From: The Secretariat

June 20, 1983

Consultative Group Meeting
May 25-27, 1983
Paris, France

MAIN CONCLUSIONS REACHED AND DECISIONS TAKEN

The Consultative Group on International Agricultural Research (CGIAR) held a mid-term business meeting from May 25-27, 1983 at the offices of the World Bank in Paris. The attached paper contains a summary of the main conclusions reached and decisions taken at the meeting.

The Secretariat will follow the precedent established after International Centers Week (ICW) in November 1982 and will make available on request a transcript of the proceedings of the Paris meetings on microfiche, in lieu of issuing an Informal Summary of Proceedings. We propose to follow this format for future meetings. Your comments and reactions are requested.

Attachments

Distribution

CG Members
TAC Chairman, Members and Secretariat
Center Board Chairmen
Center Directors
Other Participants
Observers
A mid-term meeting of the Consultative Group was held at the World Bank's office in Paris from 25-27 May, 1983. The Chairman of the Group, Mr. Warren C. Baum, presided over the meetings. A list of participants is attached.

In his opening remarks, Mr. Baum announced that his successor had been selected by the World Bank in consultation with the co-sponsors, and had received the approval of members of the Group. Mr. S. Shahid Husain, currently Vice President, Operations Policy Staff, would take over as Chairman of the Group some time after the Group's next meeting in Washington, D.C., towards the end of 1983.

TAC Chairman's Report - Agenda Item 3

3. The TAC Chairman, Professor Guy Camus, introduced Mr. Alexander von der Osten as the new Executive Secretary of TAC, announced that Mr. Stephane Risopoulos had requested reassignment and that Dr. Karl O. Herz had been appointed as the new member of the TAC secretariat.

4. Contributions in 1983 have been sufficient to obviate the need for TAC to reexamine budgets; if necessary, small adjustments can be made pro rata across centers. In 1984, centers will prepare base-line budgets that essentially assume no growth in their programs. To allow for eventualities, they will also prepare a priority fallback list 7 percent below the base figure and a list of priorities up to 10 percent higher than the base.

5. Professor Camus reported that during its 30th meeting, TAC discussed strategic considerations and specifically: center mandates, relations with national research systems and research priorities. TAC intends to present its conclusions on strategic considerations, including a paper on training, to the Group in November 1984. The donors congratulated the TAC Chairman on his presentation and on the full and effective work program done by TAC. The donors expressed their interest in several aspects of TAC's work. In response to questions, Professor Camus stated that steps were being taken to ensure increased efforts in upland rice research, which had not until now received as much emphasis as irrigated rice. TAC would be discussing crop diversification, as also the complex question of farming systems research. A number of donors indicated support for conservation of genetic resources as a priority activity. Several expressed their expectation that training would receive high priority on TAC's agenda and the Australian representative offered his Government's assistance in contributing to the hiring of a consultant to help with a study of training throughout the centers. The German representative also offered support to TAC in its study of training and socio-economic studies. Mr. Baum noted that the centers' training programs would be examined in the context of the impact study (see Agenda Item 10, paras 19-22 below).
6. Professor Camus listed the current status of external reviews as follows:

<table>
<thead>
<tr>
<th>Center</th>
<th>Date of Reviews</th>
<th>For Consideration By</th>
<th>TAC at:</th>
<th>Group in:</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIP</td>
<td>Completed</td>
<td>31st Meeting</td>
<td>November 1983</td>
<td></td>
</tr>
<tr>
<td>ICARDA</td>
<td>Completed</td>
<td>31st &amp; 32nd Meetings</td>
<td>November 1983</td>
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<tr>
<td>IITA</td>
<td>Sept/Oct 83</td>
<td>32nd &amp; 33rd Meetings</td>
<td>May 1984</td>
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<td>WARD A</td>
<td>June/Sept 83</td>
<td>32nd &amp; 33rd Meetings</td>
<td>May 1984</td>
<td></td>
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In 1984 external reviews of ICRISAT, CIAT and possibly IFPRI are planned.

CIMMYT External Review - Agenda Item 4

7. Professor John Dillon, Chairman of the External Review Panel, presented the panel's findings to the Group; Professor Camus summarized TAC's recommendations; and Dr. Virgilio Barco, Chairman of the CIMMYT Board, and Dr. Robert Havener, Director General of CIMMYT, explained certain aspects of the center's policies and activities and generally concurred with the review panel's findings. In his summary of the lengthy discussion that followed, Mr. Baum described the debate as by far the most extensive and substantive yet on an external review. High praise was due to Professor Dillon and his associates for a first-class report. The review did, in fact, as one speaker pointed out, repeat some of the conclusions of the first review, leading the Group to expect that this time the recommendations would be fully implemented by the center and by TAC. The basic point to recognize is the very high quality of CIMMYT's work and of the staff. The center can claim impressive achievements, but, these noted, the panel recommended changes to enable CIMMYT to undertake successfully the formidable tasks ahead.

