

Chair's Summary

Focus, trust, and results at scale

24th CGIAR System Council meeting

Antalya, Türkiye, 10-11 June 2026

Dear CGIAR colleagues and partners,

The System Council met in Antalya at a time of profound global change. Food, land, and water systems are under pressure from climate change, water extremes, biodiversity loss and conflict. The geopolitical tectonic plates are shifting, while demand for resilient, nutritious, and sustainable food systems continues to rise. Science and technology, including advances in genomics and AI, are also reshaping our environment.

CGIAR has to adapt to this new context. It needs to become more focused, coordinated, and bolder in translating science into results at scale in priority impact areas of (i) nutrition, health and food security, (ii) poverty reduction, livelihoods and jobs, (iii) gender equality, youth and social inclusion, (iv) climate adaptation and mitigation, and (v) environmental health and biodiversity. Governments, taxpayers, partners and communities are asking a direct question: is CGIAR delivering efficiently, credibly, and at the scale the moment calls for in these impact areas?

This marked my first regular meeting as System Council Chair – and it confirmed that CGIAR is moving in the right direction. The task now is to sustain and deepen this progress with clearer choices, stronger accountability, rigorous evidence, and the ability to demonstrate and scale impact more consistently across the System.

I would like to thank **Türkiye**, the Ministry of Agriculture and Forestry, and the General Directorate of Agricultural Research and Policies (TAGEM) for their warm hospitality and strong partnership. Türkiye's long-standing role as a bridge between East and West was highlighted, alongside its contribution to advancing agricultural innovation and impact at scale. TAGEM's work to scale wheat innovations across Central Asia, alongside its engagement with the private sector, illustrates the potential of sustained collaboration between CGIAR and national systems to translate science into impact. Over the past three decades, Türkiye has become a high-value agricultural export powerhouse, generating close to \$40 billion in annual revenues – and this was critically enabled by agricultural research targeted to key value-chains such as hazelnuts, apricots and figs, citrus, horticulture and aquaculture. This example inspired us as we considered the future of agricultural research for development.

The interactive, roundtable workshop on “**Futures Ready CGIAR**,” brought home the point that the System needs to continue evolving to make the most of the scientific and technological opportunities that could lead to a new Agricultural Revolution. 10,000 years ago, humanity switched from hunting and gathering to settled farming; seven decades ago, the Green revolution made

billions of people food secure in developing countries, at a high cost to planetary and human health. The next agricultural revolution will be underpinned by precision agriculture and a more strategic management of natural resources (air, land and water) to sustainably improve yields in a changing climate. The CGIAR partnership can play a key role to make this happen – but only if it builds on its renewed and stabilized governance and develops a more symbiotic relationship between CGIAR centers, national agriculture research systems and the private sector. This is our key challenge to 2040.

A separate side event, “Unlocking Genebanks,” illustrated what the future of CGIAR could look like: combining science, digital innovation, AI, genomics into a global public goods agenda that no individual Center could deliver on its own. Working together, we can **unlock the genetic diversity** of the 700,000 accessions in our Genebank collections by sequencing the DNA of our germplasms and applying AI to select for traits such as yields, nutritional content, heat, drought and flood resistance, make a real difference to food and nutrition security, climate resilience and poverty reduction.

SC24 marked a significant step in CGIAR's **governance journey**. Following approvals by the General Assembly of Centers and the Integrated Partnership Board, the System Council unanimously adopted amendments to the CGIAR System Framework and Charter of the CGIAR System Organization, effective 15 June 2026. This opens a new phase of CGIAR's governance model – one that will be characterized by clarity, alignment, trust and accountability. With Center Board Chairs joining the CGIAR Board, the Council's expectation is that, while they will bring Center perspectives to Board discussions as appropriate, as Board members they will act in the shared interests of the partnership.

