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**10–11 June 2026, Antalya, Türkiye**

Agenda Item 04	2025–30 Science & Innovation Portfolio
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Requested action:	Discussion
Executive summary:	<ul style="list-style-type: none"> <li>• This document provides an update on CGIAR’s 2025–30 science and innovation Portfolio.</li> <li>• It provides an overview of key developments following the 23<sup>rd</sup> meeting of the CGIAR System Council 10–11 December 2025 as well as the Portfolio Touch Points held on 18 February and 25 March 2026, including:             <ul style="list-style-type: none"> <li>○ Programs’ and Accelerators’ adaptive management processes in response to 2025 performance, results, and lessons learned; emerging opportunities and needs; as well as updated CGIAR Trust Fund Windows 1 and 2 (W1/2) funding scenarios;</li> <li>○ the latest Program/ Accelerator leadership appointments and assignments;</li> <li>○ a forward look to Portfolio- and Program-/ Accelerator-level prioritization, resource allocation, and planning for the year 2027 and beyond;</li> <li>○ work underway to strengthen the System Organization’s environmental and social management system; and</li> <li>○ planned amendments to CGIAR’s 2022–30 Performance and Results Management Framework.</li> </ul> </li> </ul>
Draft decision point:	N/A
Supporting materials:	<ul style="list-style-type: none"> <li>• Pre-read: Update on CGIAR’s 2025–30 science and innovation Portfolio (updated on 6 March 2026 with 2025 results)</li> <li>• <a href="#">SC23 update on CGIAR’s 2025–30 science and innovation Portfolio</a></li> <li>• <a href="#">CGIAR Results Dashboard</a></li> <li>• <a href="#">Programs’/ Accelerators’ 2026 Plans of Results and Budget</a> (to be updated as part of the Q2 adaptive management process)</li> <li>• <a href="#">CGIAR Portfolio Explorer</a> (reflecting data from Programs’ and Accelerators’ 2026 Plans of Results and Budgets and associated theories of change)</li> </ul>
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## Update on CGIAR’s 2025–30 science and innovation Portfolio: May 2026

### A. Introduction

1. Following a period of transition and inception, 2026 marks the first full year of implementation of CGIAR’s 2025–30 science and innovation Portfolio. Program/ Accelerator leadership roles have been filled; key design features have been stabilized following the Portfolio Inception Phase in 2025; and forward directions have been set through a robust, evidence-based, and collaborative prioritization process.<sup>1</sup>
2. Building on updates provided at the 23<sup>rd</sup> meeting of the CGIAR System Council on 10—11 December 2025; as well as two ‘big-tent’ Portfolio touch points held on 18 February and 25 March; this document shares key progress and developments associated with CGIAR’s 2025–30 science and innovation Portfolio as of 19 May 2026, for Council review and discussion.
3. Specifically, the document covers:
  - a. Programs’ and Accelerators’ adaptive management processes in response to 2025 performance, results, and lessons learned; emerging opportunities and needs; as well as updated CGIAR Trust Fund Windows 1 and 2 (W1/2) funding scenarios;
  - b. the latest Program/ Accelerator leadership appointments and assignments;
  - c. a forward look to Portfolio- and Program-/ Accelerator-level prioritization, resource allocation, and planning for the year 2027 and beyond;
  - d. work underway to strengthen the System Organization’s environmental and social management system; and
  - e. planned amendments to CGIAR’s 2022–30 Performance and Results Management Framework.
4. This update reflects the latest status of the Portfolio at the time of writing. Management may share additional, more recent developments in its presentation to the System Council on 10 June 2026.

