



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

Agenda Item 07	Final Report from the Nominations Committee of the System Council (NCSC)
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 type="checkbox"/> For discussion <input checked="" type="checkbox"/> For discussion and decision <input type="checkbox"/> Other (specify)
Requested action:	Discussion and Decision
Executive summary:	<p>This is the NCSC’s final report to the Council. It summarizes the Committee’s work since the last System Council meeting in December 2025 (SC23), including its support for the process to identify potential future independent voting members of the CGIAR Board during the governance transition.</p> <p>The report includes recommendations for the Council’s consideration on conclusion of the NCSC’s mandate, confidential handover to the future CGIAR Board Nominations Committee with lessons for future candidate processes, including earlier outreach, pipeline development, diversity monitoring, and targeted efforts to encourage more women and underrepresented candidates to apply for future leadership opportunities.</p>
Draft decision point:	Pursuant to Article 8.1 and Article 8.4 of the CGIAR System Framework, the System Council confirms completion of the Committee’s mandate and approves the formal conclusion of the Committee’s work.
Supporting materials:	<ul style="list-style-type: none"> • Final NCSC Report to SC24 • Additional Reference: NCSC Terms of Reference
Prepared by:	Nominations Committee of the System Council



Final Report to the CGIAR System Council (SC24) Nominations Committee of the System Council (NCSC)

Executive Summary

This report provides the Nominations Committee of the System Council's final report to the System Council for its 24th meeting, covering its work since SC23 in December 2025 and the transition of its responsibilities to the future CGIAR Board Nominations Committee.

Since SC23, the NCSC's work has focused on supporting continuity during the governance transition, including the Expression of Interest and candidate assessment process for potential future independent voting member roles, undertaken through the Subcommittee of the Nominating Committee of the System Council (SCNCSC), succession-planning considerations, and preparation of confidential handover materials for the future CGIAR Board Nominations Committee.

The NCSC requests that the System Council receive this final report, direct the confidential handover of relevant materials to the future CGIAR Board Nominations Committee once established, and approve the conclusion of the NCSC's work as of 30 June 2026, subject to any required governance steps.

Annexes

Annex	Title
Annex 1	Current NCSC and SCNCSC membership
Annex 2	High-level overview of the candidate assessment process
Annex 3	CGIAR Board Profile

Supplemental reference links

Additional Reference Links
NCSC Terms of Reference
NCSC Report to SC23
NCSC Report to SC22 and Annex (Honorary Benchmarking RFP Bid Evaluation)
NCSC Report to SC21



Summary of NCSC work since SC23 and requested System Council actions

Area	NCSC update since SC23	Requested Council action
Governance transition and conclusion of NCSC work	Supported the transition from the Integrated Partnership Board model toward the future CGIAR Board governance structure. Prepared to transfer candidate assessment records, process lessons, and succession-planning materials to the future CGIAR Board Nominations Committee.	The NCSC recommends that the Council formally approve the conclusion of the NCSC's mandate as of 30 June 2026 and request the Secretariat to take any required governance steps to close the Committee.
Candidate assessment and confidential handover	The Subcommittee of the Nominating Committee of the System Council (SCNCSC) reviewed 35 eligible candidates identified through the Expression of Interest and CGIAR People and Culture screening process. Used a structured, multi-stage assessment approach informed by the CGIAR Board Profile and incoming Board skills-gap analysis, including independent first-round scoring, standardized video presentation questions, and confidentiality safeguards.	The NCSC recommends that the Council direct its transmission of confidential candidate materials, scoring documentation, process records, reviewer notes, and broader reviewed-pool information through the System Council Secretariat once the future CGIAR Board Nominations Committee is established, subject to confidentiality and data protection requirements.
Diversity and succession planning	Considered diversity, Board composition, and succession-planning needs throughout the candidate assessment process, including the potential relevance of some candidates for future Board membership. Identified lessons for future candidate processes, including earlier outreach, pipeline development, targeted efforts to encourage more women and underrepresented candidates to apply, appropriate diversity monitoring, and diversity-related process mitigation where needed.	The NCSC requests that the Council note the NCSC's advice to the future CGIAR Board Nominating Committee that future candidate processes strengthen outreach, pipeline development, diversity monitoring, and other appropriate measures to support broader and more balanced leadership candidate pools.
IPB performance assessment and KPIs	The NCSC Terms of Reference included developing the IPB performance assessment process and KPIs. The NCSC received proposed KPIs but did not review or assess them before the governance transition moved toward a reconstituted CGIAR Board model.	The NCSC requests that the Council note that, based on the 19 May 2026 ad hoc meeting discussion, the Council agreed it should be consulted during the development of CGIAR Board KPIs, without approving them, and should be informed of the Board's self-assessment, with an opportunity to review and provide views.

