

REPORT OF THE TAC STANDING PANEL  
FOR RESOURCE MANAGEMENT, FORESTRY AND AGROFORESTRY

(Revised based on TAC comments)

Attendance:

- |                    |   |                      |
|--------------------|---|----------------------|
| TAC:               | - | M. Arnold            |
|                    | - | G. Budowski          |
|                    | - | K. Chowdhry          |
|                    | - | M. Matsui            |
|                    | - | I. Nahal             |
|                    | - | H. Gregersen (Chair) |
| TAC Secretariat:   | - | E. Craswell          |
| CGIAR Secretariat: | - | J. Spears            |

The Panel met to discuss next steps in carrying out the charge given to TAC by the chair of the CGIAR following the Mid-Term Meeting in The Hague, May 21-25, 1990.

Specifically that charge was as follows:

1. Between June and September 1990 -- the TAC Forestry and Agroforestry Panels (operating together as a single entity) should further develop the recommendations set out in paragraphs 12 to 14 above, (relating to institutional recommendations) including a preliminary estimate of likely staff and budgetary implications. This should be done in close collaboration with IARCs and lead regional and national forestry research institutions and the technical forestry and agricultural research advisors of the main donor agencies.
2. Further, the TAC in conjunction with the CGIAR Secretariat, should be encouraged to conduct an informal dialogue with ICRAF to determine the implications of the proposals contained in this document for ICRAF's current programme and structure. This should occur simultaneously with the development of more detailed proposals for the generic form of the centralized institutional mechanism proposed herein.
3. As part of the future dialogue on forestry/agroforestry, the TAC Forestry/Agroforestry Panels should collaborate closely with FAO, IUFRO/SPDC, and with interested donors in identifying possible parallel mechanisms for ensuring more systematic support for non-CG financed forestry/agroforestry activity and for strengthening the capability of weaker national forestry institutions.

The Panel took note of the charge as well as additional issues which have been identified as being relevant to its work. Based on the assessment and discussions of the Panel, it unanimously agreed on the following conclusions and recommendations:

1. The Panel reviewed the TAC recommendations for forestry and agroforestry as presented in document MT/90/20 (The Hague Meeting), and reaffirmed the soundness of those recommendations.
2. The Panel developed and now recommends an overall outline for the TAC presentation (Appendix I to overall TAC paper) on forestry and agroforestry to be presented to the CGIAR at ICW'90. The proposed outline is shown as Attachment I.
3. The Panel discussed the large amount of work that needs to be done between now and September 15 when the paper has to be ready for distribution. It proposes that the TAC proceed as indicated in Attachment 2. Given the short amount of time available, it was agreed that the main initial tasks of data collection, discussions with relevant institutions and experts, assessment of options, and preparation of a first draft would be done by a small core group, supported by consultants/resource persons/expert panels.
4. Intermediate results will be shared by phone, fax, etc. with Panel Members and the first draft report will be considered and revised by the full Panel, 24-26 August, 1990, prior to the full TAC meeting 27-29 August 1990.
5. With regard to the second charge - dialogue with ICRAF - the Panel proposes an agenda for an initial meeting as indicated in Attachment 3. In addition the Panel proposes that ICRAF be invited to provide continuous input into the process of defining the regional (and main) thrust of the proposed CGIAR supported forestry/agroforestry initiative.
6. With regard to the third charge, concerning collaboration with FAO, IUFRO/SPDC and other groups outside the CGIAR System working in research areas outside the proposed CGIAR agenda, the Panel recommends that dialogue start as soon as possible. Such groups should be asked to present ideas on how collaboration best could be pursued and built up as the TAC process progresses.
7. The Panel recommends that coconut research be incorporated in the CG forestry/agroforestry initiative.

MTG ICRAF

## ATTACHMENT 1

### INSTITUTIONAL OPTIONS FOR INCORPORATION OF FORESTRY/AGROFORESTRY INTO THE CGIAR SYSTEM

(Suggested Outline of a TAC paper for ICW 90)

#### EXECUTIVE SUMMARY

#### PART I - THE RECOMMENDED CGIAR RESEARCH AGENDA

##### CHAPTER 1: Background to TAC's Review of Priority Research Thrusts for Forestry/Agroforestry

- This chapter would cover the background on the evolution of forestry as a major global concern - deforestation, evolution of community and social forestry, agroforestry and ICRAF, IUFRO/SPDC, etc.
- It would cover the origin and objectives of the Tropical Forest Action Plan (TFAP) and the recommendations of the Bellagio I and II Forestry Meetings.
- It would summarize the key areas of forestry and agroforestry research recommended by Bellagio II as being necessary to underpin the TFAP.

##### CHAPTER 2: TAC's Proposed Agenda for Forestry and Agroforestry Research in which the CGIAR has a Comparative Advantage

- The chapter would summarize the general process by which TAC reviewed the need for agricultural and forestry research and the background to research needs and activities in the areas of natural resource conservation and management.
- This would spell out reasons why TAC selected the topics it did include in its proposed forestry/agroforestry research agenda and discuss the potential gains to productivity and forest conservation that could result from CGIAR support. It would review and refer briefly to the seven previous TAC papers in the area of concern.
- It would summarize briefly how TAC's recommended priorities fit with the major themes of TFAP and priority research thrusts outlined by Bellagio II (see Chapter I above). Reasons why topics do not fit would be discussed.

