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RECORDS MANAGEMENT SECTION

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FROM: The Secretariat

December 12, 1977

Consultative Group Meeting  
November 16-17, 1977  
Paris

Informal Summary of Proceedings

1. The fourteenth meeting of the Consultative Group on International Agricultural Research was held at the office of the World Bank in Paris on November 16 and 17, 1977. The Chairman, Mr. Warren C. Baum, presided.
2. The meeting was attended by representatives of 25 members. The African Development Bank, the Asian Development Bank, the Arab Fund, and Saudi Arabia were unable to send representatives.
3. Attached is the draft Informal Summary of Proceedings and List of Participants. Members with comments or corrections to the Summary and the List of Participants are asked to send them to the Secretariat by January 13, 1978.

Attachments

Distribution:

CG Members  
Other Participants



Draft  
December 9, 1977

Consultative Group Meeting  
November 16-17, 1977  
Paris

Main Points from Summary of Proceedings

Agenda Item 3. International Service for National Agricultural Research--  
Proposed Terms of Reference for Task Force and Status Report. Paras. 3 to 23.

The draft Terms of Reference were reviewed, and suggestions for some changes discussed. These would be taken into account in a revised version. The Task Force was urged to maintain an open mind as to alternative ways to solve problems of inadequate national research. All 14 of those invited to join the Task Force had agreed to serve, and there was strong representation from developing countries. Staff work was already in progress.

Agenda Item 4. Report and Discussion on the Quinquennial Review of the  
Centro Internacional de Agricultura Tropical (CIAT). Paras. 24 to 54.

CIAT was commended for vigorous redirection of programs, which were now aimed clearly at the roots of poverty and the utilization of a vast natural resource. The discussion also covered general questions on the objectives of quinquennial reviews.

Agenda Item 5. Preliminary Note on the Quinquennial Review Process. Paras.  
55 to 72.

A paper from the Secretariats was reviewed, and the discussion would guide TAC in its consideration of this question in February. There was considerable discussion of the appropriate scope of the Reviews.

Agenda Item 6. Discussion Paper on the Concept of "Associate Status."  
Paras. 73 to 82.

The Secretariat paper had discussed advantages and disadvantages of formal associate status. The consensus was generally cautious. TAC would take note of the discussion in its forthcoming consideration of this question.

The conclusions and recommendations of the Secretariat paper were accepted as a course of action leading to further discussion of that question at the CG meeting in November 1978.

Agenda Item 7. Progress Report on the Paper "Costs and Benefits of Agricultural Research: State of the Art and Implications for the CGIAR." Paras. 83 to 88.

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A comprehensive draft report had been received from Dr. Schuh and Dr. Tollini. After further review it would be circulated.

Agenda Item 8. Proposed Program of Work and Meeting Schedule for 1978. Para. 89.

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The Group planned to do all its business at one meeting in 1978, in November, which would combine Centers Week and definitive pledging. It was left open to have an interim meeting in Spring 1978 if necessary.

Agenda Item 9. Donor Indications of Financial Support for 1978 and Thereafter. Paras. 90 to 116.

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Financial needs for 1978 (US\$85.7 million) would probably be inadequately covered by pledges, though information was not complete. Requirements were expected to rise sharply for 1979, due to continued inflation and substantial capital expenditure by certain centers.

Agenda Item 10. Other Business.

(a) Bellagio meeting on national agricultural research, paras. 117 to 124. Dr. Agble reported on the recent Bellagio meeting of directors of agricultural research from developing countries. He summarized a number of recommendations the meeting had made concerning the IARCs. The participants had agreed to form the nucleus of an international body, and had appointed a four-man executive. The meeting's report would be circulated when available.

(b) ICIPE, paras. 125 to 134. The Scandinavian delegations made a statement strongly supporting ICIPE, which several participants endorsed. It noted that ICIPE's financial needs for 1978 were still far from covered. Some



donors announced pledges to ICIPE. The Secretariat would continue to try to mobilize further support for ICIPE.

(c) Statement of IDRC, paras. 135 to 138. Attention was drawn to the need for training of center scientists in research management. This would be referred in the first instance to center directors.

(d) Allocation of resources, paras. 139 to 147. The Integrative Report had noted the need to prepare guidelines for allocating resources when demands exceeded them. This would next be considered by TAC, and a paper would be prepared for the CG for its November 1978 meeting.

(e) Basic research, paras. 148 to 155. Gaps in fundamental knowledge could constrain the centers' work. More systematic examination of the need for basic research was needed. The question did not call for immediate answers, but would be kept under review.

(f) Dr. Hopper, paras. 156 to 157. Mr. Mashler, warmly supported by the Chairman, paid tribute to Dr. Hopper's work on behalf of the Group.

(g) Press release, para. 158. A draft Press Release was approved with one amendment.

Agenda Item 11. Time and Place of Next Meeting. Paras. 159 to 161.

The next meeting of the Consultative Group and Centers Week will be in the week of November 6, 1978, in Washington.

Draft  
December 9, 1977

November 1977 CG Meeting  
Informal Summary of Proceedings

1. The Chairman, Mr. Warren C. Baum, opened the meeting by welcoming the participants and reviewing the items on the Agenda. He reminded the Group of the need to take a long-term view of the system's activities and pointed to the need to obtain more systematic information on the system's output and its impact on target groups.

2. Noting that the Scandinavian delegations wished to make a statement on ICIPE under Other Business, the Agenda was adopted.

Agenda Item 3. International Service for National Agricultural Research--  
Proposed Terms of Reference and Status Report.

3. The Chairman reported that all 14 people invited to serve on the Task Force under the chairmanship of Mr. Demuth had agreed to do so. A list of Task Force members is given in Annex I. Although the Task Force was somewhat big with 14 members, this was because not every member could attend every meeting and it was necessary to have wide representation of the various interests concerned. He drew the Group's attention to the proposed terms of reference which he and the Secretariat had prepared after careful study of the transcript of the September meeting. Mr. Demuth and the Staff Director, Mr. Koffsky, had been consulted on the proposed terms of reference.

4. A speaker felt that the new title of the terms of reference implied a slight change in emphasis from the previous discussion. As they stood, the terms of reference seemed to imply that a decision had already been taken as to the form of service which might be recommended.

5. Another speaker, in urging that if the service be set up, it be located in a developing country, noted with approval that the Task Force comprised adequate representation from developing countries.



6. Another speaker thought the terms of reference to be too broad. He felt any proposed service should be closely linked with the CGIAR's existing activities.

7. Another speaker, unconvinced that an international service would necessarily be the final solution, suggested an addition in the wording to paragraph 3(a) to provide for specific details to be collected through case studies of agricultural research in two or three selected developing countries with different research capacity in Africa, Asia and Latin America. He also proposed that paragraphs 4 and 5 be replaced with wording that provide for a forum discussion of alternative approaches.

8. Expressing reservations about the need for a new service, a speaker drew the Group's attention to the forthcoming Science and Technology Conference. It was asked whether there was adequate representation of FAO. The representative of FAO stated that the Task Force would have his organization's full cooperation and comprehensive documentation was being assembled for the use of the Task Force. He too felt that the terms of reference tended to suggest that a new service would be needed without adequate consideration of alternatives. He proposed an addition to paragraph 3(c) after the word "entity" to read "either under the aegis of the CGIAR or attached to an existing international agency or organization."

9. Another speaker emphasized the great improvement that was needed in national research system. He hoped that the Task Force would pay particular consideration to the existing forms of helping national systems alternatives and secondly the potential value of alternative ways of doing business.

10. Another speaker recommended that the Task Force confined itself strictly to food crops and systems already covered by the international centers. Also, that if a new organization was thought necessary, it should be closely integrated with the activities of the centers. He noted the unfortunate consequences of extension services that operated independently of research.

11. Stating that he felt the present terms of reference to be too broad, a speaker suggested an alternative description of the Task Force's objectives, which was subsequently incorporated in the revised Terms of Reference. The Task Force should look carefully at possibilities for modifying existing mechanisms. Whilst it would be impossible to examine research properly without looking at training, the inclusion of "education" made the task unmanageable. Recognizing the very great importance of extension services, he felt the Task Force should limit its work to looking at extension only in so far as national research workers must work with extension services to make their adaptive research meaningful.

12. Another speaker drew attention to the distinction between "need" and "effective demand." The latter involved the concept of ability to pay.

13. Another speaker who had recently attended a meeting of national research directors from developing countries pointed to the need to provide a service which would benefit developing countries whose research was relatively sophisticated as well as those who had very limited capabilities. He felt the participation of donors was essential from the outset.

14. A speaker noted that two types of questions were being addressed-- whether there was a need for some kind of service and if so whether this would be appropriate for the CGIAR. He thought it beyond the scope of the Task Force to make judgments on the performance of other agencies involved in assistance to national agricultural development.

15. Another speaker hoped that the Task Force would give some views as to what should be expected as inputs from developing countries themselves. He would also like to see some indication of the extent to which recipient governments would have to make improvements in the decision-making processes for agricultural policy.



16. The Chairman, summarizing the discussion so far, assured the Group that it has not been the intention of the terms of reference to beg any questions but merely to follow lines of argument through to their logical conclusion. Raising questions did not imply that the answer to them would necessarily be positive. The Group would wish to consider whether the inquiry should be limited to an outgrowth of the IARC system or whether it should go beyond. The Group would wish to consider whether they wanted the Task Force to come up with specific recommendations or to present the Group with alternatives in a series of stages.

17. Two speakers took the view that the Task Force should not limit its studies to national research only vis-a-vis its association with work of the international centers. It had to look at the whole system.

18. The Chairman detected a consensus that the Task Force should study the issues of extension, education and training and other activities to the extent that they are necessary to make the national research effort more effective. Secondly, the technology in question should be appropriate to a national research

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18. program and not just that of the IARCs. Thirdly, the Task Force might come up with a specific proposal but it might present the Group with alternatives. A speaker noted reservations that some developing countries had about the activities of the CGIAR which were sometimes regarded as a "club." It was therefore most important that full participation of the developing countries be secured from the outset.

19. Dr. Cummings, Chairman of TAC, felt that it would be a mistake to confine the work of the Task Force solely to the transfer of technology from the international centers. Centers needed to interact with strong and balanced national systems which might well address matters outside the competence of the IARCs.

20. Another speaker felt that the recommendations of the Task Force could be a suitable subject for a forum discussion. However, the Chairman did not detect general support for this suggestion.

21. The Chairman of the Task Force, Mr. Demuth, noted that all 14 members who had been invited had agreed to serve. Arrangements had been made for staff work

to be provided by Mr. Koffsky, Dr. Coulter, Dr. Hardon, Mr. Graves and Mr. MacNally. The Task Force would hold its first meeting in Washington on January 18 through 20. It had not yet been decided how many other meetings of the Task Force there should be, but it was planned if possible to have the report finished by the end of June or at the latest by the end of July. The staff had already begun assembling data on adequacy of national research systems. A preliminary report on the latest Bellagio meeting had been received and this would provide very valuable inputs. Contacts had been initiated with donor countries who would be providing a considerable amount of information on the existing constraints, the effectiveness of existing sources of assistance, particularly to institution building. There would be intensive meetings with



FAO and with the international and regional financial institutions. Together with information from the IARCs and with developing country members of the Task Force it would be possible to get a good view of the adequacy of the present system. It was obvious that external assistance could achieve little unless national research was given strong priority within its own country. Given the complexities of the problem the Task Force would be unlikely to come out with a complete or comprehensive solution but it was hoped to provide proposals which if implemented and approved by the Consultative Group would make a significant contribution.

22. A speaker noted that IFAD would have available funds in the order of \$120 million from which national research systems could be supported. He hoped the Task Force would be in touch with them.

23. The Chairman noted that the Group had maintained quite close contacts with IFAD ever since the beginning and he himself had met Ambassador Sudeary two days before. Summing up, he felt the discussion had been lively and useful and had led to helpful suggestions as to how to proceed.

Agenda Item 4. Report and Discussion on the Quinquennial Review of the Centro Internacional de Agricultura Tropical (CIAT).

24. The Chairman of TAC, Dr. Cummings, introduced the report of the CIAT review. The review had been done in April 1977 and TAC had considered it at its June meeting. TAC generally endorsed the review's findings. CIAT's program was now headed in the right direction, and needed to be left in peace to get on with achieving a solid impact. CIAT had undergone major changes in its program, and in staffing, and with hindsight it might have been better to have postponed the quinquennial review somewhat. As a number of points had been discussed with CIAT's management in the course of the review, the panel was left with few major issues. CIAT was addressing the productive exploitation of the vast under-used lands of Central and South America, and its program may in future shift its emphasis somewhat as these resources become more



intensively used.

25. Sir Charles Pereira, who had led the review panel, noted that, in assessing the quality and value of a center's program, quinquennial reviews should relieve it from frequent individual reviews. It was important not to interrupt scientists' work by continual reviews.

26. The panel had been most impressed by the change of direction introduced by CIAT's Board of Trustees, new director general, and staff. The livestock and pastures program now represented a very powerful attack on the multiple constraints facing the small farmer. The title "beef program" was too narrow, and somewhat misleading. It was a rehabilitation program for a vast agricultural resource.

27. Morale at CIAT had rapidly recovered after a period of major changes.

28. The quinquennial review panel had been impressed by the impact of CIAT's work in Guatemala, Brazil, and Colombia. One cooperative group of farmers in Colombia had adopted CIAT agronomy practices which gave yields of 45 tons of cassava per hectare, as compared to the national average of 8 tons.

29. Although animal diseases were a major problem in the humid tropics of Latin America, the panel did not feel that CIAT should develop into a major veterinary center.

30. Sir Charles referred participants to the recommendations in the report on laboratory facilities, soil analysis, glasshouse techniques, and on sanitary work.

31. The panel had noted CIAT's initiation of an ecological and economic potential survey of constraints. Secondly, an economist was now included in each commodity team to study economic gains from research, and potential for future research. The panel strongly supported the integration of economists in crop work.

32. In conclusion, Sir Charles noted the dangers of too much emphasis on minimum input technology in areas where the soil was exceptionally poor.

33. Dr. Nickel, Director General of CIAT, expressed his own and his Chairman's appreciation of the review, and of the way in which it had been organized. CIAT had found the review helpful, and had benefitted from constructive criticism.

34. Mr. Mahler pointed out that a "stripe" review of farming systems work in a number of centers was under way, and some of its conclusions would be relevant to CIAT. This would be reported on at the next Consultative Group meeting.

35. A speaker, referring to the cassava yields achieved in Colombia, queried whether these could be maintained after CIAT's withdrawal. He wondered what steps the government was taking to ensure wider application of the CIAT practices.

36. Sir Charles Pereira replied that CIAT had introduced more productive plant material, but above all had convinced farmers of the value of clean, disease-free material: in other words, of modern scientific farming methods. CIAT had also taught farmers to plant cassava on ridges, which the national extension service had not.

37. Dr. Nickel pointed out that CIAT had been testing cassava materials over the wide diversity of climatic and ecological conditions that existed in Colombia. Now CIAT was moving increasingly to other countries, leaving activities in Colombia mainly to local agencies. CIAT was convinced of the need to work through such agencies. The cassava example referred to was rather a special case in that an organization was already in existence in the form of a coffee growers' association. This association had sent a trainee to CIAT, who became the main agent for technology transfer.

38. A speaker, noting criticism that some agricultural research was not



well geared to the needs of the small farmer, wondered whether CIAT had enough sociological manpower to make an adequate contribution to the programs.

39. Sir Charles felt that sociological problems were concerned with distribution of wealth. These were far eclipsed by the importance of good planting material, without which there would not be the crops to provide that wealth.

40. Dr. Nickel noted that each major program had an economist working with the biologists. One could question whether one sociologist in addition was enough, but physical scientists were also acutely aware of sociological issues.

41. A speaker was reassured by the experience at CIAT, which demonstrated that the system of Boards, center management, the CGIAR and TAC was indeed capable of carrying through major changes in a center's work. Noting the wide range of disciplines at CIAT, the quinquennial review emphasized the size of the problem being tackled. He wondered whether the proportion of CIAT's resources going to outreach was about right.

42. Sir Charles noted that CIAT's outreach was achieved mainly through training. Also local organizations had been strengthened by association with CIAT. Given the burden that CIAT's excellent training program already imposed on research staff, he doubted whether CIAT could take on much more.

43. Dr. Nickel thought that CIAT could increase training by about 50% above its present level of about 100 trainee-years per annum. There was a finite limit on training activities, as there was also on outposted staff. Ten staff were outposted now--the number could be doubled but not increased beyond that.

44. In answer to a question on CIAT-IITA cooperation in cassava, Sir Charles noted the grave danger of transmission of disease from Africa to South America. He expected the IITA panel to pay particular attention



to this, and to opportunities for further cooperation with CIAT.

45. Mr. Mahler pointed out that cooperation between centers was primarily a matter for their respective Boards and management.

46. In answer to a question as to how CIAT could better monitor its contribution to tropical agriculture, Dr. Nickel noted that the economists in each program wrote a report on CIAT's commodities twice a year. The statistical base for such reports was improving, and it was now possible to analyze changes in yields, and the reasons for them, in considerable detail.

47. The Chairman noted the Group's concern with getting a better basis for measuring the impact of centers' work, which would be followed up in the coming year.

48. A speaker asked what lessons might be learned from the discontinuing of CIAT's small farmer program.

49. Sir Charles Pereira noted that TAC was engaged in a "stripe" review of small farmer problems. As a focus for scientific research, "the small farmer" was too broad. The panel had been convinced that the small farmer was benefitting from every part of CIAT's activities, but others would benefit too.

50. A speaker, commending the report, noted the need for CIAT to be able to do at least minimum justice to the great potential of the livestock sector.

51. Another speaker stressed that donors should accept that CIAT's beef production work needed long-term support. Speaking from his own veterinary experience which led him to believe that the most significant animal disease problem was malnutrition, and the worst husbandry problem was parasitic disease, he was glad that the report did not recommend de-emphasizing veterinary work.

53. Sir Charles noted that national organizations were strengthening

their veterinary work.

54. Dr. Nickel mentioned a consortium looking at anthropod-borne blood diseases in Latin America, which sought funds under Title XII. Other aspects of animal diseases would remain unaddressed. CIAT hoped to assemble people and funds to look at all aspects of the problem, but it would be a complex operation. CIAT would be prepared to host a coordinated effort on animal health in Latin America, which had very different problem from those of Africa. Whereas in Africa there were two deadly diseases, problems in Latin America were mainly those of nutrition. CIAT's criteria for priorities were, first whether the problem could be solved by technology; secondly, whether the technology was internationally transferrable; and thirdly, whether an international center had a comparative advantage vis-a-vis other institutions. On these grounds, he felt CIAT's present emphasis on nutrition and related health aspects, was correct.

Agenda Item 5. Preliminary Note on the Quinquennial Review Process.

55. The Chairman noted that a previous question on resource allocations led logically to discussion of the Quinquennial Review process itself. He drew the Group's attention to the Secretariat's paper dated October 26, to which was attached a note from the TAC Secretariat. Enough reviews had now been done to make it appropriate to ask whether their mandates were about right, or needed a different focus. And secondly, how the objectives of a review could be most effectively met. The present meeting was an opportunity for the Group to give views to TAC, who had the subject on their next agenda.

56. Dr. Cummings noted that although TAC's emphasis was on scientific competence, other questions were being increasingly raised. Some felt that these were being adequately addressed by other review mechanisms. Group members had the opportunity to include special concerns in a review Terms of Reference, though this had not worked perfectly in practice.



57. Noting that the papers from the Secretariats had been prepared in a rather unusual way due to unforeseen circumstances, Dr. Cummings thought that, though there was some overlap there was no conflict between them.

58. Pointing to the experience at CIAT, and in answer to an earlier question, Sir Charles Pereira stressed the attention the panel had given to the allocation of resources to beef. He was glad to note that the impact was now directed at the basic root of poverty in large areas of Latin America. A scientific group addressing specific questions in a limited time could not look at broad questions of philosophy nor economic impact. Panels needed to have extensive discussions with Boards of Trustees. His panel's discussion with CIAT's program committee had been very useful.

59. The Chairman noted that the CIAT report had recommended that there be meetings between the panel leader and center directors and staff, prior to the fieldwork.

60. A speaker noted that the terms of reference for the CIAT review had not mentioned small farmers explicitly. The Chairman thought that this raised the question of whether reviews should assess the scientific quality of existing programs, or to strategy and balance between programs.

61. A speaker thought that the centers were all staffed with accomplished professional scientists. Nevertheless, it was possible for excellent scientific methodology to be directed at relatively unimportant questions. Internal reviews were the best means of ensuring excellence. He suggested that TAC structured future reviews so that external reviewers could address more fundamental issues.

62. Another speaker, stressing the importance of reviews to centers and donors, felt that the questions of emphasis, and of forward planning, should get more attention in future. Reports should be in two parts, one for researchers and one for policymakers. Of prime importance was the

composition of the panel. Quinquennial reviews should be an input to the setting of overall priorities.

63. Another speaker expressed concern that, in introducing new elements to the review process, the main purpose of the reviews might be set aside. The Group needed assurance of scientific quality at least once every five years. It may be asked whether quinquennial reviews were in fact able to look at questions of strategy and balance. The assessment of scientific quality was paramount.

64. Another speaker felt that the review process was increasing in importance, particularly for smaller donor countries. He hoped it would be possible to reach a compromise, in which scientific quality would be assessed, but forward planning and the proper balance of activities would not be neglected.

65. In agreeing that there was a continuing need for examination of scientific quality and the content of research at the centers, a speaker suggested that Boards of Trustees be invited to prepare papers on resource allocation, for discussion by the Group.

66. Another speaker noted that there had to be a system of priorities, since funds were limited. Any such system needed to examine different commodities, as well as different target groups. TAC's quinquennial reviews should concentrate on scientific questions, whereas policy was a matter for the Group. Perhaps review panels should include someone qualified to judge whether a center's activities were in line with Group guidelines. Care must be taken not to overload the centers with reviews.

67. Dr. Nickel detected a consensus in the views expressed. He thought it possible to deal with scientific excellence at the same time as relevance. Boards of Trustees were most important: most of their members come from developing countries. CIAT was concerned with the impact on yields, not



the volume of research publications.

68. Dr. Cummings mentioned that the TAC priorities paper was being reexamined in case it needed updating. TAC was devoting more attention to criteria for decision-making. The review process would be improved by staffing panels with a higher proportion of people who had done a review before.

69. The representative of a donor outlined his agency's criteria for evaluating programs. First, do the objectives fit with those of the donor's development assistance program as a whole? Secondly, how effectively are these objectives addressed? And thirdly, how efficiently is the work carried out? There were also some internal considerations. He would very much welcome one document which provided answers to all questions of concern to his agency (except purely internal ones).

70. Another speaker thought that, although scientific work should be assessed, there were three other important areas. First were scientific achievements, expenditures and balance between programs. Secondly, there was the effect on research capacity in developing countries. Thirdly, there was the impact of the centers' research on production in developing countries.

71. The representative of another donor pointed out that contributions had to be justified to non-scientists. Much of the necessary information came from material put out by the centers. It was important to avoid duplication of reviews, and upsetting the work of the centers. Specialists from developed countries should be able to participate in reviews, without having to mount their own. While noting the TAC Chairman's point about using people for several reviews, it would not be desirable to create a semi-permanent group of reviewers. Organization of future reviews must remain flexible.

72. The Chairman concluded by reminding the Group that the purpose of

the discussion was not to reach agreement, but to provide guidance for TAC. Reviews had to satisfy a variety of interests. On the donor side, there was a distinction between scientists and administrators. The importance of full involvement by Boards of Trustees had been stressed, but this should not interfere with the Boards' responsibilities. As to the conduct of reviews, the Group should consider whether to have a small advance party, as suggested by the CIAT panel. Also, whether panel members should increasingly be drawn from a common pool. Whilst there was no question that reviews should continue to focus on scientific quality, many speakers sought study of objectives or balance, and of forward planning. TAC would now prepare specific recommendations and the matter would be on the agenda of the next Consultative Group meeting.

Agenda Item 6. Discussion Paper on the Concept of "Associate Status."

73. The Chairman noted that the Group had in the past considered its relationship with institutions it did not fund on an individual basis. It had been felt necessary to consider a general policy, and the Secretariat had accordingly prepared a paper, which identified three basic options. One option was no change, another was a more restrictive policy, and the third would introduce some way of officially accrediting certain types of activity. TAC had an important role in any proposal that an activity be adopted or accredited by the Group. The discussion would guide TAC in its consideration of this question at its next meeting. Because much of the Secretariat's paper was concerned with formalizing some form of associate relationship, the Group should not assume that this was what was being recommended.

74. A speaker noted that an important issue was the relevance of potential "associates" to the work of the centers. If such work was relevant, then a more restrictive policy would not be appropriate. He felt the present arrangements provided a desirable degree of flexibility.



75. Another speaker, advising a pragmatic approach, thought the efficiency and reputation of the system might suffer from a large increase in activities supported. Recognizing there might be situations where associate status could be appropriate, he felt that the specific conditions should be assessed on a case by case basis.

76. It was noted that developing countries tended to look to the CG for coordinated action in a particular problem area. The need for consolidation applied not only internally within the Group, but to reflection on the overall agricultural research needs of developing countries. Therefore, one criterion for support of a new activity should be willingness of developing countries to participate; other criteria were location in a developing country, need for donor coordination, and agreement on relevance and value. TAC and the CG should be able to express opinions about research activities without implying any special relationship.

77. The representative of a major donor noted his authorities' general agreement with the Secretariat paper. He felt it worthwhile to suggest raising the matter at the next Centers Week, without prejudice to future relationships.

78. Dr. Cummings listed a large number of activities which had come before TAC, which was constantly being asked to recommend recognition. Noting that associate status had not been officially defined, he felt that the concept implied a continuing obligation. Recognizing that TAC was now almost forced to formulate some kind of policy, he invited guidance from the Group.

79. A speaker, expressing a personal preference for a clear policy of "in-or-out", felt no decision could be made at the current meeting. He noted the negative consequences of failure to get recognition. Ongoing responsibility for an activity implied effective monitoring.

80. Commending the proposal to wait and see, a speaker warned against seeing the CG as the only means of carrying out regional or international agricultural research.

81. A speaker, noting both advantages and disadvantages to associate status, thought that the Group needed some way to recognize work done at institutions which it does not support. His authorities would favor an arrangement whereby the Group could recognize international research activities, while allowing the Group itself to decide whether such recognition should include the use of Group funds. Donors should clearly recognize limits to the Group's expansion. Quality of research and flexibility of management could be jeopardized if the Group became too large.

82. The Chairman thought the Group was in general agreement with the Secretariat's analysis and definition of the problems. The next step would be consideration by TAC, who should note that most views tended to favor caution and conservatism. The success of the Group had created pressures for endorsement.

Agenda Item 7. Progress Report on the Paper "Costs and Benefits of Agricultural Research. State of the Art and Implications for the CGIAR."

83. The Chairman reminded the Group of its decision to commission a study of the state of the art of assessing the costs and benefits of research, and their agreement to the engagement of Drs. Schuh and Tollini of Purdue University.

84. Mr. Lejeune drew attention to the Secretariat paper of October 20, to which was attached a brief summary of the Schuh/Tollini paper. The paper was itself a very comprehensive survey, including four methods for ex-post, and nine for ex-ante evaluations. It was planned to solicit comments on the latest draft of the paper, after which a final version of the paper will be circulated to TAC, the Group and the Centers.

85. A speaker stressed that techniques for evaluating research were



only as good as the physical data on which they were based. Physical scientists were often hesitant to make predictions as to the outcome of research. The burden was not one for economists alone.

86. In answer to a question, Mr. Lejeune pointed out that the Schuh/Tollini paper was not a study of what the benefits of CGIAR research had been, but an academic and theoretical review of the techniques available for comparing costs with benefits.

87. A speaker pointed to the importance of political decisions, and questioned whether research results could be evaluated in isolation. He wondered whether the state of the art was advanced enough to be able to attach weights to the various factors involved.

88. The Chairman concluded that substantive discussion of this difficult subject was premature. The recommendations of the Secretariat's paper were accepted.

Agenda Item 8. Proposed Program of Work and Meeting Schedule for 1978.

89. The Chairman invited comments on the Secretariat's memorandum of October 20, which outlined the work program and key dates for 1978. One innovation was the suggestion that Centers Week and the definitive pledging session be combined in a single annual meeting, to be held in November. It was proposed to keep the possibility of another meeting in the late Spring of 1978, if necessary. He noted general concurrence with the suggestion to have one meeting, and despite one donor's preference for a June or July date, felt that on balance early November was the most suitable. September was too early for firm pledges, and December too late for center and Secretariat financial arrangements. As the meeting would include Centers Week presentations, it was proposed to hold it in Washington.

Agenda Item 9. Donor Indications of Financial Support for 1978 and Thereafter.

90. The Chairman invited donor members to make statements of their total contributions to core programs in 1978. Details of special project

funds, and allocations between centers, were to be given to the Secretariat in writing.

91. Mr. Mashler stated that the UNDP would make available \$4,096,600 for core programs in 1978, payable in US dollars, plus \$2,257,700 for Special Projects at ICRISAT and IRRI. The figures for 1979 would be \$3,198,000 and \$2,042,900 respectively, but could be higher, depending on the outcome of negotiations with the centers. He later added that between US\$100-150,000 might be available for the Genes Board and IRRI, probably outside core programs.

92. Mr. Lejeune, in answer to a question, said it would be difficult to provide a definitive statement of all pledges at the end of the meeting, since some important donors were absent or unable to indicate firm figures.

93. Mr. Lloyd Jonnes said that the US would continue to provide up to 25% of the total center budgets, which would mean just under \$22 million for 1978. Most contributions were planned for January.

94. For Germany, Dr. Treitz indicated his government's pledge of DM 14 million (US\$6,240,000)<sup>1/</sup>. His government was also asking for Parliamentary approval of an additional DM 1 million (US\$446,000). Allocations between centers had been given to the Secretariat, but his government was able to consider proposals for change. Payment would be made in line with Review Committee recommendations.

95. Mr. Dithmer stated that, subject to approval by the Board for International Development and by Parliament, Denmark would contribute DKr. 4.4 million (US\$723,800) in 1978. Contributions in 1979 were expected to be DKr. 5.4 million (US\$888,300) and for 1980 DKr. 6.5 million (US\$1,069,250).

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<sup>1/</sup> All conversions in this summary are, for reasons of consistency, given at the exchange rates of October 31, 1977. Dollar amounts may therefore differ slightly from donor statements.



96. Professor Strand said that, subject to approval by Parliament, Norway would contribute Nkr. 10 million (US\$1,832,000) in 1978, and again in 1979.

97. Dr. Menzi stated that the Swiss Development Corporation had approved a contribution of SFr. 2.8 million (US\$1,108,000 ), payable in US dollars during January 1978. An additional US\$320,000 will be provided for Special Projects, of which \$160,000 would go to CIMMYT--this being shown in CIMMYT's budget as part of the core.

98. Dr. Cunningham said that, subject to Parliamentary approval, the United Kingdom would provide £2.5 million (US\$4,612,500). This was an increase of 25% over 1977, and he hoped that the trend of steady increase would be maintained. Although slight adjustments in allocations might be made, the UK had systems for allocations of funds, and the scope for changes was very limited.

99. Dr. Hardin reaffirmed the Ford Foundation's intention to provide \$US 1 million in 1978, the allocation between five centers to be worked out with the Secretariat.

100. Mr. Lindores stated that, subject to approval, Canada would contribute Can\$8,370,000 (US\$7,565,000), which included Can\$820,000 restricted core contribution to CIMMYT. Payment would be made in the first half of the fiscal year starting April 1, 1978. Contribution for 1979 would not be less than these for 1978.

101. Mr. Bengtsson mentioned that Sweden had recently done a study of Swedish support to international research, including a case study of a developing country. He noted the recommendation that Sweden should continue to support the CG for the next five years. After 1978, contributions will be based on advice from agricultural scientists in developing countries. The Swedish contribution would be SKr. 12.5 million (US\$2,612,500) for 1978,

including a small amount advanced in 1977. SKr. 1 million of this amount was a restricted contribution to the Genes Board. He hoped it would be possible to make unrestricted contributions to the Genes Board in future.

102. Mme. Vervalcke announced the Belgian contribution for 1978 as BFr. 80.5 million (US\$2,285,400). This was provisionally divided into BFr. 56 million unrestricted and BFr. 24.5 million restricted. In addition, Belgium planned to contribute BFr. 2 million (US\$60,000) to ICIPE, and contributions to activities recognized by the Group, but not included in CGIAR core budgets, would amount to BFr. 19.5 million (US\$582,000). There might be a slight increase for 1979.

103. Dr. Pino confirmed that, subject to approval of the Board, the Rockefeller Foundation would make US\$1.25 million available as unrestricted core contributions for 1978.

104. Professor Olembo reconfirmed UNEP's pledge for 1978 as US\$600,000. Funds should be available in January.

105. Dr. Hardon confirmed that the Dutch government would approve contributions to unrestricted core budgets totalling US\$1,650,000 in 1978. For ongoing Special Projects, US\$730,000 was expected to be disbursed in 1978, and a further US\$555,000 would be available for commitment to new Special Projects.

106. Mr. Katsuno was not yet in a position to give the amount of the Japanese pledge for 1978.

107. Mr. Daniels stated that IDRC would contribute Can\$1,525,000 (US\$1,378,300) to restricted core budgets in 1978. Contributions to certain centers would be reviewed early in 1978 and might be increased.

108. Mr. Lafourcade confirmed that the Inter-American Development Bank would pledge the equivalent of US\$6.2 million for 1978. Disbursement would be in local currencies.



109. Subject to approval by the necessary authorities, Mr. Gruner was able to confirm that the EEC would commit a total of EUA 2 million (US\$2.2 million) for 1978. This would be divided equally between ICRISAT and IRRI. Contributions for 1979 were expected to be at least of the same order of magnitude.

110. Mr. Vernede stated that France's contribution would be at about the same level in 1978 as in 1977.

111. Dr. Whitten confirmed that Australia would make Aus\$2.7 million (US\$3,058,000) available for unrestricted core budgets in 1978. Australia would be supporting every CGIAR activity except one. Australia had modified its allocations somewhat since September, after consultation with the Secretariat.

112. Mr. Yudelman confirmed that, subject to approval by its Board of Directors, the World Bank would make up shortfalls in funding, up to a total of US\$8.7 million.

113. Summarizing the financial position insofar as this could be done with somewhat incomplete information, Mr. Lejeune stated that total net requirements for 1978 were estimated at \$85.7 million, and pledges announced during the meeting totalled \$79 million. In addition, Italy had indicated a pledge of US\$330,000; Iran of US\$2 million; the Kellogg Foundation of US\$320,000; and Nigeria provisionally of US\$770,000. Allowing for as yet unconfirmed pledges from Japan, the Asian Development Bank, the Arab Fund and New Zealand, it seemed likely that requirements would be met in full. 1978 happened to be a year when there would be relatively little capital expenditure, but donors should be aware that there could be a significant increase in 1979.

114. In answer to a question, Mr. Lejeune reported on relations with Saudi Arabia, which remained very interested in CGIAR activities. He and

the Deputy Executive Secretary would visit Riyadh shortly, when discussions would include possible technical assistance. Saudi Arabia's participation would be valued, but became important financially only from 1979 when ICARDA would begin to incur heavy expenditures. He added that host countries in the Middle East had given considerable nonfinancial assistance and made significant contributions in kind, such as land from Syria and Iran.

115. The Chairman noted that some donor countries in the Middle East preferred to channel research and development funds through other institutions, such as IFAD. IFAD was prepared to consider supporting the CGIAR when it was in a position to do so.

116. The Chairman concluded by reiterating that although the situation was satisfactory for 1978, financial needs would rise sharply in real terms in 1979, and inflation would also have to be taken into account.

Agenda Item 10. Other Business.

117. (a) Bellagio meeting on national agricultural research. The Chairman invited Dr. Pino to introduce the report on the meeting, which had been held under Rockefeller Foundation auspices, and Dr. Agble, who had attended, to give a first-hand account.

118. Dr. Agble said that the meeting had been mainly organized by Dr. Madamba of the Philippines. It had been attended by heads of national research programs in 17 developing countries, representatives of IADS, Dr. Diouf, and Mr. Mahler.

119. The meeting had aimed primarily to foster cooperation between national agricultural research systems. Secondly, to develop reciprocal arrangements between national systems and IADS. Thirdly, to focus on strategies for generating support for national research. Fourthly, to study a mechanism for regular meetings of research directors. Fifthly, to identify strategies for the application of research. Sixthly, to exchange experience



on personnel policies. Lastly, to develop recommendations for UN agencies, international donors, and national governments.

120. A number of country case studies were presented. The participants split up into three task forces to prepare the recommendations to the three sets of entities mentioned above. The recommendations<sup>1/</sup> relating to the international centers were as follows:

- long and short-term objectives of IARC programs should be clearly defined;
- LDC scientists should participate in management and formulation of policies at the IARCs;
- there should be a formal mechanism for collaboration between IARCs and national systems;
- IARCs should introduce personnel policies allowing for secondment of LDC scientists for from three to five years;
- more joint training programs should be introduced;
- the CGIAR and the international donors should consider new initiatives;
- donor agencies should address the financial needs of national research systems.

121. The meeting also recommended that national governments pay more attention to organizing and funding national research systems.

122. The participants agreed to form the basis of an international federation for agricultural research for development. They had appointed Drs. Drilon, Swaminathan, Madamba and Agble, as its executive, whose first meeting would be in January 1978.

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<sup>1/</sup> The complete text of this section as presented by Dr. Agble is given as Annex II.

123. Mr. Mahler added that he hoped that future meetings of this kind could also include representatives of countries where research was least developed.

124. The Chairman assured participants that the report on the Bellagio meeting would be distributed to them as soon as it was available.

125. (b) ICIPE. Professor Strand read a statement<sup>1/</sup> on behalf of the Scandinavian delegations, including the following points:

- ICIPE's research is of high quality, and much of it is relevant to the work of the centers;
- ICIPE has an important role in developing research capacity in Africa;
- pledges to ICIPE for 1978 were far below requirements. This might affect its ability to do collaborative work with the centers. Present donors, who do not constitute a consortium, cannot provide all the funds needed for operating and capital;
- the Secretariat should actively consult with ICIPE and its donors during 1978, and should report next centers week;
- the international community, and African countries should take responsibility for ICIPE and guide its activities;
- the Scandinavian countries urged a pragmatic review of future relations with ICIPE;
- donors and developing countries were urged to contribute further to ICIPE in 1978.

126. The Chairman agreed that it was appropriate for the Secretariat to do what it could to help ICIPE, and it would continue to do so. The consideration of associate status, to be continued by TAC and then again at Centers

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<sup>1/</sup> Full text attached as Annex III.



Week next year, might clarify relationships between the Group and organizations such as ICIPE.

127. Mr. Lejeune reminded donors that the Secretariat had asked for information on proposed contributions to ICIPE for 1978. Those who had not already given this information were urged to do so in the course of the current meeting.

128. Mr. Jonnes mentioned that USAID was reviewing a project on tick physiology and ecology, amounting to some \$400,000 a year, of which about two-thirds would be provided by USAID and one-third by UNDP.

129. Dr. Treitz said that the German government shared the Scandinavian view of the value of ICIPE and the need to support it. He hoped to find a formula whereby funds could be made available in 1977, and the government announce its decision during November. They were prepared to support ICIPE in 1978 out of the unallocated part of the pledge to the CGIAR, provided such activities were included in the core budgets of the respective centers.

130. Mme. Vervalcke, also supporting the Scandinavian position, noted that Belgium had budgetted BFr. 2.1 million (US\$ 59,600 ) for cooperation with ICIPE in 1977, and BFr. 2.0 million (US\$ 57,000 ) were budgetted for 1978. This was for activities in connection with the centers. If funds were to be channelled directly to ICIPE, as might be more practicable, there was the problem of accounting for them within the overall framework of the CGIAR.

131. Mr. Soels noted that the Netherlands had no difficulty in supporting some special projects of ICIPE. But an international effort was needed to sustain ICIPE's core budget. He endorsed the Scandinavian view.

132. The Chairman referred to the discussion at the Group's September meeting, from which it emerged that although ICIPE was highly regarded, most members did not want the Group to have a formal relationship with it. ICIPE would be funded indirectly through the centers. The Secretariat would continue

to encourage support for ICIPE from bilateral and multilateral donors.

133. Dr. Cunningham endorsed the Scandinavian assessment of the quality of ICIPE's work, and noted that the UK would provide some \$600,000 over the next three years. It would not help the UK to have ICIPE financed through the CGIAR in any way. Present regulations made it difficult to contribute to the core budget, as funds had to be used for specific projects or for capital.

134. Dr. Whittem mentioned that Australia had provided Aus\$100,000 (US\$ 113,000 ) to ICIPE in 1977 for work with IRRI on the brown plant hopper. Of this some Aus\$50,000 (US\$ 56,600 ) will not be spent in 1977, and will be available for 1978. Australia proposed to make available a further Aus\$100,000 (US\$ 113,000 ) for this purpose in 1978, thereby providing about half of the program's estimated requirements of US\$302,000 in 1978.

135. (c) Personnel policies and training. Statement of IDRC. Mr. Daniels read a statement on behalf of Mr. Hulse in which, while recognizing the high quality of the management of the centers, it was pointed out that, since the CGIAR was set up, only one center director had been appointed by promotion from within the system. IDRC believed that there were many scientists in the centers with the potential to become directors if given the right encouragement and training. Management training for middle and senior level staff was commonplace in many organizations of comparable size. The CGIAR should consider, together with the centers, establishing regular short intensive courses in research management for selected center scientists. IDRC would be prepared later to offer suggestions on curriculum. It was suggested that this be considered at the next meeting of center directors, and possibly at a meeting of the Group.

136. A speaker, noting that the CGIAR system was quite small, saw merit in bringing in outsiders for senior posts. He wondered who would conduct



the proposed course. Complacency and in-breeding were dangers, which might also apply to quasipermanent quinquennial review panels. There were benefits to be gained from management courses.

137. Another speaker mentioned in-service training through assigning scientists to management positions as assistant to a director. This had been discontinued partly on grounds of cost. Any suggestions the Group might have should be referred to Boards of Trustees.

138. The Chairman stressed the Group's interest in securing dynamic personnel policies which could produce leaders from within, including those from developing countries. He hoped that IDRC would table a paper for consideration by center directors, and depending on the outcome, the matter might be put on the Group's agenda.

139. (d) Allocation of resources. Mr. Lejeune referred to the 1977 Integrative Report's discussion of the need for a method of allocating resources in a situation where requests for funds substantially exceeded pledges, or where uncoordinated growth led to a distortion of the Group's overall objectives, or where new activities were under consideration.

140. The Integrative Report suggested that a paper be prepared which would review the present allocation of the Group's resources and develop criteria for periodic judging of the broad allocation, consider what changes, if any, should be sought over the next five years, and propose policy guidelines for future planning.

141. TAC now proposed to look again at its paper on priorities in the light of the Group's objectives so as to determine the relative importance of research under way or proposed and the degree of urgency of the various programs. It proposed to develop criteria for making these judgments.

142. Mr. Mahler pointed out that TAC did not intend to deal with the allocation of financial resources, nor with allocation between

centers. It expressed opinions on priorities, on the relative importance of certain international research activities, and it identified gaps.

Allocation of funds was done by donors.

143. Neither TAC nor its Secretariat had a magic formula or a methodology to establish priorities. TAC would rely on quantitative data and on value judgments in the light of experience and advice of members of TAC.

144. The TAC document on priorities in international agricultural research, prepared in 1973 and revised and expanded in 1976, would be to some extent revised and updated. The world food situation and that of individual commodities had evolved. New data were available on demand, production, and consumption, the latter based on food consumption studies by FAO. Statistics which were submitted on the budgets of the different centers and allocated to different commodities should permit a finer analysis than was possible in the past.

145. Previous priorities were based on three categories. TAC has subsequently defined a certain number of criteria which were put to the last meeting of the Consultative Group, and TAC would use these criteria to look at new activities and existing activities from a new angle. These would be analyzed in the forthcoming months with the cooperation of IFPRI, the International Food Policy Research Institute.

146. TAC had scheduled two stages, the first until the next TAC meeting in February, when it would identify problems and sectors where the allocation of resources to one or another commodity does not seem to correspond in relative terms to the priorities as they seem to exist now.

147. In the second stage, and after having received the opinions and directives of the TAC Committee, the TAC Secretariat would prepare a revised text of the priority paper, considering quantitative and qualitative aspects. It was not enough to consider commodities and crops individually, in order to



have a realistic and valid evaluation of priorities it is important to define priorities in terms of problems rather than in terms of crops or commodities. Problems would be identified by major ecological areas, examining the contribution which international research can make to solving them. TAC hoped to go beyond the consideration of individual crops and commodities to deal with the relative importance of the various scientific disciplines. TAC would try to evolve a multidimensional matrix, made up of commodities, the disciplines, regional geographic aspects, and a series of other factors, in particular production factors. The TAC Secretariat would submit detailed proposals to the February meeting. There would be a revised draft for submission to the TAC at the June meeting. The document would be made available to the CG. The whole process would be done in close cooperation with the Secretariat of the CG and certain aspects may serve as inputs for next year's Integrative Report.

147. Mr. Yudelman commented that he hoped that the paper on the problems of cost and benefits would also make a contribution to the TAC paper.

148. (e) Basic research. Mr. Lejeune reminded the Group that the Integrative Report noted the need for members to be satisfied that the scientists engaged in applied research had available to them in the years ahead a store of fundamental knowledge fitted to their needs. They used basic scientific knowledge developed by others, usually in the industrialized countries.

149. IRRI and CIMMYT had got quick results in wheat, rice and maize, at least partly because they were able to draw on findings of research, including basic research, which had been carried on for many years before the IRRI and CIMMYT programs got under way. Less work had been done on crops which are the main concern of the newer centers, such as millet, sorghum or cassava, which are staple foods in the less developed tropical countries.

150. Adequate basic research was essential to the success of the applied research programs in the centers, the question being whether a sufficient store of knowledge existed or was under way for their present purposes to provide them with the knowledge they will need in future.

151. The Group could consider whether the basic research now being done in the universities and national institutions of the developed countries, and to some extent in the institutions of the developing countries, was adequately oriented to the Group's concerns or whether there was a need to stimulate research relevant to the production problems of the developing countries, and if so, how this could best be done.

152. Depending on the answer to these questions, it could be asked whether the centers should do more basic research to ensure that they would have in good time the knowledge that they need.

153. Basic research was costly, and it may be inefficient to conduct it away from the major universities and research institutions in the developed countries. If the centers felt the need for more basic research, there might be a case for them to act in concert to contract with specialized research institutions. This fundamental question should be examined systematically. The Integrative Report had suggested a process for doing so.

154. Each center would first assess its needs, looking five or ten years ahead. These could be considered collectively, and a report prepared which would be given to TAC, which would make recommendations to the Group on what, if anything, the Group should do to facilitate the timely satisfaction of these needs felt by the centers.

155. The Chairman suggested that, in the absence of comments from the floor, the question be kept under review, with the Secretariat reporting from time to time.

156. (f) Dr. Hopper. Mr. Mashler expressed UNDP's appreciation of the

strong support the Group had been given over the years by Dr. Hopper, who would shortly be leaving IDRC and TAC.

157. The Chairman felt the Group as a whole strongly endorsed UNDP's view, and asked the IDRC representative to convey to Dr. Hopper the Group's appreciation and good wishes.

158. (g) Press release. With one amendment, the draft Press Release was approved.

Agenda Item 11. Time and Place of Next Meeting.

159. The Chairman noted that, in the discussion of a previous item of business, it had been agreed to hold the next meeting of the Group in Washington in the week of November 6th, which would combine International Centers Week, the Consultative Group meeting, and the definitive pledging session.

160. Dr. Cunningham reminded European members that the 1978 regional European meeting would be hosted by the UK, in the first week of April at Reading University.

161. The Chairman thanked the participants and closed the meeting at 12:30 p.m.



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Text of Dr. Agble's Statement  
Summarizing Bellagio Recommendations on IARCs

The paper addresses the weaknesses and the strengths of the IARCs, and it makes the point for having strong national research systems.

**Recommendation 3 is as follows:**

"On the basis of the analysis of strengths and weaknesses of IARCs and the experience of the last 16 years in the functioning of IARCs, the following recommendations are made to further enhance the value and strengths of IARCs and to eliminate or minimise their weaknesses."

- " (a) Clear definition of the short and long term research objectives and programmes of IARCs. The research programmes of IARCs should have a short and longer term perspective, all designed to strengthen the national research systems and accelerate agricultural advance. Among the long term goals of crop improvement-based institutes, the following should be emphasised:
- (i) collection, conservation, cataloguing and distribution of germ plasm;
  - (ii) organisation of path-breaking research designed to raise the ceiling of yield and to impart greater stability to yield (i.e. research which can lead to the development of high yield cum high stability varieties with desired quality);
  - (iii) development of improved research techniques;
  - (iv) organisation of information and bibliographic services;
  - (v) organisation of relevant training programmes; and
  - (vi) organisation of symposia, seminars and monitoring tours.

Research on farming systems at a single location has limited value and should be replaced by operational research projects undertaken jointly with national research systems in farmers' fields on a watershed area basis.

The short term goals may include selection of advanced breeding lines and other forms of research of immediate applied value. The two animal science institutes in Africa should by the very nature of the rationale for their establishment concentrate on removing the constraints which now impair animal productivity in many parts of Africa.

(b) Participation of scientists from developing countries in the management and formulation of research priorities in IARCs.

There is a need for a greater representation of agricultural scientists from developing countries in the Boards of Trustees of IARCs. Similarly, more working scientists from developing countries should be associated in programme formulation and in determining priorities.

(c) Mechanism for collaboration with national research systems.

Each IARC and the interested national research system should enter into a Memorandum of Understanding spelling out in broad terms the major areas of mutual interest. Such a memorandum should provide for the development of a Work Plan covering two years at a time jointly by scientists from the IARC and national research system. Such a joint Work Plan would provide the needed flexibility for tailoring the quantity and quality of IARC's support to the national system according to changing needs. The immediate aim of the collaborative programme should be the strengthening of the national research system.



- (d) Personnel policies. IARCs should consider establishing personnel policies which provide for a core staff recruited on a long term basis and a large number of scientists taken on deputation from national research systems of developing countries on tenurial appointments for periods ranging from three to five years. This will help the scientists from the national research systems to enrich their experience, at the same time ensuring that national research systems do not lose good scientists on a permanent basis. There is also need for a large number of post-doctoral fellowships and sabbatical leave assignments for scientists from developing countries to work for a year or two in IARCs. A Task Force may be set up by CGIAR for developing guidelines for such a regular to and fro movement of scientists between IARCs and national research systems.
- (e) Training. In addition to in situ training at IARCs, more joint training programmes should be organised in the country concerned by the national research system with such inputs from an IARC as may be appropriate with reference to the goals of each training programme.
- (f) New initiatives for the consideration of CGIAR and the International Donor Community. "

There is talk in the paper about some of the things like the International Council for Research on Agro-Forestry, and then regional collaborative networks among research systems of developing countries, and I suggest that more of the WARDA-type regional organisations could be followed.

"International Service for strengthening national agricultural research in developing countries.

