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Mid-Term Meeting 1997
May 26 - 30, 1997
Cairo, Egypt

***The CGIAR Research Programs:
Gearing Up for New Challenges***

Status Report on the CGIAR System Review

The attached summary report describes the progress made in launching the CGIAR System Review.

Status Report–CGIAR System Review

The Review Team

- All nine Panel Members are confirmed. The composition of the Review Team is shown in Attachment 1 and contact information in Attachment 2.
- Final arrangements are being made with the four Review Secretariat members. Contact information is shown in Attachment 3.
- Specialist panels are to be appointed following MTM97. Panel Chairs are considering candidates proposed by the CGIAR.

Draft Terms of Reference

- Draft terms of reference for the Review, including a tentative schedule, is shown in Attachment 4.
- The draft terms of reference will be discussed and modified as necessary by the Review Panel at its first meeting.

Program at the Mid-Term Meeting

- A three stage program is planned:
 - (1) Tuesday, May 27, PM: Introduction by Mr. Serageldin, followed by Mr. Strong's address on video, and introduction of Panel members present;
 - (2) Tuesday through Friday: Informal interaction between MTM participants and Panel members;
 - (3) Friday, May 30, PM: An Open Forum on the CGIAR System Review in plenary session of the MTM, where the MTM participants will have opportunity to voice their views on issues in plenary and make suggestions to the Panel about the Review. The Panel members present will be primarily in a listening mode, except for questions on process.

First Meeting of the Review Panel

- The Panel's first meeting is scheduled for August 25-27, 1997 in Washington, D.C.

Background Materials

- A set of 10 basic reference documents have been sent to the Panel members and the Review Secretariat.

- A list of briefing papers (about 10 pages each) to be prepared by the components of the CGIAR has been drawn up in consultation with the Executive Secretary for the System Review (Attachment 5). The chairs of CGIAR committees have been contacted regarding preparation of the briefing papers by July 15, 1997.

Administrative Arrangements

- At the request of Mr. Strong, office space for the Review Secretariat is being identified at the World Bank.
- In addition, Ms. May Davidson will serve as Mr. Strong's Executive Assistant for the CGIAR System review and will be based at the World Bank Office in New York.
- The Review is estimated to cost about \$1.0 million.

CGIAR System Review Team

Panel Chair: Maurice Strong

	REVIEW PANEL	SPECIALIST PANELS	SECRETARIAT
	Members	Members	Staff
Science Panel	Bruce Alberts* (US)	(Being Confirmed)	Vo-Tong Xuan (Vietnam) (Confirmed)
Strategy and Structure Panel	M. S. Swaminathan* (India)		Michel Griffon (France) (Confirmed)
Governance and Finance Panel	Emil Salim* (Indonesia)	(Being Confirmed)	Bo Bengtsson (Sweden) (Confirmed)
At Large Members (5)	Yolanda Kakabadse (Ecuador) Kenzo Hemmi (Japan) Klaus Leisinger (Germany) Whitney MacMillan (US) Bongiwe Njobe-Mbuli (S. Africa)	(Being Confirmed)	M. Shah (UK) (Executive Secretary) (Confirmed)

* Chair of Specialist Panel

Contact Information for the CGIAR System Review Panel

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June 4, 1997

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CGIAR SYSTEM REVIEW

Draft Terms of Reference

The task of the Review Panel is to assess the CGIAR's effectiveness in fulfilling its overall mission of contributing, through its research, to promoting sustainable agriculture for food security in developing countries, and to make recommendations for improvements. The Panel is asked to conduct its examination with a broad, forward-looking perspective, focusing, in particular, on the future role of the CGIAR system within the rapidly changing global scientific, communications, and institutional settings and arrangements. It should pay particular attention to the evolving capacities of national agricultural research systems in developing countries, NGOs, and the private sector; the comparative advantages of various actors; the organization and management of research; and the need for strengthening research partnerships.

