

# CGIAR 2040 Strategy

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# Vision, Strategy & Annual Plan Alignment

*Connecting the dots from long-term direction to annual delivery*



The 2040 Strategy sets the destination; the Portfolio delivers today; the Annual Plan ensures budgets are aligned to projected benefits.

SC will be involved in shaping the strategy, and the mid-term Portfolio review (2027–28) will be informed by the Strategy's direction.

# Background

- **February 2025:** GLT agreed to form a Task Team to design a process for an “Institutional Strategy” for CGIAR
- **May 2025:** Task Team set out a proposed design process for a “CGIAR Strategy” → process placed on hold given the difficult financial situation
- **September—December 2025:** engagements with the Integrated Partnership Board, System Council, GLT → agreement to resume
- **Q1 2026:** mobilized support to the development process
- **17 April 2026:** GLT endorsement of the purpose, scope, and modalities for a new CGIAR Strategy to the year 2040, and terms of reference of a CGIAR Strategy Task Team
- **1-2 June 2026:** first in person meeting of the centers representative Task Team

# Purpose

## *“What do we want CGIAR to become?”*

- ✓ mission, vision, and strategic priorities to 2040
- ✓ repositions CGIAR for greater relevance, effectiveness, and impact in a changing world
- ✓ forward-looking value proposition and comparative advantage
- ✓ frames – at a high level – how CGIAR delivers, building on what works

***Not a new “CGIAR reform”.** Sets out a meaningful 2040 “North Star” to guide near- and medium-term decisions while allowing for an orderly, responsibly paced, carefully sequenced implementation process to be designed and adopted once the destination has been set*

***Does not seek to disrupt the 2025—30 Portfolio.** It frames the mid-term review of the Portfolio in 2027—28 and guides a phased implementation: first (i) evolution of the existing Portfolio, then (ii) design and roll-out of a post-2030 science and innovation offer*

# Scope

- ✓ Comprehensive, encompassing the mission, vision, and priorities of the Integrated Partnership as well as its high-level ways of working
- ✓ **Form follows function:** considers broadly the enablers required for CGIAR to successfully deliver on its 2040 ambition, retaining and building on what works
- ✓ Ultimately aiming to define an Integrated Partnership that is **fit for purpose and fit for the future**

*“..does not replace, duplicate, or compete with Centers’ strategies. It includes all Centers and articulates a direction and working modalities for their collective efforts as an Integrated Partnership”*

# Modalities

- ✓ **Board** approves the CGIAR Strategy (final approver)
- ✓ **System Council** concurs with the Strategy prior to Board approval
- ✓ **EMD** approves the Strategy for IPB/ SC submission – holds overall management accountability
- ✓ **GLT** endorses the Strategy prior to EMD approval
- ✓ where the Strategy relates to CGIAR science and innovation, **Chief Scientist** recommends for GLT submission following endorsement by the **GST**
- ✓ **CGIAR Strategy Task Team** responsible for the development of the Strategy through a transparent and inclusive co-design process, under the overall leadership of the EMD and guided by the GLT

