

**Global Rice Science Partnership (GRiSP)  
2nd Oversight Committee (OC) Meeting  
13 October 2012  
IRRI, Los Baños, Laguna, Philippines**

<b>Participants:</b>	<p><b>IRRI BOT:</b> Jillian Lenne, Stephen Baenziger, and Robert S. Zeigler (DG, <i>ex-officio</i>)</p> <p><b>AfricaRice BOT:</b> Barbara Becker and Masa Iwanaga</p> <p><b>Independent Experts:</b> Paul Mafuka (INERA, DR Congo), Kei Otsuka (GRIPS, Japan), Susan McCouch (Cornell University, USA), and Anne-Lucie Wack (Agropolis Foundation, France)</p> <p><b>Program Planning and Management Team (PPMT):</b> Bas Bouman (GRiSP Director), Achim Dobermann (IRRI), Marco Wopereis (AfricaRice), Joe Tohme (CIAT), Nour Ahmadi (Cirad), and Osamu Koyama (JIRCAS)</p>
<b>Regrets:</b>	<p>Alain Ghesquiere (IRD)          Beatriz da Silveira Pinheiro (EMBRAPA, Brazil)          Papa Seck (DG, AfricaRice)          Subbanna Ayyappan (ICAR, India)          Wanda Collins (for CIAT BOT)          Zhang Fusuo (CAU, China)</p>
<b>Supporting documents:</b>	<ol style="list-style-type: none"> <li>01. Strategy and Results Framework (SRF) Action Plan Zero draft of July 14, 2012</li> <li>02. 2011 GRiSP OC Meeting Summary</li> <li>03. GRiSP OC TOR and Members</li> <li>04. 2011 GRiSP Progress Report</li> <li>05. GRiSP Monitoring and Evaluation (M &amp; E) Strategy</li> <li>06. GRiSP Gender Strategy</li> <li>07. Performance Indicators Matrix for GRiSP</li> </ol>

Dr. Robert S. Zeigler, IRRI Director General, formally welcomed the members of the GRiSP Oversight Committee (OC) to its 2<sup>nd</sup> meeting at IRRI, Los Baños. Eight OC members were present, which constituted a quorum. Members who were not able to attend have officially conveyed their apologies. Dr. Kei Otsuka of GRIPS, Japan (an independent expert), was nominated to chair the meeting on behalf of Dr. Zhang Fusuo who was unable to come.

With reference to the 2011 OC meeting, Dr. Barbara Becker raised the important issue of the semi annual teleconference to allow interaction with the OC during the year. Dr. R. Zeigler said that it is a good idea to consult and seek immediate feedback from the OC on any critical issues arising from the previous OC meeting as well as new developments that could arise between meetings. Dr. Achim Dobermann informed that he had provided an update on GRiSP to the OC in June 2012, but agreed with Dr. Marco Wopereis' suggestion to provide a brief update on the status of GRiSP around March or April of the following year to include the achievements of the past year and be aligned with the spring Board meetings of the centers.

**Action point:** Dr. Bas Bouman will organize a semi-annual teleconference in March-April 2013 and prepare bullet points to summarize critical issues for seeking guidance from the OC.

The OC subsequently approved the agenda items for the meeting as well as the minutes of the 1<sup>st</sup> OC meeting held in October 2011. The following topics were further presented and discussed:

