



Working Document - IF&RM 2023-24 Strategy Capturing the benefits of greater collaboration

Purpose

This document sets out a working draft version of the strategy for the One CGIAR Innovative Finance and Resource Mobilization (IFRM) Global Group for 2023 and 2024 and how it will contribute to implementing the Integrated Framework Agreement (IFA).

The strategy is undergoing review by CGIAR leadership and is anticipated to be presented to the System Board for its endorsement by end-2023.

Action Requested

This document is provided as a background resource for discussion on IFRM at the System Council's 19th meeting. The System Council is requested to take note of the status of development of the IF&RM 2023-24 Strategy.

<p>Document category: Working document of the System Council. There is no restriction on the circulation of this document</p>
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Prepared by: Global Director, Innovative Finance & Resource Mobilization

IF&RM 2023-24 STRATEGY

Capturing the benefits of greater collaboration¹

Working Document

25 September 2023

¹ Snippet from the [Integrated Framework Agreement](#) paragraph 2.1.3 on 'operational integration':
The Parties agree to a phased approach to the operational integration process with a view to maintaining business continuity, reducing the risk of disruption, growing and building on existing Center-based funding and partner relationships; while enabling the Parties to capture the benefits of greater collaboration, coordination, and sharing of resources.

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1. RESOURCE MOBILIZATION FOR CGIAR RESEARCH AND INNOVATION

This document outlines the strategy for the One CGIAR Innovative Finance and Resource Mobilization (IFRM) Global Group for 2023 and 2024 and how it will contribute to implementing the [Integrated Framework Agreement](#) (IFA). The strategy document serves two purposes:

- First, it sets out a vision and ambition for One CGIAR resource mobilization (RM) to which stakeholders across the System can align
- Second, it identifies key priorities in target markets and investments needed to achieve funding objectives

IFRM will grow funding by driving internal coordination and diversify funding sources through the following strategic priorities: a **One CGIAR collective campaign** repositioning CGIAR as a key global partner, **collective targets** to drive ownership over RM goals, shared **funder engagement mechanisms** which will drive efficiencies and coherence across all stakeholders involved in resource mobilization, and **strengthened market diversification teams** which will grow current funders and build-out sustainable pipelines in new markets. These priorities have been identified by Senior Leadership in [February 2023](#) and benefited from inputs from the CGIAR resource mobilization community and other key stakeholders.

Based on funding scenarios presented in this document, the objective is to grow pooled and bilateral funding for CGIAR research and innovation with 8.5% annually to \$1.4 billion in 2027. To achieve this target, additional resources and alignment on resource mobilization objectives are required.

CONTEXT

The [transition to One CGIAR](#) and implementation of the [2030 Research and Innovation Strategy](#) require a different approach to how we work and provides an opportunity to integrate CGIAR's capabilities, knowledge, assets, people and global presence. As instilled in the [IFA](#), there are significant efficiencies to be gained in RM processes by “reducing duplication and unproductive funding competition”, and growing (Center-based) funding when “enabling the Parties to capture the benefits of greater collaboration”.

Acknowledging that resource mobilization ambitions can only be achieved through strong locally anchored partnerships, this IFRM Strategy document builds on the [CGIAR Engagement Framework for Partnerships & Advocacy](#). The 2023 High-level Advisory Panel Report “[On Improving One CGIAR's Strategic Engagement with Partners](#)” further emphasizes the need to explore funding opportunities beyond CGIAR's traditional funders. An in-depth analysis of diversification channels was presented in the [2020 RMCA strategy working document](#).

Resource mobilization for CGIAR research and innovation is a collective responsibility involving Centers, Regions, Science Groups, IFRM, and other Global Groups. These entities communicate CGIAR's significance and present the case for funders to maintain and grow investments. Under the IFA, Centers will continue to originate and develop projects funded through W3 and bilateral

sources, which remain essential for CGIAR's funding mix. The System Organization is [mandated](#) to oversee resource mobilization and strategic funding expansion at the System level. Science Groups assume a more prominent role in designing, launching, and delivering CGIAR Initiatives. The Senior Leadership Team ensures projects, regardless of funding modality, align with the research portfolio strategy and undergo quality assurance. The IFRM Global Group facilitates large CGIAR-wide funding opportunities in key markets, in support of Centers and Science Groups, and while enhancing collaboration and efficiency in resource mobilization processes across CGIAR.

FUNDING AMBITIONS

Since 2018, funds raised for CGIAR science has increased on average 7% annually, to \$933 million in 2022². Driven by the promises of One CGIAR, a new research and innovation portfolio, a successful pledging moment at COP26 and several large cross-Center grants. Pooled funding traditionally represented about 25% of all funding but this share has grown to 30% in 2022, to \$281 million. Of this, 70% is based on multi-annual pledges.

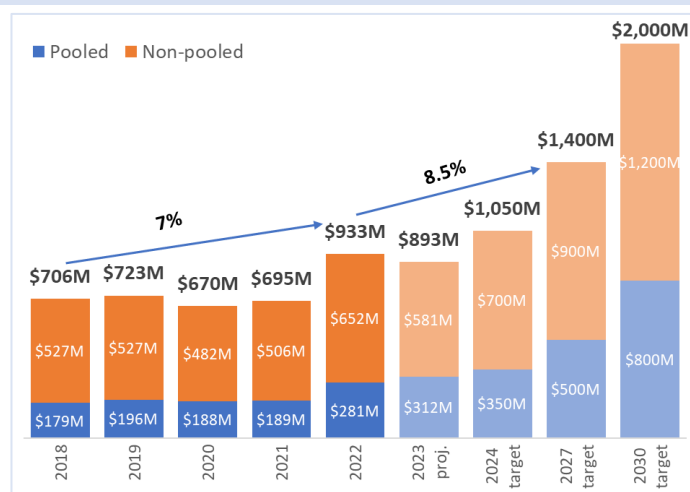


Figure 1: Funds raised for One CGIAR in US\$ for 2018-2022, projections for 2023 and targets to 2030

Bilateral funding is characterized by its 'long tail': many small-size grants, with 1100 active grants at any given time at a median size of less than \$500K and an average duration of 3 years.

