




CGIAR

Portfolio Practice Change (Type 3) Report 2024

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Disclaimers

The artificial intelligence (AI) software ChatGPT was used to support the editing of parts of this report, specifically to improve clarity, grammar, and style. ChatGPT was not used to generate the content of the report. All edits made with AI assistance were reviewed and validated by the authors to ensure accuracy, coherence, and alignment with the original intent.

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Section 1: Introduction

The **2024 CGIAR Portfolio Practice Change (Type 3) Report** is a key component of [CGIAR’s Technical Reporting Arrangement](#), providing insights into CGIAR’s progress in Performance Management and Project Coordination. This report is specifically focused on CGIAR’s Initiatives, Impact Platforms, and Science Group Projects (SGPs), which represent approximately 40 percent of CGIAR’s Portfolio by dollar value. It does not include Center-managed bilateral projects. As a key pillar of the Technical Report, the Type 3 Report highlights CGIAR’s ongoing efforts to enhance research delivery and portfolio management, offering an update on core activities and strategic shifts for 2024.¹

As 2024 marks the final year of this Portfolio and the 2022-24 business cycle, the **Type 3 Report** takes a dual approach to its analysis and reporting. Alongside highlighting key achievements, strategic shifts, and operational progress for 2024, the report also provides a cumulative overview of the 2022-24 business cycle, where relevant. This comprehensive perspective captures the evolution of CGIAR’s efforts over the three-year period, showcasing both the outcomes of 2024 and the broader trajectory of Portfolio practice change in terms of Performance Management and Project Coordination. By presenting both annual and multi-year insights, the report underscores the cumulative impact of CGIAR’s work and sets the stage for the transition to the 2025-30 Portfolio.

Content overview

The **Type 3 Report** covers:

- 1. Portfolio Performance Management and Project Coordination:** This includes updates on the activation of the [Performance and Results Management Framework](#) (PRMF) and improvements in Technical Reporting and planning practices. It provides details on the close-out of the 2022-24 Portfolio and insights into CGIAR’s approach to Technical Reporting in the 2025-30 Portfolio, setting the foundation for long-term strategic coherence.
- 2. Management Responses to Evaluations:** The report documents and provides an update on CGIAR’s implementation of Management Responses to independent Evaluations conducted between 2021 and 2024.
- 3. Innovation Portfolio Management:** Progress in managing CGIAR’s portfolio of innovations is detailed, showcasing progress in innovation portfolio management processes.

Role within the broader reporting framework

The Type 3 Report is a key component of the **2024 Technical Report**:

- Type 1 Initiative, Impact Platform, and Science Group Project (SGP) Reports:** These annual reports present progress toward end-of-Initiative/Impact Platform/SGP outcomes and provide quality-assured results accessible via the [CGIAR Results Dashboard](#).
- Portfolio Narrative:** Drawing on the Type 1 and Type 3 reports, as well as data from the CGIAR Results Dashboard, the Portfolio Narrative synthesizes insights to provide an overall view of Portfolio coherence. It highlights synergies, partnerships, country and regional engagement, and collective progress.
- Type 2 CGIAR Contributions to Impact in Agrifood Systems: evidence and learnings from 2022 to 2024:** This report offers a high-level summary of CGIAR’s contributions to its impact targets and Science Group outcomes, aligned with the Sustainable Development Goals (SDGs), for the three-year business cycle.

¹ Under the CGIAR Technical Reporting Arrangement for the next Portfolio (2025-30), relevant aspects of the Type 3 Report will be included in the annual Portfolio Narrative, and a separate Type 3 Report will no longer be produced.

Integration with other outputs

The **Portfolio Narrative** informs the **2024 CGIAR Annual Report** – a comprehensive summary of the organization’s collective achievements, impacts, and strategic outlook.

Elements of the Type 2 report were integrated into the [CGIAR Flagship Report](#) released in April 2025 during the [CGIAR Science Week](#). The Flagship Report synthesizes CGIAR research in an accessible format designed specifically to provide policy- and decisionmakers at national, regional, and global levels with the evidence they require to formulate, develop, and negotiate evidence-based policies and investments.

The diagram below illustrates these relationships, emphasizing the interconnectedness of the Type 3 Report with other reporting products.

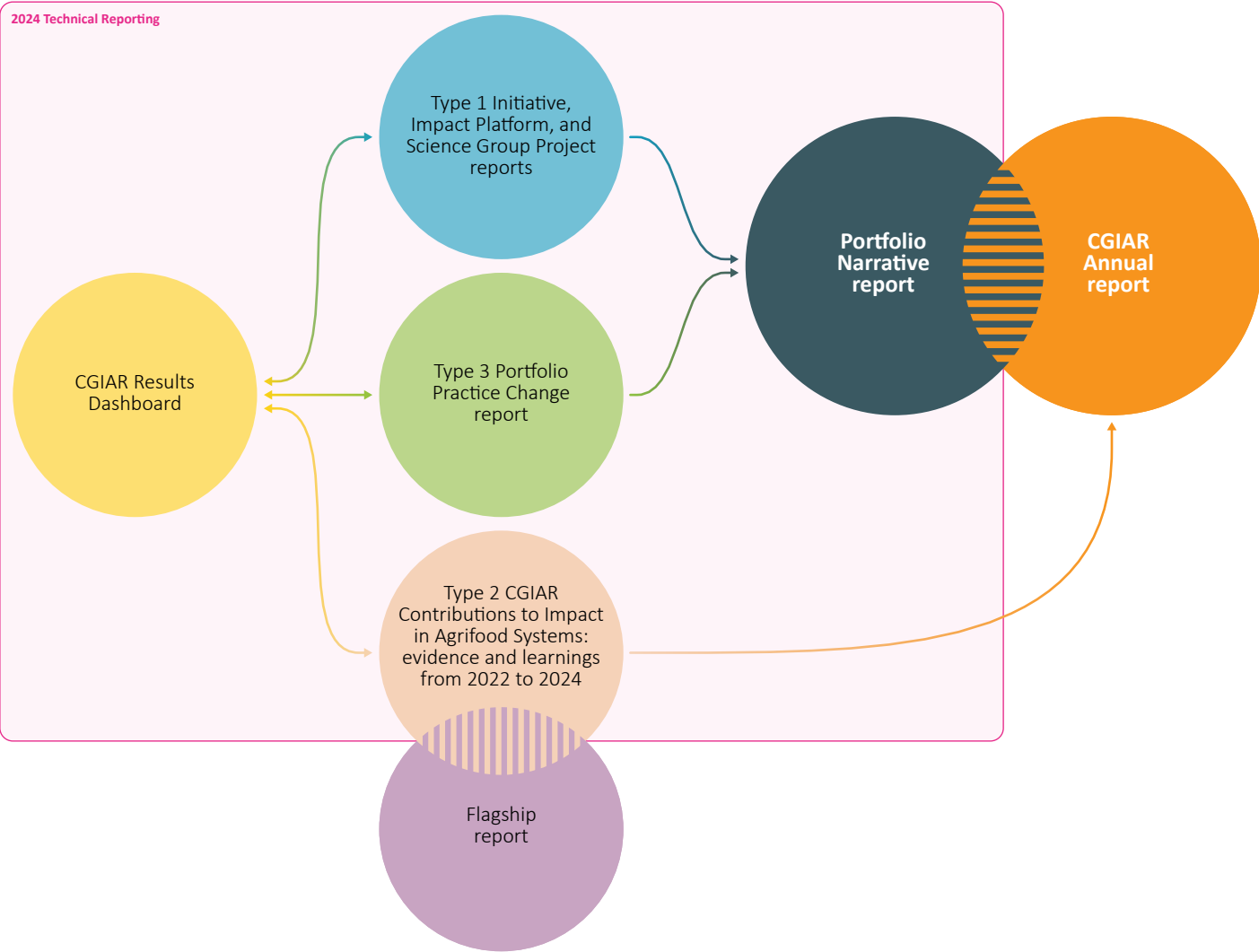


Figure 1. CGIAR’s 2024 Technical Reporting components and their integration with other CGIAR reporting products.



