CGIAR System Board
Taking stock of the strategy

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Innovative Finance & Resource Mobilization
Ten-year track record: something has to change now

• Outlook positive – but 2022 expectations remains below 2014 peak [1]

• In same period, development funding for ag doubled [2]

• Fewer Centers in OneCGIAR made $2B target even more ambitious

• YOY growth needs to double from 6% to 11% to meet target

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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[1]
- Realizing growth requires resources, investments, and more specialized capacity

1. IFRM Strategy Refresh data assessment and market landscape review

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

Total funding to core sectors, $ Mn

Estimated % of funding directed to CGIAR

World Bank (30)  Germany (34)
EU Institutions (19)
France (3)  Japan (6)

1: Large donors with potential growth in share

United States (126)  United Kingdom (58)

Bill & Melinda Gates Foundation (98)

2: Smaller donors with potential for deeper collaboration with CG

Korea (2)  Denmark (2)  Belgium (4)  Norway (16)  Canada (14)  Sweden (17)

Scotland (0)  Kuwait (0)  Finland (1)  Saudi Arabia (0)

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Smaller donors with potential for deeper collaboration with CGIAR

Country (xx)
xx: $Mn contribution to CGIAR in 2018

SC Donor  DAC donor  Non-DAC

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Country (xx) xx: $Mn contribution to CGIAR in 2018
- Netherlands (28)
- Australia (24)
- New Zealand (4)
- Ireland (6)
- Norway (16)
- Saudi Arabia (0)
- UAE (0)
- Kuwait (0)
- Spain (0)

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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.

Funding sources are available to support a $2 billion annual One CGIAR sustainable financial ambition by 2030 or earlier (pooled and bilateral). It demands a collective and targeted, multi-channel approach.

Identify the $$
Develop the plan
Coordinate approach
Deploy the team
Capture funding
Start again
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

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**2023**  
Plan, Feasibility and Engagement

**COP28**  
Sentinel Pledges

**2024 / COP29**  
Pledges and Replenishment