

## Update from the Integrated Partnership Board (IPB) Chair

### Purpose

This item provides the System Council with a general update from the Chair of the Integrated Partnership Board (IPB) on recent Board activities and developments since the previous System Council meeting.

The attached slides, which were also shared with the General Assembly of Centers (GAC-10) at its meeting of 26–27 October 2025, are provided as background information. A more in-depth discussion on the future composition and evolution of the IPB is foreseen under a later agenda item at this meeting.

### Action Requested

The System Council is invited to take note of the update from the IPB Chair and to provide any strategic reflections.

<p><b>Document category:</b> Working document of the System Council. There is no restriction on the circulation of this document</p>
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# Update from the Chair of the Integrated Partnership Board

Dr. Patrick Caron / November 2025

# IPB Meetings (October 2024 – 2025)

## A Year of Steady Governance and Engagement

Meeting	Date	Type
IPB-001	Oct 2024	Washington DC (Inaugural Meeting)
IPB-002	Nov 2024	Virtual Meeting
IPB-002A	Dec 2024	Berlin/Hybrid (alongside System Council SC-21)
IPB-003	Feb 2025	Montpellier
IPB-004	Apr 2025	Nairobi/Hybrid (during CGIAR Science Week)
IPB-005	May 2025	Virtual Meeting
IPB-006	Sep 2025	Rome
IPB-007	Nov 2025	Virtual Meeting

# Steering Together Toward Stability and Impact

## The IPB's role under the current Charter (Art 8.2)

- Provides **vision, strategic direction and advocacy** for CGIAR's mission and impact under the Integrated Partnership
- Oversees **governance** arrangements and **accountability** mechanisms across the Integrated Partnership, linking the Centers and the System Organization
- Oversees the mobilization and allocation of **pooled resources and other Partnership-wide funds**
- Oversees CGIAR's overall financial and programmatic **performance**
- Oversees **evaluation and impact assessment** arrangements, working with IAES, ISDC, and SPIA
- Fosters **partnership engagement and coherence** between the System Council, the Centers, and the System Organization

# 2025 IPB Key Performance Indicators: 18 KPIs proposed to SC

Guiding oversight and alignment across the Integrated Partnership

## Governance, Oversight, and Board Engagement

Framework established to guide strategy development

Statutory meetings

Committee operations

Governance updates

Culture review

Continued focus on active participation across IPB and Center Board activities

## Science and Partnerships

Structured oversight of the 2025–2030 Portfolio

Development of a Partnership Framework

## Resource Mobilization and Advocacy

Strengthening alignment with the Resource Mobilization Plan

Member engagement in outreach

## Risk Management and Assurance

Oversight of the Risk and Oversight Plan

Policy compliance

Assurance functions

# The Partnership in Motion

October 2024 – October 2025

- **IPB established and operational** — committees formed, Rules of Procedure adopted, calendar aligned with System Council and GAC
- **Early joint engagement** with System Council and Centers initiating shared governance dialogue
- **Regular Communiqués** promoting transparency and alignment across governance bodies
- **Guidance provided** to IPB members serving on Center Boards on roles and fiduciary responsibilities
- **Governance relationships maturing** — continued work to build coherence and trust across the Partnership

# Science, Innovation, Impact and Partnership

From completing one research cycle to launching the next under an integrated partnership

## Prior Portfolio Closure

Closed the 2022–2024 Portfolio

Endorsed and submission to the System Council of the evidence and learnings report, along with management's consolidated response to Science Group evaluations

## Intellectual Assets

Endorsed the 2024 CGIAR Intellectual Assets Management Report and CGIAR's report to the 11th Session of the International Treaty on Plant Genetic Resources for Food and Agriculture

## New Portfolio Launch

Provided guidance on the design of the 2025–2030 Portfolio

Endorsed Management's Action Plan responding to ISDC reviews of the Program and Accelerator Inception Reports — marking the start of the new Portfolio

## Scientific and Institutional Advisory Alignment

Encouraged stronger coordination among the IPB Science Committee, IAES, ISDC, and SPIA to reinforce learning, evaluation and impact pathways

