

## Progress Report on Implementation of EPMR Recommendations

**Center: International Rice Research Institute (IRRI)**

**Dates of EPMR Report Presentation and Discussion:**

**Science Council: May 2004**

**Executive Council: September 2004**

**CGIAR (AGM): October 2004**

Recommendation	Center's Response	Implementation		
		Milestones	Progress Achieved	Target Date of Completion
1. IRRI stimulates the global community to establish gene-trait linkages in carefully selected germplasm in targeted way, as rapidly as possible, for purposes of plant improvement, making results available to all. IRRI should report to the Board of Trustees by April 2005 on its progress in implementing this initiative with its partners.	Accepted	An international consortium established to provide a public resource platform and broaden access to genetic resources and genomic technologies.	The IRFGC was formed in 2003 ( <a href="http://www.iris.irri.org/IRFGC">www.iris.irri.org/IRFGC</a> ) with IRRI as the coordinator. The first collective paper on rice mutant resource involving 12 laboratories around the world was published (Hirochika et al. 2004. <i>Plant Mol. Biol.</i> 54:325-334).  The Consortium is implemented through a "federal" system of coordination and collaboration. As of 2004, at least 14 projects subscribe and contribute to the objectives of IRFGC. These projects include seven funded by the IRRI-USAID Linkage Program, two (Mutant Characterization and SNP Initiative) by the Generation	2010
				2006-8 (most projects have 2-3 years duration)

			Challenge Program, and four (TILLING, Disease Mutant Gene Expression, Microarray-based Mapping, Small RNA) by the USDA NRI competitive grant program.	
			<p>In addition, under the umbrella of IRFGC, IRRI facilitated the formation of a national rice functional genomics program in India with support from the Department of Biotechnology and India Council of Agricultural Research. Similar effort of facilitation is being pursued in Indonesia.</p> <p>IRRI initiated a SNP discovery project with Perlegen Sciences to conduct comprehensive SNP analysis of multiple rice varieties. IRRI invested strategic research funds and leveraged support from the Generation Challenge Program to re-sequence 15 to 20 diverse accessions to create a public SNP database. The SNP initiative has mobilized the rice research community to contribute funds (through proposal development) and expertise to expand the project.</p>	<p>2006 (Expect to help initiate a national program in Indonesia)</p> <p>2006 (Expected to complete phase 1 SNP project)</p>

		<p>Fifth International Rice Genetics Symposium and Third International Rice Functional Genomics Symposium</p>	<p>IRRI will host both symposia in Manila during November 19-23, where we expect over 500 of the world's prominent rice and plant geneticists to assemble to discuss international collaboration following the complete sequencing of the rice genome (<a href="http://www.irri.org/rg5/">http://www.irri.org/rg5/</a>)</p>	<p>2005</p>
--	--	---	---	-------------

Recommendation	Center's Response	Implementation		
		Milestones	Progress Achieved	Target Date of Completion
2. IRRI links the work currently carried out in Project 5 with the challenge of achieving higher yields in the most intensive production systems in the context of diminishing water supplies. Further, IRRI should extend its modeling and GIS research to optimize water-saving technologies at the irrigation scheme level to provide options for water allocation.	Accepted	1. Physiology of and breeding/ selection of cultivars that have high yield potentials and do well under water limited conditions	We have identified three varieties Apo, Magat, UPLRI-5.7 that yield 6 t ha <sup>-1</sup> for aerobic conditions in the Philippines. Variety PBRc80 yields as high as IR72 (a high yield lowland rice variety) in flooded conditions and has stable yield under aerobic condition or under alternate wetting and drying irrigation. Studies on the physiology of this high performance germplasm are being undertaken.	2007
		2. Methodology for modeling and GIS to analyze water saving scenarios and their effect on system level hydrology and water allocation	We have used ORYZA2000 to explore different water savings options for rice cultivation in two irrigation systems in China. The outputs from ORYZA2000 were linked to a GIS-based regional hydrology model (from CSIRO, Australia) of the whole irrigation systems to identify the impact of water savings on system water balance components. We are in the process of using the models to have dialogues with system managers, water resource	2006

			policy makers at the two systems to study different scenarios of water allocation.	
--	--	--	--	--

