Terms of Reference and Procedures for the Independent Steering Committee of the CGIAR Research Program on rice agri-food systems RICE

Version 2.1
Date: May 2017

The Independent Steering Committee (ISC) acts as the key advisory body to RICE and reports to the boards of the International Rice Research Institute (IRRI), Africa Rice Center (AfricaRice), and Centro Internacional de Agricultura Tropical (CIAT). It has three major roles:

1. Provide strategic guidance on the major directions of research in RICE, acting primarily as the highest level scientific advisory board.
2. Monitor progress towards the major objectives of RICE, and report on progress to the boards of the CGIAR centers Africa Rice, CIAT, and IRRI (Lead center).
3. Be an advisory body to the RICE Program and Planning Management Team and to the boards of IRRI, Africa Rice, and CIAT; and to JIRCAS, IRD, CIRAD on the progress being made in RICE and synergies arising from enhanced collaboration.

Membership: composition and election process

Scientific oversight of RICE will be undertaken by an Independent Steering Committee (ISC) representing the principal CGIAR centers in RICE and key stakeholder groups.

The composition of the ISC is two board members from IRRI (including the current Board Program Committee chair), two board members from AfricaRice (including the current Board Program Committee chair), one board member from CIAT (the current Board Program Committee chair or member), at least four independent world-class thinkers from different regions that represent key stakeholders and have an excellent understanding of science and development issues, and the directors general of IRRI and AfricaRice as ex officio members.

The representatives of the boards of AfricaRice, CIAT, and IRRI will be selected by the boards of these centers.

The external ISC members will be selected from eminent scientists or policymakers nominated by, and representing the perspectives of, each region. To the extent possible, the ISC will represent major scientific disciplines, regions, and partner sectors in RICE. Members of the ISC are also expected to have good knowledge of gender issues in agricultural research and development. One of the external experts will be elected by the ISC to serve as the chair of the ISC.

The external members of the ISC will be initially nominated and selected by board members of AfricaRice, CIAT, and IRRI. Subsequently, the ISC will form a nomination committee to screen and recommend new members, with approval by a simple majority vote of the whole ISC. External members of the ISC will be appointed for 3 years, but terms of 2–4 years may be used initially to ensure a staggered turnover of members or continuity of the chair's position. The ISC may renew the appointment of an external ISC member once, at the end of his or her term.

Main functions of the ISC

The RICE program director will use the ISC in a manner that can best help him/her and his/her team as an advisory board. It is expected that the ISC will receive and read relevant documents as they are developed by the RICE Program and Planning Management Team, thus allowing the ISC meeting to focus on key issues required to meet its function. The key functions of the ISC committee will be to:

1. Monitor and review progress in science and its development relevance in relation to the RICE flagship projects and cross-cutting topics (gender, open access and data management, partnership, capacity development, communication), with particular emphasis on multi-institutional and cross-regional activities and the synergies arising from a global program. This function will be facilitated through the annual RICE progress and Plan of Work and Budget (POWB) reports (see below). The ISC may choose to appoint some of its members to oversee specific flagship projects in RICE or specific categories of cross-cutting work. Center boards and other institutional or regional advisory bodies or steering committees will continue their role in overseeing science at the institutional, regional, or research area level.
2. Report on progress of RICE to the Boards of the RICE CGIAR centers AfricaRice, CIAT, and IRRI (RICE lead Center).
3. Provide oversight and advice on the cross-cutting global activities in RICE; provide advice on the management and organization of RICE.
4. Provide advice on center policies that impact directly on implementation and scientific progress of RICE. Although each center will have relevant policies for key areas of science, there may be situations in which individual center policies differ. If this could have an impact on the outcomes of RICE, the ISC will be the appropriate forum for discussion.
5. Propose external reviews on specific areas of research in RICE or RICE flagship projects. Reviews can be proposed by the ISC, the RICE program director, and/or Program Planning and Management Team, but the ISC should be the body to decide which reviews are implemented. External reviews of RICE as a whole Consortium Research Program will be commissioned by the CGIAR Independent Evaluation Arrangement (IEA). Monitor implementation of recommendations from ISC-commissioned external reviews. Evaluate external reviews of RICE as a whole (commissioned by the IEA) and the implementation of the review recommendations.

6. Be well informed about RICE global and regional activities in order to represent RICE at global, regional, or national events (as needed).

The main functions of the ISC chair will be to chair ISC meetings, work with the RICE program director to develop the ISC meeting agenda including those topics which need to be discussed for action and advice, write a report summarizing the conclusions and recommendations of the ISC, and together with the program director, keep ISC members well informed of developments in RICE between meetings.

Procedures

ISC meetings
The ISC will meet annually in person. At the annual in-person meeting, the RICE management teams (Program and Planning Management Team and Operational Management Team[i]) will update the ISC on progress, present budget and work plan for the coming year, and discuss any relevant issues identified by them or the ISC. After the meeting, the chair of the ISC will communicate in writing a summary of its findings and endorsement to the chairs of the Boards of Trustees of the RICE CGIAR centers AfricaRice, CIAT, and IRRI. In Addition, the center board members on the ISC will report to their respective center boards on scientific progress in RICE, including annual highlights, ISC discussions and outcomes, as well as the minutes of the annual ISC meeting. In between annual meetings, the ISC may conduct electronic meetings and/or referenda to discuss issues that may require immediate decisions or actions. Such decisions will be confirmed at the immediately succeeding annual meeting.

