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

CGIAR 2001 Research Agenda and Initial Proposals for 2003

At MTM97, the Group approved Center Medium-Term Plans (MTPs) for 1998 to 2000 based on priorities recommended by TAC. These MTPs are rolling three-year plans and the research agenda is reviewed each year in the light of new developments.

The attached report provides TAC's views on the Centre Programmes and Budgets for 2001. It also includes TAC's observations on the proposals for 2001 in the context of 2001-2003 Centre MTPs. The report includes an overview of the criteria used by TAC in its analysis, highlights of Centre proposals, and the implications for CGIAR priorities.

The report will be introduced by the TAC Chair. It should be read in conjunction with that of the CGIAR Secretariat on the Financial Requirements of the 2001 CGIAR Research Agenda (Document No. MTM/00/04).

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
TECHNICAL ADVISORY COMMITTEE

**CGIAR 2001 Research Agenda
and Initial Proposals for 2003**

TAC SECRETARIAT

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

May 2000

Consultative Group on International Agricultural Research (CGIAR)

TECHNICAL ADVISORY COMMITTEE

Emil Q. Javier, Chairman

10 May 2000

Dear Mr. Serageldin:

It is my pleasure to submit to you for discussion at MTM'00 TAC's report on the *CGIAR 2001 Research Agenda and Initial Proposals for 2003*, based on Centre proposals. You will recall that at MTM'97 the Group endorsed Centres' medium-term plans and medium-term resource allocations along with TAC's recommendations on CGIAR priorities and strategies. Centre medium term plans are now established as rolling three-year plans with each year's extension discussed at MTM for programmatic issues and at ICW for financial implications. The annual extensions are reviewed in the light of criteria important to the CGIAR. TAC's task is to certify the congruence of Centre plans with programmes already endorsed by the Group.

At its March 2000 meeting, the Committee considered programme and budget proposals for 2001 and plans for 2003. The attached report focuses on programmatic issues. It presents an overview of the criteria used in the analysis, summarises Centre proposals, and offers TAC's views on these proposals and the implications for CGIAR priorities.

Overall, TAC saw few departures from the already endorsed 2001 plans which were not justified in terms of the criteria applied. The Committee found that the projections to 2003 in most cases were largely consistent with established guidelines. The remaining departures, as in the past, were divergences of Centre shares of the CGIAR Research Agenda from Group-endorsed levels, of allocations to CGIAR Undertakings, and of proposals for commodities and sectors not on trend toward endorsed goals. These points are covered in Section 4 of the report. This report should be read in conjunction with the CGIAR Secretariat document, *The Financial Requirements of the 2001 CGIAR Research Agenda*.

I take this opportunity to thank the Centres for their co-operation in meeting tight deadlines and precisely specified requirements for information. I also thank the staff of the CGIAR and TAC Secretariats for their assistance in the preparation of this document.

We look forward to our discussion at MTM'00.

Sincerely yours,

Emil Q. Javier

Emil Q. Javier
TAC Chair

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CGIAR 2001 Research Agenda and Initial Proposals for 2003

1. Introduction

At the 1997 Mid-Term Meeting (Cairo), the Group endorsed Centre proposals and TAC recommendations on medium-term resource allocations for 1998-2000. At that time, the Group also agreed that Centre Medium-Term Plans (MTPs) be based on longer term strategic plans, cover three years, and have an annual horizon. To this end, each year Centres were to submit a revised plan, thus ensuring a regular update of the relatively short-term financial forecast while maintaining their long-term research perspective. This year Centres submitted their proposed programmes and budgets for 2001, along with their intentions for 2003, for discussion at TAC 78 held towards the end of March 2000.

This document reports on the results of TAC's deliberations. It is divided into five sections. The first is this Introduction and the second deals with the criteria used in TAC's analysis. The third section features a note on each Centre highlighting the programmatic implications, if any, of their respective 2001-2003 MTPs, together with TAC's commentary. Section four provides a brief overview of the implications of Centre proposals for CGIAR priorities, particularly with respect to Centres, undertakings, production sectors, and commodities. The final section notes TAC's overall judgements on the process.

TAC is pleased that the great majority of CGIAR Centres have, as planned, presented their projects in logframe format, with a detailed listing of goals, objectives, outputs, milestones, verifiable indicators, and assumptions. The indication that Centres are now using the logframe as a management tool is especially commendable. The present set of MTPs make the research process considerably more transparent. TAC trusts that this more systematic and open process, within the framework of the rolling three-year plan, will provide incentive for research innovation which is critical to success and is to be encouraged.