<b>Recommendation</b>	<b>Center's Response</b>	<b>Implementation</b>		
		<b>Milestones</b>	<b>Progress Achieved</b>	<b>Target Date of Completion</b>
3. IRRI includes the results of ex ante impact studies in unfavorable environments in its priority setting exercises. The existing evidence indicates that less emphasis should be placed on uplands with low production potential and more emphasis is needed on rice-based cropping systems along the toposequence and favorable non-flooded rice systems.	Accepted Comment: IRRI did not fully accept the recommendation that less emphasis should be placed on uplands, but agreed that we'll conduct ex-ante analysis of research investment in uplands.	Ex-ante analysis of impact of research investments in uplands and lowlands	This analysis is included in the agenda of IRRI's strategic planning to be held in 2005.	April 2006

<b>Recommendation</b>	<b>Center's Response</b>	<b>Implementation</b>		
		<b>Milestones</b>	<b>Progress Achieved</b>	<b>Target Date of Completion</b>
4. Activities on "Constraints to adoption of improved rice technologies assessed" in Project 10 and the entire Project 11 are transferred to Programs 2 and 3, while the rest of the activities in Project 10 be done in a new stand-alone Project, with Program 4 being dissolved.	Accepted Comment: This recommendation has several components, some were accepted while the need to consider additional factors were highlighted in our response.	Transfer for Project 11 to Program 3  Relocation of Projects 10 and 12, and determination of the need/ dissolution of Program 4	Project 11 was amalgamated with Project 8 of Program 3 at the start of 2005.  Analysis of this is included in the agenda of IRRI's strategic planning to be held in 2005 and the subsequent development of a new MTP.	Accomplished.  April 2006

Recommendation	Center's Response	Implementation		
		Milestones	Progress Achieved	Target Date of Completion
5. IRRI establishes a forum of rice growing countries with the purpose of financing and revitalizing INGER.	Accepted	<p>UPOV-INGER PVP training-workshop and Technical Meeting conducted.</p> <p>Formation of Regional INGER clusters.</p> <p>Regional meetings and training - INGER East Asia, INGER Southeast Asia, INGER South, Asia, Central Asia.</p>	<p>Regional cooperation on DUST established</p> <p>New mode of sharing germplasm and linking with other projects discussed.</p> <p>For discussion in the CORRA meeting in 2005.</p> <p>Exploratory meeting in 2005.</p>	<p>2004</p> <p>CORRA monitoring/ review of INGER is a continuing activity.</p> <p>To be started in 2006 (will be a continuing activity).</p>

<b>Recommendation</b>	<b>Center's Response</b>	<b>Implementation</b>		
		<b>Milestones</b>	<b>Progress Achieved</b>	<b>Target Date of Completion</b>
6. IRRI commissions a study, based on the vision of IRRI's role in 5-15 years, to assess the relative merits of the current model with some outreach activities, and the majority of scientists in headquarters, as compared with a model with increased outreach research staff in all those rice-producing countries where close proximity and visible presence are deemed necessary.	Accepted	<ol style="list-style-type: none"> <li>1. TOR developed &amp; approved</li> <li>2. Committee Members identified</li> <li>3. Review implemented and published.</li> <li>4. Responses developed &amp; presented to IRRI Management &amp; Board</li> <li>5. Responses implemented.</li> </ol>	IRRI has moved quickly on this achieving full completion of steps 1, 2, 3 and 4 and partial completion of 5.	December 2006

<b>Recommendation</b>	<b>Center's Response</b>	<b>Implementation</b>		
		<b>Milestones</b>	<b>Progress Achieved</b>	<b>Target Date of Completion</b>
7. Annually, the Nominating Committee develop a List of Trustee Competencies required by IRRI over the next 5 years and, on approval by the Board, develop its list of potential candidates accordingly. This List should also be a key input in the Board's decision as to whether a second term should be offered to current Trustees up for re-election. Automatic second term election, even where there are no adverse circumstances suggesting otherwise, should not be the norm.	Accepted	Nominating Committee draft paper on trustee competencies for the next five years submitted for approval in Sept 2005 board meeting	Nominating Committee draft paper was discussed in the Sept 2004 meeting of the board. Refinements are being considered by the committee	April 2006