Operation
The RICE program director will act as a secretary to the ISC, working with the ISC chair to prepare and organize all ISC meetings, summarize the outcomes of each meeting, and communicate them to the ISC, the centers, the Program Planning and Management Team, and other leaders in RICE. Other members of the Program Planning and Management Team and of the Operational Management Team may attend meetings of the ISC as resource persons. The IRRI DG will monitor and evaluate the performance of the program director with inputs from the chair of the ISC, and report on that to the ISC.

RICE plan of work and budget
RICE will be implemented through annual Plans of Work and Budget, which will be developed in standard CGIAR templates and submitted yearly for approval to the CGIAR System Management Office Prior to submission, the ISC will review and endorse the annual Plans of Work and Budget, either by virtual communication, or during its annual in-person meeting.

RICE annual reporting
RICE will annually submit a technical progress report in a standard CGIAR template to the CGIAR System Management Office. This report will be reviewed by this office, with the aid of external experts, after which a revised version will be re-submitted. Besides a technical progress report, the RICE lead Center (IRRI) will annually develop – with the assistance of the System Management Office, a detailed and audited financial report in standard CRP format, called the 'L series'. This report will be attached to the technical report. Prior to submission to the System Management Office, the ISC will review, comment upon, and endorse the RICE annual report, either by virtual communication, or during its annual in-person meeting.

Conflict resolution

In case the Program and Planning Management Team is not able to come to agreement on the allocation of Fund resources (from windows 1 and 2) for RICE activities, the disagreement will be resolved by the IRRI board based upon a recommendation by the ISC. The RICE program director will report on such cases to the ISC (via its chair), seeking a resolution. In cases of significant deviations from commitments by RICE participants, the Program and Planning Management Team, through the program director, will propose action to the ISC for recommended adoption by the IRRI Board of Trustees, as appropriate. Such recommendations will be included in the program director report to the ISC.

RICE Governance and Management
Approved by GRiSP PPMT; 6 October 2016

1. Governance

The Independent Steering Committee basically to operate the same as the Oversight Committee of GRiSP did; GRiSP OC TOR to be reviewed and possibly adapted at its first meeting in March 2017.

2. Management

RICE will be managed by a:
- Program Planning and Management Team (PPMT) for overall RICE management and guidance to flagship projects. Members: RICE Director (chair), deputy director general of AfricaRice, deputy director general for research of IRRI, director levels at CIAT, IRD, and JIRCAS, and senior researcher at Cirad
- Operational Management Team (OMT) for more 'daily management' of RICE, specifically of its flagship projects. Members: RICE Director (chair),flagship project leaders, leaders of the gender team, ME&L team, communications team

Bullet-point TOR for these two bodies is provided in Table 1. Combined, these two bodies are referred to as the 'PPMT Plus'. This structure builds on the RICE proposal (section 1.11):
- *"RICE will be managed by the same PPMT that manages GRiSP. It is chaired by a program director and has a representative from senior management of each coordinating partner: the deputy director general of AfricaRice, the deputy director general for research of IRRI, director levels at CIAT, IRD, and JIRCAS, and senior researcher at Cirad."*
- *"The PPMT will oversee and guide the team of FP leaders, who will coordinate activities within their FPs across the participating centers and institutes"*

Proposed face-to-face meeting schedule of PPMT, OMT, and PPMT-Plus:

	Management body			Governance body
	PPMT Plus	PPMT	OMT	ISC
March "Annual Review and Planning Meeting" (*)	X	X	X	X
June (CGIAR science week)		X		
September/October "FP1 plus FP leaders Meeting" (*)			X	
Regional Rice Congress	X	X	X	

(*): could be exchanged starting 2018

In addition, the RICE director will organize around 2 webex/phone meetings with the PPMT (to bring total number of meetings to around 4-5/year), and interact closely with the flagship project leaders throughout the year.

Table 1: RICE management structure

Name	PPMT Plus	
	PPMT	OMT
Who	*RICE Director (chair), deputy director general of AfricaRice, deputy director general for research of IRRI, director levels at CIAT, IRD, and JIRCAS, and senior researcher at Cirad*	*RICE Director (chair),flagship project leaders, leaders of the gender team, ME&L team, communications team*
What	- High-level, overall budget allocation among FPs - Overall guidance on annual process of work and budget planning, reporting - Resource mobilization (including allocation of bilateral projects to RICE) - Data management and Open Access (irt center strategy) – ensure budget availability - Intellectual asset management (irt center strategy) – ensure budget availability - Reviews and evaluations to propose to Independent Steering Committee - Guard science quality - Site integration and cross-CRP collaboration - Interaction with System Office, System Management Board, System Council - Strategic partnerships - Ensuring centers deliver on their agreed contributions	- Develop annual budgets and workplans within flagship projects – harmonized where needed (see below) - Workplans to include cross-cutting issues such as data base management, open access, capacity development - Workplans specific for gender, ME&L, impact assessment, led bt FP1 but in collaboration with all FPs - Workplan for RICE communication - Planning for annual meetings, workshops, other events - Monitor science quality and partnerships within flagship projects - Prepare annual reports on flagship projects, and on required cross-cutting topics such as gender, ME&L, open access, etc – format to be decided by System Management Board/System Council (?)

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[i] See annex 1 for terms of references