



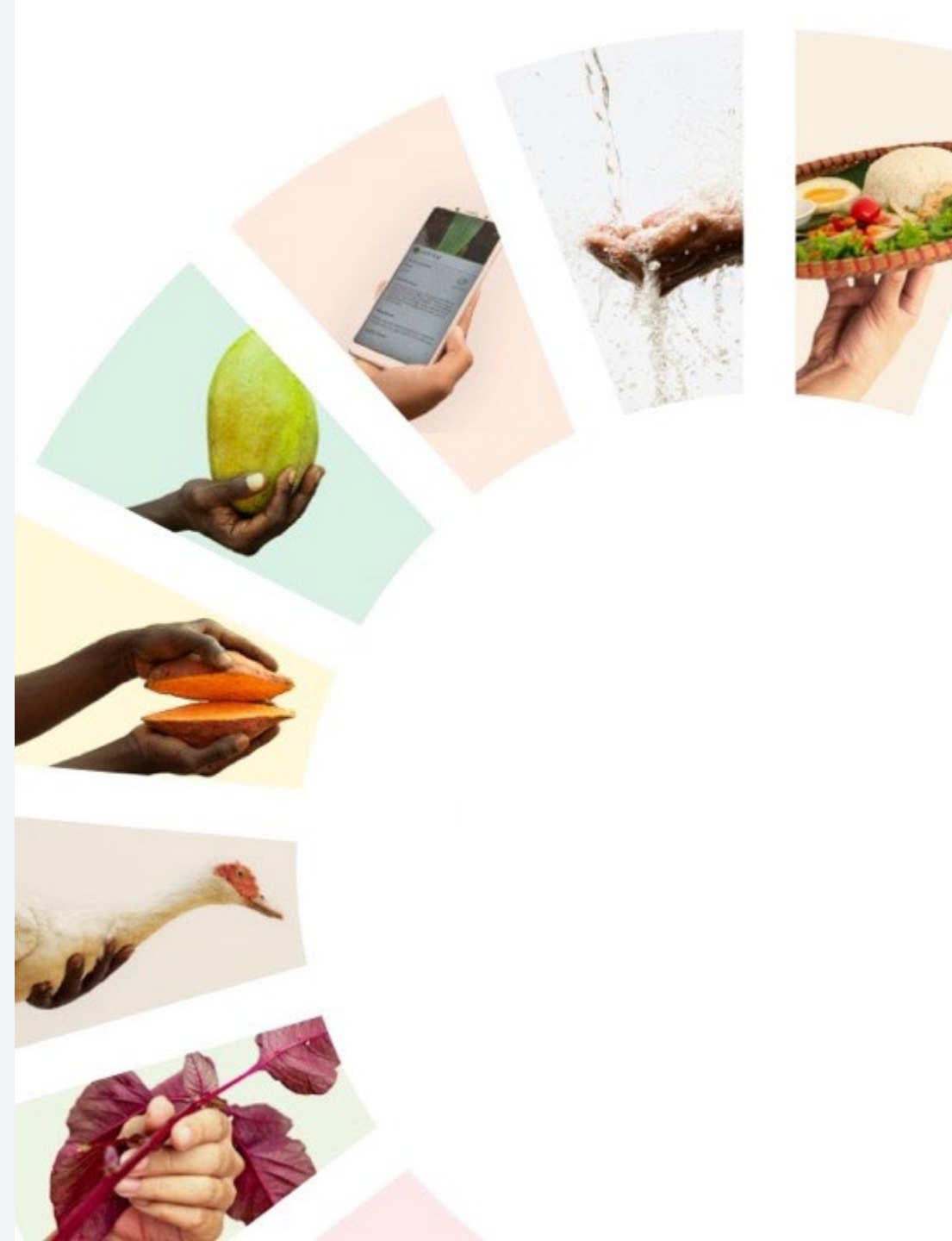
Reflections

From Lindiwe Majele Sibanda

CGIAR Integrated Partnership Board Chair

SC21, Berlin
11-12 Dec 2024

11 December 2024



Outline

1. Who we are: the governors of the integrated partnership
2. Where are we coming from (July – December 2024)
3. Looking ahead (2025-2030)
4. Integrated Partnership Board Chair's vision



Who we were: System Board (Jun-Sep 2024)

Members:

1. Alice Ruhweza*
2. Patrick Caron*
3. Shenggen Fan*
4. Lindiwe Majele Sibanda
5. Clarissa Van Heerden* (AFRC, non-voting)
6. Ismahane Elouafi (ex-officio, non-voting)