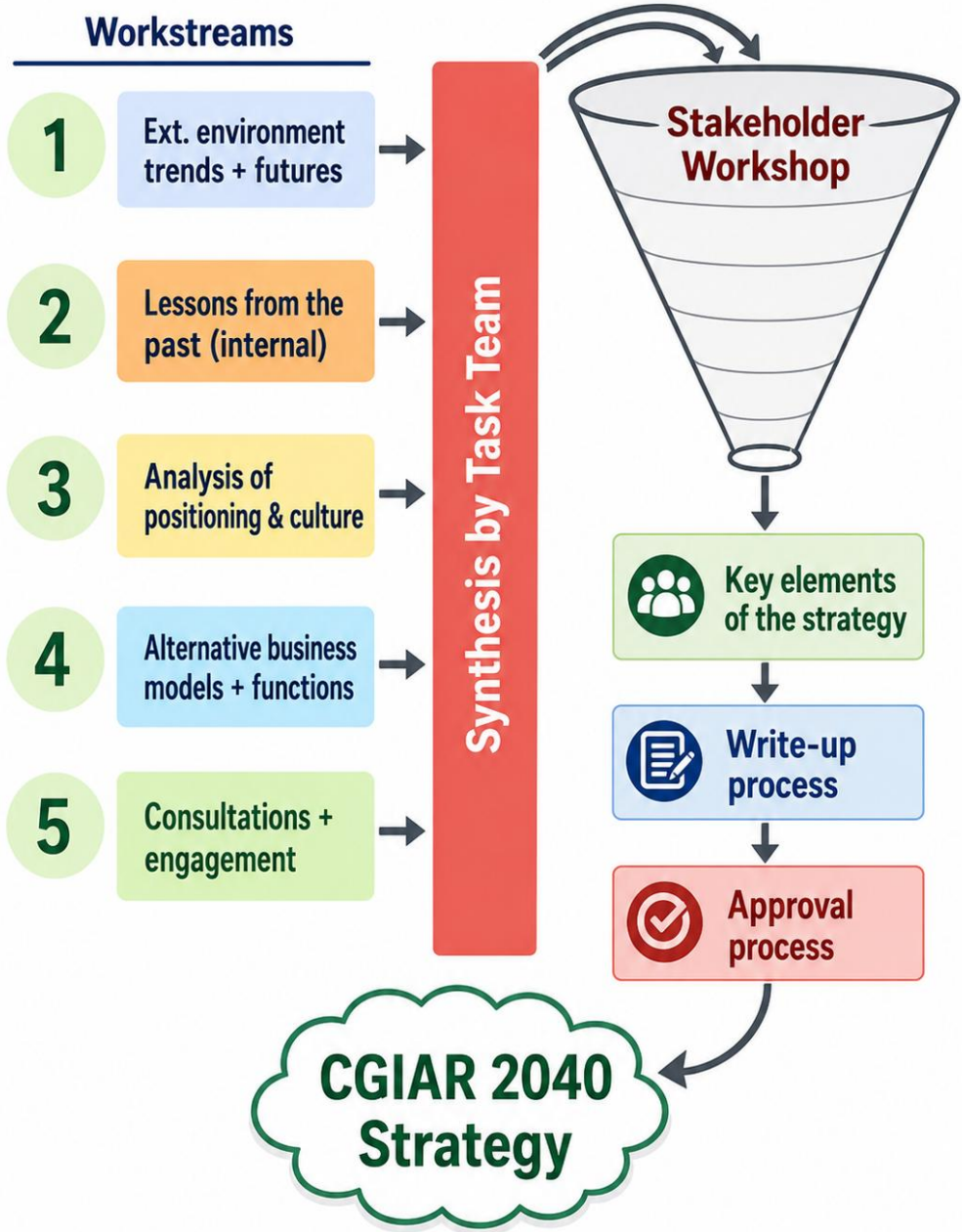
The Strategy is developed through a phased process of (i) analytical work, (ii) broad stakeholder consultation, (iii) collaborative drafting, (iv) leadership- and governance-level reviews and decision-making, and (v) launch. Indicative timeline – for Task Team review and validation:

- April—May 2026: analytical work, early outputs
- June—September 2026: stakeholder engagement
- October—December 2026: drafting, review, and decision-making
- January 2027: launch

# 2040 Institutional Strategy – Task Team



# CGIAR 2040 Strategy Development Process



# CGIAR FUTURES 2040 – an input for the strategy development

SC24 Side event  
workshop - June 9,  
2026



# The Crossroads: Four Alternative Scenarios for 2040

SC24 Side event workshop - June 9, 2026

Operating Model

Disruption Level

Ultimate Outcome

**The Slow Death**  
(No Change)

**Refining** an outdated system.

**None.** High legacy ROI, but decreasing relevance.

Eventual irrelevance to pressing challenges.

**Polishing the Existing Model**  
(Marginal Change)

Adjusted portfolios, better comms, basic AI integration.

**Incremental.** Underlying model is static.

Maintains stability, but severely limits adaptability.

**The Platform Model**  
(Adaptive Change)

Provider of data infrastructure, labs, and enabling systems.

