

MR. CHAIRMAN, LADIES AND GENTLEMEN

I AM OVERWHELMED ... AND NOW I FIND MYSELF IN THE VERY DIFFICULT SITUATION OF EXPRESSING MYSELF IN MY FUNNY ENGLISH WHEN I FEEL SO FULL OF EMOTION. WELL, I WILL TRY ANYWAY.

I HAVE BEEN ASSOCIATED WITH THE CGIAR FOR A LONG TIME BUT I THINK MY ASSOCIATION WITH IT AS TAC CHAIRMAN HAS BEEN THE MOST SATISFYING.

I AM VERY PROUD OF WHAT TAC HAS BEEN ABLE TO ACCOMPLISH DURING THE LAST 5 AND A HALF YEARS. SEVERAL PEOPLE THIS WEEK HAVE COMMENTED ON THE HEAVY WORKLOAD AND THAT IS TRUE. I CAN ASSURE YOU THAT WITHOUT THE SUPPORT, DEDICATION, HARD WORK AND INTELLECTUAL VIGOUR AND RIGOUR NONE OF THIS WOULD HAVE BEEN POSSIBLE. THEIR WORK HAS AND WILL CONTINUE TO HAVE IMPRESSIVE PAYOFF. IT IS AFTER ALL THE MEMBERS WHO DECIDE AND THE TAC CHAIRMAN IS THEIR SPOKESMAN. WE HAVE HAD OUR TURBULENT TIMES BUT THAT MAKES IT EXCITING AND KEEPS EVERYONE ON THEIR TOES. IT IS NOW THE TURN OF ALEX MCCALLA AND I CAN PROMISE HIM HEADAKES BUT GREAT, GREAT SATISFACTION.

I MUST ALSO MENTION THE SUPPORT AND ASSISTANCE OF THE TAC SECRETARIAT IN KEEPING OUR WORK GOING. IT HAS BEEN MY PLEASURE TO BE ASSOCIATED WITH THREE EXECUTIVE SECRETARIES WHO WITH THE REST OF THE STAFF I HAVE FOUND HARD WORKING AND DEDICATED TO SMOOTHING THE WAY FOR TAC. MY HEARTFUL THANKS TO YOU ALL.

THIS DOES NOT CONCLUDE THE LIST OF THOSE TO WHOM I WANT TO EXPRESS MY APPRECIATION. THERE IS CURT, AND THERE ARE THE MEMBERS OF THE CG SECRETARIAT. PARTICULARLY I WOULD LIKE TO MENTION RAVI AND HENNIE AND THE LONG HOURS THEY HAVE PUT ON WITH THEIR COMPUTERS EVERY YEAR AT OUR JUNE MEETING. I DON'T UNDERSTAND MUCH ABOUT THE WORKING OF COMPUTERS BUT SINCE THEIR INTRODUCTION WE HAVE BEEN ABLE TO IMPROVE OUR UNDERSTANDING OF CENTERS' PROGRAMS.

Now, Mr. Chairman, you will allow me to reminisch a little about the CGIAR. I have been associated with the CGIAR through most of its life. I attended the Bellagio Conference in and although not one of the original TAC Members, I served under Sir John Crawford.

The CGIAR, like any organism, is evolving. It took its first tentative steps and quickly became a lusty infant in the early 1970s. At this time, TAC was headed by Sir John Crawford, and it was under his leadership that the basis for the breadth of the System and the range of activities it would address were laid down.

Under the leadership of Dr. Ralph Cummings, the System reached its current size and went through the period of consolidation recommended by the first review of the System.

It was towards the end of Dr. Cummings' period as TAC Chairman that the financial crisis hit the System. During the last six years, the Centers have had to adapt from a situation of rapidly increasing financial resources, and therefore of human and physical resources as well, to one of little or no growth. This has led to a lot of soul searching because the need for the work of the Group has not decreased. Instead it has been continually increasing, and the demands from the Centers' clients have never been so strong or varied.

During this period TAC has been looking for the first time at all the System's activities, not just the commodities, we have also been looking at strategies and priorities to determine how best to deploy the limited resources available.

