



CGIAR

ANNUAL REPORT

Science to transform food, land, and water
systems in a climate crisis

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In 2023, CGIAR and its valued partners around the world continued to pioneer and deliver solutions addressing the most urgent challenges, while partnering to deliver and scale impact.”



Leaders' Message

Advancing Nutrition, Health, and Food Security

CGIAR Executive Managing Director Ismahane Elouafi and CGIAR System Board Chair Lindiwe Majele Sibanda highlight 2023 key achievements, and preview the report's theme of nutrition, health, and food security.

Message from our leadership

Dear members of the CGIAR community,

During 2023, the challenges that shape CGIAR's mission and strategy were all too present. Levels of hunger and malnutrition continued to increase and temperatures rose, with 2023 the hottest year on record. Extreme weather, conflict, environmental degradation – among other factors – affected food, land, and water systems and the lives and livelihoods that depend on them.

But 2023 was also a year in which CGIAR and its valued partners around the world continued to pioneer and deliver solutions addressing the most urgent challenges, while partnering to deliver and scale impact. And we demonstrated the vital need for increased investment in agricultural research.

The theme for the CGIAR 2023 Annual Report is nutrition, health, and food security, one of CGIAR's [five Impact Areas](#). Highlighted in this year's report, which showcases work from across our integrated partnership, are many innovations and projects changing lives and delivering returns on funder investments. We [improved tilapia](#) in Nigeria, advanced [food system policy](#) in Vietnam, and boosted [common bean access](#) in Zambia — to name but a few [key results](#).

This year's report also profiles progress in two countries: Ghana and Guatemala, where we achieved exceptional outcomes, particularly advancing their contribution to climate adaptation and mitigation, improving food security for smallholder farmers and rural households.

We successfully launched our With Science We Can campaign and [investment case](#) at [COP28](#) in the United Arab Emirates, securing pledges of over \$900 million. The investment case offers a clear articulation of how, with the right funding, research and innovation can deliver food, nutrition and climate security for all. This is supported by a recent study highlighting the return on investment in CGIAR innovations, which reports that CGIAR-related crop technologies in developing countries delivered an annual economic benefit of \$47 billion, with a cumulative impact of \$1,334 billion over 60 years.

We participated in major dialogues on the impact of climate change on agriculture, food security, and food systems from the [AIM4C Summit](#) to [Climate COP28](#), reaffirming the need for urgent action to meet global targets, including the UN Sustainable Development Goals and the Paris Agreement.

At the start of 2023 Prof Lindiwe Majele Sibanda took on the role of System Board Chair. Towards the end of the year, we welcomed Dr Ismahane Elouafi as [CGIAR Executive Managing Director](#), joined soon after by [Guillaume Grosso](#) as Deputy Executive Managing Director. We thank Professor Andrew Campbell and Dr Claudia Sadoff for ensuring a smooth transition throughout the year.

We were also pleased to welcome the [International Crops Research Institute for the Semi-Arid Tropics](#) (ICRISAT) back into CGIAR's integrated partnership. ICRISAT will play a [vital role](#) in delivering our shared goal of a food-and-nutrition secure future in the semi-arid tropics.

We invite you to explore these results and more in the CGIAR 2023 Annual Report, which showcases action and progress across our five Impact Areas in our six major regions, through our 31 Research Initiatives.

You can also explore the depth of our impact across various areas by reviewing the [Results Dashboard](#). For a closer look at specific Initiatives and Impact Areas and their outcomes, you can find individual [Annual Reports](#) for each. We also invite you to review reports on internal performance, coordination, and practice change.

As always, we extend deep gratitude to our dedicated staff, partners, funders, and wider stakeholder community who all share our vision of a food, nutrition, and climate secure future for all. Working together, we are making huge strides towards making this vision a reality.

Warm regards,

Ismahane Elouafi, CGIAR Executive Managing Director

Lindiwe Majele Sibanda, Chair, CGIAR System Board

[Read the 2023 Annual Report online](#)



Asha Ali feeds 5-year-old Abdinassir Dima with some freshly prepared Orange Fleshed Sweet Potato.
Photo: V. Atakos, CIP-SSA

Portfolio & Results

Our 2023 Annual Report highlights the significant strides made by CGIAR in our ongoing mission to transform food, land, and water systems in a climate crisis. This year's report theme focuses on a critical aspect central to our goals: nutrition, health, and food security. Please explore our results across our three Science Groups (and their 31 [Research Initiatives](#)), Regional Integrated Initiatives, our coordinating Impact Areas, and our Research Centers.

View the CGIAR Portfolio Narrative for more on:

- Genetic Innovation
- Resilient Agrifood Systems
- Systems Transformation
- Regional Integrated Initiative

[View the Portfolio Narrative](#)



*Fish trader in Lusaka, Zambia
Photo: Stevie Mann*

Key Results Stories

Browse the links below:

1. Genetically improved tilapia supports Nigeria's aquaculture goals
2. Demand-led approaches boost common bean access in Zambia
3. Research and policy collaborations improving food safety in Viet Nam and Ethiopia
4. Improved parboiling technology increases women's income and nutrition in Africa
5. Policies help governments navigate the cost-of-living challenge
6. Advancing food systems transformation in Viet Nam

Explore more [key results stories](#)

Center Success Stories



Introducing Three New Bean Varieties to Enhance Food Security for Colombian Coffee-growing Families



AfricaRice

Transforming Liberia's Agriculture: EU & Government Applaud Africarice's Successful DeSIRA Project



Dumplings and Development: Women's Empowerment in Agricultural



Scaling up health diet seed kits in Zanzibar



Exciting news for potato lovers in Vietnam: Introducing HCIP210 a result of a successful public-private partnership between CIP and HZPC



Growing Food Against the Odds: The iNASHR Success Story | ICARDA



Transforming Ethiopia's Agriculture Through Agronomy Innovation: The Landscape Segmented Fertilizer Advisory



Assessing the Health Risks and Nutritional Dynamics of Thriving Dairy Value Chains in Eastern DRC



Milking it: Boosting and Professionalizing Kenya's Informal Dairy Sector



IRRI Reveals Scientific Breakthrough for Low and Ultra-low Glycaemic Index Rice



Protecting and promoting traditional foods one woman at a time



Fish in School Meals: A nutritious initiative for children in Timor-Leste



Sunny Mbeeta Abwooli, Chairwoman of the Kyamaleera Woman's Handicraft Association
Photo: Georgina Smith, CIAT

Impact Areas

In collaboration with around 3,000 partners, CGIAR advances the Sustainable Development Goals (SDGs) by targeting five key Impact Areas. Each Impact Area Platform focuses on research and innovation aimed at achieving significant, enduring, and scalable impacts.

View the [CGIAR Portfolio Narrative](#) for more on:

1. Nutrition
2. Climate change
3. Environment
4. Gender
5. Livelihoods

[View the Portfolio Narrative](#)

Our impact in numbers



Nutrition

- **2.1 million people**
Over 2.1 million people in 2023 used CGIAR innovations to support nutrition, health, and food security.
- **1,786 partners**
We worked with 1,786 partners to combat hunger and malnutrition, and improve well-being.
- **2,942 results**
Our research produced 2,942 results contributing to better health, and enhanced food and nutrition security.
- **464 innovations**
We produced 464 innovations to support health and combat hunger.

Climate

- **22.4 million people**
More than 22.4 million people used CGIAR innovations to mitigate or adapt to climate change. This included more than 1.3 million and 1.8 million men.
- **1,887 partners**
Up to 1,887 partners were engaged on climate-focused results at the ground level.
- **4,505 results**
Our scientists produced more than 4,505 results that contributed to SDG 13 on Climate Action, including publications, analyses and methods.
- **548 climate solutions**
At least 548 field-ready climate solutions were shared to help smallholders adapt to climate change and reduce emissions from agriculture.

Environment

- **1.2 million people**
Over 1.2 million people used CGIAR innovations to improve environmental health and biodiversity.
- **1,813 partners**
A total of 1,813 partners worked with us on supporting conservation of biodiversity and a healthy environment.
- **2,460 results**
Our researchers produced 2,460 results contributing to SDGs 14 and 15 on life below water, and life on land.
- **504 new innovations**
Our researchers produced around 504 new innovations to support environmental health and biodiversity worldwide.

Gender

- **16 million people**
More than 16 million people used CGIAR innovations to support gender equality, youth, and social inclusion.
- **1,594 partners**
Up to 1,594 partners were engaged with efforts for equality and inclusion on the ground.
- **1028 results**
As many as 1028 results were recorded that contributed to SDG 10 on reduced inequalities.
- **413 innovations**
Research produced around 413 innovations supporting greater equality between men and women, and inclusion of youth and other minorities in food systems.

Poverty

- **21 million people**
Over 21 million people used CGIAR innovations to support poverty reduction, livelihoods and jobs.
- **1,821 partners**
As many as 1,821 partners worked with us on transforming food systems to provide better jobs, income, and stable livelihoods.
- **4,767 results**
We recorded up to 4,767 results that contributed to SDG 1 on ending poverty in all its forms.
- **394 innovations**
Our research produced 394 innovations to reduce poverty and improve livelihoods.

