

ICW'94: TAC CHAIR's REPORT**SYSTEMWIDE AND ECOREGIONAL INITIATIVES - (Agenda Item 12)****Alternatives to Slash and Burn****a) TAC recommendation**

TAC recommended that \$400,000 of funds be set aside for the ASB initiative to specifically support activities associated with the globalization of research approaches. The funding was to be made available subject to receipt of an acceptable proposal for use of these funds, including milestones and intended outcomes.

b) ICRAF response

ICRAF's response outlined how research results from the ASB initiative are comparable and how the different research groups involved communicate through Steering Groups and Working Groups. A global coordinator will be appointed. Emphasis has been given to developing methods and guidelines for collaborators. Major training and information activities are also foreseen. ICRAF also provided a breakdown on how the \$400,000 is to be used.

c) TAC commentary

TAC appreciates ICRAF's response to the classification it had requested with respect to the ASB initiative, and considers this response to be satisfactory and adequately answering the questions TAC had raised. The Committee therefore reaffirms its earlier recommendation to allocate \$ 400,000 to this initiative, and would appreciate being kept informed about progress in this exciting initiative.

Systemwide Livestock Initiative

a) TAC recommendation

TAC recommended that US\$0.5 million be provided to ILRI in 1995 for further analysis of livestock research and development issues, subject to submission of a workplan to TAC. While TAC envisages that in due course up to \$4 million could be assigned to Systemwide livestock initiatives, it was not possible at this stage to present a balanced portfolio of projects because the global priorities for the CGIAR have not yet been examined as thoroughly in other regions as they have been in sub-Saharan Africa.

b) ILRI's response

ILRI responded by providing additional information to allow TAC to make recommendations for the full \$4 million at TAC 66 in March 1995. ILRI proposed to initiate an accelerated process of consultations with Centres, other partners and NARS in Asia, Latin America and WANA immediately after ICW'94. These consultations would provide a basis for a general technical proposal for implementation to TAC in March 1995. The proposed research theme for this proposal is "Feed Resources - Production and Utilization". Multi-Centre consortia would be invited to submit specific proposals and a start of research activities is envisaged by mid-1995. A strong convener role for ILRI is proposed. ILRI also proposes to manage the process of issuing funds to individual members of the consortia.

c) TAC response

TAC has given careful consideration to ILRI's response to its commentary on the Systemwide Livestock Programme proposals. ILRI wants to undertake an accelerated process of consultation with the partners in these initiatives in Asia, WANA and Latin America immediately after ICW94, in time for submission of proposals to TAC66 in March. TAC considers that this time-frame is likely to be overly

optimistic and too short for an adequate process of true consultation among interested parties, and to develop collaborative proposals on the basis of a rigorous priority setting process. In this regard, the Committee reaffirms its earlier recommendation that ILRI will need to develop an overall analytical framework within which proposals across ecoregions can be prioritized. Furthermore, it should also be stressed that a Systemwide initiative is more than a simple collaborative research programme among Centres, and should involve a conscious effort to globalize methodologies used in local studies, be multisectoral and multidisciplinary and consist of a genuine collaborative effort involving centres, NARS and other parties as appropriate.

TAC recognizes its earlier recommendation that up to US\$ 0.5 million be provided to ILRI in 1995 for further analysis and development of proposals, subject to the submission of a workplan to TAC. This workplan has not yet been received. It is recalled that this amount is additional to the \$ 1 million included in the 1995 ILRI programme and budget for regional initiatives.

TAC reaffirms its recommendations that the Group reconfirm its decision to allocate in due course up to \$4 million within the \$270 million vector for Systemwide initiatives in livestock research, subject to the preparation of acceptable proposals.

An Ecoregional Approach to Research and Development in the Humid/Sub-humid Tropics and Sub-tropics of Asia

TAC evaluation of the ecoregional proposal submitted by IRRI in August 1994 was largely positive. The Committee had supported the need for a coordinator and the organization of the workshops. However, it had considered the proposed budget to be excessive, especially for workshops. It had also questioned the proposed expenditure on equipment before completion of the planning process.