I am proud to have been TAC Chairman during this time and I believe that we will look back at this period of the CGIAR as a water-shed - but it is always difficult when one is on the ground to see where exactly the water-shed lies and what is on the other side, but it is clear that the resource constraints represent this water-shed.

Having said that, I am confident in the future of the System and its ability to adjust, to keep its vision, and its focus. What is present now, which was not present at the beginning, is the strength of the research systems of many of the national programs which allow them to work in full partnership and to share the burden of the System. Thus in the spirit of sharing responsibilities, according to comparative advantage, the Centers should move to the upstream areas that national programs cannot tackle. National systems must take the responsibility for the adaptation of new technologies to their local conditions. This is quite beyond the capability of the International Centers.

Guidance for this new period of the System's life goes to a new TAC Chairman. To Alex McCalla go my very best wishes. He will be at the helm on 1 January 1988 and I am confident that TAC will be in firm but sensitive hands as it plots its course towards 2000.

ICW 1987
(Chairman's Notes)

WARDA

Mr. Chairman, as I stated very briefly yesterday, TAC is very pleased with the way things are turning out for WARDA and the progress achieved by the Board and Management in defining and elaborating their strategy, as well as in sorting out the complex issue of a headquarters location for the new WARDA.

TAC supports WARDA in assuming full responsibility for rice research for the West Africa. TAC realizes, however, that this will depend on WARDA first earning recognition as a full partner in the CGIAR System.

The Committee recognizes that WARDA is currently passing through an interim period during which institutional strengthening and the developing of new headquarters location will have to be accomplished. During this period, as I shall elaborate later, when IITA makes its presentation to the Group, WARDA is entering into consultations with IITA on how the two Centres' activities can best complement each other in the near term.

WARDA has been keeping TAC fully informed as it develops its strategic plan. TAC has been happy to comment and looks forward to receiving the final document on WARDA's future strategy for its consideration at the March 1988 meeting in Rome.

TAC supports WARDA's dialogue with IITA and IRRI on the arrangements during the interim period with respect to germplasm enhancement activities for all rice environments in West Africa. This could include mutual outposting of staff.

Among the suggestions made by TAC to the Board and Management of WARDA, include:

- (a) To elaborate on the rationale and provide a clearer definition of the proportion of overall resources to be allocated to the various rice environments in both the near and long term.
- (b) Further elaboration on the nature and scope of collaboration with National Programmes in both research and research related training.
- (c) The issue of a headquarters location should be sorted out as soon as possible because this would have significant implications on the design of the headquarters research programme, resources required for capital development and staffing profile.

Appreciation to Co-Sponsors/TAC/Donors/Centres

Service on TAC

Service as TAC Chairman

Evolution

- at the birth of a healthy baby
- rapid growth and expansion
- funding crises
- period of consolidation and mature reflection
- leading to stronger focus and tighter definition paralleling the growth in strength of national systems

Confidence

- in the future of the System
- growth of peer relationships between Centres and the national systems
- confidence in national systems to take charge of their research
- confidence in usefulness of upstream research and service functions of Centres

In TAC Chairman's Speech to ICW

TAC was also able to complete in Nairobi the External Program Review of ILCA. The Group will recall its discussion a year ago of the interim commentary which TAC found it necessary to issue, and its instruction to TAC to assist and monitor closely the development of a sound strategy for ILCA approved by its Board of Trustees. The completion of the EPR process will take place on Wednesday afternoon under Agenda Item 14. I will reserve further comment until then. Suffice it to say here with pleasure that TAC is in general agreement with the strategic plan developed by ILCA in a clearly, very thorough exercise.

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19/10/87

ICW 1987

(Chairman's Notes)

IITA Strategy

TAC welcomed its interactions with IITA last week on the subject of its strategic plan. This is one of the larger and more complex Centers Alex referred to on Tuesday in relation to the resource allocation process. TAC finds that IITA has made an excellent analysis of the ecological and socio-economic background against which agricultural problems of the lowland humid and sub-humid tropics have to be resolved.

TAC does not accept all of the conclusions of IITA's study with respect to the program priorities drawn from the analysis. For example, TAC thinks that its target group should include all small family farmers.

TAC is also concerned that IITA has still a large number of commodities and encourages the continuation of the process of sharpening focus and of maximizing collaboration with those other institutions especially those having responsibilities for the same crops. In this respect TAC is pleased to endorse the collaborative mode being worked out with CIMMYT which may become a model for other crops and other Centers.