Explore the [CGIAR Results Dashboard](#)



Regions & Partnerships

With around 3,000 partners, collaboration is essential to CGIAR's approach. We work with small-scale farmers and associations, national universities and governments, global networks, and more. CGIAR engages across six key regions, aligning its strengths with regional needs.



*AfricaRice breeding station in Cote Divoire
Photo: Adam Hunt, CGIAR-GI*

Regions

West and Central Africa (WCA)

CGIAR's Regional Director-WCA conducted several high-profile external engagements, among which he met with the President of the 15-member Economic Community of West African States (ECOWAS) in Nigeria. They made a firm commitment to strengthen the partnership with CGIAR and contribute to CGIAR's visibility and influence on regional food policy decisions.

Formalized partnerships with sub-regional organizations, NARIs, governments, the private sector, and development agencies have been the conduit through which CGIAR innovations and technologies were introduced into countries to contribute to food security, health, and nutrition outcomes. For example, in partnership with the Healthy Diets Initiative and through the Healthy Diets Living Laboratory in Côte d'Ivoire, supported by the European Union (EU) and the African Development Bank-funded Technologies for African Agricultural Transformation (TAAT), superior GEM parboiling technology has been introduced to Côte d'Ivoire to produce nutritionally enhanced ultra-low glycemic index rice. High vitamin content and very low glycemic index rice are being showcased and marketed by rice distributors to people with diabetes.

Other CGIAR partnerships in West Africa include integrated rice-fish farming, which is being actively implemented by CGIAR and partners and expanded across five countries (Ghana, Nigeria, Mali, Liberia, and Cote d'Ivoire) through training farmers. This validated system presents an eco-friendly approach for enhancing food and nutrition security while combating malaria.



“ Tackling the food and nutrition security challenge in Africa requires solid collaboration between international and local research and development partners, including the private sector, to create synergies in the scaling of adapted scientific solutions to boost the productivity and resilience of its food systems.”

— Baboucarr Manneh, Director General AfricaRice and CGIAR Regional Director, West and Central Africa).



Farmer Mercy Wambui showing how rainwater run-off has affected her crops further down the hill
Photo: Georgina Smith, CIAT

East and Southern Africa (ESA)

The East and Southern Africa (ESA) region is home to some of the world's rapidly expanding economies – and some of the most vulnerable communities due to frequent climate shocks and conflicts. Challenges like shorter and less predictable growing seasons hinder the region's ability to harness agriculture's full potential for sustained economic growth.

The CGIAR Regional Office for ESA, established in 2022, continues to leverage partnerships formed within the region since the 1970s to improve food and nutrition security amid a climate crisis. This office oversees the largest number of projects, Initiatives, and funding within the CGIAR portfolio, spanning 19 countries from South Africa to Ethiopia.

Partnerships with regional and national organizations across the region continued to be a fundamental component of our work in ESA in 2023.

“ Addressing food and nutrition security amidst climate change in East and Southern Africa means leveraging CGIAR’s extensive network to ensure tangible impacts on the ground.”

— Namukolo Covic, Regional Director, East and Southern Africa.



Man holding sugar beet seeds in Teba before planting
Photo: Hamish John Appleby, IWMI



Central and West Asia and North Africa (CWANA)

Due to the invaluable guidance from our key partners and donors, in 2023 we reshaped our strategic vision to better tackle CWANA's climate-driven challenges through ICARDA's [2030 Research and Innovation Strategy](#). This aligns ICARDA's objectives with the CGIAR 2030 global strategy and integrates exciting new agri-innovations and digital technologies, including AI, genome editing, and carbon capture.

Meanwhile, despite ongoing conflicts in Palestine and Sudan that hinder the development of resilient food systems in CWANA, stakeholder collaboration continues to strengthen CGIAR's impact across the region and beyond. Our partnership with the African Development Bank on the [TAAT project](#) boosted wheat yields across Africa, and our work with FAO provides [vital crop evapotranspiration data](#) to farmers worldwide. We also celebrated a [decade of collaboration](#) on the ICARDA/INRA-Maroc Rainfed Research Platform by releasing six new drought-resistant CGIAR crops in Morocco, which have since garnered interest as far as Italy.

At [COP28 in the UAE](#), we heard inspiring feedback from our dedicated partners on how CGIAR's work continues to change lives in the region. As CGIAR Regional Director for CWANA, I eagerly look forward to supporting Azerbaijan's preparations for COP29.

Overall, we are immensely proud and encouraged to lead CGIAR's science outcomes and impacts in the CWANA and Middle East region, all of which are made possible through the dedication and contribution of our valued partners.



// Throughout 2023, our collaborative efforts with key stakeholders ensure that CGIAR's partner-led agri-innovations target CWANA's specific needs and harness new technologies to remain cutting edge and relevant in the face of accelerating climate change."

— Aly Abousabaa, CGIAR Regional Director,
CWANA and ICARDA Director General.



Silvopastoral livestock systems in Colombia's southwestern Cauca Department.

Photo: Neil Palmer, CIAT

Latin America and the Caribbean (LAC)

2023 was an intense year of dialogues, engagements, and meetings with CGIAR regional partners to improve coordination among key partners, including national and regional agricultural research institutions, international organizations, and donors. The final aim was to advocate for establishing a regional agenda to maximize Latin America and the Caribbean's (LAC) agricultural and biodiversity potential, contributing to global food security and nutrition, through sustainable, inclusive, and equitable food systems, based on science and innovation.

Hand in hand with the LAC-based Centers, the year started with a powerful discussion with the Interamerican Development Bank (IDB) on how to strengthen agrifood systems. The conversation continued with my keynote before the Bank's Board of Executive Directors. Together with the World Bank and the Interamerican Institute for Cooperation in Agriculture (IICA), we co-convoked a landmark Regional Dialogue on Science, Technology, and Innovation in LAC's Agrifood Systems. At the World Food Prize, we called for a regional discussion with the United States Agency for International Development (USAID).

At the national level, in July, we visited Embrapa in Brasilia and discussed ways to further join forces to expand Brazil's and CGIAR's huge research achievements. In December, we held the first round of CGIAR's Listening Sessions for the region in Peru, with a highlight dialogue at the Nutrition Research Institute (NRI).

Since the beginning of CGIAR's history, genuine partnerships have been its main DNA feature, and CGIAR's LAC team is fully determined to follow that path.



“ We are engaging and articulating with partners across the region to establish a coordinated regional agenda to maximize LAC’s agricultural and biodiversity potential, with science and innovation at the core.”

— Joaquin Lozano, Regional Director,
Latin America and the Caribbean.



*Nepal Climate Smart Villages - A group of farmers involved in participatory rice breeding trials in Nepal.
Photo: N. Palmer, CIAT:CCAFS*

South Asia (SA)

CGIAR advanced critical partnerships by aligning with national priorities and convening experts to share knowledge and build capacity.

For the first time since the One CGIAR transformation began, CGIAR Centers in India collaborated to present a comprehensive menu of ready-to-scale technologies to the Department of Agriculture & Farmers Welfare (DAFW). Innovations such as climate smart varieties of pulses and millets were adopted for broader scaling by DAFW across key geographies in India, demonstrating the rapid transfer of international research to local fields.

In Bangladesh, the Minister of Agriculture and the Ministerial Secretary hosted CGIAR's Advisory Committee meeting. CGIAR briefed implementing agency heads on research portfolio progress and discussed opportunities for improved alignment to national food and nutrition security goals, Bangladesh Agricultural Research Council (BARC) Chairman Dr. SM Bokhtiar emphasized technological innovation in tackling climate challenges and CGIAR's role in Bangladeshi food security. In Nepal, CGIAR and Nepal Agricultural Research Council (NARC) implemented site-specific fertilizer recommendations for maize, wheat, and rice, among other initiatives. Meanwhile, as Sri Lanka finds stable economic footing, discussions between IWMI and the Prime Minister opened new avenues for research support.

CGIAR and the Indian Council of Agricultural Research (ICAR) hosted the President of India, Smt. Draupadi Murmu, at the CGIAR Gender Research Conference. She highlighted the necessity of robust research to achieve sustainable and socially just agriculture production and emphasized

CGIAR's role in supporting agri-food system transformations. In Nepal, the CGIAR Delivering for Nutrition in South Asia conference gathered 1200+ experts on nutrition and food security to share research findings and implementation experiences, and discuss policy advocacy opportunities. Initiated by IFPRI more than 10 years ago, this annual conference is a mainstay of the nutrition community in South Asia.

CGIAR is setting the stage for lasting transformation across South Asia.



“ Collaboration is the key to achieving lasting impact. Our partners at every level –from local communities to government bodies – play an essential role in our success,” says Temina Lalani-Shariff, Regional Director for South Asia. “This year, we have made significant strides in aligning our goals across the region, sharing best practices, and learning lessons in a structured way. These shared efforts drive our unified approach and amplify our impact.”

— Temina Lalani-Shariff, Regional Director, South Asia.