FOREST 2

CHAPTER 3: The TAC Research Agenda in Relation to the Agendas of Other Existing Organizations

- This chapter would look at the research agendas and work of the IARC's, ICRAF, and other international or regional groups doing research in areas included in the TAC proposed agenda. (Other groups not doing research - FAO, IUFRO/SPDC, are covered in Chapter 8 along with groups doing research outside the CGIAR agenda).
- It would summarize ICRAF's research agenda as spelled out in ICRAF's recently published "Operational Strategy to 2000".
- The chapter would provide a brief discussion of the "commonality" of forestry/agroforestry research thrusts as emerging from TAC's own analysis of research priorities and ICRAF's agenda (see table I attached).
- This chapter also would analyze those areas of priority CGIAR forestry research (as identified in Chapter 2 above) that would not be covered by the ICRAF agenda.

PART II - INSTITUTIONAL OPTIONS

CHAPTER 4: Institutional Options for Incorporation of Forestry/ Agroforestry into the CGIAR System

- This chapter will summarize the 5 forestry and 3 agroforestry options that were reviewed by TAC (which did include the possibility of separate CGIAR Centres dealing with forestry (agroforestry)).
- It will conclude with a summary of the key points made by TAC's Natural Resources and Forestry panels and their independent conclusions that the CGIAR should support a single integrated centre.
- It will outline the possible functions of this 4-pronged, integrated approach as per the TAC 51 recommendations to the Mid Term CGIAR Meeting in The Hague.
- Given existing donor questions, we need to discuss in some detail the option of a separate forestry research centre, based on the assumption that it would deal with the priority areas of forestry identified by TAC (Chapter 2) that will not be dealt with by ICRAF. The merits and limitations of a stand alone forestry versus an integrated forestry/agroforestry centre, as discussed by TAC 51, will be summarized.

**CHAPTER 5: Defining a Regional Forestry/Agroforestry Agenda for CGIAR support**

- This chapter will develop specific ideas on the proposed shape and content of regional/national forestry/agroforestry programmes and activities that could be supported initially by the CGIAR System and the recommended institutional arrangements at the regional/national level. This would include consideration of regional programmes in IARC's such as CIAT, IITA, ILCA, etc.

**CHAPTER 6: CGIAR Institutional Support at the Global Level for Forestry/Agroforestry Research at the Regional Level**

- This chapter will discuss relative roles, functions, research thrusts, of global mandate IARCs, including IFPRI, IBPGR, ISNAR.
- It will discuss a global center for forestry and agroforestry research as per the TAC 51 recommendation.

**CHAPTER 7: The Implications of a merged forestry/agroforestry centre for ICRAF's current mandate/structure and research agenda**

- In line with TAC 51's recommendation (endorsed by the Mid-Term CGIAR Meeting in the Hague) this section will examine how addition of the centralized research and institutional arrangements identified in Chapter 6 which are needed to support the TAC proposed regional research programmes identified in chapter 5 would impact on ICRAF's current mandate, staff structure and research agenda.
- This would take into account the centralized forestry related activities of IFPRI, IBPGR and ISNAR (which would be financed and administered through their respective budgets and organizations, with close liaison with the central unit of the proposed CGIAR initiative.

(This chapter also might examine how a future change in the overall structure of the CGIAR and the possible emergence of regional/agroecological centres would impact on the proposed central unit of the CGIAR initiative mandate, staff structure and mode of operation).

**CHAPTER 8: Institutional Support Mechanisms for Areas of Forestry Research that would not be dealt with by the CGIAR**

- This would examine the issue of the highly site specific nature of much forestry and agroforestry research. Much of the research in this area is adaptive research where national agriculture/forestry research institutions have a comparative advantage, working with groups such as FAO and the IUFRO/SPDC.

- The relevant Bellagio II topics of research that would not be a major thrust of CGIAR support will be clearly identified (see Chapters 1 and 2).
- Institutional options, improved financing mechanism and technical assistance needs to complement the proposed CGIAR research thrusts will be discussed in relation to FAO, IUFRO/SPDC and other groups.

### PART III - RECOMMENDATIONS AND IMPLICATIONS

#### CHAPTER 9: Recommendations

- This chapter will summarize TAC's conclusions and its recommendations on incorporation of forestry and agroforestry into the CGIAR System.
- In particular it will draw conclusions on the extent to which TAC's recommended option and research thrust proposals could be expected to make an effective contribution to containing tropical deforestation and to covering the range of research topics identified as high priority by the Bellagio Task Force.
- It will relate the issue of the likely contribution by CGIAR in this area to the prospects for mobilizing additional financial resources for the CGIAR System.

