

DDD/TAC: IAR/78/11

THE CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
TECHNICAL ADVISORY COMMITTEE

DRAFT

TAG QUINQUENNIAL REVIEW OF THE INTERNATIONAL AGRICULTURAL RESEARCH CENTRES

"REVISED TERMS OF REFERENCE"

AND

"GUIDELINES FOR THE QUINQUENNIAL REVIEWS"

TAC SECRETARIAT
FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
Rome, 1978

W/L2444

SECRETARIAT NOTE

The attached "Revised Terms of Reference" and "Guidelines for the Quinquennial Reviews" constitute Annexes III and IV to the Draft Report of the 18th Meeting of the Technical Advisory Committee, held in Rome on 14-20 February 1978.

The text of these Annexes was approved at that Meeting following elaboration by a Working Group of TAC Members established for that purpose.

ANNEX IIITAC QUINQUENNIAL REVIEW OF THE INTERNATIONAL AGRICULTURAL RESEARCH CENTRES
REVISED TERMS OF REFERENCEINTRODUCTION

The Consultative Group on International Agricultural Research (CGIAR) has charged its Technical Advisory Committee (TAC) with the conduct of quinquennial reviews of the value and effectiveness of the International Agricultural Research Institutes, Centres and Programmes which derive their financial support from the members of the CGIAR. It was agreed by TAC at its Meeting held in that the work of the should be reviewed by TAC in 19.. The present Review Mission is being organized in accordance with that decision.

Scope and Purpose of the Review

The major objective of such missions has been defined by TAC (in agreement with the Directors of the International Centres, and accepted by the CGIAR) as follows:

"on behalf of the Consultative Group, to assess the content, quality, impact and value of the overall programme of the Centres and to examine whether the operations being funded are being carried out in line with declared policies and to acceptable standards of excellence".

It is hoped that the review will inter alia assist the International Centres themselves in planning their programmes and ensuring the validity of the research priorities recognized by the Boards of the Centres.

In pursuance of the main objectives, defined above, the Mission is requested to give particular attention to the following aspects:

- (i) The mandate of the Centre, its appropriateness and the interpretation thereof with respect to:
 - (a) the immediate and long-term needs for improved food supply and human welfare in developing countries;
 - (b) present and possible future areas of work;
- (ii) The relevance, scope and objectives of the present programme of work and budget of the Centre and of its forward plans for the next five years in relation to:

- (a) its mandate and the criteria for the allocation of resources as defined by TAC;
 - (b) the ongoing activities of other international institutes and organizations, and of relevant national institutes in cooperating countries and in others where the work of the institutes has bearing;
 - (c) the policy, strategy and procedures adopted by the Centre in carrying out its mandate, and the mechanisms for their formulation;
 - (d) the Centre's rationale for its present allocation of resources, its present and future overall size, and the composition and balance of the programme in the fields of research, training, documentation information exchange and related cooperative activities.
- (iii) The content and quality of the scientific and related work of the Centre with particular reference to:
- (a) the results of past research;
 - (b) the current and planned research and the role of the scientific disciplines therein;
 - (c) the information exchange and training programmes, their methodologies and the participation of the research staff therein;
 - (d) the adequacy of the research support and other facilities;
 - (e) the management of the scientific and financial resources of the Centre and the coordination of its activities.
- (iv) The impact and usefulness of the Centre's activities in relation to:
- (a) the present and potential impact of the research conducted by the Centre;
 - (b) its information exchange and training programmes;
 - (c) cooperation with national research and development programmes;
 - (d) cooperation with other international institutes and organizations.
- (v) Constraints on the Centre's activities which may be hindering the achievement of its objectives and the implementation of its programmes, and possible means of reducing or eliminating such constraints.

(vi) Any specific questions which concerned members of the CGIAR, cooperating institutions, the Centre's Director or its Board of Trustees, may request TAC to examine.

