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The Atlantic

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STANLEY HOFFMANN ON FOREIGN-POLICY REALISM / JOHN KEEGAN ON AFGHANISTAN

Punishment Vs. Discipline

By Bruno Bettelheim



the conservative Democrats created them?

In fact, as the Republicans describe their future reign in state government, it will be different only in style from the reign of the Democrats in the past: the Republicans, with their suburban base, will be less folksy. As a truly statewide party, with many campaigns to finance and voters to please, they would be fools to offer as their vision a state government whose main activities of road building and educating would be radically reduced.

So for the moment Texas has parties but not "factions" in Madison's sense of the word. The state is in harmony on substantive issues in large part because of the residual good effects of the ten-year oil boom. It is still flush with new people and new institutions, and they

make the squabbles that once mesmerized the legislature seem irrelevant. There hasn't been time for a new generation of squabblers to become entrenched. As the economist Mancur Olson has pointed out, when societies become economically and politically ossified, well-established interest groups are usually to blame, not ideology. Certainly in Washington the interest groups, not the Republican ideological tide, are keeping the U.S. Congress at a standstill on issues like trade, tax reform, and cutting the deficit. For Texas, then, the most important question is whether the state can somehow get through a long period of economic stasis without becoming paralyzed politically. If it can't, its politics are going to get tangled up no matter which party is in charge.

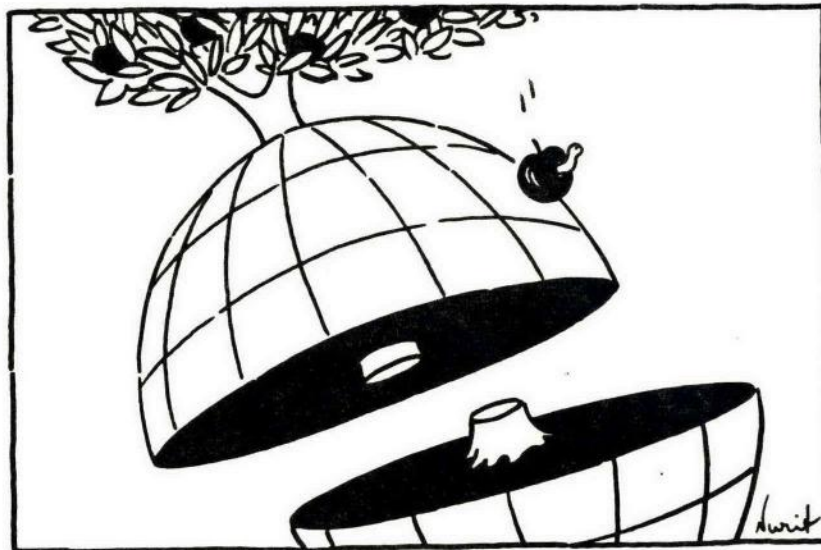
—Nicholas Lemann

and whole groves were burned to the ground. Within weeks 160 state and federal agents were assigned to the effort. The Florida Department of Corrections volunteered a hundred prisoners to tend the fires. By last April some seven million trees had been destroyed.

That a handful of ailing seedlings in one forty-acre plot could jeopardize an enterprise the size of the Florida citrus industry reveals much about the fragility of modern agriculture. To date no one knows where the canker bacteria originated or how they found their way to Polk County, but the reason to fear their proliferation is easily identified. The problem is genetic uniformity. Eighty-six percent of Florida's commercial orange harvest in 1983 consisted of just three varieties: Hamlin, Pineapple, and Valencia. A single strain, Marsh, accounted for nearly two thirds of the state's grapefruit crop. As citrus breeders have selected ever more exclusively for a few commercially desirable characteristics, they have whittled away the genetic underpinnings of their industry. If canker could establish a beachhead in Avon Park, authorities realized, it could conquer the whole state.

In a sense, genetic uniformity is the logical consequence of successful "production" agriculture. Subsistence farmers can raise relatively small quantities of a broad spectrum of crops; market growers must specialize. Production agriculture requires a focus on a limited number of marketable crops, and within that narrow range, increasingly, on only those varieties of given crop that satisfy commercial demand. From this perspective, especially in the agriculture of the developed world, traditional "cultural" plant-breeding virtues such as hardiness, disease resistance, and adaptation to local climate decline in importance. Generally, the lack of one or another of these attributes can be compensated for by a manipulation of growing conditions. More important are market factors, as illustrated by the infamous square tomato and the Florida juice orange, which processors want pulpy and comparatively dry.

As ever more of our fields and orchards are committed to ever fewer varieties, we forfeit diversity, agriculture's traditional first line of defense. When most farmers grew many different crops, and most crops comprised many different varieties, the effects of a pest or a disease tended to be localized. The progress of an outbreak was arrested as



UNITED NATIONS A BATTLE OVER SEEDS

*The Third World asks for a share of gene stocks bred in Northern laboratories
—from Southern seed*

ON A BRIGHT Thursday morning in August of 1984 a foreman at Franklyn Ward's citrus nursery, near Avon Park, Florida, stopped into the office for a word with his boss. Several dozen orange and grapefruit seedlings in one section of the nursery seemed to have taken sick inexplicably, and he wanted Ward to have a look. The immature trees were

afflicted with scabrous yellow-green lesions, and the nurserymen suspected fungicide burn. The truth was a good bit more alarming. Routine laboratory analysis of the diseased tissue revealed that citrus canker, thought to have been eliminated in Florida, had resurfaced in a virulent and previously unknown form. The presence of canker, a bacterial infection transmitted with alarming facility by water, wind, or contact, imperiled Florida's entire \$2.5 billion citrus industry. Citrus canker is impervious to known pesticides. The only remedy is to eradicate contaminated trees. Franklyn Ward's nursery was burned. So were portions of nurseries to which he had sold stock, and orchards where that stock had been planted. Throughout the Florida citrus belt individual specimens

the agent encountered plant varieties naturally resistant to its spread. And with numerous varieties under cultivation, that encounter typically occurred quickly. Where such diversity was lacking, calamity reigned. In the mid-nineteenth century the Irish potato blight decimated a genetically uniform staple crop, leaving two million people dead in the aftermath. Modern agriculture, aware of the perils of uniformity but compelled by the power of the marketplace, guards against catastrophe by planting varieties resistant to common pests and by using pesticides and other prophylactic measures. These tactics by and large work, but the uniformity remains, and when something like citrus canker comes along, to which the dominant varieties are not resistant and for which we have no chemical antidote, it can sweep unimpeded through a crop. The U.S. corn crop in 1970 was stricken with southern corn leaf blight, reducing the total harvest nationwide by nearly 15 percent. Losses in some areas topped 50 percent. At the time, roughly three quarters of the nation's corn acreage was devoted to six hybrid varieties. "The key lesson of 1970 . . .," a National Academy of Sciences report warned, "is that genetic uniformity is the basis of vulnerability to epidemics. The major question the Committee on Genetic Vulnerability of Major Crops asked was, 'How uniform genetically are other crops upon which the nation depends, and how vulnerable, therefore, are they to epidemics?' The answer is that most crops are impressively uniform genetically and impressively vulnerable."

When an epidemic looms, or, more typically, soon after one strikes, plant breeders get busy hunting for varieties resistant to the malady in question, the genes from which they can then breed into commercially desirable strains until they come up with one that combines desirability and resistance. Genetic material extracted from primitive corn varieties native to Latin America, the ancestral birthplace of all the world's corn, helped rescue the U.S. crop after 1970. Citrus canker is endemic to south China, where innumerable wild and cultivated citrus varieties still grow, and in whose jungles, somewhere, there presumably exists a strain immune to the Florida bacteria. We have only to find it.

Which brings us to the geopolitics of seeds. However much U.S. breeders might wish to get their hands on Chinese genes, for the time being they

can't. In late 1983 American and Chinese citrus specialists met in Orlando to compare notes and to review each other's breeding programs and research needs. The meeting was mutually beneficial, so a second session was planned for the following November, in the People's Republic. A collecting expedition was scheduled to take place along with that colloquy, giving Western scientists their first opportunity since the revolution to gather specimens in the wild in south China. Before they could do so, however, the United States suspended agricultural exchange programs with China. Washington explained that the move came in retaliation for China's failure to honor the terms of a wheat-purchase agreement. Peking replied that its action was a response to U.S. limits on Chinese textile imports. The standoff that ensued left Florida citrus breeders with nothing to do but wait.

AT THE 23RD Conference of the United Nations Food and Agriculture Organization (FAO), convening this month in Rome, incidents of that sort will be much on the delegates' minds. Over the past decade or so questions about the preservation and the control of the world's seeds have risen to prominence on the FAO agenda. (Actually, *seeds* is too narrow a term. Most experts instead say *germplasm*, which refers to the genetic material encoded not only in seeds but in rootstocks and plant tissue of all kinds, or *plant genetic resources*, which covers everything from microscopic cell samples to growing trees—anything that might be instrumental in the development of new or improved plant varieties.) The debate over plant genetic resources is no longer the sole province of technocrats and scientists. Like so many UN struggles, this one pits the underdeveloped and developing nations of the Southern tier against the developed nations of the North. And as is so often the case, the argument centers on resources: how and where plant genetic resources are being collected, and by whom, and how and where they are preserved, and for whom. At the past two FAO biennials, in 1981 and 1983, Third World representatives sought to redress what they regard as fundamental inequities in the stewardship of our global genetic treasury. Battle lines stratified along familiar UN lines, but some strange alliances emerged. This may be the only conflict in which Nicaragua and El Salvador find themselves on the same side.

A map of the globe overlaid to show the origins and subsequent peregrinations of major crops challenges comfortable illusions about agricultural independence. The now ubiquitous potato, for instance, is native to the high Andes. The Central American coffee industry owes its existence to African seed stocks. Corn came from Mexico, wheat from Ethiopia, apples from Asia, and onions from eastern Europe. Every important food crop in the United States and Canada hails from someplace else, and while our genetic debt may be larger than some, the internationalization of agriculture guarantees that no nation can be wholly self-reliant. The Russian botanist N. I. Vavilov traced the genesis of the world's agriculture to a dozen scattered regions of enormous natural plant diversity. What is most striking about the so-called Vavilov Centers, from a geopolitical standpoint, is how many of them are located in the Southern Hemisphere and how few in the Northern. The industrialized nations of the world are wealthy in many ways, but we are genetic paupers, and this, more than anything else, is what intensifies the FAO debate.

If the bulk of the world's genetic diversity is concentrated in the South, historically the technological capability and economic wherewithal needed to make use of that resource—the private seed companies and government research agencies, academic institutions, plant-breeding laboratories, gene banks, and seed-storage facilities—have existed exclusively in the North. To be sure, the flow of genetic resources from South to North went on for a long time before any eyebrows were raised. The great eighteenth- and nineteenth-century botanists, like their counterparts in the other natural sciences, were inveterate collectors, hauling back trunks full of exotic plants and seeds for installation in botanical gardens and research collections at home. The practice has continued unabated ever since, and much good has been done along the way as wild species and "landraces" (primitive varieties grown by peasant farmers) have been civilized and made to yield bountiful harvests. Unavoidably, certain advantages accrued to the North as a result, but the lopsidedness of the transaction was defended on the grounds that the South stood to benefit along with the North from the improved crops that research would provide. That, of course, is true. But the argument gives little weight to the intrinsic

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value of primitive plants as living repositories of crucial genetic information, and it fails to consider the impact of the improved crops, whose introduction has often led to the wholesale abandonment of indigenous varieties.

As developing nations shift from subsistence to production agriculture, natural diversity gives way to improved but genetically uniform crops. Forests are felled to make pastures whereon cattle can be fattened for export. Coffee, cotton, wheat, soybeans, melons, squash, and flowers are planted in place of the traditional varieties of native plants. In regions where myriad species and varieties once flourished, a few strains of a single market crop now grow. This trend is hastened by other factors, of course, such as population pressure, urbanization, and desertification, but modern agriculture must shoulder much of the blame. In India over the centuries some 30,000 different rice landraces have grown, but now Dr. H. K. Jain, of the Indian Agriculture Research Institute, in New Delhi, worries that just ten varieties will soon provide three fourths of the subcontinent's rice. According to a Dag Hammarskjöld Foundation report, "Genetic erosion is sweeping like a prairie fire across the world."

Because no one can predict when a new threat—like citrus canker—will surface, we'd be wise to keep our genetic larder as well stocked as possible. Approximately 22 percent of the plant genetic resources collected and stored worldwide are held by the United States, but even so, we are scarcely secure. "If we had only to rely on the genetic resources now available in the United States for the genes and recombinants needed to minimize genetic vulnerability of all crops into the future," writes Dr. J. P. Kendrick, Jr., of the University of California at Davis, "we would soon experience losses equal to or greater than those caused by southern corn leaf blight a few years ago—at a rapidly accelerating rate across the entire crop spectrum."

Once a primitive variety is replaced by an improved strain, it may never be planted again. At that point, if it has not already been collected and preserved, it will be lost. The magnitude of such a loss can easily be underestimated. The new varieties, after all, are often demonstrably superior to those they supplant—they tend to be higher yielding, more reliable. By contrast, the lost varieties may seem undistinguished, but over the ages

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they might have evolved a resistance to some specific pest, or a tolerance for particular environmental conditions, the genetic ingredients for which will be lost along with them. A few years ago an expedition to the Sierra de Manantlan, in western Mexico, turned up a primitive relative of corn, *Zea diploperennis*, growing in a peasant farmer's field. *Zea diploperennis*, in addition to being resistant to four of the seven major corn diseases, happens to be a perennial. The development of perennial corn would revolutionize agriculture.

A KEY FACTOR in the decline of genetic diversity has been the emergence of a global seed industry. Since the Second World War the enactment of legislation regarding plant patenting and plant-breeders' rights, which provides a form of monopoly protection, coupled with a growing preference among farmers for hybrid crop varieties, which cannot be propagated from their own seeds, has enabled seed companies for the first time to exercise true proprietary control over the seeds they sell. Concurrently the Green Revolution push for higher agricultural productivity in the Third World has opened vast new markets, fueling the internationalization of the seed trade. (U.S. seed exports have doubled since 1970.) What had long been a local or regional business moved into the big leagues of world commerce as independent seed companies were incorporated into multinational chemical and pharmaceutical firms such as Royal Dutch/Shell, Monsanto, IIT, and Ciba-Geigy. These new players wielded previously unimaginable financial clout, and to some in the Third World they seemed to be guilty of a sophisticated technological sleight of hand. According to Cary Fowler, an agricultural economist who is particularly critical of the developed world's seed-bank policies, plant varieties originally collected in the South have been altered slightly by Northern seed companies and then sold back to their countries of origin. Again according to Fowler, forage legumes gathered in Libya were grown out for seed in Australia and marketed to the Libyans as improved varieties. The same sort of seed manipulation, Fowler charges, happened with Sudanese sorghum.

In 1981 the Mexican government commissioned a team from American University to study the international seed industry's activities in Mexico. The dollar value of the contribution that

Third World genetic resources make to the economies of the developed world is impossible to fix, but no one doubts that that contribution is enormous. The Mexicans felt that the return on their investment was unsatisfactory. They noted that the overwhelming majority of genetic resources collected in the South were stored in facilities that were either located in or controlled by nations of the North. But no internationally recognized covenants guided the operation of those facilities or the management of the resources they contained. In an atmosphere of escalating North-South tension, the Mexicans wondered, what would prevent one government from denying another access to genetic material held within its borders, regardless of where the stuff initially came from?

Not much, their research suggested, save for a tradition of collegial good will. The Mexicans were not reassured by a 1977 letter from the head of the U.S. Agricultural Research Service to the chairman of the International Board for Plant Genetic Resources (IBPGR). The IBPGR is a quasi-independent entity funded mainly by the World Bank-backed Consultative Group on International Agricultural Research (CGIAR). Though it is housed at FAO headquarters, in Rome, the IBPGR is not a UN agency, but in 1977 it was the only international organization with a specific mandate to coordinate genetic-resource activities. Its director had polled governments and relevant agencies on their policies regarding access to genetic materials placed in their care. The U.S. letter, whose policy implications have since been reaffirmed, stated in part that materials stored at U.S. facilities "would become the property of the U.S. government, would be incorporated with our regular collections, and made available upon request on the same basis as the rest of the collection. . . . As you know, it has been our policy for many years to freely exchange germplasm with most countries of the world. Political considerations have at times dictated exclusion of a few countries." The Mexicans arrived in Rome for the November, 1981, FAO conference intent on seeking a change. They petitioned for UN control of the IBPGR, for a UN-sponsored and -operated international seed-storage facility and gene bank, and for a formal international legal convention on plant genetic resources.

The developed nations were unimpressed. Acknowledging the need to

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Psycholinguist Suzette Haden Elgin has presented her innovative self-defense principles in a variety of formats. She has given workshops and seminars all over the U.S., including verbal self-defense sessions for doctors, lawyers, and other professionals. Dr. Elgin has also created a self-defense tape and a training manual for people who teach her self-defense techniques.

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protect and preserve the world's gene stocks, they supported the principle of full and free exchange, but they firmly opposed the Mexican proposals. In particular, they rejected the idea of an international legal convention, saying that it would contravene legislation to protect domestic plant varieties. They contended that privately held materials could not be transferred to international control and, further, that the imposition of UN supervision would needlessly politicize gene collection and storage. To create a new system was unnecessary, they said, when the current one worked fine.

Third World representatives countered that since their resources had been removed for use and storage in the North, they were entitled to stronger guarantees of access. While commending the efforts of the IBPGR, which maintains research collections worldwide, they lamented its uncertain mandate and limited funding. Finally, they suggested that the existing mixture of independent public and private activities, in the absence of some sort of international supervision, provided no way of knowing what resources were held where, or who was collecting what. The debate ended in a draw, with the conference asking the director-general of the FAO to "examine and prepare the elements of a draft international convention" and to assemble a background report on the status of genetic-preservation efforts for presentation to the 22nd Conference, in Rome, in 1983.

Director-General Edouard Saouma's report did little to bolster the Northern nations' position. It found that "there is no established mechanism for the global coordination of plant genetic resource activities." The International Board for Plant Genetic Resources was described as "an entity without legal personality . . . managed by experts acting in their own personal capacity," whose work, in any case, was financially dependent "to a large extent on voluntary contributions from CGIAR donors, which do not make longer-term commitments in this respect." The report went on, "The essential characteristic of the present system . . . is its lack of institutionalization. . . . Certain essential guarantees with respect to plant genetic resource activities in the IBPGR system are contained in a letter of commitment for which, however, there is no legal basis."

The report concluded,

Whether or not restrictions on the availability of plant genetic resources are more widespread than has so far become apparent, the fact remains that there has been no general commitment on the part of governments or relevant institutions to apply the principle of free exchange and to ensure that this principle is adequately reflected in basic legal texts.

A draft convention was attached.

AT THE 22ND Conference, argumentation—and there was a lot of it—turned mainly on what legal authority, if any, the proposed convention might have, and on precisely which categories of genetic resources would fall under its provisions. No one objected to the proposition that global gene stocks were, in UN parlance, a "common heritage" of mankind, but beyond that, consensus evaporated. Developing nations hoped that the convention would assure them of access not only to their own primitive varieties now held in foreign collections but also to the intermediate and end products of research conducted to improve those varieties. Developed nations sought a more limited access. In their view, the common heritage included everything as yet unimproved or uncollected and still growing in the wild or in native agriculture, and everything already controlled by international institutions like the IBPGR and the CGIAR. What it emphatically did not include was "advanced breeder's lines," the stocks used by plant geneticists to develop improved varieties, or any other privately held materials regarded as proprietary by their holders. The United Kingdom delegate called such resources "commercially sensitive," and a U.S. delegate, C. R. Benjamin, asserted, "There is simply no way that control of those collections will be granted to any outside organization."

Of course, the developed nations have the most use for the diverse genetic resources of the Third World, which in turn badly wants precisely the proprietary lines: the critical links between primitive and improved varieties.

The debate was acrimonious even by UN standards. Eventually an uneasy compromise was struck. The broader definition would apply, but instead of a legal convention the conference would authorize a non-binding "undertaking," which is the FAO equivalent of a sense-of-the-congress resolution: an expression of collective opinion which commits

no one to anything. Still, both sides continued to press their cases. The Third World, led by the Mexicans, fought to have language adopted that might improve the odds for a legal convention at some later date, and they eventually succeeded.

AGAINST THAT background the 23rd Biennial gets under way this month in Rome. The South will certainly renew its demand for a legally binding convention, which the North can again be expected to resist. A great deal rides in the balance. Developing countries, having fared poorly in their attempts at industrialization, are increasingly turning to modern export agriculture as an alternative. This has two immediate effects. First, it makes them more determined than ever to gain access to genetic resources that they believe might enhance their chances for success. Second, and probably more important, it quickens the pace at which natural genetic diversity is being eliminated in favor of a more profitable genetic homogeneity. If hitherto uncollected plant varieties are to be saved, the time is now. "If the work is not done within the next five to ten years," J. Trevor Williams, the executive secretary of the IBPGR, told the British journal *Nature*, "we're finished." Some observers fear that developing nations may forbid further collecting if they are thwarted in their call for international controls. Ethiopia has already embargoed its coffee germplasm, which is urgently needed by Latin American growers.

The stakes of the developed nations have also been substantially raised. The absorption of small independent seed houses into big chemical conglomerates is no accident, coming as it does when the biotechnology industry is poised at the verge of commercial viability. Genetic resources are approximately as important to biotechnology as iron ore is to steel manufacture, and many of the industry's most promising potential products are agricultural. From the perspective of the developed world, any disruption now of the established order could be disastrous. Huge sums have been invested in research and development on the understanding that the results would be the sole property of their developers. The prospect of such property passing into the public domain does not go down easily in the boardrooms and capitals of the North.

—J. Tecere MacFadyen

conference

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS ROME

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Twenty-third Session

Rome, 9 - 28 November 1985

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FOLLOW-UP OF CONFERENCE RESOLUTIONS 8/83 AND 9/83
ON PLANT GENETIC RESOURCES

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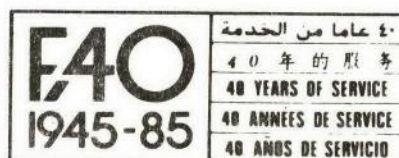
INTRODUCTION

1. By Conference Resolution 8/83 the Twenty-Second Session of the Conference adopted the International Undertaking on Plant Genetic Resources. The Director General transmitted the Resolution and the attached International Undertaking by Circular State Letter of 22 February 1984 to Member Nations of FAO, to non-Member Nations which are Members of the United Nations, to any of its Specialized Agencies and the International Atomic Energy Agency, and to autonomous international institutions having responsibilities with respect to plant genetic resources and invited them to declare their interest in the Undertaking and the extent to which they can give effect to the principles contained in the Undertaking.

2. As requested by Conference Resolution 9/83, the Council at its 85th Session held on 24 November 1983 established by Council Resolution 1/85 a Commission on Plant Genetic Resources, with the following terms of reference:

- (a) to monitor the operation of the arrangements referred to in Article 7 of "the Undertaking",

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- (b) to recommend measures that are necessary or desirable in order to ensure the comprehensiveness of the global system and the efficiency of its operation in line with "the Undertaking" and, in particular,
- (c) to review all matters relating to the policy, programmes and activities of FAO in the field of plant genetic resources and to give advice to the Committee on Agriculture or, where appropriate, to the Committee on Forestry.

3. Council Resolution 1/85 was transmitted to all Members of FAO by the Director General's State Letter of April 6 1984, requesting them to indicate their interest in becoming member of the Commission. They were invited at the same time to the first Session of the Commission held from 11 to 15 March 1985. Also invited to the first session as observers were 13 non-Member Nations of FAO, 2 UN Organizations and Specialized Agencies and 13 autonomous international institutions.

FIRST SESSION OF THE COMMISSION ON PLANT GENETIC RESOURCES

4. The first Session of the Commission on Plant Genetic Resources was held at FAO headquarters from 11 to 15 March 1985. Refer to the Report of the First Session of the Commission on Plant Genetic Resources^{1/}.

5. Ambassador Carlos di Mottola Balestra (Costa Rica) was elected as Chairman of the Commission, Mr. John Glistrup (Denmark) as First Vice-Chairman, and Mr Mame Balla Sy (Senegal) as Second Vice-Chairman.

Membership of Commission

6. From the 67 Member Nations which became members of the Commission by the date of the First Session, representatives of 55 countries participated. 27 Member Nations, 3 UN organizations, the EEC and 8 other international organizations were present as observers.

7. As of 31 July, 1985, membership of the Commission increased from 67 to 77 Member Nations. The list of countries is given in Appendix I.

8. The deliberations of the Commission concentrated on six items:

- The response of countries and international institutions to Conference Resolution 8/83 and Council Resolution 1/85;
- Base collections of plant genetics resources;
- Status of in situ conservation of plant genetic resources;
- International information system on plant genetic resources;
- Training activities and training requirements; and
- Future work programme of the Commission.

Under each item the Commission made a number of recommendations which are contained in the Report. Refer to the Report of the First Session of the Commission on Plant Genetic Resources^{1/}.

^{1/} CPGR/85/REP

Adherence to International Undertaking

9. Adherence to the International Undertaking on Plant Genetic Resources has slightly increased since the First Session of the Commission. As of 31 July 1985, 83 Member Nations responded officially and, of those, 76 have agreed in principle to adhere to, or have expressed support for, the Undertaking. Seven countries have stated that they are unable to adhere to the Undertaking: five because of a lack of financial and manpower resources, and the other two because of objection on the grounds of duplication of efforts with those of the IBPGR.

10. Out of the 13 Nations which are not Member Nations of FAO only three have responded. One indicated its willingness to give all necessary attention to Conference Resolution 8/83. The various Specialised UN Agencies and other relevant Institutions as well as the International Agricultural Research Centres have in general responded positively. IBPGR offered to continue its collaboration with FAO, but stressed the need to avoid overlapping of functions.

Recommendations of the Commission

11. The Commission recommended inter alia that the Director-General should appeal to all countries which had not yet subscribed to the Undertaking to give their endorsement. It agreed that the Secretariat should also investigate ways and means to increase participation in the Commission by non-Member Nations.

12. The Commission also recommended that special attention be given to the avoidance of duplication or overlapping of activities and to ensure complementarity between the work of IBPGR and the Commission in the implementation of the Undertaking and that the letter of agreement between FAO and IBPGR signed in 1974 be reviewed by the parties concerned and if necessary modified to take into account the implementation of the Undertaking and the establishment of the Commission.

13. The Commission decided that a Working Group comprising 23 members be established. The Working Group should consider the progress made in implementing the Commission's programme of work and any other matters referred to it by the Commission. The Working Group will be chaired by the Chairman of the Commission who was requested to select the other members after consultation with the regional groups concerned. The Chairman of the Commission has completed the selection of members of the Working Group of the Commission. The Working Group will meet in February 1985 to review the on-going follow-up actions. A list of members of the Working Group is attached as Appendix II.

FOLLOW-UP ACTION ON THE RECOMMENDATIONS OF THE COMMISSION

14. In order to initiate and pursue follow-up actions to the various recommendations made by the Commission a Secretariat task force has been established. It ensures collaboration within the organization and also close cooperation with IBPGR. Actions are underway on various recommendations within available resources.

15. On legal issues, countries' reservations to specific portions of the Undertaking are being analysed. With a view to broadening the scope of the Commission, proposals on ways and means of providing for active participation of non-Member Nations of FAO in the Commission are being prepared. Other legal matters under study include review of the Agreement between FAO and IBPGR and the preparation of a workplan to ensure complementarity between activities of IBPGR and the Commission.

16. A study of the current position concerning the exchange of material from ex situ base collections and the proposed improvement of access to, and utilization of ex situ plant genetic resources, as well as legal arrangements with a view to the possible establishment of an international network of base collections in genebanks, is underway. Circular letters have been sent to major institutes and governments requesting information on the legal status of their germplasm collections. The study should be completed by the end of 1986. The results of the first four studies will be available by the end of 1985.

17. On in situ Conservation, guidelines on management of in situ conservation will be completed by 1986. On research matters, projects on genetic diversity and research programmes on in situ conservation will be completed towards the end of 1985. FAO assistance to pilot projects and the development of an international network of protected areas will be carried out during 1986.

18. With reference to information systems, the establishment of evaluation networks and the further development of the FAO seed information system including a sub-system on plant genetic resources are underway. The preparation of a report on duplication of samples for security purposes will be completed in early 1986.

19. Follow-up action on training will include inter alia assessment of capabilities, manpower resources and training needs in plant breeding, genetic resources and seed production. These activities have been initiated and are expected to be completed by December 1986. Under on-going activities of FAO, assistance to relevant training programmes is being provided, including assistance in the formulation of viable seed programmes and projects and promotion of breeding and variety evaluation work, especially on local varieties.

DEVELOPMENTS WITH RESPECT TO IBPGR

20. In March 1985 the IBPGR was subject to an External Programme and Management Review commissioned by the Technical Advisory Committee (TAC) of the CGIAR and the CGIAR Secretariat. The Review Panel made a number of far-reaching recommendations for the future development of the IBPGR which were subsequently discussed by TAC and in a preliminary way by the CGIAR in June 1985.

21. The Report of the Review Panel, while complimenting the IBPGR for its achievements, recommended a shift and expansion of its activities into research and into evaluation and utilization of genetic resources.

22. In reviewing its management structure, it discussed extensively the relationship with FAO and considered four alternatives with respect to the future status of IBPGR. These ranged from the current association with FAO, with some changes in the operating procedures, to the establishment of IBPGR as a fully independent centre outside FAO, but with a liaison unit at FAO.

23. TAC carefully considered the report of the review panel in two of its meetings and finally recommended "that scientific and technical functions to be undertaken on plant genetic resources conservation within the framework of the CGIAR should be vested in a small, fully autonomous institution, working in close association with FAO".

24. The Director General has informed the CGIAR that he feels the current concept of IBPGR and its association with FAO to be still valid and that FAO was prepared to continue its support to IBPGR under the existing arrangements. He saw no possibility of granting particular privileges to FAO staff working for the IBPGR. Following a recommendation of the first session of the Commission, the cooperative agreement with IBPGR will be reviewed. However, mainly for conceptional and practical reasons, FAO advised against the conversion of IBPGR into a fully fledged centre outside FAO .

25. The CGIAR has established a sub-group to study the implications of the advice of TAC and will formulate a proposal to be considered at its meeting to be held at the end of October 1985. The Director General of FAO will provide up-to-date information on further developments to the Council at its Session.

APPENDIX I

MEMBERS OF THE COMMISSION ON PLANT GENETIC RESOURCES^{1/}

AFGHANISTAN	IRAN
ARGENTINA	IRELAND
AUSTRALIA	ISRAEL
AUSTRIA	KENYA
BANGLADESH	KOREA, REPUBLIC OF
BARBADOS	LIBERIA
BELIZE	LIBYA
BENIN	MALI
BOLIVIA	MAURITANIA
BOTSWANA	MEXICO
BRAZIL	MOROCCO
CAMEROON	NETHERLANDS
CAPE VERDE	NORWAY
CENTRAL AFRICAN REPUBLIC	PAKISTAN
CHAD	PANAMA
CHILE	PERU
COLOMBIA	PHILIPPINES
CONGO	POLAND
COSTA RICA	PORTUGAL
CUBA	SAINT LUCIA
CYPRUS	SAINT VINCENT AND
DEMOCRATIC PEOPLES' REPUBLIC OF KOREA	THE GRENADINES
DENMARK	SENEGAL
ECUADOR	SIERRA LEONE
EGYPT	SPAIN
EL SALVADOR	SRI LANKA
FINLAND	SUDAN
FRANCE	SWEDEN
GAMBIA	SYRIA
GERMANY, FEDERAL REPUBLIC OF	THAILAND
GREECE	TUNISIA
GUATEMALA	TURKEY
GUINEA-BISSAU	UGANDA
HAITI	UNITED KINGDOM
HONDURAS	URAGUAY
HUNGARY	VENEZUELA
ICELAND	YEMEN ARAB REPUBLIC
INDIA	YUGOSLAVIA
INDONESIA	ZAMBIA

^{1/} As of 31 July 1985

APPENDIX II

LIST OF COUNTRIES COMPRISING THE WORKING GROUP OF
THE COMMISSION ON PLANT GENETIC RESOURCES

AUSTRALIA
AUSTRIA
BANGLADESH
CONGO
COSTA RICA
DENMARK
EGYPT
EL SALVADOR
FRANCE
INDIA
INDONESIA
KENYA

LESOTHO
LIBYA
MEXICO
PANAMA
PERU
PHILIPPINES
POLAND
SENEGAL
SPAIN
TUNIS
ZAMBIA

OFFICE MEMORANDUM

G-12

DATE: August 30, 1985

TO: Curtis Farrar

FROM: Donald L. Plucknett

SUBJECT: IBPGR Review follow-up meeting

Quentin Jones called this morning (8/30) to ask about the meeting on September 16-17. As you know, he is a board member and a member of the Executive Committee. He called to say that he will be in town during that period and would be available to answer any questions or discuss matters if the special donor subgroup should need him. He also said Dick Demuth would be available and is willing to help in any way he can.

Quentin also said that the IBPGR Executive Committee will meet during the week before ICW85. He thought Mr. Husain would want to know this in case there would be any matters that the donor subgroup might wish to discuss.

Quentin is deeply concerned about the situation of the IBPGR staff. The level of uncertainty is becoming very difficult. Many staff members cannot make plans for schooling for children, for renewal or non-renewal of house leases, visas, travel arrangements, and many other personal decisions. Still no reassurances have been given for the staff. As Quentin says, "December 31 is almost on us."

DLP:jag
File G-12:D/P1

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KAHRE, EDSVIKSVAGEN 28, S-18233 DANDERYD, SWEDEN

I HAVE CONSULTED THE MEMBERS OF THE CGIAR SUBCOMMITTEE ON THE
 IBPGR CONCERNING YOUR REQUEST TO BE HEARD BEFORE THEY BEGIN THEIR
 DELIBERATIONS. THOSE MEMBERS WHO HAVE RESPONDED ARE WILLING TO
 HAVE SUCH A PRESENTATION ALTHOUGH MOST OF THEM FEEL THEY ARE
 FULLY FAMILIAR WITH THE VIEWS OF THE BOARD AND STAFF. IT SEEMS
 FRANKLY AN EXPENSIVE JOURNEY TO UNDERTAKE FOR PERHAPS FIFTEEN
 MINUTES WITH THE COMMITTEE AND THE POSSIBILITY OF BEING CALLED IN
 AT SOME LATER POINT TO ANSWER QUESTIONS. MOST OF THE VALUE COULD
 BE ACHIEVED BY A WRITTEN PRESENTATION. IT WOULD ALSO BE HELPFUL
 TO KNOW HOW TO REACH YOU OR YOUR SPOKESMAN BY TELEPHONE IF
 QUESTIONS ARISE DURING THE MEETING. THE COMMITTEE WILL MEET IN
 ROOM E1023 IN THE WORLD BANK BEGINNING AT 9 A.M. ON SEPTEMBER 16,
 AND WE EXPECT TO CONCLUDE ON THE 17TH. PLEASE LET US KNOW WHAT
 YOU DECIDE TO DO. I SHALL IN ANY EVENT BE IN TOUCH WITH YOU
 AFTER THE COMMITTEE CONCLUDES ITS WORK TO KEEP YOU INFORMED ABOUT
 WHAT IS HAPPENING. REGARDS, S. SHAHID HUSAIN, CHAIRMAN, CGIAR

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CLASS OF SERVICE: CABLE	TELEX NO.: OKC - FR	DATE: 8/27/85
SUBJECT: FILE G12	DRAFTED BY: CFARRAR/MS/EVL/CF2	EXTENSION: 48021
CLEARANCES AND COPY DISTRIBUTION:	AUTHORIZED BY (name and Signature): CURTIS FARRAR	
	DEPARTMENT: CGIAR SECRETARIAT	
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BOMMER, FOODAGRI, ROME, ITALY

AAA THE CGIAR SUBCOMMITTEE ON THE IBPGR WILL MEET ON SEPTEMBER 16 AND 17 AT THE WORLD BANK IN WASHINGTON. PLEASE ADVISE US IF THERE IS ANY FURTHER INFORMATION THE FAO WISHES TO PUT BEFORE THE COMMITTEE EITHER IN WRITING OR THROUGH A REPRESENTATIVE WHO COULD ADDRESS THE COMMITTEE ON SEPTEMBER 16 BEFORE IT BEGINS ITS DELIBERATION. BBB I SHOULD LIKE TO CONVENE THE COSPONSORS AS SOON AS POSSIBLE AFTER THE COMMITTEE COMPLETES ITS REPORT TO CONSIDER THIS WHOLE MATTER AND ITS IMPLICATIONS FOR THE SYSTEM. WHILE I REALIZE THAT THIS IS A DIFFICULT TIME FOR THE FAO I HOPE YOU CAN EXPLORE THE POSSIBILITY OF MAKING A QUICK TRIP TO WASHINGTON FOR A ONE DAY MEETING SOMETIME BETWEEN SEPTEMBER 18 AND OCTOBER 2 WHEN I LEAVE FOR KOREA TO ATTEND THE BANK FUND ANNUAL MEETINGS. SCHUH, ROTHERMEL AND CAMUS CAN ALL BE AVAILABLE SEPTEMBER 19, SEPTEMBER 23-27, SEPTEMBER 30 OR OCTOBER 1.

