

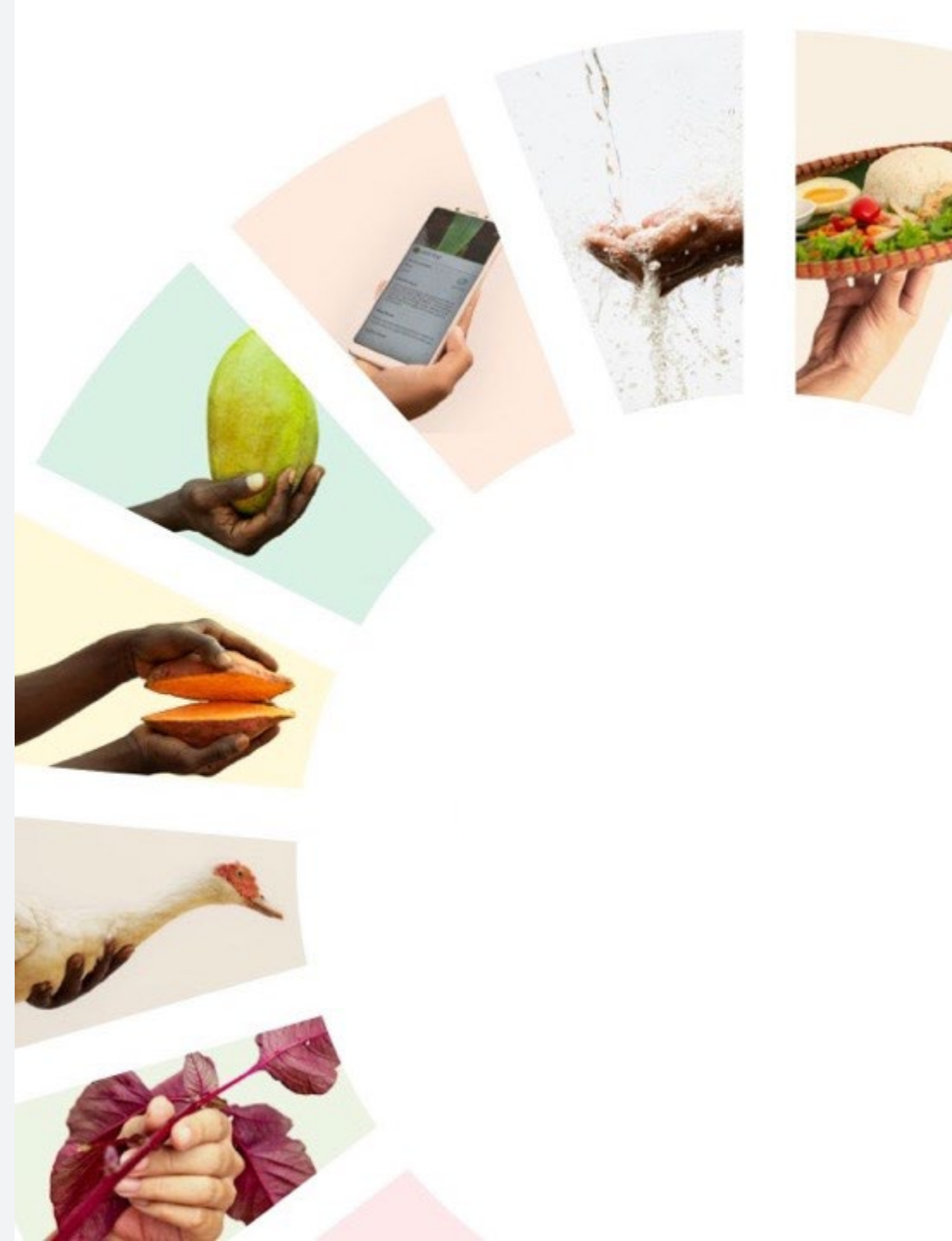


Reflections

from Lindiwe Majele Sibanda, System Board Chair

IPB Inaugural meeting
18-20 October 2024
IFPRI, Washington DC

25 October 2024

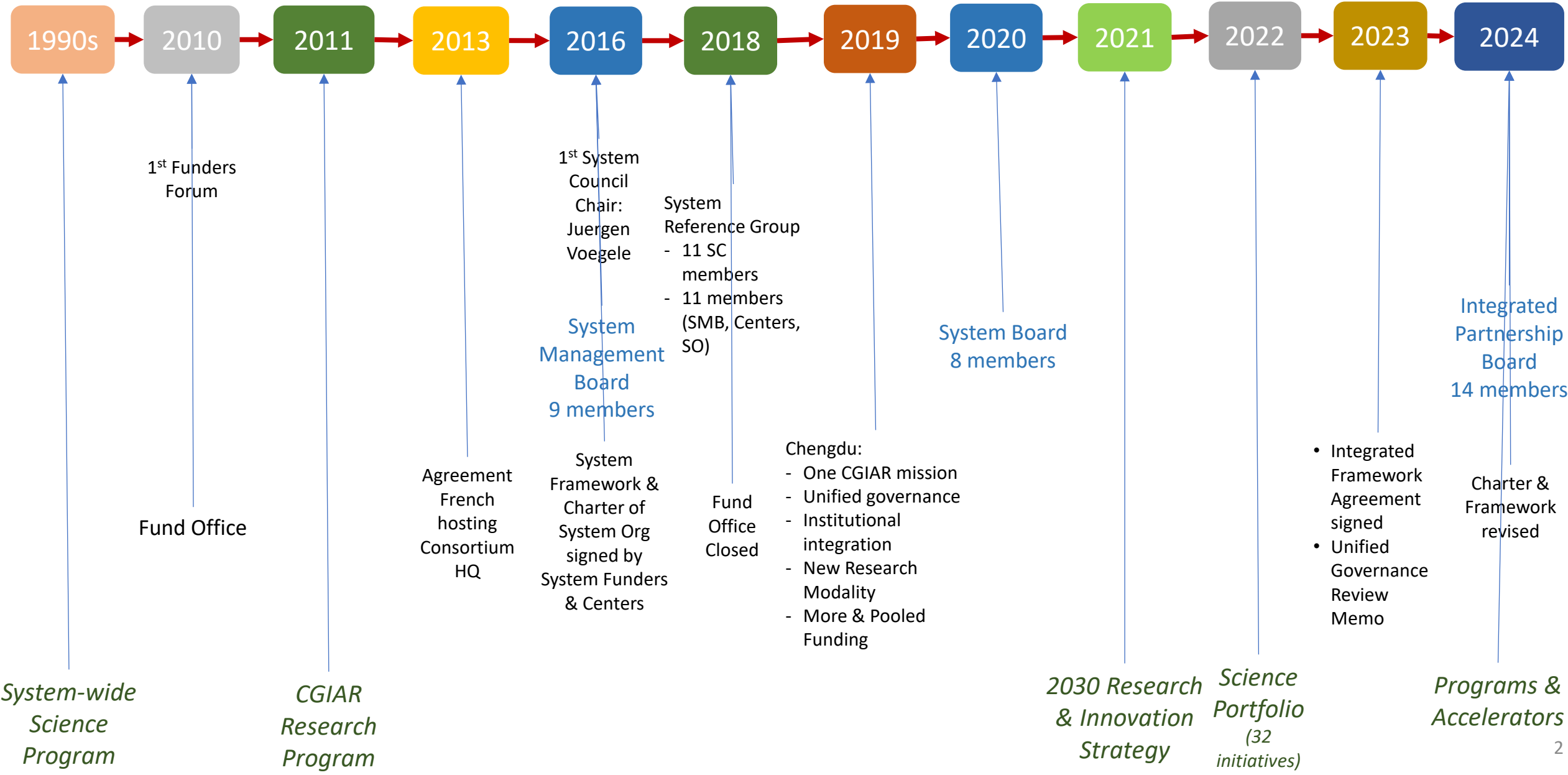


Outline

1. Where are we coming from
2. Zoom-in on the most recent reform process
3. IPB Chair's vision



CGIAR reform journey and lessons learnt



SB Chair Vision and System Board 8 Priorities, Jan 2023

1

Ensure an effective System Board

SB with adequate representation & numbers for effective governance of highest standards.

2

Review Board Chair Network / System Board Roles

Alignment of governance at system and centre level.

3

Have effective delivery of our core business

One CGIAR delivers science & innovation that advance the transformation of food, land, and water systems in a climate crisis

4

Enhance effectiveness & efficiency of the System Office

SO is a lean, efficient team leveraging and harnessing on the strengths of the CGIAR centres.

5

Deepen relationship with the host countries & key partners

Host country has win-win partnership with One CGIAR.

6

Communicate and advocate for One CGIAR

Showcase the comparative advantages of One CGIAR on a regular basis and bring-in relevant global research centres.

7

Calibrate relationship with the System Council

Ensure SB is empowered to govern the system and make decisions.

8

Mobilize Financial Resources

Diversify funding sources and use innovative financial models to attract additional funding.

