

CGIAR: Accelerate and Transform Resource Mobilization

Funding CGIAR's Work

CGIAR: Accelerate and Transform Resource Mobilization



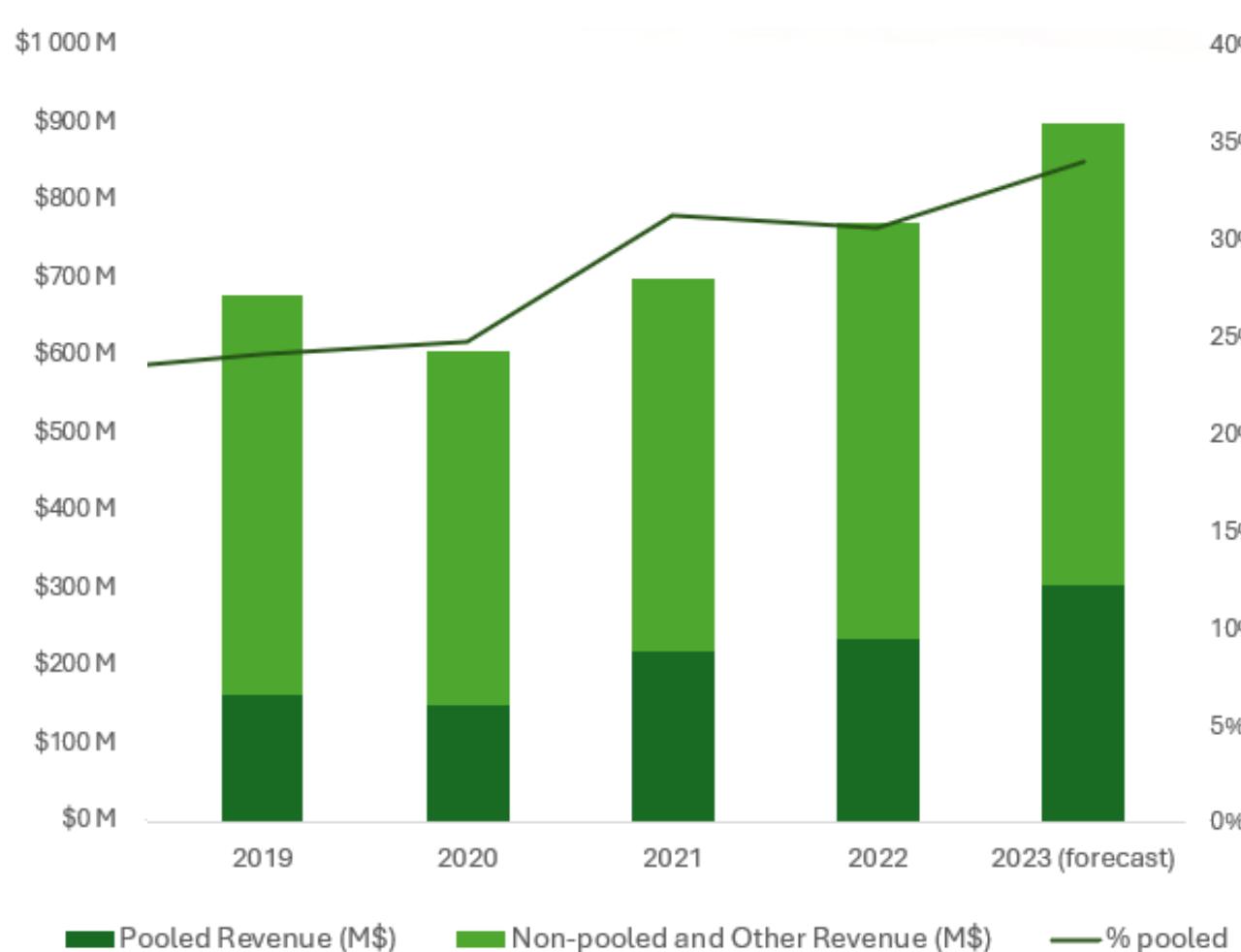
Recap: Current RM strategy and growth target to 2030

**\$4bn over 2025-2027
\$2bn/year from 2030**

... are we on track?

