



CGIAR Portfolio Practice Change (Type 3) 2023 Report

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Section 1: Introduction

This report forms part of CGIAR’s [Technical Reporting Arrangement](#) and provides an update on key aspects of Performance Management and Project Coordination progress for 2023. The report covers the portion of the CGIAR Portfolio that includes Initiatives, Impact Platforms and Science Group Projects (SGPs) (nearly 40 percent of the 2023 CGIAR Portfolio by funding) and does not relate to Center-managed bilateral projects.

The content of this report covers:

- ▶ CGIAR implementation status of Management Response actions to evaluations, to demonstrate how CGIAR is learning and optimizing research management and delivery.
- ▶ Core aspects of Portfolio Performance Management related to activating the [Performance and Results Management Framework](#) (PRMF) and the CGIAR Technical Reporting Arrangement, notably:
 - ▶ Technical Reporting in 2023 and changes from 2022
 - ▶ Innovation Portfolio Management progress
 - ▶ Adaptive Management
- ▶ Core aspects of Project Coordination, notably:
 - ▶ Alignment with the CGIAR Project Lifecycle framework
 - ▶ Planning data – quality and availability
 - ▶ Risk Management
 - ▶ People and Culture Management

This Type 3 report is a core component of the overall 2023 Technical Report which includes:

- ▶ Type 1 Initiative, Impact Platform and SGP reports, with quality assured results reported by Initiatives, Impact Platforms and SGPs available on the [CGIAR Results Dashboard](#). Type 1 reports provide assurance on Initiative-level progress toward End of Initiative outcomes, and Impact Platform and SGP progress against defined objectives.
- ▶ The Portfolio Narrative draws on the Type 1 and Type 3 reports and the CGIAR Results Dashboard, to provide a broader view on Portfolio coherence, including results, partnerships, country and regional engagement, and synergies among the Portfolio’s constituent parts.

The CGIAR Annual Report is a comprehensive overview of CGIAR’s collective achievements, impact and strategic outlook, which draws significantly from the Technical Report products above. For 2023, the Annual Report and Technical Report will be presented online as an integrated product.

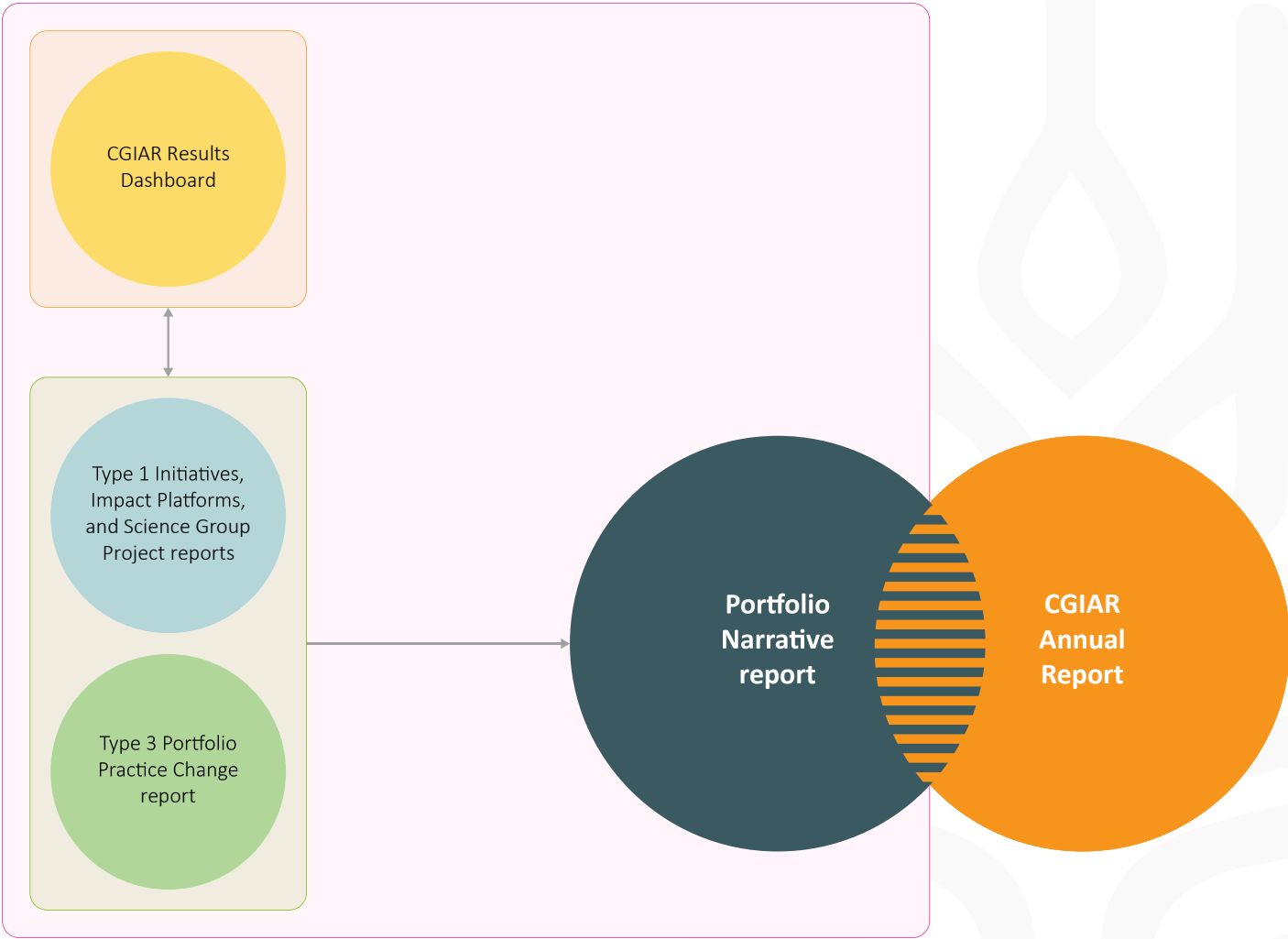


Figure 1. An overview of CGIAR 2023 Technical Reporting

Section 2: Implementation status: Management Responses to CGIAR evaluations

A Management Response is a formal response to evaluation recommendations. Management Responses help ensure that evaluations are used and contribute to organizational effectiveness, learning and accountability, and set out time-bound commitments from management to implement evaluation recommendations. The systematic follow-up to evaluation recommendations is recognized in the CGIAR Evaluation Policy as an integral part of the evaluative process.¹

Formal tracking of Management Response actions and reporting on their status started in the 2022 Technical Report and included all System-level evaluations completed since 2021. This 2023 report contains five evaluations completed during 2021-2023 (also available on the Management Response Tracker), containing a total of 189 recommendations and sub-recommendations:

Evaluation title	Date completed	Date of Management Response	No. of recomm.	No. of actions	Max. completion date for actions	Links to Evaluation Reports and Management Responses
2021 Synthesis of Learning from a Decade of CGIAR Research Programs	June 2021	June 2022	41	41	2024	<ul style="list-style-type: none">Synthesis of LearningManagement Response
Evaluation of CGIAR Platform for Big Data in Agriculture	December 2021	February 2022	43	36	2030	<ul style="list-style-type: none">Evaluation ReportManagement Response
Evaluation of CGIAR Excellence in Breeding Platform	April 2022	May 2022	47	35	2024	<ul style="list-style-type: none">Evaluation ReportManagement Response
Study of the PRMS Project Management Approaches and Fit-for-Purpose Information Products	December 2022	January 2022	36	19	2024	<ul style="list-style-type: none">Advisory Report
GENDER (Generating Evidence and New Directions for Equitable Results) Platform Evaluation	February 2023	June 2023	22	21	2024	<ul style="list-style-type: none">Evaluation ReportManagement Response
Total ▸			189	152		

Table 1. Evaluation details and associated Management Responses and actions

The 189 recommendations have 152 Management Response actions with the following status breakdown:

Status	Completed	On track	Delayed	Not started	Cancelled	Total
Number of actions	45	85	12	4	6	152

Table 2. Status of Management Response actions

¹ For more information see [CGIAR Evaluation Policy](#), [CGIAR Evaluation Guidelines](#), and Management Engagement and Response: Process and Performance Evaluations in CGIAR (available [here](#), based on the [pre-read](#) to SC19).