With the amendments adopted, the work now has two connected but distinct tracks. The first is to support the reconstituted CGIAR Board to operate effectively from the start, with early, **frequent and constructive Board-Council engagement**, a clear delineation of Council, Board and management's roles, careful management of conflicts of interest and conflicting objectives, and deliberate work to build a healthy, high-performing Council and Board cultures. The second is to address the remaining roadmap matters through practical interim milestones, including a coherent relationship between the Assurance Oversight Committee and the Audit, Finance and Risk Committee. The Council also agreed to convey that the Landscape Alliance, formerly CIFOR-ICRAF, is welcome and encouraged to take up its seat on the reconstituted CGIAR Board and fulfill the responsibilities of a full member of the Integrated Partnership.

Trust and accountability were also central to the Council's discussions on **ethics, business conduct, assurance, and oversight**. The Council welcomed the new Integrated Partnership Ethics and Business Conduct Executive and underscored the importance of giving the role the tools needed to be effective from the start. Center-level escalation is now operating, but full system-level escalation¹ will depend on finalizing the data sharing agreement. CGIAR must continue to mature

¹ [CGIAR Integrated Partnership Ethics & Business Conduct Escalation Framework](#)

this function through timely disclosure of serious matters, regular aggregate reporting, adequate resourcing, whistleblower protection, and functional independence, including access to AOC and appropriate reporting through AOC to the Council. Through the AOC report, Members also underlined that independent assurance, timely access to information, and structured Board-Council reporting are foundations for trust, accountability, and donor confidence.

The Council welcomed progress on the **2040 Strategy** development process as a high-level roadmap for CGIAR, as opposed to another reform exercise. Members noted the need to clarify how it will relate to the 2030 Research and Innovation Strategy, recognizing that some elements remain relevant while others have been overtaken by changes in CGIAR's operating model, Portfolio structure, and external context. The discussion reinforced that the 2040 Strategy should help CGIAR adapt and transform, while providing stability and direction for continued Portfolio delivery.

The **Science Portfolio discussion** showed why this matters. CGIAR is moving from research portfolio design into a more disciplined phase of implementation, adaptive management, and delivery: reporting on results, learning from performance, adjusting plans, and allocating resources against clearer targets. Members welcomed the regular Portfolio drop-in calls, the results dashboard, stronger reporting across funding streams, and the emerging ability to connect resources more transparently to results and impact. Members also pressed the right strategic questions: who is CGIAR research reaching, - including women, youth, vulnerable groups, and people in fragile and conflict-affected settings? How does funding translate into prioritization, implementation, and results? And how can evidence help funders better explain and defend CGIAR's value? The discussion also underlined that prioritization requires flexible funding, and that Window 1, unrestricted funding will remain central to CGIAR's ability to deliver strategically and efficiently.

Partnerships and donor relations are central to this delivery agenda. No single institution can address today's challenges alone, and CGIAR aims to remain responsive to country needs while delivering science that is locally relevant and globally impactful. National agricultural research and extension systems, regional organizations, farmers and their organizations, universities, civil society, and the private sector are all co-creators of science, solutions and impact. Going forward, the Council will be intentional in reaching out to regional constituencies of national agriculture research organizations so they can contribute more actively to strategic items on our agenda.

The Council marked the conclusion of the mandate of the **Nominations Committee** of the System Council (NCSC), requested the finalization of its report on the basis of the SC24 discussion, and looked ahead to the secure handover of its work to the new CGIAR Board Nominations Committee once established. I am very grateful to members of the Committee for their contribution to the Partnership's governance over the years.

Through the report of the **Strategic Impact, Monitoring and Evaluation Committee** (SIMEC), and the exchanges with CGIAR's Independent Advisory and Evaluation Service, Independent Science for Development Council, and Standing Panel on Impact Assessment, Members emphasized the need

for evidence, scientific advice, evaluation, and impact assessment to be better connected to the Council's strategic priorities. Members looked to SIMEC to help structure future strategic discussions on selected CGIAR Impact Areas, beginning with "Nutrition, health & food security" at SC25.

Behind every agenda item we covered are real people: farmers facing drought, families experiencing food insecurity, communities adapting to climate shocks, and young people seeking opportunity. Our task is to ensure that the Council's discussions and decisions help CGIAR deliver for them, and for a more resilient and sustainable future.

In closing, I wish to sincerely thank both departing members for their outstanding service to the System Council and its committees and Council members for their kind cooperation and understanding as I find my feet in this new role. I remain open to advice and suggestions from all on what it will take for our Council to be as strategic and effective as possible.