REGARDS, S. SHAHID HUSAIN, CHAIRMAN CGIAR

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SUBJECT:	FILE G12	DRAFTED BY:	CFARRAR/MS/EVL	EXTENSION:	48021
CLEARING OFFICER'S NAME:	MESSRS. ROTHERMEL AND SCHUH	AUTHORIZED BY:	<i>Curtis Farrar</i>		
		DEPARTMENT:	CGIAR SECRETARIAT		
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FAO/ITC/AGR/457/ 23.08.1985

ATTENTION CURTIS FARRAR CGIAR AAA) REOURTELCON PLEASE TO
CONFIRM AVAILABILITY FOR CGIAR SUBCOMMITTEE MEETING ON 16 AND
17 SEPTEMBER. ARRIVAL SUNDAY 15 AFTERNOON. BBB) IN CASE
COSPONSORS MEETING SCHEDULED FOR LATE PART OF SAME WEEK
WOULD BE PREPARED TO CANCEL PLANNED VISIT TO ISNAR. OTHERWISE
WOULD BE AVAILABLE ANYTIME BUT ON 11 AND 12 OCTOBER.
WARMEST REGARDS (CAMUS)

PR 3/11.2A IBPGR

(FOODAGRI ROME TELEX 610181-610248)

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AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

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1) Mr. H
2) Mr. Fairman

AUG 23 1985

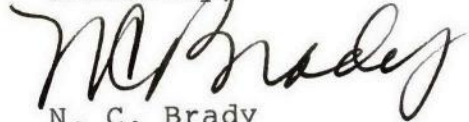
SENIOR ASSISTANT ADMINISTRATOR

Dr. S. Shahid Husain
Vice President
The World Bank
1818 H Street, N.W.
Washington, D.C. 20433

Dear Dr. Husain:

Response is made to your telex of August 19, 1985, concerning the meeting on September 16 and 17 of the IBPGR Subcommittee. I will attend the scheduled subcommittee meeting. I have no objection to having responsible persons from both the IBPGR and the FAO appear before the committee to make short presentations and be available as resource persons. I feel strongly that the subcommittee should conduct its business without the presence of outside persons except as requested by the committee.

Sincerely,



N. C. Brady
Senior Assistant Administrator
for Science and Technology

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RODNEY HILLS, AUSTRALIAN CENTRE FOR INTERNATIONAL AGRICULTURAL
RESEARCH, CANBERRA CITY, AUSTRALIA
IN SHAHID HUSAIN'S ABSENCE I AM RESPONDING TO YOUR MESSAGE OF
AUGUST 21 CONCERNING THE IBPGR. WE HAVE AND ARE GRATEFUL FOR
YOUR DETAILED COMMENTS WHICH WE ARE DISTRIBUTING TO THE COMMITTEE
MEMBERS ALONG WITH COMMENTS FROM JAAP HARDON. YOUR VIEWS ON
LIMITS OF PARTICIPATION IN MEETINGS BY ANY REPRESENTATIVES OF
IBPGR OR FAO COINCIDE WITH OUR INTENTIONS. WILL KEEP IN MIND
POSSIBILITY OF A COMMITTEE MEETING SHORTLY BEFORE CENTERS WEEK.
THANKS AND REGARDS, CURTIS FARRAR

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SUBJECT:	FILE G12	DRAFTED BY:	CFARRAR/MS/CF2	EXTENSION:	48021
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8/23/85

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MISERGE 203166F
MINISTERE DE LA RECHERCHE ET DE LA TECHNOLOGIE
DEPARTEMENT EN COOPERATION POUR LE DEVELOPPEMENT
1, RUE DESCARTES
PARIS - 75231 CEDEX 05
MR LOUIS CAUDRON

A

WORLD BANK
WASHINGTON

A L'ATTENTION DE MR SHAHID HUSAIN
PRESIDENT DU COIAR

SUITE A VOTRE TELEX DU 19 AOUT 1985, JE VOUS CONFIRME MA
PARTICIPATION A LA REUNION DU 16-17 SEPTEMBRE.

EN CE QUI CONCERNE VOTRE DEUXIEME POINT, IL ETAIT DECIDE QUE
LES DEBATS SERAIENT LIMITEES AU PETIT GROUPE DE PERSONNES QUE VOUS
AVEZ VOUS MEME DESIGNEES.

DANS LA MESURE OU UNE INTERVENTION LIMINAIRE DE M.KAHRE
VOUS PARAIT UTILE, JE NY FAIS PAS OBSTACLE SOUS RESERVE QU'ELLE SOIT
ASSEZ COURTE, LE DOSSIER ETANT BIEN CONNU.

SIGNE: PO- M. GAUTIER

MISERGE 203166F

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1. NYLE BRADY
SW USAID, ROOM 4942
NEW STATE
WASHINGTON D.C. 20523, USA

2. TELEX NO. ⁸⁴⁴⁻32040
SP HARDON, MINISTRY OF AGRICULTURE
D.L.O., MANSHOLTLAAN 4
6708 PA-WAGENINGEN
POSTBUS 59, THE NETHERLANDS

3. TELEX NO. 842-204643 F
SP CAUDRON, MRIACR
PARIS, FRANCE

4. TELEX 952-5604 PARC PK
SP AMIR MUHAMMED, AGRESCOUNCIL
ISLAMABAD, PAKISTAN

5. TELEX NO. 125980 (WUT)
SW ROTHERMEL
UNDP, NEW YORK, N.Y.

6. TELEX NO. 790-62631
SP RODNEY HILLS, AUSTEVAID
CANBERRA CITY, AUSTRALIA

7. TELEX NO. 843-610181 FAO I
SP CAMUS, C/O VON DER OSTEN
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ROME, ITALY

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FOR THE MEMBERS OF THE CGIAR SUBCOMMITTEE ON THE IBPGR.

1. MEETING OF THE IBPGR SUBCOMMITTEE WILL TAKE PLACE ON SEPTEMBER 16 AND 17 IN ROOM E1023 OF WORLD BANK OFFICES IN WASHINGTON D.C.

2. PROFESSOR KAHRE HAS REQUESTED THAT A REPRESENTATIVE OF THE IBPGR MAKE A SHORT PRESENTATION TO OUR COMMITTEE WHEN IT MEETS AND BE AVAILABLE THEREAFTER TO ANSWER QUESTIONS. I THINK THIS WOULD BE USEFUL, AND THAT A SIMILAR INVITATION SHOULD BE EXTENDED TO THE FAO. IF YOU HAVE NO OBJECTIONS I SHALL ISSUE INVITATIONS ACCORDINGLY. PROFESSOR KAHRE ALSO WISHES TO BE SURE THAT WE HAVE A FULL UNDERSTANDING OF THE REVIEW PANEL'S VIEWS ON MANAGEMENT ISSUES. I THINK THAT READING THE REPORT PLUS THE PARTICIPATION OF JAAP HARDON IN OUR COMMITTEE IS ADEQUATE. IF YOU HAVE CONTRARY VIEWS ON ANY OF THE ABOVE, PLEASE LET ME KNOW. REGARDS HUSAIN

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SUBJECT:	DRAFTED BY:	EXTENSION:	
FILE G12	CFARRAR/MS/CF2	48021	
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	CURTIS FARRAR		
	DEPARTMENT:		
			CGIAR SECRETARIAT
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KAHRE, EDSVIKSVAGEN 28, S-18233 DANDERYD, SWEDEN
MR. HUSAIN HAS ASKED THAT I ACKNOWLEDGE YOUR TELEX OF AUGUST 12
CONCERNING PARTICIPATION BY IBPGR IN THE MEETING OF THE CGIAR
SUBCOMMITTEE. WE ARE CONSULTING THE MEMBERS OF THE SUBCOMMITTEE
AND WILL RESPOND SHORTLY. REGARDS FARRAR

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	DEPARTMENT:		CGIAR SECRETARIAT		
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To: Mr. S. Shahid Husain
From: Curtis Farrar, CGR
Date: August 14, 1985
Subject: Telex from Lennart Kahre

Kahre asks that the IBPGR make a presentation to the subcommittee and be available thereafter to answer questions. He also asks that Tossell, who was the management member of the review, be present to answer questions.

I think sensitivities are sufficient that we should probably go by the numbers in this case. While it will make little substantive difference, it is probably not a bad idea to have both FAO and IBPGR around while the committee is meeting, to answer questions, and to allow them to make short presentations to the committee, but otherwise not to attend.

Also, I think that the members of the committee should be consulted. Accordingly, I suggest the following telex be sent from you to the committee members and for information to Camus:

"For the members of the CGIAR Sub-Committee on the IBPGR: Professor Kahre has requested that a representative of the IBPGR make a short presentation to our committee when it meets, and be available thereafter to answer questions. I think this would be useful, and that a similar invitation should be extended to the FAO. Once the dates for our meeting, still planned for September 16 and 17, are confirmed, I shall issue invitations accordingly unless you have objections.

"Professor Kahre also wishes to be sure that we have a full understanding of the review panel's views on management issues. I think that reading the report plus the participation of Jaap Hardon in our committee is adequate. If you have contrary views on any of the above, please let me know."

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HARDON, DLOWA, WAGENINGEN, NETHERLAND
AFTER CHECKING WITH OTHER MEMBERS I FIND THAT THERE ARE
SUFFICIENT DIVERGENCES OF VIEW ABOUT THE REPORT TO REQUIRE AN
EARLY MEETING. SOME ALSO WISH TO EXPLORE FAO VIEWS AFTER MEETING
AND BEFORE PRESENTING REPORT TO THE GROUP. ACCORDINGLY WE ARE
STICKING TO SEPTEMBER 16-17, WITH WEEK LATER AS AN ALTERNATE.
EXPECT TO CONFIRM SHORTLY. REGARDS, FARRAR.

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CLASS OF SERVICE: TELEX	TELEX NO.: 244-32040	DATE: 8/13/85
SUBJECT: FILE G-12	DRAFTED BY: C. FARRAR: YNP	EXTENSION: 48022
CLEARANCES AND COPY DISTRIBUTION:	AUTHORIZED BY (Name and Signature): C. FARRAR <i>[Signature]</i>	
	DEPARTMENT: CGIAR SECRETARIAT	
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HILLS, CANBERRA, AUSTRALIA
THANKS FOR YOUR MESSAGE ON TAC IBPGR REPORT. LOOKS AS IF MEETING
WILL NOW BE HELD IN WASHINGTON SEPTEMBER 16 AND 17. YOUR
PRESENCE STILL MUCH DESIRED IF POSSIBLE. REGARDS, FARRAR.

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CLASS OF SERVICE: TELEX	TELEX NO.: AUSTDEVAID	DATE: 8/13/85
SUBJECT: FILE G-12	DRAFTED BY: C. FARRAR: YNP	EXTENSION: 48022
CLEARANCES AND COPY DISTRIBUTION: cc: Mr. W. Bower, EDS (E1123)	AUTHORIZED BY (Name and Signature): <i>C. Farrar</i>	
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AMIR MUHAMMED, AGRESCOUNCIL, ISLAMABAD, PAKISTAN
HAVE TRIED TO TELEPHONE YOU BUT NO LUCK. IT APPEARS THAT WE MAY
HAVE TO GO AHEAD WITH MEETING OF SUB COMMITTEE ON IBPGR ON
SEPTEMBER 16-17 BECAUSE OF OTHERS SCHEDULES. UNDERSTAND YOU WILL
BE IN US SOON AND PERHAPS REMAINING INTO SEPTEMBER. PLEASE
TELEPHONE ME COLLECT OR LET ME KNOW WHERE AND WHEN TO REACH YOU
IN THE US. PERHAPS WE CAN ARRANGE YOUR PARTICIPATION IN AT LEAST
PART OF THE MEETING THROUGH CONFERENCE CALL IF YOU WILL STILL BE
IN US AT THAT TIME. REGARDS, FARRAR.

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CLASS OF SERVICE:	TELEX	TELEX NO.: 5604-PARC-PK	DATE: 8/13/85
SUBJECT:	FILE G-12	DRAFTED BY: C. FARRAR:YNP	EXTENSION: 48022
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Consultative Group on International Agricultural Research
International Board for Plant Genetic Resources

Liaison Office for North America
Food and Agriculture Organization of the United Nations
1001 22nd Street, N.W., Suite 300
Washington, D.C. 20437
U.S.A.

Cables: Foodagri Washington Telex: 64255 Telephone: (202) 653-2451

G12
H
Mr. Farrer

9 August 1985

Dear Shahid,

With reference to the discussions concerning the future of the IBPGR I am charged to inform you that the Executive Committee of the Board discussed in great detail possible future locations. Since the TAC is not familiar with details relating to some of the criteria the conclusions of the IBPGR will be relevant. Criteria are:

- 1) Ready access to institutes where relevant research is being conducted. These could be "next door" or within commuter distance. Such access is essential to retain better scientific staff than at present who will be responsible for contractual arrangements worldwide. It should be noted that few genebanks per se carry out this research - and IARCs are probably not the best to consider - their work in genetic resources is largely of a service nature.
- 2) Ready access to excellent international airline communications since staff need to travel easily in and out of the 106 collaborating countries.
- 3) Excellent telecommunications (recall the Board's wait from March 1984 to date to join CG net).
- 4) Relative cost of living in the city.
- 5) Potential for same cost sharing e.g. offers of space, possible sharing costs of telexes, accountant, finance officer etc.
- 6) Air of neutrality in view of our work with all political blocks (especially Eastern Europe).

Mr. S. Shahid Husain
Chairman CGIAR
1818 H St., N.W.
Washington, D.C. 20433

.../

On the research side, which is now so important for IBPGR, the following countries (excluding those where a CG centre probably couldn't be established) are the most possible ones: Australia, Japan, USA, Canada, UK, Sweden, Netherlands, Switzerland. Very much lower in the list would be Ivory Coast (but dependent on continued French support), Belgium, and possibly Brazil and India.

I need not go into details on counts other than research.

The IBPGR hopes these comments will be helpful.

Yours sincerely,



J. T. Williams
Executive Secretary

cc: Dr. Jaap Hawdon, Netherlands
✓ Dr. Selcuk Ozgediz, CGIAR
Dr. Nyle Brady USAID, State Dept. Wash. DC

Prof. de Langhe "for discussion with
Guy Vallaeys

JTW/mh

9 August 1985

CFE for info

G12

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Mr. S. Shahid Husain
Chairman CGIAR
1818 H St., N.W.
Washington, D.C. 20433

.../

On the research side, which is now so important for IEPGR, the following countries (excluding those where a CG centre probably couldn't be established) are the most possible ones: Australia, Japan, USA, Canada, UK, Sweden, Netherlands, Switzerland. Very much lower in the list would be Ivory Coast (but dependent on continued French support), Belgium, and possibly Brazil and India.

I need not go into details on counts other than research.

The IEPGR hopes these comments will be helpful.

Yours sincerely,

J. T. Williams
Executive Secretary



Consultative Group on International Agricultural Research
International Board for Plant Genetic Resources

Liaison Office for North America
Food and Agriculture Organization of the United Nations
1001 22nd Street, N.W., Suite 300
Washington, D.C. 20437
U.S.A.
Cables: Foodagri Washington Telex: 64255 Telephone: (202) 653-2451

G12
Mr. Farhan

9 August 1985

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- 5) Potential for same cost sharing e.g. offers of space, possible sharing costs of telexes, accountant, finance officer etc.
- 6) Air of neutrality in view of our work with all political blocks (especially Eastern Europe).

Mr. S. Shahid Husain
Chairman CGIAR
1818 H St., N.W.
Washington, D.C. 20433

.../

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Yours sincerely,



J. T. Williams
Executive Secretary

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FOR DR. TREVOR WILLIAMS, IBPGR, ROME ITALY.

I HAVE BEEN APPROACHED BY COMMONWEALTH AGRICULTURAL BUREAU THROUGH HUGH BUNTING THAT CAB WOULD BE INTERESTED IN EXPLORING POSSIBILITIES OF WORKING FOR AND WITH CENTERS. SINCE MY RETURN TO WASHINGTON I HAVE BEEN IN TOUCH WITH DR. WOODFORD, HEAD OF SCIENTIFIC SERVICES AT CAB, AND SUGGESTED HE CONTACT YOU DIRECT IN YOUR CAPACITY OF CHAIRMAN OF CENTER DIRECTORS. HE PROMISED TO DO SO, OUTLINING WHAT CAB HAS IN MIND. REGARDS, GREENING.

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CLASS OF SERVICE: TELEX		TELEX NO.: 843-610181	DATE: 8-8-85
SUBJECT: FILE G12, FR CAB		DRAFTED BY: PGREENING/DM	EXTENSION: 48023
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CC: DP, RH FOR INFO.		DEPARTMENT: CG SECRETARIAT	
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File Title Consultative Group on International Agricultural Research [CGIAR] - G-12- International Board for Plant genetic Resources [IBPGR] - 1984/1986 Correspondence - Volume 2		Barcode No. 1762395		
Document Date August 8, 1985	Document Type Letter			
Correspondents / Participants To: Mr. S. Shahid Husain, President, CGIAR From: Rodney C. Hills				
Subject / Title Observations sur les recommandations du CCT concernant l'avenir du CIRP.				
Exception(s) Information Provided by Member Countries or Third Parties in Confidence				
Additional Comments		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"> <tr> <td>Withdrawn by Shiri Alon</td> <td>Date 21-Mar-16</td> </tr> </table>	Withdrawn by Shiri Alon	Date 21-Mar-16
Withdrawn by Shiri Alon	Date 21-Mar-16			

G12

To : M. S. Shahid Husain

Le 1er août 1985

From : Jaap J. Hardon, Pays-Bas

Réf. : Recommandation du CCT au sujet du CIRP

Je suis d'accord avec le rapport du Sous-comité du CCT. A mon avis, la seconde proposition constitue un point de départ valable pour la restructuration du CIRP en tant qu'organe indépendant axé sur la recherche au sein du GCRAI. Il est vrai que le CIRP doit maintenir des relations étroites avec la FAO, car celle-ci s'occupe depuis longtemps des ressources génétiques et aussi pour des raisons d'ordre politique. J'approuve le choix de Rome comme lieu d'implantation possible. Je suggère toutefois que l'on prévoie de réexaminer la situation au bout d'un certain temps, par exemple deux ou trois ans, selon les critères suivants :

1. aptitude à attirer du personnel scientifique de haut niveau;
2. aptitude à susciter des travaux de recherche pertinents dans les autres institutions.

Le CIRP pourrait aussi être implanté à Vienne et rattaché au Bureau AIEA-FAO.

Il faut éviter à tout prix de donner l'impression, dont la FAO pourrait tirer argument, que les pays donateurs cherchent à contrôler les travaux sur les ressources génétiques par le biais du GCRAI et du CIRP. Il me semble donc souhaitable que le GCRAI convoque une réunion d'experts pour définir, sur leur conseil, la teneur du futur programme de recherche du CIRP.

Il devrait inviter à cette réunion des chercheurs, notamment en provenance de pays en développement, ainsi que des représentants des principaux centres de recherche agricole. Cette réunion servirait de contrepois à la Commission de la FAO, dont l'orientation est plus politique. Elle devrait être convoquée à Rome ou dans un pays en développement (Inde, Brésil?).

Les recommandations du CCT sont globalement conformes au rapport du Sous-comité. Je ne suis pas d'accord toutefois avec la suggestion faite dans le dernier paragraphe de la page 4 et dans le premier paragraphe de la page 5. Si la FAO décidait de participer à des activités d'appui scientifique et technique, le GCRAI devrait poursuivre son action dans le domaine de la conservation génétique, comme l'indique le Rapport sur l'examen externe du programme.

Si les autres pays donateurs membres du Comité sont d'accord avec le rapport et les recommandations du Sous-comité du CCT, peut-être suffira-t-il de se réunir dans la semaine qui précède la réunion des centres pour décider de la procédure et du plan d'action à proposer au Groupe.

Considération distinguée.

Hardon

512

To: Mr. S. Shahid Husain
From: Jaap J. Hardon, The Netherlands
Ref: TAC recommendation on IBPGR

August 1, 1985

I am in agreement with report TAC sub-committee. Accept proposition 2 as a workable starting position for re-constituting IBPGR as a research oriented independent unit within the CGIAR. Support need for good relationships with FAO in view of their longterm involvement in genetic resources and for political reasons. Accept Rome as a possible location. However suggest provision that situation is to be reviewed after a pre-determined period, for instance 2-3 years. Criteria for review could be:

1. ability to attract good quality scientific staff;
2. ability to generate relevant research by other institutions.

Alternative location could be Vienna attached to the IAEA-FAO unit.

Essential to avoid impression, and provide FAO with the argument, that donor countries through CGIAR/IBPGR try to hold control over genetic resources work. Therefore think it advisable that the CGIAR convene an expert meeting to give advice on the content of the IBPGR research program in the future.

Invited participants should be scientists notably from developing countries and specifically include the major centres of diversity of crop plants. Such a meeting would help to counterbalance the more politically oriented FAO commission. Venue of meeting should be Rome or in developing country (India, Brasil?).

The TAC recommendations are in general agreement with the report of the sub-committee. However, I do not agree with suggestion page 4 last paragraph and page 5 first paragraph. If FAO would decide to enter into scientific and technical support activities, the CGIAR should still maintain an effort in genetic conservation as suggested in the EPR.

If other donor committee members also agree with TAC sub-committee report and recommendations, it may be sufficient to have a meeting the week before centers week to decide on procedure and further action to be proposed to the Group.

Regards, Hardon

G-12

July 31, 1985

Dr. M. F. Day
12 Melbourne Avenue
Deakin, A.C.T.2600
Australia

Dear Dr. Day:

Thank you for your letter of June 26. I have been travelling a good deal and hence have been delayed in replying.

I am glad you make clear that the panel was not overinfluenced by the secretariat staff working with it. I had no doubts on this point myself, but emotions run strong on the issues connected with the IBPGR, and one must expect them to be reflected in what people say.

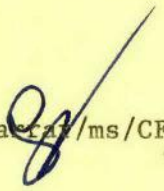
I shall see that the other points in your letter are put before the committee when it meets. I do not know at the moment when that will be, as matching schedules during the summer is always difficult.

As for your postscript, I have had concerns myself about both the review process and the way the product is handled by the CGIAR in its meetings. Last fall in the centers week, I asked Professor Camus to take a look at the whole question, working with the CG secretariat on the management review aspects. I found that it was already on the TAC agenda, and understand they have already identified a consultant to do a careful background analysis. Undoubtedly that consultant will seek the views of those like yourself who have been through the process recently, so you should have a chance in that way to help us do a better job in the future.

I remain very grateful to you for undertaking and performing a difficult task.

Sincerely yours,

S. Shahid Husain
Chairman


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8 AUG 1985

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MR S. SHAHJID HUSAIN,
CHAIRMAN, CGIAR

7/30/85

HEREWITH ARE MY COMMENTS ON THE 'TAC RECOMMENDATIONS ON THE FUTURE OF IBPGR' DATED 30 JULY 1985.

I STRONGLY SUPPORT THE CENTRAL RECOMMENDATION OF THE TAC REPORT, THAT 'A SMALL, AUTONOMOUS, NON-GOVERNMENTAL INSTITUTION' BE SET UP, PREFERABLY IN ROME, TO UNDERTAKE THE WORK CURRENTLY DONE BY THE IBPGR AND AS DETERMINED IN THE FUTURE BY THE CGIAR AND TAC. I BELIEVE THAT THE BACKGROUND ARGUMENTS CONCERNING CHANGING FUNCTIONS AND LOSS OF IDENTITY UNDER THE PRESENT ARRANGEMENTS ARE VALID AND NEED TO BE ADDRESSED URGENTLY IN A PRACTICAL WAY. THE NEED FOR RESEARCH IS CLEAR AND I AM GLAD THAT THIS HAS BEEN ACCEPTED BY TAC, WHATEVER THE INSTITUTIONAL ARRANGEMENT.

2. HOWEVER, BEFORE A RECOMMENDATION ALONG THE LINES OF THE TAC REPORT IS PUT TO THE CGIAR, I BELIEVE A FORMAL APPROACH SHOULD BE MADE TO FAO TO ENQUIRE WHETHER IT WOULD BE WILLING TO SUPPORT AND SUSTAIN AN AUTONOMOUS INSTITUTION OF THE KIND DESCRIBED, UNDER ITS OWN INSTITUTIONAL UMBRELLA, ON TERMS AND CONDITIONS LAID DOWN BY TAC AND THE CGIAR AND UNDER A TIGHT AND DETAILED AGREEMENT. THAT OPTION SHOULD BE KEPT OPEN BUT NOT INDEFINITELY.

3. I FIND THE TAC REPORT WEAK IN ITS REASONING ON THE NEED FOR SUCH AN INSTITUTION SHOULD FAO STRENGTHEN ITS OWN SECRETARIAT FOR THE COMMISSION. JUDGEMENTS ON THIS SHOULD NOT BE BASED ON PERCEIVED ADMINISTRATIVE PROBLEMS BUT ON BOTH THE ACKNOWLEDGED NEED FOR THE RESEARCH AND THE REQUIRED RESOURCES TO DO IT PROPERLY AND EFFICIENTLY IN EITHER INSTITUTION. I BELIEVE IT UNLIKELY THAT FAO CAN SUPPORT OR SUSTAIN A GLOBAL PROGRAM IN THIS AREA AND CONTINUING SUPPORT FROM THE CGIAR WILL BE NECESSARY. HOWEVER, FAO MUST MAINTAIN A SECRETARIAT FOR THE COMMISSION AND, FOR THIS REASON, I BELIEVE THAT AN 'AGREEMENT' ON A 'SPECIAL RELATIONSHIP' BETWEEN IBPGR AND FAO IS OF THE UTMOST IMPORTANCE AND SHOULD BE CAREFULLY DETAILED.

4. I CANNOT AGREE WITH THE PROPOSITION THAT FAO BE OFFERED A SPECIAL SEAT ON THE BOARD, HOWEVER RECONSTITUTED, AS THIS WOULD UNDERMINE THE COMMON PRINCIPLES OF GOVERNANCE AMONG ALL CGIAR CENTRES. THERE MUST, HOWEVER, BE A SPECIAL OPERATIONAL RELATIONSHIP BETWEEN THE TWO ORGANISATIONS.

5. AS A CONSEQUENCE OF ACCEPTING THE TAC PROPOSAL, I BELIEVE THAT CERTAIN OTHER ACTIONS MAY BE NECESSARY AND SHOULD BE INCORPORATED INTO ANY RECOMMENDATION TO THE CGIAR. THESE ARE:

- (I) THE NAME OF THE INSTITUTION BE CHANGED TO REFLECT ITS CHANGED STATUS, INDEPENDENCE FROM FAO AND OPERATIONAL ORIENTATION AS A TRUE 'CENTRE'. THE SIMPLEST APPROACH WOULD BE TO CALL IT THE ICPGR. (BOARD BECOMES CENTRE.)
- (II) THE SUGGESTED MANDATE BE AN INTERIM STATEMENT ONLY. IT CANNOT BE ACCEPTED AT FACE VALUE AS IT MAY BE AMENDED FOLLOWING NEGOTIATIONS WITH FAO ON THE 'SPECIAL RELATIONSHIP'.
- (III) THE CHANGED INSTITUTIONAL ARRANGEMENT BE FOR PERHAPS FIVE YEARS DURING WHICH TIME ITS PRACTICAL PERFORMANCE CAN BE ASSESSED AND THE CGIAR AND TAC ABLE TO ASSESS THE IMPACT OF ANY CHANGES IN THE INTERNAL STRUCTURE OF FAO AND THE WORK OF THE COMMISSION.

RODNEY C. HILLS,
ADAR

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Le 30 juillet 1985

RECOMMANDATIONS DU COMITE CONSULTATIF TECHNIQUE
SUR L'AVENIR DU CONSEIL INTERNATIONAL DES RESSOURCES PHYTOGENETIQUES

Généralités

Comme son nom l'indique, le Conseil international des ressources phytogénétiques (CIRP) a été conçu comme un comité d'experts et non comme une unité opérationnelle. Il dispose d'un Secrétariat au sein de la FAO. Ses activités sont financées principalement à partir d'un fonds fiduciaire administré par la FAO aux termes d'un accord avec les donateurs. Le Secrétariat, dont le personnel exerce ses fonctions au sein de la structure hiérarchique de la FAO, dessert également le Centre des ressources génétiques de la FAO. Ce type d'organisation découle des circonstances dans lesquelles le CIRP a été créé.

L'effort international en matière de ressources génétiques a débuté vers la fin des années 60, lorsque la FAO a constitué un groupe d'experts appuyés par ses propres services. On a commencé alors à énoncer des principes pour la collecte de données et l'établissement de collections de bases. La recherche de crédits pour financer un projet interrégional a débouché sur la Conférence de Beltsville (1972) et sur la participation du Groupe consultatif pour la recherche agricole internationale (GCRAI). Les principes opérationnels adoptés alors étaient essentiellement ceux qui avaient été énoncés sur l'initiative de la FAO. Par la suite, le CIRP a été créé, en tant que catalyseur, pour encourager les efforts internationaux en matière de conservation du matériel génétique et, en raison de sa participation antérieure, la FAO a accepté de mettre des locaux à sa disposition et d'assurer son Secrétariat avec une partie du personnel de ses services de ressources génétiques. Quoique financées en grande partie par le GCRAI, les activités du CIRP ont été progressivement incorporées au programme de la FAO.

Pendant ses dix premières années d'activité, le Conseil a transféré à son Secrétariat une part croissante de ses attributions initiales. Cette évolution a été progressive, comme l'a noté en 1979 le Groupe chargé de l'examen quinquennal. Le rapport sur le Deuxième examen externe du programme et de la gestion (1985) fait aussi une analyse complète de la situation.

Pour l'essentiel, le Secrétariat s'est peu à peu transformé en unité opérationnelle autonome, alors que le CIRP est devenu un Conseil d'administration. Cette reconversion a été telle que le Secrétariat et le Conseil ont pratiquement perdu leur identité initiale; d'ailleurs, le sigle CIRP est souvent utilisé maintenant pour désigner l'ensemble de l'organisation et non le Conseil proprement dit.

Le Comité consultatif technique (CCT) reconnaît pleinement l'importance des changements intervenus depuis la création du CIRP. Il estime que, du fait de l'évolution générale de la situation, celui-ci est maintenant à un carrefour. C'est pourquoi il a examiné avec soin les besoins futurs en matière de conservation du patrimoine génétique et l'évolution du rôle du CIRP dans le contexte général.

L'avenir du CIRP

Dans le contexte de cette évolution générale, le CCT estime qu'il faut poursuivre la collecte, l'échange, la conservation, l'évaluation et l'utilisation des ressources génétiques, ainsi que les activités de formation qui leur sont liées. Il reconnaît aussi qu'il importe de protéger les espèces utiles dans leur milieu naturel.

Pour que ces travaux se poursuivent dans l'avenir, il faut renoncer à la démarche quelque peu empirique qui a caractérisé jusque-là une bonne part des activités pour adopter une méthode fondée sur des principes plus scientifiques. Il est nécessaire de faire des recherches pour définir de meilleures procédures concernant tous les aspects de la conservation des ressources génétiques. Il faut fixer des normes minimales pour leur conservation à long terme et définir des principes pour le maintien de l'intégrité génétique des entrées pendant la régénération et la multiplication.

Estimant que, dans ces conditions, le mandat du CIRP mérite d'être précisé, le CCT propose la formule suivante :

"Le CIRP a pour mandat de faire progresser la collecte, la conservation, la documentation, l'évaluation et l'utilisation du patrimoine génétique des espèces végétales utiles dans l'intérêt de l'humanité tout entière. Le CIRP doit jouer un rôle catalyseur, tant à l'intérieur qu'à l'extérieur du système du GCRAI, en encourageant les activités nécessaires au maintien d'un réseau d'institutions viable en vue de la conservation des ressources phylogénétiques."

De l'avis du CCT, le CIRP doit garder un programme équilibré en matière de conservation des ressources phylogénétiques. Il devrait continuer à encourager les opérations de collecte sur le terrain et à fournir un appui technique aux banques de gènes. Le CCT estime toutefois que la conservation in situ ne devrait pas être incluse dans le mandat du CIRP, qui pourrait cependant jouer un rôle consultatif dans ce domaine, grâce à l'expérience qu'il a déjà acquise. La recherche stratégique devrait aussi être poursuivie activement dans des domaines hautement prioritaires, sélectionnés avec soin.

Pour que le CIRP puisse fonctionner efficacement dans l'avenir, le CCT juge nécessaire de modifier légèrement la composition de ses effectifs de spécialistes, sans toutefois en augmenter le nombre dans l'immédiat; son personnel ne devrait pas compter plus de 25 spécialistes, y compris les coordonnateurs régionaux.

L'association du CIRP et de la FAO

Le CIRP et la FAO ont l'un et l'autre tiré profit de leur association, et il est essentiel qu'ils maintiennent dans l'avenir des relations complémentaires étroites.

Les activités du CIRP, de nature essentiellement scientifique et technique, pourraient utilement compléter celles de la nouvelle Commission de la FAO pour les ressources phytogénétiques, qui ont principalement un caractère juridique et politique. Le CCT estime que la coopération active de ces deux organisations présente des avantages considérables.

Le Conseil est un organe autonome créé par le GCRAI pour encourager la conservation des ressources génétiques. Son Secrétariat, assuré par la FAO, a essentiellement servi à assurer son fonctionnement à la fois directement dans l'utilisation des fonds fiduciaires, et indirectement grâce aux contacts internationaux et aux bureaux régionaux de la FAO, ce qui a souvent facilité les activités encouragées par le CIRP.

Compte tenu de l'augmentation de la charge de travail, les fonctions initiales des membres du Conseil, siégeant à temps partiel, ont été peu à peu absorbées par les spécialistes à plein temps du Secrétariat, qui font partie de la structure hiérarchique de la FAO. De ce fait, le Secrétariat non autonome s'est déjà substitué, en grande partie involontairement, au Conseil qui, lui, était autonome et qui s'apparente maintenant à un Conseil d'administration.

Après avoir bien examiné les conséquences de cette évolution, le CCT estime que la structure organisationnelle actuelle n'est plus adaptée, car, étant une unité opérationnelle au sein de la structure hiérarchique de la FAO, le Secrétariat ne peut relever uniquement d'un Conseil d'administration indépendant, ni être placé sous sa tutelle exclusive. Le CCT reconnaît aussi que la FAO ne peut accorder au CIRP des conditions différant sensiblement de celles qu'elle applique à ses autres unités opérationnelles et fonds fiduciaires.

En conséquence, le CCT recommande que les fonctions scientifiques et techniques, relatives à la conservation des ressources phytogénétiques dans le cadre du GCRAI, soient confiées à une petite institution entièrement autonome, coopérant étroitement avec la FAO. Ce type d'organisation donnerait une impulsion aux efforts nationaux et internationaux, et permettrait de fournir à la Commission un appui scientifique et technique.

Ce changement de statut résoudrait les difficultés actuelles signalées dans le Rapport sur l'examen externe du programme et de la gestion, tout en créant des conditions favorables à une collaboration plus étroite entre tous les partenaires. Le CCT estime aussi que, compte tenu du rôle particulier qu'assumerait la nouvelle entité, ce changement exigerait de la part des administrateurs des compétences très variées.

Pour faciliter la coopération entre la FAO et le CIRP, on pourrait reconnaître qu'il existe, entre les deux organisations, une "relation spéciale" sur le plan opérationnel, s'ajoutant à celle qui découle de la participation de la FAO au financement du GCRAI. Ainsi, dans le cadre de cette relation spéciale, la FAO pourrait envoyer un représentant au Conseil d'administration du CIRP et collaborer avec ce dernier, soit directement, soit en détachant du personnel.

C'est pour cette raison, entre autres, que l'implantation future du CIRP est cruciale. Le CCT estime que le CIRP devrait être implanté à proximité de la FAO, de manière à faciliter le plus possible leur collaboration. Dans le contexte général du débat public en cours sur les ressources phylogénétiques, le CCT ne serait pas favorable au transfert du CIRP dans un autre pays industrialisé, à moins que cela puisse être arrangé en liaison avec la FAO. En fait, si le CIRP pouvait, sans inconvénient, rester à Rome, il serait plus facile d'éviter certaines conséquences peu souhaitables d'un transfert.

Si la FAO décidait d'encourager par ses propres moyens des efforts globaux portant sur les ressources phylogénétiques et de fournir à la Commission un appui scientifique et technique, le CCT devrait alors réexaminer les arguments qui militent en faveur de la création, au sein du GCRAI, d'une institution distincte s'occupant exclusivement de la conservation des ressources phylogénétiques. En l'occurrence, il vaudrait mieux, pour éviter tout double emploi, confier aux différents centres, et seulement à eux, les activités entreprises dans ce domaine au sein du réseau du GCRAI, en les limitant aux plantes et aux familles de plantes visées dans leur mandat respectif.

Conclusion

Le CCT est convaincu que toutes les instances concernées reconnaîtront qu'il est avantageux d'avoir une petite institution non gouvernementale autonome, donnant des conseils scientifiques et techniques indépendants aux organismes nationaux et internationaux spécialisés dans les ressources phylogénétiques. Il souhaite donc vivement que des dispositions adéquates soient prises pour associer aux activités de la FAO le CIRP restructuré et pleinement autonome, afin d'encourager les efforts mondiaux dans ce domaine.

Lorsque le Groupe aura accepté le principe de la recommandation du CCT, il restera à résoudre une série de questions particulières exigeant un examen approfondi (accord entre la FAO et le CIRP remanié, structure et composition du nouveau Conseil d'administration, structure scientifique interne et organisation des effectifs; ressources nécessaires, etc.). En ce qui concerne le financement, le CCT estime qu'il n'est pas possible de faire des prévisions exactes tant que les modalités de l'association avec la FAO ne seront pas arrêtées et que l'emplacement futur du CIRP ne sera pas choisi.

Une fois que le Groupe se sera prononcé sur le principe de la recommandation du CCT, et s'il en fait la demande, le Comité procédera à l'examen des questions en suspens et tentera de leur trouver des solutions.

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
TECHNICAL ADVISORY COMMITTEE
FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

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To: See distribution below

30 July 1985

From: A. von der Osten ~~A. von~~
Executive Secretary, TAC

Subject: TAC Recommendations on the Future of IBPGR

... On behalf of the TAC Chairman I take pleasure in transmitting
the TAC Recommendations on the Future of IBPGR.

... Also attached, for your information, is a copy of the report
on this subject, which the TAC Sub-Committee on IBPGR submitted to the
Committee at its 37th Meeting in Los Baños. This report formed the
basis for TAC's discussion at the Los Baños meeting.