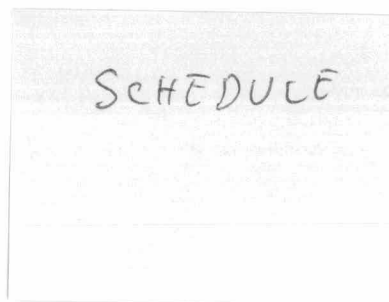
#### CHAPTER 10: Resource and Timing Implications

- This chapter would provide a preliminary assessment of the resource implications for a start-up programme and the proposed timing and logistics for detailed design and implementation.

## ATTACHMENT 2

### Suggested Process for Preparation of Paper for ICW '90

Dates	Task	Responsibility (primary with asterisk)
19/6-18/7	Prepare details (draft) of regional and national component of proposal (work w/ consultants - field work/donors/etc.). Work with IFPRI/ISNAR/IBPGR/ICRAF/CIAT, etc. Meeting in July in Washington with external consultants FAO/IUFRO/SPDC to review regional/national priorities draft paper	* Gregersen * Spears Craswell (SPRMFA members via phone/fax + visits)
	Finalise regional paper and prepare background documentation for meeting with ICRAF	* Arnold * Gregersen Budowski Chowdhry Spears Craswell
22/7-23/7	ICRAF meeting in Nairobi to discuss central component	* Arnold (chr) Gregersen Budowski Chowdhry Craswell
25/7-18/8	Complete draft of ICW '90 paper for SPRMFA meeting of 24-25/8. Send to SPRMFA members by 18/8/90	* Gregersen Spears (others as needed and available)
24/8-25/8	Discuss draft (SPRMFA meeting, Rome) Complete draft for TAC Meeting 27-29/8	* Gregersen * Spears * Arnold * Craswell
30/8-15/9	Complete final draft report for ICW '90, incorporating TAC's modifications	* Gregersen * Spears * Craswell



### ATTACHMENT 3

#### PROPOSED AGENDA FOR MEETING WITH ICRAF

On the basis of TAC's recommendation that the CGIAR's centralized activity in forestry and agroforestry research should be integrated in one unit, the agenda might be as follows:

- Item 1      Review TAC's Standing Panel on Resource Management, Forestry and Agroforestry (SPRMFA) draft report (available by mid-July) on (a) suggested initial regional CG-supported forestry/agroforestry research program; and (b) elements needed in a centralized unit to support the regional program.
- Item 2      Review implications of the paper to ICRAF's current mandate and structure.
- Item 3      Consider how addition of each element (item 1b above) to ICRAF's current program and plan for the next ten years would support or conflict with the planned evolution of ICRAF as envisioned in its Strategy to the Year 2000. What modifications would be needed to ICRAF's strategy or in SPRMFA's recommended elements in order to reduce or remove any conflicts identified. Explore the extent to which differences might be resolved. (This includes consideration of which elements in ICRAF's Strategy to 2000 would need to be moved into the regional/national thrust).

TABLE 1

COMMONALITY OF RESEARCH THRUSTS

AS DEFINED BY THE BELLAGIO TASK FORCE

AS DEFINED BY TAC's FORESTRY AND AGROFORESTRY PANELS

AS DEFINED IN ICRAF's RESEARCH AGENDA

1. Role of forests, woodlands and on-farm trees in contributing to agricultural productivity and sustainable land use (including soil fertility, microbiology, mycorrhizal organisms, role of N-fixing trees, pests and diseases). Tree management systems: both intercropping and monoculture.

1. Role of forests, woodlands and on-farm trees in contributing to agricultural productivity and sustainable land use (as per Bellagio) including soil fertility, soil microbiology, mycorrhizal organisms, role in N-fixing trees, including both intercropping and monocultures and selected areas of pathology/entomology.

1. Role of trees in contributing to crop/livestock productivity, sustainable land use. Soil fertility use of tree/foilage/mulching, N-fixing, soil mycorrhizal associations. Selected areas of pathology/entomology. Primary emphasis on intercropping but excluding monocultures. Emphasis on non-gazetted forest lands.

2. Conservation, selection, breeding and improvement of MPTS, particularly N-fixing species for on-farm agroforestry, wasteland reclamation fuelwood, fodder, cash crop tree farming and industrial planting.

2. Conservation of woody germplasm. Selection, breeding and improvement of MPTS (for a wide range of situations (as per Bellagio). Special emphasis on nitrogen-fixing trees.

2. Genetic resources selection, breeding and improvement of MPTS for agroforestry systems as per Bellagio but excluding industrial species.

3. Natural forest ecology management and conservation of biodiversity.

3. Selected aspects of natural forest ecology and plantation management that can benefit from centralization (e.g. modeling of growth and yield, gap studies, autecology of individual species).

This could be linked to regional research networks covering, for example:

(a) adaptive research relating to some of the silvicultural options for natural forest management

(b) adaptive silvicultural research relating to, e.g., planting, fertilizing weeding, thinning, pruning for intensive biomass regimes and/or wider-spaced commercial plantation forestry \*

3. Tree management systems in intercropping situations (pollarding, coppicing, etc.) and for farm woodlots where these are integrated into the farming systems. Excludes industrial plantation silvicultural management systems.