Yours sincerely,

Renaud Seligmann
Chair, CGIAR Council

Appendix 1 — Decisions and Agreed Positions and Actions

DECISIONS

SC24-DP1 - Appointment of Meeting Co-Chair

The System Council appointed Dr. Didem Kökden, representative of Türkiye as part of the West Asia and North Africa Constituency, as the non-voting Co-Chair for the 24th System Council meeting, pursuant to Article 5.2 of the CGIAR System Framework.

SC24-DP2 - Adoption of the Agenda

Pursuant to Article 7.2 of its Rules of Procedure, the System Council adopted the Agenda for its 24th meeting, held on 10-11 June 2026 in Antalya, Türkiye.

SC24-DP3 - Amendments to CGIAR System Framework and Charter of the CGIAR System Organization

Pursuant to the amendment provisions set out in, respectively, Article 16 of the CGIAR System Framework and Article 15.2 of the Charter of the CGIAR System Organization, the System Council adopted the amendments to the CGIAR System Framework and the Charter of the CGIAR System Organization in the form of the versions issued on 26 May 2026, with effect from 15 June 2026.

SC24-DP4 - Nominations Committee Final Report

Pursuant to Articles 8.1 and 8.4 of the CGIAR System Framework (Framework), and in line with the amendments to the Framework to take effect from Monday 15 June 2026, the System Council:

- Endorsed the conclusion of the mandate of the Nominations Committee of the System Council (NCSC);
- Requested the Secretariat to complete all necessary governance actions to formally close the Committee, including the secure transmission of the confidential handover package to the CGIAR Board Nominations Committee once established; and
- Requested that the NCSC finalize its report on the basis of the presentation and discussion at SC24 and submit this to the System Council for information.

SC24-DP5 - SIMEC membership decisions

Pursuant to paragraph C.7 of the Terms of Reference of the Strategic Impact, Monitoring and Evaluation Committee (SIMEC), the System Council approved:

- the extension of Thomas Miethbauer's appointment as a SIMEC member until 31 December 2027; and
- the appointment of Mariana Kim and Alice Murage to SIMEC for three-year terms commencing on 1 July 2026 and concluding on 30 June 2029, or until their respective successors are appointed.

SC24-DP6 – ISDC Nominations Panel TOR (via Consent Agenda)

Pursuant to paragraph 4.4 of the Independent Science for Development Council (ISDC) Terms of Reference, the System Council approved the Terms of Reference for the 2026 ISDC Nominations Panel for the appointment of ISDC members.

SC24-DP7 - SPIA Chair Appointment Extension

Pursuant to Article 6.1 g) of the CGIAR System Framework, the System Council approved the extension of Dr. Travis Lybbert's appointment as Chair of CGIAR's Standing Panel on Impact Assessment from 1 October 2026 to 31 December 2027.

SC24-DP8 - AOC membership extension

Pursuant to Paragraph C1 of the Terms of Reference of the Assurance Oversight Committee (AOC), the System Council approved the extension of the term of Sarah Schmidt (Germany) as a member of the AOC through 30 June 2027.

AGREED POSITIONS AND ACTIONS**Agreed position on Landscape Alliance**

During its deliberations on the amendments to the CGIAR System Framework and Charter reflecting the new CGIAR Board model, the System Council called for the Landscape Alliance (formerly CIFOR-ICRAF) to fully engage in the CGIAR Integrated Partnership, and looks forward to the Landscape Alliance participating in CGIAR governance, in accordance with the amended Charter of the CGIAR System Organization effective 15 June 2026, including through the participation of the Chair of its Board as a CGIAR Board member.

Action Requested of SC Voting Members – serving on CGIAR Board Nominations Committee

System Council voting members interested to serve on the CGIAR Board Nominations Committee – and with availability to contribute to this key task over the coming few weeks - are requested to submit their nominations to the System Council Secretary by Friday 12 June 2026 at the latest. If more than one member expresses interest, it is proposed that the SC Chair make a recommendation taking into account anticipated balance of SC member representation on Committees.

