From: The Secretariat  
October 6, 1987

Consultative Group Meeting
November 3-6, 1986
Washington, D.C.

Main Conclusions Reached and Decisions Taken

ERRATUM

The above-mentioned document issued under date of February 19, 1987, contained an error in paragraph 73. The Italian Government announced it was going to award the international prize for development technology to IITA for its work on hybrid maize.

Distribution

CGIAR Members
TAC Chairman, Members, and Secretariat
Center Board Chairpersons
Center Directors
Other Participants
Observers
From: The Secretariat

February 19, 1987

Consultative Group Meeting

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Washington, D.C.

MAIN CONCLUSIONS REACHED AND DECISIONS TAKEN

The Consultative Group on International Agricultural Research (CGIAR) held its annual international centers week meeting from November 3 to 6, 1986 at the International Monetary Fund Auditorium in Washington, D.C. The attached paper contains a summary of the main conclusions reached and decisions taken at the meeting.

The secretariat will make available on request a transcript of the proceedings on microfiche.

Attachments

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1. The annual international centers week meeting (ICW) of the Consultative Group was held at the International Monetary Fund Auditorium from November 3 to 6, 1986. The CGIAR Chairman, S. Shahid Husain, presided over the ICW 86 meetings. On November 3, a lecture in honor of Sir John Crawford—one of the founders of the CGIAR system—was presented by the Honorable Bukar Shaib of Nigeria. Mr. Shaib discussed technologies and farming systems in his address, "Hope for African Agriculture." Prior to the lecture, the King Baudouin award was presented to the International Institute of Tropical Agriculture (IITA). This biennial award for outstanding achievement in agricultural research by one of the CGIAR centers includes a US$15,000 cash prize. The award cited IITA for its development of streak resistant maize varieties, which are now being grown successfully in six equatorial African nations. An address to the Group by Mr. John Mellor, "The New Global Context for Agricultural Research—Implications for Policy," is attached as Appendix I. A list of participants is included as Appendix II.

Chairman's Opening Address - Agenda Item 1

2. CGIAR Chairman S. Shahid Husain welcomed the Group with a brief opening address that focused on three issues: 1) the problems of food and agriculture in Africa, 2) the importance of resource protection, and 3) the role of developing countries in the CGIAR. Mr. Husain stated that the problems of food and agriculture in Africa are the most pressing concerns facing the CGIAR. Africa's problems are compounded by the variety of soils, climates, and commodities in the different regions as well as by the fragility of physical conditions. Weak national centers and supporting institutions exacerbate the problems. But many of the CGIAR centers have worked to bolster national centers and helped coordinate their research efforts, which will ultimately strengthen the essential links between local farmers and the international centers.

3. Another current concern is resource protection. Mr. Husain stated that management of natural resources may be the single most important issue in economic development in the twenty-first century. In large part, the future of agricultural research demands integrating the management of natural resources into the work of the centers. He pointed out that increases in population are staggering—in several countries, populations will routinely double in less than twenty years—and will put attendant pressures on soil and water. Mr. Husain added that as the CGIAR prepares for the future, its work will include a focus on aquaculture, vegetables, and the role of trees in agriculture as well as on other key factors in agricultural production, namely soil and water.
4. Mr. Husain concluded with a discussion on the role of developing countries in the CGIAR. He noted that developing countries have benefited handsomely from the scientific excellence and management of the system, yet total contributions of developing countries remain below US$3 million—about one percent of contributions from donors. The issue, he explained, is not simply a question of money. Developing countries must find a way to internalize the work of the CGIAR into their own systems and foster a relationship with international centers that is mutually beneficial.

Introduction by Warren Baum of Partners Against Hunger - Agenda Item 4

5. Former World Bank Vice President and CGIAR Chairman Warren Baum briefly discussed his new book, Partners Against Hunger. Mr. Baum observed that several books could have been written about the CGIAR, but he chose the area that he was most qualified to write about, i.e., the organization and functions of the CGIAR. Partners Against Hunger covers the history of the CGIAR and provides an explanation of the Group's organizational structure, research priorities, and impact. A key part of the book, he added, deals with the possibilities of replicating the CGIAR experience in other fields of development.

TAC Chairman's Report - Agenda Item 5

6. Mr. Guy Camus, TAC chairman, reported on TAC's activities since the mid-term meeting. At that meeting, he noted some members had questioned how the recently approved priorities and strategy study would be implemented as far as monitoring, sustainability, income generation, and collaboration with non-CGIAR centers was concerned. To assist in the implementation process, TAC had created a three-member standing committee that will help organize its work and monitor its progress. In addition, three subcommittees were appointed, one to review each of these topics: 1) the centers' roles in a global context, 2) the sustainability of production systems, and 3) the implementation and review of CGIAR priorities and strategies. Each member of TAC, in addition to his normal workload, is a member of a subcommittee. TAC expects to have reports from the first two subcommittees by the mid-term meeting; the third subcommittee's report will be ready by ICW 87.

7. Mr. Camus also discussed the new resource-allocation process, which will be implemented by up to eight of the centers in 1987. The process includes a multi-year budget and a program that examines planning at the activity level. Centers will describe the nature, function, staff involvement, costs, objectives, and relevance of every activity. In March 1987, TAC will examine the progress of two or three of the centers, and results will be revealed at the mid-term meeting. By ICW 87, the programs and budgets of all eight centers will be available to the Group. This new process may provide a firm planning basis for centers and donors as well as provisions for responding to changing circumstances.