4. Utilization & forest products research:  
(a) Timber testing  
(b) Forest products engineering  
(c) Improved understanding of potential of underused minor forest products.

4. Selected areas of utilization relating to improved prospects for utilization of so called minor forest products from natural forests (bamboo, rattan, etc.). Small scale rural enterprises, particularly related to use of farm and community tree outputs.

4. Processing of agroforestry products.

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\* Such adaptive research networks would be similar in approach to ICRAF's AFRENA agroforestry regional networks in Africa.

5. Socio-economic policy research:

(a) Macro, e.g. Improved understanding of underlying causes of deforestation, agricultural settlement, land tenure policies, inter-sectoral linkages.

(b) Micro, e.g. Incentives for reforestation, equity and gender issues.

5. Policy research both macro and micro as defined by Bellagio. (see 5(a) and 5 (b))

5. Socio-economic policy research (mainly at the micro level), special emphasis on:

- \* Land tenure
- \* Equity
- \* Gender
- \* Cash crop potential
- \* Pricing policies (as per 5(b) of Bellagio)

**SPRMFA AGENDA**  
(Standing Panel for Resource Management, Forestry and Agroforestry)

14 June 1990

- 1) TOR for SPRMFA
- 2) Discuss previous TAC position on forestry and agroforestry (Hague document)
  - (a) if we agree, go on to 3)
  - (b) if we disagree, then have further discussion until we reach a consensus; then go to 3)
- 3) Reach agreement on outline for final report
- 4) Reach agreement on process for preparing paper for TAC special meeting:  
- responsibilities, communication, review, consultants, etc.  
need for three days of rewriting in late August
- 5) Reach agreement on agenda for meeting with ICRAF

~~SPRMFA~~  
SPRMFA

## DISCUSSION NOTE

### CRITERIA FOR ASSESSING LIKELY PAY-OFF FROM CGIAR SUPPORT TO FORESTRY/AGROFORESTRY RESEARCH

**A**

Seen from a CGIAR Priorities  
and Strategies Perspective

1. Contribution to food security/poverty alleviation
2. Potential contribution to rural incomes and economic growth
3. Sustainability, improved access to and reduction in cost of fuelwood supply
4. Sustainability and improved access to tree derived livestock fodder supply
5. Preservation and access to sustainable forest food medicinal and other minor forest product supply
6. Protection of water and soil resources in water catchment areas
7. Containment of current rates of tropical deforestation:  
(a) to avoid ecological damage  
(b) to preserve biodiversity (particularly in tropical rainforest)
8. Security of industrial timber/forest product supply (e.g. sawn timber, newsprint, pulp and paper)

**B**

Seen from Current Environmental  
Forestry/Donor/Community Perspectives

1. Potential for slowing rate of deforestation and scope for accelerated reforestation to ameliorate global warming
2. Containment of current rates of tropical deforestation  
(a) to avoid ecological damage  
(b) to preserve biodiversity (particularly in tropical rainforest)
3. Sustainability, improved access to and reduction in cost of fuelwood supply
4. Security of industrial timber/forest product supply (e.g. sawn timber, newsprint, pulp and paper)
5. Maintenance of sustainable forest product export trade
6. Protection of water and soil resources in water catchment areas
7. Contribution to food security/poverty alleviation
8. Potential contribution to rural incomes and economic growth

SPEAKS NO

**9. Maintenance of sustainable forest product export trade**

**10. Potential for slowing rate of deforestation and scope for accelerated reforestation to ameliorate global warming**

**9. Preservation and access to sustainable forest food medicinal and other minor forest product supply**

**10. Sustainability and improved access to tree derived livestock fodder supply**

## DRAFT LETTER FROM ALEX MCCALLA TO BJORN LUNDGREN (ICRAF)

Dear Bjorn,

At the recent TAC 52 meeting in Ibadan, TAC agreed on the next steps required to implement the charge from Chairman Thalwitz and the Mid-Term Hague meeting that:

1. Between June and September 1990 -- the TAC Forestry and Agroforestry Panels (operating together as a single entity) should further develop the recommendations set out in paragraphs 12 to 14 above (institutional recommendation), including a preliminary estimate of likely staff and budgetary implications. This should be done in close collaboration with IARCs and lead regional and national forestry research institutions and the technical forestry and agricultural research advisors of the main donor agencies.
2. Further the CGIAR Secretariat, in conjunction with TAC should be encouraged to conduct an informal dialogue with ICRAF to determine the implications of the proposals contained in this document for ICRAF's current programme and structure. This should occur simultaneously with the development of more detailed proposals for the generic form of the centralized institutional mechanism proposed herein.
3. As part of the future dialogue on forestry/agroforestry, the TAC Forestry/Agroforestry Panels should collaborate closely with FAO, IUFRO/SPDC, and with interested donors in identifying possible parallel mechanisms for ensuring more systematic support for non-CG financed forestry/agroforestry activity and for strengthening the capability of weaker national forestry institutions.

