Prioritizing for impact

Penang, Malaysia
3 June 2025

Agenda for today

10:30—45	**Overview:** • Projected 2030 and 2040 benefits • Prioritization at the Portfolio level • Knowledge-driven prioritization at the Program/ Accelerator level • Adapting to a changing funding outlook	• **Sandra Milach,** CGIAR Chief Scientist • **Roland Sundstrom,** Practice Lead, Program Delivery
10:45—11	**Program/ Accelerator Case studies:** • Multifunctional Landscapes • Sustainable Animal and Aquatic Foods • Gender Equality and Inclusion • Climate Action	• **Lulseged Desta,** Interim Director, Multifunctional Landscapes • **Karen Marshall,** Interim Deputy Director, Sustainable Animal and Aquatic Foods • **Nicoline De Haan,** Interim Director, Gender Equality and Inclusion Accelerator • **Marcela Quintero,** Interim Director, Climate Action • **Sieg Snapp,** Interim Director, Climate Action
11—11:55	**Questions and answers, discussion**	• **All**
11:55—12	**Close**	• **Sandra**

PREVIEW: projected benefits to 2030 and 2040

CGIAR

Nutrition, Health & Food Security

Poverty Reduction, Livelihoods & Jobs

Gender Equality, Youth & Social Inclusion

Climate Adaptation & Mitigation

Environmental Health & Biodiversity

-61m (-22%)
global population at risk of hunger

-69m
people in extreme poverty

63%*
of new jobs in agrifood held by female workers

(*Nov 2024 projected impact ambition – to be updated)
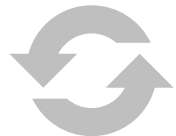
-3.1%
emissions intensity of agrifood system GDP

-50m ha
cropland expansion

-34m^3
water use for ag production

Prioritizing for impact at Portfolio and Program levels

PORTFOLIO-LEVEL PRIORITIZATION FOR IMPACT

CGIAR | DIGITAL TRANSFORMATION | SUSTAINABLE ANIMAL AND AQUATIC FOODS | POLICY INNOVATIONS | MULTIFUNCTIONAL LANDSCAPES | FOOD FRONTIERS AND SECURITY

CLIMATE ACTION | SHARED CAPACITY | GENDER EQUALITY AND INCLUSION | SCALING FOR IMPACT | BREEDING FOR TOMORROW | BETTER NUTRITION | SUSTAINABLE FARMING | GENEBANKS

PROGRAM/ ACCELERATOR-LEVEL PRIORITIZATION

high-level outputs/ region → activities and interventions/ national, local → resource allocation

Portfolio Level Prioritization Guiding Principles

PRINCIPLES APPLIED BY GLOBAL SCIENCE TEAM – DIRECTIONAL, NOT HARD & FAST RULES

1. **Predictability and transparency to maintain credibility and trust**

2. **Maximizing CGIAR's ability to contribute to impact**
- Follows prioritization for impact and each Program's contributions towards Portfolio-wide impact ambitions
- <u>Accelerators</u> leverage the entire Portfolio – supporting and enabling the Programs to deliver. Accordingly, Accelerators' cross-Portfolio functions funded at a minimum viable level (TBD) during the first 3 years of the Portfolio

3. **Efficiency and performance**
- Programs should reach a minimum viable level of W1/2 funding (proposed: $30m/ 2025—27 or $10m/ year on average)
- During implementation, allocations based on reviews of actual performance, in addition to impact potential

4. **Fostering collaboration**
- Allocation of unrestricted W1 funding will enable & incentivize collaboration across Programs

5. **Incentivizing growth**
- Allocation of W1/2 funding across and within Programs and Accelerators will catalyze growing W3/ bilateral funding – not compensate for reductions in W3/ bilateral

6. **Fairness across all CGIAR-wide functions**
- Adjustments applied across all CGIAR-wide functions – not just the Programs and Accelerators.

