



24th CGIAR System Council Meeting
10–11 June 2026, Antalya, Türkiye

Agenda Item 03	Update from the Executive Managing Director
Distribution notice:	<input checked="" type="checkbox"/> May be distributed without restriction <input type="checkbox"/> Restricted to Members and Active Observers <input type="checkbox"/> Restricted to Voting Members only
Issue date:	27 May 2026
Purpose:	<input type="checkbox"/> For consent agenda/information <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For discussion and decision <input type="checkbox"/> Other (specify)
Requested action:	n/a
Executive summary:	<p>The Executive Managing Director (EMD) will provide an update on CGIAR’s strategic priorities, including the process to develop the CGIAR 2040 Strategy. The update will provide an opportunity for System Council discussion on the direction, scope, and modalities of the Strategy process, which is intended to clarify CGIAR’s mission, vision, strategic priorities, and ways of working to 2040.</p> <p>The accompanying pre-read materials provide:</p> <ol style="list-style-type: none"> i. The proposed purpose, scope, and modalities endorsed by the CGIAR Global Leadership Team; and ii. An indicative timeline for the Strategy process through System Council concurrence and Board approval consideration in December 2026, followed by public launch in January 2027. <p>The discussion is intended to invite System Council reflections on the proposed process and framing, including how the Strategy can support CGIAR’s relevance, effectiveness, and collective impact in a changing global context.</p>
Draft decision point:	N/A
Supporting materials:	<ul style="list-style-type: none"> • CGIAR Strategy to 2040: Proposed Purpose, Scope, and Modalities • CGIAR Strategy 2040 Timeline
Prepared by:	Micheline Ayoub, Chief of Staff



A CGIAR Strategy to 2040: proposed purpose, scope, and modalities

A. CGIAR Global Leadership Team decision:

The CGIAR Global Leadership Team (GLT), at its meeting on 17 April 2026, endorsed the purpose, scope, and modalities for a new CGIAR Strategy to the year 2040 (Annex I), and the terms of reference of a CGIAR Strategy Task Team (Annex II).

B. Background

1. At its in-person meeting in Jeddah, Saudi Arabia on 26—28 February 2025, the CGIAR Global Leadership Team (GLT) agreed to form a Task Team to design a process for an “Institutional Strategy” for CGIAR¹.
2. On 5—6 May 2025, the Task Team convened for a Process Design Workshop in Amsterdam, the Netherlands². As an output of the Workshop, a proposed design process for a “CGIAR Strategy” was circulated for GLT endorsement on 27 May 2025³. In response to concerns from some GLT members, the Strategy process was placed on hold.
3. The process to develop a CGIAR Strategy was discussed again at the GLT’s in-person meeting in Des Moines, Iowa, the United States on 24–25 October. As an outcome of that discussion, the GLT agreed to proceed with the process⁴.
4. In addition to the GLT engagements above, the CGIAR Executive Managing Director (EMD) has engaged with the CGIAR Integrated Partnership Board (IPB) and System Council on a CGIAR Strategy in September⁵ and December⁶ 2025, respectively.
5. Following the GLT’s virtual meeting on 24 March 2026, in response to questions and concerns voiced by GLT members⁷, and building on the work of the Task Team in 2025; this document sets out a proposed purpose, scope, and development modalities for the CGIAR Strategy to enable the process to proceed from a place of clarity and alignment.

¹ Meeting Documentation ([link](#))

² Workshop Documentation ([link](#))

³ Task Team proposal ([Link1](#) and [Link2](#))

⁴ Meeting Documentation ([link](#))

⁵ Communiqué from the Integrated Partnership Board’s 6th Meeting ([link](#))

⁶ 23rd meeting of the CGIAR System Council: EMD update ([link](#))

⁷ Meeting Summary ([link](#))

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Annex I: A CGIAR Strategy to the year 2040 – proposed purpose, scope, and modalities