TAC 52 has adopted a phased approach to carrying out this charge:

### Phase I - mid-June-mid-July 1990

A dialogue between TAC/CGIAR Secretariat/IARCs/ICRAF/regional/national institutions/FAO and IUFRO/SPDC experts on the possible content of regional research programmes that could most benefit from CGIAR support. Much of the background material (including your own Strategy to the Year 2000 document) is already available.. A meeting will be convened in the first half of July in Washington DC to review this material and to reach agreement on an illustrative programme for the regions defining broad research thrusts, possible institutional mechanisms together with a preliminary estimate of likely costs.

### Phase II - last half of July

A meeting between TAC and ICRAF staff in Nairobi (already discussed with you and Howard Steppler) to review the results of the Phase I exercise in terms of its implications to ICRAF's mandate, staffing and budgetary needs. This meeting would include M. Arnold (chairman), H. Gregersen, G. Budowski, and K. Chowdhry from TAC. (Mike Arnold or Hans Gregersen will be contacting you separately to arrange a suitable date).

### Phase III - late July-early August

Drafting of a paper combining the results of Phases I and II above for consideration by a special meeting of TAC in late August.

### Final Phase - Late August - mid-September

Review of the above paper by TAC at a meeting in Rome, August 27-28, and finalization of a paper for discussion at ICW 90. This timetable would allow time between mid-September and ICW 90 for the technical advisers of the donor agencies to review and react to the document.

Concerning the first of the above recommendations, I have asked Hans Gregersen in his capacity as Chairman of the TAC Panel on Resource Management, Forestry and Agroforestry, working collaboratively with CGIAR/TAC Secretariat and FAO staff, to move ahead with contacting various regional and national agroforestry and forestry research institutions. We also are in touch with various Centres (e.g. CIAT, IITA, ILCA) about their potential interest in agroforestry/forestry related research. We are aiming for a meeting in Washington between 9 and 13 July to discuss regional programmes and to identify (as illustrative examples) high priority regional research thrusts, and likely staffing and budgetary implications.

In addition to agroforestry, the TAC Panel will be reviewing other regional forestry programmes such as the USAID funded F/FRED/MPTS networks in Asia, the IUFRO initiated MPTS network for the SADCC region countries, and possibly the CATIE activities in this area. Also, we are looking at other key regional/national research programmes relating, for example, to a potential CGIAR contribution to increasing productivity of natural forests and plantation forestry; to tackling pests and diseases of important MPTS; to socioeconomic policy research; and to collation and dissemination of research information and research training.

The resulting analysis could be used as a basis for the dialogue with you as per phase II above which would examine the implications of these regional programmes for a CG-funded centralized mechanism and for ICRAF's mandate and future programme.

The purpose of this letter is to take up the kind offer made in your letter of ..... to appoint ICRAF staff to contribute to the dialogue on regional programmes. Since in its "Strategy to Year 2000" document, ICRAF already has carried out a fairly intensive review of agroforestry research topics that could benefit from centralized support in Africa, and ICRAF has interacted with regional centres such as IITA, CIAT and ICRISAT, it would make obvious sense that ICRAF suggests high priority regional research thrusts, rather than the TAC

Panel trying to put together its own interpretation of such priorities.

If you are agreeable to this proposal, it would be greatly appreciated if you could nominate one or two ICRAF representatives to participate in the early July Washington Meeting to discuss regional priorities and programmes.

With kind regards.

Alex McCalla  
TAC Chair TAC

cc: H. Stepler

Forestry/Agroforestry Panel Meeting

(CGIAR Secretariat, Washington DC, 9-13 July 1990)

Preliminary suggested list of possible participants

Possible Funding

H. Gregersen - Chair	TAC
Nominee of IITA	IITA
Nominee of ICRISAT	ICRISAT
2 ICRAF appointees (still to be nominated)	ICRAF
J.P. Lanly, FAO	FAO
K. McDicken, F/FRED/MPTS Network	USAID
J. Burley, OFI	CG Secretariat
P. Kio, FRIN	CG Secretariat
M. Salleh Nor, FRIM	CG Secretariat
F. Torres, CIAT	CIAT
J. Brewbaker, MFTA	CG Secretariat
J. Turnbull, CSIRO	AIDAB
R. de Camino, ex CATIE	CG Secretariat
J. Palmer, IUFRO/SPDC	CG Secretariat

CGIAR/TAC Secretariats

J. Spears	CG Secretariat
E. Craswell	TAC Secretariat

TAC/SPRMFAF Member Panel (to receive draft paper by fax for comment prior to planned meeting with ICRAF in Nairobi)