8. The Chairman made the following points in summarizing the conclusions of the Group's discussion:

(i) the donors strongly supported the recommendation that the scientific underpinnings of CIMMYT's research work would have to be strengthened;

(ii) the center will also have to give greater attention to maintenance research, and to the sharing of responsibility between itself and national entities for such research;

(iii) TAC recommended, and the Group supported the proposal, that CIMMYT should be moving towards a program of longer-term conservation of genetic resources; the budgetary implications of this recommendation need to be defined;

(iv) training, though the activity most easy to cut in times of financial shortfalls, should remain high among CIMMYT's and the Group's priorities;

(v) the Group requested CIMMYT to give more attention to communication of the results of its work; and
(vi) the Group urged that at the conclusion of the forthcoming external reviews of ICARDA and IITA, TAC make clear recommendations as to each center's ultimate responsibilities to end the current overlap in jurisdiction between CIMMYT and the other two centers. A recommendation will be made by TAC to the Group in November on the division of responsibility between ICARDA and CIMMYT for durum wheat and barley and between CIMMYT and IITA for maize in May 1984.

9. The Chairman pointed out that the recommendations had resource implications. Although the review panel considered that there were areas in which CIMMYT could reduce expenditures, the scientists who had evaluated CIMMYT's work program had also indicated areas where more resources were required. However, the Chairman stated that in a situation of scarce financial resources, judgements among centers could only be made in the context of a system-wide budgetary review. The review panel had endorsed CIMMYT's "minimum/optimum" program for the future; TAC also endorsed it, though considering that the operative word should be minimum and that CIMMYT should be allowed to reach and maintain that minimum level; and the Group recognized that it is a sound program which CIMMYT should undertake to the extent that resources permit.

10. The review panel and TAC brought to the attention of the Group the operational difficulties and limitations on program effectiveness caused by the present lack of a clear definition of the international status of CIMMYT in Mexico, its principal host country. Mexico, although not present at the Paris meeting, is a member of the CGIAR. The Group noted the serious nature of the problem and requested the CG secretariat to provide whatever support is necessary to help CIMMYT resolve it satisfactorily. The three co-sponsors (the FAO, UNDP and World Bank) expressed their willingness to help CIMMYT and the Government of Mexico find a formula - possibly based on experience with other CGIAR centers - that would provide CIMMYT with full international status.

Special Projects Transfer to Core - Agenda Item 5

11. The Group accepted TAC's recommendation to transfer 50 special projects at various centers into restricted core in 1983 and subsequent years. The total increase in center budgets approved by the Group for 1983 is $12.6 million. TAC has decided to investigate fully the implications of both special project and restricted core funding before considering another wholesale transfer of special projects. Discussion brought out the points that:

(i) the transfer of special projects to core would not affect the base for the 1984 budget exercise, but the amounts transferred in 1984 would be added to center budgets after TAC completes its recommendations on the existing budget base;

(ii) each of the projects carries pledged or anticipated donor funding for the period covered by the transfer;
(iii) the projects will be tracked in future budget proposals at the request of TAC;

(iv) the transfer will affect the calculations of the World Bank's contribution beginning in 1984; and

(v) the impact on the U.S. contribution in 1983 will be limited by the maximum level pledged by the U.S. during International Centers Week (ICW) in 1982.

Report by Chairman of Center Board Chairmen - Agenda Item 6

12. Dr. Reed Hertford, Vice Chairman of the Center Board Chairmen, represented the chairmen. He reported that after a two-day business meeting prior to ICW in 1982, the board chairmen decided to meet more formally and with greater regularity than in the past. The chairmen next met in April at ISNAR in The Hague to discuss and develop positions on the items on the agenda for the Paris meeting. The main conclusions of the April meeting were as follows:

(i) it was important that the international status of the centers be clearly recognized in each of the countries in which they operate;

(ii) considerable progress has been made recently in clarifying the responsibilities of trustees and in ensuring their greater involvement in deliberations about issues that concern the system as a whole;

(iii) the chairmen admitted to an initial lack of sympathy for management reviews but this had been, in part, a misunderstanding about the role of the management specialist in the CG secretariat. Now that it was clear that the appointee was a resource person available on call, the chairmen were more supportive of the initiative;

(iv) the chairmen agreed to use the occasion of ICW in 1983 to report to the Group on important board business; and

(v) in November 1983 the Chairman of the Board Chairmen will prepare a paper on the issue of center's mandates for discussion by the chairmen, which will cover the objectives, strategy and scopes of activity of the centers.