Topics	Discussion
<p><b>1. GRiSP global directions</b></p>	<p>Dr. Bas Bouman presented GRiSP’s global directions and some reflections on his focus as the new GRiSP director. He views GRiSP as a partnership to develop and deliver science-based solutions (products or services) for impact at scale.</p> <p><b>Highlights and suggestions</b></p> <ul style="list-style-type: none"> <li>• The national and private sector partners still regard CG centers as an important source of information and technology.</li> <li>• There is a need to facilitate and foster partnerships with both the development and research sectors, carefully define the types of partnership, and make explicit the partners’ contributions. In the current financial report, only CG-center funds are included and we need to have an estimate of the inputs from CIRAD, IRD, and JIRCAS.</li> <li>• There is a need to establish linkages with large partners from the BRIC countries especially Brazil, India, China, as well as Egypt, and the private sector.</li> <li>• There will be value in linking with big development players (large NGOs, farmer organizations) e.g., Catholic Relief Services, Sasakawa Foundation, etc.</li> <li>• It will be useful to include more partners during the next GRiSP Asia Review, as done during the 2011 and 2012 GRiSP Africa Reviews.</li> <li>• We should put more effort in ‘mainstreaming’ our gender strategy in GRiSP: getting gender issues better included in our activities and R&amp;D work.</li> </ul> <p><b>Action point</b></p> <ul style="list-style-type: none"> <li>• Bas Bouman will gather the regional theme leaders and focal points from all GRiSP strategic partners (IRRI, Africa Rice, CIAT, Cirad/IRD, and JIRCAS) in a workshop, by February 2013, to better define their roles, enhance portfolio management skills, and discuss cross-cutting issues such as gender, partnerships, impact-pathways, and M&amp;E.</li> </ul>
<p><b>2. Feedback on the GRiSP Global Forum</b></p>	<p>The GRiSP Global Science Forum was held immediately before the GRiSP OC Meeting and focused on the theme “Structural Transformations in the Rice Sector and Their Implications on GRiSP R&amp;D”. The forum was divided into three sessions, namely a) drivers of change, b) mechanization and postharvest, and c) value chains and the role of the private sector. Each session featured a keynote speaker and selected resource persons from the academia, industry, public and private sectors, and from IRRI.</p> <p><b>Highlights and feedback from the OC</b></p> <ul style="list-style-type: none"> <li>• There were differing views on the future changes in the rice sector regarding small farmers and viability of small farms in Asia.</li> <li>• GRiSP R&amp;D will need to target a number of typologies of small farmers: labour</li> </ul>

	<p>intensive, capital intensive, and knowledge intensive farmers in Africa, Asia, and Latin America.</p> <ul style="list-style-type: none"> <li>• Mechanization will play an important role in Asia and is a key entry point for intensification and diversification of rice-based systems in Africa. This will be one of the discussion themes during the 2013 Africa Rice Congress to be held in Yaoundé, Cameroon during the month of October.</li> <li>• The rapid transformation of rice supply chains in Asia, e.g., distance from markets, will strongly influence viability of small farms and will require different strategies for GRiSP R&amp;D.</li> <li>• In the context of the changing roles of public and private sectors in responding to farmers' needs, effective ways of how GRiSP could more effectively engage with the private sector were discussed. There is a growing imbalance between knowledge access among private and public sector partners: knowledge from the public sector is readily available to the private sector but knowledge from the private sector is not.</li> <li>• Another important task for GRiSP is to increase awareness on the best source of knowledge. A plan to revamp the Rice Knowledge Bank as a resource will be undertaken. The target of Knowledge Management (KM) will be the agriculture professionals (private and public) who have face to face interaction with farmers.</li> <li>• GRiSP should attract young people and engage them in research for development (R4D). There is a need to enhance capacity building of young rice scientists through strengthening linkages with the private sector foundations who offer internship programs for undergraduates or early/mid-career scientists.</li> <li>• Bas Bouman raised the issue of the purpose of the GRiSP global forum: is it to inform 'the outside world' about GRiSP activities and accomplishments, or to internally discuss progress and challenges, or something else? We should have clarity of the purpose and target audience of the forum. We may want to invite key donors and partners next year.</li> </ul> <p><b>Action point</b></p> <ul style="list-style-type: none"> <li>• The next GRiSP Global Forum will be held in conjunction with the Africa Rice Congress in October 2013, in Yaoundé, Cameroon. Clear definition of purpose and target audience will guide the planning.</li> </ul>
<p><b>3. Feedback on science reported over 2012 and suggestions for 2013</b></p>	<p>One of the important roles of the GRiSP OC is to provide strategic guidance on rice research under GRiSP and act as an “advisory” committee reporting to the Board Chairs of IRRI, AfricaRice, and CIAT.</p> <p>A brief summary of observations on the quality of science reporting for 2012 GRiSP activities and suggestions for 2013 are enumerated below:</p> <ul style="list-style-type: none"> <li>• The quality, breadth, and volume of the reported science highlights from the six major partners, e.g. IRRI, AfricaRice, CIAT, CIRAD, IRD, and JIRCAS has been outstanding.</li> <li>• The integration of major partners and the linkages between themes is increasing.</li> <li>• GRiSP's French (CIRAD, IRD) and Japanese (JIRCAS) partners are increasingly</li> </ul>