On the basis of its review, the Mission will report to the Chairman of TAC its views on the need for any changes in the basic objectives or orientation of the Centre's programme elements, and on means of improving the efficiency of operations, and will make proposals for overcoming any constraints identified under item (v).

While the Mission should feel free to make any observations or recommendations it wishes, it must be clearly understood that the Mission cannot commit the sponsoring organization, viz. the CGIAR/TAC.

ANNEX IVTAC QUINQUENNIAL REVIEW OF THE INTERNATIONAL AGRICULTURAL RESEARCH CENTRES
GUIDELINES FOR THE QUINQUENNIAL REVIEWS1. Guiding Principles

The Quinquennial Review is commissioned by TAC in response to a request from the CGIAR. The essential aim of the Review should therefore be first to meet the needs expressed by this group and, secondly, to the extent possible, to assist the Centre with the scientific and technical aspects of its programme management. Thus, the Review Report should be prepared in such a way that it can assist CGIAR members to assess the usefulness of their past contributions to the Centre, and to take decisions for their future commitments.

The Quinquennial Review should be seen as an independent evaluation of the work of the Centre and as a means for the Centre to share its problems with TAC and for TAC to assist the Board and the Centre Directors to find solutions compatible with the declared policies of the CGIAR.

As indicated in the Terms of Reference, the Review Panel's opinions and recommendations may not be shared by TAC which may choose not to endorse parts of the Review Report and to add its own comments and recommendations when submitting the Report to the CGIAR.

Similarly, the Centre Director and its Board of Trustees may not agree with some of the Panel's opinions and recommendations. In this case, the final version of the Panel's Report should record these differences of opinion.

2. The Preparatory Phase2.1 Timing

Preparations for the Review should start at least one year in advance by determining the timing of the Review and its duration, in consultation with the Centre Director. The timing should be arranged so as to allow the Review Panel to visit most of the Centre's field experiments just before their completion. In principle, the Review Panel should spend about two weeks ^{1/} at the Centre's Headquarters. Visits to cooperative programmes should be organized for some of the Panel's members before the Review starts at Headquarters. Adequate time should be allowed for an assessment of the impact of the programmes.

^{1/} It proved not possible to have high calibre Panel members for a longer period.

2.2 Composition of the Review Panel

The Chairman of the Review Panel should preferably be either a TAC member or have already participated in a Quinquennial Review. The Centre Director should be consulted before the Panel leader is selected by TAC.

The size of the Panel will depend on the complexity of the programme of the Centre to be reviewed. In general, the Panel should have at least five members (not including the Panel Chairman). Because of the necessity of reviewing a broad range of activities in a relatively short time, the Panel may be composed of up to nine or ten people, including the Chairman.

A substantial number of the Panel's members should be well acquainted with the CGIAR system and, preferably, with the Quinquennial Review Process.

Panel members should not have had a direct involvement in the formulation of the Centre's present programme. They should not be members of the Governing Bodies of the Centre or of another Centre with which it had direct relationship.

The Centre should be invited to suggest names for potential Panel members, with alternates. Not more than half of the Panel's members ^{1/} should be drawn from this list. Other members should be chosen from a list ^{2/} including present and former TAC members, CG donors and co-sponsors and the CG and TAC Secretariats. Staff members from CGIAR donor or co-sponsoring agencies may also be selected in their capacity as scientists or managers of R & D programmes, but not as representatives of these agencies to the CGIAR.

A reasonable proportion of the Panel may be composed of highly specialized scientists (in specific disciplines or crops). Other members should be selected for their broad experience in agricultural research management in developing countries and/or in the socio-economic problems related to the regions/commodities concerned. Specialists with experience in the management of multi-disciplinary research programmes are desirable.

Before nominating Panel members, it would be essential to enquire whether candidates have personal or professional relationships ^{3/} with staff members of the Centre to be reviewed.

^{1/} Unless also proposed by TAC;

^{2/} A list ("roster") has been compiled but still requires further expansion.

^{3/} e.g. teacher/student or former colleagues.