**contracts extended to 30 September 2024*

3 SB members retired on 30 June 2024

- Alyssa Jade McDonald-Baertl Board Chair of WorldFish
- Neal Gutterson Board Chair of ICARDA
- Hilary Wild

Who we are: IPB as of 1 Oct 2024

Voting Members

1. Alice Ruhweza
2. Celso Luiz Moretti
3. Clarissa Van Heerden
4. Dhesigen Naidoo
5. Enrica Porcari
6. Jessica Fanzo
7. Mauricio Lopes
8. Nicholas Austin
9. Patrick Caron
10. Rachel Chikwamba
11. Ramesh Chand
12. Segenet Kelemu
13. Shenggen Fan
14. Lindiwe Majele Sibanda

Diversity

- **11 countries (Australia, Brazil, China, Ethiopia, France, India, Italy, South Africa, Uganda, USA, Zimbabwe)**
- **Global South (10) and Global North (4)**
- **Gender (7 female, 7 male)**
- **Expertise – science, management, finance, legal, audit, ethics and business conduct**

Who we are: IPB as of 1 Oct 2024

IPB-AFRC Committee Members

1. Amitava Basu
2. Anne Eriksson
3. Daniel Petrescu
4. Diana Isiye
5. Esteban Chong
6. Greg Johnson
7. Helge Østtveiten
8. Richard Golding
9. Susanne Frueh
10. Clarissa Van Heerden

Diversity

- **7 countries (India, Kenya, Romania, South Africa, Switzerland, UK, USA)**
- **Global South (5) and Global North (5)**
- **Gender (5 female, 5 male)**

What we have done as SB (June – September 2024)

1. Guided the final implementation of the UGR memo through the Governance Sounding Board
2. Oversee, review and approve
 - a. the changes to the Charter and Framework
 - b. the Integrated Partnership Risk & Oversight Plan, for submission to SC
 - c. the terms of reference of the Chair and vice-Chair of the IPB
3. Organize and approve the allocation process of the new IPB members to Centers
4. Prepared the onboarding plan of the new IPB members
5. Reviewed the slate of AFRC candidates
6. Approved a proposal for an interim honorarium for the new AFRC
7. Compiled responses to the 45 red flags
8. Participated in advocacy engagements (AGRF, BMGF, Australia, New Zealand)
9. Board meetings held

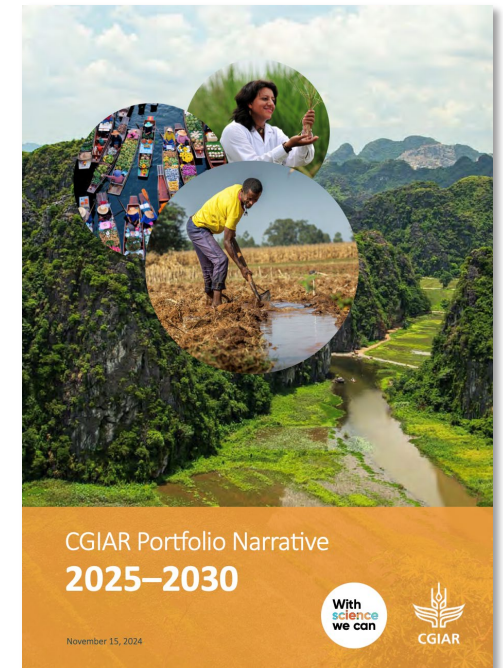
What we have done so far as IPB (October to present)

- Induction of new IPB members
- EMD annual performance evaluation
- Ahead of this System Council:
 - the 2025-2030 portfolio (**concurred/approved, see separate slide**)
 - the 2025 budget (**concurred/approved for SC approval**)
 - the Integrated Partnership Risk & Oversight Plan (**oversee, review and approve, for submission to the SC**)
 - the Strategic Assets (**reviewed**)
- Three Science Group Evaluation Reports and the management responses (**endorsed for approval by the System Council**)
- Approved:
 - Revisions on the SO Personnel Policy Manual Part A
 - Appointment of AFRC members
- Under review:
 - Funding agreement templates
 - Gender in Science and GDI in the workplace

CGIAR's 2025-2030 science and innovation Portfolio: *IPB's deliberations and guidance*