*Hoa Bui grows chayote in Tan Lac District
Vietnam SADU project
Photo: Georgina Smith, CIAT*

Southeast Asia and the Pacific (SEAP)

To increase impact, CGIAR has been using different approaches to unleash the transformative power of partnerships in advancing food security and sustainable agri-food systems.

The ASEAN-CGIAR Innovate for Food Program (IFRP) was formally launched in October 2023. This genuinely demand-driven program was developed after more than two years of consultation and has been endorsed by all 11 ASEAN member states. The program sets out a 10-year agri-food research strategy for ASEAN to promote healthy food systems and foster inclusive trade and value chains. It has already received seed funding from ACIAR and FCDO and is starting implementation in 2024.

In a powerful example of a public-private partnership, the Transforming Agrifood Systems with Potatoes (TAP5) program has developed early-maturing, climate-resilient potato varieties for tropical environments. This collaboration between CIP, HZPC Holdings BV, Syngenta Foundation for Sustainable Agriculture (SFSA) and USAID is enhancing food security and family income for resource-poor farmers in Asia and Africa.

CGIAR has drawn on its deep experience with multi-lateral collaborations to advance the One Health Partnership framework. Delegates at the first technical meeting endorsed the integration of a Food Safety Technical Working Group within the One Health Partnership framework. Vu Thanh Liem, of MARD's International Cooperation Department, emphasized the need for coordinated efforts for robust food safety management when he spoke at the event. Delegates from Cambodia,

Laos, and Thailand appreciated the framework and committed their organizations to supporting food safety goals. As food safety rises as a priority for many countries in Southeast Asia, CGIAR will be able to contribute to this shared goal through the Working Group.

CGIAR's strategic alliances and approaches in the region are driving progress and also establishing a framework for sustained engagement.



“ Strong partnerships and collaboration harness the strength of our region, uniting us to build resilient and sustainable food systems. By combining our expertise and sharing knowledge, we create a powerful force for positive change within agri-food systems.”

— Temina Lalani-Shariff,
Regional Director, Southeast Asia and the Pacific.



*Examining work at an AfricaRice breeding station
Photo: Adam Hunt, EiB-CGIAR*

Partnerships

CGIAR continues to build and grow its network of partners around the world, acknowledging that food, land, and water systems transformation, as well as meeting the SDGs by 2030, require an “all-hands-on-deck” approach. Through collaboration and cooperation, CGIAR and its partners are delivering solutions to address the pressing challenges of poverty, hunger, malnutrition, climate change, social injustice, and environmental degradation.

Learn more in the [Portfolio Narrative](#)



Sprinkler irrigation in Ghana
Photo: Hamish John Appleby, IWMI

Countries Focus

What is CGIAR doing in
Guatemala & Ghana?

Learn more in the [Portfolio Narrative](#)



Wheat physiology
Photo: CIMMYT

Digital Transformation

CGIAR integrates cutting-edge digital solutions into our scientific innovations. And we use digital technologies to enable our business units and research programs. In 2023, we made substantial advances in deploying digital solutions that will help us tackle global challenges.

Novel Approaches to Diet and Environmental Monitoring, AI, and Inclusiveness

In 2023, the CGIAR Initiative on Digital Innovation validated its method to collect crowdsourced high-frequency data on consumer diets. This collected dietary information from more than 80,000 people in Rwanda during 52 weeks after launch and has been adapted for Guatemala. Compared to conventional survey techniques, the crowdsourced method was only slightly less accurate while providing an immediate and detailed insight into nutrition at a fraction of the cost.

In a year defined by breakthrough artificial intelligence (AI) technologies, Digital Innovation generated 14 results from its pilot programs to show how AI technologies can transform agriculture, for example, analyzing large, underutilized datasets to provide agronomic advice to farmers in India and Indonesia, or a chatbot trained on scientific publications. In South Africa, a smartphone app was developed to enable over 1,000 citizen scientists to collect AI-validated data on water quality, another example of how novel approaches can address data gaps while empowering local communities.

The Multi-Dimensional Inclusiveness Index was developed to assess the impact of innovation on the digital gender divide, while Digital Innovation also shows how human-centered design (HCD) can be used to make more impactful and inclusive innovations. This includes a new toolkit - uxtools4ag.org - aimed at CGIAR researchers, while HCD expertise is being used to support five digital agri-food service providers in an Inspire Challenge to improve the gender balance of their user base, which combined extends to thousands of farmers in 14 countries.

Along with the United States Agency for International Development (USAID) through Feed the Future, DAI, and DevGlobal, Digital Innovation organized the ICTforAg conference, which brought together 1,700 participants from 100 countries online in 2023 and is expanded to include five worldwide hybrid events in 2024.

Advancing Digital Transformation at CGIAR

Building on the momentum from 2022, CGIAR's Digital and Data Group (D&D) achieved significant milestones in 2023 while being a partner and enabler to business units and research programs.

A new product development approach was launched to focus new digital and data products on value, impact, and problem-solving. The director and team structure fosters agility and responsiveness, ensuring that our digital solutions effectively address CGIAR's strategic objectives.

Funded by the Bill & Melinda Gates Foundation, new integrated enterprise digital platforms were launched under Digital Enablement of Business Integration, in partnership with People and Culture, Communication and Outreach, and Business Operations and Finance:

- CGIAR360: A foundational infrastructure for data integration, analytics, and business intelligence.
- MyCGIAR: An employee engagement platform to enhance communication and collaboration.
- Website Management: A unified platform for developing and managing CGIAR's web presence.
- Business Process Improvements: Enhancements in talent management and financial reporting, driving efficiency and transparency.

The emergence of Generative AI in 2023 presented both opportunities and challenges. The D&D team mobilized a cross-CGIAR community to collaboratively explore and assess these new technologies. In partnership with Digital Innovation, we advocated for a unified AI strategy at the System Council meeting in Rabat. This proposal included the concept of an AI Innovation Accelerator eHub aimed at fostering AI-driven advancements across CGIAR and its network of partners in the global south.

As we embarked on designing the 2025–2027 Research Portfolio, the D&D team collaborated closely with Digital Innovation and other groups to develop the “Digital and Data as a Connector” model. This model ensures that digital and data innovations are integral to the new Portfolio’s design, enhancing synergy and impact across research and operational activities.

Our integrated cybersecurity approach achieved a record year with zero critical security incidents. The ICT Community of Practice across CGIAR Centers continued to thrive, ensuring that CGIAR remains at the forefront of digital security and operational excellence.



Events & Awards

Explore a selection of CGIAR Centers and researchers awarded for their outstanding work along with highlights from our key global event participation in 2023.



Bill Gates meeting CGIAR scientists, including CGIAR Executive Managing Director, Ismahane Elouafi.
Photo: CGIAR

Events with Global Presence

In 2023, CGIAR maintained its presence at impactful global events, delivering science and innovation to key decision-makers, scientists, and leaders.

Historically, CGIAR has utilized international forums to disseminate cutting-edge research and innovations, influence policy, and forge strategic partnerships. Last year, our engagement in prominent events significantly impacted advancements in various global agricultural issues concerning food, land, and water systems.

Key Events and Engagements

1. **Climate COP28**

CGIAR contributed expertise across over 100 sessions covering topics ranging from gender and climate security to water-energy-food nexus, finance, research, and innovations. These efforts played a pivotal role in the key achievements of the event, encouraging 154 countries to commit to the UAE Declaration on Food and Agriculture, refilling the \$500 million Loss and Damage Fund, advancing discussions on the Global Goals on Adaptation (GGA), and launching the [CGIAR \\$4 billion investment case](#) to transform food systems.

2. **AIM4C Summit**

AIM for Climate advocates for increased investment in climate-smart agriculture and food systems innovation. Through seven [innovation sprints](#), CGIAR presented cases for soil

fertility management, livestock resilience, and climate-resilient crop varieties while promoting gender-responsive climate solutions and digital resources for sustainable agroecological transitions.

3. **UN Water Conference**

CGIAR experts contributed research and insights on the global water crisis, including outcomes from IWMI's **Transformative Futures for Water Security (TFWS)** Initiative, which identified eight pressing water needs. They helped establish the **Water Action Agenda**, addressing global water challenges and promoting sustainable water management practices.

4. **Bonn Climate Conference**

CGIAR hosted several side events, including "Towards net zero food systems," where experts presented findings on food system emissions, decarbonization strategies, and climate mitigation potentials of various technologies. Our Centers also led a successful delegation advocating for recognizing the critical role of food systems in climate change discussions.

5. **Africa Food Systems Forum Summit (AGRF)**

Our Centers led discussions to advance CGIAR's vision of **zero hunger in Africa by 2030**, highlighting innovations like IITA's sustainable cassava seed system in Tanzania to boost economic empowerment in the sector. Private sector actors showed strong investment commitment, forming partnerships to enhance the consumer-led cassava value chain.

6. **IPCC Sixth Assessment Synthesis Report**

With CGIAR as part of the core writing team, the International Panel on Climate Change report highlighted many essential adaptation strategies for those who face disproportionate impacts from climate change, including cultivar improvements, on-farm water management and storage, soil moisture conservation, irrigation, agroforestry, and agroecology.