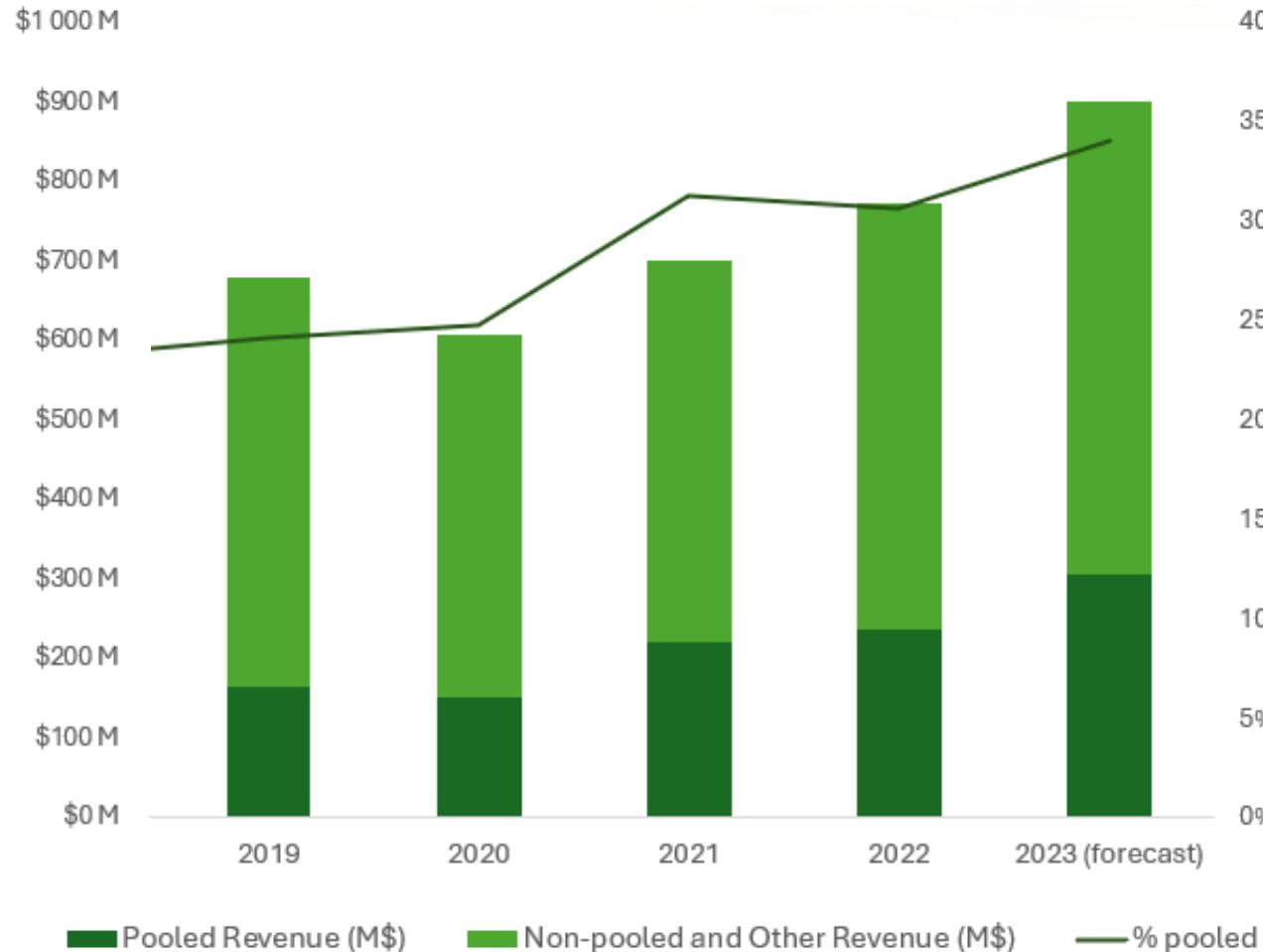
Results, the road so far

2024-2030 CGIAR Growth Target set to \$2B / year by 2030



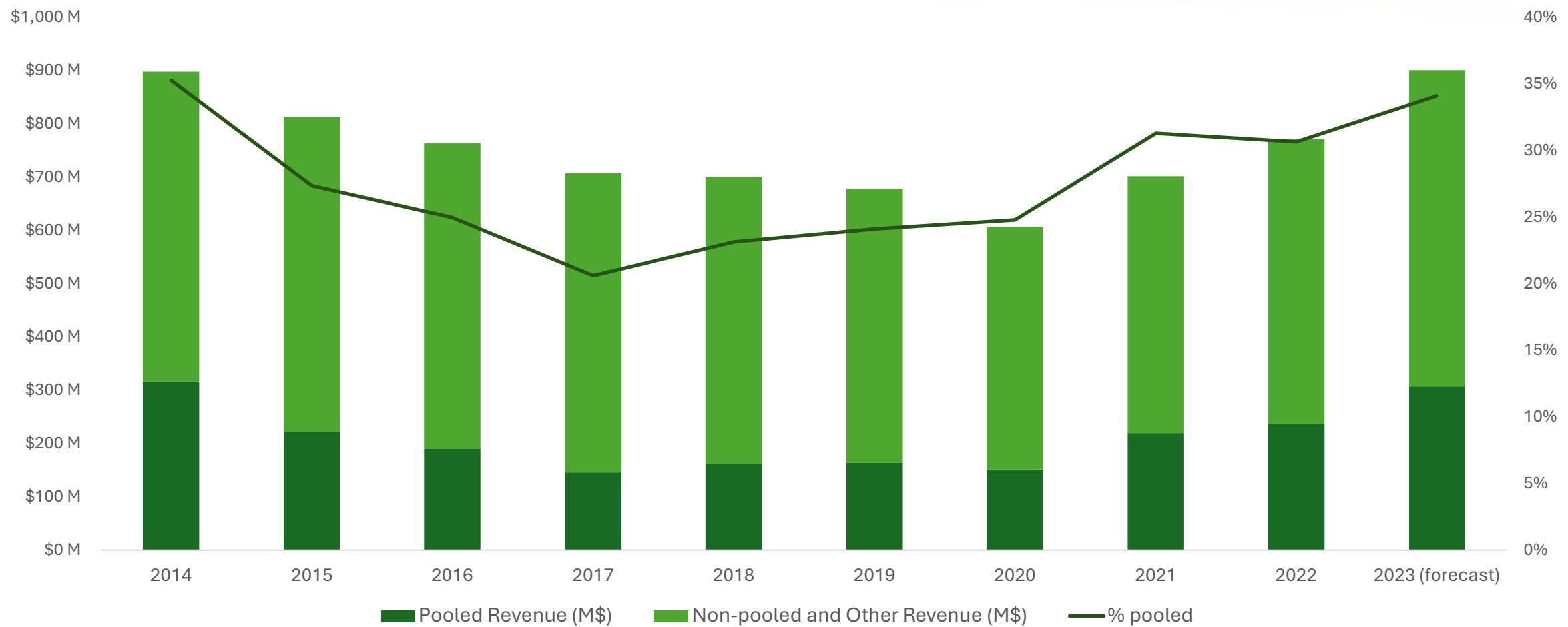
- CGIAR overall funding has **rebounded** since Covid dip
- **All channels grew to 2023** – expanding overall pie
- Center finances have **improved** in recent years – most Centers have surplus
- **Donors pledged \$890 million** at COP28 – including new donors like UAE

However...

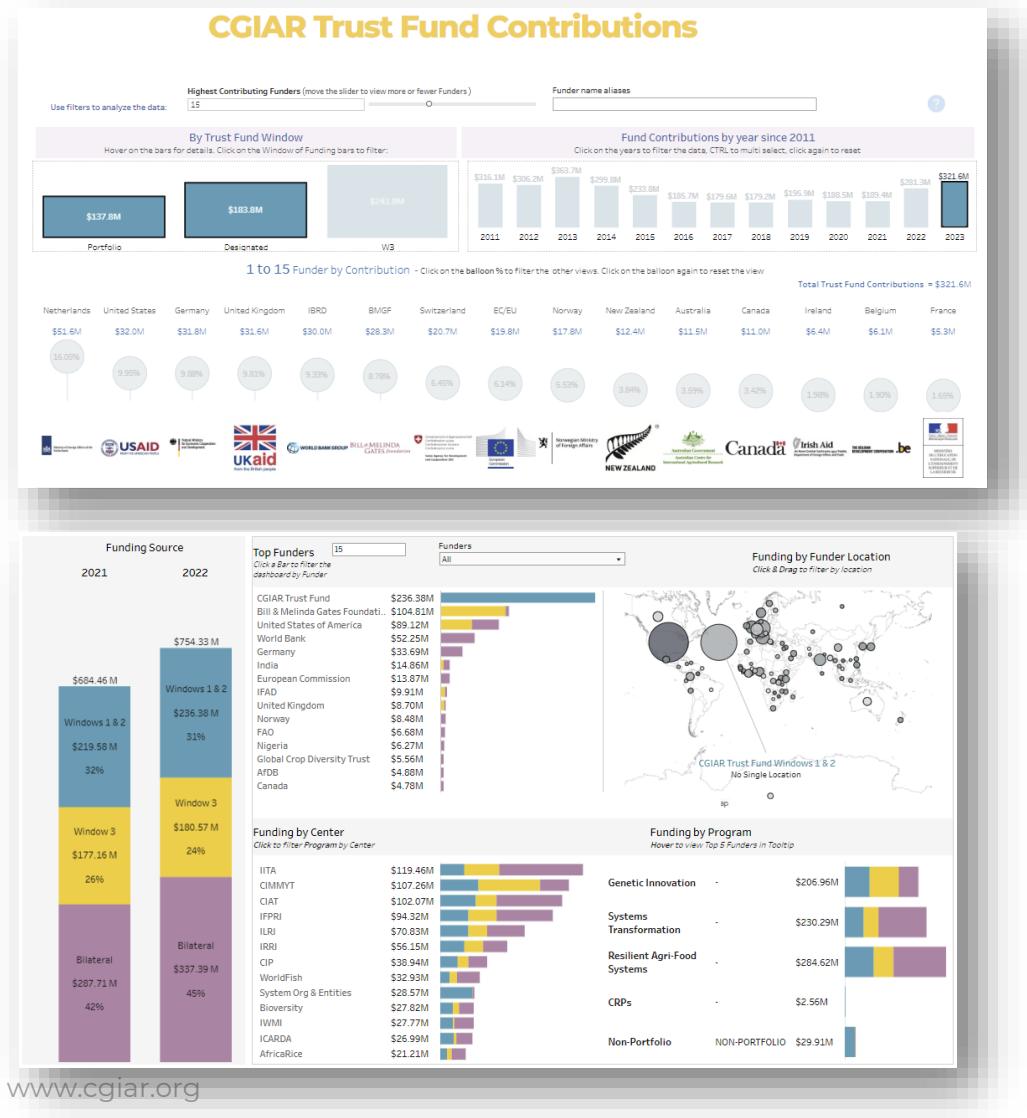


- **7% avg YoY growth** in funds raised since 2018-2023
- **YoY growth of 8.5% needed** to reach \$1.4 billion target by 2027
- **\$2 billion by 2030 will need increased growth rate to 10%**

We haven't caught up yet with 2014 levels – let alone in real terms



Concentration risk: need for diversification



From 2023 Portfolio and Designated contributions (W1):

- Top 5 Funders made up 55% of all contributions
- Next 5 Funders provided 30%

From 2022 Finance Dashboard of funding implemented (W3/Bilateral):

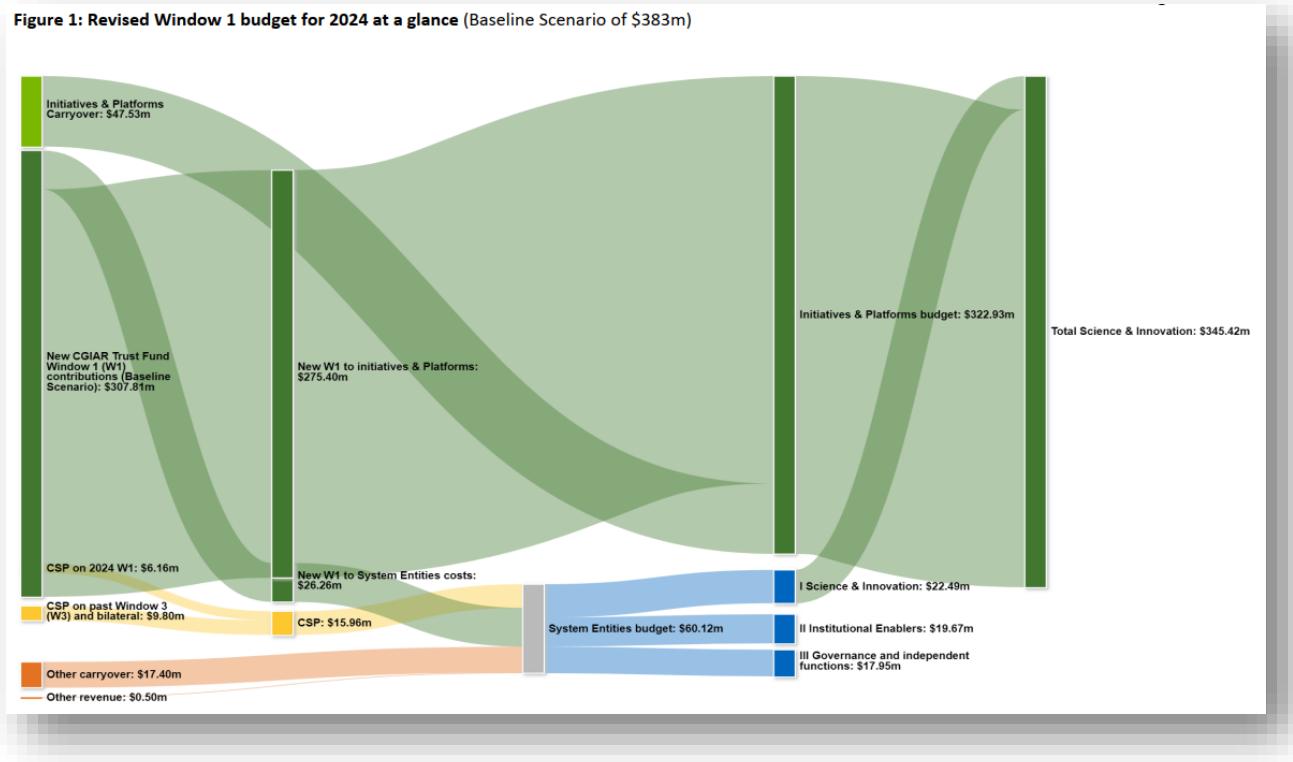
- Top 5 Funders made up 56% of Center budgets
- Next 5 Funders account for 10%

