GPi GLOBAL PHOSPHORUS INSTITUTE

STRATEGIC DIRECTION

2025 - 2030

Growth for Impact



GPi GLOBAL PHOSPHORUS INSTITUTE

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Acknowledgments

The Global Phosphorus Institute (GPI) extends its sincere gratitude to the many individuals and institutions who contributed to the development of the ***Strategic Direction 2025–2030 (SD2030)***. This document reflects the collective wisdom, dedication, and vision of a broad community of partners.

We gratefully acknowledge the members of the GPI Scientific Committee and our Distinguished Fellows, whose guidance and rigorous feedback were invaluable throughout this process. We are equally indebted to the more than sixty experts and practitioners—from universities, research institutes, farmers' organizations, the private sector, and multilateral institutions—who generously shared their perspectives during the consultations.

Special thanks go to our founding institutions, Mohammed VI Polytechnic University (UM6P) and the Ibn Rochd Foundation for Science and Innovation, for their continued trust and support in advancing GPI's mission. We also wish to recognize the wider ecosystem of UM6P, OCP, and African Plant Nutrition Institute (APNI), whose collaboration and engagement have enriched this strategy. Above all, we extend our sincere thanks to GPI's staff and consultants for their commitment, professionalism, and unwavering support in bringing this strategy to fruition.

This strategy is truly a collective achievement. It reflects not only the work of GPI but also the aspirations of the broader community committed to sustainable phosphorus management—for food security, environmental stewardship, and shared prosperity.



President's Message

Khalid Baddou
President of the GPI

As President of the Global Phosphorus Institute, I am honored to present our ***STRATEGIC DIRECTION 2025–2030 (SD2030)***. This is more than just a strategy—it is a call to action at a time when the world is facing serious challenges: growing food insecurity, the effects of climate change, and increasing pressure on our environment.

Phosphorus is at the center of these issues. It is essential for life, for agriculture, and for industry. Without it, we cannot produce the food that sustains us. And yet, despite its importance, phosphorus is often overlooked in global discussions on sustainability. With SD2030, GPI takes on the responsibility of putting phosphorus where it belongs—at the heart of the global agenda for a more sustainable future.

This strategy builds on the work of our early years and reflects the contributions of many partners who shared their insights and experience with us.

It confirms GPI's role as a **bridge**—linking science, policy, and practice, and ensuring that knowledge leads to action. It also underlines our commitment to amplify the perspectives of the Global South, where phosphorus challenges are most urgent but also where the greatest opportunities for innovation exist.

Our vision is ambitious, but our values are clear. We will act with integrity, openness, and inclusiveness. Above all, we will work to ensure that better phosphorus management brings benefits not just for today, but also for future generations.

The task ahead is great, but it is also an opportunity. Together with our partners, we can make phosphorus a true driver of sustainable development—supporting food security, protecting the environment, and building resilience for communities across the world.





Executive Director's Message

Dr Mamou Ehui
Executive Director

It is with great honor that I present the ***STRATEGIC DIRECTION 2025–2030 (SD2030)***, which will guide the work of the Global Phosphorus Institute over the next five years.

This strategy comes at a pivotal time. Around the world, farmers and communities face deteriorating soil health, rising food insecurity, and the accelerating impacts of climate change. At the same time, phosphorus—an element essential for all life and central to food production—is too often managed inefficiently and unsustainably. Addressing this challenge is no longer optional: it is fundamental to securing resilient food systems and protecting the environment for future generations.

SD2030 charts a clear course of action. It is anchored in five strategic pillars: advancing knowledge, fostering innovation, engaging in policy dialog, strengthening communication and outreach, and building transformative partnerships. Together, these pillars embody a simple but powerful conviction: **knowledge must lead to action**.

This strategy is the result of many voices. We listened to farmers, scientists, policymakers, private sector partners, and international organizations. Their contributions shaped this strategy and will continue to guide its implementation. The message is clear: **no single actor can address the phosphorus challenge alone—we must work together.**

As Executive Director, I am committed to ensuring that GPI continues to serve as a trusted, science-based, and inclusive platform. We will keep our focus on solutions that are practical, equitable, and especially responsive to the needs of the Global South, while advancing global cooperation for sustainable phosphorus management.



Executive Summary

Phosphorus is recognized today as a critical factor in multiple global challenges and opportunities, from food security to environmental sustainability and climate change. The world needs pragmatic, integrated solutions that improve access to phosphorus in some regions and support innovative and circular economy models for efficient use and protection of the environment in others. Phosphorus is intrinsically linked to several Sustainable Development Goals (SDGs), most notably SDG 2 (Zero hunger), SDG 12 (Responsible consumption and production), and SDG 13 (Climate action), among many others.

The Global Phosphorus Institute (GPI) was created to help the world tackle these challenges across mining, fertilizer production, food systems, and waste. In early 2025, GPI entered a new phase of institutional growth and global engagement. In this context, this *STRATEGIC DIRECTION 2025–2030 (SD2030)* document is designed to consolidate its institutional identity, sharpen its value proposition, and strengthen its scale, credibility, and impact.

The SD2030 reaffirms GPI's goal of increasingly sustainable management of phosphorus at global and national levels that ensures food security, environmental health, and resource efficiency. GPI's core principles of engagement—science-backed solutions and stakeholder engagement—continue to be at the center of the organization, alongside its institutional values of integrity, transparency, inclusivity, openness, and responsibility.

This document was based on a broad consultation process involving internal and external stakeholders, the GPI Scientific Committee and Distinguished Fellows, many of who also provided detailed comments on a draft version of the SD2030.

The SD2030 is organized around five pillars of action:

- **Knowledge collection and consolidation**, including developing a curated platform of phosphorus knowledge, a global flagship report, and a technical report series to provide the best knowledge available on phosphorus, designed to influence policy choices, programs, and investments at regional and international levels.

- **Innovative approaches** for the development of solutions roadmaps; pilot programs to tackle broader challenges that cannot be solved by research groups, think tanks, or policymakers alone; and a fellowship program.
- **Policy engagement and advocacy** to bring the best science, practice, and knowledge on phosphorus to action-forcing, high-level policy stakeholders and decision-makers through the GPI sustainable phosphorus dialogs, policy and technical briefs that support the discussions, and GPI's expanded visibility and engagement on the global stage.
- **Knowledge packaging and outreach** through a stronger communications and engagement function in GPI that packages the best knowledge (identified and developed in Pillars 1 and 2) in ways that reach and are understood by diverse priority stakeholders.
- **Institutional development and strategic partnerships** to support GPI's selective and strategic growth in the years to come.

As part of the SD2030 development, a new theory of change was developed for the organization, building on the outputs from each of the five pillars of action described above. Through those outputs, GPI aims to achieve four key intermediate outcomes:

- GPI-generated and curated phosphorus knowledge is increasingly accessed and considered by relevant stakeholders across sectors and regions.
- Collaborative initiatives on phosphorus, involving actors from science, economics, and industry, are encouraged and supported by GPI's convening efforts.
- GPI contributes to multi-stakeholder dialogs that may lead to joint declarations of shared policy messages on phosphorus sustainability.
- More researchers and practitioners are engaged in phosphorus-related work, partly supported through GPI's knowledge and network-building activities.

In turn, GPI will work toward achieving five outcomes that will support the organizational goal and the key SDGs related to sustainable phosphorus use.

These outcomes are:

- GPI-generated knowledge contributes to shaping global and national phosphorus-related discussions and priorities.
- GPI's work informs ongoing reviews and potential reforms of phosphorus-related policies in global organizations and selected countries.
- Phosphorus-related insights from GPI are taken into consideration in the design of investment programs and development initiatives.
- Research programs increasingly reflect themes and questions promoted by GPI and its partners in the pursuit of actionable phosphorus knowledge.
- Awareness and understanding of phosphorus-related issues are strengthened among relevant stakeholders in the Global South.

As an organization, GPI will implement five gradual strategic shifts to achieve its new intermediate and final outcomes defined in the SD2030. These shifts are:

- GPI as a knowledge connector and translator that breaks silos and facilitates dialog and knowledge exchange across geographies, technical disciplines, and the entire phosphorus value chain.
- GPI as a catalyst for translating knowledge into action that mobilizes science, economics, policy, and industry in a more coherent and accelerated manner.
- GPI as a convening platform and trusted broker that designs, prepares, and ignites the conversations needed in the phosphorus space.
- GPI as a strategic communicator that brings the challenges and opportunities of phosphorus to different audiences that can take action.
- GPI gradually becomes a credible, agile, and globally engaged actor through partnerships that fill gaps where GPI can add value.