Testing fish food.
Credit: WorldFish

Section 2: Portfolio Performance and Project Coordination Progress

2.1. Technical Reporting Arrangement 2022-24

CGIAR Technical Reporting 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 Organization.²

The 2024 Technical Report includes the following Initiatives, Impact Platforms and SGPs³:

- All 32 Initiatives
- Five Impact Platforms
 - Gender Equality, Youth and Social Inclusion
 - Environmental Health and Biodiversity
 - Nutrition, Health and Food Security
 - Climate Adaptation and Mitigation
 - Poverty Reduction, Livelihoods and Jobs
- Six SGPs
 - Accelerated Varietal Improvement and Seed Delivery of Legumes and dryland Cereals in Africa (AVISA)
 - Roots Tubers and Banana (RTB) Breeding
 - Accelerating Genetic Gain and Varietal Replacement in Rice- Phase 2 (AGGRi 2)
 - Excellence in Breeding (EiB) II: Cross-Crop Support Services for Breeding Acceleration⁴
 - Accelerating Crop Improvement Through Genome Editing 2023-2025
 - Climate Adaptation Insight

For 2024, CGIAR will produce and deliver a total of 46 Technical Reporting outputs:

- **March 2025:** Results from 2024 published on the online [CGIAR Results Dashboard](#) (1).
- **May 2025:** Publication of 42 Type 1 (32 x Initiative reports; 5 x Impact Platform reports; 5 x SGP reports) Reports and a Type 3 Report (1).
- **End of June 2025:** Publication of the Portfolio Narrative (1).
- **End of June 2025:** Publication of the Type 2 Report: CGIAR Contributions to Impact in Agrifood Systems (2022-24) (1).

Each of these reports is released separately and will be available in PDF format.

2024 Technical Reporting covers USD 370 million (USD 322 million for Initiatives and Impact Platforms, and USD 49 million for W3 SGPs), representing nearly 40 percent of CGIAR’s total pooled and non-pooled funding for 2024.

2.1.1. Streamlining the process and adding value to stakeholders

In 2022 CGIAR launched a new 2022-24 [Technical Reporting Arrangement](#), co-developed with the System Council’s Strategic Impact Monitoring and Evaluation Committee (SIMEC). The 2022 rollout was regarded as a “first pancake” or trial phase, establishing minimum viable functionality and setting the foundation for annual improvements.

Key achievements of [2022 Technical Reporting](#) included the adoption of a common report template aligned with the Technical Reporting Arrangement for Initiatives and Impact Platforms; integration with CGIAR’s Results Framework; digital linking of results to theories of change (TOCs); and the introduction of quality assurance processes mediated by third parties. Additionally, a new interactive [CGIAR Results Dashboard](#) was launched, and the Performance and Results Management System (PRMS) – an online reporting system – was developed, alongside adaptive management processes and the rollout of Innovation Packages and Scaling Readiness plans.

Building on this, [2023 Technical Reporting](#) incorporated lessons from a 2022 Learning and Optimization process, documented in a [2022 Learning and Optimization report](#). [Key advancements](#) included transitioning to “Always on” reporting by opening the PRMS from September 2023, more than doubling the reporting window compared to 2022 and allowing greater flexibility for Initiatives, Impact Platforms, and SGPs. Quality assurance was optimized through four staggered batches across 2023 and 2024. Further enhancements included expanding per-result tagging to all five Impact Areas. A Risk Management Module was launched to support risk identification and reporting at the Initiative level. A large number of participants joined training sessions to support reporting, dashboard use, and onboarding, and the rapid uptake of adaptive management strengthened strategic agility, with positive feedback from across the Portfolio. The [Research Plans of Results and Budgets section](#) of the CGIAR website was updated to ensure easy open access to Initiative, SGP and Impact Platform Plans of Results and Budgets (PORBs).



The 2024 reporting cycle continued this trajectory, integrating insights from the 2023 Learning and Optimization process and [Action Plan](#) to further refine CGIAR’s Technical Reporting processes and products.

Key improvements in 2024 included:

- **Launching the PRMS Planning Module to support the replan process:** The launch of an online Planning Module synchronized TOC and Planning data in the PRMS, improving the efficiency and quality of planning workflows. Enhanced replan [guidelines](#) were provided to help Initiatives, Impact Platforms, and SGPs implement 2023 Reflect recommendations and align budget forecasts with updated budget envelopes. To support continuous learning and adaptive management, a user experience survey on the Planning Module was conducted to assess effectiveness and inform user-centered enhancements for the 2025-30 Portfolio.
- **Further simplifying reporting processes and tools:** A series of enhancements to PRMS functionalities were implemented to improve efficiency and usability. Improved filtering options, enhanced notification systems, and more clearly structured result PDFs now enable quicker access to relevant information. Innovation Packages and Scaling Readiness language and templates were simplified. Reporting was streamlined and modified to suit the final year of reporting for the Portfolio, with an **Outcome Indicator Module** co-developed with input from Initiatives, Impact Platforms and SGPs to provide them with the opportunity to assess their progress against targets for Work Package outcomes and end-of-Initiative outcomes; summative and yearly highlights were combined into a single report; and adaptive management processes removed.
- **Improving decision-making within the PRMS:** Broader engagement from PRMS testers across reporting entities and Senior Program Managers was integrated into PRMS feature development, ensuring that system updates were aligned with user needs and supported consistent decision-making.
- **Enhancing product clarity:** The Type 1 Annual Report template was reviewed to better accommodate end-of-Initiative outcome reporting for the final year of the Portfolio. Improvements to the Results Dashboard were made to enhance the accessibility of IPSR insights.
- **Strengthening quality assurance:** Examples include updated and enhanced QA guidance, and updated guidance on Impact Area tagging. An AI tool was prototyped and tested on a series of data fields, with the intent to leverage lessons learned and develop an enhanced AI tool that can be applied to a broader set of reported data and integrated into the PRMS, supporting both the reporting and QA phases.
- **Developing the Semantic Natural Language Processing Aggregator Platform (SNAP):** SNAP is an AI-powered tool enhancing access to and analysis of CGIAR’s reported outputs, outcomes, and impacts. It improves access to Portfolio information and results evidence through semantic searches, thematic clustering, and automated summaries, complementing the CGIAR Results Dashboard. SNAP-supported narratives were integrated into the CGIAR 2024 Portfolio Narrative, and ongoing refinements will further enhance its role in Portfolio reporting.
- **Further integrating SGPs and Impact Platforms:** Between 2022 and 2024, CGIAR progressively aligned these entities with its Technical Reporting processes and common systems to enhance consistency and coherence. In 2023, three Impact Platforms – [Nutrition, Health and Food Security](#); [Climate Adaptation and Mitigation](#); and [Environmental Health and Biodiversity](#) – were onboarded alongside the [Gender Equality, Youth and Social Inclusion](#) Impact Platform (which reported in 2022), each receiving tailored support such as TOC and results framework development. The SGP pilot launched in 2023 further expanded CGIAR’s reporting ecosystem by integrating Center-specific Window 3 awards, with **two SGPs** submitting first-year results using the PRMS Reporting Tool and Type 1 Report template. In 2024, integration expanded to include the [Poverty Reduction, Livelihoods and Jobs Impact Platform](#) and **four** additional SGPs, further broadening the reporting ecosystem.
- **Enhancing risk management through the PRMS Risk Module:** The Risk Management Module, launched in 2023 to support Initiative management and reporting of risks, was further enhanced in 2024, allowing Initiatives to capture transition-focused risks. It enabled Initiatives to review, update, or close risks, contributing to the design of the 2025-30 Portfolio. The updated Risk Management Module will be used by Programs and Accelerators from 2025 onward.