Knowledge-driven prioritization at Program/ Accelerator level

PHASE 1

PHASE 2

STEP 1

Assess the impact potential of each high-level output (HLO) by CGIAR Region and Impact Area indicator

▼

STEP 2

HLO scores weighted by the **potential scale of impact** by region (e.g. total population in need relative to an Impact Area indicator)

▼

STEP 3

HLO scores weighted by **enabling environment factors** (e.g. conflict, corruption perception)

- 'ground truthing' the scoring of HLOs based

- brings in additional factors to guide final decision-making on priorities and resource allocation:
  - partner/ stakeholder demand
  - results of comparative advantage analysis
  - investor preferences

- in all cases, Programs/ Accelerators are required to document and justify the factors considered and the decisions taken

Adapting to a changing W1/2 funding outlook

Program/ Accelerator	Baseline Scenario ("Baseline") (mUS$)	Latest, indicative W2 ("W2") (mUS$)	Latest W1 & carryover ("W1") (mUS$)	W2 + W1 (mUS$)	(W2 + W1) / Baseline (%)	(W2 + W1) – Baseline (mUS$)
Better Diets and Nutrition	21.5	15.1	0.9	16.0	74%	-5.5
Breeding for Tomorrow	51.8	43.7	7.4	51.1	99%	-0.7
Capacity Sharing	1.9	0.7	1.5	2.2	117%	0.3
Climate Action	18.1	8.6	4.9	13.5	74%	-4.6
Digital Transformation	4.7	3.9	2.8	6.6	141%	1.9
Food Frontiers and Security	12.6	6.6	2.8	9.4	75%	-3.1
Gender Equality and Inclusion	12.0	3.7	5.3	9.0	75%	-3.0
Genebanks	26.5	8.8	17.7	26.5	100%	0.0
Multifunctional Landscapes	18.7	18.8	0.0	18.8	101%	0.1
Policy Innovations	20.0	7.3	7.5	14.9	74%	-5.1
Scaling for Impact	36.4	15.8	11.1	26.9	74%	-9.5
Sustainable Animal and Aquatic Foods	28.4	3.1	17.9	21.0	74%	-7.4
Sustainable Farming	36.0	12.9	13.7	26.6	74%	-9.4
Total	**288.7**	**149.0**	**93.6**	**242.6**	**84%**	**-46.1**

NB: All figures are indicative as of 16 May and net of CSP and risk

Program/ Accelerator case studies

| Resilient and equitable livelihoods | More and nutritious food | Biodiversity and ecosystem gains |

through

| *Sustainable food production systems*, from farm to consumers with a landscape approach | Aquatic and terrestrial ecosystems *restoration* and sustainable management | Forest landscapes, pristine lands, and biodiversity reserves *conservation* and live in harmony with surrounding communities |

Applying

Agroecology, nature-positive, and other complementary approaches

Knowledge-driven prioritization: overall approach

Initial Scoring & Arguments' Development

1 — AoW teams scored HLOs across Impact Areas and regions.