Panel membership should include persons from those developing countries which are the most concerned with the cooperative programme. They should not have been directly responsible for the formulation and implementation of these programmes, however, and should be selected in their personal capacity for their scientific competence and knowledge of the research and development problems which the Centre is addressing.

Reviews of cooperative programmes ususally call for contacts with officials from the cooperating countries. Where necessary, one or two of the Panel members visiting these programmes must be fluent in the language of the country.

The proposed composition of the Panel (with alternates) should be established through joint consultations between the Chairman of TAC, the Chairman of the Panel, and the TAC Secretariat on the one hand and the Centre Directors concerned on the other. The interest and availability of the proposed Panel members should be ascertained by the TAC Secretariat which should then submit a final proposal first to the Centre Director for comment and next to TAC for approval. The composition of the Panel should be mutually agreeable to TAC and the Centre Director, although TAC may reserve its right to make the final selection since the reviews are conducted under its responsibility.

2.3. Terms of Reference and Related Questions

The terms of reference of the Review should be based on the standard terms of reference adopted by TAC. These may be modified or expanded at the request adopted by TAC. These may be modified or expanded at the request of TAC or CGIAR members, the Centre's Director or its Board and cooperating institutions to fit in with the specific features and problems of the Centre. Such modifications should, however, be kept in line with the general objectives of the reviews. Questions which are of a very specific nature should not be incorporated in the terms of reference but assembled in a separate list which should be submitted for approval to TAC by its Secretariat after consultation with the Centre concerned.

2.4 Documentation

The TAC Secretariat should provide the Panel's Chairman and members with the following documents, at least four months before the start of the Review:

- (i) the terms of reference and the list of specific questions to be addressed by the Panel;
- (ii) the brochure on the CGIAR system (for new members only);
- (iii) the Report of the CGIAR Review Committee (for new members only);

- (iv) the guidelines for the Quinquennial Review (for new members only);
- (v) selected reports of Quinquennial Reviews;
- (vi) relevant extracts from TAC reports;

The Centre should provide the Panel's Chairman and members with the following documents, at least three months before the start of the Review:

- (a) the charter and other basic documents establishing the Centre;
- (b) a review of the interpretations of the mandate, as evolved by the Board of Trustees over the years;
- (c) a statement of the present objectives, priorities and strategies of research, training, information exchange and related cooperative programmes, with an explanation of their rationale in terms of food demands and other requirements in the countries served by the Centre;
- (d) a plan for the work of the Centre during the next five years, with an indication of the results expected to be obtained during each of these years, the resources required for the main programme components including changes anticipated in the present staffing pattern.
- (e) the programme of work and budget of the current biennium and the proposed programme of work and budget for the following year;
- (f) reports of major planning conferences, internal reviews, expert meetings which have had a major influence on the guidance of specific programmes of the Centre;
- (g) agreements with other centres and other institutions which have major cooperative activities with the centre, together with information concerning the objectives and constitution of those activities;
- (h) documents on the major non-core projects of the Centre, in particular those to be visited by the Panel;
- (i) Any other document which the Centre feels it important to distribute before the review, e.g. reprints of published research papers. ^{1/}

2.5 Preliminary Consultations with the Centre Director and its Governing Bodies

As indicated above, the preparatory phase calls for a number of consultations between the Centre Director and the TAC Secretariat on the terms of reference, the timing of the Review, and the composition of the Panel. Consultations are also required to determine the itinerary and the programme of the Review Panel, including the visits to cooperative programmes.

^{1/} It is customary for the Centre to provide additional documentation during the first days of the Review.

Consultations prior to the review should also cover other aspects. As requested by the CGIAR, the Reviews should place increased emphasis on the overall policy aspects, priorities and strategy of the Centre in the light of its mandate, of the changing socio-economic context in which it operates and of the priorities formulated by TAC/CGIAR. The Reviews should also consider the interface between the activities of the Centre concerned and those of other Centres and of other national and international institutions.