2. As per the [Charter of the CGIAR System Organization](#), Article 8.2, and CGIAR’s [Technical Reporting Arrangement 2022-2024](#).
3. Science Group Projects (SGPs) are 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 role and responsibility of Centers for project delivery, compliance and fiduciary oversight.
4. EiB II will report through two Genetic Innovation Initiatives: Accelerated Breeding and Breeding Resources. For each Initiative report, they will provide a concise, high-level summary (approximately one page) outlining the contributions of the Gates Foundation-funded work toward the outcomes described in the technical reports.

2.2. Close-out of the 2022-24 Portfolio

As the 2022-24 Portfolio closed, [close-out guidelines](#) were designed to ensure a smooth transition to the new Portfolio, building on past achievements while maintaining continuity in science and innovation delivery. The close-out process focused on the timely preparation and submission of 2024 technical and financial reports, ensuring all CGIAR teams and partners met Portfolio deliverables, and facilitating effective engagement and continuous communication with stakeholders. Proactive mitigation measures were identified to manage risks associated with the transition to the new research Portfolio. Focus was placed on sustaining partnerships beyond the conclusion of the 2022-24 Portfolio to ensure ongoing collaboration. The guidelines included a section on SGPs to ensure alignment. This structured approach ensures that the achievements and collaborations of the 2022-24 cycle are seamlessly integrated into the new Portfolio.

2.3. Transitioning to the 2025-30 Portfolio

Support was provided to the CGIAR Portfolio Transition Team, which included the development of [Inception Guidelines](#) that outlined the principles and processes to assist Transition Teams in planning and achieving inception deliverables for the [2025-30 CGIAR Portfolio](#).

In 2024 work began on developing a new Technical Reporting Arrangement for 2025-30 (TRA 25-30) to define the Technical Reporting requirements for the next CGIAR Portfolio. A cross-CGIAR working group – comprising Center experts and System functions – led its development. The TRA 25-30 will promote progressive alignment between reporting requirements for pooled and non-pooled funding components, and sets expectations for transparency, performance tracking, and accountability across CGIAR and with funders. It will also operationalize the PRMF, inform decision-making, and provide direction for Portfolio-level monitoring, evaluation, learning and impact assessment (MELIA) and the design of the next version of the PRMS. The TRA 25-30 is expected to be endorsed in the first half of 2025.



Section 3: Implementation Status: Management Responses to CGIAR Evaluations

A Management Response is a formal mechanism through which Evaluation Recommendations are addressed by management. These responses are designed to ensure that Evaluations inform decision-making, enhance organizational effectiveness, promote learning, and strengthen accountability. They include time-bound commitments from management to implement Evaluation Recommendations and are systematically followed up as outlined in the CGIAR Evaluation Policy, which identifies follow-up as a critical component of the evaluative process.⁵

Since the launch of formal tracking in CGIAR’s **2022 Technical Report**, the systematic monitoring and reporting of Management Response Actions has continued to evolve. This **2024 report** provides information on (9) Evaluations and one (1) Evaluability Assessment (EA) completed during **2021-24** – all of which are available on the updated [Evaluation and Management Response Actions Tracker](#). These Evaluations generated a total of 319 **Recommendations and sub-Recommendations**, underscoring the organization’s commitment to learning and continuous improvement.

Evaluation title	Date completed	Date of Management Response	No. of Recs. and sub-Recs	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 Learning• Management Response
Evaluation of CGIAR Platform for Big Data in Agriculture	December 2021	February 2022	43	36	2030	<ul style="list-style-type: none">• Evaluation Report• Management Response
Evaluation of CGIAR Excellence in Breeding Platform	April 2022	May 2022	47	35	2024	<ul style="list-style-type: none">• Evaluation Report• Management Response
Study of the PRMS Project Management Approaches and Fit-for-Purpose Information Products	December 2022	December 2022	36	19	2024	<ul style="list-style-type: none">• Advisory Report
GENDER (Generating Evidence and New Directions for Equitable Results) Platform Evaluation	December 2023	January 2024	22	21	2024	<ul style="list-style-type: none">• Evaluation Report• Management Response
CGIAR Genebank Platform Evaluation	March 2024	March 2024	32	26	2027	<ul style="list-style-type: none">• Evaluation Report• Management Response
Evaluability Assessment Review of Four Regional Integrated Initiatives	June 2024	June 2024	9	8	2026	<ul style="list-style-type: none">• Evaluation Report• Management Response
Genetic Innovation Science Group Evaluation	August 2024	September 2024	42	28*	2030	<ul style="list-style-type: none">• Evaluation Report• Management Response
Resilient Agrifood Systems Science Group Evaluation	August 2024	September 2024	26	22*	2027	<ul style="list-style-type: none">• Evaluation Report• Management Response
Systems Transformation Science Group Evaluation	August 2024	September 2024	21	12*	TBC	<ul style="list-style-type: none">• Evaluation Report• Management Response
Total ▶			319	248		

Table 1. Evaluation details and associated Management Responses and Actions
*The number of Management Response Actions for the Science Group Evaluations will likely change after Q2, 2025.

5. For more information see the [CGIAR Evaluation Policy](#), the [CGIAR Evaluation Guidelines](#), and the [Process Note on Developing, Tracking and Reporting on Management Responses to Evaluations](#).



The three (3) Science Group Evaluations completed in late 2024 are also included in Table 1. From the Recommendations, 70 percent (n=63) were partially accepted, 22 percent (n=20) fully accepted, 6 percent (n=5) “deferred” (a new category of response) and none have been “not accepted”.

Management Response	GI	ST	RAFS	Total
Partially accepted	29	16	18	63
Fully accepted	13	0	8	20
Not accepted	0	0	0	0
Deferred	0	5	0	5
Total	42	21	26	89

As per the October 2024 Integrated Partnership Board (IPB) meeting, Management will revisit the partially accepted and deferred responses by end Q2 2025.