M.H. Arnold, TAC  
K. Chowdhry, TAC  
I. Nahal, TAC  
G. Budowsky, TAC

TAC 52

COMPOSITION OF AD HOC WORKING GROUPS

Vegetables/AVRDC

Meeting Room: Conference Centre

E. Muchnik - Chair  
C. Chantalakhana  
E. Paterniani  
G. Scarascia-Mugnozza

Resource Person: Guido Gryseels

Coconuts

Meeting Room: DDGM - Building 500

M.H. Arnold - Chair  
G. Budowski  
K.I. Hayashi  
A. Sawadogo

Resource Person: John Monyo

King Baudouin

Meeting Room: DDGR' Boardroom  
- Research Management Centre

I. Nahal - Chair  
K. Chowdhry  
H. Gregersen  
M. Matsui

Resource Person: Amir Kassam

Resource Allocation Process

Meeting Room: Room 12

A. Muhammed - Chair  
C.T. de Wit  
R. Dudal  
J. Ryan

Resource Person: Eric Craswell

## ATTACHMENT 4

### ADDING COCONUT TO THE MANDATE OF THE PROPOSED CGIAR FORESTRY/AGROFORESTRY INITIATIVE

The Persley paper on "Coconut Research Opportunities" presented to TAC 52, included as one of nine institutional options for incorporation of coconut into the CGIAR System the possibility that the crop be included in the mandate of ICRAF (which TAC has recommended be incorporated into the CGIAR System but with a revised mandate covering both forestry/agroforestry).

Suggested research thrusts for coconut are defined as:

- \* germplasm conservation evaluation and improvement
- \* disease and pest control
- \* sustainability of coconut-based farming systems, and
- \* post-harvest handling and utilization
- \* socio-economics and policy research

Strong arguments are made in the paper for a germplasm unit to be located in Indonesia with responsibility for the management of a coconut germplasm collection established under international auspices with secondary sites elsewhere in Asia/Pacific, Africa, Latin America and the Caribbean. Arguments are made for continued involvement of IBPGR which is already sponsoring a small amount of research on coconut in the areas of embryo culture and cryopreservation.

ICRAF's main potential contribution to the proposed coconut initiative would be in the area of sustainability (and improved productivity) of coconut-based farming systems. Much of the coconut grown in the tropics is in association with other crops. ICRAF's research agenda includes coconut in its identification of common agroforestry farming systems. An earlier TAC Agroforestry Panel Paper included as illustrative of a possible coconut inter-cropping research agenda for management of pastures and cattle under coconuts (see Annex I attached). Similar agendas could be prepared for other coconut/crop combinations.

It would conceivably be possible for ICRAF to set up a hands-on research station along the Kenya or Tanzania coasts (where coconut/cattle farming combinations already exist) and to interact with a network of similar intercropping-oriented research centres in the main Asia/Pacific, Caribbean and Latin American countries.

The main arguments in favour of that model would be:

- ICRAF's main mode of operations is already directed towards studying the interaction of trees/crops/livestock. It already has considerable scientific expertise in that area;
- It already working essentially through network contracts with NARS and other advanced laboratories and has a well-defined methodology for identifying research needs at the country level;
- The possibility would exist to establish linkages with research on other tree species particularly in areas such as pests and diseases;
- In the event that the proposed coconut germplasm unit were not be located in Asia ICRAF is already planning to develop in-house research capacity for germplasm conservation, evaluation, utilization, breeding and improvement of multi-purpose tree species. Coconut could be included in that programme.

The main disadvantages of the ICRAF model are:

- The bulk of the world's coconut production (85 percent) comes from the Asia/Pacific region which at first sight is the logical location for a major coconut research initiative;
- ICRAF's recently published Strategy to 2000 document puts strong emphasis on the need to concentrate on consolidating its network operations in Africa before trying to develop strong linkages with other regions.

The Persley report option above will be modified to take into account the outcome of TAC's forthcoming discussions with ICRAF and the final outcome of the proposals for a CGIAR centre that can cater for the combined interests of forestry/agroforestry.

RESEARCH AGENDA FOR MANAGING PASTURES AND CATTLE UNDER COCONUTS

(Source: Plucknett 1979, Westview Tropical Agriculture Series No.2, pages 287-288)

A. Effects of Intercropping or Grazing on Coconut

- Soil compaction by cattle.
- Tillage and cultivation; favorable or unfavorable? Frequency, depth, and time of cultivation.
- Intercrop or pasture competition -- light, shade, etc.
- Fertilization practice -- time, rates, frequency, requirements for palms of different age.
- Spacing of newly-planted palms for intercropping.

B. Natural Pastures

- Need to survey and understand composition and yield of natural pastures.
- Weed control, from uncontrolled understory to managed natural pastures.
- Natural pasture performance under different management regimes and levels of utilization.
- Carrying capacity and animal productivity; optimal stocking rates.
- Seasonal forage yields; obtaining a balanced feed year.
- Forage value of natural pasture plants.

C. Improved Pastures

- Establishment methods.
- Fertilizer requirements for pasture grasses and legumes as well as coconut.
- Finding suitable grass/legume mixtures which are shade tolerant and productive, but which do not depress coconut yields.
- Carrying capacity, animal production, and optimum stocking rates.

D. Animal Management

- Suitability of small versus large ruminants.
- Cattle breeds and productivity.
- Breeding systems.
- Animal health and disease control.
- Value of copra as animal feed (during periods of low prices).

E. Economics and Marketing

- Planning for improved and diversified land use under coconuts.
- Farm size, income.
- Marketing methods, organization.
- Technical advice and assistance for farmers.

In carrying the recommended research a general outline of steps to followed included:

1. Record and circulate a list of present work being done.
2. Register needs in order of priority.
3. Plan for dissemination and organization of information.
4. Recommend regional research projects and consider countries to handle each of these.
5. Plan regular meetings to discuss results and to plan for utilization of findings.