The experience gained so far indicates that these aspects cannot be handled satisfactorily during the short time available for the Review unless some preparatory work has been carried out in advance. This may include the following:

- (i) Consideration by the Chairman of the Panel and Panel members from TAC and the TAC Secretariat, of the documents prepared by the Centre on its mandate, priorities, strategies, etc., as listed under 2.4 (a) to (i).
- (ii) Preparation by the TAC Secretariat of a preliminary analysis of the mandate, policies, strategies and priorities of the Centre, and of its relationships with other IARCs, national programmes and international institutions. This analysis would essentially identify issues without at this stage, making recommendations or conclusions.
- (iii) The draft should be discussed at a meeting attended by the Chairman of the Panel, selected members, the TAC Secretariat, the Centre Director, and members of its Governing Bodies to this meeting, as deemed appropriate.
- (iv) This analysis should then be reviewed by the Panel Chairman and the TAC Secretariat after this meeting, and be distributed to Panel members. If time permits, it should also be considered at the TAC Meeting preceding the Review and TAC's comments should be referred to the Panel.

3. The Conduct of the Review

Responsibility for the conduct of the Review lies with the Chairman of the Panel who is selected for his experience and competence in handling such Reviews. It is therefore not intended to provide him with specific guidelines here, unless TAC decides otherwise. A few remarks will be presented on the logistical aspects of the Review:

- (i) The draft report should be completed and agreed upon by the Panel on or before the last day of the Review. Appropriate time and facilities should therefore be given for report preparation.

- (ii) At the very beginning of the Review, an outline of the report should be agreed upon by the Panel with an indication of the allocation of tasks among Panel members.
- (iii) Clear instructions should be issued by the Director of the Centre, after the consultation with the Panel Chairman, as referred to in Section 2.5, on the scope, nature and contents of the presentations to be made by the staff.
- (iv) During the course of the Review, the Centre Director should be consulted by the Chairman of the Panel on each of the major recommendations which the Panel intends to make.
- (v) On the last day of the Review, the conclusions and recommendations of the Panel should be presented orally to the Centre Director in the presence of his Programme Directors and members of his Governing Bodies as deemed appropriate.
- (vi) A copy of the draft report should be left with the Centre Director for comments.

4. Finalization of the Review Report and Submission to TAC/CGIAR

The draft report, together with a brief summary of major recommendations and conclusions, should first be submitted to the next TAC meeting for consideration in closed session. The main purpose of this first submission to TAC is for the Committee to consider whether the report fulfills the Terms of Reference of the Review. TAC may identify gaps or points which require clarification. It may also make suggestions for its final presentation and present preliminary comments.

After this meeting, the Chairman of the Panel and the Secretary should prepare a revised draft, taking into account those comments received from TAC and from the Centre Director, which they consider acceptable on behalf of the Panel. The revised draft should then be cleared with the Panel members, and printed for presentation to TAC and the CGIAR by the Chairman of the Panel. ^{1/}

TAC may or may not endorse parts of the report, but is not expected to change its contents for which the Panel is responsible. TAC may submit separately its comments on the report to the CGIAR.

^{1/} The Centre Director should be invited to attend these presentations and present his views and those of his Board of Trustees on the recommendations of the Panel.

DDD/TAC:IAR/78/7

THE CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

TECHNICAL ADVISORY COMMITTEE

Eighteenth Meeting, Rome, 14-20 February 1978

TAC QUINQUENNIAL REVIEW MISSION

TO THE

WEST AFRICAN RICE DEVELOPMENT ASSOCIATION (WARDA)

PROGRESS REPORT

TAC Secretariat Paper

(Agenda Item 6(iii))

TAC SECRETARIAT

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

Rome 1978

W/L1823

TAC QUINQUENNIAL REVIEW MISSION
TO THE WEST AFRICAN RICE DEVELOPMENT ASSOCIATION
(WARDA)

Introduction

The TAC at its Sixteenth Meeting decided that the Quinquennial Review of WARDA should take a somewhat different form from the more "traditional" type of review that had now become established practice at the larger IARCs. A smaller team, consisting of one or two TAC members, and one or two outside consultants, was suggested. The month of September 1978 was felt to be a suitable time for the review.