As of April 2025, the 319 Recommendations and sub-Recommendations have 248 Management Response Actions with the following status breakdown:

Status	Completed	On track	Delayed	Not started	Cancelled	Total
Number of Actions	82	41	70	47	8	248

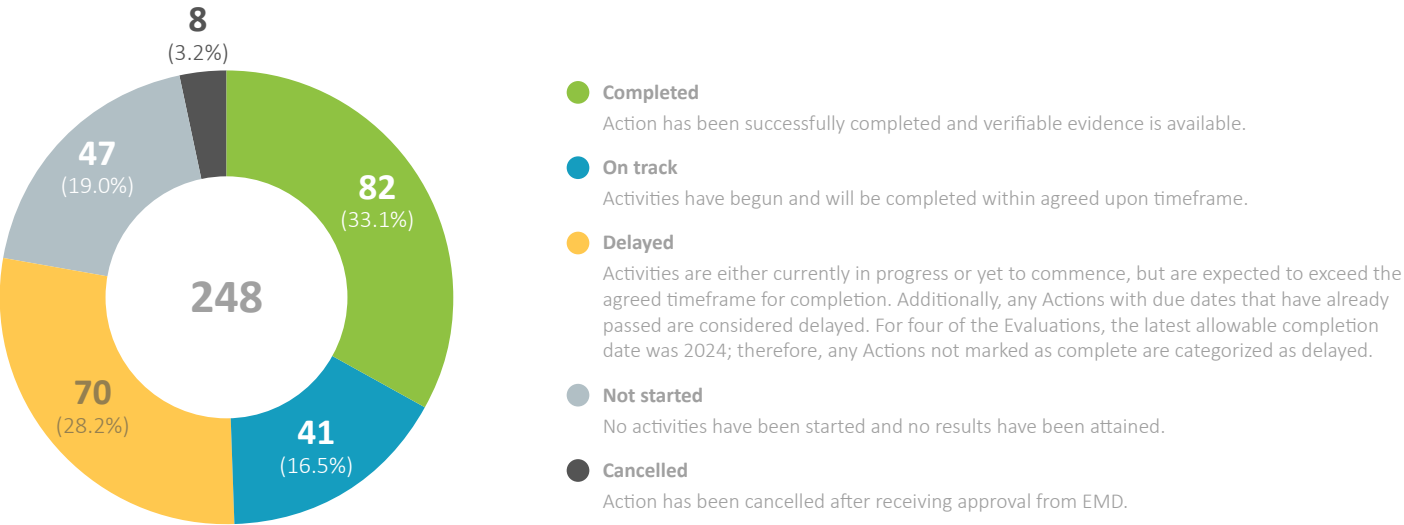


Figure 2. Status of Management Response Actions.

In 2024, planning commenced to undertake a comprehensive review in 2025 of all Evaluation Recommendations and sub-Recommendations and Management Response Actions. This review will include closing out Evaluations, where appropriate. The goal is to enable CGIAR to prioritize its efforts across a large volume of Recommendations and ensure that Management Response Actions remain relevant, feasible, and impactful. This review will support CGIAR in identifying and acting on high-impact Recommendations, particularly as it transitions to a new operational structure in 2025.

Box 1. Examples of how independent Evaluations drive improvement across CGIAR

Responses to independent Evaluations of the CGIAR GENDER Impact Platform and the Initiative on Genebanks highlight how these assessments contribute to the continual improvement of CGIAR’s work.

In one case, the Evaluation (M&E) of the GENDER Impact Platform recommended that it employ a monitoring and evaluation professional to support the Platform in developing a strong M&E culture. The Platform responded swiftly, hiring two M&E professionals and a consultant to advance both its impact assessment and broader M&E efforts.

These specialists not only monitored the progress of the work of the Platform but also helped CGIAR’s Science Groups, the Portfolio Performance Unit (PPU) and the Portfolio Coordination Unit (PCU) to develop and implement indicators for gender outputs, outcomes, and impacts for use across CGIAR’s Portfolio. The Platform went even further to work with international development organizations to refine indicators to encompass key domains of gender equality in agriculture — such as decision-making power, access to resources, leadership, and control over income.

“By harmonizing indicators across projects and regions, we’ve helped create a ‘common language’ for measuring gender gaps and changes”, says Nicoline de Haan, director of the GENDER Impact Platform. “And because our new metrics aim to go beyond superficial ‘headcounts’, CGIAR is now working to start tracking changes in more intangible but critical factors such as power relations, social norms, and voice.”

The CGIAR Research Initiative on Genebanks fully accepted and acted on all its Evaluation Recommendations. For example, at the end of 2021, leadership of CGIAR’s genebank work transitioned from the Global Crop Diversity Trust — an international NGO that had previously led the CGIAR Genebank Platform — back to CGIAR with the launch of the new Genebank Initiative. The Evaluation recommended closer coordination between the genebank teams of CGIAR and the Crop Trust to better align efforts toward their many shared goals.

This Recommendation was particularly welcomed by the CIP Interim Director of CGIAR’s Genebank Initiative, Vania Azevedo, who, in addition to holding monthly meetings with the Crop Trust program director on joint strategies and plans, is working with the Trust to achieve better visibility of genebanks globally, with a focus on the common goals of increasing funding for genebanks and supporting the development of non-CGIAR genebanks. “Our close work with the Crop Trust is constantly increasing”, Azevedo says. “This Recommendation by the external review team spurred actions — such as instituting a joint advisory group to govern the (highly complex) global genebank database and enhancing the capacity of national genebank managers — that have been very helpful in rebuilding our productive collaboration with the Crop Trust.”

3.1. Key developments in 2024 for tracking Evaluation Recommendations and Management Response Actions

In 2024, a dual categorization system was introduced to organize and analyze Recommendations and Management Response Actions more effectively.

- The first categorization approach is content based, structured around the nature, themes, and topics of Recommendations and Management Response Actions. This system provides detailed insights into recurring issues and objectives, enabling targeted analysis and strategic alignment.
- The second approach adopts the [MOPAN 3.1 methodology](#), an internationally recognized framework for assessing organizational effectiveness. By aligning with MOPAN, CGIAR has added an external, top-down perspective to complement its internal categorization, ensuring its tracking mechanisms align with global standards, enabling stakeholders to analyze trends across Recommendations and Actions in new ways. MOPAN’s comprehensive focus on effectiveness and alignment with international agendas such as the 2030 Sustainable Development Goals makes it particularly relevant to CGIAR’s multilateral context.

As of April 2025, the [Evaluation and Management Response Actions Tracker](#) shows that among the different primary categories, *Coordination and strategy development* across CGIAR has the highest number of Actions, while *Capacity building and strengthening* has the fewest. *Monitoring, evaluation, learning, and impact assessment (MELIA/MEL)* stands out with the highest proportion of Actions marked as on track. In contrast, categories such as *Gender and inclusivity*, *Funding, financial planning and resource allocation*, and *Partnerships and stakeholder engagement* show relatively higher proportions of delayed Actions.