7. **UNFSS+2 Stocktaking Moment**

CGIAR played a crucial role in the UN Food Systems Summit, emphasizing the necessity of quality and targeted investments, strong collaboration with governments and institutions, and holistic governance approaches for ensuring that financial resources reach the right people and are aligned with local visions and needs to achieve positive outcomes.

Marking International Days

Throughout the year, CGIAR also marked important international days.

On **International Women's Day**, we emphasized the role of digital innovations and agricultural technologies in promoting equitable and inclusive food systems through internal and external activities. **Earth Day** focused on empowering local communities as stewards of Earth's freshwater resources. For **World Water Day**, we celebrated the adoption of the Nexus Policy by the Niger Basin Authority, marking a significant change for water and associated development.



Photo: ICARDA

CGIAR Awards

In 2023, CGIAR continued to garner awards and accolades. The exceptional quality of work by CGIAR Centers and researchers was widely recognized, highlighting our ongoing efforts to transform food, land, and water systems in a climate crisis. Explore a selection of CGIAR Centers and researchers honored for their remarkable achievements in 2023.

Highlights

Norman Borlaug Field Award – Dr. Swati Nayak

Dr. Swati Nayak, an International Rice Research Institute (IRRI) scientist, has been awarded the prestigious 2023 Norman E. Borlaug Award for Field Research and Application.

Recognized for her innovative work in engaging smallholder farmers in demand-driven rice seed systems, Dr. Nayak has dedicated her career to bridging the gap between scientific knowledge and practical applications. Her grassroots experience and leadership have led to significant impacts, including establishing programs benefiting millions of women farmers and successfully disseminating climate-resilient rice varieties.

"Her role in releasing and expanding a number of promising novel rice varieties, developed in Bangladesh and introduced to India is highly regarded as this has effectively crossed geographic boundaries – research innovations reaching the hands of farmers, regardless of their nationality at a faster scale."
— Wahida Akter, The Bangladesh Ministry of Agriculture Secretary.

Food Planet Prize Winners – The Agrobiodiversity Index

Researchers at the Alliance of Bioversity International and CIAT were awarded the Food Planet Prize in 2023 for their **Agrobiodiversity Index**, a groundbreaking tool recognized for its vision of quantifying and enhancing the sustainability of food systems.

The Index aims to bridge the gap between existing agricultural biodiversity and potential species diversity, promoting healthy diets and resilient production systems. Winning one of the world's most important environmental awards signifies an opportunity to advance policies and practices, catalyzing change in global food systems.

"It has a vision of using science and empirical evidence to quantify and measure the sustainability of the food system, and translate this into a quantitative index for farmers, businesses, and policy, in order to accelerate the adoption of sustainable and healthy food systems."
— Food Planet Prize

Milken-Motsepe Prize in Agritech – IRRI and AfricaRice

Researchers from the International Rice Research Institute (IRRI) and Africa Rice Center (AfricaRice) were one of the recipients of the Milken-Motsepe Prize in AgriTech for their project developing flood-tolerant rice varieties.

The varieties feature the SUB1 gene and can survive submerged for over two weeks, significantly outperforming current varieties. The award aims to support innovative solutions benefiting small to medium-sized African farms. The new rice strains promise to increase farmers' income, enhance resilience to climate change, and have the potential for substantial returns on investment.

“The science supporting this project has worked successfully in Asia. The wide-scale impact on Asian farmers is felt across the region. This research allows African farmers to increase their resilience against climate change. The generous prize can help us bring this innovation to many more smallholder farmers in Africa and beyond at a faster pace,”

— Dr. Venuprasad Ramaiah, Research Unit Leader, Fit-for-Future Genetic Resources, IRRI.

2023 Spring Imperial Decorations – Order of the Rising Sun, Gold, and Silver Star – Dr. Nteranya Sanginga

Dr. Nteranya Sanginga, former Director General of CGIAR's International Institute of Tropical Agriculture (IITA), was honored with The Order of the Rising Sun, Gold, and Silver Star by the Emperor of Japan in 2023. He is the first from CGIAR to receive this award.

The award recognizes individuals with distinguished achievements in international relations, cultural promotion, field advancements, welfare development, or environmental preservation. It recognizes Dr. Sanginga's significant contributions to research, food security, and bilateral cooperation in global agriculture. His efforts have impacted various sectors, including industry, government, and academia.

His Majesty, the Emperor of Japan, acknowledged Dr. Nteranya Sanginga's impactful service towards strengthening relations and promoting mutual understanding between Japan and Sub-Saharan Africa in the field of agriculture.

Top cited researchers

In 2023, Clarivate listed six CGIAR researchers among its Highly Cited Researchers



Jill Cairns
CIMMYT



José Crossa
CIMMYT



Matthew M Reynolds
CIMMYT



**Shakuntala
Haraksingh Thilsted**
CGIAR



**Edward
Hugh Allison**
WorldFish



Chris Bene
Alliance of Bioversity
International and CIAT

News

CGIAR scientists ranked in top 0.1 percent of global researchers

CIMMYT scientists recognized for significant research impact in 2023

WorldFish scientist ranked among world's top researchers for fourth year running

Other awards & achievements

Africa Food Prize - The Pan-Africa Bean Research Alliance (PABRA) and Alliance of Bioversity International and CIAT.

Agricultural and Applied Economics Association (AAEA) Awards 2023

Publication of Enduring Quality Award

- Miet Maertens, KU Leuven

- Johan Swinnen, IFPRI

Quality of Communication Award - Joseph Glauber, David Laborde, and Charlotte Hebebrand, IFPRI

CGIAR Inclusive Workplace Awards - Karen Gonzales, CIP, Siboniso Moyo, ILRI, and Latin American Fund for Irrigated Rice (FLAR), and Alliance of Bioversity and CIAT.

David and Betty Hamburg Award for Science Diplomacy - Dr. Uma Shankar Singh and Dr. Abdelbagi Ismail, IRRI

Ethiopian Academy of Sciences Induction - Dr. Aynalem Haile, ICARDA

FAO NENA Soil Partnership -Dr. Rachid Moussadek elected Chair, ICARDA

Foundation for Innovation in Healthy Food: Heroes Award - Maria Itria Ibba, CIMMYT

GLASSNET Early Career Research Grant - Vartika Singh, IFPRI

Indian Society of Pulses Research and Development (ISPRD): Excellence Award in the Field of Pulses Improvement - Dr. Shiv Kumar Agrawal, ICARDA

International Soil Science Award - Sieglinde Snapp, CIMMYT

Korean Presidential Citation - Dr Baboucarr Manneh, AfricaRice

National Project Management Excellence Awards, Award for Excellence - IWMI

Neville Clarke Award - Dr. Melkamu Bezabih Derseh, ILRI

Seed Association of Mali (ASSEMA) Certificate of Appreciation - ICRISAT

UNDP Mahatma Award for Biodiversity - ICRISAT - International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)

World Rice Industry Global Service Award - Samarendu Mohanty, CIP



*Accelerating Impacts of CGIAR Climate Research for Africa
Photo: Tamirat Getachew, AICCRA*

Our Operations

Our operations teams are committed to ensuring CGIAR is a value-driven, high-performing organization. In 2023, CGIAR made progress ensuring we are an inclusive and enabling organization, a transparent financial manager, and an effective manager of digital and data assets.



*A village meeting in Dirib Gombo for farmers who took out livestock insurance to receive their first payout.
Photo: Neil Palmer, CIAT*

Finance

In 2022, CGIAR Center Boards and leadership developed the [Integration Framework Agreement \(IFA\)](#) to confirm and clarify the path to [One CGIAR](#), a reformulation of the way we work for greater integration and impact. Twelve Centers signed the agreement, while three remained CGIAR Centers but operated outside the IFA. The agreement was approved by all CGIAR Centers and their Board Chairs in early 2023. In October 2023, ICRISAT signed the IFA which increased the number of Centers to 13. ICRISAT'S 2023 results are not included in this report but will be added to the online Financial Report dashboards once available.

In 2023, CGIAR revenue and expenses reflects the aggregated revenue of the 12 Centers who signed the IFA and the comparative 2022 information. Within the CGIAR System (CGIAR Centers, System Organization and System Council advisory bodies), revenue in 2023 was \$870 million, a 12% increase from the previous year (\$771 million in 2022). System-level results improved from a surplus of \$2.5 million in 2022 to a net surplus of \$10.5 million in 2023.

Explore below the highlights of our financial performance and funding in 2023 or search our [dashboards](#) to more closely examine our books.

Financial highlights

Funding channels

Investments in CGIAR may be delivered through the multi-funder CGIAR Trust Fund and/or directly to specific projects at CGIAR Research Centers (outside the Fund), which is called Bilateral Funding. Funding for the CGIAR Trust Fund is channeled through two funding Windows (W1, W3) with increasing levels of funder support. A third Window (W2) was discontinued in 2022 as part of One CGIAR reforms.