IRRI has provided an explanation of the rationale for the level of budget proposed for workshops and the expenditure on equipment. It has also submitted a revised version with a slightly reduced budget. However, in reviewing the revised proposal a number of additional issues came to light which TAC considers need to be resolved before it can recommend the release of the funds requested. TAC would appreciate to have: evidence of agreement by the various partners for the proposed workplan, especially the other CGIAR centres stated in the proposal; an indication of the roles and responsibilities of each partner; contribution of the GIS facility to the ecoregional initiative relative to IRRI's own research; and the mechanism for resource allocation among partners.

Ecoregional Programme for the Warm Humid and Sub-Humid Tropics of Sub-Saharan Africa

In its evaluation of the proposals submitted by IITA and WARDA TAC noted that the Inland Valley environment, which is considered to be a component of the broader ecoregional work for the warm humid and sub-humid tropics of Sub-Saharan Africa, had been treated as a separate initiative. TAC recommended that the inland valley consortium should be integrated into a revised proposal by the convening centre to reflect the overarching concerns of the entire ecoregion. TAC further requested that the revised version should indicate what were the incremental and innovative elements over and above what WARDA was doing in its Continuum Programme.

During TAC 65 the Committee reviewed the revised joint submission by IITA and WARDA. It noted that some elaboration and refinements had been made on the earlier drafts and that three priority agro-ecosystems had been identified for initial action: the humid forest zone; the moist savanna; and the inland valleys. However, there was no indication of how: priorities were determined among the three agro-ecosystems; the decision on resource allocation was made; and how the programme would be monitored and evaluated. Further, TAC noted that in the inland valley consortium a sum of \$220,000 had been requested for research grants to NARS. TAC would appreciate an explanation of how the proposed research grants would be used. Would these be provided as direct support to NARS or for specific research contacts? TAC would also welcome an elaboration of the statement that "None of the proposed inland valley consortium budget will be used in support of WARDA's or IITA's core research activities." Pending the Centres' response to the issues raised above and evidence that at least all the CGIAR Centres participating in this initiative were involved in the planning process, TAC still reiterates its tentative allocation of \$500,000 for an ecoregional programme for the warm humid and sub-humid tropics of sub-Saharan Africa.

Sustainability of Rice-Wheat Based Cropping Systems in the Indo-Gangetic Plain

At the Special TAC Meeting in August, the Committee had responded positively to the proposal and found the rice-wheat initiative a suitable component for an ecoregional programme in the arid and semi-arid tropics and subtropics of Asia. It was a good example of a centre accepting convening responsibilities while other institutions (in particular IRRI, CIMMYT and national programmes) lead the research. However, TAC noted the lack of involvement of IIMI and IFPRI in the initiative, and requested ICRISAT to submit a revised proposal which should elaborate: (a) the functions and responsibilities of all partners, including the NARS, specified and related to expected programme outputs and benefits; and (b) lay out a reporting process, including milestones for expected achievements. TAC decided to recommend seed money of up to \$ 400,000 subject to a revised proposal addressing the above issues.

ICRISAT has not submitted a revised proposal but has informed TAC through a letter that it had appointed an interim Facilitator in the Facilitation Unit in New Delhi to initiate the planning of work among NARS and IARCs including IIMI and IFPRI. However, ICRISAT believes that it cannot adequately follow up on TAC's suggestions without some seed money. It has therefore requested the release of \$100,000 from the allocated seed money to permit the Facilitation Unit to organize the Regional Technical Coordination Committee and Steering Committee meetings to help prepare a revised proposal.

TAC recommends that \$100,000 of the allocated seed money be released to allow ICRISAT to prepare a revised proposal which addresses the concerns raised by TAC.

African Highlands Initiative (AHI)

The proposal for this initiative was submitted by ICRAF through the initiative on Global Sustainable Mountain Agricultural Development, and was considered by TAC at its August meeting. It included a budget request for \$250,000 for the AHI component.

TAC recognized that the CIP CONDESAN and the ICRAF-convened AHI programmes were in the late planning/early implementation stages and were strongly funded, while the development of a proposal from an ICIMOD-convened initiative for the Highlands of Asia was still under consideration. TAC therefore decided that it would consider a revised proposal structured on the Committee's guidelines for ecoregional and Systemwide initiatives. In particular, the revised proposal should set out the finances already available to each of the three components, the roles of IARCs including IFPRI, and partner institutions. TAC recommended 1995 funding of \$200,000 to CIP to work in cooperation with ICRAF and ICIMOD to develop a revised proposal through consultation, field visits and workshops. Subject to a positive response to a revised proposal, the Committee could recommend further seed money for the implementation of the proposed initiative.

