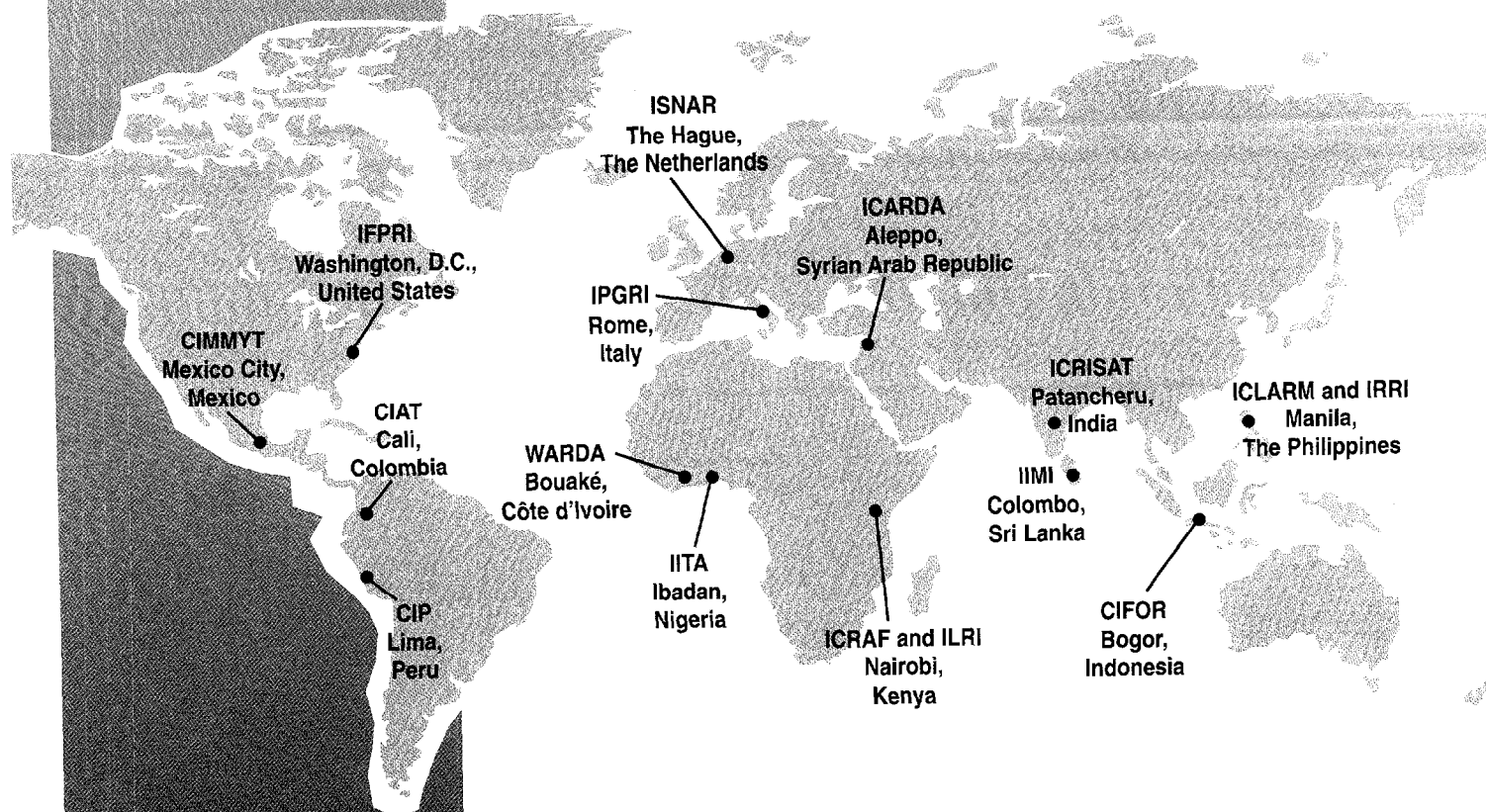




Renewal of the CGIAR: From Decisions to Actions



CGIAR MID-TERM MEETING

Nairobi, Kenya
May 22-26, 1995

Summary of Proceedings and Decisions

Consultative Group on International Agricultural Research

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Issued by the CGIAR Secretariat

1818 H Street, N.W., Washington, D.C. 20433, U.S.A.

Telephone: 1-202-473-8951 • Fax: 1-202-473-8110

E-Mail: CGIAR@cgnet.com or CGIAR@worldbank.org

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Context: The Lucerne Declaration and Action Program

The **Declaration and Action Program** adopted at a Ministerial-Level Meeting in Lucerne, Switzerland (February 9-10, 1995) served as the backdrop to and provided guidelines for action by the 1995 CGIAR Mid-Term Meeting (MTM95). The MTM95 *Summary of Proceedings and Decisions*, therefore, contains many references to that document, which is reproduced here for the convenience of readers.



The Lucerne Declaration

We, Ministers, Heads of Agencies, and Delegates representing the membership of the Consultative Group on International Agricultural Research (CGIAR):

Cognizant of the vicious circle of poverty, population growth, and environmental degradation that affects the world's poor;

Encouraged by the progress the world community is making in shaping a global agenda to deal with the urgent problems of the environment, population growth, social development, and the participation of women;

Mindful of the potential contribution of agriculture to development, particularly in alleviating the suffering of 1 billion people who live in abject poverty, most of them malnourished;

Aware that population growth in developing countries and rising incomes will double food demand by 2025, threatening the future food security of much of humanity and the integrity of the Earth's natural resources, especially soil and water, and biological diversity;

Convinced that the new knowledge and technologies generated by scientific research are necessary to meet the rising food demand in a long-term sustainable way, from a limited and fragile natural resource base;

Recognizing the outstanding achievements of scientific research conducted by CGIAR research centers which have raised the productivity of agriculture, forestry, and fisheries; thus contributing to the generation of rural income and employment, the lowering of food prices, and the alleviation of urban and rural poverty, while promoting South-North research partnerships:

Call for the renewal and reinforcement of this successful work, aimed now at the multiple challenges of increasing and protecting agricultural productivity, safeguarding natural resources, and helping to achieve people-centered policies for environmentally sustainable development;

Endorse the vision of the renewed CGIAR of helping to combat poverty and hunger in the world by mobilizing both indigenous knowledge and modern science, and through sharply focused research priorities, tighter governance, greater efforts at South-North partnership, and flexible financing arrangements, as an appropriate response to the challenges of the coming century; and

Affirm our strong support for the revitalized CGIAR as one of the main instruments of the world community whose contribution, in close partnership with other actors, is of considerable importance to the successful implementation of the emerging global development agenda.



The Lucerne Action Program

INTRODUCTION

Ministers, Heads of Agencies, and Delegates endorse the thrusts and themes of the background studies prepared for their meeting. They welcome the United Nations Environment Programme (UNEP) as a cosponsor of the CGIAR. They reaffirm the strong need to ensure continuity of publicly funded research, complementing research conducted by the private sector, on problems of international significance in agriculture, livestock, forests, and aquatic resources. This reaffirmation is based on the need to help meet the food needs of the poor and on the contribution that agricultural research can make to poverty alleviation in the context of sustainable development. Although it is a small component of the global research system, the CGIAR has an important role to play as a catalyst and bridge builder.

BROADER PARTNERSHIPS

In the light of its position within the global agricultural research system, the CGIAR is encouraged to continue its efforts to develop a more open and participatory system with full South-North ownership.

Accordingly, the CGIAR is encouraged to:

1. Continue to broaden its membership by including more developing countries as active members who participate fully in CGIAR deliberations;
2. Convene a committee of non-governmental organizations (NGOs) and a commit-

tee of the private sector as a means of improving dialogue among the CGIAR, the private sector, and members of the civil society who are interested in the same issues as the CGIAR;

3. Accelerate the process of systematizing participation by national agricultural research systems (NARS) of developing countries in setting and implementing the Group's agenda (a specific action plan to do so is being prepared by the NARS and representatives of the CGIAR, and will be presented at International Centers Week 1995); and
4. Complete its transition from a donor/client approach to equal partnership of all participants from the South and North within the CGIAR System.

RESEARCH AGENDA

The mission of the CGIAR is to contribute, through its research, to promoting sustainable agriculture for food security in the developing countries.

Therefore, the CGIAR is urged to:

1. Conduct strategic and applied research, with its products being international public goods;
2. Focus its research agenda on problem-solving through interdisciplinary programs implemented by one or more international centers, in collaboration with a full range of partners;
3. Concentrate such programs on increasing productivity, protecting the environment, saving biodiversity, improving policies, and

contributing to strengthening agricultural research in developing countries;

4. Address more forcefully the international issues of water scarcity, soil and nutrient management, and aquatic resources;
5. Pay special attention to Sub-Saharan Africa and South Asia, which face the greatest challenges in eradicating poverty and malnutrition;
6. Ensure that research programs address the problems of the poor in less-endowed areas, in addition to continuing its work on high-potential areas;
7. Reinforce the series of notable actions already taken to protect the human heritage of genetic resources, *viz*:
 - a. placing the plant genetic resources collections of the CGIAR Centers under the auspices of the FAO Commission on Plant Genetic Resources;
 - b. creating a system-wide program on genetic resources; and
 - c. establishing a committee of experts to provide the CGIAR System with support and advice on all aspects of plant genetic resources policy;
8. Work in closer partnership and collaboration with public and private research organizations in the South, including farmer groups, universities, NGOs, and international institutions to design and conduct research programs;
9. Work in closer partnership and collaboration with public and private research organizations and universities from developed countries to design and conduct joint research programs; and
10. Ensure that the setting of its research agenda reflects the views and goals of global and regional forums on agricultural research.

GOVERNANCE

Collegiality and informality are important and durable assets of the CGIAR. Therefore, the CGIAR should not be established as a formal international organization, but could benefit from strengthening its decisionmaking processes and consultative mechanisms.

Toward this end, the CGIAR is requested to:

1. Retain overall decisionmaking powers in its general membership or committee of the whole, supported in this task by a Steering Committee and its component standing committees on Oversight and Finance as well as *ad hoc* committees established when necessary;
2. Ensure that scientific advice of the highest quality continues to be provided by the CGIAR's independent Technical Advisory Committee (TAC); and
3. Strengthen the assessment of its performance and impact by establishing an independent evaluation function reporting to the CGIAR as a whole.

FINANCE

Higher levels of investment in agricultural research are needed to meet the challenge for innovation and new technologies which can contribute to higher and sustainable agricultural production. To ensure a concentrated and sustained effort, investments must be expanded for all components of the global system at the national, regional, and international levels. As to the CGIAR, participants commit themselves to (i) consolidate current complementary funding into the main funding of the agreed agenda, and (ii) maintain the real value of the level of support

and, wherever possible, to increase it. For those donors who can do so, multi-year commitments to the CGIAR would help to increase predictability and facilitate programming.

To ensure that support for the CGIAR is stable and predictable, members are urged to:

1. Institute a negotiation and review process, involving all members, to ensure full funding of the agreed research agenda;
2. Continue to use a matrix framework to articulate the CGIAR's programs and to serve as a benchmark for funding and monitoring CGIAR activities, thus enhancing transparency and accountability;
3. Provide their support to Centers, programs, or both to facilitate agreement on a financing plan which funds all components of the agreed research agenda fully; and
4. Disburse their pledged contributions as early as possible in the financial year, to ensure timely implementation of approved programs.

Meanwhile, the CGIAR is urged to:

1. Continue its efforts to expand its membership from both the North and the South;

2. Solicit the philanthropic financial participation of the private sector without compromising the public goods character of the CGIAR's research; and
3. Explore the feasibility of setting up a fund or a foundation which can seek contributions to support agricultural research.

Additionally, the CGIAR is encouraged to undertake research in Eastern Europe and in countries of the former Soviet Union. However, as more than a marginal effort will be required, such activities should be initiated only when a clear program of work where the CGIAR has a distinctive comparative advantage has been established, and a minimum level of separate and additional funding has been secured. For this purpose, the CGIAR should establish a separate fund to ensure no diversion or dilution of the current focus of responsibilities. The CGIAR should carry out an analysis to determine options for decisionmaking in this area of activity. In the meantime, contacts with scientific establishments in that part of the world should be encouraged.



Section I
Introduction



Introduction

The CGIAR held its 1995 Mid-Term Meeting (MTM95) in Nairobi, Kenya from May 22-26. CGIAR Chairman Ismail Serageldin presided.

This was the Group's first meeting in Africa and the first to take place after the CGIAR Ministerial-Level Meeting held in Lucerne, Switzerland on February 9-10. As well, the meeting was the fourth of five milestones in a program of renewal launched by the CGIAR at its 1994 Mid-Term Meeting in New Delhi (see Box, Milestones Toward Renewal, page 27). Some 150 delegates and observers attended.

The CGIAR met in Nairobi at the invitation of the Government of Kenya, one of five new members from the South which joined the Group after it launched its renewal program. The others are Colombia, Côte d'Ivoire, Egypt, and Iran. Kenya's agricultural research system was fully involved in preparations for MTM95 and at the meeting, where, *inter alia*, Mr. Cyrus Ndiritu, Director of the Kenya Agricultural Research Institute (KARI), was appointed, in his personal capacity, as a member of the CGIAR Oversight Committee (see Box, Oversight Committee Renewed, page 44).

CGIAR members spent the day preceding the formal opening of MTM95 on a field visit to the National Dryland Farming Research Centre at Katumani, located 75 kilometers from Nairobi. The Centre, one of KARI's fifteen major research institutes, aims at developing appropriate technologies for the semi-arid and arid areas of Kenya which cover more than 80 percent of the country. After MTM95, members made a field trip to a commercial farm, one of several whose work contributes to Kenya's export trade in flowers, an important source of foreign exchange earnings. KARI staff work closely with the commercial flower sector.

MTM95 was formally hosted by Kenya's Ministry of Research, Technical Training, and Technology in asso-

ciation with the Ministry of Agriculture, Livestock Development, and Marketing. The meeting was declared open by Minister of Research, Technical Training, and Technology Z. T. Onyonka, who was accompanied by Agriculture Minister Simeon Nyachae.

Mr. Onyonka pointed out in his opening statement that the continued existence of food deficits, despite important advances achieved by developing countries, points to the current relevance and importance of the ideals that spurred the establishment of the CGIAR in 1971. He commended the CGIAR for its commitment to poverty alleviation and natural resources management.

In his country, the Minister emphasized, took pride in the close association between the CGIAR and Kenya, where a cosponsor of the Group (UNEP) and two Centers (ICRAF and ILRI) are headquartered. Most other CGIAR Centers maintain on-site programs in the country, in collaboration with Kenyan scientists, farmers, and NGOs.

"Agriculture," Mr. Onyonka pointed out, "is the mainstay of the economies of developing countries and this is particularly so in Sub-Saharan Africa." But high population growth rates and sluggish agricultural growth had led to decreased per capita food production, resulting in "food imports by economies that can hardly afford this luxury."

Urging that agricultural research be directed at resolving these problems, Mr. Onyonka called for a "meaningful partnership between developed and developing countries in an effort to feed the world."

"We need to put different experiences together in order to develop the best mechanisms for increasing agricultural productivity to meet the rising demand for food," he said. Kenya would fully support and collaborate with the CGIAR in pursuing this goal. (For the full text of Minister Onyonka's speech, see Annex II, page (65).

Mr. Reuben Olembo, Deputy Executive Secretary of UNEP, delivered a vote of thanks to the Minister on behalf of the Group.

The MTM95 business session commenced with an opening statement by the CGIAR Chairman in which he distilled the substance of the renewal program, outlined what had so far been accomplished, described the challenges ahead, and exhorted the Group to confront these challenges (see pages 19 to 26). Twenty-three Heads of Delegations, ten from developing countries, responded. All of them commended the Chairman for dynamic leadership and expressed their confidence that the targets of renewal would continue to be met within the agreed time frame.

MTM95 was very much a follow-up to the Lucerne meeting, where participants adopted a **Declaration and Action Program** (for the full text, see pages 1 to 6), that will guide the future research agenda and operations of the CGIAR. The **Action Program** provides guidelines for action in four broad areas: Broader Partnerships, the Research Agenda, Governance, and Finance. The MTM95 agenda covered all four areas, and made significant progress in implementing changes that strengthen the capacity of the CGIAR to fulfill its mission.

Foremost among the changes was the creation of a new rhythm of discussion and decisionmaking, whereby the research agenda for the following year, together with an indicative budget to fund the agenda, will be presented, discussed, and adopted, at the Mid-Term Meeting of the current year. This provides ample time for financial issues to be discussed within individual donor agencies as well as among components of the CGIAR System, within the May to October period, so that firm pledging can be made at International Centers Week to fund the next year's research agenda.

The review of the 1996 research agenda at MTM95, its adoption, and the endorsement of an indicative budget to fund the agenda, therefore, constitute a groundbreaking series of events within the overall renewal process. So, too, were the decisions to establish a new Impact Assessment and Evaluation Group, to bring Southern perspectives fully into the Group's decisionmaking processes, and to reach out to non-

CGIAR institutions whose interests and ideals are compatible with those of the CGIAR System.

In his opening statement, the CGIAR Chairman urged the Group to recreate in Nairobi the mood that characterized deliberations in Lucerne, where participants coalesced behind a common cause. Events since then had demonstrated the compelling need for a united front of the caring. CGIAR members felt that, in Nairobi, the mood was one of confidence.

The Chairman noted that the CGIAR had entered the New Delhi Mid-Term Meeting afflicted by self-doubt and emerged with a single-minded determination to make the System work. Consequently, each of the targets of the 18-month timetable for renewal adopted in New Delhi had been successfully met without any slippage of time. Among the notable changes achieved are the following:

- The mission of the CGIAR has been reshaped.
- The impact of CGIAR-funded research on the alleviation of poverty and protection of the environment continues to be felt.
- The research agenda of the System was fully funded in 1994 and will be fully funded in 1995 as well.
- Governance mechanisms have been reinvigorated.
- Public awareness of the work of the CGIAR is greater than before.
- Confidence has reasserted itself at all levels of the System.

The CGIAR will hold its first post-renewal Mid-Term Meeting in Indonesia, on May 20-24, 1996. The timing of the Mid-Term Meeting will coincide with the inauguration of the CIFOR headquarters building in that country.

Invitations from Egypt, Indonesia, Spain, and Sweden for the 1996 meeting were received by the CGIAR

in Nairobi, but in keeping with the Group's spirit of collegiality, Egypt transferred its invitation to 1997. Spain and Sweden temporarily suspended theirs. The Indonesian invitation was then accepted by acclamation.

The dates of future CGIAR meetings are as follows:

1995

International Centers Week
October 30 - November 3
Washington, D.C.

1996

Mid-Term Meeting
May 20-24
Indonesia

International Centers Week
October 28 - November 1
Washington, D.C.

1997

Mid-Term Meeting
May 26-30
Invitation from Egypt Confirmed

1998

International Centers Week
October 27-31
Washington, D.C.