Transitioning: short term actions

Revised 2024 budget is scenario-based, for the first time

Based on most recent Funder contributions, commitments, and pledges received; as well as latest data on carryover; the budget adopts two scenarios for available 2024 resources: (i) a **Baseline Scenario**; and (ii) a **Surge Scenario**.

Figure 1: Revised Window 1 budget for 2024 at a glance (Baseline Scenario of \$383m)



- **Baseline scenario of \$383M** in new resources made up of \$308M W1 contributions and \$65M carry-over, with the rest from CSP and bilateral sources.
- **Surge scenario of \$395M** sees W1 increase to \$319M.

Getting to surge scenario

Segment	Outcome	Funders	Engagements
Maintain	leadership contributions of a growing group of top donors	USA, BMGF, UK, WB, NL	
Deepen	group of critical champions to 20 donors	Germany, Denmark, France, Norway, Belgium, Canada, New Zealand, Sweden, UAE, Switzerland, China, India, ++	
Leverage	innovative financial instruments and work with MDBs and climate funds	World Bank, AfDB, IDB, IsBD, ADB, GCF, GEF, Adaptation Fund,	
Expand	base of sovereign and private investors	KSA, NNF, Italy, Spain, Mexico, Brazil, China	
Decentralize	grow the domestic resource base in CGIAR priority countries		

BMGF Breakthrough Goal: Scale agricultural and nutrition innovations to improve human health and enhance livelihoods in the face of the climate crisis

CGIAR RM: Secure additional CGIAR pledges (total \$1B) for campaign and secure increased focus on innovation and adaptation in discussions on the new climate finance target (NCQG) to be agreed at COP29. **VACS & TCC**

Priority: Canada, Germany, Norway, BEF
 Align: USA, EC, UAE
 Grow: Sweden, Australia, Japan, Korea, China, KSA

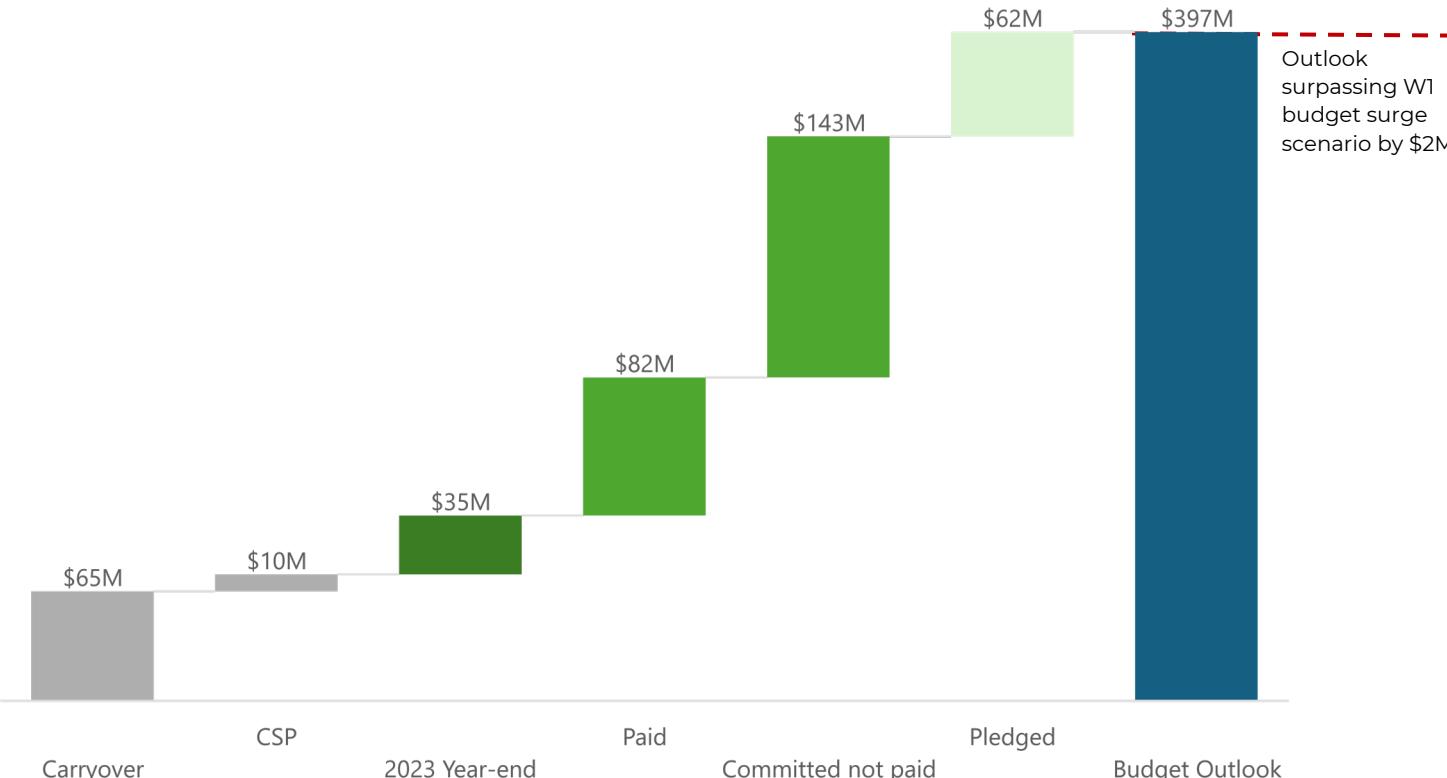
Pragmatic approach

1. Convert pledges to actual contributions (including COP28 announcements)
2. Leverage funders who are due to renew pledges (BMGF, WB)
3. Work on additional and year-end
4. Pursue growth opportunities (VACS, TCC, Novo Nordisk)

2024 funding and RM actions

- Put Ag Research & Innovation on the political agenda (in capitals, COPs, and other global platforms)
- Position “With Science We Can” campaign for CGIAR across all media channels and priority markets
- Support CGIAR Funders to meet and exceed designations, including year-end support for new Portfolio.
- Convert COP28 pledges to agreements and payments
- Pursue a stable of new donors to diversify CGIAR funding base
- Leverage announcement opportunities at COP29, and position donor renewals in context of a (re)plenishment campaign at COP30

2024 funding and RM outlook



Sources

- Budget scenarios as presented in the Revised CGIAR Window 1 Budget for 2024
- Funding outlook based on BO&F and IFRM data (4 June 2024)
- Carryover: exceptional \$65M from Initiatives and platforms and 'other' carryover.
- CSP (\$9.8M) is the estimated amount that we can collect from W3 and bilateral
- Year-end funding received in 2023 and allocated to 2024
- W3 and Bilateral numbers based on Center projected revenues, ICRISAT estimated