Through a letter to TAC, ICRAF has requested that the Committee reconsider its decision and approve the release of the \$250,000 seed money for the AHI.

TAC considers AHI to be an integral component of the Global Sustainable Mountain Agricultural Development initiative, and has recommended 1995 funding of \$200,000 to CIP to work in cooperation with ICRAF, ICIMOD and other partners to develop a revised global proposal including the AHI component. TAC sees no compelling reason to revise its earlier recommendation, and will therefore consider recommending further seed money including to AHI subject to a positive response to a revised global proposal.

Strengthening Ecoregional Research for Agricultural Development in Tropical Latin America

CIAT's proposal that was considered by TAC in August largely focused on the hillsides of Central America, one of the two locations of CIAT's Hillside Programme. The proposal sought funds to help initiate a mechanism to coordinate work at CIAT's locations, in Honduras and Nicaragua, with similar work by other agencies at other Central American locations. TAC recommended an allocation of \$150,000 to contribute to the coordinating unit, subject to a positive response to a revised proposal which would also spell out the process and timing for expanding the scheme to other ecoregions within CIAT's responsibility, when further allocations of seed money might be appropriate.

CIAT submitted a revised preliminary proposal as a substitute to the one which was evaluated by TAC in August. The proposal envisages an annual budget of \$750,000 starting 1995, including \$150,000 for the coordinating unit.

TAC considers that the revised proposal is an improvement over the earlier version, but regards the initiative to be at an early stage of planning and consortium formation. Consequently, the Committee reaffirms its recommendation to allocate \$150,000 to CIAT subject to receiving an acceptable revised proposal. However, TAC notes that the revised preliminary proposal does not include an involvement of other centres such as CIMMYT, CIP, IFPRI. It further notes that the distinction between the core activities in the Hillside Programme and the ecoregional hillside activities is not clearly defined. The Committee would therefore need to be convinced that the ecoregional activity is additional to the centre-based core activity.

NOTES ON ZSCHORTAU PLAN

1. A case has not been made for introducing an additional structure into international research on sustainable land management. If set up, the structure will create difficulty at a time when a new CGIAR is being defined.
2. The Plan does not relate to any strategic analysis of priorities. The activities offered do not appear to be sufficiently broad in terms of disciplinary mix. They are organized around a single resource, i.e. soil (including in situ water and nutrients).
3. All but one of the consortia coincide with items in the list of Systemwide and ecoregional initiatives considered by TAC at its August meeting. The sixth, namely, "biological management of soil productivity" is relevant to a number of those initiatives.
4. While TAC has difficulty in supporting the structural implications of the Zschortau Plan, it sees great value in strengthening research on soil, water and nutrient management, in concert with the Agenda 21 action plan and the concerns expressed at the recent UN Conference on Population and Development in Cairo.
5. The System should welcome a closer involvement of the participants in the Zschortau Workshop in soil, water and nutrient research related to CGIAR activities. In particular, there should be a close interaction between those participants and TAC during the course of the Strategic Study of Natural Resources Management Issues and Research Needs in the CGIAR, with Emphasis on Soil and Water Constraints.

24.10.1994

ICW'94: TAC CHAIR'S REPORT

(Agenda Item 13)

INTRODUCTORY REMARKS

Since I last reported to you at MTM'94 in New Delhi TAC has met three times:

- TAC 64, in June, at WARDA, Bouake, Cote d'Ivoire, where we had the first ever formal interaction between TAC and leaders of NARS from sub-Saharan Africa.
- A Special TAC meeting, in August, at Davis, California, to consider Centre Budget Requests for 1995 and to evaluate Systemwide and Ecoregional Proposals submitted by the convening/lead centres.
- TAC 65, last week, at IFPRI and the World Bank during which joint sessions were held with the Centre Directors and Centre Board Chairs to discuss items of common interest.

Most of the decisions and recommendations arising from TAC 64, the Special TAC Meeting and TAC 65 have been or will be reported under specific agenda items at this meeting. In this report I will only cover the other major items which are not on your agenda.