These decisions were endorsed by the Seventeenth TAC Meeting which further examined the question of the scope of the review of the WARDA programme, especially with regard to the W-1 research programme vis-à-vis the W-2 - W-4 research programme which constituted part of WARDA's core programme not funded by the CGIAR. Consultations were also held between the Chairman and the Executive Secretary of TAC, the former Executive Secretary and newly appointed Executive Secretary of WARDA during the Centre's Week which followed this TAC Meeting.

The outcome of these discussions and further developments are reported below.

Scope of the Review

TAC had, from its earliest discussions of the WARDA programme, believed that the total WARDA research activity should be closely integrated. Furthermore an earlier TAC/CGIAR Secretariat mission had recommended that the annual presentation of the WARDA programme and budget should cover the totality of the research programme. This attitude had been given strong support by the CGIAR Review Committee's general approach to quinquennial reviews, during which it felt that both "core" and "special project" funded activities should be scrutinized.

Some members had, however, felt that the in-depth WARDA review should be limited to the CGIAR funded W-1 research programme. It was eventually agreed that the review would focus on the W-1 programme of WARDA, but would also cover the special projects related to this programme and consider relevant aspects of the total programme of WARDA.

Composition of the Team

The Chairman of the TAC has invited Dr. Hussein Idris to lead the WARDA Review team, and he has willingly agreed to do so.

Although it was felt that Dr. Robert Chandler might be invited to participate, more mature consideration led to the realization that the current field research programme of WARDA was, to a large extent, based on recommendations made by Dr. Chandler himself. Alternative candidates were therefore sought. A rice breeder/agronomist, an irrigation agronomist and an economist, with experience in rice research and irrigated agriculture, have so far indicated their willingness, in principle, to participate. These three positions, with the Team Leader, an observer from the CGIAR Secretariat and a member of the TAC Secretariat as Secretary, could make up the team.

Timing

Visits to selected WARDA field trials in Senegal, Mali and Upper Volta, the Gambia and Sierra Leone will be made in the week of 2-9 September 1978 (by charter aircraft, if feasible), whilst the review of headquarter's activities and report writing will occupy the week of 9-16 September.

Terms of Reference

The Terms of Reference of the review will depend in large part on the reaction of the TAC at its Eighteenth Meeting to the proposed amended Terms of Reference for Quinquennial Reviews in general contained in Annex III to the document DDD/TAC:IAR/77/29. If these outline Terms of Reference are accepted in principle by TAC, then the Committee may wish to approve also a version prepared to meet the needs of the WARDA review attached hereto as Annex I. These Terms of Reference would then be cleared with WARDA.

A list of specific questions is also suggested as a guideline for the review mission and is attached hereto as Annex II. Members of TAC are invited to add other questions or to amend those below. Co-sponsors and donor members of the CGIAR are also invited to suggest specific issues for examination. It may be noted that one donor is expected to conduct a review of WARDA, with specific attention to training activities in the near future. Additional questions should be addressed directly to the Secretary, and copied to the Chairman of the Review Panel and the Executive Secretary of WARDA.

ANNEX I

TAC QUINQUENNIAL REVIEW OF WARDA

DRAFT TERMS OF REFERENCE

Introduction

The Consultative Group on International Agricultural Research (CGIAR) has charged its Technical Advisory Committee (TAC) with the conduct of quinquennial reviews of the value and effectiveness of the International Agricultural Research Institutes, Centres and Programmes which derive their financial support from the members of the CGIAR. It was agreed by TAC at its Seventeenth Meeting held in September 1977 that the work of the West African Rice Development Association should be reviewed by TAC in 1978. The present Review Mission is being organized in accordance with that decision.