GPI has identified a practical set of initiatives and actions to start the implementation of the SD2030 in 2025. Time is of the essence. The food security and environmental challenges of phosphorus cannot wait. The urgency and magnitude of these challenges require decisive and ambitious action by GPI and its partners. This document defines our road ahead.



Global Context

1.1 The Global Phosphorus Context: State and Trends

Phosphorus is a vital nutrient for all living organisms, irreplaceable and indispensable to life on Earth. As a key driver of plant growth and development and an essential component of fertilizers, it plays a foundational role in global food production and food security. Alongside nitrogen and potassium, phosphorus forms the backbone of modern agriculture and is crucial to ending hunger and malnutrition.

Today, phosphorus stands at the intersection of multiple global challenges and opportunities. On the one hand, insufficient phosphorus use continues to constrain agricultural crop yields and nutritional outcomes in large parts of the world. At the same time, improving phosphorus use efficiency is crucial to maximizing its benefits and avoiding the adverse environmental impacts that result from its inappropriate use. These challenges highlight the need for innovative and more sustainable phosphorus management to ensure both agricultural productivity and environmental stewardship.

Fortunately, the world is not starting from scratch. Phosphate rock, the primary source of phosphorus, remains abundant, with significant reserves mainly in Morocco (70% of the world reserves), as well as China, Egypt, Tunisia, Russia, and the United States of America. In 2024, global production reached approximately 220 million metric tons, with China and Morocco leading the way. Beyond agriculture, phosphorus has growing industrial applications in food processing, semiconductors, batteries, flame retardants, and even the extraction of rare earth elements, making it one of the key strategic minerals for the twenty-first century.

Looking ahead, demand for phosphorus is expected to rise as the world seeks to feed a growing population—projected to exceed 10 billion by 2080—and as dietary shifts accelerate with increasing incomes. Nowhere is the need more pressing than in Africa, South Asia, and other low-income regions, where soil is often phosphorus-poor and farmers lack access to affordable fertilizers. Unlocking the full potential of these regions will require tailored solutions, increased investment, and stronger policy alignment.

At the same time, mismanagement in other parts of the world continues to waste phosphorus and damage ecosystems. Over-application, mismanagement, inefficient recycling, and poor wastewater treatment result in runoff that pollutes rivers, lakes, and oceans.

The path forward lies in pragmatic, integrated approaches that improve access to phosphorus while promoting its responsible use. This includes tackling barriers to fertilizer access, supporting efforts to restore soil health, exploring circular economy models for nutrient recovery, and aligning phosphorus management with environmental and climate priorities.

Phosphorus contributes to several dimensions of sustainable development; most notably SDG 2 (Zero hunger), where the link is most direct. It also intersects, to various degrees, with SDG 5 (Gender equality), SDG 6 (Clean water and sanitation), SDG 8 (Decent work and economic growth), SDG 12 (Responsible consumption and production), SDG 13 (Climate action), SDG 14 (Life below water), and SDG 17 (Partnerships for the Goals).

While the Global Phosphorus Institute (GPI) is not a direct implementer of the SDGs, it aims to contribute indirectly by generating science-based insights and promoting dialog that can inform sound decision-making and collaborative action.

1.2 Global Trends Shaping the Phosphorus Agenda

The global phosphorus agenda does not exist in isolation. The implementation of the GPI's *Strategic Direction 2025–2030* (SD2030) takes place within a rapidly changing world marked by accelerating global trends and emerging challenges. To remain relevant and catalytic, GPI must continue to monitor these global trends and review their implications. This is essential to ensure that the implementation of the SD2030 remains responsive, efficient, forward-looking, and impactful. The most relevant global trends include the following.

- **Urgency to Achieve the Targets of Global Agreements**: Ten years ago, the SDGs and the Paris Agreement brought clarity on global commitments for cooperation and action. The 2030 SDG targets are only five years away and require a renewed push at national, regional, and global levels. Coordinated action by all stakeholders —public, private, and communities—in the phosphorus landscape is more urgent than ever.
- **The Data and Artificial Intelligence (AI) Revolution**: The potential benefits of the massive availability and accessibility of accurate and timely data, as well as the emergence of new artificial intelligence (AI) tools, are growing rapidly. The ability of farmers, markets, governments, scientists, and companies to make better-informed decisions on agriculture and industrial production, fertilizer use and application, and environmental protection actions is also growing rapidly. AI is radically transforming knowledge curation and management, with significant implications for organizations such as GPI.
- **Declining Multilateral Support - A Risk for Sustainable Agriculture**: Recent shifts in global development priorities have weakened multilateral cooperation frameworks and led to a significant decline in official development assistance (ODA), particularly from major donor countries, as reported by the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC). This trend poses serious risks for low-income countries that

depend on concessional financing and technical support to implement policies and investments aimed at improving food security, soil fertility, and sustainable nutrient use—including phosphorus.

- **Emerging Innovations in Phosphorus Management**: Technological innovation and new digital and analog solutions are causing profound changes in food systems and environmental protection. The industrial processes related to phosphate rock mining, fertilizer production and application, and waste management are expected to develop in the coming years, potentially transforming phosphorus use and sustainability in ways that are as yet unknown.
- **Trade Policies**: Diverse policies are emerging, ranging from increased protectionism to stronger regional blocs. These changes will impact fertilizer and food trade flows in ways that cannot be easily projected, with winners and losers in different sectors and value chains.
- **Climate Change Disasters**: The intensity and frequency of climate-related disasters are increasing substantially, resulting in adverse impacts in vulnerable countries and communities. The urgent need for greater resilience will have significant consequences for agricultural production, food systems, food security, and the effectiveness of fertilizer use.
- **Economic Pressures and the Need to Rethink Agricultural Support**: At the same time, rising debt, inflation, and limited fiscal space are forcing governments to rethink agricultural support policies. Combined with geopolitical tensions, these challenges reduce the ability to invest in sustainable phosphorus use, climate adaptation, and innovation.
- **Toward Integrated Nutrient Solutions**: Leading from Phosphorus, Thinking Systemically: Integrated nutrient management offers a promising pathway to improve soil health, food production, and climate resilience. Challenges such as soil degradation, limited market access, and weak policy coherence affect all major nutrients—nitrogen, phosphorus, and potassium. While GPI's core expertise is phosphorus, we recognize the need for broader multi-nutrient approaches. Through the SD2030, we aim to strengthen the science–policy link and support solutions that place phosphorus within an integrated, context-specific framework for sustainable agriculture.

For GPI, these challenges represent opportunities to: (i) closely follow the evolving political economy of nutrient policy reforms; (ii) champion innovative, evidence-based support systems that enhance agricultural outcomes; (iii) encourage greater policy alignment across national and multilateral efforts; and (iv) expand partnerships to mobilize a broad base of support for sustainable phosphorus management.



The Global Phosphorus Institute

2.1 History of GPI

The Global Phosphorus Institute (GPI) was established by Mohammed VI Polytechnic University (UM6P) and the Ibn Rochd Foundation for Science and Innovation in Ben Guerir, Morocco. GPI is a non-profit organization registered in Morocco with the global vision to respond to the growing need for more sustainable and integrated phosphorus management. GPI was created to explore the role of phosphorus across mining, fertilizer production, food systems, and waste—with a focus on advancing solutions for food security, resource efficiency, and environmental sustainability.

Building on this foundation, GPI initiated dialog with key stakeholders, contributed to selected global forums, and began building a network of Distinguished Fellows and institutional partners. It has also launched several flagship initiatives, including targeted reports and collaborative studies, while laying the groundwork for strategic alliances across sectors and regions.



In early 2025, GPI entered a new phase of institutional growth and global engagement. This period marked the preparation of this *STRATEGIC DIRECTION (SD2030)* document, which aims to strengthen GPI's role as a trusted global platform at the nexus of science, policy, and practice, advancing phosphorus innovation and sustainability worldwide.

The SD2030 marks a turning point: consolidating GPI's institutional identity, sharpening its value proposition, and setting a clear course for scale, credibility, and impact. It reflects the Institute's ambition to move toward a more coherent and global agenda, driven by five strategic pillars with measurable results. The 2025 Action Plan marks the first year of SD2030 implementation.

2.2 GPI Vision, Mission, and Principles of Engagement

GOAL

Phosphorus management at global and national levels that is increasingly sustainable, ensuring food security, environmental health, and resource efficiency.

VISION

To lead global efforts to shape resilient and sustainable phosphorus systems.

GPI works through cutting-edge research and innovation, inclusive partnerships, and collaborative dialog, connecting science, policy, and practice.