## COMMENTS FROM AD HOC WORKING GROUP

### ON THE DRAFT REVIEW REPORT ON THE RESOURCE ALLOCATION PROCESS

The Draft Review Report considered by the Working Group was prepared by Prof. McWilliam, Chair of the Review Committee. The purpose of these comments is therefore to provide feedback from TAC for consideration before the Review Report is finalized by the Committee. The comments will be transmitted to Prof. McWilliam after TAC 52.

The Working Group considered the Report in detail and in the process came to appreciate the complexity of the issues which it covers. In this regard, the clear analysis and elucidation of the principles of resource allocation presented in the Report is most commendable. However, the Working Group noted that the Report fell short of recommending specific new procedures for overcoming some of the problems of resource allocation and that the TAC Chair and CGIAR Executive Secretary are commissioning a committee in July to develop appropriate operational mechanisms. The comments of the Working Group are therefore also intended to provide some input to that committee.

An initial general comment on terminology in the paper is warranted. The Group noted the tendency in the Report to use the terms activities and programmes interchangeably and to use the terms essential and desirable for programmes rather than activities for which they were intended. The spirit of these terms has not been fully appreciated by donors and there is a need to clarify the concept of a base or core programme and the complementary programme of a Centre.

In order to focus the further comments of the Working Group, the list of 6 improvements to the resource allocation process on page 14 of the Report provides a useful framework:

1. The quantification of priorities associated with definable activities in relation to the priorities and strategies of the CGIAR system is an ideal which may be very difficult to operationalize. The Working Group would like to register its concern that ex ante quantitative assessment of returns to research may not be feasible in practice at the level of the programme or activity. This approach is particularly difficult when CGIAR goals such as poverty alleviation, gender issues, resource conservation and environmental protection are added to economic returns in the list of benefits considered.

The Working Group suggests that consideration also be given to the allocation of a fixed proportion of the available CGIAR funds to the "essential" core budgets of the Centres. This proportion could be initially decided utilizing the collective judgement of TAC based in part on the experience of the first round of the medium term programme and budget mechanism and of the priorities and strategies exercise in which TAC is engaged. This would include considerations of the scope of alternative options to contribute to self-reliance, poverty alleviation and sustainability goals of the CGIAR.

Whatever the mechanism chosen for the annual adjustment of Centre Budgets to the supply of resources to the CGIAR, the Group strongly recommends that TAC continue to play a central role in the decision-making process to ensure that agreed programme priorities are followed.

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2. The resolution of the problem of defining critical mass is an ongoing objective of TAC so the points in the Report on this issue are useful guidance to TAC.
3. The need to formulate unambiguous criteria for the definition of the base or core programme of Centres and the complementary programme is recognized by the Working Group. TAC should undertake to clarify the mechanism for developing such criteria taking into account the CGIAR priorities and strategies .
4. Providing guidance on supply limitations is another task identified in the Report and considered by the Working Group to be difficult to implement. However, relatively accurate ex ante assessment of the supply of funds is possible at the system level, could be used to determine estimates of base or core funding needs of the individual Centres developed using mechanisms suggested in section 1 above, and might provide a basis for more realistic forward planning by the Centres. That is, a Centre would know that its core programme would be allocated a certain percentage of the available CGIAR funds, and could use the indicative funding level of the System, which is known in October/November each year, in its fiscal planning.
5. The Group notes the need for sequencing of reviews and medium term planning and supports this approach. However, unforeseen circumstances from time to time may disrupt the schedule so some flexibility is needed.
6. The issue of capital funding has been noted by TAC and is under active consideration by the Standing Committee on Resource Allocation.

14.06.1990

## DRAFT REPORT OF THE AD HOC WORKING GROUP ON COCONUTS

### Role of the CGIAR in Coconut Research

The Working Group met on three occasions and drafted the attached document which contains the salient points from the consultant's paper modified in the light of TAC's discussions and the views of the Working Group. This note summarizes the consensus reached by the Working Group based on the various sections of the document. Special attention was given to TAC's concerns about the priority for international research that could be accorded to coconut.

The Working Group reviewed the case made by TAC in its 1986 priorities paper for oil crops in general and for coconut in particular. It considered at some length whether the case for oil crops and coconut remained valid and what additional factors, both positive and negative, should now be taken into account (sections 2 and 3 of the attached document). It also considered the probable benefits from an expanded research effort (section 5). It concluded that, on the basis of many criteria that relate directly to the revised CGIAR mission statement, the priority accorded to coconut should be higher than would be the case if assessed simply on the basis of its estimated global worth in economic terms. Accordingly, the Working Group recommends that coconut be included in the CGIAR portfolio of activities.

With regard to the institutional options suggested by the consultant, the Working Group favoured the creation of a new institute on the lines of Option 3. In favouring this option, the Working Group took into account the need for research on species of palm other than coconut. It considered that the formal mandate should be drafted in such a way that the institute could eventually act as a catalyst for strengthening research on other tropical palms (excluding the African oil palm) that might increasingly become important in the context of the many products derived from them, as well as sustainability and environmental issues.