- Window 3 (W3) – Project investments: funding allocated by Funders individually to projects that are defined by the Funders (with partners) and aligned with System-wide investments.
- Window 2 (W2) – The Window 2 funding window of the Trust Fund has been discontinued as part of the One CGIAR reforms. Previous program-specific funding to Window 2 is now contributed to Window 1.
- Window 1 (W1) – Under the One CGIAR reforms, Window 1 now receives all pooled funding. Within Window 1, Funders may a) contribute investments, with funding allocated to the entire CGIAR Portfolio of approved System-wide investments prioritized and allocated by Funders collectively through the System Council, supporting CGIAR as a whole; b) designate part of their Window 1 funding toward specific CGIAR Initiatives or Impact Area Platforms.

In 2023, CGIAR recognized revenue of \$870 million, of which W1 accounted for 35% (increase of 4% from 2022), W3 for 24% (an increase of 1% compared to 2022), Bilaterals for 37% (a decrease of 7% compared to 2022), and Other Income for 4% (an increase of 2% from 2022).

See a comparison of 2023 and 2022 funding in **Figure 1** below.

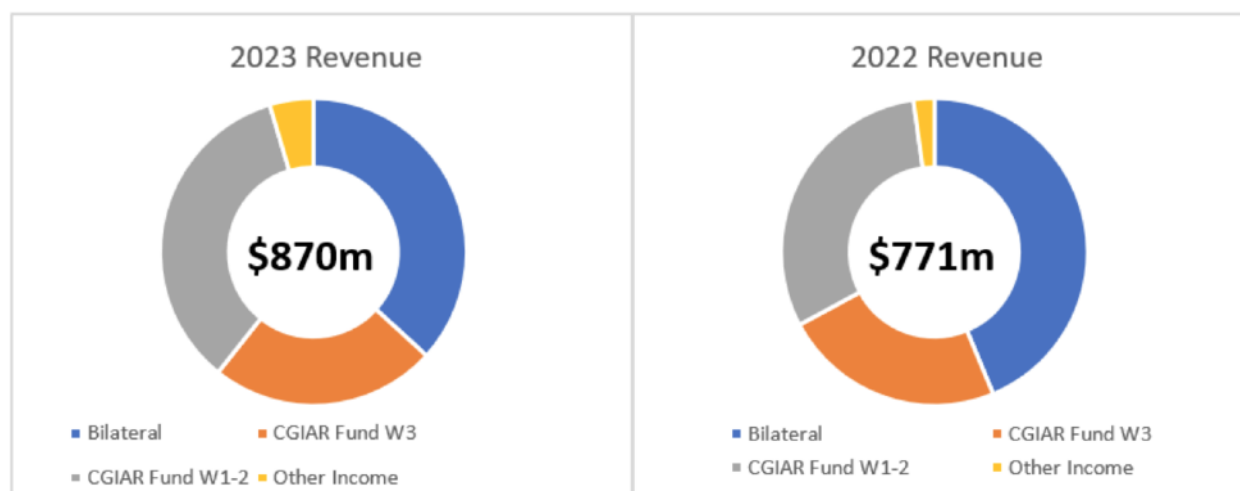


Figure 1. CGIAR revenue by source of funding, 2023 and 2022.

Further analysis of System revenue since 2011 by funding source is shown in **Figure 2** below. W1 in 2023 increased by 4% from 2022.

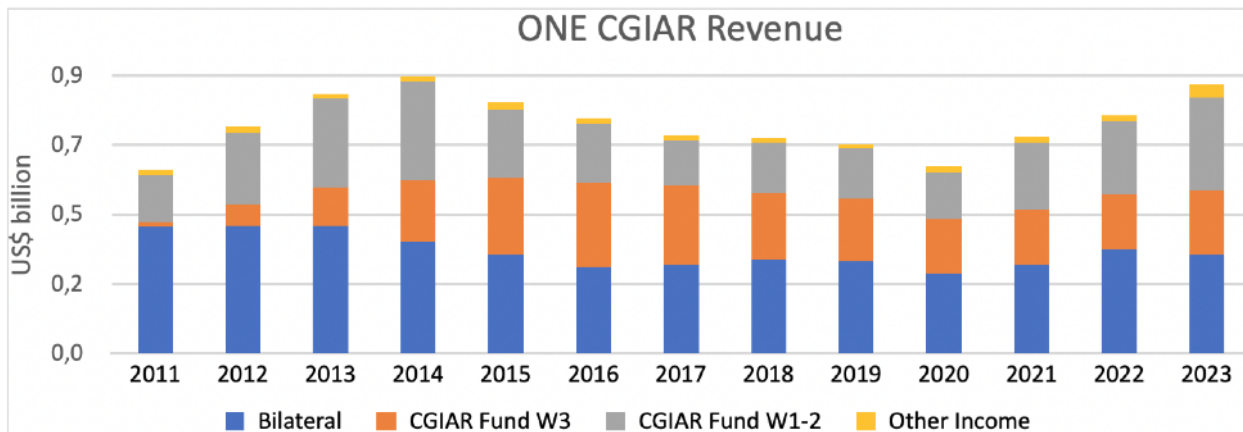


Figure 2. CGIAR System revenue by source of funding, 2011–2023.

Figure 3 shows the main categories of expenditure. Overall, expenses in 2023 increased by 12% to \$859 million from \$769 million in 2022. In 2023, 82% of expenditure was on research and collaboration costs, and 18% was on general, administrative, and System-level costs.

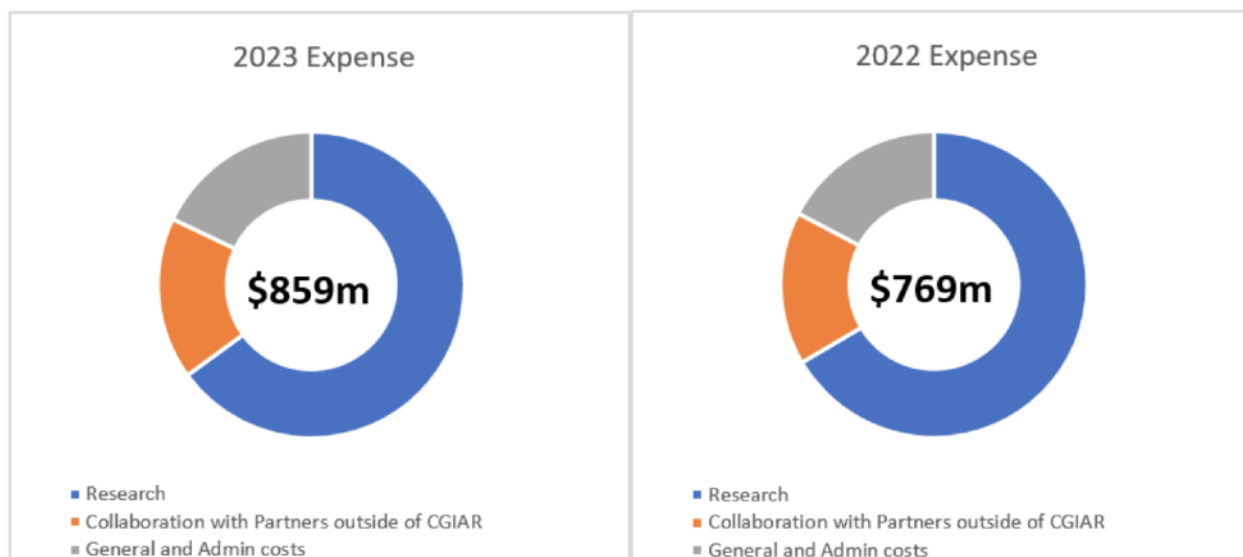


Figure 3. Expenditure by main category, 2023 and 2022.

Figure 4 shows expenditure by CGIAR Science Groups/Action Areas by funding channel.

Resilient Agri-food Systems had the highest W1 spending at 36% followed by Genetic Innovation with 34% and Systems Transformation with 32%.

Beginning from 2022, CGIAR dedicated Window 1 program funding entirely for Portfolio Initiatives and Impact Area Platforms.