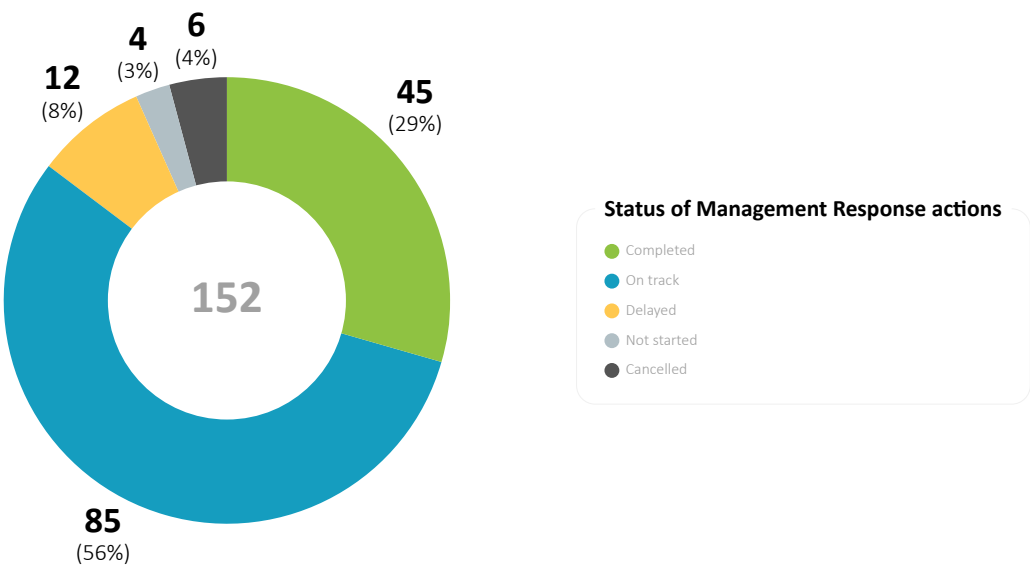
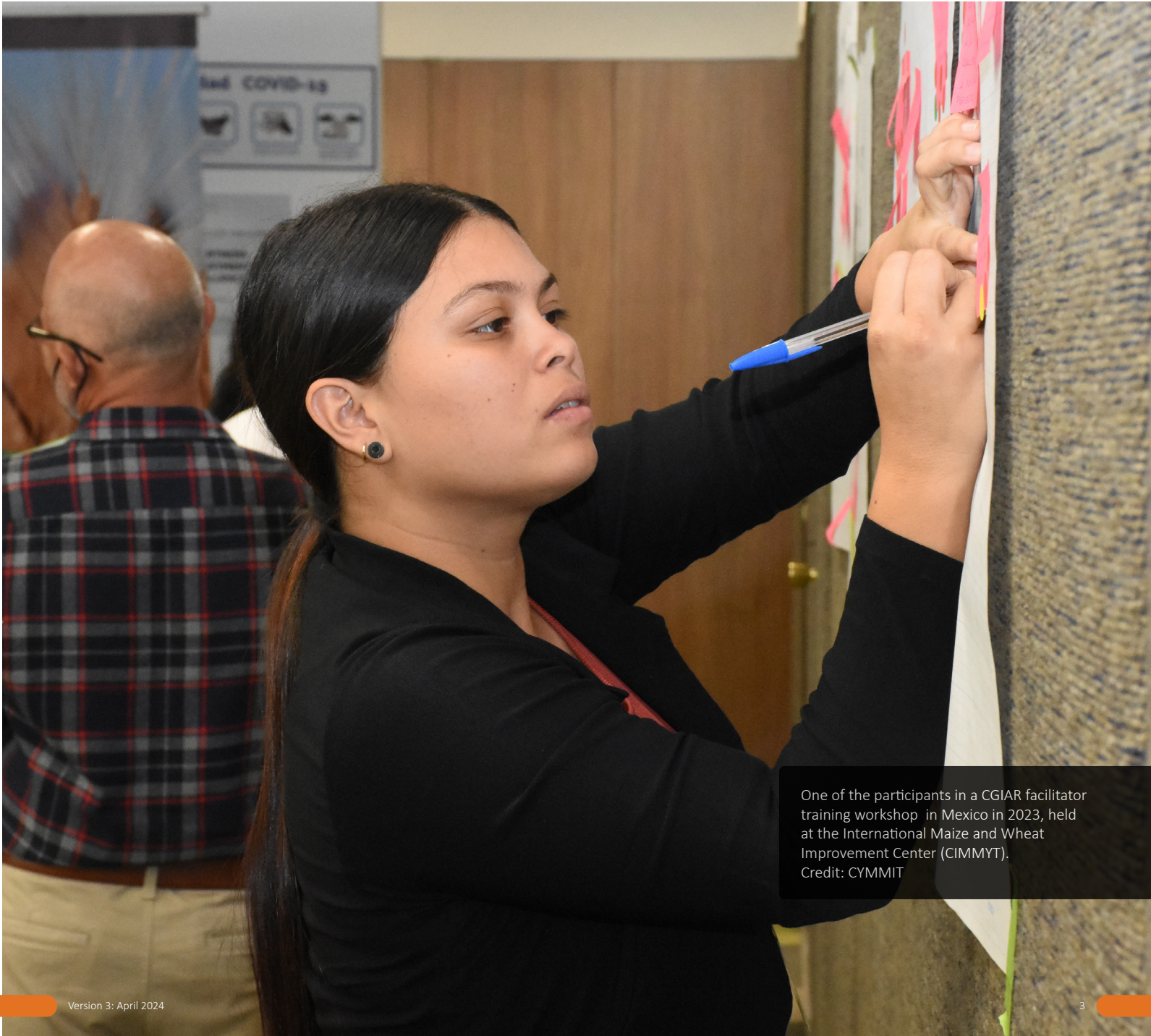


Figure 2. Status of Management Response actions



One of the participants in a CGIAR facilitator training workshop in Mexico in 2023, held at the International Maize and Wheat Improvement Center (CIMMYT). Credit: CYMMIT

Section 3: Portfolio Performance progress

3.1 Technical Reporting Arrangement

CGIAR is on track to deliver the following Technical Report products in 2023:

- ▶ 1 March 2024: Publication of 2023 results in the CGIAR Results Dashboard
- ▶ 1 May 2024: Publication of Type 1 and Type 3 reports
- ▶ 14 June 2024: Publication of the Portfolio Narrative report

These Technical Report components are released as standalone products. The Type 1, Type 3 and Portfolio Narrative reports are released in PDF format only. The information contained in these Technical Report components will be integrated into the overall CGIAR Annual Report, which will be released later in 2024.