For CGIAR to deliver on the scale of impact promised through its 2030 Research and Innovation strategy, it is targeting to raise \$1.4B annually in pooled and bilateral funding by 2027. This is in line with the \$2B 2030 ambition as endorsed by the [System Council](#) in 2019. Growth towards \$1.4B by 2027 would imply an 8.5% annual growth compared to 2022 levels, see Figure 1. This is a justifiable ambition considering the 7% average growth recorded over the past 4 years. Indeed, a [2022 analysis of the funding landscape](#) is indicating ODA funding for CGIAR work will grow, from bilateral, multilateral and private sources. The CGIAR Research and Innovation strategy, with its focus on Climate, Environment, Gender equality, Nutrition and Poverty reduction aligns particularly well with emerging funder priorities. Successfully attracting this funding will require effective unified messaging on the impact of CGIAR research and innovation in these sectors and further investments in diversifying CGIAR's funding sources. IFRM is targeting five distinct funding sources, or Action Areas, and implementation of the diversification strategy has led to initial successes that further justify CGIAR's funding ambitions, see Box 1.

² We use here 'Funds raised' to demonstrate the collective fundraising capacity of One CGIAR. This is different from 'Funds spent' (revenue), which also depends on implementation conditions. Data on funds raised is based on contributions received in the CGIAR Trust Fund (W1, W2 and W3) and Bilateral funding spent (data on bilateral funds raised is not aggregated at CGIAR System level). All data is in US dollars and refers to funding for One CGIAR.

To achieve the ambitious \$2 billion 2030 funding target though, annual growth rates of ~10% are required. This implies more bold assumptions, including a favourable global funding landscape, substantial additional investments in CGIAR RM capacity and a change in how we do things.

The next chapter presents how IFRM expects to strengthen the collective ability to substantially increase funding. Chapter 3 further elaborates on the funding ambition

by presenting an analysis of the funding opportunity within each Action Area, including the strategic priorities and assumptions underpinning the funding targets.

	Initial successes 2021-23
Action Area 1: Elevate System Council ODA Funders	50% increase in pooled funding 2-digit growth from smaller funders
Action Area 2: Grow emerging markets	Development of a \$20M+ pipeline with Qatar CGIAR-wide engagement with China
Action Area 3: Tap Climate Funds & Finance	Development of a \$50M+ pipeline with GCF +\$20M new climate funding from SC funders
Action Area 4: Engage Country Partners & International Finance Institutions	\$5M pooled grant from Norway with WFP AICCRA renewal
Action Area 5: Cultivate Sustainable and Private Finance	\$15.5M grant from Bezos Earth Fund

Box 1: IFRM Action Areas and initial successes achieved

2. STRATEGIC PRIORITIES

Operationalizing CGIAR's funding ambitions requires all stakeholders involved in resource mobilization to align to the shared mission of growing funding through strengthened internal coordination, and diversification of funding sources. To deliver on this ambition, IFRM has identified strategic priorities for 2023-24, guided by the [IFA](#) and the [business area objectives](#) as formulated by Senior Leadership.

2.1 A COLLECTIVE CAMPAIGN

A campaign-style engagement strategy has proven effective in motivating funders to increase their commitments to CGIAR research and innovation. Throughout 2021 and 2022, CGIAR staff collaborated on several major international events, successfully elevating CGIAR and its scientific impact on the global stage while capturing the attention of key stakeholders. A coordinated presence at COP26 in Glasgow (2021) and COP27 in Egypt (2022) resulted in an unprecedented \$1B in funder pledges, including a significant increase in pooled funding.

To encourage funders to further increase contributions in the new business cycle (2025-27) and to attract new funders, it is crucial to present a unified voice with a strong brand and compelling impact stories. To achieve this, Communications and Outreach (C&O), Partnerships and Advocacy (P&A), and the IFRM Global Groups are launching a multi-channel, CGIAR-wide campaign comprising:

- A clear, consistent message to funders and partners
- A compelling Investment Case with a value proposition on how CGIAR can change livelihoods
- A collective, measurable goal engaging all CGIAR stakeholders and funders
- Narratives and marketing materials directly supporting resource mobilization objectives
- Enhanced engagement with traditional funders and new markets

- Strong partnerships with global and national advocacy organizations to co-deliver and amplify the campaign.

IFRM will contribute to the campaign through a dedicated working group that will develop funder engagement strategies with replenishment targets, coordinate strategy implementation across CGIAR, and work toward sentinel pledges to be announced at COP28 (2023) and COP29 (2024). Additionally, IFRM will collaborate with Science Groups in the portfolio review process to identify global topics of particular interest to the donor community.

2.2 SHARED SYSTEM-WIDE TARGETS

System-wide common targets will help foster ownership over the resource mobilization objectives and strategy. Targets will clarify responsibilities and create incentives to deliver on funding ambitions across markets. Three main metrics will be used:

- Funding secured, i.e., the sum of the value of contracts signed in the ongoing financial year
- Pipeline size, i.e., the sum of the weighted value of opportunities in the pipeline
- Average size of grants secured in the ongoing financial year

Targets encompass both pooled and non-pooled funding and are agreed annually by Senior Leadership, and will be disaggregated by Center, IFRM Action Area, by Region and by Science Group. The share of each Action Area in total funding, will help to assess progress in the diversification strategy. Targets for Pooled funding will be suggested by IFRM, in collaboration with the Business Operations and Finance Global Group (BO&F), based on funding needs and estimates of funding availability. Bilateral targets will be prepared by Centers with support from IFRM.

Progress towards targets will be shared by IFRM with Centers and Senior Leadership on a quarterly basis and is expected to help inform CGIAR-wide resource mobilization strategy. Monitoring of progress towards targets will require access to complete and accurate unified pipeline information.

2.3 LEVERAGING COLLECTIVE FUNDER ENGAGEMENT

More strategic and coordinated resource mobilization, as a collective responsibility across CGIAR stakeholders, is expected to result in larger grants, higher success rates, and ultimately, increased funding. Achieving these outcomes necessitates incentives that build trust among Centers and change the way we pursue funding opportunities. To this purpose, IFRM will implement several projects in close collaboration with the Centers.