This paper should be read in conjunction with the report prepared by the CGIAR Secretariat, *Financial Requirements of the 2001 CGIAR Research Agenda*.¹ It provides a comprehensive overview of the Centres' financial plans and of resource allocation by CGIAR Activity, and by Output under the new logframe format. The congruence in summary between the two formats is encouraging, but as anticipated during the logframe planning process, there is some differentiation in *sustainable production* as outputs have become more sharply focused.

2. Criteria for Analysis

The point of departure for TAC's review of Centre proposals for 2001-2003 was each Centre's MTP as endorsed by the Group earlier. The Committee identified any new projects or significant

¹ CGIAR Secretariat, Document No. MTM/00/04 - April 16, 2000.

shifts among existing programmes and ascertained whether Centres had adequately justified the changes in terms of established CGIAR criteria, emphasising international public goods, anticipated contribution to CGIAR goals, changes in science, and alternative suppliers.

Subsequently, in order to guide bilateral negotiations between Members and Centres from March to September, TAC assessed the implications of Centre proposals for CGIAR resource allocations across Centres, commodities and sectors, applying the vocabulary of the CGIAR Logframe. The results were compared with those already endorsed by the Group. Based on its analysis, TAC judged whether or not Centre proposals were programmatically congruent with their respective Group-endorsed MTPs. TAC will again review Centre updates of the 2001 proposals in September 2000 and make recommendations to the Finance Committee immediately afterwards for discussion by the Committee and by the Group at the time of ICW'00.

3. Synthesis of Centre Proposals and TAC's Commentary

3.1 *CIAT*

Overview

CIAT's MTP envisages that its programme may be influenced by the ongoing CGIAR vision exercise, the findings and recommendations of the Centre's Fifth External Programme and Management Review, and the new strategic plan which CIAT is currently developing. Therefore, the plan for 2001 reflects continued implementation of the approved MTP. The proposed programme beyond 2000 is considered highly provisional pending the outcome of the activities noted above. CIAT has refrained from altering the strategic focus of its MTP despite an eroding financial situation. Shortfalls in funding, which were distributed across programmes in 1999, were largely covered by reserve funds, and did not result in major programme changes. However, the scale of activities in several programmes has been reduced or delayed. It is anticipated that the deficit will be recovered in the course of the 2000 and 2001 plans.

TAC's Commentary

TAC notes that a significant consequence of CIAT's funding shortfall is that resources allocated to the Hillsides project in 2000 and 2001 are less than in 1999 and clearly below the level of the last approved MTP. TAC notes in this context the Centre's increased emphasis to strengthening NARS. The Committee commends CIAT's approach to stimulating cassava research for new and growing markets in partnership with CLAYUCA, one of various forms of collaboration fostered by the Centre. CIAT is also to be commended for its leadership in geographic information systems, a key technology area for the System's future work in both INRM and poverty alleviation.

3.2 *CIFOR*

Overview

CIFOR's MTP is broadly consistent with the strategic directions of the previous plan, albeit on an expanded scale. A number of new initiatives will be undertaken including work on forests and climate change, forests and water, and dry forests and woodlands. The Centre's research agenda will also give greater attention to poverty alleviation in ecosystems that support large numbers of poor people. In this context, CIFOR is developing a strategy for sub-Saharan Africa. CIFOR continues to provide significant technical and policy support to the international conventions/forums on forests, biodiversity, and climate change. Finally, it is co-ordinating an international network for integrated natural resources management (INRM) and chairs the CGIAR natural resources task force.

TAC's Commentary

TAC notes that CIFOR has responded positively to two important recommendations of its recent EPMP - to undertake longer term strategic planning (re-evaluation of the medium-term strategy and the Centre's "New Initiatives" are steps in this direction); and to extend its research into forested dry areas. As well, the Centre's INRM activities are responsive to the findings of TAC's review of ecoregional programmes.