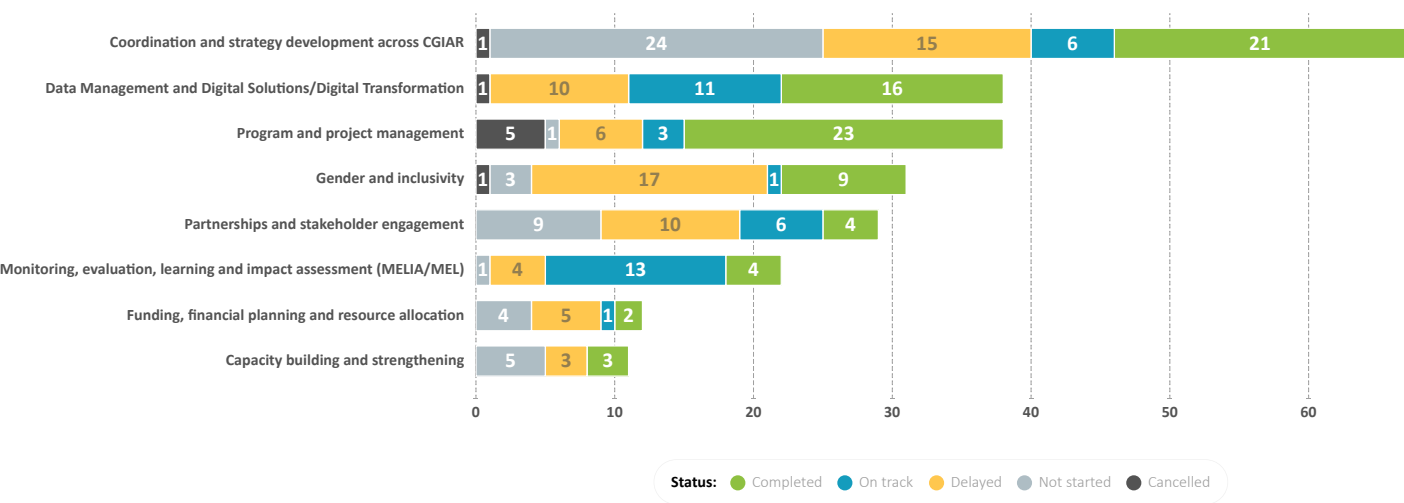


Figure 3. Management Response Actions and status by primary category.

Within the [MOPAN 3.1 categories](#), *Operational management* and *Strategic management* account for the highest number of Actions, while the *Results* category has the fewest. *Performance management* has the highest proportion of Actions marked as on track, followed by *Relationship management*. In terms of completion, *Operational management* has the highest proportion of completed Actions, while *Strategic management* and *Relationship management* also show substantial completion rates. However, *Strategic management* also has the highest proportion of delayed Actions among the major categories (although *Results* shows a high proportion of Actions marked as delayed, this is based on a very small sample of just five Actions).

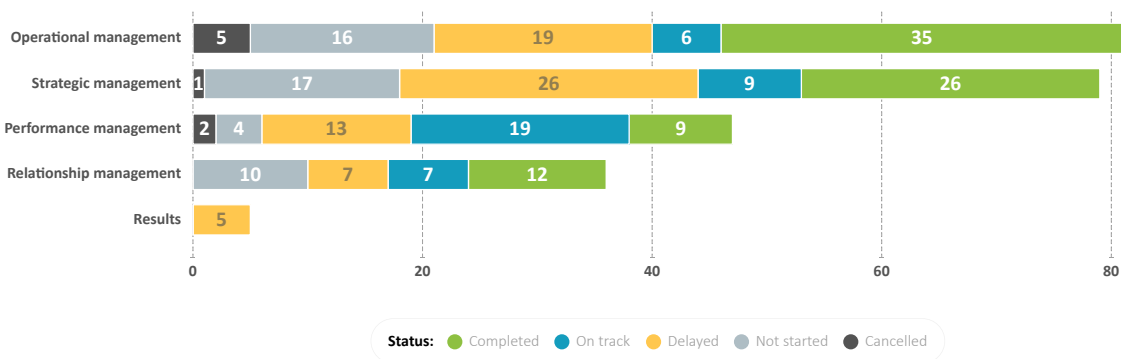


Figure 4. Management Response Actions and status by MOPAN category.

Section 4: Innovation Portfolio Management

CGIAR and its partners operate in a dynamic environment. CGIAR scientists and research managers must continually prioritize the most impactful use of scarce resources, focusing on investments in science, innovation, and scaling that are most likely to benefit farmers and other clients. **Not all great ideas will “change the game,”** so we need to know which solutions work, respond to real demand, and the bottlenecks that may inhibit their widespread use and impact.

Innovation portfolio management responds to two success factors for CGIAR’s mission:

4. Provide intelligence on CGIAR’s progress on innovation development and scaling for impact.
5. Grow organizational impact culture for better innovation and scaling performance.

4.1. From a messy pile of LEGO to best-of-class in the sector

Despite its importance, systematic innovation portfolio management [remains rare](#) in the public sector. An [independent study](#) showed that CGIAR is “best of the public sector class” when it comes to managing its innovation portfolio – and this is recognized by other organizations as well as by funders.

“CGIAR’s efforts to mainstream scaling put it at the cutting edge ...” compared to other research and innovation organizations, and development organizations generally (Global Scaling Community of Practice).



Figure 5: A pile of LEGO pieces that represents CGIAR’s innovation portfolio management pre-2022.

What was once a fragmented system is now becoming more structured and strategic. Until 2022, there was no efficient way to manage “CGIAR’s innovation portfolio”. Innovation data was scattered, not up-to-date and lacked evidence. Furthermore, there was no operational framework to track or support scaling for impact. It led to organizational risks and inefficiencies as leadership, partners and funders could not easily access CGIAR innovations.

This changed under the CGIAR 2030 Research and Innovation Strategy that embraced a more systematic and evidence-based innovation management based on principles of the [Scaling Readiness approach](#). Currently, information on more than 1,325 innovations under development or use are now easily accessible on the [CGIAR Results Dashboard](#), which is widely used by partners and funders.

The World Bank Group, FAO, Gates Foundation, GIZ, ENABEL, and the African Development Bank are among organizations that have embraced (elements of) the CGIAR innovation management approach.

CGIAR is actively sharing its [innovation portfolio management journey](#) with other organizations. The Gates Foundation partnered with CGIAR to [co-develop a protocol for scaling strategies](#) aimed at high-impact innovations. Internally, CGIAR Centers such as the Alliance of Bioversity and CIAT (ABC) and the International Livestock Research Institute (ILRI) and CGIAR projects such as the Accelerate for Impact Platform (A4IP), Technologies for African Agricultural Transformation (TAAT) and HarvestPlus Solutions have adopted elements of innovation portfolio management.

4.2. Better intelligence for innovation and scaling progress

Two key performance indicators (KPIs) for CGIAR are progress in (1) Innovation Development (Research); and (2) Innovation Use (Scaling). Since 2022, CGIAR has tracked progress against these innovation and scaling KPIs in a structured and evidence-based way. NASA’s Technology Readiness Level (TRL) approach was adapted by a team of CGIAR and Wageningen University innovation and scaling experts and built into CGIAR’s PRMF. This is also known as the Innovation Packages and Scaling Readiness (IPSR) approach.

CGIAR can now showcase how the innovation readiness and scaling readiness of its Portfolio has increased over the years, which provides essential information for showing return on investment to funders; and informs prioritization as part of stage-gating and learning about how to increase innovation and scaling efficiencies.

4.2.1. Innovation progress and learning

The prime metric for tracking innovation progress is *innovation readiness*, which is measured along a 0-9 scale that assesses the maturity of an innovation. The lowest level relates to innovations at the “idea” level. The highest level refers to innovations that are “proven to work” under real-world conditions, which forms an essential starting point for scaling. Moving innovations from idea to real-world solutions is at the heart of what CGIAR does and is known for.

The average readiness of CGIAR and partner innovations increased from 4.9 in 2022, to 5.3 in 2023, and to 6 in 2024. The number of innovations that Initiatives reported increased from 477 in 2022, to 872 in 2023, and to 1,000 in 2024. Innovations included technologies, policy instruments, business models, digital tools, genetic innovation and crop and animal management practices, among others. In 2022, the division of innovations across lower and higher readiness levels was quite balanced, at 49 percent and 51 percent respectively (n=477). In 2024, innovations at the lower levels of readiness represented 28 percent of the Portfolio, whilst higher readiness innovations represented 72 percent of the Portfolio (n=1000).

