

**CGIAR Mid-Term Meeting 2000
Preliminary End-of-Meeting Report
Dresden, Germany May 26, 2000**

The CGIAR's 2000 Mid-Term Meeting (MTM) was held in Dresden, Germany, from May 24 – 26, 2000.¹

1. Formal Opening. The Honorable Erich Stather, State Secretary, Federal Ministry of Economic Cooperation and Development, welcomed participants of MTM2000 to Germany. At a ceremony at Schloss Albrechtsberg, the Honorable Kurt Biedenkopf, Prime Minister of the Free State of Saxony, emphasized that the city of Dresden was honored to host the important international meetings of the CGIAR and GFAR. He said Germany supported the goal of making knowledge-intensive agriculture accessible to smallholder farmers in developing countries. It is an important challenge, he noted, to bring modern agricultural knowledge available to people in poor, remote areas.

2. Chairman's Opening Address. Ismail Serageldin began his opening statement by telling the Group that World Bank President Jim Wolfensohn has accepted his decision to relinquish his position as a Bank vice president and, consequently, as CGIAR Chair. Ian Johnson, a respected friend and colleague who is Bank Vice President for Environmentally and Socially Sustainable Development, will succeed Mr. Serageldin as CGIAR Chair.

Mr. Serageldin went on to thank the Government of Germany and the Federal Ministry of Economic Cooperation and Development for hosting the meeting. The theme of MTM2000 is "Charting the CGIAR's Future – A New Vision for 2010." At International Centers Week 1999, the CGIAR launched an exercise to formulate a new vision and strategy and, in light of this new vision, to examine the System's organizational structure. The Technical Advisory Committee (TAC) was asked to take the lead in formulating the new CGIAR vision.

The Consultative Council had reviewed TAC's vision paper at its April meeting in Rome and deliberated in Dresden on a companion paper prepared by TAC at the Council's request. Following a presentation by TAC Chair, Emil Javier, the Consultative Council broadly endorsed seven elements of strategy presented by TAC and recommended that the Group:

- Adopt the seven "planks" of the new vision and TAC's definition of the CGIAR heartland
- Discuss any proposals on structure the Centers are ready to propose at MTM
- Adopt an action plan as well as a schedule of next steps to deal with issues of strategy and structure following the Dresden meeting.

In this context, the Chairman challenged the Group to consider specific propositions regarding CGIAR structure and governance. The CGIAR, he said, faces a future characterized by make-or-break challenges and make-or-break opportunities.

¹ *The CGIAR Secretariat will publish the Summary of Proceedings and Decisions of MTM2000. This report presents a preliminary summary of the meeting and does not purport to be an official, comprehensive record.*

Momentous change in almost every aspect of the human condition affects or is affected by CGIAR work. These developments have profound implications for the future of the CGIAR. To help structure discussions at MTM, the Chairman offered several propositions directly related to the future of the CGIAR

Chairman's Propositions to Guide the CGIAR and ensure its effectiveness for the 21st Century.

Proposition #1: The Group adopts the seven principles or "planks" outlined in TAC's proposed new CGIAR vision statement, and endorses that statement's definition of the heartland of the CGIAR.

Proposition #2: All in the CGIAR system who wish to offer proposals on structure should feel free to submit their suggestions to TAC by August 15, 2000.

Proposition #3: Proposals from Board Chairs and Center Directors should be completed no later than August 15, 2000 and submitted to TAC for further review and comment.

Proposition #4: Patents, intellectual property rights, finance, and other issues to be identified before the end of MTM2000 will be addressed by an ad hoc working group that would call on outside experience as appropriate.

Proposition #5: The CC will convene in mid-September, 2000, to discuss proposals from CBC, CDC, the ad hoc working group, and other papers, with TAC's review and comments. The CC will prepare recommendations for submission to ICW2000.

Proposition #6: After ICW2000, the CC will be reconstituted with 15 members as a permanent standing committee.