FUTURE STRUCTURE, VISION AND STRATEGY FOR THE CGIAR

TAC revisited this topic at its June meeting in the light of its paper "The CGIAR in the 21st Century: Options for Structural Change" and the Group's discussions and decisions at MTM'94 in New Delhi. The Committee agreed to defer the preparation of Part II of this paper until the series of stripe reviews proposed in the medium-term planning process is completed and the outcome of proposals by the CGIAR Chairman to revitalize the CGIAR System is known. TAC members

engaged in a wide-ranging discussion of the programme and funding matrix as proposed by the Chair of the CGIAR. TAC is currently studying Mr. Serageldin's proposals on the development of the matrix approach, and how to categorize the programmes to be included in the matrix.

REVIEW OF CGIAR PRIORITIES AND STRATEGIES

TAC has initiated discussions on the next round of CGIAR priority setting to provide the basis for resource allocation from 1999-2003. The Committee aims at presenting its report on CGIAR priorities and strategies at ICW'96. The Standing Committee on CGIAR Priorities and Strategies under the chairmanship of Dr. Ammar Siamwalla, is currently developing a proposal on how to approach this next round. Since the last report dealt comprehensively with the demand for research, TAC will not engage in another major effort on these issues but update available information and draw on studies currently undertaken by the Centres in the context of the 2020 Vision initiative of IFPRI. TAC expects to give much greater emphasis to supply-side issues such as the role of the CGIAR as distinct from that of other actors, the strength of NARS, pay-off from research, scientific developments, and institutional capacity to deliver research results.

TAC will discuss a concrete proposal on how to proceed with the process of setting CGIAR priorities and strategies at TAC 66 in March 1995.

ICW'94 : REPORT OF THE CDC

(Agenda Item 15)

TAC's Commentary on the Future of Information Activities in the CGIAR

TAC is pleased to have an opportunity to comment on the discussion draft paper. The Centre Directors' Committee on Information, Documentation and Training are commended for the draft which is a useful discussion on issues and likely advantages of joint action and inter-centre collaboration to streamline information services in the CGIAR System.

The Committee concurs with the idea of harmonizing and integrating the information functions at the centre and System levels. TAC notes the diversity of Centre approaches and supports attempts to harmonize them and increase overall system cost-effectiveness in IT. Nonetheless the Committee does see a need to develop broad principles which could be used both to guide future developments and to guide external review panels in their assessment of centre activities.

The Committee considers the draft proposal to be dealing with the process to further define and quantify the identified themes in terms of demand, state-of-the-art, and costs and benefits of adopting a systemwide approach. TAC therefore views the draft proposal as an intended action strategy to resolve "in-house" issues, rather than a strategic analysis of the role of the CGIAR in information.

It is clear that some of the priority themes will be costly to implement. Careful coordination and supervision will be required for the specialized expertise to analyze the needs and develop specific action plans. TAC agrees that there is a need for a coordination mechanism as suggested by the CDC draft report.

TAC considers it important to maintain a broad perspective with regard to an information strategy. The ultimate aim should be to clarify the future role of the CGIAR in meeting the information needs of research institutions in the developing countries. The Committee

therefore considers that once the process of streamlining the information services in the System gets underway, it would be appropriate for the CGIAR to sponsor a global conference on the subject to tackle the broader, global issues. The two main global issues relate to the long-term role of the CGIAR in the information area, and the role of the centres in strengthening national capabilities. In view of the need to resolve these strategic issues, TAC will continue to give attention to this topic as part of the process of priority setting and the refinement of strategies.

Oct. 22, 1994

DESIGNING THE NEW CGIAR REVIEW PROCESS TAC CHAIR REPORT

1. Background

In response to a request from the Group, TAC and the Secretariats have been assessing how the review process can more efficiently and effectively respond to the needs dictated by the changing CGIAR System. Discussions took place at TAC62 and a plan of work was developed to systematically consider potential improvements in the review process. A draft paper was prepared and discussed at TAC63. A revised draft was prepared and discussed at TAC64; and a set of tentative conclusions were reached at that time.

In early 1994, CGIAR Members and Center Directors were sent a questionnaire requesting their input on the review process. Responses from those two questionnaires and TAC deliberations and tentative conclusions were considered by the Inter Secretariat Working Group on Reviews (ISWGR), which has prepared a paper synthesizing TAC and ISWG activity and conclusions up to the beginning of TAC65 (see Attachment 1 for details).