MTM95 took note of the progress made by the CGIAR gender program and agreed that it should be a separate agenda item at International Centers Week in October 1995.

A media action preceding MTM95 was focused on CGIAR activities in aquatic resources management. A press release "From 'Hunting' to 'Farming' Fish—Rapid Production Increases Possible" was issued in Washington, D.C. with backup distribution in Nairobi. The release was accompanied by a 20-page backgrounder. The story was filed by 18 international news agencies and picked up by some 24 newspapers worldwide; 17 radio broadcasts were monitored. Three TV news agencies and 7 TV stations carried the story.

The main decisions reached in Nairobi and a summary of proceedings appear on the pages that follow this introduction. In keeping with the System's spirit of renewal, this publication has a different structure and format from previous summaries of CGIAR proceedings.





Decisions by the Cosponsors

Cosponsors meet at least twice a year, immediately before the Mid-Term Meeting and immediately before International Centers Week.

Representatives from UNEP, the fourth and newest member of the CGIAR Cosponsors Group, joined other cosponsors (the Food and Agriculture Organization of the United Nations [FAO], the United Nations Development Programme [UNDP], and the World Bank) when they met in executive session as well as in open session on Sunday, May 21 in Nairobi.

Following are their main decisions:

Evaluation Function. Early action is required to implement the recommendation from Lucerne that an independent evaluation function reporting directly to the Group should be established.

Executive Secretary. CGIAR Executive Secretary Alexander von der Osten was invited to serve two additional years.

Partnerships. The Chairman's proposals for continued contacts leading to the establishment of a private sector committee and a NGO committee were endorsed.

Research Agenda. The 1996 research agenda outlined by TAC Chair Don Winkelmann, with an indicative funding figure of \$299 million, was considered appropriate for submission to the Group.

TAC Budget. The TAC budget of \$4,650,000 for 1996-1997 was approved.

TAC Membership. The resignation of Ms. Uma Lele, who has joined the World Bank, was accepted. Mr. Hosny El-Lakany is to be on leave-of-absence until October 1995. Mr. A. Kainuma was nominated for TAC membership.



Section II
The Main Decisions



The Main Decisions

The main decisions taken at the Nairobi Mid-Term Meeting are encapsulated below.

BROADER PARTNERSHIPS

1 The Group took note of the consultation among representatives of NARS organized in Nairobi by the International Fund for Agricultural Development (IFAD), and decided to await the recommendations of a working group set up at the consultation to explore the most effective means by which the NARS perspective can be incorporated into CGIAR decision-making.

2 The Group welcomed the steps taken by the CGIAR Chairman to seek the views of NGOs and the private sector on the establishment of a private sector committee and a NGO committee to institutionalize the dialogue between the Group and others with compatible interests. The Group noted that, because of differing interests among groups of NGOs, it might be necessary for the CGIAR to follow a multi-track approach in its partnership with NGOs.

3 The Group agreed that contacts should continue, and that the committees should be established before International Centers Week 1995.

RESEARCH AGENDA AND FINANCE

4 The Lucerne Meeting endorsed a rhythm of decisionmaking which calls for the research program and funding needs of the following year to be taken up at the Mid-Term Meeting in the current year (e.g. in May 1995 for 1996). This provides time for negotiations and discussions among members, Centers, and the CGIAR Secretariat in the May to October period leading to the establishment of a financing plan at International Centers Week for a fully funded research agenda.

5 As background to the 1996 research agenda, the Group heard a presentation by Mr. Per Pinstrup-Andersen (Director General, IFPRI) on his Center's 2020 Vision Ini-

tiative, and received reports from the CGIAR Genetic Resources Policy Committee, the Task Force on Sustainable Agriculture, and the Task Force on Ecoregional Approaches to Research.

Genetic Resources Policy Committee

6 The Group:

- Appreciated the work of the Genetic Resources Policy Committee and especially thanked Committee Chair M.S. Swaminathan and Mr. Geoff Hawtin (Director General, IPGRI) for their efforts;
- Was pleased with the prospect of an emerging consensus on a multilateral system for plant genetic resources;
- Endorsed the recommendations of the Committee as outlined in the minutes of its first meeting;
- Encouraged the Committee to continue advising the CGIAR on

ways of harmonizing actions globally and within the CGIAR; and

- Adopted the following proposal by six members of the Committee for implementing a Swedish proposal for follow-up action:

- (i) Representatives of the Secretariats of both the FAO Commission on Plant Genetic Resources (CPGR) and the Conference of the Parties of the Convention on Biological Diversity (COP-CBD) will be invited to participate in the next meeting of the CGIAR Genetic Resources Policy Committee (this will likely take place in September 1995).
- (ii) The Committee agrees to develop a comprehensive report on plant genetic resources issues, priorities, and implications for the CGIAR

before ICW95. This report will include the elements of a CGIAR statement for the Conference of Parties II (November 1995, Indonesia).

- (iii) At ICW95, information on the progress made on the negotiation processes in the CPGR and COP-CBD should be provided by the co-sponsors involved (FAO and UNEP).
- (iv) The CGIAR Chairman should make every effort to address the Conference of Parties in person or, failing that, to provide the meeting with a written statement.

Task Force Reports

7 The Group thanked the Task Forces on Sustainable Agriculture and Ecoregional Approaches to Research for outstanding contributions to CGIAR thinking and noted that both Task Forces had completed their assignments.

8 The Group:

- Endorsed the recommendations of the Task Forces;

- Emphasized the need for the CGIAR to keep a global research system in view as a strategic foundation, and to be catalytic in moving institutions coherently towards this goal;

- Commended the Center Directors Committee for its initiative to keep track of continuing ecoregional experiences to speed up the learning process;
- Decided that the reports of the Task Forces would be key inputs into the Strategic Review of Soil, Water, and Nutrient Management (SWNM) to be conducted by TAC;
- Noted the view of Center Directors that no new institution is needed to manage strategic, thematic research in SWNM; and
- Agreed that the ecoregional report gave some new insights into the overhead costs of developing partnerships, and noted that members feel the issue needs further thought.

Research Proposals

9 The Group heard presentations from

TAC Chair Don Winkelmann on the research agenda for 1996 and from Finance Committee Chair Michel Petit on the funding of the research agenda.

10 The Group:

- Agreed that the proposals for the 1996 research agenda satisfied the "international public goods" criterion and were fully compatible with the mission of the CGIAR;
- Noted with satisfaction that complementary funding had been brought into the gambit of the agreed research agenda;
- Agreed that the development of the research agenda matrix was a continuing task, and that details other than those represented in the matrix were available in other documents;
- Confirmed that the size of the 1996 research agenda matrix was appropriate for deciding on the CGIAR research plan;
- Recognized that the recommendations of the Task Forces on Sustainable Agriculture and

Ecoregional Approaches to Research had not yet been fully integrated into the matrix, but would be considered in the context of agenda setting for 1997 and beyond;

- Noted that two issues permeated the discussion, namely, the productivity-poverty alleviation linkage, and the question of partnerships between CGIAR institutions and other "players," with particular reference to a better understanding of the role of participatory decision-making; and
- Took note of Egypt's generous offer to gift research facilities valued at \$36 million to ICLARM and Japan's gracious offer to consider contributions to the refurbishing of these facilities.

11 Accordingly, the Group:

- Endorsed the 1996 research agenda;
- Accepted the requirements of \$299 million to implement the agenda as realistic and achievable; and
- Confirmed that, as a next step, donors should in-

form the CGIAR Secretariat regarding their 1996 contributions so that the Finance Committee can propose a financing plan for 1996 at ICW95.

GOVERNANCE

12 The Group discussed the requirement of the **Lucerne Action Program** that it should strengthen the assessment of its performance and impact by establishing an independent evaluation function reporting to the CGIAR as a whole, and decided to establish an Impact Assessment and Evaluation Group, whose terms of reference would be as set out in the Chairman's letter of April 6 to Heads of Delegations.

13 The Group decided that, in establishing the CGIAR Impact Assessment and Evaluation Group, the cosponsors would act as a search and selection committee; re-

view nominations and carry out checks of references as necessary; and propose the appointment of the chair and member(s) of the Impact Assessment and Evaluation Group to the CGIAR for endorsement (on a no objection basis).

14 Further, the Group:

- Appreciated the work done by the Center Directors Public Awareness and Resources Committee (PARC), the Impact Assessment Task Force, and the Impact Workshop in Nairobi;
- Endorsed setting-up a "sounding board" on an experimental, pragmatic basis, as part of the new evaluation effort; and
- Endorsed suggestions to strengthen inter-Center efforts to harmonize data generation, methodologies, and analysis in support of the Impact

Assessment and Evaluation Group.

15 Based on the agreed procedures for CGIAR committees, Mr. Manuel Lantin and Mr. Cyrus Ndiritu were appointed to the Oversight Committee to serve in their personal capacities for three years, replacing Mr. V.L. Chopra and Mr. Henri Carsalade. Membership of the Finance Committee was increased from nine to ten. New members of the Committee are The Netherlands, IFAD, India, and Egypt. Brazil, Denmark, and The Philippines leave the Committee.

16 The Group endorsed reports from two *Ad Hoc* Committees, which met in parallel session to consider:

- The external reviews of CIAT, CIP, and ICLARM;
- A report on CGIAR commitments in West Africa; and

- New terms of reference and guidelines for external reviews.

17 TAC was requested to report at ICW95 on the question of consistency across external reviews and to provide feedback on the guidelines for reviews.

18 The Group endorsed the business reports of the Oversight Committee and Finance Committee.

OTHER MATTERS

19 The Group endorsed the work of the CGIAR Gender Program, agreed that the momentum it had created should be maintained, and requested that the program be reviewed at ICW95.

20 The next Mid-Term Meeting (May 1996) will be held in Indonesia.





Section III
Chairman's Opening Statement



Beyond Lucerne: From Decisions to Actions

Good Morning, Ladies and Gentlemen.

Welcome to the first post-Lucerne meeting of the CGIAR, the first to be held in Africa, and the first at which UNEP joins as cosponsor.

Before getting into the formal business of our meeting, however, it is my sad task to note that we have recently lost some highly effective and valued members of the extended CGIAR family. Each represented a different area of activity from the others. Their efforts epitomized the scope and breadth of the CGIAR.

Larry Stifel, a well-liked and respected colleague and a former Director General of both IITA and ICLARM, passed away last month. Larry served the CGIAR in several capacities over many years, always bringing to his tasks a high level of scientific and managerial competence, a sense of mission, and a profound commitment to improving the lives of people.

While here in Nairobi we learned of the tragic death in Rwanda of Martin Bicomumpaka, who coordinated the network that links potato and sweet potato research in seven countries of Eastern and Central Africa. He was arrested in February, when he was due to attend a "Seeds of Hope"¹ meeting. Despite strenuous exertions on his behalf by many, including myself, he remained in jail without trial. He was moved to a hospital last week and died three days later.

We have lost a strong friend in Lew Preston, President of the World Bank. He was an ardent believer in the mission of the CGIAR. He was unstinting in his support for stabilizing its finances, and unreserved in his encouragement of the renewal process launched in

New Delhi. Ill health prevented his attendance in Lucerne. We salute his commitment to the cause of development and will cherish the memory of his support during this crucial period of transition and transformation.

I am moved as you will be by the fact that in his very last communication to me, he congratulated the CGIAR on achieving in Lucerne a "success that exceeded all expectations." He was confident, he wrote, that as a result "the poor of the world will be better off." Even in the throes of terminal illness, he remained a compassionate and deeply concerned person.

We mourn them all. I ask you to join me in observing a moment of silence in their honor.

I. A BRIEF STOCKTAKING

Ladies and Gentlemen:

At last year's Mid-Term Meeting in New Delhi, we adopted an 18-month program of renewal. That program set up five milestones: the New Delhi consensus, International Centers Week 1994, the Lucerne Ministerial-Level Meeting, the 1995 Mid-Term Meeting, and International Centers Week 1995.

We are now at the fourth of the five milestones on our journey of renewal. And what a journey it has been—a journey of hope, a journey of excitement, and, most of all, a journey of accomplishment.

When we were approaching the first milestone—the decisionmaking meeting in New Delhi a year ago—self-doubt gnawed at the CGIAR System. The vision of the System seemed to be unfocused. Funding prospects were considered bleak. Dedicated staff in the Centers

¹ A CGIAR-sponsored program to revive agriculture in Rwanda.

were demoralized. Our partners were bewildered. But our belief in the innate strengths of the System prevailed. We emerged from that meeting with single-minded determination to make the System work. Consequently, each of the targets of the 18-month timetable of change adopted and launched in New Delhi has been met. We have passed three milestones with no deviation; no time slippage.

The vision of the CGIAR has been refocused. A renewed sense of confidence permeates the Centers. Research programs are being carried out with heightened vigor. The research agenda of the System was fully funded in 1994 and will be fully funded this year as well. The Ministerial-Level Meeting held in Lucerne on February 9 and 10—our third milestone—reaffirmed the mission of the CGIAR as follows: to contribute, through research, to promoting sustainable agriculture for food security in the developing countries. In doing so, that historic meeting unequivocally reaffirmed the capacity of CGIAR-supported research to help in the alleviation of poverty and protection of the environment.

Agriculture, thus, was clearly placed at the heart of the development paradigm. The development community's primary concerns in recent years were issues connected with population growth, the environment, and food security. Agriculture is the interface that links these three. At least in the foreseeable future, none of these issues can be adequately dealt with, unless sustainable agricultural growth is nurtured. Research is vital to this process and the CGIAR, therefore, can make an unique contribution.

By an unfortunate irony, however, while confidence in the CGIAR as an instrument of development has been strongly reasserted, the development enterprise itself—a vital and indispensable endeavor in global terms—is under attack. The very idea of development cooperation between North and South is being assailed. So, while we can be justifiably proud of what we have achieved, we cannot be complacent. We must redouble our efforts not only on behalf of the CGIAR in the face of diminished development assistance budgets, but also on behalf of all the dedicated and successful efforts of so many in the development community.

"The Ministerial-Level Meeting in Lucerne unequivocally reaffirmed the capacity of CGIAR-supported research to help in the alleviation of poverty and protection of the environment. Agriculture, thus, was placed at the heart of the development paradigm."

We must not allow the failure of politicized aid that was labeled as development assistance, or the occasional failed project of the past, to overshadow the success stories of real development, including such outstanding examples as the CGIAR. We must join forces with friends and allies to roll back the tide of doubt that threatens the world's development enterprise. If we fail, the worst hit victims will not be development institutions and the dedicated men and women within them. The real victims will be the weakest in human society—the poor, the hungry, the unemployed, and the marginalized. We must not fail. We will not fail.

II. THE SPIRIT OF LUCERNE

As we face the future, we are strengthened by the wisdom of the decisions taken by the Group under its program of renewal. If we had not done so already, we would today be scrambling around for the means by which to strengthen our partnerships, ensure the efficiency and effectiveness of the System, create greater transparency, and tighten our decisionmaking process. But we have already moved decisively in these directions. The high point in our quest for renewal was the Lucerne meeting, where the groundwork was put in place for broad revitalization. We are better positioned than before, therefore, to rise to all new challenges. The Spirit of Lucerne both refreshes and strengthens.

The Lucerne meeting was the highest level gathering of the CGIAR since the Bellagio Conference, which led to the establishment of the Group and the CGIAR System in 1971. The legacy of Bellagio sustained the CGIAR for almost 25 years, enabling it to make substantial contributions to food production and food security in developing countries, most notably through

the green revolution. In Lucerne, the CGIAR turned to its creators, the international community, once again, seeking reaffirmation of the purpose and guiding principles with which the System could respond effectively to a new set of global challenges and a changing world situation. The response of the international community was forthright, supportive, and unambiguous.

South and North united behind a common cause. While continuing to acknowledge the inspiring role of the North in founding the CGIAR in Bellagio, and supporting it thereafter, I must point to the fact and the significance of the increasing participation of the South. Côte d'Ivoire, Egypt, Iran, Kenya, and Colombia—all new members in New Delhi—attended the Lucerne Meeting. The presence of developing country members in the CGIAR should not be viewed merely as an increase in numbers, however, for what it actually signifies is a profound sense of commitment.

Developing country members who have joined since we passed the first of our milestones in New Delhi have demonstrated their support in many ways. Colombia made a multi-million dollar commitment when it joined the CGIAR. Côte d'Ivoire pledged a multi-year commitment. Egypt has offered ICLARM a research facility valued at \$36 million. Kenya is hosting this Mid-Term Meeting. Well established members from developing countries have reaffirmed their dedication, too. India has made a special contribution of \$1 million and has increased its regular contribution by 50 percent. Korea has increased its regular contribution by 40 percent. Indonesia is providing CIFOR with its new headquarters. The Philippines has doubled its contribution.

"While confidence in the CGIAR as an instrument of development has been strongly reasserted, the development enterprise itself is under attack.... We must join forces with others to roll back the tide of doubt that threatens the world's development enterprise."

In Lucerne, South and North were equally engaged in shaping an **Action Program** that reflects compassion,

wisdom, and confidence. Participants adopted a **Declaration and Action Program** which demonstrates a clear commitment to addressing the challenges of promoting a people-centered sustainable development that helps feed the hungry, reduces poverty, and protects the environment, in the context of a rapidly expanding global population which places increasing demands on the Earth's fragile and finite natural resources.

Two companion volumes, the *Summary of Proceedings and Decisions* and the *Background Documents on Major Issues*, have been produced and are being widely disseminated. These are historical documents. But the printed word alone, effective as it is, cannot fully recreate the mood in Lucerne. In many years of participating in and presiding over international meetings connected with development, rarely have I seen a group coalesce behind a common purpose so effectively and quickly. Hope and confidence, tempered by realism, were abundant.

Let us recapture that mood in Nairobi, as we strive together to move beyond our fourth milestone and on to the fifth, International Centers Week later this year, thus successfully completing our 18-month program of renewal and rededication, fully aware that this is just the start of the longer journey still to come in 1996 and beyond.

III. OUR BUSINESS IS PEOPLE

The objective of the renewal program is to ensure that the CGIAR is better equipped to work in concert with the rest of the international community, to contribute towards liberating the deprived and disadvantaged from the grip of extreme hunger and poverty. The defining terms of that goal are a healthier, better nourished, human family; reduced pressure on fragile natural resources; and people-centered policies for sustainable development.

In that context, the substance of this meeting, its timing, so soon after the event in Lucerne, and its location in Africa, are all important. While we are poised to move forward at the 1995 Mid-Term Meeting—the

fourth milestone—under the impetus of the decisions reached in Lucerne, we will do so against the backdrop of realities across this continent that define with clarity both the magnitude and the complexities of the problems of development. Indeed, the **Lucerne Action Program** urges the CGIAR to pay special attention to both Sub-Saharan Africa and South Asia, which face the greatest challenges in eradicating poverty and malnutrition. As well, the **Action Program** calls for CGIAR research to address the problems of the poor in less-endowed areas, in addition to continuing its work on high-potential areas. Remember also that some of the poorest people live in forest areas and rely on forest products, so that our forest work is also part of the endeavor.