There is scope for such a service if it performs the following functions in a manner which will be complementary to the on-going programme of FAO, UNDP and regional agencies and Banks.

- (a) Help to generate additional resources for supporting national research systems.
  - (b) Help to fill the major gaps in national research systems on the basis of an analysis of the felt needs of the country concerned for achieving national food security and agrarian and rural prosperity.
  - (c) Assist countries in deriving full benefit from the results of the research work of IARCs by organising consortia of IARCs to cater to the total needs of major farming systems.
  - (d) assist the national research systems by organising training programmes in the area of management of agricultural research.
  - (e) Arrange for periodic meetings of leaders of national research systems of developing countries; and
  - (f) Respond speedily to specific requests from time to time.
- The headquarters of such a Service should preferably be in a developing country."

Gaps in ecological coverage of IARCs is not so important.

- (g) Funding national research systems. The financial needs of the joint work plans of national systems and IARCs as well as of the regional networks could be met by members of CGIAR, bilateral or multilateral donors, as well as UN agencies. The International Fund for Agricultural Development should also consider providing funds to national research systems for implementing the Joint Work Plans and operational research projects."



Statement of Scandinavian Delegations on ICIPE

We would like to make suggestions as to whether there are any actions by the CGIAR Secretariat which might facilitate approval of additional funds to ICIPE. That is on point 3(v) in the document of October 20, 1977 about ICIPE circulated by the Secretariat of the International Consultative Group.

The Scandinavian countries share the views expressed in the document from the Secretariat that ICIPE performs research of high quality with relevance to urgent development needs, including aspects of the problems that the centers within the CG system deal with. ICIPE also has a particularly important role and potential for the formation and strengthening of capacity for problem-oriented basic research in Africa. These achievements and functions of ICIPE are decisive motives for a substantial support from Denmark, Norway and Sweden to its activities.

The foreseen total pledges to ICIPE for 1978 and beyond seem, as has been pointed out by the Secretariat, to fall far below the requirements presented in the revised budget.

The programs that ICIPE has agreed to undertake in collaboration with some of the CG centers will be funded by special contributions through the respective centers. We welcome this emerging cooperation between ICIPE and the CG centers. We are, however, worried that the foreseen serious shortfall in the funding of ICIPE's core operating expenditure will make it difficult for ICIPE to meet the expectations of the centers and at the same time continue to carry out its other important tasks.

It's becoming obvious that it's no longer possible for the present ICIPE donors to meet the requirements for core operating funding and necessary



capital development. The Inter-Agency Group referred to in the consensus of the September meeting of the CG is a very informal group and it is not a consortium that can be expected at least in the short run to raise and coordinate the necessary fund for ICIPE.

In order to identify and facilitate a viable solution to ICIPE's financial and organizational problems the Scandinavian countries propose that the group should ask the Secretariat to continue during 1978 to take an active part in consultations on ICIPE.

Other parties in these consultations will be those in the so-called Inter-Agency Group that is UNDP, other present and potential ICIPE donors, African countries, possibly some other developing countries and ICIPE itself. Furthermore, the Scandinavian countries propose that the CG Secretariat shall report on the progress of these consultations to the group during centers week in 1978.

The essence of this statement is that the Scandinavian countries ask the other CG members to recognize that ICIPE is an international institute engaged in problem-oriented basic research of high potential relevance to economic and social development. The international community including African countries therefore should share the responsibility for the funding of ICIPE and also participate in the guidance of its activities.

As to the future formal relations between ICIPE and the CG, the Scandinavian countries are prepared to take a pragmatic view and we want to encourage other donors to do the same. Some kind of a closer association between ICIPE and the CG might be necessary in order to provide ICIPE with a firmer base for its work and development and to facilitate for some donors to contribute to the center.

Finally, the Scandinavian countries urge the donors present at this meeting and also developing countries to make all possible efforts to contribute to ICIPE already for its activities during 1978.

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

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C2

RECVD  
 CG Secretariat  
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CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

TECHNICAL ADVISORY COMMITTEE

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Mr. Michael Lejeune  
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Dear Mike:

I have gone over the draft informal summary of proceedings of the Consultative Group meetings held in Washington September 14-16, 1977. I am enclosing herewith one copy of this draft with a number of notes interlined for your consideration in finalizing the report.

Very truly yours,

*Ralph W. Cummings*  
 Ralph W. Cummings  
 Chairman, TAC

RWC:nj

Enclosure

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RWC  
2/11/77  
✓

October 21, 1977

Consultative Group Meeting  
September 14-16, 1977  
Washington, D.C.

Main Points from Summary of Proceedings

Agenda Item 3, The 1977 Integrative Report. Paras. 2 to 24

The Report was generally commended. The discussion focussed mainly on the complexities involved in allocating resources. There was general support for a paper on resource allocation, work on which would be initiated by TAC. There was a consensus for flexibility as to the centers doing basic research. This would be examined again in November.

Agenda Item 4, TAC Chairman's Report of 15th, 16th and 17th Meetings of TAC. Paras. 25 to 37

Dr. Cummings reviewed TAC's recent and ongoing work program, and the status of proposals on water buffalo, soybeans, vegetables, farming systems, agroforestry and water management.

Agenda Item 5, TAC Quinquennial Review of CIP. Paras. 38 to 50

The Review Panel commended the quality of CIP's program. As to Quinquennial Reviews in general, Dr. Cummings invited suggestions as to how they might be improved.

Agenda Item 6, Relationship with the International Centre for Insect Physiology and Ecology (ICIPE). Paras. 51 to 75

The scientific quality of ICIPE's work was commended. Although ICIPE did not seek membership of the CGIAR on the same basis as the centers, many members seemed anxious to support ICIPE. Collaborative programs with centers could be supported through the CGIAR system through center budgets. Donors had different preferences as to a relationship between ICIPE and the CGIAR, partly reflecting their particular funding processes. The Secretariat was authorized to help ICIPE to the extent possible. The ICIPE question raised the general issue of whether the Group should recognize certain research



institutions as enjoying some kind of "associate" status within the CG system. The Secretariats would prepare a paper on this question for the November meeting.

Agenda Item 7, TAC Chairman's Report on Center Programs. Paras. 76 to 86

Dr. Cummings summarized TAC's consideration of the programs of the nine centers, WARDA and the IBPGR.

Agenda Item 8, Discussion of Center Programs. Paras. 87 to 95

There was considerable discussion of ICARDA's mandate, and in particular, whether it should embrace irrigated agriculture. ~~There was some concern about the orientation of CIAT's beef program.~~ *Questions were raised*

Agenda Item 9, Report and Discussion on CG Meeting Cycle. Paras. 96 to 100

Members generally endorsed the recommendation in the Secretariat's paper that the Group work towards completing its business in one annual meeting in October, with the possibility of another meeting in May if needed. The November 1977 meeting would decide on the program for 1978. *About half the meetings should be held away from Washington, especially if two meetings per year are required*

Agenda Item 10, International Support for Technical Services to Strengthen National Research. Paras. 108 to 122

The Group agreed that some international action was needed. One specific proposal, commissioned by a number of donors, was considered. The Chairman was asked to appoint a Task Force to study the matter further.

Agenda Item 11, Matters Introduced by Centers. Paras. 101 to 107

Dr. Nickel, as current Chairman of the Directors' meeting, commented on TAC Quinquennial Reviews, staff quality, the proposal to strengthen national research, and US Title XII legislation.

Agenda Item 12, Financial Support in 1978 and Thereafter. Paras 123 to 149.

Donors stated their intentions as to total contributions to core programs for 1978, though some were unable yet to specify figures. Some gave indications beyond 1978. Given that there were still some uncertainties, it appeared that the system's total needs of some \$88 million for 1978 were within \$2 to \$3 million of being covered.

Agenda Item 13, Report on Implementation of Review Committee Recommendations. Paras. 150 to 156

Although progress was more rapid in some aspects than others, in general the recommendations were being satisfactorily put into effect.

Agenda Item 14, Other Business

There was no other business.

Agenda Item 15, Time and Place of Next Meeting. Paras. 157 to 158

The next meeting of the CGIAR would be on November 16 and 17, in the offices of the World Bank in Paris.

CONSULTATIVE GROUP MEETING

SEPTEMBER 14-16, 1977

WASHINGTON, D.C.

RWC  
22/11/77



DRAFT INFORMAL SUMMARY OF PROCEEDINGS

1. The Chairman opened the Consultative Group meeting by reviewing the growth of the Group and the ideals to which it remained committed. The Group faced more difficult years ahead. On the part of the centers, there was a continuing need for strict scientific and financial discipline, together with clear future planning. They should not grow for growth's sake. Donors, on the other hand, needed to reaffirm their long-term commitment to international agricultural research which should be seen as spanning a generation or more. Mutual trust must be retained by donors promptly honoring their commitments and centers ensuring efficient and effective use of the funds. He drew the Group's attention to the items on the agenda, which was adopted.

The 1977 Integrative Report (Agenda Item 3)

2. Most of the speakers expressed their appreciation for the quality of the Integrative Report. A view was expressed that systematic analysis of priorities was needed and research should be relevant to development strategies aimed at providing the basic needs of the poorest. There was a need for more systems work and deeper study of socioeconomic factors.

3. In agreeing that the benefits of research should flow more specifically to the poorest, a speaker questioned whether this could be done only through scale neutral technology. The lot of the poorest farmer was largely determined by socioeconomic factors. He suggested there might be a need for a policy paper on the question of how research could be



improved as an instrument for policymaking.

4. The complexity of determining the beneficiaries of research was stressed. Help for the resource-poor farmer was getting a great deal of study and many institutions were involved in working with LDC governments on the problem.

5. A speaker, recognizing that helping the poorest farmer posed a lot of highly complex problems, felt that provided the centers were working broadly along the right lines, they should be allowed a fair degree of flexibility. He thought the Report took a realistic view of the problems. Priorities should be reexamined before the Group took on a range of new activities.

6. While emphasis had rightly been given to training and research, there was also a need for training in research in nutrition. TAC and the centers should take note of the fact that in many areas the number of small farmers was declining and there was a trend towards somewhat larger holdings.

7. It was pointed out that research was not an end in itself but a service to the user. Just as national research programs should be based on a system of priorities within financial constraints, so should the international system determine its own priorities. Whilst much was known about biological systems, less seemed to be known about the aims and goals and aspirations of the rural populations. In Latin America particularly there was a need for economists who were deeply experienced in rural areas. Social scientists experienced in urban problems were of little value in the rural areas.

8. A speaker wished to correct the impression that small farmers needed a different kind of research from larger farmers. What was needed was socioeconomic research into the special circumstances of the smallest farmer. The centers should expand their socioeconomic research units so

that the technobiologists could address the right questions.

9. Turning to Figure 3 in the Report, a speaker noted that there had been a great increase in emphasis on small farmer crops. The CGIAR could take some credit for the increasing prevalence of what was called the philosophy of minimum input.

10. Another speaker noted the importance of improving income distribution, which went far beyond the activities of the CG system. The system should concentrate on producing more food in a way that did not misallocate resources or compromise general economic development.

11. The Chairman noted a consensus in support of the period of consolidation and the concern of some donors about the maintenance of a rapid rate of growth. While maintaining the spirit and the fact of consolidation, nevertheless new initiatives could be considered.

12. The recommendation for a staff paper on resource allocation was supported, but a speaker had two qualifications. First, it should be done with true sophistication and in full recognition of all the complexities implied by multiple objectives. Secondly, a paper was needed that did not try to give all the answers but provided suggestions about the process. Whilst the Boards of the individual centers were very well representative of the developing countries, there had been repeated reference to trying to introduce farmers themselves into the process of setting priorities. Such a paper would involve quite intensive consultation and field work.

13. Another speaker noted that the figures given in the Integrative Report tended to confirm his own concerns about the allocation of resources. Now that the emphasis of the Group was no longer on expansion, internal policy issues were becoming more important. A number of measures of the relative importance of crops had been considered. One important measure might be the potential payoff on increased investment in research. Nutrition and nutritional balance should be considered as well as increase in food



supply. The relative emphasis on crops as opposed to emphasis on inputs, would also have to be weighed. In focussing on the poorest people, one should include not only producers but also consumers. There was also the question of increasing self-reliance in food production. It was important to be realistic about what such an exercise could achieve. He proposed that it be undertaken by TAC as a matter of priority over the coming year in which TAC would use whatever means it felt appropriate to accomplish the objective. There should be a substantial document available in a year's time which might be reviewed through some kind of seminar.

14. In supporting the proposal for such a paper, another speaker felt that it should be built up on statements of priorities prepared by individual centers. It should also consider national capabilities in the various commodities and the scope for inter-country collaboration.

15. The Chairman noted a consensus in favor of the preparation of a major paper on priorities and allocation of resources. This would take time not only to prepare, but also to digest and act upon. This was in the first instance the concern of TAC.

16. Turning to the needs for basic research, a speaker noted that if basic research was defined as that research conducted in order to obtain the objectives of a center, then that center should be encouraged to do that research which they considered essential, or if it could be better done elsewhere be contracted out or called to the attention of other agencies.

17. Another speaker felt that the centers needed to examine the question of basic research in greater depth, and wondered whether a paper might not be needed, based on discussions with centers and other informed persons. If such a paper were written, it should take a broad view, and not be limited to the perspective of the centers. It was noted that the recent study by the National Academy of Sciences had looked in depth at the interrelationships between basic and applied research. There was now a category known as



"mission oriented basic research."

18. A speaker thought that it would be premature to try and determine a rigid yardstick by which centers would decide what kind of research they should be undertaking. Recognizing that the centers needed the support of mission-oriented basic research, another speaker added that the system could not afford the luxury of speculative basic research; all basic research is costly and long-term. Proposals for basic research should come from within the system itself. Research organizations needed to devote a small proportion, say between five and ten percent, of their resources to basic research. However, some problems could only be solved by institutions in the developed countries.

19. It was felt by one participant that the most limiting constraint to the centers over the next ten to twenty years might be the lack of new fundamental relevant knowledge. Perhaps the Group might introduce a systematic process for identifying fundamental constraints on which basic research was needed.

20. One speaker raised the question of whether the Group might wish to set up a fund for basic research which could be drawn down by the centers.

21. A director noted his center's practice of trying to get others to conduct research on their behalf wherever possible. Where it was not possible, a combination of outside and center scientists working in cooperation had operated well.

22. Another director, noting the amount of debate that the subject had generated in the past felt that there was no need for another paper. The decision as to where a piece of research was to be done was not made on the basis of whether it was applied or basic but on the basis of who has the comparative advantage in doing it. The Boards of Trustees were the best judges of what kind of research the centers should be doing.

23. Another speaker pointed to the key importance of the younger scientists on the staff of the centers in identifying needed areas for research.

24. The Chairman concluded that the Group appeared to feel the need to know how best to handle basic research, but that more work was needed before that could be achieved.

Report of the Chairman of TAC on the 15th, 16th and 17th TAC Meetings  
(Agenda Item 4)

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25. The Chairman welcomed Dr. Ralph Cummings in his new capacity as Chairman of the Technical Advisory Committee.

26. Dr. Cummings reviewed the situation when he took over as Chairman of TAC. The CGIAR Review Committee's Report had been generally endorsed by the Group, though felt by some as rather conservative. A three-year period of consolidation was beginning. A number of topics were still

*under study and*  
awaiting definitive recommendation, *was* and TAC *was* expected to explore *continue to / those and* other topics

which might have potential relevance to the overall objectives of the Group, *even though the Group expected that no major new initiatives would be undertaken during the next three years unless there were compelling reasons to do so*  
There would continue to be an emphasis on problem-oriented research to benefit

the majority of farmers in low income countries and on commodities important as sources of food in the developing countries. Some of the topics under TAC review were among those previously identified as being of first priority. Other topics might be moved from lower priority to the first priority as the situation developed.

27. Four Quinquennial Reviews have already been completed: IRRI, CIMMYT, CIP and CIAT. The first two were discussed by the Group in October 1976. The review of CIP would be discussed during the present meeting, and that of CIAT at the next. The review of IITA was in progress. The draft report would be considered by TAC at its next (18th) meeting. For the future, ICRISAT and WAFDA would be reviewed in 1978; the IBPGR in 1979; and ILCA and ICARDA in 1980. Dr. Cummings invited the Group to suggest ways in



which the Quinquennial Review process might be improved and more effectively serve the needs of the Group. He also asked for suggestions as to specific questions which the individual review panels should address.

28. The Stripe Review on farming systems was underway and was looking at <sup>these programs in</sup> CIAT, IITA, ICRISAT and IRRI. <sup>929</sup> TAC was considering the criteria which would govern its consideration of possible new initiatives which might be referred to it. ~~These criteria were generally~~ within the previously established priorities. Whilst these criteria were still subject to review, it was suggested, first, that the commodity or activity should be of present or potential importance to a large part of the agriculture and populations of many developing countries. Secondly, the activity should have the potential for major improvement. Thirdly, there should be good reason to believe that such improvement is at present limited by gaps in technological knowledge. New initiatives submitted to TAC should be clearly formulated and directly addressed to the solution of critical problems. Furthermore, they should be of the type that needed international effort. It was not appropriate for the Consultative Group directly to fund individual national programs.

29. Contracting work could be considered only if directed to well-defined activities essential to the core objectives of the international effort and if the work would be most efficiently done by a contract arrangement.

30. (a) Water Buffalo. Proposals for water buffalo research had been before TAC for a long time. A proposed international network had been tentatively endorsed by TAC in May of 1976. It was subsequently decided to study the matter in phases. <sup>the first to be undertaken directly under TAC auspices</sup> A report had been prepared by a consultant, Dr. Mahadevan. TAC believed this report to be of extremely high quality and it would be circulated to the Group for information. Although TAC was not able to recommend Consultative Group support for an international effort on water buffalo research, it did commend Dr. Mahadevan's report and it was



hoped that bilateral donors would be able to support some phases of the recommended program. It was understood that some eight <sup>notions in the Asian region</sup> donors had <sup>recently</sup> agreed to pledge some \$3 million <sup>of their own resources over the next five years</sup> for 1978 in supporting <sup>of</sup> water buffalo research.

However, more resources were likely to be needed.

31. (b) Soybeans. Soybeans <sup>hold considerable potential for developing countries as</sup> were an important source of oil <sup>and</sup> and high quality protein and therefore retained their ranking <sup>by the TAC</sup> in the first priority. Much <sup>of present</sup> soybean production <sup>is processed by</sup> went to large scale industrial <sup>facilities</sup> processing, but <sup>the seed can</sup> could well be processed at the village or home level. TAC <sup>has</sup> had been exploring various possibilities for soybean work, including a consortium of resources <sup>bases,</sup> and a Board rather similar to the IBPGR, but was not yet ready to make a firm recommendation. <sup>The AVRDC has had a kind of associate relationship with the CSIR from the beginning, although not receiving direct financial support.</sup>

32. (c) Vegetables. TAC had mounted three missions on vegetables <sup>in order to determine what further work on these crops might be supported by the Group.</sup> and the Group had some form of association with the Asian Vegetable Research and Development Center (AVRDC). <sup>Following up recommendations of the latest mission,</sup> TAC had established a vegetable subcommittee which was still deliberating. TAC <sup>now considers vegetables in its first priority group, but does</sup> therefore, did not yet have a specific recommendation for the <sup>Consultative</sup> Group. ~~It should, however, be recognized that the Group's interest should be in tropical vegetables and that vegetables did need relatively heavy inputs.~~

33. (d) Farming Systems. TAC had initiated a Stripe Review of farming systems. A preliminary report should be available for TAC's 18th meeting, and it was planned to hold a workshop probably in June 1978. TAC would hope to present a report by the autumn of 1978 and at that time would <sup>anticipate</sup> recommend <sup>Developing suggestions</sup> on possible follow-up action.

34. (e) Agro-forestry. IDRC had commissioned a study which TAC had reviewed in consultation with its author. A number of interested parties had subsequently reached preliminary agreement on setting up an international council for research on agro-forestry which had its temporary headquarters at the Royal Tropical Institute in the Netherlands. In due course a



Secretariat would be set up and the location <sup>probably</sup> moved to a developing country. The council would provide consultation and coordination but would not itself conduct research. This council might in due course seek some kind of associate status with the CGIAR, ~~but as yet associate status was not defined nor were the obligations that it implied.~~ *step*

*My recollection is that Cummings did say that if so, it should be retained*

35. (f) Forest Genetic Resources. The IBPGR had asked for TAC's guidance on the extent to which it should consider forest genetic resources for its program for 1978. Although TAC felt that forest genetic resources conservation was of concern to the IBPGR, it did not feel able to make a definite recommendation until the Board had ~~had~~ a comprehensive proposal including the financial implications and the method of implementation.

36. (g) Water Management. TAC's previous view had been that existing centers should incorporate water management research into their program and that there was no case for a separate center to address this problem. However, *TAC is again attempting to re-assess its position on this subject. IDRC is assisting in developing the necessary background information. A more detailed knowledge was needed and IDRC had undertaken to provide it. A definitive recommendation from TAC will require considerably more time and study.* ~~The matter was still under review.~~

37. In answer to a question, Dr. Cummings stated that vegetables were likely to have a higher priority than the other topics. A speaker pointed out that there were very many vegetables and asked whether TAC had ranked them in order of priority. For example, were mung beans and cowpeas included? Dr. Cummings agreed that some crops regarded as vegetables were *as for example mung beans, dry beans, cowpeas, chickpeas, pigeon peas, cassava, yams, sweet potatoes, etc.* already within the mandate of some of the centers; He thought that leafy *for any new initiative.* vegetables would probably have a high priority. Another high priority would be solanaceous vegetables such as tomatoes and peppers.

Report on the Quinquennial Review of the International Potato Center (CIP) (Agenda Item 5)

38. In introducing this item the Chairman reminded the Group that it should be alive to any steps which should be taken to improve the review process itself. He noted Dr. Cummings' request for comments based on the

experience of members.

39. Dr. ten Houten, who had led the CIP Review Panel, introduced the findings of the review. He commended this young center's dynamic and practical approach. It had some special features as, for example, its use of contract research. CIP had a systematic five-year planning process making use of planning conferences of outside experts and CIP's staff. The Review Panel had been asked to pay special attention to these aspects. The three main tasks of a Quinquennial Review were, first, to evaluate scientific quality of current programs; secondly, to comment on their scope and balance; and thirdly, to evaluate future plans. CIP saw its mandate as rapidly to develop, adapt and expand the research necessary to solve priority problems limiting the production of potatoes in developing countries. The Panel had reviewed each of CIP's nine research thrusts carefully and concluded that in general the scientific work had made excellent progress. Breeding, selection and pathology were especially commended. The Panel considered that priority support should be given to expanded work on meristem culture and seed production, including virus testing and related entomological work. Transferring potatoes around the world was attended by great risk of spreading disease. CIP was paying great attention to the multiplication of true seed. CIP had taken several important measures with regard to phytosanitary precautions. The Panel commended CIP's intention to integrate its regional research and training activities with the nine headquarter thrusts. The Panel found merit in CIP's concept of the "third dimension," in which CIP would provide technical backstopping for programs managed by others. It considered that contract research was a highly efficient use of CIP's resources. Such work seemed to be of high standard and also provided CIP with a desirable degree of flexibility. CIP might well reconsider the distribution of the training work load.



40. In summing up, Dr. ten Houten commended the standard of CIP's work and the energy of its Director General. He noted with approval that a Deputy Director General had been appointed. He noted the excellent spirit of cooperation between the Panel and CIP's management and staff, as well as the great contribution made by the Panel's Secretary, Mr. Brian Webster.

41. Dr. Cummings pointed out that TAC had reviewed the draft reports on CIP at its 15th meeting, at which stage it had made quite a number of comments and suggestions. These had been incorporated in the final report which TAC therefore endorsed.

42. A speaker congratulated Dr. ten Houten and his Panel for an excellent report. He asked for clarification of CIP's distinction between research and extension, and secondly, whether CIP experienced any difficulties in negotiating research contracts due to the imposition of donor preferences. Dr. ten Houten said that it was an exception for CIP's core activities to include extension work though he felt this might tend to be the case more often in special projects. Dr. Sawyer emphasized that CIP had not experienced any situation where CIP had unwillingly accepted a contract under pressure from a donor. He agreed that in CIP's early years, some regional staff had tended to get involved in activities that bordered on extension work. But as the program settled down, they were reverting to their primary task of the transfer of technology.

43. Speaking about Quinquennial Reviews in general, a speaker questioned whether they should continue to concentrate primarily on scientific competence of the centers. The reviews should continue to look at the scientific ability of centers, but this was seldom in doubt. Should they not concentrate more on allocation of resources among programs and between center programs and outreach programs and between research and training? Reviews should look more closely at the forward planning of centers.

44. The Group was reminded by another speaker that when the Quinquennial Review process was established, it was precisely aimed at the scientific quality of the centers' work. What was now being proposed was some kind of policy review, which might be broader than the responsibilities of TAC as presently understood. There were a number of issues coming forward which were broader than scientific issues, and which the present system could not satisfactorily address without having to create special task forces or special reviews on an ad hoc basis.

45. In answer to a question, the Chairman pointed out that CIP was only five years old, and it was probably too early to be able to assess the impact of CIP's work in the developing countries.

46. A speaker felt that there was a need to tackle more fundamental issues than had been dealt with in Quinquennial Reviews so far. Further definition of the criteria for the allocation of <sup>resources</sup> ~~priorities~~ was needed. Although CIP was a one-crop center, the questions could be asked as to the appropriate balance and priority between different research thrusts. He noted the panel approval of CIP's contract research and thought that CIP's experience of contract research was relevant to the Group's consideration of basic research.

47. Another speaker emphasized the importance of the centers' Boards of Trustees. He felt more consideration was needed, including the role of Board of Trustees, before the mandate of TAC Quinquennial Reviews was expanded.

48. The Chairman of CIP added that the CIP Board thought the independent review functions to be most desirable and CIP had benefitted from the work of the panel. However, members of the CIP Program Committee would be analysing the review and comments would be made available to the Secretariat for distribution. If reviews were to get into policy matters, then clearly



Boards of Trustees would have to be involved in the review process.

49. A speaker warned the Group that there appeared to be an assumption that scientific assessment was not needed. He certainly did not share that view. He thought it would be wrong to change the nature of Quinquennial Reviews to make them address policies and priorities. He hoped the Group would consider some other means of doing that.

50. The Chairman noted that a broad set of issues had been opened up. He proposed that the two Secretariats jointly prepare a paper on the Quinquennial Review process which would be presented to the Group at its November meeting. It would review the objectives, content and method of approach of such reviews.

Report and Discussion on Relationship with International Centre for Insect Physiology and Ecology (ICIPE) (Agenda Item 6)

51. The Chairman referred to the Secretariat's memorandum of August 8, 1977 summarizing ICIPE's present stage of development and outlining possible options for the Group. He asked Mr. Mashler to introduce the subject.

52. Mr. Mashler noted that UNDP had supported ICIPE for more than five years. This was because it was a unique institution set up under African initiative mainly through the efforts of Professor Odhiambo to conduct basic research on insect physiology to develop environmentally acceptable methods of pest control. The Stockholm Conference had emphasized this particular problem. There were major opportunities for collaboration between ICIPE and the work of the centers. A policy advisory body had been built up comprising the UNDP together with FAO, WHO and IEA, together with scientists from the centers. A new program was being initiated under UNEP and WHO auspices for research on tropical diseases on which ICIPE would play a major role in the area of trypanosomiasis research. UNDP, who at one time contributed nearly 60% of ICIPE's budget, thought that its financial base should be broadened



in order to secure a firmer basis for the future. In its first five years, ICIPE had demonstrated its scientific ability and had achieved wide recognition. Despite many discussions, the TAC and the Group had not reached any definitive conclusion as to an appropriate relationship with ICIPE. An interagency conference had been convened in July at which many of the present participants had been present. This conference had had positive results and it was recognized that ICIPE deserved long-term support.

However, the conference did not have before it any clear indication of the attitude of the CGIAR. Therefore, the ad hoc interagency group that met in July would remain in existence for the time being to provide at least some kind of support base for ICIPE should the CGIAR not find it possible to do so. It had been agreed that ICIPE's Scientific Advisory Committee would be broadened to include representatives of developed and developing countries and a representative of TAC. Firm pledges amounted roughly to \$1 million in addition to the present limited funds available and it was expected that about another \$750,000 might become available before the end of 1977 subject to confirmation by donors.

55. Dr. Cummings **noted** that the quality of ICIPE's work had long been recognized. However, only a portion of ICIPE's program would be likely to be relevant to the Group's activities and some reorientation <sup>had been</sup> ~~was~~ needed in order for ICIPE to address itself more directly to the Group's concerns. There had been a need to increase the continuity of resident leadership in a number of programs. ICIPE had made considerable progress in both these directions. About half or perhaps 60% of ICIPE's programs <sup>now</sup> had reasonably direct relevance to the Group's concerns. TAC had welcomed the formation on an interagency group of ICIPE donors which might assure better continuity of support.

56. Provided that all the necessary conditions could be met, TAC was prepared to recommend that ICIPE be given some support through the CGIAR for those portions of its program which would be relevant. If the CGIAR provided financial support, this implied a direct organic relationship and therefore some obligations, including review of ICIPE's program and budget and the preparation of a program and budget commentary. It was not clear whether this proposal would be acceptable to ICIPE. TAC had noted that ICIPE had immediate problems particularly on the funding of its capital program. ~~For a period of not more than three years,~~ <sup>the</sup> CG contribution should be directly related to activities relevant to the international centers and TAC suggested that the contribution be for the most part tied to an amount put into projects worked out jointly between the international center concerned and ICIPE and which would perhaps be channelled through the center as an earmarked item in its budget. It was recognized that much of the support work, as for example in physiology, fine structure, basis for insect resistance, etc., could not be closely identified to the interest of an individual center. A contribution for these kinds of support operations might be desirable on a continuing basis again tied to the amounts of contributions coming through the centers. TAC could endorse interim measures such as a one-time contribution to capital <sup>and</sup> ~~or~~ interim support to the operating budget.

57. The Chairman noted that this was the first proposal involving new funding since the Group had entered a period of consolidation. It was also a different kind of activity from those supported in the past. Previous concerns about scientific quality had been put to rest. ICIPE sought financial support, but not along the lines of the existing centers.



58. In answer to a question, Dr. Cummings noted that associate status had never been clearly defined. There were some institutes which already had some kind of informal associate status involving endorsement but not direct financial support. TAC had in mind a closer form of association which would bring relevant programs under regular review, somewhat analogous to the position of WARDA. TAC had assumed that funds pledged by the interagency group would be additional to those pledged by the same donors to CGIAR activities. These funds could be reported as contributions through the CGIAR, but they would add to the net total resources.

59. Another speaker thought that long-term support should get very sympathetic consideration. As far as his agency was concerned, it would not be an advantage to channel funds to ICIPE through the CGIAR. His government was

willing significantly to increase its contribution to the CGIAR system.

*Its contributions to the funding of ICIPE, however, was provided*

~~but they were not prepared to consider any extra funding of activities~~

*under other authorizations,*  
~~which were of an essentially national character.~~ Some form of associate

membership with the CGIAR but with separate funding would be preferable.

60. Its representative noted that the World Bank took the view that the programs developed between the centers and ICIPE were an excellent use of resources. They offered essential flexibility. If such joint projects were to be supported, the Bank would need to be assured that they were of high priority. The Bank recognized that ICIPE needed long-term support, nevertheless the nature of its mandate and objectives was such that it could not be integrated into the CGIAR system. The scientific work was of international standard. The CGIAR and TAC Secretariats should be available to assist ICIPE.

61. A speaker distinguished ICIPE from the centers supported by the CGIAR. The latter had been established to develop new production technology applicable in developing countries. ICIPE was a serious and potentially most



valuable effort to build scientific capacity in the developing world. Although ICIPE was a good institute, it could not yet fully compete with basic research available in developed countries. ICIPE was not <sup>devoted primarily to development of production</sup> ~~an international research~~ <sup>technology</sup> enterprise but ~~it~~ was an important element in the development of scientific capacity particularly in Africa. Full membership in the CGIAR would not be appropriate, but donors should support it directly.

62. Another speaker emphasized that ICIPE was no longer exclusively occupied in basic research and its activities now included considerable applied research. An example was the specific problem on which ICIPE and IRRI were cooperating. ICIPE was an international center and its charter was in the process of being modified with the government of Kenya.

63. Another speaker felt that ICIPE would not fit easily in the present CG system. It appeared able to attract significant bilateral support. His own government would have difficulty in funding an activity in its entirety both through the CG and bilaterally. A satisfactory compromise would be for the CGIAR to fund that portion of ICIPE's activities which related directly to the work of the centers. If necessary, a one-time capital contribution could be made. The alternative by which individual centers contracted out research to ICIPE seemed less satisfactory as it would not give TAC and the CG Secretariat an opportunity for program and budget review.

64. The Executive Secretary pointed out that if the CGIAR were to adopt ICIPE on the same basis as other centers, it would get the full treatment of review by TAC and by the Secretariat. In the case of WARDA where the Group financed only a part of its activities, that part is reviewed against the background of WARDA's total program. However, only that part funded by the Group was reviewed in detail. Similar arrangements could be made in the case of ICIPE. If ICIPE's services were provided under contract to the

centers, then these contracts would form part of the core programs and budgets of the centers and would therefore be reviewed by TAC and the Secretariat. This part of each center's program could be given special attention to ensure that ICIPE's services were reviewed and evaluated properly.

65. A speaker had reservations about bringing ICIPE within the framework of the Group. ICIPE had a role in supporting activities of the system. However, there was a problem in earmarking funds in the center's budget for ICIPE since <sup>he feared</sup> this could impinge on the responsibilities of the Boards of Trustees. It was up to the individual centers to determine how they could best fulfill their mandates. He queried why TAC should be involved in the review of ICIPE since it was not involved in every organization that at present undertook contract work for the centers.

66. A speaker noted that ICIPE's Chairman had made a formal statement that ICIPE did not wish to become a member of the CGIAR, but it did seek a firmer financial base for those activities which relate to the work of the international centers. There were technical problems which arose from the financing mechanisms of the donor members of the Group. Some donors are free to give directly to ICIPE, but others prefer to see support channelled through the CGIAR as this is the only channel open to them.

67. Another speaker expressed concern about the possibility of receiving a new institution into the Group. This question should be carefully examined though he personally had no opposition to it. International centers were assuming responsibilities for scientific research which for many years had been carried out in developed countries. How did the quality of the work compare? There had been criticism in developing countries about the proliferation of international institutions. He felt it would be more efficient to attach individual specialists to existing centers. He quoted



the remark that "institutions do not grow on the basis of their importance but on the basis of their existence." He warned against increasing international and national bureaucracies.

68. The point was made that there was some difficulty with the concept of CGIAR being a partial funder of institutions. To provide individual grant funding would be a different role from that assumed in the past. There was merit in the arrangement whereby specific contracts could be supported.

69. Another speaker noted that the question of ICIPE had been before the Group for three years. ICIPE had introduced major changes at the behest of the CGIAR. He recommended that there now be a clear decision. He felt that ICIPE would have no difficulty in meeting the requirements of the Group. He noted the possibility of a grant for capital development on the grounds that this was necessary to support the cooperative contracts.

69. Dr. Cummings said that in speaking of "earmarking" an item in a center's budget for ICIPE he did not imply imposing directives on that center. The center would not be constrained to put an item in its budget, but if it did so, it would ensure that that program was relevant to the mandate of the center.

70. The Chairman, in summing up, admitted to some difficulty in detecting a clear consensus. However, the majority view seemed to be as follows. First, the importance, high quality, and utility of ICIPE's work in the developing countries were fully recognized by many present. That was no longer an issue. ICIPE had made some marked improvements in its programs over the years, partly in response to CGIAR deliberations. Secondly, ICIPE had not been asking for "full" membership in the Group and did not ask for full support of all its programs on the same basis as the existing international centers. In view of ICIPE's mandate,



this would not be an appropriate role. However, other forms of association should be considered. Thirdly, a group of donors was in existence prepared to support ICIPE on a sustained basis. It appeared that some donors might require the CGIAR to provide a basis for their contributions. However, this had not been explicitly raised by any donors present at the current meeting. A number of participants would be glad to see the centers contract with ICIPE for services that ICIPE could provide. Such arrangements would bring ICIPE's activities within the review process of the Group as a whole. ICIPE had a Policy Advisory Committee and a member of TAC had been invited to participate.

71. There appeared to be strong support for the idea that Group contributions to ICIPE should be through the decisions of the individual centers to enter into contracts which would then be financed by the Group through the budgets of the individual centers and would be subject to some appropriate form of review. This left the question of whether there would still be a gap of ICIPE's funding and capital investments might be needed in order for ICIPE to carry out its contract work with the centers. If there were such a gap, it could be asked whether the Group would wish to consider a one-time capital contribution to ICIPE.

72. The Chairman, in pointing to a number of activities which already enjoyed a loose form of association with the Group and which took the opportunity of Group meetings to organize meetings of their own, suggested that the Secretariat might help ICIPE by organizing meetings of donors for it in connection with Centers Week.

The Chairman noted that the Group had concluded that it did not wish for a formal relationship with ICIPE though it welcomed the institution and would be prepared to finance contract programs with the centers. Should ICIPE wish, the Secretariat would be prepared to help it in obtaining further

donor support. He hoped bilateral donors would do their best to meet ICIPE's remaining needs.

74. In responding to a suggestion that ICIPE be officially given the title of associate status the Chairman pointed out that associate status was not well defined. The Group would consider having ICIPE present its program during Centers Week. The conclusions that had been reached should not be interpreted as any lack of support for the important function which ICIPE is carrying out and the Group would certainly encourage donors to maintain or increase their support. He detected the agreement of the Group to the Secretariat assisting ICIPE in any way that it could.

75. A speaker pointed out that his agency would in principle be prepared to <sup>provide for</sup> fund ICIPE, but his regulations required that it would be necessary to do so under some kind of CGIAR umbrella.

TAC Chairman's Report on Center Programs (Agenda Item 7)

CIAT

76. The Quinquennial Review of CIAT was conducted in April, 1977. The report had been discussed in two sessions of TAC with the Director of CIAT and the Chairman of the Panel present. The final report would be available for the next CG meeting. It was particularly important to coordinate some of CIAT's programs with those of IITA, particularly the cassava program, where there was an important disease problem. CIAT had been asked to prepare a strategy paper with forward projections which had been extremely helpful to the review. Other centers would be asked to do the same. It was noted that CIAT had undergone a large number of internal and external reviews, and had made a major shift in the program and had had a number of significant changes in staff and management. CIAT's program was well conceived and it now needed time to settle down. TAC had noticed many improvements in management and planning, and in general highly commended CIAT's program.



CIP

77. The Quinquennial Review of CIP had already been discussed. The quarantine problems of vegetatively propagated materials such as potatoes were serious. In the case of true seed, there was the problem of genetic heterogeneity, whereas in using meristem tissue, the small quantities used needed propagation and multiplication, which took time. TAC felt that CIP's third dimension approach was basically sensible in that it did not attempt to manage programs in every country but worked with those that ~~were~~<sup>did</sup> and provided the necessary technical backstopping. CIP was taking steps to improve its budgetting and accounting procedures.

WARDA

78. An important change had been WARDA's acting on a recommendation to subregionalize <sup>its test supervision</sup> which should improve the quality of the regional and national testing program. <sup>Definite progress had been made in felling out its</sup> The quality of the trials was better in paddy flooded <sup>technical</sup> rice than in upland rice, ~~where WARDA still had a number of difficulties.~~ <sup>stopping</sup> WARDA would be reviewed by TAC during 1978.

ICRISAT

79. ICRISAT was still developing in very close accord with the original plan approved in 1978. Capital development should be completed in 1978 and staffing should come up to full strength in the same year. TAC will make a Quinquennial Review of ICRISAT in the autumn of 1978. Of particular concern will be the examination of special projects. Another question concerned the cold tolerant sorghum program taken over from CIMMYT recently on a special project basis by ICRISAT. The Integrative Paper had called attention to the modest allocation of resources to sorghum and millet. ICRISAT had identified technologies which were considered scale negative in that they worked more in favor of the small farmer.



ILRAD

80. No program issues had been identified to cause any concern to the Group. ILRAD's mandate was clearly focused and TAC commended it highly. The staffing pattern was somewhat ~~unusual~~ <sup>unique</sup> and provided for continuity of program on the one hand but also an input of new talent and expertise.

IITA

81. The Quinquennial Review of IITA is underway and will be completed in early November. There were interesting innovations in the farming systems program. IITA had been asked to act as host for a number of other activities and this was a question that IITA management and the Review Panel would be examining. Dr. Gamble had pointed to difficulties in controlling costs and this was another question that the Panel would be examining.

IBPGR

82. TAC recognized that the Board has exercised an important catalytic role and has done a great deal in working out arrangements for substantial programs of assembling, preservation, characterization and utilization of genetic resources. Considerable progress had been made in data storage and retrieval systems through a substantial contract with the laboratory at Boulder, Colorado. This absorbed a large percentage of the budget and no doubt the Board would wish to examine the appropriate scale of that operation over the long term. The Board had commissioned a study on vegetable germ plasm. The Board's increasing workload had led it to request an increase in staff for its Secretariat, with which TAC was in sympathy. In sum, TAC highly commended the work of the IBPGR.

CIMMYT

83. CIMMYT was reviewed in 1976 and has subsequently been taking action on the review recommendations. Attention had been drawn to the need for greater forward planning and long-term development. This was being tackled by an

in-house review and the results would be reflected in next year's budget paper. Progress had been made in establishing regional teams to work with national programs. This accounted for some of the budget increase this year. Mutually satisfactory arrangements were being worked out with ICARDA for respective responsibilities in the ICARDA region.

IRRI

84. IRRI's program continues to be productive and dynamic. Regional services are being developed. IRRI had close links with national programs in the region and TAC recognized the positive value of this. No doubt IRRI would be exploring alternative mechanisms for this type of cooperation. Further progress was being made in addressing all sectors of rice production and the problem of farming patterns in cropping systems in which rice is one component. TAC commended IRRI's program.

ILCA

85. ILCA had had an extremely difficult year with a change of leadership and very unsettled conditions in the host country. The Group should display patience and understanding. ILCA needed a great deal of flexibility to adjust to a changing situation and future developments could not be reliably forecast. The staff should be commended for their constructive and positive outlook and their continuing efforts in a difficult situation. Good progress has been made on documentation and ILCA had carried out a comprehensive in-house review of every project. A team from TAC headed by Sir John Crawford visited ILCA in March of last year after a period in which representatives of ILCA's Board had acted in the capacity of director. The size of ILCA's program would continue to cause concern to the Director and his staff. It was important to review the monitoring program in the context of the mission of ILCA. It should be a means to an end and not an end in itself.



ICARDA

86. The development of ICARDA was still at an early stage, but the site in Syria was now being taken over and field work <sup>on this site</sup> could be undertaken during this year. The site looked very promising. The Director would be working on a full time basis from October 1977. The former ALAD staff should be commended for their effective work under difficult circumstances. The site in Iran had been identified but there were still a number of steps to be taken before ICARDA could operate there.

Discussion of Center Programs (Agenda Item 8)

87. A speaker expressed concern at the state of food production in the Arab world. This had deteriorated since the beginning of the decade. Between 1970 and 1975, the cost of agricultural imports had quadrupled, whereas agricultural exports had only increased slightly. Basic food commodities accounted for 85% of agricultural imports in 1976, of which wheat was by far the most important. All Arab countries were now wheat importers. If the area as a whole was to achieve self-sufficiency by 1985, production between now and then must increase by 120% for wheat, 130% for sugar, and up to 185% for meat and milk. Clearly, this required a major development effort. There was, however, great agricultural potential in the area, together with substantial financial resources.

88. Recent studies showed that the irrigated crop area could be increased from its present level of 1.5 million hectares to 26.7 million hectares by better utilization of available surface water. If the mandate of ICARDA was to be concerned only with winter rain-fed agriculture, then ten of the 20 countries in the area would be excluded, including the most important Arab agricultural producers, namely all of Egypt, <sup>much</sup> ~~all~~ of Sudan, and the potential irrigated areas of the Tigris and Euphrates valleys. Earlier documentation on ICARDA had not excluded irrigated agriculture as was done

in the 1978 Program and Budget report. Irrigated agriculture had its own complex problems which needed intensive high quality research. Some contribution could be expected from IRRI, CIMMYT, ICRISAT, ILRAD and ILCA in their respective fields. However, he felt that much stronger international effort was justified and necessary. He noted that it had been originally thought that Lebanon would be the <sup>sitt</sup> ~~sight~~ of the central research station and there would be two substations in Syria and Iran. Now, however, there would merely be an administrative headquarters in Lebanon with limited research in the Bekaa valley. This caused him concern and he asked whether this was prompted by the uncertain conditions in Lebanon or because of some other reason. He drew attention to the great agricultural potential of Sudan which moreover had an extremely low population density. It, ~~therefore~~, had great potential as an exporter of food commodities, and his organization had therefore formulated a ten-year agricultural development program for the Sudan. Conservative estimates suggested that the rain-fed area in agricultural production in the Sudan could be increased from the present level of 12 million acres to 71 million acres and the irrigated area from 3 million acres to 9 million acres. This still left at least 200 million acres of potentially productive natural range land for livestock production. He felt that the Consultative Group had as yet paid little attention to the Sudan.

89. Another speaker pointed to the importance of irrigation and the prospects for relatively cheap improvements in water management. The greatest potential lay on irrigated land in that region and while there were social reasons for paying attention to the more marginal areas, the decision to concentrate on rainfed land was, in his view, questionable from an economic and a social viewpoint. He had been involved in the early preparatory work for ICARDA which had included consideration of work on irrigated land.



90. The Director General of ICARDA stated that the mandate given to him and as understood by his Board clearly placed the emphasis on rainfed agriculture. This did not automatically exclude irrigated agriculture. He felt that ICARDA should be allowed to concentrate initially on rainfed agriculture, bearing in mind that it may well move into the irrigated areas when it was wise to do so. A selection of new crops was being made under irrigated conditions as well as rainfed and was proving effective. ICARDA would expect to acquire expertise in irrigated agriculture. Water management was of prime importance. The decision not to invest substantial capital in Lebanon was due to the risks involved. In addition to the two ICARDA stations, he hoped that ICARDA would develop extensive networks which would prove more effective but less costly than heavy capital investment in other stations. ICARDA's mind was still open on all these questions, but in his view much of ICARDA's work would be relevant at least to the northern Sudan.

91. The Chairman mentioned that the Sudan had been subject to great international attention, perhaps more than any other country in the developing world in the area of food production. The CGFPI had considered the food investment program for the Sudan which had attracted much interest. A World Bank project was being developed for national research.

92. Concern was expressed about the proportion of CIAT's research budget going into beef, which some thought a rich man's food, whereas the proportion going to beans and cassava remained stable. On the IBPGR, the same speaker noted that the budget allocated to the contract of the University of Colorado remained at about \$400,000 a year, although the major components of the system had already been developed.

93. Replying, Dr. Cummings thought that "beef program" was a somewhat misleading title. The program was concerned with nutrition, soil management, forage crops and soils, with beef as the present product.

94. In confirming that the proportion of the budget for the beef program had increased, the Director General of CIAT pointed out that more of it was going to resource development rather than the animal component. Beef was the tool for the utilization and development of a vast natural resource. He noted that CIAT economists had concluded beef could well be defined as a staple food in Latin America.

95. The Chairman of the IBPGR pointed out that the contract with the University of Boulder had stimulated intense debate among his Board. The question was whether the Board was allocating enough for this operation in view of the difficulty of getting existing collections documented and together with future collections, effectively used. It was agreed that the major cost should be borne by the users. The proportion of the Board's budget going to the University of Boulder was steadily decreasing.

Report and Discussion on CG Meeting Cycle (Agenda Item 9)

96. The Chairman referred to the Secretariat's memorandum of July 29 which set out some of the factors governing the scheduling of CGIAR meetings. It recommended that this year the Group hold a second meeting in mid-November at which it would be decided whether one or two meetings would be needed in 1978. Should there be two meetings, they should be in May and October; if one, in October. It was proposed that half the meetings would be held in Washington, and about half elsewhere. It was proposed that the meeting in November 1977 be held in Paris.

97. A speaker wondered whether informal meetings of some members of the Group might be a substitute for a second full meeting. Some items were of limited interest and could be addressed to a smaller group. He hoped it would be possible to make do with only one full meeting a year. He questioned whether the Group was not now too large for effective decision taking.



98. The Chairman thought that the increasing size of the Group was due to a desirable widening of interest and a broadening of the financial base. However, it was difficult for a group of this size to arrive at a consensus and he felt this put a greater burden on the Secretariats to prepare papers which would allow efficient decision-making. When this had been done and when the issue was of the type that lent itself to that approach, he felt the record was good. Complex and amorphous issues created more problems ~~that~~ he felt ~~they~~ could be handled in stages. The Group was not yet unmanageable. He noted that one way of handling the increasing work load was to set up a structure of committees which had advantages as well as disadvantages. There had, for example, been discussion of setting up a program committee and there was a standby committee which could perform some of those functions if needed that could handle business quickly, but on the other hand would deprive some members ~~with~~ the opportunity to take part in the decision making. There was a real question of whether activities should be structured at the expense of full participation.

99. A speaker felt that despite the large number of participants, the discussion had been fruitful and compared favorably with other international meetings. His delegation felt that the discussions should involve full membership. He thought the memorandum made a persuasive case for a single annual meeting. The participation of Centers Directors was most important. He felt it premature to think in terms of a committee structure. He suggested that the center presentations be linked to the comments of the Chairman of TAC. His delegation would welcome a single meeting in October and it would be particularly helpful if this could follow immediately after the World Bank-IMF annual meeting.

100. The Chairman noted a consensus in support of the Secretariat's recommendation that the Group work towards the objective of one meeting a year in October with the possibility of considering two meetings a year if

necessary, one in the spring and one in October, divided between Washington and elsewhere. He noted that some issues could not be quickly solved but should not be left pending for too long. Therefore, a flexible approach was necessary.

Matters Introduced by Centers (Agenda Item 11, advanced to Item 10)

101. Dr. Nickel, speaking as this year's Chairman of Center Directors, noted the appreciation of the centers for the strong support they had received. He felt this year's exchange of ideas had been very fruitful.

102. TAC Quinquennial Reviews. The Directors felt that Quinquennial Reviews done so far had served useful functions both in the reports themselves and in the preparatory activities and in the discussions and exchanges of views that took place. Centers recognized the need to define objectives, strategies and tactics, and Quinquennial Reviews stimulated such activities. Centers recognize the value of constructive criticism. They also recognized the primacy of each center's Board in reviewing program and ensuring proper balance. When Boards had been actively engaged in this, it was not surprising that the TAC Review Panels found themselves in general agreement. Centers were in active dialogue with TAC to explore means of improving the ability of future reviews to detect weaknesses and recommend improvements.

103. Staff Quality. Referring to Recommendation 13 of the Review Committee that recruitment be as broad as possible and every effort be made to ensure staff vitality, and that equivalent staff enjoy equivalent privileges, Dr. Nickel noted that a major effort was made by the centers to identify and hire the best candidates. Recruitment information was broadly circulated. Centers were aware of the need to ensure staff vitality. A problem had arisen which had implications for budgets and for staff morale.