**Meaningful.** Shifts from delivering solutions to convening/connecting.

**CGIAR** becomes a learning organization and collective innovation hub.

**Co-leading a Global Partnership**  
(Radical Change)

Honest broker and trusted intermediary.

**Transformational.** Co-creates and co-leads rather than consults.

Amplifies Global South voices across governments, funders, and actors.

Workshop consensus heavily favors **Adaptive** and **Radical** transformation.

# Convergence of Visions for the Future of CGIAR

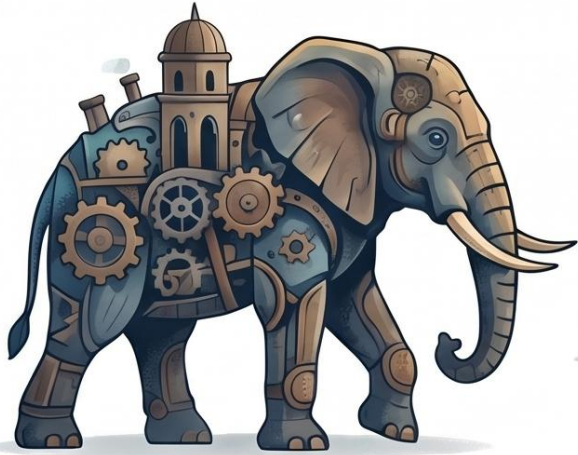
SC24 Side event workshop - June 9, 2026

1. CGIAR at forefront of integrated Research and innovation
2. From consultative group to global partnership group
3. Global partnerships of NARS/not Funders
4. CGIAR as a catalyst for scientific partnerships
5. CGIAR is the platform partner of choice (focus on market failures and gaps)
6. CGIAR is a public good platform in which AI drives agriculture transformation
7. CGIAR is a setter of a global agenda of agricultural science
8. CGIAR is a public good custodian through innovation and public good platform
9. CGIAR provides a voice for global south.

# CGIAR 2040: The Narrative of Transformation

SC24 Side event workshop - June 9, 2026

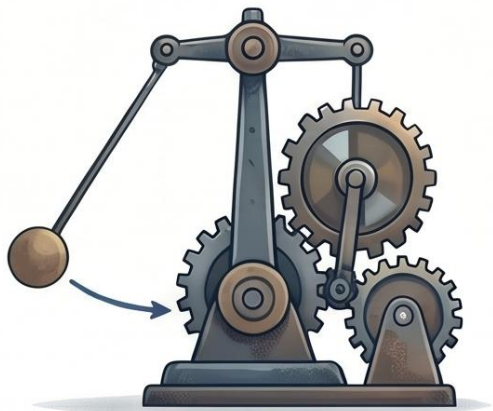
## THE "USED FUTURE" (Current Constraints)



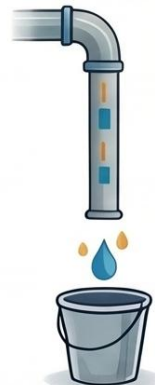
**THE "ELEPHANT" METAPHOR:**  
Slow-moving legacy; strong but cumbersome.



