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**Mid-Term Meeting 2000**  
**May 21 - 26**  
**Dresden, Germany**

**Charting the CGIAR's Future – A New Vision for 2010**

**Report of the CDC**

Attached is the report of the CDC which should be considered under agenda item 9, *Committee Recommendations and Reports*.

## **Center Directors Committee**

Report to the CGIAR  
Dresden, May 24, 2000

### 1. Vision 2010

As requested at ICW99, the CDC collaborated intensively with TAC on the development of the CGIAR 2010 Vision. The CDC met on January 25-27 2000 in Rome in a retreat format simultaneously with TAC, with which it met to exchange views developed at both sides so far. Following the meetings, the CDC established two working groups to deal respectively with structure (development and discussion of options) and program issues. In addition, a paper was prepared on global and regional dimensions of the future CGIAR. All three documents were shared with TAC as input in the process of developing a Vision 2010.

At TAC78 in March, several Directors General pursued the exchange of views with TAC as well as with donor representatives present. In addition, electronic interaction between the Directors, both individually and collectively, and TAC ensured a continued participation of the CDC in the TAC-led exercise.

CDC representatives participated actively in the April 10 Consultative Council meeting, and again on May 20.

At the latter event, the Centers, though the CBC and CDC, were requested to take the lead in developing proposals of processes leading to improved IP management and governance and structural options, respectively. To this end, two working groups were established composed of Center Board Chairs and Directors General. Both working groups tabled proposals for discussion by the CGIAR at MTM00. These proposals will be implemented, in a participatory fashion, with the aim of producing options for consideration at ICW00.

The CDC wishes to express its appreciation for the participatory mode followed by TAC allowing the Centers to express effectively their views and opinions. It resulted in the Centers having a broad sense of ownership of the proposed Vision 2010.

The CDC appreciates the six planks proposed by TAC and would welcome further collaboration to achieve greater clarity, for instance, on the regional approaches in setting up task forces, and on the relationship between ecoregional and geopolitical approaches to priority setting.

## 2. CDC Task Forces

The CDC Task Forces achieved good progress.

The Task Force on sub-Saharan Africa finalized the research strategy for the region in close collaboration with its African partners. The strategy has been endorsed by SPAAR/FARA as well as by TAC and the CGIAR is requested to approve formally the strategy for the CGIAR in sub-Saharan Africa at MTM00.

The Task Force on Central Asia and Caucasus developed a strategy and structural format that was endorsed by TAC.

The Task Force on NRM has continued a web-based dialogue and is convening a meeting on the scientific basis for better INRM, which will take place at ICLARM in August 2000. Full information on the meeting and the activities of the NRM Task Force are available at the CGIAR INRM web site.

The Task Force on Intellectual Property and Genetic Resources met in Dresden on May 18 and launched a process of updating the guidelines adopted at MTM98 in Brasilia. It should be noted that the vast majority of Centers have completed the IP audits.

## 3. PARC

In his capacity as Chair of the Public Awareness and Resource Mobilization Committee (PARC), Hubert Zandstra reported to the CDC the outcome of the PARC meeting held on May 18.

He reported that the main issues discussed dealt with the report of the Finance Committee's Working Group on Future Funding for the CGIAR. The report was presented by John Riggan, The Conservation Company, and was well received by PARC. Discussions stressed that the report captured the need to proceed as soon as possible with a substantial strengthening of the public awareness (PA) and resource mobilization (RM) activities of the CGIAR. PARC acknowledged that it was appropriate that the report emphasized the need to continue to build a strong and more positive public image of international agricultural research and its contribution to poverty reduction, food security, and the environment. PARC also supported the report's recommendation to strengthen the CGIAR's capacity for fund raising. PARC members agreed that the implementation of the report's recommendations should build on Future Harvest and should assure continuity of the efforts that have been made by PARC and Future Harvest in the area of PA and RM. PARC members stressed that future efforts needed to enhance the strong participation and sense of ownership of the Centers in the effort and that this should be achieved with broad participation and oversight by other stakeholders. However, it was felt that the Board of the expanded and strengthened Future Harvest should combine Center, donor, and business/specialist expertise. PARC agreed that a request for additional

financial support from the CGIAR Group for the implementation of the Working Group's recommendations was justified at this time.

The CDC discussed the report and the Directors expressed their desire that the renewed and strengthened Future Harvest continues to respond to Center needs. They agreed that appropriate mechanisms be developed to distribute the funds that are raised for research. They expressed the view that fund raising should drive the agenda for Future Harvest, but stressed that the repositioning of the image of the work, objectives, and institution of the CGIAR and the Centers it funds would be a prerequisite to successful resource mobilization. The CDC members raised the issue of the CGIAR name and its association to the Centers and the Future Harvest name. They strongly supported the use of the name Future Harvest in direct association with the Centers. They agreed on the following recommendations, which are to be conveyed to the CGIAR Group at MTM00:

- (a) That the CGIAR continue to build on the existing Future Harvest, and use its name and legal and operational structure to operationalize the Working Group report and its recommendations.
- (b) That the Working Group's report recommendations be implemented by PARC.
- (c) That the CGIAR allocate additional funding for this implementation, as recommended by the Finance Committee.
- (d) The Board of the expanded Future Harvest grow gradually by expanding the present Board of four [two center directors, one outside scientific expert, executive director of Future Harvest (*ex officio*)] to 12 to 15 members<sup>1</sup>.
- (e) That the funding allocation mechanism to be developed function through a process that assures impartiality.

The Center Directors discussed and approved these recommendations, which they agreed to share with the CGIAR Group at MTM00 for information and discussion. They also expressed their desire to be known henceforth as the Future Harvest Centers.

#### 4. Finances

The CDC would like to acknowledge the efforts of the EC in addressing the 1999 funding issue and looks forward to a quick resolution of the problem along the lines proposed by the EC. In the meantime, the CDC has submitted a consolidated proposal to the FC to help out the Centers affected.

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<sup>1</sup> The CDC suggests that the Board have the following types of members:

- Center Director, Chair
- Chair of the CGIAR Oversight Committee (or Finance Committee)
- Center Director (one or more)
- Center Board Chair
- Individuals from the business community with high-level access to fund raising opportunities
- Individuals from the public relations/advertising community
- Scientific experts
- Executive Director of the CGIAR Secretariat (*ex officio*)
- Executive Director of Future Harvest (*ex officio*)

## 5. Farewell

At this meeting, the CDC is saying farewell to two friends, one in charge of function, the other of form.

The CDC expresses its appreciation to Ismail Serageldin who, since 1994, has put the CGIAR back on the map in terms of image, presence in the international arena, and financial support. His achievements in this regard cannot be overstated. The CDC knows that he will continue to be a good friend of the CGIAR and wishes him well in his future endeavors.

Frona Hall is leaving us. She has been a pillar of the CGIAR in succeeding for many years in achieving the impossible, namely to ensure a smooth and effective running of a multitude of main and side meetings of the CGIAR. The CDC expresses its gratitude for an outstanding job and wishes her the best. We will miss her!