<b>Recommendation</b>	<b>Center's Response</b>	<b>Implementation</b>		
		<b>Milestones</b>	<b>Progress Achieved</b>	<b>Target Date of Completion</b>
<p>8. IRRI provide all members of the Finance and Audit Committee with:</p> <p>i) a monthly Cash Flow forecast for the ensuing 6 months; ii) monthly income and expenditure statements (with actual-vs.-budget comparisons and commentary); iii) quarterly reports on project costs and revenues - highlighting those where cost under/over runs exceed 10%and articulating what management is doing to resolve the issues; and iv) monthly reports on investment income compared to budgeted income. All Board members should receive this same information on a quarterly basis, and all these reports should be available to Board members within 20 days of the end of the reporting period.</p>	Not accepted		<p>As stated in IRRI's response to this recommendation the quarterly financial report to the Board has been enhanced to include the additional items recommended by the Panel. The enhanced report is being issued as planned, four times in a year.</p>	On-going

<b>Recommendation</b>	<b>Center's Response</b>	<b>Implementation</b>		
		<b>Milestones</b>	<b>Progress Achieved</b>	<b>Target Date of Completion</b>
9. IRRI develop updated Investment Portfolio Guidelines that cover the broad spectrum of portfolio management guidelines typically addressed, including maturities; types of instruments; risk assessment, risk management and reporting; benchmarking arrangements; currency hedging arrangements; and the risk and portfolio reporting procedures for the FAC and the Board, for the External and Internal auditors, and for Management.	Accepted		A new investment policy has been approved by the Board after wide consultation. The final document was approved on April 15, 2005.	Document is completed and is now in use.

Recommendation	Center's Response	Implementation		
		Milestones	Progress Achieved	Target Date of Completion
<p>10. Programs 2 and 3 become the flagships of IRRI's research effort, with strong and articulate Leaders, who should prioritize and implement integrated research within their assigned ecosystems. They will be IRRI's representatives in the Programs. research consortia and will be the spokespersons for their respective Programs. The Leaders have the following tasks: i) When setting priorities they should evaluate alternative approaches to alleviating the poverty problems in their ecosystems, and recommend changes to project structure as needed; ii) In implementing the research they should control the GOC and FTE inputs, and thus may negotiate for the human resources from all the Divisions as needed; iii) At particular milestones during or at the close of their research, they should sponsor studies of the impact of their work.</p>	<p>Accepted</p> <p>Comment: we agreed that a thorough assessment of 'flagship' status was needed, but this should be defined – not in isolation – but as a part of an overall strategic planning exercise. Once this has been approved, a new MTP will be developed that will take into account any structural changes needed to operationalise the MTP.</p>	<ol style="list-style-type: none"> <li>1. Support and active participation by the member country NARES, indicated by new projects or initiatives funded by the NARES or contributions in kind.</li> <li>2. Continued or new support by donors to the consortia.</li> <li>3. Project review or impact assessment on the consortia as a whole or the component technologies or activities in the target countries.</li> <li>4. Clearly stated functions and responsibilities of the program leaders or the consortia</li> </ol>	<ol style="list-style-type: none"> <li>1. Strong support and commitment received from the member country NARES to the two consortia in the Programme 2 and 3 indicated through the project development meetings and the new proposals submitted to donors.</li> <li>2. New funding from SDC for IRRC under Programme 2 and from ADB for CURE under Programme 3 successful achieved for 4 more years (2005-2008).</li> <li>3. The new strategic planning exercise is underway, which is expected to lead to a new institute strategic plan and a new MTP.</li> </ol>	<ul style="list-style-type: none"> <li>• IRRI new strategic plan and a new MTP will be developed by April 2006.</li> <li>• Review and impact assessment of the programs in 2008.</li> </ul>

		coordinators in the context of IRRI's new strategic plan and the new MTP, to be developed in early 2006.		
--	--	--	--	--