

Progress Report on Implementation of EPMR Recommendations

Center: International Plant Genetic Resources Institute (IPGRI)

Dates of EPMR Report Presentation and Discussion:

Interim Science Council: June 2003

CGIAR Executive Council: September 2003

CGIAR (AGM): October 2003

Recommendation	Center's Response	Milestones	Implementation Progress Achieved	Target Date of Completion
<p>1. IPGRI position itself clearly by focusing on a number of topical research areas in which progress is lagging, where few others at the international and national level are active, and in which IPGRI has a comparative advantage. The Panel recommends that IPGRI take a holistic approach to decide in which topics it will invest further in order to excel.</p>	<p>Accepted</p>	<p>Topics clearly specified in the Center's strategic plan</p>	<p>In the course of developing the new IPGRI strategy, a careful examination was carried out of the Institute's comparative advantage and of stakeholder needs and expectations. This has resulted in a reshaping of the programme content and structure to maximize impact, including through partnerships and leveraging. Priority is being given to topics that require a holistic approach, and that are of critical importance to resource-poor communities and weaker national programmes.</p>	<p>October 2004</p>
<p>2. Explore opportunities for optimising use of forest genetic resources (FGR) network databases through meta-analyses across regions and other methods that would contribute to understanding of general global forest genetic resources patterns and dynamics.</p>	<p>Accepted</p>	<p>Across-region analyses of forest genetic resources data undertaken</p>	<p>Various opportunities are being explored. For example, a project proposal is being developed to aid restoration in dry forests and to examine the contribution of FGR to sustainable livelihoods. To develop a better understanding of the underlying</p>	<p>First analyses should be completed by summer 2005</p>

			scientific basis for landscape biodiversity restoration, the project will involve meta-analyses of existing forms of information.	
3. Proactively engage with CIFOR and ICRAF to review and update the 1993 agreement on their shared agenda, redefine roles as appropriate and implement mechanisms to facilitate regular interactions necessary for effective collaboration and information sharing.	Accepted	1993 agreement with CIFOR and ICRAF reviewed and updated; mechanisms for regular interactions implemented	Contacts were established in early 2004 with CIFOR and ICRAF at the DG, DDG-Research and scientist level. IPGRI, CIFOR and ICRAF are taking the lead in an inter-Centre initiative to develop and communicate a common CGIAR FGR strategy. At the ICWG-GR meeting in Hyderabad in February 2005, strong support was expressed for this initiative and also more specifically to highlight the forest genetic resources activities of the CGIAR at the IUFRO conference in September 2005 in Brisbane, for which SGRP will provide some financial support..	February 2005
4. The Panel recommends that IPGRI review the position of the Musa programme with a view to completing full integration of INIBAP into the Centre. Options considered should include: (a) removing use of the INIBAP acronym (this might accompany a 'rebranding' of the entire Centre); (b) establishing the Musa work, possibly together with other IPGRI commodity work, as a new grouping. The head of the group could be at Group Director level, with appropriate reporting lines; (c) rationalising use of the Montpellier	Noted	Options suggested by the Panel for full integration taken into consideration	The new programme structure of IPGRI assimilates the activities of INIBAP into the Commodities for Livelihoods Programme, directly responding to point (b). This positions the Institute to continue to make a focused contribution on <i>Musa</i> , reflecting the importance of the crop, while at the same time facilitating wider benefit of the knowledge and experience of INIBAP scientists to work on other commodities and <i>vice versa</i> . The new structure and associated administrative changes address points (c) and (d). With reference to point (a), the	January 2005