The 2023 Technical Report covers USD 343.4 million in funding (USD 322.6 million for Initiatives and Impact Platforms, and USD 20.8 million for Window 3 SGPs), representing nearly 40 percent of total 2023 CGIAR funding (pooled and non-pooled).

3.1.1. Reporting entities in 2023

The Technical Report fulfils the System-level programmatic reporting requirements set out in the Standard Provisions annexed to the Funding Agreement or Arrangement signed between each Funder and the System Organization².The 2023 Technical Report includes the following Initiatives, Impact Platforms and SGPs³:

- ▶ All 32 Initiatives
- ▶ Four Impact Platforms
 - ▶ Gender Equality, Youth and Social Inclusion
 - ▶ Environmental Health and Biodiversity
 - ▶ Nutrition, Health and Food Security
 - ▶ Climate Adaptation and Mitigation
- ▶ Two SGPs
 - ▶ Accelerated Varietal Improvement and Seed Delivery of Legumes and dryland Cereals in Africa (AVISA)
 - ▶ Roots Tubers and Banana (RTB) Breeding

The 2023 Technical Report does not include the following:

- ▶ One Impact Platform
 - ▶ Poverty Reduction, Livelihoods and Jobs
 - Reason for not reporting this year: Impact Platform Director appointed in September 2023.
 - It is not currently realistic for reporting entities set up in Q3 or Q4 to report that same year.
- ▶ One SGP
 - ▶ Accelerating Genetic Gain and Varietal Replacement in Rice- Phase 2 (AGGRi 2)
 - Reason for not reporting this year: Grant agreement signed in October 2023.
 - It is not currently realistic for reporting entities set up in Q3 or Q4 to report that same year.

² Per the [Charter of the CGIAR System Organization](#), Article 11, ii, jj, and kk.
³ Science Group Project (SGPs) are new Center-specific awards looking to integrate holistic quality assurance and implementation processes that build on efficiencies and value-for-money approaches through One CGIAR Common Systems and Window 1 budgeting practices. They operate under an integrated structure by Science Group, following similar principles and processes to Initiatives, while recognizing the Centers’ role and responsibility for project delivery, compliance and fiduciary oversight.

3.1.2. 2023 vs 2022 Technical Reporting approach

The 2023 Technical Reporting process and products are closely aligned to the 2022 approach. The [2022 Technical Reporting](#) Learning and Optimization process identified lessons learnt from the first Technical Report for the 2022-2024 Portfolio and set out an action plan for improvements in future reporting cycles. Good progress has been made implementing those identified actions with almost all actions either completed or underway.

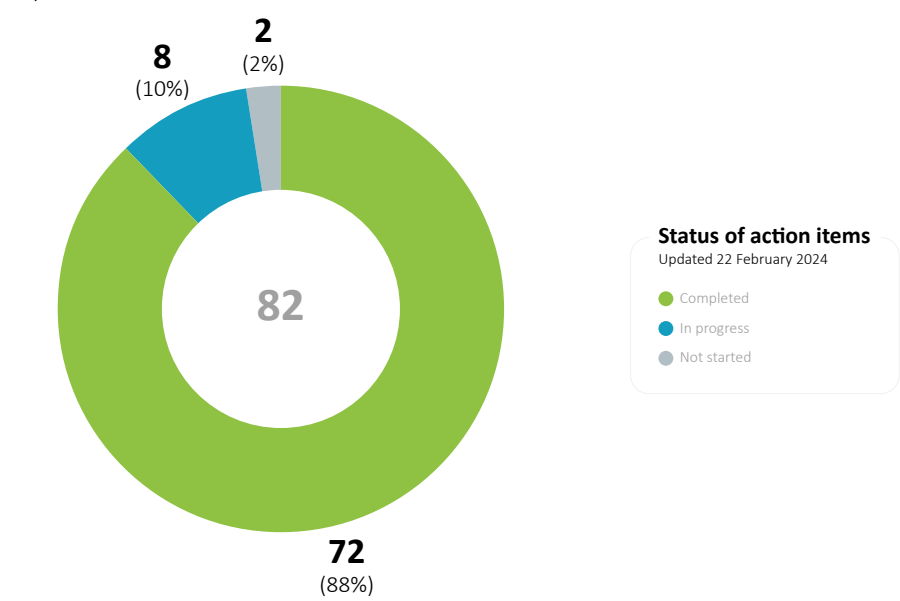


Figure 3. Implementation status of action items from the 2022 learning and optimization action plan

Key Technical Reporting improvements made in 2023 include:

- ▶ Progress toward “Always on” Reporting. In 2022, reporting was only permitted within a defined window (December 2022 onwards). In 2023, the Performance and Results Management System (PRMS) was open for reporting from September 2023 onwards. This more than doubled the time the PRMS was open for reporting in 2023 compared to 2022, providing greater flexibility for Initiatives/Impact Platforms/SGPs, allowing them to adopt a reporting cadence that best suits their context.
- ▶ Quality assurance (QA) in batches. To spread the load and avoid maximum pressure on Initiatives/Impact Platforms/SGPs, Quality Assessors and third-party arbitrators, the QA process took place in batches. Two QA batches took place in 2023, and another two batches were conducted in 2024 (total of four batches).
- ▶ SGPs were integrated into the Technical Reporting process.
- ▶ A range of enhancements were made to the data collection process, such as the inclusion of per-result tagging for all five Impact Areas: Gender Equality, Youth and Social Inclusion; Environmental Health and Biodiversity; Nutrition, Health and Food Security; Climate Adaptation and Mitigation; Poverty Reduction, Livelihoods, and Jobs (in 2022 only Gender Equality, Youth and Social Inclusion and Climate Adaptation and Mitigation were included).
- ▶ Engagement and coordination with Science Groups increased significantly in 2023, including monthly engagement with Science Group Senior Program Managers, and bi-monthly Technical Reporting updates shared with Initiatives/Impact Platforms/SGPs. This allowed for greater flow of information, increased transparency, and in general made the Technical Reporting process much smoother overall.

3.1.3. Technical Reporting – the components

Technical Reporting is anchored in the delivery of the CGIAR 2022-2030 Research and Innovation Strategy through the activation of the CGIAR Performance and Results Management Framework (PRMF). It is defined in the CGIAR Technical Reporting Arrangement, co-developed by CGIAR and funders.

CGIAR Technical Reporting relies on the following key components to function:

- ▶ The CGIAR Results Framework and Standard Indicator Description Sheets: These provide a common set of result levels and result types that the vast majority of reported results fit within. The Standard Indicator Description Sheets provide further detail to guide the monitoring and reporting of results.
- ▶ The CGIAR Theory of Change (TOC) tool: All reporting entities use a common digital TOC tool with standard TOC rules, bringing more consistency among the different reporting entities.
- ▶ Innovation Packages and Scaling Readiness (IPSR): This provides a common, data-driven protocol to profile, package, and manage innovations to scale. IPSR underpins CGIAR’s Innovation Portfolio Management (IPM).
- ▶ Adaptive Management: A *Report – Reflect – Re-plan* adaptive management process has been baked into the delivery of Initiatives, Impact Platforms, and SGPs. This critical step allows teams to reflect on planned versus achieved progress, and propose adjustments for the following year’s delivery. The proposed adjustments and rationale are included in their respective Type 1 reports.
- ▶ Quality assurance: A team of Quality Assessors reviews key data points in the reported results against criteria to ensure quality.
- ▶ Performance and Results Management System (PRMS): All reporting entities use the CGIAR PRMS to report their results. The PRMS drives the Results Dashboard and delivers key components of the Type 1 reports.