3.3 *CIMMYT*

Overview

CIMMYT plans no major changes in its 2001 project portfolio. However, a continuing decrease in unrestricted funding may affect its flexibility to respond to new challenges and opportunities. While the Centre anticipates modest growth in real terms during the plan period, no modifications are envisaged for the 2003 programme. CIMMYT reports significant results in the breeding and transfer of quality protein maize. Its NRM research focusing on tillage practices in the Indo-Gangetic plain and on water-saving techniques in the Altiplano of Bolivia have stirred considerable interest among users. Efforts are continuing on maize cropping systems in Africa to increase stress tolerance, insect resistance and control of *Striga*.

TAC's Commentary

TAC notes the consistency of CIMMYT's MTP with its approved plan and the Centre's continuing contributions to maize and wheat improvement as well as to cropping systems research. However, the Committee observes that wheat remains oversubscribed compared to some other commodities and sectors at the System level.

3.4 CIP

Overview

While CIP's MTP does not envisage substantial change in its 2001 research agenda, current financial challenges may require a future sharpening of the Centre's programmes. For 2003, CIP plans to continue to focus on many of its present core activities including germplasm development for late blight resistance, improved nutritional quality of roots and tuber crops, and integrated pest management. New initiatives in the context of the approved plan include a global project convened by CIP on urban and peri-urban agriculture and new research on watershed management in mountain ecologies. The Centre is improving its capacity for biotechnology research, placing greater emphasis on post-harvest utilization research, and enhancing the nutritive value of sweet potato to reduce child mortality and Vitamin-A deficiency blindness.

TAC's Commentary

TAC notes with concern that unexpected funding shortfalls considerably reduced CIP's total income in 1999, resulting in staff reductions in 2000. However, the Committee observes that the urban and peri-urban agriculture project and the work on post-harvest activities, both high CGIAR priorities, will nonetheless be undertaken. The recently completed study, in collaboration with partners, on the vision for roots and tubers provides excellent baseline data for future priority setting by CIP and the CGIAR. The projected prominence of roots and tubers for the coming decades is reassuring. Their importance to the poor, and the modest scope of alternative sources of supply strongly suggest continued CGIAR investment. The Committee considers that CIP's research warrants stronger member support.

3.5 ICARDA

Overview

ICARDA's MTP continues the research agenda of its approved plan which is organised in five programmes: germplasm enhancement, production systems management, natural resources management, socioeconomics and policy, and institutional strengthening. No major structural or strategic changes in the 2001-2003 programme are foreseen, although consolidation and shifts in emphasis will occur. The Centre reports there will be a continuing expansion of water resources research, a restructuring of livestock research, and an increased emphasis on socio-economic aspects of natural resources management. ICARDA indicates that over the last year, it has given priority to strengthening cooperation with other CGIAR Centres, NARS, and ARIs and to applying the latest developments in technology and science for the benefit of its ultimate beneficiaries - poor farmers in non-tropical dry areas. The Centre is expanding its activities to Central Asia and the Caucasus.

TAC's Commentary

TAC observes that ICARDA's allocation to water resource management research is estimated to be significantly lower in 2000 due to a decline in restricted funding. Although a gradual increase in this allocation is envisaged during the plan period, the 2003 expenditure is planned to be below the level achieved in 1999. Water is the most limiting natural resource in the Centre's mandate area. A higher investment in the water sector has been recommended repeatedly by the Committee in its past review of the CGIAR research agenda. TAC considers that this research warrants stronger member support.

3.6 ICLARM

Overview

ICLARM's MTP continues the major research directions of the approved plan. Sustainable production remains the primary research thrust, encompassing characterization and conservation of biodiversity and protection of the environment focusing on coral reefs, coastal fisheries and integrated coastal zone management. Germplasm improvement will be limited to a number of carp species and traits identified in current work. Genetic enhancement for improvement of tilapia aquaculture and technology transfer in Africa are also envisaged. A new focus of policy research will be on the co-management of fisheries and wetlands particularly in poorer regions of South and South East Asia. ICLARM's regional allocations comprise mainly Asia (58 percent) and Africa (30 percent). Small island developing states of the Indo-Pacific/Caribbean are an emerging priority. ICLARM's new strategic plan extends its work to additional freshwater bodies exploited by the poor - i.e., floodplains, small water bodies, and lake systems. This new research - conducted in contrasting country sites in South Asia, Southern Africa, and Southeast Asia - integrates biological, climatic and socio-economic variables to identify best practices for introducing aquaculture into farming systems.