1. Governance transition and conclusion of NCSC work

Since SC23, the NCSC's work has taken place during a significant governance transition. The Committee focused on completing its remaining responsibilities under the current governance structure while supporting an orderly transition to the future CGIAR Board Nominations Committee. Current NCSC membership is provided in **Annex 1**.

- Reviewed its remaining work across the NCSC Terms of Reference and identified priority records, process lessons, and succession-planning considerations to preserve for handover during the governance transition.
- Took forward the SC23 transition direction for the NCSC to identify and propose qualified independent candidates who could also serve as Independent Chair of the CGIAR Board, by assessing eligible candidates and developing a confidential candidate list for the CGIAR Board Nominations Committee once established.

Requested Council action

The NCSC recommends that the System Council approve the conclusion of the NCSC's mandate as of 30 June 2026 and request the Secretariat to take any required governance steps to close the Committee.

2. Candidate assessment and confidential handover

The NCSC assigned the candidate assessment and confidential handover process to the Subcommittee of the Nominating Committee of the System Council (SCNCSC) and approved an in-house selection process. Through the SCNCSC, the NCSC assessed 35 eligible candidates and prepared confidential materials for handover to the future CGIAR Board Nominations Committee. Further details on the candidate assessment process are provided in **Annex 2**.

- Launched an Expression of Interest (EOI) process on 9 March 2026, distributed through CGIAR's recruitment platform and international outreach channels, with all candidates and nominations processed through one standardized channel. To ensure confidentiality, access to the application portal was restricted to the Director of People and Culture, the NCSC Secretary, and the Talent Acquisition and Reporting Coordinator.
- Received 1,014 applications following closure of the EOI.
- Screened applications through CGIAR People and Culture against the published role requirements and agreed eligibility and independence criteria,¹ resulting in 35 eligible candidates for SCNCSC review.

¹ The agreed eligibility and independence criteria included: no material business relationship within the last two years with any CGIAR Center, the CGIAR System Organization, a CGIAR funder, or the board of a CGIAR Center or CGIAR funder; and no employment by a CGIAR Center or the CGIAR System Organization within the last three years.

- SCNCSC members completed a Confidentiality Undertaking form prior to gaining access to the longlist of 35 eligible candidates.
- Completed SCNCSC members' independent first-round scoring against a weighted average informed by the CGIAR Board Profile and incoming Board skills matrix-gap analysis. The incoming Board skills matrix-gap analysis was based on self-reporting by the 12 Center Board Chairs expected to serve as ex officio members of the CGIAR Board, together with four continuing independent members expected to roll over from the Integrated Partnership Board. The analysis identified comparative strengths and gaps across the skills areas reflected in the CGIAR Board Profile.
- Used standardized video presentation questions to assess qualities less evident from written materials, including the EOI and submitted CVs, and to support consistency, comparability, and safeguards against bias. The SCNCSC agreed that any future interviews and final-stage assessment should be conducted by the future CGIAR Board Nominations Committee.
- Prepared confidential candidate materials, scoring documentation, process records, reviewer notes, and broader reviewed-pool information for handover to the future CGIAR Board Nominations Committee.

Requested Council action

The NCSC recommends that the System Council direct transmission of the confidential handover package through the System Council Secretariat once the future CGIAR Board Nominations Committee is established, subject to confidentiality and data protection requirements.

3. Diversity and succession planning

The SCNCSC considered diversity and succession-planning needs while reviewing the eligible candidate pool against the skills and experience identified in the CGIAR Board Profile. This included reviewing the skills analysis for incoming CGIAR Board members, including expected ex officio Center Board Chairs and continuing independent members. The process identified lessons for future candidate processes, particularly on gender balance, pipeline development, and diversity monitoring. The CGIAR Board Profile is provided in **Annex 3**.

- Took account of diversity and composition considerations, including gender balance, regional diversity, and breadth of professional background, while maintaining a skills-based and merit-based assessment process.
- Noted the limited number of female applicants and considered measures to encourage increased female participation in future candidate processes.
- Applied a diversity-related process mitigation at the recorded video presentation stage to ensure women candidates were included in the presentation pool. This did not constitute a final selection decision.

Requested Council action

The NCSC invites the System Council to note the NCSC's advice that future candidate processes should strengthen outreach, pipeline development, diversity monitoring, and other appropriate measures to support broader and more balanced leadership candidate pools.

4. IPB performance assessment and KPIs

The NCSC Terms of Reference assigned the Committee a role in developing the Integrated Partnership Board (IPB) performance assessment process, including related key performance indicators (KPIs). The NCSC received proposed KPIs but did not review or approve them before the governance transition moved toward a reconstituted CGIAR Board model. Future Board performance-assessment arrangements should therefore be determined under the amended governance framework by the future CGIAR Board and its relevant committee structures, as appropriate, with System Council input in the annual performance assessment.