Centers generally had a policy of salary equity without reference to nationality. However, host country nationals were taxed and some countries tax their nationals on the basis of citizenship rather than residency. Hence, there were considerable differences in take-home pay for staff doing the same job and receiving equivalent gross salaries. Directors had considered tackling this problem in a manner similar to the UN agencies. They therefore propose to approach their Boards with proposals to move towards equal take-home pay for equal work. The budget proposal currently before the Group did not include any adjustment for this change. The Group should therefore be forewarned that requests for budget revisions may be forthcoming if the Boards decide to follow such a course.

104. International Service for Strengthening National Research Capacities. The Directors greatly welcomed this initiative but had a number of questions. Was such a service to be complementary to the activities of the centers? If so, centers should be adequately represented in the formation of the policies and programs of the service. Secondly, direct contact with national and regional programs was essential. It was hoped that the proposed service would facilitate rather than substitute for such contact. The service should substantially relieve pressure on the centers for greater involvement in national programs than resources permitted. The Directors thought it essential to continue outposting some staff for regional services and limited bilateral cooperation. They hoped that the establishment of the proposed service would not lead to the conclusion that the centers should substantially reduce these efforts.

105. US Title XII Legislation. The Directors were in active and continuing consultation with those implementing the US Title XII legislation. This provided an excellent opportunity for links with US institutions which would complement the work of the centers. Similar contacts with research

institutions elsewhere in the world were being actively pursued. The Chairman noted that the change in US tax legislation presented a serious problem for the Centers as for many other organizations employing Americans outside the United States. He urged the centers to consult with the Secretariat on the financial implications before carrying their proposals too far since there were important financial implications for the Group as a whole.

106. Responding to Dr. Nickel's comments on the quality of staff, A speaker noted that some in the developed countries were becoming increasingly concerned about the supply of scientists, particularly young scientists with tropical experience.

107. The Chairman noted the need to secure a balance between a qualified international staff suitably paid to ensure the right motivation and at the same time securing proper economy.

#### Technical Services for Support of National Research (Agenda Item 10)

108. The Chairman drew the attention of members to a proposal which had been sponsored by a group of donors chaired by Dr. Treitz. Dr. Treitz, noting that the Group and TAC had repeatedly emphasized the importance of strengthening national agricultural research, sketched the background to the current proposal. He welcomed the prompt steps that were being taken to follow it up. The paper prepared by Mr. Graves was not intended as a decision-making document but as the basis for further discussion. This would be confined to agricultural research and not the broader questions of agriculture and rural development. It was recognized that agricultural research in the developing countries was generally weak and this prevented or slowed up the transfer of the international centers' work to the farmers' fields. The need to transfer technology to national institutions was an increasing burden on the international centers. Participants in the Munich meeting had proposed an international service for national agricultural research



to support the work of the international centers and to provide a coordinating role. There was no intention of depriving centers of their training activities nor their right to work in the farmers' fields. The proposed service was intended to complement and not duplicate the work of existing organizations. The proposed service would have a small core budget but extensive field ~~of~~ operations. Although part of the CGIAR system, it would not represent a major new claim on funds.

109. Dr. Cummings reported on TAC's discussion of the paper at which Center Directors had been present. TAC recognized that although the centers depended very largely on the effectiveness of national programs, yet their capacity to help them was very limited. A stronger commitment was needed to help developing nations strengthen their research capabilities. A large number of institutions were involved and their efforts needed coordination. In endorsing in principle the proposal before the Group, TAC felt the need for further definition in relation to cooperative activities between the centers and developing countries and to the ongoing bilateral assistance programs. TAC recommended that the management of the centers be asked to participate actively in any further development of the proposal. It was also important to involve developing countries and possible sources of assistance. TAC therefore recommended the establishment of a task force to include representatives of the centers, the LDCs, TAC, CGIAR members and the Co-Sponsors.

110. The representative of the World Bank noted that the Bank was strongly committed to the CGIAR and was a major source of funds for agricultural development, including agricultural research. The Graves paper had identified the needs and the donors were being challenged to do more to meet them. The Bank would play its part in this. The approach in the Graves paper had merit, but there may be other alternatives. Parts of

the proposal needed much closer examination. It was important to be realistic about what could be achieved. Very many other factors were involved in the overall process of raising farm production. Secondly, the proposed service could only hope to meet a very small part of the overall demand. An obvious constraint was the shortage of skilled manpower. The Bank found that it took between 40 and 50 manmonths of external manpower to develop a research project to the operational stage. This was in addition to national manpower inputs. During implementation it was not uncommon to need between 70 and 80 manyears of specialized external expertise to implement a project over a five-year period. Therefore, say 12 projects in operation would need some 75 specialists. There was a great lack of internationally experienced research planners and administrators. The proposed program, focussing as it did mainly on manpower, would have to be linked closely with government and donor commitments to provide capital funds and the continuing government commitment to long-term research programs.

111. The representative of FAO stressed the importance of parallel emphasis on extension, training, farmers' organizations, governmental policy and all the other services to help farmers increase production. Each country had different needs and efforts to strengthen national agricultural research faced sensitive and complex problems. There were a number of reasons why national research was currently inadequate. First, there was a shortage of financial resources and this activity had not been accorded high priority. Secondly, developing countries had been reluctant to ask for outside help in politically sensitive areas. Thirdly, the developed countries through bilateral or multilateral programs, had not always attached high priority to strengthening national agricultural research. In view of this, he questioned



whether the creation of a new mechanism would be meaningful. There was already a confusing number of development organizations involved in assisting national research. It may be queried whether a new mechanism would bring additional resources or merely increase the competition for currently available funds. FAO had long been involved in this activity and was increasingly engaged in helping developing countries strengthen their research capabilities. There were at present some 600 projects of this kind. FAO had made organizational changes to strengthen this activity. FAO was ready to share its experience with the CGIAR and to consider ways in which its organization could contribute to providing the services needed. If necessary, the Director General might consider seeking more resources for increased support by CGIAR donors to research and development activities. The proposal prepared by Mr. Graves needed further study. FAO would be prepared to assist and contribute to the work of the task force.

112. Another speaker agreed that the proposal needed further study. The terms of reference of the task force should include an examination of alternatives. There were a number of issues. For example, should the new organization be active in promoting extension services? How far would it go beyond strict research? Secondly, it may be that the proposed new organization should be concerned with the key educational institutions in developing countries such as the agricultural universities. He was not necessarily recommending this, but it illustrated the kind of question that needed study. There were questions surrounding the relationship between the new service and the centers. However, it should not be merely the creature of the centers, but should be responsive to the needs of the developing countries. The financing arrangements would be somewhat novel. How could the proposed scale of core funding be justified? Perhaps, like a consulting firm, the service should get going merely with working capital. On the other

hand, there might be something to be said for providing some small core budget in order to secure the independence of the service.

113. Another speaker warned against trying to apply the formulae which had worked well for the CGIAR to the much more difficult problems of national research. The task force needed members with wide experience in this difficult field.

114. In welcoming the proposal, another speaker pointed out that national research could be strengthened in a number of ways. For example, experienced scientists from developed countries could work in the field alongside less experienced scientists in developing countries. Secondly, study groups on special subjects could be sponsored. Language problems could be reduced by an information service. The views of those currently involved in managing research in developing countries would be very useful in developing the program further.

115. Another suggested that the traditional extension techniques of the Western world had not proved suitable for the developing world. Technology transfer was highly location specific. The terms of reference of the task force should reflect this. Its members should include people knowledgeable about the weaknesses of agricultural research organizations. He drew members' attention to the establishment of a new fund--the Arab Fund for Science and Technology. Its feasibility was currently being studied with the participation of the Arab Fund for Economic and Social Development and the Kuwait Fund. The task force should get in contact with the latter organizations and the new fund, if it had been established by that time.

116. A speaker referred to the FAO regional meeting of November 1976 in which the need for increased donor support of national research programs had



been urged. He felt that CGIAR support for the current initiative would lead to greater involvement by donors. The directors of the international centers knew the problems best and their support for the proposal was crucial to its success. The task force should include representatives of the proposed beneficiaries.

117. Concern over the proposed establishment of a new organization was expressed by a speaker from a developing country. However, he felt that much effort would have been spared if such service had been established long before. Although the effort to develop research programs had to come from the developing countries themselves, nevertheless this had been largely neglected up to now. Developing countries needed to be aware of the importance of research.

118. It was suggested by another speaker that the Group invite the Chairman to assume responsibility for selecting members of the task force and such other consultancies as may be necessary. The task force should have balanced membership representing all major interested parties as well as balance of expertise. The Graves paper was a useful starting point, and it should not be necessary to begin again from scratch. The task force should bear in mind the limits that the Group had set for itself. Donor views should be taken into account. The proposed service should perhaps not expect continuing core support, but after an initial fund should live on its ability to secure contracts.

119. In supporting the proposal for a study, a speaker pointed to the importance of developing countries having comprehensive long-term policy and development programs for all the factors affecting food production. They needed help in formulating these, some of which was forthcoming from existing institutions. Research should not be separated from development. The emphasis should be on strengthening of national systems and not simply

the linkage with international centers. Careful definition of the boundaries and modus operandi of the new service would be necessary. There were definite advantages in associating such a service with the CGIAR.

120. Another speaker emphasized that the task force should look at alternatives other than the mechanism proposed in the Graves paper. He agreed that the transfer of technology to developing countries was exceptionally difficult in part because it involved sensitive questions of national priorities. Consequently, a review of the service's activities by TAC could be much more burdensome than the paper suggested. There was no single right way of strengthening national capacities and therefore a flexible approach was necessary. He hoped that the creation of a new institution would not limit the present cooperation between national programs and the international centers.

121. A speaker noted that in preparing for the forthcoming UN Conference on Science and Technology, the developing countries would be analyzing their national research needs.

122. The Chairman noted a unanimous decision to establish a task force. Elements of the terms of reference had been suggested by a number of speakers. There were a number of critical questions about the mandate of the service. Would it be a research service or a research and development service, or again, research or research and extension? And there were a number of issues surrounding the appropriate relationship between the proposed service and other organizations. What alternatives to the specific proposal in the Graves paper should be considered? What form of service should be ultimately recommended? Then there were questions surrounding the financial needs of the service and the mechanisms for providing them, such as for example, the size of the core budget, the need for capital funds, and the possible sources of funds. There were also issues connected with the manpower needs of the



service and the available supply. An area of major concern was clearly the relationship between the combined proposed activity and the activities of the international centers. And finally, there was a range of questions concerned with the governance of the service itself. The next step would be to abstract from the comments that had been made a preliminary terms of reference. He, as Chairman, was prepared to appoint the task force. In view of the very long list of requirements for representation on the task force, individuals would be selected who could represent a variety of constituencies. The task force would need staff assistance, some of which could be provided by the Secretariats. In addition, it would probably need some expert assistance. It was hoped that donors to the Review Fund would authorize the use of the remaining balance in that Fund for this purpose. As to a timetable, the Group should move with "all deliberate speed." The task was a major one and would obviously need very careful thought. On the other hand, the problem was important and needed quick action. Although a progress report should be available at the November meeting of the Group, the final report might not be available until the fall of 1978. There would be opportunities to comment on the draft terms of reference at the November meeting.

Financial Support in 1978 and Thereafter (Agenda Item 12)

123. Pointing out that firm pledges were not normally made before November, the Chairman noted that it would be useful to have a preliminary indication of donor commitments at the present meeting. From the figures in the Integrative Report, it appeared that the total amount requested for 1978 would be about \$88 million, without taking account of any new activities.

124. Mr. Mashler opened the pledging by stating that subject to the approval of the UNDP Governing Council in January, UNDP would make available

to the core programs of centers in 1978 a total of US\$4.1 million. In addition, \$2.26 million would be allocated to special projects of centers. This was the largest allocation which the UNDP had ever made to the CGIAR and represented a total of 1.5% of total operating funds for 1978.

125. Mr. Nooter, emphasizing the high regard of the US Government for the work of the centers, stated that it was their intention to continue their previous practice during 1978 of providing up to 25% of the total, which in this case would be up to a maximum of US\$22 million. This was subject to the usual caveat about the provision of adequate funds from the US Congress process, which should be completed within a few weeks.

126. Mr. Mirheydar stated that the contribution of Iran for 1978 would be US\$2 million, subject to approval of next year's budget.

127. Mr. Lindores could not provide full details at this point, which would be given in November. However, the Canadian percentage increase in total contributions to the centers would be approximately the equivalent of the percentage increase of total requirements as submitted in the budget proposals.

128. Mr. Dithmer said that the Danish contribution for 1978 was expected to be DKr4.4 million, roughly the equivalent of US\$730,000. In 1979 the contribution might be of the order of DKr5.4 million, equivalent to US\$870,000, and for 1980, DKr6.5 million or US\$1.05 million.

129. On behalf of Germany, Dr. Treitz was authorized to pledge an amount of DM14 million for 1978 and for 1979. This was of the order of US\$6 million, and is roughly 7% higher than 1977. He noted that negotiations were going on in his government in the hopes that the amounts he had mentioned might be increased. However, the outcome was still speculative.

130. Mr. Bell said that the Ford Foundation would expect to provide US\$1 million in 1978 and again in 1979.



131. Mr. Whitelegg noted that the UK Chancellor had introduced severe government budget cuts which had led to the reduction in the overall aid program of something like 10%. Emphasizing the importance that his government attached to the work of the centers, he was able to say that his government had decided to increase its contribution for 1978 to £2.5 million, at the current of exchange approximately US\$4.3 million. This compared with the contribution in 1977 of US\$3.4 million, consequently about a 25% increase. This pledge was, of course, subject to parliamentary approval. He noted that in addition, the UK provided considerable other funds for research in the United Kingdom in support of the work of the centers.

132. Dr. Strand stated that the Norwegian contribution for 1978 and again for 1979 is expected to be Nkr10 million, approximately US\$1.9 million.

133. Mr. Clevering, on behalf of the government of the Netherlands, noted an increase in the Dutch contribution for 1978 of approximately 10%. This would amount in 1978 to US\$1.65 million for core funding and US\$550,000 for outreach funding. His government was also supporting other organizations which were in close contact with the Consultative Group's system, such as work on postharvest technology, SEARCA, and agroforestry. His government has substantially increased funds for programs in rural development and national organizations in the developing world.

134. Dr. Pino expected that, subject to the approval of its Board of Trustees, the Rockefeller Foundation would be able to make available US\$1.25 million for 1978. The money would be available from the first of the year.

135. Dr. Daniels expected that IDRC would approve a contribution of approximately Can\$1.3 million for core programs in 1978.

136. On behalf of Australia Mr. Ingram stated that the contribution for 1978 would be Aus\$2.465 million, approximately US\$2.7 million. Total

Australian contributions, including special projects and support for the TAC Secretariat, would amount to Aus\$2.7 million, roughly US\$3 million. Without being able to give full details of the breakdown, he expected that Australia would contribute to the first time to four additional centers-- IITA, ILRAD, CIMMYT and IBPGR.

137. Dr. Scarascia-Mugnozza, noting that the Italian national budget had not yet been approved, nevertheless expected that his government would make available approximately US\$100,000 for 1978. The Italian National Research Council was at present considering an increase of the Italian contribution.

138. Dr. Wilhelm noted that Switzerland would make a contribution to core budget in 1978 up to the amount of US\$1.3 million. In addition, there would be a number of contributions to special projects.

139. Mr. Yudelman stated that the World Bank would continue its practice of contributing up to 10% of the requirements of the approved programs of the Consultative Group system. This could amount in 1978 to something in excess of US\$8 million. Subject to approval by the Bank's Board, up to US\$8.7 million might be expected for 1978 compared with expected grants for 1977 of US\$7.9 million.

140. Dr. Olembo noted that UNEP intended to restore its contribution to the CGIAR system to US\$600,000. He noted that some of the follow-up activities to the recent United Nations' Conference on Desertification might lead to more funds being available for activities carried out in connection with the centers, particularly ILCA and ICARDA.

141. Mr. Epstein stated that the president of the Inter-American Development Bank was expected shortly to recommend to his Board contributions of up to US\$6.2 million to the core budgets and capital requirements of the three Latin American centers for 1978. As in the past, this amount would



be dispersed in national currencies of the host countries in which the centers are located. They would be drawn from the resources of the Social Progress Trust Fund. This represented about an 8% increase over 1977 and accounted for nearly 20% of the Bank's total nonreimbursable technical assistance. Allocations between centers and support for capital items were still to be discussed. He expected a similar contribution for 1979 and 1980, but it was too early to be specific.

142. Speaking on behalf of the Asian Development Bank, Mr. Epstein read the following statement: "The Asian Development Bank cannot commit itself at this stage regarding its financial support for 1978 to CG-sponsored activities as they have to work out project proposals based on their individual consideration for support to research centers in Asia for their Board of Directors on a project by project basis. However, on a preliminary and noncommittal basis you may indicate that the Asian Development Bank in 1978 may consider a magnitude of about half a million US dollars of financial support for agricultural research activities in Asia subject to individual consideration on merit of project proposals and approval by the Board of Directors of the Bank."

143. Mr. Båge noted that Sweden was still working on a long-term budget for CG contributions. Pending adoption of that budget, he expected the Swedish contribution for 1978 not to be less than the contribution for 1977, which is SKr10 million, approximately US\$2 million.

144. Dr. Ali noted that the Arab Fund for Economic and Social Development was at present reviewing its priorities, and he was therefore not in a position to make a specific announcement. He hoped to do so very soon.

145. On behalf of Belgium, Mr. Boddez noted that his country's total contribution would be BF100 million, somewhere between US\$2.8 and US\$2.9 million. This, however, was the total figure, including special projects.

146. Dr. Eggers stated that the European Economic Community expected to contribute two million European units of account for 1978, equivalent to roughly US\$2.2 million. There was a faint possibility that this amount might be increased by about half a million European units of account, equivalent to US\$.55 million to a center in Latin America.

147. Noting that Japan could not yet make a specific pledge for 1978, Mr. Okamoto mentioned that efforts would be made to maintain and expand as far as possible the Japanese contribution to the CGIAR.

148. Mr. Amenechi said that Nigeria's contribution to the system would remain at the present level of £N.5 million, equivalent to about US\$750,000.

149. Summarizing the outcome of the pledges, the Executive Secretary, Mr. Lejeune, pointed out that there was still a number of uncertainties. For example, the United States and the World Bank provided matching funds, the absolute amount of which depended on what the rest of the Group could contribute. It was possible that new contributors might join the Group. Firm figures had not yet been obtained from all the donors present. Whilst the total needs of about \$88 million for 1978 were not clearly covered at this stage, it appeared that the apparent shortfall would be manageable. Donors should be aware that total requests could increase again rapidly in 1979 due to the implementation of new capital programs. In view of the rapid pace of inflation and the difficulty in forecasting it, it was to be hoped that donors would consider at least maintaining their contributions in real terms. Although at the moment it seemed as though there might be a total gap of between US\$2 and US\$3 million, the Group had been in similar situations before and it was to be expected that this would be overcome by November.

Report on Implementation of Review Committee Recommendations (Agenda Item 13)

150. The Deputy Executive Secretary, Mr. Ritchie, reviewed the present



status of implementation of the recommendations of the Review Committee. The present status of the group of recommendations affecting the CGIAR system as a whole was self-evident to members. The next major group of recommendations had been directed at the centers. They were of two main types. Recommendations relating to longer-term perspective of the centers, and secondly, those to do with off-campus activity. In order to put the first type of recommendation into effect, the Secretariat had suggested a number of steps, among which was the preparation by the centers of a statement on long-term objectives, priorities and criteria for program balance. This might be done in preparation for quinquennial reviews. CIAT had prepared such a document, which had been very useful. It was hoped that all the well-established centers would be able to give a more explicit statement of priorities and objectives in the coming year. Some centers had been more successful than others in following the recommendation that special projects be more closely integrated with core activities.

151. As for the recommendations concerning off-campus activities, Mr. Ritchie urged centers to let the Secretariat have copies of formal collaborative agreements between centers.

152. The Review Committee had recommended that Boards of Trustees define the criteria and procedures for selection of their own members. One center had provided a statement on this question, but the Secretariat would urge other center Boards to do the same. It was understood that a number of centers were considering putting CG nominees on their Board.

153. The Review Committee had recommended that donors try to be as flexible as possible in pledging and that support be maintained to individual centers for a reasonable period of time and not be withdrawn or reduced without ample notice. Secondly, it was recommended that contributions be made as promptly as possible. With the proposal that the World

Bank establish a short-term financing facility, donors had responded well and so far it has not been necessary to make use of this facility.

154. TAC had responded to the recommendations of the Review Committee. Quinquennial reviews were being continued. Stripe analysis was underway and due attention was being paid to special projects.

155. As for the Secretariats, the recommendations that biennial budgetting be introduced and that the two Secretariats work more closely together in preparing program and budget commentaries, appeared to have been put into effect with little difficulty.

156. In general, progress towards putting the Committee's recommendations into effect had been good but somewhat slower in those areas requiring changes in procedure or thinking.

Time and Place of Next Meeting (Agenda Item 14)

157. There being no items of other business, the Chairman noted that the discussion of Item 9 had resulted in agreement to hold the next meeting of the CGIAR on November 16 and 17, 1977, in the offices of the World Bank in Paris.

158. The meeting closed at 12:45 p.m.



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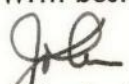
# Centro Internacional de Agricultura Tropical

DIR-1061

28 October 1977

The Secretariat  
Consultative Group on International Agricultural Research  
1818 H St., N.W.  
Washington, D.C. 20433  
U. S. A.

With reference to your memorandum of October 21, 1977, with which you enclosed an informal summary of proceedings of the Consultative Group meeting of September 14-16, 1977, I wish to offer one correction. This relates to the Agenda Item 8 on page 2 of the paper entitled "Main Points from Summary of Proceedings". While I am in general agreement with the accuracy of the discussion on this point reported on pages 27 and 28 of the draft informal summary, I believe that the statement in the "Main Points" paper that "there was some concern about the orientation of CIAT's beef Program" is not a correct reflection of that discussion. You will note from paragraph 92 on page 27 that the concern expressed was about the proportion of CIAT's research budget going into beef. This is correct. To my recollection there was no concern expressed about the orientation of that program. I would appreciate your making this correction in the final Main Points Summary Document.

With best regards.  
  
John L. Nickel  
Director General

cc. Dr. P. A. Sánchez

CGIAR C-2  
964-02

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

1818 H St., N.W. Washington, D.C. 20433 U.S.A.  
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FROM: The Secretariat

October 21, 1977

Consultative Group Meeting  
September 14-16, 1977  
Washington, D.C.

Informal Summary of Proceedings

1. The thirteenth meeting of the Consultative Group on International Agricultural Research was held at the headquarters of the World Bank in Washington, D.C. on September 14, 15 and 16, 1977. The Chairman, Mr. Warren C. Baum, presided.

2. Attached is the draft Informal Summary of Proceedings and List of Participants. Annexes consisting of Center Directors' presentations and an informal summary of the Training Discussion will be attached to the final version of the Summary.

3. Members with comments or corrections to the Summary and the List of Participants are asked to submit them to the Secretariat by November 21, 1977.

4. The meeting was attended by representatives of 33 members. The African Development Bank and the Asian Development Bank were unable to attend--the latter being represented by the Inter-American Development Bank. Chairmen and Directors of the nine international centers, and of the IBPGR, and the Executive Secretary of WARDA were present, as were center training officers for part of the discussions. Members of TAC participated.

5. Plenary Sessions of the Consultative Group were held on September 12, 13 and morning of the 14th. The afternoon of September 12 was devoted to a discussion on training.

6. The 18th meeting of the Technical Advisory Committee (TAC) was held on September 9 and 10. The TAC Secretariat will be distributing a summary of that meeting separately. Other meetings held in conjunction with International Centers Week included:

- TAC Vegetable Subcommittee (September 7-8)
- Center Training Officers (September 8-9)
- Co-Sponsors (September 8, 13)
- Center Directors (September 9-10)
- ICARDA and CIMMYT Boards (September 14)
- ICARDA Program Committee (September 18)
- ICARDA Board (September 19-20)

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Attachments

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October 21, 1977

Consultative Group Meeting  
September 14-16, 1977  
Washington, D.C.

## Main Points from Summary of Proceedings

### Agenda Item 3, The 1977 Integrative Report. Paras. 2 to 24

The Report was generally commended. The discussion focussed mainly on the complexities involved in allocating resources. There was general support for a paper on resource allocation, work on which would be initiated by TAC. There was a consensus for flexibility as to the centers doing basic research. This would be examined again in November.

### Agenda Item 4, TAC Chairman's Report of 15th, 16th and 17th Meetings of TAC. Paras. 25 to 37

Dr. Cummings reviewed TAC's recent and ongoing work program, and the status of proposals on water buffalo, soybeans, vegetables, farming systems, agroforestry and water management.

### Agenda Item 5, TAC Quinquennial Review of CIP. Paras. 38 to 50

The Review Panel commended the quality of CIP's program. As to Quinquennial Reviews in general, Dr. Cummings invited suggestions as to how they might be improved.

### Agenda Item 6, Relationship with the International Centre for Insect Physiology and Ecology (ICIPE). Paras. 51 to 75

The scientific quality of ICIPE's work was commended. Although ICIPE did not seek membership of the CGIAR on the same basis as the centers, many members seemed anxious to support ICIPE. Collaborative programs with centers could be supported through the CGIAR system through center budgets. Donors had different preferences as to a relationship between ICIPE and the CGIAR, partly reflecting their particular funding processes. The Secretariat was authorized to help ICIPE to the extent possible. The ICIPE question raised the general issue of whether the Group should recognize certain research



institutions as enjoying some kind of "associate" status within the CG system. The Secretariats would prepare a paper on this question for the November meeting.

Agenda Item 7, TAC Chairman's Report on Center Programs. Paras. 76 to 86

Dr. Cummings summarized TAC's consideration of the programs of the nine centers, WARDA and the IBPGR.

Agenda Item 8, Discussion of Center Programs. Paras. 87 to 95

There was considerable discussion of ICARDA's mandate, and in particular, whether it should embrace irrigated agriculture. There was some concern about the orientation of CIAT's beef program.

Agenda Item 9, Report and Discussion on CG Meeting Cycle. Paras. 96 to 100

Members generally endorsed the recommendation in the Secretariat's paper that the Group work towards completing its business in one annual meeting in October, with the possibility of another meeting in May if needed. The November 1977 meeting would decide on the program for 1978. About half the meetings should be held away from Washington.

Agenda Item 10, International Support for Technical Services to Strengthen National Research. Paras. 108 to 122

The Group agreed that some international action was needed. One specific proposal, commissioned by a number of donors, was considered. The Chairman was asked to appoint a Task Force to study the matter further.

Agenda Item 11, Matters Introduced by Centers. Paras. 101 to 107

Dr. Nickel, as current Chairman of the Directors' meeting, commented on TAC Quinquennial Reviews, staff quality, the proposal to strengthen national research, and US Title XII legislation.

Agenda Item 12, Financial Support in 1978 and Thereafter. Paras 123 to 149.

Donors stated their intentions as to total contributions to core programs for 1978, though some were unable yet to specify figures. Some gave indications beyond 1978. Given that there were still some uncertainties, it appeared that the system's total needs of some \$88 million for 1978 were within \$2 to \$3 million of being covered.

Agenda Item 13, Report on Implementation of Review Committee Recommendations. Paras. 150 to 156

Although progress was more rapid in some aspects than others, in general the recommendations were being satisfactorily put into effect.

Agenda Item 14, Other Business

There was no other business.

Agenda Item 15, Time and Place of Next Meeting. Paras. 157 to 158

The next meeting of the CGIAR would be on November 16 and 17, in the offices of the World Bank in Paris.



CONSULTATIVE GROUP MEETING

SEPTEMBER 14-16, 1977

WASHINGTON, D.C.

DRAFT INFORMAL SUMMARY OF PROCEEDINGS

1. The Chairman opened the Consultative Group meeting by reviewing the growth of the Group and the ideals to which it remained committed. The Group faced more difficult years ahead. On the part of the centers, there was a continuing need for strict scientific and financial discipline, together with clear future planning. They should not grow for growth's sake. Donors, on the other hand, needed to reaffirm their long-term commitment to international agricultural research which should be seen as spanning a generation or more. Mutual trust must be retained by donors promptly honoring their commitments and centers ensuring efficient and effective use of the funds. He drew the Group's attention to the items on the agenda, which was adopted.

The 1977 Integrative Report (Agenda Item 3)

2. Most of the speakers expressed their appreciation for the quality of the Integrative Report. A view was expressed that systematic analysis of priorities was needed and research should be relevant to development strategies aimed at providing the basic needs of the poorest. There was a need for more systems work and deeper study of socioeconomic factors.

3. In agreeing that the benefits of research should flow more specifically to the poorest, a speaker questioned whether this could be done only through scale neutral technology. The lot of the poorest farmer was largely determined by socioeconomic factors. He suggested there might be a need for a policy paper on the question of how research could be

improved as an instrument for policymaking.

4. The complexity of determining the beneficiaries of research was stressed. Help for the resource-poor farmer was getting a great deal of study and many institutions were involved in working with LDC governments on the problem.

5. A speaker, recognizing that helping the poorest farmer posed a lot of highly complex problems, felt that provided the centers were working broadly along the right lines, they should be allowed a fair degree of flexibility. He thought the Report took a realistic view of the problems. Priorities should be reexamined before the Group took on a range of new activities.

6. While emphasis had rightly been given to training and research, there was also a need for training in research in nutrition. TAC and the centers should take note of the fact that in many areas the number of small farmers was declining and there was a trend towards somewhat larger holdings.

7. It was pointed out that research was not an end in itself but a service to the user. Just as national research programs should be based on a system of priorities within financial constraints, so should the international system determine its own priorities. Whilst much was known about biological systems, less seemed to be known about the aims and goals and aspirations of the rural populations. In Latin America particularly there was a need for economists who were deeply experienced in rural areas. Social scientists experienced in urban problems were of little value in the rural areas.

8. A speaker wished to correct the impression that small farmers needed a different kind of research from larger farmers. What was needed was socioeconomic research into the special circumstances of the smallest farmer. The centers should expand their socioeconomic research units so



that the technobiologists could address the right questions.

9. Turning to Figure 3 in the Report, a speaker noted that there had been a great increase in emphasis on small farmer crops. The CGIAR could take some credit for the increasing prevalence of what was called the philosophy of minimum input.

10. Another speaker noted the importance of improving income distribution, which went far beyond the activities of the CG system. The system should concentrate on producing more food in a way that did not misallocate resources or compromise general economic development.

11. The Chairman noted a consensus in support of the period of consolidation and the concern of some donors about the maintenance of a rapid rate of growth. While maintaining the spirit and the fact of consolidation, nevertheless new initiatives could be considered.

12. The recommendation for a staff paper on resource allocation was supported, but a speaker had two qualifications. First, it should be done with true sophistication and in full recognition of all the complexities implied by multiple objectives. Secondly, a paper was needed that did not try to give all the answers but provided suggestions about the process. Whilst the Boards of the individual centers were very well representative of the developing countries, there had been repeated reference to trying to introduce farmers themselves into the process of setting priorities. Such a paper would involve quite intensive consultation and field work.

13. Another speaker noted that the figures given in the Integrative Report tended to confirm his own concerns about the allocation of resources. Now that the emphasis of the Group was no longer on expansion, internal policy issues were becoming more important. A number of measures of the relative importance of crops had been considered. One important measure might be the potential payoff on increased investment in research. Nutrition and nutritional balance should be considered as well as increase in food

supply. The relative emphasis on crops as opposed to emphasis on inputs, would also have to be weighed. In focussing on the poorest people, one should include not only producers but also consumers. There was also the question of increasing self-reliance in food production. It was important to be realistic about what such an exercise could achieve. He proposed that it be undertaken by TAC as a matter of priority over the coming year in which TAC would use whatever means it felt appropriate to accomplish the objective. There should be a substantial document available in a year's time which might be reviewed through some kind of seminar.

14. In supporting the proposal for such a paper, another speaker felt that it should be built up on statements of priorities prepared by individual centers. It should also consider national capabilities in the various commodities and the scope for inter-country collaboration.

15. The Chairman noted a consensus in favor of the preparation of a major paper on priorities and allocation of resources. This would take time not only to prepare, but also to digest and act upon. This was in the first instance the concern of TAC.

16. Turning to the needs for basic research, a speaker noted that if basic research was defined as that research conducted in order to obtain the objectives of a center, then that center should be encouraged to do that research which they considered essential, or if it could be better done elsewhere be contracted out or called to the attention of other agencies.

17. Another speaker felt that the centers needed to examine the question of basic research in greater depth, and wondered whether a paper might not be needed, based on discussions with centers and other informed persons. If such a paper were written, it should take a broad view, and not be limited to the perspective of the centers. It was noted that the recent study by the National Academy of Sciences had looked in depth at the interrelationships between basic and applied research. There was now a category known as



"mission oriented basic research."

18. A speaker thought that it would be premature to try and determine a rigid yardstick by which centers would decide what kind of research they should be undertaking. Recognizing that the centers needed the support of mission-oriented basic research, another speaker added that the system could not afford the luxury of speculative basic research; all basic research is costly and long-term. Proposals for basic research should come from within the system itself. Research organizations needed to devote a small proportion, say between five and ten percent, of their resources to basic research. However, some problems could only be solved by institutions in the developed countries.

19. It was felt by one participant that the most limiting constraint to the centers over the next ten to twenty years might be the lack of new fundamental relevant knowledge. Perhaps the Group might introduce a systematic process for identifying fundamental constraints on which basic research was needed.

20. One speaker raised the question of whether the Group might wish to set up a fund for basic research which could be drawn down by the centers.

21. A director noted his center's practice of trying to get others to conduct research on their behalf wherever possible. Where it was not possible, a combination of outside and center scientists working in cooperation had operated well.

22. Another director, noting the amount of debate that the subject had generated in the past felt that there was no need for another paper. The decision as to where a piece of research was to be done was not made on the basis of whether it was applied or basic but on the basis of who has the comparative advantage in doing it. The Boards of Trustees were the best judges of what kind of research the centers should be doing.

23. Another speaker pointed to the key importance of the younger scientists on the staff of the centers in identifying needed areas for research.

24. The Chairman concluded that the Group appeared to feel the need to know how best to handle basic research, but that more work was needed before that could be achieved.

Report of the Chairman of TAC on the 15th, 16th and 17th TAC Meetings  
(Agenda Item 4)

25. The Chairman welcomed Dr. Ralph Cummings in his new capacity as Chairman of the Technical Advisory Committee.

26. Dr. Cummings reviewed the situation when he took over as Chairman of TAC. The CGIAR Review Committee's Report had been generally endorsed by the Group, though felt by some as rather conservative. A three-year period of consolidation was beginning. A number of topics were still awaiting definitive recommendation and TAC expected to explore other topics which might have potential relevance to the overall objectives of the Group. There would continue to be an emphasis on problem-oriented research to benefit the majority of farmers in low income countries and on commodities important as sources of food in the developing countries. Some of the topics under TAC review were among those previously identified as being of first priority. Other topics might be moved from lower priority to the first priority as the situation developed.

27. Four Quinquennial Reviews have already been completed: IRRI, CIMMYT, CIP and CIAT. The first two were discussed by the Group in October 1976. The review of CIP would be discussed during the present meeting, and that of CIAT at the next. The review of IITA was in progress. The draft report would be considered by TAC at its next (18th) meeting. For the future, ICRISAT and WAFDA would be reviewed in 1978; the IBPGR in 1979; and ILCA and ICARDA in 1980. Dr. Cummings invited the Group to suggest ways in



which the Quinquennial Review process might be improved and more effectively serve the needs of the Group. He also asked for suggestions as to specific questions which the individual review panels should address.

28. The Stripe Review on farming systems was underway and was looking at CIAT, IITA, ICRISAT and IRRI. TAC was considering the criteria which would govern its consideration of possible new initiatives which might be referred to it. These criteria were generally within the previously established priorities. Whilst these criteria were still subject to review, it was suggested, first, that the commodity or activity should be of present or potential importance to a large part of the agriculture and populations of many developing countries. Secondly, the activity should have the potential for major improvement. Thirdly, there should be good reason to believe that such improvement is at present limited by gaps in technological knowledge. New initiatives submitted to TAC should be clearly formulated and directly addressed to the solution of critical problems. Furthermore, they should be of the type that needed international effort. It was not appropriate for the Consultative Group directly to fund individual national programs.

29. Contracting work could be considered only if directed to well-defined activities essential to the core objectives of the international effort and if the work would be most efficiently done by a contract arrangement.

30. (a) Water Buffalo. Proposals for water buffalo research had been before TAC for a long time. A proposed international network had been tentatively endorsed by TAC in May of 1976. It was subsequently decided to study the matter in phases. A report had been prepared by a consultant, Dr. Mahadevan. TAC believed this report to be of extremely high quality and it would be circulated to the Group for information. Although TAC was not able to recommend Consultative Group support for an international effort on water buffalo research, it did commend Dr. Mahadevan's report and it was

hoped that bilateral donors would be able to support some phases of the recommended program. It was understood that some eight donors had agreed to pledge some \$3 million for 1978 in supporting water buffalo research.

However, more resources were likely to be needed.

31. (b) Soybeans. Soybeans were an important source of oil and high quality protein and therefore retained their ranking in the first priority. Much soybean production went to large scale industrial processing, but could well be processed at the village or home level. TAC had been exploring various possibilities for soybean work, including a consortium of resources and a Board rather similar to the IBPGR, but was not yet ready to make a firm recommendation.

32. (c) Vegetables. TAC had mounted three missions on vegetables and the Group had some form of association with the Asian Vegetable Research and Development Center (AVRDC). TAC had established a vegetable/<sup>subcommittee</sup>which was still deliberating. TAC, therefore, did not yet have a specific recommendation for the Group. It should, however, be recognized that the Group's interest should be in tropical vegetables and that vegetables did need relatively heavy inputs.

33. (d) Farming Systems. TAC had initiated a Stripe Review of farming systems. A preliminary report should be available for TAC's 18th meeting, and it was planned to hold a workshop probably in June 1978. TAC would hope to present a report by the autumn of 1978 and at that time would recommend on possible follow-up action.

34. (e) Agro-forestry. IDRC had commissioned a study which TAC had reviewed in consultation with its author. A number of interested parties had subsequently reached preliminary agreement on setting up an international council for research on agro-forestry which had its temporary headquarters at the Royal Tropical Institute in the Netherlands. In due course a



Secretariat would be set up and the location moved to a developing country. The council would provide consultation and coordination but would not itself conduct research. This council might in due course seek some kind of associate status with the CGIAR, but as yet associate status was not defined nor were the obligations that it implied.

35. (f) Forest Genetic Resources. The IBPGR had asked for TAC's guidance on the extent to which it should consider forest genetic resources for its program for 1978. Although TAC felt that forest genetic resources conservation was of concern to the IBPGR, it did not feel able to make a definite recommendation until the Board had had a comprehensive proposal including the financial implications and the method of implementation.

36. (g) Water Management. TAC's previous view had been that existing centers should incorporate water management research into their program and that there was no case for a separate center to address this problem. However, more detailed knowledge was needed and IDRC had undertaken to provide it. The matter was still under review.

37. In answer to a question, Dr. Cummings stated that vegetables were likely to have a higher priority than the other topics. A speaker pointed out that there were very many vegetables and asked whether TAC had ranked them in order of priority. For example, were mung beans and cowpeas included? Dr. Cummings agreed that some crops regarded as vegetables were already within the mandate of some of the centers. He thought that leafy vegetables would probably have a high priority. Another high priority would be solanaceous vegetables such as tomatoes and peppers.

Report on the Quinquennial Review of the International Potato Center (CIP)  
(Agenda Item 5)

38. In introducing this item the Chairman reminded the Group that it should be alive to any steps which should be taken to improve the review process itself. He noted Dr. Cummings' request for comments based on the

experience of members.

39. Dr. ten Houten, who had led the CIP Review Panel, introduced the findings of the review. He commended this young center's dynamic and practical approach. It had some special features as, for example, its use of contract research. CIP had a systematic five-year planning process making use of planning conferences of outside experts and CIP's staff. The Review Panel had been asked to pay special attention to these aspects. The three main tasks of a Quinquennial Review were, first, to evaluate scientific quality of current programs; secondly, to comment on their scope and balance; and thirdly, to evaluate future plans. CIP saw its mandate as rapidly to develop, adapt and expand the research necessary to solve priority problems limiting the production of potatoes in developing countries. The Panel had reviewed each of CIP's nine research thrusts carefully and concluded that in general the scientific work had made excellent progress. Breeding, selection and pathology were especially commended. The Panel considered that priority support should be given to expanded work on meristem culture and seed production, including virus testing and related entomological work. Transferring potatoes around the world was attended by great risk of spreading disease. CIP was paying great attention to the multiplication of true seed. CIP had taken several important measures with regard to phytosanitary precautions. The Panel commended CIP's intention to integrate its regional research and training activities with the nine headquarter thrusts. The Panel found merit in CIP's concept of the "third dimension," in which CIP would provide technical backstopping for programs managed by others. It considered that contract research was a highly efficient use of CIP's resources. Such work seemed to be of high standard and also provided CIP with a desirable degree of flexibility. CIP might well reconsider the distribution of the training work load.



40. In summing up, Dr. ten Houten commended the standard of CIP's work and the energy of its Director General. He noted with approval that a Deputy Director General had been appointed. He noted the excellent spirit of cooperation between the Panel and CIP's management and staff, as well as the great contribution made by the Panel's Secretary, Mr. Brian Webster.

41. Dr. Cummings pointed out that TAC had reviewed the draft reports on CIP at its 15th meeting, at which stage it had made quite a number of comments and suggestions. These had been incorporated in the final report which TAC therefore endorsed.

42. A speaker congratulated Dr. ten Houten and his Panel for an excellent report. He asked for clarification of CIP's distinction between research and extension, and secondly, whether CIP experienced any difficulties in negotiating research contracts due to the imposition of donor preferences. Dr. ten Houten said that it was an exception for CIP's core activities to include extension work though he felt this might tend to be the case more often in special projects. Dr. Sawyer emphasized that CIP had not experienced any situation where CIP had unwillingly accepted a contract under pressure from a donor. He agreed that in CIP's early years, some regional staff had tended to get involved in activities that bordered on extension work. But as the program settled down, they were reverting to their primary task of the transfer of technology.

43. Speaking about Quinquennial Reviews in general, a speaker questioned whether they should continue to concentrate primarily on scientific competence of the centers. The reviews should continue to look at the scientific ability of centers, but this was seldom in doubt. Should they not concentrate more on allocation of resources among programs and between center programs and outreach programs and between research and training? Reviews should look more closely at the forward planning of centers.

44. The Group was reminded by another speaker that when the Quinquennial Review process was established, it was precisely aimed at the scientific quality of the centers' work. What was now being proposed was some kind of policy review, which might be broader than the responsibilities of TAC as presently understood. There were a number of issues coming forward which were broader than scientific issues, and which the present system could not satisfactorily address without having to create special task forces or special reviews on an ad hoc basis.

45. In answer to a question, the Chairman pointed out that CIP was only five years old, and it was probably too early to be able to assess the impact of CIP's work in the developing countries.

46. A speaker felt that there was a need to tackle more fundamental issues than had been dealt with in Quinquennial Reviews so far. Further definition of the criteria for the allocation of priorities was needed. Although CIP was a one-crop center, the questions could be asked as to the appropriate balance and priority between different research thrusts. He noted the panel approval of CIP's contract research and thought that CIP's experience of contract research was relevant to the Group's consideration of basic research.

47. Another speaker emphasized the importance of the centers' Boards of Trustees. He felt more consideration was needed, including the role of Board of Trustees, before the mandate of TAC Quinquennial Reviews was expanded.

48. The Chairman of CIP added that the CIP Board thought the independent review functions to be most desirable and CIP had benefitted from the work of the panel. However, members of the CIP Program Committee would be analysing the review and comments would be made available to the Secretariat for distribution. If reviews were to get into policy matters, then clearly



Boards of Trustees would have to be involved in the review process.

49. A speaker warned the Group that there appeared to be an assumption that scientific assessment was not needed. He certainly did not share that view. He thought it would be wrong to change the nature of Quinquennial Reviews to make them address policies and priorities. He hoped the Group would consider some other means of doing that.

50. The Chairman noted that a broad set of issues had been opened up. He proposed that the two Secretariats jointly prepare a paper on the Quinquennial Review process which would be presented to the Group at its November meeting. It would review the objectives, content and method of approach of such reviews.

Report and Discussion on Relationship with International Centre for Insect Physiology and Ecology (ICIPE) (Agenda Item 6)

51. The Chairman referred to the Secretariat's memorandum of August 8, 1977 summarizing ICIPE's present stage of development and outlining possible options for the Group. He asked Mr. Mashler to introduce the subject.

52. Mr. Mashler noted that UNDP had supported ICIPE for more than five years. This was because it was a unique institution set up under African initiative mainly through the efforts of Professor Odhiambo to conduct basic research on insect physiology to develop environmentally acceptable methods of pest control. The Stockholm Conference had emphasized this particular problem. There were major opportunities for collaboration between ICIPE and the work of the centers. A policy advisory body had been built up comprising the UNDP together with FAO, WHO and IEA, together with scientists from the centers. A new program was being initiated under UNEP and WHO auspices for research on tropical diseases on which ICIPE would play a major role in the area of trypanosomiasis research. UNDP, who at one time contributed nearly 60% of ICIPE's budget, thought that its financial base should be broadened

in order to secure a firmer basis for the future. In its first five years, ICIPE had demonstrated its scientific ability and had achieved wide recognition. Despite many discussions, the TAC and the Group had not reached any definitive conclusion as to an appropriate relationship with ICIPE. An interagency conference had been convened in July at which many of the present participants had been present. This conference had had positive results and it was recognized that ICIPE deserved long-term support.

However, the conference did not have before it any clear indication of the attitude of the CGIAR. Therefore, the ad hoc interagency group that met in July would remain in existence for the time being to provide at least some kind of support base for ICIPE should the CGIAR not find it possible to do so. It had been agreed that ICIPE's Scientific Advisory Committee would be broadened to include representatives of developed and developing countries and a representative of TAC. Firm pledges amounted roughly to \$1 million in addition to the present limited funds available and it was expected that about another \$750,000 might become available before the end of 1977 subject to confirmation by donors.

55. Dr. Cummings noted that the quality of ICIPE's work had long been recognized. However, only a portion of ICIPE's program would be likely to be relevant to the Group's activities and some reorientation was needed in order for ICIPE to address itself more directly to the Group's concerns. There had been a need to increase the continuity of resident leadership in a number of programs. ICIPE had made considerable progress in both these directions. About half or perhaps 60% of ICIPE's programs had reasonably direct relevance to the Group's concerns. TAC had welcomed the formation of an interagency group of ICIPE donors which might assure better continuity of support.



56. Provided that all the necessary conditions could be met, TAC was prepared to recommend that ICIPE be given some support through the CGIAR for those portions of its program which would be relevant. If the CGIAR provided financial support, this implied a direct organic relationship and therefore some obligations, including review of ICIPE's program and budget and the preparation of a program and budget commentary. It was not clear whether this proposal would be acceptable to ICIPE. TAC had noted that ICIPE had immediate problems particularly on the funding of its capital program. For a period of not more than three years, the CG contribution should be directly related to activities relevant to the international centers and TAC suggested that the contribution be for the most part tied to an amount put into projects worked out jointly between the international center concerned and ICIPE and which would perhaps be channelled through the center as an earmarked item in its budget. It was recognized that much of the support work, as for example in physiology, fine structure, basis for insect resistance, etc., could not be closely identified to the interest of an individual center. A contribution for these kinds of support operations might be desirable on a continuing basis again tied to the amounts of contributions coming through the centers. TAC could endorse interim measures such as a one-time contribution to capital or interim support to the operating budget.

57. The Chairman noted that this was the first proposal involving new funding since the Group had entered a period of consolidation. It was also a different kind of activity from those supported in the past. Previous concerns about scientific quality had been put to rest. ICIPE sought financial support, but not along the lines of the existing centers.

58. In answer to a question, Dr. Cummings noted that associate status had never been clearly defined. There were some institutes which already had some kind of informal associate status involving endorsement but not direct financial support. TAC had in mind a closer form of association which would bring relevant programs under regular review, somewhat analogous to the position of WARDA. TAC had assumed that funds pledged by the interagency group would be additional to those pledged by the same donors to CGIAR activities. These funds could be reported as contributions through the CGIAR, but they would add to the net total resources.

59. Another speaker thought that long-term support should get very sympathetic consideration. As far as his agency was concerned, it would not be an advantage to channel funds to ICIPE through the CGIAR. His government was willing significantly to increase its contribution to the CGIAR system, but they were not prepared to consider any extra funding of activities which were of an essentially national character. Some form of associate membership with the CGIAR but with separate funding would be preferable.

60. Its representative noted that the World Bank took the view that the programs developed between the centers and ICIPE were an excellent use of resources. They offered essential flexibility. If such joint projects were to be supported, the Bank would need to be assured that they were of high priority. The Bank recognized that ICIPE needed long-term support, nevertheless the nature of its mandate and objectives was such that it could not be integrated into the CGIAR system. The scientific work was of international standard. The CGIAR and TAC Secretariats should be available to assist ICIPE.

61. A speaker distinguished ICIPE from the centers supported by the CGIAR. The latter had been established to develop new production technology applicable in developing countries. ICIPE was a serious and potentially most



valuable effort to build scientific capacity in the developing world. Although ICIPE was a good institute, it could not yet fully compete with basic research available in developed countries. ICIPE was not an international research enterprise but it was an important element in the development of scientific capacity particularly in Africa. Full membership in the CGIAR would not be appropriate, but donors should support it directly.

62. Another speaker emphasized that ICIPE was no longer exclusively occupied in basic research and its activities now included considerable applied research. An example was the specific problem on which ICIPE and IIRRI were cooperating. ICIPE was an international center and its charter was in the process of being modified with the government of Kenya.

63. Another speaker felt that ICIPE would not fit easily in the present CG system. It appeared able to attract significant bilateral support. His own government would have difficulty in funding an activity in its entirety both through the CG and bilaterally. A satisfactory compromise would be for the CGIAR to fund that portion of ICIPE's activities which related directly to the work of the centers. If necessary, a one-time capital contribution could be made. The alternative by which individual centers contracted out research to ICIPE seemed less satisfactory as it would not give TAC and the CG Secretariat an opportunity for program and budget review.

64. The Executive Secretary pointed out that if the CGIAR were to adopt ICIPE on the same basis as other centers, it would get the full treatment of review by TAC and by the Secretariat. In the case of WARDA where the Group financed only a part of its activities, that part is reviewed against the background of WARDA's total program. However, only that part funded by the Group was reviewed in detail. Similar arrangements could be made in the case of ICIPE. If ICIPE's services were provided under contract to the

centers, then these contracts would form part of the core programs and budgets of the centers and would therefore be reviewed by TAC and the Secretariat. This part of each center's program could be given special attention to ensure that ICIPE's services were reviewed and evaluated properly.

65. A speaker had reservations about bringing ICIPE within the framework of the Group. ICIPE had a role in supporting activities of the system. However, there was a problem in earmarking funds in the center's budget for ICIPE since this could impinge on the responsibilities of the Boards of Trustees. It was up to the individual centers to determine how they could best fulfill their mandates. He queried why TAC should be involved in the review of ICIPE since it was not involved in every organization that at present undertook contract work for the centers.