TAC's Commentary

ICLARM's policy research on co-management of commonly held fisheries resources is congruent with TAC's recommended priority to common property issues in the CGIAR's NRM research. TAC also notes that ICLARM's poverty-focused integration of the socio-economic and biological dimensions of its research is responsive to the views of the Committee expressed in its commentary on the Centre's Second EPMR.

TAC applauds ICLARM for its innovativeness in maintaining programme through the move of the base of its operations and for the collaboration with IRRI for maintenance of much of its database operations. ICLARM's new programme of collaboration with IWMI and other partners to model the flooding patterns and fish productivity of the lower Mekong Basin countries is also to be commended.

3.7 ICRAF

Overview

ICRAF's MTP is essentially an extension of the approved plan but with modifications in programme content in response to EPMR recommendations. Strategic objectives Centre on watershed-scale work, key ecosystem services of agroforestry systems, and impact assessment. There will be stronger emphasis on the potential of agroforestry for poverty reduction in South Asia and China. Responding to a recommendation of its recent EPMR, ICRAF will initiate marketing research and development work in Africa in collaboration with R&D partners. ICRAF is also increasing its expertise in systems ecology, GIS, remote sensing and natural resources policy to improve its capacity to address agroforestry issues in the context of INRM.

TAC's Commentary

The Committee notes that ICRAF's heightened emphasis on INRM is in line with TAC and CGIAR strategic priorities. It commends the Centre's response to EPMR recommendations. As ICRAF adopts a stronger regional focus, TAC wishes to recall that the EPMR had recommended that ICRAF develop a long term strategic plan as it devolved greater responsibility to its regional programmes.

3.8 ICRISAT

Overview

ICRISAT's MTP continues the previous plan but consolidates the project portfolio, permitting increased investment in and visibility of effort of the impact and policy-related aspects of germplasm and resource management research. This is achieved by reclassifying activities that were previously subsumed within those two categories. The Centre envisages a stronger role for itself as a "bridge-broker-catalyst" between advanced research institutions and NARS. During the plan period emphasis will be given to strengthening partnership-based research-for-development in the semi-arid tropics of sub-Saharan Africa. This involves work on improving soil fertility to break the cycle of poverty and land degradation and to fully capture the productivity of improved varieties. Some 75 percent of the Centre's internationally recruited scientists will be based in Africa by the end of 2000. Under a new Director General, ICRISAT is developing a new strategic plan to be completed in 2001.

TAC's Commentary

TAC notes that the first phase of development of ICRISAT's strategic plan involves implementation of a project to envision possible future scenarios for the semi-arid tropics. This initiative is timely and potentially relevant to the CGIAR's future strategy.

3.9 IFPRI

Overview

IFPRI's MTP is broadly consistent with its approved plan although a significant increase in scale is envisaged. The plan emphasises research on the benefits and risks of biotechnology for small farmers and poor consumers, the impact of globalisation on food security, water allocation policies, the livestock and fisheries sectors as income sources for the poor, policies to reduce urban poverty and food insecurity, and the potential benefits of the new information and communication technologies for the rural poor.

TAC's Commentary

IFPRI's restricted funding will increase and more than offset decreases in unrestricted resources, but the growth will be allocated to topics of high priority. The Centre has the managing role in the TAC/SPIA-led assessment of the impact of CGIAR research on poverty reduction, an activity that will, among other things, enhance the System's capacity to target research more effectively to the type and location of poverty.

3.10 IITA

Overview

IITA's MTP is broadly consistent with its previous plan. However, the Centre is preparing a new strategy for 2010, which is being developed in accordance with the CGIAR's strategy in sub-Saharan Africa for technology generation and dissemination, policy, and capacity strengthening. IITA anticipates that its new strategy could result in significant changes in how it implements its research agenda. In the current plan, a shortfall in resources is anticipated for IITA's IPM research, except for its work on cassava pests and diseases. The planned allocation for integrated control of *Striga* and other parasitic plants is well below the level of the last MTP. *Musa* systems and maize-grain legume systems research are also below the allocations of the previous plan. However, IITA is increasing its allocation to policy research. Research highlights reflect that scientific advances are being made particularly in the areas of pest, disease and weed control, among others. A Memorandum of Affiliation has been executed between IITA and the Centre for the Application of Molecular Biology to International Agriculture (CAMBIA). However, IITA's investment in biotechnology research is trending down and in 2001 will be considerably less than the allocation of the previous MTP. Finally, the Centre is pursuing a strategy of decentralisation of its activities in sub-Saharan Africa.