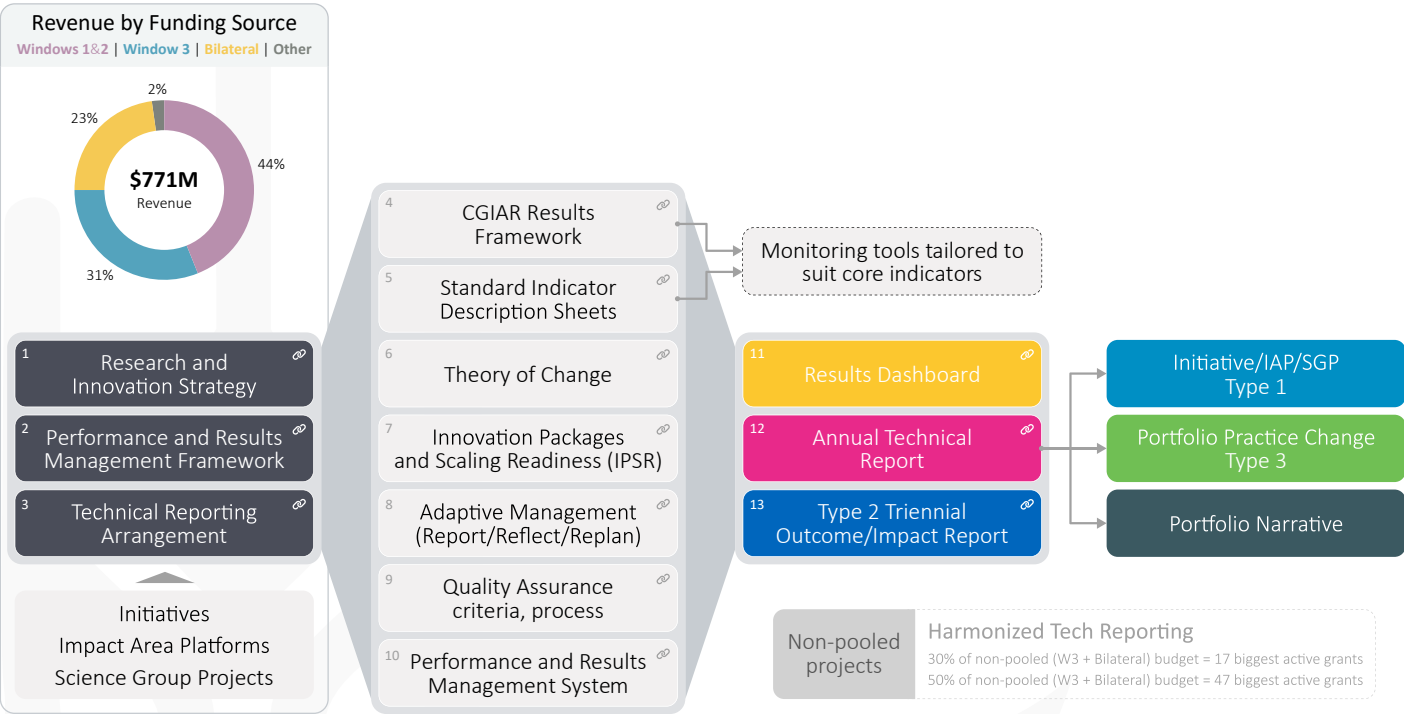


Figure 4. Overview of CGIAR’s Technical Reporting components

1. [CGIAR 2030 Research and Innovation strategy](#)
 2. [Performance and Results Management Framework](#)
 3. [Technical Reporting Arrangements](#)
 4. CGIAR Results Framework: [March 2024 updated version](#)
 5. Standard Indicator Description Sheets: [Output level](#) & [Outcome level](#)
 6. [Theory of Change](#)
 7. [IPSR](#)
 - [Output level](#)
 - [Outcome level](#)
 - [IPM for responsible food systems transformation in the public sector: Lessons, results and recommendations from CGIAR](#)
 - [Scaling Readiness website](#)
 8. [Adaptive Management](#)
 9. [Quality Assurance](#)
 10. [PRMS](#) & [TOC board](#)
 11. [Results Dashboard](#)
 12. [2022 Annual Technical Reports](#)
 13. [Type 2 report outline](#)
- [Online course on Innovation and Scaling](#)
 - [Scaling Readiness calculator](#)
 - [Scaling Directory](#)

3.1.4. Capacity strengthening

To facilitate the production of the 2023 Technical Report and ensure the effective dissemination of the reported results via the CGIAR Results Dashboard, several information and training sessions were conducted. Over 1,100 participants attended these sessions, receiving comprehensive guidance and support on the use of the PRMS Reporting Tool, the QA process, the Type 1 report template, and Key Result Stories (KRS). These sessions served as both a refresher and integral components of the onboarding process for new Impact Platforms and SGPs.

3.2. Integration of Impact Platforms and Science Group Projects

SGPs: In June 2022, the CGIAR Senior Leadership Team (SLT) agreed on empowering the Global Science Groups with the effective implementation of Window 3 and bilateral work, aligning with funder preferences. Following alignment with the System Board (SB24) and the System Council (SC17), the SGP pilot was launched for 2023-2024. This initiative led to the inclusion of Centre-specific Window 3 SGP Awards as a reporting category within CGIAR common systems, alongside Window 1 budgeting and the Technical Reporting Arrangement.

In 2023, project design support was provided to participatory CGIAR Centers engaged in the pilot of the SGPs, ensuring integration of the projects into the PRMF through the utilization of the SGP Project Alignment Checklist and Project Charter. The onboarding process involved the adoption of the standard CGIAR Type 1 reporting template and PRMS, along with the development of SGP budgets adhering to CGIAR’s standard budget format, facilitating the integration of project financial data into financial reporting dashboards.

By the conclusion of 2023, three out of five SGP pilot projects were approved for Window 3 funding securing a total of USD 57 million. Implementation of two SGPs – AVISA and RTB – commenced in the second quarter of 2023, with both projects submitting their first-year results using the PRMS Reporting Tool and Type 1 reports in accordance with CGIAR’s Technical Reporting Arrangement.

Impact Platforms: Three Impact Platforms – (i) Nutrition, Health and Food Security; (ii) Climate Adaptation and Mitigation; and (iii) Environmental Health and Biodiversity commenced implementation in Q2 of 2023 and were provided onboarding support including development of the Platforms’ TOCs and results frameworks that culminated in their submission to their first-year results using the PRMS Reporting Tool and Type 1 reports in accordance with CGIAR’s Technical Reporting Arrangement.

3.3. Report/Reflect/Replan

3.3.1. The essence of Adaptive Management at CGIAR

The Reflect component stands as a transformative approach within CGIAR’s operations and is specifically tailored to ensure CGIAR’s Portfolio can thrive amid the agrifood sector’s ever-evolving challenges and opportunities. Launched in 2022 as part of the annual *Report – Reflect – Re-plan* cycle, it represents a shift toward dynamic and responsive strategy formulation for Initiatives, Impact Platforms and SGPs, based on well-informed collective lessons learned.