Data from 2022-24 show that CGIAR’s innovation portfolio became more ready for scaling, whilst keeping a “healthy” diversity in terms of readiness, innovation type, and innovation risk profiles.

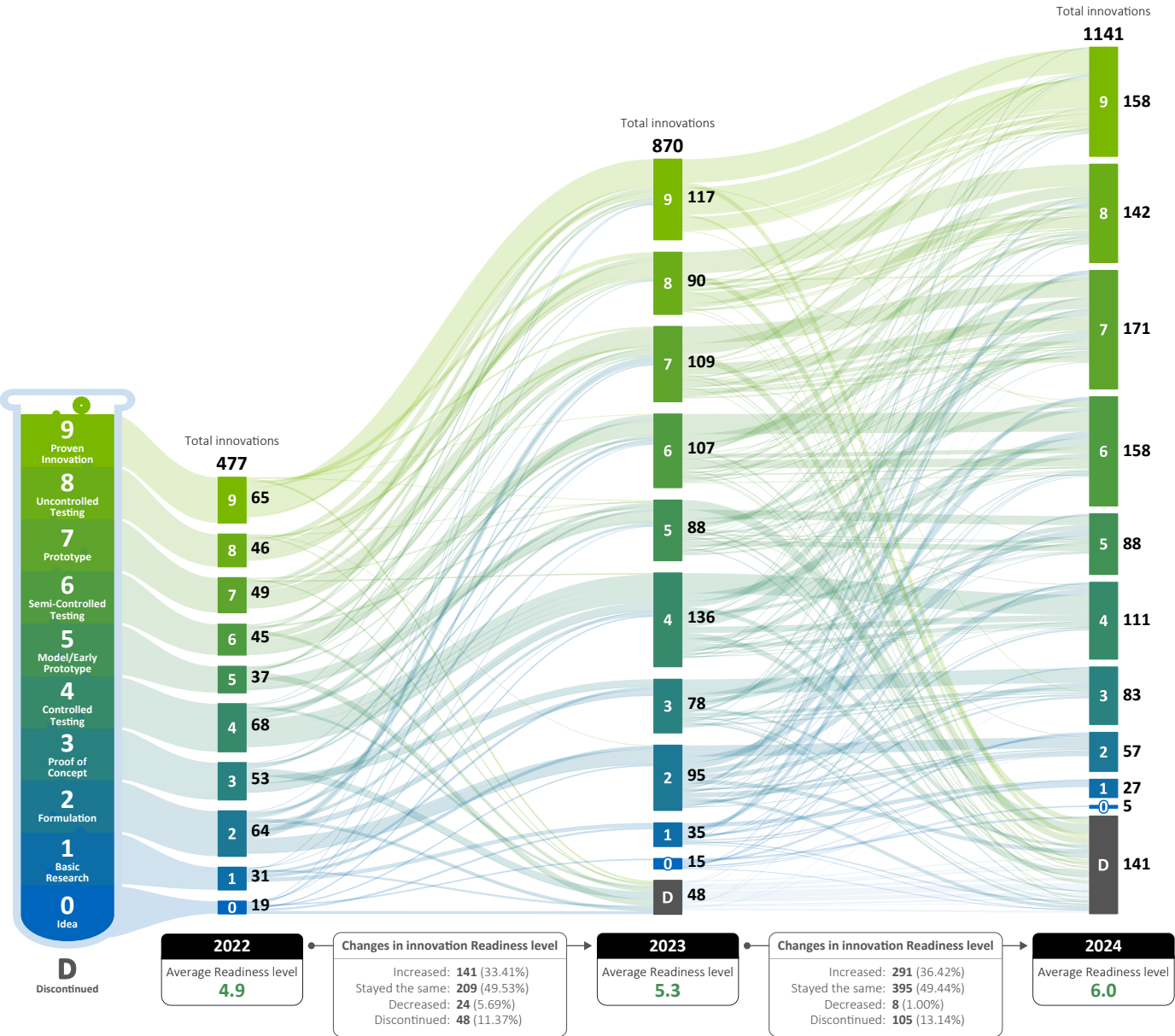


Figure 6. Evolution of CGIAR and partner innovation portfolio size and readiness between 2022 and 2024.

For the first time, CGIAR has systematically tracked and analyzed innovation discontinuation trends – we know how many innovations have been discontinued, at what point in the innovation development process, and for what reason. Of the 141 innovations for which development was discontinued in 2024, 16 percent was stopped before or during the controlled testing stage because the results were disappointing. Limited resource availability was the cause of another 16 percent of innovation discontinuation and in this case, innovations at higher readiness levels were discontinued. Other reasons were related to changes in innovation team composition, lack of demand, or absence of bilateral co-investment.

In a rapidly changing international development landscape, innovation portfolio management enables organizations to prioritize scarce resources whilst ensuring portfolio alignment with the vision and strategy in the short and long term.

4.2.2. Scaling progress and learning

The prime metric for tracking scaling progress is *scaling readiness*. Innovations scale as part of bundled packages that contain the enabling socio-cultural, market, finance, and policy elements that are needed for innovation benefit at scale. In 2024, approximately 20 percent of CGIAR’s innovations were bundled (linked to other CGIAR innovations). Around 70 innovations were included in context-specific packages that were designed with 529 experts, representing 217 scaling partners in 22 countries.