COORDINATING ENGAGEMENT WITH KEY FUNDERS

IFRM will enhance coordination of funder engagement through the following initiatives, to be developed through consensual and inclusive processes:

- Developing **funder engagement operating principles** for adherence by stakeholders, incl. Senior Leadership, Center RM staff and Science Leaders, across CGIAR for pooled and non-pooled funding.
- Piloting a **funder-facing approach** by facilitating interactions between funders (and funder stakeholders, such as MPs) and CGIAR colleagues on topics of shared interest, and by tracking donor interests and priorities with a view to risks and opportunities.
- Organizing **funder coordination meetings** with relevant internal and external stakeholders to facilitate information exchange. A dedicated space on the IFRM intranet will be developed to share funder information.

COLLABORATION ON LARGE CROSS-CGIAR FUNDING OPPORTUNITIES

IFRM is actively stewarding funders towards larger pooled and non-pooled funding CGIAR research and innovation. On an institutional level, this is facilitated by exploring new funding and financial modalities that better align to interests of both Funders, Centers and the CGIAR System as a whole. IFRM is co-chairing the cross-CGIAR Financial Model Reference Group, which will develop recommendations to help shape the funding and financial model needed by 2025.

On an operational level, IFRM can support Centers on their request with specific funding opportunities through the following means and depending on capacity and resources:

- Facilitating cross-Center collaboration and liaison with Global Groups
- Exploring funder appetite for emerging topics
- Allocating budget for external proposal-development assistance
- Engaging with funder headquarters
- Offering funder intel, investment cases and funder narratives
- Guiding compliance with legal and co-funding requirements

Upon request of funders or CGIAR Senior Leadership, IFRM will play a coordinating role in developing certain cross-CGIAR funding opportunities. E.g., IFRM facilitates the development of GCF opportunities by Centers, Regional/Country teams and Science Groups, and IFRM hosts the Climate Desk in support of the System Organization's formal accreditation to the GCF.

Science Group Project (SGP) opportunities – W3 and Bilateral – are currently supported by IFRM on a case-by-case basis. For SGP Bilateral opportunities, the designated lead Center will be responsible for full proposal development with alignment and approval support from Science Managing Directors. IFRM will inform all relevant stakeholders on emerging large cross-CGIAR funding opportunities and is ensuring appropriate documentation of project origination. The Senior Leadership Team will ensure due diligence when it comes to inclusivity of the process, subsidiarity, and capacity required. Responsibility for delivering on these funding opportunities is decided on a case-by-case basis.

OPPORTUNITY IDENTIFICATION AND PIPELINE COLLABORATION

Building on existing cross-CGIAR collaboration in data-sharing on bilateral funding pipelines, IFRM will work with Centers to enhance insights into the collective funding pipeline by improving data completeness, harmonization, and accuracy. Further data-sharing is expected to generate new management insights, including ways to achieve efficiencies and stimulate collaboration among Centers. The pipeline ambitions are grouped under three workstreams:

- Strengthening data quality and accuracy by harmonizing definitions and data collection practices, including for pre-pipeline data collection, and exploring modalities to make data-collection and uploads less time consuming.
- Conducting deliberate analysis of quarterly pipeline data and producing quarterly pipeline reports for different audiences, including on SGP Mechanism W3 and Bilateral opportunities, in close coordination with Centers and other Global Groups. Senior Leadership will be familiarized with the unified pipeline dashboard and the information derived from it.
- Piloting a platform to share solicited and unsolicited funding opportunities. The end goal is to have a tool that harvests, categorizes, and shares funding opportunities relevant to CGIAR Centers, based on commonly agreed criteria. The tool should serve as a collaborative space where Centers, Regions, and Country convenors can upload information on funding opportunities and express interest and needs in pursuing specific opportunities.

2.4 STRENGTHENED ACTION AREA TEAMS

To bolster the campaign and diversification strategy, the existing Action Area teams will be strengthened and allocated additional resources. Apart from planned recruitments, these teams will leverage Center expertise for executing their work plans. IFRM will assess possibilities for alignment based on specific skills, funder experiences, Action Areas, or funding mechanisms. Expertise development webinars will be offered to Center staff to equip them with the necessary skills and knowledge to effectively contribute to the diversification strategy. The goal is to enable RM staff to benefit from collective insights and contribute to global teams in varying capacities. Significant time commitments will be supported by internal Service Level Agreements.

IFRM will collaborate with the System Board, Senior Leadership Team, and Center senior staff, both now and in the future, to strategize funder engagement and carry out One CGIAR funder-engagement missions.

The next chapter outlines the funding opportunity and strategic priorities within each Action Area as identified by the Action Area teams. Detailed market strategies are included as an Annex to this document.

3. MARKET STRATEGIES

To achieve its funding ambitions, CGIAR must diversify its funding sources. Five distinct markets or Action Areas have been identified and assessed in the 2020 [RMCA strategy working document](#). The funding potential within each of these Action Areas was re-evaluated by SEEK Development GmbH in 2022, through a foresight methodology and by using public data sets on historic funding patterns.

The [funding landscape analysis](#) reveals that CGIAR's research portfolio aligns with key funder priorities and that the expected level and growth of bilateral, multilateral, and private ODA flows support a CGIAR funding ambition of \$2 billion per year by 2030. However, tapping into these funding streams and significantly expanding CGIAR's funding base requires adequate capacity, resources, and time devoted to cultivating meaningful relationships with funders and building substantial project pipelines.

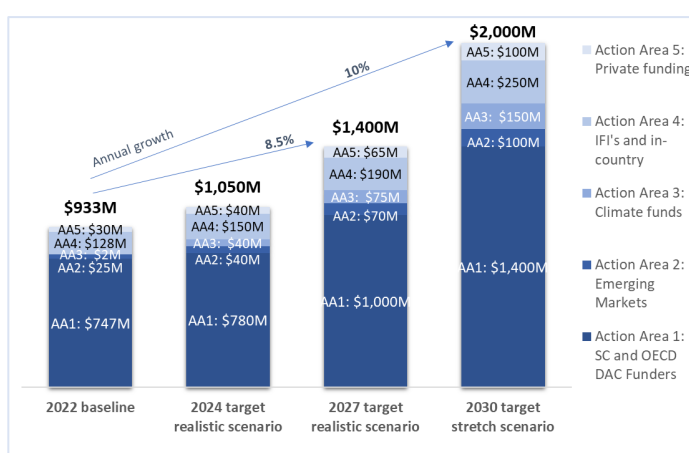


Figure 2: Expected funding diversification across Action Areas

Based on the funding landscape analysis, Action Area teams have developed market strategies and funding scenarios with targets for 2024 to 2030. Realistic, Stretch and Optimistic scenarios come with distinct assumptions on the international funding landscape, investments in CGIAR-wide RM capacity and internal efficiencies. Figure 2 visualizes the 8.5% annual growth required to move from the 2022 funding baseline to the funding targets for 2027 based on a realistic scenario and broken down by Action Area. Further growth to \$2 billion in 2030 implies more bold assumptions, with 10% year on year growth in a stretch scenario.