Scope and Purpose of the Review

The major objective of such missions has been defined by TAC in agreement with the Directors of the International Centres, and accepted by the CGIAR, as follows:

"...on behalf of the Consultative Group, to assess the quality and value of the scientific programmes of the Centres in order to assure the Consultative Group members that the operations being funded are being carried out in line with declared policies and to the full international standard expected."

It is hoped that the review will inter alia assist the International Centres themselves in planning their programmes and ensuring the validity of the research priorities recognized by the Boards of the Centres.

In pursuance of the main objective, defined above, the Mission is requested to give particular attention to the following aspects:

- (i) The relevance, scope and objectives of the present programme of research work and budget of WARDA and of its forward plans for the next five years in relation to:
 - (a) the immediate and long term needs for increased rice supply (and improved human welfare) in developing countries of West Africa,
 - (b) the mandate of the Association and its own interpretation thereof;
 - (c) the mandate and programmes of other related national and international institutes and organizations.

- (d) the policy, strategy and procedures adopted by WARDA in carrying out its mandate, and the mechanisms for their formulation;
 - (e) WARDA's priorities and the rationale for the present and future overall size, composition and balance of the programme in the fields of research, training, information exchange and related cooperative activities.
- (ii) The content of WARDA's research programme, and the quality, efficiency and usefulness of the work of the Centre with particular reference to:
- (a) the results of past research and training programmes at or on behalf of WARDA and the use to which the results have been put (or are expected to be put);
 - (b) the current and planned research, information and training programmes, their methodologies and the role of the scientific disciplines therein;
 - (c) the adequacy of the research support and other facilities;
 - (d) the present and potential impact of the work contracted under the information services and outreach programmes of WARDA on cooperating countries and their feedback to these and other programmes of the Centre;
 - (e) the management of research programmes of WARDA, the coordination of its activities, both in respect of achieving internal consistency and balance of programme elements and effective cooperation with basic research and education institutions, national research and development programmes and other international institutes and organizations;
 - (f) the constraints which may be hindering the achievement of WARDA's objectives and the implementation of its programmes, and possible means of reducing or eliminating such constraints.
- (iii) Any specific questions which concerned members of the CGIAR, cooperating institutions, the Executive Secretary or Governing Council may request TAC to examine.

On the basis of its review, the Mission will report to the Chairman of TAC its views on the need for any changes in the basic objectives or orientation of WARDA's research programme elements, and on means of improving the efficiency of operations, and will make proposals for overcoming any constraints identified under item (ii).

While the Mission should feel free to make any observations or recommendations it wishes, it must be clearly understood that the Mission cannot commit the sponsoring organizations, viz., the CGIAR/TAC.

ANNEX II

PRELIMINARY PROPOSALS FOR GENERAL AND SPECIFIC QUESTIONS TO BE ADDRESSED

BY THE WARDA REVIEW PANEL:

- (i) Examination of WARDA's forward planning process in general and the planning of its W-1 research programme on a five-year basis.
- (ii) Relationships between WARDA's W-1 and W-2 - W-4 "special projects".
- (iii) The research/extension nature of WARDA's research programmes; dividing lines and responsibilities of WARDA vis-à-vis national programmes.
- (iv) Programme balance both within and between W-1 varietal trials and the W-2 - W-4 special research projects, and between research programmes and the remainder of WARDA's activities, e.g. what relative emphasis is given to the adaptation to and selection for specific environments versus wide adaptability; what is the rationale for the present programme balance between rain-fed, irrigated, mangrove, floating rices?
- (v) Training levels and appropriateness of the training at the WARDA training centre to the individual trainee with respect to management of WARDA's trials and his country programme.
- (vi) Relations of the WARDA research department with other IARCs and agencies, especially:
 - (a) IITA and IRRI - on rice work in West Africa;
 - (b) ICIPE - no provision is made for collaborative work;
 - (c) FAO/UNDP - development programmes at WARDA
- (vii) Relationships with national programmes, donors and other non-IARCs, especially with respect to WARDA's role in variety testing vis-à-vis that carried out by national programmes.
- (viii) Linkages between headquarters and off-campus programmes. Feedback mechanisms and comparative staffing levels of these programmes and headquarter's.
- (ix) Quarantine needs. WARDA's approach and needs.
- (x) Management, especially of the multi-location trials.