Action Point – Culture & Engagement

The System Council requested the CGIAR Board to report back to the CGIAR Council by its SC26 (Q2 2027) meeting on total personnel costs (salaries, pensions, allowances and benefits) across the CGIAR System. The reporting should focus on structural pay equity, market benchmarking and competitiveness, and optimization of the benefits package.

Action Point – Reporting by CGIAR Board on Global Assets Study

The System Council requested the CGIAR Board to report back to the CGIAR Council by its SC25 (Q4 2026) meeting on the implementation of the recommendations derived from the Global Assets Study.

Action Point- Strategic discussion on the five CGIAR Impact Areas

SIMEC to lead a System Council discussion at SC25 on the “Nutrition, health & food security” Impact Area, as the first in a series of discussions on the five CGIAR Impact Areas, drawing on the full range of relevant CGIAR instruments and evaluation mechanisms in that space.

Appendix 2 — Participants

24 th CGIAR System Council Meeting (SC24) Participants list		
Meeting Leadership	Key: <i>(**)</i> indicates that member/active observer is being represented at the meeting by the alternate <i>(***)</i> indicated that member/active observer is being represented at the meeting by another delegated representative <i>(v)</i> shows virtual participation of a participant	
Chair: Renaud Seligmann Co-Chair: Didem Kökden (Türkiye)		
System Council Voting Members (listed alphabetically)	Member representative	Member Alternate & Other Delegation Members
African Development Bank	Innocent Musabyimana* (V) (Day 1)	
Australia	Suzie Newman	Bosibori Bett
Belgium	Carol Durieux	
Canada	Hieu (Tom) Bui	Additional Delegate: Pierre Kadet
Denmark	Hanne Carus	Rilla Kirk
East Asia and Pacific	Datuk Seri Isham Bin Ishak (Malaysia)	Zhai Lin (V) (China) Additional Delegates: Vaani Muniandy, Muhammad Izarul Kayat (Malaysia); Yui Quian (V), Wenbo Liu (V), Yanzhou Qi (V) (China)
European Commission	Christophe Larose	
France	Bernard Hubert (V)	Jean Albergel Additional Delegate: Jacques Wery (V) (Day 2)
Gates Foundation	Ruben Echeverria*	Additional Delegates: Rinn Self, Mariana Kim
Germany	Ina von Frantzius	Anna Berg Additional Delegates: Joachim Langbein (V), Sarah Schmidt, Aliénor De Cuyperè
India	M.L. Jat (V) (Day 1)	Additional Delegate: Ravi Prakash (V) (Day 2)
Ireland	Mark Montgomery	Isabella Rae (V)
Latin America and Caribbean	Verónica Musselli* (Uruguay)	Nicolas Bronzovich (Argentina)
The Netherlands	Timmo Gaasbeek	
Norway	Ingvild Langhus	
South Asia	Abdus Salam (Bangladesh)	Dayarathna Pushpakum Wickramasinghe (Sri Lanka)
Sub-Saharan Africa	Abubakar Adamu (Nigeria)	Carolyne Minayo (Kenya)**
Sweden	AnnaKarin Norling	Kristina Röing de Nowina (V)
Switzerland	Manfred Kaufmann	
United Arab Emirates	Fatema AlMulla*	Additional Delegate: Kristofer Hamel
United Kingdom of Great Britain and Northern Ireland	Laura Munro	Alan Tollervey Additional Delegate: Claire MacPherson, James Thomson (V)
United States of America	Meghan Hanson	Simone Passarelli Additional Delegate: Elif Ozkaya Aydin