The following summary presents the main conclusions and suggestions deriving from TAC and the CGIAR Secretariat's work. It highlights the directions in which the review process should be moving as the revitalized CGIAR System evolves over the next years.

2. New Review Models Needed

The System is moving toward a broader mix of center specific and Systemwide and intercenter programs. While the basic types of review that have been used in the past remain relevant in the new System, their form and content should be altered. In the new CGIAR System there will be a need for reviews that deal with:

- * Centers
- * Programs
- * Special topics of interest to CGIAR Members and the centers

3. Redesigning Center Reviews

It is envisioned that external reviews should be much more issues focused, much lower in cost, more strategic in nature, and generally should involve only one full visit to the center being reviewed by the whole panel. These external center reviews should be complemented by: a) comprehensive internal self-assessments, b) impact assessments; c) Systemwide program reviews and d) regional reviews relevant to the center being reviewed. Preliminary thinking on the options available suggest that the external center review process should:

- Use a range of review models as appropriate. It is envisioned that the existing model of full reviews, interim reviews and mid-term reviews would be continued as the new center review model evolves.
- Rely more on results from internally managed reviews. One option for lowering costs of external reviews is to put greater reliance on use of internally managed external reviews (IMERs). In theory, the centers' IMERs should be able to provide a key review function,

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namely, a check on the quality and relevance of the science and output of programs within a center.

- Rely more on center boards for assessment of management cost-effectiveness. As in the case of assessing the quality and results of programs through internally managed reviews, external center reviews could rely more on center boards for assessment of aspects of management. This depends on whether there are credible mechanisms in place to assess and suggest improvements in the center's management effectiveness.
- Focus on a select set of strategic issues. Basing the CGIAR reviews more on internally managed external reviews and the boards' assessments of management implies that future teams would need to cover fewer issues in depth. These issues could be selected, for example, by the panel chair, with the help of staff from the secretariats, during a review planning phase. Selection of key issues could then lead to identification of panel members to address them. This way, the panel, as a whole, would need to make only a single visit to the center and focus its efforts on reaching conclusions on only the identified issues.
- Standardize presentation of summary information in review reports. The clients of reviews could benefit from having at least a portion of the review report cover the same information in a standard format, including both quantitative information (such as budgetary and staffing data) and qualitative assessments (e.g., potential impact of work in progress).

4. Designing Program Reviews

Program reviews would focus on assessment of Systemwide programs that are part of the CGIAR's research agenda. It could involve as few as two or three centers or all centers. Programs that are the responsibility of one center alone would be handled through the center review process.

It should be noted that under the envisioned future matrix management approach, identifiable responsibility for programs – and thus identifiable lines of accountability – would be recognized and enforced. In that sense, the System would be dealing with a different sort of situation with the new "program" concept. Traditional stripe and inter-center reviews, e.g., training, did not deal with direct accountability elements, i.e., centers themselves are accountable for their training activities, but not as part of a "program." Under the new matrix approach, it is envisioned that there also would be direct funding and accountability along program lines. The new program review models will have to take this difference into consideration, particularly in terms of credibility for the funders of programs.

Details of the program review process can only be developed once the System has settled on the definition of programs and their lines of responsibility and accountability. Initially, the focus of assessment activity should be on assessing proposals for programs and then putting in place adequate monitoring systems. In the meantime, TAC and ISWGR will be exploring options for program review models.

5. Review and Assessment Activities for Special Topics

Several other review or assessment related activities also are envisioned for the System:

- **Strategic studies for systemwide planning**

TAC currently undertakes a variety of strategic assessments that have as their main purpose provision of information for planning purposes. Examples include the intercenter rice review, the

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study of training, and the current strategic studies on natural resources management research and on public policy, public management and institution building research.

- **Assessments of regional commitments of the CGIAR.**

Regional assessments such as the West Africa regional CGIAR commitments study, are new in the system. It is envisioned these types of regional studies would focus across the system on the various center commitments in the region, looking at impacts, NARS views, and at complementarities and duplications in activities. They also would move towards the development of a stronger perspective on IARC-NARS interaction, as well as interaction with other research suppliers having activity in the region.

- **Development and expanded use of impact assessments.**

Impact assessments have in the past been carried out by only a few centers. Such assessments are needed to ascertain the impacts of research results. Responses to the ISWGR questionnaire to the CGIAR members (see Attachment 1) indicate quite clearly that they would like to have more impact assessment within the System.

