

THE CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

TECHNICAL ADVISORY COMMITTEE

Sixteenth Meeting, Cali, Colombia, 30 May to 3 June, 1977

TAC QUINQUENNIAL REVIEW MISSION TO THE
INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE (IITA)

PROGRESS REPORT

TAC Secretariat Paper
(Agenda Item 3b)

TAC SECRETARIAT
FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
Rome, 1977

TAC Quinquennial Review Mission to the International Institute of Tropical Agriculture - Progress Report

I. Introduction:

Following discussion at the fifteenth TAC meeting of the Terms of Reference, timing and probable composition of the Review Panel to visit IITA, agreement has now been reached with the Director-General of IITA, Dr. W. Gamble, in respect of the details which follow:

II. Composition of the Team:

Chairman, Prof. Guy Camus	France	TAC member. Plant physiology, research management
Prof. J. Brewbaker	U.S.A.	Cereal crops
Prof. Raul Adams	U.S.A.	Grain legumes
*Dr. Donald Plucknett	U.S.A.	Root crops
*Dr. John Dillon	Australia	Ag. Economics
*(Dr. G. Vallaeys)	France	(Farming systems review only)
Dr. P.B.H. Tinker	U. K.	Soils
Dr. R. G. Grogan	U.S.A.	Plant pathology
Dr. T. Ajibola-Taylor	Nigeria	TAC member. Entomology
Dr. G. Fischbeck	Germany	Genetic resources
Dr. George Dion	Canada	Agronomy; management
Prof. Ferwerda	Netherlands	Tropical Agronomy
Secretary, Mr. B. N. Webster		Dept. Exec. Sec. TAC
Observer, Dr. J. K. Coulter		Scientific Adviser, CGIAR

III. Timing of visits:

a) The visit to IITA Headquarters is planned for the period 23 October to 6 November, and will be preceded by visits to cooperative research activities in Zaire (cassava), Nigeria (food-crop improvement), Sierra Leone and Liberia (rice) during the week prior to the headquarters visit, i.e., 16-22 October. Cooperative activities in Tanzania (grain legumes and CIMMYT maize contract), were visited during the week 11-18 May.

*Farming Systems Review team, to work concurrently with, and as an integrated part of the Quinquennial Review, except that Dr. Vallaeys will stay only one week.

b) The composition of the teams to visit the various cooperative activities is tentatively suggested as follows:

Tanzania	- Profs. Camus, Brewbaker, Ajibola-Taylor, and Mr. Webster
Zaire	- Profs. Camus, Ajibola-Taylor, Plucknett, and Vallaeys
Nigeria	- Profs. Adams, Brewbaker, Tinker, Dillon, Ferweda and Grogan
Sierra Leone/Liberia	- Prof. Fischbeck, Dr. Dion, Mr. Webster

Detailed itineraries will be drawn up in cooperation with the Director-General of IITA in due course.

IV. Terms of Reference:

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

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

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

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

- (i) the results of past research and training programmes at the Centre and the use to which the results have been (or are planned to be) put;
- (ii) the relevance, scope, content and objectives of the present and planned programmes of research at the Centre in relation to (a) the Centre's mandate and its current interpretation thereof; and its strategy and procedures for carrying out that mandate, and (b) the immediate and long-term needs for increased food supplies globally, and to advise on the future composition and balance of the programme of research;
- (iii) the current conference and training programmes being undertaken or planned by the Centre and the factors affecting the use of trainees by the recipient countries once their training has been completed;
- (iv) the effectiveness of the work conducted under the information service and outreach programmes of the Center, and its impact on recipient countries;
- (v) the expenditures of the Centre in relation to the quantity, nature and quality of its research and training programmes;

- (vi) the adequacy of the resources available to implement the programmes of research and training recommended above;
- (vii) the constraints which may be hindering the achievement of the objectives, and possible means of reducing or eliminating such constraints; and
- (viii) the effectiveness of coordination of activities at the Centre, both in respect of internal consistency and balance of programme elements, and in particular with reference to its linkages with other national and international organizations.

On the basis of its review, the Mission will report to the Chairman of TAC its views on the need for any changes in the basic objectives or orientation of the Centre's programme elements, and on means of improving the efficiency of operations, and will make proposals for overcoming any constraints identified under item (vii). While the Mission should feel free to make any observations or recommendations it wishes, it must be clearly understood that the Mission cannot commit the sponsoring organizations, viz., the CGIAR/TAC.

N.B. The following addition to the above Terms of Reference, is proposed for the approval of the TAC in response to requests made by the CGIAR.

- (ix) any other specific question which concerned members of the CGIAR may request TAC to examine.

V. Proposals for General and Specific Questions to be Addressed by the IITA Review Panel:

- (i) IITA's forward planning process and the feasibility/desirability of planning research programmes on a five-year basis, especially with an integrated 'core' and 'special project' approach;
- (ii) The research/extension/development nature of cooperative national programmes; dividing lines and responsibilities of IITA/national programmes, in the light of IITA's amended mandate;
- (iii) Programme balance both as (a) between the various crop improvement and farming systems programmes and (b) between research projects within them, and the methodology of internal priority setting:
 - e.g. (i) relative emphasis on cereals and grain legumes; and
 - (ii) relative emphasis given to the adaptation to and selection for specific environments versus wide adaptability.
- (iv) Training
 - (a) levels and appropriateness; comparative value (to the individual trainee) of training at national level on regional problems as opposed to work at IITA headquarters; and
 - (b) Number of post-doctorates employed.

- (v) Adequacy of post-harvest work and extent to which aspects of post-harvest work should be absorbed into 'core' budget.
- (vi) Economics and Socioeconomics
 - (a) Actual and potential value of major commodities on a global basis in developing countries, i.e., the basic justification for continuing expenditure and its level in comparison with other commodity research, and
 - (b) the relation of Socioeconomic Research to the Farming Systems Research Programme.
- (vii) (a) Place and role of IITA's work in farming systems, especially in tropical developing countries. Work being done or planned, and the other IARC's or national centres involved;
 - (b) The role of tree crops in Farming Systems Research;
 - (c) The possible and potential role of vegetables in Farming Systems Research;
 - (d) The future potential role of livestock in Farming Systems Research;
 - (e) The role of, and need for, enhanced research in Agricultural Engineering.
- (viii) Relations with other IARCs and agencies especially:
 - (a) WARDA - on rice work in West Africa;
 - (b) CIMMYT and CIAT - the need for formal agreements; and
 - (c) ICIPE - no provision made for collaborative work.
- (ix) Relationships with national programmes, donors and other non-IARCs. This section raises several, some major, issues with respect to IITA's role vis à vis national programmes. (See the revised mandate of IITA, relating to development activities in the 1978 Programme of Work and Budget.)
- (x) Linkages between headquarters and off-campus programmes. Feedback mechanisms and comparative staffing of these programmes and headquarter's.
- (xi) Quarantine needs. IITA's approach, and future potential of, for example, transfers in tissue culture.
- (xii) Staff management, in the light of any differential terms of service for internationally and nationally recruited staff.

Members will be requested to address additional questions directly to Dr. Gamble (copied to the Chairman and Secretary of TAC and to other team members) following perusal of the briefing documents.

TAC and CGIAR members may wish to formulate additional specific questions and are invited to do so.