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The Third System Review: From Proposals to Practice
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**CGIAR 2000 Research Agenda and
Initial Proposals for 2002**

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 Center Programs and Budgets for 2000. It also includes TAC's observations on the proposals for 2002 in the context of 2000-2002 Center MTPs. The report includes an overview of the criteria used by TAC in its analysis, highlights of Center 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 2000 CGIAR Research Agenda (Document No. MTM/99/06).

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
TECHNICAL ADVISORY COMMITTEE

**CGIAR 2000 RESEARCH AGENDA AND
INITIAL PROPOSALS FOR 2002**

TAC SECRETARIAT
FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

April 1999

Consultative Group on International Agricultural Research (CGIAR)

TECHNICAL ADVISORY COMMITTEE

Donald Winkelmann, Chairman

20 April 1999

Dear Mr. Serageldin:

It is my pleasure to submit to you for discussion at MTM'99 TAC's report on the *CGIAR 2000 Research Agenda and Initial Proposals for 2002*, 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 priorities and strategies document. 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 1999 meeting, the Committee considered programme and budget proposals for 2000 and plans for 2002. 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 2000 plans which were not justified in terms of the criteria applied. The Committee found that the projections to 2002 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, allocations to CGIAR Undertakings off target in two cases, and 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 2000 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'99.

Sincerely yours,

Donald L. Winkelmann

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CGIAR 2000 Research Agenda and Initial Proposals for 2002

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 2000, along with their intentions for 2002, for discussion at TAC 76 held towards the end of March 1999.

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 with an overview of changes proposed for 2000 as compared with the 1998-2000 MTP already endorsed by the Group, a synthesis of the initial proposals for 2002, and TAC's assessment of the proposals for 2000 and 2002. 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 treats some pending themes and notes TAC's overall judgements on the process.

2. Criteria for Analysis

The point of departure for TAC's review of Centre proposals for 2000 and for 2002 was each Centre's MTP as endorsed by the Group earlier. The Committee subsequently followed three steps. The first was to review proposals. Where proposals were simply an implementation of the endorsed MTP, TAC did not proceed with further analysis. However, when proposals included significant new projects or significant shifts among existing programmes, TAC ascertained that 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. TAC then reviewed the initial proposals for 2002, noting in particular significant deviations from earlier trends. Where such deviations were evident, TAC again looked for justification against the same criteria used in assessing the 2000 budget proposals.

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 current vocabulary of CGIAR Activities and Undertakings. The results were compared with those already endorsed by the Group. This was done both for the 2000 and for the 2002 proposals, with more attention given to the first. Based on its analysis, TAC certified whether or not Centre proposals were programmatically congruent with their respective Group-endorsed MTPs. Such certification did not imply a recommendation by the Committee on resource allocation. TAC reminds Members that it will again review Centre updates of the 2000 proposals in September 1999 and make recommendations to the Finance Committee immediately afterwards for discussion by the Committee and by the Group at the time of ICW'99.

3. Synthesis of Centre Proposals and TAC's Commentary

3.1 CIAT

Overview

CIAT's 2000-2002 MTP continues the course set out in its 1998-2000 Plan. The Centre's projected share of the proposed 2000 CGIAR Research Agenda would decline from 9.8% to 9.3%, but remain clearly above the Group-endorsed level of 8.2%. No major strategic reassignment of unrestricted resources during the MTP period is envisioned. CIAT places continued emphasis on research in community management of watershed resources, land use dynamics, the Systemwide programme on participatory research and gender analysis, and on ecoregional work.

2000

No significant programmatic changes are anticipated for 2000. Systemwide programmes continue as the avenue of collaboration. Greater emphasis would be placed on collaboration with NGOs, and, particularly in the area of genetic improvement, with the private sector.

2002

CIAT does not currently specify major changes for 2002. However, it expects that its forthcoming EPMP will lead to a new strategic plan.