On track to meet the W1 surge scenario

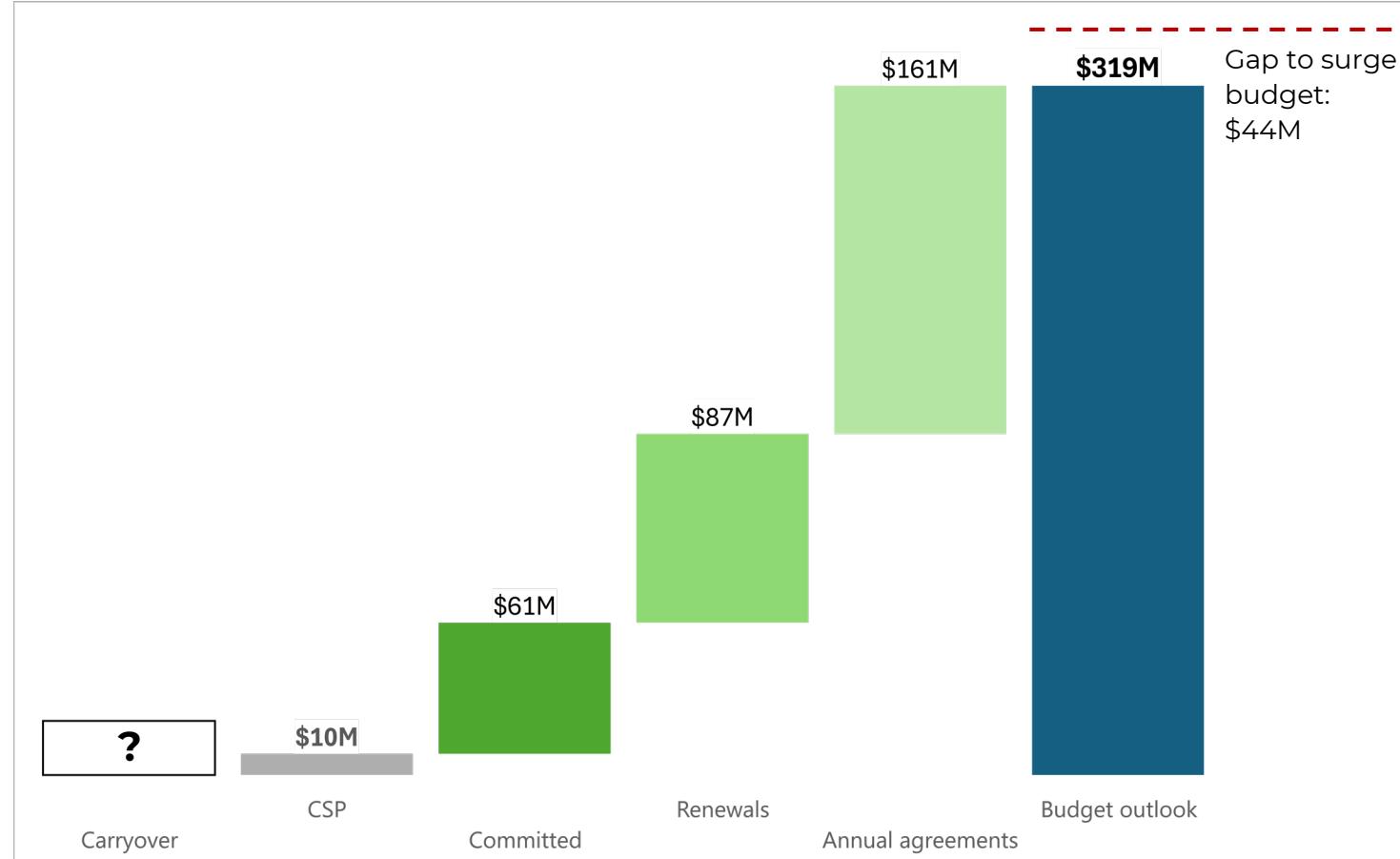
- W1 budget paper surge scenario of \$395M, including \$65M carryover, \$10M CSP and \$319M new W1 funding.
- 10% (\$35M) secured for 2024 through 2023 year-end
- Current outlook for new W1 funding: \$322M, 12% increase YoY and 100% of COP28 pledges for 2024
- At mid-year, the level of funding paid and committed is on par with previous, early pay-outs through multi-annual funders
- Additional pipeline of \$29M cultivated (not in chart)
- W3 revenue budgeted at \$283M, presenting poolable opportunities for 2025
- Bilateral revenue budgeted at \$409M

2024 \$1Bn+ outlook on track. Efforts turning to gearing up for 2025-30

2025 preparing for our new Portfolio

- Transition year to new Portfolio – under development
- Opportunity for greater Portfolio support – and broad relevance to attract new donor support
- Scenario 2025 assumes zero carryover
- Constraints and shifts in ODA priorities starting to reach CGIAR
- Even with continued growth – at current rates of 7% - targeted
- ... Budget outlook is lower
- Accelerating and transforming CGIAR's advocacy efforts towards replenishment model

2025 funding and RM outlook



Sources

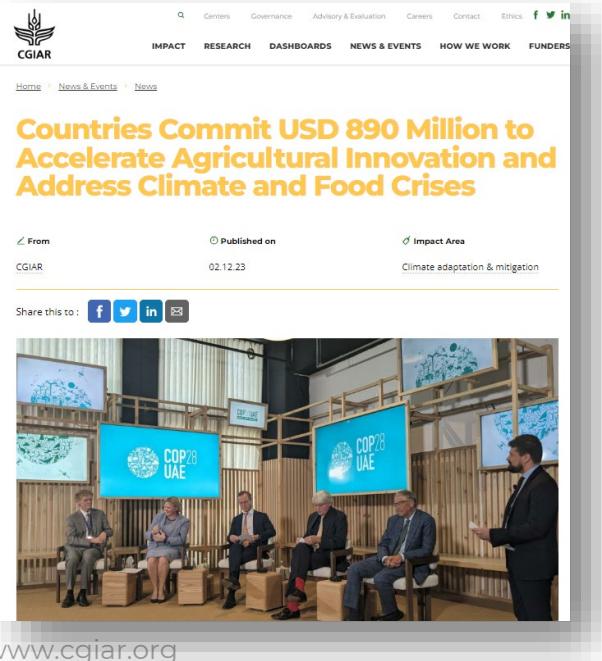
- Budget scenarios as presented in the Revised CGIAR Window 1 Budget for 2024
- Funding outlook based on BO&F and IFRM data (4 June 2024)
- CSP (\$11M) is the estimated amount that we can collect from W3 and bilateral

Additional commitments needed to fully fund Portfolio 2025-30

- 2024 a critical year to secure 2025 > funding
- COP28 pledges expected to materialize, but additional commitments needed
- Multiple large funder renewals present opportunity for leverage
- Target of \$350M pooled funding keeps on track for 7% YoY growth
- \$44M gap needs
 - Increase commitments, incl through year-end advances in 2024
 - Greater W2 Program funding
 - New donors engaged
 - Campaign and replenishment @ COP30