**LINEAR & FRAGMENTED SYSTEMS**  
Top-down approaches and organizational silos inhibit integration.



**THE ENERGY-CONSUMING CYCLE**  
Constant oscillation generates movement without sustained forward momentum.



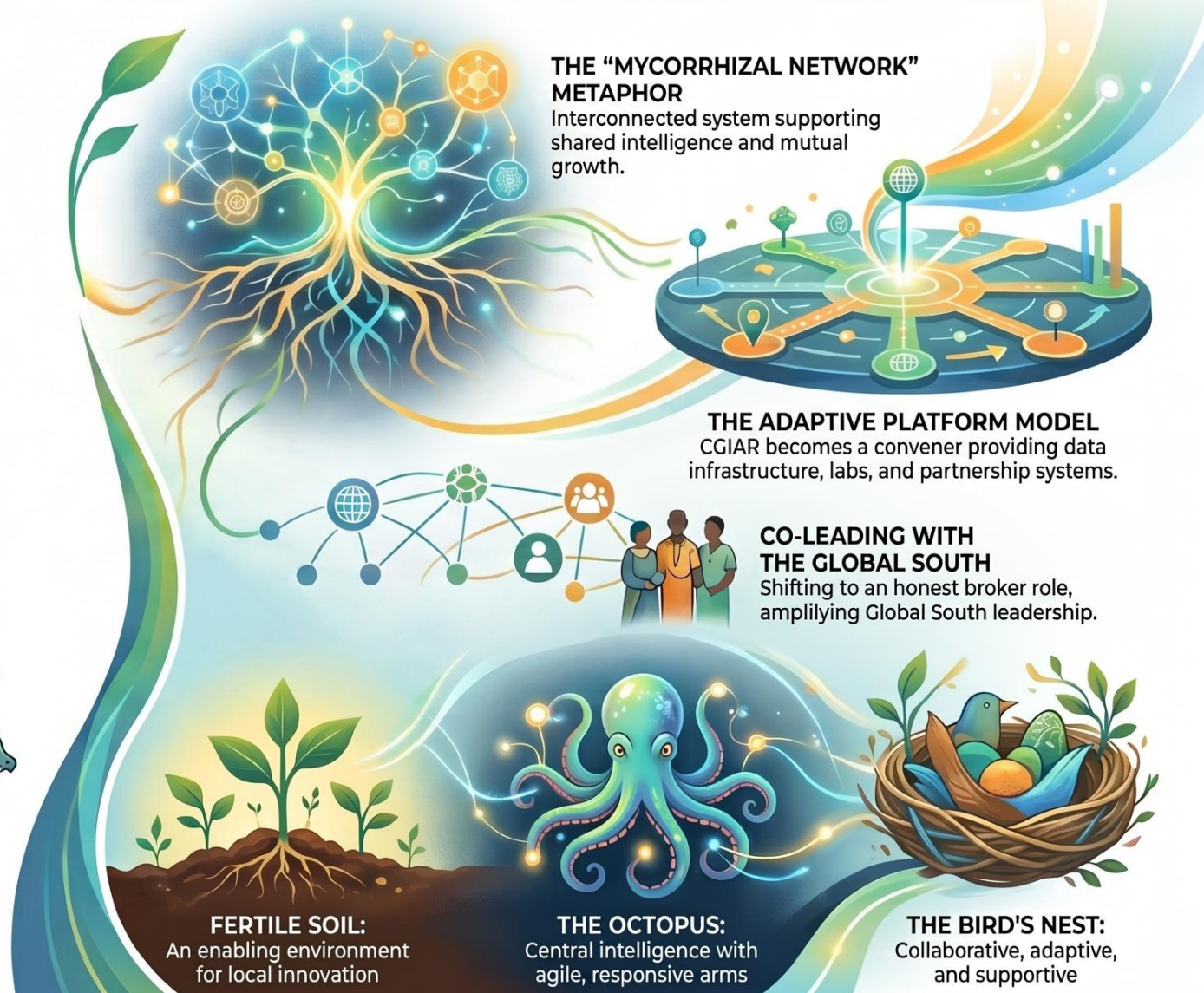
**THE PIPELINE:**  
Linear delivery of knowledge