Encouraging examples of development successes can be found in Africa. In broad terms, however, the benefits accruing from a technology-based transformation of agriculture in much of Asia and Latin America are not firmly established in most of Africa. Increases in food production of some 2 percent annually in most of Sub-Saharan Africa have not kept pace with an average population growth rate of 3 percent per annum. Other factors have exacerbated this situation, causing an extent and depth of poverty across much of this continent that is an affront to the conscience of the modern world. Poverty and hunger are pervasive. One out of every four Africans lacks the minimum diet for a healthy life, while many elsewhere are worrying about the impact of obesity on their health. This is both startling and revolting.

"This is more than ever a time for a united front of the caring."

As we consider these aberrations of the human condition, we would be wise to remind ourselves ceaselessly that our business is not just a matter of statistics, theories, and technology. Our business is people. Research is the instrument we use in supporting the efforts of the international community to nurture sustainable human development. That was the message in Lucerne, and it must remain at the heart of our deliberations.

IV. GUIDELINES FOR ACTION

Participants at the Lucerne Meeting affirmed their "strong support for the revitalized CGIAR as one of the main instruments of the world community whose contribution, in close partnership with other actors, is of considerable importance to the successful implementation of the emerging global development agenda." At this Mid-Term Meeting, we must translate the vision of Lucerne into reality. We must agree on a work program and research agenda that reflect the orientations of that vision.

Guidelines are provided in the **Lucerne Declaration and Action Program**. These cover many areas from broader partnerships to stabilizing funding. A fundamental requirement is that the CGIAR should complete its transition from a donor/client relationship to equal partnership of all participants from the South and North within the System. We should be responsive to the views of the NARS in our decisionmaking. That process is being accelerated following the NARS consultation organized in Nairobi by IFAD.

The **Action Program** also enjoins the CGIAR to enhance its partnerships with public and private research institutions in the South and in the North, and to establish a NGO committee and a private sector committee as a means of improving our dialogue with those whose interests are compatible with ours.

Preliminary approaches concerning an intensification of our relations with the private sector are in progress. On the NGO side, I have personally held a series of substantive discussions with NGO representatives in Washington, Paris, The Hague, and Rome. With the kind assistance of UNEP, a consultation with African as well as international NGOs has been arranged here in Nairobi, and others are planned elsewhere. Ignorance about the CGIAR and skepticism about its desire to collaborate with groups outside the System remain, but that is precisely why we must work ever harder at broadening partnerships. At ICW94, I enjoined you to open up the System to others—I repeat that. For all its outstanding excellence, the System is still too "inbred."

I am confident that by the end of this Mid-Term Meeting we will have adopted a framework for establishing both committees, that each can meet in the next few months, and that both will be represented at International Centers Week. None of the proposed new arrangements, I should emphasize, will be detrimental to existing relationships between the Centers and a wide range of partners. We must ALL do more.

We must also grapple with a governance recommendation from Lucerne, namely, the establishment of an “independent evaluation function reporting to the CGIAR as a whole.” I have already written to you on this subject, outlining an approach which calls for the Group to appoint a small CGIAR Impact Assessment and Evaluation Group made up of a few (perhaps two) scientists with impeccable credentials, recognized for their authority on the role of agricultural research in development and for their technical skills in the area of impact assessment. We will review the options later today and, I hope, take firm decisions.

We have also reached the stage where we should renew one-third of the membership of our two standing Committees, for Oversight and Finance. Two new members will join the Oversight Committee to serve in their personal capacities for three years, replacing V. L. Chopra and Henri Carsalade who have served with distinction. I accordingly welcome nominations from all of you, which can be handed in writing to Mr. Alexander von der Osten, our Executive Secretary. You will recall that the Finance Committee is a committee of donors nominated through a caucus process, with due regard to the membership of the Oversight Committee.

“Our task (in Nairobi) is to join together—steadfastly and wholeheartedly—in turning the philosophical themes of Lucerne into living reality.”

Let us now turn to the core of our agenda. The Lucerne meeting endorsed a rhythm of decisionmaking which calls for the research program and funding needs of the following year to be presented, discussed,

amended if the Group so desires, and adopted at the Mid-Term Meeting of the current year (e.g. in May 1995 for 1996). This arrangement will enable donor agencies to take financing decisions between May and October so that the research agenda can be fully financed when funds are pledged at International Centers Week. The new rhythm was not created haphazardly. It is a device by which intent and implementation can be harmonized. Preparation for presenting the 1996 research agenda at MTM95 required a notable volume of work in a very short time by the Centers, TAC, and the Secretariats, for which we are all grateful.

Changes in process are meant to underpin the substance of a research agenda which, as the **Lucerne Declaration** puts it, will be “aimed now at the multiple challenges of increasing and protecting agricultural productivity, safeguarding natural resources, and helping to achieve people-centered policies for environmentally sustainable development.”

The unique role of TAC, as an independent institution that provides the System with scientific advice of the highest quality, was reaffirmed in Lucerne. Armed with that renewed commission, TAC Chair Don Winkelmann will present to you—later today, and again tomorrow—the premises and context of the 1996 research agenda, as well as its detailed proposals. I will not deal with the specifics of that agenda now. I propose, instead, to draw to your attention a series of principles, related to decisions reached in Lucerne, which should govern our thinking.

First, the System must, whenever possible, break down the barriers of discipline and special interests, and carry out programs in which the collective capacities of the Centers as well as the strength of their partners are combined.

Second, research supported by the CGIAR must focus on the nexus of agriculture, the environment, and poverty as the basis for fulfilling the vision of sustainable agriculture for food security in developing countries.

Third, five thrusts are recognized as the central research interests of the System. These are: increasing

productivity, protecting the environment, saving biodiversity, improving policies, and strengthening agricultural research in developing countries. The CGIAR should address more forcefully the international issues of water scarcity, soil and nutrient management, and aquatic resources.

Fourth, the CGIAR should focus on the international public goods aspect of research. In doing so, it should not neglect the compelling need to work in concert with other components of the global research system.

Fifth, as the research program evolves, a matrix framework will be used as a tool to clarify the role of the CGIAR within the global system, the relationship between Center-based activities and systemwide programs, and the funding progression.

I look forward, as well, to observing how the Group and TAC incorporate in CGIAR programs the findings of the Task Forces on Sustainable Agriculture and Ecoregional Approaches to Research that were commissioned last year to provide us with guidance. I believe that I speak for all of us in thanking them for the thoughtfulness and professionalism of their reports.

"Let us remember the forgotten, give hope to the forlorn, and reach out to the unreachable."

As to the funding of the program I am concerned that current plans have not gone far enough in providing support for unconstrained research. For the Centers to function effectively—to develop their scientific strength—they need the flexibility to be bold, to create the space for the contrarian view, to experiment freely, and to engage in flights of imagination. They need to be protected from over-bureaucratization, and I urge you that this should be kept in mind as we consider systemwide initiatives. Let us avoid a top-down bureaucratic approach, and provide the Centers with the freedom to experiment with various administrative arrangements for managing such initiatives.

My friends, a strong System requires strong Centers. Each Center must be strong in its own right, and thus capable of contributing to the combined strength of a 16-Center team. Weak players produce a weak team.

Those are some of the details. The "big picture" is one that requires us to join together—steadfastly and wholeheartedly—in turning the philosophical themes of Lucerne into living reality. Spend as much time as you need on your review of the research agenda. The TAC Chair and Center representatives are here to answer your questions, and to entertain your suggestions. Through that process of scrutiny, make the research agenda your own. Adopt it, support it, and finance it. Ensure between now and October that the research agenda is not just funded, but fully funded.

V. MOVING AHEAD

Consider, as you respond to the suggestions and proposals before you, the paradox of our times. We live in a world of plenty, of dazzling scientific advances, and technological breakthroughs. Adventures in cyberspace are at hand. The Cold War is over, and with that we were offered the hope of global stability. Yet, our times are marred by conflict, violence, debilitating economic uncertainties, backwardness, and poverty. And now so many of the rich want to turn their backs on the poor. This, therefore, is more than ever a time for an united front of the caring.

Some 40,000 people die from hunger related causes every day. Many of the poor who survive lack access to the fundamental needs of a decent existence. Over a billion people are compelled to live on less than a dollar a day. A sixth or more of the human family lives a marginalized existence. Therein, lies the challenge before us. Will we accept such human degradation as inevitable? Or will we strive to help—in Frantz Fanon's evocative phrase—"The Wretched of the Earth?" From every action you have taken since May 1994, I have no doubt of what your response will be. Together, let us remember the forgotten, give hope to the forlorn, and reach out to the unreachable.





Milestones Toward Renewal

- 1** **The New Delhi Consensus, Mid-Term Meeting, May 23-27, 1994**
 - A strong signal of confidence and commitment sent to the Centers.
 - Agreement reached that the research agenda must drive the budget and not *vice versa*.
 - Special program to stabilize funding endorsed.
 - Commitment to strengthen governance.
 - 18-month timetable for renewal adopted.
- 2** **International Centers Week, October 24-28, 1994**
 - Short-term financial stability secured.
 - New research directions explored.
 - New modes of decisionmaking introduced.
 - Preparations for the third milestone endorsed.
- 3** **Ministerial-Level Meeting, Lucerne, February 9-10, 1995**
 - Highest-level meeting since the Bellagio Conference, 1971.
 - Role of agriculture and agricultural research in sustainable development reaffirmed.
 - Strong South-North support for the CGIAR; Southern membership grows.
 - **Declaration and Action Program** adopted, with guidelines on:
 - Broader Partnerships;
 - The Research Agenda;
 - Governance; and
 - Finance.
 - Groundwork laid for the CGIAR to be a fully South-North enterprise.
- 4** **Mid-Term Meeting, Nairobi, May 22-26, 1995**
 - New rhythm of meetings inaugurated; 1996 research agenda adopted.
 - Funding target for 1996 research agenda approved.
 - Governance strengthened; role and form of new Impact Assessment and Evaluation Group decided.
 - Progress made towards broadening partnerships with NARS, NGOs, and the private sector.
 - Funding prospects strengthened.
- 5** **International Centers Week, Washington, D.C., October 30 - November 3, 1995. Final adoption of new or renewed structures, procedures, and programs.**

JANUARY 1996—THE RENEWED CGIAR IN PLACE



Section IV
Summary of Proceedings



Summary of Proceedings

I. BROADER PARTNERSHIPS

The **Lucerne Declaration and Action Program** encouraged the CGIAR to continue its efforts to develop a more open and participatory System, as this would enable the Group to complete its transition from a donor-client approach to equal partnership of all participants from the South and the North.

Three specific areas for action were recommended:

- Increase CGIAR membership to include more Southern countries.
- Convene a committee of NGOs and a committee of the private sector as a means of improving dialogue between the CGIAR and institutions with compatible interests.
- Accelerate the process of systematizing participation by NARS of developing countries in setting and implementing the Group's research agenda.

Developments in these three areas that took place at MTM95 are recorded below.

CGIAR Membership

Five developing countries—Colombia, Côte d'Ivoire, Egypt, Iran, and Kenya—have joined the CGIAR since its program of renewal was launched in New Delhi, raising total Southern membership to 13, up from zero in 1971, when the CGIAR was established. The CGIAR Chairman has been in touch with several other potential members and more participants from the South are expected to join the Group.

In Nairobi, Mr. Manuel Lantin of The Philippines and Mr. Cyrus Ndiritu of Kenya were selected to serve on the Oversight Committee in their personal capacities.

Two Southern members—Egypt and India—were appointed to the Finance Committee in addition to The Netherlands and IFAD.

The involvement of developing country members in the CGIAR should not be viewed merely as an increase in numbers or a potential increase in funds, the Chairman pointed out, for what it *actually signifies is their strong commitment to the Group's agenda and programs*. He said, as well, that new CGIAR members add strength to the Southern perspective presented by well established members and by regional representatives elected for fixed terms through FAO.

NGO and Private Sector Committees

A wide range of consultations on the establishment of the two proposed committees took place in preparation for the Nairobi meeting.

NGO Committee

NGO consultations were held in Nairobi, Washington, The Hague, Rome, and Paris. More consultations were planned for after the Mid-Term Meeting.

The purpose of these consultations was for NGO representatives and the CGIAR Chairman to exchange views and share perspectives on:

- the substance of the CGIAR renewal program;
- the thrusts of the CGIAR research agenda, as outlined in the **Lucerne Action Program**;
- the broadening of CGIAR partnerships, including NGO/CGIAR collaboration; and
- the role and scope of the proposed committee, its terms of reference and possible composition.

The Chairman reported that a diversity of views and interests among NGOs had emerged at these exchanges. Some NGOs were particularly interested in broad policy issues including intellectual property rights, farmers' rights, and matters connected with biodiversity. Others were more interested in the acquisition of new agricultural knowledge through the Centers and methodologies for applying that knowledge in farmers' fields.

The Group took note of these discussions and agreed that the Chairman should continue these efforts so as to establish the committee as soon as possible, working on multiple tracks if necessary, in view of the variety of interests represented by NGOs.

Initiatives at the System-level will not hinder existing efforts by CGIAR Centers to maintain and strengthen working relationships with NGOs. A survey conducted by ISNAR showed that, based on the responses received from 13 Centers, collaborative programs have been undertaken with 300 NGOs.

Private Sector Committee

The purpose of the planned private sector committee is to provide the CGIAR with a private sector perspective on the current status of global agricultural research and future needs. The committee would serve as a link between the CGIAR and private sector agricultural organizations at large, in the North and the South. It would foster and develop new programmatic partnerships which exploit fully the respective strengths, the network of relationships, and the comparative advantages of the CGIAR and the private sector.

Through rotation of membership, over a period of time the committee would facilitate representation of the views of a broad cross section of the private sector in relation to policies, strategies, research priorities, and program activities in agricultural research and development in the North and in the South.

The Group endorsed this approach and agreed that the Chairman should continue his efforts to establish the committee as soon as possible.

NARS Linkages

Mr. Cyrus Ndiritu reported to the Group on a meeting of NARS representatives organized by IFAD in Nairobi immediately preceding the Mid-Term Meeting. The Nairobi consultation was a follow-up to an earlier consultation arranged by IFAD in Rome, as part of a continuing effort to develop a NARS vision for international agricultural research.

The Nairobi discussion particularly examined the composition and scope of regional fora, whose conclusions on research priorities could feed into the CGIAR decisionmaking process. Participants emphasized the need for a practical approach, so that collaborating institutions would not serve as debating clubs, but would deal with key issues of substance including:

- issues and realities not directly connected with the work of the CGIAR, but which should be taken into account in the formulation of policies;
- the aims, tasks, and conduct of research; and
- strengthening national capacities for more productive work.

The meeting decided that in approaching these issues the concept of "devolution"—which implies that some responsibilities have been moved away from the Centers, primarily as a cost-cutting measure—should be replaced by that of genuine partnership and management of the partnership.

This would require shared research planning as well as shared implementation of research programs, based on different regional orientations or needs as well as the varied capacities of NARS. Confidence building was seen as essential, given the growing complexity of the challenges confronting NARS. All of these activities will complement the work of regional representatives elected through FAO.

A working group was established to explore these issues further and report to International Centers Week in October. Its members are Mr. Primo Accatino L.

(Chile), Mr. Joseph Mukiibi (Uganda), Mr. Adel El-Beltagy (ICARDA), Mr. Shiva Nepali (Nepal), and Ms. Uma Lele (World Bank).

Working groups will also be set up to review priority setting at the regional level.

II. THE RESEARCH AGENDA

Introduction

The **Declaration and Action Program** adopted at the Lucerne Ministerial-Level Meeting redefined the mission of the CGIAR as follows: *To contribute, through its research, to promoting sustainable agriculture for food security in the developing countries.* A series of priorities and strategies that will enable the CGIAR to fulfill its mission were outlined in the **Action Program**.

As well, the meeting endorsed a revised pattern of decisionmaking under which the research agenda and funding needs of the following year would be outlined annually during the Mid-Term Meeting of the current year; for example, at MTM95 for 1996. This arrangement will enable donor agencies to reach financing decisions between May and October so that the research agenda can be fully financed when funds are pledged at International Centers Week. The new pattern was inaugurated at MTM95, when TAC Chair Don Winkelmann presented the 1996 research agenda together with an indicative funding figure.

The context of the research agenda was presented in a series of reports covering genetic resources policy, ecoregional approaches to research, sustainable agriculture, and a vision for the year 2020. Against this background, Mr. Winkelmann first set out the premises on which TAC's recommendations were based and then went on to give details of the 1996 research agenda. A lively discussion followed, culminating in the adoption of the research agenda and the endorsement of the proposed funding figure.

The summary of proceedings that follows seeks to capture the rhythm of the presentations made and the spirit of the discussions which took place.

Context

CGIAR Genetic Resources Policy Committee

IPGRI Director General Geoff Hawtin presented the report of the CGIAR Genetic Resources Policy Committee in the absence of Committee Chair M. S. Swaminathan. The report, which provided information on the Committee's work on formulating CGIAR policy on genetic resources, focused on three issues: the role of the CGIAR in the global biodiversity conservation strategy; access to genetic resources; and funding policies and mechanisms. The Committee recommended that the CGIAR strengthen its interaction with other international bodies active in the field of genetic resources by seeking official status with the FAO Commission on Plant Genetic Resources and the Conference of the Parties of the Convention on Biological Diversity (COP-CBD); by periodically attending meetings of these bodies, in particular the Second Meeting of the COP-CBD to be held in Indonesia in November of this year; and by improved coordination within the CGIAR among the various bodies dealing with genetic resources issues, i.e., the Inter-Center Working Group on Genetic Resources; the Joint TAC/Center Directors Committee on Genetic Resources, the Center Directors Sub-Committee on Intellectual Property Rights, and the CGIAR Genetic Resources Policy Committee. The Committee recommended that IPGRI provide leadership within the CGIAR in developing multilateral approaches to, and strategies for, genetic resources aimed at developing a new global system of germplasm exchange. The report indicated that the Committee will further review CGIAR policies on access to genetic resources, indigenous knowledge, intellectual property rights, and the sharing of benefits with original suppliers of germplasm. The report encouraged donors to fund programs to speed up safety duplication of genetic materials in Center genebanks. The report also noted that the Systemwide Genetic Resources Program agreed to by the Group at the Mid-Term Meeting in New Delhi requires expanded financial support.