Building on Dubai momentum

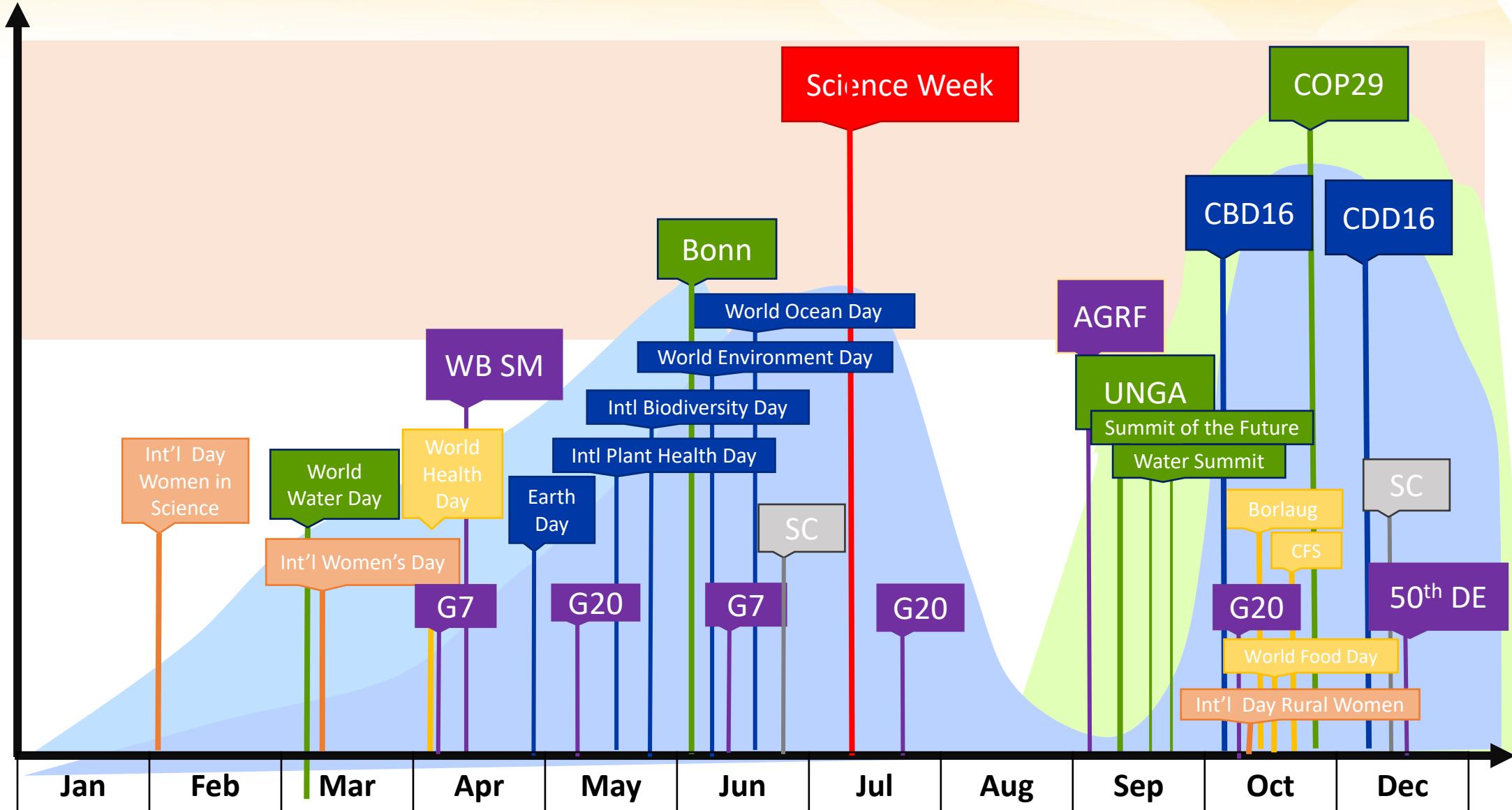
With science we can



The screenshot shows a news article from the CGIAR website. The headline is "Countries Commit USD 890 Million to Accelerate Agricultural Innovation and Address Climate and Food Crises". The article is from CGIAR, published on 02.12.23, and is categorized under Climate adaptation & mitigation. It includes social sharing icons for Facebook, Twitter, LinkedIn, and Email. Below the article is a photograph of a panel discussion at the COP28 UAE event, with several people seated on a stage. The URL "www.cgiar.org" is visible at the bottom of the screenshot.

- **A CGIAR wide campaign** activated public and political channels
- **With Science We Can** provided a framework to 'market' CGIAR science and innovation
- **Aligned communications and advocacy** to position CGIAR on the Climate agenda
- **Capitalize growing Funder interest** in CGIAR Research & Innovation Strategy
- **Campaign is established and contributes to underpin funder growth** and diversify channels of support

Mapping out and leveraging key moments



Building for long term

Taking a step back: global opportunities

“Follow the money” (...divided into many pots)

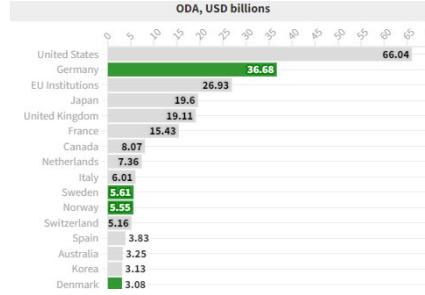


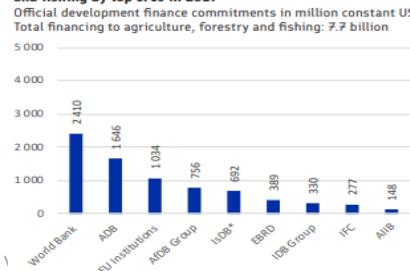
Table 3. Public and private sector spending on agricultural R&D (in billion 2011 PPP dollars and percentages of the total for specific years)

	Billion 2011 PPP dollars			Percentages		
	1990	2000	2014	1990	2000	2014
Public						
High-income countries	15.4	18.0	18.6	46	45	31
Low- and middle-income countries	10.5	12.9	25.2	31	33	42
Total	25.9	30.9	43.8	77	78	74
Private						
High-income countries	7.3	8.4	13.5	22	21	23
Low- and middle-income countries	0.3	0.5	2.0	1	1	3
Total	7.6	8.9	15.5	23	22	26
All investments	33.5	39.7	59.3	100	100	100

Source: Adapted from (G.J. Starts, personal communication, 2020) and N. Beentema, N., Nir Pratt, A. & Stads, G.J. 2020. ASTI global update 2020. Washington D.C.: International Food Policy Research Institute. www.ifpri.org/publications/global-update-2020

Note: Private sector spending does not include the food manufacturing industry

Figure 8 – IFI development financing in agriculture, forestry and fishing by top IFIs in 2019



ODA rose in 2023 to a new all-time high of **USD 223.7 billion**, up from USD 211 billion in 2022, with increased flows to Ukraine and directed more humanitarian/**conflict, peace and security**.

Public and private sector investment in agriculture R&D exceeds **USD 100 billion**. With **China, India and Brazil** together totaling USD 15 billion. The public sector represents two thirds of this investment.

In total, **IFIs** account for some **USD 150 billion** of annual financial flows towards developing countries alone. Total financing to agriculture, forestry and fishing: **USD 7.7 billion**

Alignment of global debates with CGIAR science, innovation, policy + renewed momentum



Opportunities

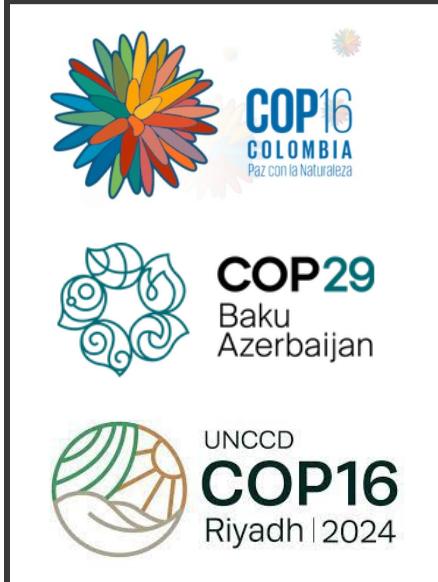
- Key global **debates coming together** – food security, nutrition, biodiversity and climate
- **Conflict**, peace & security, migration
- **One health** agenda
- **South-centric** capacity sharing approaches

New momentum in CGIAR

- Well received organizational refresh with new leadership
- **2025—30 Portfolio**: bring unified approach, clarity and strategic direction
- New **funding models** being developed – space to evolve

... Building on strong and quantified track record (but we need to tell the story)

Key global debates coming together: CGIAR can be a major contributor... (with relevant MPs!)



COP28 Agri-food systems took center stage

Anchored in the Emirates Declaration on Sustainable Agriculture, Resilient Food Systems, and Climate Action (signed by 159 countries as of today), agri-food systems were central from Day 1

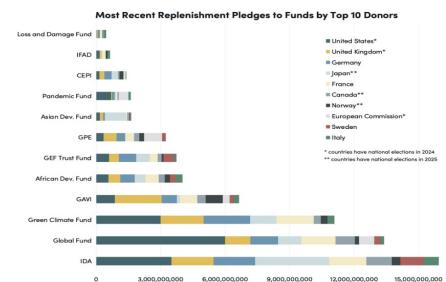
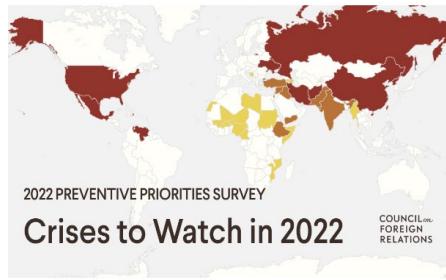
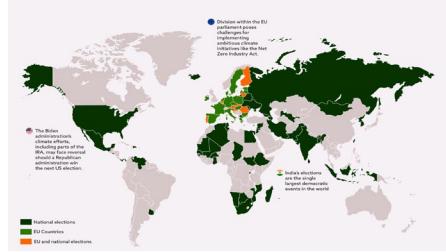
Leveraged for \$890m, high-level pledging moment

CGIAR actively contributes to COPs:

- Embedded in UK (COP26) Breakthrough Agenda
- Supporting Egypt (COP27) FAST Initiative
- Implementing UAE (COP28) pledge and Emirates Declaration through Technical Assistance
- Co-hosting COP16 in Cali with CIAT as key partner
- Assisting development of COP29 agenda through Presidents Strategic Advisory
- Developing opportunities for UNCCD and KSA