**THE HYDRA:**  
Fragmented leadership and priorities

## THE "PREFERRED FUTURE" (2040 Vision)

**THE "MYCORRHIZAL NETWORK" METAPHOR**  
Interconnected system supporting shared intelligence and mutual growth.



**THE ADAPTIVE PLATFORM MODEL**  
CGIAR becomes a convener providing data infrastructure, labs, and partnership systems.

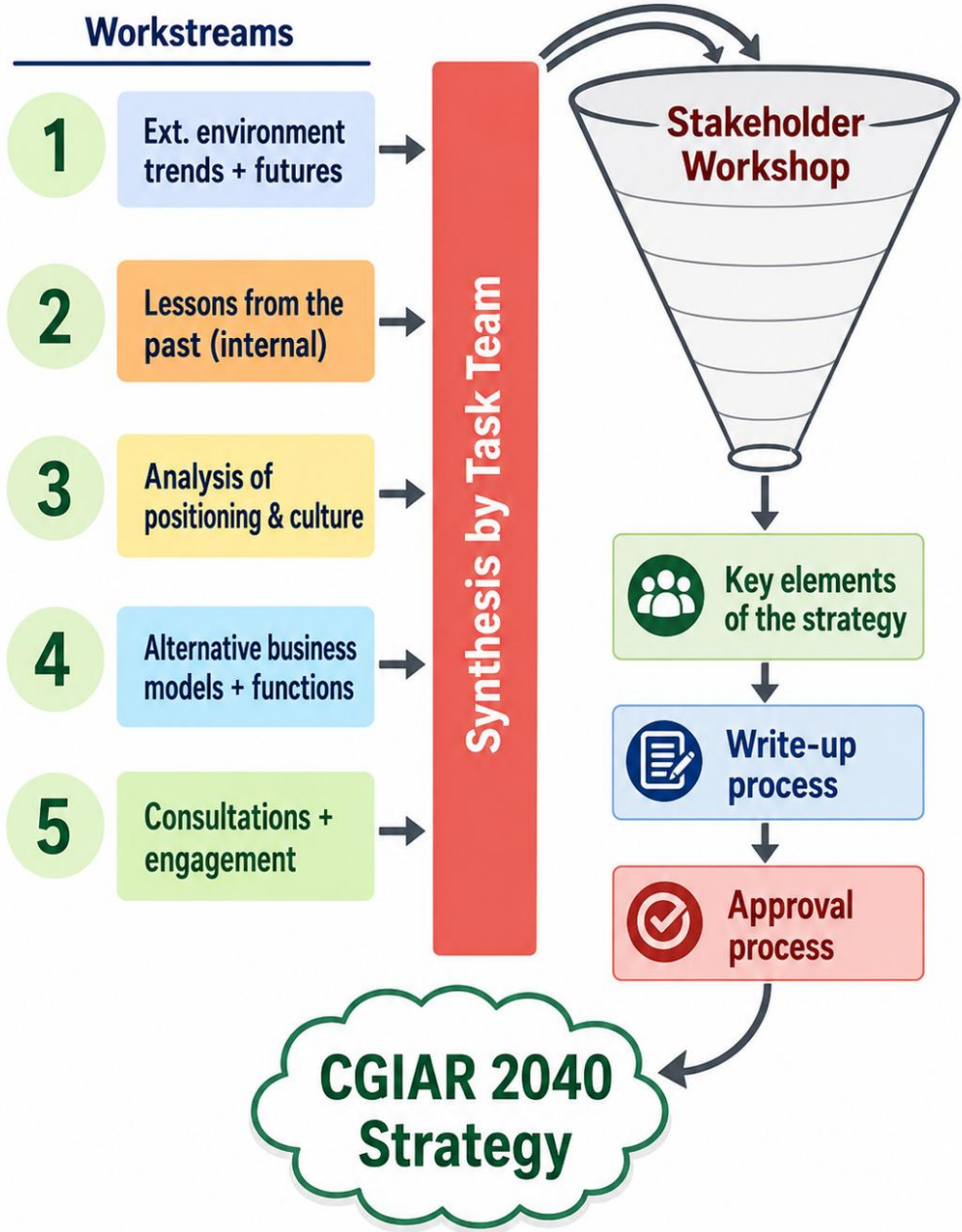
**CO-LEADING WITH THE GLOBAL SOUTH**  
Shifting to an honest broker role, amplifying Global South leadership.

**FERTILE SOIL:**  
An enabling environment for local innovation

**THE OCTOPUS:**  
Central intelligence with agile, responsive arms

**THE BIRD'S NEST:**  
Collaborative, adaptive, and supportive

# CGIAR 2040 Strategy Development Process



# The products which the strategy process will deliver

1. Deep analysis of key issues and trends around the future of CGIAR
2. Lesson learnt from past experiences in making CGIAR better and more integrated – at center level and at system level
3. Concise strategy document outlining the future vision and strategic areas of the CGIAR partnership, owned by the key stakeholders and partners

