From: The Secretariat

September 18, 1990
ICW/90/03

International Centers Week
October 29 - November 2, 1990
Washington D.C.

Agenda items 6 & 7
Proposed Expansion of the CGIAR System
and
Integration of Forestry/Agroforestry: TAC Analysis and Recommendations

Organization of Discussions

As requested by the Group, the CGIAR Secretariat has prepared the attached note outlining a process for the consideration of Agenda Items 6 and 7. This process note should be read in conjunction with the TAC Chairman’s letter of transmittal (attached to the TAC Report on "A Possible Expansion of the System", document no. AGR/TAC:IAR/90/24) which focusses on the substance to be discussed at ICW90.

Distribution

CGIAR Members
Center Board Chairpersons
Center Directors
TAC Chairman
TAC Members
TAC Secretariat
NAC Participants
I. Introduction

1. At international centers week (ICW90) the Group will be presented with the challenge and the opportunity of making some of the most far-reaching decisions it has ever made. The Group's decisions will have significant implications for all stakeholders in the system, new and old.

2. The Group will consider proposals that could redefine the scope and redirect the major thrusts of international agricultural research. These proposals cover a major expansion of the CGIAR system, integration of forestry/agroforestry in the system, substantial restructuring of the system in the medium term, and the long-term evolution of the system.

3. The proposals to be taken up at ICW90 are contained in the TAC report "A Possible Expansion of the CGIAR" (AGR/TAC:IAR/90/24), perhaps the most complex and comprehensive document tabled at a CGIAR meeting. The TAC report is the outcome of an extensive analysis conducted over two years at the request of the Group. Its recommendations affect Non-Associated Centers (NACs), the existing CGIAR Centers, donors, TAC, the TAC Secretariat, the CGIAR Secretariat and many others. Consequently, ICW90 is likely to have more interventions that at any previous meeting.

4. In keeping with the critical importance of the issues to be discussed, the complexity of the information to be examined, and the diversity of concerns that could influence the ultimate outcome of discussions, donors have sought suggestions from the CGIAR Secretariat for a deliberative process that is systematic and potentially productive.

5. Responding to these requests, the Secretariat presents the following recommendations for consideration by donors:

- **Disaggregate the information** to be dealt with into manageable self-contained blocks that lend themselves to discussion within contained units of time. In doing so, follow the logic of TAC's report.

- **Follow a step-by-step procedure**, spreading the discussion/decision making process over all five days, moving forward gradually and systematically. Each set of discussions will then build on the consensus which emerged from the preceding session.

- **Move back and forth** between specific detail and the broad picture. Start with the long-term scenario, focus on specific recommendations, return to the broader picture to assess the implications of specific recommendations, and then take informed decisions.

- **To achieve integrated decision making**, gradually build up towards operative decisions on the fifth day of ICW90. By then, all relevant information would be on the table, issues would have been identified, concerns expressed, options debated and the ground prepared for rational decisions. Decisions on all NACs and forestry/agroforestry would thus be taken against a broad perspective, with piecemeal decisions avoided.
6. The timing and structure of discussions proposed below represent one possible approach, and are not meant to be directive or binding. The objective of the Secretariat's recommendations is to help achieve the outcome desired by donors: rational decisions based on detailed consideration of diverse issues that impinge on the decision making process.

II. Timing and Structure of Discussions

7. Adequate time will be provided over the five days of ICW90 for a full discussion of all aspects of the TAC report and recommendations. Plenary or open sessions will cover 15.5 hours. Up to a total of 4.5 hours have been provided for closed discussions at two executive sessions (1.5 hours each) and at the heads of delegations dinner (1.5 hours). The determination of how these closed sessions are to be used rests entirely with donors. Time for informal consultation will also be available at coffee breaks and between sessions.

8. Within that framework, the breakdown of discussions could be as follows:

<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Day</th>
<th>Duration (hours)</th>
<th>Open</th>
<th>Closed</th>
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<tbody>
<tr>
<td>#6. Proposed Expansion of the CGIAR System</td>
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<tr>
<td>(a) Background and Process</td>
<td>Mon.</td>
<td>1.0</td>
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<td>(b) Long and Medium Term Visions</td>
<td>Mon.</td>
<td>2.0</td>
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<tr>
<td>(c) TAC Analysis and Recommendations on NACs</td>
<td>Mon./Tue.</td>
<td>6.5</td>
<td>(1.5)</td>
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<td>#7. Integration of Forestry/Agroforestry: TAC Analysis and Decisions</td>
<td>Wed.</td>
<td>2.5</td>
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<td>#6. Proposed Expansion of the CGIAR System (contd.)</td>
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<tr>
<td>(d) Structural and Resource Implications</td>
<td>Thu.</td>
<td>2.0</td>
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<td>(e) Decisions and next steps</td>
<td>Fri.</td>
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<td>Total</td>
<td></td>
<td>15.5</td>
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9. The following detailed structure and guidelines are offered to help ensure consistency:

10. **Agenda Item #6 -- Proposed Expansion of the CGIAR System.**

   (a) **Background and Process**

   **TIMING:** Mon. 09.00 - 10.00 -- 1.0 hour.

   **INPUTS/DOCS:** Ch. 1-7 of TAC report.

   **SUBSTANCE:** Review of global and regional research needs; adequacy of the existing goal statement of the CGIAR; the process followed and the criteria used by TAC in assessing the subject matter of research and candidate institutions.