8. TAC has also undertaken a study of crop genetic resources, which will include an analysis of current resource activities in the system. Particular attention will be paid to the relationship between IBPGR and the crop-related CGIAR centers and to ways of fostering expansion and
integration of research efforts, genebank maintenance, and data storage and retrieval. The study will result in a CGIAR policy statement on genetic resources, which should be ready for the mid-term meeting in 1988. Such a policy statement is needed, given that about 50 percent of the effort in plant genetic resources in developing countries is CGIAR-supported.

9. The study of the external review process, conducted by Mr. Vernon Ruttan, is well under way. TAC had discussed a draft of the study with Mr. Ruttan and the center directors just before ICW 86. One recommendation in the study is that terms of reference used in reviews stress overall center policy and strategic issues rather than specific activities. Reviews should also evaluate centers' mechanisms for monitoring and assuring scientific quality. TAC will consider Mr. Ruttan's completed study in March 1987 and will comment on it at the next mid-term meeting. IRRI, whose review is scheduled for April 1987, will be the first center to use the modified review process. For that review, interim terms of reference have been prepared pending final outcome of the study.

10. Two TAC studies—one on vegetables and another on aquaculture—will be initiated in March. Mr. Camus also reported on a successful meeting between ICRAF, ICRISAT, IITA, and ILCA on the role of agro-forestry in Sub-Saharan Africa. Areas of potential collaboration were identified, including the formation of two task forces—one on multi-purpose tree germplasm screening, and another on training and research materials.

11. In the discussion that followed, interest was shown in several areas: Mr. Ruttan's study of the external review process, TAC's workload and new working procedures, implementation of the priorities and strategy study, the possibility for stripe reviews of rice and wheat, and the new resource-allocation process. One speaker thought that the new terms of reference for external reviews might allow program and management reviews to be combined into a single review. In general, the Group looked forward to hearing more from TAC on its new working procedures and on the results of its specific studies.

Report of the Chairman of the Board Chairpersons - Agenda Item 6

12. Mr. Lennart Kahre, chairman of the board chairpersons, reported on the meeting of the board chairpersons committee, which was held in Washington, D.C. just prior to ICW 86. One of several topics Mr. Kahre brought up was the committee's discussion with Mr. Ruttan, who gave a progress report on his study of the external review process. Mr. Kahre stated the board chairpersons strongly supported one recommendation in the study in particular: that reviews concentrate on overall center policy and strategic planning instead of center activities.

13. Mr. Kahre announced that his successor will be Mr. William Tossell of CIAT, and the new vice chairman of the board chairpersons will be Mr. Jack Meagher of CIP.

Report by the Chairman of the Directors General - Agenda Item 7

14. Mr. Peter Brumby, director general of ILCA and chairman of the directors general, made the following observations about the centers and the system:
(i) The centers and the system need to take a flexible approach to strategic planning. Otherwise, they might get locked in to unproductive approaches based on inaccurate premises. The relevance of program objectives can change quickly, and each center must be flexible enough to adapt to changes in needs and understanding.

(ii) The administrative load on centers has increased. Centers are now required to prepare regular reports on the specific uses of restricted and special funds, even though diverting personnel to work on such reports may not be in the best interests of the system. Reducing the administrative workload would decrease costs and at the same time increase efficiency.

(iii) In recent years, the trustees' role in running the centers has increased. As a consequence, trustees devote more time to center business and to informing themselves about issues that require board decisions. However, one area that has not been clarified is the trustees' role in the policy process: Where does their responsibility in defining center policy end and the director general's responsibility in implementing that policy and making management decisions begin?

(iv) A number of collaborative activities have occurred between centers during the year: a seminar on farming systems research at ICRISAT, a conference on agro-ecological zoning, a management training course, a meeting on variability in crop yields, a session with ICRAF on agro-forestry, a seminar in the Federal Republic of Germany on collaboration with European scientific institutions, and several meetings on a new African initiative and the resource-allocation process. Characteristics of the collaboration between centers include informality, goodwill, pragmatism, and enlightened self-interest. Mr. Brumby thought that the Group should do its best to preserve these qualities, rather than introduce greater formality in relationships.

Approval of 1987 Funding Requirements of the IARCs Supported by the CGIAR and Other Financial Matters - Agenda Item 8

15. Mr. Farrar reported on the following items:

(i) FY 1986 outcome

Expected core funding for 1986 is $190 million, some $20 million more than in 1985. Special project funding is expected to be $40-45 million (about the same as in 1985). Therefore, total funding for 1986 should be $230-235 million. Planning targets for centers are maintained at about $180 million, which implies a 3 percent real growth in the programs. Almost all of the centers are expected to operate at 96 percent funding levels. Significant weakening of the dollar in past months has considerably improved the funding picture; most of the exchange gains will be set aside in the stabilization mechanism.
(ii) Stabilization mechanism

There will be no payment on exchange losses this year. There will be payments, however, to several centers where inflation measured in dollars will be higher than anticipated because local currencies have strengthened against the dollar. The recent devaluation of the naira results in substantial exchange gains for IITA and to a lesser degree for ILCA. Uses for these gains are being discussed with both centers. It may be fitting to use these gains to help IITA overcome its financial difficulties of the last few years. It is estimated that the stabilization fund will have a balance of $13-15 million at the end of the year, depending on actual disbursements to the centers.