66. A speaker noted that ICIPE's Chairman had made a formal statement that ICIPE did not wish to become a member of the CGIAR, but it did seek a firmer financial base for those activities which relate to the work of the international centers. There were technical problems which arose from the financing mechanisms of the donor members of the Group. Some donors are free to give directly to ICIPE, but others prefer to see support channelled through the CGIAR as this is the only channel open to them.

67. Another speaker expressed concern about the possibility of receiving a new institution into the Group. This question should be carefully examined though he personally had no opposition to it. International centers were assuming responsibilities for scientific research which for many years had been carried out in developed countries. How did the quality of the work compare? There had been criticism in developing countries about the proliferation of international institutions. He felt it would be more efficient to attach individual specialists to existing centers. He quoted



the remark that "institutions do not grow on the basis of their importance but on the basis of their existence." He warned against increasing international and national bureaucracies.

68. The point was made that there was some difficulty with the concept of CGIAR being a partial funder of institutions. To provide individual grant funding would be a different role from that assumed in the past. There was merit in the arrangement whereby specific contracts could be supported.

69. Another speaker noted that the question of ICIPE had been before the Group for three years. ICIPE had introduced major changes at the behest of the CGIAR. He recommended that there now be a clear decision. He felt that ICIPE would have no difficulty in meeting the requirements of the Group. He noted the possibility of a grant for capital development on the grounds that this was necessary to support the cooperative contracts.

69. Dr. Cummings said that in speaking of "earmarking" an item in a center's budget for ICIPE he did not imply imposing directives on that center. The center would not be constrained to put an item in its budget, but if it did so, it would ensure that that program was relevant to the mandate of the center.

70. The Chairman, in summing up, admitted to some difficulty in detecting a clear consensus. However, the majority view seemed to be as follows. First, the importance, high quality, and utility of ICIPE's work in the developing countries were fully recognized by many present. That was no longer an issue. ICIPE had made some marked improvements in its programs over the years, partly in response to CGIAR deliberations. Secondly, ICIPE had not been asking for "full" membership in the Group and did not ask for full support of all its programs on the same basis as the existing international centers. In view of ICIPE's mandate,

this would not be an appropriate role. However, other forms of association should be considered. Thirdly, a group of donors was in existence prepared to support ICIPE on a sustained basis. It appeared that some donors might require the CGIAR to provide a basis for their contributions. However, this had not been explicitly raised by any donors present at the current meeting. A number of participants would be glad to see the centers contract with ICIPE for services that ICIPE could provide. Such arrangements would bring ICIPE's activities within the review process of the Group as a whole. ICIPE had a Policy Advisory Committee and a member of TAC had been invited to participate.

71. There appeared to be strong support for the idea that Group contributions to ICIPE should be through the decisions of the individual centers to enter into contracts which would then be financed by the Group through the budgets of the individual centers and would be subject to some appropriate form of review. This left the question of whether there would still be a gap of ICIPE's funding and capital investments might be needed in order for ICIPE to carry out its contract work with the centers. If there were such a gap, it could be asked whether the Group would wish to consider a one-time capital contribution to ICIPE.

72. The Chairman, in pointing to a number of activities which already enjoyed a loose form of association with the Group and which took the opportunity of Group meetings to organize meetings of their own, suggested that the Secretariat might help ICIPE by organizing meetings of donors for it in connection with Centers Week.

73. The Chairman noted that the Group had concluded that it did not wish for a formal relationship with ICIPE though it welcomed the institution and would be prepared to finance contract programs with the centers. Should ICIPE wish, the Secretariat would be prepared to help it in obtaining further



donor support. He hoped bilateral donors would do their best to meet ICIPE's remaining needs.

74. In responding to a suggestion that ICIPE be officially given the title of associate status the Chairman pointed out that associate status was not well defined. The Group would consider having ICIPE present its program during Centers Week. The conclusions that had been reached should not be interpreted as any lack of support for the important function which ICIPE is carrying out and the Group would certainly encourage donors to maintain or increase their support. He detected the agreement of the Group to the Secretariat assisting ICIPE in any way that it could.

75. A speaker pointed out that his agency would in principle be prepared to fund ICIPE, but his regulations required that it would be necessary to do so under some kind of CGIAR umbrella.

TAC Chairman's Report on Center Programs (Agenda Item 7)

CIAT

76. The Quinquennial Review of CIAT was conducted in April, 1977. The report had been discussed in two sessions of TAC with the Director of CIAT and the Chairman of the Panel present. The final report would be available for the next CG meeting. It was particularly important to coordinate some of CIAT's programs with those of IITA, particularly the cassava program, where there was an important disease problem. CIAT had been asked to prepare a strategy paper with forward projections which had been extremely helpful to the review. Other centers would be asked to do the same. It was noted that CIAT had undergone a large number of internal and external reviews, and had made a major shift in the program and had had a number of significant changes in staff and management. CIAT's program was well conceived and it now needed time to settle down. TAC had noticed many improvements in management and planning, and in general highly commended CIAT's program.

CIP

77. The Quinquennial Review of CIP had already been discussed. The quarantine problems of vegetatively propagated materials such as potatoes were serious. In the case of true seed, there was the problem of genetic heterogeneity, whereas in using meristem tissue, the small quantities used needed propagation and multiplication, which took time. TAC felt that CIP's third dimension approach was basically sensible in that it did not attempt to manage programs in every country but worked with those that were and provided the necessary technical backstopping. CIP was taking steps to improve its budgetting and accounting procedures.

WARDA

78. An important change had been WARDA's acting on a recommendation to subregionalize which should improve the quality of the regional and national testing program. The quality of the trials was better in paddy flooded rice than in upland rice where WARDA still had a number of difficulties. WARDA would be reviewed by TAC during 1978.

ICRISAT

79. ICRISAT was still developing in very close accord with the original plan approved in 1978. Capital development should be completed in 1978 and staffing should come up to full strength in the same year. TAC will make a Quinquennial Review of ICRISAT in the autumn of 1978. Of particular concern will be the examination of special projects. Another question concerned the cold tolerant sorghum program taken over from CIMMYT recently on a special project basis by ICRISAT. The Integrative Paper had called attention to the modest allocation of resources to sorghum and millet. ICRISAT had identified technologies which were considered scale negative in that they worked more in favor of the small farmer.



ILRAD

80. No program issues had been identified to cause any concern to the Group. ILRAD's mandate was clearly focused and TAC commended it highly. The staffing pattern was somewhat unusual and provided for continuity of program on the one hand but also an input of new talent and expertise.

IITA

81. The Quinquennial Review of IITA is underway and will be completed in early November. There were interesting innovations in the farming systems program. IITA had been asked to act as host for a number of other activities and this was a question that IITA management and the Review Panel would be examining. Dr. Gamble had pointed to difficulties in controlling costs and this was another question that the Panel would be examining.

IBPGR

82. TAC recognized that the Board has exercised an important catalytic role and has done a great deal in working out arrangements for substantial programs of assembling, preservation, characterization and utilization of genetic resources. Considerable progress had been made in data storage and retrieval systems through a substantial contract with the laboratory at Boulder, Colorado. This absorbed a large percentage of the budget and no doubt the Board would wish to examine the appropriate scale of that operation over the long term. The Board had commissioned a study on vegetable germ plasm. The Board's increasing workload had led it to request an increase in staff for its Secretariat, with which TAC was in sympathy. In sum, TAC highly commended the work of the IBPGR.

CIMMYT

83. CIMMYT was reviewed in 1976 and has subsequently been taking action on the review recommendations. Attention had been drawn to the need for greater forward planning and long-term development. This was being tackled by an

in-house review and the results would be reflected in next year's budget paper. Progress had been made in establishing regional teams to work with national programs. This accounted for some of the budget increase this year. Mutually satisfactory arrangements were being worked out with ICARDA for respective responsibilities in the ICARDA region.

IRRI

84. IRRI's program continues to be productive and dynamic. Regional services are being developed. IRRI had close links with national programs in the region and TAC recognized the positive value of this. No doubt IRRI would be exploring alternative mechanisms for this type of cooperation. Further progress was being made in addressing all sectors of rice production and the problem of farming patterns in cropping systems in which rice is one component. TAC commended IRRI's program.

ILCA

85. ILCA had had an extremely difficult year with a change of leadership and very unsettled conditions in the host country. The Group should display patience and understanding. ILCA needed a great deal of flexibility to adjust to a changing situation and future developments could not be reliably forecast. The staff should be commended for their constructive and positive outlook and their continuing efforts in a difficult situation. Good progress has been made on documentation and ILCA had carried out a comprehensive in-house review of every project. A team from TAC headed by Sir John Crawford visited ILCA in March of last year after a period in which representatives of ILCA's Board had acted in the capacity of director. The size of ILCA's program would continue to cause concern to the Director and his staff. It was important to review the monitoring program in the context of the mission of ILCA. It should be a means to an end and not an end in itself.



ICARDA

86. The development of ICARDA was still at an early stage, but the site in Syria was now being taken over and field work could be undertaken during this year. The site looked very promising. The Director would be working on a full time basis from October 1977. The former ALAD staff should be commended for their effective work under difficult circumstances. The site in Iran had been identified but there were still a number of steps to be taken before ICARDA could operate there.

Discussion of Center Programs (Agenda Item 8)

87. A speaker expressed concern at the state of food production in the Arab world. This had deteriorated since the beginning of the decade. Between 1970 and 1975, the cost of agricultural imports had quadrupled, whereas agricultural exports had only increased slightly. Basic food commodities accounted for 85% of agricultural imports in 1976, of which wheat was by far the most important. All Arab countries were now wheat importers. If the area as a whole was to achieve self-sufficiency by 1985, production between now and then must increase by 120% for wheat, 130% for sugar, and up to 185% for meat and milk. Clearly, this required a major development effort. There was, however, great agricultural potential in the area, together with substantial financial resources.

88. Recent studies showed that the irrigated crop area could be increased from its present level of 1.5 million hectares to 26.7 million hectares by better utilization of available surface water. If the mandate of ICARDA was to be concerned only with winter rain-fed agriculture, then ten of the 20 countries in the area would be excluded, including the most important Arab agricultural producers, namely all of Egypt, all of Sudan, and the potential irrigated areas of the Tigris and Euphrates valleys. Earlier documentation on ICARDA had not excluded irrigated agriculture as was done

in the 1978 Program and Budget report. Irrigated agriculture had its own complex problems which needed intensive high quality research. Some contribution could be expected from IRRI, CIMMYT, ICRISAT, ILRAD and ILCA in their respective fields. However, he felt that much stronger international effort was justified and necessary. He noted that it had been originally thought that Lebanon would be the site of the central research station and there would be two substations in Syria and Iran. Now, however, there would merely be an administrative headquarters in Lebanon with limited research in the Bekaa valley. This caused him concern and he asked whether this was prompted by the uncertain conditions in Lebanon or because of some other reason. He drew attention to the great agricultural potential of Sudan which moreover had an extremely low population density. It, therefore, had great potential as an exporter of food commodities, and his organization had therefore formulated a ten-year agricultural development program for the Sudan. Conservative estimates suggested that the rain-fed area in agricultural production in the Sudan could be increased from the present level of 12 million acres to 71 million acres and the irrigated area from 3 million acres to 9 million acres. This still left at least 200 million acres of potentially productive natural range land for livestock production. He felt that the Consultative Group had as yet paid little attention to the Sudan.

89. Another speaker pointed to the importance of irrigation and the prospects for relatively cheap improvements in water management. The greatest potential lay on irrigated land in that region and while there were social reasons for paying attention to the more marginal areas, the decision to concentrate on rainfed land was, in his view, questionable from an economic and a social viewpoint. He had been involved in the early preparatory work for ICARDA which had included consideration of work on irrigated land.



90. The Director General of ICARDA stated that the mandate given to him and as understood by his Board clearly placed the emphasis on rainfed agriculture. This did not automatically exclude irrigated agriculture. He felt that ICARDA should be allowed to concentrate initially on rainfed agriculture, bearing in mind that it may well move into the irrigated areas when it was wise to do so. A selection of new crops was being made under irrigated conditions as well as rainfed and was proving effective. ICARDA would expect to acquire expertise in irrigated agriculture. Water management was of prime importance. The decision not to invest substantial capital in Lebanon was due to the risks involved. In addition to the two ICARDA stations, he hoped that ICARDA would develop extensive networks which would prove more effective but less costly than heavy capital investment in other stations. ICARDA's mind was still open on all these questions, but in his view much of ICARDA's work would be relevant at least to the northern Sudan.

91. The Chairman mentioned that the Sudan had been subject to great international attention, perhaps more than any other country in the developing world in the area of food production. The CGFPI had considered the food investment program for the Sudan which had attracted much interest. A World Bank project was being developed for national research.

92. Concern was expressed about the proportion of CIAT's research budget going into beef, which some thought a rich man's food, whereas the proportion going to beans and cassava remained stable. On the IBPGR, the same speaker noted that the budget allocated to the contract of the University of Colorado remained at about \$400,000 a year, although the major components of the system had already been developed.

93. Replying, Dr. Cummings thought that "beef program" was a somewhat misleading title. The program was concerned with nutrition, soil management, forage crops and soils, with beef as the present product.

94. In confirming that the proportion of the budget for the beef program had increased, the Director General of CIAT pointed out that more of it was going to resource development rather than the animal component. Beef was the tool for the utilization and development of a vast natural resource. He noted that CIAT economists had concluded beef could well be defined as a staple food in Latin America.

95. The Chairman of the IBPGR pointed out that the contract with the University of Boulder had stimulated intense debate among his Board. The question was whether the Board was allocating enough for this operation in view of the difficulty of getting existing collections documented and together with future collections, effectively used. It was agreed that the major cost should be borne by the users. The proportion of the Board's budget going to the University of Boulder was steadily decreasing.

Report and Discussion on CG Meeting Cycle (Agenda Item 9)

96. The Chairman referred to the Secretariat's memorandum of July 29 which set out some of the factors governing the scheduling of CGIAR meetings. It recommended that this year the Group hold a second meeting in mid-November at which it would be decided whether one or two meetings would be needed in 1978. Should there be two meetings, they should be in May and October; if one, in October. It was proposed that half the meetings would be held in Washington, and about half elsewhere. It was proposed that the meeting in November 1977 be held in Paris.

97. A speaker wondered whether informal meetings of some members of the Group might be a substitute for a second full meeting. Some items were of limited interest and could be addressed to a smaller group. He hoped it would be possible to make do with only one full meeting a year. He questioned whether the Group was not now too large for effective decision taking.



98. The Chairman thought that the increasing size of the Group was due to a desirable widening of interest and a broadening of the financial base. However, it was difficult for a group of this size to arrive at a consensus and he felt this put a greater burden on the Secretariats to prepare papers which would allow efficient decision-making. When this had been done and when the issue was of the type that lent itself to that approach, he felt the record was good. Complex and amorphous issues created more problems that he felt they could be handled in stages. The Group was not yet unmanageable. He noted that one way of handling the increasing work load was to set up a structure of committees which had advantages as well as disadvantages. There had, for example, been discussion of setting up a program committee and there was a standby committee which could perform some of those functions if needed that could handle business quickly, but on the other hand would deprive some members with the opportunity to take part in the decision making. There was a real question of whether activities should be structured at the expense of full participation.

99. A speaker felt that despite the large number of participants, the discussion had been fruitful and compared favorably with other international meetings. His delegation felt that the discussions should involve full membership. He thought the memorandum made a persuasive case for a single annual meeting. The participation of Centers Directors was most important. He felt it premature to think in terms of a committee structure. He suggested that the center presentations be linked to the comments of the Chairman of TAC. His delegation would welcome a single meeting in October and it would be particularly helpful if this could follow immediately after the World Bank-IMF annual meeting.

100. The Chairman noted a consensus in support of the Secretariat's recommendation that the Group work towards the objective of one meeting a year in October with the possibility of considering two meetings a year if

necessary, one in the spring and one in October, divided between Washington and elsewhere. He noted that some issues could not be quickly solved but should not be left pending for too long. Therefore, a flexible approach was necessary.

Matters Introduced by Centers (Agenda Item 11, advanced to Item 10)

101. Dr. Nickel, speaking as this year's Chairman of Center Directors, noted the appreciation of the centers for the strong support they had received. He felt this year's exchange of ideas had been very fruitful.

102. TAC Quinquennial Reviews. The Directors felt that Quinquennial Reviews done so far had served useful functions both in the reports themselves and in the preparatory activities and in the discussions and exchanges of views that took place. Centers recognized the need to define objectives, strategies and tactics, and Quinquennial Reviews stimulated such activities. Centers recognize the value of constructive criticism. They also recognized the primacy of each center's Board in reviewing program and ensuring proper balance. When Boards had been actively engaged in this, it was not surprising that the TAC Review Panels found themselves in general agreement. Centers were in active dialogue with TAC to explore means of improving the ability of future reviews to detect weaknesses and recommend improvements.

103. Staff Quality. Referring to Recommendation 13 of the Review Committee that recruitment be as broad as possible and every effort be made to ensure staff vitality, and that equivalent staff enjoy equivalent privileges, Dr. Nickel noted that a major effort was made by the centers to identify and hire the best candidates. Recruitment information was broadly circulated. Centers were aware of the need to ensure staff vitality. A problem had arisen which had implications for budgets and for staff morale.



Centers generally had a policy of salary equity without reference to nationality. However, host country nationals were taxed and some countries tax their nationals on the basis of citizenship rather than residency. Hence, there were considerable differences in take-home pay for staff doing the same job and receiving equivalent gross salaries. Directors had considered tackling this problem in a manner similar to the UN agencies. They therefore propose to approach their Boards with proposals to move towards equal take-home pay for equal work. The budget proposal currently before the Group did not include any adjustment for this change. The Group should therefore be forewarned that requests for budget revisions may be forthcoming if the Boards decide to follow such a course.

104. International Service for Strengthening National Research Capacities. The Directors greatly welcomed this initiative but had a number of questions. Was such a service to be complementary to the activities of the centers? If so, centers should be adequately represented in the formation of the policies and programs of the service. Secondly, direct contact with national and regional programs was essential. It was hoped that the proposed service would facilitate rather than substitute for such contact. The service should substantially relieve pressure on the centers for greater involvement in national programs than resources permitted. The Directors thought it essential to continue outposting some staff for regional services and limited bilateral cooperation. They hoped that the establishment of the proposed service would not lead to the conclusion that the centers should substantially reduce these efforts.

105. US Title XII Legislation. The Directors were in active and continuing consultation with those implementing the US Title XII legislation. This provided an excellent opportunity for links with US institutions which would complement the work of the centers. Similar contacts with research

institutions elsewhere in the world were being actively pursued. The Chairman noted that the change in US tax legislation presented a serious problem for the Centers as for many other organizations employing Americans outside the United States. He urged the centers to consult with the Secretariat on the financial implications before carrying their proposals too far since there were important financial implications for the Group as a whole.

106. Responding to Dr. Nickel's comments on the quality of staff, A speaker noted that some in the developed countries were becoming increasingly concerned about the supply of scientists, particularly young scientists with tropical experience.

107. The Chairman noted the need to secure a balance between a qualified international staff suitably paid to ensure the right motivation and at the same time securing proper economy.

#### Technical Services for Support of National Research (Agenda Item 10)

108. The Chairman drew the attention of members to a proposal which had been sponsored by a group of donors chaired by Dr. Treitz. Dr. Treitz, noting that the Group and TAC had repeatedly emphasized the importance of strengthening national agricultural research, sketched the background to the current proposal. He welcomed the prompt steps that were being taken to follow it up. The paper prepared by Mr. Graves was not intended as a decision-making document but as the basis for further discussion. This would be confined to agricultural research and not the broader questions of agriculture and rural development. It was recognized that agricultural research in the developing countries was generally weak and this prevented or slowed up the transfer of the international centers' work to the farmers' fields. The need to transfer technology to national institutions was an increasing burden on the international centers. Participants in the Munich meeting had proposed an international service for national agricultural research



to support the work of the international centers and to provide a coordinating role. There was no intention of depriving centers of their training activities nor their right to work in the farmers' fields. The proposed service was intended to complement and not duplicate the work of existing organizations. The proposed service would have a small core budget but extensive field of operations. Although part of the CGIAR system, it would not represent a major new claim on funds.

109. Dr. Cummings reported on TAC's discussion of the paper at which Center Directors had been present. TAC recognized that although the centers depended very largely on the effectiveness of national programs, yet their capacity to help them was very limited. A stronger commitment was needed to help developing nations strengthen their research capabilities. A large number of institutions were involved and their efforts needed coordination. In endorsing in principle the proposal before the Group, TAC felt the need for further definition in relation to cooperative activities between the centers and developing countries and to the ongoing bilateral assistance programs. TAC recommended that the management of the centers be asked to participate actively in any further development of the proposal. It was also important to involve developing countries and possible sources of assistance. TAC therefore recommended the establishment of a task force to include representatives of the centers, the LDCs, TAC, CGIAR members and the Co-Sponsors.

110. The representative of the World Bank noted that the Bank was strongly committed to the CGIAR and was a major source of funds for agricultural development, including agricultural research. The Graves paper had identified the needs and the donors were being challenged to do more to meet them. The Bank would play its part in this. The approach in the Graves paper had merit, but there may be other alternatives. Parts of

the proposal needed much closer examination. It was important to be realistic about what could be achieved. Very many other factors were involved in the overall process of raising farm production. Secondly, the proposed service could only hope to meet a very small part of the overall demand. An obvious constraint was the shortage of skilled manpower. The Bank found that it took between 40 and 50 manmonths of external manpower to develop a research project to the operational stage. This was in addition to national manpower inputs. During implementation it was not uncommon to need between 70 and 80 manyears of specialized external expertise to implement a project over a five-year period. Therefore, say 12 projects in operation would need some 75 specialists. There was a great lack of internationally experienced research planners and administrators. The proposed program, focussing as it did mainly on manpower, would have to be linked closely with government and donor commitments to provide capital funds and the continuing government commitment to long-term research programs.

111. The representative of FAO stressed the importance of parallel emphasis on extension, training, farmers' organizations, governmental policy and all the other services to help farmers increase production. Each country had different needs and efforts to strengthen national agricultural research faced sensitive and complex problems. There were a number of reasons why national research was currently inadequate. First, there was a shortage of financial resources and this activity had not been accorded high priority. Secondly, developing countries had been reluctant to ask for outside help in politically sensitive areas. Thirdly, the developed countries through bilateral or multilateral programs, had not always attached high priority to strengthening national agricultural research. In view of this, he questioned



whether the creation of a new mechanism would be meaningful. There was already a confusing number of development organizations involved in assisting national research. It may be queried whether a new mechanism would bring additional resources or merely increase the competition for currently available funds. FAO had long been involved in this activity and was increasingly engaged in helping developing countries strengthen their research capabilities. There were at present some 600 projects of this kind. FAO had made organizational changes to strengthen this activity. FAO was ready to share its experience with the CGIAR and to consider ways in which its organization could contribute to providing the services needed. If necessary, the Director General might consider seeking more resources for increased support by CGIAR donors to research and development activities. The proposal prepared by Mr. Graves needed further study. FAO would be prepared to assist and contribute to the work of the task force.

112. Another speaker agreed that the proposal needed further study. The terms of reference of the task force should include an examination of alternatives. There were a number of issues. For example, should the new organization be active in promoting extension services? How far would it go beyond strict research? Secondly, it may be that the proposed new organization should be concerned with the key educational institutions in developing countries such as the agricultural universities. He was not necessarily recommending this, but it illustrated the kind of question that needed study. There were questions surrounding the relationship between the new service and the centers. However, it should not be merely the creature of the centers, but should be responsive to the needs of the developing countries. The financing arrangements would be somewhat novel. How could the proposed scale of core funding be justified? Perhaps, like a consulting firm, the service should get going merely with working capital. On the other

hand, there might be something to be said for providing some small core budget in order to secure the independence of the service.

113. Another speaker warned against trying to apply the formulae which had worked well for the CGIAR to the much more difficult problems of national research. The task force needed members with wide experience in this difficult field.

114. In welcoming the proposal, another speaker pointed out that national research could be strengthened in a number of ways. For example, experienced scientists from developed countries could work in the field alongside less experienced scientists in developing countries. Secondly, study groups on special subjects could be sponsored. Language problems could be reduced by an information service. The views of those currently involved in managing research in developing countries would be very useful in developing the program further.

115. Another suggested that the traditional extension techniques of the Western world had not proved suitable for the developing world. Technology transfer was highly location specific. The terms of reference of the task force should reflect this. Its members should include people knowledgeable about the weaknesses of agricultural research organizations. He drew members' attention to the establishment of a new fund--the Arab Fund for Science and Technology. Its feasibility was currently being studied with the participation of the Arab Fund for Economic and Social Development and the Kuwait Fund. The task force should get in contact with the latter organizations and the new fund, if it had been established by that time.

116. A speaker referred to the FAO regional meeting of November 1976 in which the need for increased donor support of national research programs had



been urged. He felt that CGIAR support for the current initiative would lead to greater involvement by donors. The directors of the international centers knew the problems best and their support for the proposal was crucial to its success. The task force should include representatives of the proposed beneficiaries.

117. Concern over the proposed establishment of a new organization was expressed by a speaker from a developing country. However, he felt that much effort would have been spared if such service had been established long before. Although the effort to develop research programs had to come from the developing countries themselves, nevertheless this had been largely neglected up to now. Developing countries needed to be aware of the importance of research.

118. It was suggested by another speaker that the Group invite the Chairman to assume responsibility for selecting members of the task force and such other consultancies as may be necessary. The task force should have balanced membership representing all major interested parties as well as balance of expertise. The Graves paper was a useful starting point, and it should not be necessary to begin again from scratch. The task force should bear in mind the limits that the Group had set for itself. Donor views should be taken into account. The proposed service should perhaps not expect continuing core support, but after an initial fund should live on its ability to secure contracts.

119. In supporting the proposal for a study, a speaker pointed to the importance of developing countries having comprehensive long-term policy and development programs for all the factors affecting food production. They needed help in formulating these, some of which was forthcoming from existing institutions. Research should not be separated from development. The emphasis should be on strengthening of national systems and not simply

the linkage with international centers. Careful definition of the boundaries and modus operandi of the new service would be necessary. There were definite advantages in associating such a service with the CGIAR.

120. Another speaker emphasized that the task force should look at alternatives other than the mechanism proposed in the Graves paper. He agreed that the transfer of technology to developing countries was exceptionally difficult in part because it involved sensitive questions of national priorities. Consequently, a review of the service's activities by TAC could be much more burdensome than the paper suggested. There was no single right way of strengthening national capacities and therefore a flexible approach was necessary. He hoped that the creation of a new institution would not limit the present cooperation between national programs and the international centers.

121. A speaker noted that in preparing for the forthcoming UN Conference on Science and Technology, the developing countries would be analyzing their national research needs.

122. The Chairman noted a unanimous decision to establish a task force. Elements of the terms of reference had been suggested by a number of speakers. There were a number of critical questions about the mandate of the service. Would it be a research service or a research and development service, or again, research or research and extension? And there were a number of issues surrounding the appropriate relationship between the proposed service and other organizations. What alternatives to the specific proposal in the Graves paper should be considered? What form of service should be ultimately recommended? Then there were questions surrounding the financial needs of the service and the mechanisms for providing them, such as for example, the size of the core budget, the need for capital funds, and the possible sources of funds. There were also issues connected with the manpower needs of the



service and the available supply. An area of major concern was clearly the relationship between the combined proposed activity and the activities of the international centers. And finally, there was a range of questions concerned with the governance of the service itself. The next step would be to abstract from the comments that had been made a preliminary terms of reference. He, as Chairman, was prepared to appoint the task force. In view of the very long list of requirements for representation on the task force, individuals would be selected who could represent a variety of constituencies. The task force would need staff assistance, some of which could be provided by the Secretariats. In addition, it would probably need some expert assistance. It was hoped that donors to the Review Fund would authorize the use of the remaining balance in that Fund for this purpose. As to a timetable, the Group should move with "all deliberate speed." The task was a major one and would obviously need very careful thought. On the other hand, the problem was important and needed quick action. Although a progress report should be available at the November meeting of the Group, the final report might not be available until the fall of 1978. There would be opportunities to comment on the draft terms of reference at the November meeting.

#### Financial Support in 1978 and Thereafter (Agenda Item 12)

123. Pointing out that firm pledges were not normally made before November, the Chairman noted that it would be useful to have a preliminary indication of donor commitments at the present meeting. From the figures in the Integrative Report, it appeared that the total amount requested for 1978 would be about \$88 million, without taking account of any new activities.

124. Mr. Mashler opened the pledging by stating that subject to the approval of the UNDP Governing Council in January, UNDP would make available

to the core programs of centers in 1978 a total of US\$4.1 million. In addition, \$2.26 million would be allocated to special projects of centers. This was the largest allocation which the UNDP had ever made to the CGIAR and represented a total of 1.5% of total operating funds for 1978.

125. Mr. Nooter, emphasizing the high regard of the US Government for the work of the centers, stated that it was their intention to continue their previous practice during 1978 of providing up to 25% of the total, which in this case would be up to a maximum of US\$22 million. This was subject to the usual caveat about the provision of adequate funds from the US Congress process, which should be completed within a few weeks.

126. Mr. Mirheydar stated that the contribution of Iran for 1978 would be US\$2 million, subject to approval of next year's budget.

127. Mr. Lindores could not provide full details at this point, which would be given in November. However, the Canadian percentage increase in total contributions to the centers would be approximately the equivalent of the percentage increase of total requirements as submitted in the budget proposals.

128. Mr. Dithmer said that the Danish contribution for 1978 was expected to be DKr4.4 million, roughly the equivalent of US\$730,000. In 1979 the contribution might be of the order of DKr5.4 million, equivalent to US\$870,000, and for 1980, DKr6.5 million or US\$1.05 million.

129. On behalf of Germany, Dr. Treitz was authorized to pledge an amount of DM14 million for 1978 and for 1979. This was of the order of US\$6 million, and is roughly 7% higher than 1977. He noted that negotiations were going on in his government in the hopes that the amounts he had mentioned might be increased. However, the outcome was still speculative.

130. Mr. Bell said that the Ford Foundation would expect to provide US\$1 million in 1978 and again in 1979.



131. Mr. Whitelegg noted that the UK Chancellor had introduced severe government budget cuts which had led to the reduction in the overall aid program of something like 10%. Emphasizing the importance that his government attached to the work of the centers, he was able to say that his government had decided to increase its contribution for 1978 to £2.5 million, at the current of exchange approximately US\$4.3 million. This compared with the contribution in 1977 of US\$3.4 million, consequently about a 25% increase. This pledge was, of course, subject to parliamentary approval. He noted that in addition, the UK provided considerable other funds for research in the United Kingdom in support of the work of the centers.

132. Dr. Strand stated that the Norwegian contribution for 1978 and again for 1979 is expected to be Nkr10 million, approximately US\$1.9 million.

133. Mr. Clevering, on behalf of the government of the Netherlands, noted an increase in the Dutch contribution for 1978 of approximately 10%. This would amount in 1978 to US\$1.65 million for core funding and US\$550,000 for outreach funding. His government was also supporting other organizations which were in close contact with the Consultative Group's system, such as work on postharvest technology, SEARCA, and agroforestry. His government has substantially increased funds for programs in rural development and national organizations in the developing world.

134. Dr. Pino expected that, subject to the approval of its Board of Trustees, the Rockefeller Foundation would be able to make available US\$1.25 million for 1978. The money would be available from the first of the year.

135. Dr. Daniels expected that IDRC would approve a contribution of approximately Can\$1.3 million for core programs in 1978.

136. On behalf of Australia Mr. Ingram stated that the contribution for 1978 would be Aus\$2.465 million, approximately US\$2.7 million. Total

Australian contributions, including special projects and support for the TAC Secretariat, would amount to Aus\$2.7 million, roughly US\$3 million. Without being able to give full details of the breakdown, he expected that Australia would contribute to the first time to four additional centers-- IITA, ILRAD, CIMMYT and IBPGR.

137. Dr. Scarascia-Mugnozza, noting that the Italian national budget had not yet been approved, nevertheless expected that his government would make available approximately US\$100,000 for 1978. The Italian National Research Council was at present considering an increase of the Italian contribution.

138. Dr. Wilhelm noted that Switzerland would make a contribution to core budget in 1978 up to the amount of US\$1.3 million. In addition, there would be a number of contributions to special projects.

139. Mr. Yudelman stated that the World Bank would continue its practice of contributing up to 10% of the requirements of the approved programs of the Consultative Group system. This could amount in 1978 to something in excess of US\$8 million. Subject to approval by the Bank's Board, up to US\$8.7 million might be expected for 1978 compared with expected grants for 1977 of US\$7.9 million.

140. Dr. Olembo noted that UNEP intended to restore its contribution to the CGIAR system to US\$600,000. He noted that some of the follow-up activities to the recent United Nations' Conference on Desertification might lead to more funds being available for activities carried out in connection with the centers, particularly ILCA and ICARDA.

141. Mr. Epstein stated that the president of the Inter-American Development Bank was expected shortly to recommend to his Board contributions of up to US\$6.2 million to the core budgets and capital requirements of the three Latin American centers for 1978. As in the past, this amount would



be dispersed in national currencies of the host countries in which the centers are located. They would be drawn from the resources of the Social Progress Trust Fund. This represented about an 8% increase over 1977 and accounted for nearly 20% of the Bank's total nonreimbursable technical assistance. Allocations between centers and support for capital items were still to be discussed. He expected a similar contribution for 1979 and 1980, but it was too early to be specific.

142. Speaking on behalf of the Asian Development Bank, Mr. Epstein read the following statement: "The Asian Development Bank cannot commit itself at this stage regarding its financial support for 1978 to CG-sponsored activities as they have to work out project proposals based on their individual consideration for support to research centers in Asia for their Board of Directors on a project by project basis. However, on a preliminary and noncommittal basis you may indicate that the Asian Development Bank in 1978 may consider a magnitude of about half a million US dollars of financial support for agricultural research activities in Asia subject to individual consideration on merit of project proposals and approval by the Board of Directors of the Bank."

143. Mr. Båge noted that Sweden was still working on a long-term budget for CG contributions. Pending adoption of that budget, he expected the Swedish contribution for 1978 not to be less than the contribution for 1977, which is SKr10 million, approximately US\$2 million.

144. Dr. Ali noted that the Arab Fund for Economic and Social Development was at present reviewing its priorities, and he was therefore not in a position to make a specific announcement. He hoped to do so very soon.

145. On behalf of Belgium, Mr. Boddez noted that his country's total contribution would be BF100 million, somewhere between US\$2.8 and US\$2.9 million. This, however, was the total figure, including special projects.

146. Dr. Eggers stated that the European Economic Community expected to contribute two million European units of account for 1978, equivalent to roughly US\$2.2 million. There was a faint possibility that this amount might be increased by about half a million European units of account, equivalent to US\$.55 million to a center in Latin America.

147. Noting that Japan could not yet make a specific pledge for 1978, Mr. Okamoto mentioned that efforts would be made to maintain and expand as far as possible the Japanese contribution to the CGIAR.

148. Mr. Amenechi said that Nigeria's contribution to the system would remain at the present level of £N.5 million, equivalent to about US\$750,000.

149. Summarizing the outcome of the pledges, the Executive Secretary, Mr. Lejeune, pointed out that there was still a number of uncertainties. For example, the United States and the World Bank provided matching funds, the absolute amount of which depended on what the rest of the Group could contribute. It was possible that new contributors might join the Group. Firm figures had not yet been obtained from all the donors present. Whilst the total needs of about \$88 million for 1978 were not clearly covered at this stage, it appeared that the apparent shortfall would be manageable. Donors should be aware that total requests could increase again rapidly in 1979 due to the implementation of new capital programs. In view of the rapid pace of inflation and the difficulty in forecasting it, it was to be hoped that donors would consider at least maintaining their contributions in real terms. Although at the moment it seemed as though there might be a total gap of between US\$2 and US\$3 million, the Group had been in similar situations before and it was to be expected that this would be overcome by November.

Report on Implementation of Review Committee Recommendations (Agenda Item 13)

150. The Deputy Executive Secretary, Mr. Ritchie, reviewed the present



status of implementation of the recommendations of the Review Committee. The present status of the group of recommendations affecting the CGIAR system as a whole was self-evident to members. The next major group of recommendations had been directed at the centers. They were of two main types. Recommendations relating to longer-term perspective of the centers, and secondly, those to do with off-campus activity. In order to put the first type of recommendation into effect, the Secretariat had suggested a number of steps, among which was the preparation by the centers of a statement on long-term objectives, priorities and criteria for program balance. This might be done in preparation for quinquennial reviews. CIAT had prepared such a document, which had been very useful. It was hoped that all the well-established centers would be able to give a more explicit statement of priorities and objectives in the coming year. Some centers had been more successful than others in following the recommendation that special projects be more closely integrated with core activities.

151. As for the recommendations concerning off-campus activities, Mr. Ritchie urged centers to let the Secretariat have copies of formal collaborative agreements between centers.

152. The Review Committee had recommended that Boards of Trustees define the criteria and procedures for selection of their own members. One center had provided a statement on this question, but the Secretariat would urge other center Boards to do the same. It was understood that a number of centers were considering putting CG nominees on their Board.

153. The Review Committee had recommended that donors try to be as flexible as possible in pledging and that support be maintained to individual centers for a reasonable period of time and not be withdrawn or reduced without ample notice. Secondly, it was recommended that contributions be made as promptly as possible. With the proposal that the World

Bank establish a short-term financing facility, donors had responded well and so far it has not been necessary to make use of this facility.

154. TAC had responded to the recommendations of the Review Committee. Quinquennial reviews were being continued. Stripe analysis was underway and due attention was being paid to special projects.

155. As for the Secretariats, the recommendations that biennial budgetting be introduced and that the two Secretariats work more closely together in preparing program and budget commentaries, appeared to have been put into effect with little difficulty.

156. In general, progress towards putting the Committee's recommendations into effect had been good but somewhat slower in those areas requiring changes in procedure or thinking.

Time and Place of Next Meeting (Agenda Item 14)

157. There being no items of other business, the Chairman noted that the discussion of Item 9 had resulted in agreement to hold the next meeting of the CGIAR on November 16 and 17, 1977, in the offices of the World Bank in Paris.

158. The meeting closed at 12:45 p.m.



CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

LIST OF PARTICIPANTS IN CENTERS WEEK

(September 12 - 16, 1977)

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Mr. Warren C. Baum  
Vice President, Projects Staff  
World Bank

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Centro Internacional de Agricultura Tropical (CIAT)

Mr. Luis Crouch  
Chairman

Dr. John Nickel  
Director General

Dr. Fernando Fernandez

Mr. A. Grobman

International Maize and Wheat Improvement Center (CIMMYT)

Mr. Virgilio Barco  
Chairman

Mr. Haldore Hanson  
Director General

Dr. Keith W. Finlay

Dr. Thomas Stilwell

Dr. D. M. Solandt

International Potato Center (CIP)

Mr. Charles Greenwood  
Chairman

Dr. Richard L. Sawyer  
Director General

Dr. Richard Wurster

Dr. O. T. Page

Mr. Joab L. Thomas

Dr. P. R. Rowe

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

Mr. Taher Obaid  
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Dr. Harry S. Darling  
Director General

Mr. George Chancellor

Dr. O. M. Solandt

Dr. Owen L. Brough

ICARDA (contd.)

Dr. Shawki Barghouti

Dr. A. R. Melville

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

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Dr. Leslie Swindale  
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Mr. V. Balasubramanian

Dr. D. L. Oswalt

International Institute of Tropical Agriculture (IITA)

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Dr. William K. Gamble  
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Mr. Wade Reeves

Dr. S. V. S. Shastry

Dr. H. R. Albrecht

Prof. William B. Ward, Consultant

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Mr. David Pratt  
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Dr. Derek Tribe

Dr. Thomas Sutherland

International Laboratory for Research on Animal Diseases (ILRAD)

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Dr. James B. Henson  
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Dr. A. Musoke

International Rice Research Institute (IRRI)

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Dr. Marcos Vega



International Board for Plant Genetic Resources (IBPGR)

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Dr. Claude McMillan

Dr. Trevor Williams

West Africa Rice Development Association (WARDA)

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Mr. Sidi Coulibaly  
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Mr. Clyde Applewhite

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FROM: The Secretariat

February 1, 1977

Consultative Group Meeting, October 27-29, 1976  
Informal Summary of Proceedings

1. Attached is the Informal Summary of Proceedings of the Consultative Group Meeting held on October 27-29, 1976. It takes account of comments received on the draft circulated on December 20, 1976. The financial position has been updated to January 31, 1977 and is summarized in Annex IV.

2. Members will recall that a principal item on the agenda of that meeting was a discussion of the recommendations of the Review Committee. It was agreed that the Review Committee's Report, minus some of its appendices, would be made generally available together with a summary of the discussion. A condensation of the appropriate part of the attached Informal Summary has been prepared, and is included in the final version of the Report.

3. Members are asked to note especially paragraph 179, indicating that the 1977 International Centers Week and CG meeting will be held on September 12 to 16, 1977. The meeting will be at the headquarters of the World Bank in Washington.

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Attachments

Distribution:

- CG Members
- TAC Secretariat
- TAC Members
- Center Directors
- Participants

14 FEB 1977

CONSULTATIVE GROUP MEETING

OCTOBER 27-29, 1976

WASHINGTON, D.C.

INFORMAL SUMMARY OF PROCEEDINGS

1. The twelfth meeting of the Consultative Group on International Agricultural Research was held at the headquarters of the World Bank in Washington, D.C. on October 27-29, 1976. The Chairman, Mr. Warren C. Baum, presided.

2. The meeting was attended by representatives of 23 members. A list of participants is attached as Annex I.

Chairman's Opening Remarks (Agenda Items 1 and 2)

3. The Chairman of the Consultative Group opened the meeting by welcoming the participants. He drew the attention of members to the agenda, which was adopted, and is attached as Annex II.

Report of the Review Committee (Agenda Item 3)

4. It had been agreed during 1975 Centers Week that the time was ripe for a comprehensive review of the Group's activities and future directions. A fifteen-member Review Committee had been set up, which had met three times. A Study Team of four consultants had been appointed, the Study Director being Dr. Alex McCalla.

5. Members had received the Committee's Draft Report. The Chairman thanked the Committee, the Study Team, and the many scientists and administrators throughout the system who had made great efforts on a formidable undertaking.

6. He pointed out that although many of the views expressed in the Report had been keenly debated in the Review Committee's three meetings, the Committee endorsed the Report and accepted full responsibility for it. Nevertheless, members of the Committee, who had served in their individual capacities, would have the opportunity to express personal views during the discussion. He suggested that the discussion be addressed primarily to the conclusions and recommendations which were summarized in the first 16 pages of the Report, since there clearly would not be time to review the very large amount of information it contained. The Recommendations are reproduced as Annex III.

7. Before turning to consideration of the recommendations in detail, several members made general comments, which may be summarized as follows:

-- the Report was of high professional quality, timely, and much welcomed. It would be most useful in charting the Group's future in the



medium term. Some members, however, felt the need for a longer term view than the Report provided.

-- the Report was seen by some as rather conservative and cautious. However, there was general agreement that the emphasis on consolidation rather than continued rapid growth was appropriate. There would be some expansion and change during this period of consolidation, which would not be a time of stagnation.

-- the dangers of too much bureaucracy were stressed, particularly in view of the importance of maintaining the individuality of the Centers, the autonomy of their Boards, and the flexibility of their programs.

-- the Report was essentially an internal document for the guidance of members of the Group.

-- the Report tended to confirm the recommendations of the TAC on emphasis and priorities.

-- there should be caution about attempting to set too rigid criteria for the priorities of the Centers, and for their optimum size.

-- the value of long-term planning was stressed.

-- the relationships between the Centers and national programs involved many and complex issues, which the Report could not treat exhaustively.

-- new initiatives would continue to come under the Group's consideration, but it would be unwise to attempt to take on too much.

-- full account needed to be taken of the views of developing countries. The Committee had three members from developing countries, and the Study Team had made extensive field visits.

8. The representative of FAO, in welcoming the Report, stressed the willingness of his organization to maintain its support for the TAC, and the value of the cooperation between the two organizations. He supported the recommendation for greater coordination of the two Secretariats.

9. The discussion turned to the Report's specific recommendations, which were reviewed in order.

#### Recommendations 1-4 (Scope of the CGIAR)

10. The Report concluded that there would continue to be a need for the CGIAR system for the foreseeable future and that its priorities were correctly set. Growth had been much more rapid than could have been foreseen when the Group was established, and a pause for reflection was now appropriate.

11. A speaker drew attention to the apparent divergence between the importance of livestock as a source of food, and the proportion of CGIAR resources directed to it. However, it was recognized that very much agricultural research was being done outside the CG system, and priority setting for research was extremely complex. Sir John Crawford, in reiterating TAC's approach to this problem warned against the use of over-simplifying indices. He emphasized the need for better information on research done by others, and TAC's role in continuing to assess its quality and quantity. TAC



must remain free to consider overall research needs, regardless of the ultimate sources of finance.

12. In supporting the recommendation that the Consultative Group remain in existence for the foreseeable future, a speaker stressed that this did not imply that it should continue in exactly its present form.

13. It was questioned whether CG activities should be directed to countries with the worst food deficits or to countries where the potential for increasing production was highest. Whilst recognizing that there could be exceptions, the view prevailed that the emphasis should be on food deficit countries.

14. Several speakers emphasized the need for the CG itself, and the work of the Centers, to remain problem oriented. There was a danger that too many meetings and too much debate could divert efforts away from research. The Study Team had met a wide divergence of views on the question of expanded roles for the CGIAR. The informal exchange of views that the CG already provided had proved helpful to at least one donor in coordinating technical assistance activities. There was support for the recommendation that the CG expand its role as a forum for discussion, provided this could be fully justified in terms of contributing to the aims of the Group, without too heavy a burden on the system. Closer involvement of developing countries was needed in orientating the Group's work.

15. The Swedish delegation proposed a change in wording to the second sentence of recommendation 2, to read as follows: "The research should be problem-oriented and produce results that benefit the majority of farmers in low-income countries on food commodities which are widely consumed and collectively represent a majority of the food sources of the developing world." The Group was reminded that it was not practical to rewrite the Report to reflect this or other comments, but the proposed wording was accepted as amplification. The Centers were directing efforts to low input conditions, and to the identification of constraints on the application of new technologies. The description "low-income," "low-input" and "food deficit" in practice tended to apply to the same people -- the small farmers.

16. In conclusion, the Group generally endorsed Recommendations 1-4, with the particular emphases noted above.

#### Recommendations 5 through 11 (Center and Inter-Center Issues)

17. Dr. McCalla emphasized that interaction with national programs was essential to the mandates of the Centers. The problem was to determine the appropriate nature and magnitude of these interactions. He cautioned against Center programs becoming overwhelmed by the needs of national programs, and reiterated the need for objective planning criteria. Major programs, funded outside the core budget, should be subject to review in the context of the entire program of the Centers and the CG as a whole. He commended for the consideration of other Centers CIP's method of involving outside experts in long-term program planning.

18. Dr. Cummings, while he felt he could not speak for Center Directors as a whole, pointed out that Center Directors had had ample opportunity to contribute to the Review. In general they welcomed it and supported its findings. Center managements should retain their flexibility, though general guidelines would be helpful. There was some concern from Center Directors that



advance approval might be needed for minor modifications to a Center's program -- which he did not feel was the intention behind the recommendations. He stressed the need for effective cooperation with laboratories doing fundamental research in the developing countries, and with agencies concerned with applying the new technologies.

19. A speaker, in pointing to the value of having objective criteria for program choice, in which TAC could help, supported the recommendation for forward research planning for every Center. Such plans could be reviewed during Centers Week.

20. Another speaker, recognizing that the Centers could only afford limited activities in support of national programs, felt that the CGIAR did have a responsibility to commission study papers on this question. He felt the need for more open discussion of program planning problems.

21. In stressing the central role of Center Boards and managements in program planning, a speaker cautioned against too much rigidity. He would welcome a presentation from Chairmen during Centers Week, highlighting the major issues faced in the recent past, and the reasons for the decisions taken on them. He felt that Directors' presentations would benefit from a deeper analysis of the issues.

22. Several speakers stressed that it was not intended that one set of criteria should be applied to the choices facing every Center within research and between research and other activities. However, Centers should state the reasons for the choices that they made.

23. A speaker commended the chart on page 82 of the Report regarding appropriate interaction with national programs, and the conditions laid out on page 83, in that it would help donors not to be tempted to get the Centers to take on inappropriate activities. He cautioned against seeing the Centers as technical assistance organizations.

24. It was pointed out that recommendations 8 and 9 restricted the use of extra-core funds. But extra-core funding gave Center Directors the opportunity to undertake activities which may at the time be of high priority.

25. On the question of the longevity of Centers, Dr. McCalla reported that the discussion had been very mixed, as was reflected in the Report. He found no strong argument for closing any particular Center in the medium term, say 5 to 10 years. Some activities of the Centers might well have an indefinite life, others might outlive their usefulness. Long standing projects should be rejustified during the course of quinquennial reviews. In general, Centers should be seen as having a finite life, or at least should have the responsibility of justifying their continuing to operate.

26. In clarifying the Report's terminology, Dr. McCalla pointed out that, in the Report, the distinction between "core" and "extra-core" was based purely on the source of funds. Centers had a single central integrated program which could be financed in various ways. Another speaker emphasized that the distinction between a "core" and an "extra-core" activity should be made by the Centers, and not by donors.

27. A speaker, supporting the view that all elements in a program needed to be considered as part of a whole, and subject to consistent review processes, drew a distinction between main mission-oriented efforts which needed continuity



in funding, and other riskier or shorter-term activities. The distinction could perhaps be reflected in new program and budget definition guidelines.

28. Sir John Crawford stressed the importance of reviewing a Center's activities as a whole, regardless of the source of finance. If an activity looked like becoming a permanent one, it should be financed from sources of funds that were reasonably assured for the future.

29. In discussing TAC's role in reviewing extra-core activities the Group was reminded that it operated on the basis of consent and consensus, and no party had control over another. TAC, for example, could not instruct Centers to do anything; it could recommend that issues that it saw as significant and that should be discussed by the Group. Sir John Crawford, supporting this view, emphasized that TAC was not a censorious body, but was working with the Centers. It would be wrong for Boards to feel they could take no action without TAC's approval. But TAC was responsible for inquiring about new initiatives.

30. The Chairman felt that the discussion generally supported the spirit of the recommendations, which were based on the recognition that potential demand on the Centers from national programs greatly exceeds their capacity. He also noted general agreement on the underlying basis for the recommendations and on the need to review programs as a complete whole. The question of how Center activities could best be classified was referred to the Secretariat.

Recommendation 11 (Collaboration between Centers)

31. The Chairman recognized that cases of overlapping jurisdiction would continue to occur quite naturally, as for example over rice in Africa between IRRI and IITA. TAC's advice on these kinds of questions had been sought. Sir John Crawford felt that it would be appropriate to interpret the Committee's recommendation to mean that TAC and the CG would use their "good offices" to bring about a rationalization of responsibilities in cases of dispute. The Chairman concurred.