Distribution to: Mr. S. Shahid Husain, Chairman CGIAR Sub-Group on IBPGR
Mr. Nyle C. Brady, USA
Mr. Louis Caudron, France
Dr. Jaap J. Hardon, Netherlands
Dr. Rodney C. Hills, Australia
Dr. Amir Muhammed, Pakistan

PR 3/11.2A IBPGR

cc: Co-Sponsors
TAC Chairman
CGIAR Secretariat

30 July 1985

TAC RECOMMENDATIONS ON THE FUTURE OF IBPGR

Background

The International Board for Plant Genetic Resources, as its name implies, was created as a board of experts, not as an operational unit. It is serviced by a Secretariat within FAO. The Board and its activities are primarily supported from a trust fund administered by FAO under an agreement with donors. The Secretariat also functions as the FAO Genetic Resources Center, with its staff fulfilling their responsibilities within the line management structure of FAO. This organizational structure derives from the circumstances in which IBPGR originated.

International work on genetic resources dates from the late sixties, when FAO set up a panel of experts serviced by its own staff. A start was made on formulating principles for collecting and on establishing base collections. Attempts to obtain funding for an inter-regional project led to the "Beltsville Conference" (1972) and involvement of the CGIAR. The operational principles adopted were essentially those already worked out under the FAO initiative. Subsequently, the IBPGR was created to act as a catalyst in promoting international effort in the conservation of germplasm and, because of its prior involvement, FAO agreed to provide accommodation and part of the Secretariat staff from its existing services in genetic resources. Gradually the work of IBPGR, although largely funded by the CGIAR merged with FAO's own program.

During the first ten years of its activities, the Board has increasingly transferred to its Secretariat part of its original functions. These changes were gradually taking place, as was noted by the Quinquennial Review Panel in 1979 and as is fully discussed in the report of the Second External Programme and Management Review (1985).

Essentially, the functions of the Secretariat have evolved towards those of an operational unit under its own leadership, while the functions of the IBPGR have evolved towards those of a Board of Trustees. This shift in emphasis has been such that the Secretariat and the Board have largely lost their original identities and the term "IBPGR" is now often used to refer to the whole organization, rather than to the Board alone.

TAC fully recognizes the important changes that have taken place since the creation of IBPGR. It considers, that in view of the changing global situation, IBPGR is now at a crossroads. The Committee therefore has given careful attention to future needs in genetic resource conservation and to the evolving role of the IBPGR in the global context.

The Future of IBPGR

Within this evolving global context, TAC sees a continuing need for collection, exchange, preservation, evaluation and exploitation of genetic resources, as well as related training activities. It also recognizes the importance of protecting useful plants in their natural habitat.

In order for the work to be sustained in the future, there is a need to move away from the somewhat empirical approach that has characterized much of the work in the past, to an approach that is based on firmer scientific principles. Research is needed to establish improved procedures in relation to all aspects of the conservation of genetic resources. Minimum standards for long-term preservation need to be defined and principles for maintaining the genetic integrity of accessions during re-generation and multiplication need to be established.

Against this background, TAC considers that the mandate of the IBPGR should be more specifically defined. It proposes the following:

"The mandate of the IBPGR is to further the collection, preservation, documentation, evaluation and exploitation of the genetic diversity of useful plants for the benefit of people throughout the world. The IBPGR shall act as a catalyst, both within and outside the CGIAR System, in stimulating the action needed to sustain a viable network of institutions for the conservation of the genetic resources of these plants".

TAC sees a continuing need for the IBPGR to maintain a balanced program on plant genetic resource conservation. It should continue to encourage field operations related to collection and to provide technical support to gene-banks. TAC considers however that in situ preservation should not be included in the mandate of IBPGR. Nonetheless, on the basis of its accumulated expertise, IBPGR could fulfil an advisory role in this connection. Strategic research in carefully selected areas of high priority should also be vigorously pursued.

In addition to the need for research on the principles of evaluating material that is stored in gene-banks, and of maintaining its genetic integrity during regeneration, TAC recognizes the following priorities for strategic research:

- | | | |
|---|---|------------------------------------|
| (i) Seed physiology | } | in relation to problems of storage |
| (ii) Cryopreservation | } | |
| (iii) Seed health - particularly in relation to the international exchange of germplams | | |
| (iv) Ecogeographic variation - in relation to the principles of collection. | | |

The IBPGR will also need to keep abreast of knowledge in those areas of tissue culture and molecular biology that relate to its specific aims, such as the use of DNA probes for disease indexing and genotype identification. TAC considers that strategic research in these

broad areas of rapidly advancing knowledge should be promoted by the IBPGR only for carefully selected problems of high priority, which would not normally be undertaken by other organizations.

TAC considers that research promoted by the IBPGR requiring the use of laboratories should be undertaken only by contract, and that research staff employed directly by the IBPGR should be limited to those necessary to give it:

- (i) An awareness of what is happening at the cutting edge of science in relevant disciplines.
- (ii) A capability to conceive and define appropriate research projects in relation to (i).
- (iii) The knowledge and ability to assess the quality of research in order to place research contracts at appropriate institutions, to monitor their progress and to give inspiration to those involved.

TAC considers that, in addition to collaborating with specialised institutions, the IBPGR should fully exploit opportunities for promoting research projects in other Centers of the CGIAR System, related for example, to evaluation and seed health. In this respect the Centers should be encouraged to use their core funds but should not be entirely excluded from the benefit of IBPGR's normal contracting procedure. In this recommendation, TAC sees a means of furthering the input of Centers into work on genetic resources.

In order that the IBPGR can function effectively in the future, TAC sees a need for some change in the expertise represented within the present professional staff but does not see an immediate need for an increase in staff numbers. A maximum of 25 professional staff, including regional co-ordinators, should represent the ultimate size.

The Association of IBPGR with FAO

The historical association between the IBPGR and FAO has been advantageous to both organizations and it is vital that close complementary relations should be preserved in any future arrangements.

The activities of the IBPGR which relate primarily to scientific and technical issues, could profitably complement those of the new FAO Commission on Plant Genetic Resources which relate primarily to legal and political issues. TAC sees considerable advantages in active co-operation between these two organizations in the future.

The Board was created by the CGIAR as an autonomous body to stimulate action on the conservation of genetic resources. The Secretariat within FAO was essentially an enabling mechanism both directly in the use of the trust funds, and indirectly through FAO's international connections and regional offices, which facilitated many of the activities fostered by the IBPGR.

With the increasing volume of the work, the original role of the part-time Board members has been progressively subsumed by the full-time professional staff of the Secretariat, who form part of the line-management structure of FAO. To this extent, there has already been, largely unwittingly, a shift of function from an autonomous Board to a non-autonomous Secretariat, with the Board now regarded as fulfilling the functions of a Board of Trustees.

Having carefully considered the implications of these developments, TAC sees the present organizational structure as unsatisfactory because, in its role as an operational unit within the line management structure of FAO, the Secretariat cannot be solely accountable to, or fully under the control of, an independent Board of Trustees. Furthermore, TAC recognizes that FAO cannot grant terms and conditions to IBPGR that differ substantially from those that apply to its other operational units and trust funds.

Accordingly, TAC recommends that scientific and technical functions to be undertaken on plant genetic resource conservation within the framework of the CGIAR be vested in a small, fully autonomous institution, working in close association with FAO. Such an organization would reinforce national and international efforts and could provide scientific and technical support to the Commission.

This change in status would solve the present difficulties underlined in the External Program and Management Review Report while, at the same time creating conditions for enhanced collaboration among all the partners. In view of the particular role to be assumed by the new entity, TAC also considers that the proposed change would call for a wide range of expertise among the trustees.

Cooperation between FAO and IBPGR could be facilitated through recognition of a "special relationship" at the operational level that would be additional to the relationship inherent in FAO's position as a Co-sponsor of the CGIAR. Within this special relationship, for example, FAO could be invited to provide a member on the IBPGR Board of Trustees. It might also permit members of FAO staff to cooperate in IBPGR activities directly or through secondment arrangements.

In this and other respects the future location of the IBPGR is crucial. In order to maximise the opportunities for collaboration, TAC favours the siting of IBPGR in close proximity to FAO. Against the general background of the current public debate on plant genetic resources, TAC would not support the relocation of the IBPGR in another industrialized country, unless this could be arranged in association with FAO. Indeed, if the IBPGR could satisfactorily remain in Rome, some of the undesirable implications of its relocation could, more easily, be avoided.

Should FAO decide to foster global efforts on plant genetic resources entirely from its own capabilities and to provide scientific and technical support for the Commission, then TAC would need to reassess the case for support within the CGIAR of a separate institution

concerned solely with the conservation of plant genetic resources. Under such circumstances, activities on plant genetic resources within the CGIAR System might best be undertaken only by the individual Centers and confined to those crops and their relatives covered by their mandates. Otherwise, there might be duplication of effort.

Conclusion

TAC is confident, that the advantages of having a small, autonomous, non-governmental institution giving independent scientific and technical advice to national and international endeavours in plant genetic resources will be apparent to all concerned. Accordingly, TAC earnestly hopes that suitable arrangements can be found for the association of a newly constituted and fully autonomous IBPGR with the activities of FAO in furthering global effort in plant genetic resources.

If the Group accepts the principle of TAC's recommendation, there still remains a series of specific issues requiring in-depth consideration. They include: an agreement between FAO and the transformed IBPGR; the structure and composition of the new Board of Trustees; the internal scientific structure and staffing organization; resource requirements; etc. On the matter of funding, TAC considers that until the details of the association with FAO have been agreed and the future location of IBPGR has been determined, it would not be possible to make any accurate forecast.

Following the decision of the Group on the principle of TAC's recommendation, and at the Group's request, the Committee stands ready to consider those issues still remaining and to propose means for their resolution.

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THE CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
TECHNICAL ADVISORY COMMITTEE
Thirty-Seventh Meeting, Los Baños (Philippines), 16 - 25 June 1985

REPORT OF TAC SUB-COMMITTEE ON IBPGR

(Agenda Item 3(b))

TAC SECRETARIAT
FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
June 1985

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
TECHNICAL ADVISORY COMMITTEE
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30 May 1985

APR 05 2023

Dear Guy,

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I am pleased to transmit to you the report of the Sub-Committee on IBPGR and am taking this opportunity to explain to you some of our background thoughts that are not explicit in the report. Our conclusions were arrived at only after lengthy discussions and careful thought, but are nevertheless unanimous.

We are conscious that our recommendations will be disappointing to those who wish to see the work of IBPGR continuing within the framework of FAO, even though we stress in the report the need for maintaining close ties and working relations between FAO and IBPGR. Indeed, we earnestly sought a rationale for keeping IBPGR physically and administratively in FAO. We concluded, however, that even with the advantage of such a functional relationship, the rationale for separating the two is much stronger and more persuasive.

The Management Review Panel gave considerable prominence to the frustrations growing out of the fact that IBPGR is subjected to the same regulations and requirements that apply to all FAO programs. While we did not discount these difficulties, we did not consider them to be of primary importance. Our main recommendation is motivated by the evolution of the IBPGR program from a somewhat empirical to a more scientific approach and by the changing character of the IBPGR/FAO relationship.

We see the basic problem to be the fact that the model of a Board and a Secretariat is no longer appropriate. This has been made more apparent and difficult by the move towards the model of other IARCs, involving a policy-making board of trustees and an operating staff under its own director.

Furthermore, the proposal concerning the Board, made by the Review Panel and endorsed by TAC, is inconsistent with the philosophy of the CGIAR System which suggests that none of the Co-Sponsors should have institutional

/...

Prof. Guy Camus
Chairman, Technical Advisory Committee
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representation on boards of trustees. Not only does FAO have an institutional representative on the IBPGR Board, but the program is under the administrative direction of one of the Co-Sponsors, itself an inter-governmental organization. This is also inconsistent with the basic philosophy of the CGIAR.

These are some of the considerations that led us to what we believe to be a logical conclusion and one that will also best serve the future needs of work on genetic resources.

Finally, I should like to thank you for choosing such hard-working, thoughtful and perceptive colleagues from TAC and the Secretariat to work with me on this assignment.

With kindest regards.



M.H. Arnold

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IBPGR: Its Research Function and Future Mode of Operation

(Report by the TAC Sub-Committee on IBPGR)

Introduction

At its 36th Meeting in March 1985, TAC considered the External Program and Management Review Report on IBPGR in detail. The report raised some key issues concerning programs and management, which could not be resolved without additional information and study. These issues concerned in particular the management constraints which reduce the efficiency of IBPGR, together with those raised by the Panel's recommendation that a research capability be developed within the IBPGR, and the additional constraints that such a research capacity would place on the management of IBPGR and its relationship to FAO. In addition, TAC considered it needed more information from IBPGR on the size, scope, and physical requirements of the proposed research capacity.

To expedite matters, TAC established a Sub-Committee to examine these issues in cooperation with IBPGR and FAO. The Sub-Committee was given the following terms of reference:

- (i) To define the types of contribution that IBPGR should make to the total research effort on genetic resources.
- (ii) To analyze ways in which that contribution could be made in a cost-effective manner and could be integrated with the existing activities of IBPGR so as to enhance those aspects of collaboration with FAO that have been fruitful in the past.
- (iii) To explore possibilities for overcoming the current constraints under which IBPGR is operating.

The Sub-Committee met from 23-30 May 1985 at FAO Headquarters in Rome, and consisted of the following TAC Members: Drs. M.H. Arnold (Chairman), G.E. Joandet and E.T. York. Mr. L.H.J. Ochtman acted as Secretary to the Sub-Committee.

Background

The International Board for Plant Genetic Resources, as its name implies, is a board of experts, not an operational unit. It is serviced by a Secretariat within FAO. The Board and the activities supported by it are funded from a trust fund, administered by FAO under an agreement with donors. The Secretariat also functions as the FAO Genetic Resources Center, with its staff fulfilling their responsibilities within the line management structure of FAO.

To understand why this organizational structure was adopted, it is necessary to appreciate the circumstances in which the IBPGR originated. International work on genetic resources dates from the 1960s, when FAO set up a panel of experts serviced by its own staff. A start was made on formulating principles for collecting and on establishing base collections. Attempts to obtain funding for an inter-regional project led to the "Beltsville Conference" and involvement of the CGIAR. The operational principles adopted were essentially those already worked out under the FAO initiative. The Board (IBPGR) was created to act as a catalyst in promoting international effort in the conservation of germplasm and, because of its prior involvement, FAO agreed to accommodate the Secretariat and to provide part of its staff from its existing services in genetic resources.

Consequently, the subsequent work of IBPGR, although largely sponsored by the CGIAR, continued to be included by FAO as one of its own programs. This arrangement enabled FAO to fulfill the responsibilities for plant genetic resources assigned to it under the United Nations Environmental Program.

Recommendations of the Second External Review

During the first ten years of its work, the IBPGR has called increasingly upon the Secretariat to fulfil an operational role. In recognizing the changes that had taken place, the External Review Panel essentially recommended that the concept of a Secretariat should be changed to that of an operational unit with its own Director. It also recommended that the Board should assume the role of a Board of Trustees with responsibilities similar to those of other boards within the CGIAR System. The Panel suggested a series of options for implementing these recommendations but neither the Panel, nor TAC in its commentary on the report, explicitly recognized the consequences of the main conclusions.

A secretariat designed to service the functions of a Board can satisfactorily be, and in many circumstances is, part of the structure of another organization. It is also common, in such circumstances, for members of the staff of such a secretariat to divide their duties between their secretariat functions and other duties performed for their employer. However, an operational unit headed by a director and controlled by its own board of trustees can hardly, either logically or functionally, be a subordinate part of the line management structure of a different organization. Equally, a board of trustees can hardly share its trusteeship with an entirely separate body, which is, in turn, controlled by its own governing council.

Consequently, in recommending that the IBPGR Secretariat should become an operational unit with its own director and that the IBPGR should become a board of trustees, the Review Panel was, in effect, recommending that the IBPGR Secretariat should cease to be functionally

or structurally part of FAO. Nevertheless, it is clear that FAO will continue to have a central role in international collaboration on genetic resources. The main issue facing TAC, therefore, is to determine the role of the CGIAR System in this overall collaborative effort.

Before attempting to resolve this issue the Sub-Committee considered further:

- (i) the need for research in genetic resources and,
- (ii) the implications for the IBPGR of the work of the FAO Commission on Plant Genetic Resources.

Research

From discussions with the IBPGR Executive Committee it was clear to the Sub-Committee that IBPGR was not planning to set up its own laboratories for research. Rather, it was focussing its attention on ways of catalyzing research and contracting specific projects to institutions with the appropriate research capabilities. For this purpose IBPGR would need to recruit scientists who commanded respect in the international scientific community. The Executive Committee considered that such scientists should not be dispersed in a decentralized organization, but should be accommodated with other headquarters staff in order to generate a productive collegial atmosphere.

The Executive Committee considered that appropriate changes could be made within the existing staff complement and that the total number of professional staff need not be increased. They considered that there were several ways in which staff of sufficient standing could be recruited. For example, it might well be possible to find research staff nearing the end of their careers who would welcome a new challenge. Alternatively scientists in certain areas of research might be attracted to work with IBPGR for one to two years during which a research strategy in a particular area could be developed.

The Executive Committee outlined its evolving plans for future operations, describing how research undertaken or promoted by IBPGR would relate to other activities in genetic resources. It stressed that IBPGR would not become involved in fundamental research but would focus on strategic (mission oriented) research. The new thrust would not in any way imply that the IBPGR would relinquish its primary task relating to the collection and preservation of germplasm. The greater emphasis on research should be seen as the continuing of a trend that was already well established, rather than as a new approach. The aim of all the research was to make work in genetic resources more cost effective.

The Sub-Committee considered that this discussion with the Executive Committee served to clarify the recommendations on research in the report of the Review Panel. It was clear that the intention of the Executive Committee was that research should be undertaken "in house" only when it could be done at a desk or on a computer. The Sub-Committee was in agreement with the general principles that were presented to it.

The Sub-Committee also discussed with the Executive Committee opportunities for cooperation between IBPGR and other IARCs in meeting the need for research. Looking to the future, there would be many scientific problems of mutual interest and consequent opportunities for mounting joint projects. The Sub-Committee considers it essential for IBPGR to maintain sufficient scientific credibility to exert leadership within the CGIAR System on all matters relating to genetic resources, so that opportunities for cooperation are fully exploited.

The Commission on Plant Genetic Resources

It was evident to the Sub-Committee that a clear pattern of the respective roles of IBPGR and the new FAO Commission on Plant Genetic Resources had not yet evolved. The FAO view was that the roles of the two organizations would be largely complementary. The Commission would concentrate on the legal and political issues, while IBPGR would be concerned with the technical and research issues. FAO saw the implementation of the Commission's policies as a joint exercise with IBPGR.

Some of the IBPGR staff were sceptical about the Commission's intentions, however, pointing out that the first meeting of the Commission had focussed to a considerable extent on technical issues. There were also concerns about the extent to which the IBPGR Secretariat might be called upon to implement policies formulated by the Commission that were in conflict with priorities determined by IBPGR.

The Sub-Committee saw the advantages of IBPGR working closely with the Commission in a complementary manner. It also saw the dangers of the misunderstandings that would arise in the absence of a clear agreement between the two organizations on the definition of priorities and the division of responsibilities. Although the IBPGR had been invited as an observer to the first meeting of the Commission, it was not recognized by the Commission as an international organization and was not, therefore, in a position to negotiate directly with it. Under the present organizational structure there appeared to be no clear way in which uncertainties of this type could be satisfactorily resolved.

The Future

While the Sub-Committee recognizes the importance of a functional relationship between the CGIAR and FAO in any future activities in plant genetic resources, it clearly sees the anomalies inherent in the present IBPGR/FAO organization. The dichotomous structure (p. 1) and the consequent operational difficulties mean that changes are imperative. With regard to the normal functioning of a secretariat, and by analogy with other boards and secretariats, the Sub-Committee does not see any logical basis for negotiating with FAO to attempt to secure changes in its own "house rules". If FAO continues to accommodate the IBPGR Secretariat and to act as employer of its staff, it must clearly do so according to its own rules and regulations.

Consequently, the Sub-Committee considers that in making a recommendation to the CGIAR on the future of IBPGR, TAC must choose between the following two propositions.

Proposition 1

The IBPGR was created to stimulate international action on the conservation of plant genetic resources. In collaboration with FAO, it has been very successful. A great deal of collecting has been completed and a network of genebanks has been established. Consequently, IBPGR's initial purpose of stimulating international action has been fulfilled and its functions should be continued by FAO.

Proposition 2

The IBPGR was created to stimulate international action on the conservation of plant genetic resources. In collaboration with FAO, it has been very successful and the first phase of the work has now been completed. A second phase is now emerging which has two elements:

- (i) a political and legal element, reflected in the inter-governmental action that led to the signing of the "undertaking" and the creation of the FAO Commission on Plant Genetic Resources;
- (ii) a research and technical element required to ensure that collection is adequate, preservation safeguarded and that both are continued in a cost-effective manner.

Development of the first element is clearly the continuing role of FAO, in which the CGIAR, as a non-political body should not become involved. The second element calls for a small, specialized scientific institution that would command attention from the world scientific community and could be developed from the existing IBPGR.

Such an institution could appropriately continue to be funded within the CGIAR System.

In view of the priority accorded to work on genetic resources within the CGIAR System, the Sub-Committee supports the second proposition. It considers, however, that the administrative separation of the IBPGR from FAO should not be taken to imply any diminution of cooperation between the two organizations nor should it prevent exploitation of the complementarities that are possible between IBPGR and the Commission. Indeed, the creation of IBPGR as an autonomous institution could well enhance its capability of reaching more effective understandings both with FAO and the Commission.

Cooperation between FAO and IBPGR could be facilitated through recognition of a "special relationship" at the operational level that would be additional to the relationship inherent in FAO's position as a Co-Sponsor of the CGIAR. Such a special relationship might permit, for example, allocating a place on the IBPGR Program Committee to a representative of FAO, even though this would depart from accepted CGIAR guidelines on nominating members of boards. It might also permit members of FAO staff to participate in IBPGR activities through secondment arrangements. Cooperation between the two organizations could be facilitated by locating IBPGR in Rome. Continuity in the location of IBPGR might also avoid misunderstanding of the reason for the proposed change in structure.

The Sub-Committee is aware that any initiative taken by the CGIAR to convert the IBPGR into an autonomous institution, administratively separate from FAO, might be viewed negatively by some countries and cause repercussions in the FAO Commission. Nevertheless, the Sub-Committee is convinced that TAC and the CGIAR cannot postpone resolution of these delicate issues. The proposal to establish IBPGR as an autonomous institution should be developed in close consultation with the Board and FAO.

The Sub-Committee discussed the financial implications of its recommendations but was unable to make a detailed assessment of future funding requirements owing to the uncertainties of the future relationships between IBPGR and FAO.

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WILLIAMS, FOODAGRI
 ROME, ITALY
 THANKS FOR SENDING CHAPTER 2 AND FEEDBACK ON CHAPTER 1. FOR
 CHAPTER 3 WE NEED MORE INFORMATION ON THE HISTORICAL DEVELOPMENT OF
 GENE BANKS. SPECIFICALLY, IT WOULD BE HELPFUL TO THE READERS OF OUR
 BOOK IF WE COULD IDENTIFY WHICH WAS THE FIRST GENE BANK WITH WALK-IN
 FREEZERS, WHEN THE TECHNOLOGY FOR WALK IN FREEZERS WITH LONG TERM
 CAPABILITY FIRST BECAME AVAILABLE, AND WHAT AND WHERE WERE THE
 STUDIES FIRST DONE ON SEED LONGEVITY UNDER REDUCED TEMPERATURES.
 ALSO, WHO HAD THE IDEA FIRST TO PRESERVE SEEDS LONG TERM IN COLD
 STORAGE. QUERY. THIS WILL MAKE A SMOOTHER TRANSITION FOR THE
 READER FROM THE DISCUSSION OF BOTANICAL GARDENS AND PLANT EXPLORERS
 TO MODERN GENE BANKS IN CHAPTER 3. NIGEL AND I LOOK FORWARD TO
 SEEING YOU IN GAINESVILLE. BEST REGARDS. PLUCKNETT.

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CLASS OF SERVICE: TELEX		TELEX N: 843-610181	DATE: 7/29/85
SUBJECT: File G-12	DRAFTED BY: <i>[Signature]</i> DL Plucknett:jag	EXTENSION: 48033	
CLEARANCES AND COPY DISTRIBUTION:	AUTHORIZED BY (Name and Signature): <i>[Signature]</i> Donald L. Plucknett		
	DEPARTMENT: CGIAR Secretariat		
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WILLIAMS, FOODAGRI

ROME, ITALY

THANKS FOR SENDING CHAPTER 2 AND FEEDBACK ON CHAPTER 1. FOR CHAPTER 3 WE NEED MORE INFORMATION ON THE HISTORICAL DEVELOPMENT OF GENE BANKS. SPECIFICALLY, IT WOULD BE HELPFUL TO THE READERS OF OUR BOOK IF WE COULD IDENTIFY WHICH WAS THE FIRST GENE BANK WITH WALK-IN FREEZERS, WHEN THE TECHNOLOGY FOR WALK IN FREEZERS WITH LONG TERM CAPABILITY FIRST BECAME AVAILABLE, AND WHAT AND WHERE WERE THE STUDIES FIRST DONE ON SEED LONGEVITY UNDER REDUCED TEMPERATURES. ALSO, WHO HAD THE IDEA FIRST TO PRESERVE SEEDS LONG TERM IN COLD STORAGE. QUERY. THIS WILL MAKE A SMOOTHER TRANSITION FOR THE READER FROM THE DISCUSSION OF BOTANICAL GARDENS AND PLANT EXPLORERS TO MODERN GENE BANKS IN CHAPTER 3. NIGEL AND I LOOK FORWARD TO SEEING YOU IN GAINESVILLE. BEST REGARDS. PLUCKNETT.

TELEX

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Donald L. Plucknett

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G12

To: Mrs. Orma J. Hawkins, ADMSP
From: Monica M. Stillwell, GGR
Date: July 24, 1985
Subject: World Bank Security Passes

The following people will be attending a meeting in room A1019 of the World Bank August 6 - 8, 1985. Would you please prepare passes for them.

- Mr. K. H. Asay
- Mr. Y. Cauderon
- Mr. D. R. Dewey
- Mr. G. Fedak
- Mr. A. Mujeeb-Kazi
- Mr. S. Sakamoto
- Mr. R. Bothmer
- Mr. Yen Chi
- Mr. Dong Yu-Shen
- Mr. Q. Jones
- Mr. T. Williams

Please give me a call when the passes are ready. Thanks.

MStillwell/ms/G12

G12

Dr J. Trevor Williams
Plant Production and Protection
Division
Agricultural Department
Food and Agricultural Organization
of the United Nations
Via delle Terme di Caracalla
Rome 00100, ITALY

July 18, 1985

Dear Trevor,

I enclose a copy of a letter which Mr Hussain has just sent to Dr Kahre. It refers implicitly to your letter of June 5 (AGP -PR 3/11 IBPGR Membership).

Mr Hussain believes it would be inappropriate at this time to appoint new members to fill vacancies on the Board. Therefore, the recommendations of the Nominating Committee relating to Dr C. Murphy, Professor W. Tossell, Dr J.M. Menyonga, and Mr Krishna Murthi should be put on hold, until we see how the total situation of the IBPGR develops.

Curt is away until the end of July and I will make sure he is aware of Mr Husain's decision. If it becomes possible for the Sub-Committee to release any information about the next steps to be taken before International Centers' Week, we shall, of course, communicate that information to you.

Best regards

Yours sincerely,

Doreen E. Calvo
Senior Program Officer

Attachment

cc: Messrs C Farrar (o/r)
DPlucknett
DEC:gp File: G-12

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G12

Dr Lennart Kahre
Director, Swedish Seed Testing
and Certification Institute
S- 171 73, Solna, Sweden

July 18, 1985

Dear Dr Kahre,

I would like to bring you up-to-date on developments concerning the IBPGR since the Tokyo Meeting. You will recall that I appointed a small Sub-Committee chaired by me which would meet after the TAC Commentary on the External Reviews was ready. I have been advised by Professor Camus that that commentary will be mailed to me by courier on July 30th. I have, therefore arranged for the meeting of the Sub-Committee to take place in Washington on August 16th.

The members of the Sub-Committee are Dr Nyle Brady, Mr Louis Caudron, Dr Jaap Hardon, Dr Rodney Hills, and Dr Amir Muhammed. Professor Camus will be present also. The Sub-Committee will review the recommendations of TAC concerning the governance of the IBPGR, as well as other major matters of substance. The Committee's conclusions will be presented to the Group for its approval at International Centers' Week in October. In these circumstances, and pending the final decisions that have to be taken by the Group and the actions that will follow from them, I consider it inappropriate to fill existing vacancies on the IBPGR Board at this time. Therefore, I propose that we should not follow-up with the election to the Board of the candidates that were selected by the IBPGR Nominating Committee in May. Obviously this is no reflection whatsoever on the excellent candidates who were selected, but simply a logical step given the imponderables that surround the future of the IBPGR just now. I shall ask the Secretariat to advise Dr Trevor Williams about this matter.

As soon as feasible, I shall brief you on the likely next steps after the deliberations in August.

Yours sincerely,

S. Shahid Husain
Chairman

DCalvo: 8/1

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MR. AMIR MUHAMMED, AGRESCOUNCIL
ISLAMABAD, PAKISTAN
PROF. CAMUS INFORMS US THAT THE TAC COMMENTARY ON THE IBPGR REVIEW
WILL NOT BE AVAILABLE IN WASHINGTON UNTIL AT LEAST JULY 30. PLEASED
TO CONFIRM MEETING OF DONOR COMMITTEE NOW SCHEDULED FOR AUGUST 16.
REGARDS, DOREEN CALVO, CGIAR SECRETARIAT

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PROF. CAMUS, INTBAFRAD
PARIS, FRANCE
MEETING OF DONOR COMMITTEE ON IBPGR NOW BEING SCHEDULED FOR
AUGUST 16. WILL CONFIRM. REGARDS, DOREEN CALVO, CGIAR SECRETARIAT

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3 MR. CAUDRON, MRIACR

4 PARIS, FRANCE

5 PROF. CAMUS INFORMS US THAT THE TAC COMMENTARY ON THE IBPGR REVIEW

6 WILL NOT BE AVAILABLE IN WASHINGTON UNTIL AT LEAST JULY 30. AS A

7 NEW MEETING DATE, AUGUST 16 APPEARS TO SUIT SEVERAL COMMITTEE

8 MEMBERS. MEETING OF DONOR COMMITTEE WILL BE SCHEDULED FOR AUGUST

9 16 IF THIS IS CONVENIENT FOR YOU. PLEASE ADVISE. REGARDS, DOREEN

10 CALVO, CGIAR SECRETARIAT

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CLEARANCES AND COPY DISTRIBUTION:	AUTHORIZED BY (Name and Signature) <i>Doreen E. Calvo</i> DOREEN E. CALVO	
	DEPARTMENT: CGIAR SECRETARIAT	
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MR. JAAP HARDON, DLOWA
WAGENINGEN, THE NETHERLANDS
PROF. CAMUS INFORMS US THAT THE TAC COMMENTARY ON THE IBPGR REVIEW
WILL NOT BE AVAILABLE IN WASHINGTON UNTIL AT LEAST JULY 30.
MEETING OF DONOR COMMITTEE NOW SCHEDULED FOR AUGUST 16. VERY MUCH
REGRET IT COULD NOT BE SCHEDULED EARLIER THAT WEEK AS YOU REQUESTED.
NEVERTHELESS WE HOPE YOU WILL BE AVAILABLE AND REGRET INCONVENIENCE
CAUSED. REGARDS, DOREEN CALVO, CGIAR SECRETARIAT

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	DEPARTMENT: CGIAR SECRETARIAT	
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Consultative Group on International Agricultural Research
International Board for Plant Genetic Resources

Executive Secretariat
Crop Genetic Resources Centre (AGPG)
Plant Production and Protection Division
Food and Agriculture Organization of the United Nations
Via delle Terme di Caracalla 00100 Rome Italy
Cables: Foodagri Rome Telex: 610181 FAO I Telephone: 57971

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PR 3/11 IBPGR CD

Info copy: Dr. S. Ozgediz

CGIAR, Washington DC

If you do not quote our code and date
in your reply, the delivery of your
correspondence may be delayed.

Dear John,

The Center Directors will be meeting in the World Bank on 24 and 25 October 1985. Having discussed in a very preliminary way with Alex von der Osten it looks as though we need the morning of 25 October to discuss jointly with TAC:

- (i) programme and budget procedures for the next round;
- (ii) the 'review' of the review process to develop guidelines for Verne Ruttan.

Would the Chairpersons wish to join in? Also, are there other items you would wish the Chairpersons and Center Directors to discuss?

I expect TAC, CD and CP will all separately discuss and form opinions on the impact study.

All good wishes.

Yours sincerely,

J.T. Williams
Executive Secretary

Prof. John L. Dillon
University of New England
Armidale
NSW 2351
AUSTRALIA

G12

July 3, 1985

Dr. J. Trevor Williams
Executive Secretary, IBPGR
Crop Genetic Resources Center
Plant Production and Protection
Division
Food and Agriculture Organization
of the United Nations
Via delle Terme di Caracalla
Rome 00100, Italy

Dear Trevor:

I enclose a copy of the verbatim report of the Tokyo meetings which I am sending to you as Chair of the Directors General. Your speech to the Group as the Chair of the DGs starts on page 179 and the IBPGR discussions start on page 201. I will send a copy of the IBPGR discussions to Lennart Kahre.

For your information the full verbatim is also sent to Drs Bommer, Zelmi and von der Osten in the FAO and of course to the other cosponsors and Professor Camus.

With all best wishes,

Yours sincerely,

Doreen E. Calvo
Senior Program Officer

Enclosures

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Summary Note on Discussion of IBPGR EPR/EMR at
CGIAR Meeting, Tokyo, 12-14 June 1985

Upon the presentation of the EP and MR report by the Panel Chairman, the IBPGR Chairman indicated that IBPGR had already begun to implement some of the major review recommendations.

The Board has begun the process of change to constitute itself as a Board of Trustees and proposed to devolve full executive authority to its headquarters staff headed by a Director, conform the structure and function of IARCs.

The Board has already established a Program Committee to advise on operational policy, to define its research and field activities, and to monitor the progress of work. The research will be directed towards increasing the effectiveness of field operations and to strengthen the knowledge base for the plant genetic resources work. Because of the diversity of disciplines involved and the expected change of emphases in research areas over time, and in order to permit flexibility in operation regarding timely response to changing needs and priorities, IBPGR intends to achieve its research objectives mainly through sub-contracting to centers of excellence around the world. Accordingly, there is a need to reorganize the staff structure; IBPGR scientists will act as research managers, stimulating and coordinating appropriate fields of research and contracting work to leading laboratories.

With reference to the Group's earlier discussion concerning Boards' responsibilities for management of their Centers, attention was drawn to the unusual situation that the Board of IBPGR is unable to exercise its responsibility in a number of important areas due to the fact that the IBPGR Secretariat is part of a large international organization.

Dr. J.T. Williams then explained in brief IBPGR's program in terms of the main research thrusts and the staff structure designed to implement them. The Board felt that suitable arrangements could be made by phasing over a period of years without markedly increasing the total number of professional staff.

On behalf of FAO, Dr. D.F.R. Bommer presented a statement which alluded to the historic links between IBPGR and FAO, and to the development of IBPGR since 1974. From IBPGR's inception, in order to ensure consistency between its program and FAO's own PGR program, the Chief of FAO's Crop Ecology and Genetic Resources Unit (now Crop Genetic Resources Center) was designated to serve concurrently as Secretary (now Executive Secretary) of IBPGR. The very specific relationship between IBPGR and FAO is much more than an arrangement of convenience; IBPGR de facto implements a part of FAO's program even though it is an autonomous scientific body supported by the CGIAR. FAO's support to IBPGR's program appears in FAO's Program of Work and Budget and in the Reviews of the Regular Programme presented to the FAO Conference.

The operational model chosen for IBPGR, Dr. Bommer said, was deliberately different from that of the IARC model for a variety of reasons. The main premise in the Review Report is the need to convert IBPGR into a fully fledged IARC. FAO as co-sponsor of the System will advise against this move on the grounds of conceptual and practical considerations, as well as its adding to the cost of operating the System.

He emphasized that every effort had been made to provide wide flexibility to the operation of the Secretariat, which conduct its routine, day-to-day business without interference by FAO, and without restrictions on its reporting to the Board on all IBPGR operational and policy matters. Nevertheless, it should be understood that FAO cannot grant exceptional privileges to part of its staff for which the DG has overall responsibility.

In conclusion, Dr. Bommer stated that should IBPGR want to change its basic functions from a promotional/catalytic role into that of an IARC, and thus decide that it requires other facilities than those offered by FAO, this unilateral move will be very much regretted by FAO.

In the ensuing discussion the question of establishing an in-house research capability was debated at length. It was felt that more support was required to improve standards of various aspects of PGR work. IBPGR should play a leading role in these technical matters and should therefore develop more into a scientific institution working in support of national and international PGR programs. It would need to have more in-house expertise to enable it to commission and evaluate research in a number of key disciplines and to provide guidance to research carried out mainly by other leading research institutions rather than having its own research facilities and conducting its own research. Thus IBPGR scientists should act primarily in a research manager capacity. In this respect reference was made to WHO's Tropical Diseases Research Program, which uses a panel of experts to critically evaluate on-going research and then recommends to WHO specific research activities to be carried out in various laboratories throughout the world. The Group expected to get clear technical advice from TAC concerning research issues and priorities, as well as the merits of the WHO model.

There was general agreement regarding the need for a better definition of IBPGR's mandate taking into account the accepted need for an increase in research to enhance PGR work; it should clearly and unambiguously indicate the complementarities that exist between the work of IBPGR and FAO in the general field of germplasm conservation and research. In this context the desirability to maintain close links between IBPGR and FAO was emphasized. It was suggested that TAC ought to consider in more depth the issue of the mandate in its entirety and its implications.

