

## 2005 Progress Report on Implementation of EPR and EMR Recommendations

**Center: International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)**

**Dates of EPR/EMR Report Presentation and Discussion:**

**Interim Science Council: August 2003**

**CGIAR Executive Council: September 2003**

**CGIAR (AGM): October 2003**

Recommendation (EPR)	Center's Response	Implementation		
		Milestones	Progress Achieved	Target Date of Completion
1. Continue to undertake strategic research on genomics and transgenic product development for SAT crops; and together with the other CGIAR Centres and relevant partners, address the pressing issues on intellectual property, biosafety and public acceptance of transgenic crops.	Accepted	New products of genomics research and genetic engineering of SAT crops; policy and guidelines on IP, biosafety, and releases of transgenic crop varieties	<i>Genome research active, GMC pipeline flowing, IP policy and biosafety guidelines in place and cooperation across CGIAR centers positive.</i> 2005: Progress continued (See 2006-2008 MTP for full details). This task is ongoing for the foreseeable future.	Implemented in 2004 and now on-going.
2. Maximize the synergy possible when GT1 (Harnessing Biotechnology for the Poor) and GT2 (Crop Improvement, Management and Utilization for Food Security and Health) plus their partners work closely together to generate International Public Goods for the SAT. ICRISAT should rapidly re-engineer and rebuild its crop improvement programmes and further enhance the evolution of the two-pronged breeding strategy for Asia and Africa.	Accepted	GT1 and GT2 are fully integrated; crop improvement programs in Asia and in Africa are well-developed and effectively implemented	<i>GTs on biotechnology and crop improvement and their partners working in close harmony and synergies for the production of IPGs being exploited. GTs of GT BT and GTCI discussed prioritization and a workshop planned for 05. Breeding programs in Africa being strengthened.</i>	Achieved 2004/5.

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3. Phase out GT3 (Water, Soil and Agro-biodiversity Management) research in Asia where it no longer has a comparative advantage, by devolving this research to NARS. These resources should be redeployed in Africa where they should be engaged in addressing some of the major challenges in land, water and agro-biodiversity research facing the SAT of that continent.	Accepted	GT3 research in Asia completely phased out; resources transferred to Africa	<i>Core-funded GT Agroecosystems work in Asia being transferred fully to special project funding by 31/12/05 (minor exception:s one on-station long term trial, Met station services and analytical laboratory costs). ICRISAT continuing, and will continue to play at NARES and donor request, vital coordinating role in Asian special project watershed improvement consortia.</i>	Started 2004, Achieved 2005 for the 2006 budget. Final savings will come on-stream in 2006-7 following payment of Asian staff retrenchment costs.
4. Prioritize and consolidate activities in Integrated Pest Management (IPM) and Integrated Disease Management (IDM). Potential projects should be chosen with priority being given to projects that address constraints that are important in Africa and are potentially solvable through IPM or IDM approaches.	Accepted	IPM and IDM projects are consolidated and focused primarily on African problems	<i>Consolidated IPM/IDM approach adopted and implemented e.g. 2004-2007 E.African Striga control project.</i>	Achieved 2004

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5. Rationalize the role, scope and objectives in terms of its comparative advantage in conducting research generating IPGs in GT4 (Seed systems). This includes addressing the anticipated problems related to marketing transgenic materials it will produce. The purposes and goals of GT4 will be best served if its activities are strongly anchored into appropriate global themes where interdisciplinarity can be enhanced and resources more efficiently and effectively utilized.	Accepted	ICRISAT's role involvement in seed systems research is rationalized.	<i>Seed systems research rationalized and market chain research approach implemented to produce IPGs. Marketing issues for IPR and biosafety issues related to transgenic materials being addressed where possible and where appropriate. Harmonization of variety registration procedures in support of the commercialization agenda with strong backward links to GT Crop Improvement and forward links to GT SAT futures.</i> 2005: GT Seed Systems has now been fully subsumed into GT Crop Improvement and GT Markets, Policy and Impact.	Achieved 2005
6. GT5 (Enhancing crop-livestock productivity and systems diversification) should transfer assessment of feed quality to GT2 (Crop Improvement, management and utilization) and cease its other activities in Asia. The level of staffing should be increased, and strategic research in sub-Saharan Africa expanded, particularly in landscape level research on new systems. To ensure coherence in ICRISAT's programmes this theme should be merged with GT3 (Water, soil and agro-biodiversity management).	Accepted	GT3 and GT5 fully merged and activities focused on problems of SSA; breeding for higher fodder yield and quality transferred to GT2.	<i>Implemented 2004</i>	Achieved 2004