   **OBJECTIVE:** To set the context in which decisions on proposed expansion should be made. (The subjects covered by this section of the TAC report were considered at earlier CGIAR meetings and accepted by the Group.)

   **PROPOSED DISCUSSION:** Presentation by TAC Chairman -- 0.25 hours, followed by discussion -- 0.75 hours. Discussion could clarify factual issues. As no new material is involved, this session is likely to be brief.

   **POSSIBLE OUTCOME:** Reaffirmation of the context, objectives, and process that guide the Group's decisions.

11. **Agenda Item #6 -- Proposed Expansion of the CGIAR System (contd.).**

   (b) **Long and medium term visions**

   **TIMING:** Mon. 10.00 - 12.30 -- 2.0 hours (excluding coffee break).

   **INPUTS/DOCS:** Ch. 8 of the TAC report.

   **SUBSTANCE:** TAC's vision of the system's evolution in the medium and long term, in response to the global and regional trends discussed above.

   **OBJECTIVE:** By considering the system's medium and long term evolution, to set the scene for the next stage of discussion, when subject matter areas and individual candidate institutions will be examined in detail.
PROPOSED DISCUSSION: Presentation by the TAC Chairman -- 0.5 hours, followed by discussion -- 1.5 hours. Interest in longer term trends is expected to be great. Nevertheless, this session is intended to set the scene, not to deal with the topic exhaustively. The meeting will need to return to the long and medium term vision of the CGIAR both during and after the examination of NACs. In the interest of sound decision making, discussions will have to move back and forth between the broader perspective of long term concerns and specific needs of the immediate future.

POSSIBLE OUTCOME: Acceptance in principle of the evolutionary path outlined, as a working hypothesis. This hypothesis will be tested and modified as discussion on a possible expansion of the system continues.

12. Agenda Item #6 -- Proposed Expansion of the CGIAR System (contd.).

(c) TAC Analysis and Recommendations on NACs

TIMING: Mon. 14.30 - 17.30 + Tue. 0830 - 12.30 -- 6.0 hours in open session (excluding coffee breaks), and consideration in closed session as deemed necessary.

INPUTS/DOCS: Ch. 9 of the TAC report.

SUBSTANCE: TAC's evaluation of subject matter areas and recommendations regarding NACs. This is the centerpiece of TAC's report and determines the operative part of decision making.

OBJECTIVE: In a step-by-step process as suggested, to air views, clarify issues, express concerns, debate TAC's recommendations and gradually move towards a consensus on the incorporation or exclusion of NACs.

PROPOSED DISCUSSION: Presentation by TAC Chairman of TAC's recommendations on all eight NACs in sequence -- 0.75 hours. Discussion for as long as needed, keeping in mind the fact that the objective of this session is to air views, clarify issues and express concerns - not to reach final decisions. Participants will be invited to present their observations on any or all eight NAC recommendations, and will not be restricted to a specific order.

POSSIBLE OUTCOME: First reactions to TAC's recommendations. A broad sense of an emerging consensus on specific recommendations.

NB. Consideration of TAC's recommendations will not stop at this point. The meeting will take a series of further steps leading to operational decisions. Opportunities for taking these steps will occur --

- in closed session (Tue. 16.00 - 17.00)
at the heads of delegations dinner (commencing Wed. 19.30)

- in open session (Thu. 08.30 - 10.30), when the structure and resource implications of a possible expansion will be discussed
- in closed session (Thu. 16.00 - 17.30), and
- in open session (Fri. 14.00 - 15.30), when operational decisions could be taken.


TIMING: Wed. 08.30 - 11.30 -- 2.5 hours (excluding coffee break).

INPUTS/DOCS: Ch. 9.2 + 10 of the TAC report.

SUBSTANCE: The institutional options for incorporation of forestry and agroforestry into the CGIAR.

OBJECTIVE: To consider TAC's final recommendations regarding the institutional aspects of incorporating forestry and agroforestry in the CGIAR; to review the dialogue between TAC/CGIAR Secretariat and ICRAF since the mid-term meeting of the CGIAR at The Hague; and to work toward a consensus on this question.

