

6TH REPORT FROM THE NOMINATIONS COMMITTEE OF THE SYSTEM COUNCIL (NCSC): AN UPDATE ON THE COMMITTEE’S WORK

Preamble

1. Paragraph 12 of the Nominations Committee of the System Council (NCSC) [Terms of Reference](#) requires that *“The Committee shall report to the System Council during each System Council Meeting. Such report shall include any ongoing changes in the IPB that require the attention of the System Council”*.
2. This report provides the System Council with an update on the Committee’s activities since its last report and introduces one recommendation for the Council’s consideration.

Meetings

3. Since its last report to the System Council on 26 May 2025 (SC22), the Nominations Committee has convened four times in line with the responsibilities outlined in its Terms of Reference. The NCSC Subcommittee for Honorarium Review (SCHR), established to oversee the IPB honoraria benchmarking review, has completed the process, and a new honoraria for the IPB has been established.

Membership

4. Paragraph 2 of the NCSC Terms of Reference provides the composition of the NCSC. During SC22, the System Council appointed Laura Munro, FCDO UK, to replace Gary Jahn, USAID, following a decision by the US government regarding its participation on the CGIAR System Council. The Committee also welcomed Matthew Morrel, a CIMMYT Board member, to fill the third General Assembly of Centers (GAC) seat. Furthermore, the IPB Chair, who holds an ex officio position on the Committee, changed following the departure of Prof. Lindiwe Majele Sibanda, with Patrick Caron being appointed to the role.

Name	Category	Role
Ruben Echeverria	SC Member	Voting member
Laura Munro	SC Member	Voting member
Christophe Larose	SC Member	Co-Chair (voting)
Santiago Ruy Sánchez de Orellana	Host Country Representative	Voting member
Prof. Dato Dr. Aileen Tan Shau Hwai	Host Country Representative	Voting member
Dr. Fikru Regassa	Host Country Representative	Voting member
Cristina Rumbaitis del Rio	GAC Representative	Co-Chair (voting)
Akica Bahri	GAC Representative	Voting member
Matthew Morrel	GAC Representative	Voting member
Andy Homer	Independent Member	Voting member

Patrick Caron	IPB Chair	Ex officio non-voting member
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Honorarium Benchmarking Process

5. Paragraph 9.6 of the Nominations Committee of the System Council (NCSC) [Terms of Reference](#) states, “*The Committee will also recommend to the System Council for approval the remuneration and travel policies of the IPB and its committees, and advise on any other IPB-related protocols, as requested by the System Council*”. The NCSC established a subcommittee to handle this task. Andy Homer, the independent member of the NCSC, chairs the Subcommittee for Honorarium Review (SCHR).
6. The SCHR determined that an external independent party should undertake the benchmarking process, selecting SRI Executive through a competitive bid process in accordance with the System Organization procurement policies, to ensure transparency and credibility.
7. The review included benchmarking the IPB honoraria and time commitments against those of peer organizations, as well as evaluating the current travel policy’s alignment with sector best practices.
8. Upon the conclusion of the review, the following five key findings served as the basis for recommendations made by the NCSC to the System Council, as detailed in the report presented by the Committee to the System Council on 20 September 2025 (Annex 1).

Key Findings

- a. Honoraria: CGIAR IPB honoraria are not only competitive but also in line with similar organizations. A standardized daily rate is recommended for all IPB roles.
- b. Time Commitment: The suggested annual time commitments are adequate, but caution is advised to avoid exceeding these caps. Any excess service is considered voluntary and unpaid.
- c. Travel Policy: The existing IPB travel policy generally reflects best practice, though several areas for improvement, such as clarity, transparency, and efficiency, were identified.
- d. Process Improvements: The report recommends a standardized, centralized system for time tracking among IPB members to ensure transparency and operational efficiency.
- e. Additional Observations: Some stakeholder feedback highlighted broader issues, such as Center Honoraria levels, which may merit further consideration beyond the scope of this review.