With respect to the advantages and constraints related to IBPGR being located in FAO and being an integral part of FAO, the Group acknowledged the important advantages of IBPGR's present close association with FAO. However, considerable unease was expressed regarding the inherent difficulties arising in any organization if it is a part of a larger organization and at the same time responsible to an outside group, despite good historical reasons for that arrangement and its merits in the past. It was felt that the present arrangements were clearly deficient in some areas, especially since the fundamental principle of the operation of CGIAR Centers lies in autonomy, and according to that standard, IBPGR is not a true CGIAR institution. The Group appreciated TAC's initiative to establish a TAC Sub-Committee to examine the issues related to research and to the constraints regarding IBPGR's operation. However, in view of the urgency of the matter, bearing in mind that TAC can present its recommendations to the Group earliest in November 1985, the Group agreed to establish its own Sub-group which with the input from TAC would examine the issues related to the IBPGR-FAO relationship and report to the Group in November.

The CGIAR Sub-group, under the chairmanship of the CGIAR Chairman, will have as members Drs. Amir Mohammed (Pakistan), N.C. Brady (USA), L. Caudron (France), J.J. Hardon (Netherlands), and R.C. Hills (Australia).

June 30, 1985

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GROUPE CONSULTATIF POUR LA RECHERCHE AGRICOLE INTERNATIONALE

COMITE CONSULTATIF TECHNIQUE

Trente-septième réunion, Los Baños (Philippines), 16-25 juin 1985

RAPPORT DU SOUS-COMITE DU CCT SUR LE CIRP

(Point 3 (b) de l'ordre du jour)

SECRETARIAT DU CCT

ORGANISATION DES NATIONS UNIES POUR L'ALIMENTATION ET L'AGRICULTURE

Juin 1985

GRUPE CONSULTATIF POUR LA RECHERCHE AGRICOLE INTERNATIONALE
COMITE CONSULTATIF TECHNIQUE
ORGANISATION DES NATIONS UNIES POUR L'ALIMENTATION ET L'AGRICULTURE

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Via delle Terme di Caracalla, 00100 Rome, Italie
Câbles : FOODAGRI ROME - Téléex : 610181 FAO I
Téléphone : 57971

CONFIDENTIEL

Le 30 mai 1985

Monsieur Guy Camus
Président, Comité consultatif technique
s/c Banque mondiale
66, avenue d'Iéna
75116 Paris, France

Monsieur,

J'ai l'honneur de vous adresser ci-joint le rapport du Sous-comité sur le CIRP et je saisis cette occasion pour préciser certaines idées générales qui ne sont pas explicitées dans le rapport. Ce n'est qu'après de longues délibérations que nous sommes parvenus à une conclusion, mais celle-ci est unanime.

Nos recommandations décevront certainement ceux qui souhaitent que le CIRP reste associé à la FAO, bien que nous préconisons le maintien de relations de travail et de liens étroits entre les deux organisations. En fait, nous avons examiné en toute impartialité ce qui pourrait justifier le maintien du CIRP dans les locaux de la FAO et dans son cadre administratif, mais, malgré les avantages que présente une telle relation fonctionnelle, il nous est apparu que les arguments en faveur d'une séparation sont beaucoup plus puissants.

Le Groupe chargé de l'examen de la gestion a beaucoup insisté sur les inconvénients découlant du fait que le CIRP est soumis aux mêmes règlements et conditions que l'ensemble des programmes de la FAO. Or, à notre avis, ces difficultés, quoique non négligeables, ne sont pas d'une importance primordiale. Nos recommandations, fondées sur l'évolution du programme du CIRP, portent sur l'adoption d'une méthode moins empirique et plus scientifique et sur l'évolution des relations entre le CIRP et la FAO.

A notre avis, le principal problème tient à ce que les notions de conseil et de secrétariat ne sont plus adaptées, ce qui est d'autant plus apparent et critique que la structure du CIRP a déjà évolué vers celle des autres CIRA, comprenant un organe de décision, le Conseil d'administration, et un organe d'exécution ayant son propre directeur.

De surcroît, la proposition faite au sujet du Conseil par le Groupe chargé de l'examen et approuvée par le CCT n'est pas compatible avec les principes fondamentaux du système du GCRAI, d'après lesquels aucune des institutions le parrainant ne doit être représentée à un conseil d'administration. Non seulement la FAO a un représentant officiel au Conseil du CIRP, mais encore le programme est administré par l'une des institutions le parrainant, qui est elle-même une organisation intergouvernementale. Or, cela est également incompatible avec les principes fondamentaux du GCRAI.

Voilà quelques-unes des considérations qui nous ont amenés à une conclusion que nous jugeons logique et qui nous semble répondre le mieux aux besoins futurs dans le domaine des ressources génétiques.

Je tiens enfin à vous remercier de m'avoir donné des collaborateurs aussi consciencieux, sérieux et perspicaces.

Veillez agréer, Monsieur, l'assurance de ma considération distinguée.

M. H. Arnold

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CIRP : Sa fonction de recherche et son fonctionnement futur

(Rapport de la Sous-commission du CCT sur le CIRP)

Introduction

A sa trente-sixième réunion, en mars 1985, le CCT a examiné de près le rapport sur l'examen externe du programme et de la gestion du CIRP. Ce rapport soulevait à ce sujet quelques questions essentielles qui ne pouvaient être résolues sans un complément d'information et d'étude. Il s'agit notamment des contraintes pesant sur la gestion du CIRP qui réduisent son efficacité, des questions soulevées par la recommandation du groupe chargé de l'examen, selon laquelle un service de recherche devrait être créé au sein du CIRP, et des contraintes supplémentaires que ce service ferait peser sur la gestion du CIRP et sur ses relations avec la FAO. Le CCT a jugé aussi que le CIRP devait lui fournir davantage de renseignements sur l'importance, le champ d'activité et les besoins matériels de ce service de recherche.

Pour accélérer les choses, le CCT a constitué un Sous-comité pour examiner ces questions en collaboration avec le CIRP et la FAO. Son mandat était le suivant :

- i) Définir la nature de la contribution que le CIRP devrait apporter à l'effort global de recherche sur les ressources génétiques.
- ii) Etudier comment cette contribution pourrait être fournie de façon rentable et comment elle pourrait être intégrée aux activités actuelles du CIRP de manière à renforcer les domaines où sa collaboration avec la FAO a été fructueuse dans le passé.
- iii) Examiner les moyens de surmonter les contraintes qui pèsent actuellement sur le fonctionnement du CIRP.

Le Sous-comité, qui s'est réuni du 23 au 30 mai 1985 au siège de la FAO à Rome, se composait de membres du CCT, à savoir : MM. M. H. Arnold (Président), G. E. Joandet et E. T. York. M. L. H. J. Ochtman remplissait les fonctions de secrétaire.

Généralités

Comme son nom l'indique, le Conseil international des ressources phylogénétiques est un comité d'experts et non une unité opérationnelle. Il dispose d'un secrétariat au sein de la FAO. Ses activités sont financées à partir d'un fonds fiduciaire administré par la FAO aux termes

d'un accord passé avec les donateurs. Le secrétariat, dont le personnel exerce ses fonctions dans le cadre de la structure hiérarchique de la FAO, dessert aussi le Centre des ressources génétiques de la FAO.

Pour comprendre pourquoi cette structure organisationnelle a été adoptée, il faut connaître les circonstances dans lesquelles le CIRP a été créé. La recherche internationale sur les ressources génétiques a débuté dans les années 60, lorsque la FAO a constitué un groupe d'experts appuyés par ses propres services. On a alors commencé à formuler des principes en vue de la collecte de données et de l'établissement de collections de base. La recherche de crédits pour financer un projet interrégional a débouché sur la Conférence de Beltsville et sur l'engagement du GCRAI. Les principes opérationnels adoptés alors étaient essentiellement ceux qui avaient été énoncés sur l'initiative de la FAO. Le CIRP a été créé, en tant que catalyseur, pour encourager à l'échelle internationale la conservation du matériel génétique. En raison de sa participation antérieure, la FAO a accepté d'assurer son secrétariat et de mettre à sa disposition une partie du personnel de ses services s'occupant de ressources génétiques.

En conséquence, les activités du CIRP, pourtant financées en grande partie par le GCRAI, ont ensuite continué à faire partie des programmes de la FAO. Cette formule a permis à la FAO de s'acquitter des responsabilités qui lui incombait, en matière de ressources phytogénétiques, dans le cadre du Programme des Nations Unies pour l'environnement.

Recommandations faites à l'issue du Deuxième examen externe

Pendant ses dix premières années d'activité, le CIRP a confié au secrétariat un rôle opérationnel croissant. Reconnaissant les changements intervenus, le Groupe chargé de l'examen externe a essentiellement recommandé que le secrétariat soit transformé en unité opérationnelle autonome et que le Conseil assume les fonctions d'un Conseil d'administration, avec des attributions analogues à celles des conseils des autres centres parrainés par le GCRAI. Il a proposé aussi une série d'options en vue de l'application de ces recommandations, mais ni lui, ni le CCT, dans ses commentaires sur le rapport, n'ont explicitement reconnu les conséquences des principales conclusions.

Un secrétariat qui dessert un conseil d'administration peut sans inconvénient faire partie de la structure d'une autre organisation, ce qui est d'ailleurs souvent le cas. Il est d'ailleurs fréquent, en l'occurrence, qu'il se consacre en partie à ses propres fonctions et en partie à celles qu'il exécute pour l'organisation dont il relève. Toutefois, une unité opérationnelle ayant son propre directeur et contrôlée par son propre conseil d'administration peut difficilement, tant d'un point de vue logique que d'un point de vue fonctionnel, être

subordonnée à la structure hiérarchique d'une autre organisation. De même, un conseil d'administration peut difficilement partager ses responsabilités avec un organe totalement indépendant, lui-même dirigé par son propre conseil d'administration.

En conséquence, en recommandant que le secrétariat du CIRP devienne une unité opérationnelle autonome et que le CIRP devienne un conseil d'administration, le Groupe chargé de l'examen a en fait recommandé que le secrétariat du CIRP ne dépende plus de la FAO, ni sur le plan structurel, ni sur le plan fonctionnel. Il est évident que la FAO continuera cependant à jouer un rôle central dans la coordination internationale des travaux sur les ressources génétiques. La principale tâche du CCT est donc maintenant de définir le rôle du système du GCRAI dans cet effort global de collaboration.

Avant de s'attaquer à ce problème, le Sous-comité a examiné deux autres questions :

- i) les besoins en matière de recherche sur les ressources génétiques;
- ii) les conséquences pour le CIRP des travaux de la Commission des ressources phytogénétiques de la FAO.

Recherche

Des entretiens avec le Comité directeur du CIRP ont prouvé au Sous-comité que le CIRP n'avait pas l'intention de se doter de laboratoires de recherche et qu'il se concentrerait plutôt sur les moyens de catalyser la recherche et de sous-traiter certains projets à des institutions disposant des moyens de recherche appropriés. A cette fin, le CIRP devrait engager des chercheurs faisant autorité dans la communauté scientifique internationale. Pour éviter leur dispersion dans une organisation décentralisée, le Comité exécutif a été d'avis qu'il faudrait les associer au personnel du siège pour créer un esprit d'équipe productif.

Le Comité exécutif a estimé que les changements appropriés pourraient être effectués avec le personnel existant, sans qu'il soit nécessaire d'augmenter le nombre total de spécialistes. A son avis, il y a plusieurs manières de recruter du personnel d'un niveau suffisant. On pourrait, par exemple, engager des chercheurs en fin de carrière, disposés à assumer de nouvelles fonctions ou des chercheurs spécialisés dans certains domaines et intéressés par un poste d'un an ou deux au CIRP, période pendant laquelle une stratégie de recherche pourrait être élaborée dans un domaine particulier.

Le Comité exécutif a décrit dans leurs grandes lignes les plans d'action qu'il est en train d'élaborer et il a précisé comment les travaux de recherche entrepris ou encouragés par le CIRP seraient rattachés aux autres activités concernant les ressources génétiques. Il a insisté sur le fait que le CIRP ne s'engagerait pas dans la recherche fondamentale, mais se consacrerait à la recherche stratégique (axée sur des domaines spécifiques). Cette nouvelle orientation n'impliquerait en aucune manière que le CIRP renonce à sa fonction principale, à savoir la collecte et la préservation du matériel génétique. La place plus large faite à la recherche devrait être considérée non pas comme une démarche nouvelle, mais comme la poursuite d'une tendance déjà bien établie, l'objectif étant d'améliorer la rentabilité de tous les travaux de recherche sur les ressources génétiques.

Le Sous-comité a estimé que cette discussion avec le Comité exécutif avait permis de clarifier les recommandations sur la recherche figurant dans le rapport sur l'examen externe. De toute évidence, le Comité exécutif voulait que la recherche ne soit entreprise au sein du CIRP que si le travail pouvait être fait à un bureau ou avec un ordinateur. Le Sous-comité a approuvé les principes généraux qui lui ont été présentés.

Le Sous-comité a aussi examiné avec le Comité exécutif les possibilités de coopération entre le CIRP et les autres CIRA pour répondre aux besoins en matière de recherche. Dans l'avenir, des projets conjoints pourront être mis sur pied pour résoudre les nombreux problèmes scientifiques présentant un intérêt mutuel. Le Sous-comité estime qu'il est essentiel pour le CIRP de conserver une crédibilité scientifique suffisante pour jouer un rôle de premier plan au sein du système du GCRAI dans tous les domaines concernant les ressources génétiques de manière à tirer pleinement parti des possibilités de coopération.

La Commission des ressources phytogénétiques

Le Sous-comité a constaté que le rôle respectif du CIRP et de la nouvelle Commission des ressources phytogénétiques de la FAO n'était pas encore clairement défini. La FAO pensait que leurs rôles seraient largement complémentaires, la Commission se concentrant sur les aspects juridiques et politiques et le CIRP sur les questions techniques et la recherche. Ce dernier participerait à l'application des politiques formulées par la Commission.

Toutefois, certains membres du CIRP ont mis en doute les intentions de la Commission, rappelant qu'à sa première réunion, celle-ci s'était concentrée dans une large mesure sur les questions techniques. Certains se sont aussi demandé si le secrétariat du CIRP risquait d'avoir à appliquer des politiques allant à l'encontre des priorités fixées par le CIRP.

Le Sous-comité a reconnu les avantages d'une coopération étroite et complémentaire entre le CIRP et la Commission. Mais il a aussi perçu les risques de malentendus au cas où il n'existerait pas d'accord précis entre les deux organisations sur la définition des priorités et la division des responsabilités. Bien qu'elle ait invité le CIRP, en tant qu'observateur, à sa première réunion, la Commission ne l'a pas considéré comme une organisation internationale, de sorte que le CIRP n'a pas été en mesure de négocier directement avec elle. La structure organisationnelle en place ne semblait pas offrir de solution précise et satisfaisante à ce genre de problème.

L'avenir du CIRP

Tout en reconnaissant qu'il importe de maintenir dans l'avenir une relation fonctionnelle entre le GCRAI et la FAO dans le domaine des ressources phylogénétiques, le Sous-comité est parfaitement conscient des anomalies inhérentes à l'organisation actuelle des rapports entre le CIRP et la FAO. La division des responsabilités (page 1), et les difficultés opérationnelles qui en découlent, rendent impératif de procéder à des changements. Compte tenu du fonctionnement normal d'un secrétariat et par comparaison avec les autres conseils et secrétariats, le Sous-comité estime qu'il ne serait pas justifié de demander à la FAO de modifier ses règles internes. Si le secrétariat et le personnel du CIRP continuent de relever de la FAO, cela doit évidemment se faire conformément aux règlements de l'organisation.

En conséquence, le Sous-comité estime que, dans sa recommandation au GCRAI concernant l'avenir du CIRP, le CCT doit faire un choix entre les deux propositions suivantes :

Proposition No 1

Le CIRP a été créé pour encourager l'action internationale dans le domaine de la conservation des ressources phylogénétiques, et en collaboration avec la FAO, il s'est très bien acquitté de sa mission. Les travaux de collecte ont beaucoup progressé et un réseau de banques de gènes a été établi. Le CIRP a donc atteint son objectif initial et ses activités devraient être poursuivies par la FAO.

Proposition No 2

Le CIRP a été créé pour encourager l'action internationale dans le domaine de la conservation des ressources phylogénétiques et, en collaboration avec la FAO, il s'est très bien acquitté de sa mission : la première phase de son programme est maintenant achevée. La seconde phase comprend les deux éléments suivants :

i) un élément politique et juridique s'inscrivant dans l'action intergouvernementale qui a abouti à la signature de "l'engagement" et à la création de la Commission des ressources phytogénétiques de la FAO;

ii) un élément technique et de recherche, pour assurer la collecte et la conservation adéquates des ressources génétiques et la poursuite rentable de ces deux activités.

La réalisation du premier élément reste évidemment du domaine de la FAO et le GCRAI, en tant qu'organe non politique, ne devrait pas y participer. Le second élément devrait être confié à une petite institution scientifique spécialisée qui pourrait être mise en place sur les bases du CIRP actuel avec le concours de chercheurs de renommée mondiale. Cette institution pourrait sans inconvénient continuer à être financée dans le cadre du GCRAI.

La priorité étant donnée aux travaux sur les ressources génétiques dans les centres du GCRAI, le Sous-comité est favorable à la seconde proposition. Il estime toutefois que la séparation administrative du CIRP et de la FAO ne devrait pas restreindre la coopération entre les deux organisations, ni empêcher le CIRP et la Commission de tirer parti de leur complémentarité. En fait, en devenant autonome, le CIRP sera peut-être mieux à même de collaborer plus efficacement tant avec la FAO qu'avec la Commission.

Pour faciliter la coopération entre la FAO et le CIRP, on pourrait reconnaître qu'il existe entre les deux organisations une "relation spéciale" sur le plan opérationnel, s'ajoutant à celle qui découle de la participation de la FAO au financement du GCRAI. Cette relation spéciale permettrait par exemple d'inviter un représentant de la FAO à siéger à la Commission des programmes du CIRP, bien que cela ne soit pas conforme aux principes établis du GCRAI concernant la nomination des membres des conseils. Cela permettrait aussi le détachement au CIRP de fonctionnaires de la FAO. La coopération entre les deux organisations serait facilitée par le maintien du CIRP à Rome, qui permettrait en outre d'éviter tout malentendu sur les motifs de la restructuration proposée.

Le Sous-comité est conscient du fait que toute initiative prise par le GCRAI pour transformer le CIRP en une institution autonome, distincte de la FAO sur le plan administratif, pourrait être mal accueillie par certains pays et pourrait avoir des répercussions sur la Commission de la FAO. Le Sous-comité est cependant convaincu que le CCT et le GCRAI ne peuvent remettre à plus tard le règlement de ces questions difficiles. L'idée de faire du CIRP une institution autonome devrait être développée en étroite consultation avec le Conseil et la FAO.

Le Sous-comité a examiné les incidences financières de ses recommandations, mais, vu l'incertitude des relations futures entre le CIRP et la FAO, il n'a pu faire une estimation précise des besoins de financement.

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AMIR MUHAMMED, AGRESCOUNCIL
ISLAMABAD, PAKISTAN
TAC REPORT ON IBPGR IS EXPECTED TO BE FINISHED AND DISPATCHED TO
YOU IN MID JULY. MR. HUSAIN SUGGESTS ONE DAY MEETING OF DONOR
COMMITTEE IN WASHINGTON WEEK OF JULY 29. PLEASE ADVISE IF YOU
CAN BE AVAILABLE AND BEST DATES. ALTERNATE WEEK OF AUGUST 12.
WILL PROVIDE TRAVEL AND EXPENSES. REGARDS FARRAR, CGIAR
SECRETARIAT.

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cc: Mr. Ozgedis o/r Ms. Beacham o/r DEPARTMENT: CGIAR SECRETARIAT

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AIR MAIL.

12 Melbourne Av.,
Deakin. A.C.T. 2600

7/11/85
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June 26, 1985.

Mr. Shahid Husain,
Chairman CGIAR
1818 H. Street, N.W.
Washington, D.C. 20433/U.S.A.

Dear Mr. Husain,

Following the CGIAR discussion in Tokyo of the review of IBPGR you kindly asked me whether I was satisfied with the outcome. I was, of course, pleased that you decided to appoint a committee of the CG to receive and act on the report from TAC, but regret that the debate did not provide an opportunity for me or my colleague, Professor Tossell to comment. On reflection, it seemed to me desirable that I put before you a few points that were either not discussed at the meeting or which arose out of the discussion.

The first is that I heard it said that the Review Panel had been unduly influenced by the members of the CG and TAC secretariats who assisted us. I would like to stress that all details in both reports were fully discussed by all members of the Panel, that all decisions were unanimous, and that, although members of the TAC and CG secretariats were most helpful, they in no way determined or influenced our conclusions. The Panel was greatly influenced by their ^{own} perception of (1) the urgent need to conserve genetic resources, and (2) the current threats to conservation efforts. Our primary motivation in all our discussions was to attempt to find ways of ensuring the best chance of genetic resources being available in perpetuity.

The second point I wish to make is that ^{it was said ~~that~~ in discussions that the} entire responsibility for the perceived difficulties between FAO and IBPGR ^{had been} placed by FAO squarely on the perceived failures in management by Dr. Trevor Williams. I would wish to reject this claim in the strongest terms. Whilst in Rome I made a special effort to learn whether the problems of IBPGR are unique. They are not, and in fact they have close parallels with the problems being experienced by the World Food Program. The report of the Joint Inspection Unit of the United Nations discussed in detail the difficulties between FAO and the WFP and found that most of the difficulties stemmed from the entrenched attitudes of FAO. In fact, the parallels between our own findings in this area and those of the JIU were very close indeed.

Thirdly, several CG members referred to the termination by FAO of appointments of IBPGR staff. Dr. Bommer said, as you will recall, that IBPGR staff should have no cause for alarm because this was purely a precautionary measure, and that the appointments of senior staff in FAO were also terminating at the end of the current term of the Director-General. He said, if I recall correctly, that all senior staff in FAO were on short-term contracts, but that no staff member of IBPGR need be afraid for his future.

including
Even if this were so, the fact that these points were not made known to IBPGR staff, that the decisions were taken without consultation with the IBPGR Board, and without reference to the cosponsors/CGIAR suggests to me that there are significant management problems in the personell area between FAO management and those members of its staff employed in IBPGR.

I would be grateful if you would place these personal views before the members of the group under your Chairmanship which I understand is to report to the November meeting of the CG in Washington.

Yours sincerely,

M.F. Day
M.F. Day, Chairman,
IBPGR Review Panel

P.S. on the attached
sheet.

P.S. I would like to add a postscript on reviews in general. It has seemed to me, on the basis of my reading of a number of reviews of the CG Centers & listening to the debates on several of them, that there are some difficulties in the review process employed by the CG. First I should make it clear that I think the procedures are fairly effective. At the same time I wonder whether they are providing the donors with the information they really need. I am not referring to the comment made by Mr Greg Spendjan of CIDA at the Tokyo meeting, although I appreciate his concerns. Rather I am concerned with the review process. I understand the constraints imposed by costs & those imposed by getting people for longer periods, but two weeks is really a very short time to write a report. More important is the difficulty, in the time available, of getting all sides of the issues which arise during a review. I am not here setting out to offer solutions to these difficulties, but I wonder whether the CG has collected the views of the donors on the format of the review process. Is it timely to consider a review of the review process?

John

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SP JAAP HARDON, DLOWA
WAGENINGEN, THE NETHERLANDS
844-~~TELEX 32040~~

SP HILLS, AUSTDEVAID
CANBERRA CITY, AUSTRALIA

790-62631

cc: MR. BRADY, USAID, WASHINGTON, D.C
MS. ENUTON
MR. OZGEDIS

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IN WASHINGTON WEEK OF JULY 29 ON ASSUMPTION TAC REPORT CAN REACH
MEMBERS DURING PREVIOUS WEEK. PLEASE ADVISE IF YOU CAN BE
AVAILABLE AND BEST DATES. ALTERNATE WEEK OF AUGUST 12. REGARDS,
FARRAR, CGIAR SECRETARIAT

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Consultative Group on International Agricultural Research
International Board for Plant Genetic Resources

Executive Secretariat
 Crop Genetic Resources Centre (AGPG)
 Plant Production and Protection Division
 Food and Agriculture Organization of the United Nations
 Via delle Terme di Caracalla 00100 Rome Italy
 Cables: Foodagri Rome Telex: 610181 FAO I Telephone: 57971

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JUN. 25 1985

PR 3/11 IBPGR EC33

**IN REPLY PLEASE QUOTE OUR
 REFERENCE AND DATE OF THIS
 LETTER TO AVOID A DELAY IN
 DELIVERY OF YOUR RESPONSE**

Dear Curt,

Forthcoming IBPGR Meetings

This is to kindly request you to book rooms in the World Bank for the following two IBPGR meetings.

1. 33rd Meeting of the Executive Committee: 0900h
 4 November through 7 November 1985. Approximate
 participants 10.
2. First meeting of the Programme Committee: 1400h
 7 November through 9 November 1985. Approximate
 participants 8.

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Please note the overlap in the afternoon of 7 November. We would also hope tea/coffee can be served against reimbursement as per normal.

Yours sincerely,

J.T. Williams

J.T. Williams
 Executive Secretary

Dr. C. Farrar
 Executive Secretary
 CGIAR
 c/o World Bank
 1818 H Street N.W.
 Washington D.C. 20433
 USA

Copy sent to Paris

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June 14/85

Summary Note on Discussion of IBPGR EPR/EMR at
CGIAR Meeting, Tokyo, 12-14 June 1985

Upon the presentation of the EP and MR report by the Panel Chairman, the IBPGR Chairman indicated that IBPGR had already begun to implement some of the major review recommendations.

The Board has begun the process of change to constitute itself as a Board of Trustees and proposed to devolve full executive authority to its headquarters staff headed by a Director, conform the structure and function of IARCs.

The Board has already established a Program Committee to advise on operational policy, to define its research and field activities, and to monitor the progress of work. The research will be directed towards increasing the effectiveness of field operations and to strengthen the knowledge base for the plant genetic resources work. Because of the diversity of disciplines involved and the expected change of emphases in research areas over time, and in order to permit flexibility in operation regarding timely response to changing needs and priorities, IBPGR intends to achieve its research objectives mainly through subcontracting to centers of excellence around the world. Accordingly, there is a need to reorganize the staff structure; IBPGR scientists will act as research managers, stimulating and coordinating appropriate fields of research and contracting work to leading laboratories.

With reference to the Group's earlier discussion concerning Boards' responsibilities for management of their Centers, attention was drawn to the unusual situation that the Board of IBPGR is unable to exercise its responsibility in a number of important areas due to the fact that the IBPGR Secretariat is part of a large international organization.

Dr. J.T. Williams then explained in brief IBPGR's program in terms of the main research thrusts and the staff structure designed to implement them. The Board felt that suitable arrangements could be made by phasing over a period of years without markedly increasing the total number of professional staff.

On behalf of FAO, Dr. D.F.R. Bommer presented a statement which alluded to the historic links between IBPGR and FAO, and to the development of IBPGR since 1974. From IBPGR's inception, in order to ensure consistency between its program and FAO's own PGR program, the Chief of FAO's Crop Ecology and Genetic Resources Unit (now Crop Genetic Resources Center) was designated to serve concurrently as Secretary (now Executive Secretary) of IBPGR. The very specific relationship between IBPGR and FAO is much more than an arrangement of convenience; IBPGR de facto implements a part of FAO's program even though it is an autonomous scientific body supported by the CGIAR. FAO's support to IBPGR's program appears in FAO's Program of Work and Budget and in the Reviews of the Regular Programme presented to the FAO Conference.

The operational model chosen for IBPGR, Dr. Bommer said, was deliberately different from that of the IARC model for a variety of reasons. The main premise in the Review Report is the need to convert IBPGR into a fully fledged IARC. FAO as co-sponsor of the System will advise against this move on the grounds of conceptual and practical considerations, as well as its adding to the cost of operating the System.

He emphasized that every effort had been made to provide wide flexibility to the operation of the Secretariat, which conduct its routine, day-to-day business without interference by FAO, and without restrictions on its reporting to the Board on all IBPGR operational and policy matters. Nevertheless, it should be understood that FAO cannot grant exceptional privileges to part of its staff for which the DG has overall responsibility.

In conclusion, Dr. Bommer stated that should IBPGR want to change its basic functions from a promotional/catalytic role into that of an IARC, and thus decide that it requires other facilities than those offered by FAO, this unilateral move will be very much regretted by FAO.

In the ensuing discussion the question of establishing an in-house research capability was debated at length. It was felt that more support was required to improve standards of various aspects of PGR work. IBPGR should play a leading role in these technical matters and should therefore develop more into a scientific institution working in support of national and international PGR programs. It would need to have more in-house expertise to enable it to commission and evaluate research in a number of key disciplines and to provide guidance to research carried out mainly by other leading research institutions rather than having its own research facilities and conducting its own research. Thus IBPGR scientists should act primarily in a research manager capacity. In this respect reference was made to WHO's Tropical Diseases Research Program, which uses a panel of experts to critically evaluate on-going research and then recommends to WHO specific research activities to be carried out in various laboratories throughout the world. The Group expected to get clear technical advice from TAC concerning research issues and priorities, as well as the merits of the WHO model.

There was general agreement regarding the need for a better definition of IBPGR's mandate taking into account the accepted need for an increase in research to enhance PGR work; it should clearly and unambiguously indicate the complementarities that exist between the work of IBPGR and FAO in the general field of germplasm conservation and research. In this context the desirability to maintain close links between IBPGR and FAO was emphasized. It was suggested that TAC ought to consider in more depth the issue of the mandate in its entirety and its implications.

With respect to the advantages and constraints related to IBPGR being located in FAO and being an integral part of FAO, the Group acknowledged the important advantages of IBPGR's present close association with FAO. However, considerable unease was expressed regarding the inherent difficulties arising in any organization if it is a part of a larger organization and at the same time responsible to an outside group, despite good historical reasons for that arrangement and its merits in the past. It was felt that the present arrangements were clearly deficient in some areas, especially since the fundamental principle of the operation of CGIAR Centers lies in autonomy, and according to that standard, IBPGR is not a true CGIAR institution. The Group appreciated TAC's initiative to establish a TAC Sub-Committee to examine the issues related to research and to the constraints regarding IBPGR's operation. However, in view of the urgency of the matter, bearing in mind that TAC can present its recommendations to the Group earliest in November 1985, the Group agreed to establish its own Sub-group which with the input from TAC would examine the issues related to the IBPGR-FAO relationship and report to the Group in November.

The CGIAR Sub-group, under the chairmanship of the CGIAR Chairman, will have as members Drs. Amir Mohammed (Pakistan), N.C. Brady (USA), M. Caudron (France), J.J. Hardon (Netherlands), and R.C. Hills (Australia).

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28. The chairman, Mr. Husain, introduced the subject by summarizing the background of the issue, including the report of the external review panel, the two reports of the TAC, the discussion by the Group at Tokyo and the two reports of the CGIAR committee on this topic which he appointed at the Tokyo meeting. The issues included the need for extensive research on methodology of genetic conservation, the means of implementing such research, and other matters. Much attention had been focused on the management and structure of the IBPGR. The panel had found that being subject to the procedures of the FAO, the uncertainty concerning the responsibilities of the board had not

CGIAR concern for genetic resource conservation and plant breeding. Others mentioned the need for a speedy resolution of the matter because of problems for staff and for the effective implementation of programs in a period of uncertainty.

35. One speaker called upon the FAO to be flexible in its approach, and to come up with proposals that might be acceptable to the Group. He suggested that there might be a means of having the board effective without necessarily making it independent in a formal sense. He pointed out that the Commission on Plant Genetic Resources had called for a reexamination of the relationships between the IBPGR and the FAO and hoped that in the context of this reexamination some compromise might be achieved. He asserted that there were no differences in priorities between the FAO and the CGIAR in this matter. Several speakers called for the examination of alternative approaches, including having the heavy research responsibility handled by the existing centers rather than by the IBPGR. One suggested that the IDRC should be charged with looking into alternatives.

36. Dr. Bommer replied on this point that there was no possibility of flexibility from the FAO point of view on the two points of having a part of the FAO controlled by a board that was independent, or having a different salary structure from that specified for the FAO by the UN system. If the CGIAR was inflexible on these points, it amounted to a decision to take the IBPGR out of the FAO, and the discussion would have to focus on what activities the IBPGR could then conduct effectively, vis-a-vis other bodies.

37. A speaker said that his government needed to know more about the implications of the establishment of an autonomous genes board before it could take a final position. He hoped that at Ottawa there would be more information on these implications. Would there be a joint working group between the commission and the autonomous board? If not, could TAC spell out the relative functions of the two bodies, with some ideas of how overlap could be avoided?

38. A number of alternative organizational approaches were suggested, including the FAO/IAEA unit located in Vienna (which may not be fully applicable because it is a collaboration of two UN system agencies). Dr. Bommer pointed out that there were several such collaborative endeavors in existence. Another possibility was the Collaborative Program between the World Bank and the FAO. It was agreed that these models should be looked at.

39. Speakers noted that in a time when funds were short, it would be well to work out a compromise with the FAO to avoid any duplication of effort.

40. The representative of Italy, responding to a request by the chair, said that if and when the Group decided to establish an independent genes board, the Italian government would be asked to give favorable consideration with respect to the international status of the IBPGR and would do its best to solve the problems concerning privileges and immunities in order that the center can operate effectively and with success.

41. In summarizing the discussion, the chairman said that the message from the Group - 'do your best to achieve a continuing arrangement with the FAO' - was clear. It was also clear that the Group wished to have an effective organization in the field of genetic resource conservation. There would be a formal communication to the FAO, which would outline the problems with existing arrangements, and also state that the Group was still open to alternatives.

42. The IDRC, with the help of the secretariat, would meanwhile investigate various aspects of setting up an independent organization and report back on costs, implications and related matters to the Group at Ottawa. The CGIAR committee would remain in existence to undertake continuous follow-up on these issues.

43. At the conclusion of the discussion, the chairman of the IBPGR Board commented on the need to continue with the task of the board during and after the interim period. He agreed with the chairman's point that hiring should be suspended by the IBPGR pending a decision on its future.

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IBPGR External Review - Agenda Item 11

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- The principal problem was that the executive secretary was asked to serve two masters, one a large and powerful organization, and the other a small organization specifically designed to avoid the problems of a bureaucracy;
- The IBPGR staff were all FAO employees and subject to its regulations, with the result, for example, that merit promotion within the IBPGR secretariat was impossible;
- The panel recommended the appointment by the CGIAR of a task force to go more deeply into the management issues and how they could be resolved. The task force should explore the extent to which the FAO could provide more appropriate conditions within which the management problems identified by the panel could be overcome. If conditions could not be changed to permit the IBPGR to operate as an autonomous unit, the panel suggested that it be moved outside of the FAO.

27. The chairman of TAC, Professor Camus, said that TAC had not been able to reach final conclusions on the basis of the panel's report. Instead, TAC had appointed a subcommittee of three members who had been charged to define the types of contribution that IBPGR should make in research, analyze ways in which that effort could be conducted efficiently and integrated with other IBPGR activities so as to enhance those aspects of collaboration with FAO that have been fruitful in the past, and to explore possibilities for overcoming the current constraints under which IBPGR is operating. The TAC would receive the report of the subcommittee at its meeting in June and report further to the Group at international centers week.

28. The chairman of the IBPGR, Dr. Kahre, expressed agreement with the recommendations of the panel and the intention of the IBPGR to implement them. A program committee had been established and was beginning to define research activities. The Board agreed that first class scientific staff was needed, but proposed to achieve its research objectives mainly by contracts with centers of excellence. He called attention to the inability of the IBPGR under present circumstances to exercise its full responsibilities as a board. The Board supported the idea that its staff should be established in a scientific environment. As an autonomous center, the IBPGR would continue to cooperate with the FAO and other organizations involved in genetic resource work. The board urged formation of a task force as proposed by the review panel, and promised its full cooperation. The executive secretary of the IBPGR, Trevor Williams who was recently appointed as an honorary professor, distributed diagrams showing the integrated program of the IBPGR. He said that in 1985 about 45 percent of the budget was allocated for field operations, and up to 30 percent for strategic research. The proposed changes would require eight to ten senior scientists in appropriate disciplines, most of whom would be recruited from outside, but the Board felt that phasing over a number of years would enable this to be done without markedly increasing the total number of professional staff. Costs would rise because of marginal increases in salaries for senior staff and the need to pay for accommodation and services.

29. Dr. Bommer then presented a full statement of FAO's views of the panel report. Since this material, (Pages 216 to 220 of the verbatim of the Tokyo meeting), unlike the views of TAC, the panel and the IBPGR, is not elsewhere available, it is attached in full as Appendix IV. Dr. Bommer reviewed in detail the history of the relationship between the two entities, to illustrate that the Board was established on the ground prepared by FAO and has made full use of FAO programs, facilities and name. Even though it is an autonomous body, the IBPGR de facto implements a part of the FAO's program. The model chosen initially was not for a body to do research, but rather to promote action. FAO considers this concept still applicable, and advises against making the IBPGR a full fledged center on conceptual and practical grounds. As conveyed earlier to the TAC, the FAO disagreed with the panel on two major recommendations, namely the involvement in research, and the IBPGR role in evaluation of plant genetic resources. These would mean drastic change, with many implications financial and otherwise. In its management recommendations, the FAO thought the panel was too much influenced by the center model, and was unable to see the value of a CGIAR activity differently conceived. On the specific management issues, the FAO saw no possibility of making additional office space available in the near future. Every effort

had been made to provide wide flexibility in the operation of the secretariat. Nevertheless it should be understood that the FAO could not grant exceptional privileges to part of its staff for which the director general has overall responsibility. Dr. Bommer welcomed the approach taken by the panel to the role of the commission recently created within FAO. The commission had referred favorably several times in its first report to the IBPGR and had recommended that the relationship between the FAO and the IBPGR should be reviewed, with particular attention to the formal and working relationships and the avoidance of duplication and overlap. He concluded that the FAO was prepared to give full support to the IBPGR under the present cooperative arrangements and would regret a unilateral move by the CGIAR to change the functions of the IBPGR from a promotional/catalytic role to that of an international research center.