Task Force on Ecoregional Approaches to Research

The Group considered the report of the Task Force on Ecoregional Approaches to Research, presented

by Task Force Chair Cyrus Ndiritu. The need for a new research approach that manages natural resources for the sustained improvement of productivity was identified by the Task Force, which endorsed the ecoregional approach developed by the CGIAR to fill this need. The investment of public funds by the CGIAR in ecoregional research was deemed appropriate since this type of research is not attractive to the private sector. Given that the CGIAR's funds are limited, the role of the Centers in implementing the ecoregional approach must be catalytic, encouraging its adoption by NARS. Ecoregional sites were confirmed as appropriate laboratories in which to research the priority thematic issues of sustainable agriculture. Partnerships between Centers and others, while important to the ecoregional approach, should not be subsumed under it; partnership is a wider, more general issue for the CGIAR.

Task Force on Sustainable Agriculture

The Group considered the report of the Task Force on Sustainable Agriculture, presented by Task Force Chair Rudy Rabbinge. The Task Force pointed to the need to consolidate initiatives in soil, water, and nutrient management both within and outside of the CGIAR into a coherent program to provide a foundation for sustainable agricultural development. It was recommended that the CGIAR program on integrated pest management be widened to include other advanced research organizations in an International Program and Consortium on Integrated Pest Management. It was also recommended that research on cash crops be examined to see how this can be associated with the work of Centers so that the economic sustainability of smallholder farms is enhanced. In all sustainability research the Task Force said close collaboration and input from NARS and advanced research organizations should be sought, relationships established on a peer basis, and Centers should serve as catalysts and cosponsors rather than acting independently. The report also recommended strengthening both the capability of the CGIAR to manage broadly-based research consortia and the public policy aspects of resource management research.

IFPRI's 2020 Vision Initiative

Mr. Per Pinstrup-Anderson, IFPRI's Director General, made a presentation to the Group on IFPRI's 2020 Vision Initiative. The purpose of the initiative, he said, is to generate more and better information on the long-term perspectives for food, agriculture, and the environment. The goal is to arrive at a shared vision of where the world should be in 25 years, and then move toward a consensus for action on how to achieve this vision by 2020. In addition to research analysis and synthesis, IFPRI has undertaken workshops and consultations with numerous experts in various fields, Mr. Pinstrup-Anderson said. As a result, regional strategies have emerged for Sub-Saharan Africa, South Asia, and Latin America. IFPRI is focusing on monitoring fourteen trends that impact on future food, agriculture, and the environment. Findings show that the barrier to achieving the 2020 Vision is not a lack of the Earth's carrying capacity, but rather the lack of appropriate action now, particularly to conserve natural resources. Mr. Pinstrup-Anderson indicated that the 2020 Vision Initiative would culminate in a major international conference in Washington, DC in June 1995, and that IFPRI would continue the synthesis, review, and publication of its results for about a year beyond the conference.

Premises

TAC Chair Don Winkelmann, presented the broader considerations—the beliefs, assumptions, and logic—that shaped TAC's priority setting and resource allocation process, which governed its review of research proposals received from Centers for 1996. The first of these was the CGIAR's overarching goals of poverty alleviation and protection of the environment through which sustainable food security can be achieved. This goal, Mr. Winkelmann said, is not just people-centered, but poor-people-centered.

The second consideration was the overriding importance of agriculture in resolving the income and poverty problems in the developing world, especially in the poorest countries. In these countries, Mr.

Winkelmann said, 70 to 80 percent of the workforce is engaged in agriculture, fisheries, forestry, or livestock activities, and 40 to 50 percent of the average household budget is committed to foodstuffs. Increasing productivity in agriculture is, therefore, a critically important—and perhaps pivotal—part of efforts to alleviate poverty. Experience shows, he said, that one of the most reliable ways to increase productivity in agriculture is through improved agricultural technologies. Productivity-increasing and resource-conserving technologies emerge from research—the central business of the CGIAR.

The third consideration which influenced TAC on the 1996 research agenda was the Group's concern with efficiency in achieving its goals. After considerable reflection, it was determined that the CGIAR's contributions to the global development of productivity-increasing and resource-conserving technologies should emerge through important international public goods in which the CGIAR has a cost or reliability advantage.

Fourth, TAC was influenced by the changing priorities of the Group, as expressed, in particular, at the Lucerne Ministerial-Level Meeting, as well as by changes in science that suggested a shifting or modification of priorities.

Mr. Winkelmann indicated that TAC's 1996 presentation was based on matrices, as previously agreed to by the Group. This was done to enhance transparency and to encourage greater accountability; for example, by showing the relationship among the CGIAR's overarching goals, the five thrusts of its research, and a set of 18 specific activities. Mr. Winkelmann explained that more detail could be provided if desirable, and requested feedback from the Group as to the level of disaggregation that would be useful as well as to the most appropriate nomenclature.

Proposals

Mr. Winkelmann presented to the Group TAC's recommendations for the 1996 research agenda. He

indicated that the elements that shaped the allocation were in the medium-term plans approved in 1993, which were to guide resource allocations from 1994-1998. The overall allocations recommended by TAC, he said, reflect the views of the Group on the priorities for Center research.

Mr. Winkelmann discussed the transfers made from complementary funding to the agreed agenda. He indicated that TAC sought to transfer those complementary activities which most conformed with the international public goods character of CGIAR agreed agenda research. All of those that met the international public goods criterion were transferred, raising the funding envelope for each Center accordingly. Complementary funding totaling \$17 million was transferred. TAC will continue to review the remaining \$40 million or so in complementary funding prior to ICW95 to determine which of these activities also meet the international public goods criterion and, therefore, can be transferred to the agreed research agenda.

Mr. Winkelmann noted that six Centers requested a reiteration of their 1995 budgets; and six Centers requested an increase on the basis of changes in science and changes or rebalancing in the priorities of development assistance agencies. TAC recommended an increase in funding for three Centers that showed a responsiveness to the priorities indicated in Lucerne. These were: IPGRI for work on *in situ* conservation; ICRAF for work on issues related to Sub-Saharan Africa and natural resources management; and ICLARM for fisheries.

With regard to the notable increase in resource flows to ICLARM, Mr. Winkelmann said TAC has spoken with both ICLARM management and its Board Chair and would be watching how the Center's new activities are merged into ICLARM's programs and managed by its staff.

Mr. Winkelmann discussed TAC's recommendations for support to systemwide efforts in 1996. He pointed out that systemwide efforts result in added transaction costs, which must be balanced by added

benefits to offset these costs. TAC's position, he said, was that a systemwide effort should clearly be net value-added. Systemwide efforts also represent, he said, a trade-off between Centers gaining leverage and Centers losing some autonomy. Mr. Winkelmann used the rice-wheat systemwide program as an example of this.

Five systemwide programs were recommended by TAC for support in 1996. These are (with the convening/lead CGIAR Center[s] indicated in parentheses):

- Systemwide Genetic Resources Program (IPGRI)
- Indo-Gangetic Plains Rice-Wheat Program (ICRISAT, IRRI, and CIMMYT)
- Latin American Hillsides Program (CIAT and CIMMYT)
- Alternatives to Slash and Burn Program (ICRAF)
- Sustainable Mountain Agricultural Development Program (CIP and ICRAF)

Mr. Winkelmann referred to those systemwide programs declined by TAC. The forest ecosystem management initiative was turned down because, in TAC's judgment, the activities included were really an essential part of the Center's core program. On the program of breeding for micronutrients, TAC decided that the Centers involved in breeding should be doing this research as part of their core programs if it is deemed important. IFPRI's request for additional funds to support systemwide efforts was declined as a separate allocation. TAC determined that these costs should be built into the individual budget of each systemwide program.

TAC recommended funds be set aside for a systemwide effort on livestock, pending its review of specific proposals to come later in 1995. Mr. Winkelmann indicated that ILRI has embarked on a highly participatory process for developing proposals. Likewise, TAC recommended that \$1 million be set aside for proposals on water management to be forthcoming

from IIMI later in the year, and \$2.5 million for other efforts, upon the expectation that suitable projects will be submitted later in 1995.

Mr. Winkelmann indicated that it would be prudent for the CGIAR to begin investing in learning from ongoing systemwide efforts; for example, the rice-wheat program; the alternatives to slash and burn initiative; and the plant genetic resources program.

Mr. Winkelmann noted the changes that have occurred in the profile of the CGIAR's investments, based on a comparison of TAC's 1996 recommendations to those made in 1992. Overall, the CGIAR has further expanded its efforts in protecting the environment (up by 50 percent, from 10 percent in 1992 to 15 percent in 1996) and biodiversity (up by 25 percent, from 8 percent to 10 percent). This has been balanced by a reduction in germplasm enhancement and breeding (from 22 percent to 20 percent), in production systems work (from 29 percent to 23 percent), and in strengthening national programs (from 20 percent to 18 percent). Mr. Winkelmann said, however, that much of the reduced investment in Center production systems programs was being undertaken through systemwide and ecoregional programs. The allocation to socioeconomic, policy, and management research remained unchanged at 11 percent. Mr. Winkelmann also noted that a 1 percent change in allocations was equivalent to a \$3 million change in financial flows.

Mr. Winkelmann concluded by saying that TAC will be giving careful consideration over the next several months, in conjunction with a variety of other actors, to priority setting, resource allocation, and the demand for the services that the CGIAR offers. TAC will be helped in its efforts by the vision statement, by a continuing convergence of ideas on selected themes, and by the ever larger participation of national programs in the deliberations of the Group.

Discussion

The Chairman recalled for the Group that the 1996 agenda was the first research agenda of the CGIAR where the adoption of the agenda was related to a

proposed budget. Assuming adoption of the agenda and budget, the next step would be for individual donors to make commitments to cells in the matrix¹ and any underfunding or overfunding of particular cells to be dealt with before ICW95 (see Table, 1996 CGIAR Research Agenda, page 38). The goal is to go to ICW with a complete and fully funded financing plan, so that discussions at ICW can focus on the research agenda for 1997.

The Chairman expressed his hope that a decision on the proposed 1996 matrix would be reached quickly. He said that there were so many different possible classifications in presenting the research agenda, it would not be possible to satisfy everyone, particularly as the CGIAR is dealing with research activities that, by their very nature, have multiple effects. He requested that the Group strive to put aside pet preferences in the interest of attaining a common ground.

TAC's efforts to prepare a document that reflects the decisions taken in Lucerne and which ties funding allocations to the CGIAR's priorities were applauded by a number of donors.

A general desire among the Group to see the reports of the two Task Forces and the Genetic Resources Policy Committee reflected in the research agenda was expressed.

Several donors expressed interest in a stronger reflection of the overarching goals of the CGIAR—alleviating poverty and protecting the environment—in the research agenda. In particular, several donors focused on the need to draw a better link of how increasing productivity helps to alleviate poverty. This will be important in securing future funding for the CGIAR.

To bring out the cross-cutting concerns of the CGIAR, particularly poverty alleviation, it was suggested

that another matrix be prepared, of a somewhat indicative nature rather than a strict scientific analysis, that shows broadly the programs that are directed toward meeting those cross-cutting concerns and which gives a broad idea of where the funds are being allocated in terms of addressing those concerns. For example, a matrix which shows which programs are oriented toward low-potential areas, and which toward high-potential areas. This would also help donors in choosing to which cells of the matrix to designate their funding. Mr. Winkelmann indicated that this could be done for the four or five broad themes identified by the Group as being of greatest importance.

It was requested that the matrix better reflect the linkages among the different components listed, so that they do not appear to be separate. This will be helpful in securing future funding for the CGIAR.

Caution was expressed about the level of \$299 million recommended for the 1996 research agenda. Given the budget constraints faced by many donors, this figure seemed a bit too optimistic for one donor.

The transfer of complementary funding to the agreed agenda was generally supported, although some surprise was expressed at the substantial increase in budgets that resulted for some Centers; for example, IFPRI by \$5 million, ISNAR by \$2.8 million, and ICLARM by \$2.5 million. Mr. Winkelmann responded by saying that TAC has simply recognized the reality of the separate decisions that were already made by members of the Group, while imposing the test of international public goods on the complementary funding proposed by TAC for transferal to the agreed agenda.

The Chairman also added that bringing the complementary funding that met the international public goods criterion into the agreed agenda had been temporarily postponed during the stabilization period since the New Delhi meeting to preserve the \$270 million vector. The firm intention, he said, had always been to bring these complementary activities, which had been separately funded by donors, under the agreed research agenda in 1996; hence, the appearance of an increase

¹ The CGIAR introduced the matrix approach to setting the research agenda, allocating responsibilities for research programs among the Centers, and securing appropriate levels of funding, with the expectation that it would bring a more transparent, predictable, and stable system of financing.

1996 CGIAR Research Agenda (revised)

1996 CENTER PROGRAM	Center Programs												Systemwide & Ecoregional Programs					Research Program Design	EPR	1996 CGIAR PROGRAM	
TAC Recommend.	Increasing Productivity				Protect Environ	Biodiver	Policy	Strengthening NARS				a / Genetic Resources	Rice/ Wheat	Latin America Ecoregion	Alt to Slash & Burn	Mountain Agriculture	TOTAL				
	Enhance & Breed	Production Systems Dev & Mgmt						Training	Info.	Org/Mgmt	Networks										
	Crops	Livestock	Trees	Fish																	
Program #	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17				
CIAT	27.5	6.5	5.3	1.5			1.8	2.4	0.5	1.0	1.8		2.5			4.00	0.20		0.30		27.8
CIFOR	7.6				1.4		2.0	0.2	2.5	0.3	1.0	0.1	0.0					0.10			7.7
CIMMYT	27.7	14.1	5.3					1.4	0.3	2.2	1.7	1.5	0.2	0.30	0.80						27.7
CIP	19.0	3.7	2.7				2.9	3.1	1.0	1.1	0.7	0.5	0.5				2.80	0.15			19.2
ICARDA	17.6	3.8	2.7	1.9			2.5	2.7	1.2	1.5	0.9		0.4								17.6
ICLARM	9.3	1.6				2.4	2.7	0.8	1.0		0.9							0.30			9.6
ICRAF	16.8	0.9			1.3		0.8	1.8	0.7	3.0	1.5					5.77	1.00	0.40			17.2
ICRISAT	27.1	6.9	5.6				7.9	0.7	2.5	1.7	1.5		0.2	0.20				0.70	0.3		28.1
IFPRI	14.5								11.8	1.4	1.0		0.2				0.20		0.87	0.3	15.7
IIMI	7.6						2.6		4.9												7.6
IITA	23.3	4.8	11.4				2.1	1.5	1.1	1.3	1.1							0.70			24.0
ILRI	25.1	0.9		12.1			2.8	2.7	1.9	1.8	1.7	0.5	0.8								25.1
IPGRI	12.9	1.5		0.0	0.2		0.9	4.2	1.6	1.0	1.9	0.5	1.1	1.60 ^{b/}					0.3		14.8
IRRI	31.2	10.1	5.5				5.5	3.1	2.8	1.8	0.8	0.9	0.4	0.30		0.10		0.70			31.9
ISNAR	9.7								2.8	1.7	2.1	2.9	0.2								9.7
WARDA	7.4	2.0	2.1				1.0	0.2	0.7	0.5	0.7	0.1	0.2								7.4
System/Eco. Programs																					
Design	4.2																				
Implementation	9.1													(1.6)							7.5 ^{c/}
OTHERS - partial data (memo note only: not included in totals)																					
External Reviews	0.9																				
TOTAL	298.5	56.8	40.6	15.5	2.9	2.4	35.4	24.7	37.2	20.2	19.3	6.9	6.7	1.6	0.8	4.8	6.3	3.8	4.2	0.9	298.6
Share:		19%	14%	5%	1%	1%	12%	8%	12%	7%	6%	2%	2%	1%	0%	2%	2%	1%	1%	0%	100%

a/ In the future, this column will include a portion of what is shown under the biodiversity column.

b/ Allocations among Centers to be determined.

c/ These amounts have not yet been allocated to Centers.

This matrix appeared as:

Table 3. 1996 CGIAR Research Agenda in *The 1996 CGIAR Research Agenda*—SDR/TAC.IAR/95/10

Table 5. 1996 CGIAR Research Agenda in *The Financial Requirements of the 1996 CGIAR Research Agenda*—MTM/95/05

in the respective Center budgets was not really an increase, but a reflection of current funding realities.

It was suggested that a historical perspective be brought to bear on the current year TAC presentation, particularly with regard to shifts in complementary funding to agenda funding. Since different criteria were used in various years to reclassify activities, it would be helpful, particularly for year-to-year comparisons, to clarify explicitly the reasons for reclassifications made and the benefits of the process. Mr. Winkelmann concurred with this suggestion, and indicated that this would be done by TAC.

Japan announced its intention to give serious consideration to bearing part of the additional funding requirements expected to arise from the refurbishment of facilities and operational needs of the research facilities donated by the Government of Egypt to ICLARM.

A recommendation was made that every dollar not be specifically designated in the matrix because of the importance of keeping some flexibility for creative thinking. As long as the accountability of the System is not compromised, a measure of trust in a good system and good scientists is required. The Chairman concurred with this statement, and related an example illustrating the beneficial results of having seed money available to foster the development of new ideas.

It was suggested that unrestricted contributions should not be restricted to a distribution among individual cells in the matrix, but that donors be able to designate such funds generally to a Center, so that the contribution does not get tied to a specific program. This would help donors where a specific distribution among individual cells/programs might backfire, particularly if the distribution is not expressly in line with the specific priorities of the national aid program. Another donor mentioned that, for its purposes, such a degree of specificity was not necessary.

In order to achieve full transparency, it was suggested that the matrix show not only what needs to be funded, but what is in fact funded and where any

gaps are. This would help donors, in particular, to distribute unrestricted contributions among cells in the matrix.

Clarity was requested on where funds are physically listed in the matrix, particularly what funds are included under unrestricted contributions and what funds qualify for systemwide and ecoregional programs; for example, how are program funds being spent on ecoregional activities treated in the matrix. Mr. Winkelmann indicated that every effort would be made to make sure that amounts are listed in the proper columns by ICW95.

Greater clarity was requested on the criteria used for defining systemwide programs, for which added transaction costs are justifiable, versus program implementing costs of the global mandates carried out by Centers, often in conjunction with several players.

It was stated that the CGIAR must recognize that systemwide and ecoregional activities imply transaction costs, because the nature of programs that involve many countries or several countries and several or many Centers requires joint planning, joint idea generation, joint priority setting among the many ideas that emerge, potentially joint staffing, and some mechanism for allocating funds, accounting for the funds, and ensuring accountability and evaluation. In addition, every one of those steps has to be innovative, because it is now a joint effort, not a single Center effort.

The importance of priority setting among the various systemwide efforts and between systemwide activities and Center programs in view of the limited resources expected in 1996 was emphasized by one donor. Although this is a very difficult task, it should be done to the extent needed by TAC.

The question was raised as to the priority that would be given to systemwide activities *vis-à-vis* Center activities should programs fall short in funding.

Donors contributing to the agreed agenda expressed concern about the distribution of transaction costs—overheads—between Center programs and

systemwide programs, and indicated that, if such costs were not evenly distributed between the two, it would be less attractive to continue being a core funder.