9. During the decision window of the System Council, the NCSC also held meetings with the three key stakeholder groups of the System — management, the IPB, and the GAC — as well as a drop-in call with System Council members that was open to the IPB and IPB-AFRC.
10. This engagement was invaluable for the NCSC, as it provided feedback from stakeholders on the IPB honorarium, time commitment, and travel policy, highlighting themes such as transparency, efficiency, and broader issues like Center Honoraria levels, which may warrant further review.

Exit of IPB Members

11. The NCSC Co-Chairs on 8 October 2025 sent a letter to the IPB Chair, Patrick Caron, regarding the upcoming vacancies on the IPB. The letter was prompted by a communique issued by the IPB following its 6th meeting in Rome, Italy. The Co-chairs expressed appreciation for the work done by the IPB to date, but also noted with concern the exit of three newly appointed members, bringing the total number of vacancies on the IPB to five.
12. The NCSC Co-Chairs highlighted the importance of having exit interviews with the departing IPB members, noting that the insights they provide to the interview panel will be valuable during the following nomination process to the IPB.
13. The IPB Chair responded positively to the recommendation in a letter dated 27 October 2025 and invited the two Co-Chairs and an independent member of the NCSC to be part of the panel, which will also have an IPB- Audit, Finance, and Risk Committee representative and the independent member of the NCSC.
14. Two of the exiting IPB members were interviewed, as well as the IPB Secretary. Due to scheduling constraints, one of the exiting IPB members opted to submit a written response to the questions.
15. The panel members were: NCSC Co-Chairs, Christophe Larose and Cristina Rumbaitis del Rio; NCSC independent member, Andy Homer; IPB-AFRC member, Anne Eriksson; and the CGIAR System Organization Director for People & Culture, Rebecca Williams.
16. The interviews were conducted virtually on 27 and 28 November 2025, each lasting about an hour, with structured questions asked of the interviewees. All interviews were recorded with the interviewees' consent. The questions covered the following topics: i) Experience and

engagement of the IPB member, ii) IPB performance, iii) Advice for the future, and iv) future involvement with the CGIAR. The exiting IPB members were also asked to provide closing reflections for the panel. The panel agreed that the insights gained from the responses were valuable and would serve as a guide for future recruitment of IPB members. A high-level, anonymized report is expected and will be shared with the NCSC.

Integrated Partnership Board Assessment

17. Paragraph 9.5 of the [Terms of Reference](#) tasks the NCSC with developing a process for assessing the IPB performance, with input from the GAC. This includes developing the metrics and key performance indicators (KPIs) to measure the IPB's performance.
18. The NCSC worked with the IPB Secretariat to receive a draft set of KPIs and was in the process of discussing an assessment process with the GAC during the GAC 10th meeting, 26 and 27 October 2025, in Des Moines, Iowa. Unfortunately, the opportunity to discuss them did not arise at the meeting.
19. The NCSC recognizes the need to assess the IPB, not only for statutory reasons but also to evaluate the current governance model proposed by the UGR. However, since its inception on 1 October 2024, the IPB, as a governing body, has undergone various changes that could influence the assessment. Consequently, the NCSC acknowledges the KPIs provided by the IPB and recommends that the assessment be conducted in 2026. The Committee notes that conducting an assessment now would yield outcomes affected by factors beyond the IPB's control.
20. **Decision Request:** The Nominations Committee of the System Council (NCSC) requests the System Council to endorse that an assessment of the Integrated Partnership Board be conducted by Q4 2026, based on the KPIs approved by the NCSC.