Recommendations 12 and 13 (Membership of Boards, and Staffing of Centers)

32. Dr. McCalla stressed the central and critical role of the Boards. There were a variety of arrangements for the appointment and continuation of Boards, on which better information would be helpful. A speaker drew attention to possible inconsistencies between the recommendation and the legal position of some Boards. The concept, for example, that the Group should "ratify" appointments to Boards would, in some instances, be inconsistent with the establishing legislation and charters of some Boards. But it was appropriate and desirable for the Group to participate in nominating Boards in future. It was pointed out that this recommendation should not have the effect of increasing the size of the Boards. Membership of the Boards may be broadened by the Group's participation, but qualitatively not quantitatively. The Secretariat, Center Chairmen and Directors should examine each case and develop a timetable and procedure appropriate to the particular circumstances of the Center.

33. The Chairman concluded that the discussion amounted to saying that the Group would participate in the selection of three Board members to the extent consistent with national laws or the charter of the Center concerned, varying from case to case.

34. In reviewing Recommendation 13, a speaker drew attention to the fact that the prerequisites of scientists varied widely between Centers, which could lead to personal difficulties.



35. Some Centers were accustomed to inviting observers to their meetings, a practice which one donor found helpful.

36. The recommendation that staff positions be made widely known was welcomed. The Chairman drew the attention of the Group to the guidelines given on pages 91 and 92 of the Report.

37. It was suggested that the Secretariat keep track of cross-memberships of Boards, and any tendency towards creation of an in-group resisted. A Center Director mentioned that he had found cross-membership of Boards useful in sorting out collaborative arrangements with the other Centers.

#### Recommendations 14 and 15 (CGIAR and Center Review and Evaluation)

38. The Review Committee concluded that it was desirable to retain the essential elements of the current structure of the CGIAR. However, it was felt as important periodically to review the CGIAR itself as to review the Centers, in view of the rapid way in which the Group was likely to evolve. Future reviews might take a different approach from the current one. A speaker reiterated the importance of ensuring participation from developing countries, through participation in forum discussions, election to Boards, and taking an active part in CG meetings. This should be explicitly addressed in any future review of the system. More than one speaker stressed the need to evaluate the practicability and the degree of implementation of research results. Research achievements should be highlighted in the Integrative Report.

39. It was noted that developed countries had also benefited from the development of new varieties.

40. A speaker warned against proliferation of reviews, and another, questioning the value of the review process, asked whether there was any guarantee that their recommendations would be acted upon. He felt that the quality of staff at the Centers was more important than continual reviews.

41. The Chairman, summarizing the discussion, noted the general support for the recommendation. He stressed the importance of evaluating research results in terms of the degree of success in increasing farmer's production. More participation from developing countries was needed. Future reviews of the system as a whole should include a long-term perspective. The Group should guard against too many reviews, and should monitor the extent to which review recommendations were put into effect.

#### Recommendations 16-18 (Planning, Budgeting and Development)

42. Dr. McCalla, introducing the recommendations, pointed out that Centers have to make long-term plans and commitments, but at present cannot expect more than a one-year commitment from each of as many as twenty different donors. This puts a Center in a potentially precarious position. Longer-term commitments and longer-term planning would help Centers and donors alike. This was related to the question of the optimum size for a Center. The concept of a desirable size for a Center would be useful in developing biennial budgets, and beyond that, an indicative plan for each Center. He drew the Group's attention to the suggested components of indicative plans, given on page 99 of the Report. Indicative plans would be reviewed by TAC.

43. A speaker noted the difficulty of reconciling longer-term budgeting with the annual commitments of donors.



44. Another speaker, in questioning the value of setting desirable sizes for Centers, regretted the suggestion of lack of confidence in the Centers which he found in the Report's frequent reference to the need for reviews. He pointed out that Centers had internationally respected Boards; that they reported annually to the Group during Centers Week; that they themselves had considerable in-house analysis by the staff and the Board. He also pointed out that, if an optimum size were determined in advance, there would be a tendency for the Center to reach that size regardless of real need.

45. The Chairman, reminding the Group that the continued rapid growth of established Centers led to a consideration of the limits to growth, stressed that the recommendation did not suggest that a size range be imposed from outside but that Centers themselves would, with their Boards, determine more clearly their future growth.

46. In urging economic realism, a speaker likened research to education projects, which were not amenable to cost-benefit analysis. He thought the concept of a "critical mass" important for the Centers to function effectively. He did not think that the size of a Center should act as a model for national governments to follow. Other factors to be taken into account included: the program, the definition of "senior scientist," the balance between on- and off-campus work, and the preferences and decisions of Center Directors and Boards.

47. It was pointed out that the Centers had originally been established to fill gaps in existing research. It was possible that responsibility for them could revert to national governments. Countries of the region should take greater responsibility for Centers' operations.

48. A speaker thought that the largest Centers were probably approaching the limit in terms of size, but they could grow further if their Boards and TAC recommended it. He thought that the number of senior scientists was an appropriate measure of size -- but there were other important elements, such as equipment. He stressed that it was not intended to have a single size for all Centers, nor to impose rigid limits from outside. Another speaker felt that limits should be expressed in terms of program rather than number of scientists.

49. Noting particularly Recommendation 18 (which said that TAC should review the planned size of a Center and make recommendation on it) a speaker pointed out that the Report had generally tended to place numerous extra responsibilities on the Secretariats, senior staff of Centers, and Boards of Trustees. He hoped very strongly that this would not adversely affect the work of the scientists. The load on TAC would move from the formidable to the awesome, and specific guidelines were needed as to how TAC should handle it. There were questions about TAC which the Report did not address, such as the size and composition of its membership; the spread of disciplines; the method of selecting members; the number of meetings; and whether a member of a Board of Trustees should also serve on TAC. Whereas the past role of TAC was well summarized in the Report, a consideration of its future role would have been useful.

50. Sir John Crawford agreed that the Report would increase TAC's workload, but it was manageable and did not give him undue concern. TAC would hold three meetings a year instead of two. Its work would be eased to some extent by rationalizing the work of the two Secretariats. A biennial system might facilitate TAC's program reviews. Better scheduling of the meeting in the first half of the year would also help. The work of the



quinquennial reviews will continue to improve, with both outside and TAC representation on the panels. It might be necessary in future to consider expanding the TAC Secretariat. He would feel happier if TAC members did not serve on Boards, and confirmed the Chairman's recollection that members joining TAC are not required to relinquish Board memberships, but that no TAC member had accepted a new Board assignment while serving.

51. Sir John did not see any need to re-examine TAC's terms of reference at this stage, though this might be desirable in time. There was a need to maintain the mixture of good professional scientists and experienced science administrators.

52. Dr. Cummings, as Chairman-elect of TAC, recognized TAC's heavy responsibilities, and hoped that the Group would help in identifying good candidates for TAC. He felt that four months of the TAC Chairman's time was the bare minimum needed. He concurred with the proposal for three meetings a year, recognizing that about five days per meeting was about as long as most members could manage. He would like to have the opportunity at some later stage to suggest measures whereby TAC could continue to meet the responsibilities.

53. In answer to a question, the Executive Secretary said that it was proposed that about one-third of the Centers would prepare biennial budgets for 1978 and 1979, the rest would do so the following year. This would not initially reduce the workload of the Secretariats.

54. The Chairman, in summarizing the discussion, pointed out that the view had been strongly expressed that a rigid approach to the size of Centers should be avoided, but that it was also generally recognized that Centers could get too big, consequently changing their character. The largest Centers may be approaching the optimum size, but this question should be approached first through a review of their program. Centers would be doing more forward programming, which would identify the implications for numbers of staff and financial needs.

#### Recommendations 19 and 20 (Budget Allocation)

55. In introducing these recommendations, Dr. McCalla pointed out that the Study Team had early ruled out any suggestion for pooling of resources or collective decision making. Recommendation 19, whereby donors were urged to take as flexible and long-term view as possible, and in which cases of over- or under-funding were addressed, was intended as a guideline for donors without affecting their sovereignty. Recommendation 20, for a Standby Committee, suggested one way of handling the problem of a shortfall of funds.

56. In responding to a speaker's need for clarification of "including supplemental requests" in Recommendation 19, it was stated that it had mainly to do with the second year of a biennial budget. The cooperation with regard to fulfilling Centers' needs should cover not only the original two-year budget request, but also any fully justified supplementary request for the second year.

57. It was pointed out that a two-year system of budgetting might make it necessary to consider supplemental requests. Donors should not be limited to financing the original budget, but could consider the budget as amended.

58. In responding to a question about donor flexibility, the Executive Secretary reviewed the current practice of some donors in leaving a portion of their funds unallocated, perhaps even until after the start of the budget year. This was very helpful, but clearly the nature of any underfunding could



only be identified once most of the funds had been allocated.

59. The representative of one donor reminded the Group of that donor's rules which were somewhat strict. It was felt that the Secretariat could draw up a system whereby individual donors could be better informed about what other donors intended to do. The Chairman pointed out that such a system was already being used. The recommendations did not imply any more formal arrangements than the present ones, which work well. Despite their different rules donors did in fact cooperate with the Secretariat in reallocating funds when problems arose.

60. It was queried whether the proposed Standby Committee would be charged with finding new donors. The Chairman thought that this should be a continuous responsibility for all the Group. He asked for the Group's views on who should appoint members of the proposed Standby Committee, what should be its size, composition and duration of membership.

61. A speaker thought that the members should be appointed by the Chairman, and that membership should be small enough to be convenient while adequately representing the different elements of the CG -- bearing in mind travel time and other commitments. He thought 8 to 10 members, plus the Chairman of TAC and Executive Secretary of the CG would be a reasonable assumption.

62. The Chairman thought that the purpose of the Committee would be to allocate possible shortfalls rather than to raise more money. The Group as a whole was too big to do this. A smaller body would be able to spend more time, and have the professional inputs from the Chairman of TAC and the Executive Secretary.

63. A speaker felt the need to be clearer about the authority or mandate of such a Committee, and the procedures and time schedule on which it would operate. Another speaker thought that the Committee would do its work in the period prior to the second annual CG meeting. The Chairman, agreeing, pointed to a complication if the timing of future meetings were to be changed. The Committee would report to the Group at the final pledging session.

64. Another speaker thought that a Standby Committee would provide the Chairman with a useful alternative to calling a session of the whole Group to deal with an emergency. The Chairman should be free to use the Committee in this way as the need arose.

65. Another speaker thought that existing procedures could handle the shortfall problem, and queried the need for a Committee. He hoped that donors could give firmer commitments in July, but the Chairman pointed out that this was not possible for some donors, and that in the past the requirements and availabilities had still been quite uncertain at that time. The forthcoming discussion on the timing of future meetings, and whether a September meeting could provide definitive pledges, would have a bearing on the need for a Committee.

66. A speaker welcomed the past tendency of the Group to avoid sub-committees. He thought the Secretariat had handled adjustment problems effectively in the past. If there were to be a Committee, he would prefer a smaller membership than that proposed.



67. A speaker emphasized that TAC, as a scientific advisory body, which had operated very well, would not be an appropriate body to decide on the allocation of shortfalls. TAC should be consulted, and its Chairman should be on the Committee. Sir John Crawford concurred that TAC should be an advisory, not an executive, body. TAC was opposed to across-the-board budget cuts, and would be able to advise on relative priorities.

68. The Chairman concluded that it was the Group's intention that the Committee exist on paper, and be activated when necessary. Members should serve for a two or three-year term. It would be specifically set up to deal with funding shortfall problems, though it might deal with other types of emergency. If necessary, it could be expanded on an ad hoc basis. He noted general acceptance of Recommendation 20 on the understanding that he would appoint the Committee, which would be small enough to be effective and large enough to be representative.

Recommendations 21 and 22 (Budget Analysis and Management)

69. Dr. McCalla, introducing the recommendations, stressed three points: that staff analysis of programs and budgets was important and should be done with adequate resources; that the Co-Sponsors should report to the Group on the budgets of the two Secretariats and, if adequate funds were not available, then they should be provided by donors; and that each Secretariat should report to the Group through its respective Chairman.

70. The Chairman, on behalf of the three Co-Sponsors, reported on the agreements reached between them at their meeting earlier in the week. The Co-Sponsors agreed that both Secretariats should have adequate staff and funds -- budgets being based on the work to be done. Secondly, the Co-Sponsors would report to the Group, at the July or September meeting, on the budgets of the respective Secretariats. If funds were not available to cover these budgets in full, donors would be asked to make up the difference. The Co-Sponsors further agreed that the Secretariats should report to the Group through their respective Chairmen.

71. The FAO representative, in confirming his organization's agreement and commitment to these recommendations, observed that, although he felt the TAC Secretariat's budget for 1977 to be adequate at least for a trial period, FAO would consider adding to its resources if necessary. This was on the assumption that the Australian contribution was continued, and that the cost of quinquennial reviews would continue to be carried in the budgets of the Centers concerned. He added that the budgets did not include considerable additional resources which supported the TAC Secretariat, such as office facilities, or assistance from FAO headquarters and field technical staff.

72. The representatives of the other two Co-Sponsors confirmed their agreement with the understandings as summarized by the Chairman. One, in agreeing with the assumptions made by the FAO representative, pointed out that there was some uncertainty about the adequacy of the TAC Secretariat's budget, in view of the new responsibilities being added. Either the Co-Sponsors might have to provide more funds, or ask the Group for additional support at its next meeting.

73. A speaker noted these agreements with approval. However, he felt that quinquennial reviews were a normal and continuing function which had been assigned to TAC, and hence its costs should be borne by the TAC budget, and not those of the Centers. He was not asking for a reconsideration of this



issue at the present time, but would raise it again in future.

74. It was noted that some unspent funds were being carried forward to 1977 from 1976, which implied some increase in requirements even if net contributions remained the same.

75. Sir John Crawford warmly supported the proposal that the Secretariats worked together in certain areas. The Chairman confirmed that steps were already being taken to have program and budget analyses done jointly during 1977.

76. A speaker noted that while in the past the commentaries had dealt well with financial and administrative matters, there had not been adequate consideration of the relationship between programs and budgets. He noted that the Review Committee had had before it a proposal to combine the two Secretariats and thought it useful to know why the Committee had rejected it.

77. The Chairman, confirming that the Committee had rejected this proposal, referred to the practical problems involved -- such as the different sponsorship, responsibilities and locations of the two Secretariats. The Committee had concluded that the preferred course of action would be to establish the concept of integrated analyses by the two Secretariats, and the Co-Sponsors had accepted this, at least for the time being.

78. A speaker stressed his government's welcome of the Chairman's statement of the Co-Sponsors' position, which he felt to make for a significant improvement in the effectiveness of the work of the Group.

79. The Chairman stressed that the Review Committee was not proposing a percentage levy on donors should funds be needed for the Secretariats. Such contributions would be on a voluntary basis.

#### Recommendation 22 (Donor Contributions and Cash Flow)

80. The Chairman pointed out that donors were being asked to provide pledged funds as early as possible in the fiscal year. The Secretariat would provide Centers and donors with a schedule of requirements and availability of funds. If these did not solve the cash flow problem, it was recommended that the World Bank explore alternative solutions. He noted that the problem appeared to be solving itself, largely due to the progress one principal donor had been able to make towards prompter payment.

81. The representative of the Inter-American Development Bank, in confirming the Chairman's statement, expected his organization to be able to make a substantial contribution to the Latin American Centers during the first quarter of 1977. For the first time, the IDB's pledge would be made with the Board's preliminary approval.

#### Procedure for Finalizing the Report

82. The Chairman observed that it was generally agreed that the Report could be accepted as the Committee's report to the Group as a whole. The discussion had the effect of making valuable points of clarification or emphasis, but had not involved the rejection of any recommendations. For purposes of illustration, he noted that:



-- low-income countries and low-income producers would be included in criteria for determining CGIAR research objectives;

-- "consolidation" did not imply stagnation;

-- TAC would be urged to continue considering new initiatives;

-- the possibility that the CG expand its role as a forum for debate should be approached with cautious enthusiasm and a concern for relevance;

-- it was necessary to find means of evaluating research results;

-- it was important to have periodic reviews, the next in about three years, and to take a longer-term view, which might provide the framework for a subsequent review.

83. He noted that the Report was an internal document, whose readership would be ministries and other interested groups in the donor countries, and the Centers. The Report could be issued in its present form, with a summary of the discussion attached.

84. A speaker thought the Report had much information of broader interest. He felt it would be useful to have it printed, perhaps without some of the appendices.

85. Another speaker also felt the need to have the Report in a more convenient form. The Chairman saw no difficulties, but it might be necessary to reconsider this if any arose.

86. The Chairman closed this part of the proceedings by thanking Dr. McCalla and the Study Team for their most effective work. Some of the Report's recommendations were already being implemented, and the others would be in due course.

Report by the Chairman of TAC on the 14th Meeting (Agenda Item 4)

87. Sir John Crawford was making his last report to the Group as Chairman of TAC.

88. TAC had found the Review Committee's Report very helpful, and planned to do its part in implementing the recommendations.

89. TAC was planning to meet in February in Rome, and again with Center Directors in May or June. TAC members had felt that it had been a mistake not to participate in Centers Week in 1976, and therefore proposed to have a short meeting prior to 1977 Centers Week; many TAC members then planned to stay on for Centers Week activities.

90. Sir John pointed out that TAC had been trying to improve its dialogue with the Centers, particularly by a joint meeting in the early summer. Such a meeting would be more effective if documentation for it were in the hands of TAC members in good time. This meeting could review relative priorities within each program.

91. Sir John reiterated that TAC was ready to use its good offices in promoting cooperation among Centers.

### Nitrogen Fixation

92. The Secretary of TAC would be making available to CG members the paper on nitrogen fixation by Dr. Dart of ICRISAT. TAC had agreed that the Centers should not get involved in commercial production, distribution, or monitoring of rhizobium, but should maintain collections of strains appropriate to their crops, and be prepared to set up pilot projects as required to train and demonstrate to national staff. This question needed further discussion with Center Directors.

### Water Management

93. Sir John stressed the importance of water use and management, which had been on TAC's agenda from the beginning. Despite the recommendation of a major study, TAC had decided against a single international center. There was a feeling among TAC members that some Centers were not giving enough attention to effective use of water in cropping systems. Sir John read his note on the subject into the record, as follows:

"TAC has considered again the priorities and needs for international support to research in the field of water use and management on the basis of a document prepared by FAO on this subject. I made a request for this document and am happy to say it proves very useful. TAC agrees with the views expressed in the paper that the main problems in irrigated agriculture lie at farm level where there are major requirements for the adaptation of known technologies to local conditions and their adoption by the farmers. It also recognized that this adaptation depends on a number of local factors and on national policies, legislation and institutions in the field of water resources. It felt that these requirements for adaptation of technologies could best be met in the context of land and water development and conservation projects, in particular those dealing with irrigation, drainage and related land consolidation activities."

94. There were three stages in water management -- the protection of stream source areas; the control of runoff; and use on the farm. The first two were properly the concern of national governments. The third had a bearing on the work of the Centers, as had the economics of water use. TAC was recommending consideration of devoting more resources to soil and water engineering and to the quantitative physical and biological study of soil water storage and crop water use under field conditions. The FAO document might be a basis for further TAC discussions, and the question might be appropriate for the kind of "stripe" analysis recommended in the Review Committee Report.

95. The UNDP representative hoped there could be mutual exchange of information on water management between TAC and the forthcoming World Conference on Water, in Argentina in March 1977.

### Soybeans

96. Sir John summarized TAC's discussions with the International Soybean Resource Base, INTSOY. INTSOY offered many countries a complete production and utilization package. It had agreements with 11 countries, and one with IITA, which TAC welcomed. Means for the proper exchange of soybean research needed



further discussion, and would remain on TAC's agenda. INTSOY was not seeking support from the CG, and the discussions had no financial implications for the Group in 1977.

97. A speaker noted that INTSOY's core funding was inadequate for support of its cooperative program with IITA. Another speaker, taking INTSOY as an example, felt the need for guidance on activities identified as important by TAC, but not necessarily being funded by the CG. Sir John confirmed that TAC intended to continue to provide such guidance.

#### ICIPE

98. Sir John reminded the Group that TAC had previously recommended limited support for the International Center for Insect Physiology and Ecology, ICIPE, on the understanding that there were clear agreements between ICIPE and Centers for collaborative research. ICIPE has originally given the CG a proposal which would have involved the CG in a major academic venture, which ICIPE has recognized as impossible. Good negotiations had now taken place with IRRI and IITA, and were under way with ICRISAT and ILRAD. There was strong general support for ICIPE's proposed program which TAC thought essential and urgent for the Centers if they were to make progress in controlling major pests. TAC rated the program as being of quite high priority. Since ICIPE served the needs of several Centers, TAC now thought its program for CG activities should be directly funded by CG donors rather than funded through contracts with Centers, as TAC has originally recommended. TAC was aware of the Review Committee's recommendation against expansion of the CG. ICIPE should however be recognized as an institute providing basic support for the Centers. This would help ICIPE in finding funds outside the CG.

99. ICIPE had asked the CG for \$1.5 million for capital and \$1.9 million for operational costs for 1977. As ICIPE was discussing the financing of a new facility with a donor, its further capital needs would not be clarified for some time.

100. Negotiations were under way with a donor for the ICIPE-ICRISAT sorghum shoot-fly program. The cooperative programs needing CG funding in 1977 were, therefore, those with IRRI and IITA. TAC endorsed these, but felt that implementation should be phased in line with management and physical capacity. Preliminary discussions between ICIPE and the Secretariats indicated that funding needed to start the program in 1977 was of the order of \$0.5-\$0.7 million. A decision was needed on whether some part of the cost of ICIPE's general supporting services should be included in the direct cost of the bilateral program with each Center. The Secretariat will prepare a paper for the Group on ICIPE's requirements for 1977 and beyond. Should the CG as a whole not have funds available for ICIPE in 1977, Sir John hoped that members might find ways to help ICIPE outside their commitments to the CG. However, it was important to establish the CG's attitude to the ICIPE proposition as a whole. TAC's recommendation on ICIPE was a firm one, and carried the implication that CG funds should be provided no later than 1978, and earlier if available.

101. A speaker thought Sir John's remarks implied a substantial change in TAC's recommendations on the CG's approach to ICIPE, in that he was now suggesting direct support. The CG confined its support to selected mission-oriented research centers, and since ICIPE was not clearly mission-oriented, CG support for it would represent a departure. A detailed study of the various options for supporting ICIPE's collaborative programs with CG centers was needed.



102. Sir John agreed that his remarks implied a change, which he thought a debatable one. TAC had always pointed to the need for modest capital support to enable ICIPE to handle the proposed contracts. Center directors preferred direct funding of ICIPE. Provided the allocation of research support services could be properly done, he thought it made little difference whether the contracts were financed through the Centers or not. TAC maintained its view that the CG should not support the whole of ICIPE. Other donors would support ICIPE given the confidence that TAC had in its scientific quality.

103. A speaker, agreeing that ICIPE's work was of high quality and had at an earlier stage been supported by his own institution, did not agree that the channel of funding was immaterial. Unless TAC was prepared to review ICIPE in the same depth as the other Centers, it seemed preferable to have individual Centers responsible for their own contracts and warrant to the Group that the research was necessary to their programs.

104. The Director of ICRISAT was asked to comment on his Center's agreement with ICIPE. He saw it as parallel with those with some advanced institutions. The memorandum of understanding would be simply a statement of intention to cooperate where there was a mutual interest. This would in time be supplemented by a work plan, for which donor support would be sought. It was not planned to finance the ICIPE work through ICRISAT's budget, though there seemed to be no reason why this could not be done.

105. The Director of IRRI who was also asked to comment said his arrangements with ICIPE were similar to those of ICRISAT. There was a memorandum of agreement on brown plant hopper research and other activities. Funding could be handled through the CG or otherwise.

106. Another speaker was concerned about the extent to which relationships between the Centers and ICIPE implied subjecting the latter to the CG review procedures.

107. Several speakers emphasized their support for bilateral financing of cooperative programs with ICIPE, to proceed with the least delay.

108. The Chairman summarized the consensus as being that, without reflecting on the merits of ICIPE's work, nor on the desirability of bilateral assistance, the Group preferred not to make a decision until it had a paper examining the various options for the funding of ICIPE. This paper would be considered at the next meeting of the Group.

#### ILCA

109. Sir John re-emphasized the difficulty and complexity of ILCA's mandate. There were problems in formulating programs and getting them operational. TAC members would be meeting with ILCA's Board and Program Committee in late March to review these questions. This was in line with the original intention when ILCA was established.

#### Water Buffalo

110. TAC still strongly felt the need for coordinated work on water buffalo. It was aware of the research needs of various national centers, but was not well informed on the capacity of the various national research centers to meet them. TAC should investigate this, after which a firmer decision could be reached on the research program and its operation. TAC reaffirmed the importance of this area of research, and its Secretariat, with the help of



staff from FAO, would make a study within the TAC budget, and would report further to the CG.

#### Aquaculture

111. Sir John noted that the FAO-UNDP regional aquaculture program approached TAC's original recommendations. TAC members felt that they should keep the question on their agenda, and maintain a watching brief.

#### Farming Systems

112. TAC would invite specialists on farming systems from three or four Centers, including CIAT, to meet with outside experts for an exchange of views. The CG would be informed of the conclusions of this working group.

#### Vegetables

113. The vegetable research project is being formulated. Consultants were visiting parts of Asia and Africa, and would determine the degree of interest. The project would be based on two pilot sites at existing institutions. TAC would get a report next February. There was no intention of recommending a new international center for vegetable research. Sir John noted the effectiveness of AVRDC.

#### Coconut

114. TAC's views on coconut research could be influenced by a forthcoming conference in India in December.

#### CARIS

115. Turning to CARIS, Sir John noted that TAC had supported FAO's request for a one-year extension beyond the end of 1976, provided funds requested did not exceed the original budget, and that FAO would absorb CARIS after completion of the project, and ensure its follow-up. TAC was recommending approval of the extension and balance of the funds required to complete the project.

116. A speaker felt the need for more information on the regional operations of CARIS, and for assurances that the system would be effectively implemented in future. The FAO representative confirmed that the FAO 1978-79 budget would provide for the central coordination and development functions. There were already agreements that regional work would be done by regional institutions. FAO was undertaking to ensure that this need would be met, within its overall programs and negotiations with donors. He confirmed that the CARIS directories would be published in 1977, provided contributions still outstanding are received. The UNDP representative put on record that there was at present no assurance that UNDP would be able to do much or anything through its regional programs to support follow-up on the CARIS activity. He did not rule it out, but it was yet to be discussed. The Executive Secretary of TAC pointed out that the central unit of CARIS needed input from the regions. Contributions were being received, and supplementary financing after 1977 would be needed only to fill certain gaps.

#### Cash Flow Problems (Agenda Item 5)

117. The Chairman reminded the Group of the cash flow difficulties which had been experienced, mainly by the Latin American Centers. As a major donor



was able in future to accelerate its payments, the problem was largely solved, with a saving of some \$1.2 million in additional working capital. The World Bank had notified its Board of Directors that it might ask approval of a funding mechanism for short-term accommodation to Centers when needed.

118. The UNDP representative stressed his organization's view that the Group should be provided with a central reserve to meet unforeseeable problems. The Chairman said that the Review Committee had discussed this proposal. It was not thought inadvisable or inappropriate, but was not feasible in view of the magnitude of the sums potentially needed.

#### Evaluating the Costs and Benefits of Research (Agenda Item 6)

119. The Chairman recalled guarded support for the view expressed in the Integrative Report that possibilities for evaluating research costs and benefits as they apply to the CGIAR be explored further. Discussion during the present meeting lent weight to this view. The Group had before them a proposal from the Secretariat which was limited and modest in scope, and amounted to a feasibility study to look into the prospects and problems of applying cost-effectiveness evaluation to research. He hoped the Group would agree that a study of this kind would be an appropriate use of any surplus funds from the Review Fund.

120. A speaker, recalling his previous reservations about cost-benefit studies, felt he could support the current proposal, particularly the proposals for a modest investigation into the prospects and problems of applying cost-effectiveness evaluation to the activities supported by the CGIAR.

121. Another speaker, emphasizing the distinction between cost-benefit and cost-effectiveness studies, thought the current proposal called for both. This made the scope very wide.

122. A speaker who had also been previously sceptical about the value of such studies, took the view that the subject would continue to crop up, and the Group should tackle it. The proposals were modest and seemed sound, and funds were said to be available.

123. The representative of the World Bank, supporting the proposal, believed it could have considerable value for the Bank's project work.

124. Sir John Crawford, noting his earlier scepticism, supported the current proposal on the understanding that no attempt would be made to devise a formula for ex ante cost-benefit analysis. Research was different from business investment, since research results and the timing of them were uncertain. Advance estimates of research costs were highly important, as was the quality of the scientists doing it. He emphasized the need to take account of all the inputs that went to achieving results from a new technology. Cost-benefit ratios were impossible even post hoc since too many variables were unquantifiable.

125. A speaker, noting that the need of donors for evidence of the value of their investment partly motivated the proposal, pointed to the importance of allocation of resources to national programs. He also thought that whoever did the assignment should be told that the Group did not want to sponsor substantial additional work.

126. Another speaker would welcome an analysis of comparative costs of alternative ways of achieving the same research result, such as in-house v.



contractual research. He also noted that three to four man-months implied a very modest study. As regards using the balance of the Review Fund, his authorities would need a formal proposal from the Bank as Trustee in order to consider the reallocation. The Chairman thought that an adequate sum would be left in the Fund, but this would depend on the cost of publication of the Review Report. He accepted a speaker's suggestion that the Secretariat put a formal proposal to the contributors to the Fund, on a no-objection basis.

127. It was stressed that, to do the work in three-four man-months, a person of the highest ability, who was thoroughly familiar with the system, would have to be found.

#### Quinquennial Reviews - IRRI and CIMMYT (Agenda Item 7)

128. In introducing the subject of quinquennial reviews in general, Sir John Crawford said that he believed the first two had been even more valuable than had been expected. Experience led TAC to propose improvements for future reviews, but the underlying principles and objectives were sound. Some of the value of a review was lost if there was no clear statement of the Center's own objectives for the next five years. The reviews were cooperative ventures between TAC and the Centers. The conclusions of the reviews should not be seen by the Group as any final judgment, but rather as considerations and recommendations to be referred to the Center Director and the Boards. TAC distinguished clearly between its own responsibilities and those of the review panel, and TAC did not alter the panel's report in any way. He proposed to summarize the experience of the first reviews, in a paper for consideration at the next TAC meeting.

129. Dr. Pereira outlined the composition of the IRRI review panel, and its terms of reference. It had been most helpful to start the review in the farmers' fields, in Thailand, Indonesia, and later, in the Philippines. The team met many farmers, extension workers, and national researchers, who were applying IRRI technology. Farmers believed the Green Revolution to be a reality, and very large increases in yield had been obtained.

130. In general the panel concluded that the Group could have full confidence in the way funds are being used by IRRI. Some suggestions had been made, as for example in improving the terms of service of out-posted staff. Many other detailed recommendations were given in the report. More resources were needed for water management, including the addition of a soils physicist. The panel had strongly recommended investment in secure storage for IRRI's vital rice material.

131. The panel noted the progress achieved by the international rice testing network. They had some reservations about the cropping systems program, which was highly location specific. TAC had urged IRRI to address the problems of upland rice, which was now being done effectively.

132. Dr. Pereira disagreed with the view of the role of the Centers as that of filling gaps in national programs. He saw a continuing need for the powerful scientific network which the Centers represented.

133. Dr. Brady, Director of IRRI, emphasized the value to IRPI of the review. He noted a logistical problem over travel arrangements, which he felt could be solved in future reviews by leaving these to the Center concerned.



134. Dr. Brady stressed IRRI's approach to pest control through development of resistant strains. However, the emergence of three previously unrecognized biotypes of the brown plant hopper had complicated the problem, causing IRRI to look at alternative means of pest management. The panel had recommended the addition of a staff member in both plant pathology and entomology. IRRI felt they should retain pesticide research. The panel had recommended that IRRI continue to analyze the consequences of the new technology, which would be done in cooperation with IFPRI. IRRI would help develop national studies into production constraints.

135. Dr. Brady's recent visit to China would stimulate discussion on IRRI's future directions. Chinese success in consistently raising production over vast areas raised questions as to whether farming systems research was necessarily constrained by location specificity.

136. A speaker, commending the report, thought that more analysis should have been made of priorities. In reply, another speaker pointed out the severe time constraints under which panels had to operate.

137. A speaker expressed concern about possible over-emphasis on farm machinery programs. He felt such activities more suited to extra-core funding.

138. A speaker referred to the panel's recommendation that an ICIPE scientist be stationed at IRRI. He stressed the importance of the brown plant hopper problem. His own government had funds which they would like to use in support of ICIPE, and would appreciate guidance on what practical steps could be taken quickly. The Chairman referred to the previous discussion in which bilateral support for ICIPE was strongly urged.

139. A speaker queried IRRI's relatively small resources devoted to post harvest technology. Another asked whether the large amount of data collected by IRRI could be effectively retrieved and used. He also thought that what appeared to be 13 additional staff members looked like a very ambitious expansion.

140. Dr. Pereira stressed that research resources should be put where there were opportunities for progress, and where insufficient work had been done in the past. Resources should not be distributed in proportion to production of crops. IRRI was now emphasizing the difficult problems of upland rice. IRRI was making a distinct impact on the policies of several governments.

141. Responding to a question, Dr. Brady confirmed that IRRI did not intend to request 13 additional positions next year. A viable program could be worked out with ICIPE. IRRI would continue to work with ORSTROM and IRAT.

142. In answer to a question, Sir John Crawford stated that TAC would prepare a "stripe" study of cropping systems for the Group's consideration next year.

#### CIMMYT

143. Sir John Crawford said that TAC was in full agreement with the panel's report, and with the general endorsement of CIMMYT's overall objectives and approach. The apparent issue of wide versus local adaptation was largely a matter of emphasis. He recommended that the proposal for training production agronomists in several crops be considered at a meeting of Center Directors. CIMMYT's supporting basic research capacity might need strengthening. TAC



supported CIMMYT's cooperative program, and felt that criteria for involvement in national programs needed to be more sharply defined. TAC agreed that CIMMYT should establish its regional services as part of its core program. It would have greatly helped the review if the panel had been given a statement of CIMMYT's objectives and priorities for the next five years. The Boards of ICARDA and CIMMYT should work out a cooperative agreement on barley, whereby CIMMYT would retain the major involvement in barley research in the highlands of Latin America. Mr. Hanson, Director General of CIMMYT, confirmed that mutually acceptable arrangements with ICARDA would be made for barley work. Sir John Crawford supported this view.

144. Dr. Riley, who had led the Review Panel, pointed to CIMMYT's great achievements, and emphasized the quality and dedication of its staff. It was wholly mission-oriented. He emphasized the creativity of CIMMYT, and cautioned against stifling it with bureaucracy. In a technology like plant breeding, planning was obviously necessary.

145. CIMMYT had been very successful in training technicians. Training of trainers should be further developed. CIMMYT's program in Egypt and Tunisia had had an impact on training, on the organization of research and development, and in improved tillage and varieties in bread wheat in Tunisia.

146. The proposed study of cost effectiveness might consider how data on research benefits could be provided to subsequent quinquennial review panels. Dr. Riley agreed with Sir John that reviews would be improved if a Center's future plans were known.

147. Mr. Hanson, said that his Center was very pleased with the way the review was done, and with its broad endorsement of their work, particularly of the regional services. The review process was very time consuming. He estimated that perhaps ten percent of CIMMYT's staff time had been devoted to it, raising the question of whether the result justified the effort, even though the review would reconfirm donor confidence. It was too early to say whether the review would bring about changes at CIMMYT. Internal reviews had brought about re-thinking of programs over a period of six months or a year. Another speaker expressed concern at the estimate of the effort that had gone into the review. He queried whether it would reduce the need for visits from individual donors. He also felt that the CG would sooner or later have to decide whether the Centers were to be seen as filling a temporary need, or a permanent one that cannot be filled in any other way.

148. Dr. Finlay, Deputy Director General of CIMMYT, confirmed that CIMMYT would remain production-oriented, and mainly go to other institutions for basic research. The amount of fundamental research that CIMMYT itself should do was under review.

149. A speaker thought that the need to test technologies under low-input conditions could have substantial manpower implications. He queried CIMMYT's rationale for an open-pollinated approach, as opposed to hybrids.

150. Another speaker, highly commending the report, looked for more consideration of the overall balance between different elements. The examination of wide versus specific adaptability was particularly useful. He informed the Group that beginning in 1977, core contributions from CIDA to CIMMYT would be unrestricted. He hoped the triticale program would continue to get high priority.



151. Sir John Crawford stated that TAC was in complete agreement with the triticale program. As far as the problems of marginal-input conditions were concerned, he saw the need for greater discussion between CIMMYT and TAC prior to any TAC recommendation.

152. Dr. Riley emphasized the fundamental distinction between crop improvement programs which aimed at increasing total national productivity, and those which aimed at improving the capacity of the poorest farmers.

153. Dr. Finlay pointed out that CIMMYT did not distribute varieties as such, but rather materials in the form of "crossing-blocks," from which national programs made their selections.

154. A speaker suggested that Centers which had been reviewed should comment to the Group at some point on the steps they plan to take to act on the panel's recommendations. Presentation of the reviews would be improved by a brief summary. Quinquennial reviews reduced the need for individual donors to examine particular Centers.

155. A speaker, noting that others had expressed disappointment that the two reviews had not looked enough at the future, pointed out that this had not been their real aim. He stressed the time constraints, and the difficulty for outsiders to grasp the workings of a very complex system.

156. Another speaker stressed the value of the reviews in maintaining the support of his authorities for the system. He would like to see more consideration of relationships with institutions in developed countries. Questions of scientific management should be addressed. Dissemination of information was a critical function which needed examination. Referring to Dr. Riley's distinction between two research philosophies, i.e. on the one hand working towards raising total production, or on the other concentrating primarily on the needs of the small farmer, his authorities certainly inclined to assisting the poorer farmer. The Chairman thought this was true for the Group as a whole.

157. A speaker felt the need for information on activities useful to the Centers, which they could not themselves undertake. This would help to coordinate efforts to involve scientists in developed countries.

158. A speaker noted that Centers had review procedures of their own, and warned against duplication with quinquennial reviews. Sir John Crawford thought the situation was improving in that respect.

159. Summarizing the lessons that could be drawn from the first two quinquennial reviews, the Chairman concluded that everyone concerned felt that they were extremely worthwhile. They would stimulate new thinking on the part of center scientists. There was a need for a clearer sense of priorities. A statement of forward plans was needed from the Centers, as was some assessment of benefits. The review provided helpful reassurance to donors.

#### IFDC Board Members (Agenda Item 8)

160. The Chairman reminded the Group of the agreement reached in July that the CG should nominate three members to the Board of Trustees of the International Fertilizer Development Center, IFDC. A good response had been received to the Secretariat's request for suggestions.



161. The Executive Secretary pointed out that there was already a general procedure for the CG to nominate Board members for some international Centers. Exact procedures varied in accordance with the constitution of each Center. A number of excellent candidates had been proposed and after consultation with IFDC, the Secretariat would propose a balanced slate of three for the consideration of the Group.

#### Financial Support (Agenda Item 9)

162. The Chairman mentioned that there had been considerable adjustment to the financial requirements of the Centers since the July meeting. Total requirements had been reduced and now stood at about \$79.5 million. Any estimate of contributions at this point was unreliable as there were still a number of uncertainties, particularly about possible new donors, but there seemed to be a gap of about \$2 million between funds needed and those available. This was less than the expected gap for 1976, which was eventually eliminated.

163. Many donors had sent in written statements as requested. Donors were now being asked to make a statement as to their total pledge to 1977 core budgets, and to factors affecting future support. Allocations of funds should be given to the Secretariat.

164. Donor's statements are summarized below. The figures shown are the contributions as determined on January 31, 1977. In some cases, they differ from statements made at the meeting, reflecting subsequent discussions with Centers and the Secretariat, or subsequent decisions by authorities. Figures that have changed in this way are marked with an asterisk. It may be noted that by the end of January the gap noted by the Chairman in October had been essentially closed. The initial financial position for 1977 by donor and Center is shown in Annex IV.

-- UNDP would contribute \$3,880,000 for 1977. Support would be maintained beyond 1978.

-- Germany would make available up to DM13.8\* million. This was a real increase over 1976. About 15% was restricted to scientific cooperation with European research institutes. The rest was unrestricted. DM1.75 million was as yet unallocated. The German government would consider suggestions from the Secretariat on allocations between Centers. Payment would be made promptly.

-- Switzerland expected final approval in mid-November of a contribution of \$1,050,000.

-- Iran would make \$2 million available. Allocation was flexible and would be discussed with the Secretariat.

-- The Ford Foundation would contribute \$1,500,000 to the core budgets. Preferences had been given to the Secretariat, but they were flexible.

-- The Netherlands would make \$1.5 million available, the same as in 1976. Government budgets were linked to GNP, which had not increased in the past year. Future contributions might grow if GNP did.

-- The U.K. would contribute £2 million, all to unrestricted core budgets.



-- IDRC would contribute Can\$1.485\* million. This was a firm commitment, but other projects were being discussed, and the Secretariat would be informed of any new commitments.

-- Canada would contribute Can\$7.15\* million to the core budgets in 1977, subject to normal approvals. Unrestricted contributions would be made for the first time to CIMMYT and CIAT. There was a substantial increase in the contribution to IRRI. The implications of the absorption of CIMMYT's regional services into the core budget were being studied.

-- Japan could not yet announce the amount of its contribution for 1977. Efforts were being made to increase it substantially over 1976, and to add other Centers to the list of recipients.

-- The Rockefeller Foundation would contribute \$1.6 million, available at the beginning of 1977.

-- Norway would contribute, in Norwegian currency, the equivalent of about \$1.5 million. In 1978, about \$1.8 million.

-- Sweden would contribute SKr10.35 million in 1977. The small increase over 1976 would mainly go to the Genes Board, which had taken over responsibility for the Izmir Institute.

-- The United States would contribute up to \$20 million, subject to the normal criterion that the actual contribution could not exceed 25% of total contributions from members of the CG.

-- France would contribute the equivalent of \$535,000. Information was needed on ICARDA's plans for 1977 and the status of implementation of its program before France's contribution could be indicated.

-- New Zealand may contribute \$100,000 for 1977, but this would not be known before January or February.

-- Australia would contribute up to A\$1.61\* million, subject to parliamentary approval, payable early in 1977. In addition, an amount of A\$100,000 may be provided for ICIPE's work with the Centers, subject to TAC endorsement of ICIPE. Australia would also continue to provide A\$115,000\* for the support of TAC.

-- Denmark intended to ask approval for a contribution of DKr3.6 million for 1977. Future contributions would at least maintain real values.

-- Belgium had allocated BFr79 million for 1977, BFr7.5 million for extra-core activities and there remained BFr8.5 million still to be allocated, some perhaps to extra-core activities also.

-- The Inter-American Development Bank had received approval from its Board for a contribution of the equivalent of \$5.7 million for 1977, for core and any special projects combined. Funds might be available in the first quarter of 1977. Preliminary approval had been given for \$6.2 million equivalent in 1978. The Bank would be flexible should directors wish to reallocate resources to outreach or other special projects. The Bank hoped that training resources should be used as much as possible for training and upgrading young professionals from Latin America.



on behalf of the Group, and gave him the Group's very best wishes on his retirement.

-- The World Bank would contribute up to 10% of the CGIAR's commitments, or up to about \$8 million.

-- The European Economic Community, subsequent to the October meeting, announced its intention to contribute the equivalent of \$2.5 million to ICRISAT.

166. The Executive Secretary, on behalf of donors who could not be present, indicated that the Arab Fund for Social and Economic Development was seeking approval from its Board for a contribution of \$0.5 million to ICARDA. UNEP would contribute \$340,000.

#### Other Business

167. A draft Press Release was considered and, with certain amendments, was approved. The final Press Release is attached as Annex V.

168. The Chairman paid tribute to the outstanding efforts of Sir John Crawford, who as Chairman of TAC since its inception, had done more than any other individual to shape the character and direction of the Group.

169. Mr. Bell, recognizing that there was no precedent for proposing resolutions to the CG meeting, nevertheless moved that the Group adopt the following resolution:

"The members of the Consultative Group on International Agricultural Research wish to recognize and salute Sir John Crawford's outstanding service to the Group during his period as Chairman of the Technical Advisory Committee from 1971 to 1976."

170. The motion was seconded, and approved unanimously.

171. An inscribed statement was presented to Sir John, who expressed his thanks. He would do all he could to help the new Chairman.

172. The representative of the UNDP drew the attention of the Group to the revised booklet, copies of which could be got from UNDP in New York. He suggested that the Secretariat might do more to encourage a wider dissemination of information about the work of the Centers. The Chairman agreed that the Secretariat would see what could be done.

#### Time and Place of Next Meeting

173. The Group considered a proposal that International Centers Week be re-scheduled in 1977 to September, with another CG meeting in November. The Chairman pointed out that the recommendations of the Review Committee put heavier burdens on the two Secretariats. There were complex scheduling problems in interrelating the various cycles of activity, such as the budget years of donors, TAC's consideration of innovations in the Centers programs and the presentation and approval of Center budgets. He proposed that the Secretariat prepare a paper examining the various options.

174. A speaker thought that the gap between a July and an October meeting served a useful purpose.

175. The Executive Secretary reviewed the present cycle of preparing documentation. Closer integration between the Secretariats, which he strongly supported, would stretch the time needed. If the first meeting were held in September, the papers would still reach the Group by the end of July.

176. Some speakers thought they would have difficulty in making firm pledges in September, and hence a second meeting for this purpose was likely to be needed.

177. A speaker proposed that one meeting each year be held in Europe.

178. Another speaker emphasized the need to retain the technical aspects of Centers Week.

179. On the basis of a show of hands, it was agreed that the first meeting in 1977 would be held in September. (The dates subsequently confirmed would be September 12-16, 1977.) A study might indicate another date for future years.

180. The meeting adjourned at 4:19 p.m.



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MEETING  
October 27-29, 1976

AGENDA

1. Chairman's Opening Remarks
2. Adoption of Agenda
3. CGIAR Review Committee Report
4. TAC Chairman's Report on 14th TAC Meeting
5. Proposal for Dealing with Cash Flow Problems
6. Proposal for Study of Evaluating Costs and Benefits of Research
7. Quinquennial Reviews of IRRI and CIMMYT
8. IFDC - Board of Directors
9. Financial Support for 1977 and thereafter
10. Other Business
11. Time and Place of Next Meeting



CGIAR REVIEW COMMITTEE RECOMMENDATIONS

Recommendation 1: *The need for a sustained research effort to increase food availability in developing countries will continue and is likely to increase. Therefore, we recommend that the Consultative Group on International Agricultural Research proceed on the basis that it should continue to function for the foreseeable future (pp. 58-60).*

Recommendation 2: *We recommend that the CGIAR should continue to endorse TAC's conclusion that the primary focus of the CGIAR should be to support research and technology development that can potentially increase food production in the food-deficit countries of the world. The research activities supported by the CGIAR are appropriately focused on food commodities which are widely consumed and collectively represent the majority of the food sources of the developing world and no major changes or additions are called for at this time (pp. 61-63).*

Recommendation 3: *We recommend that the next three years should be viewed by the CGIAR as a period of consolidation. During this period continued support should be provided for the current set of centers and related activities. We caution against undertaking initiatives requiring major financial commitments. TAC should continue during this period of consolidation to explore the need for new initiatives and changes in existing programs (pp. 61-74).*

Recommendation 4: *In addition to the current practice of receiving reports from related activities such as IFDC, IFPRI, AVRDC, and CGFPI, we recommend that the CGIAR should support fora for information exchange among members of the Group, technical personnel from their agencies, centers, other aid agencies and national programs in developing countries.*

In this connection the CGIAR should consider two specific activities (1) commissioning papers as a basis for discussions of CGIAR issues of interest to donors and research beneficiaries and (2) explicitly seeking to foster increased information exchange among CGIAR donors and related agencies about other activities in which they are jointly involved (pp. 61-63).

Recommendation 5: We recommend that all projects undertaken by a center be regarded as components of its total integrated program regardless of sources of funds and that the entire program be subject to the review procedure as outlined in this report (pp. 75-76).

Recommendation 6: We recommend that each center develop an objective set of criteria for program choice and periodically reassess the balance of its program with respect to: (1) research and technology development, (2) training, (3) cooperation with national programs and advanced research institutions; and (4) communication and exchange of information between center scientists and others in related fields (pp. 76-79).

Recommendation 7: We recommend that centers continue to develop and strengthen their cooperation with national programs, insofar as this is essential to accomplish their research mandate. Beyond this centers should remain alert and responsive to additional opportunities for cooperation to the extent that extra-core funds are available, that these activities do not compromise or distort the central research mission of the center and that they are within the centers' capacity to staff and manage (pp. 79-84).



Recommendation 8: We recommend that all support to a center other than that provided through the CGIAR be classified as extra-core funding. Further, we recommend that these funds be used to supplement activities supported by core funds and/or to finance activities that the center may wish to undertake primarily to benefit a particular country (pp. 84-86).

Recommendation 9: We recommend that any proposal for a new project to be supported by extra-core funds should be forwarded by the center to TAC for review when (1) there is a question as to whether the purpose of the activity lies within the center's mandate, (2) acceptance has implications for future core support, (3) the proposed activity might put undue additional strain on center management, or (4) the extra-core funding is particularly large (pp. 84-86).

Recommendation 10: We recommend that all centers develop more effective forward research program planning procedures and include as advisors international scientists with competence in the appropriate areas (pp. 88-89).

Recommendation 11: We recommend that centers should be encouraged to collaborate wherever possible in executing their cooperative research activities with national programs when working in the same region or with the same commodity. The negotiation and administration of these linkages should be the responsibility of center directors and the respective boards of trustees. TAC or the CGIAR should serve only to advise and assist in reaching a solution in the case of disputes that cannot be resolved by the centers. Further, we recommend that agreements and arrangements between centers be formally recorded in writing and a copy of all such agreements be sent to the CGIAR Secretariat (pp. 89-90).

Recommendation 12: We recommend that each board of trustees define criteria and procedures for the selection and appointment of its own members and that these be made available to the CGIAR. Further, we recommend that each board of trustees broaden its membership by including, when appropriate and consistent with national laws, three members selected in conjunction with and ratified by the CGIAR (pp. 91-92).

Recommendation 13: Since quality of the staff is a central factor in the success of the program, we recommend that: (1) center directors advertise as widely and openly as possible in seeking candidates for staff positions, (2) every effort be made to maintain staff vitality, and (3) outposted staff receive the same sabbatical privileges as staff posted at headquarters regardless of source of funds supporting the scientist (pp. 92-94).

Recommendation 14: We recommend that the CGIAR review its overall program and operation every three to five years. The CGIAR should appoint an ad hoc committee to conduct a review of the substantive program of the CGIAR as well as review those policies, procedures, and management mechanisms which require attention. TAC should provide a major input into this long term forward look at the substantive program (pp. 96-98).

Recommendation 15: We recommend continuation of the TAC quinquennial reviews for evaluation of scientific quality, scope, and balance of current programs, and to evaluate future plans, including explicit review of center proposals to continue projects of long standing. We also recommend that the TAC give greater emphasis to periodic, across center analysis of particular topics (strife analysis) (pp. 99-100).