With respect to rice, as I mentioned on Tuesday, TAC is supporting WARDA in developing the capacity to assume leadership for rice productivity research in West Africa. While WARDA is in its transitional phase, IITA's rice research must continue and therefore IITA will need to consult with WARDA and participate in joint planning and integrated collaborative research during the interim period.

Development of systems for management and conservation of national resources for sustainable aquaculture, IITA considers the first of its four goals. However, crop productivity research (i.e. breeding) seems to be separated from crop and resource management by the nature of the proposed program structure. TAC considers there should be a better balance between the commodity programs and the crop/resource management progress. TAC does see a merit in the establishment of separately-funded inter-program working groups but is unclear about how the mechanism will perform the necessary integration.

TAC was disappointed that IITA has not spelled out clearly its collaborative efforts with sister institutions, e.g. IFPRI on policy, and ICRISAT on use of cowpea in cropping systems, and with non-CGIAR centers e.g. IBSRAM on soils, ICRAF on agro-forestry, and IFDC on fertilizer.

Now let me come to a rather touchy issue. TAC learned last week that a joint IITA/CIAT agro-economic study of cassava in Africa had been funded. This project had been withdrawn from further consideration by the two Centers after TAC questioned its estimated time scale and resource requirements at TAC 43. Therefore, TAC decided not to endorse the project.

In the absence of a formal resubmission, TAC still has the same concerns that it expressed in June. The new resource allocation process as explained by Alex McCalla on Tuesday, requires that all elements of Center programs are reviewed and evaluated by TAC as essential, desirable, or inappropriate regardless of the source of funding. TAC will review with interest the medium-term proposals of both Centers during the coming year to determine the nature of the study and will evaluate it according to its appropriate classification.

Finally, as Dr. Stifel has indicated, IITA still has to develop its strategies for collaborating with national systems and for training. TAC hopes to see these strategies incorporated into its strategy document when it presents its medium-term program proposal next March.

Thank you, Mr.Chairman

TAC CHAIRMAN'S REPORT TO ICW

Introduction

Since I last reported to the Group at Montpellier, TAC has made considerable progress on a number of fronts. I will not speak in detail about matters which are substantive agenda items at this meeting. I hope you have all received copies of the draft report of TAC 43, held in Nairobi in June, and which is now adopted. In my report, in order to save time, ^{now} I will ^I not distinguish what has been achieved at TAC 43, or at TAC 44, last week, but rather concentrate on substance.

Continuing Sub-Committee

The Continuing Sub-Committees (CSCs) have been very active.

Chairman by Dr. Amir Muhammad,
CSC I has now developed a working document on the Sharing of Responsibilities among Centres, ^{which} ^{briefly} ^{last Friday} ~~This was discussed at TAC 44~~ during a joint session with Centre Directors. Centre Directors and the Board Chairs, who have also received copies of the report, were requested to review the document. Their comments and inputs will be incorporated for further discussion in TAC. A final version will then be prepared for presentation to the Group at its mid-term meeting in 1988.

What TAC is attempting to do is to outline a set of guidelines which would enable the Centres, with or without TAC's involvement, to resolve any disputes which might arise as a result of unavoidable overlaps in their operational mandates. An iterative and collaborative mode is being suggested, in which the views of collaborating national programs will be given serious consideration.

Those guidelines are based on a set of recommendations on how a Centre with a global mandate and ^{rather with a} ~~a~~ regional or agro-ecological-mandated ~~Centre~~ should share responsibilities in a collaborative mode, as well as on how the ⁱⁿ coordination with national programmes can most effectively be achieved.

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Turning now over to CSC II, unfortunately, due to illness and other unforeseen circumstances, Dr. E.T. York, Chairman of the CSC, was not able to participate at the 44th meeting of TAC.

I shall then attempt to give you the gist of what I had hoped Dr. E.T. York would have done personally at this meeting. Later, if needed, I shall request Dr. de Wit, a member of CSC II, to elaborate on any issues you might wish to raise on this subject.