This chapter summarizes for each Action Area the market description, the funding potential, and strategies for 2023-24. Comprehensive market strategies, funding scenarios and assumptions are included as an annex to this document.

ACTION AREA 1: SYSTEM COUNCIL AND OECD DAC FUNDERS

Action Area 1 covers BMGF, the World Bank and all traditional ODA funders. These funders represent 80% of CGIAR's current revenues and almost all pooled funding in 2022. Total ODA funding for sectors aligning closely to CGIAR's mandate is expected to amount to \$6.2 billion by 2024. If CGIAR can effectively demonstrate its impact in other sectors such as Water, Health and Disaster Relief, it could tap into additional ODA budgets totalling \$27.7 billion.

The short-term strategy is to focus on pooled funding, in particular on under-invested funders and to establish partnerships with low or non-contributing funders. The target is to secure a further

increase of 30% in pooled funding levels for the next business cycle. Key approaches include implementation of a campaign approach to secure funder pledges at COP28 (2023) and COP29 (2024), diversifying impact narratives and supporting large cross-Center non-pooled grants.

ACTION AREA 2: EMERGING MARKETS

Action Area 2 targets funding from non-traditional public ODA funders like Brazil, India, China, Qatar and UAE. Currently, funding from these sources for CGIAR research and innovation amount to about \$25 million per year. Emerging markets however allocate significant portions of their domestic budgets to agricultural R&D, up to an estimated \$6.8 billion annually, and they play an increasingly prominent role in international development assistance, including through South-South cooperation³. CGIAR could leverage its existing relations with these countries to unlock \$50-100 million new funding.

The short-term strategy is to establish strategic relations with China, India, Qatar and UAE to develop a funding portfolio for each country that should lead to doubling of the current contributions received from emerging markets. Key approaches include the implementation of locally informed country engagement plans and building custom narratives and project proposals.

ACTION AREA 3: TAP CLIMATE FUNDS AND FINANCE

Action Area 3 targets international climate funds and finance instruments designed to support climate change mitigation and adaptation actions in developing countries. Total climate finance for developing countries reached approximately \$100 billion in 2021, with grants relevant to CGIAR amounting to about \$2 billion and growing fast. CGIAR has yet to attract significant funding from such dedicated climate finance instruments, representing less than 1% of its bilateral funding in 2022. CGIAR is an accredited entity to the Global Climate Fund (GCF).

The short-term strategy is to position CGIAR as a global partner for climate action and align its impact narrative to GCF's interests so as to target \$40M in new climate funding. Key approaches include developing a project pipeline with GCF, strengthening cross-CGIAR awareness on climate funding, and focusing on Africa as priority market.

ACTION AREA 4: INTERNATIONAL FINANCIAL INSTITUTIONS, MULTILATERAL ORGANIZATIONS, IN-COUNTRY GRANTS

Action Area 4 targets funding from selected IFIs including the AfDB, ADB, IADB, IsDB and World Bank and priority multilateral organizations including IFAD, FAO, and WFP. Grant funding from IFIs to sectors relevant to CGIAR amounted to US\$3.2 billion in 2021, representing a growing source of

³ Prasad et al. (2023) *Patterns of investment in agricultural research and innovation for the Global South, with a focus on sustainable agricultural intensification*.

funding for international development assistance. IFIs have contributed \$115 million to CGIAR research in 2022, including \$30 million pooled funding from the WB, or 10% of CGIAR's funding-base.

The short-term strategy is to build stronger funding pipelines with selected IFIs and to target \$150M in total funding from IFIs and in-country grants. Approaches include strengthening internal knowledge of IFIs, develop engagement plans, and developing cross-CGIAR IFI coordination modalities – leveraging CGIAR's Regional and Country coordinated presence.

ACTION AREA 5: CULTIVATE INNOVATIVE AND PRIVATE FINANCE

Action Area 5 encompasses funding flows from Corporate Social Responsibility, Philanthropy, Shared Value partnerships, blended finance, and impact investing. The focus for 2023-24 will be on Foundations and High Net Worth Individuals based in the US, UK, and EU. These markets together represent \$3 billion per year in private giving for causes aligned to CGIAR priorities. In 2022, CGIAR attracted \$30 million in total funding from about 150 private sector companies and foundations.

The short-term goal is to secure an additional \$10 million in new funding by the end of 2024. Strategies include increasing engagement with 12 selected Foundations, building relationships with networks of foundations and philanthropists, and strengthening CGIAR's enabling environment for attracting private giving, including by establishing a CGIAR-wide 'Philanthropy Engagement Hub'.

ANNEX: DETAILED MARKET STRATEGIES

ACTION AREA 1: SYSTEM COUNCIL AND OECD DAC FUNDERS

MARKET DESCRIPTION

Action Area 1 covers BMGF, the World Bank and all traditional ODA funders (the [OECD DAC members](#)), including those that are not member of the System Council or are not currently contributing financially to CGIAR. Primary funding sources targeted in this Action Area are the budgets centrally managed by governments or government agencies. Currently, contributions from these funders represent about 80% of CGIAR's total funding-base and >95% of pooled funds.

Recent analysis has shown that by 2024, ODA funding for sectors aligning closely to CGIAR's mandate (i.e., Agriculture and Environment) will amount to \$6.2 billion. The overall share of those flows currently allocated to CGIAR is relatively low, offering potential for growth with individual funders. This is in line with System Council members' commitment to double their levels of investments for CGIAR research and innovation, as part of the One CGIAR transition. A further funding potential lies with governments' sectoral ODA budgets, still largely untapped by CGIAR, including in biodiversity, climate change, environmental protection, water management, land degradation, and the conflict-security-migration domain. Funding to these sectors will amount to an estimated \$27.7 billion by 2024.