13. The Executive Secretary of the CG, Mr. Curtis Farrar, summarized a proposed course of action for preparation of a briefing paper for new board members, as recommended by the Second Review Committee. The secretariat would also prepare an analysis of the appointment process for CG-nominated board members. The Group endorsed the recommendation and agreed that the briefing paper should be prepared in consultation with a small advisory group composed of five or six people experienced in different parts of the system.
Report by Chairman of the Center Directors - Agenda Item 7

14. Dr. Havener represented Dr. Mohammed Nour, Chairman of the Center Directors, who was unable to attend the meeting. The center directors had not met since the last meeting of the Group in November and, therefore, Dr. Havener had no formal report to make. Dr. Havener stated his intention of recommending to the center directors that they convene in future before the spring meeting of the Group, in order to be able to comment more substantially on the agenda.

Management Reviews - Agenda Item 8

15. The desirability of holding a management review of each of the centers was raised by the Second Review Committee and approved by the Group. Mr. Farrar, reported on the way in which the first review - that of CIP - was conducted, on the lessons learned and on the reviews being planned. The Group expressed support for the management review process as it is evolving and agreed that to avoid overlaps, the management and external reviews should be integrated. To the extent feasible, the Group expected that the management review should make separate reviews by individual donor members unnecessary.

Financial Matters - Agenda Item 9

16. The Group debated two proposals submitted by the CG secretariat: the establishment of an administrative fund and the introduction of a mechanism to improve stability of funding.

17. Administrative Fund. From the discussion of financial issues there emerged clear agreement with the concept of providing resources through a single mechanism for the purposes outlined in the paper on the administrative fund. The Group preferred, however, that the mechanism be renamed to portray more attractively as well as more accurately the purposes it would serve. The Group also wished to have an opportunity to participate in decisions on the use of such resources, through annual consideration of a program and budget for the fund. A revised paper along these lines will be presented at ICW in 1983.

18. Stabilization Mechanism. The donors collectively welcomed the concept of a stabilization mechanism, recognizing that it addresses important funding and program management issues at the centers, and the initiative of the World Bank in providing funds for this purpose. The donors favored a procedure under which funds set aside for stabilization purposes at the beginning of a year and not required for that purpose should be held over to build up a reserve of stabilization capacity, rather than allocated to centers late in the year. They would like to understand more clearly how the TAC and the CG secretariat would administer the mechanism, and a revised paper will be prepared for submission to the Group in November on this point. A number of donors confirmed that they would have legal or policy problems in contributing funds for use in such a mechanism. The Chairman asked, however, that those donors that could contribute come to ICW prepared to address the question more specifically.
Impact Study - Agenda Item 10

19. The impact study proposal was introduced by Mr. Farrar, who summarized the methodology proposed for achieving each objective. In the ensuing discussion a variety of questions were raised and views expressed on a number of issues:

(i) whether to prepare a public relations document based on existing data or conduct an in-depth study gathering new information;

(ii) whether a single study or a continuing, phased evaluation of impact is needed;

(iii) how broadly impact should be defined, and specifically whether it should cover nutrition, income distribution and other agriculturally-related aspects of human welfare;

(iv) whether the measurement of impact should include impact on developed as well as developing countries; and

(v) whether a credible, competent study is best conducted by an "outsider" or an "insider" to the system.

20. The Chairman summarized the first part of the discussion by isolating a number of points on which there was agreement. The study should focus on impact on agricultural research and production in developing countries; the study is primarily for the purpose of providing decision makers in donor countries with additional new information on the impact of the CG system; the proposal as written is too expensive and too ambitious; there is merit in the November 1984 deadline, but the total study may have to proceed in stages.

21. Two outstanding issues were carried over from the first discussion to a subsequent discussion held during the last day: (i) the establishment of an advisory committee and; (ii) the question of who might carry out the study. The Group agreed that:

(i) an advisory committee, chaired by a very senior, eminent outside authority will guide the study. The committee will consist of people drawn from both within and outside the CG system; and

(ii) the study will be the responsibility of an outsider, who is well respected for his professional competence, i.e. a study director from outside the CGIAR system will be appointed. The study director will be assisted by the CG secretariat; he should have the option of contracting some pieces of research to outside institutions in developing and developed countries.
22. The Group agreed that the Chairman should establish a three-person subcommittee of the Group which would be responsible for appointing the advisory committee (including its chairman) and the study director, and would reconsider the time schedule and budget for the study. The two key individuals should have been appointed if possible by ICW in 1983. In the meanwhile, the secretariat would continue work on preparation for the study. If the advisory committee and study director are appointed in sufficient time, a revised proposal will be presented to the Group in November 1983. It was recognized that the original schedule for the impact study could no longer be adhered to.