SB Targets end of 2023 scorecard



Vision	Objectives	#	Targets end of 2023
Vision 1. Effective System Board	1.1. SB Members are organised and coordinated to manage diverse and complex issues	1	6 Board committees established and operationalised
		2	1 annual SB retreat held to have common vision
		3	2 Regular SB virtual meetings and monthly one-hour meetings held
	1.2. SB and BCN share aspirations	4	Quarterly BCN-SB meetings held
	1.3. SB members are effectively contributing to Alliance and Center Board meetings	5	% of SB members attending the Alliance and Center Board meetings - adhoc and formal meetings
	1.4. Unified governance system is defined and implemented	6	Unified governance review (UGR) conducted, reported, endorsed with results by all parties
Vision 2. Effective delivery of core business	2.1. Senior leadership transitions are concluded without disrupting business	7	EMD appointed
		8	Senior leadership team transitions are concluded as advised by the Board
	2.2. Center host country relationships are sustained and strengthened	9	at least 3 host countries visited
	2.3. Strategic mobilization of resources is initiated with the aim of doubling funding	10	at least 5 major funders visited and motivated to invest in One CGIAR
11		at least one global initiative supported	
2.4. System Office is effective and efficient in providing services to One CGIAR	12	bi-weekly meetings held with iEMD, EMD, ED	
Vision 3. Engage with System Council creating clarity on roles and responsibilities	3.1. Responsibilities between SC and SB delineated and refined	13	At least 6 monthly meetings held among SC Chair, SB Chair and EMD
		14	At least 2 SB members attend the SC meeting in addition to the SB Chair
Vision 4. Engage with non-signatories of IFA to join One CGIAR	4.1. An engagement process to join One CGIAR is initiated with non-IFA signatories (e.g. ICRISAT, CIFOR-ICRAF)	15	ICRISAT joins One CGIAR
		16	CIFOR-ICRAF joins One CGIAR
Vision 5. Advocate for one CGIAR	4.2. Strategic partnerships beyond the CGIAR and IFA Signatories are initiated.	17	At least 2 other non-CGIAR partners contacted for stronger partnership
		18	At least 5 centres visited including interactions with staff
	5.1. Center/Alliance staff are appreciative of the added value of One CGIAR	19	SB Chair monthly blog released
5.2. CGIAR Stakeholders receive regular updates from the SB Chair	5.3. Strategic partners are made aware of the contributions and value of one CGIAR as a global research organisation on food, land and water systems	20	At least 5 major global events receive contribution from one CGIAR SB either as a key speaker or moderator

80% achieved
20% ongoing

Legend

Green	achieved
Orange	ongoing

System Board 8 Priorities, Jan 2023

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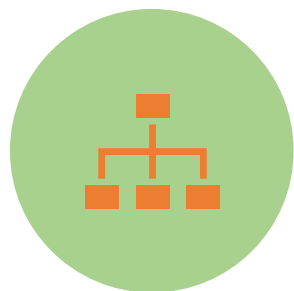
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2024 Priorities



Ensure smooth implementation of **organization chart**

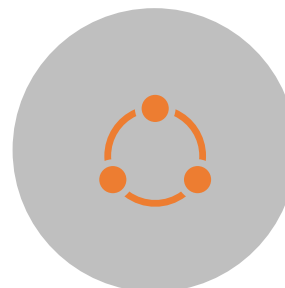


Oversight and tracking progress in the implementation of implementation of UGR Memo

- **Pillar 1. IPB**
- **Pillar 2. ICI**
- **Pillar 3. Governing instruments**



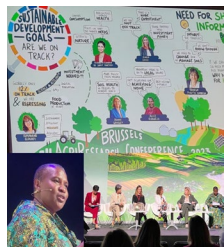
Ensure comprehensive **research portfolio** development and implementation



Clarity in **governance** systems from SC to IPB to Center Boards

SB major achievements (2022-2024)

1. Signing and Implementation of the Integrated Framework Agreement (*Lindiwe*)
2. Visionary leadership in the system management office (*Alice*)
3. Inclusive and comprehensive development of the Science Portfolio 25 (*Patrick*)
4. Renewed trust and confidence in One CGIAR among stakeholders and staff across the globe (*Shenggen*)
5. Finance, audit and risk compliance (*Clarissa*)



3 Priorities before end 2024

1. Effective and efficient system management office with the capacity to manage increased resources, new governance structure and support centers to commit to ICI.
2. Onboarding plan for the new IPB members conducted in phases to ensure comprehensive understanding of the CGIAR System
3. Strategic support to the centers and system management office as they transition to the new governance structure.



Vision as IPB Chair



1. Restore trust in governance
 - a. Simplify governance instruments (Charter and Framework)
 - b. Clarify roles and responsibilities between IPB and SC
 - c. Shared understanding of the role of IPB in Center Boards
 - d. Sharing experiences between center boards
2. Support the core business
 - a. Science quality, management and governance
 - b. Accelerate the outcome of science (digital, capacity development, gender)
 - c. Scaling impact of science
3. Unpack the CGIAR Partnership Strategy
 - a. Clarity on who and why we partner (external)
 - b. Create shared values in partnerships
 - c. Solidify the Integrated Partnership (internal)
 - i. Identify, implement and learn from the ICI functions
 - ii. Branding One CGIAR (internally and externally) – what it takes to build the one CGIAR brand
4. Identify the role of the IPB in mobilizing resources (to reach the 4B USD target)
5. Fast-track the re-organization of the SO – fit for purpose

We will build
TRUST
through

Common vision

Reaffirmation of the future we want

Learning and sharing

Respect and Inclusivity

Appreciation of diversity as a strength

Breaking the walls that divide us, listening to each other

Transparency

Effective internal and external communications

Speaking with one voice



Thank you

25 October 2024