	<p>seeing an additional role of coordinating and acting as ‘portal’ to other national R&amp;D institutes who have a rice portfolio.</p> <ul style="list-style-type: none"> <li>• There is a need to establish connections with Brazil-India-China (BRIC) and Egypt rice research agendas.</li> <li>• The six major partners are beginning to speak with one voice.</li> </ul> <p><b>Identified needs</b></p> <ul style="list-style-type: none"> <li>• Greater emphasis on progress along impact pathways to connect efforts of scientists in different disciplines and to link with development partners from public and private sector.</li> <li>• Greater emphasis on global connections within themes and between institutes. In the current format, centers and institutes mostly present their individual work and we run the risk of losing the GRiSP flavour.</li> <li>• Greater emphasis on partnerships and types of collaboration.</li> <li>• Widening the audience by inviting more donors, and developing sound partnerships to leverage more funds.</li> </ul>
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The OC also appreciated receiving relevant updates on cross-cutting issues such as monitoring and evaluation (M & E) and impact assessment, gender, and partnerships for impact at scale. This is in keeping with their role to provide active guidance on certain scientific matters based on their areas of expertise. The highlights of the presentations are reflected below.

<p>4. Monitoring and evaluation (M &amp; E)</p>	<p>Aliou Diagne (Africa Rice) and David Raitzer (IRRI) reported on M &amp; E and impact assessment studies and strategies done in Asia and Africa.</p> <p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>• The M&amp;E framework &amp; strategy is already in place but is not yet fully implemented. There are different approaches to impact assessment between Africa (hub concept), and Asia and Latin America (demand driven analyses and data collection).</li> <li>• Objectively verifiable indicators of the influence/outcomes of research derived management information are not possible when the management information is disembodied. Rigorous impact evaluation is needed to identify attributable influence of exposure to such information, unlike embodied technologies (such as varieties or machines), which can be easily observed and surveyed by partners (often through existing statistical systems).</li> <li>• There are several impact studies being implemented with complementary GRiSP support, as per the M&amp;E strategy, including a study of IRRI’s contribution to modern varietal replacement from 1990-2010, the strategic assessment of rice research priorities and impact evaluation case studies.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>• Aggregating impact assessments from Africa and Asia for contribution to the System Level Objectives (SLOs) is not clear.</li> </ul>
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	<ul style="list-style-type: none"> <li>• How will the Consortium M&amp;E arrangement relate to CRP level M&amp;E?</li> <li>• There is a need to review our current GRiSP M&amp;E implementation plan to meet both the needs of the Consortium and the donors.</li> </ul> <p><b>Action points</b></p> <ul style="list-style-type: none"> <li>• In 2013, the CRPs will develop the so-called Intermediate Development Outcomes (IDOs) and develop a system for setting annual (quantifiable) targets along with an appropriate M&amp;E system. GRiSP will review and update its M&amp;E strategy accordingly. The CGIAR Consortium Office will request the ISPC to develop system level IDOs to link CRP-level IDOs to the system level objectives (SLOs).</li> <li>• In 2013, GRiSP will review the need for internal capacity building on M&amp;E (among its own scientists) so that proper indicators to measure and track proximate outcomes, where possible, in the relevant project and product-development activities (downstream, development-oriented) along the impact pathway could be established.</li> </ul>
5. Gender Strategy	<p>Thelma Paris (IRRI) presented updates on GRiSP gender studies and strategy.</p> <p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>• The gender strategy in place will be reviewed and revised through implementation.</li> <li>• A common method for collecting gender disaggregated data would be established.</li> <li>• There is a protocol for integrating gender in GRiSP R&amp;D but there is still a need to empower staff to ensure gender issues are taken on board in the most effective and efficient manner</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>• Considerable gender work is done throughout GRiSP but is currently not properly recognized. A synthesis of gender studies is being planned.</li> <li>• There is good potential to seek bilateral funding for projects on gender.</li> </ul> <p><b>Action points</b></p> <ul style="list-style-type: none"> <li>• In 2013, the gender team of GRiSP will synthesize and publish its results on strategic research on gender roles. These would include labor participation in rice production, women’s empowerment and participatory action research in rice varietal development, and crop management farming practices to strengthen women inclusion in R&amp;D and in the development of new rice technologies.</li> <li>• In 2013, GRiSP will review the need for internal capacity building (among its own scientists) to ensure that gender roles, constraints, needs, and preferences are taken into account in rice and rice-related technology development processes.</li> <li>• Possibilities will be explored by the gender team to develop a flagship project “Enhancing the livelihoods of rural women” that would focus on developing</li> </ul>