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Efforts pursued under Action Area 1 will be guided by two strategic objectives. Firstly, to obtain 30% more pooled funding from priority (under-invested) funders, including BMGF, Canada, the EC, German, Norway, UAE, UK, USA and the World Bank. Secondly, securing large cross-Center non-pooled funding opportunities. Three strategic approaches have been identified as key leverages:

1. **Implementation of a campaign approach to secure funder pledges at COP28 (2023) and COP29 (2024).** This involves deliberate strategic planning for targeted lobbying of key decision makers in funding government and agencies and carrying out advocacy activities for different audiences. Planning and implementation of activities will be done in close collaboration with CGIAR champions and global and local advocacy partners.
2. **Tailoring and diversifying impact narratives** which allow for funders to recognize their interests in CGIAR research and innovation, across different sectors. Producing and communicating such narratives will require close collaboration with the research community, the Communications and P&A groups as well with in-country sector-specific advocacy partners.
3. **Piloting new funding modalities** allowing to capture funding for large cross-CGIAR projects which cannot yet be funded through the pooled funding mechanisms.

Implementation of the strategy will be based on funder-specific engagement plans, which include targets and priority actions.

Action Area 1: scenarios for growth

2024	2030	Assumptions focused on 2024
1. Realistic scenario		
<p>Pooled target: \$312M/y Bilateral target: \$467M/y (similar as 2022 baseline)</p> <ul style="list-style-type: none"> • Campaign approach to secure pledge at COP28 or COP29 • Increase quantity and quality of engagement with funders, incl. through more coherent One CGIAR voice • Tailoring and diversifying impact narratives 	<p>Total target: \$1225M/y (6% CAGR vs 2022)</p> <ul style="list-style-type: none"> • Continue stewarding SC funders, maintaining share of funding • Fully explore bilateral funding opportunities in highly aligned sectors beyond agriculture, identify and collaborate on strategic high value opportunities • Opportunistic engagement with other sovereign donors 	<ul style="list-style-type: none"> • 2022 baseline of \$747M/y • Proof of delivery on One CGIAR, incl. Initiative results • Fill currently planned FTE • Effective coordination with Finance, P&A, Comms and PPU • Bilateral fundraising effectively supported through IFRM SG-function • Political climate remains minimum stable • Campaign approach delivers
2. Stretch scenario		
<p>Pooled target: \$325M/y Bilateral target: \$515M (5% CAGR vs 2022)</p> <ul style="list-style-type: none"> • Convince BMGF, USAID and Germany to channel more substantially through the W1 facility • Lobby for additional funding for specific topics / Initiatives 	<p>Total target: \$1400/y (8% CAGR vs 2022)</p> <ul style="list-style-type: none"> • Strengthened legal/assurance structures in place for direct funding mechanisms (Pillar Assessment for EC, BMZ, WB) • Compelling global narrative on CGIAR impact disseminated and leading to substantial funding from lagging funders such as Japan, Korea and France • Common and coordinated bilateral pipeline 	<ul style="list-style-type: none"> • Recruit additional FTE, incl. 3 account managers for key funders • Funders materialize Climate pledges • CGIAR able to respond swiftly to crises/trends and funder demands
3. Optimistic scenario		
<p>Pooled target: \$350M/y Bilateral target: \$565M (10% CAGR vs 2022)</p> <ul style="list-style-type: none"> • CGIAR establishes relations with national advocacy partners and national parliaments • SC donors further increase share of pooled funding • CG expands HQ level engagement to all DAC donors, and begins to build local advocacy capacity and partnerships to influence funding allocation in SC donor countries 	<p>Total target \$1632M/y (10% CAGR vs 2022)</p> <ul style="list-style-type: none"> • CG receives funding from all DAC donors and a high share of pooled funding from across them • Successfully diversified funding sources within donors to all relevant sectors, incl. climate, nutrition 	<ul style="list-style-type: none"> • Recruit additional FTE, incl. in funder countries • Resources to manage and implement partnerships with national organizations • Strengthened cohesion and One Voice between CGIAR Centers, Regions and SGs • CGIAR able to demonstrate strong partnerships with organizations from funder countries • CGIAR globally recognized as a leader in its domains

ACTION AREA 2: EMERGING MARKETS

MARKET DESCRIPTION

Action Area 2 targets funding from governments of so-called Emerging Markets. In this context, this pertains to non-traditional public ODA funders, with strong economies but who are not member of the OECD DAC. Funding sources include ODA flows, public budgets for local development and publicly owned foundations. Primary focus for Action Area 2 lies with India, China, Qatar and UAE. In 2022, CGIAR attracted \$25 million from Emerging Markets. Nine countries are represented in the CGIAR System Council through regional constituencies: Brazil, China, Columbia, India, Indonesia, Mexico, Malaysia, South Africa, and Türkiye.

Emerging markets allocate important shares of their domestic budgets to agricultural R&D, up to an estimated \$20 billion annually⁴. CGIAR's excellence in science are highly sought for, hence the many long-standing in-country research collaborations with CGIAR Centers. CGIAR's existing relations with these countries could however also be leveraged to unlock ODA funding, acknowledging the increasingly prominent role played by non-traditional public funders in international development assistance, including through South-South cooperation.

2023-24 STRATEGY

Overarching objective for Action Area 2 is to establish strategic relations with selected funders, incl. on regional levels, and to develop a funding portfolio for each country. To this purpose, it will focus on growing the existing relations with China, India and Qatar, whilst pursuing opportunities with other markets when they arise. The following outputs will be pursued over the course of 2023 and 2024.

1. **Increase the quantity and quality of engagements** with selected funders, through in-country visits and participation in key conferences.
2. **Coordinate the development of country specific engagement plans**, based on local intelligence.
3. **Building custom narratives and project proposals** aligning CGIAR's existing programs with country development goals and geopolitical interests, incl. regional food security, in close collaboration with Centers, IFRM business units, C&O, P&A, Science Groups and initiative leads.

⁴ Prasad et al. (2023) Patterns of investment in agricultural research and innovation for the Global South, with a focus on sustainable agricultural intensification.