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<sup>1</sup> Management’s approach to prioritization and resource allocation was described in detail in its December 2025 update on CGIAR’s 2025–30 science and innovation Portfolio ([link](#))

## Update on CGIAR's 2025–30 science and innovation Portfolio

### B. Program/ Accelerator adaptive management

5. Following a structured prioritization, resource allocation, and planning process in the final months of 2025, Programs' and Accelerators' 2026 Plans of Results and Budgets (PORB) were approved by Management in December 2025<sup>2</sup>; and initial 2026 Decision Letters were issued to Centers on 18 December 2025, setting out the estimated W1/2 funds that each Center could expect to receive under each Program and Accelerator. Programs and Accelerators presented their 2026 PORBs and associated priorities to interested System Council, Integrated Partnership Board (IPB), and committee members at the first Portfolio touch point of the year on 18 February.
6. Alongside the launch of the 2026 PORBs, in the first months of 2026, Programs/ Accelerators and Centers have reported on 2025 performance and results. The CGIAR Results Dashboard<sup>3</sup> was updated on 6 March 2026 with 2025 results data. The Dashboard brings together more than 7,000 results spanning all CGIAR Centers; contributing to 12 different Sustainable Development Goals and all of CGIAR's five Impact Areas. These results are delivered with more than 2,700 partners in more than 160 countries. An overview of emerging 2025 results and lessons learned was presented at a second 2026 Portfolio touch point on 25 March.
7. In line with the commitment to an 'all-of-CGIAR Portfolio'<sup>4</sup>, for the first time since the CGIAR Research Program (CRP) era (2011–2021), CGIAR has a view to results across all funding streams: W1/2, W3, and bilaterally funded projects programs. To date, 80% of Centers' W3/ bilateral projects by value have been mapped to CGIAR's shared 2025–30 Programs and Accelerators. Of those, some 60% have reported 2025 results. The results reported through the Dashboard thus cover 60–70% of CGIAR's work by value.
8. Based on the latest data on 2025 performance and results, Programs and Accelerators have completed their 2025 Technical Reports, and the reports have been published on 7 May 2026<sup>5</sup>. An overarching Portfolio Narrative will bring together performance and results across all Programs and Accelerators. The Narrative will be submitted for IPB review and approval later in May with a view to publication in early June.
9. Drawing on their 2025 performance and results, as well as associated lessons learned and emerging opportunities and needs, Programs and Accelerators conducted structured 'Reflect' processes in February–March 2026. The outcomes of those processes are captured in Programs' and Accelerators' 2025

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<sup>2</sup> Programs' and Accelerators' PORBs are publicly available on [cgiar.org](https://cgiar.org) ([link](#)) and the associated data can be accessed through the CGIAR Portfolio Explorer ([link](#)).

<sup>3</sup> ([link](#))

<sup>4</sup> November 2024 Portfolio Narrative ([link](#))

<sup>5</sup> [link](#)

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Technical Reports, updated 2026 PORBs and theories of change due in May, as well as adjustments in terms of Program/ Accelerator risks.

10. Alongside the 'Reflect' process, Management has engaged with funders to develop an updated W1/2 funding outlook for the year 2026, to be reflected in Programs' and Accelerators' updated PORBs.
11. As of 14 April 2026 – thanks to considerable, additional funder support and reduced risks associated with previously indicated contributions – total, expected 2026 W1/2 funding towards the Programs and Accelerators amounted to \$229.1m under an updated Baseline Scenario. This represents a \$52.1m or 29% increase from the Baseline Scenario set out in the System Council - approved W1/2 Budget for 2026<sup>6</sup> (\$176.9m) and a \$9.5m or 4% increase from 2025 (\$219.6m). At this stage, due to the low risk associated with outstanding funder contributions for the year 2026, the updated 14 April Surge Scenario – representing the envelope of resources that would be available, should potential revenues materialize in full – is only marginally higher than the Baseline Scenario at \$230.8m. It represents a \$41.6m or 22% increase from the Surge Scenario set out in the approved Budget (\$189.2m) and an \$11.2m or 5% increase from 2025.
12. Of the updated Baseline Scenario funding to Programs and Accelerators; \$90.2m is expected in unearmarked W1 contributions (+\$5.7m or 7% from the approved Budget) and \$138.9m in W2 contributions earmarked to specific Programs and Accelerators (+\$46.4m or 50%) and – in some cases – Areas of Work (AoW). Under the updated Surge Scenario, W1 increases to \$91.1m (+\$1.4m or 2%) and W2 to \$139.7m (+\$40.3m or 40.1%).
13. Consistent with the Guiding Principles for the System Council -approved W1/2 Budget for 2026 and – in particular – the 'partial de-linking' rules for W1/2 funds<sup>7</sup>; additional, earmarked W2 contributions that were not anticipated at the time of Budget approval have been applied in full towards the relevant Programs and Accelerators without affecting those Programs'/ Accelerators' planned allocations of unearmarked W1 funds. Additional W1 funds that were available to Programs and Accelerators under the updated funding scenarios have been used to restore each Program's/ Accelerator's total, 2026 W1/2 envelope at least to its original Baseline Scenario level where expected W2 contributions have not materialized in full. Finally, a small amount of remaining W1 funds has been allocated following the approach applied in 2025<sup>8</sup>.
14. Consistent with the steps above, Table 1 below presents the resulting, 2026 W1/2 allocations by Program and Accelerator under the updated Baseline Scenario (\$229.1m) compared with the final Program and Accelerator envelopes