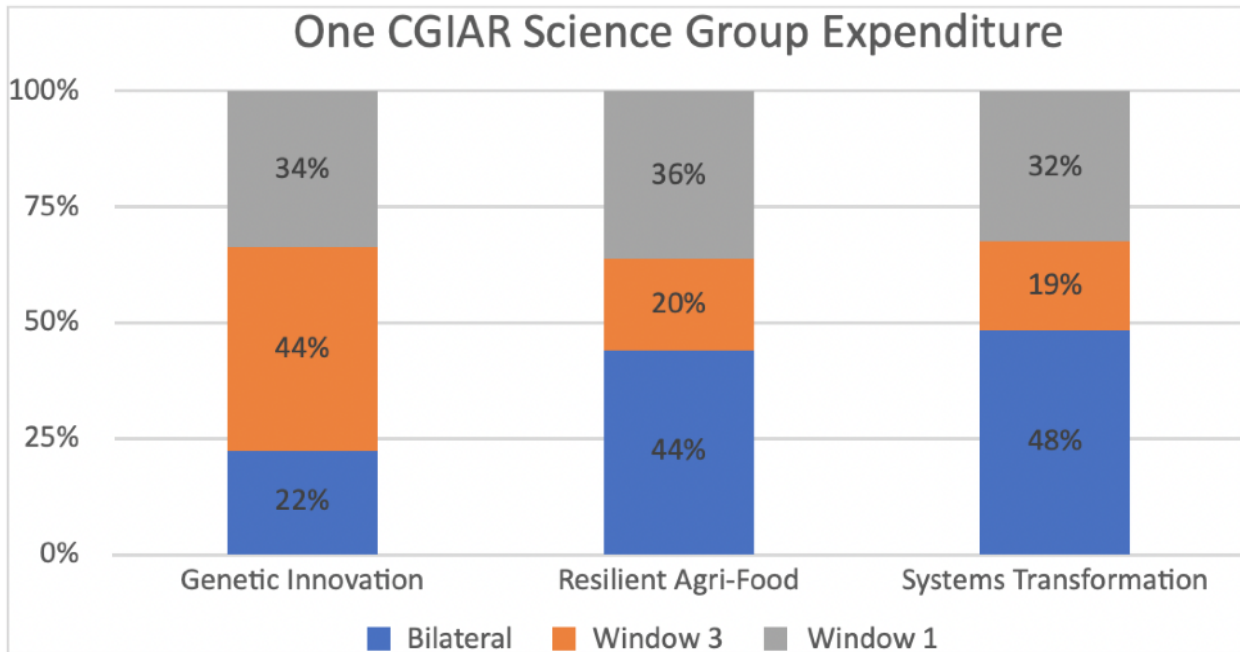


Figure 4. Funding to CGIAR Research by Science Group and Funding Channel.

Resources

For access to more detailed information on funding and expenditure by Center, Program, or Funder, visit the CGIAR Financial Report dashboards.

[CGIAR Financial Report Dashboard](#)



The AICCRA team in Ethiopia.
Photo: Tamirat Getachew, AICCRA

People & Culture

At CGIAR, we actively seek to create and sustain inclusive and enabling workplaces. The People and Culture community works closely to deliver and continuously improve the quality of services through partnership with our stakeholders and harmonization and digitalization of People and Culture practices.

Create and sustain an Inclusive and Enabling Environment

We believe that diversity enriches the quality of our decision-making, deepens the relevance of our advice and outputs, and enhances our efficiency and effectiveness. Treating everyone with dignity and fairness is at the core of our values.

Significant progress has been made in implementing the [new Action Plan](#) for 2023–2024, led by the CGIAR’s Gender, Diversity, and Inclusion (GDI) Function.

More broadly, important foundational work was initiated that supports more shared approaches to managing talent across CGIAR.

Explore some highlights of 2023

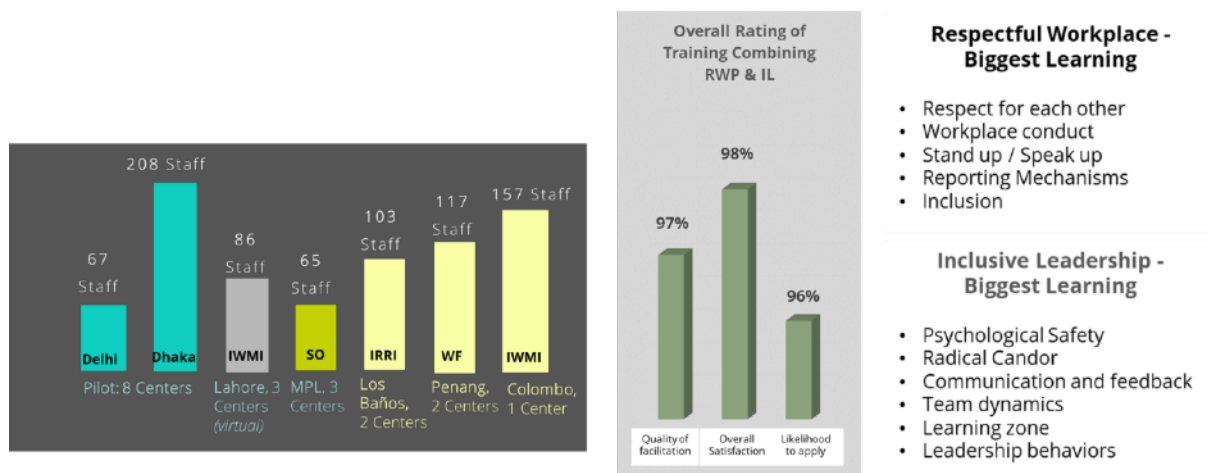
Wellbeing & Me: Inaugural month-long holistic wellness campaign devoted to improving employees' physical and mental wellbeing, with over 1,000 people from across CGIAR participating in 17 different sessions.

Connect@CGIAR: This supports connections between staff across different Centers, enabling participants to set up a 30-minute conversation with someone they don't know. After a successful pilot with Women in Research and Science (WIRES), an employee-led resource group, the program was scaled up across CGIAR to create even more ways for staff to meet, build communities, and share ideas. Almost 400 people are currently participating in the program.

Mentoring@CGIAR: The program was launched in 2023 to accelerate learning, boost self-confidence, build personal networks, and facilitate career progression across CGIAR. The platform garnered over 350 active mentors and mentees.

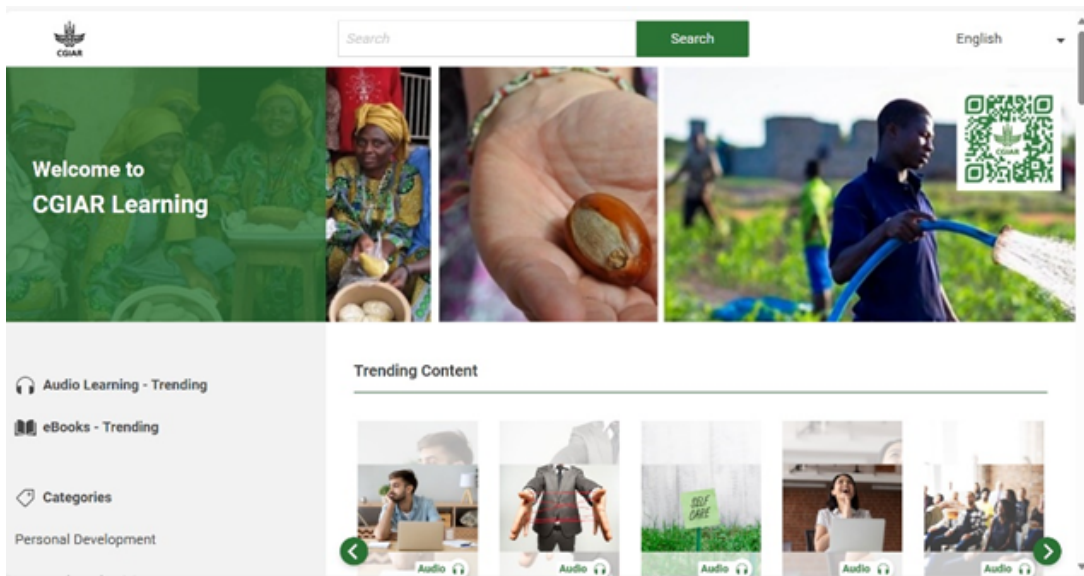
The second edition of CGIAR's **Inclusive Workplace Awards** drew 152 nominations from across CGIAR. Nominations were shortlisted by the judging panel including Leonie Nicks from BIT and Monica Oldham from the World Bank Group, among others.

Inclusive Leadership and Respectful Workplace training programs were piloted in New Delhi and Dhaka in May 2023. The training programs were subsequently delivered in Montpellier, Los Baños, Colombo, Lahore, and Penang. Over 800 staff members from nine Centers and the System Organization participated, with a satisfaction rate of 97 percent.



Launch of a digital learning solution for staff across CGIAR

Following a successful pilot, Bookboon, a digital learning solution for staff across CGIAR, was launched in 2023. Bookboon provides bite-sized, multi-lingual content, including eBooks and audio learning on business and personal development skills, accessible from computers and phones. During the pilot, over 6,000 materials were downloaded, and Bookboon has grown in reach and popularity since its launch.