30. The chairman invited comment, after observing that this was a sensitive issue, that attention should be paid to the substantive role of the organization we wished to support. He suggested that since TAC had not completed its work, this discussion might be considered guidance to TAC in its further deliberations. The discussion that followed reflected agreement on the complexity and sensitivity of the issue of plant genes. Several delegates said they did not have enough time to absorb the report and obtain expert advice on it. The Group should regard this first discussion as preliminary and consider the matter finally at centers week. Several commented that the commission will handle political and policy issues, and promote awareness of the question. It was generally welcomed in this role, and its relationships with the IBPGR were viewed positively throughout the discussion.

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might otherwise get into political and organizational areas beyond its usual role. At the same time, several speakers called upon TAC to respond clearly on the technical aspects of the panel report, which had significant organizational implications. Concern was expressed by one speaker over administrative measures taken by the FAO with regard to the contracts of IBPGR staff, who were all now on a very short-term basis. Dr. Bommer said that this was a normal procedure given the uncertainty about the future. He assured the Group that there was a flexible attitude on the part of FAO management, and that adjustments would be made in accordance with the needs of the work, as these could be foreseen. Financial issues were discussed rather lightly. One donor said it was prepared to assume its share of increased costs if the IBPGR became independent.

33. In summarizing the discussion, the chairman said there was great appreciation for the work done by the panel and the accomplishments of the IBPGR. The TAC should consider the best means of the IBPGR conducting increased research. There was unease about the problems of an autonomous organization actually located within a larger organization. It was probably set up this way to enable the IBPGR to benefit from the broader mandate, facilities and political context of the FAO. He would appoint a committee to make detailed recommendations to the Group at centers week, based on an objective analysis of the complex issues involved, and on the recommendations of TAC. The committee would be small, to make it efficient, but also representative of the opinions expressed in the Group on this issue. This committee, announced at a later session, consists of the following individuals: Dr. Amir Muhammad, Dr. N. C. Brady, M. Louis Caudron, Dr. J. Hardon, and Mr. R. C. Hills, with Mr. Husain serving as chairman.

IBPGR External Review - Agenda Item 11

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- The IBPGR staff were all FAO employees and subject to its regulations, with the result, for example, that merit promotion within the IBPGR secretariat was impossible;
- The panel recommended the appointment by the CGIAR of a task force to go more deeply into the management issues and how they could be resolved. The task force should explore the extent to which the FAO could provide more appropriate conditions within which the management problems identified by the panel could be overcome. If conditions could not be changed to permit the IBPGR to operate as an autonomous unit, the panel suggested that it be moved outside of the FAO.

27. The chairman of TAC, Professor Camus, said that TAC had not been able to reach final conclusions on the basis of the panel's report. Instead, TAC had appointed a subcommittee of three members who had been charged to define the types of contribution that IBPGR should make in research, analyze ways in which that effort could be conducted efficiently and integrated with other IBPGR activities so as to enhance those aspects of collaboration with FAO that have been fruitful in the past, and to explore possibilities for overcoming the current constraints under which IBPGR is operating. The TAC would receive the report of the subcommittee at its meeting in June and report further to the Group at international centers week.

28. The chairman of the IBPGR, Dr. Kahre, expressed agreement with the recommendations of the panel and the intention of the IBPGR to implement them. A program committee had been established and was beginning to define research activities. The Board agreed that first class scientific staff was needed, but proposed to achieve its research objectives mainly by contracts with centers of excellence. He called attention to the inability of the IBPGR under present circumstances to exercise its full responsibilities as a board. The Board supported the idea that its staff should be established in a scientific environment. As an autonomous center, the IBPGR would continue to cooperate with the FAO and other organizations involved in genetic resource work. The board urged formation of a task force as proposed by the review panel, and promised its full cooperation. The executive secretary of the IBPGR, Trevor Williams who was recently appointed as an honorary professor, distributed diagrams showing the integrated program of the IBPGR. He said that in 1985 about 45 percent of the budget was allocated for field operations, and up to 30 percent for strategic research. The proposed changes would require eight to ten senior scientists in appropriate disciplines, most of whom would be recruited from outside, but the Board felt that phasing over a number of years would enable this to be done without markedly increasing the total number of professional staff. Costs would rise because of marginal increases in salaries for senior staff and the need to pay for accommodation and services.

29. Dr. Bommer then presented a full statement of FAO's views of the panel report. Since this material, (Pages 216 to 220 of the verbatim of the Tokyo meeting), unlike the views of TAC, the panel and the IBPGR, is not elsewhere available, it is attached in full as Appendix IV. Dr. Bommer reviewed in detail the history of the relationship between the two entities, to illustrate that the Board was established on the ground prepared by FAO and has made full use of FAO programs, facilities and name. Even though it is an autonomous body, the IBPGR de facto implements a part of the FAO's program. The model chosen initially was not for a body to do research, but rather to promote action. FAO considers this concept still applicable, and advises against making the IBPGR a full fledged center on conceptual and practical grounds. As conveyed earlier to the TAC, the FAO disagreed with the panel on two major recommendations, namely the involvement in research, and the IBPGR role in evaluation of plant genetic resources. These would mean drastic change, with many implications financial and otherwise. In its management recommendations, the FAO thought the panel was too much influenced by the center model, and was unable to see the value of a CGIAR activity differently conceived. On the specific management issues, the FAO saw no possibility of making additional office space available in the near future. Every effort

had been made to provide wide flexibility in the operation of the secretariat. Nevertheless it should be understood that the FAO could not grant exceptional privileges to part of its staff for which the director general has overall responsibility. Dr. Bommer welcomed the approach taken by the panel to the role of the commission recently created within FAO. The commission had referred favorably several times in its first report to the IBPGR and had recommended that the relationship between the FAO and the IBPGR should be reviewed, with particular attention to the formal and working relationships and the avoidance of duplication and overlap. He concluded that the FAO was prepared to give full support to the IBPGR under the present cooperative arrangements and would regret a unilateral move by the CGIAR to change the functions of the IBPGR from a promotional/catalytic role to that of an international research center.

30. The chairman invited comment, after observing that this was a sensitive issue, that attention should be paid to the substantive role of the organization we wished to support. He suggested that since TAC had not completed its work, this discussion might be considered guidance to TAC in its further deliberations. The discussion that followed reflected agreement on the complexity and sensitivity of the issue of plant genes. Several delegates said they did not have enough time to absorb the report and obtain expert advice on it. The Group should regard this first discussion as preliminary and consider the matter finally at centers week. Several commented that the commission will handle political and policy issues, and promote awareness of the question. It was generally welcomed in this role, and its relationships with the IBPGR were viewed positively throughout the discussion.

31. There was a broad consensus among those who spoke that the technical basis for genetic conservation programs was weak, and that more research was needed. The IBPGR work in this field, however, should be done through a grant and contract program, perhaps on the model of the tropical disease research activities of the WHO, and not by direct participation of IBPGR staff in research. A strong scientific staff would be required, but there was no agreement on its size. The IBPGR should become a technical center in this area, which it is not at present. Several delegates called for flexibility, particularly by the FAO, to make it possible for the present relationship to continue on an improved basis. Some made a flat statement that they did not agree that IBPGR should leave FAO. Others believed that it was critical for the IBPGR to be organized with the full range of authorities and capacities of a research center like the others, even though this would mean independent status. Among the points stressed were control over scientific policy, finances, appointment, promotion and compensation of staff and clear responsibility to the Group and no one else. It seemed possible that cooperation with the FAO would be strengthened by a clearly independent status. Others feared that competition and overlapping functions would result from having the IBPGR become independent. One donor suggested that consideration be given to finding another home for some of the research functions proposed, leaving other policy or action oriented work at the FAO under improved management conditions.

32. While some delegates spoke in favor of taking no action until after the TAC report was considered at centers week, a much larger number spoke in favor of the creation of a task force or committee so that the matter could be moved forward more quickly. There was considerable concern that TAC

might otherwise get into political and organizational areas beyond its usual role. At the same time, several speakers called upon TAC to respond clearly on the technical aspects of the panel report, which had significant organizational implications. Concern was expressed by one speaker over administrative measures taken by the FAO with regard to the contracts of IBPGR staff, who were all now on a very short-term basis. Dr. Bommer said that this was a normal procedure given the uncertainty about the future. He assured the Group that there was a flexible attitude on the part of FAO management, and that adjustments would be made in accordance with the needs of the work, as these could be foreseen. Financial issues were discussed rather lightly. One donor said it was prepared to assume its share of increased costs if the IBPGR became independent.

33. In summarizing the discussion, the chairman said there was great appreciation for the work done by the panel and the accomplishments of the IBPGR. The TAC should consider the best means of the IBPGR conducting increased research. There was unease about the problems of an autonomous organization actually located within a larger organization. It was probably set up this way to enable the IBPGR to benefit from the broader mandate, facilities and political context of the FAO. He would appoint a committee to make detailed recommendations to the Group at centers week, based on an objective analysis of the complex issues involved, and on the recommendations of TAC. The committee would be small, to make it efficient, but also representative of the opinions expressed in the Group on this issue. This committee, announced at a later session, consists of the following individuals: Dr. Amir Muhammad, Dr. N. C. Brady, M. Louis Caudron, Dr. J. Hardon, and Mr. R. C. Hills, with Mr. Husain serving as chairman.

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TREVOR WILLIAMS, FOODAGRI
ROME, ITALY
WE HAVE BEEN INFORMED BY NORWEGIAN GOVERNMENT THAT THEY ARE
PROCESSING NKR 800,000 AS 1985 CONTRIBUTION TO IBPGR. REGARDS,
HENNIE DEBOECK-DE ZUTTER, CGIAR

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Consultative Group on International Agricultural Research

International Board for Plant Genetic Resources

Executive Secretariat
Crop Genetic Resources Centre (AGPG)
Plant Production and Protection Division
Food and Agriculture Organization of the United Nations
Via delle Terme di Caracalla 00100 Rome Italy
Cables: Foodagri Rome Telex: 610181 FAO I Telephone: 57971

6/3

GIR
Mr. Ferrer
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Edviksvagen no. 28
S-182 33 Danderyd
Sweden

30 May 1985

Dear Mr. Saouma,

As you will know, the present and future programme and organization of IBPGR has recently been the subject of a review by TAC on behalf of the CGIAR donors, and one of the central issues in the review report is that of the future relationship between IBPGR and FAO.

One possibility is that IBPGR will be constituted as an independent Center. The IBPGR realizes that FAO has considered this possibility in relation to renewal of staff contracts supported under the IBPGR Trust Fund. I understand that FAO has said it will extend these only to 31 December 1985. In addition, the contract of Dr. J.T. Williams, a regular staff member of FAO, Executive Secretary of the IBPGR since 1978, has also been extended only to 31 December 1985.

The Board is deeply concerned at these arrangements and in particular their effect on the staff. Members of the staff have discussed their situation with me and it is clear that both morale and work have been affected.

Even if the IBPGR does move, the Board anticipates that this would take at least one year. It is my earnest desire that your decision could be changed to provide continuity of staff contracts until 31 December 1986.

Yours sincerely,

L. Kahre
L. Kahre
Chairman

Mr. Edouard Saouma
Director General
Food & Agriculture Organization of the UN
Via delle Terme di Caracalla
00100 Rome, Italy

Information cc: Dr. S. Shahid Husain

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DR. TREVOR WILLIAMS, EXECUTIVE SECRETARY, IBPGR, ROME, ITALY.
REF IBPGR BOARD VACANCIES. WOULD BE MOST GRATEFUL IF YOU COULD
WITHDRAW LOWELL HARDIN'S NAME FROM LIST JUST TELEXED AND C.V.
FROM PACKAGE JUST SENT BY COURIER. HE CANNOT, UNFORTUNATELY, BE
A CANDIDATE FOR REASONS OF FORCE MAJEURE, WHICH I SHALL EXPLAIN
WHEN I SEE YOU. REGARDS, DOREEN CALVO, CGIAR SECRETARIAT.

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DR. TREVOR WILLIAMS, EXECUTIVE SECRETARY, IBPGR, ROME, ITALY.

REF IBPGR BOARD VACANCIES. HAVE TODAY SHIPPED BY COURIER C.V.S
FOR FOLLOWING PEOPLE:

CAMPOS, FILOMENA FORTICH	MARECHAL, ROBERT, JOSEPH, JEAN-MARIE
CAUDERON, ANDRE	MURPHY, CHARLES F.
CROUCH, LUIS BOGAERT	NUNEZ CABRERA, RUBEN DARIO
CUBERO, JOSE I.	PAPASOLOMONTOS, ANDREAS A.
GOODE, PAMELA MARGARET	RILEY, SIR RALPH
HARDIN, LOWELL S.	SENANARONG, AMPOL
HARVEY, BRYAN LAURENCE	SPENCE, JOHN A.
HAWKES, JOHN GREGORY	STEWART, PROFESSOR SIR JAMES
IDACHABA, FRANCIS S.	TOSSELL, WILLIAM ELWOOD
KNOTT, DOUGLAS RONALD	UMAERUS, A. MAGNHILD
LARTER, EDWARD NATHAN	

IN SEPARATE PACKAGE HAVE SENT MINI-C.V. OF ALL AFRICANS IN OUR
C.V. DATABASE. HOPE BOTH ARRIVE SAFELY AND IN TIME. REGARDS,
DOREEN CALVO, CGIAR SECRETARIAT.

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OF
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May 24, 1985

G-12

Dr. Trevor Williams
Executive Secretary
IBPGR
Crop Ecology and Genetic Resources Unit
Plant Production and Protection Division
Food and Agriculture Organization of the
United Nations
Via delle Terme di Caracalla
Rome 00100, Italy

Dear Trevor,

With reference to the vacancies on the IBPGR Board, I attach cvs for the candidates listed below.

Campos, Filomena Fortich	Marechal, Robert, Joseph, Jean-Marie
Cauderon, Andre	Murphy, Charles F.
Crouch, Luis Bogaert	Nunez Cabrera, Ruben Dario
Cubero, Jose I.	Papasolomontos, Andreas A.
Goode, Pamela Margaret	Riley, Sir Ralph
Hardin, Lowell S.	Senanarong, Ampol
Harvey, Bryan Laurence	Spence, John A.
Hawkes, John Gregory	Stewart, Professor Sir James
Idachaba, Francis S.	Tossell, William Elwood
Knott, Douglas Ronald	Umaerus, A. Magnhild
Larter, Edward Nathan	

I hope this information is helpful for the Nominating Committee.

Sincerely,

Doreen E. Calvo
Sr. Program Officer

Enclosures (22)

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May 24, 1985

Dr. Trevor Williams
Executive Secretary
IBPGR
Crop Ecology and Genetic Resources Unit
Plant Production and Protection Division
Food and Agriculture Organization of the
United Nations
Via delle Terme di Caracalla
Rome 00100, Italy

Dear Trevor,

In addition to the cvs for 11 candidates for the IBPGR Board vacancies sent to you separately, I am sending you, herewith, all the information we can pull on the Africans in our data base. If you need a cv, we might have one available, though, unfortunately, for most of the names we don't.

I hope this information is helpful for the Nominating Committee.

Sincerely,

Doreen E. Calvo
Sr. Program Officer

Enclosures (2)

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May 14, 1985

Dr. Noel Vietmeyer
National Academy of Science
2101 Constitution Ave., N.W.
Room JH 213
Washington, D.C. 20418

Dear Noel:

Dr. Miguel Holle of IBPGR sent me this letter in January and I have been intending to get it to you ever since. Miguel is Peruvian (his father was German) and is very knowledgeable. He would be a good resource.

Sincerely yours,

Donald L. Plucknett
Scientific Adviser

Enc

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Consultative Group on International Agricultural Research
Mailing Address: 1818 H Street, N.W., Washington, D.C. 20433, U.S.A.
Office Location: 1825 K Street, N.W.
Telephone (Area Code 202) 334-8021
Cable Address—INTBAFRAD

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May 6, 1985

Mr. S. Shahid Husain
Chairman
Consultative Group on International Agricultural Research
1818 H St., N.W.
Washington, D.C. 20433

Dear Mr. Husain:

I join Professor Camus in expressing pleasure in submitting to you the report of the panel which conducted the second external review of the IBPGR. For the first time since the CGIAR started conducting management reviews program and management issues were considered by a single panel. This approach was clearly required because the unique relationship of IBPGR to FAO made a separate management review inappropriate.

The Secretariat is grateful to the IBPGR and its secretariat and staff and to the management and staff of FAO for their cooperation and assistance during the review. Particular debt is owed also to Dr. Maxwell Day, who chaired the panel and to Professor William Tossell who had the primary responsibility for preparing Part II of the report which focusses on management issues. The remaining members of the panel (Drs. Chaudry, Hardon, von der Pahlen and Mr. Barton) made invaluable contributions to Part II.

The panel conducted a comprehensive and detailed assessment of management issues. It found significant problems and made important recommendations on management structures, processes and environment. It also focussed on the future management of the IBPGR and its secretariat and identified two options, one requiring significant changes in the working environments between IBPGR and FAO and the other involving reconstitution of IBPGR as an independent center.

To assist the Group's discussion of the future management of the IBPGR we have organized our commentary around the following six issues which have an important bearing on this question:

1. the case that the IBPGR secretariat needs greater autonomy;
2. the potential for achieving such greater autonomy within the FAO structure;
3. the implications of reconstituting IBPGR as an independent center outside of FAO;
4. costs;
5. IBPGR's role vis a vis FAO and the IARCs;
6. recommendations of the panel on internal management matters.

1. Status of the Secretariat

The panel presents a strong case for the IBPGR secretariat's need for greater autonomy vis-a-vis the FAO and greater accountability to the board in order to improve management effectiveness.

The secretariat's role as an operating unit within the FAO has been of concern to the board for some time, and has become more so with growth of the secretariat and gradual changes in the modus operandi of the board. Originally, the IBPGR was established as an autonomous operational entity supported by the CGIAR, with a small secretariat (a few professional staff) located at the FAO to provide mainly administrative support. In such a structure, the operating nature of the board was taken for granted. That the secretariat, as a line unit of the FAO, should also perform related work for the FAO was logical and appropriate.

Very soon, however, the work of the IBPGR began to expand considerably, necessitating not just administrative but also operational support from the secretariat. The complement of the secretariat grew from a few in 1974 to 25 professional and 16 support staff and 6 person-years of consultancies in 1984. Recently the board decided that it would complete the transfer of its operational responsibilities to the secretariat, leaving itself mainly with the governance and policy-making responsibilities of this larger operation. With these changes, IBPGR has begun to resemble the other IARCs although it remains different both in the nature of its program and in its relationship with the FAO.

The panel rests its argument on three grounds:

-- The dual role played by the board, as a board of trustees in the CGIAR mode and as an operational arm of the institution, creates problems in management control and, sometimes, conflicts of interest. The panel recommends hastening the transfer of operational responsibilities to the secretariat, including coordination of the work of the working groups and committees, and urges the board to assume a stronger role in matters of management policy. Under such an arrangement the responsiveness of the secretariat to the board would be enhanced if the secretariat were clearly accountable to the board alone.

-- The fact that the executive secretary is independently supervised by the FAO on matters with which the IBPGR business is a source of stress and ambiguity. An operational unit should receive policy guidance--at least on any single issue--from one authority. The panel found that dual control has in the past led to confusion and, sometimes, conflicting orders on the same issue.

-- Inflexibilities and delays caused by being a part of a large organization were found by the panel to be an important source of inefficiency, despite the efforts and intentions of FAO management to accommodate the special needs of IBPGR. With autonomous management, the secretariat could devise and implement administrative procedures suitable to its needs.

2. The Potential for Greater Autonomy for the Secretariat within the FAO

Neither the panel's report nor the FAO's preliminary comments on the report address this question fully. The panel sees it as a question for negotiation and, in the light of the board's unsuccessful attempts in the past to have the secretariat's physical and administrative environment improved, suggests that a CGIAR-level task force would be the most appropriate vehicle for exploring this question with the FAO. The preliminary comment from FAO acknowledges the difficulties faced by the secretariat and notes that "there are limits to what can be done in this regard." The subcommittee created by TAC is charged, among other duties, "to explore possibilities for overcoming the current constraints under which IBPGR is operating."

Although the panel has not spelled out precisely what would be involved in the secretariat having greater management autonomy, the analysis presented in Part II suggests that this would entail essentially the following:

- On operational and policy matters related to the work of the IBPGR the executive secretary should report only to the board and carry out only the instructions of the board.
- The board should be able to devise and implement its own staff recruitment, selection, compensation, promotion policies and procedures which can enable IBPGR to attract and retain the talent needed in the secretariat.
- The board should have accounting, financial reporting, expenditure control and external auditing systems to meet its own needs, even if these duplicate some aspects of the systems in use within the FAO administrative structure.
- The board should be able to modify the secretariat's organizational structure and reporting relationships depending on needs and institute procedures for improving internal communication and staff motivation.

The office space issue, although an important physical constraint which has been affecting the secretariat's efficiency, is only indirectly relevant to the management autonomy question, and therefore is not included in the above list.

The representatives of the FAO can perhaps indicate the extent to which changes such as those specified may be possible while keeping the IBPGR within the FAO structure. From the management point of view the advantages of remaining include the status gained from operating under the umbrella of the FAO, the potential for internal communication with other parts of the FAO working in related fields, including the Commission on Plant Genetic Resources, and relatively low costs. Program advantages are discussed in the panel report and TAC commentary. Depending on the FAO's assessment of what changes can be made, the issue the Group faces will be whether the advantages of retaining an intimate working relationship between the IBPGR and the FAO outweigh any constraints which may be implied in the effectiveness of the secretariat.

3. Implications of Independence for the IBPGR

The panel's consideration of the independent center model as an option for future management of the IBPGR stems partly from its conclusions on management effectiveness and partly from its finding that there are major knowledge gaps in the area of the IBPGR's responsibility and that a substantial program of research needs to be undertaken. The TAC, while supporting the panel's recommendation for increased research and agreeing with the panel on the IBPGR's need to have the ability to attract first class scientists, suggests that IBPGR should develop only a minimal in-house capacity in research including "senior research scientists in a primarily administrative role."

The panel clearly believes that an independent center model would be more appropriate for such a program of research than an operation within a large international organization, and that such a model should be fully explored. This explains, in part, the panel's proposal on the creation of a task force of the Group, the approach normally taken when a new organization is to be established.

The IBPGR has taken a clear position on this issue. It strongly endorses the independent center option on two grounds: (1) given its past experience in attempting to improve the arrangements with FAO, the board feels that the physical and managerial environment required to implement the changes recommended by the panel cannot be provided through the FAO; and (2) the board is convinced that a suitable alternative location can be found.

One aspect of the independent center option not fully covered by the panel is the issue of international status, which is occupying the attention of other centers and of the co-sponsors.

Neither the IBPGR nor its secretariat has independent status as such. They work under the aegis of the FAO, a full fledged international organization whose employees have UN laissez passer privileges and are protected by headquarters agreements between the host country and the FAO wherever they exist. Were the IBPGR to become independent of the FAO, it would need to establish its status in the host country, and in each country where it maintains personnel, and also to negotiate agreements for collection missions under its auspices with the governments concerned. The third of these requirements differs from those of the existing independent centers, and the feasibility of accomplishing it should be a part of the review of any proposal to establish an independent IBPGR.

4. Costs

There is some discussion in the report of the cost implications of the panel's recommendations, but these are brief and incomplete. It is clear that implementing the panel's recommendations would add to the current costs of operating the IBPGR. For purposes of the discussion by the Group these can be broken into two categories: (1) additional costs which would be incurred under either option, and (2) costs over and above these which would be applicable only in the case of an independent center.

Included in the first category are costs associated with:

- the expansion of the research program, including the addition of high-level scientific staff;
- addition of staff of other kinds (e.g., librarian, financial officer);
- a generally higher salary structure;
- creation of a middle management layer;
- transfer of additional operational responsibilities from the board to the secretariat;
- additional office space (free of charge to the IBPGR under the current arrangements with the FAO), and possibly laboratory space;
- moving from Rome, which is a very low cost city, to a location which may have higher costs of operation (in case the secretariat were to move to another FAO location).

The second category includes, at the minimum, the costs associated with:

- establishing a separate center with its own support services;
- replacing the salaries presently paid by the FAO of four professional and three support staff posts.

There may be compensating savings, some due to increased efficiency. A few of these are identified in the report. But quite clearly the Group needs to be concerned about the overall cost of implementing the panel's recommendations.

5. IBPGR's Role vis-a-vis FAO and the IARCs

Whatever model of the IBPGR is adopted by the Group, it would be desirable from the point of view of effective management to have a clear definition of the role the donors expect the board to play, particularly in relation to the role of the international agricultural research centers on the one hand, and the FAO on the other. With regard to the IARCs, the report is definitive in specifying that each center with a crop responsibility should also have the responsibility for funding and implementing collection, characterization and conservation of the germplasm for that crop, with the IBPGR providing technical advice and priority guidance, but not funds except for certain peripheral purposes.

With respect to the FAO, however, the picture is considerably less clear. Given the controversial nature of some of the issues related to genetic conservation which affect both the FAO and the IBPGR, it might be difficult to achieve a consensus on a definitive statement of relative responsibilities. In any case it is not the responsibility of the CGIAR to specify what others will do. But precisely because of the level of controversy, it is all the more important for the CGIAR to be clear on what it expects from the IBPGR in the future. It is noteworthy that the three statements of the mandate for the IBPGR offered to the Group by the panel, the board and the TAC are all essentially open ended.

If the Group wishes to explore the independent center option further, it would be desirable to examine IBPGR's present and planned activities in their totality in order to identify those in which an independent IBPGR would have comparative advantage. It seems likely that the FAO would have the advantage in carrying out some important activities such as maintaining a register of genebanks. This exercise would help clarify IBPGR's mission and also help in identifying aspects of genetic resources work requiring close collaboration between the FAO and the IBPGR.

6. Internal Management Recommendations

The panel has made a number of recommendations concerning the internal management of the board and the secretariat which are valid whatever model is finally adopted. The board is in broad agreement with these and has noted that it wishes to implement them without delay. However, it should be noted that some of these recommendations can not be implemented by the IBPGR alone as they require action by others as well. The following are among the recommendations which fall in this latter category:

- The board should take a stronger and more active role in matters of management policy (Recommendation 4) and redefine the roles and responsibilities of the board and management (Recommendation 12). Implementation of these two recommendations requires clarification of the board's authority vis-a-vis the FAO in internal management matters.
- The recommendation concerning the process of selecting board members (Recommendation 7) also requires a change in CGIAR procedure. Currently the CGIAR approves all board members (except ex officio members). The panel recommends that, more in keeping with its usual practice, the Group nominate at least three (and at most six) of the board members for election by the board and that the board select the remaining members without CGIAR approval. The panel further suggests that the exact number of CGIAR-nominated members should be determined jointly by the Group and the board. The board has endorsed this suggestion and recommends to the Group that his number be set at four. This requires amendment by the Group of the 1981 "Terms of Reference and Operational Rules and Procedures of the IBPGR".
- The FAO should continue naming a representative to the board and that this person should be offered voting privileges (Recommendation 5). This also requires amendment of the IBPGR's terms of reference.
- The secretariat should design and implement an internal system of annual performance reviews (Recommendation 17) and select the areas where internal policies and procedures in other areas are most needed, develop and test these in priority areas and implement them gradually (Recommendation 20). These require clarification of how such systems and procedures could be instituted in the context of existing systems and procedures which serve similar purposes.
- The person years now used for continuing part-time consultants should be converted to full-time staff positions (Recommendation 14). This requires having additional office space and the flexibility to hire senior individuals to permanent posts.

-- the scope of the external audit conducted by the FAO's external auditors should be expanded to specifically review IBPGR annually (Recommendation 25).

We will not comment on the remaining management related recommendations in the report as they appear to be in order and as the board has agreed to implement them. These cover matters such as the following:

-- the next five-year plan should include budget and professional manpower projections on a functional basis (Recommendation 1);

-- a program committee of the board should be established and annual internal reviews should be undertaken (Recommendations 11 and 3, respectively);

-- the chairman of the IBPGR should in the future be selected from among the elected board members (Recommendation 8);

-- the board should appoint a secretariat staff member other than the executive secretary as secretary to the board and change the status of its nominating committee from ad hoc to standing (Recommendations 9 and 10);

-- the IBPGR should seriously consider having its key managerial staff participate in management development programs (Recommendation 16).

Closing Comments

Although not handled by a separate panel, the management recommendations and issues in the report are clearly of first rank importance. The management issues are closely allied with program issues.

There is one final point to make. The interim period between the suggestion of major changes and final decisions on those suggestions is always a difficult one for the management of an enterprise. It becomes increasingly difficult if the interim extends in time. Recognizing that the issues are complex, and that much remains to be done to clarify them, it is nevertheless desirable that decisions be made as expeditiously as possible.

Sincerely yours,



Curtis Farrar

G-12

May 6, 1985

Mr. Max Day
12 Melbourne Avenue
Deakin, Canberra A.C.T. 2600
Australia

Dear Mr. Day:

I have your personal letter of April 22, and want first of all to thank you for having undertaken a very difficult task in leading the review of the IBPGR. I am concerned both about the future of that institution and the possibility that consideration of it may do some damage to the institutional framework of the CGIAR itself. But clearly, we cannot dodge the issues involved, technical or political. I have not made up my own mind at this point whether the creation of a Group task force at the Tokyo meeting is the best outcome, but will keep an open mind on that question until I hear the discussion.

I shall be glad to see you at Tokyo, and suggest that we try to meet on the morning of Monday, June 10, before the seminar on biotechnology begins. I will be in touch about the time and place a bit later.

Your concern about the operational viability of the IBPGR during any interim period is well placed. I have written to Dieter Bommer about this matter, and would hope that a return to more normal operation will be possible in the near future.

Sincerely yours

S. Shahid Husain
Chairman

CFarrar/ms/G12

Consultative Group on International Agricultural Research
Mailing Address: 1818 H Street, N.W., Washington, D.C. 20433, U.S.A.
Office Location: 1825 K Street, N.W.
Telephone (Area Code 202) 334-8021
Cable Address—INTBAFRAD

612

May 6, 1985

Mr. Max Day
12 Melbourne Avenue
Deakin, Canberra A.C.T. 2600
Australia

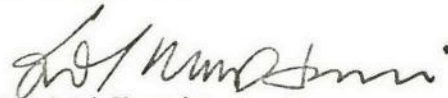
Dear Mr. Day:

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Sincerely yours



S. Shahid Husain
Chairman



Record Removal Notice



File Title Consultative Group on International Agricultural Research [CGIAR] - G-12- International Board for Plant genetic Resources [IBPGR] - 1984/1986 Correspondence - Volume 2		Barcode No. 1762395		
Document Date April 22, 1985	Document Type Letter			
Correspondents / Participants To: Mr. S. Shahid Husain, Chairman, CGIAR From: Max Day [?]				
Subject / Title IBPGR Review				
Exception(s) Information Provided by Member Countries or Third Parties in Confidence				
Additional Comments		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"> <tr> <td>Withdrawn by Shiri Alon</td> <td>Date 21-Mar-16</td> </tr> </table>	Withdrawn by Shiri Alon	Date 21-Mar-16
Withdrawn by Shiri Alon	Date 21-Mar-16			

G-12

May 1, 1985

Dr. Edward Saouma
Director-General
Food & Agriculture Organization of the
United Nations
Via delle Terme di Caracalla
00100 Rome
Italy

Dear Mr. Director General:

As you may know, the CGIAR will be discussing the future of the IBPGR at our meeting in Tokyo in June. This is a very important discussion, and I would like the members of the Group to be as well informed as possible about the issues involved. I am therefore writing to request that you release to the Group the report of the first meeting of the FAO Commission on Plant Genetic Resources which I understand will become available about the end of May. Some of the participants at the CGIAR will receive the report in the normal course, but others probably will not, and it would help us if everyone had a chance to be familiar with the work of the Commission as background to the discussion of the IBPGR.

I am sorry to trouble you about a small matter, but am convinced that access to the report will be of value to the Group and assist it in making sensible decisions concerning the IBPGR.

With best regards,

Sincerely yours,

S. Shahid Husain
Chairman

c.c. Dr. Bommer

CFarrar/ms/CF9/D2/G12

D2/G12

May 1, 1985

Dr. Dieter F. R. Bommer
Assistant Director General
Agriculture Department
Food & Agriculture Organization of the UN
Via delle Terme di Caracalla
Rome 00100
Italy

Dear Dieter:

I have read the exchange of letters between Dr. Kahre and yourself concerning the management of the IBPGR during the period while the external review recommendations are being considered by the CGIAR. While I agree that maintaining morale and keeping the program in operation is the responsibility of the board and the executive secretary, that task is clearly made more difficult if all the staff of the secretariat are facing unemployment at the end of the year.

I am also sure that if any change is made, the members of the Group would move with deliberation and not in haste, and particularly not in such a way as to leave the FAO with an unexpected charge on its budget.

Is there some form of assurance that the FAO would need from the Group or the donors in order to permit a return to a more normal procedure while the issues are being resolved? That resolution is not likely to occur until well into 1986 as things are now moving, so some action will need to be taken whatever the outcome.

Unless something needs to be done earlier, I suggest that we discuss this at the co-sponsors meeting in Tokyo and consult with donors there are necessary.

Sincerely yours,

S. Shahid Husain
Chairman

c.c. Dr. Kahre, Dr. Williams

OFFICIAL FILE COPY

D-2
✓ G-12

To: Mr. S. Shahid Husain
From: Curtis Farrar
Date: April 30, 1985
Subject: IBPGR - Future Funding

I am sending herewith a proposed letter from you to Bommer in connection with an exchange of correspondence between Kahre and Bommer on the issue of morale in the IBPGR secretariat. Kahre wrote to complain about poor morale caused by FAO terminating all the secretariat employees as of the end of 1985, and Bommer replied that it was all the IBPGR's fault. The chemistry between these two seems to be bad enough to prevent serious attention to common operational problems.

The issue seems to be that the FAO, not being sure that CGIAR funds will be contributed to the trust fund for the IBPGR in 1986, has moved to protect itself against loss by extending annual contracts for IBPGR staff only until the money presently in hand runs out. This has had a serious impact on the staff, and the better ones will probably be looking for jobs.

Copies of both letters were sent to you, and Kahre suggests that the CGIAR might be able to help. I suppose that he has in mind some indication that funds will not be cut off abruptly leaving the FAO holding the bag.

The letter I have drafted asks Bommer whether some sort of assurance about the availability of funds in 1986 is needed by the FAO from the Group, and if so requests him to be prepared to discuss it in Tokyo. There will have to be an accomodation of some kind, since no decisions can be made and implemented within this year in any case. It will have to be carefully done if donors are involved, since many of them have difficulty making binding forward commitments.

If you prefer, I could handle this by telephone in the first instance.

Attachments

CFarrar/ms/CF9/D2/G12

6-12

To: Mr. S. Shahid Husain
From: Curtis Farrar
Date: April 30, 1985
Subject: IBPGR - Transmittal Note

Attached is the draft commentary on the IBPGR review from the management viewpoint, which you had agreed to look over. We are obligated to present this because the review was in part a management review. There are also some unreasonable expectations on the part of some donors that we will "balance" what they consider is a TAC transmittal unduly influenced by the FAO. I have sent copies for Kahre, Williams, Bommer and Camus for comment, and want to get it out at the latest on May 6.

Attachment

CFarrar/ms/CF9/D2/G12

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IBPGR, ROME, ITALY.