A question was raised as to the placement of systemwide efforts on the matrix. One donor understood that systemwide initiatives, in the first stage, would be listed on the matrix as such, and that as the initiatives became programs, they would move into the Center program columns. Mr. Winkelmann responded that it was TAC's sense that the Group wanted the systemwide programs displayed individually on the matrix with committed funding. This implies that spending by individual Centers on these activities should be identified and passed from Center budgets to the systemwide programs in question. TAC, he said, seeks guidance from the Group as to its specific preference on this issue.

Clarity was also requested on how the actual allocation of research program design activities was being undertaken by TAC. The question was raised as to the appropriateness of TAC acting in a donor-like fashion by deciding how much is to be allocated to the development of a proposal.

Further clarification was requested as to the criteria used by TAC for determining which systemwide initiatives would be funded as such and which would not. It was mentioned by one donor that the criteria used to exclude several programs—that they should be funded out of the Center program—could likewise apply to some of those activities approved for systemwide funding. Mr. Winkelmann indicated that additional criteria used included an assessment of the System's experience in pursuing certain types of research activities, whether results have been positive or disappointing.

The balance in systemwide funding for the livestock program (at \$4 million) versus all other activities related to agriculture, e.g. soil, water, and nutrient management and desertification (at \$5.82 million) was questioned by one donor. The opinion was expressed that the livestock program had received a disproportionate share of funds relative to its importance *vis-à-vis* agriculture. Mr. Winkelmann responded that the amount tentatively allocated to ILRI was the amount

requested by ILRI, for which it felt it would have good, valid, useful, high-quality, and significant international public goods programs.

It was pointed out that approving the 1996 research agenda, with its emphasis on building and expanding partnerships, involves a major responsibility for the CGIAR to strengthen NARS, particularly the ability of NARS to form strong partnerships with Centers to carry out research and disseminate the results. The willingness of NARS to join such partnerships was acknowledged, as was their ability to participate fully in CGIAR agenda setting and governance. In order to build national level partnerships with universities, private sector researchers, NGOs, and farmers and farmers' associations, national and regional fora will have to be established, requiring considerable human and financial transaction costs. Sufficient resources must be ensured to enable NARS to become true partners with the CGIAR.

NARS, one donor said, is shorthand for a very complex set of actors and issues. The issues of NARS/CGIAR partnerships and the strengthening of NARS are ones which require continuing discussion. The Chairman added that strengthening and expanding partnerships with NARS, particularly given the tremendous variability among NARS, would be an ongoing effort of the CGIAR.

In response to concern expressed by a Center Director that the Group not revert to waiting to approve programs until funding is in hand, the Chairman reiterated that the financing of Center programs was driven by the research agenda and not *vice versa*. He emphasized the importance that had been placed on priority setting through the renewal process to ensure that research funded by the Group reflects the priorities of the Group as a whole, and not the individual aid agendas of particular donors.

Decisions

The Chairman noted several issues which permeated the Group's discussion of the 1996 research agenda. First was the Group's concern with alleviating

poverty and protecting the environment, and how the research of the Centers has an impact on these two overarching goals of the CGIAR. The Chairman noted the complexity of the linkages involved, as illustrated in the TAC report, and the difficulty in giving a demonstrable and simple one-to-one input/output relationship.

Second was the Group's widespread belief that the current content of the research agenda indeed met and reflected the international public goods criterion of CGIAR research, and were focused on activities geared toward the mission of the CGIAR as reaffirmed in Lucerne—sustainable agriculture for food security in developing countries.

Third was the issue of partnerships with NARS. The Chairman indicated that this was an ongoing issue on which the CGIAR will work continuously.

The Chairman summarized the decisions taken by the Group on the 1996 research agenda as follows.

The Group as a whole felt that the presentation of the 1996 research agenda, and its discussion by the Group during MTM95, was a major step forward for the CGIAR in achieving transparency and accountability in its decisionmaking.

The Group recognized the changes that have taken place in the composition of the research agenda, and was cognizant that further changes will take place, particularly as the recommendations of the Task Forces on Ecoregional Approaches to Research and on Sustainable Agriculture are fully integrated into TAC's recommendations for 1997 and beyond.

The Group adopted the 1996 research agenda as recommended by TAC. Further, the Group deemed as reasonable the overall level of funding recommended, with the expectation that it could be met. The Chairman indicated that a clear effort on everyone's part was required to firm up donor commitments as quickly as possible to permit the early identification of, and attention to, any gaps in the matrix.

The consolidation of complementary funding under the agreed agenda was noted. The Chairman reminded the Group that the CGIAR had committed itself in Lucerne to bringing as much complementary funding under the agreed research agenda as possible, and expressed his satisfaction at the progress achieved so far in these efforts.

The Group recognized the exceptional one-time costs associated with Egypt's donation of research facilities to ICLARM. The Chairman expressed thanks to Japan for the very gracious offer to try to help with costs arising from the refurbishment and operation of this facility.

Regarding further clarification of the matrix, the Group accepted that this will be a continuing task. On balance the current size of the matrix was deemed satisfactory to the majority of the Group for facilitating decisionmaking by the Group, with the additional detail provided in annexes and even greater detail available upon request. For discussion within the Group, it was felt that a larger table would be confusing, although it was recognized that such detail would be needed at the Center management level.

The Chairman then summarized the additional information to be prepared by TAC for consideration by the Group at ICW95.

The Group asked TAC to report on how the recommendations of the two Task Forces will be incorporated by TAC in its future deliberations on the research agenda. TAC will present an "initiating document" on the 1997 research agenda for discussion at ICW95 to lay the groundwork for discussions on the research agenda to be held at MTM96.

TAC also agreed to report to the Group on the stripe review on soil and water nutrient management.

In response to requests arising from the discussion on the 1996 research agenda, TAC agreed to prepare a short note for the Group on the link between productivity increases and poverty reduction.



TAC Activities

The TAC Chair reports at the Mid-Term Meeting and at International Centers Week on TAC activities not covered by the rest of the agenda at these meetings

In Nairobi, where much of TAC's continuing activities were woven into discussions on a number of agenda items, TAC Chair Don Winkelman reported separately on the following topics

Center Reviews

- External review of IITA in progress
- Reviews of ICRISAT IPGRI, IFPRI, and ISNAR will be conducted in 1996-1997

Inter-Center Reviews

- Roots and tubers review is imminent
- Review of cereals is being considered for 1996

Strategic Studies

- Studies of public policy, public management, and institution strengthening are underway
- Study of strategic natural resources management issues and research needs will emphasize soil and water. A draft report is likely to be ready for discussion at ICW95
- Study of CGIAR commitments in Latin America is planned

Mr Winkelman commended the TAC Secretariat for its herculean effort to produce a summary of TAC's 66th meeting (held in Lima) in record time. He pledged a continuing effort to deliver information speedily, thus helping to streamline the Group's decisionmaking process.

III. GOVERNANCE

Introduction

The need to strengthen decisionmaking processes and consultative mechanisms within the CGIAR was emphasized in the **Lucerne Declaration and Action Program**. The Group was requested to retain overall decisionmaking power in its general membership, supported by existing standing committees—such as the Oversight Committee (see Box, Oversight Committee Renewed, page 44)—and by *ad hoc* committees, established as necessary. The Group was requested, as well, to strengthen the assessment and impact of CGIAR-supported research by establishing an “independent evaluation function” reporting to the CGIAR as a whole.

At the Nairobi Mid-Term Meeting, the Group received and discussed a report from the Oversight Committee; decided to establish an Impact Assessment and Evaluation Group as well as a “sounding board” to work closely with the new group; and entrusted the initial discussion of external program and management reviews to two *ad hoc* evaluation committees.

Committee I, chaired by Mr. Timothy Rothermel (UNDP), considered the external reviews of CIP and CIAT. Committee II, chaired by Mr. Karega Mutahi (Kenya), considered a report on the terms of reference of external reviews, the ICLARM Mid-Term Review, and a review of CGIAR commitments in West Africa. The Committee Chairs reported findings and submitted recommendations in plenary for final decisions.

Oversight Committee

Oversight Committee Chair Paul Egger reported on the views and work of the Committee on five topics.

Lucerne Follow-up. The Committee commended the CGIAR Chairman for his leadership and noted that decisive action had been taken to implement the decisions reached in Lucerne. The Committee supported these efforts, such as the move to establish a NGO committee. The Committee suggested that the role of cosponsors should be discussed at ICW95.

Partnership with NARS. Efforts to expand partnerships with NARS—also a result of the Lucerne

meeting—were welcomed, but more clarity was sought on the sharing of responsibilities among a wide range of stakeholders, so that there could be broad ownership of planned regional fora. The Committee felt that there was a challenge to be faced in linking national, regional, and global consultation with priority setting by TAC and at the System level.

Center Governance. The Committee suggested that a small working group should revise the policy and guidelines for Center governance. The revised version could be reviewed by Board Chairs and submitted to the Group at MTM96. The new policy would need to be complemented by a set of guidelines on Board operations but these need not be considered by the Group.

Due Diligence Matters. Three issues were considered: (i) The Committee, which noted that the search for a new Executive Secretary of TAC had not been concluded, had been reassured by the cosponsors that the TAC Secretariat was functioning effectively in the interim period; (ii) The Committee fully endorsed the practice of referring some business items to small *ad hoc* groups for a first pass, and of holding parallel sessions of some of these groups and of standing committees; and (iii) The Committee will keep under examination the need, if any, for a review of the System, taking note of the fact that all components of the System have been reviewed during the renewal process.

Future Priorities. Two areas were earmarked for special attention: the continuing efforts to strengthen CGIAR partnerships with NARS; and System structure and governance. Meanwhile, the Committee is reviewing its own work program. It has renewed the mandate of its Chair for another year. A new Chair will be designated before MTM96.

Following a discussion of these matters, the Chairman summed up the main points made:

- The Group thanked Committee Chair Paul Egger and his team for their tireless efforts on behalf of the Group.

- The Group conveyed its special appreciation to Messrs. Vir Chopra and Henri Carsalade who had left the Committee. The two new members of the Committee were welcomed.
- The legal status of the Centers—an issue highlighted during the discussion—needs to be addressed, although there is unlikely to be homogeneity across the charters or statutes of all Centers.
- NARS consultations will be a continuing process, in which no single mode of interaction needs to be institutionalized at present.

- A System review could be considered, possibly in 1997, after the renewed CGIAR is fully operational. There is no cause to rush into it.

Strengthening Evaluation in the CGIAR

The Lucerne Action Program requested the CGIAR to “strengthen the assessment of its performance and impact by establishing an independent evaluation function reporting to the CGIAR as a whole.”

This recommendation was consistent with an earlier proposal from the CGIAR Study Panel on



Oversight Committee Renewed

With two new members joining the CGIAR Oversight Committee in Nairobi, its current membership is as follows:

Paul Egger (Chair), Johan Holmberg, Manuel Lantin, John Lewis, Cyrus Ndiritu, and Robert Herdt. Messrs. Lantin and Ndiritu succeed Messrs. Henri Carsalade and Vir Chopra.

The Group established the Oversight Committee and Finance Committee at its 1993 Mid-Term Meeting in San Juan, Puerto Rico, after reviewing suggestions by a Working Group charged with identifying the strengths and weaknesses of the CGIAR's deliberations and decisionmaking processes and developing options for improving them. The Working Group consisted of Messrs. Robert Herdt (Chair), Manoel Malheiros-Tourinho, Wilhelm Suden, Eugene Terry and Klaus Winkel.

The Oversight Committee's terms of reference, drafted by the Committee and adopted by the Group at International Centers Week 1993, are: establishing that the System has appropriate policies and instruments in place; and maintaining a watching brief to ensure that these are being implemented effectively and with due diligence.

At the 1994 Mid-Term Meeting held in New Delhi, the Group decided that, whenever necessary, members of the Oversight and Finance Committees should join to form a Steering Committee headed by the CGIAR Chairman.

The CGIAR Chairman appoints members of the Oversight Committee, based on nominations from within the Group. Oversight Committee members serve in their personal capacities, not as institutional representatives.

Governance and Finance (chaired by Mr. Klaus Winkel of Denmark) that the CGIAR should strengthen the evaluation of its impact. This proposal was endorsed by the CGIAR Steering Committee and adopted at ICW94. Consequently, PARC established an Impact Assessment Task Force (chaired by Mr. Iain MacGillivray of Canada) to explore ways of generating systematically information on the impact of the CGIAR, to meet the needs of members and of the concerned public.

Broad agreement was noted during informal communication among CGIAR members that the case for establishing an evaluation function rested primarily on three arguments. First, independent impact assessment will enable members of the Group to know whether the work supported at the Centers is getting into farmers' fields and is of actual benefit to the world's poor. Second, an independent unit can establish the extent to which work done by the Centers complements the activities of the rest of the global agricultural research system. Third, by fulfilling the first two objectives, the unit can set out benchmarks against which CGIAR members can judge the returns on their investment.

In Lucerne there was a specific decision among participants, the CGIAR Chairman pointed out at MTM95, that the wording relating to this activity should be changed from "impact assessment" to "evaluation." This was because "evaluation" includes "impact assessment" but really is broader and allows for qualitative judgments, not just quantitative ones.

Following the Lucerne meeting, Mr. Serageldin consulted widely—with cosponsors, the TAC Chair, PARC members, and others—on ways of implementing the recommendation. Based on these consultations, he wrote to CGIAR Heads of Delegations on April 6, 1995 suggesting, as a possible approach, the establishment of a small Impact Assessment and Evaluation Group, with the following terms of reference:

- provide oversight and guidance to *ex-post* impact assessment activities within the CGIAR, including the area of impact assessment methodologies, and recommend appropriate CGIAR or Center action;

- generate or ensure the generation of comprehensive and up-to-date information on the impact of the CGIAR as a System in close collaboration with the Centers, TAC, and partner institutions, and keeping in mind the demands from the CGIAR; and
- facilitate the strengthening of the System's impact assessment capacities.

Mr. Serageldin explained that the kind of unit envisaged would be made up of a few (perhaps two) scientists with impeccable credentials, recognized for their authority on the role of agricultural research in development and for their technical skills in the area of impact assessment. The unit would work alongside of TAC and the Oversight Committee and in close collaboration with the staff at Centers who even now attempt to compile the information required for *ex-ante* and *ex-post* impact assessment studies. It would report to the Group as a whole, just as TAC does, and to the CGIAR Chairman between meetings of the Group. Mr. Serageldin stressed that what he had in mind was a very light structure, not a bureaucracy.

Following the Chairman's introduction, Mr. Iain MacGillivray and Mr. Robert Herdt, who chaired a workshop on impact assessment held in Nairobi immediately preceding MTM95, reported on the outcome of that workshop. They said that the workshop fully recognized the need for more impact assessment at both the Center and System levels. The workshop reached consensus on the need for the proposed new unit to be recognized for its objectivity, credibility, and the high quality of its operations and products.

In terms of structure and linkages, the following requirements were suggested:

- The new unit should interact and collaborate closely with Centers through an inter-Center working group.
- A "sounding board" made up of CGIAR members, as users of the products of the unit's work, and of external technical specialists to review the

feasibility and cost of the proposals, should be established to support the unit.

- The unit should be linked with the CGIAR Secretariat, and more particularly with TAC, as the System-level unit responsible for broader evaluation and priority setting. Any such link would have to preserve the unit's objectivity and independence.

TAC Chair Don Winkelmann agreed with the urgency of the need to implement the recommendation from the Lucerne meeting. Although TAC had not explicitly discussed the issue, he felt comfortable in broadly endorsing the proposal and expressing the hope that members of the new unit would share both their results and their insights. Mr. Just Faaland, Chair of the Center Board Chairs Committee, endorsed the proposal as well.

In the general discussion that followed, the proposal was supported and ideas were exchanged on matters of detail. Based on the discussion, Mr. Serageldin summed up the consensus reached by the Group as follows:

- The Group appreciated the efforts of all those who had contributed towards clarifying issues connected with implementation of the Lucerne recommendation.
- The Group endorsed the approach spelled out in the Chairman's letter of April 6 to Heads of Delegations and agreed that action on those lines should be taken to establish an Impact Assessment and Evaluation Group.
- A "sounding board" consisting of donors, users, and other stakeholders should also be established, for consultation concerning interpretation and feedback.
- There is, in addition, a need for an inter-Center working group to deal with the range of issues covering impact assessment and evaluation.

- The new unit for impact assessment and evaluation will be "very light"—with no more than two members—will receive its mandate from the Group and will report to the Group.
- Nominations for appointment to the new units should be sent in writing to the CGIAR Executive Secretary.
- The cosponsors will act as a search and selection committee, review nominations and carry out checks of reference as necessary; and
- The proposed chair and member(s) of the Impact Assessment and Evaluation Group will be put to the CGIAR for endorsement (on a no objection basis).
- The cosponsors should also handle the formation of the CGIAR Impact Assessment Sounding Board. They should propose to the CGIAR a suitable composition taking into account user and stakeholder perspectives, after consultation with a cross section of the CGIAR.
- The new units should be established by ICW95.

External Reviews

(i) Strengthening External Reviews—Revision of the Terms of Reference for External Program and Management Reviews of Centers (considered by Committee II)

At ICW93 the Group discussed a progress report by the TAC Chair on reforming the external review process and endorsed the direction of the changes outlined. These included:

- basing Center reviews more on results from internally commissioned reviews, including available data on the Center's impact;
- relying more on Center Boards for assessments of management cost-effectiveness;

- improving the evaluation of NARS-Center interactions;
- using a common summary format for reporting on evaluation issues; and
- refining the procedures for reviewing programs at the System level.

Putting these changes into practice requires revision of the terms of reference for external program and management reviews of the Centers and the guidelines for conducting these reviews. The draft revisions submitted to the Nairobi MTM were prepared by the Inter-Secretariat Working Group on External Reviews and discussed at TAC66. The draft incorporated TAC's comments.

Further work in this area that will subsequently be brought to the Group includes:

- terms of reference and guidelines for reviews of CGIAR programs (including stripe or inter-Center reviews); and
- an update of the 1988 CGIAR policy paper on reviews.

Messrs. Selçuk Özgediz and Guido Gryseels introduced the proposed terms of reference and guidelines on behalf of the Inter-Secretariat Working Group on External Reviews to the *Ad Hoc* Evaluation Committee II. Their presentations were followed by a discussion in which the following major points were made:

- External reviews are important for reinforcing accountability and maintaining credibility.
- Centers are encouraged to continue strengthening their internally-commissioned external reviews. With strengthened internally commissioned reviews, the use of the issue-driven review format, as described in the guidelines, has greater chance of success.
- It is important that the writing of review reports remain a responsibility of the entire review team.

- The CGIAR and TAC Secretariats should seek the reactions of major NARS stakeholders of a Center on the review report.
- Experiences of other institutions in conducting reviews should continue to be examined to draw lessons for improving the guidelines.
- TAC and the CGIAR Secretariat are encouraged to bring before the CGIAR a revised policy paper on reviews, as noted in the letter forwarding the documents.