Proposition #7: After ICW2000, the CC will be authorized to reach decisions, on the understanding that the decisions will be immediately circulated among all CGIAR members. If more than five members question the decision, the issue will be reopened at the next CGIAR meeting.

3. A New Vision and Strategy for the CGIAR. Building on the endorsement and action proposals of the Consultative Council, TAC Chair Emil Javier presented the TAC's new vision and strategy for the CGIAR to the Group. TAC stressed a consultative, open and participatory process, involving a broad range of stakeholders including CBC, CDC, Committee Chairs, and the CGIAR and NARS Secretariats. The vision statement draws heavily on the third CGIAR System Review, the Conway Panel report, the 1994 TAC paper on restructuring, and other TAC papers. TAC also conducted an extensive electronic discussion of key issues.

TAC favors a new twin-pronged strategy for the future CGIAR. First to stay the course and continue doing what CGIAR has done best in the past. Second, to make a serious focused attempt to reach the poor in less favored environments the Green Revolution bypassed. This will require strategic planning based on seven "planks" that form the core of the proposed vision.

The Group endorsed the seven planks and agreed with comments offered by the Consultative Council. The Council's comments follow:

- **Poverty Focus:** Poverty alleviation should be considered the principal lens through which the CGIAR looks at issues and problems.
- **Modern Science:**
 - With the revolution in genomics, agricultural research will increasingly focus on DNA, which offers opportunities for efficient global approaches.
 - The role of the private sector in agricultural research, and the consequent emphasis on patents presents the CGIAR and its partners with the need for a creative response.
 - Trusteeship of germplasm may be considered a discrete activity that preserves an important component of the human heritage.
 - For many NARS access to genetic resources and benefit sharing are inseparable concerns. The genetic resources and intellectual property regime evolving through international agreements have an important bearing on how the CGIAR could best address these issues structurally.
 - Functions for which the CGIAR System has no precedent may need new structures or institutions to deal with them.
- **Focus on South Asia and SSA:** The vision and strategy proposed by TAC reconfirms the CGIAR's current practice of devoting over two-thirds of its resources to problems of these two regions and should be endorsed.
- **A Clearer Regional Approach** was needed to capture the heterogeneity of poverty in the regions. Both geographic and ecoregional approaches to research organization are relevant at different points on the spectrum, from priority setting to scientific research to application and impact.
- **Diversifying and Closely Integrating Partnerships:** The CGIAR should integrate its activities more closely with development agencies engaged with complementary activities that would help poverty reduction in the developing countries.
- **Task Forces:** These will become more and more important in the future as an organizational design feature of research. The CGIAR will need to learn from its experiences with systemwide programs to improve the efficiency of collaborative activities.
- **Catalytic, Integrator Role:** The CGIAR should continue to serve as a catalyst, organizer, coordinator and integrator of global research efforts to address key constraints or take advantage of significant opportunities in agriculture, forestry and fisheries.

During the plenary discussion, several members expressed concerns about the implications of the vision strategy for CGIAR governance and structure. The Group agreed with the Chairman's suggestion to establish working groups to brainstorm key issues in parallel session. Six working groups were charged with reviewing specific subject matters; a seventh was not charged with a specific topic, but allowed the participants to raise other issues. Working groups were asked to report to plenary on three issues that should be emphasized (and any that had not been sufficiently addressed) and to tease out the implications on restructuring, governance, and finance. The working groups were not meant to reach consensus but to provide diverse and rich views and comments.

The MTM working groups were established on the following topics:

Working Group 1 – Genetic Resources.

Working Group 2 – Intellectual Property Rights and the Private Sector.

Working Group 3 – New Science: Geographic and Ecoregional Issues.

Working Group 4 – Mode of Operation.

Working Group 5 – Finance.

Working Group 6 – Process. .

Working Group 7 – Equity, Income Opportunities, and NRM.

The Working Groups presented an array of ideas and suggestions for the TAC Vision Paper. Working Group 6, which was charged with clarifying responsibilities and setting a clear timetable made the following recommendations on process.