A. Purpose

1. Guided by the overarching question: “What do we want CGIAR to become?”; the proposed CGIAR Strategy drives clarity and alignment on CGIAR’s mission, vision, and strategic priorities to the year 2040.
2. The Strategy repositions CGIAR for greater relevance, effectiveness, and impact in a changing global context; and articulates CGIAR’s forward-looking value proposition and comparative advantage.
3. Underpinning the above, the Strategy frames – at a high level – how CGIAR delivers impact, recognizing and building on what works.
4. The Strategy builds on and aligns with CGIAR’s foundational governing documents: the CGIAR Integration Framework Agreement (IFA)⁸, the CGIAR System Framework (‘Framework’)⁹, and the Charter of the CGIAR System Organization (‘Charter’)¹⁰.
5. The process to develop a new CGIAR Strategy is not a new “CGIAR reform”. With a 2040 time horizon, the Strategy sets out a meaningful “North Star” to guide near- and medium-term decisions; while allowing for an orderly, responsibly paced, and carefully sequenced implementation process to be designed and adopted once the destination has been set. That process can leverage existing modalities, such as Functional Area Committees, with a view to driving continuous improvement towards a shared 2040 vision.
6. The Strategy does not seek to disrupt CGIAR’s shared 2025—30 science and innovation Portfolio. It frames the mid-term review of the Portfolio in 2027—28 and guides a phased implementation: first (i) an evolution of the existing Portfolio in 2028—30, then (ii) the design and roll-out of a post-2030 CGIAR science and innovation offer.

B. Scope

7. The proposed CGIAR Strategy is intended to be comprehensive, encompassing the mission, vision, and priorities of the CGIAR Integrated Partnership; as well as its high-level ways of working.
8. Consistent with a principle of “form follows function”, the Strategy considers broadly the enablers required for CGIAR to successfully deliver on its 2040 ambition. It retains and builds on what works, ultimately aiming to define a CGIAR

⁸ [link](#)

⁹ [link](#)

¹⁰ [link](#)

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Integrated Partnership that is fit for purpose and fit for the future.

9. The CGIAR Strategy 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.

C. Modalities

10. Consistent with their roles and responsibilities set out in the Framework, Charter, as well as the terms of reference of the CGIAR Global Leadership Team (GLT) and Global Science Team (GST):
 - a. the CGIAR Integrated Partnership Board (IPB) approves the CGIAR Strategy (final approver);
 - b. the CGIAR System Council concurs with the Strategy prior to IPB approval;
 - c. the CGIAR Executive Managing Director (EMD) approves the Strategy for submission to the IPB and the System Council and holds overall management accountability for the Strategy development process to the IPB;
 - d. the GLT endorses the Strategy prior to EMD approval;
 - e. where the Strategy relates to CGIAR science and innovation, the CGIAR Chief Scientist recommends the Strategy for GLT submission following endorsement by the GST.
11. A CGIAR Strategy Task Team is 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 (see Annex II for the proposed terms of reference of the Task Team).
12. The Task Team provides regular updates to and invites direction from the GLT at key milestones.
13. 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. Subject to further review and validation, the following, indicative timeline is proposed:
 - a. April—May 2026: analytical work, early outputs
 - b. June—September 2026: stakeholder engagement
 - c. October—December 2026: drafting, review, and decision-making
 - d. January 2027: launch

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Annex II: CGIAR Strategy Task Team – terms of reference

A. Background and context

1. Under the leadership of the CGIAR Executive Managing Director (EMD) and the guidance of the CGIAR Global Leadership Team (GLT), CGIAR is embarking on a collaborative process to set out a new CGIAR Strategy to the year 2040.
2. The Strategy is intended to drive clarity and alignment on CGIAR’s mission, vision, and strategic priorities. It repositions CGIAR for greater relevance, effectiveness, and impact in a changing global context; and articulates CGIAR’s forward-looking value proposition and comparative advantage.
3. Underpinning the above, the Strategy frames – at a high level – how CGIAR delivers impact, recognizing and building on what works.
4. This document sets out the terms of reference of a CGIAR Strategy Task Team, responsible for the development of the Strategy through a transparent and inclusive co-design process.

B. Organizational context

5. The Task Team brings together relevant experience and expertise from across the CGIAR Integrated Partnership to develop a shared CGIAR Strategy under the overall leadership of the EMD.
6. To ensure strong buy-in to and co-ownership of the CGIAR Strategy across the GLT, the Team seeks regular guidance and direction from the GLT.

C. Purpose

7. The Task Team delivers a transparent, inclusive, and collaborative process to develop a proposed CGIAR Strategy to the year 2040, for review and decision-making by CGIAR leadership and governance bodies.
8. Rather than take decisions, the role of the Task Team is to propose, recommend, and articulate options for decision-making by CGIAR leadership.

D. Key responsibilities

9. In line with its purpose, the Task Team:
 - a. defines a detailed road map and timeline for the CGIAR Strategy process;
 - b. develops and/or commissions and oversees relevant analytical inputs;
 - c. delivers and/ or coordinates and oversees consultations with key internal

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and external CGIAR stakeholders;

- d. seeks external expert input and independent advice;
- e. drafts and/ or commissions and oversees the proposed Strategy and addresses input received;
- f. plans and oversees clear, consistent, and regular communications with CGIAR leadership, staff, and stakeholders on the Strategy development process; and
- g. fosters transparency, diversity, inclusion, collaboration, and co-creation across the CGIAR Integrated Partnership and with key CGIAR stakeholders.