Action Area 2: scenarios for growth

2024	2030	Assumptions focused on 2024
1. Realistic scenario		
Target: \$50M/y <ul style="list-style-type: none"> • Build on Qatar engagements for project funding • Pursue increased engagement with China and India • Build networks and lay groundwork for engagement with other markets 	Target: \$80M/y <ul style="list-style-type: none"> • Expand System Council with new Emerging Market members (e.g., China, India) • Develop large non-pooled funding projects with China, India, and Qatar • Opportunistic engagement with 2-3 new and emerging donors • Multiyear funding from Qatar and new funding from other Gulf countries 	<ul style="list-style-type: none"> • 2022 baseline pipeline of \$25M/y • Dedicated resources to AA2 (staff & budget) • Strong collaboration with Centers, IFRM AA4, P&A, C&O, RDs and in-country staff to provide market intelligence, coordinate outreach from across the CGIAR system, and nurture government relations • Science Group IFRM to coordinate internal exchanges and collaboration with science teams • Engage regional organizations in CGIAR advocacy efforts
2. Stretch scenario		
Target: \$80M/y <ul style="list-style-type: none"> • China engagement plan is successful and serves as a blueprint for India and other markets • Establish relations with select markets through in-country scientific collaborations • Engage recipient countries and co-develop projects targeted for funder priorities • Build networks and lay groundwork for engagement with other EMs 	Target: \$100M/y <ul style="list-style-type: none"> • Increase in new commitments from EM countries represented by regional constituencies at SC (e.g., Turkey, Indonesia, Malaysia, and South Africa) • CGIAR host countries increase contributions to pooled or non-pooled funding for projects in-country or regionally (e.g., Mexico, Nigeria and Colombia) • Leverage GCC donors with large budgets for fragile contexts and strong geo-political interest in food security, resilience, and regional economic growth 	<ul style="list-style-type: none"> • Expanded global AA2 team with in-country FTE presence in target Emerging Markets • Substantial investment in market intelligence (FTE & systems) • Effective and efficient coordinating mechanisms with Science Group IFRM, AA4, Regional teams and CGIAR stakeholders to co-design projects • Global advocacy strategy and CGIAR repositioning executed successfully
3. Optimistic scenario		
Target: \$100M/y <ul style="list-style-type: none"> • Substantial new commitments from China, India, and Qatar • Deepened engagements with UAE, Saudi Arabia, and leading to the development of small projects 	Target: \$171M/y Stretch scenario plus: <ul style="list-style-type: none"> • Co-develop large scale regional projects with UAE, Saudi Arabia and Qatar 	<ul style="list-style-type: none"> • All the above

ACTION AREA 3: TAP CLIMATE FUNDS AND FINANCE

MARKET DESCRIPTION

Action Area 3 is targeting international climate funds and finance instruments that have been specifically designed to support climate change mitigation and adaptation actions in developing countries. This includes multilateral mechanisms, which account for an important share of global grant funding for climate action. CGIAR has yet to attract significant funding from such dedicated climate finance instruments, representing less than 1% of its bilateral funding in 2022.

With its new 2030 Research and Innovation portfolio, CGIAR is putting climate at the core of its mission to *transform food, land and water systems in a climate crisis*. More than 90% of CGIAR's research portfolio is addressing climate adaptation or mitigation⁵. Climate funding represents an important potential to further grow resources for CGIAR research and innovation. Total climate finance for developing countries reached an approximate \$100 billion in 2021. Grants for domains relevant to CGIAR amounted however to only about \$2 billion – but is growing fast. I.e., at CO26 funders have committed to double adaptation funding. CGIAR's recent accreditation to the Green Climate Fund (GCF), the world's largest climate action fund for developing countries, offers a unique opportunity to start building a pipeline of climate-finance projects.

2023-24 STRATEGY

Action Area 3 will work to position CGIAR as global go-to partner for climate action and align its impact narrative to GCF's interests, including more downstream 'development' work where the Climate Desk leads on engagement with GCF and builds a project pipeline through strong national designated authority (NDA) partnerships. This will be accomplished through the following approach:

- **Developing the project pipeline with GCF**, including through continuing the work with GGGI to complement and strengthen internal capacity to manage GCF proposal development. Key results to be achieved include having 2-5 concept notes and full proposals in the pipeline, and having at least 1 GCF project and 2 Project Preparation Facility grants approved.
- **Strengthening cross-CGIAR awareness**, buy-in and streamlining of Action Area 3 and the Climate Desk through the following key results:
 - Facilitating regular meetings of the Climate Investment Committee (CIC).
 - Informing Centers and Science Groups about the role of the Climate Desk, the potential of CGIAR's status as GCF accredited entity, including possibilities to participate as implementing partners, and exchanging funder intelligence.
 - Collaboration and coordination with the Climate Adaptation and Mitigation Impact Area Platform, incl. on integrating climate fundraising into Research Initiatives.
- **Priority markets will initially focus on Africa**, with a potential expansion to Latin America, Central Asia and Middle East, following GCF indications, interests and opportunities.

⁵ Following the OECD-DAC Rio Markers methodology, see the new [Initiatives results dashboard](#).

Action Area 3: scenarios for growth

2024	2030	Assumptions focused on 2024
1. Realistic scenario		
Target: \$42M GCF project and PPF funding approved, and \$80M in pipeline <ul style="list-style-type: none"> • One GCF project approved (\$40M) • 2 Project Preparation Facility (PPF) grants approved (\$2M) • Pipeline: 2 concept notes or full proposals submitted • Centers receiving GCF funding as implementing partners 		<ul style="list-style-type: none"> • GGGI support continuing until 2025 • Climate desk operational funds to cover engagement, travel, consultants (\$50k per year) • One full time Climate desk staff member • 2 PPF grants awarded • Internal awareness and buy-in • Center participation in GCF projects as implementing partners
2. Stretch scenario		
Target: \$42 M GCF project and PPF funding approved, and \$105M in pipeline <ul style="list-style-type: none"> • One GCF project approved (USD 40M) • 2 PPF grants approved (USD 2M) • Pipeline: 3 concept notes or full proposals submitted 		<ul style="list-style-type: none"> • GGGI support continuing until 2025 • Climate desk operational funds to cover engagement, travel, consultants (USD 100,000 per year) • Two full time Climate desk staff members • 2 PPF grants awarded • Internal awareness and buy-in and CGIAR Research Initiatives have built-in funding for attracting climate funds • Center participation in GCF projects as implementing partners
3. Optimistic scenario		
Target: \$42M GCF project and PPF funding approved, and \$185M in pipeline <ul style="list-style-type: none"> • One GCF project approved (USD 40M) • 2 PPF grants approved (USD 2M) • Pipeline: 5 concept notes or full proposals submitted 		<ul style="list-style-type: none"> • GGGI support continuing until 2025 • Climate desk operational funds to cover engagement, travel, consultants (USD 150,000 per year) • Two full time Climate desk staff members • 2 PPF grants awarded • Internal awareness and buy-in and CGIAR Research Initiatives have built in funding for attracting climate funds • Center participation in GCF projects as implementing partners