Feedback & Quality Assurance Round

2 — Validation of scores/arguments

Refinement

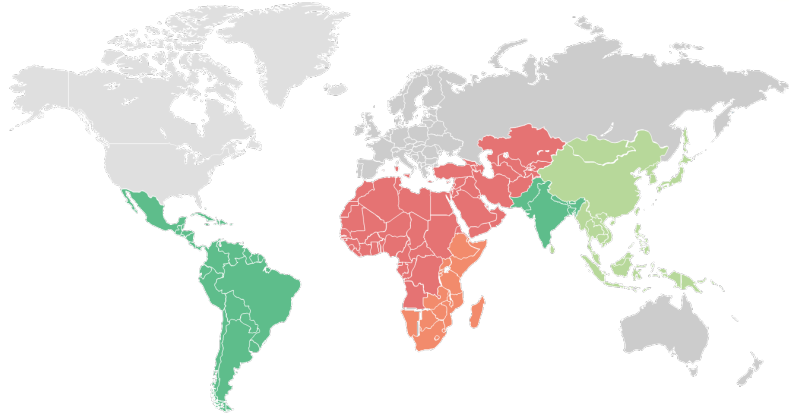**3** — Revised HLO scores based on feedback.
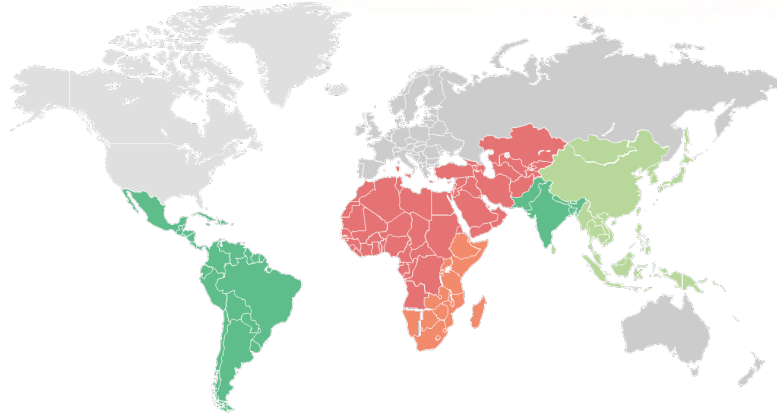
Final decisions

4 — Cross-AoW "consensus" on prioritized HLOs and regions.
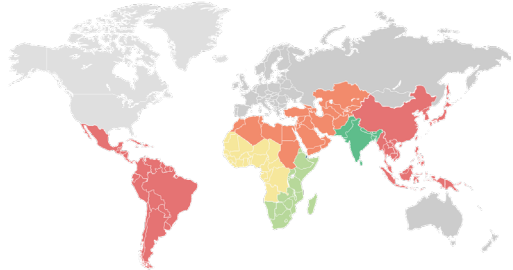
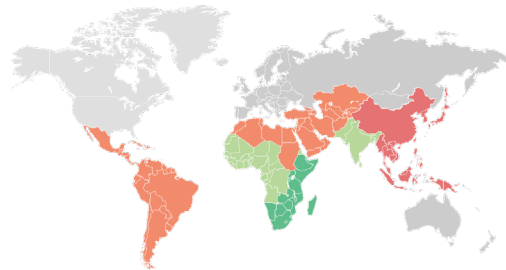# Knowledge-driven prioritization: example results
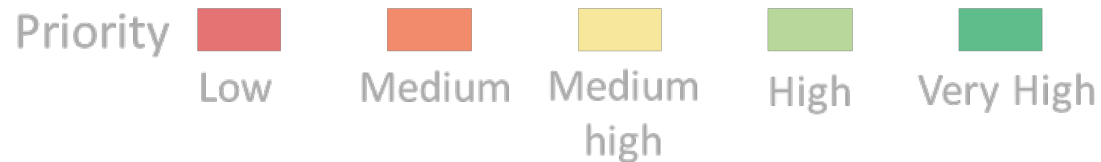
Climate adaptation

Environmental health

Food security

Poverty reduction

Gender and social inclusion

Priority — Low — Medium — Medium high — High — Very High
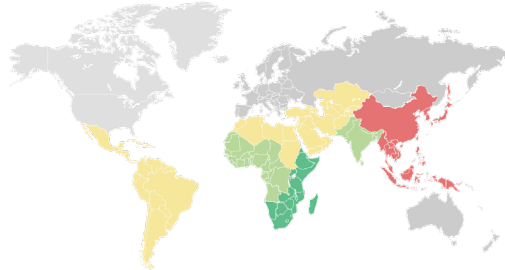
- The prioritization methodology has allowed to identify possible impact area priority regions corresponding to different HLOs.

- The methodology should continue to be strengthened with other approaches and 'be cross-validated' with relevant sources of information to more accurately match 'problems to solutions'.

- Pre-assigned weights influenced 'regional priorities'.

- Challenges were experienced in implementing the prioritization, ToC and PORB adjustments in parallel.