In its mid-term meeting of May 1986 in Ottawa, the CGIAR included the word "sustainable" in its goal statement and concluded that greater emphasis should be placed on sustainable production

systems in future work of the Centers. Upon this, TAC reviewed the circumstances that threaten sustainability, analyzed areas where international research could contribute more effectively to the development of sustainable agricultural production and formulated recommendations for the future work of the Centers.

The results of these considerations are summarized in a draft report entitled "Sustainable Agricultural Production:

Implications for International Agricultural Research", ^{The document has} ~~and made~~

^{been table at this meeting for} ~~available in this stage~~ to the donor community, the Centers and other organizations to invite written comments.

The present draft report and ^{any} ~~these~~ written comments ^{received on it} will then be, as suggested by a number of donors at the Montpellier meeting, considered at a workshop next January in Rome with about 25 to 30 participants from the donor community, the Centers, international organizations and national agricultural research systems.

The report will then be redrafted and finalized at the TAC meeting next March, to be presented for consideration to the Consultative Group at its mid-term meeting next year. Written comments are welcome anytime, but we would like to receive them before the end of the year to be able to make full use of them.

at the TAC
Secretariat

I will now proceed to highlight important elements of the draft report.

In the first chapter, sustainable agriculture is defined as the successful management of agricultural resources to satisfy increasing human needs while maintaining and enhancing the natural resource base and avoiding environmental degradation.

This dynamic definition of sustainable agriculture brings home the fact that in order to enhance sustainability in the coming decades, the die is cast, and agriculture has to accept a formidable challenge to meet the needs of an increasing world population in a sustainable manner.

Chapter 2 concerns the circumstances that limit the achievement of sustainability. It contains the important statement that the problem is not so much the ultimate capacity to produce food, but whether the local rate of production can keep up with the increasing demand in a sustainable way.

It is then argued that the growing demand has to be met by a more productive use of the agricultural land rather than by further raping the surface of the earth by bringing more and more land into agricultural production, destroying remaining natural ecosystems in the process.

The remainder of the chapter is mainly devoted to political, social and economic circumstances that hamper the enhancement of the human resources that are needed.

Chapter 3 deals with the physical, chemical and biological factors that affect sustainability. The general concern about sustainability is reflected by the fact that TAC was unable to identify problems that were not identified already by others. This appears also in Chapter 5, where research needs suggested by a number of consulted organizations are discussed.

Chapter 4 presents how the IARCs are at present contributing to the goals of sustainability. It is a short chapter because it is a summary of an annex ^{which is annexed} to the report, ~~which is not as yet included in the present draft~~. TAC notes with satisfaction that, although more has to be done, the Centers have been responsive to public concern about sustainability and this does not date back to yesterday.

Chapter 6 recommends strategies for the achievement of sustainability goals. It emphasizes that sustainability research is not a separate area of activity, but that all research designed to generate new agricultural techniques should be done with a sustainability perspective from its conception to the implementation of its results.

The various technical innovations suggested by research should be assessed in relation to sustainability, and their potential domains of application should be specified. Within each domain, the resource demands should be quantified as far as possible, and the implications for sustainability further considered. The process of assessment should be continuous and iterative, and should be an integral part of the planning and review process of review programs. Moreover, it should be open for public scrutiny.

Just as it has been accepted that new techniques have labor, cash and management implications that are important in the eyes of the farmer, it has to be accepted that they have sustainability implications that are important in the eyes of the community as a whole.

This last chapter contains also about 20 ~~further~~^{are} recommendations which ~~should be~~ detailed and pertinent enough to be functional within the CG system. These recommendation are especially brought to your attention because we need your written comments on them in order to improve the report.

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I shall now turn to CSC III. At the CGIAR meeting in Montpellier, Dr. McCalla presented a paper on TAC's role in monitoring and recommending priorities for the CGIAR. The paper discussed three major issues: evaluation of CGIAR priorities and

strategies as a continuing activity, monitoring the implementation of agreed CGIAR priorities and strategies, and monitoring the impact of activities supported by the CGIAR.

In its evaluation and monitoring of research priorities as a continuing activity, TAC will explore quantitative methods to assist it in the decision-making process. As a first step, a comprehensive bibliography was made by CSC III of quantitative models that have been used, or proposed, to evaluate priorities in agricultural research. Strengths and weaknesses of alternative approaches were critically reviewed.

