

THE CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

TECHNICAL ADVISORY COMMITTEE

Thirty-Second Meeting, Washington D.C. (USA), 25-29 October 1983

EXTERNAL PROGRAM REVIEW OF IFPRI

(Progress Report)

(Agenda Item 6 (a))

Proposed Objectives of the Discussion

*The External Program Review of IFPRI is scheduled to take place in February-April 1984. TAC will now wish to consider and give final approval to:*

- (i) The Review Program*
- (ii) The Review Panel*
- (iii) The list of questions to be included in the Review Panel's terms of reference*

TAC SECRETARIAT

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

October 1983

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## EXTERNAL PROGRAM REVIEW OF IFPRI

Progress Report - October 1983

### Terms of Reference and Guidelines

1. The External Program Review (EPR) of IFPRI will be conducted under the terms of reference and guidelines for EPRs (AGD/TAC:IAR/83/23) revised by TAC at its 31st meeting and submitted for adoption by the CGIAR at its meeting in November 1983.

### Program of the Review and Timing

2. At TAC 31 a program proposal prepared in consultation with the Centre was discussed and tentatively agreed upon by the Committee.

#### (a) Field Trip - Far East

The Panel Chairman and two members will visit Indonesia (Jogjakarta, 5-6 February 1984) and the Philippines - IRRI (6-9 February 1984) in regard to collaboration of IFPRI with IRRI on rice policy and to review field work on development of irrigation policy.

#### (b) IFPRI Board Meeting - Bangkok

The Panel will attend the meeting of IFPRI's Board of Trustees on 10-11 February 1984.

#### (c) Field Trip - Kenya/Zambia/FAO

The Panel Chairman and two members will visit Kenya (Nairobi) and Zambia (Lusaka) 12-18 February 1984 to review food consumption/nutrition policy making work of IFPRI based respectively on a) a shift from food crop to cash crop production, and b) the effect of maize marketing for poor consumers. FAO headquarters would be visited briefly (21 February 1984) to learn about relationships with IFPRI in areas of food and nutrition policy research.

#### (d) Main Review at IFPRI Headquarters

The main review by the Panel will take place at IFPRI in Washington, D.C. (USA) from 26 March to 6 April 1984.

### List of Questions

3. A preliminary list of questions to be addressed by the Review Panel is appended in Annex I. The list includes questions submitted by several CGIAR Members and Co-sponsors.

### Review Panel Composition

4. At TAC 31 the Committee agreed that the Review Panel consist of a Chairman (Dr. Lloyd T. Evans) and four members. The Panel Chairman has been able to secure the acceptance of three members on the list adopted at TAC 31. The Panel will comprise:

Chairman	Evans (Australia)
Microeconomics/rice policy	Hayami (Japan)
Development (macro) economics	Kushro (India) (to be confirmed)
Development Policy/Nutrition	Lipton (U.K.)
Policy Modelling/Agriculture	De Wit (Netherlands)

The Committee will be apprised of progress made in seeking the collaboration of Dr. Kushro (or alternate). TAC is now expected to consider and give final approval to the composition of the Panel thus constituted.

### Interaction with IFPRI

5. The Panel Chairman will visit IFPRI in November 1983.

6. The Executive Committee of IFPRI's Board will meet in April 1984 to consider the Panel report.

### Follow-up

7. The draft review report will be submitted to TAC at its 34th meeting in June 1984. The report together with TAC's and IFPRI's comments will be presented to the CGIAR in May 1984.

FIRST EXTERNAL PROGRAMME REVIEW OF IFPRI

PRELIMINARY LIST OF SPECIFIC QUESTIONS RELATING TO IFPRI

I. Results of Review on Inclusion of IFPRI in CGIAR System

1. Although the 1979 Review of IFPRI by a TAC Subcommittee cannot be fully equated with the usual TAC-commissioned independent External Programme Review, it is deemed proper to use TAC's currently relevant comments on and conditions for admission of IFPRI into the CGIAR System as reference points for the present Review. Accordingly, the following comments/recommendations should be addressed by the Review Panel, bearing in mind the revisions in IFPRI's mandate accepted by the CGIAR in 1980:

- "... the mandate ... should give its principal emphasis to the problems of developing countries ..."
- "... the central task in its programme should be concerned with the linkages and interrelationships between the micro-level problems of the adoption of new technologies and the wider economic and socio-economic aspects of agricultural development. Thus the work on trends analysis and international food trade should be considered only as supporting activities to the main research programme."
- "... emphasis should be given to the collaboration with national institutes in developing countries and to the possibilities of useful interaction with ISNAR."
- "... (IFPRI to pursue its) efforts in defining its complementarity to many other institutions, such as FAO, World Bank, WFC, GATT/UNCTAD, OECD ... also ... its cooperation with the IARCs and with ISNAR."

II. Mandate and its Interpretation

2. Is the mandate, as revised in 1980, still appropriate? Is it well focussed? Is it consistent with the CGIAR overall mandate and how does it support that mandate?
3. Does the present long-range plan closely reflect the mandate?
4. Is IFPRI keeping within the limitation to identification and analysis of alternative policies and to outlining strategies and emphasizing opportunities for policy action? Is this limitation viewed as a constraint in achieving impact?