(iii) Financial and accounting issues

Group members were told that a progress report on various financial issues was being distributed to them, and guidelines would be available soon on three related areas:

- accounting practices (a draft had been circulated to the centers for their agreement and implementation),
- auditing practices (Arthur Anderson & Co. surveyed the practices at centers and reported their recommendations to center directors and board chairmen), and
- financial planning, monitoring, and reporting (a draft had been discussed with centers' management).

(iv) 1987 funding requirements

A secretariat-produced paper, "1987 Funding Requirements of the IARCs Supported by the CGIAR," was also distributed to the Group. Several members expressed satisfaction with the quality of the paper, which gave a system-wide analysis of the centers instead of the usual commentary on individual centers. The Group approved TAC's proposed funding requirements of $196 million and noted the proposal had taken into account some of the priority discussions from the mid-term meeting. Funding requirements for WARDA were discussed and approved separately from other centers. (See Agenda item 24.)

A speaker asked about the composition of the capital expenditures of five of the mature centers. Mr. Farrar explained that two of the centers were expanding their greenhouse facilities, and others had requested funds for maintenance costs. Agreement was expressed with the secretariat proposal for a long-term capital requirements study. Mr. Husain strongly urged TAC and the CGIAR secretariat to move as quickly as possible toward a multi-year budget framework.

Task Force on Sub-Saharan Africa: Progress Report - Agenda Item 9

Mr. Camus reported that after a decision taken at the Ottawa meeting, the CGIAR had established a task force on Sub-Saharan Africa. The task force, which includes donors as well as TAC and national systems'
members and works closely with the subcommittee of center directors, has several objectives: to assess research needs and priorities in collaboration with national leaders, to study how these needs could be met in a complex and diverse environment, and to identify ways to coordinate research efforts without imposing an additional layer of bureaucracy on the CGIAR centers. A top priority of the task force is to make an inventory of the African centers' activities to facilitate analyses of the system's work. The inventory, which will be distributed at the next meeting of the Group, will show the distribution of work by country, the nature and extent of collaboration with national systems, the types of intercenter cooperation, and the role of special project funding.

18. Mr. Stifel, head of the center directors subcommittee, told the Group that the International Food Policy Research Institute (IFPRI) had been requested to develop a strategy paper on agricultural research priorities in Africa, drawing on the collective experiences of the African CGIAR centers. Similar assessments being done by the World Bank, FAO, and others would be incorporated in the strategy paper. The paper, which will be presented at ICW 87, will also consider ecological requirements and strategic issues for the CGIAR in the future. IFPRI was asked to pay particular attention to the role of women in agriculture.

19. Another initiative will focus on adaptive research and training in the mid-altitude ecologies of southern and eastern Africa. Because maize plays such an important role in these ecologies, CIMMYT has been asked to conceptualize the approach. The study will be carried out in collaboration with national leaders, and if successful, similar initiatives will be started in other regions.

20. Mr. Winkelmann, director general of CIMMYT, summarized the work being done. He said the task force and directors' committee were focusing on an initiative that would address several concerns:

- determining the relevance of improved technologies,
- incorporating such technologies into farming systems,
- training national research staff for technology generation,
- and
- accelerating the process of technology generation.

21. The task force and directors' committee first had considered taking either an agro-climatic approach or a country approach, but they decided to combine the two: the initiative would focus on a single environment and would involve countries on an individual or bilateral basis. The next step would be to assess country interest in the initiative. Cooperation of national programs was critical, and their participation would influence which mechanisms could be used. National programs were expected to be responsible for the research to generate technologies, and center staff would provide counsel as well as access to improved technologies. Products would be tested in cropping or farming systems, not as single crops, to provide more rapid feedback. Priorities of technology generation would be determined by national goals, which would in turn determine the research competencies needed by the centers and national systems. Researchers from centers and national programs would train less experienced ones.
22. In the discussion that followed, many speakers welcomed the progress and the approach taken by the centers. But concerns were expressed about the possibility of duplicating efforts. Several speakers suggested the task force, centers' committee, and SPAAR work closely together to avoid such a problem. Mr. Camus said that he would invite the secretary of SPAAR to join the task force as an observer in the future. As far as additional funding for the initiative was concerned, donors were somewhat reserved; they preferred to await the outcome of the planning exercises before making further commitments. One speaker noted that the applied research needed for the initiative was not found at most centers. Clearly, additional funding would be required for pilot projects, and the special activities account could not be used for such projects. Several speakers approved of adding more African members to the task force, but they thought the task force should not grow too large. Speakers expressed interest in moving on to other regions, e.g., East Africa, West Africa, and the Sahel, and in taking actions to lay the groundwork. France offered to finance experts in West Africa to survey research being done on food crops and to determine national researchers' priorities in the region. This work would be based on studies already undertaken by the World Bank and ISNAR. The schedule would be determined by the task force, but some work might be completed by the mid-term meeting. Participation by other donors was welcomed.

Special Activities Account for the CGIAR - Agenda Item 13

23. Mr. Farrar discussed the report distributed to the Group on activities financed with the special activities account in 1986 and those proposed for 1987. He told the Group that contributions from donors besides the World Bank were needed for several activities: publishing the annual report, operating the Sub-Saharan task force, collecting and disseminating centers' publications, strengthening relationships between boards and the CGIAR, increasing public understanding of the CGIAR, conducting management training, studying and fostering relationships with scientific communities, and supporting the participation of fixed-term representatives in CGIAR meetings. He pointed out that the amounts mentioned in the report were only a part of what was actually contributed; centers and other organizations pay a substantial share for activities of special interest to them.