FOR TREVOR WILLIAMS, EXECUTIVE SECRETARY, IBPGR. THE FOLLOWING
 SUMMARIZES OUR SUGGESTIONS ON THE MARCH 28 DRAFT OF THE CENTER
 DIRECTORS MEETING AGENDA: AAA. FUND RAISING UNIT. PETER HAS
 COMMUNICATED WITH YOU SEPARATELY ON THIS. IN ADDITION TO THE
 TIME ON THE AGENDA FOR THE REPORT OF THE FUND RAISING ADISORY
 COMMITTEE, THERE IS NEED FOR A PRIVATE DISCUSSION (I.E., WITHOUT
 OBSERVERS) ON A SERIES OF ISSUES, WHICH IS LIKELY TO TAKE A FULL
 AFTERNOON. I UNDERSTAND IT IS GENERALLY AGREED THAT THE ADVISORY
 COMMITTEE SHOULD MEET DURING THE LATE AFTERNOON, EARLY EVENING OF
 TUESDAY, JUNE 18 AND THAT FROM 2 P.M. TO 5 P.M. BE SET ASIDE ON
 WEDNESDAY, JUNE 19 FOR A CLOSED SESSION ON FUND RAISING ISSUES.
 BBB. THE BUDGET STUDY. THIS WILL BE DISCUSSED IN TWO SESSIONS
 OF THE JOINT TAC/CENTER DIRECTORS MEETING. RICH CLIFFORD WILL
 PRESENT THE DRAFT REPORT IN THE FIRST JOINT SESSION ON MONDAY,
 JUNE 17 (30-45 MINUTE PRESENTATION) UNDER THE AGENDA ITEM "CGIAR
 MATTERS". LATER IN THE WEEK (THURSDAY OR EARLY FRIDAY) THE FOUR
 PILOT CENTERS WILL PRESENT THEIR PILOT PROPOSALS USING THIS
 SCHEME TO TAC. THE LESSONS FROM THIS AS WELL AS THE SCHEME
 ITSELF WILL BE DISCUSSED IN THE JOINT SESSION WITH TAC ON FRIDAY
 (ABOUT TWO HOURS). IF THE CENTER DIRECTORS WISH TO HAVE A

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CLASS OF SERVICE: TELEX TELEX NO.: 843-610181 FAPI DATE: 4/29/83

SUBJECT: FILE: G-12 DRAFTED BY: SELCUK OZGEDIZ:YNP EXTENSION: 48031

CLEARANCES AND COPY DISTRIBUTION: AUTHORIZED BY (Name and Signature): CURTIS FARRAR

DEPARTMENT: CGIAR SECRETARIAT

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SEPARATE SESSION OF THEIR OWN ON THIS SUBJECT, CLIFFORD WILL BE
 AVAILABLE THROUGH THE ENTIRE WEEK. CCC. SEMINAR FOR FINANCIAL
 OFFICERS. ON SATURDAY, JUNE 22, A WHOLE DAY SEMINAR IS BEING
 PLANNED FOR THE FINANCIAL OFFICERS TO EXAMINE IN DEPTH THE
 ACCOUNTING ASPECTS OF THE RECOMMENDATIONS OF THE BUDGET STUDY.
 THE CENTER DIRECTORS AGREED LAST NOVEMBER TO THIS SEMINAR. THE
 PROPOSED BROAD TOPIC IS "ACCOUNTING POLICIES AND A NEW CHART OF
 ACCOUNTS". THE DRAFT AGENDA DOES NOT SHOW THIS ACTIVITY AS THE
 DIRECTORS ARE NOT INVOLVED WITH THIS ACTIVITY PERSONALLY. DDD.
 FEASIBILITY STUDY ON RETROSPECTIVE CATALOGING AND MICROFICHING OF
 CENTERS' PUBLISHED AND UNPUBLISHED RESEARCH OUTPUT. BOB HERDT
 WILL PRESENT THE INITIAL RESULTS OF THIS STUDY WHICH WAS
 DISCUSSED WITH THE DIRECTORS LAST NOVEMBER. TIME REQUIREMENTS:
 ABOUT 30 MINUTES. EEE. RECRUITMENT OF STAFF FOR CENTERS. WE
 SUGGEST YOU DROP THIS ITEM FROM THE AGENDA AS WE HAVE NOTHING TO
 PRESENT ON THE TOPIC. FFF. EXTERNAL MANAGEMENT REVIEWS. I
 SUGGEST YOU DROP THIS ITEM ALSO AS WE HAVE NOTHING TO PRESENT AT
 THIS TIME. GGG. MANAGEMENT TRAINING. OZGEDIZ WILL SUMMARIZE
 THE SECRETARIAT'S EXPLORATORY WORK AND PRESENT THE OPTIONS WHICH
 HAVE EMERGED. PAPER WILL BE AVAILABLE. TIME REQUIREMENTS:
 ABOUT 30 MINUTES. HHH. MEETING ON AFRICA. WE WILL TRY TO HAVE

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3 THE DIRECTORS FULLY BRIEFED ON THE RECENT WORLD BANK INITIATIVE

4 AND OTHER DEVELOPMENTS SINCE THE JANUARY MEETING OF THE

5 DIRECTORS. JJJ. CGIAR ANNUAL REPORT. CGIAR SECRETARIAT WILL

6 BRIEF THE DIRECTORS ON THE STATUS OF THE 1984 ANNUAL REPORT.

7 KKK. WE UNDERSTAND USAID WILL WANT TO PRESENT TO THE DIRECTORS

8 THE PROJECT THEY HAVE NOW FUNDED TO HELP US UNIVERSITIES WORK

9 WITH CENTERS ON MUTUAL RESEARCH ACTIVITIES. IT IS REALLY UP TO

10 THEM TO PROPOSE THIS, BUT WE THOUGHT WE SHOULD LET YOU KNOW.

11 LLL. I WILL BE AT ISNAR UNTIL MAY 7. PLEASE CONTACT ME THERE IF

12 YOU NEED FURTHER CLARIFICATION ON THESE ITEMS. REGARDS. SELCUK

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FAO/ITC/AGP/859/ 24.04.1985

TADALKAR 17 COPIES IBPGR EXECUTIVE SUMMARY AND DETAILED P AND
B PROPOSALS FOR 1986 SENT TO YOU TODAY BY COURIER FOR
DISTRIBUTION TO TAC MEMBERS AND CGIAR STOP COPIES FOR TAC
CHAIRMAN AND TAC SECRETARIAT SENT DIRECTLY FROM ROME
(WILLIAMS EXECSEC IBPGR)

PR 3/11 IBPGR BUDGET

(FOODAGRI ROME TELEX 610181-610248)

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TREVOR WILLIAMS, FOODAGRI
ROME, ITALY
THANKS FOR BUDGET DOCUMENTS RECEIVED TODAY. REGARDS, H.DEBOECK-DE
ZUTTER

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CLASS OF SERVICE: Telex	TELEX NO.: 843-610181/610127 FAO I	DATE: 4/25/85
SUBJECT: File G12	DRAFTED BY: HVLliboro:evl <i>HVL</i>	EXTENSION: 48026
CLEARANCES AND COPY DISTRIBUTION:	AUTHORIZED BY (Name and Signature): Curtis Farnham <i>Curtis Farnham</i>	
	DEPARTMENT: CGIAR Secretariat	
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THE WORLD BANK/INTERNATIONAL FINANCE CORPORATION
OFFICE MEMORANDUM

D18
✓ 1 c.c. - G 12

To: Files
From: Curtis Farrar, ^HCGR
Date: April 23, 1985
Subject: Reactions to IBPGR situation in Norway

I had a long talk with Hostmark before departing Norway on my March visit. As part of his FAO responsibilities, he has apparently been thrust in the middle of the WFC/FAO situation. He recognized many of the problems of the IBPGR as being similar to those of the WFC, but of course the issues for all concerned are a good deal larger in the WFC case.

There are apparently three countries which are closely involved in the WFC/FAO situation (Australia, Norway and one other). For obvious reasons it would be unwise for any of these three to take a lead, or even be actively involved in, the IBPGR situation.

Curtis Farrar

Distribution: Ozgediz, Plucknett, Greening

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TREVOR WILLIAMS, FOODAGRI
 ROME, ITALY
 AAA WE HAVE BEEN INFORMED BY FRENCH GOVERNMENT THAT THEIR 1985
 CONTRIBUTION TO IBPGR IS FRENCH FRANCS 750,000. DISBURSEMENT IS
 SCHEDULED FOR APRIL-MAY 1985. BBB WE HAVE BEEN INFORMED BY
 ITALIAN GOVERNMENT THAT THEIR 1985 CONTRIBUTION TO IBPGR WILL BE
 LIRAS 250.0 MILLION FOR UNRESTRICTED CORE. CCC YOU WILL SHORTLY
 RECEIVE AN ADJUSTMENT TO 1985 AUSTRALIAN CORE CONTRIBUTION. IT
 WAS OUR UNDERSTANDING THAT AUSTRALIAN AUTHORITIES WERE DISBURSING
 THEIR 1985 CONTRIBUTION IN ONE TRANCHE AND THAT EQUIVALENT OF
 AUDOL 267,000 SHOULD REMAIN AS UNALLOCATED IN T ACCOUNT UNTIL
 THEIR FURTHER NOTICE. WE WERE RECENTLY INFORMED THAT
 DISBURSEMENT IS TAKING PLACE IN TWO TRANCHES AUDOL 5,545,000
 (REPRESENTING 1985 CORE CONTRIBUTIONS TO CENTERS) AND AUDOL
 267,000 SUBSEQUENTLY. I HAVE, THEREFORE, REQUESTED WORLD BANK'S
 CASHIER'S DEPARTMENT TO DISBURSE AN ADDITIONAL USDOL 5,784 TO
 IBPGR. THIS AMOUNT REDUCES EXCHANGE LOSS YOU RECORDED ON 1985
 AUSTRALIAN CONTRIBUTION. REGARDS, H. DEBOECK-DE ZUTTER.

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TELEX 843-610181/610127 FAO I		DATE: 4/16/85
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SUBJECT: FILE G12 /DISK 1	DICTATED BY: HDEBOECK-DEZUTTER/EVL	EXTENSION: 48025
CLEARANCES AND COPY DISTRIBUTION:	APPROVED BY (Signature): CURTIS FARRAR	
	DEPARTMENT: CGIAR SECRETARIAT	
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TECHNICAL ADVISORY COMMITTEE

G-12

The Chairman

4 April 1985

Dear Dr. Husain,

I take pleasure in transmitting to you the report of the second External Review of IBPGR which was conducted during January and February 1985. The review Panel was chaired by Dr. M.F. Day who presented the report to TAC at its 36th Meeting in the presence of Prof. L. Kahre and Dr. J. Trevor Williams, Chairman and Executive Secretary respectively of IBPGR and Dr. M.S. Zehni who represented FAO.

Contrary to recent practice, the review of both the program and management of IBPGR was conducted by a single panel thanks to the inclusion of a management specialist among panel members.

TAC examined the report in detail and found that there were a few issues raised which could not be resolved without additional information and study. The Committee therefore decided to prepare a commentary on those aspects for which sufficient information was available to come to a decision. This is the commentary attached to the report along with the responses from IBPGR and FAO.

For those other aspects, namely the management constraints which reduce the efficiency of IBPGR, together with the issues raised by the panel's recommendation that a research capability be developed within IBPGR and the additional constraints that such a research capacity would place on the management of IBPGR and its relationship to FAO, the Committee considered it needed additional information.

../..

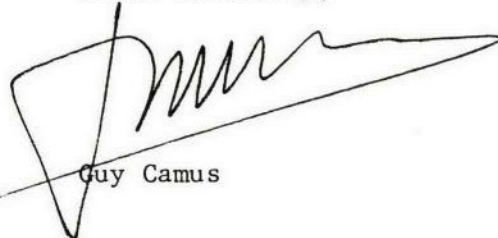
Dr. S. Shahid Husain
CGIAR Chairman
World Bank
1818 H Street, N.W.
Washington, D.C. 20433
USA

TAC did not have the time during the meeting to explore in depth with FAO the current constraints and how they might be alleviated. In addition TAC considered it needed more detailed information from IBPGR on the size, scope, priorities and physical requirements of the proposed research capacity.

To expedite matters, TAC therefore established a sub-Committee to examine these issues in cooperation with IBPGR and FAO. TAC will consider the first findings of its sub-Committee in June and would formulate its recommendations on these issues in time for discussion at the CGIAR meeting in November 1985.

In concluding, I am sure you will welcome the confirmation that IBPGR has played an outstanding role in the world effort to collect and preserve genetic resources of useful plants for the benefit of present and future generations. Furthermore as foreseen by its founders, IBPGR's impact has been achieved by catalyzing actions by others through its sound scientific and technical leadership.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Guy Camus', is written over a large, stylized, abstract scribble that resembles a large, irregular triangle or a stylized 'G'.

Guy Camus

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TREVOR WILLIAMS, FOODAGRI
ROME, ITALY
THE BANK'S CASHIER'S DEPARTMENT INFORMED US THAT THEY HAVE LOCATED
USDOL 100,000 WHICH IBPGR PAID TO CGIAR IN DECEMBER 1984. REGARDS,
HENNIE DEBOECK-DE ZUTTER.

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SUBJECT: File G12	DRAFTED BY: HDeboeck-De Zutter:evl	EXTENSION: 48025
CLEARANCES AND COPY DISTRIBUTION:	AUTHORIZED BY (Name and Signature): Ravindra M. Tadvalkar <i>RM Tadvalkar</i>	
	DEPARTMENT: CGIAR Secretariat	
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FAO/ITC/AGP/254/ 03.04.1985

FARRAR RE IBPGR BOARD MEMBERSHIP AAA TWO MEMBERS DRS QUENTIN JONES AND D. SENE TERMINATE DECEMBER 1985 AND NOT ELIGIBLE FOR RE-ELECTION BBB TWO MEMBERS DRS QUERESHI AND XU YUNTIAN TERMINATE END 1985 BUT ELIBIBLE FOR RE-ELECTION SECOND TERM CCC IBPGR EXECUTIVE COMMITTEE DURING 28-30 MAY 1985 WOULD CONSIDER NOMINATIONS TO FILL VACANCIES DDD APPRECIATE YOU REQUESTING NOMINATIONS FROM CGIAR MEMBERS AND COMMUNICATING TO US ASAP STOP IBPGR WOULD FOLLOW EMR RECOMMENDATIONS ON MEMBERSHIP STOP REGARDS (ANISHETTY IBPGR)

(FOODAGRI ROME TELEX 610181-610248)

G-12

March 27, 1985

Dr. Ing. Ngambi Ndjama
207 Fall Creek Drive
Apt. 4
Ithaca, New York 14850

Dear Sir:

I am enclosing for your information bibliographic data on cocoa germplasm. One of the items is available from the IBPGR, and they may have other material on cocoa that you might find of value.

Their address is:

IBPGR
Crop Ecology and Genetic Resources Unit
Plant Production and Protection Division
Food and Agriculture Organization
of the United Nations
Via delle Terme di Caracalla
Rome 00100, Italy.

I hope this material is useful. It was a pleasure to meet you. Perhaps we will meet again at your research station.

Sincerely,

Robert W. Hardt
Scientific Adviser

RWHardt:ndm
File: G-12

OFFICIAL FILE COPY

G-12

MAIL IBPGR AR, SU 1985 AUSTRALIAN CONTRIBUTION

DATE: March 7, 1985
TO: Dr. Trevor Williams, IBPGR
FROM: Hennie Deboeck-De Zutter, CGIAR

We have been informed that the 1985 Australian contribution has been deposited in the Bank's Trust Account. We have instructed Cashier's to disburse the equivalent of Aus\$174,000 or US\$120,122 to IBPGR.

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.END

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OFFICE MEMORANDUM

*yellow**G-12*

DATE February 26, 1985
TO Selcuk Ozgediz
FROM Curtis Farrar
EXTENSION 48021
SUBJECT Terms of Reference -- Mission to Rome

You will depart for Rome on or about March 7, 1985. In Rome you will attend the meeting of the CGIAR board chairs scheduled for February 9-10 and discuss with them, in particular, alternative ways of conducting external management reviews and the potential role the boards' can play in external and internal management reviews. You will then participate in the meeting of the Technical Advisory Committee, in particular, to cover the management aspects of the IBPGR external review. You will return to Washington on or about March 15, 1985.



Consultative Group on International Agricultural Research
International Board for Plant Genetic Resources

612

Executive Secretariat
Crop Genetic Resources Centre (AGPG)
Plant Production and Protection Division
Food and Agriculture Organization of the United Nations
Via delle Terme di Caracalla 00100 Rome Italy
Cables: Foodagri Rome Telex: 610181 FAO I Telephone: 57971

PR 3|11 IBPGR EPR


15 February 1985

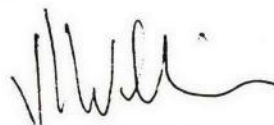
Dear Professor Camus,

We have pleasure in sending you the response of the Board of IBPGR to Part I of the External Review. Since the review of the programme and management of IBPGR was conducted by a single Panel, and the findings are embodied in a single report in two parts, the Board has responded to both parts but encloses for TAC's information its response on Part II. Because the two parts of the report relate to a single functional entity the members of TAC will need to be aware of the Board's response on management when discussing the report on the programme.

The IBPGR congratulates TAC for its perception in assembling a team with a wide range of complementary skills. We were very impressed with the thoroughness of the analysis and the rigour of the enquiries of the team, which have led to the production of a report of great authority. The Board wishes to place on record its appreciation of the outstanding contribution made by the Panel in so cogently and convincingly assembling the evidence for a significant change of direction in its programme. We are confident that in adopting the recommendations we shall be able to respond more effectively to the needs of genetic conservation in the next decade.

Yours sincerely,


Prof. L. Kähre
Chairman


J.T. Williams
Executive Secretary

Professor G. Camus
Chairman
Technical Advisory Committee (TAC)
c/o The World Bank
66, avenue d'Iéna
75116 Paris
FRANCE

Response of the Board of the IBPGR on individual recommendations
in Part I of the External Review Report

The Board wishes to make it clear that while in this paper it is responding only to the specific recommendations in the text of the report, it has taken due note of the many suggestions and feelings expressed by the Panel elsewhere in the text.

Recommendation No. 1. Sect. 2.3

"The Panel recommends that IBPGR widen the interpretation of its mandate to include activities concerned with evaluation and utilization."

Response: The Board accepts this recommendation.

Recommendation No. 2. Sect. 2.3

"The mandate of the IBPGR is to assist in the development of an international network of genetic resources centers to further the collection, conservation, documentation, evaluation and use of the genetic diversity of useful plants and thereby contribute to the welfare of people throughout the world. It shall provide scientific leadership as well as encouragement, promotion and support."

Response: The Board accepts, indeed welcomes the proposal to revise its mandate so that it may be more relevant to the perceived needs and changing priorities of the next decade. However, in view of the concurrence of the Board's views and the Panel's recommendations on the need for major scientific inputs, the Board prefers the alternative wording given below:

The Mandate of the International Board for Plant Genetic Resources is to promote the conservation and utilization of plant genetic resources for the benefit of mankind.

Currently the Board is promoting the collection, conservation, documentation, evaluation and use of the genetic diversity of agricultural plants and their wild and weedy relatives. It has a duty to encourage, promote and provide scientific and technical support to a world network of genebanks. Furthermore, it recognizes an urgent need for it to promote and undertake scientific research to provide a more secure base in knowledge for all of these activities. The Board recognizes the need to regularly review the order of priorities within and between these different areas of its broad mandate.

Recommendation No. 3. Sect. 3.3.5

"The Panel recommends that the Board explore the possibility of exploiting novel or unconventional methods of long-term seed storage or of maintaining field collections by private citizens."

Response: The Board presumes that the Recommendation should read "and of maintaining ...". It accepts the Recommendation and draws attention to the fact that it is already active in this area, for example, funding research on cryopreservation methods and in monitoring progress in the use of other methods for which a subcommittee is meeting in April 1985.

Recommendation No. 4. Sect. 3.4.5

With regard to characterization and evaluation, the Panel recommends:

- (1) the continuing review of descriptors to make them more useful to breeders, and that an ad hoc meeting be arranged by IBPGR of plant physiologists, geneticists and plant breeders to give guidance in the simplification of descriptor lists;
- (2) that the information recorded at collection include more detailed ecological data to facilitate subsequent evaluation and characterization of the material and its ultimate utilization by breeders;
- (3) that multiplication and evaluation of collected germplasm should be emphasized in order to help separate genetic and environmental variation; and
- (4) that a mechanism be devised and implemented to ensure that evaluation information developed outside a country of origin be sent back to that country.

Response: 4(1) The Board's descriptor lists are under continual review. The Board's policy is to maximize their simplicity and usefulness to both curators and breeders. With regard to evaluation descriptors, the Board cannot agree that a single multi-disciplinary meeting will be adequate as a source of guidance and that a series of meetings will probably be required to deal with the complex problems of describing physiological, agronomic and pathological descriptors in all the crops.

4(2) to 4(4) inclusive. The Board accepts these recommendations.

Recommendation No. 5. Sect. 3.5.5

As regards documentation and data banks for plant genetic resources, the Panel recommends:

- (1) the establishment of central crop data bases located at active genebanks where evaluation is going on; the compilation, assessment and maintenance of the evaluation data from breeders or other sources should be the responsibility of the center curator who must play an active role to ensure that material in his care is used, and must also obtain feedback of information from those to whom he has supplied seed; and,
- (2) that the Board accelerate its work toward standardization of interpretation of descriptors to facilitate the future development of software for data exchange between different systems.

Response: The Board accepts these recommendations.

Recommendation No. 6. Sect. 3.6.5

Regarding training, the Panel recommends:

- (1) that post-graduate training at Birmingham be continued with the modifications in the course content suggested by IBPGR, and with somewhat increased emphasis on imparting practical skills either through some readjustment in the course itself or by the inclusion of an obligatory internship;
- (2) that the Board consider appointment of a Training Officer as soon as possible to handle planning, conduct and monitoring of the training programme;
- (3) that unsatisfied or neglected regions and countries be allocated proportionally greater opportunities for training in the future, to fulfil their requirements;
- (4) that the Board expand its programme of short-term training in genebank management, at efficiently run national or international genebanks to overcome weaknesses in operation because of inexperience or inadequate background;
- (5) that IBPGR play a more active role in arranging regional meetings/workshops in areas where such activity to date has been minimal; such regional workshops could be crop based;

- (6) that in addition to English there is a need to organize degree courses in other major languages;
- (7) that the intern programme be continued, or rather expanded, with a greater focus on the training needs of the developing countries.

Response: The Board accepts recommendations (1) to (7). With regard to the equalization of training activities between the regions, the Board would point out that limited activities in some areas in the past have been due to constraints outside of the Board's influence.

Recommendation No. 7. Sect. 4.3.5

"The Panel recommends that assistance to national genebanks be related to priorities established by the Board for crops, regions, needed research, or dire emergency, and not include meeting recurrent or capital costs of national programmes."

Response: The Board accepts the recommendation which is in line with current Board practice.

Recommendation No. 8. Sect. 4.3.5

The Panel recommends that IBPGR collect and publish reports of instances where material from genebanks has provided valuable (or indeed invaluable) contributions to new and significant cultivars. Copies of such reports should be sent to all those known to be involved in the process of procuring funds for the continuance of national genebanks.

Response: The Board accepts the recommendation.

Recommendation No. 9. Sect. 4.4.5

The Panel recommends the following in regard to the status of Regional Coordinators and their work:

- (1) The title Regional Coordinator is preferred to that of Regional Officer and IBPGR should use that title in the future to describe better their functions and importance;
- (2) IBPGR should explore ways that the system of one-year contracts under which Regional Coordinators now operate could be extended to at least three-year contracts, to reduce personal anxieties and to assist long-term planning for regional programmes;

- (3) A budget should be established to support the programme of each Regional Coordinator and reasonable freedom be given the Coordinator in disbursing such funds in executing his planned programme;
- (4) Regional Coordinators should be located at national or international institutions involved in genetic resources work or related activities to provide some institutional support as well as contact with research;
- (5) Servicing and backstopping arrangements for Regional Coordinators should be regularized and organized better by providing someone at Headquarters with responsibility to plan and coordinate necessary support for the work in the regions, perhaps by appointment of a scientist responsible for outreach.

Response: The Board accepts recommendations (1) to (5)

Recommendation No. 10. Sect. 4.5.3

The Panel recommends that IBPGR seek assurances that the IARCs with specific crop responsibilities include as part of their core programmes the collection, maintenance and documentation of genetic resources for their crops.

Response: The Board agrees with the recommendation and thinks it appropriate that in most cases the IARCs should assume these responsibilities and become part of the Board's regular network. However, the Board believes that action on this matter require policy decisions and initiative from TAC and annual review of budget allocations to genetic resources work across the CGIAR.

Recommendation No. 11. Sect. 4.6.2

The Panel recommends that the Board assess the status and future of the Crop Advisory Committees, taking into account the increased leadership role envisioned for the IARCs, the need for future meetings and follow-up work by the Committees, the need for involvement of new persons and ideas in the assessment process, and the need for closer working relations between genebank curators and plant breeders.

Response: The Board accepts the recommendation.

Recommendation No. 12. Sect. 4.6.2

The Panel recommends that IBPGR systematically organize meetings between scientists present at genetic and botanical conferences rather than in an ad hoc way as it has in the past; at these meetings progress in genetic conservation on a crop by crop basis could be discussed and advice could be sought; such meetings could serve as ad hoc crop working groups.

Response: The Board accepts the recommendation and recalls that it has been its practice whenever possible to organize this kind of meeting in the past.

Recommendation No. 13. Sect. 4.7

The Panel recommends that IBPGR provide increased resources to assist national programmes to prepare and transmit requested materials.

Response: The Board is currently reviewing its policy of registration of base and active collections. Normally the registered genebank would be expected to meet the costs of seed despatch but the Board recognizes that it may have to selectively offer assistance, considering each case on its merits.

Recommendation No. 14. Sect. 4.7.1

The Panel recommends that the IBPGR strengthen its legal arrangements to require the free flow of germplasm collected or stored with its support and include such a commitment in the formal Letter of Agreement.

Response: The Board accepts this recommendation.

Recommendation No. 15. Sect. 4.8.1

The Panel recommends that IBPGR support national decisions to make commitments to FAO to make germplasm freely available to collections taking into consideration previous commitments to IBPGR.

Response: The Board feels that it would not be proper for it to attempt to influence the relationship between countries and the FAO Commission. The Board has always been at pains to adopt an apolitical stance in the setting up of its network and emphasizes its continued adherence to this principle. The IBPGR is a scientific and technical body.

Recommendation No. 16. Sect. 4.8.2

The Panel recommends that IBPGR seek an arrangement with FAO and the Secretariat of the Commission to define areas of concentration and mechanisms of cooperation.

Response: The Board accepts this recommendation and has already taken steps itself and through the Consultative Group to seek such arrangements.

Recommendation 17. Sect. 5.1

The Panel recommends that the Board improve the accounting section of the Annual Report.

Response: The Board accepts the recommendation.

Recommendation 18. Sect. 5.1.6

The Panel recommends consideration of new publication efforts oriented toward building long-term support for germplasm conservation.

Response: The Board accepts the recommendation.

Recommendation 19. Section 5.2

The Panel recommends clarification of the role of FAO and FAO clearances in IBPGR publication policy.

Response: The Board accepts the recommendation.

Recommendation 20. Sect. 5.2

We recommend that some of the publications responsibility be delegated.

Response: The Board accepts the recommendation.

Recommendation 21. Sect. 5.3

The Panel recommends the designation of a public relations specialist.

Response: The Board is in full agreement and accepts the recommendation for implementation at an early stage in the wider range of management issues.

Recommendation No. 22. Sect. 5.4

The Panel recommends that a librarian be designated as soon as a position can be assigned to the task.

Response: The Board accepts the recommendation and will seek rapid implementation.

Recommendation No. 23. Sect. 6.4

The Panel recommends that in view of the inadequate research base, the urgent need to improve genetic conservation activities, and to ensure intellectual leadership, IBPGR establish an in-house research capacity with appropriate research facilities and staffed with 8-10 senior scientists in such fields as plant taxonomy, population biology, seed physiology, tissue culture and plant pathology.

Response : The Board accepts this proposal with enthusiasm and recognizes that it is a major recommendation of profound importance to the future of the work of IBPGR and to genetic resources conservation and utilization.

It further recognizes that the implementation of this recommendation will require careful selection in choice of research area(s) in which to develop an in-house capability and that this may be limited to one or two fields where prospects for externally contracted research are less than satisfactory.

Recommendation No. 24. Sect. 7.1

The Panel recommends that the IBPGR keep a watching brief on in situ conservation and promote attention to wild relatives of cultivated crops, site selection of protected areas and development of appropriate data bases on wild relatives of crops.

Response: The Board intends to concentrate efforts on scientific surveys, organisation of survey information into data bases; and to support associated research complementary to efforts by others.

Recommendation No. 25. Sect. 7.2

The Panel recommends that the IBPGR should not be involved directly in genetic conservation of forest trees.

Response: The Board accepts this recommendation and assumes that it refers to forest trees of timber species.



Record Removal Notice



File Title Consultative Group on International Agricultural Research [CGIAR] - G-12- International Board for Plant genetic Resources [IBPGR] - 1984/1986 Correspondence - Volume 2		Barcode No. 1762395		
Document Date February 15, 1985	Document Type Letter			
Correspondents / Participants To: Dr. Curtis Farrar, CGIAR Secretariat From: Prof. L. Kahre, Chairman, CGIAR - IBPGR				
Subject / Title Response of the Board of the IBPGR to Part II of the External Review				
Exception(s) Information Provided by Member Countries or Third Parties in Confidence				
Additional Comments		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"> <tr> <td>Withdrawn by Shiri Alon</td> <td>Date 21-Mar-16</td> </tr> </table>	Withdrawn by Shiri Alon	Date 21-Mar-16
Withdrawn by Shiri Alon	Date 21-Mar-16			

SUMMARY RESPONSE OF THE BOARD OF THE IBPGR TO PART I
OF THE EXTERNAL REVIEW REPORT

The Board is pleased to offer its views on the Panel's major recommendations. The Board expresses satisfaction with the Panel's analytical approach to the future activities and management of the IBPGR and with a majority of the specific recommendations which should improve its effectiveness.

The Board concurs with the Panel that it is time for a major change. The future of IBPGR as charted by the Panel parallels the Board's own views on how it should change in order to respond most effectively to the changing needs of genetic resources conservation and utilization. The Board notes with satisfaction that the Panel believes that the IBPGR should not only continue its work but that it should take significant new directions. The report signals a new stage in IBPGR operations.

A major recommendation of the report is that the IBPGR should concentrate more of its attention to developing the now slender research base, which provides the scientific principles for conservation and utilization of germplasm. The Panel considers that the Board should be more active in promoting contract research but in addition is firmly of the view that it should develop its own in-house research capability. The scientific appointments should be of high calibre and we recognize that we will need to provide appropriate research facilities. Effective mobilization of the best external research teams will be facilitated if there is peer respect for a high quality internal research effort.

The Board fully endorses this major shift of emphasis in its work and believes it is essential if it is to provide the necessary leadership in the development of the multi-faceted research programme which is necessary if genetic resources are to be safely conserved and effectively used. During its first decade of operations the IBPGR has been only partially successful in attracting increased research attention to its topic among members of the world scientific community. We are convinced that we would be negligent if we did not begin to implement this major recommendation of the Review Panel as a matter of urgency. We recognize that implementation will be complex and that a research capability will have consequences for the level of funding, the type of management and location of IBPGR.

The Board urges that the CGIAR accommodate these needs for both in-house and externally contracted research.

The Board is also in full agreement with a change of emphasis toward greater attention in the evaluation and utilization of genetic resources now in store. We believe that a major effort must be made to assess the potential of the material in collections in order that the original purpose of the collecting, namely to contribute to the improvement of crop varieties, be fulfilled. Both these aspects will call on the proposed expanded scientific expertise and will make significant demands on funds.

The Board sees germplasm as a resource for use in the agricultural improvement system and not as material to fill museums.

SUMMARY RESPONSE OF THE BOARD OF IBPGR TO PART II
OF THE EXTERNAL REVIEW REPORT

In the second part of the report the Review Panel has recommended that the IBPGR of the future must be a new IBPGR with a different structure if it is to implement the programme changes proposed in the first part of the report. To this end, the Panel has recommended a restructuring of responsibilities appropriate to a center with a board of trustees and independent operational management. The Board endorses the change from an operational board with a secretariat to the CGIAR concept of an active Centre with a Director (hitherto Executive Secretary) with full operational responsibility for the Board's policies. The IBPGR has outgrown its initial structural mode.

The perceived activities for the IBPGR with a much-needed increased research orientation, continued expanding global activities and the need for the IBPGR to maintain international intellectual leadership in its mandate field necessitate a radical reorganization. The IBPGR therefore agrees with the Review Panel that to fulfil its role it must have a higher degree of autonomy. The Panel noted that the present arrangements with FAO had allowed IBPGR to achieve much work during its first decade. However, - although appropriate 10 years ago - these arrangements have led to constraints to the Board's ability to discharge its functions. These constraints have been itemized by the Panel. In addition we wish to draw attention to the anomalous dual accountability of its Secretariat which exists at present. Full autonomy is a prerequisite to the IBPGR meeting its mandate.

A structure of IBPGR as a fully autonomous center of the CGIAR will enable collaboration and cooperation with FAO in a new and complementary mode. The FAO Commission on Plant Genetic Resources will place emphasis on political aspects of global collaboration and this is, of course, complementary to the scientific and technical duties of the IBPGR. The Board is of the opinion that it must continue to work in an apolitical way. Its heightened emphasis on research will go a long way to producing the technologies crucial for any international network to function to adequate scientific standards. The Board expresses its wish that its good working relations with FAO will continue in the future.

The Panel presented options for the future operations of the IBPGR and suggested that a CGIAR task force be established to make the final evaluation. The Board suggests from its experience, that a suitable alternative location can be found, and that therefore of the various possibilities identified and discussed by the Panel, Option 4 is preferred.

The Board accepts most of the individual recommendations of the Review Panel on management issues. A number can be implemented immediately. With respect to the major recommendations, we recognize the need for a well planned, phased introduction of both structural and programme changes.

Response of the Board of the IBPGR on individual recommendations
in Part II of the External Review Report

The Board wishes to make it clear that while in this paper it is responding only to the specific recommendations in the text of the report, it has taken due note of the many suggestions and feelings expressed by the Panel elsewhere in the text.

Recommendation No. 1. Sec. 2.2.1

The Panel recommends that the next five-year plan include budget and professional manpower projections on a functional basis, as was done for the budget in the Programme and Budget proposed for 1985-86.

Response: The Board accepts this recommendation.

Recommendation No. 2. Sec. 2.2.2

The Panel recommends that the Working Groups and Committees report to the Executive Secretary or his delegate rather than to the Board.

Response: The Board accepts this recommendation in that it is in line with the proposal that the Board should be more clearly a policy making body and a Board of Trustees.

Recommendation No. 3. Sec. 2.2.4

The Panel recommends that an annual internal review be undertaken with staff of the Secretariat responsible for a programme area making the presentations and with all programme staff of the Secretariat and the Programme Committee participating in the review.

Response: The Board accepts this recommendation and in addition would wish the internal review to take into account cost aspects of programmes.

Recommendation No. 4. Sec. 3.2

The Panel recommends that the Board take a stronger and more active role in matters of management policy.

Response: The Board accepts this recommendation and regards it as a necessary and evolutionary step in the development of IBPGR.

Recommendation No. 5. Sec. 3.3

The Panel recommends that FAO continue to name a representative to the Board and that this person be offered voting privileges.

Response: The Board accepts this recommendation.

Recommendation No. 6. Sec. 3.3

The Panel recommends that donors not be given representation on the Board.

Response: The Board accepts this recommendation in principle.

Recommendation No. 7. Sec. 3.3

The Panel recommends that, as is the practice in most other Centers, the CGIAR nominate at least three (and at most six) of the Board members for election by the Board and that the Board select the remaining members without CGIAR approval.

Response: The Board accepts this recommendation, agrees that four is an appropriate number. The Chairman of the IBPGR Board membership nominations sub-committee will consult frequently with the CGIAR Secretariat to ensure the presence of appropriate expertise on the Board.

Recommendation No. 8. Sec. 3.4

The Panel recommends that the Chairman in the future be selected from among the elected Board members and, thus, also have voting privileges.

Response: The Board accepts this recommendation and notes the Panel's interpretation in Section 3.4, para. 2, that the Board has full authority to select its own Chairman.

Recommendation No. 9. Sec. 3.5

The Panel recommends that the Board appoint a member of the Executive Secretariat staff other than the Executive Secretary for a fixed but renewable term with specified duties as Secretary to the Board.

Response: The Board accepts this recommendation.

Recommendation No. 10. Sec. 3.7

The Panel recommends that the Board change the status of the Nominating Committee from ad hoc to standing.

Response: The Board accepts this recommendation.

Recommendation No. 11. Sec. 3.7

The Panel recommends that a Programme Committee of the Board be established; and that terms of reference be developed or refined for all Board committees.

Response: The Board accepts both aspects of this recommendation.

Recommendation No. 12. Sec. 3.9

The Panel recommends that the Board redefine the roles and responsibilities of the Board and management as an essential step for strengthening accountabilities and orienting the organization towards higher performance.

Response: The Board accepts this recommendation.

Recommendation No. 13. Sec. 4.3

The Panel recommends that IBPGR place high priority on instituting mechanisms for improving internal communications.

Response: The Board accepts this recommendation.

Recommendation No. 14. Sec. 4.4

The Panel recommends that some of the person years now used for continuing part-time consultants be converted to full-time staff positions.

Response: The Board accepts this recommendation but recognizes that its implementation must be phased in, in coordination with the implementation of other recommendations on management and staffing; the Board regrets that it has not been able to take this action in the past due to lack of space and to other constraints.

Recommendation No. 15. Sec. 4.4

The Panel recommends that the Executive Secretary establish a small committee within the Secretariat for addressing recruitment and related matters.

Response: The Board accepts this recommendation because in principle it implies a broader involvement of senior staff in the management aspects of the IBPGR. However, the Executive Secretary must be able to call upon a wider range of expertise from outside the IBPGR when it is thought necessary.

Recommendation No. 16. Sec. 4.5

The Panel recommends that IBPGR seriously consider having its key managerial staff participate in management development programmes.

Response: The Board agrees to this proposal.

Recommendation No. 17. Sec. 4.6

The Panel recommends that the Secretariat design and implement an internal system of annual performance reviews.

Response: The Board accepts this recommendation.

Recommendation No. 18. Sec. 5.2

The Panel recommends that the letter of agreement for IBPGR funded collection projects be revised to include in a more visible way, clauses to ensure that:

- (i) the material collected will be freely available;
- (ii) a sample will be provided to the host country;
- (iii) a second sample will be provided for the duplicate base collection;
- (iv) the institution notify IBPGR in case it is not able to fully meet its commitments for continuing the genebank operation, so that alternate arrangements can be made to conserve the materials.

Response: The Board accepts this recommendation and regards it as a restatement of Recommendation No. 14 of Part I of the Report.

Recommendation No. 19. Sec. 5.2

The Panel recommends that IBPGR, in expanding its research activity, develop a strategy that will ensure an integrated and sharply focussed future research programme.

Response: The Board agrees with this recommendation and finds it completely in line with its own view on the management of the research programme.

Recommendation No. 20. Sec. 5.3

The Panel recommends that IBPGR select the areas where internal policies and procedures are most needed, develop and test these in priority areas and implement them gradually.

Response: The Board accepts this recommendation and recognises the necessity for gradual introduction of new policies and procedures.

Recommendation No. 21. Sec. 6.1

The Panel recommends that the IBPGR continue its policy of careful scrutiny of special project possibilities, but that it not lose opportunities to extend the capacity for its priority activities when additional special project funds are available.

Response: The Board accepts this recommendation.

Recommendation No. 22. Sec. 6.2

The Panel recommends IBPGR develop a computerized internal accounting and reporting system.

Response: The Board accepts this recommendation.

Recommendation No. 23. Section 6.2

The Panel recommends IBPGR create a financial officer position at the Secretariat.

Response: The Board accepts this recommendation and recognizes that its implementation must be considered in relation to changes in the overall staff structure.

Recommendation No. 24. Section 6.3

The Panel recommends that the Executive Secretariat staff be more involved in the budget planning and management process.

Response: The Board accepts this recommendation.

Recommendation No. 25. Sec. 6.5

The Panel recommends that the scope of the regular external audit conducted by FAO's External Auditors be expanded to specifically review IBPGR annually.

