

Roadmap for how matters relating to optimizing CGIAR’s governance that have not yet been resolved are planned to be addressed

Purpose

This document is provided to accompany the proposed decision to amend the CGIAR System Framework (Framework) and the Charter of the CGIAR System Organization (Charter), needed to put in place the revised CGIAR Board model.

It sets out a high-level roadmap for addressing key outstanding matters raised during the recent and previous processes of consultation on draft amendments to the Framework and Charter, drawing from inputs shared by stakeholders on their relative prioritization, and with consideration given to the nature and depth of dialogue and engagement that would be required to resolve each matter.

Action requested

No decision-making is requested at this time on the content of this document. However stakeholders are welcome to provide inputs to further shape and refine the planned approach as the CGIAR Board – in its reconstituted form – takes on its revised mandate from 15 June 2026.

List of matters raised requiring further reflection and resolution or refinement

Topic	Rationale for proposed timeline and key considerations	Indicative intermediate steps
For resolution by end-2026		
AFRC/AOC structure and roles (and relation to Center AFRCs)	<ul style="list-style-type: none"> • Clarity on the AFRC model for the CGIAR Board is a key priority • Overlap and lack of clarity between AFRC/AOC roles is an issue raised by many stakeholders • Further reflection on the AFRC-AOC roles may be required after the review of respective Council/Board roles in 2027 	<p>Q3 2026</p> <ul style="list-style-type: none"> • Dialogue between AFRC-AOC, and Board and Council on respective mandates • Review by CGIAR Board of AFRC structure/membership required to discharge mandate • Review by CGIAR Council of AOC structure/membership required to discharge mandate <p>Q4 2026</p> <ul style="list-style-type: none"> • Finalization of revised TORs of AFRC and AOC (for approval by Board/Council respectively) • Membership appointments as required based on revised TOR
Establishing the engagement and reporting modalities between the CGIAR Board and Council.	<ul style="list-style-type: none"> • Consultation highlighted importance of structured, transparent modalities of communication/reporting between Board and Council – and good suggestions for how this could be achieved • Regular, structured notification of decisions taken, and reporting on matters under the Board’s mandate, notification of decisions taken, development of Board KPIs • Reflection on proposed modalities such as periodic joint meetings 	<p>June 2026: Input/guidance during SC24 on Board Chair’s report to inform future expectations</p> <p>Q3 Meeting of the CGIAR Board: Discussion on Board KPIs</p> <p>Monthly: Council and Board Chair meetings</p> <p>December 2026 Council meeting: Review of Board KPIs and reporting, dialogue to further refine going forward</p>

Topic	Rationale for proposed timeline and key considerations	Indicative intermediate steps
For resolution by mid-2027		
Respective roles and accountabilities of the CGIAR Board and CGIAR Council	<ul style="list-style-type: none"> Respective roles/responsibilities – and the accountabilities of the Council and Board – are inherently linked and should be considered together. An in-depth dialogue is required including between the two bodies together rather than separate consultations. The approach for the review of the Board after one year should be developed and agreed by mid-year to enable it to be carried out in Q3 2027. 	<ul style="list-style-type: none"> By Q4 2026: Analysis of inputs provide on the respective roles to identify areas of convergence/divergence in views – and review of feedback from past Framework/Charter amendment processes Q4 2026 Council meeting – dialogue session on inputs provided and experience of first 6 months of new model Q1/2 2027: Consultation processes on revision of respective roles Q2 2027 meetings: Decision making on amendments to documents
Approach for review of the Board after one year		<ul style="list-style-type: none"> Q4 2026 Meetings –Board to propose approach; Council to input Q1/2 2027: Finalization of methodology and process
Potential merging of the Framework and Charter into a single CGIAR governing document		<ul style="list-style-type: none"> Q1/2 2027: Feasibility/scoping of document merge following Q2 2027 amendments
Inputs on whether the framing of CGIAR’s mission and mandate remain fully relevant (aligned to Institutional 2040 Strategy)	<ul style="list-style-type: none"> Launch of Institutional 2040 Strategy anticipated in January 2027; reflection on whether amendment of language in governing documents are required should take place after that to ensure this aligns 	<ul style="list-style-type: none"> Q1-2 2027: Review of Framework/Charter in light of final Institutional 2040 Strategy – documenting proposals for end-2027 revision process

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For resolution by end-2027		
Board size/composition	<ul style="list-style-type: none"> • Review of the Board after one year of operation will take elements such as Board size/composition into account – therefore any recommendations arising from that review would be for implementation in later part of 2027. • Other recommendations relating to respective roles/responsibilities may arise from this review., 	<ul style="list-style-type: none"> • Q3 2027: Review of Board after one year of operation: • Q3-4 2027: Recommendations of review to be developed into proposed drafting; consultation on these • Q4 2027 meetings: Decision making on further amendments