24. The Group discussed the report, and it approved the proposed activities and related funding requirements. The Group agreed that the number of donors to the special activities account should be increased; donors who could not contribute in cash should contribute in other ways.

ILCA External Reviews - Agenda Item 15

25. Mr. Carl Thomsen, chairman of the external program review panel, led off the discussion by presenting a brief report on the program review. The panel had examined ILCA's mandate and found that it allowed for a wide range of activities over a large area of Africa. ILCA is more decentralized than any other center, and its program focuses more on farming systems research than other centers. The panel concluded that these two factors have greatly complicated the task of the center.
26. Mr. Thomsen reminded the Group that the first ILCA review, in 1981, had been quite critical of the center's achievements and expressed dissatisfaction with the center's research program. As a consequence, this review panel was asked to examine in particular the priorities within and among programs, the balance between headquarters and field activities, and the relationships with national programs. The panel found that ILCA has undergone several positive changes, including an improvement in general atmosphere, in scientific competence, and in headquarters' facilities. More component research has been conducted, and the zonal programs have started to develop appropriate kinds of technology.

27. Nevertheless, the center still has some way to go to satisfy the conditions stipulated in the first review. The panel agreed with the finding by the first review panel that there is no need to revise the mandate. However, it recommended that given the demands of African countries, ILCA narrow the focus of its activities to ensure continuity of effort and to avoid spreading its resources too thin. To this end, the panel recommended that ILCA define its long-term strategy, which would provide a basis for setting priorities.

28. The panel reaffirmed the need for ILCA to remain a research institution first, and it recommended that research efforts not be reduced in relation to training and information. Further, the panel recommended that the center continue to carry out its research in a farming systems context. Research at headquarters should not be strengthened at the expense of zonal programs. However, closer relations are needed between headquarters and zonal programs as well as between zonal programs. For example, the panel found that pastoral systems in East Africa are facing the same problems as those in West Africa. Much could be gained by an exchange of experience between these teams.

29. The panel also noted that the need for technology in some agroclimatic zones was not related to expected pay-off. For example, in the arid rangelands of the Sahel, the needs are very great, but the expected pay-off is quite low. The panel asked TAC to help the center allocate resources in such situations. The panel also emphasized the need for ILCA to give high priority to building up the quality, motivation, and research abilities of workers at the national level.

30. Mr. Lowell Hardin, chairman of the external management review, presented the findings of his panel. He noted that since 1981, ILCA had made commendable progress in building a support base and management infrastructure, which included achievements in areas of finance, personnel, information management, facilities, administration, and linkages with the external environment. However, there were two major weaknesses: 1) ILCA was not able to build an effective program delivery system on top of this infrastructure. The panel made several recommendations to improve the strategic planning and review process as well as the systems for managing research, training, and outreach; and 2) the performance of the board, aside from financial and legal accountability, showed room for improvement. This conclusion was based on examining the board's performance in terms of specific criteria—the first time it had been done in a management review. The panel made several recommendations for improving the board's composition and dialogue between the board and management.
31. Mr. Hardin warned that the trustees are probably being asked to do too much. Center management should pay particular attention to the trustees' needs, and the trustees should pay equal attention to management. He also suggested that the system use more informal means to resolve conflicts. For instance, an individual respected by both sides could serve as an ombudsman to help settle disputes.

32. Mr. Hardin also noted that the secretariat is playing a useful role in providing continuity in the management reviews and in developing a conceptual structure for analyzing management issues across the centers. These efforts might lead to a set of management principles and guidelines helpful to the system in the long-run. The ILCA management review contributed to these efforts by identifying principles in the areas of board-management relationships and strategic planning.

33. Mr. Camus summarized TAC's findings. He stated that TAC concluded ILCA did not have a long-term strategy that had been agreed on by both management and the board. For that reason, TAC decided to prepare an interim commentary on the review; it would not complete its commentary until a strategy was drawn up by ILCA and agreed to by TAC. The strategy is expected to be drawn up by ILCA's board and management by March 1987, and a final version is expected in June. TAC will make a final commentary on ILCA at ICW 87. He added that TAC was pleased to recognize improvements at ILCA since the first review.

34. Mr. Farrar raised three points for consideration by the Group: 1) the Group would be asked to reconfirm a basic principle that board members serve in their personal capacities on the board instead of as individuals representing the interests of specific countries and regions; 2) the Group could suggest to the ILCA board that the number of CGIAR nominees on the board be increased from three to four. This move would conform to ILCA's rules on the size and composition of its board; and 3) the Group could plan to conduct a management review in two to three years to examine the progress made in addressing issues identified in the management review.

35. Mr. Barry Nestel, chairman of the ILCA board since April 1985, explained that ILCA had begun implementing many of the panel's recommendations, detailed in the board's written responses to the two reviews. Mr. Nestel confined his comments to the board's performance and the new strategic planning exercise.

36. Mr. Nestel pointed out that all twenty board members who served during the last five years had impressive careers and lengthy experience on African livestock issues. Recent board meetings were highly participatory. Two new members with experience in the CGIAR system were added recently, which has strengthened the board's capabilities. Measures are being taken to orient other board members to the CGIAR, such as participation at ICW 1986.

