

# CGIAR System Review Panel

## General Terms of Reference

1. The Review will **examine** the CGIAR's **future role** in fulfilling its mission of contributing, through its research, to promoting sustainable agriculture for food security in developing countries.
2. The task of the Review Panel is to examine, with a broad forward-looking perspective, the role, ***the strategy advantage*** and the positioning of the CGIAR system within the rapidly changing global scientific, communications and institutional settings and arrangements.
3. The Review Panel and its ***initial*** component specialist panels on Science **and** Strategy and Governance ***Structure*** and Finance **will** address a number of generic issues, including the following:
  - i. CGIAR's strengths, past achievements and impact ***on food security and agriculture developments;***
  - ii. CGIAR's ***strategic advantage*** and potential future contributions to  
generating sustainable increased agricultural productivity for food security;  
protecting and enhancing the ecological foundations for sustainable agriculture;  
accelerating progress towards alleviation of rural and urban poverty;  
interests of various stakeholders with particular reference to the gender dimensions of food and agriculture.
  - iii. CGIAR's partnerships with other components of the global agricultural research system, including national agricultural research systems, science academics and universities, advanced research institutions, private sector, non-governmental organizations, farmers and producer organizations.
  - iv. Global developments ***and national initiative*** with respect to international conventions and agreements, particularly relating to genetic resources and intellectual property rights, and their implications for the CGIAR.

**Note: Bold/Italics are suggested modifications as communicated to the Review Secretariat during Sept/Oct 1997**

As of 10/23/97 at 13:00

## Draft Terms of Reference for Science

1. Assess the type, *relevance*, and quality of science practiced at the CGIAR centers using well defined benchmarks *measures*.
2. Examine the most important scientific challenges the CGIAR should address in the future taking into consideration the opportunities opened by recent scientific developments (e.g., biotechnology, renewable energy, *GIS and* space science, *organizational behavior, knowledge management and learning systems*).
3. Examine alternative *structures and collaborative partnerships* in organization of science for enhancing research productivity and cost effectiveness.
4. Examine new technological developments *and evolving institutional capacities of, for example, NARS* relevant to widespread dissemination and adoption of CGIAR research results by various end-users, particularly by those so far bypassed by technological innovations.
5. Examine the scope for strengthening the base of food security with greater use of under-utilized crops, *aquaculture and fisheries while protecting* ecosystems *and making efficient use of natural resources such as water and energy*.
6. Examine the linkages and partnerships with institutions that are directly involved in determining the uptake of CGIAR science and research.

**As of 10/29/97**

## Draft Terms of Reference for Strategy and Structure

The Panel is expected to assess relevance of current strategies, priorities and structures for future challenges, and make recommendations in the following areas:

1. Evolution of agricultural development needs and demands: implications for research (activities, methods, location) on poverty, food security and sustainable development issues.
2. The public good character of the CGIAR System's future output (including services).
3. Considering the need for location specific technologies for sustainable advances in agriculture, assess and recommend the catalyst role of the CGIAR System in undertaking capacity building activities.
4. Relative priorities among major undertakings of the CGIAR System, i.e., enhancing productivity, protecting the environment, saving biodiversity, improving policies, strengthening NARS, creating effective international-national interfaces.
5. Evolution of the structure, assuming that membership will increase, transaction and organization costs will rise, and that the system will need to be more adaptive and innovative. The CGIAR's current structure should also be assessed in terms of it being an asset and/or a constraint in its evolution and future expansion, with particular references to national, regional and international partnerships.
6. The role of TAC and CGIAR Secretariat in the strategy and priority setting and resource allocation process (matrix) and center reviews, including their efficiency and suitability for emerging challenges and needs.
7. Adequacy of the present mechanisms for stakeholders' involvement in the determination of CGIAR's priorities and strategies (e.g., Global Forum).

As of 10/29/97

Draft Terms of Reference for  
Governance and Finance

The Panel is expected to assess current governance, decision-making processes, cost-effectiveness and financing structure and mechanisms of the CGIAR taking into account a long-term vision and objectives of the System in a changing global context. The Panel shall make recommendations on the following issues, in particular:

1. Widening the base of ownership of the CGIAR including requirements to become a member.
2. The basic principles of current operations of an informal CGIAR, assessing the needs and options for normalization in operations or status of the CGIAR as a formal international organization.
3. Deliberation and decision making structure (priority setting, resource allocation and evaluation), governance issues related to international policy formulation by the CGIAR and relations with Global and Regional Fora
4. Financial outlook for funding the CGIAR - as part of global system and in a changing external environment – in both a short- and long-term perspective.
5. Existing governance at the level of the whole System (e.g., Members), the Co-sponsors, Boards, systemwide initiatives and programs and in linkages with major partners such as NARS, ARIs, the private sector, NGOs and producers' organizations
6. Institutional arrangements and forms of governance whereby science policy and problem definition is integrated into CGIAR center strategies.
7. The potential and implications of a closer collaboration between the private sector and the CGIAR on future governance, public perceptions and private finance.
8. The current set of various committees regarding their relevance, usefulness, effectiveness and influence on substantive governance issues.
9. The efficiency of CGIAR business meetings regarding decision-making, effective use of time, etc.
10. Current financial arrangements regarding multi-year funding arrangements, negotiation processes to increase stability in funding individual centers, stimulate innovative research and give financial rigor to the whole of CGIAR in a short- and long-term perspective, respectively.
11. Financing procedures for financing the CGIAR (for instance the matrix), the role of the World Bank as a donor and the mandate and operations of the Finance Committee.

As of 10/29/97

CGIAR System Review Team

Panel Chair: Maurice Strong

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As of October 29, 1997