Outside expertise needs to be brought in to provide insights on methodologies that have been used successfully by others. The experience of the centers needs to be brought together and assessed from a comparative perspective. Mechanisms for institutionalizing impact assessment in the System need to be considered urgently.

6. NARS-IARC Interactions and the Review Process

A point that cuts across all three types of review is the need for improvement in the treatment of NARS input in the review process and for improved assessment of the links between NARS and IARCs. Some of the main suggestions that are under consideration are as follows:

- * Instead of the costly field visits during reviews, the panels could bring together, in a neutral location, selected representatives of the NARS for a roundtable interaction.
- * TAC and the CGIAR Secretariat could undertake regular regional reviews (see above).
- * If Centers start developing improved and more active systems for assessing their impacts, then information on NARS and their concerns would also become more readily accessible.
- * Better use could be made of information on NARSs available from ISNAR, the World Bank, regional development banks, FAO, and so forth, as they study various aspects of NARS.

This question of NARS input and assessment of NARS linkages is one that TAC, the CGIAR Secretariat and the Group need to deal with more effectively in the future.

7. Concluding Remarks and Next Steps

This progress report and the attached paper by the Inter Secretariat Working Group on Reviews will form the basis of a draft final report that will be considered and finalized at TAC66 for presentation to the Group at MTM95. At this time it would be useful for TAC and the CGIAR Secretariat to receive input from the Group on the directions of change suggested above.

LIVESTOCK RESEARCH IN THE CGIAR
(Agenda Item 11)

TAC reviewed the third draft of the Strategic Plan and the Indicative Medium-Term Plan for ILRI as revised by the Rockefeller Foundation, the Implementing Agency for the establishment of a new International Livestock Research Institute. The Committee complimented the Implementing Agency for the substantial progress realized in advancing the Strategic Plan for Livestock research within the CGIAR and in the preparation of an Indicative Medium-Term Plan.

The Committee considers that the debate on livestock research within the CGIAR had now been successfully concluded and looks forward to the further development and ownership of the Strategic and Medium-Term Plans by the new Board of ILRI. TAC wishes to express its appreciation that the Implementing Agency adequately dealt with the issues it had raised in its commentary on the earlier drafts, and commends the staff and managements of ILCA and ILRAD for their substantial contribution and their positive attitude to the establishment of the new Centre and Systemwide strategy for livestock research within the CGIAR.

TAC encourages the new Board of Trustees to further elaborate the research objectives and criteria for priority setting in its further development of the Medium-Term Plan, and that in particular it should engage in regional dialogue with NARS and other stakeholders to foster a broad sense of ownership of the strategic objectives and programmes of the new Centre. TAC would also like to see ILRI expand collaboration with ITC, CIRDES, and other partners in its research on trypanosomiasis.

TAC COMMENTARY ON THE THIRD DRAFT STRATEGIC PLAN
AND THE INDICATIVE MEDIUM-TERM PLAN (MTP) FOR ILRI

36. TAC records its appreciation to the Rockefeller Foundation and the Strategic Planning Task Force for the substantial progress made since TAC 63 in the development of the Strategic Plan for a new CGIAR Global Livestock Research Institute and for the preparation of an Indicative Medium-Term Plan (MTP) for ILRI. The Committee was pleased to note that the issues raised by TAC in its commentary on the first draft of the Strategic Plan had been adequately addressed, and that wide-ranging discussions had been held with stakeholders in the preparation of the present Plan. TAC also expresses its appreciation to the staff and management of ILCA and ILRAD for their substantial contribution and their positive attitude to the establishment of the new Institute.

37. The Strategic Plan outlines succinctly a Systemwide strategy for livestock research and, with further minor revision, this will provide a solid basis for the establishment of the new Institute. TAC looks forward to the opportunity of seeing the Plan again after it has been reviewed by the new Board and management of ILRI, following establishment of the Institute in 1995. TAC will consider proposals for Systemwide initiatives for livestock research at the same time as considering other Systemwide initiatives. These should be presented in the format outlined in the guidelines for the preparation of Systemwide initiatives.

38. Further elaboration of the proposed research on rumen ecology is required. The workshop on rumen ecology, planned for 1995, should clarify ILRI's role in this area as well as its relation to the work of relevant advanced research institutes.