ACTION AREA 4: INTERNATIONAL FINANCIAL INSTITUTIONS, MULTILATERAL ORGANIZATIONS, IN-COUNTRY GRANTS

MARKET DESCRIPTION

This Action Area targets funding from International Financial Institutions (IFIs), and priority multilateral organizations such as IFAD, FAO, and WFP. The potential funding flows include grants disbursed by these institutions at headquarters as well as in-country grants which are often managed in collaboration with local authorities. The targeted IFIs include the African Development Bank (AfDB); the Asian Development Bank (ADB); the Inter-American Development Bank (IADB); the Islamic Development Bank (IsDB) and the World Bank. IFIs have contributed \$115 million to CGIAR science in 2022, including \$30 million pooled funding from the WB, or about 10% of CGIAR's funding-base. In-country grants amounted to \$44M in 2022.

The funder landscape analysis shows that grant funding from selected IFIs to sectors relevant to CGIAR exceeded US\$3 billion in 2021 and that IFIs are a growing source of funding for international development assistance. There is a high thematic and geographic overlap with CGIAR's key domains of interventions, positioning CGIAR as a relevant partner for IFIs to deliver impact at scale.

2023-24 STRATEGY

AA4's mission is to help build strong(er) funding pipelines with selected IFIs. It will do so by strengthening internal knowledge of IFIs and by coordinating and facilitating engagement with IFIs, at global, regional, and country levels.

1. **Strengthening CGIAR knowledge on IFIs, and capacity to coordinate on funding opportunities.** Possible activities include exploring staff secondment options from selected IFIs, information sessions for RM staff on best practices for working with IFIs, allocating staff capacity to support the coordination and monitoring of IFI engagements, and encouraging participation in IFI in-country strategy development workshops.
2. **Strengthen relationships with selected IFIs and key stakeholders.** Informed by AA4 engagement plans, the AA4 team will step up the number and level of engagements to 1) expand collaboration and the number of funding opportunities with AfDB, IFAD, and WB, including in the Climate space, and 2) start building stronger relations with CAF, ADB, IADB, and IsDB.
3. **Develop cross-CGIAR IFI coordination modalities.** Based on a jointly defined list of priority IFIs, the AA4 team will play a role in capacity building and coordination, while country convenors and regional directors will serve as key contacts for engagement with IFIs and ensure alignment between CGIAR country and research strategies and national government priorities. Cross-CGIAR IFI working groups will be established, providing spaces and mechanisms for information and intelligence exchange as well as the development of joint fundraising targets and engagement plans. Funder engagement principles will be developed including the identification of relationship stewards / key entry points to facilitate coordination of engagement with IFIs.

Action Area 4: Scenarios for growth

2024	2030	Assumptions focused on 2024
1. Realistic scenario		
<p>Target: \$150M/y, based on new WB (AICCRA) and AfDB (TAAT) and stable in-country grants</p> <ul style="list-style-type: none"> • Consolidate HQ relationships through the new global team, building on WB success • In-country RM pursued opportunistically across centres 	<p>Target: \$220M/y, based on WB, AfDB larger grants and smaller grants from IFAD, IADB, ADB, 7.5% in-country CAGR</p> <ul style="list-style-type: none"> • Build and consolidate HQ relationships with WB, AfDB, IFAD and IADB, ADB • In-country RM pursued opportunistically across centres 	<ul style="list-style-type: none"> • 2022 baseline of \$84M/y for IFIs and \$44M/y in-country grants • Renewal of TAAT and AICCRA • Facilitating environment: ongoing discussions with WB and AfDB facilitated by IITA and Regional Directors • Regional directors taking a proactive approach to IFI's and (regional) MDBs
2. Stretch scenario		
<p>Target: \$159M/y, incl. \$50M new from IFIs, \$25M new in-country</p> <ul style="list-style-type: none"> • Additional projects with WB and/or AfDB and pipeline with 1 other IFI established • CG established partners of the largest IFIs, incl. framework contracts, successfully leveraging IFI funding partnerships to scale innovation • In-country and regional teams contribute to HQ relations and approach delivers increased bilateral funding in some priority markets 	<p>Target: \$250M/y</p> <ul style="list-style-type: none"> • Pursue deeper strategic relationships with the 4 priority IFIs (IFAD, ADB, AfDB, IDA) • Invest in dedicated CGIAR capacity, and relationships in-country • Develop improved global support for in-country RM 	<ul style="list-style-type: none"> • Staff time to monitor engagement for each IFI, coordinate the working groups
3. Optimistic scenario		
<p>Target: \$159M/y, incl. \$50M new from IFIs, \$25M new in-country</p> <ul style="list-style-type: none"> • Additional projects with WB and/or AfDB and pipeline with 1 other IFI established • CG established partners of the largest IFIs, incl. framework contracts, successfully leveraging IFI funding partnerships to scale innovation • In-country and regional teams contribute to HQ relations and approach delivers increased bilateral funding in some priority markets 	<p>Target: \$300M/y, incl. doubling of Centre results for in-country grants</p> <ul style="list-style-type: none"> • Develop and invest in a country fundraising approach that is implemented across markets • Invest in a larger global team that supports Center in-country bilateral efforts • CGIAR is a preferred partner of IFIs and in-country funders, with core funding from key IFI partners 	<ul style="list-style-type: none"> • Secure additional IFIs for secondment of staff.