TAC's Commentary

TAC notes the progress being made by IITA in the area of integrated pest management. However, it wishes to reiterate the concern expressed in its comment on the Centre's previous MTP that it considers the funding shortfall in IPM to be a major concern. The decentralisation of

its programmes warrants attention as a potential model of future Centre programme structure in addressing INRM and poverty issues on a regional scale.

3.11 ILRI

Overview

ILRI's MTP, adopting a strategy formulated in response to a recommendation of its First EPMR, reflects a consolidated research portfolio plus the Systemwide Livestock Programme for which ILRI serves as the convening Centre. ILRI's strategy defines regional, species, and thematic research priorities based on *ex ante* assessment of impact, alternative providers, and the Centre's comparative advantage. MTP regional allocations show a decreased share for LAC and an increase for Asia. ILRI plans to increase the spillovers from its livestock research in sub-Saharan Africa thereby enhancing its global relevance. TAC notes the new (10 percent) allocation to non-ruminants. ILRI's approach to its global mandate involves leveraging resources through partnerships and outsourcing. The Centre participates in several systemwide and ecoregional activities convened by other Centres, has outsourced the *Theileria parva* genome sequencing to a leading private sector genome research organisation, and collaborates with some twenty-five advanced research institutions.

TAC's Commentary

TAC notes ILRI's progress in responding to the recommendations of its EPMR, particularly its preparation of a 2010 strategy. A new quantitative priority setting process has been introduced. The continued development of this process is imperative in order to show more clearly the relation between priorities and resource allocation. TAC agrees broadly with the trends described in the MTP with respect to regions, systems and species. However, the Committee believes the high resource allocation to livestock disease research needs clarification. TAC would also welcome ILRI's views on the need for increased effort in the areas of non-grain based nutrition of non-ruminants and the genetic improvement of forage germplasm.

ILRI's MTP envisages slowly growing resources for the plan period. While this trend is favourable, it is still not commensurate with the importance of livestock to the poor. Funding for the livestock sector and for ILRI still remains below approved levels. TAC notes in this context recent IFPRI/ILRI research pointing to a doubling of future demand for meat and milk in developing countries and hence the need to anticipate the research needs of this "livestock revolution."

3.12 IPGRI

Overview

IPGRI's MTP envisages no significant changes in the Centre's project portfolio from the previous plan. Implementation of the recommendations of the External Review of the Systemwide

Genetic Resources Programme is accelerating in 2000. Additional funds need to be identified for the upgrading of the CGIAR Centres' genebanks and other priority areas of the SGRP agenda including animal genetic resources, capacity building, information systems, and management of genetic resources in ecosystems. Adjustments in resource allocations reflect an increased share of activities devoted to strengthening NARS. There will be somewhat greater allocation of resources for Sub-Saharan Africa in accordance with the CGIAR's strategy for that region and for South Asia. IPGRI will continue work on both *ex situ* and *in situ* conservation strategies and technologies for crop and forest genetic resources, through a modus operandi based on facilitation and partnership. There will be some changes in emphasis, reflecting IPGRI's new strategy "Diversity for Development." In areas identified for reduced direct involvement, the institute will channel its efforts through training and capacity building among its NARS partners.

TAC's Commentary

TAC commends IPGRI for its Systemwide review of investment needs for bringing Centre germplasm collections to an acceptable standard. Centre responsibilities for meeting those standards are now clear and visible across the System. The shift in IPGRI priority toward building capacity among NARS partners is supported.

3.13 IRRI

Overview

IRRI's MTP refocuses the Centre's programme within the strategic framework of its six-year planning horizon. Priority will be given to rice improvement using the tools of genetic engineering, functional genomics, and bioinformatics. The Centre plans to work, *inter alia*, on traits for rice improvement that confer tolerance to biotic and abiotic stress and resistance to pests. Anticipated reductions in funding may result in decreased effort on "shuttle breeding" for marginal lands as well as on "frontier projects" on allelopathy, biological control of weeds, and biological nitrogen fixation. In terms of logframe outputs, the Centre plans to increase its allocation to germplasm improvement and enhancing NARS, while reducing that on sustainable production.