<p>facility to optimise scientific synergies and administrative function with IPGRI headquarters; and</p> <p>(d) rationalising use of the regional facilities to achieve maximum scientific synergy and efficiency, again with an appropriate reporting structures.</p> <p>5. Develop, and obtain Board approval for, the Institute's policy and guidelines on research and breeding, including field trials, of genetically modified bananas and other crop products. The policy should articulate a clear strategy for obtaining public support for any introduction and field testing of GM crops in the environment.</p>	<p>Accepted</p>	<p>Policy and guidelines developed, approved by the Board, and promulgated</p>	<p>INIBAP acronym no longer appears at Programme level in the institutional structure or organigram. It is still in use where important for communication with long-standing partners or for donor visibility. The issue will, however, be addressed in the context of future discussions on rebranding IPGRI as a whole. In any case, the INIBAP identity will have to be retained for formal purposes until issues relating to the legal status of IPGRI and INIBAP in France have been resolved</p> <p>A new draft policy on working with GMOs in IPGRI was reviewed by the Board in March 2005. Based on the guidance provided it will be finalised for approval in September 2005. The new policy follows the CGIAR guiding principles on GMO's and more specifically acknowledges that GMOs have two distinct roles in agricultural research: as tools, to facilitate discovery, and as outputs with specific production benefits. In both, IPGRI will adhere to three primary principles, (1) IPGRI will ensure transparency in all its work related to GMOs; (2) IPGRI's work with GMOs will be designed to produce global public goods; (3) IPGRI will observe the highest standards of safety in the conduct of laboratory and field experiments.</p>	<p>March 2005 - September 2005</p>
--	-----------------	--	---	------------------------------------

<p>6. Recruit a full time staff member with the necessary academic qualifications and experience in environmental and agricultural economics, preferably with a focus on PGR.</p>	<p>Accepted</p>	<p>Staff member with appropriate qualifications recruited</p>	<p>Various initiatives have been taken, which are coordinated through the new programme 'Diversity for livelihoods'. An Associate Scientist was hired in September 2004 to work in Rome on economics of agrobiodiversity, with particular focus on Central Asian countries. A second associate scientist strengthened the economics capacity in January 2005. In addition, discussions are continuing with IFPRI regarding the future hiring of an additional specialist in agricultural economics, specifically to support the work done by the Genetic Resources Policy Initiative (GRPI).</p>	<p>January 2005</p>
<p>7. Over the next 5 years, the Institute should focus most of its resources for international policy work on supporting the national institutions with the implementation of the ITPGRFA and related provisions of the CBD.</p>	<p>Accepted</p>	<p>Increased support to national institutions in the implementation of ITPGRFA and CBD.</p>	<p>IPGRI is investing much time and energy on support to the International Treaty, which came into force 28 June 2004, and to the CBD. Related work at the national level to support implementation is being strengthened through various restricted projects, in particular GRPI. IPGRI will seek continuation of this support for 2006 and beyond. However, the CCER of IPGRI's policy work in March 2004, cautioned against IPGRI foregoing activities at the international level. Therefore IPGRI is aiming for the right balance between international and national policy work. The number of policy positions at Headquarters has been increased from one to two. A locally</p>	<p>GRPI strengthened in October 2004</p> <p>Additional policy and law specialist selected in April 2005</p>

			recruited scientist is being appointed to join the Senior Policy Specialist, who now heads the Policy and Law Research and Support Unit. We have also recently hired a policy and law specialist to strengthen our GRPI team in Nairobi.	
8. Establish specific mechanisms to promote collaboration between the Regions at the Regional Director level.	Accepted	Increased inter -regional collaboration	Since June 2004, IPGRI dedicates time at least twice yearly for face-to -face meetings among Regional Directors, as well as providing enhanced teleconferencing facilities in Regional Offices for bilateral and multilateral virtual meetings. Moreover, the new programme structure emphasizes the common agenda in the regions and shared ownership of research activities across the programme.	June 2004
9. Review staff time allocation between research work and technical assistance, particularly in the Regions.	Accepted	Staff time allocation reviewed and rationalized in the context of the strategic plan	The new IPGRI strategy and structure provide a clearer separation of responsibilities for research and technical assistance activities.	October 2004
10. The panel recommends that a more formal relationship between the Board and the Institute's management to ensure that the Board's governance role as overseer is effectively exercised. To this end there should be: (a) a regular monthly interaction between the Chair and the DG;	Accepted	Measures suggested by the Panel implemented leading to more formal relationships between the Board and Management	All of these issues have been addressed by a review of current practices, especially but not exclusively, in the course of developing and implementing the new IPGRI strategy. They are being incorporated as appropriate into the Board Policies and Procedures. Specifically: (a) The Board Chair and the Director General communicate at least monthly by telephone and face -to -face when possible.	November 2003