Encouraged the preparation of a long-term institutional strategy by management

# Resource Mobilization and Funding Outlook

## Strengthening financial resilience and partnerships

### Resource Mobilization Action Plan 2025

- **Reviewed the funding landscape and endorsed the 2025 Resource Mobilization Action Plan** focused on broadening the donor base and strengthening Window 1 and 2 funding

### Funding Working Groups

- **Engaged jointly with the System Council in two Working Groups** —
  - Diversification and Incentivizing Mechanisms to advance ideas for broadening the donor base
  - Strengthening incentives for Window 1 and 2 funding
- **Supported alignment of CGIAR's value proposition and funding mechanisms** to enhance coherence and mitigate risks across the Partnership

# Risk Management and Assurance

## Consolidating the foundations of accountability and trust

- Encouraged the **ICI** (Integration Coordination Independent) process
- Worked jointly with the System Council and Centers through the **Governance Working Group** to **shape the Internal Rules Framework**
- **Ethics and Business Conduct**
  - ✓ Endorsed the **Ethics and Business Conduct** policies, pending approval of the Internal Rules and Escalation Framework
  - ✓ Confirmed the terms of reference for the heads of **Internal Audit, Risk, and Ethics functions**
- Endorsed the **Integrated Risk Management and Internal Controls Framework** as a shared reference for accountability
- Exercised **fiduciary oversight** for the System Organization
  - ✓ Reviewing the 2024 audited financials
  - ✓ Approving the 2025 budget
  - ✓ Confirming the external auditor

# Oversight of the EMD and System Organization

## Aligning leadership, structure, and accountability for delivery

### Performance and Accountability

- **Conducted the EMD performance assessment and approved the 2025 KPIs**, reinforcing focus on delivery, leadership effectiveness, and accountability
- **Reviewed updates on organizational realignment and structure**, including clarification of reporting lines and management accountabilities within the Integrated Partnership

### Strategic Leadership and Engagement

- **Monitored management's implementation of culture and trust-building initiatives** through the Global Leadership Team, including follow-up from **ICI process** to strengthen collaboration across CGIAR leadership
- **Monitored implementation progress** against the EMD's annual plan, ensuring alignment between System Organization operations and the IPB's strategic objectives

# Board Development and Performance

## Strengthening leadership, reflection, and continuous improvement

### Board Composition and Leadership

- **Discussed future Board composition (resignations and vacancies) and succession planning**, including lessons from the first year of integrated governance
- **Approved process for election of Chair and Vice-Chair**, ensuring continuity and transparency in leadership transitions
- **Engaged actively in and chairing the Governance Working Group**, contributing to the ongoing review and revision of the Internal Rules Framework and Charter/Framework

### Reflection and Accountability

- **Proposed** to the System Council Nominations Committee to strengthen accountability
  - ✓ **an IPB Board assessment process**
  - ✓ 2025 KPIs of the IPB
- **Reflected on lessons learned** — both from the first year of IPB implementation and from 15 years of CGIAR's broader governance evolution
- **Reaffirmed commitment** to provide effective oversight and partner with Management, the System Council, and the Centers

# Navigating a Difficult Landscape

## Recognizing constraints and drawing lessons

- **Funding pressures:** Window 1 and 2 remain flat, with reductions from key donors — including the withdrawal of U.S.
- **Governance “reforms”:** Fifteen years of pendulum swings between stronger centralization and greater Center autonomy — unresolved trade-offs between **integration vs diversity** and **accountability vs influence**
- **Mandate:** Ongoing mismatch between responsibility, authority, and accountability
- **Structural instability:** Continued organizational volatility
- **Operational overload:** Recurring distractions from core priorities due to incidents and instability
- **Divisions:** Reflecting deeper system fragmentation

# Acknowledging Advances in the System

## Recognizing progress and building shared momentum

- Strengthening the Partnership's solid foundations for the future (IFA, IRF)
- Advancing the 2030 Research & Innovation Strategy with a six-year portfolio that strengthens continuity, delivery, and long-term impact
- Promoting bottom-up collective initiatives
- Deepening collaboration across Centers and the System Organization (ICI process) to enhance resource effectiveness and impact

# IPB: From pendulum to maturity and stability to perform three Core Orchestrating Functions

Steering the Integrated Partnership toward long-term institutional strategy and coherence