THE CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
TECHNICAL ADVISORY COMMITTEE

Eighteenth Meeting, Rome, 14-20 February 1978

PREPARATIONS FOR FUTURE QUINQUENNIAL REVIEWS
(INTERNATIONAL BOARD FOR PLANT GENETIC RESOURCES - IBPGR)
(NOTE BY THE TAC SECRETARIAT)

TAC Secretariat Paper
(Agenda Item 6 (iv))

TAC SECRETARIAT
FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
Rome, 1978

TAC QUINQUENNIAL REVIEW OF THE
INTERNATIONAL BOARD FOR PLANT GENETIC RESOURCES (IBPGR)

Introduction

Reference was made at the Seventeenth Meeting of TAC to the need for improved forward planning of Quinquennial Reviews of the International Agricultural Research Centres and other CGIAR supported activities. To this end proposals have been made for improvements, and for a revision of the standard Terms of Reference. Further, the draft time-table for reviews, established earlier, indicates that IBPGR and ILRAD were tentatively scheduled for review in 1979. In view of the proposal that planning begin earlier, the review of IBPGR only has so far been discussed by the Secretariat. That of ILRAD will be discussed during the next TAC Meeting at ILRAD in June 1978. At the last meeting of the Executive Committee of the Board in December 1978, a number of tentative arrangements which are detailed below were considered. Firstly, it was considered necessary to submit specific Terms of Reference. These are attached hereto as Annex I, for consideration by the Committee prior to clearance by the Executive Committee of the IBPGR.

Scope of the Review

It is proposed that the review should examine selected activities of the IBPGR in the Asian (South-West, South-East and South), Mediterranean, Latin American and African Regions as well as the Headquarter's activities in FAO, Rome. Although the establishment of Regional Genetic Resources Centres was originally foreseen as a major activity of the Board, regional activities now consist to a considerable extent in the promotion of genetic resource collection and conservation at the national level. This will complicate the field sector of the review as several different sites in different countries may need to be visited in each region. The views of the Committee are also invited on the extent to which IARCs would need to be visited as part of the review.

The evaluation of the Board's contribution to the Genetic Resource Information Centre at Boulder, Colorado, would also be an essential part of the review in the light of the quite considerable expenditure on this activity and its great importance.

Timing

It was suggested that a suitable period for the review would be April/May 1979, the exact dates to be finalized when the timing of the IBPGR Executive Committee meeting in May 1979 has been proposed. Following preliminary briefing, the Panel would be divided for the regional visits, which would be made in company with regional consultants. These regional visits could be made at any time in early 1979 and individual regional reports prepared. The Panel should re-assemble in FAO Headquarters a week to ten days prior to the Executive Committee meeting for review of the headquarter's programme and report writing. This would then permit the conclusions of the Panel to be presented to the Executive Committee and the preliminary views of the Committee to be conveyed to the Panel.

Composition of the Team

It is proposed that leadership of the Panel should be entrusted to a person highly experienced in the utilization, rather than the collection/conservation, of genetic resources. Some names have been suggested and their availability has been ascertained. It is suggested that a total of three members would be sufficiently large to review the core activities of the Board. The Committee is invited to suggest names for the Panel and in particular for the regional consultants, each with specialized knowledge, to join with individual members of the "core" team for the field reviews. Some names have also been suggested for these posts, but, as yet, no approaches have been made.

Terms of Reference

The attached draft Terms of Reference are presented for consideration by the Committee. When approved, subject to any amendments which might be accepted, they will be submitted to the Executive Committee of the IBPGR for clearance.

Preparations for the Review

TAC members, co-sponsors and donor members of the CGIAR are invited to submit specific questions for consideration by the Review Panel. These will be compiled by the Secretariat for discussion at the next meeting of TAC.