Recommendation 16: We recommend that the concept of a desirable size range for centers be adopted. We further recommend that centers be asked to propose their desired size based on the number of senior scientists translated into financial terms. Until these plans are developed, we recommend that any proposed increase in senior staff numbers that would take centers above the size of the largest existing centers should be closely scrutinized (pp. 86-87 and 98-100).

Recommendation 17: We recommend that a biennial budget cycle be adopted for centers and related activities. In addition, a further indicative plan for the two years beyond the biennium should be developed. These budgets and indicative plans to be developed by centers should be consistent with their proposed desired size (pp. 98-100).

Recommendation 18: We recommend that the desired size and indicative plan proposals from centers be reviewed by TAC. TAC should make appropriate recommendations to the CGIAR, after the discussion of any proposed adjustments with the centers. The CGIAR approved plans would then form the guidelines for the preparation of the center's next biennial budget. Until this process is in operation, centers should recognize that proposals for budget increases will be reviewed very carefully in the spirit of our recommended period of consolidation (pp. 98-100).

Recommendation 19: We recommend that within the framework of the following guidelines, donor autonomy be preserved and that center budgets result from the sum of independent donor decisions. The guidelines are: (1) donors be encouraged to increase the flexibility of their pledges, (2) donors be encouraged to continue support for a reasonable period of time to allow centers to produce research results, (3) donors be encouraged to precede

any substantial reduction in support by two years' notice, (4) that donors agree to cooperate to assure that no center or other CGIAR supported activity receives greater support than its budget request, including supplemental requests, and (5) donor(s) of last resort fund a center that is seriously underfunded, but if that situation continues for two or three years the future of the center should be reviewed by the CGIAR (pp. 100-101).

Recommendation 20: We recommend that a standby committee of the CGIAR be authorized. Its membership should include the chairman of the TAC and the executive secretary. We suggest the committee stand ready to advise on how the Group should deal with significant shortfalls in funding. The committee could also be activated by the CGIAR or the Chairman of the CGIAR for advice should other policy issues or circumstances arise (pp. 101-102).

Recommendation 21: We recommend that steps be taken to ensure closer coordination between the TAC and CGIAR secretariats to enable them to jointly produce integrated program and budget analysis for the CGIAR. Certain additional points of organization and procedure should be agreed upon:

- (1) Adequate staff and financial resources must be provided for the work of each of the secretariats.
- (2) The co-sponsors should report to the Group at its July meeting on the budgets of the secretariats for the coming year. If sufficient resources cannot be provided by them, donors should be asked to make additional funds available.



(3) Each secretariat should recognize that it reports only to the Group, through its respective chairman.

We further recommend that the co-sponsors report to the Group at the forthcoming meeting (October 1976) whether they foresee any difficulty in meeting these considerations (pp. 102-103).

Recommendation 22: We recommend that donors be strongly encouraged to provide their pledged funds as early in the fiscal year as possible. Further, we recommend that the CGIAR Secretariat provide donors and centers with a time schedule of center budgetary needs and availability of donors' funds. If these two mechanisms do not solve the cash flow problem, we recommend that the World Bank explore alternative solutions (pp. 103-104).

## ANNEX IV

CGIAR Allocations, 1977 (US\$ million)  
as estimated at January 31, 1977<sup>1/</sup>

	TOTAL	CIAT	CIMMYT	CIP	ICRISAT	IITA	IRRI	ILCA	ILRAD	GENES	WARDA	ICARDA	CARIS	UNALLOCATED <sup>2/</sup>
Arab Fund	.310											.310		
Asian Dev Bank	(.500)						.500							
Australia	1.705	.140		.080	.410		.480	.375				.220		
Belgium	2.430	.140		.085	.025	1.000	.140	.470	.085	.055	.110	.025	.055	.240
Canada	7.085	.940	1.685	.540	.690	1.090	1.090		.400	.100	.250	.300		
Denmark	.620		.180	.260			.050	.130						
EEC	2.500				2.500									
Ford	1.500	.300	.350			.500	.300					.050		
France	.535							.270			.125	.100	.040	
Germany	5.840	.635	.525	.320	.205	1.355	.400	.650	.800	.040	.085	.085		.740
IDB	5.700	2.395	2.620	.685										
IDRC	1.470		.010	.055	.465		.640					.300		
Iran	2.000		.350			.300	.250	.600				.500		
Italy	.100											.100		
Japan	(2.500)	.150	.150		.250		1.800				.150			
Kellogg	.310	.310												
Netherlands	1.500	.200		.250	.125	.275		.125	.175	.100	.100	.150		
New Zealand	(.100)						.075					.025		
Nigeria	.640					.400		.160			.080			
Norway	1.505				.650	.055		.465	.240	.095				
Rockefeller	1.600	.400	.400			.200	.300		.300					
Saudi Arabia	(1.000)		.150	.050	.125		.125	.020	.020	.010		.500		
Sweden	2.510			.535	.920			.525		.350	.120	.060		
Switzerland	1.050	.180		.180	.280			.230	.180					
UK	3.400	.170	.270	.210	.640	.765	.780	.210	.195	.075		.085		
UNDP	3.880		1.880		1.600		.400							
UNEP	.340					.170	.070			.100				
US	19.600	2.340	2.900	1.350	.950	2.750	2.800	2.100	1.200	.200	.050	1.000	.110	1.850
World Bank	8.000	.475	.150	.700		1.200	1.000	1.500	.800			.100		2.075
AVAILABLE	80.230	8.775	11.620	5.300	9.835	10.060	11.200	7.830	4.395	1.125	1.070	3.910	.205	4.905
REQUIRED	79.625	9.015	12.240	5.580	9.800	11.150	11.570	8.380	4.630	1.100	1.280	4.460	.420	
NET POSITION	.605	-.240	-.620	-.280	.035	-1.090	-.370	-.550	-.235	.025	-.210	-.550	-.215	4.905

1/ Except where figures are in parentheses, the total contribution shown against each donor has been confirmed, and is shown at the exchange rate prevailing on December 31, 1976. Figures in parentheses, and the allocation of these between centers, are still subject to confirmation.

2/ The World Bank's intended contribution is made in two tranches. The first tranche is allocated among centers as shown. As donor of last resort, the Bank will review the needs of the centers in September and will allocate further contributions up to the amount shown as "unallocated."



## OFFICE MEMORANDUM

TO: Files

DATE: December 29, 1976

FROM: Michael L. Lejeune

SUBJECT: Draft Informal Summary of Proceedings

1. Dr. Lowell Hardin of the Ford Foundation called me this morning to make some comments on the draft informal summary of proceedings which he had been reading.

2. He first commented on paragraph 33 which has to do with the selection of board members by the Consultative Group. He said that this issue had been discussed at the recent CIMMYT Board meeting based on the recommendations of the Review Committee and Mr. Hanson's reporting of the discussion in the CG. He said that the CIMMYT Board was somewhat at a loss to understand both what the procedure was to be for appointing CG nominated board members and what the functions of these board members would be once appointed. He suggested that it would be useful if the Summary of Proceedings could be footnoted or some other method could be used to acquaint centers with the intention.

3. I told him that the discussion of this issue in the Review Committee and in the CG meeting had been somewhat less precise than would, in my mind, have been desirable. This is an important policy issue, the full implications of which had not as yet been drawn out. I told him the Summary of Proceedings is meant to reflect the discussion and not to be the vehicle for elaboration by the Secretariat, and hence, while I thought that a lot more needed to be done to refine this policy and define ways of implementing it, I felt that some other means of transmitting this elaboration would have to be found. Hardin, however, has a valid point: the discussion of the question leaves the Centers uneasy because they do not understand the objective or the process, and it is up to the Secretariat to clarify things for them at the appropriate time. (I did not discuss with Hardin what the appropriate time was, but it may well be that we should be ready to cover this subject at a meeting of the Center Directors or, perhaps even more appropriately, of the Center Chairmen.)

4. Hardin asked whether all Center Directors and all chairmen of center boards had received the report of the Review Committee. I told him I was not sure but they certainly would receive it in its next version. He emphasized the importance of getting this Review Committee report and other documents affecting the interest of the Centers out promptly. He had in mind, among other things, the Summary of Proceedings itself. On this latter, I told him that the Summary of Proceedings was sent around in draft for comment by those who had participated, and after their comment was taken into account, the final version would go to the Center Directors and Chairmen (who were not present at the meeting) as well as everyone else.

5. This led on to a discussion of how to keep board chairmen informed. Hardin expressed the view that we should err on the side of sending board chairmen too much rather than too little.

6. I then raised with him the question of how one might seek to make more use of board chairmen in the conduct of the system as a whole. I pointed out that while the Center Directors had an informal but reasonably effective "trade union" and met at least twice a year, no similar organization existed for the chairmen of boards, except that once a year they held a dinner during Centers Week. I did not know how much informal communication went on between them. The recent problems on the taxation of US staff of centers is an example of a matter which was bound to come up in center boards -- and probably would be controversial. There was a need for board chairmen to act in concert from time to time.

7. Hardin suggested that we should foster the formation of a "chairmen's association" and the Secretariat should stand ready to service it. He proposed to talk to Frostie Hill about it, inasmuch as Frostie was now a chairman emeritus and could easily take the initiative with the other chairmen.

8. This led Hardin to a further proposal, i.e., that the Secretariat maintain a roster of potential board members, which could be used by board chairmen and the nominating committees of boards when they are searching for qualified replacements of retiring board members. I pointed out to him that useful as that kind of roster might be, it was, I felt, even more necessary to have some kind of centralized roster of potential center directors, directors of research, budget and finance officers, etc.

9. Some of Hardin's thinking on the above points parallels our own. Various problems in the personnel management field of the system seem to be increasing, and more and more centers and donors alike are beginning to see the centers as part of a system, rather than as individual enterprises. It would not be surprising for them to look to the Secretariat for providing more centralized service at one time or another. This will give rise to two issues. First, will the members of the Group and the Centers really wish to see influence in these matters by the Secretariat increased, and second, will the Secretariat be provided with the additional resources necessary to fulfill functions of this kind.

cc: Messrs. Ritchie  
Hayman  
Coulter  
Gavino

MLLejeune:ia



C-2

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PLEASE HOLD FOR SIR JOHN CRAWFORD STOP WOULD APPRECIATE  
ANY COMMENTS ON DRAFT SUMMARY OF JULY CG MEETING SO THAT  
WE MAY PREPARE FINAL VERSION STOP

REGARDS

LEJEUNE

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C2

**CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH**

1818 H St., N.W. Washington, D.C. 20433 U.S.A.  
Telephone (Area Code 202) 477-3592  
Cable Address - INTBAFRAD

TO: Participants in International Centers Week  
FROM: Executive Secretariat October 3, 1975  
SUBJECT: Draft Informal Summary of Proceedings of  
International Centers Week

1. Attached is a draft Informal Summary of Proceedings of the International Centers Week held from July 28 through August 1, 1975.
2. Annex IV, consisting of the presentations of center directors of their 1976 programs and budgets, will be circulated at a later date.
3. Participants having amendments to or suggestions about the Summary are asked to give them to the Executive Secretary not later than November 7.

Attachment

## INTERNATIONAL CENTERS WEEK

Washington D.C.

July 28 - August 1, 1975

### Informal Summary of Proceedings

1. The fourth International Centers Week of the Consultative Group on International Agricultural Research (CGIAR) was held in Washington D.C. from July 28 to August 1, 1975. Participating in the meetings were representatives of 27 members of the Consultative Group, personnel of the international agricultural research centers and programs supported by the Group, and observers, including members of the Technical Advisory Committee (TAC). Representatives of Iran, Italy, New Zealand, Saudi Arabia and the United Nations Environment Programme were present at Centers Week for the first time. A list of participants is attached as Annex I.
2. During the week, there were plenary sessions, meetings of the Consultative Group, the subcommittees for the International Center for Agricultural Research in the Dry Areas (ICARDA) and the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), and meetings of Center Personnel. TAC held its tenth meeting on July 22 - 26, just prior to Centers Week. Informal minutes of the subcommittee meetings and TAC minutes will be distributed separately.

### PLENARY SESSIONS

3. The plenary sessions on Monday, Tuesday and Wednesday morning July 28 - 30 were devoted to the presentations of programs and budgets for 1976 by representatives of the following: the International Center of Tropical Agriculture (Centro Internacional de Agricultura Tropical (CIAT)); International Crops Research Institute for the Semi-Arid Tropics (ICRISAT); International Potato Center (Centro Internacional de la Papa (CIP)); International Laboratory for Research on Animal Diseases (ILRAD); the International Maize and Wheat Improvement Center (Centro Internacional de Mejoramiento de Maiz y Trigo (CIMMYT)), the International Rice Research Institute (IRRI); the International Board for Plant Genetic Resources (Genes Board); the International Institute of Tropical Agriculture (IITA); the West African Rice Development Association (WARDA); and the International Livestock Center for Africa (ILCA). Texts of these presentations will be circulated separately as Annex V to this summary.
4. Reports on their activities were also made on July 30 by representatives of the Consultative Group on Food Production and Investment (CGFPI); the International Food Policy Research Institute (IFPRI); and the Asian Vegetable Research and Development Center (AVRDC).
5. The Chairman of the Consultative Group, Mr. Warren Baum, opened the first plenary session on July 28, with remarks concerning the growth and direction of the network of international agricultural research centers, and the



task which lay before the Group in dealing with the urgent problem of world hunger. In referring to the endorsement of the CGIAR's activities by the World Food Conference in November 1974, he said the Conference had urged the Consultative Group to enlarge severalfold the financial resources devoted to international agricultural research and to ensure that the benefits of the research effort were extended to those who had essentially been excluded from the Green Revolution - the small farmer.

6. Not surprisingly, he said, these were perhaps the two most important questions to be addressed during Centers Week: the extent, nature and boundaries of the role which the international centers should play in the transfer of technology to the farm level, and the future growth and direction of the Consultative Group system, including the level of activity which can be financially sustained and how the centers can ensure that the resources provided to them are used efficiently.

7. The basic question, he concluded, was how best the Group could mobilize its resources to deal with the immediate problem of world hunger. He noted that the FAO had estimated the gap between food grain production and demand in the major food-deficit countries by 1985 might be about 85 million tons, representing the food needs of some 400 million people. If this potentially catastrophic deficit is to be avoided, the progress in production made possible by the technological breakthroughs of the late 1960s must be repeated and expanded, including greater efforts to reach the small farmers.

8. After concluding his remarks, the Chairman introduced the first center presentation, indicating that the procedure for such presentations had been modified slightly. Each center would make a full presentation every two years, and would only touch on highlights in the interim year. In 1975, shorter presentations were to be made by CIMMYT, CIP, IITA and WARDA. The schedule of center presentations is included in the Schedule of Events which is attached as Annex II.

#### CONSULTATIVE GROUP

9. Meetings of the Consultative Group were held on Thursday and Friday, July 31 and August 1, 1975. The agenda adopted for the meetings is attached as Annex III.

#### Integrative Report (Agenda Item 3)

Following brief introductory remarks by the Chairman and the adoption of the Agenda (agenda items 1 and 2), Mr. Baum introduced the Integrative Report dated July 11, 1975, prepared by the CG Secretariat. He suggested that the discussion might concentrate on Parts III and IV of the Report -- Outlook for Finance and General Issues -- and any comments on the first two sections of the report dealing with historical trends and a comparative analysis of recent budget trends might be made directly to the Secretariat.



11. Review of Future Growth 1/. The Chairman suggested that the meeting might consider first the basic issue of the system's rapid growth, specifically whether the continued real growth of the network was desirable and financially sustainable, how such growth might best be managed, and whether the Group might wish to review or study more systematically some of the policy implications inherent in continued growth.

12. There was a very broad consensus among speakers that continued growth was both necessary and desirable, but that such growth should take place within the context of clearly established priorities and objectives. While there was no suggestion that the system could continue to grow at the present rate, and varying views were expressed as to whether it could expand at the 10 percent real growth rate suggested in the Integrative Report, most speakers felt that additional financial resources would be available for international agricultural research. The urgency of the world food problem and the potentially great return at relatively modest cost of agricultural research made such investment both attractive to financing bodies and sustainable at higher levels.

13. Several speakers suggested that continued growth should not imply the addition of major new activities to the network but rather the continued expansion of centers already accepted as part of the system. This in turn, stimulated discussion on the appropriate role and boundaries of the international centers, particularly their responsibility for strengthening national research organizations.

14. Many representatives urged that the prospect of continued growth required more attention by the Group to the objectives, priorities, efficiency and coordination of activities within the network and with agricultural research efforts elsewhere. Many speakers endorsed the idea of a systematic review of the system and its future growth. Several questions to be addressed by such a review were suggested, including: (a) the future growth of the network: new activities which might be appropriate to add to the CG - sponsored system and their priority in relation to ongoing activities; (b) criteria for assessing priorities among activities of existing centers and particularly in defining the appropriate boundaries of center activities -- the outreach question; (c) the program and budget review process, including the most appropriate budgetary cycle, improvements in the review process including a program review, longer term budgeting, cost-benefit analysis, and procedures for allocation of scarce resources.

15. The Chairman noted the "very strong consensus" for a review of the system which would provide an "overview" and forward plan for the next three to five years. The review would seek to match program requirements against expected financial availabilities of current and future donors.

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1/ PP 15-16, Integrative Report.



16. Several suggestions were put forward on how such a review might be carried out, with most representatives supporting the creation of a special committee or subcommittee. Various speakers suggested that the committee might include representatives of the Group itself, the international centers, beneficiary countries, and TAC.

17. With the concurrence of the members, the Chairman agreed to place before the Group in October a firm proposal for the review, which would include recommendations on the (i) composition of the special committee (ii) outline terms of reference and work program of the committee, and (iii) timetable for the review. He indicated that he would hope to have a draft of the review ready for the 1976 International Centers Week.

18. Allocation of scarce financial resources 2/. The Chairman then introduced the first of three program and budget issues raised by the Integrative Report -- that of dealing with the allocation of scarce financial resources. The Integrative Report had solicited the Group's views regarding the most appropriate means of allocating funds among centers if budget requests exceed pledges. One speaker reflected the views of the Center Directors (expressed during a meeting of the Center Directors the previous week) opposing any cross-the-board percentage reductions of all center budgets in a period of financial scarcity. At the same time, it was recognized that no satisfactory criteria had yet been established to determine the relative priority of ongoing activities on which to base selective reductions in expenditure.

19. The Chairman noted that one of the first priorities of the review group would be to suggest an appropriate mechanism for dealing with the allocation of financial resources in a period of scarcity. If a problem appeared for 1976, the Secretariat, consulting with those concerned, would make proposals for reductions of center budgets which would be put before the Group in October.

20. Unexpected increases in expenditure 3/. The Chairman asked for members views regarding the financing of unexpected increases in center expenditures during the year. Most speakers agreed that the ad hoc technique adopted in 1975 -- with individual donors being approached for additional funds -- was not satisfactory. A mid-year review was also clearly undesirable. While most speakers favored the idea that the centers should consider their approved budgets as ceilings and only request additional funds in "extraordinary circumstances beyond their control," some sentiment was expressed that even these requests should be considered together. [The following day, Dr. Brady, speaking on behalf of the Center Directors, indicated their agreement that ad hoc increases in budgets or mid-year reviews were undesirable and that Centers should regard their approved budgets as ceilings which could be exceeded only in extraordinary circumstances and when funds to meet these circumstances could be found. He cautioned however, that this limitation should refer only to requests for additional funds through the mechanism of the Consultative Group. If individual donors wished to make more money

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2/ Integrative Report pp 16-17.

3/ Integrative Report pp 17-18.



available to the Centers, the Directors did not wish their "approved budgets" to be considered absolute ceilings.<sup>7</sup>

21. Program and Budget Review Process 4/. Members were next asked how well the present budget review process -- the submission of the centers, the CG Secretariat Program and budget commentaries and the Integrative Report -- met their present needs and the objectives set by the Bell Committee on center review procedures.

22. Most speakers expressed the view that the Integrative Report and Commentaries served their requirements very satisfactorily. Several representatives noted that it would be desirable to enlarge the program review content of these documents, as suggested in the Integrative Report. A number of cautions, however, were expressed. First, the TAC quinquennial review process is only just beginning and it might be premature to consider changing the review system until the presently-agreed process had been tested. Another speaker noted that research is a long-term activity, and an annual review of scientific results would not be very meaningful.

23. The Chairman of TAC noted that the introduction of a TAC meeting in the spring with Center Directors would enable the Group to receive written comments from TAC on new center program initiatives. He also supported more participation of the TAC Secretariat in the preparation of the program and budget commentaries which he felt were extremely valuable to TAC in its consideration of the Center programs.

24. The Chairman noted that the review process would also come under the scrutiny of the special review committee.

#### Terminology Guidelines (Agenda Item 4)

25. The Chairman next introduced the draft paper on guidelines and definitions dealing with the finance and structure of off-campus activities. The paper reflected the suggestions of TAC and a representative of the Center Directors. He asked the members for their views on the proposed terminology usages.

26. One speaker noted that the appropriate classification and terminology of off-campus activity was bound up closely with the basic set of issues regarding the proper definition of the role of the centers in outreach activity. Since this question was to be a major subject of the proposed review, he suggested that the final version of the terminology paper might properly await the outcome of the policy review.

27. Another speaker, referring to the definition of financing categories, enquired whether special project funding which supported a great deal of off-campus activity should not receive the closer scrutiny of the CG and TAC. The Chairman suggested that the review might consider whether a more systematic consideration of special projects would be in order, particularly in relation to the questions of outreach and assistance to national programs.

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<sup>4/</sup> Integrative Report pp. 19-20.



28. To ensure that the terminology meets the needs of the individual centers, the center directors had earlier agreed to submit their comments on the draft paper to the CG Secretariat. The Chairman suggested that the members and center directors should submit their written suggestions on the paper to the Secretariat which would prepare a revised draft version to be available at the time of the next meeting. The final version with a standard set of definitions would be prepared once the review process had been completed.

ICARDA Report (Agenda Item 5)

29. The Chairman of the Subcommittee on the establishment of an International Center for Agricultural Research in the Dry Areas (ICARDA), Mr. Harold Graves, reported to the Group on progress toward the creation of the center, including a presentation of its proposed 1976 program and budget.

30. The Subcommittee chairman recalled the genesis of the ICARDA proposal: on the basis of the Consultative Group's agreement in 1974, a preparatory fund for the establishment of ICARDA of \$350,000 to \$400,000 was agreed in October 1974, and a detailed proposal prepared under the auspices of the Subcommittee in April 1975. The Chairman of the Consultative Group and the Executive Secretary visited Saudi Arabia, Iran, Kuwait and Lebanon and as a result of these visits were able to report support for ICARDA within the region. Copies of the proposal were circulated to the CG members in May and discussed and accepted in principle by the Subcommittee in June 1975.

31. At its June meeting the Subcommittee selected the International Development Research Centre (IDRC) as Executing Agency for the establishment of ICARDA. Subsequently IDRC initiated discussions with the governments of Iran, Lebanon and Syria on the creation of ICARDA as a single center, operating under a single Board of Trustees with headquarters in Lebanon but embracing three principal research stations. These would include a main laboratory and plant breeding facilities in Lebanon, a station in Syria devoted particularly to farming systems research including animal husbandry, and a third station in a high plateau, cold-winter region, planned to be in Iran.

32. Mr. Graves explained that on July 30 the Subcommittee had reviewed the draft charter incorporating ICARDA and defining its objectives, powers and structure, and the draft agreements with each host country making the charter effective in that country. These were now to be negotiated with the Governments concerned with a view to ICARDA's legal establishment by January 1976.

33. The Subcommittee chairman also reminded the Group that the Executing Agency had requested nominations for the Board of Trustees, and would shortly ask for candidates for the post of Director General. At the October meeting of the Subcommittee it was hoped that the Board of Trustees could be selected.

34. Mr. Graves also referred to the paper outlining the proposed 1976 program and budget for ICARDA which had been circulated to the CG members. He indicated that the Subcommittee had reviewed the paper the previous day, and had felt that the proposed work program and expenditure of \$3.3 million was reasonable and in line with the activity foreseen in the original proposal.



35. Several questions were addressed to ICARDA's role in dealing with water quality and irrigated agriculture. The Chairman of TAC and of the Subcommittee confirmed that ICARDA's initial research priority was intended to be given to rainfed agriculture.

36. One representative noted that the proposed five year cost of the ICARDA center would be \$53 million, or about 10 percent of the total CG requirements during the period. He wondered whether ICARDA would be treated in the same fashion as ICRISAT, with an implicit multi-year funding ceiling approved by the Group through its Subcommittee. Mr. Baum replied that the Group at the present time was being asked only to endorse the 1976 program, since the figures beyond next year were only indicative. Thereafter the procedure of periodic review of capital costs adopted for the newer centers would apply equally to ICARDA, and the operating costs would be reviewed annually like those of any other center.

#### TAC Chairman's Report on TAC Deliberations

37. Mr. Baum introduced Sir John Crawford, Chairman of TAC, to report on five major topics that had been considered by TAC a week before: Plant Nutrition Research, National Research, the International Center for Insect Physiology and Ecology (ICIPE), the Tropical Agricultural and Research Training Center (CATIE) and the TAC quinquennial review program.

38. Beginning his presentation, the TAC Chairman announced the TAC plan to add a third meeting to its schedule which he said would enable TAC to treat both new initiatives and center programs more comprehensively than had been possible in the past and would also enable the members of the Group to receive written observations from TAC on center programs prior to International Centers Week.

39. Plant Nutrition Research. The TAC Chairman reported first on the recommendations of the TAC Subcommittee on plant nutrition in the areas of chemical fertilizers, biological nitrogen fixation and organic fertilizer. He explained that the primary examination had been on the program of the proposed International Fertilizer Development Center (IFDC). He indicated that TAC had endorsed, with some cautionary comments, the four basic areas of IFDC's proposed program:

- (i) improving the efficiency of fertilizer;
- (ii) research on better use of available raw materials, especially in developing countries;
- (iii) improving the physical properties and handling of established fertilizers;
- (iv) fertilizer marketing research.



40. TAC's general endorsement had come after receiving assurances from the IFDC management that (i) marketing research would be carried out only after full consultation with other agencies involved in this area, such as FAO and the World Bank, and that (ii) with respect to improving the efficiency of applied fertilizer nutrients, any new formulation would be tested through existing international and national centers in developing countries and not through new facilities.

41. Although IFDC would be established in a developed country, the TAC endorsed the proposed center because of its access to the facilities of the Tennessee Valley Authority which could only be duplicated elsewhere at vast expense. The TAC Chairman said that TAC believed the program and budget of IFDC, although not financed by the CGIAR, should be reviewed annually and periodically just as any other center, to ensure its appropriate relationship to the system. Some indirect financing of IFDC might appear in the budgets of individual centers where testing of materials might be carried out.

42. Mr. Baum interpreted the discussion which followed to suggest that the members did not feel in a position to endorse IFDC's being added to the system at the present time. Sir John's statement was very useful and helpful, and as this was the first time the matter had formally been presented before the Group, members might wish to have time to consider it further. He suggested, and it was agreed, that the question of IFDC membership would be put on the agenda for the next CG meeting, by which time members would have received more documentation and be in a position to discuss specific proposals regarding IFDC's novel relationship to the group.

43. Biological Nitrogen Fixation. With respect to basic research on biological nitrogen fixation Sir John said that TAC would follow global progress on basic research, adding that the TAC did not recommend the establishment of an international center for furthering such research at this time. By monitoring the progress of such research, TAC might consider the possibility of financing specific work which promised to be of direct application.

44. Organic Nutrients. The TAC Chairman reported that TAC would plan to pursue the idea of developing systems of integrative nutrient supply, including organic manure, but emphasized that the latter would best be considered for possibilities of blending.

45. National Research Systems. The TAC Chairman reported on TAC's continued discussion of the relationship of the international centers to national research. He noted that the TAC paper on priorities recognized the importance of a strong national research capability in ensuring the success of investments in international research. It was acknowledged that the CG could not alone take on the job of financing or strengthening national research programs, particularly as there were agencies available for handling such requests. He noted further that some of the international centers are moving, consciously or unconsciously, toward collaboration for the purpose of



strengthening national research and possibly even extension systems. The question of the appropriate relationship of the centers and the CG system as a whole to national research is one which has been under discussion for some time, including the Bellagio VII meeting in June. Furthermore, it would be one of the major topics for consideration by the review group which had been agreed during the morning session of the CG. TAC would also plan to devote a large portion of its next meeting on priorities to further consideration of this topic.

46. The Chairman said that TAC planned to establish a working group to consider further the question of support for national research. Two issues in particular TAC might discuss at an early stage. One is the role of regional cooperation, including the possibility of strengthening national research systems through regional organizations which, with some additional support, could deal with a group of countries with similar ecological conditions or agricultural commodity basis. A second issue which TAC might consider would be a possible means of providing services to individual national research programs in organization, management and, in some cases, operational activities. This might include consideration of potential FAO support, and the rôle of CGFPI in strengthening national research. In sum, he said TAC was not making any specific recommendation for consideration by the Group but suggested that TAC might have a role to play in consideration of the national research issue within the review process.

47. Discussion of this question focused on cooperation among bilateral donors for strengthening national or regional research. One representative suggested that there might be considerable scope for several donors to coordinate their efforts in a structured way in an individual country. He suggested that there needed to be some kind of leadership or catalyst to bring donors together in a "consortium" for this. The representative of FAO said that his institution would be willing to assume this leadership function provided that the governments which determine the work of the FAO establish this as an appropriate function of the organization. The TAC Secretariat also reminded the Group that a report to the members on the activities of individual members of the Group in support of national research was under preparation. Recommendations from several members had been received and information was being requested from those who had not yet replied or from whom additional data were needed. It was hoped that a detailed report would be ready for the members in October.

48. International Center for Insect Physiology and Ecology (ICIPE). The TAC Chairman indicated that ICIPE was a unique institution of high quality. The TAC both at its February and July meetings had considered whether it would be appropriate to recommend support by the Consultative Group for ICIPE which was a center of basic rather than applied research, and which dealt with inputs to agriculture rather than commodities themselves or production systems. Following the February TAC meeting, the international centers had been asked whether ICIPE could provide research support where some basic work was required. Four of the centers responded positively. The TAC Chairman



indicated that the Committee believed that ICIPE could possibly provide valuable work on a contract basis for the centers, provided that some reorganization took place and, more importantly, provided that capital investment of perhaps \$6 million over a three year period was undertaken.

49. The TAC Chairman suggested that a feasibility study by the TAC and CG Secretariats should be undertaken to study the costs and benefits of collaboration between the centers and ICIPE. The TAC Chairman said that a paper would be prepared for consideration by TAC at its October meeting. He said that this examination of a contractual relationship between the centers and ICIPE, which might involve investment in ICIPE, could be of a kind which need not imply that ICIPE was necessarily becoming an activity fully part of the CGIAR system.

50. In response to a question, the director of ICIPE, Dr. Odhiambo, confirmed that operating funds from ICIPE came from several donors and were reasonably assured for several years. One representative cautioned that the Group should look at this unique possibility very carefully, not only because of the implication of providing \$6 million in a period of growing financial constraint, but because of the precedent which would be established for the centers sub-contracting work to an institution which would need capital investment to be able to carry out such work.

It was agreed that the Group would consider the question further at its October meeting.

51. Tropical Agricultural Research and Training Center (CATIE). The TAC Chairman next drew attention to the International Center for Tropical Agricultural Research and Training (CATIE). He noted that CATIE was a mature institute with considerable investment in land, buildings, and equipment. It could serve a potentially important role in helping to strengthen the research programs of a number of small countries in Central America. This would fit into the concept of regional institutes providing focal points for research and training services to groups of countries with similar ecological conditions. CATIE might also serve as a center for conservation of genetic resources for the Central American region.

52. While TAC felt that CATIE had the potential to undertake such activity and could usefully support the work of the CG, the Committee felt that several measures needed to be taken. First, linkages to the countries of the region in terms of research and training and financial support from them needed to be considerably strengthened. CATIE's links with the international centers of the region for testing new varieties and new technology for adaptation within the farming system patterns of Central America also needed to be improved. While TAC endorsed the central thrust of CATIE's research program concentrating on systems appropriate to small farmers, it felt that strengthened management and staff and regional financial support from the countries of Central America was needed.



The TAC Chairman offered TAC's assistance in exploring various ways in which CATIE could be strengthened, including the possibility of establishing a consortium of donors from within and outside the region.

53. Non-Food Crops. The TAC Chairman reported on TAC's continued consideration of support for non-food crop research. He reminded the group that TAC's initial priorities had been on food crops with lower priority for industrial crops. He said that TAC continued to believe that food crops deserved first attention from the Group and that commercial crops such as coconuts, annual oilseeds, cotton and jute, should not receive the Consultative Group's financial support at this time. TAC would be undertaking a review of priorities in October and may have further comments on the non-food crops thereafter.

54. Quinquennial Review. The first TAC quinquennial review of a center's program is to be carried out at IRRI in the latter part of 1975, and the TAC Chairman reported on a number of principles which had been established for such reviews. The membership of the missions would be ultimately decided by TAC in consultation with the Center Directors. The terms of reference for the mission would also be prepared in consultation with the directors and a list of major questions would be furnished to the centers prior to the review. In response to a question whether donors might propose items for the terms of reference, Sir John replied that suggestions would be welcomed but the final determination of the terms of reference of the mission would rest with TAC. Sir John said each mission would discuss its general conclusions with the Center Director before its departure from the campus. The focus would be on the center's program, its effectiveness, direction and staff support. It would not review the competence of individuals nor management.

55. Financing of the quinquennial review remained a problem. Sir John said that neither TAC nor the Center Directors supported the idea that the quinquennial review funds should be provided in the budget of the center to be reviewed. They would prefer adding funds to the TAC budget for this purpose. Mr. Baum noted this feeling and indicated that while the co-sponsors fully appreciated the rationale behind this view, unfortunately it had not been possible to agree on any solution other than financing from the center budgets.

56. Other Items. The TAC Chairman mentioned several other items which will continue to be reviewed by TAC, including vegetable research, water buffalo, and remote sensing in relation to the agricultural research. TAC planned to mount missions on vegetable and water buffalo research. Neither was likely to be reported on to the group before next year. An initial introduction to remote sensing had been presented to TAC at its July meeting; Sir John indicated it might be some time before anything would be said on the subject to the Group.



TAC Chairman's Report on Center Programs for 1976 (Agenda Item 7)

Discussion of Center Programs (Agenda Item 8)

57. The Chairman of TAC reported on TAC's consideration of the activities and program proposals of the international agricultural research centers and programs for 1976. Following his presentation, members of the Consultative Group also commented on the center programs. For ease of reference these comments have been combined under the heading of each center.

58. Sir John began with the two oldest centers, CIMMYT and IRRI and made remarks on each program which were applicable in a wider sense to the activities of the Consultative Group as a whole.

59. Starting with CIMMYT, Sir John noted the Committee's general satisfaction with the scientific progress of the center. He noted TAC's concern however, with the enlarged regional services program which appeared to account for a large part of CIMMYT's proposed budget increase. While appreciating CIMMYT's dilemma in trying to bridge the gap between its research output and the farm level where national research and/or extension services were weak, the committee felt that the CIMMYT regional services programs might not be the best means of strengthening national research programs, nor in all cases an appropriate activity for an international center. The basic issue for the Consultative Group, he noted, in considering whether to accept such services as part of the center's core program would be the degree of responsibility, a center should assume for supporting research from the level of the international center right through the delivery systems onto a country's farms.

60. TAC strongly supported the strengthening of national research and extension programs and recognized the difficulties of drawing hard and fast lines of responsibility. However, the role of the international centers should be more clearly defined. In general terms, TAC feels that the following off-campus activities should be considered as within the mandate of an international center as part of its core program:

- (i) distribution of genetic materials for testing, evaluation and adaptation to national needs, including assistance to national programs in the techniques of such work;
- (ii) scientific services directly related to the center's core research activities, such as disease monitoring;
- (iii) research aimed at identifying constraints to the adoption of research results and the publication of the findings as a contribution to national policy-making.

Subject to such criteria core support for such off-campus activities as regional collaboration research, nurseries, disease or pest surveillance, agro-economic constraints and farm systems development could be properly encouraged.



61. Regarding CIMMYT's own regional services program, TAC felt that the functions of the various regional programs varied widely and as such should be considered case by case rather than being accepted wholesale by the Consultative Group. Without wishing to undo any regional services program which had been initiated, the TAC would wish to have an opportunity to discuss any new proposals in this area. In closing, Sir John noted that the fundamental purpose of the international centers is research and that a line must be drawn between collaboration to this end and participation in the administration of national research programs.

62. The Committee concluded that, in general, national research systems, are the legitimate links for the transfer of the work of any center to the services responsible for its potential adoption by farmers in a country. If national research institutes need assistance to enable them to do this more effectively, it should be provided by special funding, as in the past, or through bilateral agencies. The international centers could be an important source of information to appropriate international, bilateral and national agencies for strengthening or re-structuring bilateral systems. Sir John hoped that these remarks would be useful in the continuing discussion of the appropriate boundaries for the responsibility of the international centers for strengthening national research.

63. One representative noted that this problem had not only been the subject of the recent Bellagio Conference at Montebello but was beginning to stimulate an informal working party of interested donors regarding strengthening of national research. Even though the Consultative Group might not officially accept financial or organizational responsibility for this mechanism, it could provide an informal medium for discussion among interested agencies.

64. Mr. Baum noted that TAC's definition of appropriate off-campus core activities was a very useful beginning in the review of the whole international research question. TAC would further consider CIMMYT's regional program proposal in October, and might have some more specific recommendations to the CGIAR thereafter.

65. Turning to IRRI, Sir John reported first on the TAC review mission of the IRRI mechanization program. Recognizing the importance of the general problem and the high quality of much of the work done in the past under the IRRI mechanization program, TAC felt that the approach of the program in the past had not been sufficiently systematic in studying the needs of the small farmers. The emphasis might more properly be placed on improving technology which would add to the total rice output reaching consumers rather than on labor-saving technology.

66. TAC recommended that the program should continue, but that there should be closer links between the mechanization program and other programs of IRRI, and less attention to the design and development of prototypes and their commercialization. He indicated that the quinquennial review mission to IRRI in November will further discuss this re-orientation.



67. The TAC review mission and TAC believed that IRRI should not undertake a major effort to design machinery for crops other than rice, nor for post-harvest equipment beyond small scale farm or village needs. IRRI should also not be asked to play an organizing role in the management of a collaborative program for improvement of post-harvest technology in Asia, which is being considered.

68. Sir John noted that several members of the Consultative Group had organized a working group to consider the question of post-harvest technology. He referred to a report by IDRC, presented to TAC the previous week, urging the CGIAR to encourage and promote an integration of effort among CG members in collaboration with IRRI for post-harvest research and development in Asia. The report strongly recommended that no new institution be established for this purpose.

69. Several speakers welcomed the establishment of a working party whose purpose would be to develop a coordinated program of post-harvest research and development to serve first the rice producing nations of South and South East Asia and subsequently other developing regions. Representatives of FAO, UNDP, IDRC, UK and the US invited other members of the Consultative Group to join the informal working group that was being organized. The representative of IDRC noted that the basic recommendation of his agency's report was the establishment of a research advisory team to help the national programs in South East Asia to be linked with the mechanization research at IRRI and other sources of research. One representative suggested that the creation of a subcommittee of the Consultative Group for this purpose might add to the status of the subject.

70. The Chairman said that the Consultative Group Secretariat would explore with members their feeling whether to establish something as formal as a Subcommittee or maintain the informality of a working group.

71. With respect to the other work of IRRI, Sir John noted TAC's endorsement of the greater emphasis being given to the improvement of rainfed and deepwater paddy. TAC expressed some concern about the difficulties IRRI faces in developing disease and pest resistant material, the new water management program and the increased proportion of work devoted to cropping systems work. Some reservations were also expressed about the size of the capital program at IRRI, particularly the germ plasm storage facility, about half of which would be used for purposes other than storage of germ plasm. The TAC Chairman noted that IRRI had engaged consultants to review the center's germ plasm storage requirements and indicated that this would be reviewed by the quinquennial review mission together with the other topics to which he had referred earlier.

72. On CIAT, Sir John noted TAC's satisfaction that the Center had agreed to take the lead in establishing a bean network in Latin America, and said TAC was looking forward to the report of the CIAT review of its beef program. TAC also hoped to be formally consulted on the proposed Genes Board initiative with CIAT to enable TAC to make recommendations to the CG on this



program. One representative suggested that any modifications in the livestock program of CIAT should provide for study of the relationship between beef cattle and dairy cattle production.

73. Coming to IITA, the TAC Chairman said that the committee would like to encourage IITA to form linkage among other centers along lines established between CIAT and CIMMYT. TAC expressed some reservations on the request for new capital investment for a training facility, and the TAC chairman said that the committee might wish to examine the question of the need for separate facilities at each center for training, or whether it might be possible to rationalize or combine the training conducted within the network.

74. Concerning the CIP program, Sir John said TAC welcomed the innovative approach of CIP to its core research program, and noted two particular issues. First, CIP's regional activities account for nearly 40% of its total activities, but the relationship of the regional staff members to the main scientific program was not always clear. While recognizing the particular problems of seed production programs of a vegetatively propagated crop, doubts were expressed whether it is necessary to provide so many staff to other countries to transfer the technology developed by CIP. Perhaps more emphasis could be given to training national staff in research techniques, particularly breeding for disease resistance and production technology. A second issue noted by TAC was the relative lack of priority for storage and processing technology, which was a major constraint to increased production. TAC urged increased consideration for such research. The quinquennial review of CIP scheduled for 1976 will evaluate the balance between the investment in the central research programs and the proposed regional services, and would also hope to reappraise the proposal to station immediately up to three core-financed staff members in each of the seven ecological regions defined by CIP.

75. With respect to ICRISAT, TAC noted with satisfaction the emerging relationships between the center and the countries of Africa, but noted an obvious gap in sorghum research for the Sudan, which is in an ecological zone outside the responsibility of ICARDA. Arrangements should presumably be made with ICRISAT to cover this area. One representative noted that ICRISAT's current African cooperative program for sorghum and millet is financed as a special project, but felt that it should, in the future, be included in the core program for ICRISAT to ensure longer term financing.

76. On ILCA, the committee recognized that the Center has a particularly difficult mandate with unique administration problems. The Chairman of TAC said that the committee felt significant progress had now been made in the planning and definition of an initial program. It supported the idea of an overall integrated program for Africa with local adaptations. The adoption of a widely disparate approach to various projects called for by the different regional systems could however, lead to difficult management problems and required very careful control by the Director. The scope and objectives of several of the research projects were still to be worked out and TAC had offered its assistance to the center management in this regard. One representative asked for, and received, clarification that ILCA would not be involved in



epidemiological research, but would recognize animal health problems as constraints to increased production and give consideration to the correct linkages with other sources of action in this area.

77. On ILRAD, TAC felt that the program, still in its early stages, was proceeding satisfactorily.

78. Turning to WARDA, the Chairman of TAC noted that the recommendations of the CGIAR mission to WARDA had now been implemented and that the financial procedures had been brought into line with standard practice. He noted that TAC did not view WARDA as a permanent research organization but rather as a development-oriented institution which would serve as an effective coordinating agency to assist national programs. In emphasizing the development aspects of its tasks in the future, WARDA might assume a close relationship with the Consultative Group for Food Production and Investment.

79. Concluding with the Genes Board, the Chairman of TAC identified three issues. The TAC felt that the action program proposed by the Genes Board had already gone a long way toward meeting the requirements of the Consultative Group. Actions taken in respect of collecting work with CIAT and IITA and the creation of crop advisory committees with the collaboration of IRRI, CIMMYT and in the near future with ICRISAT, to advise of priorities for collection, preservation and regeneration of major crop varieties had gone a long way toward meeting the requirements of the Consultative Group. The TAC also supported the Genes Board's approach of concentrating on the most important crops and regions first and providing for core and capital funds for genetic resources through the center budgets. TAC would welcome discussion with the Genes Board, CIAT and IITA before any actions are taken with financial and technical consequences in terms of storage facilities and staffing. More importantly Sir John expressed his hope that no change in the orientation of the Board's program, such as a shift in priorities from food crops to non-food crops, should take place without full consideration by the Consultative Group.

80. TAC also considered that there should be further discussion on information and retrieval systems and that the Genes Board was not expected to advise on and recommend systems to meet centers entire data processing requirements. TAC hoped that it could be involved on the advisory committee proposed by the chairman of the Genes Board to consider priorities for data processing.

81. The TAC Secretariat Executive Secretary reported briefly on the status of the current agricultural research information system (CARIS). He indicated that financial support by the Consultative Group for 1976 would still be required to complete the collection and compilation of data, which has already been started and put together in directories. Once this is finished, cost for the maintenance and updating of the program would come within FAO's regular budget subject of course to the approval of FAO's governing body.

#### Donor Indications of Financial Support (Agenda Item 10)

82. The Chairman of the Consultative Group asked members to indicate informally their intentions concerning grants for international agricultural



research for 1976 and beyond. Fourteen donors were able to give quantitative indications for 1976. Most of the other ten donors represented at the meeting indicated their strong support for the system and said that their contributions for 1976 would be at least as large as in 1975. The intentions for 1976 of those donors who were able to state a figure during the meeting are shown in the table, attached as Annex V.

83. On the basis of donor indications of support and estimates by the Consultative Group Secretariat, the Executive Secretary of the Consultative Group said that about \$58 million is reasonably assured for 1975. In addition, about \$6 million might be available from the Secretariat's interpretation of the statements made at the meeting. On this basis, about \$64 million would be available against requirements of \$68 million. A deficit of between \$3 and \$4 million was apparent at this time, a shortfall which the Executive Secretary felt seemed somewhat less tractable this year than it was at this same juncture in 1974.

84. The Chairman of the Consultative Group noted that the strong support for the activity of the Consultative Group, which had been expressed at the meeting by virtually every speaker. He said that in his view this indicated that the members felt that the activity financed by the Consultative Group had the higher priority in attempting to deal with one of the world's most important and pressing problems. He also noted that comments made regarding the greater care and scrutiny of the work of the international centers by national treasuries and parliaments as the system increases in size and as budgetary constraints continue to force greater scrutiny of aid programs. He said that the Consultative Group should be in a position to satisfy itself as well as national treasuries that adequate mechanisms are being used to control and ensure the financial and technical soundness of the research programs.

85. Turning to the question of the review, he noted the generous offer of the Netherlands to cover a portion of the administrative expenses and asked the other members to consider whether they might also be able to provide some funds specifically for this purpose. On the question of dealing with the possible deficit for 1976, the Chairman repeated the informal mechanism which he had earlier suggested could be followed. The two Secretariats, Sir John Crawford and the Chairman would first identify possible activities for deferral. At the same time we would keep in touch with donors to see if additional funds might be available including informal contacts in the form of regional meetings to be held in October. The tentative suggestions for reductions could be reviewed at that time. The Center Directors would also be closely involved in this process. At the October meeting, the Secretariat should be able to put before the meeting, specific suggestions for budget consistent with the expected level of financing.

(Agenda Item 10) Items Raised by Center Directors

86. Speaking on behalf of the Center Directors, Dr. Brady, Director General of IRRI, indicated that the Center Directors were very pleased with



the attitude of donors generally toward their programs and noted that the improved communications and program and budget evaluation procedures were particularly welcome. They were particularly pleased with the new meeting schedules which would permit the center directors to meet with TAC. Plans were being made for TAC to meet at IRRI for three full days of discussion between the Center Directors and TAC members of any significant modification in ongoing programs and new initiatives. Dr. Brady also noted that there were an increasing number of cooperative arrangements among centers and that a list of these arrangements either in being or currently being established, had been prepared, and would be made available to the Consultative Group Secretariat and TAC so that they would be aware of these developments.

87. Regarding the possibility of rationing, the center directors have urged something other than a percentage cut mechanism which the Center Directors felt might discriminate against the centers whose Boards may have been more stringent than others in the initial budget review process. The Center Directors also urged that if some reductions were necessary, an overall cut be made by the Consultative Group for the centers concerned, leaving the Director and his Board to adjust the program to the financing available. In the related question regarding unexpected increases in expenditure, the Center Directors confirmed their preference that only under extraordinary conditions would the Centers ask the CGIAR for funds in addition to those approved at the fall meeting of the Group. However, they felt that the level of financing agreed in the fall should not be considered a ceiling on the budget if a donor found some extra funds and wished to offer additional money to the center.

88. Dr. Pino of the Rockefeller Foundation spoke on behalf of the Chairmen of the Boards of Trustees. He said the Board Chairmen wished to assure the donor agencies of the full and active participation of the Boards in the review of programs. Second, the board group wished to encourage broader exposure to the centers of representatives of the developing countries. Centers might, for example, be the site of regional meetings at which such representatives would be invited. Third, the board chairmen wished to invite donors to attend board meetings, recognizing that there might be some closed sessions.

#### Other Business - Agenda Item 11

89. Under Other Business there was considerable discussion of the role of the Consultative Group on Food Production and Investment (CGFPI) in strengthening national research. Several representatives emphasized that it would be fully appropriate in their view for the CGFPI to take an active role in encouraging donors to help build up national research capacity. In their view the CGIAR and TAC should offer their full cooperation in this effort in outlining requirements for national research systems. Another representative suggested the FAO could also have a significant role to play and expressed the hope that FAO would take the initiative in cooperation with the CGFPI. The representative of the CGFPI expressed his group's willingness to assist in any way possible. He hoped that the CGFPI could participate in the preparation of the TAC Secretariat's paper on strengthening national research which could help clarify how the two

Consultative Groups could share in this common endeavour. The Chairman noted the board support for the CGFPI's participation. He said that whatever boundaries are ultimately defined for the function of national centers with respect to support of national research, there would remain a large and unoccupied area beyond that where assistance from other sources will be necessary.

Time and Place of Next Meeting (Agenda Item 12)

90. It was agreed that the next meeting of the Consultative Group would be held in Washington on October 30 and 31, 1975.



## CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

LIST OF PARTICIPANTS IN CENTERS WEEK  
(July 28 - August 1, 1975)Chairman

Mr. Warren C. Baum  
Vice President, Projects Staff  
World Bank

INTERNATIONAL AGRICULTURAL RESEARCH CENTERSCentro Internacional de Agricultura Tropical (CIAT)

Dr. John Nickel  
Director General

Dr. Eduardo Alvarez-Luna  
Deputy Director General

International Maize and Wheat Improvement Center (CIMMYT)

Mr. Haldore Hanson  
Director General

Dr. Keith W. Finlay  
Deputy Director General

Mr. F. Cardenas

International Potato Center (CIP)

Dr. Mariano Segura  
Chairman of the Board

Dr. O. T. Page  
Deputy Director

Dr. Richard L. Sawyer  
Director General

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

Dr. C. F. Bentley  
Chairman of the Board

Mr. R. C. McGinnis  
Deputy Director General

Dr. Ralph W. Cummings  
Director

International Rice Research Institute (IRRI)

Dr. F.F. Hill  
Chairman of the Board

Dr. D. S. Athwal  
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London, England



Dr. Noboru Yamada  
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Dr. Leon Hesser  
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Mr. Kenneth Haines  
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Technical Assistance Bureau, USAID

Mr. Glen Beck  
Mr. Dana Dalrymple

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Mr. Daniel Ritchie  
Deputy Executive Secretary

Mrs. Audrey Mitchell

Dr. John K. Coulter

Mrs. Monica Stillwell

Mr. Carlos Gavino  
Research Assistant

Ms. Jody Segal

Ms. Janice Olfus

#### OBSERVERS

#### The International Centre of Insect Physiology & Ecology (ICIPE)

Dr. Thomas R. Odhaimbo  
Director  
Nairobi, Kenya

Professor John W. S. Pringle  
Chairman, Governing Board

#### International Fertilizer Development Center (IFDC)

Dr. D. McCune  
Director  
Muscle Shoals, Alabama

#### Italy

Professor Tomaso Scarascia-Mugnozza  
Bari, Italy

Mr. Antonio Badini  
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Embassy of Italy  
Washington, D.C.