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<p>7. More vigorous implementation of the recommendations of the CCER of Socio-economics and Policy Research Programme at ICRISAT, 1996-2001. More social science resources should be re-allocated from GT6 (SAT Futures and Development Pathways) to the other themes under the leadership of non social scientists and the work program of social science should be more sharply focused on strategic assessments and activities that best inform macro and longer run priority setting in ICRISAT.</p>	Accepted	Social science research restructured and more focused on strategic assessments and supportive of priority setting	<p><i>Implemented 2004 but Social Science disciplines remaining essentially visible at institutional level.</i></p> <p>2005: GT SAT Futures has been disbanded and refocused into a new global theme GT Markets, Policy and Impact for which the theme scope is closely in accordance with EPR recommendations</p>	Achieved 2005
<p>8. Rationalize the role, scope and objectives of the Institute in VUSAT and provide management with clear guidance on where the limits of ICRISAT's interest lie consistent with its comparative advantage in IPG research. Further, the term University should be replaced with a more appropriate term such as "Virtual Learning Centre for the SAT".</p>	Accepted	ICRISAT's role in VUSAT well rationalized; VUSAT renamed to exclude the word "university"	<p><i>VASAT title changed. Role, scope and objectives rationalized consistent with IPG research</i></p>	Achieved 2004
<p>9. ICRISAT should rapidly restructure its programmes and transfer its Headquarters, and all programmes except its strategic plant genetic resources and enhancement programme, to sub-Saharan Africa.</p>	Not accepted	Agreed ICRISAT task force recommendations fully implemented	<p><i>ICRISAT Task Force recommendations awaiting Governing Board response</i></p> <p>ICRISAT management proposals to achieve Governing Board approved recommendations (as reported at AGM 04) have been implemented. Financial targets indicating ICRISAT's commitment to Africa of at least 60% has been achieved.</p>	Achieved 2005

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1. Consult with the host country to reduce the number of host country positions on the Board and to ensure that host country nominees can serve full Board terms of appointment.	Accepted	Discussed in GB meeting in Sep 03.	Report on practices in CG Centers discussed in GB in April 04. ICRISAT is not unique in its practice. The contributions of host country nominees in their different capacities, including their role in enhancing South-South collaboration for SSA, are important outcomes of their membership.	The GB decided to maintain the status quo. There are 13 GB members presently.
2. Neither the Chair nor Vice Chair position on the Governing Board should be held by a host country member.	Accepted	Discussed in GB meeting in Sep 03	GB did not accept the recommendation for the Vice Chair. GB Chair is not from the host country.	Action completed in Sep 2003.
3. The Board continue to meet twice a year, one meeting at the headquarters site and the other at an African regional site on a rotational basis.	Accepted	Discussed in GB meeting in Sep 03	GB agreed to meet as recommended from the 2004 meetings.	Action completed on 24 Sep 2003.
4. New Board members should receive a comprehensive indoctrination on Board governance responsibilities in addition to their orientation to the Centre's programmes.	Accepted	Recommendation being incorporated in the Board's rules of procedures	New members joining since Sep 03 have all received a comprehensive induction with specific reference to governance responsibilities.	Implemented since 22 Sep 03 and ongoing activity.
5. Entire Board should regularly and systematically review and document its own performance (including the Chair's), set performance objectives based on that assessment, and intentionally address on-going Board development based on the assessment. Board Committees should be required to do likewise.	Accepted	Recommendation being incorporated in the Board's rules of procedures	Evaluation system introduced into the GB meeting since Sep 03.	Implemented since 22 Sep 03 and ongoing activity.

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6. Adopt the practice of an annual "in camera" session to discuss the overall organization performance, without the Director General present.	Accepted	-	The system is already in place.	Ongoing activity.
7. Board should adopt the "model" grievance and appeal process, as proposed by the Committee of Board Chairs, including as a final step for IRS staff the right to appeal to the International Labour Organization Administrative Tribunal in Switzerland (which can be done at minimal cost).	Accepted	Discussed in GB meeting in Sep 03.	A review undertaken by the management and findings discussed in April 04 GB meeting.  GB adopted the model grievance & appeal process proposed by CBC.	Implemented in April 04.
8. Finance Committee should be disbanded and that its responsibilities for financial planning and oversight be assumed by the Executive Committee and that the oversight of both the external and internal audit functions be assumed by the Audit Committee.	Accepted	Discussed in GB meeting in Sep 03.	Implemented as recommended.	Implemented as of 22 Sep 03.
9. Technology Exchange Committee should be disbanded and its responsibilities be added to the Programme Committee. This action will also ensure that major programmatic items that should be discussed by the full Board will be taken up at that level.	Accepted	Discussed in GB meeting in Sep 03.	Implemented as recommended.	Implemented as of 22 Sep 03.
10. Board and Management commit to a break-even or better budget in the Centre's annual financial planning and operations.	Accepted	Discussed in GB meeting in Sep 03.	A Balanced Budget Policy is always the guiding principle for the Board and it strives its best to achieve this position. Surplus budget had been achieved for two successive years (2003 and 2004).	Ongoing activity.

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11. Introduce an improved system of performance evaluation for all IRS and SMG, which incorporates elements of the 360-degree system.	Accepted	Discussed in GB meeting in Sep 03.	A study was conducted by the management and proposal discussed in GB in April 04.	The strengthening of the performance evaluation system is ongoing.
12. Benchmarking against <i>best practice</i> norms be undertaken for the Facilities and Support Service Units.	Accepted	Benchmarking done periodically.	Continuous improvements done based on the Benchmark findings.	Ongoing activity.
13. Competencies of the PDMO be reviewed in light of the Terms of Reference for the Office, and that missing experience and skill sets be added.	Accepted	PDMO competencies reviewed.	Reconfigured PDMO and Communication Office in place since Jan 2004. Have hired two marketing experts with MBAs to strengthen day-to-day operations and a third to do a marketing strategy/plan for targeting private sector financial resources in Asia.	Re-skilling is ongoing.