Annex 1 — Current NCSC and SCNCSC membership

This annex lists the current members of the Nominations Committee of the System Council (NCSC) and the members of the Subcommittee of the Nominating Committee of the System Council (SCNCSC), which supported the selection process of potential CGIAR Board independent voting member candidates for confidential handover to the future CGIAR Board Nominations Committee.

Nominations Committee of the System Council

Member	Representation
Akiça Bahri	General Assembly of Centers Representative
Ruben Echeverría	System Council Representative
Andy Homer	Independent Member
Christophe Larose (Co-Chair)	System Council Representative
Roel Merx (ex officio, non-voting)	Integrated Partnership Board Chair
Matthew Morell	General Assembly of Centers Representative
Laura Munro	System Council Representative
Fikru Regassa	Host Country Representative
Cristina Rumbaitis del Rio (Co-Chair)	General Assembly of Centers Representative
Santiago Ruy Sánchez de Orellana	Host Country Representative
Aileen Tan Shau Hwai	Host Country Representative

Subcommittee of the Nominating Committee of the System Council

Member	Representation
Akiça Bahri	General Assembly of Centers Representative
Cristina Rumbaitis del Rio (Chair)	General Assembly of Centers Representative
Laura Munro	System Council Representative
Ruben Echeverría	System Council Representative
Ruy Sánchez de Orellana	Host Country Representative

Annex 2 — High-level overview of candidate assessment process

This annex provides a high-level overview of the process undertaken by the Nominations Committee of the System Council (NCSC) and its subcommittee, the Subcommittee of the Nominating Committee of the System Council (SCNCSC), to assess eligible candidates for potential future CGIAR Board independent voting member roles. It excludes confidential candidate-level information, scores, rankings, and reviewer comments.

Stage	High-level process description
Expression of Interest (EOI)	An Expression of Interest (EOI) for potential future independent CGIAR Board members was launched on 9 March 2026 through CGIAR's recruitment platform and distributed through multiple international job boards and outreach channels.
Application pool	The process generated 1,014 applications from a broad international pool of candidates.
Initial screening	CGIAR People and Culture conducted an initial screening against the published role requirements and agreed on independence criteria before submitting eligible candidates for SCNCSC review.
Required skills and qualifications	Screening considered the published role profile and qualifications, including senior leadership and Board-level experience; strategic, governance, financial, scientific, innovation, or stakeholder-engagement expertise relevant to CGIAR's mission; and ability to operate effectively in a complex international governance environment.
Independence criteria	The agreed eligibility and independence criteria included: no material business relationship within the last two years with any CGIAR Center, the CGIAR System Organization, a CGIAR funder, or the board of a CGIAR Center or CGIAR funder; and no employment by a CGIAR Center or the CGIAR System Organization within the last three years.
Longlist candidate pool	Following the initial screening, 35 eligible candidates were identified for SCNCSC review.
SCNCSC review	The SCNCSC reviewed candidate materials and applied a scoring matrix informed by the CGIAR Board Profile, incoming Board skills matrix, Board composition considerations, and identified future capability needs.
First-round scoring	Members completed independent first-round scoring, after which the consolidated results were reviewed collectively to identify candidates for the next stage. Following review of the consolidated first-round scoring results, the Committee advanced 12 candidates to the next phase.

Stage	High-level process description
Recorded video presentation process	The SCNCSC agreed to use standardized recorded video presentation questions, rather than interviews at this stage, to assess qualities less evident from written materials, including strategic vision and leadership; governance role clarity and Board effectiveness; communication style; stakeholder engagement; resource mobilization; and ability to operate in CGIAR’s complex governance environment. The process was designed to give each candidate the same opportunity to respond within the same time parameters, while supporting consistency, comparability, fairness to candidates, and safeguards against bias within the compressed timeline.
Diversity and Board composition considerations	The SCNCSC discussed broader Board composition and diversity considerations, including gender balance, regional diversity, and breadth of professional background, while also emphasizing the importance of maintaining the integrity of the agreed assessment process.
Confidentiality and safeguards	Candidate names, scores, rankings, reviewer notes, and deliberative materials remain confidential and are excluded from this SC24 report.
Future handover	Relevant confidential process records, candidate materials, lessons learned, and broader reviewed-pool information are being prepared for handover to the future CGIAR Board Nominations Committee through the System Council Secretariat, subject to confidentiality and data protection requirements.

Annex 3 — CGIAR Board Profile

(Approved by the System Council on 8 May 2024 and updated for the governance transition in the version shared with the System Council on 13 April 2026)



Version: 16 March 2026

Profile – CGIAR Board

1. Purpose

- 1.1. The purpose of this profile is to provide guiding principles for the composition of the CGIAR Board in line with governance best practices.
- 1.2. It identifies the expertise, experience, and skills that the collective membership of the CGIAR Board should have to effectively fulfill its duties.
- 1.3. It also identifies expertise, experience, and skills that 'Independent members' of the Board (as defined in Section 5 below), and the Board Chair and Audit, Finance & Risk Committee (AFRC) Chair should have, to guide the process of selection of those members.