OUTCOMES

01 State-of-the-art GPI-related knowledge influencing global and national phosphorus agendas.

02 Phosphorus policies reformed using GPI-related knowledge and activities.

03 Investment programs that incorporate state-of-the-art GPI-related phosphorus knowledge.

04 Frontier phosphorus knowledge for action that is developed by research programs influenced by GPI and partners.

05 Increased capacity of relevant stakeholders in the Global South on phosphorus issues.

Principles of Engagement

1 . Science-Backed Solutions: GPI places scientific evidence at the core of its mission. The Institute is committed to advancing appropriate cutting-edge innovations—ranging from improved phosphorus fertilizers and integrated soil health practices to circular economy models and digital tools for nutrient monitoring and planning.

By fostering strong partnerships with universities, research institutes, technical agencies, and policy platforms, GPI works to bridge the gap between existing knowledge and real-world application. Its approach emphasizes translating research findings into actionable solutions that can inform policy, guide investment, and support farmers, private sector actors, and development stakeholders through knowledge for action.

2 . Stakeholder Engagement and Core Values: GPI will prioritize building stakeholder capacities and facilitating the development of partnerships. GPI recognizes that sustainable phosphorus management demands inclusive and collaborative approaches that reflect the diverse perspectives, priorities, and needs of a wide range of actors, including engaging with a diverse range of partners—research institutions, civil society, and multilateral organizations to encourage dialog and knowledge exchange on sustainable phosphorus management. Through its outreach and convening efforts, GPI aims to support broader participation in the global phosphorus agenda and ensure that perspectives from the Global South are meaningfully reflected in emerging solutions aligned with the 2030 Sustainable Development Goals (SDGs).

GPI'S STAKEHOLDER ENGAGEMENT IN ACTION: THE SD2030

In shaping its *STRATEGIC DIRECTION 2025–2030*, GPI undertook a comprehensive stakeholder engagement process. This included consultations with over sixty partners—from academic institutions and research networks to farmers' organizations, private sector leaders, international organizations, and policymakers. These dialogs, conducted through structured consultations and focus group discussions, were instrumental in defining priorities, and identifying shared challenges and opportunities for collective action.

This consultative process reaffirmed one of GPI's foundational beliefs: that lasting impact is best achieved through partnership, mutual accountability, and context-specific solutions. As such, stakeholder engagement will be a continuous and guiding principle embedded in how GPI will design its programs, build partnerships, and track progress.

Institutional values

Integrity, transparency, inclusivity, openness, and responsibility. These values guide GPI's work and align with broader global principles.

2.3 Key Accomplishments from the GPI 2022–2026 Strategic Plan

GPI developed a Strategic Plan for the period 2022–2026 to help articulate its founding vision, mission, and initial priorities. The plan provided a basic reference framework during GPI's formative years—offering general strategic direction and guiding early institutional activities.

Initial efforts have focused on engaging stakeholders, exploring areas of potential contribution, and progressively establishing the internal structure of the Institute, which remains under development. This included the creation of a Scientific Committee and a Distinguished Fellows program, bringing together individuals with recognized expertise in phosphorus, agriculture, and related fields. GPI also produced several technical reports, initiated outreach to peer institutions, and took part in select conferences to introduce its work and mission to a broader audience. One notable initiative was the launch of the Global Phosphate Data and Knowledge Hub (P-DaKH), envisioned as a platform for improving access to phosphorus-related data and promoting evidence-informed dialog.



STRATEGIC DIRECTION 2025–2030

3.1 Introduction

In preparing the *STRATEGIC DIRECTION (SD2030)* document, GPI took stock of the accomplishments and lessons learned from the provisional Strategic Plan 2022–2026, which provided valuable direction during GPI's early years. Building on that experience, GPI identified five principles to guide the design of the SD2030.

AMBITION

Drive change guided by global commitments such as the SDGs and science-based challenges in phosphorus production and use.

INTEGRATION

Connect disparate efforts in the phosphorus landscape.

FOCUS

Prioritize areas where GPI can make a difference either independently or in partnership.

ALIGNMENT

Ensure all areas of engagement and products are supported by a robust theory of change.

CONSULTATION

Reflect GPI's strong commitment to partnerships by grounding the SD2030 in an extensive multi-phase consultation process.

The consultation process was completed in four phases (see Figure 1), covering a broad range of partners and stakeholders, including the GPI's governance bodies. Figure 1 presents the list of participants in each of the four consultation stages.

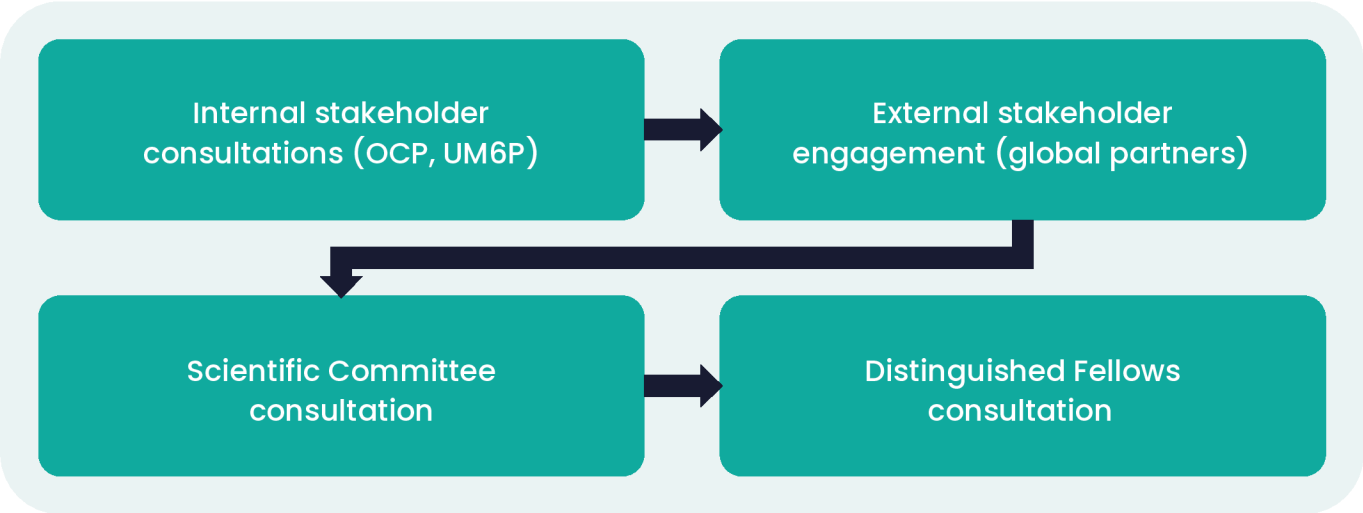


Figure 1: The SD2030 Consultation Process

3.2 The SD2030 Theory of Change

The SD2030 is based on a robust theory of change that will be used to define what GPI will deliver, how it will track the pathways to change at national, regional, and global levels, and how it will measure impact. The SD2030 theory of change is designed to explain the causal linkages between GPI products and goals, and GPI's global commitments associated with the phosphorus landscape.

The SD2030 theory of change will be crucial as GPI establishes its monitoring and evaluation system and collaborates with partners to implement activities and develop products by testing assumptions, refining approaches, and incorporating lessons learned.

The structure of the SD2030 theory of change is presented in Figure 2; it consists of five levels.

1. Global Goals: The Sustainable Development Goals most closely related to the GPI goal, as presented in Section 1.1.

2. GPI Goals: The goals embedded in GPI Vision and Mission.

3. Outcomes: The external behavioral changes and actions taken by global organizations, the private sector, civil society organizations, academia, and other stakeholders as a result of the work done by GPI and its partners.

4. Intermediate Outcomes: The essential steps needed to cause the changes required to achieve the outcomes described in the theory of change.

5. GPI Product Lines and Outputs: The product lines are defined by the SD2030, along with the output types under each of those product lines.