E. Composition

- 10. In line with the composition of the GLT, the Task Team is composed of:
 - a. one DG-designated representative of each Center that is a Party to the CGIAR Integration Framework Agreement;
 - b. the Chief of Staff to the EMD; and
 - c. the Practice Lead, Program Delivery and Special Advisor to the CGIAR Chief Scientist.
- 11. For the purpose of their assignment, members' time and expenses are covered by their respective employer (Center or the System Organization). The System Organization covers members' travel and expenses associated with any in-person meetings.
- 12. The Task Team may invite contributions and input from relevant CGIAR and external experts as required to deliver on its responsibilities.

F. Ways of working

- 13. The Team will make every effort to ensure that all members can participate on an equal footing, with timely access to all relevant information, and with virtual meetings scheduled with due consideration of members' time zones and local holiday schedules.
- 14. The Task Teams' working documentation will not be shared externally beyond CGIAR, with the exception of any non-CGIAR contributors engaged in the Strategy development process, unless otherwise agreed by the EMD.
- 15. The Task Team provides at least bi-monthly updates to the full GLT and invites GLT

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guidance and direction at key milestones for the Strategy development process.

16. The Task Team is invited to develop its own working modalities in further detail.

Timeline — CGIAR 2040 Strategy

The activities are planned along the timeline below. The Chief of Staff, as process manager, will work with the strategic planning task team (**SPTT**), with support from the external consultant, to manage the process and support timely execution.

Step	Activity / Milestone	Responsible	Timeline
1.	Consolidation of strategic planning task team (SPTT)	EMD with DGs	30 Apr 2026
2.	Recruitment of foresight and lesson learning team	Micheline Ayoub (MA)	30 Apr 2026
3.	First-cut analytical work using existing documentation (e.g., ChatGPT synthesis)	SPTT	1–15 May 2026
4.	Planning meeting of the SPTT — fine-tuning of roadmap, setting up of analytical work teams	MA	May 2026
5.	Analytical work teams: Synthesis of existing data, information, and identification of gaps	SPTT, MA	May 2026
6.	Foresight work: Report on trends	MA, Foresight specialist	29 May 2026
7.	Update presentation to the System Council; development of scenarios; early insights from the lesson learning team	MA, SPTT, Consultants	9–10 Jun 2026
8.	Consultations with stakeholders and integration of new analytical inputs, including foresight and lesson learning, etc.	SPTT	Jun–Jul 2026
9.	Two-day futures workshop to develop possible scenarios	MA, Foresight, SPTT	Jul 2026
10.	Final report on lesson learning from CGIAR integration efforts	MA, Consultants	31 Jul 2026
11.	Final reports from analytical and consultation work by SPTT	SPTT	31 Jul 2026
12.	SPTT synthesis workshop: first synthesis of all analytical work and preparation of reading material	SPTT	Mid-August 2026
13.	Final futures report	MA	31 Aug 2026
14.	Stakeholder strategy retreat (leadership, Board, SC reps, key staff, external challengers)	MA, SPTT, DGs, Board	First half of September 2026
15.	Complete, revised draft Strategy (DRAFT 1) circulated for stakeholder review and feedback (10 business days for review and feedback, 5 business days to address feedback)	SPTT	28 Sep 2026
16.	Complete, revised draft Strategy (DRAFT 2) circulated for stakeholder review and feedback (10 business days for review and feedback, 5 business days to address feedback)	SPTT	19 Oct 2026
17.	Intended final version of the Strategy circulated for CGIAR Global Science Team (GST) and Global Leadership Team (GLT) review and decision-making (endorsement, 10 business days for reviews and decision-making, 2 business days to reflect any changes)	SPTT	9 Nov 2026
18.	Intended final version of the Strategy circulated for System Council and Board decision-making (10 business days before SC decision moment)	SPTT	25 Nov 2026
19.	25 th meeting of the CGIAR System Council (SC25): SC decision-making on an intended final version of the Strategy (concurrency)	SC	9 Dec 2026
20.	CGIAR Board decision-making on an intended final version of the Strategy (approval)	Board	16 Dec 2026
21.	Socialization of final strategy with CGIAR Centers, staff, and external stakeholders	CGIAR leadership	Dec 2026
22.	Public launch of the CG2040 Strategy	Council / Board	Jan 2027