Actors and Their Roles

TAC

- Will complete the vision and strategy paper taking into account comments on the two papers from the CGIAR at the Consultative Council meetings and the MTM2000;
- Will analyze the structural implications of the seven “pillars” of the TAC vision;
- Review and comment on papers on structure and governance from CBC/CDC and other stakeholders;
- In cooperation with key stakeholders (such as GFAR, OC, CBC/CDC) will facilitate an electronic conference on organizational structure and governance of the CGIAR and summarize the comments on organizational structure made at the last TAC conference.

CBC/CDC

- (Primarily CDC) will analyze structure issues including:
 - cross-center collaboration
 - geographic vs. ecoregional organization
 - Herdt paper
 - Task Forces
 - Possibilities of merger/integration of center activities.
- (CDC and CBC) will analyze policies and practices on IPR
- (primarily CBC) will examine overall System governance issues, including the “hub” of the System and how the System interacts with its stakeholders.

Oversight Committee

- Will oversee the process on behalf of the CGIAR;
- Will appoint a “Synthesis Group” to integrate the various inputs from other bodies for discussion/decision-making by the CGIAR.

The Synthesis Group

- Will be made up of 5-7 individuals serving in their personal capacity;
- Will consist of informed individuals, about 2/3 from within and 1/3 from outside the CGIAR;
- Will synthesize/integrate contributions of all groups to generate actionable recommendations on organizational structure and governance.

Finance Committee

- Will carry out further analysis of long-term financing strategies and structures and draft business plan, interacting as necessary with other key actors.

Members, Other CGIAR Committees and Stakeholders

- Will be invited to make contributions to the process (a) through the electronic conference, and (b) through individual submissions. Individual submissions should be sent to TAC, CBC/CDC and the Synthesis Group (independently or through the OC).

Consultative Council

- Will be convened at the invitation of the Chair, either before or after ICW2000, to review/comment on recommendations or help implement them (if acted upon by the CGIAR.)

Timetable

MTM2000	<ul style="list-style-type: none">- Decisions on next steps- TORs for actors- Invitation to submit ideas (CGIAR)
July 2000	<ul style="list-style-type: none">- Start electronic conference (TAC)- Prepare papers (TAC, CBC/CDC)
End-Aug	<ul style="list-style-type: none">- Special TAC meeting to review TAC papers and comment on submissions
Early-Sept	<ul style="list-style-type: none">- CBC/CDC meeting to review drafts, develop options
End-Sept	<ul style="list-style-type: none">- TAC mtg at IITA to comment on submissions and finalize TAC's papers- FC produces draft business plan
Early-Oct	<ul style="list-style-type: none">- Synthesis Group meeting to integrate all contributions and develop proposals to the CGIAR (through the OC)
Oct 23-27	<ul style="list-style-type: none">- ICW2000
Jan-Feb 2001	<ul style="list-style-type: none">- Possible Consultative Council meeting
May 2001	<ul style="list-style-type: none">- MTM2001 to conclude decisions on governance and structure

Chairman's Propositions

The Working Group also commented on the seven propositions offered by Mr. Serageldin during his opening address. It agreed with propositions 1 through 4, with some amendments on dates. Regarding Proposition 5, it offered an alternate schedule for the convening of the Consultative Council (as noted above). As to propositions 6 and 7 on the composition and role of the Consultative Council, it was felt that it would be premature to reach a conclusion on these points given the timetable hereby defined. Thus it is recommended that these issues should be studied as part of the CGIAR's overall governance structure during the coming months.

The WG further recommended that there be a discussion on the evolution of CGIAR-GFAR relationships at ICW2000.

The Group noted the suggestions made by Working Groups 1-5 and Working Group 7 and agreed with the recommendations on process made by Working Group 6.