Although no model will ever be a substitute for TAC's collective judgment, the use of quantitative methods would be a useful tool to assist in the decision-making process. It was felt, however, that additional background material was necessary before TAC could embark on a particular approach. This includes a clear delineation of CGIAR goals and how they can be made quantifiable, and the information and data needs of each alternative quantitative approach. Some thoughts have also been developed on the role of impact research assessment in the CGIAR.

The priority setting process will be discussed again by TAC at its March 1988 meeting in Rome. CSC III ^{is preparing} ~~intends to develop~~ a comprehensive paper on the evaluation and monitoring of CGIAR

priorities and strategies for TAC's consideration at the March 1988 Meeting.

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WARDA

Just let me mention that we have examined WARDA's draft strategic plan and TAC is very pleased with the positive developments and considerable momentum gained at WARDA during the past year. I will come back on WARDA tomorrow morning when we consider this Agenda item.

External Reviews

Regarding external reviews, TAC has now finalized its consideration of the EPR of ILCA. The TAC commentary is before you for discussion under Agenda Item 14. You also have noted that the interim commentary on IRRI will be discussed as Agenda Item 11.

Now, two external reviews are planned for 1988, namely, ICARDA (23 May-11 June) and CIMMYT (30 July-19 August). Arrangements for these are underway in consultation with the Centres, and with the CGIAR Secretariat on the External Management Review aspects.

Before continuing on, a word on Centre strategic plans.

~~Described in simple terms, a strategic plan can be said to be a client driven, future-oriented process which builds on current strengths and provides a framework for evaluating all future actions.~~ Centres' strategic plans are central to overall System planning. They are essential for TAC's assessment of EPR recommendations and Centre medium-term programme proposals.

While TAC does not insist that a Centre must have its strategic plan bound and sealed before an EPR takes place, it is TAC's opinion that a document, even if in a draft form but approved by the Board, should be made available to the EPR Panel ~~and TAC~~ before the EPR takes place. This document should also be available to TAC when it discusses the EPR report. The draft strategic plans can and should be made final following the EPR and should take into account the EPR recommendations, TAC's commentary on the report and the views of the CGIAR.

In the framework of both EPR and the ^{new resource allocation} ~~budget~~ process, to date TAC has considered and endorsed strategic plans for ^{IBPGR} ~~ISNAR~~, IFPRI, ^{ISNAR} ~~ILCA~~, ILRAD, ^{IITA} ~~IBPGR~~ and CIP. The strategic plans of CIMMYT, ^{IITA} ~~ICARDA~~, WARDA, and IRRI are well along in development. TAC will review these during the course of 1988.

I take it that you will hear some more on strategic plans when Dr. McCalla introduces briefly the medium-term proposals for IFPRI, ILRAD and ISNAR.

External Review Processes in the CGIAR

You will recall that the topic was discussed at ^{some} ~~great~~ length at the Group's mid-year meeting in Montpellier when Prof. Vernon Ruttan presented a study he had conducted on behalf of TAC and the ^{Secretariat} CGIAR on external review processes in the CGIAR. In light of comments made by donors, Centre Directors, ^{and TAC} and Board Chairs, a working Group of TAC and the CGIAR Secretariat prepared a working ^{paper} ~~draft~~ which was reviewed by TAC and Centre Directors in June. The ^{paper} ~~draft~~ was further revised and considered by TAC's Standing Committee in late August, before the version which was distributed to the Group was prepared.

The paper attempted to describe:

- (i) the purposes of reviews in the CGIAR System, the clients for the reviews and their needs;
- (ii) types and frequency of reviews;

- (iii) the relationships between different types of review and ~~analysis of~~ their complementarities.

The purpose of the new review process was to enhance the quality and relevance of each type of review; simplify the review process and improve the complementarities between different types of review, in particular between:

- internal and external reviews
- external program and management reviews
- Centre-specific and inter-Centre reviews
- improvement of complementarities between reviews and the planning and resource allocation processes in the

CGIAR.