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<sup>6</sup> ([link](#))

<sup>7</sup> See Annex I ([link](#))

<sup>8</sup> The steps and criteria for the allocation of unearmarked W1 funds across Programs and Accelerators are described in detail in Management's December 2025 Portfolio Update ([link](#)).

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for the year 2025 (\$219.6m) as well as the System Council -approved W1/2 Budget for 2026 (\$176.9m).

15. Driven almost entirely by additional, earmarked W2 funds; the April 2026 funding increases are not evenly distributed across Programs and Accelerators. Whereas all Programs and Accelerators are funded at least at their original Baseline Scenario levels at the start of the year, increases range from 0% to +218%. The updated Baseline Scenario restores most Programs and Accelerators to their 2025 funding levels, but again with outcomes ranging widely from -26% to +218%.
16. As of 19 May, Programs and Accelerators had reflected these latest 2026 W1/2 funding envelopes in updated 2026 PORBs. In doing so, Programs and Accelerators considered the priorities identified in 2025 for different 2026 funding scenarios, the outcomes of the 'Reflect' process, emerging opportunities and needs, as well as any W2 contributions earmarked at the AoW level. At the time of writing, the updated 2026 PORBs were undergoing internal approvals with a view to publication in June. Key changes from Programs' and Accelerators' December 2025 PORBs will be summarized in Management's presentation to the System Council and subsequent Portfolio touch points.
17. Notwithstanding the significant increase in expected 2026 W1/2 funding; the updated 2026 outlook remains well below average W1/2 funding levels over the 2022–24 period and the levels of W1/2 funding anticipated at the start of 2025 (\$289m). Accordingly, all Programs and Accelerators can absorb additional resources for additional, impactful science and innovations; and most have identified priority deliverables and associated 2026 key performance indicators for larger W1/2 funding envelopes<sup>9</sup>. Should additional funds materialize in-year; beyond the updated funding expectations as of 14 April; these will be reflected in revised 2026 PORBs – time permitting – or carried over into Programs' and Accelerators' 2027 PORBs.

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<sup>9</sup> As part of the Program-/ Accelerator-level prioritization, resource allocation, and planning process for 2026; Programs and Accelerators identified priorities for three illustrative funding scenarios: (i) low (2025 W1/2 funding levels – 25% = \$164.7m); (ii) medium (2025 W1/2 funding levels = \$219.6m); and (iii) high (2025 W1/2 funding levels +25% = \$274.5m)

## Update on CGIAR's 2025–30 science and innovation Portfolio: May 2026

Table 1: Updated, 2026 W1/2 funding envelopes by Program/ Accelerator (as of 14 April 2026, mUS\$, all amounts net of CSP)