The Secretariats of TAC and of IBPGR will jointly assist the Panel in the preparations for the review by providing the Panel with appropriate materials from the considerable documentation produced by IBPGR on its priorities and programmes. It will be recalled that, perhaps more than any other CGIAR-sponsored activity, IBPGR priorities and programmes have been subject to extensive internal review by the Board itself and its Crop Committees and Working Groups.

The Committee may also wish to advise on the desirability of the Chairman of the Panel having preliminary discussions with the Chairman, the Executive Committee, and the Secretariat of IBPGR, prior to the review.

ANNEX I

TAC QUINQUENNIAL REVIEW OF IBPGR

DRAFT TERMS OF REFERENCE

Introduction

The Consultative Group on International Agricultural Research (CGIAR) has charged its Technical Advisory Committee (TAC) with the conduct of quinquennial reviews of the value and effectiveness of the International Agricultural Research Institutes, Centres and Programmes which derive their financial support from the members of the CGIAR. It was agreed by TAC at its Seventeenth Meeting held in February 1978 that the work of the International Board for Plant Genetic Resources (IBPGR) should be reviewed by TAC in 1979. The present Review Mission is being organized in accordance with that decision.

Scope and Purpose of the Review

The major objective of such missions has been defined by TAC in agreement with the Directors of the International Centres, and accepted by the CGIAR, as follows:-

"... on behalf of the Consultative Group, to assess the quality and value of the scientific programme of the Centres in order to assure the Consultative Group members that the operations being funded are being carried out in line with declared policies and to the full international standard expected."

It is also hoped that the review will, inter alia, assist the Board itself in planning its programmes and ensuring the validity of its priorities.

Terms of Reference

In pursuance of the main objective, defined above, the Mission is requested to give particular attention to the following aspects:

- (i) The relevance, scope and objectives of the present programme of work and budget of IBPGR, and of its forward plans, in relation to:
 - (a) the immediate and long term needs for increased food supply and improved welfare in developing countries;
 - (b) the mandate of the Board and its own interpretation thereof;

- (c) the mandate and programmes of other related national and international institutes and organizations;
 - (d) the policy, strategy and procedures adopted by IBPGR in carrying out its mandate, and the mechanisms for their formulation;
 - (e) IBPGR's priorities and the rationale for the present and future overall size, composition and balance of the programme in the fields of germplasm exploration and collection, conservation, evaluation, training, information exchange, and related cooperative activities.
- (ii) The content of IBPGR's programme, and the quality, efficiency and usefulness of its work with particular reference to:
- (a) the results of past exploration, collection, information and training programmes by or on behalf of IBPGR and the use to which the results have been put (or are expected to be put);
 - (b) the current and planned exploration, collection, information and training programmes, their methodologies and the role of the IBPGR Secretariat, Crop Committees and other working groups therein;
 - (c) the adequacy of the logistic support and other facilities;
 - (d) the present and potential impact of the work contracted under the information services and regional programmes of IBPGR on cooperating countries, and their feedback to these and other programmes of the Board;
 - (e) the management of headquarters and regional programmes of IBPGR, the coordination of its activities, both in respect of achieving consistency with regard to established priorities and balance of programme elements, and effective cooperation with genetic resources and training institutions, national research and development programmes and other international institutes and organizations;
 - (f) the constraints which may be hindering the achievement of IBPGR's objectives and the implementation of its programmes, and possible means of reducing or eliminating such constraints.
- (iii) Any specific questions which concerned members of the CGIAR, cooperating institutions, the Chairman or Executive Committee of the Board may request TAC to examine.

On the basis of its review, the Mission will report to the Chairman of TAC on its views on the need for any changes in the basic objectives or orientation of IBPGR's research programme elements, and on means of improving the efficiency of operations, and will make proposals for overcoming any constraints identified under item (ii).

While the Mission should feel free to make any observations or recommendations it wishes, it must be clearly understood that the Mission cannot commit the sponsoring organizations, viz. the CGIAR/TAC.