Reflect underscores CGIAR’s commitment to continuous improvement, foresight, and operational flexibility. This forward-thinking methodology facilitates the adjustment of plans, budgets and other resources and cultivates a culture of learning, collaboration, and engagement with key stakeholders such as partners and funders. *Reflect* represents a bridge between experience, research and strategic action, ensuring that CGIAR’s work is informed by past performances and aligned with the emerging needs and opportunities of global challenges and changing contexts.



Partner breeding station in Ugsnda.
Credit: Jjumba Martin / ABI

3.3.2. Intended purpose of reflect

The *Reflect* process is primarily intended to empower Initiative/Impact Platform/SGP leaders by providing them with a clear, light touch process and mandate to recommend reallocation of resources between and within Work Packages for the year ahead, and to modify agreed plans within specified guardrails, to maximize their contribution to impact. This iterative process also offers several other benefits, such as providing funders and partners with evidence that Initiatives/Impact Platforms/SGPs are learning during delivery and using collective insights and intelligence to update plans and provide Science Group Managing Directors with a process to steer, review, and approve teams’ key recommendations for change, contributing to Portfolio coherence.

3.3.3. Today’s progress: Reflecting on achievements

In the journey toward refining Adaptive Management for CGIAR, we have seen significant progress, including its rapid adoption and positive feedback from Initiatives/Impact Platforms/SGPs on its contribution to enhancing their strategic agility.

”

Ukama Ustawi hosted our second annual Plan & Reflect workshop. We invited 100 partners, our Community of Spirit, for a week in South Africa and Ethiopia. The opportunity to meet as a team and our closest partners has been incredibly beneficial to create a real value proposition in the region. It has allowed us to break down silos between Work Packages and countries as partners and teams met. The replanning process allowed us to take stock – of what has worked and what we need to adjust – and actually make the required changes.

Ukama Ustawi Initiative (CGIAR Research Initiative on Diversification in East and Southern Africa)

”

We were able to assemble over 80 colleagues involved in various aspects of the Initiative for a detailed reporting, reflection and forecasting exercise in Viet Nam, one of our use case sites. We got valuable feedback from external parties (our External Advisory Committee, the Viet Nam government, and colleagues from the University of Wageningen’s Science of Scaling team), consultants, and team members. This informed changes on how we transition from our current use case model to a localized innovation ecosystem approach, strengthen our ability to validate innovations, and build greater accountability among Initiative members.

CGIAR Research Initiative on Excellence in Agronomy

To provide the best possible assistance to Initiatives/Impact Platforms/SGPs, CGIAR has enriched its support through updated Adaptive Management [guidelines](#), refresher sessions for reporting entities, and robust peer-to-peer exchange forums, witnessing first-hand the different context-relevant strategies employed in Reflect sessions. These sessions, led by Initiatives/Impact Platforms/SGPs, allowed deep dives into the lessons learned in 2023 and are crucial for distilling collective wisdom and insights, directly contributing to the strategic depth of CGIAR’s Portfolio.

Section 4: Innovation Portfolio Management

4.1. A unique approach to managing CGIAR’s innovation portfolio

[CGIAR’s 2030 Research and Innovation Strategy](#) places innovation and scalability at the forefront of its mission. This strategy underscores the importance of creating strategic and inclusive public and private partnerships to develop and scale products, services and other types of innovations.

Through these partnerships, CGIAR participates in thousands of innovation and scaling projects, collectively known as its innovation portfolio. The practice of using data and analytics to guide strategic decision-making and resource allocation is referred to as Innovation Portfolio Management (IPM).

The adoption of IPM approaches by public research and development organizations [remains limited according to the OECD](#). However, CGIAR is pioneering in this space, adopting a unique IPM approach grounded in [Scaling Readiness](#) principles. The CGIAR IPM approach has been detailed in a [publication within Elsevier’s Agricultural Systems journal](#), highlighting its distinctiveness and applicability.

Moreover, an assessment by the [Global Scaling Community of Practice](#), focusing on the integration of scaling practices within public sector funding and implementation bodies, noted CGIAR’s unparalleled commitment to embedding scaling within the innovation process. This commitment is notable even though it currently applies to the “pooled” portion of CGIAR’s research and innovation portfolio (nearly 40 percent of CGIAR’s 2023 funding), although some early adoption by large bilateral projects such as the African Development Bank funded Technologies for African Agricultural Transformation (TAAT) is taking place.

The findings and recommendations presented in both the journal article and case study offer valuable insights for other public sector organizations. Additionally, they underscore critical steps CGIAR must take to maximize the advantages of IPM, thereby advancing its mission to deliver sustainable and impactful research outcomes.

4.2. Positioning CGIAR within the broader agrifood innovation ecosystem

CGIAR’s approach to IPM balances enhancing internal organizational innovation and scaling capabilities with fostering connections to a diverse range of external partners in the agricultural innovation ecosystem. This strategy is not only about internal optimization; but also about creating meaningful engagements with governmental, public, and private sector innovators and scalers.

At the heart of managing its internal innovation and scaling activities is the PRMF. A standout feature of the PRMF is the Innovation Packages and Scaling Readiness (IPSR) approach which introduces an evidence-based method for monitoring innovations and curating innovation packages along an impact pathway. This provides standardized methodologies and metrics that facilitate the aggregation of data to effectively manage an innovation portfolio.

To complement its internal efforts, CGIAR launched the [Accelerate for Impact Platform \(A4IP\)](#) – a strategic investment (powered by the Alliance of Bioversity International and CIAT) that rethinks the business-as-usual paradigm of scientific research by adopting innovative models to bridge research products with the greatest potential from lab to market. As a delivery mechanism, A4IP accompanies talented teams in transferring their early-stage solutions from prototypes into market-viable products throughout the development, deployment, and adoption continuum, ensuring that solutions reach their full potential and significantly contribute to sustainable agricultural transformation. A4IP fosters a risk-taking and entrepreneurial culture among CGIAR scientists and connects them with the external agritech innovation ecosystem. See: [A4IP 2023 Year in Review](#).



4.3. 2023 achievements toward effective CGIAR Innovation Management

Achievement 1: Data- and evidence-driven portfolio management

CGIAR has embraced a data- and evidence-based IPM approach that aims to generate data and analytics in support of CGIAR strategic prioritization, partnerships, communication, and resource mobilization.

Key achievements in 2023 include:

- CGIAR reported 843 innovations in development within its Initiatives, Impact Platforms, and SGPs that represent nearly 40 percent of CGIAR's total investments. This compilation encompasses 474 new innovations and 369 updated innovations. Impressively, 93 percent of these updated innovations have shown progress in Scaling Readiness. Moreover, the year saw 157 instances where innovations were adopted and utilized, benefiting an extensive number of farmers and other stakeholders.
- By the end of 2023, A4IP had profiled 3,000+ innovations developed by external partners adopting the same set of innovation and scaling indicators used by CGIAR through the standardization of data collection. This will allow better linkages between CGIAR and partner innovation efforts.
- Mandatory annual updates on innovation development and use progress were activated, and new data was collected on innovation and scaling, anticipated gendered/aged innovation users, USD investment in innovation and scaling, and private sector engagement and Intellectual Property Rights.
- The IPSR outcome-level module that supports CGIAR and partners in defining realistic scaling ambitions, mapping context-specific enabling conditions, and providing a starting point for developing strategies to overcome bottlenecks for scaling was launched. In 2023, 27 Innovation Packages were reported.

