

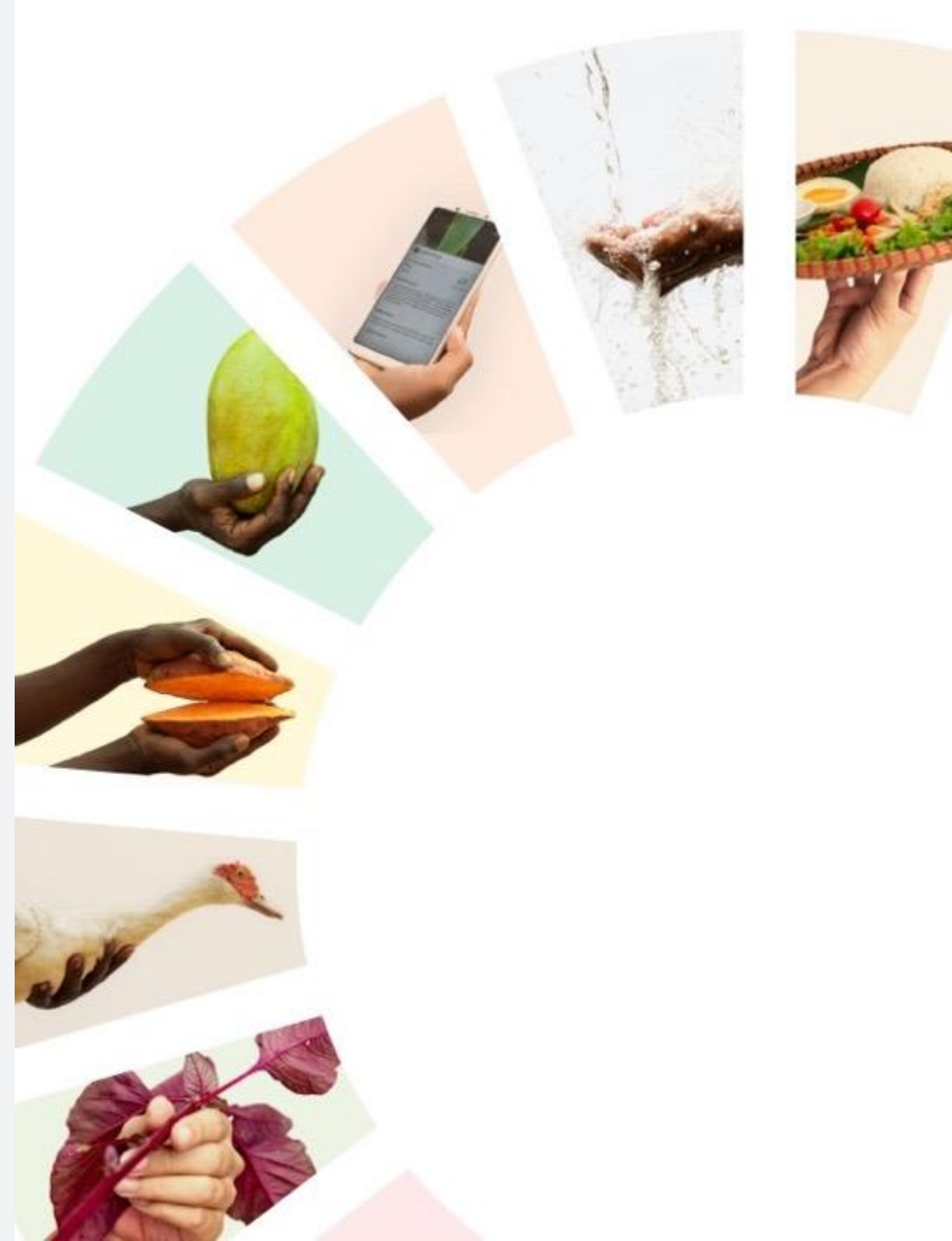


Reflections (December 2024 – May 2025)