PROGRAM/ ACCELERATOR	For reference: 2025			For reference: Approved, 2026 W1/2 Baseline			Updated 2026 Baseline Scenario as of 14 April 2026 ("Apr 2026")						
	W2	W1	W2 + W1	W2	W1	W2 + W1	W2	W1	W2 + W1	Apr 2026 - 2025	Apr 2026 - 2025 (%)	Apr – Jan 2026	Apr – Jan 2026 (%)
Better Diets and Nutrition	15.06	0.03	15.09	9.98	1.36	11.34	15.42	1.44	16.86	1.77	11.74%	5.52	48.67%
Breeding for Tomorrow	20.72	15.23	35.95	13.06	8.51	21.57	26.30	9.00	35.30	-0.65	-1.82%	13.73	63.64%
Capacity Sharing	0.72	1.49	2.22	2.09	0.12	2.22	6.93	0.12	7.05	4.84	218.4%	4.84	218.4%
Climate Action	8.58	4.15	12.72	12.19	3.81	15.99	11.39	4.60	15.99	3.27	25.69%	0.00	0.00%
Digital Transformation	3.88	2.76	6.64	0.98	7.87	8.85	2.45	8.54	10.99	4.35	65.56%	2.14	24.23%
Food Frontiers and Security	6.60	2.29	8.89	6.37	0.56	6.93	12.51	0.59	13.10	4.21	47.30%	6.17	88.91%
Gender Equality and Inclusion	3.74	4.77	8.50	2.29	6.56	8.85	4.54	6.56	11.10	2.60	30.56%	2.25	25.47%
Genebanks	8.79	17.68	26.47	6.45	20.02	26.47	4.88	21.59	26.47	0.00	0.00%	0.00	0.00%
Multifunctional Landscapes	18.84	0.00	18.84	8.94	6.85	15.80	15.95	7.25	23.20	4.36	23.15%	7.40	46.84%
Policy Innovations	7.34	6.69	14.03	7.40	4.53	11.93	8.55	4.79	13.34	-0.69	-4.93%	1.41	11.83%
Scaling for Impact	15.76	9.58	25.35	8.79	11.10	19.89	10.24	11.74	21.98	-3.37	-13.3%	2.09	10.51%
Sustainable Animal and Aquatic Foods	3.12	16.69	19.81	1.56	10.33	11.89	4.26	10.93	15.19	-4.62	-23.3%	3.31	27.81%
Sustainable Farming	12.88	12.23	25.11	12.35	2.88	15.23	15.47	3.05	18.52	-6.59	-26.2%	3.29	21.60%
<b>Total</b>	<b>126.03</b>	<b>93.59</b>	<b>219.61</b>	<b>92.45</b>	<b>84.50</b>	<b>176.95</b>	<b>138.89</b>	<b>90.20</b>	<b>229.09</b>	<b>9.48</b>	<b>4.32%</b>	<b>52.14</b>	<b>29.47%</b>

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### C. Program/ Accelerator leadership appointments

18. The Programs and Accelerators were launched in January 2025 with interim leadership arrangements. Interim Directors and Deputy Directors were assigned by the CGIAR Global Leadership Team (GLT) in October 2024, and AoW Transition Leads and Co-Leads by the CGIAR Global Science Team (GST) in January 2025.
19. As a key priority for the Portfolio Inception Phase in 2025, CGIAR has now completed 13 competitive recruitment processes for all Program/ Accelerator Director/ Leader roles on a stable, longer-term basis. The Program/ Accelerator Directors/ Leaders are employed by the System Organization and hosted in CGIAR Centers in the Global South (see Table 2).