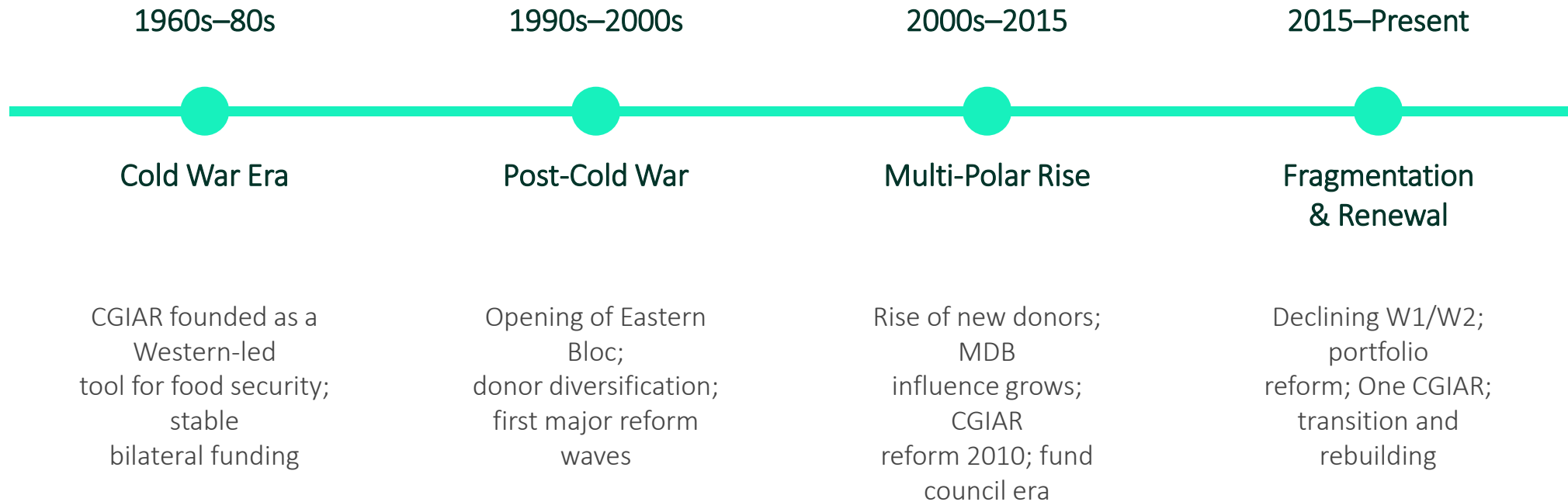
**An implementation plan will be developed once the strategy is approved**

## Strategy & History

What the past teaches us about CGIAR's future?

# CGIAR Through Geopolitical Paradigm Shifts

*How global paradigm shifts shaped CGIAR's funding, structure, and direction*



# Emerging lessons from the past

## *What 50 Years of Reform Has Taught Us*

**Core Finding:** Three reform cycles (Challenge Programs → CRPs → One CGIAR Initiatives) each addressed predecessor weaknesses but introduced new inefficiencies. The fundamental tension — donor demands for restricted funding vs. CGIAR's need for unrestricted investment in global public goods — remains unresolved.



### Legal Independence Trap

Each Center is an independent international organization by treaty. This makes changes difficult as any change requires new treaties and renegotiated host agreements.



### Governance Layering

Each reform added System-level structures without removing other structures, thickening overhead and accountabilities.



### Bilateral Funding Brake

Bilateral donors retain influence over centres that system-level governance cannot override, sheltering centres from reform.



### Expand, Not Reform

Growing the budget was easier than reforms. Budget expansion repeatedly displaced rationalization and alignment.



### Global South Marginalisation

Northern-donor-driven reforms without southern ownership generated resistance and incomplete implementation.



### Mandate Creep

Research broadened from global public goods to development activities without consolidating mandates.

# Lessons from CGIAR's History

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*What was tried before, what worked, what didn't & where CGIAR stands now*

## What Worked

Portfolio-based planning brought coherence to fragmented initiatives

System-wide management structures enabled shared decision-making

Diversified funding models reduced single-donor dependency

Performance frameworks created accountability for results

## What Didn't

Top-down restructuring without Center ownership created resistance

Reform fatigue from successive waves without visible payoff

Funding cuts during transitions undermined implementation

Governance layering added complexity without proportional clarity



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Thank you