ACTION AREA 5: CULTIVATE INNOVATIVE AND PRIVATE FINANCE

MARKET DESCRIPTION

Action Area 5 encompasses funding flows emanating from Corporate Social Responsibility (CSR), Philanthropy (including Trusts, Foundations and HNWI), Shared Value partnerships, blended finance and impact investing. For the 2023-24 period, efforts will be directed to Foundations and High Net Worth Individuals in the US, UK and EU.

Philanthropists have historically supported a variety of causes and initiatives that may not receive sufficient funding or sufficient attention from other sources of revenue. These causes include global food security. Indeed, more than 50 years ago, visionary private foundations along with the World Bank, pioneered the creation of the first CGIAR research Centers, encouraging public investments in agricultural research. In 2022, CGIAR attracted \$30 million in total funding from almost 150 private sector companies and foundations. The funding landscape analysis however reveals that the overall opportunity for the CGIAR is much greater: the US, UK and EU markets together represent \$3 billion per year in private giving for causes aligned to CGIAR priorities. These include climate change, biodiversity, new technologies and food security, but also intersectional topics such as Gender and OneHealth. Additional opportunities exist with emerging philanthropic players in the Middle East and growing middle class nations such as Brazil and China.

2023-24 STRATEGY

By end of 2024, Action Area 5 is a driving force for system-wide engagement with large foundations and HNWI's, securing and additional \$10 million in new funding. To this purpose, it will step-up engagement with existing and promising leads in Philanthropy and strengthen the CGIAR's enabling environment for attracting private giving. Entering these markets is a long-term investment, acknowledging the fact that results require strong relationship building – which takes considerable efforts and time.

1. **Increase quantity and quality of engagement with 12 selected Foundations**, focusing initially on building out pipelines with Bezos Earth Fund, Community Jameel and the Rockefeller Foundation, and identifying and formalizing relationships with networks of foundations and philanthropists.
2. **Strengthen the CGIAR's enabling environment** by leveraging lessons-learned from Bioversity International, by establishing a CGIAR-wide 'Philanthropy Engagement Hub', building on existing CGIAR charity registrations, and by developing cross-CGIAR engagement principles for selected Philanthropies.

Action Area 5: scenarios for growth

2024	2030	Assumptions focused on 2024
1. Realistic scenario		
<p>Target: \$40M/y incl. \$10M new funding</p> <ul style="list-style-type: none"> Fully pursue opportunity from existing funders and markets Focus on largest foundations as a primary source of philanthropic income Grow beyond current presence with a small (remote) team to begin exploring new markets and connections 	<p>Target: \$75M</p> <ul style="list-style-type: none"> Consolidate work, pursue (in a limited manner) foundations and HNWIs in priority sectors Broad focus on largest Foundations and HNWIs across all sectors and geos, driven by virtual teams Driven by initial successes, invest in permanent in-market teams where remote outreach is successful Realistic 2030 Assumption: Director of Philanthropy, plus staff of 4: \$50M pipeline with conversion of 20% (\$10M) 	<ul style="list-style-type: none"> 2022 baseline of \$30M/y Director Philanthropy recruited in 2023 with two staff members: \$10M pipeline, with a conversion of 17% (\$1.7M) Relationship building takes ~2 years
2. Stretch scenario		
<p>Target: \$45M/y incl. \$15M new funding</p> <ul style="list-style-type: none"> Focus on capturing opportunities in US East coast and UK Initial focus on foundations in the environment, climate and systems space 	<p>Target: \$100M</p> <ul style="list-style-type: none"> Focus on foundations in 1-2 high priority markets, invest in building out team Deeper geographic focus on the US and UK, with mid-size in-market teams and strong local networks Gradually expand focus to other markets via virtual teams once in-market teams established and running Strengthen internal capacities in other support areas (i.e., legal, pipeline management, contracts, etc) 	<ul style="list-style-type: none"> Physical presence in centers of wealth and deep connections in those spaces Access to a philanthropic board (contributors, door openers to networks, etc.) In-market team of 4-6 in place by late 2023 in NYC and London, incl. 4 account managers
3. Optimistic scenario		
<p>Target: \$55M/y incl. \$25M new funding</p> <ul style="list-style-type: none"> Cover all 3 geographies (US, UK, EU) with up-front investments in a full market-based team across all locations by 2024 Targets both foundations and HNWIs across all relevant sectors Invest in structures and networks to build supporter base 	<p>Target: \$180M</p> <ul style="list-style-type: none"> CG invests heavily up front across all potential markets to quickly establish itself and build the necessary networks with all funder types 	<ul style="list-style-type: none"> Relationship building takes ~2 years even with big investments

GROWTH SCENARIOS SUMMARY TABLE

IFRM FUNDING TARGETS 2024-2030 BROKEN DOWN BY ACTION AREA

	2022 baseline	2024 target <u>realistic scenario</u>	2027 target <u>realistic scenario</u>	2030 target <u>realistic scenario</u>	2030 target <u>stretch scenario</u>
Action Area 1: SC and OECD DAC Funders	\$747M	\$780M	\$1,000M	\$1,225M	\$1,400M
Action Area 2: Emerging Markets	\$25M	\$40M	\$70M	\$80M	\$100M
Action Area 3: Climate funds	\$2M	\$40M	\$75M	\$100M	\$150M
Action Area 4: IFI's and in-country	\$128M	\$150M	\$190M	\$220M	\$250M
Action Area 5: Private funding	\$30M	\$40M	\$65M	\$75M	\$100M
Total	\$933M	\$1,050M	\$1,400M	\$1,700M	\$2,000M

Sources

- 2022 baseline: [Trust Fund dashboard](#) for Portfolio, Designated and W3 receipts, and the [2022 Financial report](#) for Bilateral spent.
- 2024 and 2030 scenarios are based on targets and assumptions developed by Action Area teams, underpinned by a [funding landscape foresight analysis](#).
- 2027 targets are developed by IFRM based on 2024 and 2030 numbers.

Notes

- Some targets initially set by the Action Area teams have been reduced so as to arrive at more realistic growth rates.

- Some initial targets were modified for rounding purposes.
- For AA3, targets for 2030 have been set by the IFRM team.
- Targets for in-country grants under AA4 have been set by the IFRM team based on fixed annual growth rates.