**Table 2: Program/ Accelerator Directors/ Leaders** (as of 19 May 2026)

Program/ Accelerator	Director/ Leader	Duty station
Better Diets and Nutrition	Brouwer, Inge D.	Nairobi, Kenya
Breeding for Tomorrow	Geha, Makram	Texcoco, Mexico
Capacity Sharing	Kleineremann, Charles	Nairobi, Kenya
Climate Action	Rosenstock, Todd	Nairobi, Kenya
Digital Transformation	Dhulipala, Ram Kiran	Nairobi, Kenya
Food Frontiers and Security	Okello, Anna	Nairobi, Kenya
Gender Equality and Inclusion	de Haan, Nicoline	Nairobi, Kenya
Genebanks	Azevedo, Vania	Lima, Peru
Multifunctional Landscapes	Desta, Lulseged Tamene	Nairobi, Kenya
Policy Innovations	Breisinger, Clemens	Nairobi, Kenya
Scaling for Impact	Krupnik, Timothy J.	Dhaka, Bangladesh
Sustainable Animal and Aquatic Foods	Yossa, Rodrigue	Nairobi, Kenya
Sustainable Farming	Ortiz, Oscar	Lima, Peru

20. During the first quarter of 2026, the Program/ Accelerator Directors/ Leaders completed a CGIAR-wide, open, transparent, and competitive process to select and assign longer-term AoW Leads. As of early April, 12 Programs/ Accelerators had selected 59 AoW Leads and – in some cases – Co-Leads from 10 different Centers. Of the 59 selected candidates, 27 or 46% were female. AoW Leads and Co-Leads are members of their Programs'/ Accelerators' Leadership Teams alongside Program/ Accelerator Directors/ Leaders and Center Delegates. The AoW Leads/ Co-Leads report operationally to Program/ Accelerator Directors/ Leaders while retaining their Center-based reporting lines and employment terms and remaining in their current duty stations.

## Update on CGIAR's 2025–30 science and innovation Portfolio

### **D. Forward look to Portfolio- and Program-/ Accelerator-level prioritization, resource allocation, and planning for the year 2027 and beyond**

21. In the second half of 2025, the GLT and the GST led an unprecedented, structured, evidence-based, and collaborative prioritization and resource allocation process at the Portfolio and Program/ Accelerator levels for the year 2026<sup>10</sup>. The process marked a major change from CGIAR's recent past. Rather than optimize for continuity alone and seek to minimize year-on-year changes, the GLT and the GST agreed to start from a clean slate; aiming to use prioritization and resource allocation to maximize the impact contributions of the Portfolio and its individual Programs and Accelerators in response to evidence and demand.
22. Recognizing the significant changes introduced over a short period of time and their impacts across the Integrated Partnership, over the past few months the GST has reflected carefully on the process and criteria applied in 2025. Through this reflection, GST aims to identify and align on (i) what worked well and should be retained with a view to prioritization, resource allocation, and planning for the year 2027 and beyond; (ii) what did not serve its intended purpose and should change; and (iii) what was missing and should be included in the process going forward.
23. As a key area for improvement going forward, the GST is committed to more timely decision-making on key features of the prioritization and resource allocation process. Learning from 2025, Programs/ Accelerators and Centers need time to ensure adequate quality and engagement across the different phases of the process. Accordingly, for 2027 and beyond, the key building blocks of prioritization, resource allocation, and planning will be completed during the first half of 2026, allowing Programs/ Accelerators and Centers to engage more effectively from a place of early clarity and alignment.
24. Related to the above, the GST is focused on ensuring that robust prioritization and planning at the Program/ Accelerator level is not carried out at the expense of strong Portfolio coherence and cohesion. Looking forward, Programs' and Accelerators' management cycle of planning, reporting, reflecting, and adapting will provide for sufficient time to assess coherence and cohesion across key dimensions; e.g. whether Programs and Accelerators engage cohesively in geographies with a high concentration of CGIAR work; or whether they avoid duplication and seek synergies on key, cross-Program/ -Accelerator topics and themes.
25. Additional details on the way forward on Portfolio and Program/ Accelerator prioritization, coherence, and cohesion will be shared as part of Management's presentation to the System Council.

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<sup>10</sup> See Management's December 2025 Portfolio Update for details ([link](#)).