4. Global Forum on Agricultural Research (GFAR)

R.S. Paroda, GFAR Chair, presented the report on the major outcomes of the Global Forum, held May 21 – 23, 2000 in Dresden. Approximately 500 stakeholders from the public and private sectors participated. A key result of the Forum was the endorsement of a Global Vision. The Global Forum considered important research partnerships including genetic resources management and biotechnology, natural resources management and agroecology, commodity chains, and policy management and institutional development. The Dresden Declaration, "Toward a Global System for Agricultural Research for Development," which had been endorsed by the stakeholders, was adopted by the GFAR Steering Committee.

The Group received the report on the Global Forum, reaffirmed the importance and usefulness of the work of the GFAR, and agreed to continue CGIAR support during the interim.

5. Longer-term Financing Strategy. Finance Committee Chair Ian MacGillivray introduced Alex McCalla, chair of the working group studying this topic, who presented the Longer Term Financing Strategy. The report stressed that declining ODA, growing competition for resources, increasing donor relevance to national priorities, and the perception that traditional global institutions have lost relevance are particular challenges for the CGIAR. Citing both internal and external challenges to CGIAR growth and diversification, the report calls for bold new initiatives which build on the success of Future Harvest and create a global, multi-pronged public awareness/resource mobilization effort. The effort would require an estimated \$1.5 – \$2 million for start-up, and an additional \$1 million to create regional hubs and support centers. An interim action plan for the period between MTM and ICW2000 would include creating the vision for a global public awareness/resource mobilization initiative, maintaining momentum, and strengthening the knowledge base.

The Group unanimously affirmed the need for a global public awareness/resource mobilization effort, endorsed the concept of the CGIAR/Future Harvest Foundation, and requested that a business plan and final proposal on structure be presented at ICW2000.

6. Recent Evidence of CGIAR impact. A special seminar was held on CGIAR's impact on germplasm improvement. Hans Gregersen, Chairman of the TAC Standing Panel on Impact Assessment, introduced Robert Evenson of Yale University, who reported on the study of crop germplasm impacts covering ten crops that constitute 80 percent of the area planted in developing countries. Professor Evenson presented the findings on investments in crop genetic improvement, varietal production, and indirect Center impacts on varietal production. Following the presentation, the Group discussed different aspects of the report on the impact of CGIAR germplasm and noted the implications for the CGIAR's vision for 2010.

7. The 1999 Funding and 2000 Financial Prospects. The Finance Committee reported the 1999 financial outcome and 2000 prospects. In 1999, funding totaled \$330 million, a decrease of \$10 million from the approved financing plan. The primary reason for the shortfall was the default, due to procedural mishaps, by the European Union on its 1999 commitment of \$16 million. The majority of Centers received funding within a 10 percent range of their approved funding; only five Centers were outside this range. Financing of \$340 million for year 2000 programs is in line with approved plans, although contributions from Denmark, Germany and Sweden are lower than they were in 1999.

8. The 2001 Research Agenda and Funding. The Group adopted the research agenda recommended by TAC and the FC proposal that financial planning for 2001 be undertaken in the context of a \$340 million funding target.

9. External Reviews of Centers. The Group considered external reviews of three Centers – ICARDA, IWMI, and WARDA – in parallel session: the ad hoc committee then presented reports to the plenary, where they were discussed and endorsed. Mr. Serageldin commended the panels and ad hoc committees for their excellent reports.

10. Reports from CGIAR Committees. The Group received written reports from the CGIAR Committees.

11. Honors. The Group presented scrolls to Henri Carsalade, now Assistant Director General in charge of FAO's Technical Cooperation Department and no longer FAO's cosponsor representative, Paul Egger, making a final appearance at MTM2000 as head of Swiss delegation, Miguel Altieri, ending his chairmanship of the NGOC after MTM, and Frona Hall, retiring from the CGIAR Secretariat.

12. Future CGIAR meetings.

IC W2000	October 23-27	Washington, DC
MTM2001	May 21-25	South Africa
ICW2001	October 29 – November 2	Washington, DC
MTM2002	May 27-31	To be determined
ICW2002	October 28 – November 1	Washington, DC