West Asia & North Africa	Mustafa Altuğ Atalay (Türkiye)	Additional Delegates: Abdullah Unlu, Fatih Özdemir, Didem Kökden, Kahraman Başkurt, S. Burak Öksüz, Levent Dağdelen (Türkiye)
The World Bank	Shobha Shetty	Marianne Grosclaude
Non-voting Ex-officio members	Member	Other Delegates
CGIAR Integrated Partnership Board	Roel Merckx , Chair (V)	
CGIAR Executive Managing Director	Ismahane Elouafi , EMD	
CGIAR Center/Alliance Representative 1: Convener of the Center Board Chairs	Helen Hambly , CIP Board Chair	
Food and Agriculture Organization of the United Nations	Charles Spillane	Selvaraju Ramasamy
IFAD	Pieterneel Boogaard (V) (Day 1)	
Active Observers	Representative	Alternate & Other Delegates
Global Forum on Agricultural Research and Innovation (GFAiR)	Romano De Vivo , Vice-Chair	Joanna Kane Potaka , Executive Secretary
CGIAR Independent Science for Development Council (ISDC)	Lesley Torrance , Chair	
Secretary to the System Council		
Sylvia Oyintola, Global Head, CGIAR System Council Support		
Invited Guests	Representative	
Crop Trust	Anne Clyne	
Trustee of the CGIAR Trust Fund (World Bank)	Laurent Achi (Trustee)	
CGIAR Assurance Oversight Committee (AOC)	Honoré Ndoko (Acting Chair)	
Japan	Kotomi Fujita (V). Other delegates: Satoshi Nozawa, Koki Maeda, Ayano Tanabe, Yukari Haruna (V)	
Mexico	Juan Ascencio Moctezuma	
New Zealand	Elizabeth Cameron (V)	
Mastercard Foundation	Segenet Kelemu (V) (Day 2)	
Session specific invitees		
Agenda item 3 (Update from the Executive Managing Director)	Gail Amare, Senior Manager, Business Operations and Finance (V)	
Agenda item 4 (2025–30 Science & Innovation Portfolio) & Agenda item 12 (Update from the Independent Science for Development Council (ISDC))	Amy Beaudreault, Secretariat Lead, ISDC (V)	
Agenda item 4 (2025–30 Science & Innovation Portfolio)	Oscar Ortiz, Director, Sustainable Farming Science Program; Johan Swinnen, IFPRI DG (V)	
Agenda item 8 (System Council Assessment Report)	Teresa Phiri, Goran Gregorovic (Perrett Laver) (V)	
Agenda item 9 (Report from AOC)	Rita O'Sullivan, AOC Member (V)	
Agenda item 14 (Gender in Science)	Nicoline de Haan, Director, Gender Accelerator (V)	
Agenda item 6 and 6b (Optimizing CGIAR Governance & Governing Instruments Decisions)	Precious Adebajo, IITA Board Secretary and Senior Legal Officer; Governance FAC Chair and Transition Technical Team member (V); Thomas Moritz, Senior Legal Advisor, System Organization (V)	
Agenda item 10, 11 and 12 (Reports from SIMEC, IAES and ISDC)	Thomas Miethbauer, SIMEC Member (V)	

Additional participants	Name/Role/Organization
PicoTeam	Juergen Hagmann (Day 1)
SC Chair Advisor	Jonathan Wadsworth
CGIAR Global Leadership team (EMD shows under 'Non-Voting Ex-Officio Members')	Sandra Milach, Chief Scientist
	Bram Govaerts, CIMMYT DG
CGIAR Staff (attending all sessions)	André Zandstra, Director, Resource Mobilization & Business Development
	Christine Larson-Luhila, IPB and IPB-AFRC Secretary (V)
	Elbert Hidding, Integrated Partnership Internal Audit Executive
	Elise Perset, General Counsel, Director Legal Services, CGIAR System Organization
	Felipe Mendes, Director, Finance and Digital Services, CGIAR System Organization (V)
	Micheline Ayoub, Chief of Staff, Office of the EMD
	Monde Magolo, Integrated Partnership Ethics & Business Conduct Executive
	Roland Sundstrom, Practice Lead, Program Delivery, CGIAR System Organization
	Rebecca Williams, Director, People and Culture, CGIAR System Organization (V)
	Georgios Solomos, Integrated Partnership Risk and Internal Controls Executive (V)
CGIAR Independent Advisory and Evaluation Service (IAES)	Allison Grove Smith, Director
Secretary of EIARD (European Initiative for Agricultural Research for Development)	Nienke Beintema
Event support	
Olwen Cussen, Governance Advisor, CGIAR	
Victoria Pezzi, Meetings and Events Officer, CGIAR	
Vashna Singh, Meetings and Events, Consultant, CGIAR	