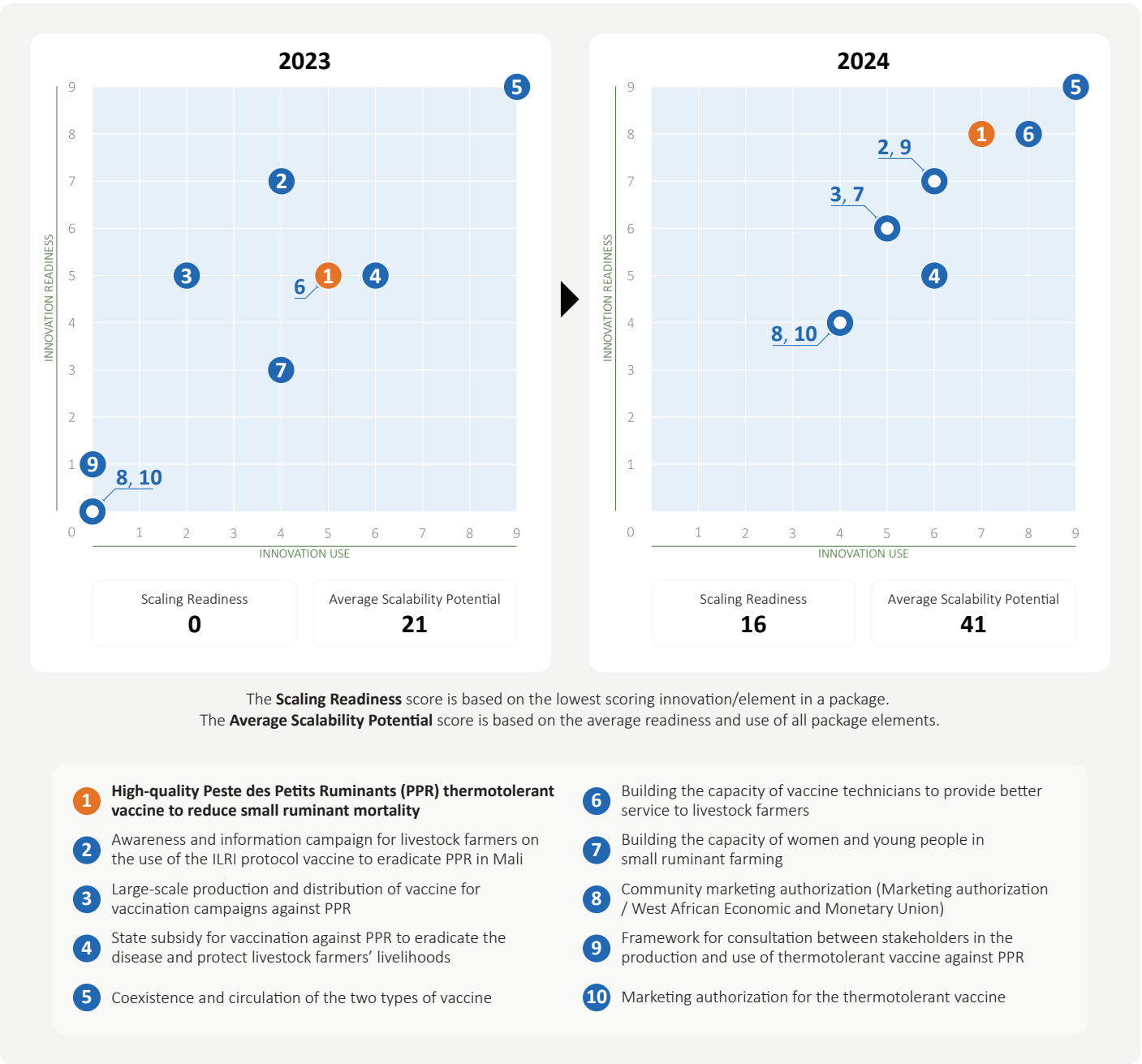


Figure 7. The 2023 to 2024 evolution of the innovation package and scaling readiness assessment for the high-quality Peste des Petits Ruminants (PPR) thermotolerant vaccine to reduce small ruminant mortality in Mali.⁶

6. A *Scaling Readiness* score is based on the lowest scoring innovation/element in a package. An *Average Scalability Potential* score is based on the average readiness and use of all package elements.

CGIAR’s innovation and scaling approach stimulates CGIAR and partners to look beyond just the superiority of the innovation, by giving equal weight to finance, market, behavioral, and policy enablers that often limit innovation trust, access, affordability and use at scale.

Figure 7 shows the initial design and assessment of an innovation package for the high-quality Peste des Petits Ruminants (PPR) thermotolerant vaccine. The package was designed under a Gates Foundation-funded project aimed at developing a scaling strategy for this thermotolerant vaccine for Mali. The initial assessment showed a number of critical bottlenecks (framework for stakeholder consultation and [community] marketing authorization) identified in 2023 were addressed by the end of 2024 and that the PPR thermotolerant vaccine (core innovation) became more ready for scaling. Readiness and scalability metrics show that in Mali, the vaccine is progressing along the impact pathway.

Another such example comes from [HarvestPlus Solutions](#), which [used CGIAR’s IPSR approach](#) to identify bottlenecks for scaling a “ready” CGIAR biofortification innovation for impact on the ground. Box 2 provides a more detailed look at this success story.

Box 2. 330,000 children benefit from high-iron beans through school meals in Kenya

CGIAR has a long history in developing biofortified crops, mainly through the HarvestPlus program. In 2024, a team from HarvestPlus Solutions conducted a scoping study in Kenya. They found that 69 percent of children under five face iron deficiencies and identified the Kenyan government as eager to address the issue. Meanwhile, biofortified high-iron beans were identified as a scaling-ready solution.

In September 2024, CGIAR, the Kenya Agricultural and Livestock Research Organization (KALRO), and HarvestPlus Solutions [convened key stakeholders](#) to address scaling challenges. Using the IPSR approach, addressing market challenges was prioritized and school feeding programs were identified as a high potential channel for achieving scale. A strategy and action plan were developed and implemented with a focus on solving key pain points and achieving early breakthroughs.

By the end of 2024, **330,000 children** had access to high-iron beans through school feeding programs in Kenya. Similar interventions in Tanzania and Malawi provided access to high-iron beans to an additional 570,000 children. Next steps in Kenya include expanding reach, boosting local sourcing, diversifying crops, tracking long-term impact, and advancing nutrition-focused policy reforms.



4.3. Growing organizational impact culture

One of the key ingredients of effective innovation portfolio management is fostering CGIAR and partner impact culture, capacity and community. Strengthening these areas ensures that scaling efforts are embedded within organizational strategies, allowing innovations to move beyond research to real-world impact.

A flagship event in this effort is Scaling Week, which was held for the third time in December 2024 at the ILRI campus in Nairobi, Kenya ([watch the video](#)). The 2024 event brought together approximately 180 participants, including scaling experts from 11 CGIAR Research Centers, the CGIAR System Office, and a diverse set of public and private partners, spanning bilateral and multilateral development organizations (e.g., GIZ, the World Bank Group), research institutions and universities (e.g., Wageningen University and Research, Jomo Kenyatta University, University of California, Davis), funders (e.g., the New Zealand Ministry of Foreign Affairs and Trade), farmer associations (e.g., Association for Strengthening Agricultural Research in Eastern and Central Africa [ASARECA]), and United Nations agencies (e.g., FAO, WFP). The diversity of perspectives reinforced the importance of collaborative scaling, acknowledging that achieving impact requires inclusive, cross-sectoral efforts.

Unlike traditional conferences, Scaling Week 2024 fostered a dynamic, co-created environment where participants could shape discussions, share insights, and explore new approaches for scaling agrifood innovations. The event emphasized knowledge-sharing, hands-on workshops, and peer-to-peer learning, strengthening both CGIAR’s internal impact culture as well as that of partners and funders. Beyond Scaling Week, CGIAR continues to invest in strengthening innovation scaling expertise within CGIAR and its partners, connecting global innovation and scaling experts ([Scaling Directory](#)), and providing space for scaling practitioners to discuss best practices, share resources, and foster collaboration. The [CGIAR Scaling Community on LinkedIn](#) has 650 members and is expanding rapidly.



Triticale is the product of a cross between wheat and rye. This crop is well known for its nutritional value for animal feed and for its resilience to low temperatures and ability to grow in poor soils.
Credit: Alfonso Cortés/CIMMYT

4.4. A driver of an impactful Portfolio 2025-2030

With the creation of the CGIAR Scaling for Impact Program as part of CGIAR’s Portfolio 2025-30, additional space for innovation and scaling has been created. The Scaling for Impact Program will play an important role in catalyzing innovation scaling on the ground with CGIAR colleagues and partners, while more System-wide innovation portfolio management functions will continue to be delivered by the PPU.

In the 2025-30 Portfolio, **innovation management is not just a tool – it is the central instrument for driving coherence and collaboration between the Science Programs and the Scaling for Impact Program**, whilst also aligning demand with supply and guiding strategic Portfolio priorities.