39. TAC notes that the Indicative MTP further provides for:

- Approximately 20% of research resources to be allocated by 1998 to research outside sub-Saharan Africa, particularly in the area of production systems, including feed resources and natural resources management. Further elaboration of the research objectives and the criteria used in establishing these programme priorities is needed and will require wide-ranging consultations with NARS and other IARCs in Asia and Latin America.
- Specific consultations with collaborating partners, which are planned for early 1995. The Committee encourages ILRI to foster a broad sense of ownership of the strategic objectives and programmes of the new Institute with its collaborating partners.
- Some reduction of work on trypanosomiasis in sub-Saharan Africa, on the assumption that research effectiveness can be maintained by closer collaboration with institutions in developed countries, and with NARS and regional institutions. In this context, TAC encourages ILRI to continue and expand its collaboration with ITC, CIRDES and other partners on trypanosomiasis research.

- Expansion of research on molecular genetics of little-studied tropical breeds of livestock, which draw on promising results from advanced research institutes outside the CGIAR.

40. The Indicative MTP sets out a working framework for the preparation of ILRI's budget proposals for 1995. The Indicative MTP should be based on the level of the MTP budgets of ILCA and ILRAD as endorsed by the Group at ICW'94, and should remain at or within the aggregate CGIAR US\$ 270 million core vector ceiling through to 1998. Senior scientist numbers in the Indicative MTP should also be consistent with the levels approved in those MTPs.

41. TAC encourages the management of the new Institute to retain as many skilled staff as possible from ILCA and ILRAD whose expertise is relevant to the programme of the new Institute.

42. TAC is pleased that the comprehensive debate on livestock research within the CGIAR has now been successfully concluded, and that the Strategic Plan provides the basis for a coordinated Systemwide livestock research programme.

External Review of IIMI
With JHM

CGIAR REGIONAL COMMITMENTS: WEST AFRICA STUDY

The initial phase of the study was a desk study a draft of which was considered at TAC 63 and sent to Centre Directors for comments. A revised report was considered at TAC 64 in Bouake. This report was given to an External Panel commissioned by TAC to undertake the main phase of the study. The Panel visited NARS, CGIAR Centres and other institutions located in West Africa. The Panel consisting of Dr. John McIntire (Chair), Dr. Bakary Ouayagode (Member) and Dr. Philip Kio (TAC Secretariat) prepared a draft report which was considered by the Committee during TAC 65, which included a joint session with Centre Directors. The Committee had prepared a set of notes for the Panel to consider when finalizing its report. The final report will be considered by TAC in March 1995 and the CGIAR at its MTM'95.

FUTURE REVIEWS

(i) Centre Reviews

The main phase of the External Reviews of CIAT, CIP and IITA will be conducted between January and April 1995. These reviews will be chaired respectively by Drs. Grant Scobie (New Zealand), David MacKenzie (USA) and Eduardo Venezian (Chile). The Mid-Term Review of ICLARM will be conducted in February 1995 under the chairmanship of Dr. E.T. York (USA).

Planning has been initiated for the next External Review of ICRISAT to be held in 1996.

(ii) Inter-Centre Reviews

- The Inter-Centre Review of Roots and Tubers will be conducted during May/June 1995 following the completion of the External Reviews of CIAT, CIP and IITA. It will be Chaired by Dr. Michael Arnold (U.K.).
- The Strategic Study of Public Policy, Public Management and Institution Building Research will be conducted during 1995.
- The Strategic Study of Soil and Water related constraints in the CGIAR will also be undertaken during 1995.

OTHER MATTERS

During TAC 64 and TAC 65 the Committee discussed the following topics:

- Global Climate Change
- Soil, Water and Nutrient Management Research - A New Agenda
- Follow-up to UNCED Agenda 21
- Guidelines for Preparation of Proposals for Systemwide and Ecoregional Initiatives
- Post-Harvest Research in the CGIAR
- Transition in the Contribution of Living Aquatic Resources to Sustainable Food Security
- The Zschortau Plan - International Sustainable Land Management Facility for an Integrated Programme for Soil, Water and Nutrient Management
- Food Security and Nutrition Research at IFPRI: Selected Highlights from 1993 from the Food Consumption and Nutrition Division
- Dambo Irrigation Systems: Water Management Potential to Increase Food Security in Sub-Saharan Africa
- Rice Research at WARDA

TAC also participated in a formal consultation with NARS leaders from sub-Saharan Africa at TAC 64. A number of Centre Directors, SPAAR and donor observers also attended.