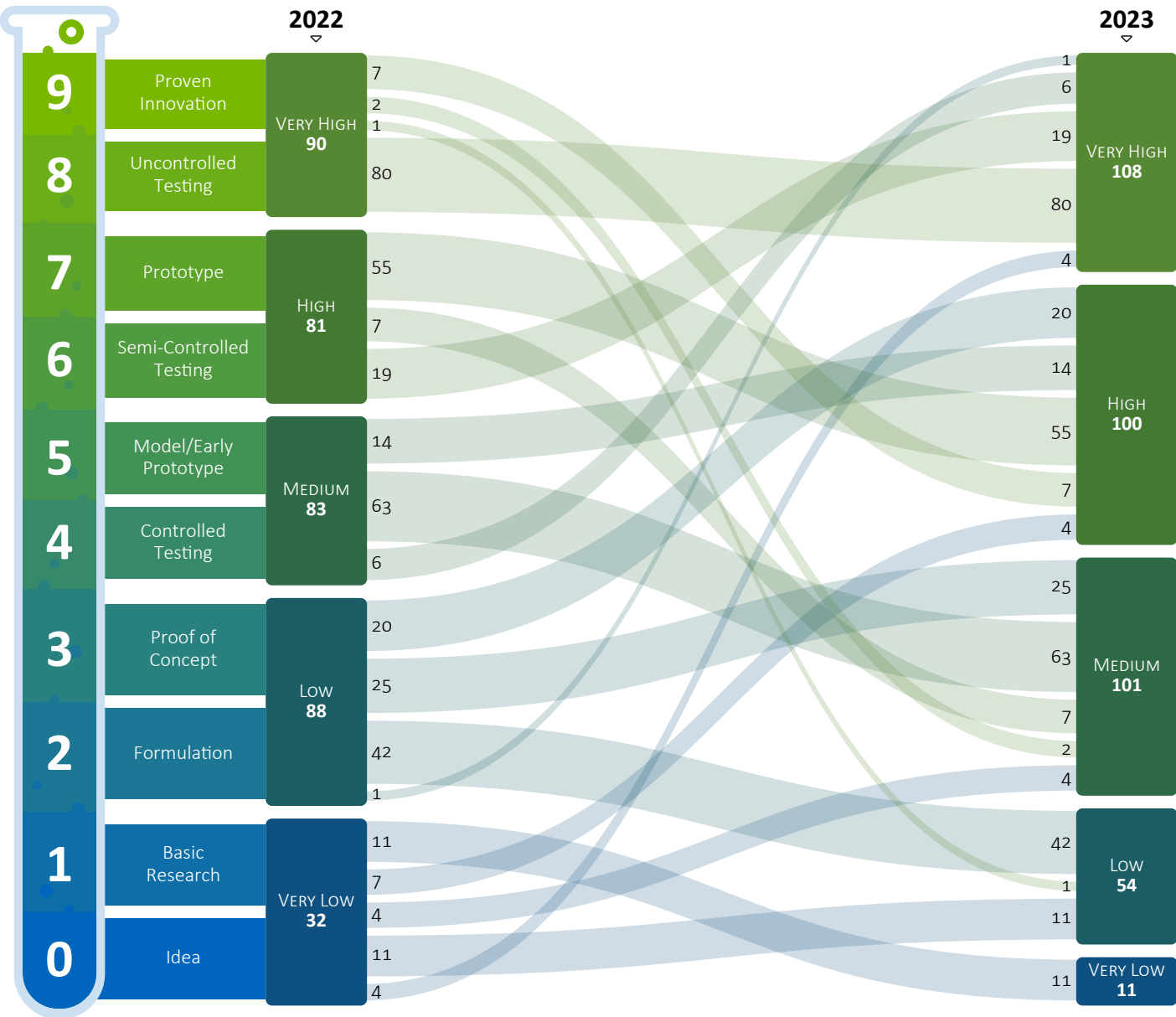


Figure 5. Comparing innovation readiness levels for the 376 innovations that were reported in both 2022 and 2023. The majority of updated innovations show an increase in Scaling Readiness (93%)

Achievement 2: Strengthened capacity and community

IPM is new and disruptive, both in driving strategic partnerships and in catalyzing organizational change toward a more demand-driven impact culture. A concerted investment in building capabilities and nurturing a community is crucial for the widespread adoption and impact of IPM.

Key achievements in 2023 include:

- A series of four workshops were conducted, leading to the [training of 100 facilitators](#) specializing in innovation and scaling. These sessions took place in Ethiopia, Kenya, Mexico and [Thailand](#), drawing participants from 28 of the 32 CGIAR Initiatives and various partner organizations. Post-training, all facilitators were given the opportunity to be listed in a dedicated [scaling directory](#), intended as a platform for networking, sharing expertise, and finding innovation and scaling readiness experts.
- The second annual “Week of Scaling” held in Nairobi, Kenya, highlighted the vital roles of inclusivity and sustainability in the process of scaling agricultural innovations. The event brought together 98 participants, representing 10 CGIAR Centers and 16 external organizations and partners, including the Forum for Agricultural Research in Africa (FARA), the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA), the World Bank, the Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ), and the New Zealand Ministry for Foreign Affairs (MFAT). The event facilitated several dialogues, including on [responsible innovation and scaling](#) and private sector engagement.
- A4IP launched “Venture-Out: Bridging Science and Entrepreneurship” – a series of interactive webinars where leading science-based ventures and tech transfer experts showcased their success stories of bringing research ideas from lab to market. With 75 percent of viewership in 2023 comprising CGIAR staff, the series encouraged learning and partnerships amongst innovators, highlighting synergies and pathways for value creation between participating experts and Alliance/CGIAR scientists.
- A suite of masterclasses was offered as part of the curricula of A4IP’s Innovation Challenges ([AgriTech4Uzbekistan](#), [Sustainable Cocoa Innovation Challenge](#), [UNDP Youth4Climate](#)) covering a broad variety of topics such scaling innovations, human-centered design, and gender-sensitive and socially responsible scaling practices.

Achievement 3: Novel modalities to nurture innovation and scaling

CGIAR has seized the opportunity to explore modalities and approaches that are specifically designed to nurture innovation and scaling trajectories. Some of these modalities and approaches include:

- Innovation challenges: A4IP successfully spearheaded two innovation challenges in partnership with CGIAR Research Initiatives in 2023 – the [AgriTech4Uzbekistan Innovation Challenge](#) and the [Sustainable Cocoa Innovation Challenge in Colombia](#) – and extended its support to seven additional challenges, collectively nurturing [171 innovative teams and startups](#). These programs provide innovation teams with an actionable pathway to scale through a market-driven approach that offers business mentorship, scientific technical assistance, and on-the-ground experimentation with end-users to validate their solutions, market opportunities, and access to finance. A4IP’s work has been recognized as a global ecosystem builder in a publication within the [Global Food Security](#) journal. Similar innovation challenges, hosted by CGIAR Initiatives [Ukama Ustawi](#) and [Fragility, Conflict and Migration and the World Food Program \(WFP\)](#), focused on enhancing the investor readiness of small and medium enterprises.
- Scaling strategies: In a strategic collaboration with the Bill & Melinda Gates Foundation (BMGF), CGIAR is poised to advance its design process for developing, implementing and monitoring responsible and inclusive scaling strategies together with the CGIAR Research Initiatives on Sustainable Animal Productivity and Excellence in Agronomy, and selected bilateral projects from the International Livestock Research Institute (ILRI).
- Scaling Fund: CGIAR’s Regional Integrated Initiative, Ukama Ustawi (CGIAR Research Initiative on Diversification in East and Southern Africa), has inaugurated its Scaling Fund, designed to propel high-impact CGIAR innovations into wider markets, reaching more consumers, and catalyzing significant change. In its inaugural round, after an intensive selection process, [three innovations were chosen](#).