37. The strategy ILCA is now developing is based on three principles: comparative advantage, greater focus on a narrower front, and a multidisciplinary, farming-systems approach. CGIAR's comparative advantage in livestock productivity research lies primarily in ruminant diseases and in
ruminant production through enhanced nutrition, i.e., by improving management practices and developing better pastures, forages and other feed sources. A strategy document will spell out precise performance goals for 1993. Although the board does not envision a sudden shift in ILCA's programs, the center will probably have to reduce or eliminate some of the existing activities.

38. Mr. Peter Brumby, director general of ILCA, stated that livestock in Africa should be considered a means of generating increases in overall food production. He stressed the role of livestock in income generation, in agricultural sustainability, in reducing variability in crop yields, and in our understanding of the impact livestock can have on resource availability. He was pleased the program review had recognized the critical role of livestock in overall food production. In that regard, he pointed out the complications that can arise in interpreting ILCA's broad mandate.

39. The reviews stimulated considerable discussion. Members were generally pleased that improvements had been made both in ILCA's scientific competence and in its management. Some concern was expressed over the broad nature of the mandate and over the lack of center strategy. The Group agreed that the brief strategy paper prepared by management was not specific enough. One donor asked whether it was time the mandate itself was made more specific. Mr. Bonte-Friedheim advised TAC that it should reconsider the problem of livestock in Africa before examining the mandate of ILCA.

40. Most of the speakers agreed that ILCA needed to concentrate its research efforts. One donor asked whether farming-systems research could offer experience or advice to livestock research systems and whether ILCA should increase its work in crop agronomy. Several speakers favored more research in crop-livestock interactions. Two speakers suggested that ILCA reduce its emphasis on nomadic systems, and one suggested that ILCA examine the migration of herds toward the south during the last years of the drought. Several others suggested that ILCA's comparative advantage lies in work on humid and semi-humid zones. Two speakers asked if the zonal approach was the best way to proceed, given the absence of an agreed-upon strategy. One speaker was skeptical about regional field programs which often tended to substitute for national research programs: he considered them expensive and divisive, especially when board members from a particular region took a parochial approach. The need for a well-thought-out strategy was broadly recognized. One speaker suggested that a part of ILCA's mandate be transferred to ICRISAT and another part to IFPRI. Another speaker suggested that ILCA have a peer and donor review of its strategy.

41. Several speakers discussed the relationship between management and the board, in particular, the role of the board, its performance, what to do about a board that was not performing well, and who the boards were responsible to. Several speakers suggested the Group discuss what the system can do if the board fails. One speaker asked the board to report at ICW 87 on actions taken to implement recommendations in the reviews. Another speaker suggested that progress in implementing external review recommendations be a regular agenda item at all board meetings. Another
member suggested that a two-tier arrangement, with a committee of regional representatives serving as an advisory group to the board, be considered for ILCA. Another speaker noted that a board is dependent to a great extent for its efficient functioning on center management, so that reflections on a board's quality should consider this interdependence.

Questions about board members also received considerable attention. Speakers reaffirmed that board members should serve in their individual capacities, not as representatives of countries or organizations. Another speaker stressed the importance of having some members with experience in the CGIAR system.

One member stated that his country was prepared to cut funds to ILCA until the center developed a strategy and improved board-management relations. The chairman and several other speakers suggested that such action should not be considered before ILCA has had a chance to develop a strategy. One member countered that imperfections in board management relationships should not overshadow the progress made in many areas since the 1981 review. Several speakers paid tribute to Mr. Brumby for his achievements at ILCA.

Mr. Husain noted the diversity of opinions on ILCA's mandate and strategy. He suggested that ILCA, in developing its strategy, and TAC, in reviewing that strategy, take into consideration the concerns expressed by the Group. He also suggested that TAC review ILCA's strategy in the context of overall issues of livestock in Africa.

As far as the role of the boards was concerned, Mr. Husain observed that in the case of ILCA, there was a mistaken concept of the board's role. The board had tried to manage the center, but failed in its own job of strategy and broader guidance. Mr. Husain noted that the system is in a real dilemma when a board fails. The Group agreed with Mr. Husain's suggestion that in the rare cases when there is a breakdown, a small group could be appointed from within the CGIAR to pursue the issues and exercise whatever judgement and influence they can to help find a solution to the crisis.

The Group agreed to four follow-up actions:

(i) TAC should work very closely with ILCA on the issue of strategy and should report to the Group at ICW 87.

(ii) The secretariat should work closely with ILCA on the issue of management and report to the Group at ICW 87.

(iii) Members should be encouraged not to withhold funds from ILCA during 1987.

(iv) ILCA should increase the number of CGIAR nominees on the board from three to four.
The IBPGR discussion included a presentation on the center's program, which will be covered in a separate report. Mr. Lennart Kahre, chairman of the IBPGR, made several points about the CGIAR committee's report. Mr. Kahre said that during the past two years, the IBPGR had faced some difficulties. The external review had not been approved by the Group; however, the board thought it prudent to be guided by many of the review's recommendations. New appointments to both the board and staff had been made, following a lifting of the employment freeze. Correspondence with the FAO had produced some positive responses to management problems, but a definite solution had not yet been reached. Mr. Kahre added that two issues in particular—the board's ability to manage its own staff, and sufficient office space—needed to be sorted out if the IBPGR is to execute its program effectively.

During the presentation, Mr. Trevor Williams, center director, said he regretted the long decision-making process on the future of the IBPGR. The protracted process had caused serious delays in the program as well as uncertainty and low morale among the staff.