While we appreciate the prioritization process, it will be wise to enrich it (at Program level?) using additional indicators and cross-fertilize with additional sources of information

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Sustainable Animal and Aquatic Foods

Prioritization and geographic targeting: Major activity of SAAF over the inception period

Start inception period

List of potential priority countries (n=23)

Focus only defined at level of 'animal and aquatic food system'

No co-location of activities from the underlying initiatives

- Knowledge based prioritisation – impact potential at regional level

- Local impact potential
- Partner demand
- Capitalizing on previous investments for promising work
- AOW integration
- Comparative advantage
- Bilateral portfolio
- Linkages with other science programs and accelerators
- ISDC feedback: regional representation; species representation

Consensus building on common vision and way of working within SAAF was key

Now

Country list refined (n=17)

Country x focal areas defined
- For example: carp polyculture system in Bangladesh; small ruminant value-chain in Mali
- N=30 (some countries with several)
- Multiple AOW contributions

In-country co-ordinators in place

Stakeholder codesign workshops: site-level TOCs

Exits

Sustainable Animal and Aquatic Foods

Knowledge based prioritization results by region and across all HLO

Impact area	Region					
	Latin America and the Caribbean	Central and West Asia and North Africa	West and Central Africa	East and Southern Africa	South Asia	Southeast Asia and the Pacific
Food security			🟧	🟩	🟩	
Poverty reduction			🟩	🟩	🟧	
Social inclusion	🟧	🟧	🟧	🟧	🟧	
Climate adaptation & mitigation	🟩			🟧	🟩	🟩
Environmental health	🟧			🟧	🟧	🟧

Note: Prioritization scores averaged across all SAAF high-level outputs. Colour code: average scores 0.54 to 0.40 are dark green; 0.39 to 0.30 light green; 0.29 to 0.20 dark orange; 0.19 to 0.10 light orange; 0.09 to 0.04 no colour

Insights

High-level analysis
Overall impact potential:
- food security & poverty reduction > social inclusion & climate adaptation > environmental health

Regional impact potential:
- Multiple Impacts: SA & ESA > WCA, SEA, LAC > CWANA
- Food security: SA and ESA
- Poverty: WCA and ESA
- Climate adaption and mitigation: LCA, ESA and SA

AOW and HLO level analysis
- AOW: showed complementarity of AOW to deliver on different impacts
- HLO: interdependency amongst HLOs to produce outcomes meant similar patterns for HLOs within an AOW

Comparison to budget allocations
- Suggests strengthening SAAF engagement in SA and LAC: need to explore comparative advantage, local demand etc.

Strengthening approach
- Improve indicator relevance to animal and aquatic systems
- Combine with impact potential at country x species level

Gender Equality and Inclusion: impact pathways

Impact pathways

On ground research: co-creates the research agenda with national, sub-national and local partners to address their place-based, gender and inclusion priorities related to agrifood systems. ✓

Science Programs and Accelerators: the Science Programs and their constellation of partners are key partners, as gender and inclusion considerations are integrated into the Science Program agendas. ?

Global influence: partnerships and collaborative engagement with global and regional actors, such as FAO, IFAD, AGRA, continue to shape scientific priorities at a global level. ?

Gender Equality and Inclusion: prioritization

Enabling Environment - *This tab **automatically** populates your scores from your Step B tab (that is, the Impact Area tabs *Potential Scale for Impact). It automatically weights your Step B*