Response: The Board accepts this recommendation if the IBPGR continues to be housed in FAO. In the event that IBPGR is not housed in FAO, the Board would wish to employ its own auditors for this purpose.

Recommendation No. 26. Sec. 7.1

The Panel recommends that the Executive Secretary of the IBPGR initiate discussions with Center Directors to clarify the role of the IBPGR and that of the respective IARCs in plant genetic resources.

Response: The Board agrees in principle with the recommendation but is strongly of the opinion that while primary responsibility for these matters lies with IBPGR, the implementation must be through TAC.

Recommendation No. 27. Sec. 7.1

The Panel recommends that TAC and the CGIAR Secretariat specifically ask future EPR and EMR Panels to review the genebank activity of those Centers with designated base and active collections, including the relationship with IBPGR.

Response: The Board agrees with this recommendation and stresses that it is important for the CGIAR to have an overview of genetic resources work across the system. To this end it suggests that this should be an item for consideration by the third review of the CGIAR.

Recommendation No. 28. Sec. 7.2

The Panel recommends that IBPGR develop terms of reference that clearly set out its roles and functions in the global network of genebanks and indicate how these are to be executed.

Response: The Board's role and function in the global network is to provide technical advice to monitor standards and not to be responsible for annual recurrent costs. Any expansion of these functions will require definition, as required in the recommendation but this will require additional funding and staff inputs.

Recommendation No. 29. Sec. 7.2

The Panel recommends that the IBPGR make preparations to assume safe conservation and free flow of germplasm in the global genebank network by carefully examining such issues as:

- (1) The best way to respond when the maintenance of a base germplasm collection falls below appropriate standards.
- (2) The best way to respond when a nation is unable to provide adequate budgetary support for a particular base collection.
- (3) Planning for administrative and legal steps to be taken if material is in imminent danger of becoming lost or not made available when properly requested.
- (4) The best way of ensuring, through its collecting and research agreement, that genetic materials, processes and information will be freely and fully available from all such activities funded fully or partially by IBPGR.

Response: The Board accepts this recommendation and recognizes that each problem has to be considered on its own merits. Overall solutions are inapplicable. The Board will use its regional infrastructure to provide more effective early warnings of the need for action.

Recommendation No. 30. Sec. 8.3

The Panel recommends that:

- (i) (Option 4 in the Report) IBPGR should be reconstituted as an independent center with a liaison unit at FAO, if an appropriate location can be found and there is little likelihood of satisfactory changes in the present arrangements with FAO
- or (ii) (Option 2 in the Report) IBPGR should remain at FAO if a suitable outside location cannot be found and major changes can be made in the present arrangements with FAO compatible with conditions required for a research institution within CGIAR.

The Panel notes that it is not in a position to indicate a preference for one of these two options in the event that a suitable outside location is available and negotiations with FAO assure that satisfactory changes can be made in the present arrangements.

Response: The Board endorsed the detailed analysis which led to the recommendation above. The Board is in full agreement with the Panel that IBPGR has reached a crossroads in its evolution and that it is time for a major change. The Board has sought in the past, and will continue to seek, the fullest cooperation and liaison with FAO in fulfilling common objectives in relation to plant genetic resources. The Board agrees with the Panel that the present arrangements with FAO are clearly unsatisfactory, and are likely to be more so if it were to implement the programme changes recommended. Past experience of attempts to improve the arrangements with FAO leads the Board to the conclusion that Option 2 is not likely to provide the physical and managerial environment required to implement the changes recommended. Therefore the Board strongly endorses the choice of Option 4 as it is convinced that a suitable alternative location can be found. To implement Option 4, the Board recommends that CGIAR accept the Panel's recommendation to establish a Task Force for choosing among alternative locations and considers this to be a matter of urgency.

The Board realises that implementation of Option 4 will take some time, and the Board will take necessary short-term measures to alleviate some of the most pressing problems affecting the operations of its Secretariat.

Recommendation No. 31. Sec. 8.4.1

The Panel recommends that the post of Executive Secretary be renamed Director, in accordance with the practice of independent centers in the CGIAR System.

Response: The Board has agreed with this recommendation since it was made by the first Quinquennial Review in 1980.

Recommendation No. 32. Sec. 8.4.3

The Panel recommends that, if it concurs with the Panel's assessment and suggestions, the CGIAR request IBPGR to submit annual status reports to the Group on its progress in implementing the recommendations of the Panel.

Response: The Board accepts this recommendation wholeheartedly.



Record Removal Notice



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Additional Comments		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"> <tr> <td>Withdrawn by Shiri Alon</td> <td>Date 21-Mar-16</td> </tr> </table>	Withdrawn by Shiri Alon	Date 21-Mar-16
Withdrawn by Shiri Alon	Date 21-Mar-16			

SUMMARY RESPONSE OF THE BOARD OF THE IBPGR TO PART I
OF THE EXTERNAL REVIEW REPORT

The Board is pleased to offer its views on the Panel's major recommendations. The Board expresses satisfaction with the Panel's analytical approach to the future activities and management of the IBPGR and with a majority of the specific recommendations which should improve its effectiveness.

The Board concurs with the Panel that it is time for a major change. The future of IBPGR as charted by the Panel parallels the Board's own views on how it should change in order to respond most effectively to the changing needs of genetic resources conservation and utilization. The Board notes with satisfaction that the Panel believes that the IBPGR should not only continue its work but that it should take significant new directions. The report signals a new stage in IBPGR operations.

A major recommendation of the report is that the IBPGR should concentrate more of its attention to developing the now slender research base, which provides the scientific principles for conservation and utilization of germplasm. The Panel considers that the Board should be more active in promoting contract research but in addition is firmly of the view that it should develop its own in-house research capability. The scientific appointments should be of high calibre and we recognize that we will need to provide appropriate research facilities. Effective mobilization of the best external research teams will be facilitated if there is peer respect for a high quality internal research effort.

The Board fully endorses this major shift of emphasis in its work and believes it is essential if it is to provide the necessary leadership in the development of the multi-faceted research programme which is necessary if genetic resources are to be safely conserved and effectively used. During its first decade of operations the IBPGR has been only partially successful in attracting increased research attention to its topic among members of the world scientific community. We are convinced that we would be negligent if we did not begin to implement this major recommendation of the Review Panel as a matter of urgency. We recognize that implementation will be complex and that a research capability will have consequences for the level of funding, the type of management and location of IBPGR.

The Board urges that the CGIAR accommodate these needs for both in-house and externally contracted research.

The Board is also in full agreement with a change of emphasis toward greater attention in the evaluation and utilization of genetic resources now in store. We believe that a major effort must be made to assess the potential of the material in collections in order that the original purpose of the collecting, namely to contribute to the improvement of crop varieties, be fulfilled. Both these aspects will call on the proposed expanded scientific expertise and will make significant demands on funds.

The Board sees germplasm as a resource for use in the agricultural improvement system and not as material to fill museums.

Response of the Board of the IBPGR on individual recommendations
in Part I of the External Review Report

The Board wishes to make it clear that while in this paper it is responding only to the specific recommendations in the text of the report, it has taken due note of the many suggestions and feelings expressed by the Panel elsewhere in the text.

Recommendation No. 1. Sect. 2.3

"The Panel recommends that IBPGR widen the interpretation of its mandate to include activities concerned with evaluation and utilization."

Response: The Board accepts this recommendation.

Recommendation No. 2. Sect. 2.3

"The mandate of the IBPGR is to assist in the development of an international network of genetic resources centers to further the collection, conservation, documentation, evaluation and use of the genetic diversity of useful plants and thereby contribute to the welfare of people throughout the world. It shall provide scientific leadership as well as encouragement, promotion and support."

Response: The Board accepts, indeed welcomes the proposal to revise its mandate so that it may be more relevant to the perceived needs and changing priorities of the next decade. However, in view of the concurrence of the Board's views and the Panel's recommendations on the need for major scientific inputs, the Board prefers the alternative wording given below:

The Mandate of the International Board for Plant Genetic Resources is to promote the conservation and utilization of plant genetic resources for the benefit of mankind.

Currently the Board is promoting the collection, conservation, documentation, evaluation and use of the genetic diversity of agricultural plants and their wild and weedy relatives. It has a duty to encourage, promote and provide scientific and technical support to a world network of genebanks. Furthermore, it recognizes an urgent need for it to promote and undertake scientific research to provide a more secure base in knowledge for all of these activities. The Board recognizes the need to regularly review the order of priorities within and between these different areas of its broad mandate.

Recommendation No. 3. Sect. 3.3.5

"The Panel recommends that the Board explore the possibility of exploiting novel or unconventional methods of long-term seed storage or of maintaining field collections by private citizens."

Response: The Board presumes that the Recommendation should read "and of maintaining ...". It accepts the Recommendation and draws attention to the fact that it is already active in this area, for example, funding research on cryopreservation methods and in monitoring progress in the use of other methods for which a subcommittee is meeting in April 1985.

Recommendation No. 4. Sect. 3.4.5

With regard to characterization and evaluation, the Panel recommends:

- (1) the continuing review of descriptors to make them more useful to breeders, and that an ad hoc meeting be arranged by IBPGR of plant physiologists, geneticists and plant breeders to give guidance in the simplification of descriptor lists;
- (2) that the information recorded at collection include more detailed ecological data to facilitate subsequent evaluation and characterization of the material and its ultimate utilization by breeders;
- (3) that multiplication and evaluation of collected germplasm should be emphasized in order to help separate genetic and environmental variation; and
- (4) that a mechanism be devised and implemented to ensure that evaluation information developed outside a country of origin be sent back to that country.

Response: 4(1) The Board's descriptor lists are under continual review. The Board's policy is to maximize their simplicity and usefulness to both curators and breeders. With regard to evaluation descriptors, the Board cannot agree that a single multi-disciplinary meeting will be adequate as a source of guidance and that a series of meetings will probably be required to deal with the complex problems of describing physiological, agronomic and pathological descriptors in all the crops.

4(2) to 4(4) inclusive. The Board accepts these recommendations.

Recommendation No. 5. Sect. 3.5.5

As regards documentation and data banks for plant genetic resources, the Panel recommends:

- (1) the establishment of central crop data bases located at active genebanks where evaluation is going on; the compilation, assessment and maintenance of the evaluation data from breeders or other sources should be the responsibility of the center curator who must play an active role to ensure that material in his care is used, and must also obtain feedback of information from those to whom he has supplied seed; and,
- (2) that the Board accelerate its work toward standardization of interpretation of descriptors to facilitate the future development of software for data exchange between different systems.

Response: The Board accepts these recommendations.

Recommendation No. 6. Sect. 3.6.5

Regarding training, the Panel recommends:

- (1) that post-graduate training at Birmingham be continued with the modifications in the course content suggested by IBPGR, and with somewhat increased emphasis on imparting practical skills either through some readjustment in the course itself or by the inclusion of an obligatory internship;
- (2) that the Board consider appointment of a Training Officer as soon as possible to handle planning, conduct and monitoring of the training programme;
- (3) that unsatisfied or neglected regions and countries be allocated proportionally greater opportunities for training in the future, to fulfil their requirements;
- (4) that the Board expand its programme of short-term training in genebank management, at efficiently run national or international genebanks to overcome weaknesses in operation because of inexperience or inadequate background;
- (5) that IBPGR play a more active role in arranging regional meetings/workshops in areas where such activity to date has been minimal; such regional workshops could be crop based;

- (6) that in addition to English there is a need to organize degree courses in other major languages;
- (7) that the intern programme be continued, or rather expanded, with a greater focus on the training needs of the developing countries.

Response: The Board accepts recommendations (1) to (7). With regard to the equalization of training activities between the regions, the Board would point out that limited activities in some areas in the past have been due to constraints outside of the Board's influence.

Recommendation No. 7. Sect. 4.3.5

"The Panel recommends that assistance to national genebanks be related to priorities established by the Board for crops, regions, needed research, or dire emergency, and not include meeting recurrent or capital costs of national programmes."

Response: The Board accepts the recommendation which is in line with current Board practice.

Recommendation No. 8. Sect. 4.3.5

The Panel recommends that IBPGR collect and publish reports of instances where material from genebanks has provided valuable (or indeed invaluable) contributions to new and significant cultivars. Copies of such reports should be sent to all those known to be involved in the process of procuring funds for the continuance of national genebanks.

Response: The Board accepts the recommendation.

Recommendation No. 9. Sect. 4.4.5

The Panel recommends the following in regard to the status of Regional Coordinators and their work:

- (1) The title Regional Coordinator is preferred to that of Regional Officer and IBPGR should use that title in the future to describe better their functions and importance;
- (2) IBPGR should explore ways that the system of one-year contracts under which Regional Coordinators now operate could be extended to at least three-year contracts, to reduce personal anxieties and to assist long-term planning for regional programmes;

- (3) A budget should be established to support the programme of each Regional Coordinator and reasonable freedom be given the Coordinator in disbursing such funds in executing his planned programme;
- (4) Regional Coordinators should be located at national or international institutions involved in genetic resources work or related activities to provide some institutional support as well as contact with research;
- (5) Servicing and backstopping arrangements for Regional Coordinators should be regularized and organized better by providing someone at Headquarters with responsibility to plan and coordinate necessary support for the work in the regions, perhaps by appointment of a scientist responsible for outreach.

Response: The Board accepts recommendations (1) to (5)

Recommendation No. 10. Sect. 4.5.3

The Panel recommends that IBPGR seek assurances that the IARCs with specific crop responsibilities include as part of their core programmes the collection, maintenance and documentation of genetic resources for their crops.

Response: The Board agrees with the recommendation and thinks it appropriate that in most cases the IARCs should assume these responsibilities and become part of the Board's regular network. However, the Board believes that action on this matter require policy decisions and initiative from TAC and annual review of budget allocations to genetic resources work across the CGIAR.

Recommendation No. 11. Sect. 4.6.2

The Panel recommends that the Board assess the status and future of the Crop Advisory Committees, taking into account the increased leadership role envisioned for the IARCs, the need for future meetings and follow-up work by the Committees, the need for involvement of new persons and ideas in the assessment process, and the need for closer working relations between genebank curators and plant breeders.

Response: The Board accepts the recommendation.

Recommendation No. 12. Sect. 4.6.2

The Panel recommends that IBPGR systematically organize meetings between scientists present at genetic and botanical conferences rather than in an ad hoc way as it has in the past; at these meetings progress in genetic conservation on a crop by crop basis could be discussed and advice could be sought; such meetings could serve as ad hoc crop working groups.

Response: The Board accepts the recommendation and recalls that it has been its practice whenever possible to organize this kind of meeting in the past.

Recommendation No. 13. Sect. 4.7

The Panel recommends that IBPGR provide increased resources to assist national programmes to prepare and transmit requested materials.

Response: The Board is currently reviewing its policy of registration of base and active collections. Normally the registered genebank would be expected to meet the costs of seed despatch but the Board recognizes that it may have to selectively offer assistance, considering each case on its merits.

Recommendation No. 14. Sect. 4.7.1

The Panel recommends that the IBPGR strengthen its legal arrangements to require the free flow of germplasm collected or stored with its support and include such a commitment in the formal Letter of Agreement.

Response: The Board accepts this recommendation.

Recommendation No. 15. Sect. 4.8.1

The Panel recommends that IBPGR support national decisions to make commitments to FAO to make germplasm freely available to collections taking into consideration previous commitments to IBPGR.

Response: The Board feels that it would not be proper for it to attempt to influence the relationship between countries and the FAO Commission. The Board has always been at pains to adopt an apolitical stance in the setting up of its network and emphasizes its continued adherence to this principle. The IBPGR is a scientific and technical body.

Recommendation No. 16. Sect. 4.8.2

The Panel recommends that IBPGR seek an arrangement with FAO and the Secretariat of the Commission to define areas of concentration and mechanisms of cooperation.

Response: The Board accepts this recommendation and has already taken steps itself and through the Consultative Group to seek such arrangements.

Recommendation 17. Sect. 5.1

The Panel recommends that the Board improve the accounting section of the Annual Report.

Response: The Board accepts the recommendation.

Recommendation 18. Sect. 5.1.6

The Panel recommends consideration of new publication efforts oriented toward building long-term support for germplasm conservation.

Response: The Board accepts the recommendation.

Recommendation 19. Section 5.2

The Panel recommends clarification of the role of FAO and FAO clearances in IBPGR publication policy.

Response: The Board accepts the recommendation.

Recommendation 20. Sect. 5.2

We recommend that some of the publications responsibility be delegated.

Response: The Board accepts the recommendation.

Recommendation 21. Sect. 5.3

The Panel recommends the designation of a public relations specialist.

Response: The Board is in full agreement and accepts the recommendation for implementation at an early stage in the wider range of management issues.

Recommendation No. 22. Sect. 5.4

The Panel recommends that a librarian be designated as soon as a position can be assigned to the task.

Response: The Board accepts the recommendation and will seek rapid implementation.

Recommendation No. 23. Sect. 6.4

The Panel recommends that in view of the inadequate research base, the urgent need to improve genetic conservation activities, and to ensure intellectual leadership, IBPGR establish an in-house research capacity with appropriate research facilities and staffed with 8-10 senior scientists in such fields as plant taxonomy, population biology, seed physiology, tissue culture and plant pathology.

Response : The Board accepts this proposal with enthusiasm and recognizes that it is a major recommendation of profound importance to the future of the work of IBPGR and to genetic resources conservation and utilization.

It further recognizes that the implementation of this recommendation will require careful selection in choice of research area(s) in which to develop an in-house capability and that this may be limited to one or two fields where prospects for externally contracted research are less than satisfactory.

Recommendation No. 24. Sect. 7.1

The Panel recommends that the IBPGR keep a watching brief on in situ conservation and promote attention to wild relatives of cultivated crops, site selection of protected areas and development of appropriate data bases on wild relatives of crops.

Response: The Board intends to concentrate efforts on scientific surveys, organisation of survey information into data bases; and to support associated research complementary to efforts by others.

Recommendation No. 25. Sect. 7.2

The Panel recommends that the IBPGR should not be involved directly in genetic conservation of forest trees.

Response: The Board accepts this recommendation and assumes that it refers to forest trees of timber species.

SUMMARY RESPONSE OF THE BOARD OF IBPGR TO PART II
OF THE EXTERNAL REVIEW REPORT

In the second part of the report the Review Panel has recommended that the IBPGR of the future must be a new IBPGR with a different structure if it is to implement the programme changes proposed in the first part of the report. To this end, the Panel has recommended a restructuring of responsibilities appropriate to a center with a board of trustees and independent operational management. The Board endorses the change from an operational board with a secretariat to the CGIAR concept of an active Centre with a Director (hitherto Executive Secretary) with full operational responsibility for the Board's policies. The IBPGR has outgrown its initial structural mode.

The perceived activities for the IBPGR with a much-needed increased research orientation, continued expanding global activities and the need for the IBPGR to maintain international intellectual leadership in its mandate field necessitate a radical reorganization. The IBPGR therefore agrees with the Review Panel that to fulfil its role it must have a higher degree of autonomy. The Panel noted that the present arrangements with FAO had allowed IBPGR to achieve much work during its first decade. However, - although appropriate 10 years ago - these arrangements have led to constraints to the Board's ability to discharge its functions. These constraints have been itemized by the Panel. In addition we wish to draw attention to the anomalous dual accountability of its Secretariat which exists at present. Full autonomy is a prerequisite to the IBPGR meeting its mandate.

A structure of IBPGR as a fully autonomous center of the CGIAR will enable collaboration and cooperation with FAO in a new and complementary mode. The FAO Commission on Plant Genetic Resources will place emphasis on political aspects of global collaboration and this is, of course, complementary to the scientific and technical duties of the IBPGR. The Board is of the opinion that it must continue to work in an apolitical way. Its heightened emphasis on research will go a long way to producing the technologies crucial for any international network to function to adequate scientific standards. The Board expresses its wish that its good working relations with FAO will continue in the future.

The Panel presented options for the future operations of the IBPGR and suggested that a CGIAR task force be established to make the final evaluation. The Board suggests from its experience, that a suitable alternative location can be found, and that therefore of the various possibilities identified and discussed by the Panel, Option 4 is preferred.

The Board accepts most of the individual recommendations of the Review Panel on management issues. A number can be implemented immediately. With respect to the major recommendations, we recognize the need for a well planned, phased introduction of both structural and programme changes.

Response of the Board of the IBPGR on individual recommendations
in Part II of the External Review Report

The Board wishes to make it clear that while in this paper it is responding only to the specific recommendations in the text of the report, it has taken due note of the many suggestions and feelings expressed by the Panel elsewhere in the text.

Recommendation No. 1. Sec. 2.2.1

The Panel recommends that the next five-year plan include budget and professional manpower projections on a functional basis, as was done for the budget in the Programme and Budget proposed for 1985-86.

Response: The Board accepts this recommendation.

Recommendation No. 2. Sec. 2.2.2

The Panel recommends that the Working Groups and Committees report to the Executive Secretary or his delegate rather than to the Board.

Response: The Board accepts this recommendation in that it is in line with the proposal that the Board should be more clearly a policy making body and a Board of Trustees.

Recommendation No. 3. Sec. 2.2.4

The Panel recommends that an annual internal review be undertaken with staff of the Secretariat responsible for a programme area making the presentations and with all programme staff of the Secretariat and the Programme Committee participating in the review.

Response: The Board accepts this recommendation and in addition would wish the internal review to take into account cost aspects of programmes.

Recommendation No. 4. Sec. 3.2

The Panel recommends that the Board take a stronger and more active role in matters of management policy.

Response: The Board accepts this recommendation and regards it as a necessary and evolutionary step in the development of IBPGR.

Recommendation No. 5. Sec. 3.3

The Panel recommends that FAO continue to name a representative to the Board and that this person be offered voting privileges.

Response: The Board accepts this recommendation.

Recommendation No. 6. Sec. 3.3

The Panel recommends that donors not be given representation on the Board.

Response: The Board accepts this recommendation in principle.

Recommendation No. 7. Sec. 3.3

The Panel recommends that, as is the practice in most other Centers, the CGIAR nominate at least three (and at most six) of the Board members for election by the Board and that the Board select the remaining members without CGIAR approval.

Response: The Board accepts this recommendation, agrees that four is an appropriate number. The Chairman of the IBPGR Board membership nominations sub-committee will consult frequently with the CGIAR Secretariat to ensure the presence of appropriate expertise on the Board.

Recommendation No. 8. Sec. 3.4

The Panel recommends that the Chairman in the future be selected from among the elected Board members and, thus, also have voting privileges.

Response: The Board accepts this recommendation and notes the Panel's interpretation in Section 3.4, para. 2, that the Board has full authority to select its own Chairman.

Recommendation No. 9. Sec. 3.5

The Panel recommends that the Board appoint a member of the Executive Secretariat staff other than the Executive Secretary for a fixed but renewable term with specified duties as Secretary to the Board.

Response: The Board accepts this recommendation.

Recommendation No. 10. Sec. 3.7

The Panel recommends that the Board change the status of the Nominating Committee from ad hoc to standing.

Response: The Board accepts this recommendation.

Recommendation No. 11. Sec. 3.7

The Panel recommends that a Programme Committee of the Board be established; and that terms of reference be developed or refined for all Board committees.

Response: The Board accepts both aspects of this recommendation.

Recommendation No. 12. Sec. 3.9

The Panel recommends that the Board redefine the roles and responsibilities of the Board and management as an essential step for strengthening accountabilities and orienting the organization towards higher performance.

Response: The Board accepts this recommendation.

Recommendation No. 13. Sec. 4.3

The Panel recommends that IBPGR place high priority on instituting mechanisms for improving internal communications.

Response: The Board accepts this recommendation.

Recommendation No. 14. Sec. 4.4

The Panel recommends that some of the person years now used for continuing part-time consultants be converted to full-time staff positions.

Response: The Board accepts this recommendation but recognizes that its implementation must be phased in, in coordination with the implementation of other recommendations on management and staffing; the Board regrets that it has not been able to take this action in the past due to lack of space and to other constraints.

Recommendation No. 15. Sec. 4.4

The Panel recommends that the Executive Secretary establish a small committee within the Secretariat for addressing recruitment and related matters.

Response: The Board accepts this recommendation because in principle it implies a broader involvement of senior staff in the management aspects of the IBPGR. However, the Executive Secretary must be able to call upon a wider range of expertise from outside the IBPGR when it is thought necessary.

Recommendation No. 16. Sec. 4.5

The Panel recommends that IBPGR seriously consider having its key managerial staff participate in management development programmes.

Response: The Board agrees to this proposal.

Recommendation No. 17. Sec. 4.6

The Panel recommends that the Secretariat design and implement an internal system of annual performance reviews.

Response: The Board accepts this recommendation.

Recommendation No. 18. Sec. 5.2

The Panel recommends that the letter of agreement for IBPGR funded collection projects be revised to include in a more visible way, clauses to ensure that:

- (i) the material collected will be freely available;
- (ii) a sample will be provided to the host country;
- (iii) a second sample will be provided for the duplicate base collection;
- (iv) the institution notify IBPGR in case it is not able to fully meet its commitments for continuing the genebank operation, so that alternate arrangements can be made to conserve the materials.

Response: The Board accepts this recommendation and regards it as a restatement of Recommendation No. 14 of Part I of the Report.

Recommendation No. 19. Sec. 5.2

The Panel recommends that IBPGR, in expanding its research activity, develop a strategy that will ensure an integrated and sharply focussed future research programme.

Response: The Board agrees with this recommendation and finds it completely in line with its own view on the management of the research programme.

Recommendation No. 20. Sec. 5.3

The Panel recommends that IBPGR select the areas where internal policies and procedures are most needed, develop and test these in priority areas and implement them gradually.

Response: The Board accepts this recommendation and recognises the necessity for gradual introduction of new policies and procedures.

Recommendation No. 21. Sec. 6.1

The Panel recommends that the IBPGR continue its policy of careful scrutiny of special project possibilities, but that it not lose opportunities to extend the capacity for its priority activities when additional special project funds are available.

Response: The Board accepts this recommendation.

Recommendation No. 22. Sec. 6.2

The Panel recommends IBPGR develop a computerized internal accounting and reporting system.

Response: The Board accepts this recommendation.

Recommendation No. 23. Section 6.2

The Panel recommends IBPGR create a financial officer position at the Secretariat.

Response: The Board accepts this recommendation and recognizes that its implementation must be considered in relation to changes in the overall staff structure.

Recommendation No. 24. Section 6.3

The Panel recommends that the Executive Secretariat staff be more involved in the budget planning and management process.

Response: The Board accepts this recommendation.

Recommendation No. 25. Sec. 6.5

The Panel recommends that the scope of the regular external audit conducted by FAO's External Auditors be expanded to specifically review IBPGR annually.

Response: The Board accepts this recommendation if the IBPGR continues to be housed in FAO. In the event that IBPGR is not housed in FAO, the Board would wish to employ its own auditors for this purpose.

Recommendation No. 26. Sec. 7.1

The Panel recommends that the Executive Secretary of the IBPGR initiate discussions with Center Directors to clarify the role of the IBPGR and that of the respective IARCs in plant genetic resources.

Response: The Board agrees in principle with the recommendation but is strongly of the opinion that while primary responsibility for these matters lies with IBPGR, the implementation must be through TAC.

Recommendation No. 27. Sec. 7.1

The Panel recommends that TAC and the CGIAR Secretariat specifically ask future EPR and EMR Panels to review the genebank activity of those Centers with designated base and active collections, including the relationship with IBPGR.

Response: The Board agrees with this recommendation and stresses that it is important for the CGIAR to have an overview of genetic resources work across the system. To this end it suggests that this should be an item for consideration by the third review of the CGIAR.

Recommendation No. 28. Sec. 7.2

The Panel recommends that IBPGR develop terms of reference that clearly set out its roles and functions in the global network of genebanks and indicate how these are to be executed.

Response: The Board's role and function in the global network is to provide technical advice to monitor standards and not to be responsible for annual recurrent costs. Any expansion of these functions will require definition, as required in the recommendation but this will require additional funding and staff inputs.

Recommendation No. 29. Sec. 7.2

The Panel recommends that the IBPGR make preparations to assume safe conservation and free flow of germplasm in the global genebank network by carefully examining such issues as:

- (1) The best way to respond when the maintenance of a base germplasm collection falls below appropriate standards.
- (2) The best way to respond when a nation is unable to provide adequate budgetary support for a particular base collection.
- (3) Planning for administrative and legal steps to be taken if material is in imminent danger of becoming lost or not made available when properly requested.
- (4) The best way of ensuring, through its collecting and research agreement, that genetic materials, processes and information will be freely and fully available from all such activities funded fully or partially by IBPGR.

Response: The Board accepts this recommendation and recognizes that each problem has to be considered on its own merits. Overall solutions are inapplicable. The Board will use its regional infrastructure to provide more effective early warnings of the need for action.

Recommendation No. 30. Sec. 8.3

The Panel recommends that:

- (i) (Option 4 in the Report) IBPGR should be reconstituted as an independent center with a liaison unit at FAO, if an appropriate location can be found and there is little likelihood of satisfactory changes in the present arrangements with FAO
- or (ii) (Option 2 in the Report) IBPGR should remain at FAO if a suitable outside location cannot be found and major changes can be made in the present arrangements with FAO compatible with conditions required for a research institution within CGIAR.

The Panel notes that it is not in a position to indicate a preference for one of these two options in the event that a suitable outside location is available and negotiations with FAO assure that satisfactory changes can be made in the present arrangements.

Response: The Board endorsed the detailed analysis which led to the recommendation above. The Board is in full agreement with the Panel that IBPGR has reached a crossroads in its evolution and that it is time for a major change. The Board has sought in the past, and will continue to seek, the fullest cooperation and liaison with FAO in fulfilling common objectives in relation to plant genetic resources. The Board agrees with the Panel that the present arrangements with FAO are clearly unsatisfactory, and are likely to be more so if it were to implement the programme changes recommended. Past experience of attempts to improve the arrangements with FAO leads the Board to the conclusion that Option 2 is not likely to provide the physical and managerial environment required to implement the changes recommended. Therefore the Board strongly endorses the choice of Option 4 as it is convinced that a suitable alternative location can be found. To implement Option 4, the Board recommends that CGIAR accept the Panel's recommendation to establish a Task Force for choosing among alternative locations and considers this to be a matter of urgency.

The Board realises that implementation of Option 4 will take some time, and the Board will take necessary short-term measures to alleviate some of the most pressing problems affecting the operations of its Secretariat.

Recommendation No. 31. Sec. 8.4.1

The Panel recommends that the post of Executive Secretary be renamed Director, in accordance with the practice of independent centers in the CGIAR System.

Response: The Board has agreed with this recommendation since it was made by the first Quinquennial Review in 1980.

Recommendation No. 32. Sec. 8.4.3

The Panel recommends that, if it concurs with the Panel's assessment and suggestions, the CGIAR request IBPGR to submit annual status reports to the Group on its progress in implementing the recommendations of the Panel.

Response: The Board accepts this recommendation wholeheartedly.

G-12

February 14, 1985

Professor Gerhard Fischbeck
Lehrstuhl für Pflanzenbau und
Pflanzenzüchtung der TU München
8050 Freising - Weihenstephan
Federal Republic of Germany

Dear Professor Fischbeck:

I would like to join Mr. Husain, Chairman of the CGIAR, in congratulating you on your appointment to the International Board for Plant Genetic Resources (IBPGR).

With reference to Mr. Husain's letter of February 14, I am enclosing a set of documents on the CGIAR. In addition to the documents on the CGIAR system as a whole, and to the paper on Africa, I am enclosing the commentary by the CG Secretariat on IBPGR's 1985-1986 Program and Budget. As a new Board member I particularly want to draw your attention to the paper on the Roles, Relationships and Responsibilities of the Boards of Trustees, which I hope will be helpful to you.

If the CGIAR Secretariat can be of any assistance to you now or in the future, please do not hesitate to let us know.

Yours sincerely,

Curtis Farrar
Executive Secretary

Enclosures (8)

cc: Dr. L. Kahre, IBPGR Chairman
Dr. J.T. Williams, IBPGR Executive Secretary

DCalvo:mm - File G-12/IBPGR Board Book/Disk 80

Hardin Paper, CG Brochure & Pamphlet, 1983 & 1984 Integrative Reports, "The CG in Africa", 1984 Main Conclusions of Centers Week, IBPGR Programme & Budget commentary

G-12

February 14, 1985

Professor F. Kikuchi
Institute of Agriculture and Fishery
Tsukuba University
Tsukuba
Japan

Dear Professor Kikuchi:

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Curtis Farrer
Executive Secretary

Enclosures (8)

cc: Dr. L. Kahre, IBPGR Chairman
Dr. J.T. Williams, IBPGR Executive Secretary

DC
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Hardin Paper, CG Brochure & Pamphlet, 1983 & 1984 Integrative Reports, "The CG in Africa", 1984 Main Conclusions of Centers Week, IBPGR Programme & Budget commentary

OFFICIAL FILE COPY

February 14, 1985

Professor F. Kikuchi
Institute of Agriculture and Fishery
Tsukuba University
Tsukuba
Japan

Dear Professor Kikuchi:

I am writing on behalf of the Consultative Group on International Agricultural Research (CGIAR) to welcome you to the Board of Trustees of the International Board for Plant Genetic Resources (IBPGR) in Rome, Italy. Dr. Lennart Kahre, Chairman of that Board, will be writing to describe the terms of the appointment and your duties as a Trustee of the IBPGR Board.

You will, I am sure, already be aware of the activities of IBPGR, but in case you are not fully familiar with the activities of the CGIAR as a whole, and of the other centers, I am asking the CG Secretariat to send you some current information. I feel sure you will find the material of interest, particularly where it gives some idea of the interrelationships among the various elements constituting the system. This unique international effort to develop the technology to help poor countries increase their food production has already demonstrated its effectiveness. Sound and imaginative governance by the Boards of Trustees of the international centers is crucial to the continued effectiveness of the CGIAR system. Your help in this very worthwhile endeavor will be much appreciated.

May I take this opportunity to mention that all the members of Boards of Trustees of the centers serve in their individual capacities and not as representatives of any country, interest group or organization. This applies as well to those members who, like you, are selected by the Consultative Group itself. Consequently, you will not be expected to report to, or receive instructions from, the Group or any of its members. Members completing their first term of service are eligible for appointment by the Group for a second term, but reappointment depends on the Group's view of the needs of the center and the system at the time.

I am sending a copy of this letter to Dr. Kahre, Chairman of the Board of Trustees, and to Dr. Williams, Executive Secretary of IBPGR.

Yours sincerely,

S. Shahid Husain
Chairman

cc: Dr. L. Kahre, IBPGR Chairman
Dr. J.T. Williams, Executive Secretary, IBPGR

cc: Mr. C. Farrar, Executive Secretary, CGIAR.

DC

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G-12

February 14, 1985

Professor Gerhard Fischbeck
Lehrstuhl für Pflanzenbau und
Pflanzenzüchtung der TU München
8050 Freising - Weihenstephan
Federal Republic of Germany

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I am sending a copy of this letter to Dr. Kahre, Chairman of the Board of Trustees, and to Dr. Williams, Executive Secretary of IBPCR.

Yours sincerely,

S. Shahid Hussein
Chairman

cc: Dr. L. Kahre, IBPCR Chairman
Dr. J.T. Williams, Executive Secretary, IBPCR

cc: Mr. C. Farrar, Executive Secretary, CGIAR

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BOOK OF TWO

3 1. DR. DALMO C. GIACOMETTI
 4 NATIONAL GENETIC RESOURCES PROGRAMME
 5 OF BRAZIL
 6 CENARGEN/EMPRAPA
 7 AVENIDA W-5
 8 NORTE PARQUE RURAL
 9 C.P. 10.2372
 10 CEP 70.000
 11 BRASILIA D.F., BRAZIL

~~CABLE~~ 611622

13 2. DR. WILLIAM J. PEACOCK
 14 DIVISION OF PLANT INDUSTRY, CSIRO
 15 P.O. BOX 260
 16 CANBERRA, ACT 2608, AUSTRALIA

CABLE FR

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REF IBPGR BOARD OF TRUSTEES. YOU HAVE ALREADY BEEN INFORMED SOME
TIME AGO BY IBPGR BOARD CHAIRMAN OF YOUR REAPPOINTMENT TO THE
BOARD OF TRUSTEES FOR A SECOND THREE-YEAR TERM, AS A CGIAR
APPOINTEE, ENDING JANUARY 1, 1987. THIS TELEX FULFILLS FORMALITY
BY SECRETARIAT OF ADVISING YOU OFFICIALLY OF CONSULTATIVE GROUP'S
APPROVAL. MY APOLOGIES FOR LATENESS OF THIS ADVICE AND
CONGRATULATIONS ON THE REAPPOINTMENT. REGARDS CALVO, CGIAR
SECRETARIAT.

END
OF
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CLASS OF SERVICE: **TELEX** TELEX NO.: **SEE ATTACHED BOOK** DATE: **02/12/85**

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DEPARTMENT: **CGR**

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Consultative Group on International Agricultural Research
International Board for Plant Genetic Resources

Executive Secretariat
Crop Genetic Resources Centre (AGPG)
Plant Production and Protection Division
Food and Agriculture Organization of the United Nations
Via delle Terme di Caracalla 00100 Rome Italy
Cables: Foodagri Rome Telex: 610181 FAO I Telephone: 57971

Read G-12
2/7/85

5/2/85

PR 3/11 IBPGR CD

Dear Bob,

I enclose a first draft of a report on the Africa meeting. This has been written in a generic sense i.e. individual centres are not mentioned, nor are individual programmes of centres. In this way it remains solidly CGIAR.

I suggest the second para. draws out a reference to the Appendix which should be a modification of the Secretariat note of October 1984.

Please feel free to amend in the light of your notes. Maybe when this is done you could ask the CGIAR Chairman to look at it briefly for its impact value. It would then seem sensible for you to send it out directly to all DGs with a note saying I produced the first draft, this has been modified and now represents the best we can do!

All good wishes.