TAC's Commentary

TAC notes the potential reduction of IRRI's work on certain "frontier projects" for which the Centre reported significant progress and promising results in its last MTP. The Committee trusts that, in the event of a funding shortfall, this work can in fact be addressed by advanced research institutions. Otherwise IRRI's rationale for strengthening certain areas of high science while reducing others would need to be made explicit.

3.14 ISNAR

Overview

ISNAR plans a significant reduction of its programme in 2001, owing to the loss of unrestricted support. The programme implications of this reduction, which would last throughout the plan period in the absence of restored funding, are that ISNAR would focus its work mainly on institutional constraints affecting the efficiency and effectiveness of NARS performance. The Centre has identified trends in a number of external environments - e.g., management of biotechnology and intellectual property, globalisation and policies affecting technology acquisition, innovations in organisational governance and accountability, increased demand for impact assessment - which it believes will likely influence the current and future capacity of NARS. ISNAR has narrowed its project portfolio to issues posed by these trends with a view to ensuring a strategic focus on enhancing NARS institutional performance. The discontinued activities include work on agricultural science and technology indicators, public-private partnerships, tools for research policy, further development of management information systems, and direct staff and financial support to institutions in the global research system. In geographic terms, the regions most seriously affected by the reduction would be sub-Saharan Africa and Central Asia and Caucasus.

TAC's Commentary

ISNAR has adjusted its programme sensibly under difficult circumstances. The themes retained in its project portfolio warrant continued member support. TAC draws the Group's attention to the strategic significance of the reduced emphasis on sub-Saharan Africa and public-private partnerships. More generally, decline in support to institution strengthening is incongruent with the CGIAR's goals of sharing greater responsibility with the NARS and of building regional capacity to ensure the international public goods nature of CGIAR products.

3.15 IWMI

Overview

IWMI's MTP continues the broad research directions of the previous plan but within a newly consolidated programme structure. Two of the Centre's global programmes have been reorganised: the new Irrigation and Water Resources programme consolidates work on performance assessment, irrigation design, and improving the productivity of water resources; the new Applied Information and Modelling Systems programme consolidates analysis of water resources and irrigation through development and application of advanced information technologies. IWMI will increase its attention to low-cost smallholder water resources, assessment of irrigation technologies for productivity, and groundwater depletion in many of the major production areas. The Centre plans to discontinue work on managing salinity to improve and maintain productivity in irrigated agriculture, as this effort has been devolved to national partners.

The recently completed Second EPMR of IWMI found that "very significant achievements" had been made since the last external review. These include the Global Water Supply and Demand Model as the Centre's main input to the Second World Water Forum, and strong contributions to global initiatives on malaria control started by WHO. IWMI continues its collaboration with CGIAR Centres and plans an inter-Centre workshop on issues pertaining to water productivity in agriculture.

TAC's Commentary

TAC notes that IWMI and, more broadly, the water sector continues to be underinvested. IWMI allocates more than three-quarters of its resources to Asia. TAC encourages the planned increase in allocation to sub-Saharan Africa for the plan period and the strengthening of partnerships with other Centres as INRM partnerships are developed.

3.16 WARDA

Overview

WARDA's MTP is an update of its previous plan. A consolidation of the project portfolio has been implemented within the framework of the Centre's continuing programmes on rainfed rice, irrigated rice, policy support, and systems development and technology transfer. No major programmatic shifts were involved. WARDA's recent accomplishments include the development of interspecific rice varieties and completion of the project on Human Health Risk in Lowland Rice Ecosystems. The Centre's breeding work will give priority to traits that confer higher and more stable yields, and to developing abiotic and biotic stress resistance using marker assisted lineage analysis. The irrigated rice programme's crop improvement work will be complemented by development of decision tools for improved resource management. The policy support programme will strengthen its impact assessment research. The systems development and technology transfer programme will characterize rice production environments for technology transfer in partnership with NARS.

TAC's Commentary

TAC notes that WARDA's action to strengthen staffing for impact assessment research is in line with the recommendation of its Fourth EPMR that immediate attention be paid to this activity. Should the adoption of new African rices continue to accelerate, the Centre may wish to consider reinforcing its capacity to assess the impact of its products.

4. Implications of Centre Proposals for CGIAR Priorities

After the review of individual Centre proposals, TAC noted their implications for System priorities when aggregated across Centres at the Centre, activity, commodity and sector level, relying on data and analysis supplied by the CGIAR Secretariat:

*Centres:*²

Centres proposing shares significantly above the approved levels for 2001 include CIAT, CIMMYT, IFPRI, IITA and IPGRI. Those whose plans are significantly below approved levels are ICRISAT, ILRI, and ISNAR. The remaining seven Centres are roughly on target.