	rice-based technologies that will directly benefit women (as actors in the rice value-chain).
6. Partnerships for Impact at Scale	<p>Noel Magor of IRRI presented the GRiSP strategy for establishing partnerships, both with public and private sector.</p> <p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>• There is a growing excitement in GRiSP to engage with more partners, although the engagement with the rice industry is currently embryonic.</li> <li>• There is still a lack of capacity to address all opportunities so there have been planned joint ventures and loose partnerships to be fostered with those involved in seed systems, machinery development, post harvest, ICT, and with the development of farmer organizations.</li> <li>• There are country-distinct approaches and building of champions which could provide a catalytic role.</li> <li>• The aim is to achieve low transaction costs and come up with sound business models.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>• Does GRiSP have the right partnership arrangements to accomplish ‘impact at scale’?</li> <li>• IRRI as a geographical host of partnerships in Asia.</li> <li>• Many mechanisms for partnership development – need flexibility.</li> </ul> <p><b>Action point</b></p> <ul style="list-style-type: none"> <li>• GRiSP will reflect on its partnership arrangements and assess the need for more ‘strategic’ partnerships (e.g., large NGOs, farmer organizations, private sector).</li> </ul>
7. OC Business Meeting	<ul style="list-style-type: none"> <li>• Dr. Fusuo Zhang will serve as GRiSP OC chair until 2013. The term of the OC chair is for two years.</li> <li>• The OC unanimously elected Dr. Kei Otsuka as vice-chair of the GRiSP on a two-year term (2012 until 2014).</li> <li>• Based on discussions in 2011, the OC established a Nominating Committee, with a mix of two (2) board representatives, two (2) independent experts, and one (1) representing the partners. Five members were appointed to compose this committee: <ul style="list-style-type: none"> <li>– Dr. Paul Mafuka (agronomy/soil fertility, Africa), <b>Chair</b></li> <li>– Dr. Steve Baenziger (plant breeding/genetics, IRRI Board Member)</li> <li>– Dr. Kei Otsuka (agric economics/Japan)</li> <li>– Dr. Beatriz Pinheiro (plant physiology, EMBRAPA/LAC)</li> <li>– Dr. Anne-Lucie Wack (int’l sci coop/sustainable dev’t/Agropolis)</li> </ul> </li> <li>• The GRiSP OC is still in the learning process. In addition to a once each year face-to-face meeting in conjunction with the annual Global GRiSP Forum, a mid-term teleconference will be organized to discuss progress and issues to</li> </ul>

	<p>which the PPMT seeks guidance from the OC. [<b>Note:</b> the OC has also been allotted a secure, dedicated space on the <a href="http://www.grisp.net">www.grisp.net</a> web site, with a file cabinet for important documents to share and a discussion forum].</p> <ul style="list-style-type: none"><li>• The following topics were suggested for presentation and discussion at the next OC meeting:<ul style="list-style-type: none"><li>– Budget allocation to cross-cutting topics</li><li>– New frontiers research</li><li>– Capacity building (GRISS Scholarships)</li><li>– Intermediate development outcomes</li><li>– Collaboration with the private sector</li></ul></li></ul>
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In closing, the OC thanked Dr. Achim Dobermann for his outstanding contributions as interim GRiSP Director since its launching in 2010, and welcomed and congratulated Dr. Bas Bouman, the new GRiSP Director, for arranging an excellent, well-organised, and thought-provoking global science forum and OC meeting.