2. Board composition and fiduciary duties

- 2.1. The composition of the CGIAR Board is set out in the Charter of the CGIAR System Organization¹.
- 2.2. All members of the CGIAR Board have a fiduciary duty to the CGIAR System Organization and the CGIAR Integrated Partnership as a whole. Center Board Chairs also have a fiduciary duty to their respective Centers.

3. Skills, expertise, experience and diversity dimensions

- 3.1. The CGIAR Board shall have an appropriate combination of skills, expertise, and experience among its members in the following areas:
 - a. Leadership and oversight of a complex organization
 - b. Science, technology, innovation and digital transformation expertise in relation to food, land and water systems
 - c. Partnerships, government and private sector relations (including science-policy interface)
 - d. Resource mobilization and advocacy
 - e. Communications
 - f. Risk management, environmental, social and governance (ESG) and geo-political developments
 - g. Strategic financial management, audit and oversight
 - h. People, organizational culture and change management
 - i. Ethics and business conduct

¹ As part of the process of transition to the reconstituted CGIAR Board, the Charter will be amended to reflect the revised CGIAR model, once agreed.

- 3.2. Among the Independent members of the CGIAR Board (as defined in Section 5 below), at least two members should have the following Board leadership skills and experience, with a view to ensuring strong Board leadership and succession planning:
- a. Experience chairing the Board of a complex organization;
 - b. Demonstrated political acumen and diplomatic capability
 - c. High personal integrity and independence
 - d. Humble, servant leadership with the ability to build consensus, influence with clear and diplomatic communication and excellent conflict resolution skills; and
 - e. Strategic mindset and a leadership style that is both inclusive and decisive as and when required.
- 3.3. At least one Independent member of the CGIAR Board should fulfill the following criteria, with a view to chairing the AFRC:
- a. Solid financial acumen and experience;
 - b. Experience chairing an audit/risk/finance/ethics/assurance committee of the Board of a complex organization; and
 - c. Professional qualifications in accounting, finance, risk and/or business administration with a minimum of 10 years' expertise.
- 3.4. The composition of the CGIAR Board should be diverse with respect to gender, background, ethnicity and nationality, in line with the CGIAR Framework for Gender, Diversity and Inclusion in CGIAR's Workplaces.

4. Personal attributes

- 4.1. CGIAR Board members should possess personal qualities such as impartiality, high ethical standards aligned to CGIAR's Core Ethical Values², including (but not limited to) integrity, dignity and respect for other points of view, and ability to engage critically and independently.
- 4.2. Given that business of the CGIAR Board and its committees is conducted in the English language, CGIAR Board members should be fluent in English. Knowledge of other CGIAR languages will be an asset.

5. Independence criteria for Independent members

- 5.1. *Transition measure:* As an exception to the independence criteria set forth below in 5.2, for the purpose of the transition to the CGIAR Board on 1 July 2026, existing IPB members may be deemed "Independent members" of the CGIAR Board even if they

² Set out in the [CGIAR Code of Conduct for Governance Officials](#)

were a Board member of a CGIAR Center during the three preceding years, providing they step down from their roles on Center Boards by 1 July 2026.

- 5.2. “Independent members” of the CGIAR Board are members of the CGIAR Board that meet the following independence criteria:
- a. No material business relationships within the last two years, including as an adviser, client and/or supplier of any CGIAR Center or the CGIAR System Organization or CGIAR Funder, or Board member of CGIAR Center or a CGIAR Funder; and
 - b. Not a former employee of any CGIAR Center or the System Organization within the last three years.

6. Availability and time commitment

- 6.1. Each CGIAR Board member shall have sufficient time available for the proper performance of their duties. Recognizing that a majority of CGIAR Board members also serve as Chairs of CGIAR Center Boards and the existing time commitment associated with that role, CGIAR Board members should be sufficiently free of other commitments to be able to devote the time needed to prepare for, attend and participate in meetings, induction/training, and other strategically essential CGIAR Board-associated activities.
- 6.2. CGIAR Board members are expected to spend an estimated 15-20 working days per year on CGIAR Board matters.
- 6.3. There is an additional expected time commitment for the CGIAR Board Chair and AFRC Chair, which shall be set out in the Terms of Reference for those roles.
- 6.4. Remuneration of CGIAR Board members shall be set out in a policy to be approved by the CGIAR Board, and CGIAR Board members shall retain the right to waive any remuneration without prejudice to their other rights and responsibilities as CGIAR Board members.

7. Review

- 7.1. This profile will be periodically reviewed and updated by the CGIAR Board, in consultation with the CGIAR System Council and Partnership AFRC.