Mr. Farrar summarized the IBPGR committee meeting. The committee had discussed the correspondence between IBPGR and the deputy director of FAO, which dealt with measures to solve management problems. One proposed measure was to take some of the staff selection and promotion procedures for FAO field projects and apply them to IBPGR. This measure would reduce some of the management restrictions. The FAO was also obtaining more space, which would be provided to IBPGR. The IBPGR still had some concerns, detailed in a recent letter to FAO, but FAO had not had time to respond to them. However, Mr. Bonte-Friedheim noted that all of the concerns, except perhaps one of them, could be resolved by the next CGIAR meeting.

The committee also considered the IBPGR nominating and executive committees' reports on board appointments. The CGIAR committee thought that candidates should have scientific skills, knowledge of the CGIAR system, and several should have the potential to serve as chairmen. For the present, however, the Group should take an interest in the entire board membership instead of concentrating on the four posts to be filled by CGIAR nominees. The committee directed the secretariat to work closely with the board on this matter.

The committee decided to remain in existence at least until the next CGIAR meeting, because further consideration of some of the unresolved issues might be needed. Mr. Wessels was appointed by Mr. Husain to replace Mr. Hardon, who had resigned.

Mr. Husain summed up the meeting. He reminded the Group that the sentiment at Ottawa was in favor of ensuring efficient operation of the IBPGR within FAO. Progress had been made on two key issues: 1) selection and salaries for staff, and 2) space. The committee was satisfied with the proposed board nominees, and it would add two CGIAR nominees this year and two the next. Mr. Husain thanked Mr. Bonte-Friedheim, who represented FAO, for his interest and efforts in getting things moving.
53. Several speakers commended the progress that had been made; they hoped that the additional agreements would be implemented quickly, and the remaining problems would be addressed. Morale problems mentioned by the director were noted. However, optimism was expressed that, given the atmosphere that existed, it would be possible for the director to boost staff morale and overcome operational problems.

Cosponsors' Report on Procedures for Selection of TAC Chairman - Agenda Item 19

54. Mr. Husain introduced the topic by summarizing the cosponsors' report on selecting the TAC chairman. The co-sponsors would seek suggested names from the Group, the centers, and the international agricultural community generally. All members of the Group would be consulted about the names on the short list, and the co-sponsors would make the selection following such consultation. The report stated the principal criteria for the position and recommended that the chairmanship be recognized as a full-time job. Mr. Husain identified two principal issues: 1) the proposed procedures for selecting the chairman, and 2) the suggestion that the chairmanship be a full-time salaried position. He then opened the floor to questions.

55. In the discussion that followed, several speakers stressed that the chairman should retain as much independence as possible, that is, he should not be inhibited from speaking his mind--and if he were a full-time member of an agency staff, he might not feel as free to give advice. Some suggested that the chairmanship be a part-time position, which would avoid the implications of an employee relationship. Other speakers suggested that the chairman be compensated with an honorarium instead of a salary. One speaker asked for clarification on the role of the cosponsors.

56. In summing up the discussion, Mr. Husain observed the Group had approved the proposed procedure to select the chairman. As far as the terms of employment were concerned, Mr. Husain noted reservations about making the chairman a full-time civil servant. However, he recognized that given the amount of time the position demands, it would be unfair to ask the chairman to carry out other responsibilities at the same time. Whatever the arrangements, they should preserve the independence and stature of the TAC chairman and not make him an employee of any agency. The search for chairman would include candidates from inside and outside the CGIAR system to get the widest range of candidates for the selection.

Pledging Session by Donors - Agenda Item 20

57. Based on commitments expressed and indications given, the secretariat estimated that core funding in 1987 will be about $191 million. However, the Group had approved $196 million in funding requirements. As a result, center programs will be less than fully funded by $5 million or about 3 percent, which implies that there will be no real growth in 1987 and may even be a slight decline.

58. It should also be noted that the $191 million figure includes the total contribution by the World Bank. If the World Bank allocates its normal share of the stabilization fund, then funding for the centers would
amount to only $186 million, which would finance only 95 percent of the approved funding. However, the full amount probably will not be needed, and funding for center programs would be more than 95 percent.

59. The $191 million figure means that funding between 1986 ($190 million) and 1987 would remain about the same. However, operating costs and capital programs of the centers will increase from $180 million in 1986 to between $186 and $191 million in 1987. This increase in expenditures will offset the benefits from the weakening of the dollar that occurred last year. No such cushion is likely to be available in 1988. In fact, in 1988 increases from 7 to 10 percent will be necessary to maintain the 1987 level, and even higher increases will be needed for any real growth to occur.

Future Meetings - Agenda Item 22

60. The following dates and locations for future meetings were agreed upon at earlier meetings:

<table>
<thead>
<tr>
<th>Year</th>
<th>Mid-year</th>
<th>ICW</th>
</tr>
</thead>
<tbody>
<tr>
<td>1989</td>
<td>May 29-June 2, Canberra, Australia</td>
<td>October 30-November 3, Washington, D.C.</td>
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</tbody>
</table>

61. A new format was tried out at centers week this year: presentations were interspersed throughout the week instead of being contained in day-long sessions. The Group approved of the new format. However, members noted that lengthy discussions followed some of the presentations, altering the schedule for the rest of the day. The Group asked the secretariat to resolve this problem. One member suggested the presentations be scheduled as the last agenda item of either the morning or afternoon session.