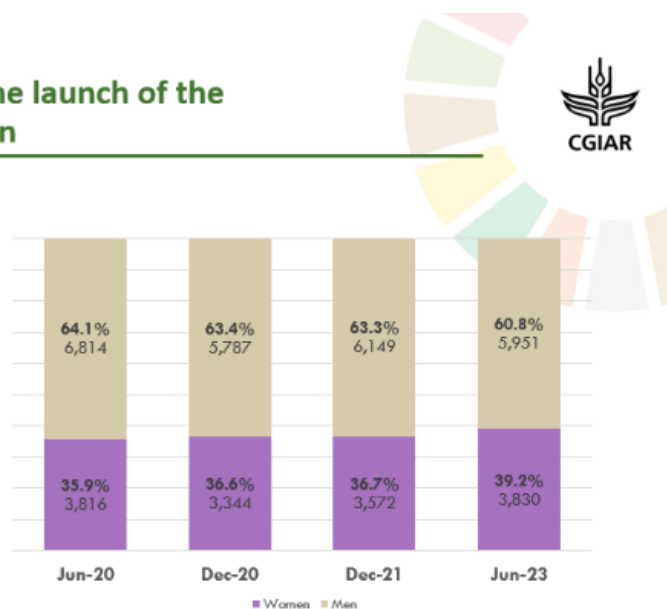
Gender Equity, Diversity, and Inclusion (GDI) in the workplace

GDI data: In June 2023, the GDI function, in partnership with CGIAR Centers, collected and updated People Data, providing a global view of CGIAR’s workforce and its diversity, which continues to show steady progress toward improved gender balance (see below). While the proportion of women has increased overall, key areas such as senior research management (24 percent women) continue to require focus.

Gender Parity Progress since the launch of the GDI Framework and Action Plan

The CGIAR **global workforce** has its highest proportion of women to date at **39.2%**.

If operational support staff (who are 82% male and a fifth of the total CGIAR workforce) were excluded, this would rise to **44.4%** women.



2 additional Centers, the Alliance CIFOR-ICRAF and ICRISAT, reported in June and December 2020. 12 Centers have reported since.

Delivering and digitalizing Key P&C Services

Staffing of CGIAR Research Initiatives The P&C global team has improved efficiency and visibility and streamlined the Science Initiatives people planning and staffing process, which ensures greater outreach and inclusiveness. An **interactive CGIAR Science Initiatives People Dashboard** was developed and approved in 2023 and is now accessible to all staff.

- 2,776 CGIAR employees are participating in the CGIAR Research Initiatives.
- All CGIAR Centers are involved in the Research Initiatives. Ninety percent of Initiatives bring together CGIAR scientists from four or more Centers.
- Ninety percent of the assignments for the Initiatives are in the following regions: Central & West Asia & North Africa (CWANA), East & Southern Africa (ESA), West Central Africa (WCA), Latin America and the Caribbean (LAC), South Asia (SA), and Southeast Asia & the Pacific (SEA).
- Women comprise 41 percent of Initiative staff overall and 40 percent of Initiative Leadership.

In 2023, 46 staff members were appointed to the One-CGIAR operating structure, with 57 percent of the appointments being women candidates.

Launch of the CGIAR People Database project to design and implement **the first People Database for all CGIAR staff**. The People Database will enable reliable and real-time **Reporting on Key Workforce Indicators** for the entire CGIAR; it is an important foundation to build an array of shared digital solutions to better understand and manage the excellent talent across CGIAR. This project is supported by the Bill and Melinda Gates Foundation and will be live in mid-2024.

GDI's IMPACT in 2023



In 2023, CGIAR announced the launch of the workplace Gender equity, Diversity and Inclusion (GDI) Action Plan for 2023-2024. Finalized in early April 2023 after months of wide-ranging consultations, the two-year Action Plan builds on the momentum of recent GDI achievements, lessons-learned and incorporates evidence-based best practices.

INCLUSIVE WORKPLACE CULTURE

Advancing Gender Equity:

100+ attendees in the Women in Leadership workshop series.
100% participants 'likely to apply' learnings.

RECOGNIZING GLOBAL GDI MOVEMENTS AND OBSERVATIONS

February International Day of Women and Girls in Science: fireside chat, How do Women Role Model Success.

March

International Women's Day: webinar on Overcoming Limiting Beliefs.

100+ participants in an online event on Addressing Microaggressions.

June **100+** participants in workshops on LGBTQIA+ identities and allyship.



October

1000+ participants in a series of workshops on health and wellbeing, by 15+ experts.

INCLUSIVE LEADERSHIP

Launch of Inclusive Leadership and Respectful Workplace Training:

100% PARTICIPANTS said they were "satisfied" and "likely to apply the lessons learned!"



800 STAFF TRAINED
9 CENTERS AND THE SO
7 GLOBAL LOCATIONS

FIRST STEPS TO ADVANCE LGBTQIA+ INCLUSION

Pride@CGIAR ERG formed and launched

30 HR leaders trained on LGBTQIA+ foundations

ACCOUNTABILITY

AUGUST — LAUNCH OF

Inclusive Workplace Awards

150+ NOMINATIONS across all CGIAR Centers

3 CATEGORIES Inclusive Team Role Model Leader

WINNERS announced in November

NOVEMBER — LAUNCH OF

Engage@CGIAR

a system wide engagement survey.

PARTICIPATION



LAUNCH OF CGIAR-WIDE PROGRAMS OPEN TO ALL STAFF

Connect@CGIAR networking

Mentoring@CGIAR mentorship opportunities

880 UP TO connections formed!

300 UP TO staff enrolled

390 UP TO staff are on the program

144 UP TO mentoring relationships formed

DIVERSE REPRESENTATION

in CGIAR's workplaces*:



8200+ Staff members
76 Countries
119 Nationalities

* Based on GDI data collection from June. To ensure the safeguarding of the personal data collected, the privacy notice was updated during Q3 2023 in consultation with global Legal and D&D.

EXTERNAL RECOGNITION AT THE CDR AWARDS

CGIAR among the top three performers in the **Diversity & Inclusion** category at the Career Development Roundtable Awards in Washington DC. CGIAR's Director for GDI & Culture delivered a well-attended a clinic at the IMF, focused on "the journey towards a One CGIAR culture".

TOP 3





*The work of CIAT's Genetic Resources Unit to regenerate bean seeds, at a field site near Popayan, Colombia.
Photo: Neil Palmer, CIAT*

View the CGIAR Portfolio Narrative for:

- Innovations Portfolio Management
- Performance & Results Management
- Adaptive Management
- Risk Management

[View the Portfolio Narrative](#)



Photo: Jjumba Martin, GI-CGIAR

Oversight & Assurance

CGIAR's Advisory Services, Internal Audit, and Ethics & Business Conduct teams are crucial in ensuring that best practices are maintained within our organization and in our external collaborations.

Advisory Services

The Independent Advisory and Evaluation Service (IAES) provides operational support for two independent advisory bodies, the Independent Science for Development Council (ISDC) and the Standing Panel on Impact Assessment (SPIA). Further, IAES implements CGIAR's multi-year, independent evaluation plan as approved by the System Council.

In 2023, ISDC experienced a dynamic year, during which it contributed significantly to CGIAR's Portfolio evolution in 2024 and delivered key commissioned research on megatrends. SPIA secured approval for a new plan extending until 2030 while successfully navigating the penultimate year of the 2019–2024 work plan, focusing on country reach and causal evidence studies. IAES's Evaluation Function completed the full cycle of System Council-commissioned program and platform evaluations for 2016–2021. Section 7.1 provides key 2023 achievements per independent advisory workstream, with more details [here](#) and all deliverables available on <https://iaes.cgiar.org/>.

ISDC Achievements

ISDC coordinated with CGIAR leadership, anticipating a moderated review of proposals under Portfolio25 in 2024. The Council rendered a comparative advantage (CA) analysis technical note into podcasts and videos to enhance understanding of the CA concept. ISDC also conducted a megatrends project that yielded a discussion paper outlining nine implications crucial for the evolution of CGIAR's Research and Innovation Strategy. Additionally, ISDC hosted a science forum during the 19th System Council meeting, focusing on megatrends impacting gender equality, youth, and social inclusion. ISDC also published a perspective piece in *npj Sustainable Agriculture* (a Nature publication) that explored some of the interlinked concepts it has used in advising CGIAR.

Links to key deliverables

- Meinke, H., Ash, A., Barrett, C.B. et al. 2023. Evolution of the One CGIAR's research and innovation portfolio to 2030: approaches, tools, and insights glob after the reform. *npj Sustain. Agric.* 1, 6. <https://doi.org/10.1038/s44264-023-00005-x>
- Technical Notes. ISDC. 2023. Responding to evolving megatrends. <https://iaes.cgiar.org/isdc/publications/responding-evolving-megatrends>

SPIA Achievements

SPIA progressed as planned with its 2019–2024 work plan, while also securing approval for a new operational model and the 2023–2030 work plan. The panel organized webinars and published guidelines on remote sensing for impact assessment to strengthen the methods base for the SPIA approach. SPIA made significant strides in collecting diffusion data in Bangladesh and Viet Nam and published a report on the adoption of improved rice cultivars and sustainable practices. The panel expects to publish reports from country studies in Ethiopia and Uganda in 2024. In 2023, study teams completed three accountability and two learning studies commissioned by SPIA.