Example of an A4IP-led innovation challenge that brings together CGIAR Centers and external ecosystem players to tackle specific agrifood system challenges. Photo credit: StartupFactory

Achievement 4: Exciting new internal and external partnerships

Throughout 2023, CGIAR’s progress in advancing IPM was demonstrated through an array of significant internal and external partnerships.

Internally, collaborations were marked by strategic advancements:

- ▶ A4IP partnered with the [World Agri-Tech Innovation Summit in London](#) in September, bringing a delegation of five (including two scientists) and spotlighting Alliance/CGIAR as a source of cutting-edge research and innovation exhibiting CGIAR’s work in agritech and comprising high-level interventions in Summit programming. Scientists received firsthand experience in a market-facing environment, encouraging consideration of market applicability early in the research process and affording exposure to potential partners.
- ▶ The CGIAR Portfolio Performance Unit worked in close concert with One CGIAR Private Partnerships for Impact (PP4I) to align efforts around Intellectual Property Rights (IPR), ensuring a coherent approach to innovation reporting. Support for CGIAR and partner teams in managing their IPR was further strengthened by the dedicated PP4I team.

Externally, CGIAR’s IPM drew considerable interest and initiated pivotal engagements:

- ▶ Our IPM approach garnered the attention of the French Agricultural Research Centre for International Development (CIRAD), GIZ, BMGF, the African Development Bank, the French Development Agency, World Bank Group, [Netherlands Food Partnership](#), the Portal for Innovative Food Systems Solutions (IFSS), HarvestPlus Solutions, and various United Nations bodies, including the Food and Agriculture Organization of the United Nations (FAO).
- ▶ Collaborative efforts with academic institutions like UC Davis and Wageningen University were aimed at refining the integration of responsible innovation and scaling principles within CGIAR’s diverse innovation portfolio.
- ▶ A4IP saw eight new Memoranda of Understanding signed in 2023, thereby bridging CGIAR Centers with leading external actors in the innovation space – Academy of Scientific Research and Technology, Boost Biomes, Deep Science Ventures, dpixel, Gingko Bioworks, LVenture Group, StartLife, and Westminster University – for the co-design of innovative projects and products. By building synergies with the external innovation agritech ecosystem, A4IP is mobilizing existing data and technology to deliver swifter and more impactful institutional programs/projects.



Joint CGIAR-Netherlands Food Partnership session on Innovation Scaling in The Hague.

Achievement 5: Progress toward holistic innovation management

An assessment by the Scaling Community of Practice has praised CGIAR’s efforts to mainstream scaling: “We know of no other official donor or research/organization that has done anywhere near as much to integrate scaling into the innovation process, even if so far it has only been applied to [the centralized funded or “pooled”] part of CGIAR’s research portfolio.” This signals a growing necessity to similarly map the non-pooled or bilateral portfolio.

Active engagements with CGIAR Centers such as the Alliance of Bioversity International and CIAT, and ILRI show the first positive signs of the ability and willingness to integrate bilateral projects. The adoption of IPSR protocols by the African Development Bank-funded TAAT e-catalogue for decision-making, and engagements with member countries, underscore the technical and functional readiness of IPSR and align with CGIAR’s broader objectives, contributing to a unified “whole of CGIAR” innovation portfolio narrative.

CGIAR has the ability and ambition to expand innovation management beyond its own organizational boundaries. Funder organizations such as the World Bank, BMGF and GIZ, and partner organizations such as CIRAD and FAO have initiated exchanges with CGIAR to learn and potentially integrate key elements into their respective innovation management approaches. To crowd in partner innovations, the development of open-source software is essential and will facilitate streamlined reporting, quality assurance, and global visibility, supporting CGIAR partners in accessing and using best-in-class IPM tools and practices. CGIAR has started a due diligence process to explore how to best achieve that objective.

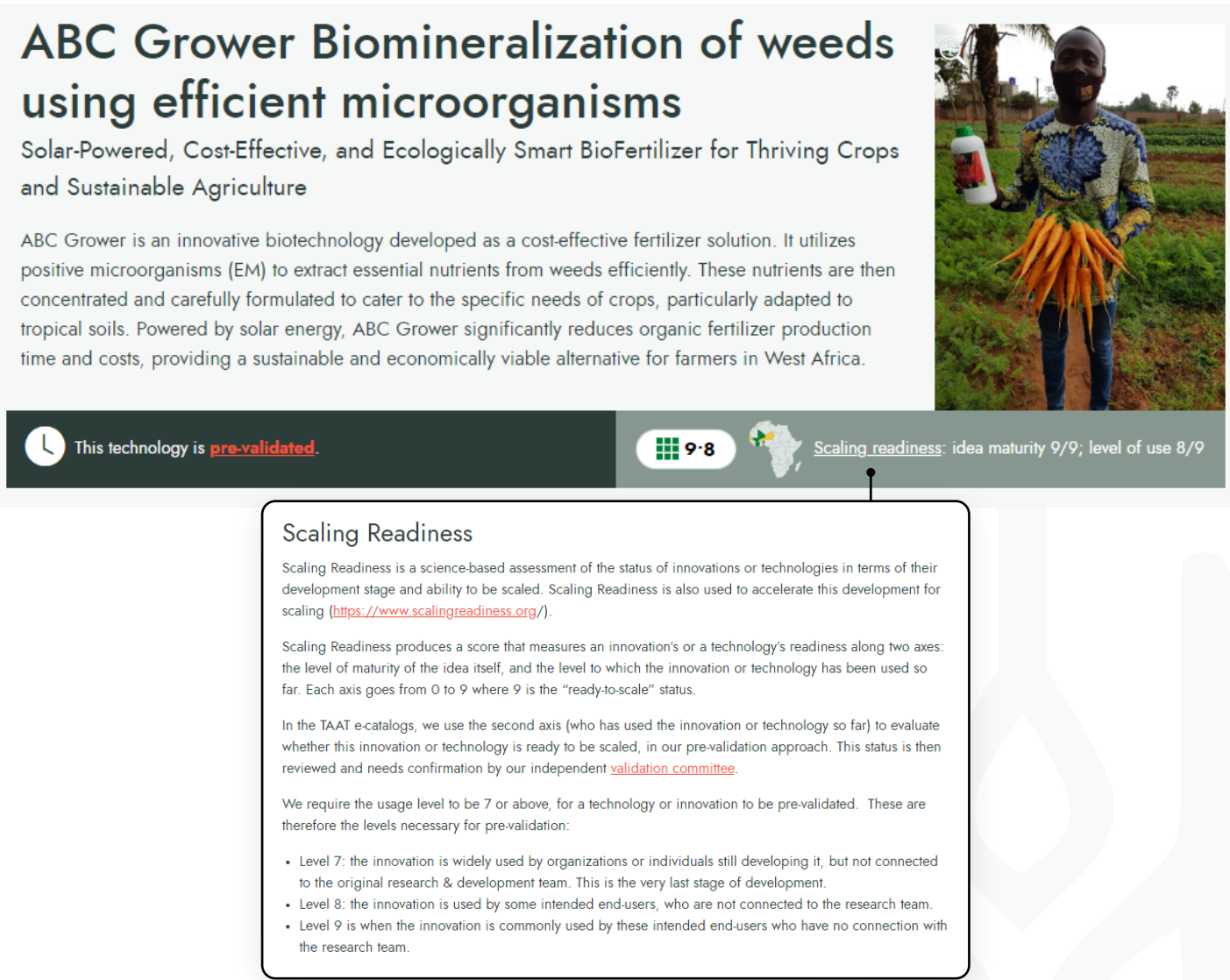


Figure 6. The TAAT e-catalogue aligns its protocols and data collection with IPSR, as seen in this example.