From Lindiwe Majele Sibanda

CGIAR Integrated Partnership Board Chair

SC22 Penang
Agenda Item 2
4 June 2025



Intense transition period, navigating a reform journey



Outline

1. IPB as governors of the Integrated Partnership
2. IPB as governors of the System Organisation
3. IPB Chair and Vice Chair Election Process (2025)
4. IPB Chair vision 2025 (update)
5. Challenges
6. Conclusion

1. IPB as governors of integrated partnership

(From CGIAR Charter)

1. Ensure that the integrated partnership has shared vision, strategy and policies
2. Ensure effective transparent and accountable governance structure (GAC-IPB-SC)
3. Ensure impact-oriented research and innovation
4. Strengthen understanding of governance values, principles and practices, and monitor compliance with policies while taking appropriate corrective actions when necessary

Through
IPB Committees



Assists and reports to IPB for its oversight responsibility

Highlights of outputs (Dec 2024 - May 2025)

1. Reviewed and monitoring of Science and Innovation Portfolio – inception phase report (item 4, SC22)
2. Reflections from Science Week
3. Exploration and collaboration with ISDC (e.g. foresight, learning, etc)
4. Approved 2025 Internal Audit Plan for IP and SO
5. Agreed with SC-AOC on aligned collaboration, transparency, sharing info & minimize reporting overlaps
6. Concurred on CGIAR Financial Framework Agreement (approved SC 11 Feb. 25)
7. Concurred on the Risk Management & Internal Controls Framework AND risk Appetite (item 7d, SC22)
8. Reviewed Internal Rules Framework (ongoing)
9. 2 IPB members and IPB-AFRC assigned to each center attended Q1-2 Center Board meetings
10. IPB chairs governance working group on Charter and Framework refinement.
11. On-boarding sessions on Director Duties and Role of Ombuds Office

IPB in Center Boards

IPB members	CGIAR Centers
Celso Moretti	CIMMYT, CIP
Dhesigen Naidoo	CIP, WorldFish
Enrica Porcari	ICARDA, IWMI
Jessica Fanzo	ABC, ILRI
Mauricio Lopes	IITA, IWMI
Nicholas Austin	ICARDA, ICRISAT
Patrick Caron	ABC, ILRI
Rachel Chikwamba	AfricaRice, IFPRI
Ramesh Chand	AfricaRice, IFPRI
Segenet Kelemu	IRRI, WorldFish
Shenggen Fan	IITA, IRRI

IPB-AFRC members	CGIAR Centers
Amitava Basu	IRRI
Anne Eriksson	CIMMYT, ILRI
Daniel Petrescu	ABC, WorldFish
Diana Isiye	ICARDA
Greg Johnson	AfricaRice, ICRISAT
Richard Golding	IITA, IWMI
Susanne Frueh	CIP, IFPRI

The Chair of IPB and IPB-AFRC do not sit on any Center Boards

Reflections as governors of integrated partnership

1. Dual Board membership: enhanced cooperation and information sharing e.g. host country agreements, financial sustainability and external funding risks.
2. Greater understanding of roles and responsibilities as governors of Centers vs. IPB.
3. Need for assessment of the effectiveness and efficiency of integrated partnership as well as accountabilities.
4. Need for framework to conduct IPB performance evaluation.

Register of IPB decisions can be found at [CGIAR website](#)

2. IPB as governor of System Organization

(From CGIAR Charter)

1. Ensure that the system organisation can facilitate and coordinate the integrated partnership of the CGIAR.
2. Ensure that the SO has capable and accountable leadership.
3. Ensure that resources are mobilized and accounted for by the SO for the integrated partnership.

Through
IPB Committees



Highlights of output (Dec 2024 - May 2025)

1. Reviewed and approved SO workplan with KPI
2. Conducted and documented 2024 EMD performance evaluation
3. Provided oversight on the new funding strategy, RM strategy and workplan
4. Reviewed Personnel Policy Manual

Reflections as governor of System Organization

Given the seismic geopolitical environment.

There is need:

1. for resilience, adaptability and strategic positioning to withstand financial shocks to ensure continuity in the delivery of high-impact research and innovation, e.g.
 - a. Explore engagement/partnership with emerging markets
 - b. Strengthen coordination and strategic communication on resource mobilization.
2. for cultural transformation i.e. integrated into both performance frameworks and organisational expectations.
3. for SMART KPIs for the SO with clear value-added over the centres and multi-year progress.
4. for science portfolio to have direct link to CGIAR impact areas.
5. for strengthened collective actions across the CGIAR system.