### III. Priorities

5. What are IFPRI's priorities? Do they respond to urgent current and foreseen needs? Are they the 6 questions of the long-term plan? Who sets the priorities? What role for CGIAR? What dictates the nature and relative weight of the priorities?
6. Do priorities (not projects or expertise) regulate programme structure and activities? If yes, how? Do special project opportunities affect the priorities? How much shift is considered acceptable?
7. Is a time frame provided for current work priorities?

### IV. Priority and Programme Formulation and Adjustment

8. In formulating and adjusting research priorities, plans and programmes to needs, what has been and is regularly the input from developing countries' governments? From UN organizations (including Economic Commissions)? From the CG System? From others, e.g. Food Research Institute so as to ensure complementarity, avoid duplication of effort, and obtain a sharper focus on unmet essential research needs? Are resources allocated accordingly?
9. To what extent are the problems and issues planned to be addressed by IFPRI complementary to those which the CG System as a whole considers for priority attention? What steps are taken to keep on top of evolving policy problems?
10. Is external peer review (of outputs) solicited? How regularly? How utilized?

### V. Programme Objectives, Operations and Contents

11. What is the clientele for IFPRI's research outputs? International development funding agencies (World Bank, UNDP, IFAD)? Technical agencies dealing with food problems (FAO, WFC, WFP)? The CGIAR and TAC? The IARCs? The governmental institutions of LDCs? How do IFPRI's outputs complement the work of these institutions and agencies?
12. Specifically, what support is given to strengthen national institutions of developing countries? What (kinds of) institutions are these? What is the distribution between more and less developed developing countries? What is the geographical distribution? Is the balance appropriate between work on Asian and African problems? Should IFPRI be involved in direct policy advice to governments, e.g. in Africa?
13. Have relations with CGIAR Centres developed in a proper and fruitful way? What emphasis within its overall work does IFPRI place on policies and strategies for better ways to adopt technically useful research results emanating from IARCs?

14. Does IFPRI see a role of transfer of policy research done by other organizations? A role of integration? Are there large areas still awaiting attention? Should IFPRI analyze past food shortages, crises, famines? Help devise better methods of predicting food shortages?
15. To what extent does IFPRI concentrate on production economics cum consumption economics so as to link up with the work of the IARCs and provide perspective to their micro-economic work? The production-consumption areas emphasized by TAC continue to suffer most from proposed cutbacks under IFPRI's "fallback" conditions. Is this appropriate?
16. Do IARC economic (and social) workers collaborate closely with IFPRI? Is there a dialogue with them regarding IFPRI studies where appropriate? What is the record of employment (staff) of non-economists? Are more needed, and from which disciplines?
17. What should be IFPRI's role in farming systems research? In socio-economic including nutrition research? In the context of the CG System? What is the significance and current direction of IFPRI's work on price policy?
18. How does IFPRI see its role in training? What would be covered? What will be the approach? Is the policy maker in developing countries the target? If so, is the training programme adequate?
19. What is the basis for and expression of IFPRI's "comparative advantage"?
20. What and how are the working relationships with relevant organizations outside the CG System?
21. In proposing macro-economic food policies and strategies, does IFPRI cover routinely the consequences (economic, social including nutritional) for resource poor producers and consumers? If yes, what weight is given? Is the potential for "bottom-up" initiative by these target groups explored in policy analyses and strategy designs?
22. What attention is given in IFPRI's policy/strategy recommendations to OECD countries' policies and practices (production, surplus disposal, trade and tariff, subventions, food aid, prices) and their potential constraining effects on the planned development of national food policies?
23. Are the measurements (indicators, data) utilized in designing food policy and strategy options appropriate and adequate? Also for comparisons and transfer among countries? What is the appropriate mix of IFPRI expenditure on publicity and data processing?
24. Several projects have no staff time component. What is the effect of special projects on core staff time?

## VI. Output and Impact

25. What are the main categories of research outputs which IFPRI provides or could provide?

26. What form do the outputs take? Hypotheses and suggestions for testing them? Complete policy statement including strategies? Alternative policy and/or strategy statements plus prediction of effects? Identification of further research required? Regarding publications, what is the influence of a criterion of academic acceptability? How effective is the programme?
27. To what extent is impact judged by IFPRI from stimulation of debate on its policy recommendations and to what extent from their adoption or testing?
28. How has IFPRI sought to foster use of its policy analyses and recommendations? What has been the track record on such use?
29. How has the work of IFPRI contributed to greater or more effective utilization of the work of IARCs by national systems in developing countries?
30. What has been the effect of IFPRI's outputs on the (size of the) allocation of funds and resources for international agricultural research?
31. As a result of IFPRI's work has resource allocation to agricultural research by developing countries increased? Has the strength and standing of developing country policy research institutions grown?
32. Is IFPRI's target in developing countries the policy maker or the policy research institution? To what extent are either in Ministries of Agriculture? Need they be?