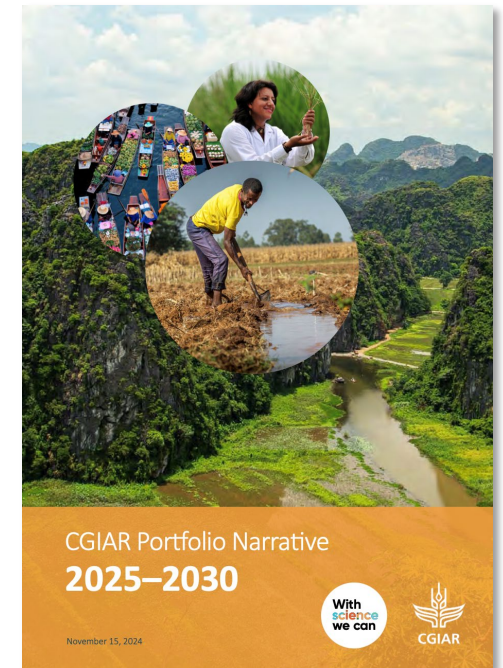
- **Supports the high-level principles**
 - 6 years (2025-2030) programming rather than 3 years,
 - Portfolio includes projects and activities beyond pooled funding,
 - Smaller number of programmes with higher visibility,
 - Involvement of CIFOR/ICRAF and WorldVeg in the design, codesign by dedicated writing teams
- **Consider extending inception phase (from 6 months to 1 year)**
- **Appreciates the ISDC sharing their evaluation at the IPB02 meeting**
 - In future, the IPB recommends better articulation of the responsibilities (ISDC advisory towards IPB and SC)



CGIAR's 2025-2030 science and innovation Portfolio: *Critical points for the Inception Phase and Implementation*



- **Validate/improve attribution and reporting metrics on indicators/targets, performance management, investment priorities**
- **Need for innovative partnership models**
- **On portfolio management:**
 - Identify and leverage incentives for alignment between 'pooled' and 'bilateral' funding
 - Unlock operational efficiencies (communication, decision-making, and conflict-resolution),
 - Institutionalize continuous assessment processes
 - Support emergence of new science informed by strategic, not just market intelligence
- **On risk analysis and management: with increasingly volatile operating environment calls for intentional, strategic, and proactive risk management and frequent risk reviews.**
- **Specific thematic and institutional areas that need greater attention**
 - Investment in equipment and facilities, leverage country assets and promote co-sharing
 - Opportunity crops, water systems, data and information as assets, artificial intelligence, and food safety



IPB concurs and approves submission to the SC

In summary guided by IFA 5 components

What we have achieved

1. Common vision and mission
 - ✓ CGIAR research and innovation strategy 2030
2. Operational integration
 - ✓ ICI forum established
 - ✓ Audit, Finance and Risk Compliance
 - ✓ Personal policies manual (for SO)
3. Engagement with partners at the country, regional and global levels
 - ✓ CGIAR Engagement Framework for Partnership and Advocacy
4. Research delivery and funding
 - ✓ **Accountability for the current science and innovation portfolio**
 - ✓ Science portfolio (2025-2030) developed
5. Unified governance (integrated governance system)
 - ✓ Revised Charter and Framework
 - ✓ Appointment of IPB members to each of the Center Boards
 - ✓ Transition from SB to IPB (7 members sitting in all 12 Center Boards to 14 members each sitting in 2 centers except the Chair and AFRC Chair)

As we look ahead



For CGIAR to be truly integrated global partnership, we need:

- a. Science agenda for innovative breakthroughs and systemic change that can tackle global challenges and have impact
- b. Strong governance and leadership with transparent and structured decision-making and implementing process
- c. Strong partnership strategy at global, regional and national level that stimulates robust collaborations with leading public and private institutions, while connecting local innovations to global challenges
- d. Supportive research and innovation ecosystem
 - i. Collaborative culture that fosters interdisciplinary and cross sectoral collaboration
 - ii. Access to advanced resources: cutting-edge tools, infrastructure and datasets
- e. Adequate and sustainable finance

Vision as IPB Chair



1. Restore trust in governance
 - a. Establish Board committees and create rhythm
 - b. Simplify governance instruments (Charter and Framework)
 - c. Continue clarifying roles and responsibilities between IPB and SC
 - d. Shared understanding of the role of IPB in Center Boards
 - e. Share experiences between center boards
2. Support the core business
 - a. Science quality, management and governance
 - b. Accelerate the outcomes (digital, capacity development, gender)
 - c. Scaling of impact
 - d. Positioning for science diplomacy
3. Unpack the CGIAR Partnership Strategy
 - a. Update partnership objectives
 - b. Clarity on who and why we partner (external)
 - c. Create shared values in partnerships
 - d. Solidify the Integrated Partnership (internal)
 - i. Identify, implement and learn from the ICI functions
 - ii. Branding One CGIAR (internally and externally)
4. Enhance IPB role in mobilizing resources (to reach the 4B USD target)
5. Support finalization of the re-organization of the SO



Thank you

11 December 2024