#### World Food Council

Mr. H. Walters  
Assistant Executive Director

#### Consultative Group on Food Production and Investment (CGFPI)

Mr. Edwin M. Martin  
Chairman  
Washington, D.C.

Mr. Moise C. Mensah

#### International Food Policy Research Institute

Dr. Dale Hathaway  
Director



INTERNATIONAL CENTERS WEEKJuly - August 1975Schedule of Events

<u>Date</u>	<u>Event</u>	<u>Room</u>
<u>Monday</u> <u>July 21, 1975</u>	Co-Sponsors Meeting (FAO, UNDP, IBRD)	E1055
<u>Tuesday</u> <u>July 22, 1975</u>		
9.00 - 1.00	TAC Sub-Committee on Plant Nutrition (closed)	E1055
2.30 - 6.00	TAC (open) (a) ICIPE (b) IRRI Mechanization - review	C1006
<u>Wednesday</u> <u>July 23, 1975</u>		
9.00 - 1.00	TAC (open) (a) CATIE - request for assistance (b) Non-food crops (c) Remote sensing (d) National Research	IBRD Board Room (A1100)
2.30 - 6.00	TAC (closed)	A1100
<u>Thursday</u> <u>July 24, 1975</u>		
9.00 - 1.00	TAC (closed)	A1100
2.00 - 6.00	TAC (closed)	
1.30 - 5.00	Center Directors	E1053
<u>Friday</u> <u>July 25, 1975</u>		
All day	TAC and Center Directors - Discussion of 1976 Center Programs (closed)	A1100
<u>Saturday</u> <u>July 26, 1975</u>		
9.00 - 10.30	TAC (open)  Chairman's Summation - Tuesday & Wednesday Discussion	A1100
11.00 - 1.00	TAC (closed)	

2.00 - 6.00	TAC (Closed)	INTERNATIONAL CENTERS WEEK	Al100
1.30 - 5.00	Centers Directors		E1053
<u>Monday, July 28, 1975</u>			
Morning Plenary Session	Chairman: Mr. Warren C. Baum, Chairman, Consultative Group		Eugene Black Auditorium (C1114)
9.15 - 9.30	Opening Statement by Chairman, Consultative Group		
9.30 - 10.15	CIAT Presentation	Co-Sponsors Meeting (FAO, UNDP, ICRISAT)	
10.15 - 10.45	Discussion on CIAT		
10.45 - 11.00	Coffee Break	TAC Sub-Committee on Plant Nutrition	
11.00 - 11.45	ICRISAT Presentation	TAC (open)	
11.45 - 12.15	Discussion on ICRISAT	(a) ICRISAT (b) ICRISAT	
12.15 - 1.00	CIP Presentation and Discussion		
1.00 - 2.15	<u>Luncheon</u>		
<u>Afternoon Plenary Session</u>			
	Chairman: Mr. J. F. Yriart, Assistant Director General, Development Department, FAO		Eugene Black Auditorium (C1114)
2.30 - 3.15	ILRAD Presentation		
3.15 - 3.45	Discussion on ILRAD		
3.45 - 4.00	Coffee Break		
4.00 - 4.45	CIMMYT Presentation and Discussion		
<u>Tuesday, July 29, 1975</u>			
Morning Plenary Session	Chairman: Mr. William T. Mashler, Director, Division of Global and Inter-regional Projects, UNDP		Eugene Black Auditorium (C1114)
9.15 - 10.00	IRRI Presentation		
10.00 - 10.30	Discussion on IRRI		
10.30 - 10.45	Coffee Break		
10.45 - 11.30	Genes Board Presentation		



11.30 - 12.15	Discussion on Genes Board	
<u>Afternoon Plenary Session</u>	Chairman: Mr. M. Yudelman, Director, Agriculture and Rural Development Dept., IBRD	Eugene Black Auditorium (C1114)
2.15 - 3.00	IITA Presentation and Discussion	
3.00 - 3.15	Coffee Break	
3.15 - 4.00	WARDA Presentation and Discussion	
4.00 - 5.30	Meeting of ICRISAT Donors	C1006
6.00 - 8.00	Reception by CG Chairman	IBRD Patio 2nd Floor

Wednesday  
July 30, 1975

<u>Morning Plenary Session</u>	Chairman: Sir John Crawford Chairman, Technical Advisory Committee of Consultative Group	Eugene Black Auditorium (C1114)
9.15 - 10.30	ILCA Presentation and Discussion	
10.30 - 10.45	Coffee Break	
10.45 - 12.30	Informal Reports on CGFPI, IFPRI, AVRDC	

<u>Afternoon</u>		
3.00 - 6.00	Center Directors	C510
2.30 - 5.00	ICARDA Sub-Committee	C1006

Thursday  
July 31, 1975

	Consultative Group (TAC and Center Personnel Invited)	C1114
9.00 - 1.00	1. Opening Remarks by Chairman 2. Adoption of the Agenda 3. Integrative Paper 4. Terminology Guidelines	
2.30 - 5.30	5. ICARDA Report by Sub-Committee Chairman 6. TAC Chairman Report on: (a) plant nutrition research (b) national research (c) ICIPE (d) CATIE (e) Non-food crops (f) Quinquennial Review Program	

Friday  
August 1, 1975

9.00 - 1.00

Consultative Group (continued)

A1100

- 7. Report by the Chairman of TAC on Center Programs including IRRI Mechanization Program
- 8. Discussion of Center Programs
- 9. Donor Indications of Financial Support of Group-endorsed Activities, 1976, '77 and '78

2.00 - 4.30

- 10. Matters Introduced by Center Directors
- 11. Other Business
- 12. Time and Place of Next Meeting

Note: During this period there will also be meetings of the Executive Committees of Genes Board and ILCA. The date, time and location of these meetings will be notified to participants separately.



CONSULTATIVE GROUP ON INTERNATIONAL

AGRICULTURAL RESEARCH

MEETING

July 31 - August 1, 1975

AGENDA

Thursday, July 31, 1975

Morning Session (9:00 AM)

1. Opening remarks by Chairman
2. Adoption of the Agenda
3. The Consultative Group and the International Research System  
(an Integrative Report)
4. Definition of Program Activities of Centers (a note on Terminology)

Afternoon Session (2:30 PM)

5. Report on ICARDA by Sub-Committee Chairman
6. Report by the Chairman of TAC on:
  - (a) plant nutrition research
  - (b) national research
  - (c) ICIPE
  - (d) CATIE
  - (e) Non-food crops
  - (f) Quinquennial Review Program

Friday, August 1, 1975

Morning Session (9:00 AM)

7. Report by the Chairman of TAC on Center Programs
8. Discussion of Center Programs
9. Indications by Donors of Financial Support 1976-78 of Activities Endorsed by the Group.

Afternoon Session (2:30 PM)

10. Matters introduced by Center Directors
11. Other Business
12. Time and Place of Next Meeting



FOOD AND AGRICULTURE ORGANIZATION  
OF THE UNITED NATIONS

Via delle Terme di Caracalla, 00100-ROME

Cables: FOODAGRI ROME

Telex: 61181 FOODAGRI

Telephone: 5797

Ref.

20 September 1976

Dear Mr. Lejeune,

Re: CGIAR - Draft Informal Summary of  
Proceedings, Washington, D.C.,  
29-30 July 1976

---

As requested in your memorandum of 31 August 1976, I enclose herewith my proposed corrections to the draft report on the above. In addition, I would like to make the following comments.

- (i) Your transmittal memorandum refers to the 1976 "International Centers' Week", while the Summary of Proceedings essentially covers the CGIAR meeting.
- (ii) Turning now to the document itself, in paragraph 6 I would have expected a more detailed account of my statement on the selection of the TAC Chairman, in order to clarify the points made in the ensuing discussion as reflected in the paragraphs which follow. I would request that the text make it clear that FAO recommended that the TAC Chairman be from a developing country as a matter not of principle but of equitable geographical rotation. An amendment is proposed to this effect in the attached annex.
- (iii) Paragraphs 75 to 77, as presently worded, may completely mislead the reader on the views actually expressed by Sir John Crawford, Dr. Farrar and myself on CARIS. After a careful review of the verbatims (pp. 36 to 46, 30 July session) I propose a series of amendments in the attached annex.

Mr. Michel L. Lejeune  
Executive Secretary  
CGIAR  
1818 H. Street, N.W.  
Washington, D.C., 20433  
U. S. A.



You will appreciate that the above points have major policy and programme implications for FAO. Should you have any reservations about accepting these proposals, I would be grateful if you would call or cable me prior to finalizing the document.

With best regards,

Yours sincerely,

A handwritten signature in dark ink, appearing to read "Juan Felipe Yriart". The signature is written in a cursive style with a horizontal line above the first few letters.

Juan Felipe Yriart  
Assistant Director-General  
Development Department

MEETING OF THE CONSULTATIVE GROUP ON INTERNATIONAL  
AGRICULTURAL RESEARCH

Draft Informal Summary of Proceedings - 29 - 30 July, 1976

Amendments and Corrections requested  
by FAO

Page 1 - Para. 6: Second sentence should read "Among other qualifications, FAO believed that the next Chairman of TAC should this time be from the developing world and suggested three possible candidates" (addition underlined).

Page 12 - Para 75 : First sentence unchanged, then insert a new sentence: "The original budget was not fully met by pledges and it appeared that about US\$ 270.000 were outstanding and would be required to complete the project. An extension of the time-table was reasonable with, however, two provisos: (a) that funds provided through the CG should be no more than originally recommended and (b) that, upon its completion, the follow-up of the project be absorbed into the FAO programmes." (\*) (additions and changes underlined).

Page 12 - Para 76 : This should read: "A member of the U.S. delegation thought it important that an early decision be made about the future place of CARIS in the FAO programmes about which his own government's views were somewhat divided. While not anticipating any problem for a further contribution to the present project, he felt it necessary to be assured as soon as possible by TAC that its recommendations on the changes and reductions in the scope of CARIS had been implemented". (addition and changes underlined).

./..

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(\*) see page 38 of the Verbatims of July 30 session, second paragraph, second sentence.



Page 12 - Para 77 : This should read: "The representative of FAO, summarizing his organization's views, considered the first stage a success so far and looked forward to its completion. On the basis of the results of the first stage, the Director-General of FAO was intending to submit to the approval of its governing bodies a proposal for the funding of the CARIS central coordinating unit, in the order of US\$ 250.000 annually. FAO was concurrently taking steps to secure, after this first phase, the funding of the other aspects of the CARIS programme from other sources of financing." (changes and additions underlined).

CGIAR C-2  
964-02

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

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Telephone (Area Code 202) 477-3592  
Cable Address - INTBAFRAD

March 2, 1976

TO: Members of the Consultative Group  
FROM: Executive Secretariat  
SUBJECT: Final Summary of Proceedings of Consultative Group Meeting, October 30-31, 1975

INTERNAL ROUTING	
<input checked="" type="checkbox"/>	✓
<input type="checkbox"/>	Amour
<input type="checkbox"/>	Byron
<input type="checkbox"/>	Clough
<input type="checkbox"/>	Donness
<input checked="" type="checkbox"/>	✓
<input type="checkbox"/>	Duane
<input type="checkbox"/>	Goldowsky
<input type="checkbox"/>	Gregor
<input type="checkbox"/>	Hahn
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<input type="checkbox"/>	Sudbenitsky
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File:	

1. Attached is the final version of the Informal Summary of Proceedings of the Consultative Group meeting of October 30-31, 1975.
2. There have been only minor editorial changes from the draft version circulated on November 26, 1975. Annex IV -- CGIAR Allocations in 1976 -- has been updated to January 31, 1976.

112 MAR 1976

Attachment



## CONSULTATIVE GROUP MEETING

OCTOBER 30-31, 1975

WASHINGTON D.C.

### INFORMAL SUMMARY OF PROCEEDINGS

1. The tenth meeting of the Consultative Group on International Agricultural Research was held at the headquarters of the World Bank in Washington D.C. on October 30 and 31, 1975. The Chairman, Mr. Warren C. Baum, presided.

2. The meeting was attended by 24 members. Four donor members -- the Asian Development Bank, the Kellogg Foundation, Saudi Arabia and the United Nations Environment Programme -- were unable to attend. The Arab Fund for Economic and Social Development was represented as an observer. A list of participants is attached as Annex I.

#### Chairman's Opening Remarks (Agenda Item 1)

3. The Chairman of the Consultative Group opened the meeting by noting that the Group was entering what might prove to be one of the more interesting and significant periods in its brief history. Over the next several months, the Group would be embarking on several new ventures including the first quinquennial reviews of the scientific research programs of three centers by the Technical Advisory Committee (TAC), the proposed review of the future growth and direction of the research network and the possible association of the Group with factor-oriented research centers.

4. On the financial front, a different kind of milestone appeared in prospect, in which the financial requirements of the international centers exceeded available funds. The Chairman indicated that there might be a financial gap of perhaps \$2 million in 1976. This should not be too alarming, especially as contributions from donors for 1976 were likely to be more than 35 percent above pledges for 1975, demonstrating the continued strong support among members for the efforts of the international centers. Even if a gap remained after the pledging session at the end of the Consultative Group meetings, arrangements were being made to bring financial requirements and availabilities into line without impairing the scientific research programs of the centers.

5. Following the Chairman's remarks, the meeting considered and approved the provisional agenda, which is attached as Annex II.

#### Review of CGIAR Network (Agenda Item 3)

6. The Chairman recalled that the Consultative Group at its July meeting had agreed on the desirability of a systematic review of the future growth, direction and management of the international agricultural research network. On the basis of the July discussions the Chairman had circulated a proposal on October 10 with draft outline terms of reference and suggestions on the organization, timing and approximate cost of the review. This proposal constituted the basis for discussion and is attached as Annex III.



(a) Outline Terms of Reference

7. A very strong consensus emerged from the discussion which followed that the proposed review was desirable, and that the outline terms of reference addressed the basic questions which should be investigated. Many speakers offered suggestions regarding the relative emphasis to be placed on the various aspects of the study, ranging from concentration on the processes of the CGIAR system -- i.e., the management of the network -- to the preparation of a comprehensive guide to donors on objectives and priorities for research and the place of the international centers within the worldwide agricultural effort.
8. Several common themes emerged from the discussion. First, virtually every speaker agreed that the review was designed to ensure the continued strength and vitality of a uniquely successful international effort. While the sheer size of the undertaking might require somewhat more systematic arrangements than in the past, everyone was agreed that the Consultative Group should retain its informal, de-centralized, relatively unbureaucratic character. As one speaker noted, two aspects of the system should remain inviolable: the autonomous and independent structure of the centers and the informality of the Group itself. The strength of the Group came in large measure from the informality, goodwill and flexibility of the method of operation, and these should be preserved.
9. A second common theme related to the proposed approach to the study. Most speakers cautioned against attempting to quantify with too much precision global food and nutritional requirements over the next several years, and trying to establish the contribution which the international centers' research effort would make toward meeting this requirement. Several suggested that a more qualitative approach would be preferable, working from the basic assumption that there will be a continuing need to increase food production in the developing countries, and that this must be done in large measure by increasing yields from existing cultivated land. All speakers supported the proposal's suggestion that whatever quantification effort is attempted should rely on existing data, from such sources as the FAO, World Bank, International Food Policy Research Institute and others, and should not be the subject of original research.
10. A third theme related to the ultimate objective and end use of the study. Noting that the work of the international centers and the Group is constantly evolving, several speakers suggested that the review is unlikely to be able to set goals, objectives and priorities for years to come. Rather it should consider improved processes and methods by which the network can evolve and adapt to changing circumstances. It should suggest how the Consultative Group can remain alert and responsive to the needs of research. While it may be wholly appropriate for the Review Committee to consider short-term objectives and priorities, and guidelines for such questions as the boundaries between international and national research, its major contribution might be in its recommendations on how the Group can keep itself informed, address policy questions and simplify its procedures. Other speakers, however, noted that the research programs tend to have results over a fairly long period, and it might be necessary to look at priorities over an extended time, with periodic reassessments. The problem was to strike an appropriate balance between clinging to outdated priorities and changing directions too rapidly.



11. Several speakers suggested other areas which they hoped would receive particular attention. These included the perennial question of the appropriate boundaries between the work of the international centers and national research organizations, the consideration of non-food crops within the priorities for future action and the role of the international centers on training for the development of human resources -- both research workers and managers. While some speakers suggested attention should also be given to the internal management of the network, and the interrelationship of its several constituent parts -- the CG, TAC, the Centers, the Boards, the two Secretariats -- the Chairman noted that several members at the July meeting had suggested that the Group should not tamper with the mechanism in this sensitive area, especially as the system works well despite its rather complicated administrative structure.

12. On the basis of this discussion, the Chairman noted that there was broad agreement on the objectives, approach and spirit of the study, and said that the outline terms of reference would be transmitted to those who will undertake the review, with the transcript of the meeting, for their guidance in preparing more detailed terms of reference.

(b) Proposed organization, timing and cost of the Review

13. The Chairman then turned to the arrangements for the review, as outlined in the proposal. In summary, a review committee of 9 to 12 persons, each serving in his individual capacity, would be established by the Chairman of the Group to supervise the execution of the study. Members would bring the experience of donors, both public and private, national and multi-national, the center directors and Board of Trustees, TAC, and the developing countries themselves. A study director would be nominated by the Chairman of the CG to work with the Review Committee. He would be assisted by a small study team.

14. The study director would prepare detailed terms of reference and a proposed work program, to be approved by the Review Committee. A preliminary draft might be ready for consideration by the Consultative Group at its July 1976 meeting, although the October 1976 meeting might be a more realistic target. The cost of the review was estimated at about \$350,000.

15. The members endorsed the proposed organization of the review, and asked the Chairman, Mr. Baum, to serve as Chairman of the Review Committee. They also accepted the suggested timetable and cost estimates while emphasizing the need for economy.

16. Ten members indicated a willingness to help finance the review; some of them with funds additional to their contributions to the international centers and others from within their total pledges. (A total of about \$300,000 to \$350,000 is likely to be available from indications given at the meeting and from subsequent conversations).

17. On the basis of this consensus regarding the composition of the committee, its chairman, the methods of appointment, the study director, the timing and cost estimates, the Chairman undertook to establish the Review Committee



promptly and to nominate the Study Director. He undertook to keep members informed regularly on the progress of the review through periodic progress reports, through the many informal occasions for contact, and through the participation of many members in providing resources for the study.

Report by Chairman of TAC on the October meeting of TAC (Agenda Item 4)

18. The Chairman welcomed the Chairman of the Technical Advisory Committee (TAC), Sir John Crawford, and asked him to report on the outcome of the eleventh TAC meeting, which had been held at CIMMYT immediately prior to the Consultative Group meeting. Sir John reported on five topics - priorities of the CGIAR, national research, regional services, relations of developed country research institutes to the work of the international centers and the International Center for Insect Physiology and Ecology (ICIPE).

(a) Future Priorities

19. Sir John noted that TAC had reviewed its first paper on research priorities, which had been considered and accepted by the Consultative Group in 1973, to ensure that the priorities of the network remained valid and appropriate. While the review had confirmed the soundness of the original document, TAC felt that it should reconsider several areas and bring the paper up to date.

20. Soybean research remained the single most serious gap in crop research, and Sir John indicated that TAC intended to examine ways of intensifying research on this crop within the auspices of the Consultative Group. The needs for vegetable research were also being reviewed and a report would be available for the February meeting of TAC. As far as livestock was concerned, goats were an important part of the farming systems in some areas, and it was expected that ICARDA and ILCA would take this into account.

21. Oil seed crops, many of which were both food and industrial crops, had not been accorded high priority in the past, although groundnuts had now been included in the mandate of ICRISAT. TAC felt that this area needed re-examination, and some crops, such as sunflower, might be added to the work of existing institutions. Coconut was also an important crop, and TAC, in conjunction with FAO, would prepare some proposals for the February meeting.

22. Although cotton had been accorded lower priority than the food crops in the past, its major role in the balance of payments of many countries was vitally important. Furthermore, the Cotton Research Corporation, which had been responsible for a great deal of cotton research in the past, was being disbanded. For these reasons, TAC felt it should consider what might be done on this crop and make recommendations to the Group. While TAC would need some specialist assistance to formulate proposals, it did not intend to undertake any review of the research needs of cotton until requested to do so by the Consultative Group.



23. Sir John indicated that TAC would also wish to take another look at factor-oriented research activities such as fertilizers, water management and pests, socio-economic research, post-harvest systems research, and the role of developed country institutions to the work of the international centers.

24. Sir John emphasized that TAC's recommendations were very unlikely to necessitate any new international centers at this time.

25. As to the procedure for consideration of priorities by TAC and the Consultative Group, Sir John indicated that a draft revised priorities paper would be prepared on the basis of the TAC discussion at CIMMYT, and this paper would be circulated to members of the Consultative Group and to the Review Committee as well as to TAC members. At its February meeting, TAC would consider what recommendations to make to the Consultative Group (and the Review Committee) regarding new priorities or emphases.

26. Most of the discussion on this topic focussed on the prospect that TAC would recommend the addition of cotton research to the activities supported by the CGIAR. It was emphasized that cotton was particularly important as one of the crops within a farming system. It was confirmed that the emphasis of cotton research insofar as TAC was concerned would be on production rather than processing or marketing. The representative of the Rockefeller Foundation drew attention to a study on cotton research needs prepared under the auspices of the UNDP which would be available shortly. In reply to a question, Sir John said that although there had been a considerable effort in cotton research in the past, yields were still very low.

27. The Chairman noted that no decisions on this important question needed to be taken at the meeting. Members would have a full opportunity to consider possible support for cotton research after the TAC minutes and revised draft priorities paper had been circulated. The Review Committee would also have the opportunity to make a recommendation to the Group whether cotton might be added to the priority list of activities. At that point the Group would address the question whether to initiate further work on cotton, perhaps by TAC which would require some strengthening of TAC's resources.

(b) National Research and Regional Services

28. Sir John turned next to two related concerns, the strengthening of national research and the role of the international centers in providing "regional services."

29. Sir John noted that the strengthening of national research had been a continuing concern of TAC, for without adequate national research capabilities a good deal of the investment in international agricultural research stood to be lost. He noted that because the experience and capacity of individual countries' research effort varied so widely, it had been difficult for TAC to prescribe single or simple remedies. However, the Committee had noted a growing awareness of the problem, both by the developing countries themselves and by international donor organ-

izations. TAC had also seen indications that the situation in a number of countries was significantly improved. Nevertheless, the problem remained a very serious one and Sir John indicated that there were several organizations and activities which in TAC's judgment could serve important roles in the strengthening of national research. These include the FAO, the International Agricultural Development Service being established by the Rockefeller Foundation and possible broader-based efforts by the United States to develop linkages with American university research systems, and the international centers.

30. A particularly high priority area for improving national research capabilities was in training. TAC considered that training at all levels, including research management, was of considerable importance, and there were particularly acute gaps in the training of production specialists and extension workers. While several centers were training trainers, they could not cope with the demand. The international centers, in cooperation with such other agencies as FAO, might work out collaborative arrangements for training of trainers.

31. Turning to the question of the CIMMYT regional services, Sir John noted that the recent meeting at CIMMYT had enabled TAC to continue to grapple with the question of the limits of the responsibility of the international centers. He restated the TAC position which had been expressed at the July CG meeting that there were three appropriate areas of relationship between the international centers and national research systems:

- (i) distribution of materials for testing, evaluation and adaptation to national needs;
- (ii) scientific services directly related to a center's core research activities such as the monitoring of disease experience in different environments; and
- (iii) research aimed at identifying constraints to the adoption of the center's improved materials or techniques.

32. Many of the centers have been subject to considerable pressures to lend assistance in developing national research systems, particularly where there has been a vacuum unfilled by other organizations. While the Committee believed that the centers have a valid argument when they say that the full fruition of the center's work could not occur unless there is adequate national research capacity, TAC felt that the centers must draw the line somewhere before their managerial capacity is unduly strained. TAC felt that the centers ought not to yield to requests to take over the organization or operation of a national research system or a national extension system. Similarly, TAC could not recommend core support for the type of activities proposed in the CIMMYT East African Economic Regional Services Program, which could turn the small economic unit in CIMMYT into a principal adviser to governments on a wide range



of economic and policy matters. The relationship between the centers and national systems must be in the interest of research. The provision of staff for assistance in the organization of local extension, marketing or economic policy activities should be provided through bilateral aid, and strictly subordinated to a center's research priorities.

33. Sir John indicated that he hoped the full minutes of the TAC meeting would enable members to gain a more complete understanding of TAC's views on this important question. He also expressed the expectation that TAC and the center directors would try to work out next May the respective roles of the centers and other bodies, such as FAO, in support of national research organizations.

(c) The Relationship between Research Capacity in Developed Countries and the Centers

34. The TAC meeting had discussed how scientific research establishments in the developed countries might help achieve the objectives of the Consultative Group, both through relations with the international centers and with appropriate institutions in the developing countries. The discussion had focused on the relationship with the international centers because there appeared to be adequate machinery already available for effective relationships between research institutions in the developing and developed countries.

35. Several participants in the TAC meeting had felt that the collaboration of advanced scientific institutions in the developed countries in the work of the centers could be useful particularly on the more difficult and fundamental problems. To avoid a flood of proposals to the international centers, TAC had recommended that donors advise their scientific communities that specific research proposals would be formulated and submitted to donors by the centers themselves. This did not imply that there should be no individual scientist-to-scientist contacts, only that ad hoc unorganized initiatives from individual scientists were becoming an administrative burden on the centers and should be discouraged.

36. TAC had also felt that a more efficient information system on current research projects in developed countries of direct interest to the centers would be very valuable. The TAC Secretariat intended to see whether the information system being developed by one donor, the United Kingdom, would be compatible with the FAO CARIS system. If so, all donors would be asked to formulate their information on this subject in a way which would also be compatible. This would enable the TAC Secretariat to bring out a register. On a related topic, two centers, IRRI and CIMMYT, had found it useful to have individual scientists designated by donors as correspondents or liaison men with the international centers. TAC felt that such linkages had proved worthwhile and recommended consideration of such an arrangement by other centers.

37. Several speakers noted how the scientific establishments in their countries were supporting the work of the international centers and the general problem of food needs for the food deficit countries. A number of speakers felt the question was sufficiently important that more time might be devoted, perhaps during Centers Week, to consideration of how the scholarship, experience and



technical skills of advanced research institutions might be brought to the research programs of the international centers.

38. The Chairman indicated that the matter could be placed on the agenda for International Centers Week, and that on the basis of the TAC recommendations members might develop a consensus on how the centers, TAC, FAO and bilateral donors could work together in this field. In the meantime, it may be useful to develop some procedure for having a more full-dressed debate of this question next July.

(d) International Center for Insect Physiology & Ecology (ICIPE)

39. Sir John reminded members that TAC at its July meeting had considered whether there might be appropriate activities of ICIPE which deserved the support of the Consultative Group. TAC had noted that ICIPE was an institution of high quality, whose research activity could be relevant to the research effort of several international centers.

40. A mission from the TAC and Executive Secretariats had visited ICIPE in September 1975 to assess whether and how the center's activities might warrant the support of the Group. Their report had been considered by TAC at its October meeting. The Committee had decided that certain areas of research could be of direct interest and value to several centers which did not themselves have the capacity or the facilities to carry out such research.

41. Four centers, IITA, ICRISAT, ILRAD and IRRI, had indicated that they would wish to make use of ICIPE's services. To enable the Center to carry out the work requested, the Secretariat mission report had suggested that additional facilities at ICIPE would be needed, the cost of which would be about \$1.1 million. TAC had agreed to recommend this for funding by the Consultative Group. If accepted by the Group, ICIPE would have a unique relationship within the CGIAR, in that only a portion of its program would be supported, and ICIPE itself would not be a full member of the Group. Furthermore TAC's recommendation to the Group would be conditional on ICIPE having drawn up firm agreements with the other centers on the nature of their interest and collaboration. It was also to be understood that TAC would monitor ICIPE's activities through TAC's reviews of the research programs of the other centers, and not directly, although informal contacts would be maintained.

42. Sir John said that TAC did not expect the Consultative Group to make a decision at that point, but he hoped that on the basis of the report of the Secretariat mission and the minutes of the TAC meeting, both of which would be circulated to members, the question of support for ICIPE could be agreed at International Centers Week. As TAC was not recommending any financial support before 1977, the question could be resolved in July, although it would be useful if donors could informally express their views regarding ICIPE's association with the CG before that time, to enable the centers to begin preparing agreements if the response is favorable.

43. The Chairman said that after members had had an opportunity to study the TAC recommendations on ICIPE, informal contacts would be made to deter-



mine whether there was sufficient support to enable centers to firm-up their arrangements with ICIPE, subject to a formal decision by the Group next July.

Ongoing Business (Agenda Item 5)

44. The meeting next turned to several topics which had been discussed at the July meeting and had been agreed at that time should be considered in October. These items included progress on the establishment of the International Center for Agricultural Research in Dry Areas (ICARDA), activities of the Post Harvest Technology Working Group and the relationship of the International Fertilizer Development Center (IFDC) to the Consultative Group.

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

45. Mr. Harold Graves, Chairman of the ICARDA Subcommittee, reported on the results of the Subcommittee meeting on October 29 which had considered progress in the selection of sites, negotiation of legal agreements and nomination of the Board of Trustees of ICARDA.

46. Mr. Graves reported that despite the difficulties in the area, the project to establish ICARDA was moving ahead and that the preparatory phase was approaching a conclusion. He reported that the Executing Agency responsible for the creation of ICARDA, the International Development Research Centre (IDRC), had advised the Subcommittee that suitable sites had been found in all three of the prospective host countries, Lebanon, Syria and Iran. In each case the authorities had expressed a willingness to acquire the land in question and make it available for the purposes of ICARDA.

47. The Executing Agency had also reported that negotiation of the necessary legal documents had been carried to an advanced stage. The proposed Charter of ICARDA had been accepted in principle by the three host governments and was ready for signature. Mr. Graves asked for, and subsequently received, the agreement of the members of the Consultative Group that the Charter should be signed on behalf of the Group by the three Co-sponsors -- FAO, UNDP and the World Bank and by IDRC, the Executing Agency.

48. The country agreements were also approaching readiness for signature and would be signed in each case by the host government and the Executing Agency. The ICARDA Subcommittee had agreed that the Executing Agency could sign these agreements in each country as soon as it was apparent that the necessary constitutional requirements could, or had, been met. In Iran, the Executing Agency indicated that this condition had already been reached, although some time might be required for the execution of the necessary procedures. In Lebanon the situation was, to say the least, less determinate. The authorities were willing to proceed but the procedure required parliamentary consent and it was difficult to say when parliament in the Lebanon would be in session. In Syria, the matter of ICARDA was yet to reach the agenda of the Council of Ministers, where the necessary policy decision would be made, and consequently it was not possible to say when this decision may be reached.



49. In the meantime the Subcommittee agreed to proceed with the general program approved by the Consultative Group last July. They instructed the Executing Agency to continue to press forward toward the realization of this general plan, recognizing the difficulties that exist in parts of the region to be served by ICARDA. The Executing Agency was authorized to begin moving from the preparatory to the establishment phase, including arrangements to engage the services of such initial staff and consultants as may be desirable and to procure such equipment as may prudently be ordered or acquired at the present time. Among other things, this action by the Subcommittee would make it unnecessary to disrupt the relevant activities now being carried out in the Arid Lands Development Program (ALAD) in the collection, testing and exchange of plant genetic materials in cooperation with national and regional programs of the area.

50. The previous day, the ICARDA Subcommittee had also elected a majority of the members of the Board of Trustees for ICARDA. According to the Charter, the Board will consist of 15 members, three to be designated by the host governments and one to serve ex officio as Director General. The remaining 11 members were to be chosen by the Subcommittee. On October 29, the Subcommittee had elected eight members, leaving three others to be chosen by the Consultative Group at a later time in consultation with the Board itself. The 8 Board members selected came from 8 different countries, of which 4 are developing countries of the region. The Board-designate would meet at the earliest opportunity to acquaint itself with the procedures of the Group, to identify the tasks to be performed in the permanent organization of a new center and to begin the task of choosing a Director General. These things would be done informally and in advance of a final transfer of responsibility for ICARDA's affairs from the Subcommittee to ICARDA's own trustees.

51. For the time being, the Subcommittee would continue to guide the course of ICARDA and would probably meet again in late January or early February to review the situation which then exists and determine whether new conclusions need to be reached by the Subcommittee and by the Group, or whether the new center could at that time begin the process of transferring responsibility into the hands of the Board of Trustees.

(b) Post Harvest Systems Research

52. The Chairman next called upon Mr. Hulse from IDRC for a report on the meeting of the informal working group which was considering the question of post harvest systems research. Mr. Hulse reviewed the genesis of the group of interested members who were concerned that comparatively little attention had been addressed to this question in the past, and felt the need to explore ways in which bilateral programs and funds might be directed to support and complement the activities of the international agricultural research centers.

53. A meeting of the interested donors had been held the previous day, attended by 11 members of the CGIAR and an observer from the Arab Fund. The group had reaffirmed the belief that much more attention must be add-



ressed to this question and particularly to post harvest systems research as it affects the crops which fall within the mandate of the international centers. In the working group's view, inefficient post harvest systems were a deterrent to increased production, both from direct wastage due to poor storage and processing and from production foregone where farmers will not grow more than their own immediate needs for lack of adequate storage.

54. The post harvest meeting had reiterated its request for more formal recognition from the CGIAR, and asked that it might report on its activities to the Consultative Group from time to time. Formal recognition would enable members to give fuller support to the necessary programs and activities related to post harvest systems, permit sponsorship of special studies and specialist working groups, and report results to TAC and the full Group. The meeting also requested the proposed CG Review Committee to consider the appropriate relationship of post harvest research and the working group to the international network.

55. Mr. Hulse also advised that the meeting had agreed to sponsor an expert study group meeting early in 1976 to work out a global strategy for post harvest systems research and development. The provision of staff and financing for this study group would be made by the members of the working group. Finally, the meeting had also agreed to establish a relationship with the Consultative Group on Food Production and Investment at an early date in the expectation that the post harvest group's efforts could be of direct benefit to CGFPI's program in this area.

56. In response to questions, it was confirmed that the post harvest group was not recommending the establishment of a new international center, nor calling for funds from the CGIAR.

57. The Chairman noted that the Review Committee would look into the appropriate institutional format for the relationship of the post harvest group to the full Consultative Group and that if the Review Committee had not completed its report by next July, the post harvest group will be welcome to make a report at Centers Week next year.

(c) International Fertilizer Development Center (IFDC)

58. The Chairman referred to a paper from the Consultative Group Secretariat on October 13, regarding the appropriate relationship of the IFDC to the CG. The Secretariat had canvassed member views and had concluded that there was some reluctance about adopting IFDC as a full member at this stage, and that it would be premature to apply the standard review procedures to IFDC. While it would be entirely appropriate for IFDC to serve as a contractual agent with international centers and as such to be funded indirectly through the CGIAR, no direct financing should be considered at this stage. Representatives of IFDC would be welcome to make a written and oral report of the Center's program to the Consultative Group at the time of Centers Week.



59. The representative of one of IFDC's sponsors, the United States, (Mr. Farrar) gave a report on the status of IFDC's development. IFDC formally initiated its activities in May 1975. Its research program has already begun and cooperative relationships had been established with IITA and IRRI, with prospects of cooperation also in view with CIAT. A substantial program of outreach activities had also been initiated with several countries in Asia and Latin America.

60. The staff and Board of the Center had also been internationalized with four professionals on the staff from outside the United States and representatives from Asia, Africa and Latin America invited to serve on the Board.

61. In response to the question whether an institution located in a developed country could respond to developing country needs, Mr. Farrar noted that the location of IFDC in the United States related to the availability of the integrated laboratory at the Tennessee Valley Authority which would be very expensive to duplicate elsewhere. The work to be undertaken in the United States would be that which required such laboratory facilities -- mainly industrial engineering and laboratory work. Most of the work on agronomic testing, feedback on fertilizer requirements and socio-economic analysis would be done through the international research centers, national research institutions and through commercial testing by fertilizer companies.

62. In response to a further question, it was agreed that the work which FAO was undertaking on applied fertilizer research and development does not duplicate the work to be done at IFDC on formulating new fertilizers specifically responsive to the conditions of the developing countries.

63. A third question related to patents, and how materials developed by the center would be made available. IFDC had determined that its results would be patented in order to protect the discoveries, but that the patents would be available on payment of a modest fee. This was the same practice which had been followed at TVA since its inception.

64. Discussion followed regarding the practices of other centers on this question. It was suggested that the staff of the Secretariats might make an enquiry of the centers and similar institutions in the agricultural field, to ensure that the policies regarding patents which are beginning to be established by the different centers are in fact satisfactory from all points of view. The Chairman agreed that this review would be undertaken by the Secretariats.

65. The Chairman of TAC felt it was important for the international centers and for TAC to have a continuous relationship with IFDC to ensure that it achieved the kind of objectives which the center itself and the centers associated with the Group had in mind for it. He indicated that the director of IFDC would be invited to meet with TAC at its May meeting with the other center directors.

66. Regarding the financial support for the center, Mr. Farrar confirmed



that the United States was making available funds to IFDC sufficient for the center to operate on a minimal basis for three years and to make its initial capital investments. He indicated that there was a requirement for additional funding from other sources, not of core expenses but of outreach and special projects of various kinds. After three years the center would expect to be in full operation and the United States hoped that it would have substantial international financial support at that time. In short, through the successful internationalization of IFDC and the appropriateness of its work to the activities of the CGIAR sponsored network, it was hoped that there would be a very close association between the center as it develops and the CGIAR.

67. In summary, the Chairman noted that the feeling of the Group was that the association of IFDC for the time being would be that it provide the Group annually, at the time of Centers Week, a written report on its program and that its representative be present at Centers Week to speak to this report and respond to questions. He also noted the TAC believed it was important for the effective work of the existing centers in relation to IFDC that TAC should maintain close informal relationships with the work of IFDC. He also asked the Group to take note of the comment by the United States' representative that the development of IFDC as an international institution is evolving and that the center can achieve its objectives only if it succeeds in becoming a body that has truly international standing and financial support.

Financial Support for 1976 (Agenda Item 6)

68. The Chairman asked members to declare their intended financial support of Consultative Group-sponsored international agricultural research in 1976 and thereafter. He noted that net requirements put forward by the centers in July totalled about \$68 million. Since then, the Consultative Group Secretariat has been in discussion with ILCA, IITA and CIMMYT about possible reductions in their requirements for core budget support with the result that the current requirements were about \$66 million. On the basis of informal contacts with donors prior to the meeting, an increase of more than 35% from the contributions made in 1975 could be expected for 1976; nevertheless, a small gap of perhaps \$2 million was likely to remain. The Chairman proposed to make some suggestions to meet such a situation if the pledges to be made fell short of requirements.

69. Donors subsequently stated their intentions, subject to parliamentary action, for financial support to the international centers for 1976. On the basis of these declarations, and Secretariat estimates where pledges were not made and where the four donor agencies were not represented at the meeting, total availabilities for 1976 were estimated to be about \$64 million. A table on the initial financial position for 1976 by donor and center is attached as Annex IV. It has been updated to reflect the position as of January 31, 1976.

70. The Chairman noted that there were a number of possible sources for additional finance for 1976, and the actual amount of carryover from 1975 may also affect net financial requirements. He noted that the sums involved in the possible shortfall in any event were not very large at any one center.



71. The Executive Secretary described a procedure by which the international centers would be advised of the funds available initially and asked to adapt their programs to meet this level of funding. In suggesting allocations among centers to those donors who had some flexibility in the use of their funds, decisions on the amount of the shortfall would be based on estimates of priority items for deferral within each center budget which had been worked out by the CG and TAC Secretariats. Certain items in a center's capital program, such as guest and staff accommodations, might be deferred or reduced in size, and some equipment purchases might also be delayed. In addition, most centers should be able to accommodate modest reductions in core operating budgets for such items as supplies, stores and possibly travel. Although these items had been identified by the Secretariats, in the final analysis each center would be free to revise its budget in the manner it felt would be most appropriate.

Other Business (Agenda Item 7)

72. The Chairman said that there were several other matters which he would like to raise under this heading. First, he noted that the Consultative Group Secretariat had circulated a supplementary program and budget paper for 1976 on the International Livestock Center for Africa. The Secretariat had suggested that funds for ILCA in 1976 be provided in two installments, with the second contribution being subject to approval of several cooperative research projects by the ILCA Board of Trustees and further subject to availability of funds. While no members had comments regarding this proposal, the question was raised when ILCA would be in a position to manage its own funds. In response, the representative of the World Bank announced that the Bank was ending its role as fiscal agent and executing agency for the initial phase of ILCA's development effective as of October 31, 1975, and funds remaining in the special trust account would be transferred to ILCA's own account on November 3, 1975.

73. On a second matter, the Chairman asked the Executive Secretary of the TAC Secretariat to report on progress in preparation of a report on bilateral support for agricultural research. Mr. Oram, the TAC Executive Secretary, indicated that 13 members has responded to an earlier request for information on activities being sponsored by donors in support of agricultural research in developing countries. A like number of members had not yet replied and the TAC Secretariat intended to be in touch with all donors regarding the provision of information in a form which could be used for development of a register compatible with the CARIS system. The TAC Secretariat was running a trial on 20 existing projects to see whether information could be organized in such a way as to make it compatible. If it proved successful all such information would be fed into the CARIS system to be produced either as part of the CARIS directory or, as is currently intended, to produce a separate directory of Consultative Group members' research support in developing countries.

74. Finally, under this Agenda item, the Chairman circulated a draft press release. After modification on the basis of comments from members, the press release was issued and is attached as Annex V.



Time and Place of Next Meeting (Agenda Item 8)

75. The Chairman proposed, and the meeting agreed, that International Centers Week would be held in Washington from Monday, July 26 through Friday, July 30, 1976.

Retirements of Mr. W. A. C. Mathieson and  
Mr. A. R. Melville

76. Mr. Mashler of the UNDP noted that this would be the last CG meeting for two of the founding members of the Group, Mr. W. A. C. Mathieson and Mr. A. R. Melville of the United Kingdom. On behalf of the members, he expressed appreciation for their contributions to the Group. Not only had the contribution been one of substance but of humor and spirit, which have characterized the Consultative Group itself from the very beginning. The Chairman added that there was a happy tradition in the Group that retiring members do not disappear but re-associate themselves in some new capacity. In wishing Messrs. Mathieson and Melville well he said that they were not saying goodbye, only offering best wishes in their new assignments and the hope for a continuing association with them.

The meeting adjourned at 12 noon.

## CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

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World Bank

Chairman, Technical Advisory Committee

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United Nations Development Programme (UNDP)

Mr. William T. Mashler  
Senior Director, Division for Global and  
Inter-regional Projects  
New York, N.Y.

United States

Mr. Curtis Farrar  
Assistant Administrator  
Technical Assistance Bureau, USAID

Mr. C. R. Benjamin  
Assistant Director  
International Programs Division  
ARS - USDA

Dr. Guy B. Baird  
Associate Director (Research)  
Office of Agriculture, TAB/USAID

Dr. Dana Dalrymple  
Agricultural Economist  
USAID - Dept. of Agriculture

Representing Latin America - Argentina

Mr. Jorge Cazenave  
Agricultural Counselor  
Embassy of Argentina  
Washington, D.C.

The Consultative Group Secretariat

Mr. Michael L. Lejeune  
Executive Secretary

Mrs. Gene Audifferen

Mr. Daniel Ritchie  
Deputy Executive Secretary

Mrs. Monica Stillwell

Dr. John K. Coulter  
Scientific Adviser

Mrs. Audrey Mitchell

Mr. Carlos Gavino  
Research Assistant

TAC Secretariat

Mr. Peter A. Oram  
Executive Secretary  
Technical Advisory Committee  
Rome

Mr. Brian N. Webster  
Deputy Executive Secretary  
Technical Advisory Committee  
Rome

O B S E R V E R

Arab Fund for Economic and Social Development

Dr. Nasarat R. Fadda  
Agriculture Officer  
Arab Fund for Economic and Social Development  
Kuwait



## CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

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5. Other Ongoing Activities
  - (a) ICARDA - Progress Report
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research
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7. Other Business
  - (a) Press Release
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CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

1818 H St., N.W. Washington, D.C. 20433 U.S.A.  
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October 10, 1975

TO: Members of the Consultative Group  
FROM: Warren C. Baum, Chairman  
SUBJECT: Proposal for the Review of the CGIAR System

1. At the July meeting of the Consultative Group, we agreed on the need to review systematically the future growth, direction and management of the international agricultural research network which is supported by the CGIAR. As noted in the "Integrative Report" provided to the meeting, since the Consultative Group's creation in 1971, the individual centers, the network and the Group itself have changed considerably. Financing of the centers has increased sevenfold, the number of donors has quadrupled since the days before the Group was formed and the number of operational centers and programs in the system has tripled. The system has matured to the point that most of the ecological zones and essential food crops of the developing world are encompassed in the research programs of the international centers. The character of the centers themselves has been evolving from pure crop research to an agricultural development orientation. Members felt that the Group represents an unusually successful international effort addressed to supporting a key activity required to help the poorer countries to develop their agricultural potential. They also felt that the Group had done very well in accommodating itself to the rapid growth of the CGIAR system. At the same time they recognized that it was still evolving and we would have to contemplate further adjustments in both the scope of the program supported and the level of finance, and would have to consider whether it was desirable and feasible for the past rate of growth to be sustained. The consensus was that these questions needed review.

2. At the July meeting I undertook to prepare for the Consultative Group a proposal for the review to be carried out, including outline terms of reference, a proposed work program and timetable and tentative cost estimates. Accordingly, I am providing in this note some preliminary suggestions regarding the scope and execution of the proposed review. Consideration of this proposal will constitute one of the principal items on the agenda of the October 30 and 31 meeting of the Consultative Group.



Purpose of the Review

3. The basic purpose of the review would be to provide an overall perspective on the growth and development of the CG network over the next several years, in the light of five years of very successful experience and in the context of the long term aims which brought the members together in the founding of the CGIAR. It would seek to recommend objectives and priorities of international agricultural research related to food requirements of the less developed countries and, taking into account the general concern of donors to help small farmers, would suggest the appropriate scope of activities of the international centers in the light of the financial support which can realistically be expected to be available from the CGIAR until 1980. The review would also consider means of ensuring the most efficient use of resources available to the system.

4. More specifically the review would seek:

- (a) to suggest overall objectives over the next decade of CGIAR-sponsored international agricultural research related to the estimated food and nutritional requirements of the less developed countries;
- (b) within these objectives, to suggest the basic priorities for CGIAR-sponsored research over the next five years, both for ongoing activities and potential new ones;
- (c) to consider the appropriate role of the international centers in achieving these objectives, particularly the limits of a center's responsibility for the transfer of technology to beneficiary countries and farmers, in the light of the necessary levels of national research;
- (d) to determine the level of financial resources required by the international network over the next five years, and after assessing its likely availability to assess what measures may be needed to bring research targets and resources into line, including setting of priorities at alternative levels of funding;
- (e) to recommend means of ensuring the most effective use of the financial and staff resources available to the network, including consideration of means of measuring the efficiency of investment in research; and
- (f) to consider improvements in the programming and budgeting procedures of the CGIAR system.

### Terms of Reference

5. Outline terms of reference for the review are attached as Annex A. They are intended to identify the major areas of investigation for the study or studies which would constitute the major input for the review. More detailed terms of reference would be prepared by the review committee (see paragraph 6 below) once the general outline has been agreed.

### Structure for Implementation of the Review

6. The Consultative Group at its July meeting agreed to the formation of a special committee which would be responsible for directing and supervising the requisite studies and making recommendations to the full Group. Members of the Review Committee (who would be appointed by the Chairman of the Group) would represent a broad spectrum of interest within the CGIAR system, including bilateral and multilateral donors, the beneficiary countries and centers. While members would be selected in their personal capacity, they may have served in more than one capacity within the system, and thus be able to represent more than one point of view. This, in turn, may enable the Committee to be limited in size, perhaps to between nine and twelve members.

7. It has been suggested that the Chairman of the Consultative Group serve ex officio as Chairman of the Review Committee. It is for the Group to decide whether this is appropriate.

8. Responsibility for the conduct of studies and drafting of papers would be vested in a Study Director, to be selected by the Committee on the recommendation of its chairman. He would take his instructions from the Committee and be responsible to it. He would prepare the detailed terms of reference, organize studies and investigations, invite papers and suggestions from appropriate sources, recommend engagement of staff to assist in the preparation of the review, supervise research and be responsible for drafting a report for the Committee's consideration.

9. The Study Director would be assisted by perhaps two other staff who would devote most of their time over specified periods to the review work. Short-term consultants and the services of selected staff from CG member agencies, international centers, TAC and CG Secretariats and other sources might be requested as needed. To cover the essential types of issues to be addressed by the review, the qualifications of the review staff should include scientific, economic and management expertise.



Program

10. In July we agreed to consider the outline terms of reference, program, timetable and tentative costs of the review at the October meeting. Assuming that the Consultative Group agrees to move ahead with the review at that time with agreed terms of reference, I would plan to establish the Review Committee promptly, which in turn would appoint the Study Director.

11. Before the end of 1975 the Study Director would be expected to put before the Committee detailed terms of reference for the review, a work program and a timetable for its preparation. He would also prepare a list of supporting papers and other assistance which would be solicited from CG members, center personnel and others.

12. The assistance and advice of TAC would be particularly important in consideration of a number of topics, especially priorities and objectives of the system. Other participation might include the FAO and the IBRD regarding longer-term global food requirements, the CG Secretariat in assessing financial availabilities, the international centers on the appropriate boundaries of their activities and selected individual organizations with interest in specific topics.

13. It would be desirable to have a first draft of its report for consideration by the Committee in April or May 1976, and a revised draft ready for consideration by the Consultative Group at International Centers Week in late July 1976. However, this is a very tight schedule in light of the breadth of the review and the time required to assemble staff and the draft may in fact have to be submitted to the Group at its October 1976 meeting, with work continuing as necessary thereafter until completion.

Cost

14. The cost of the review would be in the order of \$350,000. This would include the cost of the services of a full-time Study Director and two support staff, 12 man-months of short-term consultant services, travel by review staff, secretarial and office expenses, reproduction and printing costs, and contingencies. A nominal sum has been included to cover the travel and subsistence costs of Review Committee members in the exceptional cases where their organizations might be unable to bear such costs. A tentative cost estimate is attached as Annex B.

15. Contributions from members of the Group would be needed to finance the study, as the cost would be beyond the resources of the co-sponsors or other sources. A number of members have already indicated their willingness

to contribute. The rest are invited to do so, and it is hoped that enough members will pledge sums for this purpose at the October meeting (preferably in addition to their support for the regular operations of the CGIAR) to enable the study to proceed. The World Bank could serve as administrator of these funds, if desired, along the lines of the ICARDA and ILCA trust accounts. Office space and support facilities could also be provided by the World Bank.