Budget Status 1983/84 - Agenda Item 11

23. Mr. Farrar introduced the paper on the budget status of the centers and informed the Group that the net effect of exchange rate fluctuations and other changes in donor contributions in 1982 had been to reduce the amount actually received by centers to US $144 million, which is well below previous estimates based on reports from donors. The impact on center programs will become evident during budget discussions at ICW later in the year. Funding in 1983 should be marginally above the bottom end of the budget bracket, but not all donors have completed decisions on the level and allocation of their funding. The framework for the 1984 budgets was covered by Professor Camus in his report on the 30th meeting of TAC.

Future Meetings - Agenda Item 12

24. The Group agreed, following a thorough discussion, and after a show of hands, that at future ICW meetings each center will present its program every other year, unless, on the initiative of TAC or the CG secretariat, a presentation by a center in an off-year is considered to be necessary. Insofar as possible, the presentation would be linked to the biennial budget process. Centers will be asked to comment in their presentations on issues identified ahead of time by TAC and the CG secretariat; the donors are also invited to suggest themes, which should be given to the CG secretariat well in advance of ICW. After two years, the new system will be assessed.

25. The Group accepted an invitation from the FAO to hold the mid-term meeting at its headquarters in Rome from May 23rd to 25th, 1984. The next ICW meeting of the Group will be from October 31st to November 4th, 1983 in Washington, D.C. at the headquarters of the World Bank.

Other Business - Agenda Item 12

26. FAO and Germplasm Research. Dr. Bommer, Assistant Director General of FAO, was asked to report on the consideration in recent FAO meetings of a convention on international germplasm research and on its implications for the IBPGR and the Group. He said that pursuant to a resolution passed by the FAO Conference in 1981, the recent meeting of the FAO Committee on Agriculture (COAG) had before it a consultant's report on an international convention on germplasm and a proposed international genebank. There has been a wide variety of views expressed, and the Director General had appointed a working party of 12 to report to him on
the proposals to be presented to the FAO Council and to the FAO Conference in November. As to the relationship with the CGIAR and the IBPGR, the COAG has been clear that it wished the FAO/IBPGR network to be completed and strengthened. Dr. Bommer said that the work of the IBPGR was not in question, but that the issues involved extended longer in time and were broader in coverage than the work of the IBPGR. Several delegates said that they were satisfied with the work of the IBPGR and wished it to continue. The close relationship between the FAO and the IBPGR was noted, as was the fact that the latter is described in its charter as an "autonomous scientific, international, philanthropic, non-profit-making organization under the aegis of the CGIAR."

27. In his concluding statement on the lengthy discussion that followed Dr. Bommer's presentation, Mr. Baum noted that the Group had expressed considerable concern about the proposals being considered in FAO meetings. The delegations at the CG meeting were invited to make certain that their government's representation at the subsequent FAO discussions clearly reflects the views and concerns of the CGIAR. TAC was requested to be prepared to consider how the role of IBPGR might evolve as a result of the FAO discussions.

28. Fund for Developing Country Representatives. Dr. Bommer reminded the Group that it had decided at its last meeting to have a small fund to assist developing country representatives to help finance the cost of attending the CGIAR meetings as was recommended by the Second Review Committee. The UNDP had provided seed money but there have been no additions to the fund since then. The Executive Secretary agreed to join the FAO in searching for additional resources for this purpose.

29. New FAO Division for Research and Technology. A speaker asked the FAO representative and the TAC Chairman to explain the effect on the TAC secretariat of the proposal to strengthen agricultural research within the FAO by creation of a new division that would encompass several existing units, including the TAC secretariat. Dr. Bommer assured the questioner that the independence of the Executive Secretary of TAC and the secretariat is in no way changed by this proposal. Professor Camus expressed his appreciation to the FAO for the services it provides to the TAC secretariat. The Chairman reminded the Group that at the time of the First Review of the system, the heads of the two agencies that support the secretariats (i.e. the FAO and the World Bank) were asked to give - and gave - explicit assurances that the secretariats would report to the Group through their respective Chairmen and not through the hierarchies of their organizations. Dr. Bommer confirmed that the recent reorganization in FAO had not altered that commitment.
CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

Consultative Group Meeting

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1/ Dr. Havener, who was present for the CIMMYT External Review, is listed in Section C.
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