CGIAR’s PPU and PCU are working closely together with the Scaling for Impact Program to effectively deliver key innovation portfolio management functions for the 2025-30 Portfolio. The PPU and PCU will continue to mainstream innovation and scaling tracking and performance across the System through instruments such as the Technical Reporting Arrangement and the PRMF. It will also support evidence-based Portfolio prioritization through the office of the Chief Scientist. Scaling for Impact will support demand-supply alignment and work with other parts of CGIAR on more hands-on and in-situ innovation bundling and packaging, and the design, financing and implementation of scaling strategies with partners.

To support better sectoral collaboration on innovation scaling, the World Bank Group, Gates Foundation, GIZ, FAO and CGIAR decided to establish a **Scaling Coalition**. During a founding meeting in Montpellier in March 2025, the five founding members identified sufficient common interest to work more closely on key areas of innovation scaling in the agrifood sector, with joint portfolio management and interoperable protocols and systems as a priority activity.

Essential reading includes:

- [CGIAR’s innovation management journey](#) published in Elsevier’s Agricultural Systems journal
- [Scaling mainstreaming case study on CGIAR](#) by the Global Scaling Community of Practice



Grass pea production in Odisha.
Credit: IIRRI

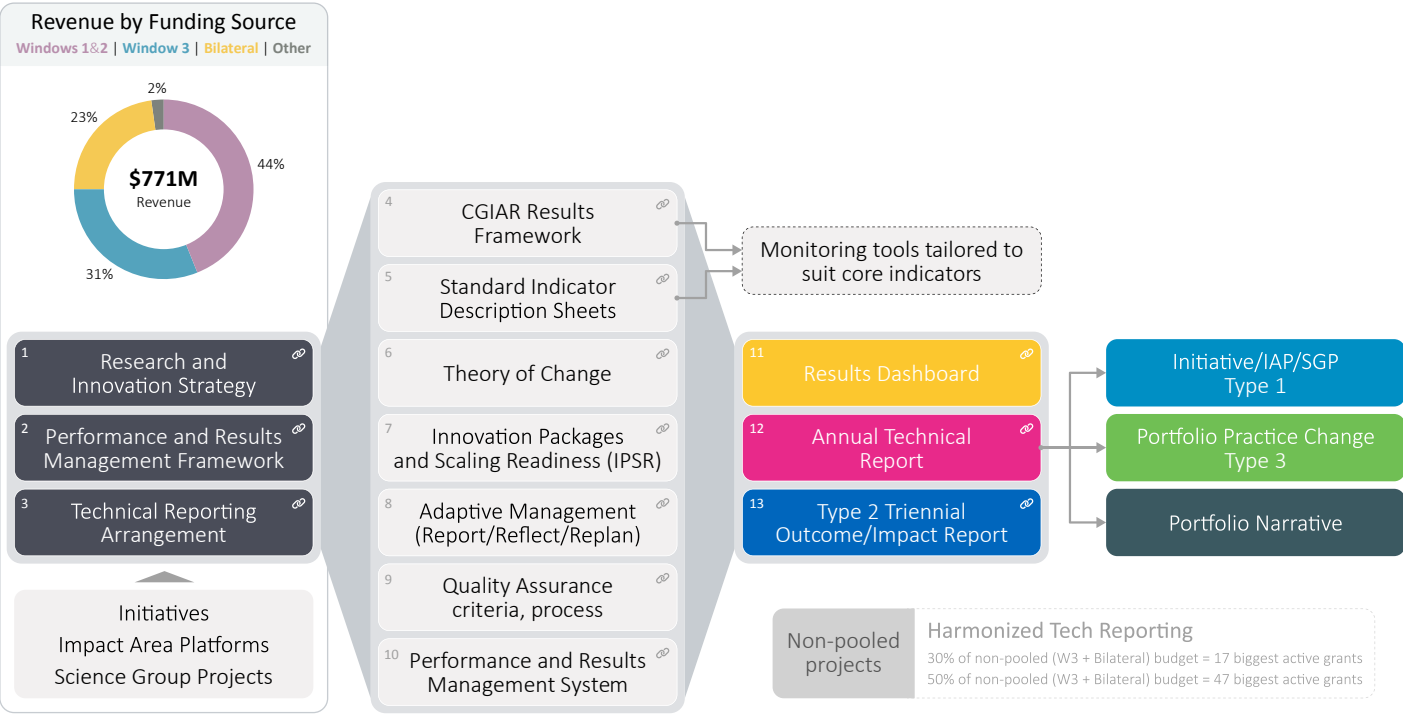
Annex 1: Technical Reporting – the components

Technical Reporting in 2024 remained a cornerstone of CGIAR’s efforts to implement the **2022-30 Research and Innovation Strategy**, operationalized through the **Performance and Results Management Framework (PRMF)**.

Key components driving CGIAR Technical Reporting include:

- **Results Framework and Standard Indicator guidance:** A unified structure for categorizing and reporting results, with the **Standard Indicator Description Sheets** providing detailed guidelines to ensure consistency and clarity across reporting entities.
- **Theory of Change (TOC) tool:** A standardized, digital TOC tool is employed across all reporting entities, adhering to established TOC rules. This approach promotes consistency and facilitates the aggregation of data and insights across the Portfolio.
- **Innovation Packages and Scaling Readiness (IPSR):** IPSR continues to enable profiling, packaging, and scaling innovations within CGIAR’s **innovation portfolio management** framework. The structured, data-driven protocol enhances CGIAR’s capacity to deliver solutions at scale.
- **Adaptive management:** The adaptive management section of the Initiative and Impact Platform Annual Report Templates was removed for 2024. This section is normally generated from the “Reflect” process that informs the following year’s Plan of Results and Budget (PORB). Since Initiatives and Impact Platforms ended in 2024, it was not anticipated that Initiatives/Impact Platforms would be able to conduct a meaningful and effective final “Reflect” adaptive management process in 2025, and they did not develop 2025 PORBs. Lessons learnt from the 2022-24 Portfolio and the final year of Initiative/Platform delivery are reflected in the design of the 2025-30 Portfolio
- **Quality assurance:** A dedicated team of Quality Assessors reviews reported results against established criteria to ensure reliability and accuracy in data collection and reporting.
- **Performance and Results Management System (PRMS):** The PRMS serves as the central reporting platform, powering the Results Dashboard and supporting the development of Type 1 Reports with real-time data aggregation and analysis.

These components were instrumental in driving the 2024 Technical Reporting process, and key elements will be carried forward to shape Technical Reporting in the next CGIAR Portfolio, ensuring continuity, alignment, and continuous improvement.



6. [CGIAR 2030 Research and Innovation Strategy](#)

7. [Performance and Results Management Framework](#)

8. [Technical Reporting Arrangement](#)

9. [CGIAR Results Framework](#)

10. Standard Indicator Description Sheets:

 - [Output level](#)
 - [Outcome level](#)

11. [Theory of Change](#)
12. IPSR

 - [Output level](#)
 - [Outcome level](#)
 - [IPM for responsible food systems transformation](#)
 - [Scaling Readiness website](#)
 - [Online course on Innovation and Scaling](#)
 - [Scaling Readiness calculator](#)
 - [Scaling Directory](#)
13. [Adaptive Management](#)

14. [Quality Assurance](#)

15. [PRMS & TOC board](#)

16. [Results Dashboard](#)

17. [2022 & 2023 Annual Technical Reports](#)

18. Type 2 report



A valley located at 2,630 meters above sea level with a cool and humid climate is the ideal location for selecting wheat materials resistant to foliar diseases, such as wheat rusts.

Credit: Alfonso Cortés/CIMMYT