*Activities and Undertakings:*³

Resource allocations implied by the individual Centre proposals for 2001 compared to approved levels suggest that *increasing productivity* remains undersubscribed at 34 percent versus 39 percent approved (three-fifths of the shortfall being in *germplasm enhancement and breeding*), a divergence offset by a significantly higher share for *strengthening NARS* and slightly higher shares for *protecting the environment* and *improving policies*; investment in *saving biodiversity* is slightly undersubscribed.

*Commodities and Sectors:*⁴

Divergences from approved levels are evident at the level of sectors and commodities. Crops as a whole continue to be oversubscribed at the expense of livestock which remains significantly undersubscribed. Among commodities, significant deviations from approved shares are apparent for rice and wheat which are oversubscribed, while banana/plantain, chickpea, groundnut and millet are undersubscribed. Proposed allocations for fish and trees are on target. The proposed allocation for water is approaching the approved level.

The programmatic implications of divergences in proposed proportional allocations to activities in the 2001 Research Agenda are broadly similar to those noted in TAC's analysis of the current year's agenda:

- a continuing shortfall in the proposed share of resources allocated to germplasm improvement, compared to the Group-endorsed level; this, at a time when new developments in molecular genetics offer opportunity for investment in breeding for traits to overcome yield and productivity constraints in favourable and less favourable environments;
- a larger than endorsed share for strengthening NARS at a time when it is important for the CGIAR to rethink the geographic and thematic focus of its capacity strengthening, to devolve certain strategic activities to strong NARS, and to seek new, non-traditional national partners in key areas such as natural resources management;
- continued underinvestment in livestock research at a time when, according to a recent IFPRI/ILRI study, significant production increases tantamount to a "livestock revolution" will

²*Ibid.*, Table 3. 2001 CGIAR Investments.

³*Ibid.*, Table I-1a: CGIAR Investments - by Activity & Undertaking, 1999-2003. The CGIAR Secretariat's Table I-1b: CGIAR Investments - by Output - Logical Framework Format - aggregates Centres' activities by the five logframe Outputs: germplasm improvement, germplasm collection, sustainable production, policy, and enhancing NARS. The logframe format will be used in future Centre programmatic reporting on Medium-Term Plans.

⁴*Ibid.*, Table I-2: 1999-2003 CGIAR Investments by Sector and Commodity

be needed to meet future livestock demand by 2020, given rapidly diversifying diets in the developing world;

- proposed investment in the water sector approaching target, but the actual and estimated outcomes for 1999 and 2000, respectively, still below it, at a time when lack of access to fresh water is rapidly becoming a key constraint to global food production requiring urgent attention to water management issues; and
- continued oversubscription to rice and wheat in an allocational sense, although new plant types currently under development for both crops as well as development of interspecific rice varieties offer potential for breaking yield ceilings in the medium-term.

Most, if not all, of these divergences in the CGIAR's 2001 Research Agenda feature as significant issues in the System's current visioning exercise. TAC has drawn them to the Group's attention in detail in the context of its 2010 Vision and Strategy paper. While the outcome of that exercise is pending, it nonetheless seems clear that CGIAR members would be well advised to plan their support for Centres in 2001 with a view to ensuring congruence between resource allocation and the agreed agenda. In this context, TAC wishes to call attention to the significant impacts the sudden reduction in member contributions have had on Centre programmes. The MTPs of most Centres show not only the drawdown of reserves, but the shrinkage and delay of projects. New projects, in particular, have been delayed. TAC notes in particular ISNAR's very substantial loss of unrestricted support resulting in discontinuation of a large number of high priority activities. The Committee urges CGIAR members to support the Centre's programme.

5. Concluding Remarks

TAC's review finds Centres' proposals as being generally consistent with earlier plans or as containing information and evidence justifying the significant changes from such plans. Centres will submit new versions of their proposals in the form of Financing Plans - brought up to date by six additional months of interactions with members - to TAC in September 2000. After its appraisal, TAC will make recommendations to the Finance Committee about the research agenda and the accompanying budgets. The Finance Committee will subsequently report to the Group on TAC's recommendations and its findings.