The Committee recommended that the Group should endorse the proposed terms of reference, and requested TAC and the CGIAR Secretariat to take into account the suggestions made on guidelines for external reviews by the Committee.

The Group adopted the Committee's recommendations. TAC was requested to report at ICW95 on the question of consistency across external reviews and to provide feedback on the guidelines for reviews.

(ii) CIAT (considered by Committee I)

The fourth external review of CIAT was conducted by a Review Panel chaired by Mr. Declan Walton.

The Panel felt that CIAT deserved credit for its early initiative in natural resources management (NRM), including the introduction of a well conceived ecoregional approach to research. In 1990, in the face of declining CGIAR funding, CIAT decided to cutback its traditional commodity research in order to establish new NRM programs. This took its toll on staff morale and opened a gap between management and staff as the funding crisis deepened.

Despite a setback from the kidnapping of Thomas Hargrove in September 1994 (Mr. Hargrove is still being held) the Panel found staff morale improving. Much of the credit for this goes to Ms. Lucia de Vaccaro, the CIAT Board Chair, and to Mr. Robert Havener, who has been Interim Director General since October 1994.

However, the Panel warned that the transaction costs of new CGIAR-wide and regional initiatives continued to draw management's attention outside of the Center when there remains an urgent need to improve cohesion within CIAT.

CIAT has kept up a flow of studies to demonstrate commodity research impact and there is also early evidence of NRM impact. CIAT's programs were commended by the Panel. There was praise for the humane way in which the Center had dealt with the need to reduce staff.

Among the main issues raised by the Panel were the following:

- There should be no further erosion of commodities research to expand NRM programs. These newer programs should be consolidated to ensure quality in their implementation and expanded as results attract further funding.
- The Genetic Resources Unit remains without a senior scientist at its head. Given the higher profile for genetic resources, it is imperative this post be filled as soon as possible.
- The role of Land Management remains uncertain. The Panel found its recent designation as a Scientific Resource Group unconvincing. The Panel urged that it be redesignated as either a program or a research unit serving the other programs, depending on its future role in CIAT.
- Training and the support for networks decreased over the period, and there was some negative reaction from NARS to these results of staff reductions. CIAT, however, revived its training efforts significantly in 1994.
- The Panel expressed the view, also expressed in the 1989 review, that a gap between program and institute management needs to be closed by drawing program heads more closely into institute management policy formulation.

At the meeting of *Ad Hoc* Committee II, participants welcomed the Review Panel's conclusion that science at CIAT had remained both relevant, as evidenced by its impact, and of high quality, despite the funding and management crisis at the Center over the last two years. There was praise for the Board Chair and the Interim Director General for bringing the Center out of its crisis, and praise to CIAT scientists for maintaining standards over a difficult period.

Regional representatives expressed relief that the Center had emerged from the crisis and asserted that Latin America and the Caribbean required continued support from CIAT and the CGIAR System. Participation in the International Network for the Genetic Evaluation of Rice (INGER) was specifically mentioned.

The Center was commended for its catalytic role in generating support from farmer organizations and the private sector in the region for research on irrigated rice. Further, several speakers expressed pleasure that the review perceived CIAT as being at the cutting edge of integrating commodity and natural resources management research in the ecoregional approach.

In this context members noted that the review had not dealt adequately with social sciences at CIAT. They emphasized the need for social science capacity to balance technical disciplines in implementing ecoregional programs. They suggested this as one focus for the internally managed external review of natural resources management research being mounted by the Center later this year.

Members asked that the report of this review be made available to interested stakeholders. They noted that CIAT had already taken action to initiate a science driven information strategy paper. In this same vein members expressed the view that the review had not adequately recognized CIAT's pathfinding work in farmer participatory research.

CIAT was commended for its excellent relations with Colombia, the Center's host country. However, the Committee noted that tensions had arisen with some NARS from too little consultation in decisions on staff

reductions and the need for more regular NARS consultation at a policy level.

The Committee proposed that the recommendations of the review be endorsed. This was done by the Group.

(iii) CIP (considered by Committee I)

Mr. David MacKenzie chaired the Panel for CIP's fourth External Review. The Panel and the TAC commentary commended the Center for reorganized and improved Board oversight, increased documentation of program impact, transparency and efficiency in research program management, and a new collegiality in its culture. These changes had been made despite the pressures on staff from the shortage of funds and the unrest in Peru until 1994.

The Panel made twenty recommendations, and raised the following issues:

- There is a need to reconcile ecoregional activities in the Andes with the existing mandate of the Center. The Panel requested the Board and management to formalize a revision of CIP's operational mandate to reflect the new *de facto* balance in CIP's programming.
- The Panel recommended that CIP disengage from technical assistance activities in support of NARS. It was also critical of the quality of genetic enhancement at the Center and called for a 1997 CGIAR Mid-Term Review of the breeding programs. In response, CIP welcomed the proposed review and linked these aspects to the funding crisis. TAC suggests that CIP, not TAC, commission the review and share its results with TAC.
- The Panel recommended that CIP focus its efforts in pest and disease management on strategic research of global relevance for a limited number of key activities, and consolidate this work in a central location.

- The Panel and TAC urged a speeding up of the cleaning of CIP germplasm collections in both potato and sweet potato.

Members of *Ad Hoc* Committee I joined the Review Panel in commending CIP for significant achievements, despite both declining funding and considerable unrest in Peru.

The Committee agreed that CIP should revisit its mandate statement in light of the Center's response to the widening importance of environmental issues. Members endorsed the recommendations by the Panel, both to review germplasm enhancement at the Center and to speed up the cleaning of its germplasm collections. Members also endorsed the need to focus CIP's strategic research. After discussion there was consensus that, as one focus, CIP could effectively coordinate a global effort to combat late blight disease.

The Committee agreed that diversity among NARS demanded a balance of effort between strategic research and support for capacity building. CIP highlighted its efforts to be responsive and relevant to NARS. It was noted by members that strong NARS also provide widening opportunities to contract strategic research. The TAC Chair pointed to TAC's role in monitoring the strategic research/capacity building balance to ensure the effective use of public funds in international research.

There was a strong consensus among members, particularly regional representatives, that True Potato Seed (TPS) work exemplified this diversity. Strategic work on TPS needs to be continued, but also NARS need help in adapting TPS to the circumstances of their farmers.

The report of the Review Panel was, as an experiment, presented, in an 'issues' format, focusing on a limited number of issues identified by the Panel. Several members commented favorably on the experiment with this format.

The Committee proposed that the Group endorse the Panel's recommendation, as modified by the TAC

commentary, that in 1997 CIP mount an internally managed external review on the Center's genetic enhancement and breeding strategy for potato and sweet potato; and endorse the other recommendations of the review. This was done.

(iv) ICLARM Mid-Term Review (considered by Committee II)

ICLARM's first External Program and Management Review was conducted in early 1992, leading to ICLARM joining the CGIAR at MTM92. The 1992 Review Panel recommended, and TAC and the CGIAR agreed, that a Mid-Term Review be held to monitor the implementation of the Panel's numerous program and management recommendations, and more particularly the progress made in building the new programs, which were outlined in ICLARM's strategic plan, and in improving its organization and management.

Within a year of its joining the CGIAR, ICLARM experienced an internal crisis that led to significant changes in its governance.

The Mid-Term Review submitted to the Nairobi Mid-Term Meeting was carried out in January-February 1995 by a two person panel, chaired by Mr. E.T. York, Jr. and assisted by the two Secretariats.

The Panel acknowledges the good progress made by ICLARM in implementing most of the recommendations of the 1992 review, particularly in the areas of human resources management; an integrated system for project and program planning, monitoring, and review; financial management; the emphasis on research in the statements of the Center's goals and objectives; changes in its Inland Aquatic Resource System, Coral Reef Systems, and Coastal Resource Systems Programs; and, better formulated strategies for training and information.

The main issues raised by the Panel are summarized below:

- ICLARM's science capacity: while there is a high level of scientific expertise among the current program directors, there is a need to strengthen

further the scientific and management capacity below the director level to ensure a sustainable long-term effort by the Center.

- ICLARM's research strategy: ICLARM's position in the CGIAR enables it to interface with, and contribute to, the CGIAR terrestrial science expertise. Therefore, ICLARM should broaden its participation in inter-Center program activities from genetic resources to coastal resources, policy research on common property resources, and water management. ICLARM now has a range of possible strategic research partners in stronger NARS and in advanced science institutes more interested in applying their expertise in the South.
- ICLARM's legal status, and research and headquarters facilities: in considering the Egyptian offer of extensive facilities, which offer tremendous opportunities particularly for *ex situ* conservation, ICLARM should give due consideration to the technical issues surrounding the feasibility of the proposed sites for its research activities, against its strategic plan and the implications for its priorities. ICLARM should also continue to investigate the opportunities for a headquarters facility and agreement in The Philippines.
- The CGIAR should give a higher priority to aquatic research, which contributes vitally to nutritious food production and food security in the developing world, and translate this into stronger and less restrictive financial support to ICLARM.

Ad hoc Evaluation Committee II discussed several aspects of the Panel's report as well as the status and prospects of the negotiations with the Government of Egypt regarding the acquisition of physical research facilities.

The meeting commended the Panel Chair for the excellence of the review report, and ICLARM's Board and management for the significant progress made since the 1992 review and the most recent review. The meeting

endorsed the recommendations of the Panel, particularly those relating to:

- the need to reach, soonest, a headquarters agreement with the Government of The Philippines;
- pursuing vigorously the strengthening of ICLARM's managerial and scientific organizational structure;
- calling on the CGIAR (and other sources) to increase its funding base and diversify the funding mode from project to program based, thus providing ICLARM with the necessary flexibility in managing resources; and
- pursuing the enhancement of the scientific capacity of the Center.

With regard to the acquisition of physical research facilities in Egypt, the Committee saw it as a unique opportunity for a CGIAR Center to work closely, from the onset, with many NARS (in Africa and worldwide). It supported ICLARM's strategy and proposed plan of action, while emphasizing the need for caution with regard to:

- the impact of such expansion on ICLARM's strategic capacity;
- the financial implications of operating the facilities, which should be funded from non-competitive sources *vis-à-vis* other CGIAR undertakings; and
- the program implications of moving in a sub-tropical ecoregion, which ought not divert ICLARM's efforts in the tropics.

The Committee recommended that the Group should endorse the recommendations of the Mid-Term Review; and encourage ICLARM to proceed cautiously, with due respect to the financial, organizational, and research program considerations

in its proposed plan of action concerning the Egyptian facility. The Group concurred.

*(v) Review of CGIAR Commitments in West Africa
(considered by Committee II)*

The Study of CGIAR Commitments in West Africa, requested by TAC, was conducted by a Panel chaired by Mr. John McIntire. The Panel found that the present organization of the CGIAR's work in West Africa is reasonably efficient and cost-effective and that there is no need for a major restructuring of the way the CGIAR is operating in West Africa. A key issue is how to incorporate the opinions of NARS into the formulation of Center programs.

Following are the main issues raised by the Panel:

- Policy and management research: The Panel recommended that IFPRI should be named a strong convening Center for socio-economics, policy, and management research in West Africa, with greater focus on its work in Nigeria than at present. Both IFPRI and concerned Center Directors objected to this recommendation.
- Institution building, training, and information: The Panel recommended that the Centers, with the exception of ISNAR, should limit their activities in institution building to training and information and should abandon organization and management counseling because it is not their comparative advantage. The overall size of training and information activities should also be reduced. The Center Directors Committee did not share this point of view.
- Production systems versus germplasm development research: The Panel recommended that production systems and management research be devolved by IITA and ICRISAT to NARS in order to augment upstream work by the Centers on the conservation and management of natural resources and germplasm enhancement and breeding.

- Impact: The Panel felt that the current production impact of ICRISAT and ILRI in West Africa is low. Its recommendation is for a high-level review of ICRISAT's crop improvement program for sorghum and a shift of ICRISAT's research effort in millet improvement from the Niamey site to a less arid area where such management issues as inter-cropping, mechanization, complex cropping patterns, and rotations can be incorporated into millet improvement.
- An alternative organization: The Panel proposed a common Board of Trustees for WARDA and IITA with ex-officio representation of ICRISAT, ICRAF, and IRRI as a means of harmonizing research between the two institutions.
- Relations with partners: The contacts of Centers with national programs are on the whole efficient. The Centers have many mechanisms to inform themselves about national activities, to receive input into their research planning, and to collaborate substantively on common problems.
- TAC was pleased with the experience gained and with the outcome of the study. It intends to proceed by undertaking a similar study in Latin America and subsequently in Asia and West Asia/ North Africa.
- What the impact of the Centers had been on the region.
- How impact assessment could be enhanced.
- Production systems versus germplasm development research.
- Coordination of policy research at the regional level.
- Role of the Centers in institution building and training.
- Harmonizing governance and activities of the Centers operating in West Africa.

The Committee concluded that this experiment with a regional review of CGIAR investments was a success, and encouraged TAC to commission reviews of other regions. Lessons learned from this review should be used in designing future reviews. These include possibly larger panels, earlier dialogue with Centers and NARS, and reports that are frank—where one does not need to read between the lines.

The Committee proposed that the Group should recommend the review report for further consideration by Centers, NARS, donors, TAC, and other actors, and encourage TAC to continue experimenting with similar regional reviews for other regions. The Group agreed.

IV. FINANCE

Finance Committee Chair Michel Petit reported on the views and work of the Committee in six areas.

Lucerne Follow-Up. The Committee examined the first draft of a report from the CGIAR Secretariat on the establishment of a foundation to serve as a mechanism for raising and receiving funds from sources outside of the CGIAR membership. Determining legal procedures for establishing a foundation, and making preliminary contacts with potential benefactors will be among the next steps taken. On the issue of possible CGIAR activities in the countries of the former Soviet Union and Eastern Europe, the Committee reaffirmed the position outlined in Lucerne that such activities should be initiated only

Members of *Ad Hoc* Committee II thanked the Panel for a thought-provoking report. The report's difference from other CGIAR reviews was found to be refreshing.

The Committee was pleased to note that the Panel found the present organization of the CGIAR's work in West Africa to be reasonably efficient and cost-effective. The Committee also noted the Panel Chair's assurance that the CGIAR's investments in this region are productive and that no major institutional reforms are necessary.

A number of issues identified by the Panel led to a lively dialogue between the Panel and the Centers operating in West Africa. These included the following:

when a clear program of work, where the CGIAR has a comparative advantage, has been defined, and a minimum level of funding, separate from and additional to funding for the agreed research agenda, has been reached.

Allocation of World Bank Funds. At ICW94 the Committee recommended and the Group agreed that the first tranche, or half of the World Bank's contribution, should be distributed to individual Centers in proportion to the amounts allocated within the total \$270 million required to support the 1995 research agenda. Subsequently, a further \$22.5 million was distributed, to ensure that the Centers benefited from a better cash flow. The Committee decided that \$2.5 million should be held in reserve to fill any gaps that might arise. Information from the CGIAR Secretariat indicated that all Centers could be fully funded.

1994 Funding. The Committee was favorably impressed by the progress in accountability and transparency as demonstrated in the CGIAR Secretariat's draft report on the System's finances in 1994. The Com-

mittee will re-examine the report when it is in final form, but, meanwhile, commends it to the CGIAR membership.

1997 and Beyond. The Committee benefited from the views of the TAC Chair, the Chair of the Center Directors Committee, and Board Chairs in examining proposed arrangements for the future presented in a draft proposal from the CGIAR Secretariat. They all agreed that the System should have a more flexible process than it did in the past. The Committee felt that consultation among all stakeholders was required to agree on a process that is fair and practical. A point that needs further elucidation in this context is the distinction between programs that comprise the CGIAR research agenda and programs in which the CGIAR is only a component.

Committee Membership. The Committee has been expanded and its membership renewed. The Committee's Chair will be selected by the Committee itself.

Next Meeting. The Committee expects to meet next during ICW95 to review the 1996 financing plan.



Finance Committee Changed

The size of the Finance Committee went up by one at MTM95, from nine to ten members, to ensure that the non-national group of institutional members (development banks, foundations, etc.) is always represented. Four new members—The Netherlands, IFAD, India, and Egypt—were selected for membership, while Brazil, Denmark and The Philippines left the Committee. The current composition of the Committee is as follows: Australia, Canada, Egypt, Germany, IFAD, India, Japan, The Netherlands, UK, and the World Bank (Chair).

The Group established the Oversight Committee and Finance Committee at its 1993 Mid-Term Meeting in San Juan, Puerto Rico. At ICW93, the Group adopted the Finance Committee's terms of reference, which include efficient management of the Group's finances, budget allocations for the implementation of approved research programs, developing criteria for the allocation to Centers of the World Bank's contribution, financial policies and procedures, and resource mobilization.

At MTM94 held in New Delhi, the Group decided that, whenever necessary, members of the Oversight and Finance Committee should join to form a Steering Committee headed by the CGIAR Chairman. Members of the Finance Committee serve in their institutional capacities, and are selected on the basis of nominations from caucuses of delegations.

V. CHAIRMAN'S SUMMATION OF PROCEEDINGS AND DECISIONS

Ladies and gentlemen, we have come to an important moment in our work. We have passed the fourth milestone on our journey of renewal. With confidence and an abiding sense of recommitment, we have taken decisions that are fully consistent with, and indeed which flow from, the requirements of the **Lucerne Declaration and Action Program**. These decisions fall under the themes, discussed in Lucerne, of broader partnerships, the research agenda, governance, and finance. We are well on our way to establishing the instruments required.

Let us review what we have done so far. In my opening statement, I reaffirmed the mandate given to us in Lucerne, and sketched out the tasks that remained to be done. I was pleased that 23 speakers responded to my opening address, 10 of whom were from the South. That was an encouraging sign that we are well on our way to realizing the integration of the South that we have all been seeking.

Before the formal meeting, we had a workshop on evaluation and consultations with NARS, which prepared us for the in-depth discussions at the heart of this meeting, namely the adoption of the research agenda, with an indicative budget. This has enabled us to lay the groundwork for translating the vision of Lucerne into reality. The discussion of the agenda was preceded by a presentation of the principles that guided the decisions of TAC, as well as by a broad review of IFPRI's 2020 Vision Initiative, which is the kind of framework within which the research agenda should be seen.

We reviewed how far we have come in relation to genetic resources. We were pleased with the prospect of an emerging consensus on a multilateral system on genetic resources, and we all endorsed the recommendations of the Genetic Resources Policy Committee that were presented by Mr. Geoff Hawtin on behalf of Mr. M. S. Swaminathan. We encouraged the Committee to continue to advise the CGIAR, and we approved a set of follow-up principles, based in part on recommendations put forward by Sweden,

including that I be present at, or a written statement from the CGIAR be submitted to, the Conference of the Parties of the Convention on Biological Diversity in Indonesia in November.