PROPOSED DISCUSSION: Presentation by the TAC Chairman -- 0.5 hours, followed by discussion -- 2.0 hours. In addition to members of the CGIAR, the representatives of ICRAF and IUFRO will be invited to participate.

POSSIBLE OUTCOME: An emerging consensus on the institutional modalities of integrating forestry/agroforestry research into the CGIAR.

NB. As with the review of TAC's recommendation concerning NACs, the process will not reach finality with this discussion. Logically, closure would be reached only in the final session on "Decisions and Next Steps" (Fri. 14.00 - 15.30), by which time more intimate discussions would have been possible at the heads of delegations dinner and at the executive sessions.

14. Agenda Item #6 -- Proposed Expansion of the CGIAR System (contd.).

(d) Structure and Financial Implications

TIMING: Thu. 08:30 - 10:30 -- 2.00 hours.

INPUTS/DOCS: Ch. 11 of the TAC Report.
SUBSTANCE: The implications of TAC recommendations on the future structure and financial requirements of the CGIAR system.

OBJECTIVE: To focus on the broader systemwide implications of action by the Group (e.g. acceptance or modification of TAC's recommendations); to examine the consequences for both the overall structure of the system and individual centers (current CGIAR centers and NACs) of TAC's recommendations; to review possible options for restructuring the system in the medium term; and to discuss financial requirements and funding scenarios.

PROPOSED DISCUSSION: Presentation by the TAC Chairman -- 0.5 hours, discussion -- 1.5 hours.

POSSIBLE OUTCOME: A clarification of options on the viability of individual decisions regarding specific NACs from the system-perspective; an emerging consensus regarding the desirable size and complexity of the evolving system; and a clear stand on the viability of imminent decisions from a resource perspective.

15. Agenda Item #6 -- Proposed Expansion of the CGIAR System (contd.).

(e) Decisions and next steps

TIMING: Fri. 14:00 - 15:30 -- 1.5 hours.

OBJECTIVE: To reach informed decisions, based on the exploration of all relevant issues at preceding sessions which focused on the rationales for a possible expansion, the institutions being considered, their fit against an envisaged long-term evolution of the system, and the implications of TAC's recommendations for the structure and resources of the system.

PROPOSED DISCUSSION: The Chairman of the CGIAR summarizes his understanding of the emerging consensus and invites further comment from participants.

POSSIBLE OUTCOME: Endorsement or modification of the CGIAR goal statement and the proposed evolutionary path of the system over the long term; clear cut decisions regarding NACs which allow those centers to deal with the Group's decisions in a speedy fashion; and agreement on the next steps: who does what, in what time frame? Regarding those NACs that are "voted in," the conditionality of their integration would be made clear at ICW90, with the next steps agreed upon, and a time table of events spelled out.

(A tentative timetable of deliberations is attached.)
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<thead>
<tr>
<th>Time</th>
<th>Mon. 29th</th>
<th>Tues. 30th</th>
<th>Wed. 31st</th>
<th>Thurs. 1st</th>
<th>Fri. 2nd</th>
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<tbody>
<tr>
<td>8.30 a.m.</td>
<td>Chairman's Opening 0.5</td>
<td>Expansion of system—TAC analysis &amp; recommendations on non-associated centers (cont.)</td>
<td>Integration of forestry—TAC analysis &amp; recommendations 2.5</td>
<td>Expansion of system structural &amp; resource implications 2.0</td>
<td>IFPRI Presentation 1.5</td>
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<td>9.00 a.m.</td>
<td>Expansion of system—Background &amp; process 1.0</td>
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<td>9.30 a.m.</td>
<td>Expansion of system—Long &amp; medium-term visions 2.0</td>
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<td>10.30 a.m.</td>
<td>COLONIA 1.5</td>
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<td>2.00 p.m.</td>
<td>Expansion of system—TAC analysis &amp; recommendations on non-associated centers 6.5</td>
<td>ILRAD presentation 1.5</td>
<td>CIAT presentation 1.5</td>
<td>1981 program approval &amp; pledging session 1.5</td>
<td>Expansion of system—Decisions &amp; next steps 1.5</td>
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<td>4.00 p.m.</td>
<td>Executive session 1.5</td>
<td>ICRISAT presentation 1.5</td>
<td>Executive session 1.5</td>
<td>Pledging results</td>
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<td>4.30 p.m.</td>
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<td>King Baudouin award</td>
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<td>IBPGR HQ status report</td>
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<td>Future meetings</td>
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<td>Chairmen's reception (6–8)</td>
<td>President's dinner (7 pm)</td>
<td>Dinner/Heads Deleg. (7 pm)</td>
<td>Crawford lecture (6.30–7.30)</td>
<td>Pledging results</td>
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<td>Chairmen's closing</td>
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