16. The emoluments and travel expenses of staff of members asked to undertake specific assignments of limited duration would be met by their organizations. If staff were to be assigned to a longer-term assignment or undertake costly travel exclusively for the review, then such costs might reasonably be expected to be borne from the review budget.

**Attachments**

The review is designed to provide a general perspective of the international agricultural research network sponsored by the CG in developing countries. It will arrive at a strategy for the development of the network in 1985 and as a guide for determining the most efficient use of the resources available to the system. The review will include an examination of what improvements in the administration of the CGIAR system may be needed to ensure efficiency, particularly the efficient use of the resources provided to the system.

Review Committee

The review will be based on the work and report of a Review Committee constituted for the purpose. The necessary study or studies will be carried out by a Study Director under the guidance of the Committee.



OUTLINE TERMS OF REFERENCE

Review of CGIAR System

Introduction

1. The Consultative Group on International Agricultural Research (CGIAR) intends to review the future growth, direction and administration of the network of international agricultural research centers and programs which it supports. It plans to consider the appropriate objectives and priorities for research over the next ten years and the appropriate level of activity over the next five years in the light of the financial support which is likely to be available through the CGIAR during this period.
2. The review is designed to provide a general perspective of the role of the international agricultural research network sponsored by the CG in dealing with food and nutritional requirements of the developing countries. It will serve as a strategy for the development of the network to 1985 and as a guide for determining the most efficient use of the resources available to the system.
3. The review will include an examination of what improvements in the administration of the CGIAR system may be needed to ensure efficiency, particularly the efficient use of the resources provided to the system.

Review Committee

4. The review will be based on the work and report of a Review Committee constituted for the purpose. The necessary study or studies will be carried out by a Study Director under the guidance of the Committee.

Terms of Reference

5. The Committee and the Study Director will be guided by the following general terms of reference.

(a) Based on the best information available on the needs of the LDCs for the principal food crops until the end of the century and the potential of the areas most severely pressed, the Committee will make a judgement of the rate of increase in yield of these crops required to meet the needs.

(b) Taking into account the research already in progress and the likelihood of adding significant increases in yield through research, the Committee will examine the need for expanded research on these crops and related farming systems and suggest the priorities of research work, noting areas where break-throughs appear most promising and neglected areas of research and taking into account the cost of various types of research in relation to potential results.

(c) The Committee will estimate the research input, including trained people, that is likely to be necessary to achieve the feasible yield increases, and suggest a balance between "basic" and "applied" research.

(d) It will suggest how the work might most appropriately be divided between the international system, research programs in the developed countries and the national programs of the



Terms of Reference

LDCs; it will particularly consider the appropriate boundaries of the international centers' responsibility for facilitating the effective transfer of technology to the beneficiary countries and the farmers in them.

(e) The Committee will estimate the likely level of financing required by the international system over the next five years and, after assessing the likely availability of funds, consider whether a serious shortfall impends and recommend measures to bring resources and research targets into line and research priorities at given levels of funding.

(f) Finally, the Committee will consider the need for improvements in the programming and budgeting procedures of the CGIAR system to ensure that the manpower and money devoted to international agricultural research are efficiently used.

6. Under these general terms of reference, the Committee may wish to develop more specific guidelines for the work to be carried out under the direction of the Study Director.

ESTIMATED COST OF THE REVIEW

		<u>\$ US</u>
I.	<u>Personnel Costs</u>	
	(i) <u>Study Director</u>	
	18 man-months @ \$5,000	90,000
	(ii) <u>2 Study Staff</u>	
	24 man-months @ \$4,000	96,000
	(iii) <u>Short-term Consultants</u>	
	12 man-months @ \$4,000	48,000
	(iv) <u>Secretarial Staff</u>	
	24 person-months @ \$1,200	29,000
	Sub-total	<u>263,000</u>
II	<u>Travel and Subsistence Costs</u>	
	(i) <u>Director</u>	
	2x\$2,500 (maximum distance)	5,000
	3x\$1,500 (medium distance)	4,500
	subsistence - (60 days @\$100)	6,000
		<u>15,500</u>
	(ii) <u>Study Staff</u>	
	5x\$1,500 (medium distance)	7,500
	subsistence (60 days @\$100)	6,000
		13,500
	(iii) <u>Review Committee</u>	
	(3 meetings of 3 days each, including travel)	
	- 2 intercontinental members (2 x 3 x \$2,500 plus subsistence)	<u>17,000</u>
	Sub-total	46,000
III	<u>Other Costs</u>	
	<u>Office Supplies, Reproduction and Printing</u>	4,000
	<u>Communications</u>	3,000
	Contingencies (about 10 percent)	34,000
	Sub-total	<u>41,000</u>
	Total	<u>350,000</u>



## ANNEX IV

## CGIAR Allocations, 1976 (US\$ million)

	TOTAL	CIAT	CIMMYT	CIP	ICRISAT	IITA	IRRI	ILCA	ILRAD	GENES	WARDA	ICARDA	CARIS	UNALLOCATED
Australia	1.775	.125			.400		.500	.375				.250		.125
Belgium	1.750	.125	.050		.025	.750		.300		.050	.100	.150	.050	.150
Canada	5.560	.835	.835	.510	.880	.930	.590		.390	.100	.195	.295		
Denmark	.455		.170	.245				.040						
Ford	2.000	.400	.465			.500	.565					.070		
France	.520							.245				.110	.040	
Germany	4.595	.460	.325	.135	.500	1.145	.095	.460	.460	.040	.125	.115		.860
IDB	5.000	2.100	2.300	.600								.115		
IDRC	1.810		.060	.075	.585		.550					.540		
Iran	1.975		.725			.250	.250	.250				.500		
Italy	.100											.100		
Japan	1.200				.200		1.000							
Kellogg	.300	.300												
Netherlands	1.500	.200		.220	.100	.275		.125	.175	.125	.100	.130	.050	
New Zealand	.105						.080					.025		
Nigeria	.640					.400		.160			.080			
Norway	1.075				.715			.110	.180	.070				
Rockefeller	2.150	.500	.500	.050		.400	.500		.200					
Saudi Arabia	1.000		.150	.050	.125		.125	.020	.020	.010		.500		
Sweden	2.190			.340	1.295			.340		.090	.070	.055		
Switzerland	.855	.140		.140	.275			.150	.150					
U.K.	3.235	.120	.220	.140	.920	.810	.535	.100	.230	.060		.100		
U.N.D.P.	2.360		1.460		.900									
U.N.E.P.	.600	.070	.070		.120	.170	.070			.100				
U.S.	15.100	1.700	2.550	1.000	1.900	2.500	2.150	1.200	1.500	.200	.090	.200	.110	
World Bank	6.800	.250	.110	.400		1.520	1.580	.980	1.420			.075	.100	.365
AVAILABLE	64.650	7.325	9.990	3.905	8.940	9.650	8.590	4.855	4.725	.845	.760	3.215	.350	1.500
REQUIRED	64.955	7.535	10.275	4.185	8.600	10.025	8.865	4.850	4.870	.960	.850	3.300	.640	
NET POSITION	- 1.805*	-.210	-.285	-.280	.340	-.375	-.275	.005	-.145	-.115	-.090	-.085	-.290	

\* Includes \$1.500 Million Unallocated amount

Note: Conversions to US dollars based on exchange rates prevailing on December 31, 1975.

January 31, 1976



FOR IMMEDIATE RELEASE

# World Bank

1818 H Street, N.W., Washington, D.C. 20433, U.S.A. • Telephone: (202) 393-6360

November 1, 1975

Subject: October meeting of the Consultative Group on International Agricultural Research

The 27 donor members\* of the Consultative Group on International Agricultural Research (CGIAR) plan to provide about \$64 million in support of activities of a dozen research centers and programs\*\* around the world for calendar year 1976. The action was taken yesterday during the second and final day of the Group's semi-annual meeting held at the headquarters of the World Bank in Washington, D.C.

CGIAR-supported programs aim primarily at increasing food crop production in the developing world through research, but they also include research into animal production systems, diseases of livestock, and conservation of plant genes for use in research and production programs.

The Consultative Group is co-sponsored by the Food and Agriculture Organization (FAO), the United Nations Development Programme (UNDP), and the World Bank. The Bank is Chairman of the Group.

With the inclusion under the CGIAR umbrella of a newly-planned center, the International Center for Agricultural Research in the Dry Areas (ICARDA), the CGIAR-assisted programs now embrace the major food crops and livestock, and all the ecological zones of the developing world.

The CGIAR members confirmed during their meeting plans for ICARDA, which will devote its research to barley, lentils, and farming systems centered around sheep, with particular emphasis on the problems of areas with low and irregular rainfall. ICARDA would have principal stations in three countries: Lebanon, Iran and Syria.





In the five full years of the Group's existence, the number of supported centers and programs has grown from 5 to 12, and financial assistance has increased more than fourfold -- from \$15 million to the present-day figure of about \$64 million. Noting this rapid and continuous expansion, the CGIAR members decided to review progress to date and to draw up proposals for consideration at their next meeting concerning the direction the Group and its supported activities might take in the years ahead.

\* Australia, Belgium, Canada, Denmark, France, Germany, Iran, Italy, Japan, the Netherlands, New Zealand, Nigeria, Norway, Saudi Arabia, Sweden, Switzerland, the United Kingdom, the United States, the Asian Development Bank, the Inter-American Development Bank, the Ford Foundation, the Kellogg Foundation, the Rockefeller Foundation, the UNDP, the United Nations Environment Programme, the World Bank, and the International Development Research Centre.

\*\* Current Agricultural Research Information Service and the International Information System for the Agricultural Sciences and Technology (CARIS-AGRIS) in Rome, the International Center of Tropical Agriculture (CIAT) in Colombia, the International Maize and Wheat Improvement Center (CIMMYT) in Mexico, the International Potato Center (CIP) in Peru, the International Institute of Tropical Agriculture (IITA) in Nigeria, the International Rice Research Institute (IRRI) in the Philippines, the International Laboratory for Research on Animal Diseases (ILRAD) in Kenya, the International Center for Agricultural Research in Dry Areas (ICARDA) with stations in Iran, Lebanon, and Syria, the International Crops Research Institute for the Semi-Arid Tropics (ICISAT) in India, the International Livestock Center for Africa (ILCA) in Ethiopia, the International Board for Plant Genetic Resources in Rome, and the West African Rice Development Association (WARDA) in Liberia.

964-02

#206

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

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February 24, 1975

INTL.	ROUTING
<input checked="" type="checkbox"/>	<del>Greene</del>
	Beri/Kandie
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	Hoyden
	Khouri
	Kordik
	Martin
	Peperzak
	Patretti
	Ramadan
	Reinke
	Russell
	Stubenitsky
	Wilson
	Yenny
Date Received	
- 3 MAR 1975	

TO: Members of the Consultative Group

FROM: Executive Secretariat

SUBJECT: Summary of Proceedings of Consultative Group Meeting, October 30-31, 1974

1. One amendment has been received to the draft Summary of Proceedings which was circulated on January 8, 1975. Annex 4 should not include any contribution by Germany to the 1975 budget of CARIS.
2. The final Summary is attached.

Attachment



# CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

1818 H St., N.W. Washington, D.C. 20433 U.S.A.  
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CONSULTATIVE GROUP MEETING  
October 30-31, 1974  
Washington, D. C.

February 20, 1975

## SUMMARY OF PROCEEDINGS

1. A meeting of the Consultative Group on International Agricultural Research was held on October 30-31, 1974, at the headquarters of the World Bank in Washington, D. C. The Chairman, Mr. Warren C. Baum, presided.

2. The meeting was attended by 24 members. The African Development Bank, the Asian Development Bank, the Kellogg Foundation, and the Commission of the European Communities were unable to attend, as were representatives from Asia and the Far East and the Middle East regions. The Chairman of the Technical Advisory Committee (TAC) attended. The United Nations Environment Programme was represented for the first time as a donor member of the Consultative Group. A list of participants is attached as Annex 1.

### Adoption of Agenda (Agenda Item 1)

3. The agenda as adopted by the meeting is attached as Annex 2. The Chairman explained that Aquaculture had been deleted from the agenda because TAC's ad hoc working group was still formulating its recommendations.

### Genes Board -- Status of TAC Consideration of Program (Agenda Item 2a)

4. The Chairman recalled that at the time of Centers Week the work program of the Genes Board was still being prepared for TAC review and CG endorsement. TAC had since reviewed and accepted the 1975 program of the Board.

5. The Chairman of TAC said that its members would like to discuss priorities with the Board, early in 1975. In particular, some members of TAC would like to see more emphasis on work in the field as compared with the seminars and information work which formed a large part of the 1975 program.

6. One representative expressed regret that it had not proved possible for the Genes Board to include in its 1975 program and budget support for the genetic resource center at Izmir, Turkey, so that the question had not come up for TAC review. His government had planned to support the Izmir center through the Board and was now considering what it should do.

WARDA -- Report of Secretariat Mission (Agenda Item 2b)

7. At Centers Week in July 1974, the Chairman of TAC had reported that TAC was not satisfied that research being conducted for the W-1 program of WARDA was yet of adequate standard; there was need to ensure adequate scientific capacity and management of the research program. The Secretariats of TAC and the CG had therefore sent a mission in September to review WARDA's program and had proposed ways of meeting TAC's suggestions.

8. The Draft Report of the Mission gave suggestions for restructuring the management of the research programs notably through: the appointment of a research manager to work with the Research Coordinator; integration of the W-1 through W-4 research programs; abolition of the Steering Committee and the performance of its functions by a strengthened Scientific and Technical Committee responsible to the Governing Council; responsibility of the Council for all WARDA's programs; presentation of the programs within one budget framework along the lines followed by other international centers. To allow the restructuring to be worked out and to permit preparation of a comprehensive budget for WARDA, the mission recommended that the 1975 budget should be continued at about the 1974 level, apart from an increment for inflation and the appointment of a research manager.

9. The Chairman of TAC, Sir John Crawford, said that he accepted the report and that the CG should work on the assumption that TAC would endorse it at its February 1975 session. Various representatives endorsed the report, particularly the integration of the W-1 through W-4 programs. The need for an adequate bilingual training program was also mentioned.

10. The regional representative for Africa expressed appreciation of the importance which the Group accorded to WARDA and of its willingness to continue financial support. He said that there would be need for the Secretariats to help WARDA work out acceptable procedures for appointing a research manager and ensuring adequate control of funds since it had not proved practicable for the Steering Committee to control the field work or manage the funding.

11. The Chairman of the Consultative Group noted the importance which the Group attached to WARDA's programs and the general support for the mission's recommendations. The Secretariat report would be discussed with WARDA officials, a program of action agreed upon and implemented, and a report would be brought to the 1975 Centers Week.

Middle East Center (ICARDA) -- Status of Preparatory Work (Agenda Item 2c)

12. At Centers Week, the Group had endorsed the establishment of an international agricultural research program for the Near East/North Africa region and had agreed that the Chairman should appoint a subcommittee to carry the project forward. At the same time, donors referred to the financial stringency



which appeared to face the Group, and had therefore expressed concern at incurring large, new long-term commitments without the help of new donors for the research system.

13. A preparatory group, composed of the three co-sponsors of the Consultative Group and interested donors, had met in London on October 1 and 2, 1974, to identify steps to be taken in preparation for the work of the Subcommittee. One of the preparatory group's principal recommendations to the Consultative Group was that the exploration of fund-raising potential in the region should rest with the Chairman of the CG and the co-sponsors, and that the Subcommittee should be concerned only with the technical planning for the establishment of a Middle East Center. On this basis, it had drawn up terms of reference for the Subcommittee for approval by the Consultative Group (Annex 3).

14. The preparatory group had discussed the location, organization, mandate and charter of the proposed center, as summarized in the draft report circulated to the Consultative Group on October 17. It had approved a program of visits and work by the Chairman of the preparatory group, Dr. Hopper, and IDRC staff concerning center location and charter, beginning with discussions in the Lebanon, the planned headquarters for the center. It recommended that, while it was very desirable to start from the outset with the full-scale center supported in part by countries in the region, the Consultative Group should in any event go ahead with a first stage of the center on the basis of whatever funds appeared to be available, whether from existing or new donors. It had therefore asked Dr. Havener, the Director of the Arid Lands Agricultural Development Program (ALAD) in the Lebanon, to prepare plans both for an optimum-size research program, along the lines of the Skilbeck report and subsequent TAC modifications, and for several more limited research proposals, composed of various modules or basic research units, with which the Center might be initiated.

15. Members generally endorsed the terms of reference for the Subcommittee. It was understood that the Subcommittee would consist of members of the preparatory committee and other interested donor members, and observers from the region might be invited to attend its meetings. The technical work prepared by Dr. Havener would be submitted to TAC for its February 1975 meeting and then to the Subcommittee, which was tentatively scheduled to have its first meeting in mid-February. In turn the Subcommittee at the time of Centers Week would ask the Consultative Group to endorse establishment of a Middle East Center along specified lines.

16. On the financing of the Center, the Chairman noted the preparatory group's recommendation to establish the Center as a full-fledged member of the Consultative Group's world-wide agricultural research network, on the same basis as the other Centers in that network. He also reported the hesitancy of some donors to proceed with a full center pending assurance of support and new sources of funds for the Consultative Group from countries within the region to be served.

17. The Chairman asked donors to state their intentions, to the extent practicable, concerning participation in the establishment of a preparatory or exploratory fund for 1975, and in the financing of capital and operating needs of the first few years of any Middle East center.<sup>1/</sup> Representatives of 12 donors indicated intentions of contributing a total \$350,000 to an exploratory fund. Concerning the longer-term funding for the establishment of the proposed center, diverse positions were expressed. Some representatives were able to indicate general support for long-term funding. Others said that support by their authorities hinged, as a practical matter, on evidence of support from countries in the Middle East region. Others stated that their principals were still formulating their positions.

18. The Chairman referred to the preparatory group's recommendation that the responsibility for fund raising be shifted from the Subcommittee to the sponsors of the Consultative Group. He was asked what plans were being developed for financial discussions with countries in the region. He said that the co-sponsors would discuss this question at their meeting on November 1. On the basis of that meeting, he expected that initial discussions would be opened with potential donors even prior to the planned meeting of the Subcommittee in February 1975.

19. The Chairman concluded that there was broad support for the approach worked out in the preparatory group and that the recommended terms of reference for the Subcommittee were endorsed by the Group. He noted that some donors would be influenced in their decisions about long-term support of the Center by evidence of support and funds from within the region. He took it, however, that the meeting endorsed the preparatory group's recommendation to plan a Middle East center on a modular basis so that its establishment could proceed on any of several levels of available funds, and that the decision to go ahead was a firm one.

CARIS-AGRIS (Agenda Item 3a)

20. The Chairman took up the request of FAO that the Consultative Group provide bridging funds for 1975 and 1976 for the CARIS-AGRIS system of recording, retrieving and disseminating information on agricultural research activities in developing countries. Certain donors had provided funds for the 1971 pilot study in West Africa and the Chairman of TAC said that the Committee supported a simplified form of CARIS, linked to AGRIS, and also supported the FAO request for bridging funds.

21. There was some discussion on the degree of certainty that the Governing Council of the FAO would in fact take over full financial responsibility

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<sup>1/</sup> This paragraph summarizes the discussion that took place on October 31, under Agenda Item 7 (Indications of Financial Support).



for the CARIS-AGRIS system in January 1977. The FAO representative said that this could not be guaranteed until the Governing Council meeting, but its preparatory committee was favorably disposed. The Chairman of the Consultative Group asked members whether they were willing to accept responsibility for CARIS-AGRIS bridging funds with the expectation, subject to the availability of funds, that FAO would assume full responsibility for funding, beginning in 1977. The consensus was in favor.

International Food Policy Research Institute (Agenda Item 3b)

22. At Centers Week, TAC had strongly recommended establishment of an International Food Policy Research Institute to conduct analysis of food policy questions and act as a source of information and advice particularly to developing countries. The Chairman of the Consultative Group pointed out that no consensus had been reached during the CG's discussion of this recommendation at its meeting. Representatives had questioned usefulness of the project it would be established and its possible relationship to the CG. Accordingly, an informal working group had been formed to explore the question further.

23. Sir John Crawford reported on the working group meeting in Ottawa in September, which he had chaired. He emphasized that TAC's recommendations for the establishment of a Food Policy Research Institute had grown directly out of TAC's continuing consideration of socio-economic research. Food policy issues often were beyond the capacity of many countries to handle for themselves, and were an appropriate subject for TAC recommendations to the Consultative Group. Sir John noted that the Ford and Rockefeller Foundations and IDRC were willing to accept initial responsibility for financing the institute. The important issue outstanding from the Ottawa meeting was not that of funding but the question of the proposed institute's relationship to the Consultative Group. TAC supported creation of the institute, but was open as to the nature of relationship which the CG might want to establish. The institute could not at this stage be presented to the Group as a permanent commitment but would have to prove itself over a number of years.

24. Further discussion failed to develop any clear consensus either on the suitability of establishing a Food Policy Research Institute or on how to relate it to the Consultative Group. Several members of the Consultative Group stated that any decision should at least await the outcome of the World Food Conference so as to assess better whether such an Institute was needed. Given the absence of any clear consensus in favor of the establishment of the Institute as part of the Consultative Group system, the Chairman invited members to consider two alternatives: (1) that the Group should take no further action at this time; that it would understand that the "private" sponsors might wish to consider what action to take with respect to the proposal in the light of the World Food Conference; that the Group would like to be kept informed of the thinking of the "private" sponsors; in the event that they should decide to establish a center that the Group would wish to establish an effective communications link with it; and that, recognizing it to be a pioneering activity, the Group would be prepared to reconsider the question of sponsorship at some future date; (2) that,



in addition to the above, the Group would endorse the usefulness of establishing such a center by the "private" sponsors.

25. There was general agreement to adopt the first alternative.

Plant Nutrition Research (Agenda Item 3c)

26. Given the shortage and rising costs of chemical fertilizers, the Group at Centers Week had endorsed TAC's interest in the study of initiatives designed to stimulate and support research on nitrogen fixation, organic fertilizers, and chemical fertilizers developed specifically for plants growing in tropical conditions. The Chairman stated that no further action was required by the Group at this stage, but that he would ask the Chairman of TAC to report on developments since Centers Week.

27. Sir John Crawford said that TAC had created an internal committee to review the whole subject of plant nutrients. At a meeting in Frankfurt in September, the committee had established five working groups: on chemical fertilizers; on biological sources of plant nutrient, including nitrogen fixation and the better use of phosphates and the development of grain legumes research; on organic sources of plant nutrient; on studies of tropical soils; and on the diffusion of known technologies. It was not foreseen that these studies would lead to the establishment of a new center; what was being sought, among other things, was better coordination of work already being done, at the international centers and elsewhere. TAC would review progress in February in open sessions which donors would be invited to attend, even though work would not be completed. There would be a definitive report at the July 1975 meeting of the Consultative Group.

28. The Chairman invited the United States representative to report on progress of the plant nutrition institute which the United States was establishing. Dr. Bernstein referred to his presentation at Centers Week of a proposal for setting up an autonomous, private research center at Muscle Shoals, Alabama, to work on the improvement of chemical fertilizers for developing countries. A multi-national board had been established, and the institute had been incorporated on October 8, 1974. It would have access to the facilities and services of TVA's own fertilizer research center. It would coordinate its program with TAC in its consideration of new initiatives in the broad field of plant nutrition. It was presently developing its program with the support of grants from USAID and the IDRC.

ICRISAT Groundnut Program (Agenda Item 3d)

29. The Chairman referred to ICRISAT's proposal to add groundnuts to its mandate and to develop a research and training program accordingly. TAC had endorsed the program at its July 1974 meeting, but it remained for the Consultative Group formally to endorse this addition to the mandate of the center. The Group confirmed that groundnuts research should be an important element in



ICRISAT's program and that the Center should proceed with the new program at a pace which ensured due attention to other activities and gave priority to the collection of germ plasm. The Executive Secretary, Mr. Graves, reported that Dr. Cummings, the Director of ICRISAT, proposed to spend \$175,000 on the groundnut program in 1975.

Budget and Accounting Paper: Amendments (Agenda Item 4)

30. The Chairman referred to the revised paper on "Budget and Accounting Practices of the International Centers" which had been circulated at Centers Week. It contained a set of terms and practices to be agreed between the centers and the Secretariat. Uniformity and comparability were important in facilitating the conduct of business between the centers, the donors and the Secretariat. The draft had been the subject of further discussion between the Secretariat and the centers and the Chairman called on the Executive Secretary to report on the status of the paper.

31. Mr. Graves said that there was general agreement by the centers on the main body of the draft paper. A number of outstanding points had been settled: the date for receipt of the auditor's report had been put at May 1, and the amount of working capital had been set at 30 days' cash flow, unless a center showed from experience that a larger provision was necessary. This reduction from 40 days' provision could provide an important saving to donors, but it also implied prompt payments by donors, as early as possible in the calendar year.

32. Mr. Graves referred to two points which remained open. There was still a need to develop a uniform concept of contingency funds and of the proportion of core budgets they might properly constitute. The center's financial officers were meeting at CIMMYT and this might be one of the subjects that they would discuss. The other open matter was how to deal with variations from the center budgets presented at Centers Week. The Centers and the Secretariat were in agreement on this subject, subject to the discussion which would take place in the Consultative Group on this same point within the context of the Draft Integrative Paper, the next item on the agenda.

Draft Integrative Paper

Variations in Planned Expenditures (Agenda Item 5a)

33. The Chairman referred to the discussion at Centers Week on the degree of latitude which donors would expect centers to have in varying their actual expenditures from the budget presentations as made to TAC and the Consultative Group at Centers Week. The Chairman noted the consensus at the July meeting that the Group should not interfere with the judgment of Trustees and directors on how to allocate their resources within agreed programs and within the global figures of the approved budgets. He also noted donors' concern that changes in expenditure patterns might imply further changes of program in future years on



which both TAC and the CG needed to be consulted. The revised portion of the paper circulated on October 9, 1974, took into account both points. The paper identified the kinds of changes from planned expenditures which would be of concern to the Group and suggested that the Centers should report these changes to the Secretariat more rapidly. The Secretariat in turn would report to the Consultative Group any significant changes, and its report would form part of the record by which the centers performance would be judged in the ensuing year.

34. A representative asked the extent to which the paper had been discussed with the center directors. This portion of the Integrative Paper had in fact been discussed in the context of the budgeting and accounting paper in great detail during July with center directors and in subsequent correspondence. It now appeared that the views expressed by donors and center directors at Centers Week were appropriately reflected in the revised portion of the paper which provided an adequate set of guidelines on the subject and would replace paragraphs 50-57 of the Draft Integrative Paper of July 24, 1974.

#### Structure and Finance of Off-Campus Activities (Agenda Item 5b)

35. At Centers Week the Group had discussed the structure and support of outreach programs on the basis of the section in the Draft Integrative Paper (paras. 28-38). The discussion had also covered other activities carried out by the Center outside its headquarters, on the basis of which the Secretariat had prepared the paper on "Off-Campus Activities". The paper therefore opened up the broad questions of what were "core" activities or "cooperative" research Programs or "outreach" activities. The paper concluded that a large part of core staffing and financing was already devoted to "off-campus" activities; that this proportion was expected to increase; and that the structure and financing of "off-campus" activities was not consistently organized or defined by the various centers. The paper therefore concluded that the Secretariat should draft guidelines as a basis for achieving greater consistency and clarity in definitions.

36. One representative stressed the importance of the Centers presenting to the Consultative Group their total program of activities, whether for core, restricted core or special projects, whatever definitions were used. Moreover, presentations should distinguish between programs for which funding was assured and those for which funding was being sought. The Executive Secretary said that the budget and accounting paper now asked for fuller reporting of all center activities and plans; this could be expected in the budgets and programs presented in mid-1975.

37. Attention was called to the importance of the centers developing cooperative research and contract research not only with developed countries but with institutions in developing countries, in part as a way of strengthening national research capacity. In this connection, another representative pointed out that the distinction was not fully covered by the word "off-campus" as the question that was also one of activities crucial to the center's own research program, wherever they were conducted, as against activities designed to improve national programs through cooperative research or training. Centers should not over-reach themselves in such programs, but it was for the center to judge the need for off-campus and other activities in fulfilling its own mandate.



38. It was pointed out that it was not intended to merge for funding purposes all aspects of a center's program; indeed, for some donors it was easier to provide funds from various sources in their total budgets if there was a split between core programs (usually financed multilaterally) and outreach activities (usually financed bilaterally). In this way the flow of funds could be maximized.

39. The Chairman of TAC said that at its February 1975 meeting attention would be given to trying to understand the terms involved and to restating TAC's philosophy on national research.

40. The Chairman summarized the discussion by saying that donors were interested in having a full record of the proposed activities of each Center presented during the Centers Week, including core, restricted core and outreach proposals. There was a clear need for definitions and guidelines to be established on outreach and it was the responsibility of the Secretariat to ensure that these guidelines were followed. The "off-campus" paper would be annexed to the Integrative Paper, which would also retain the present section in paras. 28-38 on outreach. In addition, the Secretariat would draft guidelines and definitions which would be circulated to members for comment.

Relation of Bilateral Projects to International Agricultural Research Activities (Agencia Item 6)

41. At Centers Week, it had been agreed that donors needed to be better informed about each other's programs designed to help strengthen national and regional research programs and that the Centers should also have this information. Better information might lead to more effective relationships among bilateral programs and between centers and national research activities. There had also been some discussion of bringing donors and Center staff together to discuss more effective integration of their programs in relation to national research. The Secretariat had therefore been requested to arrange for donors to provide information to other CG members (and center directors and TAC) on their bilateral programs of assistance to national agricultural research programs. At the same time, the Secretariat had asked the centers to identify special projects which might be suitable vehicles for assistance by bilateral donors to national research programs.

42. The Chairman said that responses were still coming in from donor members and that no evaluation was practicable at this stage. He asked whether the Group wished to pursue the subject beyond arranging for the circulation of papers provided by various donors.

43. Discussion revealed general agreement that both the Centers and the donors could draw more adequately on research institutions in the various developed and developing countries and to do this needed better information. It was suggested that the Secretariat should analyze the material provided by donors and select groupings of activities supported by various donors independently which fitted together and which could be strengthened by a collaborative effort. A further step



would be for donors and center directors to meet and decide how to develop linkages in their research programs.

44. The Chairman of TAC emphasized TAC's concern to have better information on bilateral assistance to agricultural research programs in developing countries as a basis for its own discussions on strengthening national research. As part of this, TAC was interested in research projects in the developed countries which could be relevant to the developing countries.

45. Some representatives urged that further work should be devoted to simplifying the procedures for collecting information, developing a format, partly on the basis of submissions already made, which other donors could use in deciding what information to provide. There was emphasis on getting started with the process, opening up avenues of discussion and getting donors and centers together to discuss more effectively the integration of their programs, without awaiting any exhaustive tabulation of information. An exhaustive catalog of university or research institute activities was neither practicable nor desirable. The point was to identify where it would be possible to take advantage of research capabilities in developed or developing countries so as to avoid duplication and to identify research programs designed to improve knowledge about agricultural technology related to the less developed countries and of concern to the centers. It was agreed that the Secretariat of the CG together with the TAC Secretariat, would tabulate the information received and would develop some common approaches to the criteria which other donors might use in providing their information.

46. The Chairman summarized the discussion by stating that there was agreement on the general benefit of an exchange of information on bilateral programs of potential interest to other donors and to the centers themselves. He recognized that some donors were uncertain about what was called for by the Secretariat enquiry of September 12, 1974. The Secretariat would review the submissions already made and provide guidelines to donors. On this basis, more inputs from members would be expected and in turn this would enable a decision to be made on the appropriate type of discussions which might be held between donors and center staff. It might be practicable to arrange some form of discussion, on the basis of papers circulated and of analysis by the Secretariats, in time for the 1975 Centers Week.

#### Indications of Financial Support (Agenda Item 7)

47. Donors gave indications of the funds they expected, subject in some case to parliamentary or other approvals, to make available for the international agricultural research network in 1975. The Executive Secretary added up these indications to a total of about \$47.2 million, as against requirements of about \$45.7 million. He observed, however, that the resulting surplus of about \$1.5 million was probably more apparent than real; the requirements figure was not firm, and would be forced upward by inflation and perhaps other factors as well. The Chairman said that he had no doubt, in fact, that the apparent surplus would be absorbed by the programs which the Consultative Group was supporting.



48. In introducing the subject of financial indications, the Chairman had observed that the budget requirements of the research network might rise to \$60 million in 1976. Donors were able to give only very general indications of their intentions concerning financial support in that year and thereafter, but their statements indicated that the amount of finance available for the network would continue to rise in 1976.

49. A tabulation of intentions and requirements for 1975, augmented by information received by the Secretariat up to November 25, 1974, appears as Annex 4.

#### Investment in Agricultural Research (Agenda Item 8a)

50. The Chairman referred to the paper provided by the United Kingdom and circulated to members as a commentary on the report which Professor Evenson had prepared on investment in International Agricultural Research for the November 1973 meeting of the Consultative Group. The UK commentary pointed to a more modest assessment of the cost effectiveness of the green revolution and its annex reviewed the statistical methodology involved. The Chairman expressed the hope that this contribution would encourage others to explore this difficult field of economic analysis and assessment and to make available their critiques to other members of the Group.

51. The Bank representative referred to the January 1975 conference on agricultural research which the Agricultural Development Council was sponsoring. Additional work on the Evenson paper was in hand and would take into account the paper by the United Kingdom Authorities. The subject would be on the agenda for the ADC Conference. Another representative endorsed the desirability of securing further comments from other members so as to have better evidence on the effects of agricultural research. He raised the subject discussed in November 1973 as to whether the CG would not profit from a better data base on investment in agricultural research and on the effects of this research. Such information would help donors, particularly in securing increased funding for the research activities sponsored by the Group. He would like the Group to keep in mind the desirability of bringing together such information and making it available both to members and to TAC. The Chairman said that the subject would be taken up at the co-sponsors meeting at the close of the Consultative Group session.

52. Reference was made by one representative to the evaluations which the FAO and UNDP made of various specific investment activities. He felt that such case studies would be helpful to members of the Group. Mr. Oram referred to a FAO conference document on this subject and said he would try to arrange for it to be made available to members. He pointed out that the assessments were more qualitative than quantitative.

#### World Food Conference (Agenda Item 8b)

53. The Chairman explained that this Item was intended to provide members with an opportunity of deciding how the activities of the Consultative Group could best be put before the World Food Conference. He referred specifically to three



aspects: The Secretariat's contacts with the Preparatory Committee for the Conference, the recommendations of the Preparatory Committee on international agricultural research as presented in the working documents for the Conference, and the matter of how the Consultative Group would wish to present any views to the Food Conference.

54. He summarized the contacts with the Preparatory Committee as being the provision of material for the working papers for the Conference, his letter to the Secretary General of the Conference on the work on plant nutrition being carried out through the Group and through TAC, and the preparation of the Brochure on Consultative Group activities in time for it to be made available at the Rome conference.

55. Concerning the recommendations of the Preparatory Committee on international agricultural research, he invited the Bank representative, Mr. Yudelman, to open the discussion. Mr. Yudelman referred to the strong endorsement of the Consultative Group in the recommendations and to the endorsement of the support which the Group should give to linking its activities to national research programs, including the provision of adequate training at the centers. The Preparatory Committee had also endorsed the establishment of a center for the Middle East region and intensified research work on plant nutrients, both activities in course of development by the Consultative Group. The preparatory papers emphasized the importance of increased research on such cereals as barley and triticale, on increasing the biological efficiency of plants, on edible oil seeds and root crops, and on the study of tropical soils, including the best use of water. Finally, the papers strongly endorsed increased expenditures on international agricultural research.

56. Several representatives urged caution with respect to any figure of estimated expenditures for international agricultural research in 1985 and felt it would be unwise for the Group to endorse any estimate. Representatives also questioned the preparatory documents' recommendation that the number of international centers should be increased. The Chairman of TAC said there might be need for further centers of a specific nature or on a regional basis, but that an increase in the number of centers was certainly not a major thrust of the future activities of the CGIAR.

57. There was considerable discussion on what form of contact, if any, the Consultative Group might have with the World Food Conference, notably with respect to either a special communique or the content of the Press Release normally issued after the fall meeting of the Group. There was a general feeling that there should not be a special statement from the meeting to the World Food Conference, which was essentially a meeting of governments. References to the World Food Conference should be confined to the Press Release and should not endorse any specific recommendations of the Preparatory Committee nor make any specific recommendations to the Conference. They should focus on the Consultative Group's own activities, plans for future expansion and intentions for strengthening national research. This decision was reflected in paragraph 2 of the Press Release (Annex 5).

Press Release (Agenda Item 9)

58. The usual practice of the Consultative Group was to leave the drafting of the Press Release to the Chairman. In this instance, the discussion of the



World Food Conference under Agenda Item 8b, had led to a decision on how the Press Release should refer to the Conference. Apart from this topic, it was agreed that, following the normal procedures, the Press Release would be the Chairman's responsibility and would be made available in time for the World Food Conference. The text is attached as Annex 5.

Date and Place of Next Meeting (Agenda Item 10)

59. The Chairman referred to the custom of holding Centers Week at the end of July and asked members to set aside the week beginning Monday, July 28, 1975. At the same time he called attention to the increasing complexity of the Centers Week sessions which involved meetings of the center directors, of TAC, the center presentations, and the meeting of the Consultative Group. There was an intricate and demanding series of meetings, particularly with the growing size and complexity of the research system operating under the auspices of the Consultative Group. The Secretariat was considering how best to improve arrangements for Centers Week and would welcome suggestions from members to this effect.

Retirements of Dr. Bernstein and Mr. Graves

60. The Chairman informed the Group that this would be the last meeting attended by Dr. Joel Bernstein as head of the US delegation. He expressed appreciation of the personal contribution which Mr. Bernstein had made to the Group since its inception in 1971, not only in marshalling financial resources, but in actively participating in the formulation of its policies and of its methods of operating as an informal Group and on the basis of concensus reached in open discussion. Mr. Mashler and Mr. Oram supported these remarks on behalf of the co-sponsors and of the Chairman of the Technical Advisory Committee.

61. The Chairman referred to the impending retirement of the Executive Secretary of the Consultative Group, Mr. Harold Graves. He paid tribute to Mr. Graves for his leadership of the Secretariat, his personal support of the Chairman and his close and effective collaboration with members of the Consultative Group. Mr. Mashler and Mr. Oram, on behalf of the co-sponsors, expressed their appreciation of Mr. Graves' contribution to the Group.

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Mr. John K. Coulter, Scientific Adviser

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Mrs. Audrey Mitchell

Mrs. Gene Audifferen

Miss Caryl Jones



CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

CONSULTATIVE GROUP MEETING

October 30-31, 1974

IBRD Board Room

9:30 a.m. - 6:00 p.m.

AGENDA

1. Adoption of the Agenda
2. Ongoing Business
  - a. Genes Board - Status of TAC Consideration of Program  
(Document distributed by Group Secretariat, October 4, 1974, with amendment dated October 17, 1974)
  - b. WARDA - Report of Secretariat Mission  
(Document distributed by Group Secretariat, October 17, 1974)
  - c. Middle East Center (ICARDA) - Status of Preparatory Work  
(Document distributed by Group Secretariat, October 17, 1974)
3. New Proposals
  - a. CARIS-AGRIS  
(Document distributed by Group Secretariat, October 1, 1974; and Evaluation of CARIS Pilot Project, July 1974)
  - b. International Food Policy Research Institute  
(Document distributed by Group Secretariat, October 22, 1974)
  - c. Plant Nutrition Research  
(Document distributed by Group Secretariat, October 1, 1974)
  - d. ICRISAT Groundnut Program  
(ICRISAT Proposal for Research on Groundnuts, March 1974)
4. Budget and Accounting Paper: Amendments
5. Draft Integrative Paper
  - a. Variations in Planned Expenditures
  - b. Structure and Finance of Off-Campus Activities  
(Documents distributed by Group Secretariat, October 9, 1974)
6. Relation of Bilateral Projects to International Agricultural Research Activities  
(Memoranda distributed by Group Secretariat, September 12 & 13, 1974)
7. Indications of Financial Support in 1975 and thereafter
8. Other
  - a. Investment in Agricultural Research  
(Document distributed by Group Secretariat, October 17, 1974)
  - b. World Food Conference  
(Extract from Document prepared by Secretariat of U.N. World Food Conference for its Agenda Item 9)
9. Press Communique
10. Date and Place of Next Meeting.

Draft Terms of Reference of the CGIAR Subcommittee for the  
International Center for Agricultural Research in the Dry Areas (ICARDA)

- (a) Exploring appropriate arrangements with host countries for the establishment of ICARDA and examining the welcome likely to be accorded to its operations by these and other countries and institutions of the Middle East region interested in its objectives;
- (b) Until the appointment of an executing agent under item (c), the Subcommittee will:
- i) prepare draft agreements and appropriate by-laws, or other documents necessary for the establishment and operation of ICARDA as an independent legal entity with the authority required to achieve its objectives;
  - ii) develop a draft constitution of ICARDA's Board of Trustees;
  - iii) identify suitable site(s) for the operation of ICARDA;
  - iv) employ such temporary consultants as necessary for the preparatory work;
  - v) initiate planning for the research program including estimates of annual research budgets; and
  - vi) initiate site and facility planning, including engaging architectural or other services necessary to the preparation of capital development budgets.
- (c) Subject to the tailoring of programs to the level of financial support arranged through the CGIAR, and with the advice and concurrence of the Chairman of the CGIAR, the Subcommittee will appoint an executing agent who will, under the guidance of the Subcommittee, continue the tasks outlined in (b) and who will enter into the signing and registration of the documents necessary to establish and assure the continued operation of ICARDA as an independent legal entity, acquire suitable lands, and appoint a Project Operations Officer to carry out the initial phase of the development of experimental facilities, including laboratories, and the program of research work of the Center, until such time as the first Board of Trustees has been designated and takes charge of the Center.



CGIAR ALLOCATIONS, 1975 (\$ million)\*

	TOTAL	CIAT	CIMMYT	CIP	ICRISAT	IITA	IRRI	ILCA	ILRAD	Genes	WARDA	ICARDA	CARIS	Unallocated
Australia	1.320				.415		.430	.300						.150 <sup>c/</sup>
Belgium	.605				.025	.380		.090			.055	.025	.030	
Canada	4.230	.800	.835	.320	.800	.850			.400	.100	.100	.025		
Denmark	.400		.150	.220				.030						
Ford	3.000	.625	.650			.750	.750					.025		.200
France	.360							.200			.125		.035	
Germany	3.875	.290	.290	.080	.440	1.085	.040	.390	.390	.020		.025		.825
IDB	3.700	[1.645]	[1.685]	[.370]										
IDRC	1.180		.080		.350		.700					.050		
Japan	[.280]						[.280]							
Kellogg	.290	.290												
Netherlands	1.200	.175		.200	.175	.150		.100	.150	.100	.075	.025	.050	
Nigeria	.810				.160	.410		.160			.080			
Norway	.730				.730									
Rockefeller	3.000	.600	.625	.100		.550	.700		.200			.025		.200
Sweden	2.070			.340	1.300			.340		.090				
Switzerland	.460	.115		.115	.230									
U. K.	2.550	.110	.110	.140	.535	.700	.535	.095	.235	.065		.025		
UNDP	2.120		1.055		.840			.200				.025		
UNEP	.450	[.070]	[.020]		[.120]	[.070]	[.070]			.100				
U. S.	11.000	[1.230]	[1.765]	[.575]	[2.060]	[2.060]	[1.925]	[.140]	[.540]	[.080]	[.120]	[.050]	[.075]	[.380]
World Bank/IDA	4.530	[.110]	[.110]	[.100]		[.485]	[1.780]		[.255]			[.025]	[.075]	[1.590]
AVAILABLE	48.160	6.060	7.375	2.560	8.180	7.490	7.210	2.045	2.170	.555	.555	.350	.265	
REQUIRED	45.330	6.060	7.375 <sup>a/</sup>	2.560 <sup>b/</sup>	8.255	7.115	8.070	1.885	2.170	.555	.575	.350	.360	
NET		=	=	=	-.075	+.375	-.860	+.160	=	=	-.020	=	.095	

[ ] Secretariat estimate.

a/ Including \$45,000 for flood damage.

b/ Including \$100,000 for earthquake damage.

c/ Intended for support of the activities of TAC.

Donor Allocations Expressed in Currencies Other Than U. S. Dollars

Australia

ICRISAT - A\$ 315,000  
IRRI - 325,000  
ILCA - 225,000  
ICARDA - 20,000  
TAC - 115,000

Belgium

ICRISAT - Bf 1.0 million  
IITA - 15.2 "  
ILCA - 3.6 "  
WARDA - 2.0 "  
ICARDA - 1.0 "  
CARIS - 1.2 "

Canada (C.I.D.A.)

CIAT - Can\$800,000  
CIMMYT - 835,000  
IITA - 850,000  
ICRISAT - 800,000  
CIP - 320,000  
ILRAD - 400,000  
WARDA - 100,000  
Genes - 100,000  
ICARDA - 25,000

Germany

CIAT - DM 750,000  
CIMMYT - 750,000  
CIP - 200,000  
ICRISAT - 1,140,000  
IITA - 2,800,000  
IRRI - 100,000  
ILCA - 1,000,000  
ILRAD - 1,000,000  
Genes - 50,000  
ICARDA - 60,000  
CARIS (not stated in DM)

IDRC

CIMMYT - Can\$ 80,000  
ICRISAT - 350,000  
IRRI - 700,000  
ICARDA - 50,000

Nigeria

ICRISAT - ₦100,000  
IITA - 250,000  
ILCA - 100,000  
WARDA - 50,000

Norway

ICRISAT - Nk4,000,000

Sweden

Genes -Swk 400,000  
ILCA - 1,500,000  
CIP - 1,500,000  
ICRISAT - 5,700,000

United Kingdom

CIAT - £ 47,000  
CIMMYT - 48,000  
CIP - 60,000  
ICRISAT - 230,000  
IITA - 300,000  
IRRI - 235,000  
ILCA - 40,000  
ILRAD - 100,000  
Genes - 25,000  
ICARDA - 10,000



INTERNATIONAL BANK FOR  
RECONSTRUCTION AND DEVELOPMENTANNEX 5

1818 H STREET, N.W., WASHINGTON D. C. 20433 TELEPHONE: EXECUTIVE 3-6360

November 4, 1974

Subject: October meeting of the Consultative Group on International Agricultural Research

Pledges of about \$45 million for support in 1975 of international agricultural research activities designed to increase food production in the developing world have been made by donor governments and organizations of the Consultative Group on International Agricultural Research. The money was pledged yesterday during the second and final day of the Group's yearly meeting held at the headquarters of the World Bank in Washington, D. C.

In their discussions, the members of the Group took note of the recommendations to be considered next week by the World Food Conference in Rome for the strengthening of agricultural research, both national and international, in and for the benefit of developing countries. Apart from the Group's own support of international research, which is expected to go on growing in future years, members discussed ways in which international agricultural research activities might be more effectively employed to assist and reinforce national research programs in developing areas.

When it first met, the Consultative Group on International Agricultural Research obtained pledges from its donor members of \$15 million for research programs in 1972. Yesterday's pledges totalling almost \$45 million, which contrast with the \$33 million pledged for 1974, illustrate the rapid expansion which has taken place in support of research efforts to help meet the world's food needs.

/more

The Group also confirmed its approval of the establishment of a new research center to serve the world's dry areas, to be located in the region of the Near East and North Africa. The International Center for Agricultural Research in the Dry Areas -- ICARDA for short -- is expected to have its headquarters in Lebanon. Two associated centers in designated zones of the region with differing ecological conditions would also be established. The establishment of ICARDA rounds out the world-wide network of research activities which the Group sponsors. A substantial number of members of the Group have indicated their intention to cooperate in setting up a preparatory fund for the further planning of ICARDA.

The Consultative Group has, since its inception in 1971, supported the ongoing work at five international agricultural research centers, and has established new centers in East Africa and India.

The two best known centers supported by the Group -- and the oldest -- are the International Rice Research Institute (IRRI), located in the Philippines, and the Wheat and Maize Improvement Center (CIMMYT), located in Mexico. The two centers jointly received the Unesco Science Prize in 1970 for their development of new high-yielding varieties of wheat and rice, and Norman Borlaug, director of CIMMYT's wheat research, was awarded the Nobel Prize for Peace in that same year.

Other research centers whose ongoing programs have been supported by the Consultative Group include:

-- the International Institute of Tropical Agriculture (IITA), in Nigeria, which is focusing on farming systems for the humid tropics, mostly in Africa, with special attention to the use of tropical soils;

-- the International Center of Tropical Agriculture (CIAT), in Colombia, a pioneer in developing effective farming systems for lowland tropical areas of the Western Hemisphere;



-- and the International Potato Center in Peru, a one-crop institute working to expand potato cultivation in developing areas.

New organizations formed under the sponsorship of the Consultative Group and drawn under its international umbrella are:

-- the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), in India, which stresses farming systems and water conservation methods of particular benefit to small-scale farmers in hot but water-short regions;

-- the International Laboratory for Research on Animal Diseases (ILRAD), located in Kenya, which concentrates on finding immunological methods for controlling two major animal diseases -- East Coast fever and trypanosomiasis;

-- the International Livestock Center for Africa (ILCA), in Ethiopia, which is working to increase animal production in the developing world through improved techniques of animal husbandry; and

-- the International Board for Plant Genetic Resources, based on Rome, which is working to conserve valuable plant types and to make them available to crop research and production programs in developing countries.

The original reputation of international agricultural research efforts was built by the achievements of CIMMYT and IRRI. Advances continue: for example, high-yielding, high-protein maize (CIMMYT); a new high-yielding rice variety with an unprecedented range of resistance to, or tolerance of disease and insect pests (IRRI); a rice-production system with high potential for large areas of land in South America which are now mostly unproductive (CIAT); an improved maize variety which can double yields in Western Africa (IITA); and a promising start in the development of potato varieties that will be highly resistant to late blight, the most important disease of potatoes (CIP).

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The Consultative Group, during its two days of deliberations, also agreed to support financially an information system that would collect data on and provide information about agricultural research work undertaken throughout the world. This system, called CARIS (Current Agricultural Research Information System), would, for instance, publish directories of all research institutions, research workers, and a directory of all main lines of research in agricultural research.

The Group also:

-- affirmed its financial support for a program of rice trials currently underway by the West African Rice Development Association in its 14 member states;

-- gave responsibility for a program of research on groundnut development to ICRISAT, the newly-established (1972) center in India; and

-- approved the 1975 program of the International Board for Plant Genetic Resources.

The Consultative Group is co-sponsored by the Food and Agriculture Organization (FAO) and the United Nations Development Programme (UNDP). The World Bank is Chairman of the Group.

Among its 30 members are 21 donors: Australia, Belgium, Canada, Denmark, France, Germany, Japan, the Netherlands, Norway, Sweden, Switzerland, the United Kingdom and the United States among governments; the Inter-American Development Bank; three private foundations -- Ford, Kellogg, and Rockefeller; three agencies in the United Nations system -- UNDP, the World Bank and the United Nations Environment Programme; and the International Development Research Centre, an autonomous Canadian organization.