62. The Group also talked about the directors general and board chairpersons' attendance at both the mid-term meeting and ICW. Mr. Farrar reminded the Group that mid-term meetings used to be attended primarily by donors and fixed-term members; only one board chairperson and one director general would attend to represent all the centers. The meetings were more intimate and center directors were not diverted from their normal duties twice a year. Mr. Husain said he felt the presence at Group meetings of directors general and chairpersons was beneficial: centers were often the focus of discussion, and directors general should hear what is being said about them. Further, their presence had not inhibited the discussions, and meetings were still relatively intimate. No conclusion was reached. However, Mr. Vallaeys invited the directors general and chairpersons to attend the next mid-term meeting in Montpellier.

Report on September 15th Meeting of WARDA Donors - Agenda Item 24

63. At the beginning of the discussion, Mr. Husain summarized the conclusions the Group reached after TAC's report on WARDA at the Ottawa meeting. The Group had recognized that WARDA was unique among the centers—it was a cooperative organization of West African states—and the
CGIAR would regret having to sever its relations with WARDA because of problems with the association's efficiency. The Group decided that if suitable arrangements for WARDA's management could be worked out, the Group would sustain assistance. IDRC was requested to help in negotiating with WARDA's member states and arrive at a suitable arrangement for future financing. IDRC, in turn, had invited Mr. Moise Mensah to represent them in these discussions, which began in June.

64. Mr. Mensah summarized the progress made in his negotiations with the member states since June. His terms of reference for the negotiations were set by TAC after its review of the mid-term review panel's report. At the time of the negotiation process, the heads of state of WARDA countries who are members of ECOWAS (a regional economic association) met in Abuja, Nigeria, and they passed an unprecedented resolution expressing support for WARDA and urging member states to pay their arrears to the association.

65. As a result of the positive dialogue between the member states and Mr. Mensah, IDRC and Mr. Mensah attended the Governing Council meeting in Dakar in August. Following the meeting, the chairman of the Governing Council, Minister Famara Ibrahima Sagna, sent a letter to Mr. Husain indicating the areas of agreement with the CGIAR's proposals and incorporating these in the amendments that would consequently need to be made to the constitution. Lawyers at IDRC and the World Bank found some ambiguities between the Governing Council's decisions and the draft amendments. In discussions with Minister Sagna during his brief visit to Washington, the substantive differences were discussed, and the following agreements were reached:

- The Governing Council would be renamed the council of ministers. The main functions of the council of ministers will be as follows: (i) appoint the executive secretary after selection and nomination by the board of trustees, (ii) ensure nomination to the board of nationals of the WARDA member states for selection and appointment by the board of trustees, (iii) ensure that the association's programs conform with the agricultural development policies of the region, (iv) examine the annual and other major reports of the association, and (v) assist in resolving major political issues referred by the board of trustees.

- The Scientific and Technical Council (STC) will be renamed the board of trustees, and its functions will be essentially the same as the other boards of trustees in the system. The board will recruit the executive secretary and submit his name to the council of ministers, who will formally appoint that person. There will be an equal number of board members from WARDA member states, including the executive secretary, and from the rest of the world. Both the WARDA nationals and the CGIAR members will be selected by the nominating committee of the board, which will be at liberty to suggest names of nationals to the member states. The members will always be selected in their personal capacity.

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1/ See CGIAR secretariat document ICW/86/24.1 dated October 27, 1986.
c) The executive secretary's title will be changed to director general to conform to the practice in other CGIAR centers. The incumbent will be a national of one of the member states but need not be a current resident. The director general will be appointed for a renewable first term of up to five years. The director general will be selected by the board, who will recommend the name of one candidate and the terms and conditions of the appointment, for confirmation by the Council. The STC has set up a search committee for the positions of director general and director of research. Candidates from all over the world will be considered for director of research.

66. Changes in WARDA's governance and structure will require amendments to WARDA's constitution. Many of the amendments were approved in principle in Dakar in August. However, amendments that have subsequently been redrafted will be submitted for review and approval at the December 1986 meeting of the Governing Council. 1/

67. In September a meeting of WARDA donors in Paris concluded that considerable progress had been made. They recommended that TAC comment on the negotiations between the CGIAR and member states, and that the Group take a decision about the future of WARDA at this meeting. In his report on TAC's views, Professor Camus noted that some TAC members still had reservations about the proposed governance mechanism and particularly the restriction on the nationality of the executive secretary. TAC recommended that the final steps of selecting the director general be the responsibility of the new board of trustees, which would be established around March. This suggestion was facilitated by the acting-executive secretary's agreement to extend his contract until the end of 1987. TAC also emphasized the need to locate WARDA's headquarters in or near the rice production area where the major research will be carried out. TAC was not yet prepared to define an integrated rice research program for West Africa; the precise nature and requirement of the program would need to be developed by the board of trustees in consultation with TAC, and it would take time to evolve. Furthermore, IITA had not yet completed its strategy-planning study, nor had the role of IRRI in irrigated rice in West Africa been defined. TAC, however, had endorsed a budget of US$4 million for WARDA for 1987, of which $2.8 million was considered core. The funding would be used in a holding operation pending the outcome of the negotiations and development of a strategy plan consistent with TAC's priorities.

68. The program and budget proposal for 1987 submitted by WARDA shows a departure from TAC's recommended program priorities. TAC considers rainfed rice to be the top priority. Within the present framework, however, TAC accepts the need for an interim budget to give time for making adjustments while retaining the necessary expertise within the WARDA staff.