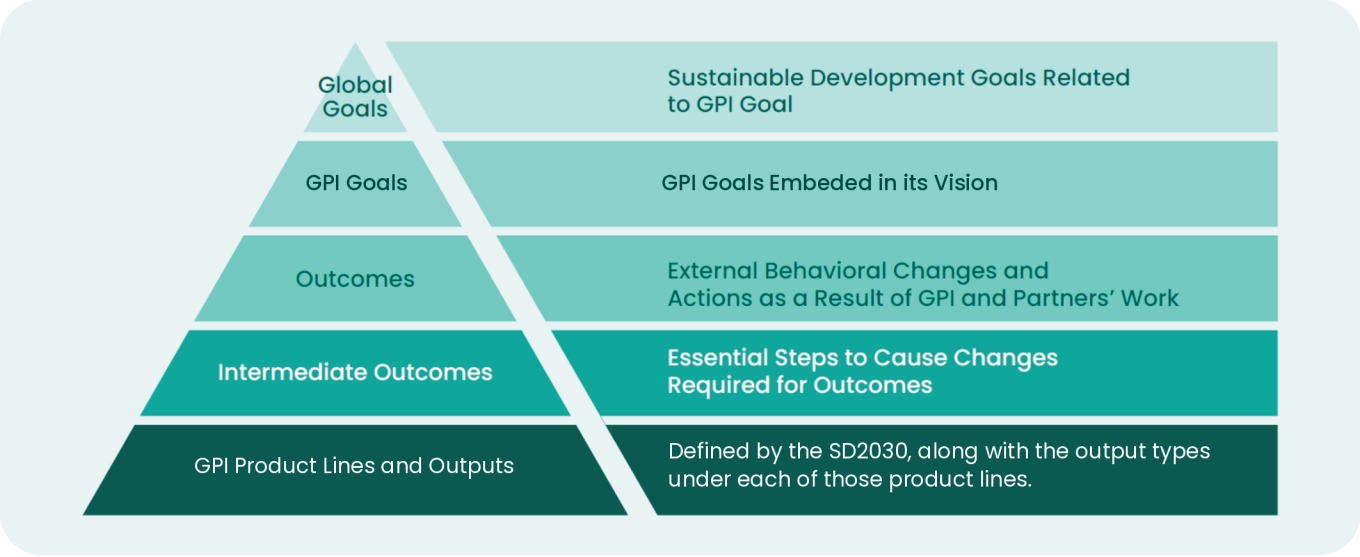


Figure 2: The SD2030 Theory of Change Structure

3.3 Five SD2030 Pillars : The GPI Product Lines and Outputs

As part of the consultation process with partners and governance bodies of GPI, and in line with GPI's vision and goals, the five pillars of the SD2030 were identified around priority outputs.

Pillar 1: Knowledge Collection and Consolidation

The global phosphorus landscape—that is, the numerous organizations undertaking research, practical action on the ground, and capacity building—is generating an enormous amount of information and knowledge. A recurrent theme during the SD2030 consultations was the need for an organization to connect the dots, curate and compile the most relevant information, and repurpose some of this knowledge for diverse audiences connected to phosphorus.

By functioning as a global connector, curator, and consolidator of knowledge on phosphorus, GPI will be able to identify specific gaps of regional and global relevance. Working with partners, GPI will bring together the best scientists and practitioners around specific themes to generate flagship technical reports to help advance knowledge on the state and trends of phosphorus. This work will fulfill the two core principles of GPI: science-backed innovation and stakeholder engagement.

Under this Pillar, GPI, in its connector and curator roles, will develop three types of outputs.

1. A Curated Platform of Phosphorus Knowledge (PPK): This platform will bring together the most relevant knowledge across regions and technical disciplines. GPI aims to develop this platform into a comprehensive source of curated (with the support of reliable AI tools) information and knowledge about phosphorus. Given the vast amount of knowledge from scientists and practitioners, the curation function of this platform will be crucial for its success. GPI will work with partners to compile their best knowledge and gather feedback for the platform curation process. Special attention will be given to knowledge of direct relevance to countries of the Global South.

2. Flagship GPI Report: GPI will prepare a global flagship report—The Global State of Phosphorus Report—on a regular basis (or as appropriate). Developed in collaboration with a broad range of partners, this report will serve as a key advocacy tool to raise the profile of phosphorus among high-level decision-makers. By engaging partners, GPI will ensure the report reflects the best available global knowledge on the selected themes and emerging priorities.

3. Technical GPI Report Series: GPI will commission partners with the best global and regional expertise on specific critical topics on phosphorus. The list of possible topics is broad, as discussed in Section 1 of this document. GPI will identify key relevant questions and themes to shape the phosphorus agenda. These reports will not be scientific research papers or practitioners' opinions on localized initiatives. Instead, GPI will identify topics of immediate relevance that can influence policy choices, programs, and investments at regional or global levels, and select the best partner to co-produce the reports in this series.

Pillar 2: Innovative Approaches

The global phosphorus research and practitioner landscape is producing a wide range of innovations and solutions. However, not many of these solutions connect across technical disciplines—including science, economics, and industry. This gap was identified in the consultations, and GPI will fill strategic gaps through innovations and solutions that bring together diverse stakeholders with different perspectives, approaches, and technical areas of expertise.

In this pillar, GPI, in its connector role, will explore four types of outputs depending on the specific challenge to be tackled.

1. Pilot programs: In a few select cases, where other partners are not actively working on solutions, GPI may support pilot programs. These programs will be multidisciplinary by design and tackle broader challenges that cannot be solved by research groups, think tanks, or policymakers working alone. The engagement of a broad group of partners will be critical for the success of these programs.

2. Fellowship program: GPI intends to support a selected group of fellows from developing countries in developing innovations, exchanging knowledge with research groups and practitioners in other regions, and connecting with experts in other technical disciplines in ways that their home institutions cannot offer.

3. Peer learning: When a major study or breakthrough happens —for example, a study by ecosystem—GPI can organize joint sessions so stakeholders can learn together. This includes debates on how phosphorus management links to soil health, water quality, governance, or mining practices. By creating these spaces, GPI will make sure knowledge does not stay in reports but is exchanged, tested, and applied.

Pillar 3: Policy Engagement and Advocacy

GPI is in a unique position to connect and influence diverse stakeholders in the mining, fertilizer, and agriculture sectors, as well as the research, think tank, consulting, and practitioner communities. GPI will leverage these connections to bring the best science, practice, and knowledge to action-forcing high-level policy stakeholders and decision-makers.

To ensure action in the policy area, GPI, in its convener role, will develop three output types under this pillar.

1. The GPI Sustainable Phosphorus Dialogs: While there are several conferences of excellent quality that it might organize, GPI will focus more on small roundtables and/or workshops that bring together experts from different technical disciplines to discuss and identify specific actions to tackle well-defined phosphorus-related challenges. GPI will also consider co-organizing a large-scale, well-designed flagship conference linked to its mission. These meetings, both small and large, will be designed to yield practical outcomes, new partnerships and initiatives, and transformative platforms for change. The active engagement of GPI partners will be invaluable for the successful outcome of these Dialogs.

2. Policy and Technical Briefs: To support the multilateral sustainable phosphorus dialogs, GPI will collaborate with partners to develop substantive policy and technical briefs. These documents will help participants prepare effectively and build on shared ideas, fostering action-oriented and impactful exchanges.

3. International Visibility and Engagement: GPI will strengthen its presence on the global stage by intensifying participation in international conferences and high-level forums. This includes increased attendance by GPI experts, speaking engagements, and the submission of papers and reports. In parallel, GPI will seek membership in relevant international networks and working groups to expand its strategic influence and partnerships.

Pillar 4: Knowledge Packaging and Outreach

Given the wide range of stakeholders that are engaged—or should be engaged—in phosphorus action, GPI will strengthen its communications and engagement function to package the best knowledge identified and collected in Pillars 1 and 2 in ways that reach and are understood by those stakeholders.

GPI will strengthen its global and regional presence by contributing to key dialogs and initiatives, reinforcing its role as a trusted reference on phosphorus. This will require identifying the most effective communication channels for different stakeholders, determining how messages can be more influential in encouraging action, and developing approaches that foster greater trust with these stakeholders.

GPI recognizes that there is no single solution that fits all stakeholders and will therefore develop three output types with different channels of communication under each:

1. Website and Social Media: GPI will revamp its online presence and social media channels using a targeted strategy that avoids sending single messages to different audiences. The messaging will be based on the best science and knowledge generated in Pillars 1 to 3, but will be repurposed and adapted to the specific media channel and target audience. GPI will invite partners to be active participants engaging with GPI's social media as a way to amplify their messages on phosphorus and contributing to the global knowledge agenda.

2. Media Outreach: GPI will develop strong relationships with media outlets, particularly those frequently contacted by key stakeholders responsible for policy and action areas relevant to the phosphorus agenda at both national and global levels. GPI will develop materials and background information to help these media channels inform and educate their audiences on phosphorus challenges and solutions.

3. Visual and Multimedia Products: To build capacity and general knowledge on phosphorus challenges, solutions, and innovations, GPI will gradually develop, together with partners, a library based on the knowledge curated and produced in Pillars 1–3.

Pillar 5: Institutional Development and Strategic Partnerships

The 2025–2030 period will be one of selective and strategic growth, focusing on impact in GPI. This growth must be accompanied by the gradual development of the organization's capacities and human resources to deliver on the ambitious agenda outlined in this document. GPI will develop a series of tools and outputs to help translate the *STRATEGIC DIRECTION SD2030* into practical actions. These tools include the following.