	VH
	H
	MH
	M
	L

Food Security

HLO	LAC	CWANA	WCA	ESA	SA	SEA
1.2.1 Socio-techni	0.03153	0.04079	0.23144	0.42155	0.64732	0.06833
1.2.2 Evidence is	0.03153	0.04079	0.1543	0.42155	0.64732	0.06833
1.2.3 Evidence is g	0.03153	0.04079	0.23144	0.31617	0.64732	0.06833
1.5.1 Key constra	0.03153	0.04079	0.1543	0.21078	0.32366	0.03416
1.5.2 Co-designed	0.03153	0.04079	0.1543	0.21078	0.32366	0.03416
1.5.3 Evidence on	0.03153	0.04079	0.1543	0.21078	0.32366	0.03416
2.3.1: Fit-for-purp	0.03153	0.04079	0.23144	0.31617	0.48549	0.06833
2.3.2: Overall qua	0.09459	0.12236	0.23144	0.31617	0.48549	0.10249
2.3.3: An enabling	0.09459	0.12236	0.23144	0.31617	0.48549	0.10249
2.3.4: Institutiona	0.09459	0.12236	0.23144	0.31617	0.48549	0.10249

Social Inclusion

HLO	LAC	CWANA	WCA	ESA	SA	SEA
1.2.1 Socio-technical i	0.28479	0.27974	0.27162	0.26832	0.24114	0.19672
1.2.2 Evidence is gene	0.28479	0.27974	0.27162	0.26832	0.24114	0.19672
1.2.3 Evidence is gene	0.28479	0.13987	0.36216	0.35777	0.16076	0.09836
1.5.1 Key constraints	0.0712	0.06994	0.18108	0.26832	0.24114	0.04918
1.5.2 Co-designed and	0.0712	0.06994	0.18108	0.26832	0.24114	0.04918
1.5.3 Evidence on the	0.0712	0.06994	0.18108	0.26832	0.24114	0.04918
2.3.1: Fit-for-purpose	0.14239	0.13987	0.36216	0.35777	0.24114	0.14754
2.3.2: Overall quality	0.21359	0.20981	0.36216	0.35777	0.24114	0.19672
2.3.3: An enabling env	0.28479	0.20981	0.36216	0.26832	0.24114	0.19672
2.3.4: Institutional cha	0.21359	0.20981	0.27162	0.26832	0.24114	0.14754

Climate Adaptation

HLO	LAC	CWANA	WCA	ESA	SA	SEA
1.2.1 Soci	0.11127	0.02656	0.09483	0.17123	0.48735	0.12993
1.2.2 Evid	0.11127	0.02656	0.09483	0.17123	0.48735	0.12993
1.2.3 Evid	0.11127	0.02656	0.06322	0.11415	0.24367	0.12993
1.5.1 Key	0.11127	0.02656	0.06322	0.17123	0.36551	0.12993
1.5.2 Co-d	0.11127	0.02656	0.06322	0.17123	0.36551	0.12993
1.5.3 Evid	0.11127	0.02656	0.06322	0.17123	0.36551	0.12993
2.3.1: Fit-	0.11127	0.02656	0.09483	0.17123	0.36551	0.25986
2.3.2: Ove	0.33381	0.07969	0.09483	0.17123	0.36551	0.38979
2.3.3: An	0.33381	0.07969	0.09483	0.17123	0.36551	0.38979
2.3.4: Inst	0.33381	0.07969	0.09483	0.17123	0.36551	0.38979

Outcomes of the prioritization:

Overall agree with the prioritization and it fits with what the Accelerator has planned

Geographically:

    CWANA and SEA and left out, but will be working on CWANA

Thematic:

    Youth: does not rank high, but we will continue building a portfolio of work on this

    Climate change: only in South Asia but have a lot of work on ESA

Climate Action –Prioritized Impact Areas by Region
(based on CGIAR prioritization template)

- **Adapting to the funding envelope:** CASP will adopt a differentiated deployment strategy, focusing on regions / HLOs where technical prioritization aligns with institutional readiness and strategic opportunity

- **Compared to the September 2024 Proposal:** CASP is adapting delivery modalities for selected HLOs in regions with lower prioritization scores but retained strategic relevance.

- **The process underscored the importance of contextualized entry points:**
  - In LAC and SEA, climate mitigation and environment emerged as primary levers, with co-benefits for food systems, poverty alleviation, and gender inclusion.
  - In Sub-Saharan Africa, climate adaptation, food security, and poverty reduction remain key entry points, with environmental outcomes delivered as co-benefits.