ICW'94 : REPORT OF THE CDC

(Agenda Item 15)

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The Committee concurs with the idea of harmonizing and integrating the information functions at the centre and System levels. TAC notes the diversity of Centre approaches and supports attempts to harmonize them and increase overall system cost-effectiveness in IT. Nonetheless the Committee does see a need to develop broad principles which could be used both to guide future developments and to guide external review panels in their assessment of centre activities.

The Committee considers the draft proposal to be dealing with the process to further define and quantify the identified themes in terms of demand, state-of-the-art, and costs and benefits of adopting a systemwide approach. TAC therefore views the draft proposal as an intended action strategy to resolve "in-house" issues, rather than a strategic analysis of the role of the CGIAR in information.

It is clear that some of the priority themes will be costly to implement. Careful coordination and supervision will be required for the specialized expertise to analyze the needs and develop specific action plans. TAC agrees that there is a need for a coordination mechanism as suggested by the CDC draft report.

TAC considers it important to maintain a broad perspective with regard to an information strategy. The ultimate aim should be to clarify the future role of the CGIAR in meeting the information needs of research institutions in the developing countries. The Committee

therefore considers that once the process of streamlining the information services in the System gets underway, it would be appropriate for the CGIAR to sponsor a global conference on the subject to tackle the broader, global issues. The two main global issues relate to the long-term role of the CGIAR in the information area, and the role of the centres in strengthening national capabilities. In view of the need to resolve these strategic issues, TAC will continue to give attention to this topic as part of the process of priority setting and the refinement of strategies.

TAC COMMENTARY

BREEDING PLANTAINS FOR BLACK SIGATOKA RESISTANCE AND ADVANCES IN MUSA GENETICS

Sub-Saharan Africa accounts for about 35% of the world banana and plantain (*Musa spp*) production. They are important food crops in the humid forest and mid-altitude zones of the region providing more than 25% of the carbohydrates and 10% of the calories intake for approximately 70 million people. They are also an integral component of farming systems in these zones. The gross value of production for *Musa* in sub-Saharan Africa is said to exceed that of several other main food crops including maize, rice and cassava. Bananas and plantains are an important source of income for rural small-holders.

Black sigatoka is a leaf spot disease caused by the fungus *Mycosphaerella fijiensis* Morelet which first occurred in Africa in the 1970s. It is generally considered to be the most serious constraint to *Musa* production in sub-Saharan Africa. It is particularly devastating for plantain production causing yield reductions of 30-50%. In developing black sigatoka resistant plantains, IITA used techniques involving basic, strategic and applied research. TAC considers IITA's approach to the development of plantain hybrids that are highly resistant to the disease to be highly innovative breakthrough research. The work has also contributed significantly to advances in the understanding of *Musa* genetics.

Little research has hitherto been carried out to remove biotic and abiotic stresses in *Musa*. In part this was because previous experience had indicated that the crop was intractable to genetic improvement by classical methods because most cultivated *Musa* are triploids and therefore almost completely sterile.

The breeding methodology adopted by IITA involves the production of tetraploid hybrids by triploid x diploid crosses. The susceptible triploid parent produces unreduced triploid eggs, while the diploid male-fertile parent, producing normal haploid pollen, serves as the source of genes for black sigatoka resistance. Since 1987 IITA has developed parthenocarpic plantain germplasm resistant to black sigatoka through a combination of conventional and new approaches including interspecific hybridization, ploidy manipulations, in vitro culture, field testing and selection. In the process more insight has also been gained into *Musa* genetics, as a result of which new breeding strategies have emerged for the improvement of bananas and plantains.

TAC notes that IITA collaborated with 12 NARS in sub-Saharan Africa and Latin America in this work as well as with INIBAP and a number of advanced laboratories in Belgium and U.S.A. The resistant hybrids are expected to increase household revenue for small holders and reduce dependence on chemical control strategies. The higher yields may also reduce the need to expand cultivation to larger land areas. All these developments will contribute to food security, increase income generation for small-holders and enhance the sustainability of *Musa* production.