Register of IPB decisions can be found at [CGIAR website](#)

3. IPB Chair and Vice Chair Election Process (approved at IPB004)



No.	Actions	Target Date	Responsible
1	Identify two AFRC members to act as scrutineers.	By 30 Apr 2025	Secretariat
2	Review and approval (electronically) of the Terms of Reference of the IPB Chair and Vice-Chair	06 June 2025	Secretariat
3	Send nomination request to IPB members using confidential electronic process (including self-nominations)	The week of 9 June 2025	Secretariat
4	Submit candidate nominations through a confidential electronic process (self-nominations permitted)	09-27 June 2025	IPB Voting Members
5	Contact nominated candidates to confirm interest/ability to stand	The week of 30 June 2025	Secretariat
6	Submit to the Secretariat a one-pager vision/goals statements if they were elected	01-18 July 2025	Nominated Candidates (incl. self-nominated)
7	Send to Board Members: the list of confirmed nominees, one-page vision/goals statements of each candidate and voting procedures	By 31 July 2025	Secretariat
8	Confidential electronic voting – Chair & Vice Chair <i>Notes:</i> <ul style="list-style-type: none"> <i>Voting requirements: A two-thirds majority of voting members is required for election.</i> <i>Tie-breaking process: If no candidate receives the required majority, a run-off vote will be conducted during the IPB006 between the two candidates with the most votes. The run-off will use secret ballot with simple majority determining the winner.</i> 	01-12 September 2025	IPB Voting Members
9	Votes are tallied and elected Chair & Vice Chair candidates are notified first, followed by all Board Members. If no candidate receives the required majority, a second round of voting will be conducted during IPB006.	The week of 15 September 2025	Secretariat
10	Issue appointment letters to the new Chair & Vice Chair	By 30 September 2025	Secretariat
11	Initiate handover process as needed, with duties effective 01 January 2026.	01 October – 31 December 2025	Chair & Vice Chair

4. Reflection on IPB Chair Vision 2025

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**
5. **Support finalization of the re-organization of the SO**

5. Challenges

Trusts and role clarity

- Trust amongst governance structures (Center Boards, IPB and SC) is work in progress - full understanding in operating as an integrated partnership i.e:
 - roles and responsibilities
 - limitations and boundaries
 - governance liabilities.

Resource constraints in a changing world

- Limited resources for agricultural research and development, combined with changing geopolitics and a multipolar world, present ongoing challenges to our mission delivery.
- Need for resource mobilization strategy and implementation for the current scenario.

Crisis management and accountability

- Need for crisis management strategy using lessons learnt from 2024 red flags and investigations
- Clear understanding of accountabilities between governors and management
- Urgent need to strengthen protocols, clarity on escalation procedures, robust risk management frameworks and demonstrated crisis leadership capability.

Looking forward 2025 IPB Priority activities

1. Resources mobilization intensified focus
2. Science Portfolio Inception phase completion
3. Board leadership succession
4. Design partnership strategy and implementation and plan
5. System Organisation stabilization



6. Conclusions

After years of CGIAR reform, 2025 marks the year when CGIAR begins operationalizing the integrated partnership model. However, on medium and long term, we need ...

1. Governance maturity

- Finalize governance instruments (Charter and Framework), accountability frameworks, conflicts of interest protocols, etc.

2. Leadership empowerment

- Lean, efficient and effective leadership and management capabilities for both the integrated partnership and SO.

3. Resource efficiencies

- New money, saving and incentives needed, flexibility and agility in governance and management of integrated partnership.

4. CGIAR Science

- Show the world the value added of CGIAR and the integrated partnership.

The integration journey began with ambitious reforms. We need to continue to strengthen our collective capacity to address global challenges.

The IPB remains committed to dynamic leadership that drives CGIAR forward with renewed energy, clear purpose, and unwavering dedication to transforming food, land, and water systems in a climate crisis.



Thank you

24 June 2025