- We also touch upon ~~the problem of~~ system reviews, and suggest a sectoral approach rather than ~~a wide ranging~~ ^{a wide ranging} ~~one~~ ^{one}. Due to a busy TAC agenda and time constraints, it has not ^{been possible} ~~been possible~~ ^{inroduce} ~~inroduce~~ ^{Remark}

been possible for TAC to examine the draft which was sent to you.

Further, ^{some additional work is needed, as mentioned by Curt, and} given the fact that we shall soon have a new TAC Chairman

and we have just had a new Chairman of the Group, I agreed with

Curt Farrar that the two new Chairmen should be given a chance to

air their views, since some of the recommendations might tie their

hands for some time to come. So, Mr. Chairman, I would ^{like to take this opportunity to} request

~~the Group members for their~~ ^{the Group members for their} ~~through you to have further~~ ^{These} comments, from the Group, which will be

taken into account ~~in finishing~~ ^{when finalizing} the document.

CGIAR Policy on Plant Genetic Resources

TAC and the Centre Directors have also been considering policy issues related to plant genetic resources maintained by the Centres. This is a very complex process encompassing as it does widely different responsibilities and activities. All Centres in one way or another have an interest in ensuring that the System's plant genetic resources are conserved and made available for the continuing use of scientists especially those of developing countries.

Thanks to an initiative of the Centre Directors, TAC was provided with an excellent paper last week which documents the common policies on plant genetic resources currently in use. The document elaborates on the general purpose of activities involving plant genetic resources. ¶ With respect to the policy concerning cooperation with countries which were the source of collections, the Centres foster special and mutually advantageous relationships. It is generally agreed that at the time of collection the material is shared equally between the collecting Centre and the source country. In addition, the collecting Centre generally serves as a back-up to the source country on a continuing basis. ¶ Other policy elements elaborated concern the handling of wild relatives of mandated crops, distribution of germplasm, and duplication and distribution of materials for reasons of safety. It also lists the current host-country agreements concerning the

long-term security of germplasm collections and identifies some weaknesses in these agreements.

TAC appreciates the efforts of the Centre Directors but recognizes that the policy paper would benefit from additional inputs before it could be considered as CGIAR policy. Further, TAC considers that the next step would then be the preparation of guidelines for the Centres in implementing these policies, and stresses that the technical Working Group established by the Centres must continue its work as it is likely to generate additional issues which would have to be taken into account in the final paper. TAC will come back on this matter in March but it is unlikely that a final policy paper will be ready before next October.

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Cassava Demand Studies

I will now report on TAC's deliberations with regard to what is now known as the Cassava Demand Study. The study arose out of a recommendation made by the 1984 EPR of CIAT for a market study to assess the future demand for cassava as human food and animal feed, and as a basis for elaborating the System's future research strategy on cassava.

TAC greatly appreciates the detailed information provided by the study undertaken by CIAT concerning Latin America and Asia. It will provide useful background material for the evaluation of CIAT's medium-term program proposal that is to be considered at TAC 45 in March.

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New CGIAR Ventures

This brings me now to progress achieved by TAC in the development of proposals for new CGIAR initiatives. At Montpellier, I advised the Group that TAC had already initiated action on two of the three proposed initiatives. In March TAC had preliminary discussions on aquaculture and vegetables. I wish to acknowledge here the contributions made by Winrock International on vegetables and by IDRC on aquaculture. TAC has benefited greatly from their interest and assistance to the consultants. Concerning coconuts, Dr. G. Persley of ACIAR has agreed to initiate action and we hope to have a working paper on the subject for TAC's consideration in 1988.

(a) Aquaculture

TAC commissioned a well-known authority, Dr. Clarence P. Idyll, as a consultant on the aquaculture research initiative. He

has provided an excellent document^{with an} analysis of the situation and ^{has} made concrete suggestions on a Tropical Aquaculture Research initiative that could be supported by the CGIAR.

The consultant has recommended that support should be limited initially to two freshwater groups of species, namely tilapias and carps. The main emphasis would be on research that would benefit small farmers. The proposed research areas would be genetics and nutrition/pond dynamics.

Initially, the major research efforts would be in Southeast Asia, in close collaboration with national, regional and international aquaculture research and development institutions currently active in the region. Part of ICLARM's aquaculture program could be the leading unit for a network-based initiative.