## Update on CGIAR's 2025–30 science and innovation Portfolio

### E. Strengthening the System Organization's environmental and social management system

26. The System Organization was accredited to the Green Climate Fund (GCF) in October 2018. An Accreditation Master Agreement was signed and is effective from September 2022.<sup>11</sup>
27. As an Accredited Entity, the System Organization must meet the requirements of the GCF's Revised Environmental and Social Policy<sup>12</sup>. Earlier this year, in connection with CGIAR's first GCF Proposal – Enhancing Sustainable Land Management and Climate-Resilient Agri-food Systems in Côte d'Ivoire (LARACI) – the System Organization commissioned a gap assessment of its environmental and social management system against the latest GCF requirements. The gap assessment, carried out by Climate Platform GmbH, helped determine the extent to which the System Organization's current frameworks, policies, procedures, guidelines, tools, and capabilities meet relevant GCF requirements and – where they do not – what remedial actions can be taken to ensure full compliance.
28. Overall, the assessment finds that the System Organization has a strong conduct, accountability, and governance infrastructure; including functional risk management processes, a zero-tolerance ethics framework, a professional internal audit function, and access to extensive participatory research engagement capacity and strong expertise and capabilities on gender and social inclusion. Looking forward, the System Organization needs to strengthen its project-facing environmental and social management infrastructure, including but not limited to an Environmental and Social Policy that can be linked to Subsidiary Agreements with Centers and other Executing Entities.
29. Management is moving at pace to ensure that the key outstanding elements of a strong environmental and social management system are put in place over the coming months. Beyond the GCF, these will help strengthen the System Organization's capacity to access and manage other bilateral funding opportunities on behalf of the Integrated Partnership, including e.g. the Fund for responding to Loss and Damage<sup>13</sup>.

### F. Planned amendments to CGIAR's Performance and Results Management Framework

30. At its 11<sup>th</sup> meeting on 17 December 2020, the System Council approved the CGIAR Performance and Results Management Framework 2022–30 (PRMF)<sup>14</sup>.

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<sup>11</sup> [link](#)

<sup>12</sup> [link](#)

<sup>13</sup> [link](#)

<sup>14</sup> [link](#)

## Update on CGIAR's 2025–30 science and innovation Portfolio

The PRMF includes a Results Framework aligned with the five Impact Areas of the 2030 Research and Innovation Strategy, with a proposed set of common impact indicators and collective global 2030 targets for the transformation of food, land and water systems.

31. Since the adoption of the PRMF and its Results Framework in 2020, impact studies led by the System Organization have found that most of the proposed impact indicators were only rarely measured in ex-post impact assessment. As a result, and with a view to the new 2025–30 Portfolio, Management is moving forward with a 2026–30 Impact Assessment Plan to drive a more coherent and more strategic approach to impact assessment across the Portfolio; with clarity on resourcing and the division of roles and responsibilities across different impact assessment providers (including the Standing Panel on Impact Assessment [SPIA]). This in turn will help generate greater volumes and more coherent evidence of CGIAR contributions to impact across the five Impact Areas.
32. In addition to the Impact Assessment Plan, Management is implementing a refresh of the Results Framework's Portfolio- and Partnership-wide impact indicators and associated targets. As part of the Portfolio- and Program-/ Accelerator-level prioritization process carried out in the second half of 2025, a limited set of Impact Area -aligned indicators was introduced to guide Program/ Accelerator prioritization of geographies, as well as the allocation of unearmarked W1 funds to Programs as a function of each Program's share of Portfolio-wide, projected impact contributions. Drawing on that experience and lessons learned, proposed, updated set impact indicators is being designed to serve both ex-ante projection of impact contributions and prioritization as well as ex-post impact assessment.
33. In reviewing its impact indicators, Management takes note of the feedback received from System Council members in December 2025 to ensure that its global impact ambitions included measures of avoided losses – not simply growth – and allow for a sufficient focus on the most vulnerable people as well as fragile and conflict-affected situations. Management will reflect further on these questions in its presentation to the Council.
34. Once the updated impact indicators have been finalized, Management will work with the GST and GLT to set new impact targets and bring forward an amended PRMF for Board and Council decision making, aiming for later this year.