CGIAR Board Agenda
Issued: 29 October 2026 (revised)
Approved: [insert approval date] [insert decision number]

Provisional Agenda

CGIAR Board Meeting – 3rd Meeting (CB03)

5-6 November 2026, 12pm-5pm CET | Virtual

◆ Denotes decision request
◆ Denotes document restriction – not for public distribution

Time (CET)	Session number and title	Materials	Presenter
OPEN SESSION – Thursday 5 November			
12:00 – 12:10 10 min	**1. Opening and agenda** a. Welcome by Chair b. Call for any other business c. Adoption of agenda ◆ d. Declaration of interest on agenda e. Update on Actions from Previous Meetings	CB03-01c CB03-01d ◆ CB03-01e	• Hailemariam D. Boshe, Board Chair • Christine Larson-Luhila, Board Secretary
PRESENTATIONS TO INFORM BOARD CONSIDERATION OF KEY DECISIONS			
12:10 – 12:40 30 min	**2. CGIAR funding and business development** a. Update - 2027 Portfolio funding outlook b. Clearance of report on CGIAR funding & business development to the CGIAR Council	CB03-02◆	André Zandstra, Director Donor Relations & Business Development
12:40 – 13:30 50 min	**3. Update on CGIAR's 2025—30 science and innovation Portfolio** a. Update on CGIAR Research Portfolio b. Clearance of report on CGIAR research to the CGIAR Council	CB03-03	• Sandra Milach, Chief Scientist • Roland Sundström, Practice Lead, Program Delivery
13:30 – 13:45	***Health Break***		
MATTERS FOR BOARD DECISION			
13:45 – 15:15 90 mins	**4. CGIAR Trust Fund Windows 1 and 2 (W1/2) Financing Plan and System Organization Budget for 2027—28** a. Presentation of the 2027–28 financing plan and budget for Board approval supported by recommendation from the AFRC ◆ b. Financial update including YTD report	CB03-04◆	• Ismahane Elouafi • Felipe Mendes, Director Finance & Digital Solutions • Richard Golding, Interim AFRC Chair
15:15 – 15:30	***Health Break***		
15:30 – 16:15 45 min	**5. AFRC model ◆** Review and approval of recommendations on steps to formalize the AFRC model from 1 January 2027	CB03-05◆	• Hailemariam D. Boshe • Richard Golding, AFRC Interim Chair • Christine Larson-Luhila
MATTERS FOR BOARD GUIDANCE, CLEARANCE OR INFORMATION			
16:15 – 17:00 45 min	**6. Shaping the future direction of CGIAR - Update on the development of CGIAR's 2040 Strategy** a. Update on the process of development of the 2040 Strategy including how lessons from stakeholder consultations and previous studies are informing strategic choices b. Clearance of report on Global Assets Study to the CGIAR Council	CB03-06a◆ CB03-06b	Ismahane Elouafi, EMD
17:00	Close of Day 1		

Time (CET)	Session number and title	Materials	Presenter
OPEN SESSION – Friday 6 November			
12:00 – 12:10 10 min	**Opening day 2**		Hailemariam D. Boshe
12:10 – 12:45 35 min	**7. CGIAR People & Culture** a. Update on P&C priorities, including workforce engagement and organizational culture initiatives b. Clearance of report on P&C matters to the CGIAR Council	CB03-07a CB03-7b◆	Rebecca Williams, Director, People and Culture
12:45 – 13:30 45 min	**8. Report from the AFRC** Report on key areas of AFRC oversight including risk management, internal audit planning and EBC reporting	CB03-08◆	Richard Golding
13:30 – 14:00 30 min.	**9. Landscape Alliance** Roadmap for the full participation of the Landscape Alliance in the Integrated Partnership ◆	CB03-09 ◆	• Christine Larson-Luhila • Elise Perset, General Counsel
14:00 – 14:15	***Health Break***		
14:15 – 14:55 40 min	**10. Managing Conflicts of Objectives** Review of revised principles-based CGIAR Board Policy on the Management of Conflicts of Objectives	CB03-10◆	• Christine Larson-Luhila • Elise Perset • Monde Magolo, Integrated Partnership Ethics & Business Conduct Executive
14:55 – 15:20 25 min	**11. Advancing dialogue with CGIAR Council** Approach and preparation for the joint meeting alongside the 25th CGIAR Council meeting on 3 December 2026, and discussion on priority matters to raise with the CGIAR Council		• Hailemariam D. Boshe • Christine Larson-Luhila
15:20 – 15:35	***Health Break***		
15:35 – 16:00 25 min	**12. Board planning and performance** a. Revised 2027 Governance Calendar b. Reflections from CB-02 post-meeting survey c. Anticipated Board membership transitions from 1 January 2027 and discussion on managing regular evolution of membership	CB03-12a◆ CB03-12b◆ CB03-12c◆	• Hailemariam D. Boshe • Christine Larson-Luhila
16:00 – 16:15 15 min	**13. Wrap-up and other business** a. Confirm decisions and actions b. Other business as needed		Hailemariam D. Boshe
16:15	**Close of open meeting sessions**		
CLOSED SESSION			
16:15 – 17:00 45 min	**Closed session – voting members only** ◆ Agree approach to EMD performance management - 2026 performance assessment and 2027 performance assessment process and KPIs setting		Hailemariam D. Boshe

Participants

CGIAR Board Members

Name	Role / designation
Hailemariam D. Boshe	Independent member and Board Chair
Alyssa Jade McDonald Baertl	Ex officio member
Andrew Peters	Ex officio member
Cathy Reade	Ex officio member and Nominations Committee member
Dhesigen Naidoo	Independent member and Nominations Committee member
Emmanuel Sackey	Ex officio member
Fayezul Choudhury	Ex officio member
Helen Hambly	Ex officio member
Helmy Abouleish	Ex officio member
Henk Ovink	Ex officio member
Ismahane Elouafi	Ex officio member (EMD - non-voting)
Julia Marton-Lefèvre	Ex officio member
Matthew Morell	Ex officio member and Nominations Committee member
Mauricio Lopes	Independent member and Nominations Committee member
Pascal Lamy	Ex officio member
Rachel Chikwamba	Independent member
Ramesh Chand	Independent member
Roel Merckx	Ex officio member
Tareq Al Zabet	Ex officio member and Nominations Committee Chair

Active Observers

Name	Role / designation
Richard Golding	Interim AFRC Chair
Lesley Torrance	Chair of the Independent Science for Development Council
Laura Munro	CGIAR Council Representative

Presenters and Invited Guests

Name	Role / designation
Allison Smith	Director IAES
André Zandstra	Director, Donor Relations & Business Development
Elbert Hidding	Integrated Partnership Internal Audit Executive
Elise Perset	General Counsel
Felipe Mendes	Director, Finance and Digital Solutions
Micheline Ayoub	Chief of Staff, EMD Office
Monde Magolo	Integrated Partnership Ethics & Business Conduct Executive
Rebecca Williams	Director, People and Culture
Roland Sundström	Practice Lead, Program Delivery
Sandra Milach	Chief Scientist
Yorgos Solomos	Integrated Partnership Risk and Internal Controls Executive

Secretariat Team

Name	Role / designation
Christine Larson-Luhila	Head, Governance and CGIAR Board Secretary
Olwen Cussen	Governance Advisor
Daphne Voorips	Governance Advisor
Victoria Pezzi	Meetings and Events Officer