(b) the agenda and minutes of the MEC made available to the Chair on a timely basis;			(b) The agenda and minutes of the Management Executive Committee are sent regularly to the Board Chair.	January 2004
(c) Board approval of a schedule of issues and expenditure levels on which management has to inform and seek approval from the Board;			(c) A schedule of issues and expenditure levels on which management has to inform and seek approval from the Board was approved in March 2004.	March 2004
(d) a discretionary annual imprest account of, say, US\$ 50,000 for the Chair;			(d) A discretionary annual imprest account of US\$50,000 has been made available to the Board Chair.	March 2004
(e) an Executive Committee-MEC conference call at least once between scheduled Board meetings;			(e) Several topics are now regularly discussed electronically through email by all Board members. The necessity of additional Executive committee/ MEC conferences between Board meetings is reviewed in the monthly interactions between the Chair and the Director General	March 2004
(f) an invitation to the Leader of POTG to the November project review meeting;			(f) The new structure of the IPGRI is now operational with a Priorities and Strategies Committee meeting three times per year. Discussions are ongoing with the leader of the Programme Oversight Task Group how she/he would like to be briefed and or attend some of the PSC meetings.	March 2005
(g) more regular interaction between the Leader of the FITG and the DFA;			(g) The Director of Finance (now Director of Corporate Services) meets twice a year with the Finance and Audit Task Group (FATG; successor to the FITG) to review in detail the progression of IPGRI's finances and audit activities. In addition he provides updates to the Finance and	March 2004

			Audit Task Group on a quarterly basis.	
(h) a strengthening of the financial and economic oversight by the Board through appropriate selection of the next three Board members; and			(h) A Trustee with a strong management and economic oversight joined the Board in March 2004. In addition, a Trustee with a strong finance background joined the Board in April 2004. Finance and Economics remain priorities for the next round of nominations.	March 2004 April 2005
(i) a review of the Board procedures, particularly as they relate to the composition of Board quorums and the voting rights of the DG.			(i) Issues relating to Board quorum and voting rights were discussed by the Board in March 2004 and modifications made to the Board Policies and Procedures. Accordingly, the quorum remains eight, with an exception in the case of election of a new Director General, who shall be elected by a majority of two thirds of the voting members of the Board. The Director General does not have voting rights for the selection of the DG	March 2004
11. The Panel recommends that a more formal and transparent planning and decision making process is required with respect to the Institute's scientific programme, whereby: (a) an appropriate ToR for MEC should be agreed with the Board, which would include the requirement that all new projects and activities are approved by the full MEC before they are submitted to donors;	Accepted	Measures recommended by the Panel implemented	All of these issues have been addressed in the course of developing and implementing the new IPGRI strategy. Specifically: (a) A new Priorities and Strategies Committee has been established to discuss and approve all new strategic directions and assign priorities among projects. MEC has been replaced by the Senior Management Team (SMT) as of 1 January	January 2005

			2005 and deals with institutional management.	
(b) MEC meet regularly once a month, and the agenda and minutes are available on the intranet to all staff in a timely manner;			(b) MEC and now the Senior Management Team meets at least monthly and minutes and agendas of the meetings are made available to staff on the IPGRI Intranet.	January 2004
(c) Regional Directors report directly to the DDGP; and			(c) This recommendation was implemented in 2003 and the arrangement continues under the new IPGRI structure, wherein Regional Directors report to the Deputy Director General.	August 2003
(d) all activities with an annual budget of over US\$ 500,000, and activities where IPGRI is assuming non-traditional risks, are brought to the attention of the Executive Committee of the Board.			(d) This recommendation has been implemented. Moreover, IPGRI's Risk Management procedures have been strengthened considerably.	September 2003
12. A key senior individual be exclusively dedicated to fund raising, working to the Board approved fund raising strategy incorporating an appropriate PR function.	Accepted	Senior staff identified and assigned exclusively to fund raising	Dr Paul Harding has been appointed as Assistant Director General-Donor Relations, exclusively dedicated to fund raising, as of 1 March 2005. Dr Harding will be working closely with other managers on resource mobilization issues including public relations (which function is also in the Office of the Director General) as it applies to marketing IPGRI.	March 2005