Key Areas

The Panel is expected to conduct detailed examinations of at least the following three subjects:

1. *Science*. Key issues include:
 - the role and positioning of the CGIAR within the global agricultural research system;
 - the most important scientific challenges the CGIAR should aim to address in the future; and
 - appropriateness of the type and quality of science practiced at the CGIAR centers.

2. *Priorities, Strategies, and Structure*. Key issues include:
 - important gaps or redundancies in the CGIAR's current coverage of scientific activities;
 - appropriateness of CGIAR policies on key areas such as genetic resources and intellectual property rights; and
 - structure of the center system and efficiencies that could be achieved by better deploying existing resources, taking into account opportunities for new partnerships.

3. *Governance and Finance*. Key issues include:
- the CGIAR's own governance arrangements, including the systemwide committees and units and their roles;
 - effectiveness of the CGIAR's internal decision processes for priority setting, resource allocation, and evaluation; and
 - arrangements for financing the activities of the centers.

Organization

The Review would be conducted by a panel of independent, strategic thinkers of acknowledged stature who are sensitive to issues of development and the role scientific research can play in addressing them. The Review would be made up of three components:

- a Review Panel of nine members, including the Chair;
- three Specialist Panels of four members each; and,
- a four-person Secretariat (based in Washington, D.C.).

The Specialist Panels would focus on the three key areas of the Review noted above. Three of the Review Panel members would serve as Chairs of the Specialist Panels. The Specialist Panels would each be supported by a member of the Review Secretariat. A member of the Secretariat would serve as Secretary to the System Review and coordinate the work of the Secretariat.

Schedule

The Review Panel would be identified in early 1997 and complete its work by the CGIAR Mid-Term Meeting in May 1998. The Panel Chair and some members of the Panel will interact with the various constituencies of the CGIAR during the CGIAR Mid-Term Meeting in Cairo (May 26-30, 1997). A fuller interaction with CGIAR constituencies would be arranged during International Centers Week 1997 in Washington in October, where the Panel would share some preliminary thinking with the CGIAR.

The following is a tentative schedule for the Review:

Initial interaction with the CGIAR	May 1997
First Review Panel meeting	July-August 1997

First Specialist Panel meetings	August-September 1997
Second Panel Meeting and Interaction with the CGIAR	October 1997
Specialist Panel Meetings	November 1997- February 1998
Third Panel Meeting	March 1998
Report Submitted to the CGIAR	April 1998
Report Presented to the CGIAR	May 1998

CGIAR System Review List of Suggested Briefing Papers

Impact:

- *Evidence on the Impact of the CGIAR -- IAEG*

Science:

- *Quality and Relevance of Science Practiced in the CGIAR -- TAC*
- *Center Views on CGIAR's Future Directions on Science -- CDC/CBC*
- *Genetic Resource and Intellectual Property Rights Issues Confronting the CGIAR -- GRPC*
- *Scientific Orientation and Challenge of the CGIAR -- TAC and NARS (the latter, through regional forums)*

Strategy and Structure

- *Evolution of the CGIAR's Priorities and Strategies -- TAC*
- *Organizational Structure of the Center System -- Oversight Committee and TAC*

Governance and Finance

- *Governance of the CGIAR System -- Oversight Committee*
- *Center Governance -- CBC*
- *Financing the CGIAR -- Finance Committee*
- *Centers' Views on Future Funding of the CGIAR -- CDC/CBC*
- *Improving Public Awareness about the CGIAR -- PARC*

Partnerships

- *Private Sector Perspectives on Strengthening Research Partnerships -- PSC*
- *Civil Society Participation in the CGIAR - NGOC*
- *NARS Perspectives on Strengthening Research Partnerships -- Global Forum Steering Committee*

In addition to these briefing papers, other groups within the global agricultural research system are encouraged to submit notes stating their views on the major questions being addressed by the Panel (which are summarized in the terms of reference).