**Orient and  
Strategize**

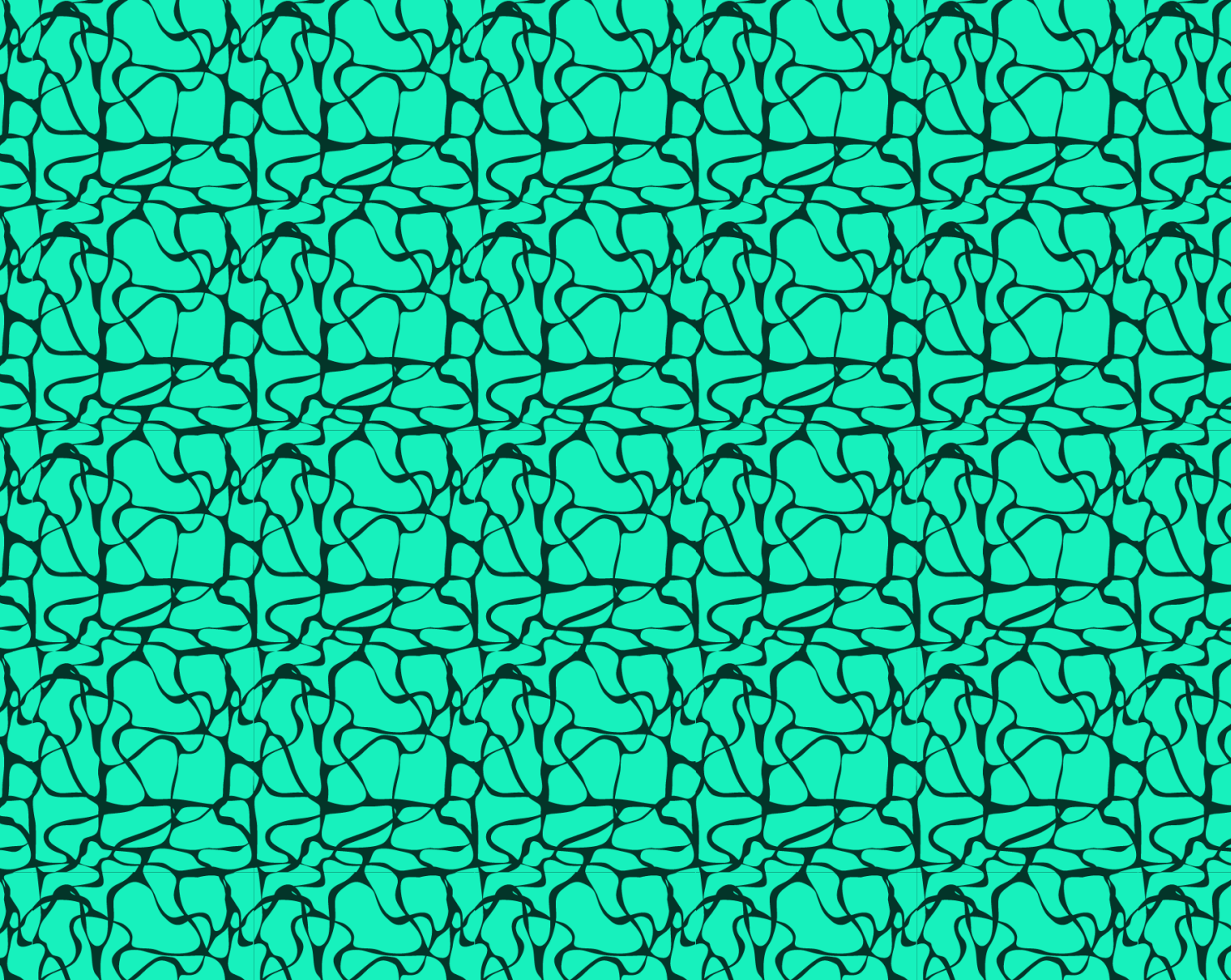
**Synchronize the  
Partnership**

**Ensure  
Accountability  
and Assurance**

Define and  
oversee  
partnership-wide  
direction and  
long-term  
strategy

Create a  
shared space linking  
the System Council,  
Centers, System  
Organization, and  
host countries to  
strengthen  
collaboration

Respond to  
System Council  
expectations and  
oversee  
governance, ethics,  
and financial  
integrity



Thank you