Yours sincerely,

J.T. Williams

Chairman Directors General

Dr. R. Herdt
CGIAR Secretariat
c/o World Bank
1818 H Street N.W.
Washington D.C. 20433
USA

Info copy: Mr. S. Shahid Husain
Chairman, CGIAR

INTERNATIONAL AGRICULTURAL RESEARCH IN SUB-SAHARAN AFRICA
AND URGENT CHANGE NECESSARY IN SUPPORT TO NATIONAL RESEARCH SYSTEM

INTRODUCTION

There is currently a food crisis in at least twenty African countries which in most cases results from increasing populations and static food production. However, there are numerous other agricultural problems especially in Sub-Saharan Africa which, taken as a whole, have led to the present crisis - witnessed by the famine in Ethiopia - and threatening other parts of the continent.

The Consultative Group on International Agricultural Research (CGIAR), since its creation in 1971, has been dedicated to conducting research to develop innovations which can lead to increased food production in the developing countries. The Group supports strategic research on the major staple crops, on the farming systems in the major ecological zones, on animal production in Africa, on important animal diseases and provides additional services relevant to the foregoing.

Experience has shown that earlier sustained successes in Asian agriculture - path breaking experiences following the development of the high yielding cultivars of the Green Revolution - could not easily be transferred to Africa. Nonetheless the International Agricultural Research Centers (IARCs) of the CGIAR have attempted to develop their research programmes to address the specific technical constraints in Africa whether they be arid areas, fragile soils, shifting cultivation patterns or whatever. This means that the research of the CGIAR is aimed towards an array of options to address a multitude of problems for a multitude of areas with diverse ecologies.

Due to the gravity of the food situation in Africa, it was timely for the CGIAR to assess its current inputs and to be responsive so that, within the terms of its mandate, it could lead to a more positive role in Africa. Accordingly a think-tank of Center Directors of the CGIAR was held with the participation of the Chairman of the Group 22-23 January 1985 and the report which follows summarizes the discussions.

PRINCIPAL NATIONAL CONSTRAINTS

At the outset it is important to recognize that if people are not to suffer there is really no alternative to good government and sound agricultural policies. Policies vary from a few countries with serious national agricultural research (NAR) efforts constrained technically to those with extreme price distortions and no proper NAR. The issue is also complicated by diverse economies affecting not only agricultural priorities but export orientations and labour relationships etc. Against the widespread evidence of atrophy of agricultural infrastructures it is heartening to note the Harare Declaration of Ministers of Agriculture at the 13th FAO Regional Conference, 23-25 July 1984 which "in the light of untold suffering of millions of African people" pledged themselves to overcome the crisis of food and agriculture in Africa and in particular to "adopt more effective policies for food and agricultural development" and to "take measures to increase efficiency of resource use in government institutions".

Although statistics on agricultural production in Africa include very speculative figures for cultivated areas and yields, the statistics in general are highly suspect; there is a dearth of facts on smallholder food production. This means that trends are meaningless. Nor, for instance, are figures on fertilizer-use reliable in the sense of what is actually used on food crops. There are both technical and institutional reasons why the figures are so unreliable. A better statistical base could produce meaningful quantitative indicators and the planning of

research strategies; which given better agricultural policies can increase the chances that goals will be achieved. Reorientated national commitments must be geared towards the development of effective infrastructures.

Notwithstanding the poor statistical base, there is clearly over-emphasis by external development assistance on development projects and extension to the detriment of strengthening national agricultural research systems (NARs). This is compounded by the extreme weakness in most cases of the NARS; in Sub-Saharan Africa there are only a handful of countries with NARs considered capable of taking research products and transferring technology, through adaptive work and extension to the farmers' fields.^{1/} In addition:

- few countries use available resources efficiently and proper investment for agricultural growth almost certainly needs a time frame of 15-20 years;
- training of research manpower for staffing a NAR, is often not geared to the needs nor to the objectives of national agricultural development;
- there are numerous human factors to be considered e.g. there is a rapid outflow of manpower from agriculture - particularly young people; subsistence farmers, in particular, are caught in an adverse cycle of cashflow; not enough attention is given to the role of women in agriculture;
- few countries have adequate policies dealing with agricultural inputs: seeds, fertilizers etc.
- NAR in Africa is extremely costly in its present form compared to Asia and Latin America.

^{1/} and these are all supported by foreign aid; some with too high an emphasis on export and industrial crops.

AGRICULTURAL RESEARCH AND ITS IMPORTANCE

There is overwhelming world-scale evidence that investment in agricultural research pays. This is a cornerstone in the philosophy of the CGIAR. The Directors of the Centers reaffirm their commitment to this policy and wish to negate an oft-felt sentiment among a number of African policy makers (and even in some donor agencies) that research is a luxury. The Centers reaffirm their commitment to agricultural development and emphasize that IARCs must continue to use their comparative advantages to carry out good strategic scientific research and to interface with the development process by making available technology which can be used in existing rural situations. The International Centers were not established to carry out extensive type work; this is the responsibility of other agencies and national systems. But, as mentioned above, where such responsibilities have not been taken, individual IARCs have to be, and are, sensitive in assisting in this area. This means that, due to the particular circumstances, an ad hoc approach to development processes is necessary so that the International Centers continue to fulfil their key role at the interface between research and adoption of research by national systems.

The support to CGIAR research in Africa might well be in the order of \$0.75 billion over the next decade. This compares to expenditures of ca. \$300 million per annum on national agricultural research in Sub-Saharan Africa 1/; necessary and massive inputs in food aid to draught stricken areas, and even larger cash inputs for agricultural development. Thus the CGIAR input is small but the evidence appears to show that it will continue to be a significant and fundamental input. If research pay-offs are of the orders of magnitude documented, then donors should

1/ This might be an under-estimate with apparent growth rates of 10% p.a.

seriously assess their commitments in the long term to African agriculture by increases in support to the CGIAR and in ways suggested later in this report.

In relation to donor support to the CGIAR the Directors were unanimous in pointing out the need for investment in research to be cast into a time frame of at least 10 years. The Directors noted with concern that much of the bilateral aid does not take cognizance of this.

THE STOCK OF IMPROVED TECHNOLOGIES

In general the Directors agreed that there is a limited stock of new technologies ready for adaptation to the small farmer situation (whether produced by the IARCs, NARs or the private sector). There is, however, an accumulated reserve of internationally researched innovations ready for NARs to undertake testing and adaptation to smallholder economies. What is needed is a continual flow of dramatic, easily applicable new technologies and the IARCs with their limited resources are doing their best to produce such technologies.

Despite the limited stock there are some important promising technologies currently being released from IARCs. (see Annual Reports and Research Reports of Centers). The low numbers in stock relate to three aspects (i) the strategic research often has a long gestation time, (ii) the CGIAR support to Africa has dramatically changed over recent years with centers not located in Africa only recently increasing aid focussing their work - and time is necessary to see the pay-offs (although some are already apparent); and (iii) there has been inadequate investment patterns and inappropriately directed NAR. The latter is discussed in more detail below.

ADAPTATION OF THE IMPROVED TECHNOLOGIES

One direct result of the weak system of NARS is that IARCs, even when improved technology is available, are unable readily to transfer their research results. This applies equally when a center makes available through rapid multiplication using tissue culture of a new virus-resistant clone or when existing natural animal disease laboratories are unable to link to an IARC's work because there are no operational funds for the national staff.

The weakness of the NARS is a serious bottleneck to any enhancement of agricultural development. Until there are really significant results from national programmes there will continue to be major problems. In particular, the following areas are noted to be critical:

- 1) the lack of a structure by most NARS to organize on-farm testing. (In this respect also many production and extension projects funded multilaterally or bilaterally are deficient.
- 2) For the widespread adoption of new cultivars for particular agro-ecological zones seed industries are necessary. The IARCs note with concern the extremely slow rate of development of these and urge agencies responsible to do all that is possible to accelerate implementation.
- 3) Training of manpower for NARS is essential but this should be viewed in a better coordinated way to provide appropriate training and post-training motivation.

4) Information gaps, NARs lack information at all levels. Not only are production statistics so inaccurate as to seriously question their use in planning but the recent scientific literature from other parts of the world is rarely available at the national level. This is critical because NARs might well find technologies developed elsewhere which can readily be adapted. The IARCs are unique depositories of data and information which can be used to help NARs.

5) Computer technology. There are many aspects of computer work which NARs are unable to initiate and where IARCs can be of unique assistance. A unique sample will suffice: the use of satellite imagery and its interpretation.

6) Carefully planned networking and inter-country cooperation is essential when neighbouring countries share similar ecological zones but such activities are rare. In most cases inter-governmental agencies/regional organizations have not been effective and even some recently formed ones do not have better prognoses. It has been proposed several times that smaller countries cannot be expected to support a system able to handle all their agricultural research needs so that sub-regional and international research centers must continue to play a vital role. In this the IARCs have a comparative advantage.

7) NARs lack operational and maintenance funds and lack of foreign exchange to purchase spare parts, new equipment and library materials.

8) Even where the information exists that particular agricultural inputs could be immediately applicable, NARs have not considered how to initiate action. A special case is the use of fertilizers of local origin.

Although the IARCs are in a unique position to help NARs with the areas above and with all aspects of agricultural development, the IARCs cannot significantly divert their work away from their scientific research to develop and increase the efficiency of NARs nor to assist greatly with extension in those countries where extension services are maintained. The IARCs will in the short and medium term play a major role but external donor assistance needs to be focussed.

In this process, apart from the major research centers of the CGIAR, the centers dealing with policy research and research system development will play a significant role.

CGIAR INFRASTRUCTURE AND PROGRAMMES IN AFRICA

The CGIAR has from its creation been flexible in its structure and continues at all levels of the system to attempt to avoid bureaucracy. The task force discussed whether the present infrastructure and programmes are most appropriate in the light of the crisis in Africa.

The Directors of the IARCs were unanimous in agreeing that the infrastructure of the centers in Africa does not pose any problems. There is extensive cooperation between centers and it felt that present management and structure is adequate for the needs in Africa given the existing financial resources. One area where some improvement could be made is through more inter-center links with direct countries. However, formal coordination is to be avoided and flexibility maintained.

The Directors would wish to see the co-sponsors of the CGIAR take a much more active role in explaining the mandates and programmes of the IARCs and the essential role of international research particularly at policy making meetings.

Given that the system is flexible enough to cope with any specific needs in Africa the Directors did agree that there are a number of gaps in their research work although the specific commodities dealt with by the IARCs are clearly those of most relevance. In some cases the IARCs' mandates covered many of the gaps but due to the existing level of financial support a number of these gaps are only included in 'forward lists' presented for funding and rarely are these taken up. However, the Technical Advisory Committee of the CGIAR keeps these matters under review.

PROPOSALS

Given that current national agricultural research in many African countries is not giving value for money; that there is slow agricultural growth in the region; that the IARCs can hardly have a major impact on policies, structure and design of NARs (except through

continuing provision of advice); that the IARCs will continue strategic research to produce a range of important technologies, it is very apparent that the development community has not focussed on the longer term issues of NAR in Africa. Hence problems will continue until there are significant results from natural research programmes. Nor will problems be solved whilst research is diffused among numerous short-lived aid projects.

The CGIAR is in a unique position to interact with the wider donor community, which provides large cash inputs to agricultural development. A new mechanism is necessary to free some of the development money, to programme it towards longer term issues than at present and to see that money is moved flexibly and fast in support of NARs especially at the interface between development and the uptake of international agricultural research.

If a mechanism was found it could then rapidly increase effective on-farm testing, provide funds for crash training programmes ^{1/} and other key items. Start-up funds of approximately \$25 million are envisaged. Donors must move resources away from extension type projects towards NAR to lay a secure basis for development in the future. Continuation of uncoordinated aid towards the extension and production projects will be wasteful when there is a limited stock of research results to provide improved technologies.

^{1/} Center Directors agreed to initiate as a matter of urgency a strategic plan for training in Sub-Saharan Africa.

Whatever mechanism is agreed should have a foundation-type structure able to provide grant funds as seed money within an agreed co-ordinated action plan and such seed money should also be used as a basis to mobilize loan money.

The new foundation proposed should be established after discussions with the donor community, client countries and IFARD and would be independently governed by a Board. It would be outside the CGIAR system, but supported by it because IARCs could collaborate with NARs to develop proposals. It would not be a mechanism for additional special project work of the CGIAR; it would however help the CGIAR system to interact better with the donor community.

Although the foundation would work closely with the CGIAR it would also address priority topics outside the research mandates of the IARCs - e.g. forest conservation, fuelwood problems, cash crops it could be instrumental in integrating some of these research problems rather than pigeon-holing them as is often the case at present. In addition agricultural research currently not being carried out by IARCs due to restrictions on budgets could be enhanced e.g. animal health/production by competent disease diagnosis and surveillance by NARs.

One principle which should be considered at the operational phase should^{be} the pooling of resources among neighbouring countries - and formal networks with central organization should be avoided. The PRECODEPA mechanism in place in Latin America could be modified to suit areas of Africa with weak or non-existent NARs.

Since the elements of a modern agricultural research strategy that can enhance food production are already well known, the IARCs pledge themselves to assist in the development of the proposal outlined above so that hope for the future can be more firmly based and so that improvement in the lives of millions of peoples will become a reality. The CGIAR is confident that investment in research will yield more than adequate returns.

THE CGIAR IN AFRICAIntroduction

1. This paper presents a brief overview of the role and activities in Africa of the thirteen international agricultural research centers (IARCs) funded by the Consultative Group on International Agricultural Research (CGIAR). Four of the centers are located in Africa and most of the other centers have significant programs in Africa.
2. The CGIAR was organized in May 1971 to bring together countries, public and private institutions, international and regional organizations, and representatives from developing countries in support of a network of international agricultural research centers and programs. The basic objective of this effort was then, and is now, to conduct research to produce technologies or technology components that will lead to an increase in the quantity and improve the quality of food production in the developing countries. The research supported by the Group concentrates on those critical transferrable aspects of food production in the developing countries that are not adequately covered by other research facilities, and which are of wide usefulness, regionally or globally. Currently, the CGIAR network is involved in research on nearly all of the major food crops and many of the farming systems in the major ecological zones of the developing world (Annex 1).
3. The international centers' research and training activities deal with crops and livestock that encompass three-quarters of the food supply of the developing countries. These centers have already made significant contributions toward increasing food production in the developing countries. The total system is small, however, with expenditures of less than \$200 million in 1984, compared to an estimated \$2.6 billion spent by developing countries in 1980, and project loans/credits for agricultural research by the World Bank and IDA of \$1.0 billion since 1980.

Current Activities

4. Africa figures very prominently in the current work programs of the international agricultural research centers funded through the CGIAR. Four of the 13 centers have their headquarters in African countries, and all the others have outreach activities that involve African countries in various ways. Annex 2 shows there were 291 IARC staff stationed in West, East and Southern Africa in 1983 and that 122 of them were outside the four countries hosting Centers, mostly in outreach or "country programs." Outreach activities usually take the form of cooperative research programs in conjunction with national or regional institutions, or with other international institutions operating in Africa.

5. IARCs headquartered in Africa. The four centers that have their headquarters in Africa are the International Institute of Tropical Agriculture (IITA), the International Livestock Center for Africa (ILCA), the International Laboratory for Research on Animal Diseases (ILRAD), and the West Africa Rice Development Association (WARDA).

Table -
1983

6. IITA (the International Institute of Tropical Agriculture), located in Ibadan, Nigeria, was the first international agricultural research center on the African continent. In the CGIAR system, IITA has worldwide responsibility for the improvement of cowpea, yam, cocoyam, and sweet potato, and regional responsibility for cassava, rice, maize and soybean. Another important program is devoted to improving traditional farming systems. The objective of the farming systems program is the development of more productive and ecologically sound alternatives to traditional systems of bush fallow and shifting cultivation. IITA works in a number of African countries, usually with funding specially provided for work in specific countries, on programs relating to one or more of the crops for which it is responsible or on farming systems. From its inception, IITA has been strongly identified with research on important food crops of the humid tropical areas of Africa.
7. ILCA (the International Livestock Center for Africa), located at Addis Ababa in Ethiopia, was established in 1974 to assist national efforts in tropical Africa by carrying out research and development on improved livestock production and marketing systems, by training livestock specialists in their region, and by gathering documentation useful to the African livestock industry. ILCA is one of the two CGIAR centers in Africa devoted to livestock research. ILCA is primarily concerned with the improvement of livestock production systems. Dealing with livestock in the context of deeply traditional, complex and diverse farming systems, ILCA is more concerned with systems analysis and management approaches and techniques than with individual commodities. Although cattle have received much research attention from ILCA, sheep and goats have also received considerable attention. ILCA focuses its research efforts on four ecological zones -- arid, sub-humid, humid, and highlands. ILCA's Humid Zone Program is based at IITA and the two centers cooperate in farming systems research in which animals do or may play an important role.
8. ILRAD (the International Laboratory for Research on Animal Diseases) was established in 1974 in Nairobi, Kenya, to assist in the development of effective controls for two major African livestock diseases: trypanosomiasis and theileriosis (East Coast Fever). Together these two diseases prevent livestock production in vast areas of a number of developing countries in Africa. The total foregone production -- not only in milk and meat production, but also in production of leather, wool, fertilizer, animal power and animal by-products -- is incalculable. Both diseases are caused by parasites that are transmitted by insect vectors; the tsetse fly carries trypanosomes while ticks transmit theileriosis. In both cases, the relationships among parasites, hosts and vectors are subtle and complex; intervention is difficult. ILRAD's emphasis is to identify and exploit disease control methods that rely on the immunological responses of the host animals. ILRAD works with other institutions to pool animal disease and production skills toward the solution of livestock problems in Africa. For example, ILCA and ILRAD work together with ICIPE (the International Center for Insect Physiology and Ecology) in a Trypanotolerance Network to study relationships of the parasite, the vector, the animal, and animal management in livestock that have some tolerance to trypanosomiasis. ILRAD hosts staff of several other CGIAR centers, including ILCA, at its headquarters in Nairobi.

9. WARDA (the West Africa Rice Development Association), located in Monrovia, Liberia, is a regional organization to promote self-sufficiency in rice in 15 countries of West Africa. The CGIAR helps to support the research activities of WARDA. WARDA seeks to develop improved rice varieties adapted to the region's agroclimatic and social conditions, and to develop improved farming systems that are appropriate to improved rice varieties and to socio-economic and agricultural conditions of the region. The WARDA program concentrates on four systems of rice production — mangrove swamp rice (somewhat saline conditions), irrigated rice, upland (rainfed) rice, and deep water rice.
10. IARCs with Programs Located in Africa. In addition to the four centers whose headquarters are in African countries, seven other centers have staff stationed in Africa engaged in a variety of activities in cooperation with national research institutions. The seven are the Centro Internacional de Agricultura Tropical (CIAT), the International Maize and Wheat Improvement Center (CIMMYT), the International Board for Plant Genetic Resources (IBPGR), the International Potato Center (CIP), the International Rice Research Institute (IRRI), and the International Center for Agricultural Research in the Dry Areas (ICARDA). All of these centers are working on a range of crops that are important staple foods throughout Africa.
11. CIAT (the International Center for Tropical Agriculture) with headquarters in Colombia, has responsibility for the world germplasm collection of cassava and, in cooperation with IITA, is involved in supplying germplasm for cassava improvement programs in Africa. It carries on similar work for the common bean in East Africa and is now building up a nine member team to work on bean improvement there. CIAT has a large tropical pastures program in Latin America and is working to develop relationships between it and forage research efforts in humid and sub-humid zones of Africa, particularly with ILCA.
12. CIMMYT (the International Maize and Wheat Improvement Center) is headquartered in Mexico, but the center has a number of ongoing programs in Africa. Some of these programs are supported by bilateral donors, and most are run on a cooperative basis with national institutions. The CIMMYT Maize Program has had staff working in national programs in three African countries — Ghana, Tanzania and Zaire. The oldest of these programs began in 1973. CIMMYT also has a joint African maize program with IITA, located at Ibadan, Nigeria. The Wheat Program has staff members assigned to the East Africa regional program which includes 17 countries, from Ethiopia in the north to Lesotho in the south. In addition, the Economics Program has a regional economist headquartered at ILRAD in Nairobi who works with national research programs in Kenya, Tanzania, Malawi and Zambia. Training is an important part of CIMMYT's contribution to African agriculture; during the period 1971-83, 187 trainees from tropical Africa were involved in the maize in-service training course, while from 1966-83, 96 trainees were involved in wheat in-service training. CIMMYT also provides at its headquarters and field research sites in Mexico training opportunities for visiting scientists from Africa.

13. IBPGR (the International Board for Plant Genetic Resources), located in Rome, was established to promote an international network of genetic resources centers to further the collection, conservation, documentation and use of plant germplasm. Although IBPGR provides services to national and international organizations, it also supports and encourages research in genetic resources by other IARCs and national programs. It works closely with other centers in the CGIAR system. The IBPGR has sponsored a number of collecting missions in ~~various~~ African countries, notably in West ~~Africa~~, and, from time to time, has stationed staff in Africa over extended periods of time.

14. ICRISAT (the International Crops Research Institute for the Semi-Arid Tropics) has its headquarters in Hyderabad, India, but much of its work is applicable to, designed for, and takes place in, semi-arid areas of Africa. The two major cereal crops for which it is responsible, sorghum and millet, are major staples especially in West Africa, and groundnut is a major crop in many parts of the continent. In 1983 ICRISAT had scientists posted to Bukina Faso (Upper Volta), Kenya, Mali, Niger, Nigeria and the Sudan. ICRISAT's work in West Africa has, in the past, taken place within the national research programs and has been largely designed to facilitate transfer of technology from India. It has become apparent that the types of sorghum and pearl millet varieties that gained substantial acceptance in India were not adapted to the ecological conditions and farm family needs in West Africa. As a result ICRISAT has decided to establish a research sub-center for the difficult environment of the Sahel in which it would have the facilities and capability to carry out the complete range of research activities needed. The ICRISAT Sahelian Center, being located near Niamey, Niger, should serve the longer term needs of the region. ICRISAT is in the process of establishing a regional team at Bulawayo, Zimbabwe to meet the needs of Southern Africa and a regional team in Kenya to meet the needs of Eastern Africa. Discussions are underway on the Center's involvement in a regional grain legume program for Southern and Eastern Africa. Between 1974 and 1983 ICRISAT provided in-service training to 210 researchers from West Africa, 103 from Eastern Africa and 51 from Southern Africa; another 31 researchers from Africa were Research Fellows or Research Scholars.

15. CIP (the International Potato Center), located in Peru, maintains several staff members in East Africa. Potatoes are not very widely grown in most African countries, but are of increasing importance. A regional scientist is located at ILRAD in Nairobi. This scientist oversees the cooperative research and training activities in the area. Two staff members reside in Rwanda and one lives in Burundi; their responsibilities include research on potato in those countries. Other regional representatives are stationed in Egypt and Tunisia. CIP also supports work of local scientists in Ethiopia and Kenya. A country network, PRAPAC (Programme Regional d'Amelioration de la Culture de Pomme de Terre en Afrique Centrale), which includes Burundi, Rwanda and Zaire was established in 1982. The network carries out research and training activities.

16. IRRI (the International Rice Research Institute), located in the Philippines, has a liaison scientist for the African region who is based at IITA in Nigeria and who works closely with WARDA and with national

institutions. Because within the CGIAR system IITA has responsibility for research on rice in Africa, IRRI does not have a major direct presence in Africa but, through its International Rice Testing Program (IRTP), IRRI makes advanced rice materials available to WARDA and to various interested national institutions. IRRI has recently engaged in discussions of the feasibility of contracting for an outreach program in Madagascar which has rice production systems quite similar to those of Asia. Two scientists are in Egypt on a similar arrangement.

17. ICARDA (the International Center for Agricultural Research in the Dry Areas), located in Syria, has a program on faba beans (also known as broad or horse beans) in Egypt and the Sudan, and has stationed staff in those countries to help carry out the research. More recently, a research team has been stationed in Tunisia to work on barley and legume improvement with national research institutions in North Africa. ICARDA is developing working relations with ILCA in areas of livestock/crop production integration.

18. Other IARCs that work in Africa but do not have Resident Staff in the Continent. The remaining two centers do not have resident staff in Africa, but their work includes activities directly or indirectly related to Africa. The centers concerned are the International Service for National Agricultural Research (ISNAR), and the International Food Policy Research Institute (IFPRI).

19. ISNAR (the International Service for National Agricultural Research), located in The Hague, was organized in 1980 to assist developing nations to improve their national agricultural research capability. ISNAR has already been invited to assess the strengths and weaknesses of several national research systems in Africa, and has completed assessments of Bukina Faso (Upper Volta), Ivory Coast, Kenya, Madagascar, Malawi, Rwanda, and Somalia. ISNAR is deeply involved in a large project under the Cooperative Development for Africa Group to help upgrade agricultural research training.

20. IFPRI (the International Food Policy Research Institute), located in Washington, D.C., works on policy issues relating to food and agriculture. IFPRI is devoting about 30% of its research to projects related to Africa, compared to about 18% during the past ten years. Published IFPRI Research Reports include studies on Food Security in the Sahel, Agricultural Research Policy in Nigeria, and growth linkages in Nigeria and Kenyan agricultural exports. Proceedings of a major policy conference on accelerating growth in Sub-Saharan Africa is in the process of being published.

Impact of the CGIAR in Africa

21 A great deal of attention is being given by the CGIAR to the various African countries. As already mentioned, four of the centers are located in Africa, the largest number in any continent, and most of the others have stationed senior scientific staff to reside and work in various African countries. Research by the IARCs has already shown its relevance and usefulness for African agriculture, but adoption has been slowed by the

general anti-agricultural policies of many African countries, the low level of infrastructure development, ~~and the lack of inputs.~~

Examples of Center outputs

22. Improved maize lines from CIMMYT have helped to raise yields in Zaire and Tanzania, while IITA has developed maize lines with resistance to the devastating streak virus, and efforts are currently under way by a joint CIMMYT/IITA program to transfer streak resistance to local African maize cultivars. This will enable farmers to grow their accustomed local varieties while ensuring protection against the damaging streak virus disease.

23. CIP, in cooperation with national research institutions, has released potato varieties that yield well under farm conditions in Burundi, Ethiopia, Kenya and Rwanda. In cooperative work with ILCA, CIP has obtained yields of 80 tons per hectare in the Ethiopian highlands; such yields could increase farm incomes dramatically.

24. WARDA has tested and released a number of improved rice varieties for its West African member countries. Significant potential improvements exist for irrigated and deep-water rice.

25. IITA has made significant progress in developing high-yielding cassava varieties that are resistant to the destructive complex of diseases and insects that attack cassava in Central and West Africa. Some of this work was done in cooperation with the national program in Zaire. IITA has also made major progress in biological control of damaging cassava pests, particularly the cassava mealybug. The IITA cassava improvement program is a good example of the need for long-term research in Africa on major intractable problems. IITA uses germplasm from CIAT's major cassava germplasm collection in its improvement work.

26. IITA has developed sweet potato lines that are very resistant to attack by the sweet potato weevil, a major cause of post-harvest losses in that crop. These resistant lines are protected naturally from such insect attack, and spraying of insecticides is not required.

27. IITA and ILCA have worked to develop and improve alley-cropping, a form of agroforestry in which arable crops are grown between rows of perennial tree crops that can be used for several purposes such as fodder, wood fuel and green manure.

28. ILCA, working with ILRAD and ICIPE (the International Center of Insect Physiology and Ecology), has developed a network to improve research and the development of information on trypanotolerant livestock in Africa. The network, which concentrates not only on trypanotolerant cattle but also on tolerant sheep and goats, places major emphasis on improving research and development activities in national institutions, and will help to provide guidance and financial support for participating scientists and institutions. ILCA has also been successful in using milk cows for animal traction in the Ethiopian highlands, thus providing a potential for the dual use of these cows by small farmers.

IBPGR has collected germplasm of major food crops (over 45,000 samples from Africa) and is currently seeing that materials are grown out and characterized for potential use. In this work it liaises with

29. The above are but a few of the activities and accomplishments of the IARCs in their work relating to Africa. Many other opportunities exist; to capitalize on them will require commitment to agricultural development by African governments and improved research and extension services.

Issues and Options

30. It is generally agreed by agricultural research authorities and development experts that African countries should devote more attention and give higher priority to agriculture. Production must be increased and productivity improved. Much needs to be done, including reinforcement of policies that provide better incentives for farmers and the development of more productive agricultural systems. Each African country needs to build up a strong technology through research, and effective extension and information services that can assist farmers to increase productivity. The IARCs can be a good resource for national institutions in meeting such needs. However, in most circumstances, the services provided by IARCs can be of good use only where effective national programs exist. The IARCs can and do play a role in strengthening national institutions, but other international and bilateral organizations must provide financial support and technical assistance. In recent years the World Bank has identified national agricultural research as an area that requires more investment in most developing countries. Other multilateral and bilateral organizations have reached similar conclusions and are also giving increased attention to this need.

31. It is clear that the IARCs are generating, and will continue to generate, improved agricultural technology for Africa. Such technology can be adopted more quickly and effectively by nations that themselves possess an effective agricultural support capability. Broad cooperation by national, regional and international organizations will be required to strengthen African institutions to the level needed, and at the pace required.

CENTERS SUPPORTED BY THE CGIAR, 1984

<u>Acronym</u> (Year Established)	<u>Center</u>	<u>Location</u>	<u>Research Programs</u>	<u>Geographic Focus</u>	<u>1984 Budget a/ (\$ million)</u>
IRRI (1960)	International Rice Research Institute	Los Banos, Philippines	Rice Rice based cropping systems	Global Asia	22.5
CIMMYT (1966)	Centro Internacional de Mejoramiento Maiz y Trigo	Mexico City, Mexico	Maize Bread wheat Durum wheat Barley Triticale	Global Global Global Global Global	21.0
IITA (1967)	International Institute of Tropical Agriculture	Ibadan, Nigeria	Farming systems Maize Rice Sweet potato, Yams Cassava, Cowpea, Lima bean, Soybean	Tropical Africa Global Tropical Africa	21.2
CIAT (1968)	Centro Internacional de Agricultura Tropical	Cali, Colombia	Cassava Field beans Rice Tropical pastures	Global Global Latin America Latin America	23.1
CIP (1971)	Centro Internacional de la Papa	Lima, Peru	Potato	Global	10.9
WARDA (1971)	West African Rice Development Association	Monrovia, Liberia	Rice	West Africa	2.9
ICRISAT (1972)	International Crops Research Institute for the Semi-Arid Tropics	Hyderabad, India	Chickpea Pigeonpea Pearl millet Sorghum Groundnut Farming systems	Global Global Global Global Global Semi-Arid tropics	22.1

a/ CGIAR supported core budget, net of capital, at the bottom of the bracket (from 1983 Integrative Report.)

CENTERS SUPPORTED BY THE CGIAR, 1984 (Cont'd)

<u>Acronym</u> (Year Established)	<u>Center</u>	<u>Location</u>	<u>Research Programs</u>	<u>Geographic Focus</u>	<u>1984 Budget a/ (\$ million)</u>
ILRAD (1973)	International Laboratory for Research on Animal Diseases	Nairobi, Kenya	Trypanosomiasis Theileriosis	Global Global	9.7
IBPGR (1974)	International Board for Plant Genetic Resources	Rome, Italy	Plant genetic resources	Global	3.7
ILCA (1974)	International Livestock Center for Africa	Addis Ababa, Ethiopia	Livestock production systems	Tropical Africa	12.7
IFPRI (1975)	International Food Policy Research Institute	Wash. D.C., U.S.A.	Food policy	Global	4.2
ICARDA (1976)	International Center for Agricultural Research in the Dry Areas	Aleppo, Syria	Farming systems Wheat, Barley, Triticale, Broad bean, Lentil, Chickpea, Forage crops	Dry areas of West Asia and and North Africa	20.4
ISWAR (1980)	International Service for National Agricul- tural Research	The Hague, Netherlands	National agricul- tural research	Global	3.5

a/ CGIAR supported core budget, net of capital, at the bottom of the bracket (from 1983 Integrative Report.)

NUMBER OF IARC SENIOR STAFF, VISITING SCIENTISTS AND STAFF ON DEPUTATION, POSTED IN EACH COUNTRY, ~~1982 OR 1983-84~~
 (revised October, 1984)

COUNTRY	TOTAL	SCIENTISTS NOT IN IARC'S HOST COUNTRIES													
		CIAT	CIMMYT	CIP	IBPGR	ICARDA	ICRISAT	IFPRI	IITA	IICA	ILRAD	ISNAR	IRRI	WARDA	
Total Sr. Staff	757	231	73	77	73	15	63	84	30	105	50	30	29	104	68
ASTA	177	38	1	12	6	2	0	54	2	0	0	0	0	100	0
Bangladesh	7	7		2	1									4	
Bhutan	2	2			2										3
Burma	3	3													
India	55	1			1			54							3
Indonesia	3	3													
Pakistan	4	4		4					2						85
Philippines	90	5			2	1								5	
Thailand	13	13	1	6		1									
N. AFRICA AND M. EAST	74	15	0	1	4	2 1	63	2							2
Cyprus						1									2
Egypt	3	5			2		1								
Syria	62	3				2	59	2							
Tunisia	5	5			2		3								
Turkey	1	1		1											
W. AFRICA	207	100	0	2	0	2	0	22	0	100	12	0	0	1	68
Cameroon	12	12								12					2
Gambia	2	2													2
Ghana	5	6		2						2					2
Guinea	2	2													1
Ivory Coast	1	1													34
Liberia	35	1								1					6
Mali	11	11						2			3				
Nigeria	86	13						4		73	8			1	
Niger	12	12						9			1				
Senegal	9	9													
Sierra Leone	9	9													
Bukina Faso (U. Volta)	15	15						7			5				
Zaire	7	7									7				

NUMBER OF IARC SENIOR STAFF, VISITING SCIENTISTS AND STAFF ON DEPUTATION, POSTED IN EACH COUNTRY, 1982 OR 1983 ^{a/} (Cont'd)
 (revised October, 1984)

COUNTRY	TOTAL	SCIENTISTS NOT IN IARCs													
		HOST COUNTRIES	CIAT	CIMMYT	CIP	IBPGR	ICARDA	ICRISAT	IFPRI	IITA	UCA	ILRAD	ISNAR	IRRI	WARMA
E. & S. AFRICA	84	22		5	5		0	4	0	2	33	30	0	0	0
Burundi	1	1			1					1	32				
Ethiopia	33	1						1			6	30			
Kenya	43	13		4	2	1									
Malawi	1	1													
Rwanda	2	2			2			2							
Sudan	2	2								1					
Tanzania	1	1													
Zimbabwe	1	1		1											
LATIN AMERICA	186	29	72	55	57	1	0	2	0	3	0	0	1	1	0
Argentina	1	1								1					
Brazil	6	6	4		1										
Costa Rica	1	1	1												
Chile	1	1			1									1	
Colombia	67	5	62	1	2	1									
Ecuador	3	3			3										
Guatemala	2	2	2					2							
Mexico	52	2			50					2					
Paraguay	2	2													
Peru	54	3	3		54										
OTHERS	67	11	0	2	1	8	0	0	28	0	0	0	28	0	0
Holland	1	1			1										
Italy	6	6				6							28		
Netherlands	28														
Portugal	2	2		2					28						
USA	30	2				2									

a/ 1983 data for CIAT, CIMMYT, CIP, IBPGR, ICARDA, ICRISAT, IFPRI, IITA, ILRAD, ISNAR and IRRI; 1982 data for others.

- 1984 data for IBPGR

G-12

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Telephone (Area Code 202) 334-8021
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From: The Secretariat

January 31, 1985

International Board for Plant Genetic Resources (IBPGR)
* * *
Appointments to the Board of Trustees

1. In a memorandum dated September 13, 1984, the Secretariat requested the Group to approve the appointment of Professors G. Fischbeck and F. Kikuchi to the Board of Trustees of the IBPGR for a three-year term beginning January 1, 1985. The Group was also requested to reelect Drs. Giacometti and Peacock to the Board of Trustees for a second three-year term beginning January 1, 1985. The Group has approved both the proposals and Professors Fischbeck and Kikuchi and Drs. Giacometti and Peacock, as well as the Chairman of the Board and the Executive Secretary of the IBPGR have been advised.
2. A list of the members of the IBPGR Board is attached.

Attachment

Distribution

CGIAR Members
TAC Chairman
TAC Secretariat
Chairman of IBPGR Board
Executive Secretary of IBPGR

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INTERNATIONAL BOARD FOR PLANT GENETIC RESOURCES (IBPGR)

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Rome 00100, Italy

Dr. Xu Yuntian
Deputy Director
Institute of Crop Germplasm Resources
Chinese Academy of Agricultural Sciences
Beijing, China

December 1984

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2 HERE

TREVOR WILLIAMS, FOODAGRI
ROME, ITALY
REFERENCE OUR FUNDING POLICY LETTER OF DECEMBER 19. CHINA AND US
HAVE NOW CONFIRMED THEIR CONTRIBUTIONS FOR IBPGR AT USDOLLARS
100,000 AND USDOLLARS 900,000 RESPECTIVELY. REGARDS, HENNIE
DEBOECK-DE ZUTTER

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Document Date January 7, 1985	Document Type Report			
Correspondents / Participants To: Mr. Peter Greening, Deputy Executive Secretary, CGIAR From: Richard H. Demuth, Surrey & Morse				
Subject / Title Solicitation of extra-core funds for the IBPGR through a U.S. Tax-Exempt Section 501 (c) (3) Organization -- An analysis of various legal and policy issues involved A report to the IBPGR				
Exception(s) Attorney-Client Privilege				
Additional Comments		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"> <tr> <td>Withdrawn by Shiri Alon</td> <td>Date 21-Mar-16</td> </tr> </table>	Withdrawn by Shiri Alon	Date 21-Mar-16
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G12



Rerum
Cognoscere
Causas

January 3, 1985

Mr. Ravindra Tadvalkar
CGIAR Secretariat
1818 H Street, N.W.
Washington, D.C. 20433
U. S. A.

Dear Ravi:

Thanks for preparing the financial material related to the IBPGR. Selcuk gave this to me while I was visiting the IBPGR in December. This is indeed very helpful to us and I am grateful for the time you took to prepare this.

Sincerely yours,

W. E. Tossell

W. E. Tossell
Dean of Research