Average scores of all High-Level Outputs across 5 Areas of Work

Impact Area	LAC	CWANA	WCA	ESA	SA	SEA
Food Security	🟥	🟥	🟧	🟡	🟩	🟥
Poverty Reduction	🟥	🟥	🟡	🟩	🟡	🟥
Social Inclusion	🟥	🟥	🟥	🟧	🟨	🟩
Climate	🟡	🟥	🟥	🟧	🟨	🟨
Environmental Health	🟡	🟥	🟥	🟧	🟨	🟨

🟩 Very High 🟨 High 🟡 Moderately High 🟧 Medium 🟥 Low

- This step does not consider critical intra-regional disparities
- Similar prioritization results across programs associated to the preassigned weights to indicators across regions

Step 1: Regional level prioritisation

- High priorities for Eastern and Southern Africa (ESA) and South Asia (SA), and to a lesser extent South-East Asia (SEA) and West and Central Africa (WCA).
- Latin America is a medium priority for climate adaptation and environmental health
- CWANA does not appear to be a priority.

However,

- This step does not consider critical intra-regional disparities

Prioritization result based on CGIAR prioritization template

| Region / Impact Area	Food security	Poverty reduction	Social inclusion	Climate adaptation	Environmental health
Latin America and the Caribbean (LAC)	–	–	–	*	*
Central, West Asia and Northern Africa (CWANA)	–	–	–	–	–
West and Central Africa (WCA)	**	**	*	–	–
Eastern and Southern Africa (ESA)	**	***	*	*	*
South Asia (SA)	***	**	**	**	**
South-East Asia (SEA)	*	–	***	**	**

* Cells with one or more (*) show varying levels of priority, and with a (–) are found to be not priority in step 1.

Climate Action – Prioritisation deep dive
Example: AoW 2: Digital Advisories

Step 2: Spatial refinement – country level

National-level analysis combining three dimensions –Hazards, Exposure, and Adaptive Capacity, overlaid onto an Enabling Environment index
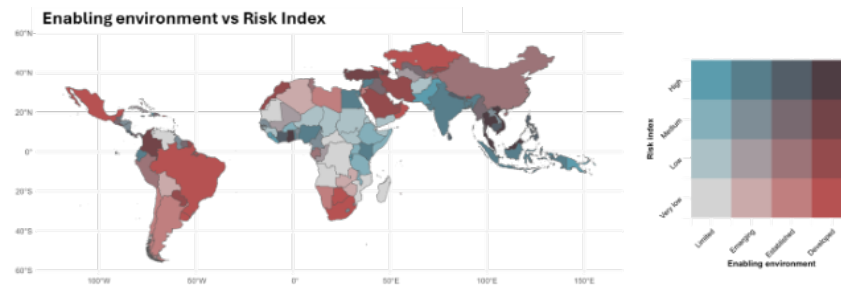
This approach ensures that CGIAR's interventions are contextually nuanced, addressing urgent needs even in regions where aggregate quantitative scores might not reflect deeper systemic risks

Targeted and equitable investment strategy

Region	Country	Risk Index	Enabling Environment Index	Entry Point for AoW2
SA	Sri Lanka	0.656	0.683	Invest in integrated advisory platforms and strengthen public service systems to reach rural farmers.
LAC	Colombia	0.537	0.741	Mass-scaling of digital CIS tools and bundling with private sector partners.
SEA	Philippines	0.67	0.688	Well-suited for integrating typhoon-focused early warning systems, disaster financing and shock-responsive digital services.
WCA	Nigeria	0.601	0.572	Need for CIS bundled with social protection schemes and investments in public infrastructure.
ESA	Kenya	0.593	0.605	Focus on scaling bundled pilots and strengthening integrated ag-climate data systems facilitated by partnerships and DPI.
CWANA	Egypt	0.589	0.638	Climate security initiatives and drought risk management.