ANNEX 1: NCSC Report to the System Council on the 20 September 2025 Drop-in Call
(also open to members of the Integrated Partnership Board (IPB) and IPB-Audit, Finance and Risk Committee)

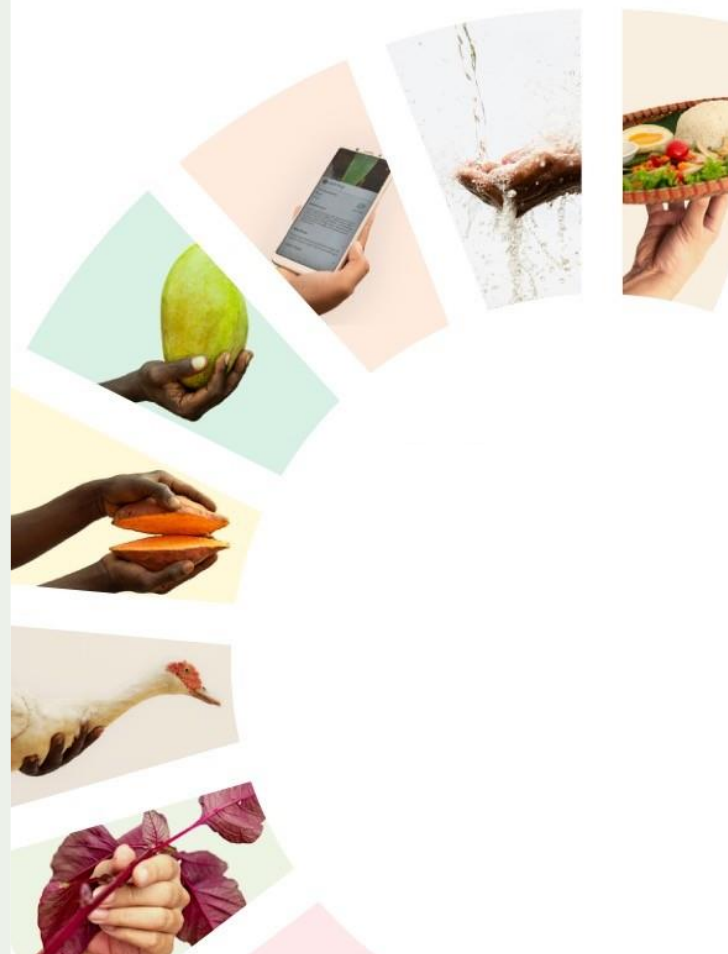


CGIAR INTEGRATED PARTNERSHIP BOARD HONORARIUM REVIEW

*Report from Nominations Committee of
the System Council*

August 2025

Prepared by: The Secretariat NCSC





Outline

- Brief Overview of the Honorarium Review Process – System Council
- Brief Overview of the Honorarium Review Process – Nominations Committee of System Council (NCSC)
- Methodology
- Key Findings: Honoraria
- Key Findings: Time Commitment
- Key Findings: Travel Policy
- NCSC Recommendation for IPB Members' Honorarium: Daily Rate and Time Commitment
- NCSC Recommendation for IPB Members' Travel Policy
- Observations Beyond the NCSC Review Mandate

Brief Overview of the Honorarium Review Process



Governing Documents, Decisions, and Actions Taken by the System Council

Governance Document mandates

- Article 6.2 e CGIAR Framework
- Paragraph 9.6 NCSC Terms of Reference

Relevant Decisions/Actions by System Council

SC/M20YY/DP3

- System Council approves the current honorarium practice until a new IPB honorarium policy is approved.

SC20/AP1

- SC actions NCSC to use an external firm for the honorarium review

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Brief Overview of the Honorarium Review

Decisions and Actions by the NCSC

NCSC/M05/ DP 4	The NCSC noted its support of the current System Board remuneration level for the IPB, acknowledging that the discussion is still ongoing and that a change is possible
NCSC/M11/DP4	Subcommittee on honorarium review established. (Andy Homer, -Chair, Ruben Echeveria, Kanayo Nwanze(late), Cristina Rumbaitis del Rio, Ruy Sanchez)
NCSC/M13/DP2	Terms of Reference for consultancy bid approved
NCSC/M13/AP1	The Secretary requested to include a review of the IPB Travel Policy, as it is aligned with the
SCHR	Reviews the two bids, attends the presentation of the two bidders, and decides on SRI Executive as the consultant for the honorarium review. See Procurement report.