Taking a step back: global challenges

... a highly flammable context



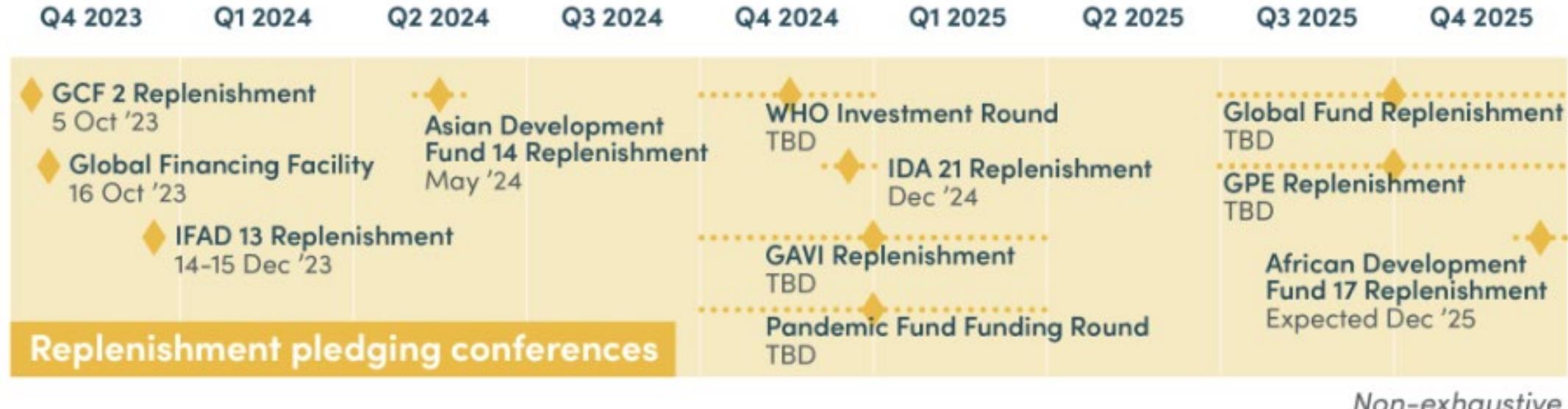
Political landscape shifting. 2024 will see 60 countries going to the polls. Priorities increasing for **domestic** issues such as migration, cost of living, housing, trade.... Risk: less space for global issues.

Instability, conflict and migration continue to shape debate. **Focus on peacebuilding and emergency**, rather than prevention and long-term research.

Multiple replenishment campaigns will tap funders in 2024-2025. Increased **competition** with close to a dozen funds aiming to raise \$100B (IDA, Gavi, WHO, Global Fund, AfDB,...).

Upcoming replenishments in 2024-2025

- Competitive landscape with many replenishment campaigns on the horizon.
- Development funds including IDA and the new Loss and Damage Fund could aim to **raise over \$100 billion over next 2 years**.
- The rise of specialized vertical thematic funds is a prominent feature of today's funding landscape – **"leaving my mark syndrome"**.



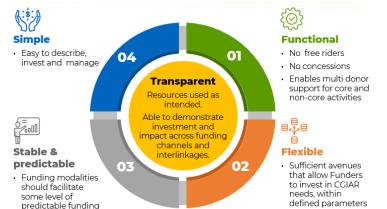
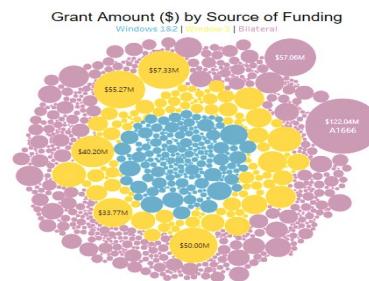
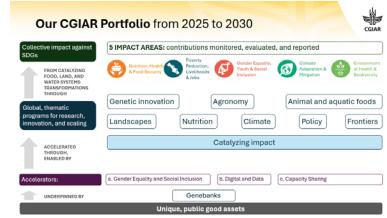
Upcoming elections: NIMBY politics?



- Many donor countries entering political campaigns which could limit attention to CGIAR.
- Possible impact on decision making becoming slow and outcomes unpredictable.

→ Need to engage political level, identify incoming teams and “pitch afresh”!

CGIAR still in transition...



CGIAR past approaches remain aspirational and not yet solidly anchored in needs, targets, impact and value for money / ROI. **New 2025—30 Portfolio** can connect the dots, but this is work in progress.

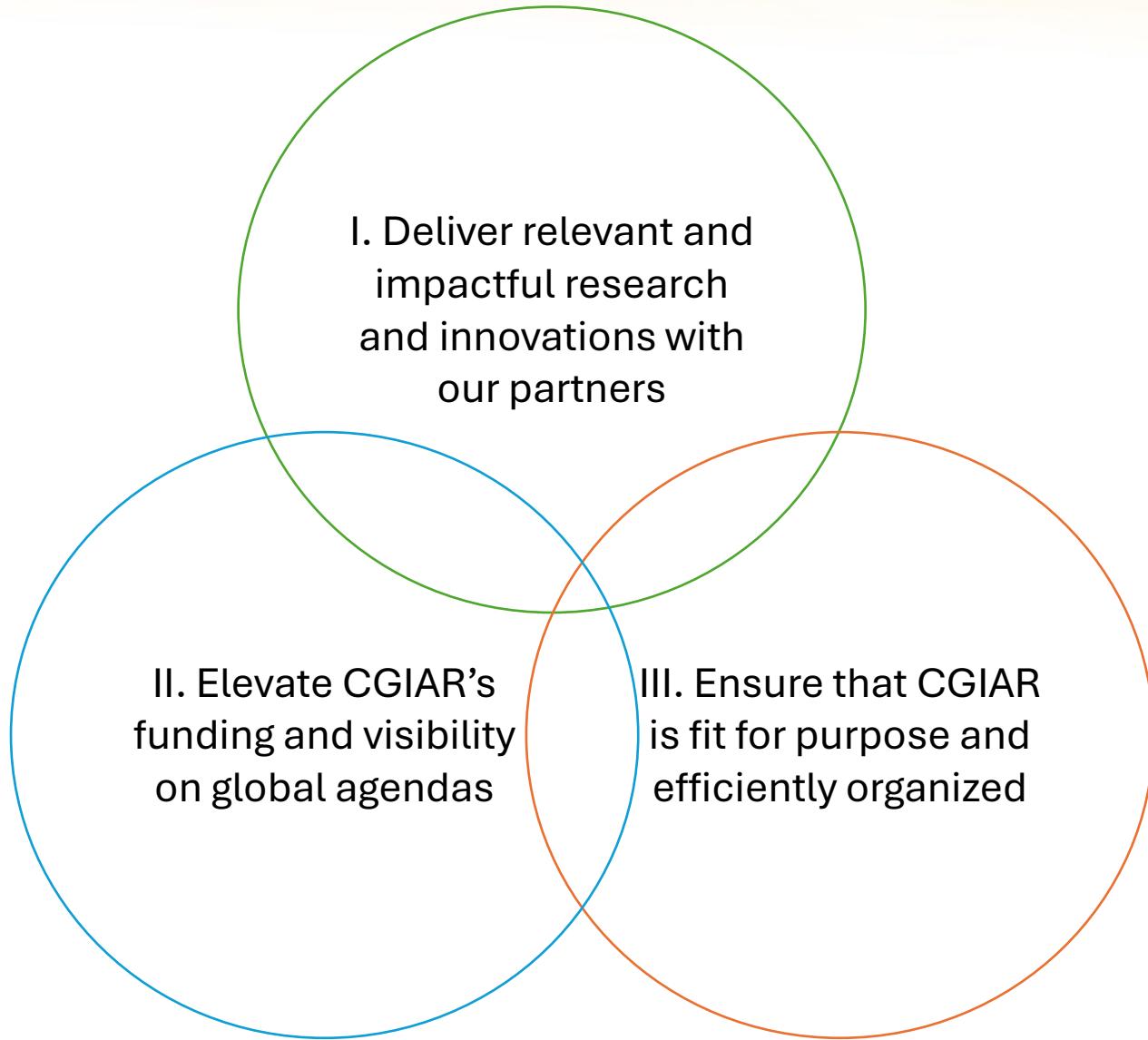
Complex funding model, high transaction costs, low predictability; competition vs collaboration. Hyper concentration of donors means increased vulnerability and risk.

Evolving business model, with UGR and ICI means donors asked to support work in progress rather than stable / proven. FMRG (Finance Model Reference Group) operating in evolving institutional context.

Global engagement still speaking to the converted. Efforts need to be made to expand into new channels where nexus issues are opportunities: peace and security, one health, water, ...

