Chair's Communiqué and List of Decisions Taken

3rd CGIAR Board Meeting
Virtual, 5-6 November 2026

Dear CGIAR colleagues and partners,

The Board met virtually on 5-6 November 2026 in a spirit of collegiality, trust and shared purpose. Members engaged openly and constructively on a full agenda.

An important decision taken by the Board was its concurrence with the Windows 1 and 2 Financing Plan and Budget for 2027–2028, and recommendation to the CGIAR Council for its approval. In a time of considerable resourcing constraints, the Board focused on how CGIAR can best direct its resources to deliver maximum impact from its Portfolio. It praised the collaborative way the Global Science Team and Global Leadership Team developed the proposed portfolio allocations, built on solid prioritization, a results orientation, and consensus and trust across the partnership. The Board looks forward to further information in the coming year on the Genebanks costing study to ensure that ringfenced funds are used in the most efficient way possible.

The Board is mindful that how CGIAR channels funding in a time of scarcity must align with the Strategy we have developed together. Allocation questions bring real dilemmas, including whether a shift in strategy is needed, and the Board recognized that such questions should be addressed through the ongoing development process for the CGIAR Strategy to 2040. The Board commended that process as inclusive and interactive, and looks forward to the critical months ahead as it oversees the final stages of shaping the Strategy, together with the CGIAR Council and other stakeholders in Addis Ababa in December. Together, we are building a CGIAR that is fit for the future.

The Board appreciated the update on resource mobilization, including targeted political engagement and diversification strategies. The Board explored the gap between pledged and committed funding and strategies to mitigate that gap, and emphasized the need to redouble efforts across all platforms: philanthropy, political engagement and other diversified sources.

The Board reviewed the results of the CGIAR-wide workforce engagement survey with interest and candor, recognizing both the positive findings and the pain points. Members emphasized the importance of continuing good efforts to share learning and best practices and asked that each Center Board give due attention to their respective Center's results.

The Board welcomed the proposed roadmap for the Landscape Alliance to return fully to the integrated partnership, and the confirmation that the roadmap is achievable for both CGIAR and the Landscape Alliance. The Landscape Alliance will take part in the portfolio as a partner in the coming

year, targeting a move to direct receipt of Window 1/2 funding in 2028. This allows time for inclusive discussions including with Funders, and for the Landscape Alliance to complete the process needed to sign the Financial Framework Agreement. The Board also supported a review of the existing Integrated Framework Agreement, noting that any amendment or retiring will require the approval of all Centers and the System Organization.

The Board welcomed the Audit, Finance and Risk Committee (AFRC)'s thorough and strategic reporting, noting the value of strong oversight in these critical areas. Members expressed particular concern about cyber resilience across the interconnected CGIAR System, and asked management and the AFRC to prioritize this work. Building on the strategic steer given at its previous meeting, the Board considered the proposed model for the AFRC and supported retaining the current model at least until the one year assessment of the Board in 2027. It asked the Nominations Committee to take forward the process to identify an AFRC Chair, which will complete the Board's independent voting membership.

The Board discussed an updated draft Board Policy on the Management of Conflicts of Objectives – an important tool to guide transparent and effective decision-making for the Integrated Partnership. Members recognized good progress made since previous discussions, and the Board was invited to provide final comments before targeting electronic approval in the coming weeks.

The Board looks forward to the planned joint dialogue with the CGIAR Council on 3 December. Members discussed priority topics and a strategic approach to the session, to make the most of the governing bodies' time together, and will work together with the Council in the coming weeks to develop an agenda.

The Board expressed its deep appreciation to Julia Marton-Lefèvre and Helen Hambly in their final CGIAR Board meeting. Their unwavering commitment and leadership has been pivotal in bringing the Integrated Partnership together, including through Julia's championing of the Integration Framework Agreement and Helen's leadership of the General Assembly of Centers and in the CGIAR Board model transition process. Their experience, networks and advocacy will remain valuable to the system, and the Board looks forward to staying in touch.

Finally, I thank my Board colleagues for enabling this Board to operate effectively and with integrity, taking complex decisions in a well-informed way, with the whole partnership in mind.

H.E. Hailemariam Dessalegn Boshe
Chair, CGIAR Board

Appendix 1 — Decisions Taken

CB/M03/DP1 – Agenda

Pursuant to Article 8.3 of its Rules of Procedure, the CGIAR Board adopted the agenda for its third meeting, held on 5-6 November 2026.

CB/M03/DP2 – CGIAR Trust Fund Windows 1 and 2 Financing Plan and Budget for 2027–2028

Pursuant to Articles 8.3 y), 8.3 aa) and 8.3 bb) of the Charter of the CGIAR System Organization, the CGIAR Board concurred with the CGIAR Trust Fund Windows 1 and 2 Financing Plan and Budget for 2027–2028 which covers funding for CGIAR Research and other activities and financing of the CGIAR System activities*, including administrative costs, and approved submission to the CGIAR Council for approval.

**Noting that the budget lines for the CGIAR Council and its Committees and the IAES are not under the CGIAR Board's purview.*

CB/M03/DP3 – AFRC Model

Pursuant to Article 9.11 of the Charter of the CGIAR System Organization, the CGIAR Board:

a. Endorsed the principles in section 3 of document CB03-05;
b. Approved Model 1 set out in document CB03-05 as the immediate AFRC model;
c. Requested the Nominations Committee lead the process for appointing an independent AFRC Chair;
d. Requested updated AFRC Terms of Reference and associated contracting arrangements; and
e. Agreed that Model 2 set out in document CB03-05 and any wider structural changes be assessed through the one-year review of the CGIAR Board model.

CB/M03/DP4 – Landscape Alliance – Roadmap for Strengthening Participation in the CGIAR Integrated Partnership

Pursuant to Article 8.3 l) of the Charter of the CGIAR System Organization, the CGIAR Board:

a. Took note of the current status of the Landscape Alliance's participation in the CGIAR Integrated Partnership, and of the intended revision of the Global Leadership Team (GLT) and Global Science Team (GST) Terms of Reference to enable the Landscape Alliance CEO to participate while the CGIAR Integration Framework Agreement is reviewed;
b. Endorsed the phased roadmap set out in Section 4 to strengthen and regularize the Landscape Alliance's participation in the CGIAR Integrated Partnership;
c. Encouraged CIFOR and ICRAF to sign the Financial Framework Agreements by October–November 2027 at the latest, in time for the 2028 Financial Plan; and
d. Requested the Executive Managing Director to take the roadmap forward jointly with the Landscape Alliance, the Chief Scientist and the GLT, and to report on progress at the next CGIAR Board meeting.

CB/M03/EDP1 – Performance Assessment of the EMD

Pursuant to Article 8.3 h) of the Charter of the CGIAR System Organization, the CGIAR Board:

a. Approved the process for annual performance assessment of the Executive Managing Director for 2026 as proposed by the Director, People & Culture;
b. Agreed to establish an ad hoc performance assessment committee comprising the Board Chair, NomCo Chair, AFRC Chair, one ex officio voting Board member and one independent voting Board member, whose TOR shall be presented to the Board for approval; and
c. Requested that an expression of interest be issued for one ex officio voting Board member and one independent voting Board member to serve on the ad hoc performance assessment committee.

The Board's decision was taken electronically following deliberations in a closed session of voting members pursuant to Article 9.10 of the Charter of the CGIAR System Organization.