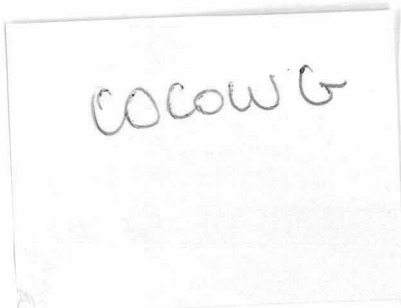
Any new institute for coconut should be modest in scale and should operate mainly in a decentralized mode. Having regard to the number of small countries in which coconuts are important the Working Group saw a clear need for networks with a strong enabling component, funded from bilateral sources. It would be essential for this need to be kept in mind and provision made for meeting it, either through close collaboration with an existing development agency or through explicit inclusion of a development function associated with the council.

The Working Group revised the proposal for research and considered most important the following:

germplasm collection, conservation, evaluation and enhancement

disease and pest control, especially in regard to the lethal diseases;

the productivity and sustainability of production systems, in which coconut is a



major or minor component

post-harvest handling and utilization.

Details of these proposals are listed in Section 5.

The new institute would collaborate closely with IBPGR in relation to IBPGR's long-standing interest and support for coconut germplasm collection and in vitro conservation. It should also seek opportunities for collaboration with CGIAR institutes involved in agroforestry and resource management.

The Working Group recognized that in restructuring the CGIAR System, there might be opportunities for associating the headquarters of the new coconut venture with an existing centre such as IRRI. The Working Group saw both advantages and disadvantages in this arrangement, but the possibilities should be further evaluated when TAC has concluded its recommendation on restructuring.

## A POSSIBLE EXPANSION OF THE CGIAR - PART II

- Chapter 1:**           **Implications of Part I on the Future Structure of the CGIAR (10 pages)**
- Chapter 2:**           **Process and Criteria for Assessment of NACs  
(to include parts of Chapter 5 of Part I from sections 5.4)  
(10 pages)**
- Chapter 3:**           **Assessment of Non-Associated Centres (40 pages)**
- Chapter 4:**           **Conclusions and Overall Recommendations (5 pages)**
- Chapter 5:**           **Operational and Resource Implications of an expanded CGIAR  
(5 pages)**
- Chapter 6:**           **Future Steps (5 pages)**
- **Implementation of CGIAR Decisions**
    - .       **The Transition Period**
    - .       **Timing and Flexibility**
    - .       **Phasing Entities in or out Resources**

PART II

## POSSIBLE OUTLINE OF TAC PAPER

OUTLINE

Introduction, Summary of Analysis and Recommendations

### PART ONE (THE BACKGROUND)

1. Introduction - as is in Interim Report (modified)
2. Evolving Global Trends - modified from Interim Report
3. Regional Challenges and Opportunities - modified from Interim Report
4. Demand for International research - modified from Interim Report
5. The Evolution of the CGIAR
  - a. Introduction M/O \*
  - b. Rationale for Current Structure M/O p. 8-9
  - c. Historical Evolution of CG Priorities - Interim Report, Ch. 5, section 5.2
  - d. Strengths and Weaknesses - M/O p. 9-12

### PART TWO (ANALYSIS AND RECOMMENDATIONS)

1. Emerging Long-Term Trends (Institutional)
  - a. Long-Term Strategic Trends - M/O Section II, p. 3
  - b. Role of CGIAR in Long Term - M/O p. 5-6
  - c. Possible Long-Term Vision - M/O p. 13-14
  - d. Conceptual Notions of Global and Agroecological, regionally defined centres
2. Towards an Assessment of CGIAR Priorities
  - Chapter 5 - Redefined Goal Statement - sec. 5.3
  - Other considerations - Sec. 5.5
3. Process of Analyses and Criteria Used (Chair's report to the Hague)
  - Augmented with portions of Arnold Paper
  - Chap. 5 - Criteria Sec. 5.4.
  - (all integrated)
4. Evaluation of Subject-Matter Areas and NAC
  - a. Natural Resources - IIMI, IBSRAM, IFDC, ICRAF
  - b. Forestry - ICRAF, IUFRO/SPDC (See Part 3)
  - c. Plant Protection - ICIPE
  - d. Banana and Plantain - INIBAP
  - e. Vegetables - AVRDC
  - f. Fisheries - ICLARM
  - g. Livestock Diseases in Africa - ITC

Recommendations

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(\* ) M/O = McCalla/Ozgediz Paper on Structural Options

5. **Implications for Short Term and Intermediate Term**
  - a. **Minimum Necessary Adjustments in CGIAR Scenario**
    - (i) **Advantages**
    - (ii) **Disadvantages****TAC's Conclusions**
  - b. **Alternative Models of Restructured CGIAR**
    - (i) **M/O model - pros and cons**
    - (ii) **Other models - pros and cons**
  - c. **Implications of Model Chosen for Long-Term Structure of CGIAR**
6. **Operational and Resource Implications of an Expanded CGIAR**

### **PART THREE - FORESTRY AND AGROFORESTRY**