A fresh look at Resource Mobilization & External Engagement

Leadership Priorities for 2024



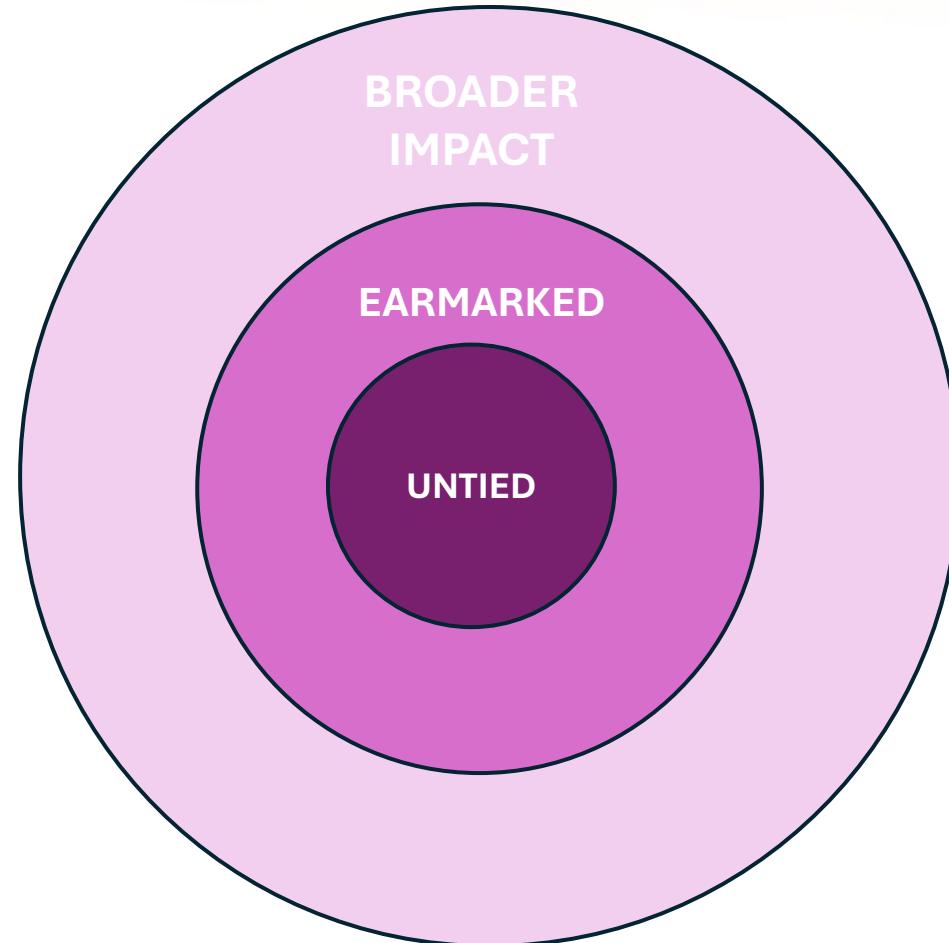
Capturing funding and impact through new lens



Accelerate and transform: Resource Mobilization will prioritize three areas to support CGIAR stability and growth:

1. **UNTIED:** securing long-term, flexible commitments allowing CGIAR and its Centers to innovate
2. **EARMARKED:** building blocks going into the unified programmatic vision brought by the 2025—30 Programs
3. **BROADER IMPACT:** whole-of-value-chain approach, capturing the impact of CGIAR's science and innovation

It's about growing these three circles – not about competition



Landing funding modalities discussion



FMRG #6: May 22

ALIGN & CO-OWN MODEL

Present and Pressure-test
Funding Modalities Framework

FM Framework v.1
shared with FMRG
for self-organised
consultation

FMRG #7: June 19

FEASIBILITY

Areas of outstanding
divergency addressed building
on FMRG constituency groups'
feedback & dialogue.

FM Framework v.2 &
drafted FMRG
recommendations for
Management and key
Governance bodies

FMRG #8: July 19

FRAMEWORK ENDORSEMENT

FMRG Recommendations
Indication of implementation
pathway for DELIVERY

Input:

- Funding Modalities Framework Proposal

Outcome: Alignment and co-ownership of the
Funding Modalities Framework

Key questions:

1. Does the overall framework address
current CGIAR Funding Modalities
challenges AND set us up for the future?
2. Is the framework agile enough to
accommodate P25?

Inputs:

- Feedback on Framework from FMRG different
constituency groups
- Legal and operational model implications of
framework

Outcome: Feedback harvested. Areas of divergence
addressed

Key questions:

1. Convergence: what are the core strengths of the
Funding Modalities Framework
2. Divergence: what are the priority (make-or-break)
areas that still need to be addressed?

Inputs:

- Funding Modalities Framework v.2
- Draft FMRG recommendations
- Draft implementation pathway

Outcome: FMRG co-owns both Funding Modalities
Framework and related recommendations.

Key questions:

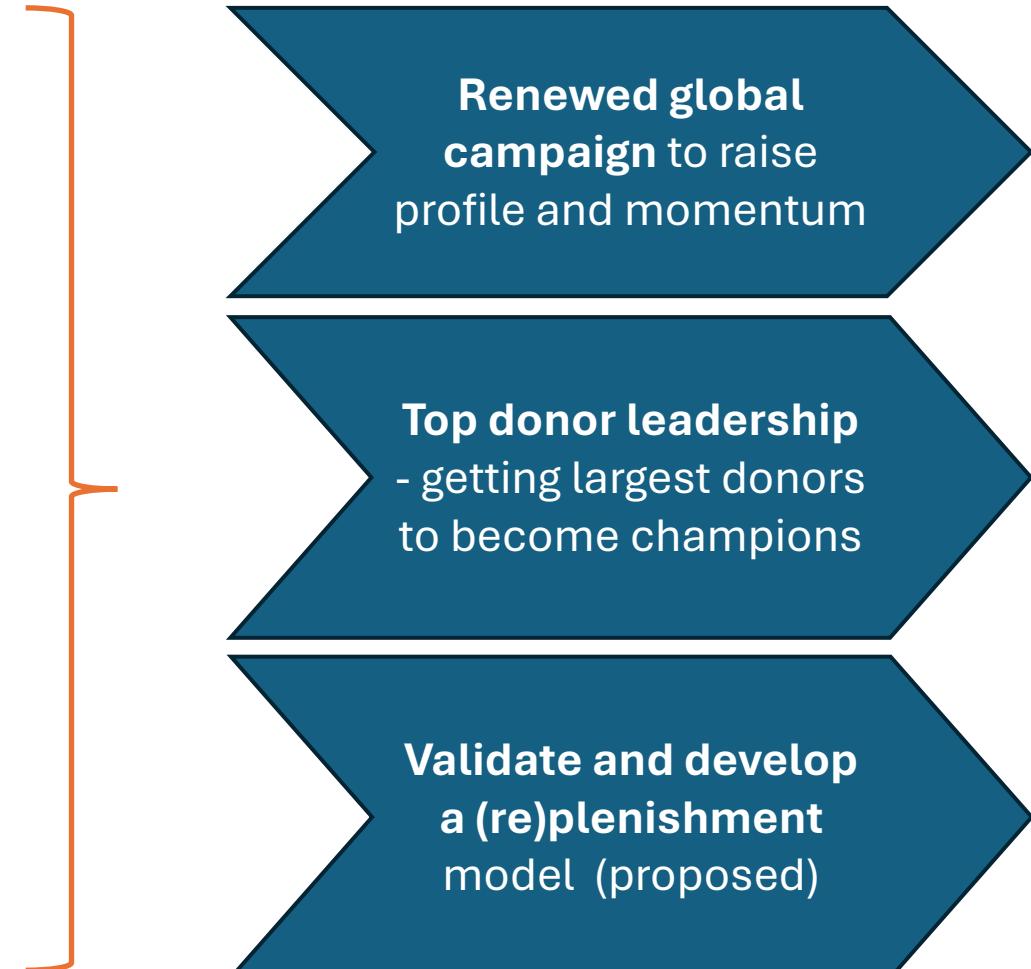
1. Recommendations: What needs adding,
improving and adjusting?
2. As co-owners of the FM Framework, how will
you ensure continued support from your
CGIAR constituency?

Resetting RM by market and growth opportunities areas



Funding strategy will focus on:

- (1) **Maintaining the leadership** and contributions of a growing group of top donors;
- (2) **deepening and broadening** the group of critical champions to 20 donors;
- (3) **leveraging our innovative financial instruments** and work with MDBs and climate funds to build up the base of long-term resources;
- (4) **expanding emerging markets and private investors**; and
- (5) **growing the domestic resource base** in priority countries.



Taking a fresh look at advocacy

Building through 2024: Taking a fresh look at advocacy, building champions and coalitions in support of RM objectives:



- **Positioning CGIAR as platform for key political initiatives: VACS, UAE TCC, etc.**
- Renewed approach to embedding CGIAR into international debates - moving beyond the converted
 - **Strategically driving and positioning CGIAR in political fora (G7, G20, BRICS, Davos)**
 - **Active in UN moments (three COPs, and UNGA)**
 - **Leveraging politically minded events on the global circuit** (Global Citizen, Paris Peace Forum, Nutrition 4 Growth Summit, Munich Security Conference, ...)
- **Building group of advocates & champions**

Moving towards (re)plenishment

Top donor leadership

- getting largest
donors to become
champions

Validate and develop
a (re)plenishment
model (proposed)



Countries Commit USD 890 Million to Accelerate Agricultural Innovation and Address Climate and Food Crises

From Published on Impact Area
CGIAR 02.12.23 Climate adaptation & mitigation

Share this to: [f](#) [t](#) [in](#) [b3](#)



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

From Published on
CGIAR 02.11.21

Share this to: [f](#) [t](#) [in](#) [b3](#)



CGIAR has tested a campaign and pledging model at COP26 (UK) and COP28 (UAE). Global climate events provided the platform to mobilize new commitments and political support.

