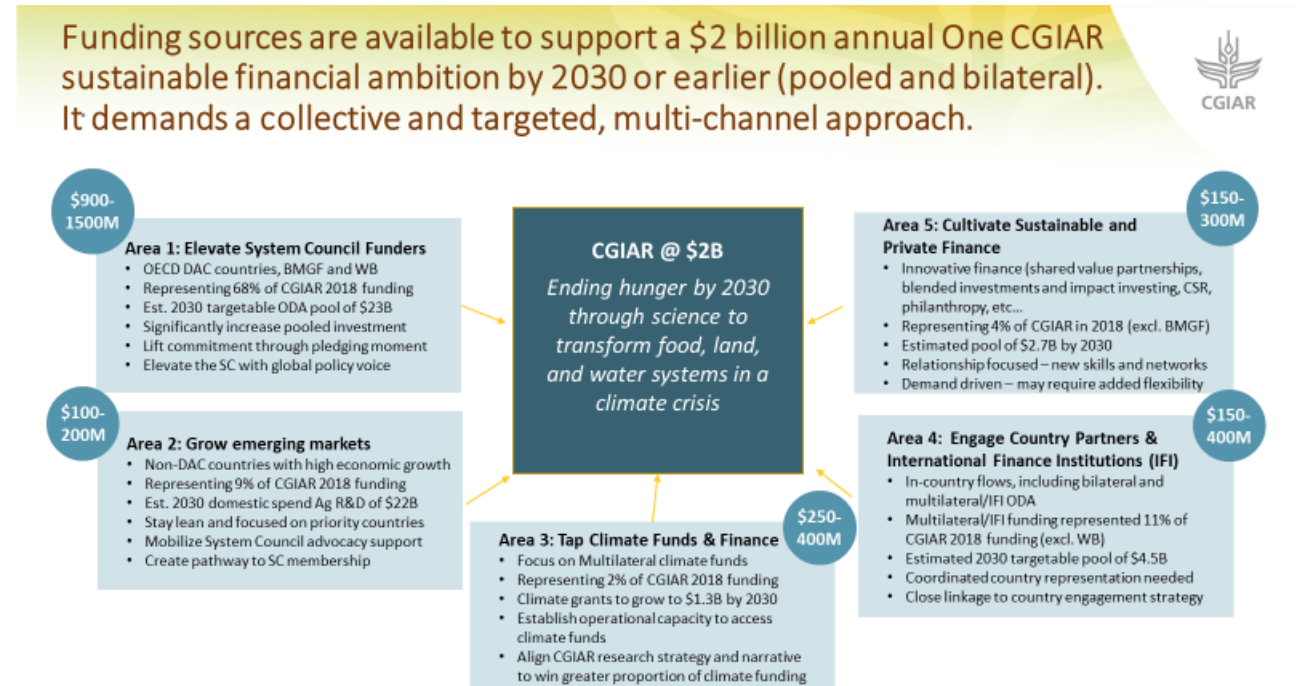


# More funding from more sources: Diversification strategy constrained by capacity



Establishing a targeted, ENTERPRISE approach to RM across One CGIAR

1. There are **funding sources to support a \$2 billion** annual (pooled and non-pooled) One CGIAR sustainable financial ambition by 2030 or earlier.
2. **Strategies, priorities, and growth scenarios** have been developed for each Action Area.
3. A **campaign focuses all parts of institution on a collective goal**: activities align Comms, Advocacy and IFRM, and activate Regions and Countries, Science Groups, and Centers for engagement.
4. CGIAR **replenishment in 2024 is a major opportunity** for growth and stability



# From intention to action: for enterprise RM

Resource mobilization is an investment. New relationships take time to establish and monetize. A Campaign and Replenishment can speed results.

**System Council:** More and pooled funding

**Ask 1:** maximize poolable investments

**Ask 2:** align non-pooled funding via W3 Science Group mechanism

**Ask 3:** support growth by elevating CGIAR politically, and helping to channel funds from other sectors: climate, health, environment, capacity, finance

**System Board:** Resource and incentivize a new approach to System wide resource mobilization

**Ask 1:** engage in the strategy that helps to future-proof CGIAR

**Ask 2:** support a campaign over the next two years

**Ask 3:** invest in RM/Comms at levels appropriate to ambition

**One CGIAR:** Coordinate RM activities and join a One CGIAR campaign for pooled and bilateral investment.

**Ask 1:** assign matrixed staff to Action Area teams with clear roles, responsibilities, and accountabilities

**Ask 2:** establish engagement principles and prospect coordination

**Ask 3:** join a distributed Campaign working for 2023 engagement and 2024 replenishment

2023

Plan, Feasibility and Engagement

COP28

Sentinel Pledges

2024 / COP29

Pledges and Replenishment