1. Governance and operational framework: GPI will continuously strengthen its governance bodies by expanding the multidisciplinary expertise and experience in a way that reflects the many stakeholders working in the phosphorus landscape. Furthermore, GPI will develop operational tools as part of a well-structured framework. Sections 4 and 5 of this documents provide further details.

2. Partnership dashboard: Partnerships are at the core of GPI and are indispensable for the successful implementation of the SD2030. To ensure that partnerships are not loosely defined and managed, GPI will develop a partnership engagement approach with clear guidelines, success indicators, and monitoring systems, and an overall partnership dashboard that will enable GPI management, its board, and other governance bodies to understand progress in this area.

3. Resource mobilization strategy: The SD2030 will require funding commensurate with its ambition. GPI will also require diverse funding sources that build new partnerships for greater influence in different areas and disciplines.

Section 5 of this SD2030 outlines how the **GPI 2025 Action Plan** is already initiating implementation and generating outputs across several of these strategic pillars

3.4 Intermediate and Final Outcomes of the SD2030

The *Strategic Direction (SD2030)* aims to foster meaningful progress by engaging relevant stakeholders, strengthening collaboration, and supporting knowledge-informed action on phosphorus. Rather than promising immediate transformation, the SD2030 emphasizes influence, facilitation, and sustained engagement. It defines four intermediate outcomes that reflect its expected contribution.

Knowledge Mobilization for Global Impact: GPI-generated and -curated phosphorus knowledge is increasingly accessed and considered by relevant stakeholders across sectors and regions. While producing and sharing data is essential, the SD2030 places emphasis on making knowledge accessible, understandable, and relevant for action. Pillars 1, 2, and 4 contribute to this intermediate outcome.

Partnerships that Drive Action: New and larger action-oriented partnerships on phosphorus are developed across science, economics, and industry. GPI will continue to build and deepen multisectoral partnerships for action and is committed to supporting, nurturing, and growing these partnerships through action-oriented programs. The outputs of Pillars 3 and 5 contribute to this intermediate outcome.

Supporting Policy Dialog: GPI contributes to multi-stakeholder dialogs that may lead to joint declarations or shared messages on phosphorus sustainability. These engagements are designed to move beyond discussion, supporting alignment and coordinated messaging on key issues. Pillar 3 contributes directly to this intermediate outcome.

Catalyzing a New Generation of Talent: A growing cadre of high-quality researchers and practitioners focuses on phosphorus challenges. The growing importance of these challenges necessitates a global increase in talent, with this talent working across various technical disciplines and regions. GPI is committed to encouraging new researchers and practitioners to engage in the phosphorus agenda. The outputs of Pillars 2, 4, and 5 contribute to this intermediate outcome.

If the above intermediate outcomes are achieved, GPI will work with partners to deepen the impact and achieve the following five outcomes.

1. Mainstreaming Phosphorus into Global and Regional Agendas: GPI aims to contribute to raising the visibility of phosphorus across global and regional dialogs on agriculture, environment, finance, and industry. Through partnerships and knowledge dissemination, GPI will support efforts to integrate phosphorus sustainability into relevant policy agendas. While GPI does not directly engage with national policymaking, its work will inform and complement initiatives led by regional organizations, international institutions, and technical partners.

2. Translating Knowledge into Policy Influence: GPI will work with partners to ensure that the knowledge generated through its Strategic Pillars informs broader policy dialog and technical assistance efforts related to sustainable phosphorus use. GPI's research, tools, and convening of broad partnerships will assist regional and international partners (including development institutions, research networks, and technical bodies) to engage with national governments, as appropriate, and help shape relevant policies on fertilizer use, food systems, food security, subsidies, capacity building, and local governance frameworks.

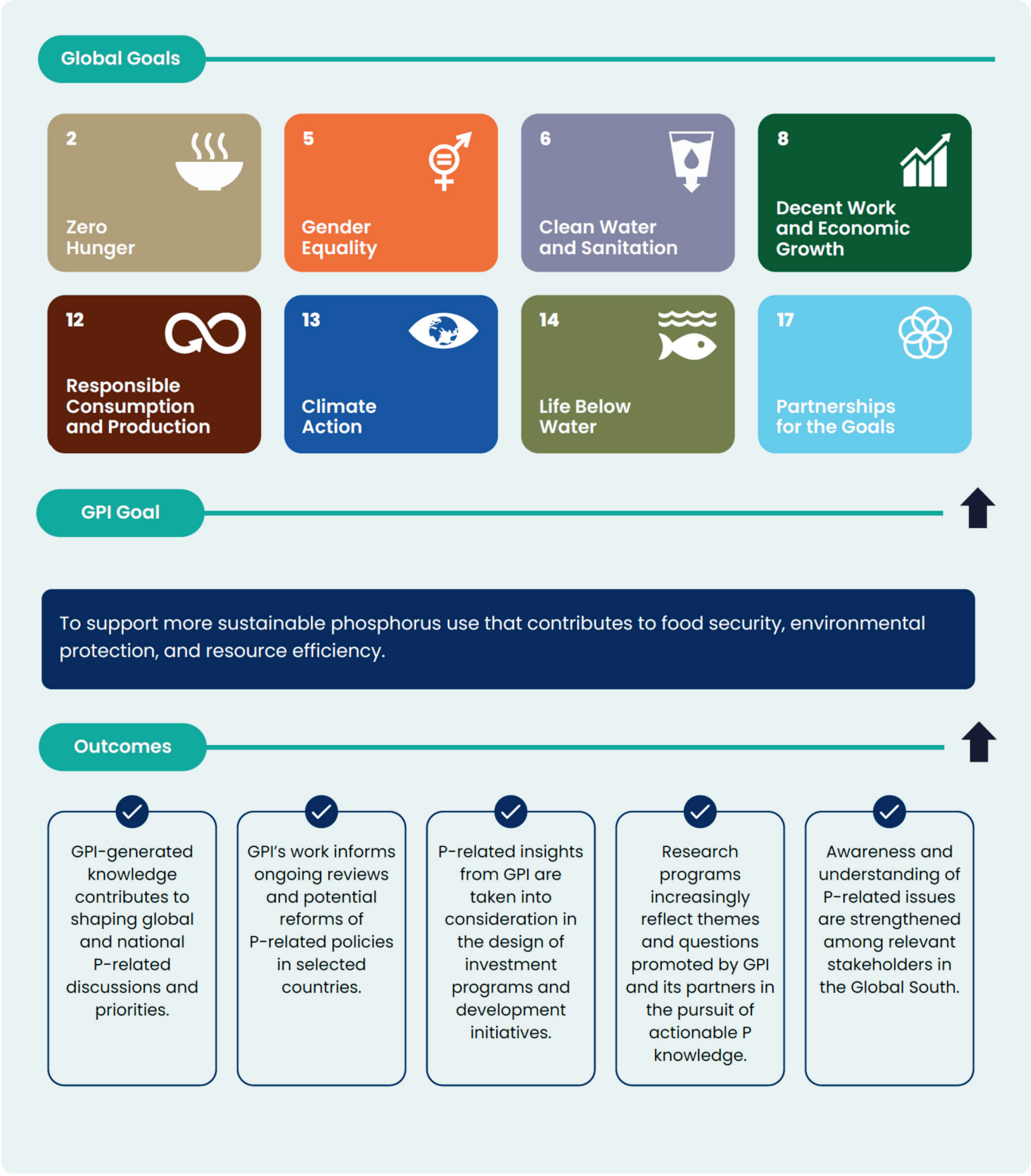
3. Driving Investment through Knowledge-Informed Programs: Investment programs incorporate state-of-the-art GPI-related phosphorus knowledge. GPI will work to create virtuous cycles of action–learning that extract lessons from research, policies, and investment programs and apply them to new investment programs.

4. Advancing Frontier Knowledge for Real-World Impact: Frontier phosphorus knowledge for action is developed through research programs implemented by GPI and its partners. GPI will work to bring the best science to practice in agricultural fields, environmental protection programs, and industrial innovations. At the same time, GPI will work with partners in these areas to identify new questions that researchers can work on with direct relevance and application in the field.

5. Strengthening Global South Capacity with Strategic Knowledge: The capacity of relevant stakeholders in the Global South on phosphorus issues has increased. In addition to more research, solutions, and innovations, GPI will work with partners to repurpose the knowledge curated and generated by the organization and its partners to support capacity-building programs for researchers, practitioners, and farmer groups in the Global South. GPI does not intend to deliver retail capacity-building programs, but will work with partners specialized in this area so that GPI-related knowledge is incorporated into their capacity-building efforts.