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Methodology

- Desk Review of relevant documents done by SRI Executive
- Quantitative review
 - Benchmarking CGIAR IPB Honoraria against six organizations
 - i. AGRA
 - ii. European Research Council (ERC)
 - iii. Global Agriculture and Food Security Program (GAFSP)
 - iv. GAVI
 - v. International Fund for Agricultural Development (IFAD)
 - vi. International Rescue Committee (IRC)
- Qualitative review
 - 12 stakeholders were identified across specific functions in the CGIAR System, to be interviewed.

Function	Number of Persons Interviewed
System Council	1
Integrated Partnership Board	6
System Organization Management	3
Center Board	2

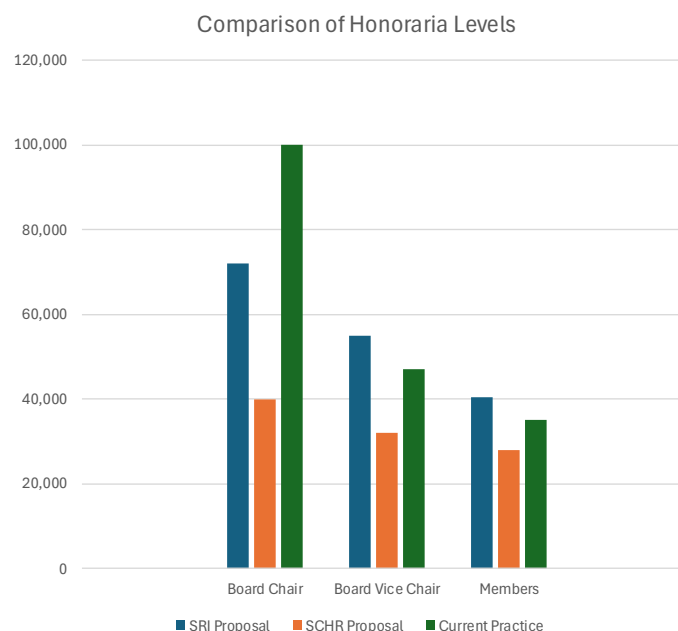
Table 1: Number of Stakeholders interviewed across the CGIAR System

- SRI Executive also surveyed Center Board Secretaries

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Key Findings : Honoraria

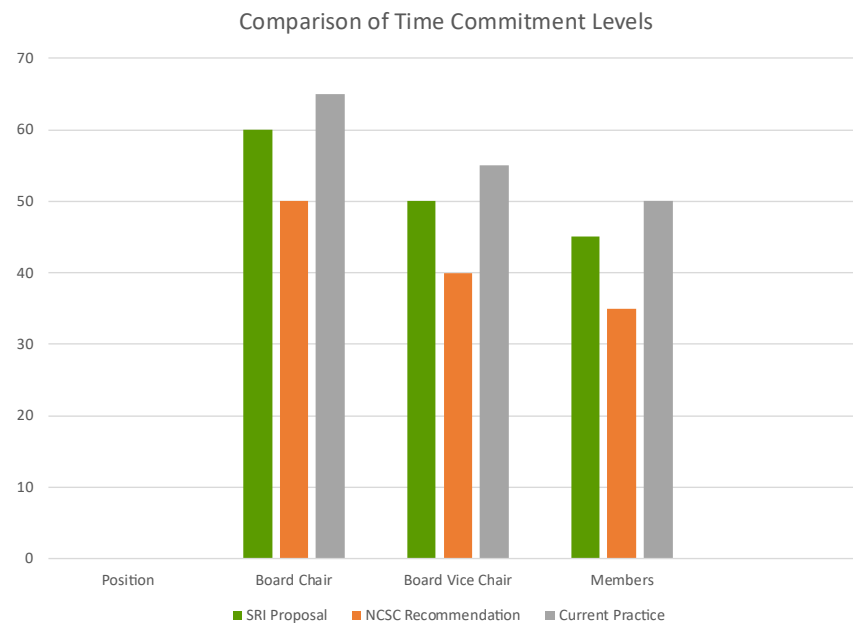
Benchmarking review indicated that the current IPB honoraria are competitive compared to peer organizations and align with the international standards.