4.4 Next steps: IPM to support the CGIAR 2025-2030 portfolio

To fully leverage the potential of CGIAR’s innovation under the 2025-30 portfolio, and ensure strategic alignment with our overarching strategic CGIAR goals for 2030, the IPM approach is ready to support:

1. Identification of ‘Golden Egg’ innovations, linking them to partner demand, and transition them into the 2025-30 portfolio to ensure continuity;
2. Design context-specific packages for innovations that are ready-to-scale to ensure an enabling environment for client innovation use and benefit;
3. Co-creation, implementation and monitoring of scaling strategies together with governments and other public and private sector partners to optimize impact potential.

IPM supports CGIAR and partners to take stock of our innovation and scaling progress, achievements, and lessons learned to ensure that the 2025-30 portfolio brings out the very best of what CGIAR has to offer in the face of the biggest global challenges.

Section 5: Project Coordination progress

5.1. Alignment with the CGIAR Project Lifecycle Framework

In coordination with CGIAR’s Project Management Community of Practice, the CGIAR Project Lifecycle for Initiatives, Impact Platforms and SGPs defined in 2022 was enhanced in 2023 (see figure below) and minimum guidelines and standards were developed. Priorities were: (i) Steps 2 and 3: SGP proposal development to ensure alignment with the PRMF and Technical Reporting Arrangement requirements; (ii) Step 4: Onboarding of Impact Platforms and SGPs to the PRMS to allow for the reporting of 2023 results; and (iii) Step 5: Improved access to, and quality of, Initiative and Impact Platform planning data.

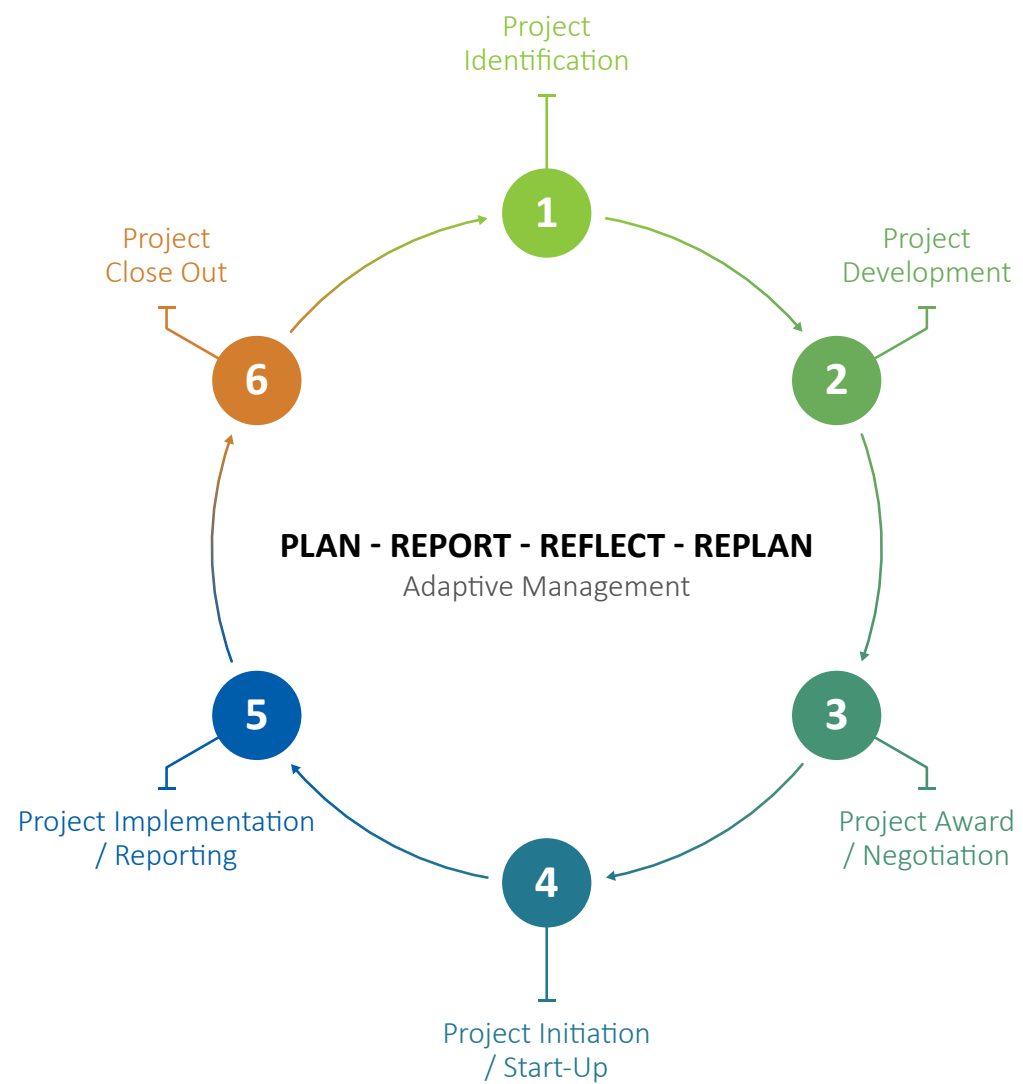


Figure 7. Refined CGIAR Project Lifecycle Framework

5.2. Planning data – quality and availability

Improved planning guidelines were developed to support Initiative and Impact Platform development of 2023 Plans of Results and Budgets (PORBs). The improved guidelines included synchronized change management of Initiative and Impact Platform TOCs with the PORBs. The Research Plan of Results and Budgets section of the [CGIAR website](#) was revised to allow for easy access to the Initiative and Impact Platform 2022 and 2023 PORBs.

To enhance the quality and efficiency of planning data and the planning process, a Planning Module Prototype was designed, and access was provided to Initiative and Impact Platform representatives to test the system. The online planning system will allow for digitization of the planning process from 2024.

5.3. Risk Management

Recognizing that taking and managing risks is an integral part of delivering the CGIAR Strategy and that effective risk management is critical to CGIAR success, a Risk Management Module was developed and launched in 2023 to support Initiative management and reporting of risks.

5.4. People and Culture Management

Guidance and support were provided through the development of standardized mechanisms to plan, collate and report on Initiatives’ staffing composition, including gender, diversity and inclusion. By the end of 2023, the female representation for all Initiatives was reported to be at 41 percent. The staffing composition information collected in 2023 across all Initiatives will be used in 2024 to develop an interactive One CGIAR staff online database.

To ensure transparency and fairness in the internal assignment of Initiative teams, guidance and support was provided through the One CGIAR internal outreach process.

Acknowledgements

CGIAR is a global research partnership for a food-secure future. CGIAR science is dedicated to transforming food, land, and water systems in a climate crisis. Its research is carried out by 13 CGIAR Centers/Alliances in close collaboration with hundreds of partners, including national and regional research institutes, civil society organizations, academia, development organizations and the private sector. [www.cgiar.org](#)

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Front cover photo

Technician at CGIAR partner breeding station in Uganda.
Credit: Jjumba Martin / ABI