If these outcomes are achieved, GPI expects to meet its organizational goal of making phosphorus management increasingly sustainable at both global and national levels, thereby ensuring food security, environmental health, and resource efficiency. This GPI goal is expected to contribute to several SDGs, with special attention to SDG 2 (zero hunger).

Figure 3 presents the SD2030 theory of change. As mentioned earlier, GPI will use this theory of change as the core guiding roadmap to define specific outputs, undertake activities that connect those outputs to achieve intermediate and final outcomes, and monitor the effectiveness of the various interventions at the global and national levels.



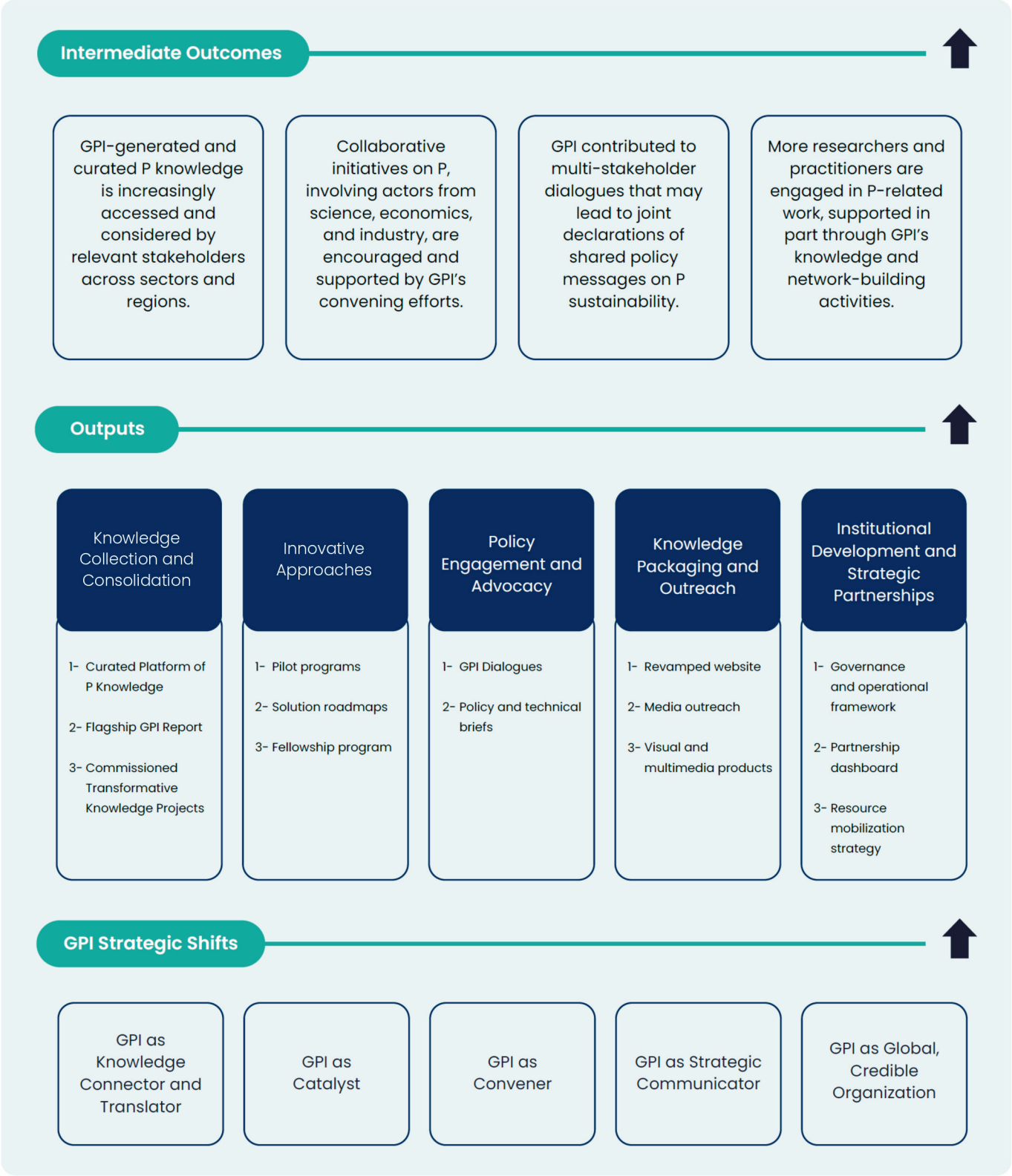


Figure 3: SD2030 theory of change



The Future of GPI

4.1 GPI Strategic Shifts and Levers for Change

Achieving the objectives outlined in this *STRATEGIC DIRECTION 2025–2030* (SD2030) document will require GPI to evolve from its initial phase of establishment toward a more focused phase of growth and influence. While GPI alone cannot transform the global phosphorus landscape, it can contribute meaningfully by generating knowledge, facilitating dialog, and promoting collaboration among key actors.

GPI's ambitions are grounded in realism: it seeks to become a respected voice and platform within the global phosphorus ecosystem, supporting more sustainable and responsible use of phosphorus through science, engagement, and knowledge-sharing.

Through internal reflection and extensive consultations, GPI has identified five levers for change that will shape how the organization operates and engages moving forward.

1. Reputation and trust as an honest broker: GPI's ability to influence outcomes depends on how it is perceived—particularly as an independent, science-based organization serving the public interest. GPI will work to build credibility as a neutral convener, not aligned with any one group or industry, and able to bring together diverse perspectives in support of more sustainable phosphorus governance.

2. Agenda setting and foresight: While GPI does not aim to set the global phosphorus agenda alone, it will contribute by highlighting emerging trends, identifying gaps in action, and creating space for forward-looking dialog. This includes partnerships and well-curated events that stimulate new thinking across sectors.

3. Mobilization and convening: GPI will support coalition-building and knowledge exchange by convening actors from science, policy, and practice. Its convening role will grow progressively as its credibility and relevance are strengthened through partnership and delivery.

4. Stakeholder engagement and influence: GPI recognizes that change will come through the actions of many stakeholders. Its role will be to inform and inspire changes by making evidence accessible, supporting cross-learning, and helping balance the narrative and build consensus around effective global solutions.

5. Catalytic action: GPI will focus on initiatives that unlock action from others. Its success will not be measured only by what it produces, but by how its work enables, informs, or accelerates broader efforts toward sustainable phosphorus management.

4.2 Five Strategic Shifts

Feedback from stakeholders during the GPI SD2030 consultations pointed to five gradual strategic shifts that can help GPI enhance its relevance and contribution to sustainable phosphorus management. These shifts reflect an evolving, rather than transformational approach—anchored in collaboration, knowledge sharing, and credibility building.

The five shifts for GPI are as follows:

1. GPI as a knowledge connector and translator: GPI will aim to be a "**silo breaker**" by facilitating dialog and knowledge exchange across:

- **Geographies** (North to South and South to South): GPI's headquarters in Morocco offers a unique vantage point that bridges the Global South and OECD countries. By consolidating and sharing knowledge on best available technologies and practices, GPI will contribute to sharing good practices and innovations adapted to African and other Southern contexts, without duplicating the work of others. This is particularly valuable in regions where agriculture depends on more efficient and effective fertilizer use. Many of the solutions to phosphorus-related challenges in these contexts can be adapted and shared through South–South exchanges, reinforcing collective progress toward sustainable agriculture.
- **Technical disciplines**: GPI will support interdisciplinary conversations by bringing together scientists, agronomists, economists, environmentalists, and policymakers. While GPI may not generate all the primary research itself, it can serve as a platform to connect insights from across fields and promote mutual learning. By embracing debate and differences, GPI aims to cultivate a dynamic knowledge ecosystem that drives action, not just consensus.
- **Entire phosphorus value chain**: from mining to fork, GPI will aim to bridge conversations across sectors to encourage responsible practices. Its role will be to facilitate cross-sector dialog rather than prescribe solutions.

2. GPI as a catalyst for translating knowledge into action: SD2030 consultations underscored a critical gap in the global phosphorus landscape—a missing "conveyor belt" to connect science, economics, policy, and industry quickly and in a more coherent manner. Faster and more effective transmission of knowledge across these domains is essential to advance phosphorus-related Sustainable Development Goals. There was a broad consensus that GPI is well positioned to help fill this gap. While its role will remain modest, GPI aims to facilitate the translation of research into actionable insights, support evidence-informed policymaking, and promote engagement with industry and other stakeholders. This catalytic function will be pursued in close collaboration with partners, not in isolation.

3. GPI as a convening platform: The global debates on current and future challenges and opportunities related to phosphorus require a **"trusted broker"** that designs, prepares, and initiates the necessary conversations among the right stakeholders for change. GPI will continue to organize and support targeted dialogs—regionally or globally—bringing together relevant actors to discuss pressing phosphorus-related issues. This convening role will develop gradual and will depend on GPI's ability to remain neutral, credible, and inclusive.