Key Findings: Time Commitment

The review showed that the time commitment as indicated in the IPB ToRs was adequate, and there was a need for process improvement, i.e., establishing a standardized and centralized tracking system.

The qualitative research identified a risk of exceeding the agreed time commitment.



Key Findings: Travel Policy

The current IPB Travel policy is aligned with best practices, reflecting a balance of fairness and cost control. The review highlighted the need for improvement in some areas of the policy.

Clarify and Prioritize Purpose-Based travel

Introduce the principle of “Virtual first” for non-essential engagements

Promote Sustainable and Cost-Effective Travel

Publish an Annual Travel and Meeting Cost Summary

More clarity is required on partial travel days

Key Finding: Board Effectiveness Review

The importance of carrying out a structured Board Effectiveness Review could enhance the IPB's governance effectiveness.

- It is a common practice of public and private boards and conducted annually.
- The Review ideally should be done annually, and a focus on meeting dynamics, decision making process within the IPB and individual contributions can help in highlight where there needs to be improvement so the IPB can continue to focus on its strategic mandate.
- Qualitative interviews highlight meeting effectiveness as a key area influencing Board performance.
- The NCSC terms of reference tasks the Committee with the development of the Board Performance assessment (Paragraph 9.5).



NCSC Recommendation for IPB Members’ Honorarium

Daily Rate and Time Commitment

Position Title	Honorarium Amount (Daily Rate USD)	Annual Commitment Days	Total Annual Amount
Board Chair	800	50	USD 40,000.00
Board Vice Chair	800	40	USD 32,000.00
Members	800	35	USD 28,000.00

Daily Rate: The NCSC agreed that for all positions, an honorarium per day is set at USD 800.00. This is a midpoint between the current IPB honorarium, and the range proposed by the SRI Executive, but still competitive and attractive to future members.

Maximum Paid Time Commitment: The NCSC agreed that the time commitment of the members would be fixed at a maximum number of days per position.

Rationale: The NCSC acknowledged that the required time may surpass the agreed limits on occasions; these days would be pro bono. NCSC recognizes the benefits of having senior executives on the IPB, who have other demands on their time, and stresses the strategic and non-executive nature of the IPB.

NCSC Recommendation for IPB Members' Travel Policy

The NCSC agrees with the observations from the SRI Executive and recommends that the IPB Travel Policy be updated to take into account the points highlighted for improvement.

Policy should emphasize that travel is undertaken when it adds clear strategic value.

For subcommittee meetings, consultations indicate a virtual first approach.

Encourage economy class for flights of 4 hours or less. Consider carbon footprint in travel choices and report annually on cumulative board-related travel emissions.

Publish a short anonymized summary of total IPB travel and meeting costs.

Clarify how departure and return days are treated in the DSA policy.



Observations Beyond the NCSC Review Mandate

SRI Executive highlighted some themes that the NCSC considered as needing attention; however, not by the NCSC, as it would be an overreach and not wanting to call for another UGR 1.0

- The perceived hierarchy within the CGIAR governance structures, where IPB and IPB AFRC receive higher honoraria in comparison to the Center board members. Some Center Board members and System Council members, during SC22, called for the review of the Center Board honoraria.
- The need for alignment of roles and responsibilities for each governing body to address overlapping mandates and unclear boundaries
- Communication (The NCSC held meetings with three key stakeholder groups to present the recommendations prior to this call)
- The NCSC also recommended to the System Council that another benchmarking of the IPB Honoraria be carried out three years from the date of the proposed decision .