Links to key deliverables

- Pelletier, J., Maue, C., Karasalo, M., & Jack, K., Barros, J. 2023. Remote sensing for impact evaluation of agriculture and natural resource management research: Guidelines for use in One CGIAR. Rome: Standing Panel on Impact Assessment (SPIA). <https://iaes.cgiar.org/spia/publications/remote-sensing-impact-evaluation-agriculture-and-natural-resource-management-research>
- Standing Panel on Impact Assessment. 2023. Carrying out a country-level stocktake. Rome: CGIAR Independent Advisory and Evaluation Service (IAES) <https://iaes.cgiar.org/spia/publications/guidance-note-carrying-out-country-level-stocktake>
- Kosmowski, F., Bach, T., Nguyen, O., Stevenson, J., & Visaria, S. 2023. Preliminary Insights into the Adoption of CGIAR-Related Agricultural Innovations in Vietnam. Rome: Standing Panel on Impact Assessment (SPIA). <https://iaes.cgiar.org/spia/publications/preliminary-insights-adoption-cgiar-related-agricultural-innovations-vietnam>

IAES/Evaluation Function Achievements

The Evaluation Function of IAES work continued, focusing on operationalizing the CGIAR Evaluation Framework and Policy, with an increasingly dedicated emphasis on knowledge management. Evaluative engagements addressed assurance and ‘evaluability,’ such as the Performance and Results Management System (PRMS) advisory engagement. Platform evaluations for GENDER and Genebanks concluded, providing transitional and forward-looking recommendations for the ongoing CGIAR Portfolio revision. The translation of key documents into Spanish and the convening of a Spanish-language knowledge-sharing event by IAES and ISDC highlighted efforts toward inclusivity and capacity sharing. The process evaluation included an advisory activity in partnership with Internal Audit on CGIAR’s PRMS.

Links to key deliverables

- [CGIAR GENDER Platform: Independent Evaluation Report and resources](#)
- [CGIAR Genebank Platform: Independent Evaluation Report and resources](#)
- [Evaluation Advisory Report: Study on the Performance Results Management System \(PRMS\) Project Management Approaches and Fit-for-Purpose Information Products](#)

Conclusion

The 2023 efforts of ISDC, SPIA, and IAES/Evaluation Function, underpinned by IAES operational support, reflect a productive year providing independent advising and evaluative and impact evidence in CGIAR’s research and innovation landscape. A dedication to inclusivity, knowledge sharing, and effective governance helps to support CGIAR’s continued success in the coming years.

Internal Audit

In 2023, the Internal Audit within the CGIAR organization provided strategic and operational assurance while also offering advice to its stakeholders, with the aim of achieving its vision of becoming "an integrated, digitally enabled, innovative, and trusted partner supporting CGIAR institutions to deliver impact through value-adding assurance and advice." To realize this vision, we established specific priorities for 2023 across our strategic focus areas, namely:

1. **Enhancing and driving a business partnership approach** through building robust relationships with our stakeholders at the global and Center levels and measuring performance via a set of Key Performance Indicators. We aligned Internal Audit with the key organizational priorities throughout 2023 to adapt to the constantly evolving stakeholder landscape. **Closer engagement with strategic initiatives** was achieved via strategic advisory and assurance work, including engaging with the strategic risk review process, reviewing funding modalities, and assessing talent risks.
2. **Aligning the delivery with AFRC and senior management expectations** through ongoing dialogue, regular internal audit work plan reviews, and contextualizing internal audit findings and recommendations within the organizational environment and goals.
3. **Building an integrated internal audit** by coordinating internal audit teams through thematic engagements that cover more than one Center.
4. **Achieving impactful communications** by embedding the communication tools already developed, such as new internal audit report templates, which received positive feedback from a wide range of stakeholders.
5. **Stepping up alignment with other assurance providers** through an Assurance Community that Internal Audit set up to drive better understanding of the risk assurance landscape for CGIAR governing bodies and coordinating assurance activities for more efficient coverage.

In 2024, the CGIAR Internal Audit will continue to set ambitious goals to respond to stakeholder needs via a better-aligned, more efficient, and innovative internal audit function. The primary focus for 2024 is to work toward an integrated internal audit function following up on the outcome of the unified governance review.

Delivery in 2023

In 2023, the CGIAR Internal Audit delivered 72 reports across three types of engagements:

- **Strategic and Thematic engagements (6)** of assurance or advisory nature that responded to CGIAR-wide risks and priorities. They encompassed multiple CGIAR Centers and were designed and delivered through close collaboration among the CGIAR Internal Audit teams.
- **Centre-specific engagements (68)** responding to Center-specific risks.

In 2023, the focus of Strategic and Thematic engagements included:

- Understanding the risk exposure and existing controls related to engaging casual labor, one of the most vulnerable categories of laborers in agriculture.
- Review of management of significant related parties by selected CGIAR Centers.
- Engaging with the risk review process, offering real-time advice to strengthen strategic risk management.
- Engaging with the working group reviewing the funding/costing modalities in CGIAR, bringing in the on-the-ground experience and knowledge to support the outputs of the working group.
- Facilitating a better understanding of the key elements of the talent risk by CGIAR Centers and opportunities to manage them based on mapping of measures to manage the talent risk by CGIAR Centers.
- Developing a self-assessment tool to map the controls to manage the funding risk and summarizing key areas to strengthen funding risk management, following the Phase 1 work conducted in 2023.

In addition, Internal Audit carried out two investigations into misconduct in response to specific requests from management in close collaboration with the CGIAR Office of Ethics and Business Conduct.

Twice in 2023, we followed up on the implementation of agreed management actions in response to internal audit recommendations to indicate the progress of bridging identified gaps in governance, risk management, and internal control.

Resources

As of the end of 2023, the CGIAR Internal Audit staff complement included 26 members, with a gender distribution of 16 men (61 percent) and 10 women (39 percent) . The auditors operated within 7 teams across 12 countries.

The diverse composition of the team brings together a range of professional qualifications, including Certified Internal Auditor (CIA), Certification in Risk Management Assurance (CRMA), Certified Information Systems Auditor (CISA), Certified Public Accountant (CPA), Certified Management Accountant (CMA) and Certified Business Data Analyst. In response to the need for skills in cyber security, our staff obtained a certification from ISC2 in Cyber Security (CC). Our colleagues published two articles in the ISACA journal and IIA Magazine on Cyber and Information security.

At the end of 2023, seven job vacancies within the Internal Audit Function presented opportunities to strengthen and expand the team. To enable the delivery of engagements, the CGIAR Internal Audit Function is co-sourcing some of its activities.

Ethics & Business Conduct

The Ethics and Business Conduct (“EBC”) office was established in July 2021. The role of EBC is to promote an ethical organizational culture based on CGIAR Core Values of Integrity, Dignity and Respect, Sustainability, Excellence and Innovation, and Partnership, as set forth in the CGIAR Ethics Framework. EBC is governed by the principles of independence, confidentiality, impartiality and professionalism, and is available to all CGIAR staff who require ethics related guidance and assistance.

EBC serves as a trusted consultative resource available for all CGIAR staff and provides a place where staff may confidentially raise concerns and seek **confidential advice and guidance**. EBC’s advice ranges from managing potential conflicts of interest before they escalate into potential misconduct and wrongdoing to helping staff navigate through the various processes available to them to confront interpersonal issues.

In 2023, EBC’s focus on **training and outreach** shifted progressively from being demand-driven to becoming more proactive, needs-specific, and targeted. EBC tried to engage all stakeholders of the organization through various activities and initiatives.

Different channels continue to be available for reporting complaints with some Centers conducting their own **investigations** whilst others delegate them to EBC. Interpersonal misconduct against senior staff formed most of the complaints received, with very little financial irregularities & research misconduct reports. EBC is working on standardizing the way investigations are carried out across CGIAR and aligning with international best practices, since becoming a member of the Conference for International Investigators network in February 2023.

During 2023, EBC created a portal dedicated to all IREC/IRB and other Research Ethics professionals across CGIAR Centers. The portal was created to form a platform for pooling experiences and as a repository of existing policies, templates, and other information on the theme of Research. In early 2023, EBC also obtained budgetary and P&C approval to appoint a **Research Ethics** Senior Officer (RESO). Following an internal recruitment process, a candidate from a Center was chosen to fill the role, however, the recruitment was put on pause in early 2024, subject to the Organization’s Unified Governance Review (UGR)/Integration Coordination Independence (ICI) process.

Commencing November 2022, EBC drafted and engaged in a robust consultative and collaborative process to develop an initial round of system-wide ethics **policies** consisting of a (1) Code of Conduct (2) Anti-Harassment Policy (3) Safeguarding Policy and (4) Whistleblower Policy. However, despite approval and adoption by the System Board and System Council in February 2023, there appears to be limited adoption by Centers. Post UGR, EBC was identified as a priority area for integration and we hope that in 2024 there will be agreement on the form integration will take. With this in mind, EBC is committed to a new fit for purpose approach to the next round of policies and a redraft of initial policies. For more information on EBC highlights for 2023, visit [CGIAR-Annual-Report-Final-12192023-Interactive.pdf](#)



CGIAR is a global research partnership for a food-secure future. CGIAR science is dedicated to reducing poverty, enhancing food and nutrition security, and improving natural resources and ecosystem services. Its research is carried out by 15 CGIAR Centers in close collaboration with hundreds of partners, including national and regional research institutes, civil society organizations, academia, development organizations and the private sector. We would like to thank all funders who supported this research through their contributions to the [CGIAR Trust Fund](#), along with all other funders and partners.



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