4. GPI as a strategic communicator: Raising awareness about phosphorus is essential, but messages must be clear, evidence-based, and relevant to different audiences. GPI will aim to be a "**spokes organization"** by improving its communication capacity to help clarify technical issues, challenge misconceptions, and promote informed debate. The ambition is not to become the sole voice, but a respected contributor to global discourse.

5. GPI as a credible, agile, and globally engaged actor: Many stakeholders highlighted the opportunity to raise the **"Global"** of GPI. While GPI aspires to increase its global engagement, this will happen progressively—through partnerships and the delivery of quality work. The goal is not global reach for its own sake, but to add value where gaps exist and where GPI has a comparative advantage. Credibility, responsiveness, and focus will be the cornerstones of this shift.

4.3 Priority Areas for Quality and Excellence

Over the next five years, GPI will gradually strengthen six core operational areas essential to building a strong foundation for future impact. These priority areas—partnerships, thought leadership, knowledge products, messaging, staff and associates, and resource mobilization—are not ends in themselves, but enablers of GPI's mission. Initial steps have been taken under the 2025 Action Plan, including the introduction of a quality assurance framework.

While partnerships are a core principle of engagement for GPI, the organization will aim to improve the structure and quality of collaboration. Efforts will focus on ensuring that key partnerships are clearly defined, mutually beneficial, and aligned with GPI's strategic direction. GPI recognizes that impactful partnerships require time and effort to be established and developed. The reputation of GPI—as an honest broker of the best technical knowledge for action in the phosphorus landscape—will be key to develop strong and effective partnerships with other organizations.

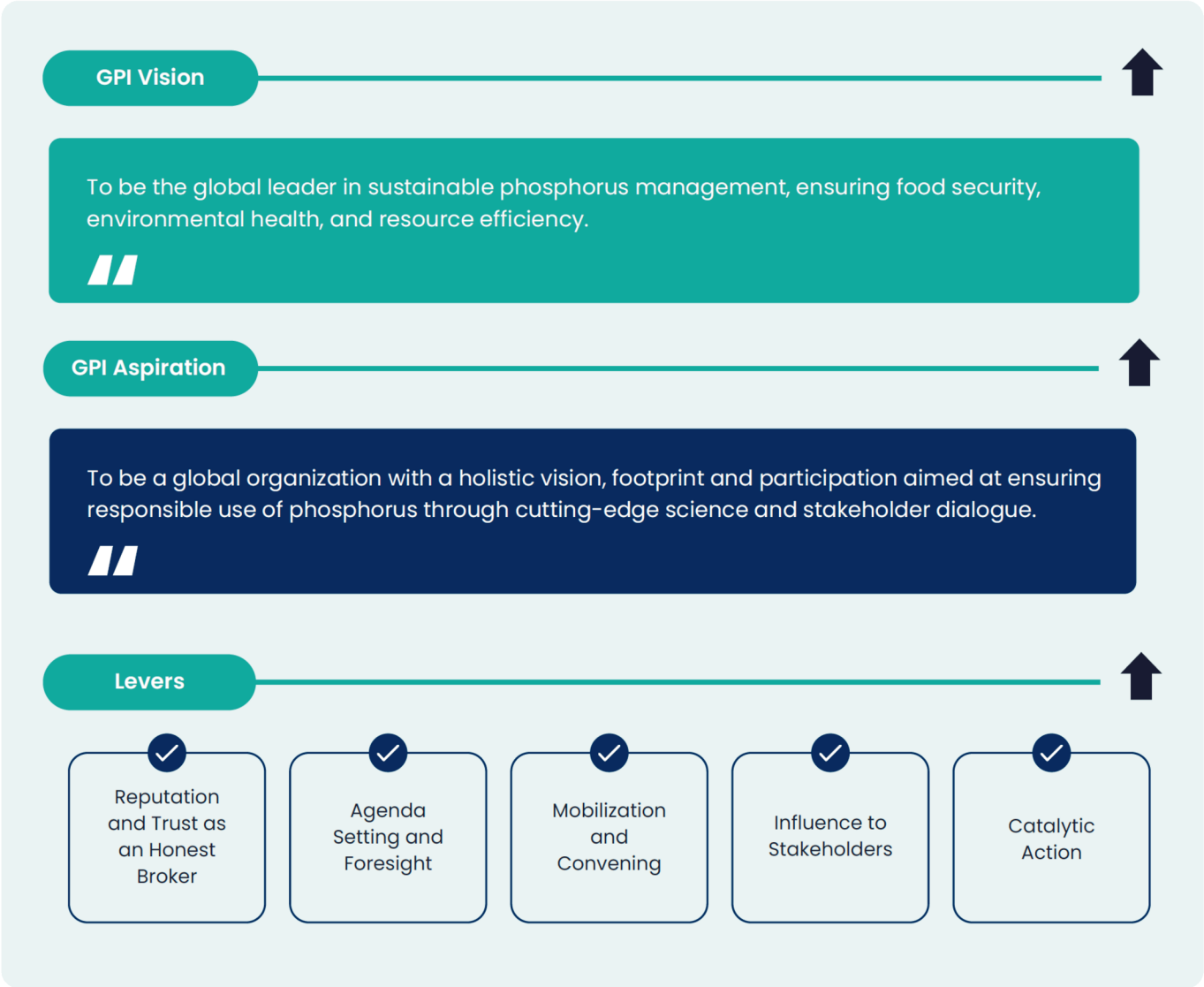
GPI will seek to improve the quality of its outputs gradually—reports, dialogs, and public communications—by drawing on up-to-date scientific and policy insights and testing different formats for dissemination and engagement. While not all products will have global reach or high visibility, the emphasis will be on relevance, clarity, and credibility.

As GPI builds its communications and advocacy function, it will focus on sharpening its messaging and outreach through pilot campaigns and targeted engagements. This will be a learning process, adapting over time to audience needs and feedback.

The quality of GPI's team—staff, associates, and consultants—will be key to the institute's credibility and ability to deliver. Recruitment and professional development will prioritize alignment with GPI's mission, as well as a mix of scientific, operational, and policy skills. Senior leadership will remain engaged in guiding team development.

Achieving the goals of this SD2030 will also depend on mobilizing adequate financial and technical resources. GPI will pursue opportunities for diversified funding and explore partnerships that support co-implementation and shared learning, within the limits of its current capacity.

Figure 4 illustrates the elements of GPI's institutional development journey—its aspirations, strategic shifts, enablers of change, and priority areas to support quality and excellence.