1/ At this meeting, the Governing Council did approve the amendments (January 1987).
During the discussion, the following matters were reviewed:

(i) **WARDA's debts**

The Governing Council has urged member states to pay arrears sufficient to liquidate WARDA's debts by the end of 1986, which are estimated at US$1.6 million; of this amount, $1 million represents short-term debt, which affects the efficiency of the association's operations.

(ii) **Research priorities**

In the coming months, WARDA will be engaged in reviewing research priorities and adjusting its strategy for conducting research activities. WARDA has requested the assistance and support of other centers, particularly IRRI and IITA. WARDA will work with TAC on a rice research strategy.

(iii) **Financing**

TAC has recommended that the budget for WARDA for 1987 be approved at US$4 million, of which $1.2 million is considered to be from special project sources. If the governance issues were resolved satisfactorily, the CGIAR would finance WARDA's administrative budget in the same way it finances all other centers' budgets. Member states' contributions should not be tied to activities and operations which might jeopardize the research program if they were not fully funded; instead, contributions from member states would be used as additional funds to support core programs or special projects.

(iv) **Headquarters**

WARDA's headquarters in Liberia were gutted by fire earlier this year. Since then, the association has operated under appalling conditions and is virtually isolated because of poor communication facilities. Minister Sagna planned to visit the government of Liberia immediately after the ICW meeting to discuss the facilities that are essential for WARDA to operate efficiently. Although improved facilities, particularly communication and transport facilities, are required immediately, the location of a permanent headquarters facility can only be decided once the strategy for rice research in West Africa—and WARDA's role in that strategy—has been developed. The headquarters should then be located at or near WARDA's primary research station in an area of good transportation and communications.

(v) **Capital requirements**

A donor asked if consideration was being given to WARDA's capital requirements to ensure that it had the infrastructure to carry out its research program. On that issue, Mr. Camus indicated that in the interim, the host country is expected to provide temporary accommodation; therefore, issues of capital requirements have not yet been addressed.
(vi) **Transition period**

Given the restructuring needed in WARDA's research strategy, financing, and administrative and personnel structures, a transition period is likely to be required that could last as long as two years. During this period, WARDA would be assisted by staff from other centers and by outside consultants. At the end of this period, WARDA would be expected to operate as a full-fledged center of excellence of the CGIAR system. Because the council of ministers comprises ministers of agriculture of the member states, its role is perceived to be a positive factor in WARDA's structure; it permits a closer association with the beneficiary countries and the national agricultural research institutions in these countries. In this context, Mr. Schurig, the German representative, indicated that he would like the function of the council of ministers to include the following: "to promote the implementation of WARDA's research and recommendations in their member states."

70. Representatives of Canada, the Netherlands, African Development Bank, France, and the Federal Republic of Germany all indicated support for WARDA—contingent upon the Governing Council's endorsement of the agreements reached at its December 1986 meeting. The representative of Sweden joined the representative of the United States in indicating reservations about the progress made, particularly as far as the governance issues and payment of debts by member states were concerned.

71. After an extended debate, Mr. Husain summarized the conclusions. The Group had been broadly supportive of the initiatives taken to create the new WARDA—particularly in terms of its governance, which would make it essentially an autonomous center with an independent board of trustees. The Group will treat the financing of WARDA's core budget the same way it treats the core budgets of other centers, i.e., will finance administrative costs. Mr. Husain expected that TAC would stimulate some association—in terms of technical assistance and recruitment of scientific personnel—between IRRI and WARDA. Mr. Husain requested IDRC to stay with WARDA to ensure continuity until the conclusion of negotiations about the new arrangements. IDRC would also be asked to assist WARDA in selecting board members, in finding a director general, and in setting up the overall apparatus of WARDA's management in terms of financial and scientific excellence. The chairman expressed his deep appreciation for the work of Mr. Mensah and the IDRC in these negotiations, as did speakers from the Group.

**Other Business - Agenda Item 26**

72. Mr. Moscardi, the fixed-term representative for Argentina, reminded the Group that developing countries participate in the CGIAR system in various ways, but the most formal way of participating is by the regional representation of beneficiary countries at CGIAR meetings. Mr. Moscardi indicated that there were constraints on the functions—and attendance—of some of the regional representatives. Mr. Moscardi noted Mr. Zehni's belief that well-integrated management of the regional representation group would make the CGIAR operation more efficient and effective. Fixed-term representatives supported this view, but they acknowledged the idea had implications for funding. Mr. Moscardi also
suggested encouraging some regional agricultural organizations to become donors to the CGIAR. He pointed out that the fixed-term representatives were committed to improving the participation of beneficiary countries, and they were anxious to identify mechanisms or procedures that could help them to fulfill the job they were supposed to do. Mr. Zehni stated that he agreed with Mr. Moscardi's concerns and suggestions. With the secretariat's help, he had planned a meeting to discuss improvements to the fixed-term representation system; proposals would be presented to the Group at the mid-term meeting. The IDB expressed interest in helping to increase the participation of fixed-term representatives and pointed out that in the past, it financed consultations among regional or national research agencies in Latin America.

73. The representative for Italy announced that the Minister of Foreign Affairs, Giulio Andreotti, would award the international prize for development technology to IITA for its work on hybrid rice, which had been supported for several years by the government of Nigeria.

February, 1987
LO/DC:ndm
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