Through this activity CGIAR teams:

- Established advocacy channels in key markets
- Worked with partnership networks to amplify messages
- Elevated CGIAR to Heads of State and Minister levels

CGIAR's new 2025—30 Portfolio and ICI provides an opportunity to transition to a replenishment model, demanding:

- Build credibility via a VFM-ROI investment case
- Establish the market teams and advocacy networks to implement
- Grow CGIAR donor champions for leverage and challenge pledges

**(Re)plenishment = Long term funding; predictable; broadened base
End 2025 for 5 years. SDG momentum**

Strengthening our toolbox

Recharge the campaign

- **New Investment Case that is truly a Business Case: ask needs to be bottom up not “aspirational”**
- Prepare to transition “With Science We Can” marketing campaign

Beyond FMRG... reload innovative and alternative finance: explore launch of international commission on innovative finance for food security

+

Strengthen synergies across Communications, Advocacy, and Resource Mobilization & Innovative Finance – under new **External Engagement pole**

Rethink the way we organize RM by market and return on investment

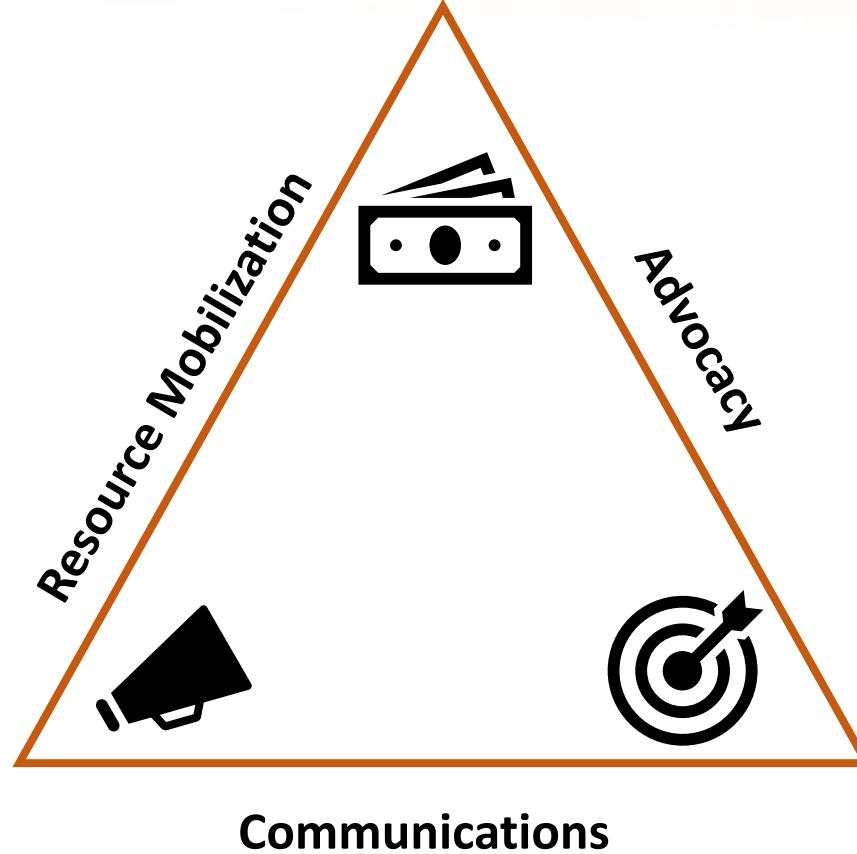
- Prioritize growth strategies by greatest ROI potential
- Recruit and steward all funders with long-term relationship objectives
- Strengthen CGIAR’s political relationships and awareness with funder govts at highest levels
- Leverage the power of public private partnerships

→ Build team of sharply skilled donor managers to drive strategy

Aligning approach across RM, communications, and advocacy



- Map links, interests, and financing capacity to maximize ROI
- Balance traditional funder growth with new market pipeline development
- Establish account managers for key markets

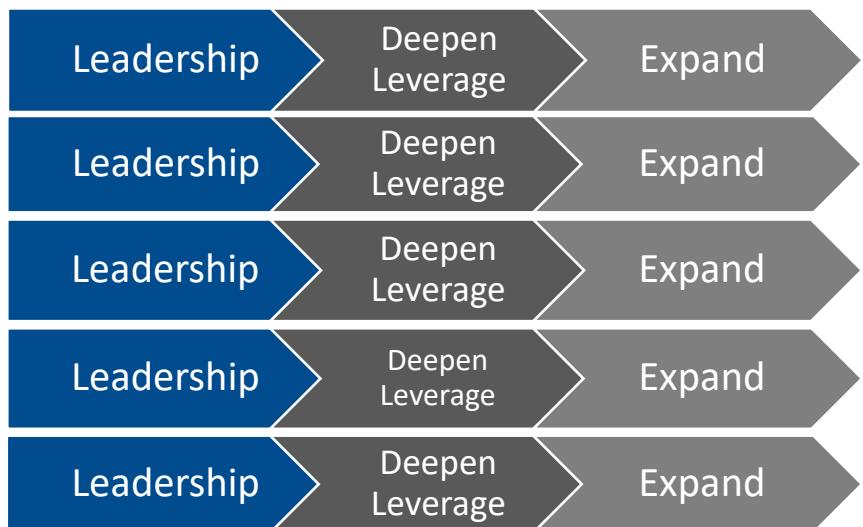


- Building an advocacy coalition of champions
- Embedding CGIAR into international debates – beyond converts
- Influencing issues and need for investment in target markets to help capital flow

Building and equipping the team

'classic' funding: protect, grow, diversify

Donor managers organized by portfolio of key existing and prospect markets



new frontiers: imagine & implement

Emerging markets, alternative and climate finance



Build Cross-cutting network of **eyes and ears, advocates & champions**.

Bringing it all together: 6 threads



- **Capturing funding and impact through new lens**
- **Landing funding modalities discussion**
- **Resetting RM by market and growth opportunities areas**
- **Strengthening our toolbox**
- **Aligning approach across RM, communications, and advocacy**
- **Building and equipping the team**

Bringing it all together: 2024 will be a pivotal year



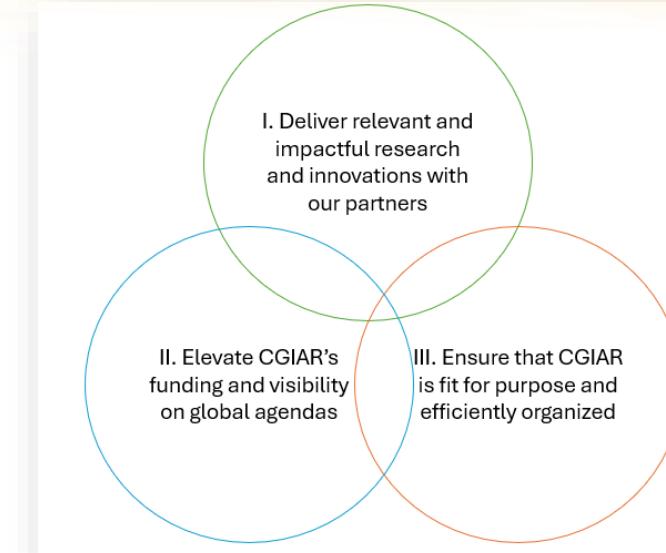
Internally

- FMRG (July)
- Bring together comms RM and advocacy under new external engagement pole (completed by Nov)
- Building the team, getting the skill set upgrade (ongoing)
- New RM strategy (June)
- New external engagement strategy (Nov)
- In parallel, 2025—30 Portfolio and ICI are coming together

Externally

- VACS, China, Brazil, ADB, IsDB, Novo Nordisk, Bezos, reloaded WB and BMGF, tour of SC funders - building blocks for the future
- MPs & transition to business case towards reloaded campaign
- Build champions and advocates (with BMGF, Global Citizen, ONE and others)
- Position in key / new forums (COPs, G7/G20, Global Citizen, Paris Peace Forum, ... Davos)
- Advance on commission on innovative finance for food security

... but it will take time...!



Reflections and guidance from the System Council – discussion questions



System Council and System Board (IPB) will be essential in our collective success

- Champion, and recruit champions
- Access to networks and key stakeholders
- Leverage across political channels
- Expand and diversify donor base
- Help hone the narrative

Does the thinking & direction of travel resonate with SC?