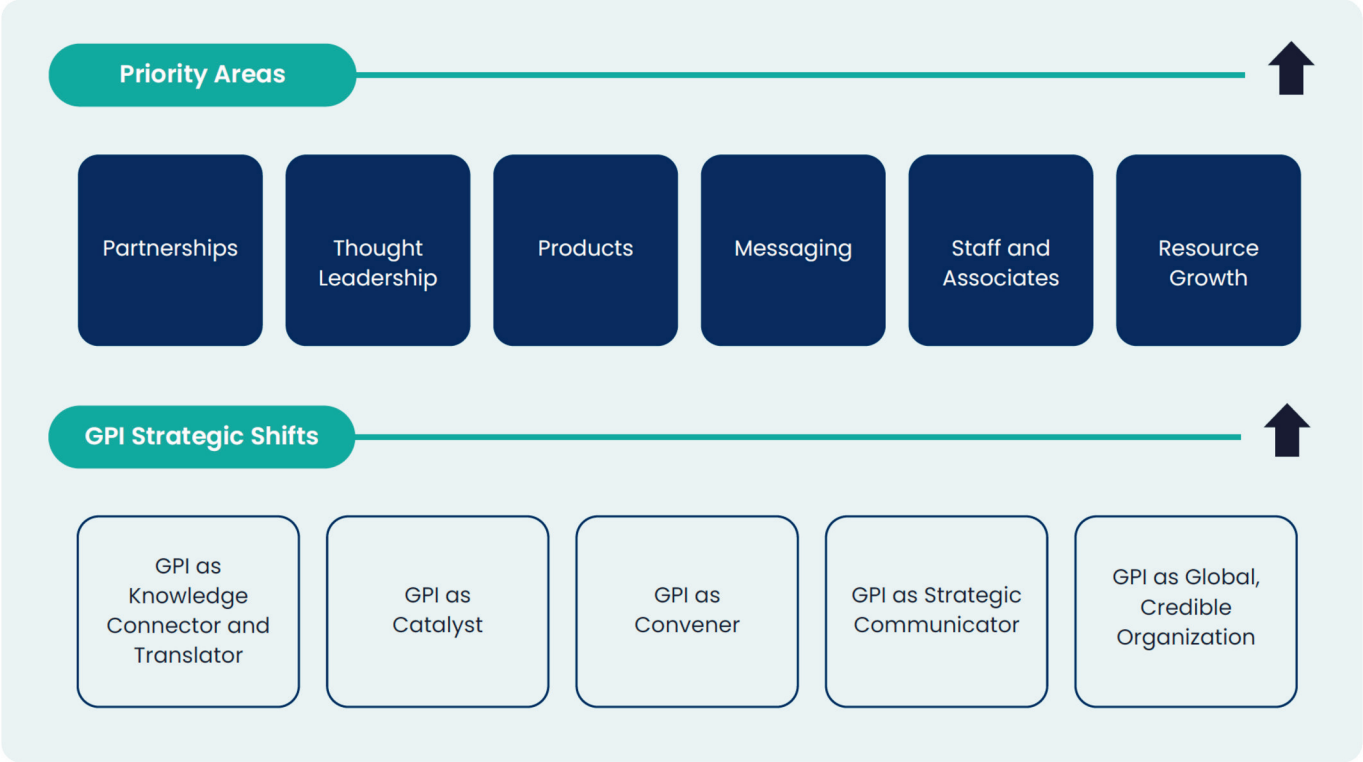


Figure 4: The future of GPI



The GPI Indicative Action Areas for 2025

Laying the Foundation for SD2030 Implementation

Given the evolving challenges around sustainable phosphorus use and management, the Global Phosphorus Institute (GPI) has identified a set of initial activities and priorities that align with the five strategic pillars outlined in this *STRATEGIC DIRECTION 2025–2030* (SD2030). These actions are part of an indicative plan for 2025, designed to establish a solid foundation for the implementation of the *STRATEGIC DIRECTION SD2030*. While these initiatives reflect current priorities, they remain flexible and subject to adjustment as GPI deepens its stakeholder engagement, explores partnerships, and responds to evolving challenges and opportunities.

Pillar 1: Knowledge Collection and Consolidation

As part of its Technical Report Series, GPI plans to prioritize a set of analytical studies and knowledge products in 2025 that reflect both the urgency of current challenges and the priorities voiced during the strategic consultation process. These indicative outputs aim to support evidence-based policymaking and raise awareness of the critical role of phosphorus across interconnected development goals.

The 2025 focus areas may include the following.

- **Global Phosphorus Flows**: A thorough analysis of phosphorus flows along food system value chains, highlighting opportunities to reduce losses and improve nutrient efficiency—especially in regions facing access and sustainability challenges.
- **Phosphorus and Climate Resilience**: A synthesis of knowledge on the role of phosphorus in soil health, carbon dynamics, and climate adaptation, offering insights for land restoration and nature-based solutions.
- **Socio-Economic Perspectives on Phosphorus**: A study to demonstrate the developmental returns of sustainable phosphorus use, including its potential impact on productivity, food security, livelihoods, and rural employment.
- **Phosphorus Use in Africa—20 Years After the Abuja Declaration**: A policy-oriented brief reflecting on progress, persistent gaps, and options to advance responsible nutrient management on the continent.

Additional knowledge products are also under consideration, reflecting GPI's evolving research agenda. These potential publications would aim to deepen understanding of key phosphorus-related challenges across diverse contexts.

Indicative topics include:

- **Phosphorus and Water Quality**: A global review of how phosphorus runoff from agriculture and wastewater contributes to water pollution, with a focus on identifying hotspots and highlighting promising mitigation strategies.

- **Legacy Phosphorus in Agroecosystems**: An exploration of regional imbalances and the dual challenge of phosphorus surplus and deficit, with a focus on practical, context-specific management solutions.

These themes and outputs are illustrative and remain flexible, allowing GPI to adapt to emerging priorities, partnership opportunities, and evolving institutional capacity.

Pillar 2: Innovative Approaches

In 2025, GPI will launch a Fellowship Pilot Program as part of its commitment to fostering innovation and building a pipeline of emerging talent dedicated to sustainable phosphorus management. This initiative reflects feedback received during consultations on the need to support applied research and promote context-specific solutions.

The first cohort is likely to focus on generating evidence and policy options related to phosphate market dynamics and fertilizer affordability, particularly in African contexts. By addressing these pressing issues, the program aims to contribute to stabilizing fertilizer access and strengthening food system resilience.

Pillar 3: Policy Engagement and Advocacy

Strengthening the visibility of phosphorus on global and regional policy agendas emerged as a key priority during the consultation process. In response, GPI plans to engage actively in major forums and policy platforms throughout 2025 to elevate phosphorus governance and share its knowledge outputs with decision-makers.

Indicative engagements include international, regional, and sectoral events related to fertilizers, food systems, and sustainable development. These platforms will serve as important opportunities to build partnerships, promote awareness, and position GPI as a credible voice in global nutrient governance.

Pillar 4: Knowledge Packaging and Outreach

Recognizing the importance of communication, GPI intends to enhance its outreach capacity in 2025. This includes developing a communications strategy, revamping its website, and producing accessible knowledge products such as:

- Fact sheets and short thematic briefs
- Media appearances and op-eds
- Stakeholder-targeted content on phosphorus topics.

These actions will support the dissemination of GPI's findings and amplify its global voice.

Pillar 5: Institutional Development and Strategic Partnerships

To reinforce operational effectiveness, GPI has prioritized several institutional-strengthening actions for 2025. These include:

- Implementing a renewed Governance Framework
- Producing an Operations Manual to guide human resources, finance, procurement, and compliance
- Scaling up staff recruitment in science, partnerships, finance, and communication
- Deepening collaborations with strategic partners in research, policy, and advocacy.

This year (2025) represents a pivotal starting point for the implementation of GPI's *SD2030*. The indicative activities outlined above reflect the institutional priorities and respond to urgent issues related to sustainable phosphorus management and use. They offer a flexible and adaptive roadmap for launching SD2030. As GPI continues to learn, engage with partners, and strengthen its internal capacity, its programming will remain dynamic and responsive to emerging needs, global trends, and stakeholder feedback—anchoring its role as a catalyst for sustainable phosphorus management.



The Next Steps

Implementing the *STRATEGIC DIRECTION 2025–2030* (SD2030) will require several elements to be developed in parallel. GPI intends to prepare the following documents to give life to the strategy.

1. Annual Business Plan: The SD2030 will adopt a phased approach. Each year, GPI will define an annual business plan that will outline specific deliverables, resource requirements, and strategic partnerships aligned with the five strategic pillars. This plan will be developed through a rigorous prioritization process to operationalize the pathways identified in the theory of change. While not all outputs will be launched in 2025, each annual plan will reflect both short-term priorities and a multi-year vision for implementation. This adaptive planning model will ensure that GPI remains responsive, results-oriented, and strategically aligned year after year.

2. Partnership Dashboard: Given the importance of partnerships for GPI, a dashboard will be developed to monitor the implementation of specific deliverables and actions for each partnership. This dashboard will allow the GPI management team and its governance bodies to understand the directions and effectiveness of each partnership. It will also enable GPI to make informed decisions on which partnerships to deepen and which to discontinue, prioritizing the allocation of human and financial resources.

3. Resource Mobilization Plan: To realize the ambition of the SD2030, GPI will need to explore opportunities to expand its financial, human, and partnership resources. The institute plans to develop a comprehensive resource mobilization plan to be finalized and presented by the end of 2027. This strategy will be tightly integrated and closely linked to GPI's operational planning, ensuring that resource mobilization efforts directly support the Institute's core priorities and annual business plans. Selectivity will remain a guiding principle—ensuring that GPI expands its reach without diluting its mission or overextending its capacity.

4. Monitoring and Evaluation Framework: The theory of change will be complemented by a monitoring and evaluation framework that will define specific indicators and targets for various levels, ranging from outputs to intermediate and final outcomes. This framework will be used to take corrective measures and modify the SD2030 as needed to keep it alive and fit for purpose as circumstances evolve in a rapidly changing world.

5. Strategy Implementation Annual Report and Midterm Evaluation: The annual report and a midterm evaluation to be conducted in 2028 will serve as intermediate milestones reporting on the implementation of the SD2030 to GPI governance bodies and GPI partners.

6 . SD2030 Implementation Synthesis Report: This report will present the results of this strategy, illustrating the full journey of GPI's growth for impact, and the specific results and outcomes achieved.



GPi GLOBAL PHOSPHORUS INSTITUTE

Address: Lot 660, Hay Moulay Rachid Ben Guerir 43150, Morocco

Email: communication@tgpi.org

www.tgpi.org

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