We also agreed that representatives of the FAO Commission on Plant Genetic Resources and the Conference of the Parties of the Convention on Biological Diversity be invited to participate in the next meetings of the CGIAR's Genetic Resources Policy Committee, and that there should be a comprehensive report on developments, so that the whole membership of the CGIAR is informed of ongoing developments on these various parallel negotiations, and a presentation of this information made at ICW95. In addition, I note the appeal made by Sweden that all governments harmonize their positions on these multiple tracks of negotiation. I hope that each of you will ensure that this is the case in your respective governments.

We then reviewed the Task Force reports on sustainable agriculture and ecoregional approaches to research. We were unanimous in finding them of great interest, as well as extremely enlightening, both in terms of the questions they raised and the answers they provided.

We kept in sight the importance of the CGIAR as part of the global research system. We believed that the two Task Force reports indicated questions and directions that should be reflected in the paper TAC will present at ICW95 to initiate the dialogue on the research agenda for 1997. This is the new cycle toward which we are aiming, where we initiate the discussion of the 1997 agenda at ICW95—a process that includes consultations with NARS, with other stakeholders, and between the Centers and TAC—with the agenda ready for discussion at MTM96.

We then looked at the research agenda for 1996 as presented by TAC, which laid out very clearly that the research supported by the CGIAR should meet the international public goods criterion. We noted with satisfaction that, so far as one could ascertain from the indicative budget, a great deal of complementary funding has been brought under the agreed research agenda. This was very much in keeping with the

recommendations in Lucerne, and I am delighted to see there has been some serious follow through on this matter.

We also agreed that, while the research agenda matrix has been quite satisfactory for the presentation at this time, it should be kept under constant review. Although the size of the matrix is approximately right, there will never be complete satisfaction on the extent to which certain items might appear to fit into more than one category. This is something we will continue to struggle with as we progress. Moving in small pragmatic steps is the most constructive way to deal with this issue, rather than trying to settle all issues at once.

We noted that two issues permeated the discussions. These were the productivity-poverty alleviation linkage and the question of partnerships between CGIAR institutions and other players, particularly related to systemwide initiatives and participatory decisionmaking or action research. All of these will require further elaboration as we go along, for they are concepts that are not easily settled. We will be revisiting them, just as we will revisit NARS issues. As we refine our thinking and our tools, these issues will come up again.

Within the broader agenda, the Group took note of Egypt's generous offer to give research facilities valued at some \$36 million to ICLARM, and Japan's gracious offer to consider contributing to the refurbishing of these facilities. On the whole, we endorsed the 1996 research agenda and accepted that overall requirements would be on the order of \$299 million in 1996. It is fun to say \$299 and not \$300; you get a special for \$299 rather than \$300. Since it is still under \$300 million, there is no excuse for not making that target. The next step is for members to inform the CGIAR Secretariat of their 1996 funding, so that the Finance Committee can propose a detailed and, I am confident, fully funded financing plan for 1996 at ICW95.

We looked at our own governance and discussed at some length the issue of impact assessment and evaluation of performance, particularly the establishment of an independent Impact Assessment and Evaluation Group. We decided that we would proceed along the

lines outlined in my letter of April 6, 1995 to the Group, namely that a small, perhaps two-member, Impact Assessment and Evaluation Group would be appointed by the cosponsors based on a search and selection process that includes a review of nominations submitted. I have so far received 34 nominations: some to the Impact Assessment and Evaluation Group, and others to the newly-proposed sounding board—termed the “advisory board” by the CGIAR Secretariat. We have not yet fully solved the question of what type of group this is going to be, but there was certainly an overall consensus that such a group should exist. This, of course, is in addition to an inter-Center working group that pulls together the efforts of those who are working in each Center to harmonize their methodologies for measuring impact.

Our target for ICW95 is naming the two-person Impact Assessment and Evaluation Group, establishing the assessment sounding board or advisory group, and establishing the inter-Center working group. We cannot expect to go much further beyond this before ICW. I have taken due note of the caution expressed at the Workshop on Impact Assessment and Evaluation which preceded this meeting that there is a strong view that the persons appointed should not both be economists, but that there should be an interdisciplinary mix. I invite continued nominations and, in the tradition of transparency, I will communicate with you clearly the rationale for the decisions, whatever they will be.

That was one of the three additional items related to governance that the Lucerne meeting asked us to fulfill. The other two were the private sector committee and the NGO committee. On the private sector committee, I discussed it briefly with the Heads of Delegations at dinner, and there does not seem to be much controversy. We are going to identify a list of individuals, and I am still open to nominations from anybody who wishes to send such nominations, and based on that list we will appoint a committee and see where common ground can be found for us to expand our collaboration with the private sector in both the North and the South.

On the NGOs there seems to be controversy, as much on process as on content, as much on composition

as on the role of the committee. So let me be very clear as to where I am coming out right now and what the next steps will be. From the consultations that I have now held in Washington, Paris, The Hague, Rome, and Nairobi with close to 100 NGOs, it seems that there are at least two clusters of issues emerging. One is a series of issues that are very closely associated to what is happening in the village, at the micro-level. Such issues can be dealt with in two ways. They are best dealt with by the current collaboration that exists between the Centers and NGOs. We are reminded that the Centers currently collaborate with over 300 NGOs. ICRAF alone is collaborating with 67 NGOs. Many of these types of micro-level issues are best addressed at the Center level, and these should continue.

At the global level, how does one bring these kinds of concerns into play? I have recommended to Michel Petit that the unit established within the World Bank under his leadership to deal with strengthening NARS should consider setting up a parallel consultation to the one that we are setting up for the CGIAR.

That would leave us with a second cluster of issues, whether it be intellectual property rights, genetic resources, ecoregionality, or other such issues, in terms of scale and breadth, that require further attention. There are some NGOs that concentrate on these issues, and they could be represented on the NGO committee we talked about in Lucerne.

This leads me to another point related to the NGO group, which is that of process. There was a lot of concern among the NGOs that this committee would be taken as a window-dressing or considered the sole means of access to the CGIAR. Everywhere, I have reassured NGOs that continuing activities with the Centers are not going to be replaced by this committee. There was also a strong desire on the part of NGOs that there be other avenues as well for those who are not on a committee to express their views, if they so desired. I responded that, by all means, we are always going to remain open to receive communications from anyone. In addition, there was a strong view that a process should be launched that involves the grassroots, regions, global, and other NGO fora. I am now of the opinion that we should in fact allow such a process to continue.

We should now envisage the creation of a committee of individuals that I would appoint, based on the widespread consultations that I have held. They would be tasked to participate in their personal capacities, not as representatives of any institution, purely to be able to engage in discussion and dialogue with us and broaden our own understanding of what is happening in the NGO world. We would suggest to them that they may wish to think about advising us on how we might engage in a broad-based consultation process. I feel, from all the consultations I have had, that this would probably be acceptable to the vast majority of NGOs, the so-called multi-track approach, so that it is not in any way a closed process.

This brings us to the experiences we have had with the *ad hoc* committees. I want to say a word about content before I get into process. We adopted the recommendations of the external reviews of CIAT, CIP, and ICLARM, and the report on the CGIAR's commitments in West Africa. The main findings were fully endorsed. On the new terms of reference and guidelines for external reviews, we accepted what was put before us, but a number of us felt that we need more on this important and essential building block; therefore, we asked TAC to prepare a note for our consideration at ICW95.

As to the issue of how we organize our work, this is something we will have to revisit, whether parallel sessions could be organized differently or whether people would participate more fully in more than one parallel session. I think we should be able to organize carefully, consulting widely on how to use the parallel sessions for ICW95. The intent is to maintain the unique collegiality that we have, but at the same time to allow us to have more in-depth discussions of some of the important documents that come before the Group. This cannot be done in plenary, given the length and scope of the agenda that we try to cover.

We have covered the majority of the specific resolutions that we had to make. We have not left any item unanswered. The Oversight Committee renewal and the Finance Committee renewal have been completed. The next Mid-Term Meeting location has

been identified. We have also decided to put gender on the agenda at ICW95.

It is now my great pleasure to extend my thanks to our hosts in Kenya for all the wonderful arrangements that they have made for us here, for their warm hospitality, and for not just being hosts, but active participants in everything that we have done here. A heart-felt thank you to our colleagues from Kenya. Mr. Ndiritu, I hope you will carry our thanks to each and every one of the members of the National Organizing Committee.

I would be remiss if I did not also extend warm thanks to our interpreters, who have been working hard and long and are seldom thought of when we get into our deliberations. I would also like to say that many people have made it possible for us to meet our deadlines and our milestones. We thanked earlier the Committees, Task Forces, TAC, and the Secretariats for the work that they have done in collapsing the time frame for preparing the agenda, and we recognize the quality of the documents and the heroic effort that was done. I would like to extend a special thanks to all the men and women who have worked tirelessly day and night—and believe me, I know because I called them up during this week at 1:00 a.m. to get certain things done for me, so I know that they have been up day and night tirelessly on this—it is they who have kept the agenda alive, who have made all these logistics possible, who have produced the documents, who have kept everything going smoothly, and without whom all of this would not have been possible. I extend a warm thanks, therefore, to the CGIAR Secretariat and to everybody who has made this work possible.

Now, my friends, as we clear this fourth milestone toward renewal, it is very gratifying for me personally to hear the kind words that have been expressed toward me. I take it as a vote of confidence to continue in our current direction. I reaffirm what I have told you before, that I am here as your ambassador to others, I am here to help clarify where the common ground exists, and to

encourage us all to coalesce on the common purpose and to build on that common ground. I have been very gratified to see the spirit which everyone brought to these proceedings, a commitment not just to a System, but to an idea—the idea that through agricultural research we can do much better for the world and especially the disadvantaged.

Someone told me earlier that they noticed the emergence of a common vocabulary, that people were genuinely concerned about the environment, about poverty, about the disadvantaged, and about food security, and that all of this permeated the discussions in a way that was natural and unforced. That is most encouraging for me because that is what we are here for.

I used to say to this Group that what we are here for is to make the work of the Centers possible, to make the work of the staff in the Centers possible. I am delighted to see that beyond this the reason we are here is because we share the same dedication to the ultimate objectives for which the Centers are working: the welfare of the poor and of future generations.

I thank you very much, all of you, for your unstinting commitment to this goal and this objective. Mr. Jomo Kenyatta, the founder of modern Kenya, said in his book *Facing Mount Kenya* that a nation's land should be tended with love and care, because it sustains us from childhood to death and beyond. While acknowledging his wisdom, we can extend that principle to all the Earth's resources. Let us respect and protect them, while at the same time striving to ensure that the hungry are fed and that the poor are sustained. We owe much to our own generation, but we owe even more to the generations yet to come.

Sustained by the spirit of Lucerne and now reinvigorated by the spirit of Nairobi, we will move on. I look forward to meeting you at ICW in Washington in October. Until then, I bid you all good journeys, and thank you very much.





Section V
Annexes



Annex I

The Nairobi Agenda

MONDAY, MAY 22, 1995

KENYA DAY

TUESDAY, MAY 23, 1995

DAY'S THEME: POST-LUCERNE PRIORITIES

MORNING

Formal Opening Session

- Welcome—Ismail Serageldin, Chairman, CGIAR
- Address by Z. T. Onyonka, Minister of Research, Technical Training, and Technology
- Vote of Thanks to Speaker—Ruben Olembo, Deputy Executive Director, UNEP

Opening of Business Sessions

1. Adoption of Agenda
2. (a) CGIAR Chairman's Statement: *Beyond Lucerne—From Decisions To Actions*
 - (b) Discussion
 - (c) Chairman's Summation

Slide Presentation

AFTERNOON

3. Strengthening Evaluation in the CGIAR
 - (a) Introductory Remarks—Chairman, CGIAR
 - (b) Report from Impact Assessment Task Force—Iain MacGillivray, Task Force Chair
 - (c) TAC Perspective—Don Winkelmann, TAC Chair
 - (d) Discussion
 - (e) Chairman's Summation
4. The CGIAR Research Agenda: Premises and Context
 - (a) Introductory Remarks—Don Winkelmann, TAC Chair
 - (b) Discussion

WEDNESDAY, MAY 24, 1995

DAY'S THEME: THE CGIAR RESEARCH AGENDA

MORNING

5. Genetic Resources Issues
—Report by M. S. Swaminathan, Chair, Genetic Resources Policy Committee
6. Research Priorities for Sustainable Agriculture
—Report by Rudy Rabbinge, Chair, Task Force on Sustainable Agriculture
7. The Ecoregional Approach to Research
—Report by Cyrus Ndiritu, Chair, Task Force on Econoregional Approaches to Research

Slide Presentation

AFTERNOON

8. The 1996 CGIAR Research Agenda
 - (a) Introductory Remarks—Don Winkelmann, TAC Chair
 - (b) Discussion
9. Adoption of the 1996 Research Agenda
10. 1996 Funding Requirements

THURSDAY, MAY 25, 1995

DAY'S THEME: STRENGTHENING EVALUATION

PARALLEL SESSIONS OF STANDING AND *AD HOC* COMMITTEES

MORNING

11. *Ad Hoc* Evaluation Committee I
 - External Review of CIP
 - External Review of CIAT
12. *Ad Hoc* Evaluation Committee II
 - Strengthening External Reviews—Revision of Terms of Reference of External Program and Management Reviews of Centers (Proposals by TAC and the CGIAR Secretariat)
 - Review of CGIAR Commitments in West Africa
 - Mid-Term Review of ICLARM

13. Oversight Committee Meeting

14. Finance Committee Meeting

AFTERNOON

FRIDAY, MAY 26, 1995

DAY'S THEME: INTEGRATING DECISIONS WITH ACTIONS

PARALLEL SESSIONS CONTINUED

MORNING

15. Reports from *Ad Hoc* Committees

- (a) *Ad Hoc* Evaluation Committee I (CIP, CIAT)
- (b) *Ad Hoc* Evaluation Committee II (Strengthening External Reviews, West Africa, ICLARM)

16. Reports from Standing Committees

- (a) Oversight Committee—Paul Egger, Chair
- (b) Finance Committee—Michel Petit, Chair
- (c) TAC Activities—Don Winkelmann, TAC Chair

17. Approval of Funding Requirements for the 1996 Research Agenda

Slide Presentation

AFTERNOON

18. Other Business

—Report on IFPRI's Vision 2020 Initiative—Per Pinstrup-Andersen, Director General, IFPRI

19. Conclusions and Decisions

- (a) Proposals on Evaluation Function
- (b) Proposals on the CGIAR NGO and Private Sector Committees
- (c) Future Meetings

20. Chairman's Closing Statement





Annex II

Opening Statement by the Hon. Z. T. Onyonka, Minister for Research, Technical Training, and Technology, Government of Kenya

Chairman of the CGIAR, Executive Director of UNEP, Government Representatives, Directors of International Agricultural Research Centers, Distinguished Guests, Ladies and Gentlemen:

On behalf of the Government and People of Kenya, it gives me great pleasure to welcome you all to Kenya and to this year's Mid-Term Meeting of the CGIAR. It is, indeed, a great honor to the Government and People of Kenya for you to have chosen Nairobi as the venue for this meeting.

Mr. Chairman, now that you are in Kenya, it is only fair that you spare some time to see Kenya's natural heritage and interact with our people. I can assure you that none will be disappointed, as I believe Kenya has a great deal to offer our visitors.

The ideals that led to the establishment of the CGIAR in 1971 are as relevant today as they were 25 years ago. The main objective of setting up this institution was to promote agricultural productivity in the developing world. This objective is more pertinent today than it may have been in 1971 because we have more food deficits now. For this reason, the CGIAR remains a major catalyst in international agricultural research. In this regard, we are happy to note that funding is steadily climbing and has now reached \$270 million in support of a network of 16 international agricultural research centers, most of which are in developing countries.

This achievement has come through the efforts and individual contributions of members of the CGIAR. In this connection, we owe special appreciation to Mr. Ismail Serageldin for rejuvenating the CGIAR at a time

when we were losing hope. Mr. Chairman, we thank you and appeal to you to keep up this commendable work.

Kenya is proud to be host to two of the 16 Centers, ILRI and ICRAF, in addition to hosting the regional offices of various other CGIAR Centers. We thank the Group and the Center Directors for the confidence they have shown in our nation and in the African region as a whole.

As a non-political body, the CGIAR brings together international agricultural research centers, NARS, and other research organizations, and creates the necessary environment that facilitates the pursuit of national objectives and programs to address individual priorities. However, in order to reap maximum benefits through this networking, it is important that national governments in developing countries set their agricultural research priorities clearly.

Agriculture is the mainstay of the economies of the developing world. This is particularly so in Sub-Saharan Africa, where 80 percent of the population derives their livelihood from agriculture. The sector also contributes 32 percent of GDP, employs 70 percent of the labor force, and produces 70 percent of exports.

High population growth rates and sluggish agricultural growth have led to decreased per capita food production, which has occasioned food imports by economies that can hardly afford this luxury. As a result of the high costs of food imports, many developing economies have experienced serious problems. This situation is likely to get worse in the future, because in the next three decades food needs

in Africa will triple and per capita arable land will seriously decline. To sustain economic growth, agricultural production will have to grow at 4 percent per annum while, at the same time, sustaining the natural resource base.

Food self-sufficiency must be encouraged and supported. In this context, the question of economic liberalization is a matter that each nation must address carefully, so as not to create dependency upon food imports which our developing economies can ill afford.

The mission of the CGIAR is the alleviation of poverty, the optimal management of natural resources, and the protection of genetic resources and biodiversity. The mission of the NARS is the development and transfer of viable and sustainable technologies for increased agricultural production by focusing on rural development, equity, and gender issues. The two missions are, as such, complementary to each other.

We are aware that the CGIAR's budget of \$270 million is small and its personnel limited in numbers. Therefore, in order to fulfill its mandate, the CGIAR needs to enlist the collaboration of NARS to create a synergism that will benefit both parties. In other words, without the effective participation and management of NARS, the CGIAR cannot achieve its goals.

Agricultural development cannot be addressed in isolation. Population growth in developing countries has contributed much to low economic growth. It is both critical and urgent that population increases are not allowed to reach levels at which a country becomes incapable of feeding itself. Agricultural land fragmentation can also lead to low productivity. These critical threats to development need to be addressed by all those concerned if we are to avoid a rapid depletion of the resource base, particularly of land and water.

The widening technology gap between developed and developing countries needs to be addressed for the sake of humanity. In particular, we must address the question of property rights as it relates to living

materials. There are dangers that one part of the world could own most of the living materials that are critical for the survival of the human race. If pushed to extremes, this could undermine a region's access to critical inputs to livelihood.

Biotechnology, in particular, is one technology that is likely to remain in the hands of the developed North. With the exception of simple techniques, the poor South will be hard pressed to produce transgenic plants and animals. The CGIAR and its Centers are the only hope of NARS in developing countries accessing beneficial genetically-engineered organisms and processes. The question that needs to be addressed by all those concerned is how to avoid overpriced technologies in the area of food production.