While recognizing the future potential in Africa for aquaculture, especially with regard to tilapia, the weak infrastructure and lack of trained manpower in national research programs were considered to preclude Africa from effective participation in the network at the beginning. Institution-building was accordingly considered to be a priority area for Africa.

Regarding Latin America, the consultant reported that interest and activity in freshwater aquaculture research was low.

In considering the report, TAC agreed with many of the scientifically based conclusions of the consultant, in particular genetic research on the two recommended species, carp and tilapias. However, further clarification of the proposed other research activities, namely nutrition/fish pond dynamics, was requested by TAC. There were also issues raised about the location of these activities and the way the network would function.

TAC also wishes to examine in greater depth the proposed institutional mechanism and reflect on ^{a number} ~~implications~~ of possible organizational options for implementing the new initiative. Therefore, contrary to our expectations ~~in~~ ⁱⁿ May 1987, the complexity of ^(the problem, the need for a) ~~both the~~ clearer definition of the research program, and the determination of the organizational structure, make it ^{im} ~~probable~~ that a proposal on aquaculture would ~~not~~ come up to the Group before next ICW.

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(b) Vegetables

TAC considered a proposal developed by Dr. Colin McClung of the Winrock International Institute of Agricultural Development. The proposal is for a collaborative research network with a central coordinating entity which would have an in-house research capacity.

The research program for the network would focus on six commodities: tomatoes, peppers, onions, okra, eggplant, and ~~a~~ ^{the latter of particular importance} ~~category of~~ leafy green vegetables, specifically for Africa. The research activities would include initially the assembling of germplasm from various institutions, followed by screening of cultivars for pest and disease resistance and heat tolerance, and breeding for yield and quality.

The consultant recommended that the headquarters of the management entity be located in Asia since the region has a number of active, growing institutions engaged in vegetable research. A sub-base is proposed in Africa to help expand vegetable research on that continent. The African location would lead research on leafy green vegetables and would foster technology transfer from other regions. The possibility of a sub-base in Latin America should also receive early consideration.

National systems would participate in the development of a strategic plan for the new venture. A contracting procedure was also proposed to ensure effective collaboration, both in developing and developed countries.

Of particular significance was the proposed relationship of the new entity to AVRDC. AVRDC is well organized to handle functions such as basic germplasm storage for the network; maintenance of a computerized bibliographic service; leadership for

germplasm evaluation and improvement for selected crops, particularly for disease and insect resistance and adaptation to tropical growing conditions; and joint responsibility for training programs in vegetable research and production, seed technology, and other subjects. The network would benefit greatly from close collaboration with AVRDC as there would be no merit in duplicating what AVRDC is already doing well.

The Committee felt that there was a need to start small, and therefore recommends initial attention to research on tomatoes, peppers and onions in tropical humid and sub-humid environments. The particular research thrusts should be determined in the course of preparations to establish the management entity for the network, based on needs and capabilities of the region. As it was agreed that the hub of the entity should be located in SE Asia, the suggested approach should be followed initially in that region and, as the network is able to expand, in other regions, first and earliest in Subsaharan Africa, where leafy vegetables could receive first priority.

TAC believes it is closer to having a proposal for the Group's consideration on vegetables than on aquaculture. A global network is envisaged, with activities from the beginning in information work and exchange, and in coordination of training. Research would be undertaken in regional sub-networks, based on the needs and priorities of the collaborating national institutions.

A few issues call for further reflection, for example the research strategy and the role of in-house research capacity in this initiative. The major issue remaining to be resolved, and it is by no means a simple one, is the institutional setup. The governance and the relations among main unit and regional sub-units, as well as among the network nodes, need to be clarified. The proposed bottom-up approach is considered highly desirable, but must be brought to bear in a way that ensures that the supported research remains well focused.

TAC is pursuing the formulation of a proposal and expects, at this time, that it will be available for consideration by the Group at its next meeting in Berlin.

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Now, Mr. Chairman, let me finish with the King Baudouin Award. Next year, a Centre will again be honored for a contribution it has made, either on its own or in collaboration with a sister institution, or with national systems. TAC has approved the arrangements for selecting the recipient at the June meeting. As you know, the Award will be presented at ICW next year.

I apologize for taking all this time, Mr. Chairman, but as you have heard, we have had much on our plate.