Structural adjustment programs also require careful consideration, particularly with reference to food self-sufficiency and marketing. In a situation where governments of developing countries are unable to invest in agricultural research and productivity, there is a likelihood of dependency upon food imports. Unfortunately, given the reliance of poor nations upon exports of raw materials, one can envisage a situation in a bad year when a country is unable to pay for food imports. This would lead to a dependency on food aid. Whatever we do, agricultural production and food self-sufficiency must remain the top priority of developing nations and the world as a whole.

The partnership between the CGIAR and NARS is of great significance to agricultural production. CGIAR Centers bring into NARS technologies and experiences that would otherwise be unavailable. For this reason the two must continuously hold dialogue on issues such as:

- Identification and prioritization of the agricultural research agenda.
- Development of demand-driven technologies and processes.
- Appropriate linkages between research and smallholders.

- Improving agricultural adaptive research funding for the solution of identified problems.

These issues are, for us, critical to agricultural productivity. They must, therefore, be discussed and resolved if we are to enable farmers to overcome food production problems.

If we are to increase and sustain agricultural productivity, we must ensure that we safeguard our natural resources and exploit them in an environmentally sustainable manner. We should facilitate the mobilization of people and resources in a manner that exploits both indigenous knowledge and modern science. For this to happen, we need to establish effective partnerships between all stakeholders, namely:

- International agricultural research centers
- National agricultural research systems
- Policymakers
- Private sector
- Farmers

Past experience indicates that serious gaps exist that have made it impossible for us to benefit fully from investments in agricultural research. It is in this context that the CGIAR is an important actor in creating linkages between the crucial partners. It is my hope that this meeting will discuss all the pertinent issues affecting agriculture and the utilization of technology emanating from agricultural research. In our efforts to expand agricultural productivity, the tendency is the use of more and more agrochemicals. The use of chemicals has a negative impact on the environment; therefore, ways and means should be found to address the issues related to pest management.

Mr. Chairman, Kenya has benefited tremendously from close collaboration among the Kenyan national agricultural research system, the CGIAR System, and other international research organizations. While the Kenyan NARS collaborates with nearly all Centers, some

of the latter have played very important roles in the development of high-yielding varieties and production technologies. These include:

- CIMMYT for maize and wheat
- CIP for Irish potatoes
- CIAT for beans
- ICRISAT for sorghum, millet, pigeon pea, chickpea, and groundnut
- IITA for root and tuber crops (mainly cassava and sweet potato)
- ILRI for diagnostic tools and technologies in animal health
- ICRAF for technologies in agroforestry
- ICIPE for technologies to control insect pests
- ISNAR for tools and technologies in agricultural research management

We hope that our partners in this collaboration have also benefited from us. We, therefore, intend to continue with these collaborative relationships and hope that, by becoming a member of the CGIAR, we shall not only benefit further from the global research system, but also contribute to it.

Ladies and Gentlemen, what we need is a meaningful partnership between developed and developing countries in an effort to feed the world. We need to put different experiences together in order to develop the best mechanisms for increasing agricultural productivity to meet the rising demand for food. Mr. Chairman, Kenya assures you of its full support and collaboration in the pursuit of our common goal.

With these remarks, it is now my pleasure to declare the Mid-Term Meeting of the CGIAR officially open. Thank you. 🙏



Annex III

List of Documents

Document Number	Document Title
MTM/95/01/Rev.1	Draft Program
MTM/95/02	Provisional Draft Agenda
MTM/95/03	Annotated Agenda
MTM/95/04/Rev.1	List of Documents
MTM/95/05	Financial Requirements of the 1996 CGIAR Research Agenda Center 1996 Program Plans and Funding Requirements will be circulated by individual Centers
MTM/95/06	Report of the 7th Meeting of the Oversight Committee
MTM/95/07	Report of the 5th Meeting of the Finance Committee
MTM/95/08	Report of the 6th Meeting of the Finance Committee
MTM/95/09	Report of the CGIAR Task Force on Ecoregional Approaches to Research
MTM/95/10	Report of the CGIAR Task Force on Sustainable Agriculture
MTM/95/11	Review Processes in the CGIAR: Terms of Reference and Guidelines for External Program and Management Reviews of CGIAR Centers
MTM/95/12	Kenya Day: Visit to Katumani Research Center
MTM/95/13/Rev	Schedule of Events
MTM/95/16	Genetic Resources Policy Committee
MTM/95/17	Report of the Task Force on Impact Assessment
SDR/TAC:IAR/95/10	The 1996 CGIAR Research Agenda
SDR/TAC:IAR:95/4	CIAT External Program and Management Review
SDR/TAC:IAR:95/3	CIP External Program and Management Review
SDR/TAC:IAR/95/2	ICLARM Mid-Term Review
AGR/TAC:IAR/94/15.1	CGIAR Regional Commitments: West Africa Study
AGR/TAC:IAR/95/1.1	Report of the 65th Meeting of TAC



Annex IV

List of Participants

CHAIRMAN

Ismail Serageldin
Vice President
The World Bank Group
Washington, DC

Ralph Gretzmacher
Head
Agronomy Department
University of Agriculture

Belgium

Luc Sas
CGIAR Officer/Senior Agricultural Adviser
Belgian Administration for Development
Cooperation (BADC)

Canada

Iain C. MacGillivray
Senior Programme Manager
Food Aid Centre, Multilateral Programmes
Branch
Canadian International Development Agency
(CIDA)

Côte d'Ivoire

Bakary V. Ouayogode
Director of Research
Ministry of Higher Education and Research

Denmark

Ebbe Schioler
Adviser
Ministry of Foreign Affairs
Danish International Development Assistance
(Danida)

DELEGATIONS OF MEMBERS OF THE CONSULTATIVE GROUP

African Development Bank (AfDB)

M. Futa
Chief
Agriculture and Rural Development Division

Armstrong Khoza
Principal Agronomist

Australia

Eric T. Craswell
Research Programme Coordinator
Australian Centre for International Agricultural
Research (ACIAR)

Robin D. Graham
Professor
University of Adelaide

Austria

Alfred Just
Counsellor
Ministry of Finance

Egypt

Fadel A. Bedewi
Minister Plenipotentiary
Embassy of Egypt, Nairobi

European Community (EC)

Uwe Werblow
Head of Division
Rural Development and Agricultural Research

F. J. Tilak Viegas
Senior Scientific Administrator

Finland

Kaisa Karttunen
Agricultural Adviser
Ministry for Foreign Affairs

Food and Agriculture Organization of the United Nations (FAO)

Henri Carsalade
Assistant Director General
Sustainable Development Department

Stein W. Bie
Director
Research, Extension, and Training Division

Ford Foundation

E. Walter Coward, Jr.
Director
Rural Poverty and Resources Program

Deborah Merrill-Sands
Consultant

France

Bernard Bachelier
Principal Adviser
Research for Development

Odile Pomarède-Jouanneau
Adviser
Ministry of Foreign Affairs

Rolland Guis
Adviser
Ministry of Cooperation

Germany

H. Jochen de Haas
Head of Division
Federal Ministry of Economic Cooperation and Development (BMZ)

Jürgen Friedrichsen
Head of Division
German Agency for Technical Cooperation (GTZ)

Ekkehard Kurschner
Coordinator, International Agricultural Research
German Council for Tropical and Subtropical
Agricultural Research (ATSAF)

India

Krishnan-Lal Chadha
Deputy Director General
Indian Council of Agricultural Research (ICAR)

Indonesia

Faisal Kasryno
Director General
Agency for Agricultural Research and Development (AARD)
Ministry of Agriculture

Boen M. Purnama
Researcher
Agency for Forest Research and Development

**International Development Research Centre
(IDRC)**

Joachim Voss
Director
Sustainable Production Systems

Luis A. Navarro
Senior Programme Specialist

Eva M. Rathgeber
Regional Director
Regional Office for Eastern and Southern Africa

**International Fund for Agricultural Development
(IFAD)**

Shiv Nath Saigal
Director
Technical Advisory Division

John F. A. Russell
Technical Adviser (Consultant)

Italy

Roberto Di Leo
Ambassador to Kenya

Afra Fiachetti
Attache
Embassy of Italy, Nairobi

Japan

Ryotoro Suzuki
Deputy Director
Ministry of Foreign Affairs

Kunio Nakamura
Assistant Director
Ministry of Foreign Affairs

Nobuhiko Kaho
Assistant Director
Ministry of Agriculture, Forestry, and Fisheries

Keiji Kainuma
Director General
Japan International Research Center for
Agricultural Sciences (JIRCAS)

Masahito Sato
Chief, International Relations
JIRCAS

Kenya

Z. T. Onyonka
Minister for Research, Technical Training, and
Technology

Simeon Nyachae
Minister for Agriculture, Livestock, and Marketing

Karega Mutahi
Permanent Secretary
Ministry of Research, Technical Training, and
Technology

Peter Wambura
Permanent Secretary
Ministry of Agriculture, Livestock, and Marketing

Charles M. Kange
Head
Economic and Trade Division
Ministry of Foreign Affairs and International
Cooperation

Wellington Ngulo
Director
Ministry of Research, Technical Training, and
Technology

Cyrus Ndiritu
Director
Kenya Agricultural Research Institute (KARI)

Matthias Wanyama Oggema
Director of Agriculture
Ministry of Agriculture, Livestock Development,
and Marketing

A.M. Mailu
Deputy Director
KARI

Grace Kimani
Public Relations Officer
KARI

Luxembourg

Georges A. Heinen
Government Adviser

The Netherlands

Rob D. van den Berg
Head
Research Programme
Ministry of Foreign Affairs

Willem van Vuure
Senior Scientific Officer for International Relations
Ministry of Agriculture, Nature Management, and
Fisheries

Marjolijn van Deelen
Project Officer
Ministry of Foreign Affairs

Norway

Ruth Haug
Scientific Adviser

The Philippines

Manuel M. Lantin
Undersecretary
Department of Agriculture

Rockefeller Foundation

Robert W. Herdt
Director
Agricultural Sciences

John K. Lynam
Senior Scientist

Spain

Alicia Villauriz Iglesias
Director General
National Agricultural Research Institute (INIA)

Eloy Ramos Rodriguez
Deputy Director
INIA

Sweden

Carl-Gustaf Thornstroem
Head
Rural Development and Environment
Swedish Agency for Research Cooperation with
Developing Countries (SAREC)

Ulf Svensson
Assistant Under-Secretary
Ministry for Foreign Affairs

Switzerland

Paul Egger
Head
Agricultural Service
Swiss Development Cooperation and
Humanitarian Aid (SDC)

Jurg S. Benz
Deputy Head
Agricultural Services
SDC

United Kingdom

Ian H. Haines
Deputy Chief Natural Resources Adviser
Natural Resources and Research Department
Overseas Development Administration (ODA)

Robert Carlisle
Natural Resources and Research Department
ODA

United Nations Development Programme (UNDP)

Timothy S. Rothermel
Director
Division for Science, Technology, and Private
Sector

Chinwe Diké
Project Management Officer

United Nations Environment Programme (UNEP)

Reuben Olembo
Deputy Executive Director

Jaime Hurtubia
Biodiversity Programme Manager

Carlos Zulberti
Chief
Corporate Planning and Accountability Service

Timo Maukonen
Senior Programme Officer

H. N. B. Gopalan
Programme Officer

Jinhua Zhang
Programme Officer

United States

Sally Shelton
Assistant Administrator
Bureau for Global Programs, Field Support, and
Research
U.S. Agency for International Development
(USAID)

John Lewis
Director
Office of Agriculture and Food Security
Economic Growth Center
USAID

Robert B. Bertram
IARC Program Manager
Bureau for Research and Development
USAID

Dana G. Dalrymple
Research Adviser, IARC Staff
Bureau for Research and Development
USAID

World Bank

Michel Petit
Director
Agricultural Research and Extension Group
Environmentally Sustainable Development
(ESDAR)

Gabrielle Persley
Science Adviser
ESDAR

Harvey D. Blackburn
Adviser
ESDAR

Henri Rouille D'Orfeuille
Adviser
ESDAR

Sarwat Hussain
External Affairs Officer
Environmentally Sustainable Development (ESD)

Representing Africa (Ghana and Zimbabwe)

Ntombara Regina Gata
Deputy Director
Department of Research and Specialized Services
Zimbabwe

Representing Asia/Pacific (Malaysia and Nepal)

Saharan Haji Anang
Deputy Director General
MARDI Headquarters
Malaysia

Shiva Bahadur Nepali Pradhan
Executive Director
Nepal Agricultural Research Council
Nepal

Representing Europe (The Czech Republic and Estonia)

Josef Vlk
Head of Department Extension Service
Czech Agrarian Chamber
Ministry of Agriculture
The Czech Republic

Representing Latin America and The Caribbean (Chile and El Salvador)

Primo Accatino L.
Director
International Cooperation
Institute of Agricultural Research (INIA)
Chile

Francisco R. Arias
Executive Director
Center of Agricultural Technology (CENTA)
El Salvador

Representing the Middle East and North Africa (Iran and Egypt)

Ali Ahoonmanesh
Deputy Minister of Agriculture and Head
Agricultural Research, Education, and Extension
Organization
Iran

Abdel-Salam A. Gomaa
Director
Agricultural Research Centre, GIZA
Ministry of Agriculture and Land Reclamation
Egypt

INTERNATIONAL AGRICULTURAL RESEARCH CENTERS

Centro Internacional de Agricultura Tropical (CIAT)

Lucia de Vaccaro
Board Chair

Robert D. Havener
Interim Director General

Grant M. Scobie
Director General Designate

William Scowcroft
Deputy Director General, Research

Center for International Forestry Research (CIFOR)

Bo Bengtsson
Board Chair

Jeffrey Sayer
Director General

Dennis P. Dykstra
Director
Natural Forest Ecology and Management

Godwin S. Kowero
Senior Scientist

Michael J. Spilsbury
Scientist, Impact Assessment

Centro Internacional de Mejoramiento de Maiz y Trigo (CIMMYT)

P. Roger Rowe
Acting Director General

Tiff Harris
Director, Information

Centro Internacional de la Papa (CIP)

Martha ter Kuile
Board Chair

Hubert Zandstra
Director General

Peter Gregory
Deputy Director General, Research

International Center for Agricultural Research in the Dry Areas (ICARDA)

Alfred Bronnimann
Board Chair

Adel El-Beltagy
Director General

International Center for Living Aquatic Resources Management (ICLARM)

John Dillon
Board Chair

Meryl Williams
Director General

International Centre for Research in Agroforestry (ICRAF)

Pedro Sanchez
Director General

Robert Bruce Scott
Deputy Director General

Roger R. B. Leakey
Director of Research

Michael K. Klass
Director of Finance and Administration

Ester Zulberti
Director of Training and Information

Madeleine Shearer
Public Affairs Officer

International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)

Eric H. Roberts
Board Chair

James G. Ryan
Director General

Yeshwant Nene
Deputy Director General

Eric McGaw
Public Awareness Officer

Stan King
Nairobi Country Representative

**International Food Policy Research Institute
(IFPRI)**

David Bell
Board Chair

Per Pinstrup-Anderson
Director General

Philip G. Pardey
Research Fellow

**International Irrigation Management Institute
(IIMI)**

Leslie D. Swindale
Board Chair

Randolph Barker
Interim Director General

David Seckler
Director General Designate

**International Institute of Tropical Agriculture
(IITA)**

Pierre Dubreuil
Board Chair

Lukas Brader
Director General

**The International Livestock Research Institute
(ILRI)**

Neville P. Clarke
Board Chair

Hank Fitzhugh
Director General

Ralph von Kaufmann
Interim Director, Donor Secretariat

Robert M. Eley
Education Officer

Susan MacMillan
Science Writer

Inca Alipui
Editor/Writer

**International Plant Genetic Resources Institute
(IPGRI)**

Wanda W. Collins
Board Chair

Geoffrey Hawtin
Director General

Frank Attere
Regional Director, Sub-Saharan Africa

International Rice Research Institute (IRRI)

George H. L. Rothschild
Director General

**International Service for National Agricultural
Research (ISNAR)**

Charles E. Hess
Board Chair

Christian H. Bonte-Friedheim
Director General

Douglas Horton
Senior Officer

**West Africa Rice Development Association
(WARDA)**

Just Faaland
Chairman

Eugene R. Terry
Director General

Robin C. Lemp
Special Assistant to the Director General

TECHNICAL ADVISORY COMMITTEE (TAC)

Donald Winkelmann
Chair

Richard Musangi
Nakuru, Kenya

TAC SECRETARIAT

Guido Gryseels
Officer-in-Charge

Amir H. Kassam
Senior Agricultural Research Officer

CGIAR SECRETARIAT

Alexander von der Osten
Executive Secretary

Ernest Corea
Senior Information Officer

Patricia Davies
Conferences Adviser

Frona Hall
Conference Officer

Jean-Pierre Jacqmotte
Senior Finance Officer

Selçuk Özgediz
Management Adviser

Guy Andre Rocheteau
Research Specialist

Ravi Tadvalkar
Principal Finance Officer

Henrich von Loesch
Information Adviser

Zarine Vania
Senior Staff Assistant

OBSERVERS

Yahia Bakour
Director General
Arab Organization for Agricultural Development
(AOAD)

H. S. Hofmeyr
Chief Director
Farming Development
Department of Agriculture
South Africa

Stanley Kunjeku
First Secretary
Zimbabwe High Commission, Nairobi

OTHER PARTICIPANTS

Michael Collinson
Consultant

Hilary S. Feldstein
Leader, Gender Analysis
CGIAR Gender Program

Richard J. S. Gutman
Consultant

Kellie Gutman
Consultant

Hans Herren
Director General
International Centre of Insect Physiology and
Ecology (ICIPE)

Gary Hill
Regional Representative
Centre for Agriculture and Biosciences
International (CABI)

Marc Latham
Director General
International Board for Soil Research
and Management (IBSRAM)

David R. MacKenzie
Chair
Review Panel on CIP

John McIntire
Chair
Review Panel on CGIAR Commitments in
West Africa

Annalee N. Mengech
Head
Science Editing
ICIPE

Uzo A. Mokwunye
Director-Africa
International Fertilizer Development
Center (IFDC)

Joseph K. Mukiibi
Chair
Association for Strengthening Agricultural
Research in East and Central Africa (ASARECA)

Mbaye Ndiaga
Executive Secretary
Conference of African Agronomic Research
Authorities (CORAF)

Rhoda Odingo
Director General's Office
ICIPE

Remedios P. Ortega
Senior Public Relations Officer
ICIPE

Rudy Rabbinge
Chair
Task Force on Sustainable Agriculture

Michael J. Swift
Director
Tropical Soil Biology and Fertility (TSBF)

Vinod Tandon
Director
Management
ICIPE

Moctar Touré
Executive Secretary
SPAAR

Declan Walton
Chair
Review Panel on CIAT

E. T. York, Jr.
Chair
Review Panel on ICLARM