TAC's Commentary

TAC certifies that there is little deviation in CIAT's 2000-2002 Plan from the endorsed MTP. The stability of research activities throughout the Plan period reflects the Centre's anticipation of its next EPMP. In terms of CGIAR Activities and Undertakings, allocations are planned for Increasing Productivity (41%), Saving Biodiversity (13%), Protecting the Environment (22%), Improving Policies (5%), and Strengthening NARS (18%). CIAT's allocations to beans, cassava and rice remain largely constant, as does its allocation to livestock. Considering the lack of funding for the cassava biotechnology network, increased efforts are needed to identify possibilities for the transfer of some of the work in breeding, particularly for cassava and production systems, to Latin American NARS, as TAC recommended in 1997. TAC notes CIAT's continued emphasis on collaboration as well as increased Systemwide activity and participatory research; these are in line with the CGIAR efforts to enhance the user orientation of research and collaboration within and outside the CGIAR.

3.2 CIFOR

Overview

CIFOR considers the strategic context of its 2000-2002 Plan to be substantially unchanged and that there are no grounds for significant departure from its agreed research agenda. No significant programmatic shifts are envisioned. CIFOR's projected share (3.7%) of the proposed 2000 CGIAR Research Agenda remains below the endorsed level (4.1%). This MTP, while continuing and deepening research in existing areas, incorporates changes in response to CIFOR's First EPMR in 1998. A continuing gradual expansion of staff is foreseen mainly in Africa and Latin America.

2000

The completion of research on 'Criteria and Indicators' would permit a re-orientation of work towards the problems of achieving management which is adaptive and controlled at the household or community level.

2002

The 2002 portfolio would be a continuation of ongoing projects in 1999. Proposed changes reflect more the way research activities have been aggregated rather than major shifts in focus. This should also lead to better links between activities and CIFOR's mission and objectives as requested by the EPMR. All projects are expected to expand from 1999 to 2002, but at differing rates.

TAC's Commentary

CIFOR continues to expand its activities significantly, employing the partnership approach. While there are significant changes in the project portfolio, investments across the CGIAR Activities and Undertakings remain unchanged. TAC agrees with the proposed changes and certifies that CIFOR's 2000-2002 Plan is roughly in concurrence with the Group's endorsed Plan. TAC looks forward to the comprehensive re-evaluation which CIFOR will undertake of its strategic plan, resulting in a fully revised MTP during the coming year.

3.3 CIMMYT

Overview

CIMMYT's 2000-2002 Plan reflects no major programmatic shifts in its endorsed MTP. Its projected share (9.1%) of the proposed 2000 CGIAR Research Agenda is consistent with its Group-endorsed share of 8.8%.

2000

No major divergences from research plans for 2000 are apparent compared to the 1999 MTP. In programmatic terms, minor changes are anticipated among CGIAR Activities and Undertakings. Biotechnology research would receive additional support as CIMMYT seeks to establish a high capacity molecular marker facility to serve not only CIMMYT's needs but potentially those of its partners as well.

2002

During the 2000-2002 Plan period, a modest annual increase in real terms is projected in CIMMYT's budget to allow for moderate growth in key areas; i.e., not leading to major programmatic or commodity shifts for this period.

TAC's Commentary

TAC certifies there is little deviation in CIMMYT's 2000-2002 MTP compared to the 1999 Plan. While projected support would increase slightly, there are no significant relative changes at the programme level. TAC certifies as well that CIMMYT's 2000-2002 Plan is also more in line in with its Group-endorsed share of the CGIAR Research Agenda.

3.4 CIP

Overview

CIP's proposed 2000-2002 Plan is broadly congruent with its Group-endorsed MTP. The Centre's share of the proposed 2000 CGIAR Research Agenda (6.9%) is 0.8 percentage points above the endorsed level. However, no significant programmatic changes are envisaged. The Centre is implementing its new project monitoring and evaluation system which is reported to have improved its accountability and efficiency.

2000

Review of the 2000 Plan indicates that the Centre would not change its relative allocations to any of the five CGIAR Activities and Undertakings. CIP's regional resource allocation would be constant over the Plan period.

2002

CIP does not anticipate programmatic shifts through 2002. The MTP does not foresee the inclusion of additional projects in the year 2002; existing projects would be carried forward with only slight changes in emphasis compared to 2000.

TAC's Commentary

No programmatic shifts are foreseen by CIP. TAC certifies that the content of CIP's Plan is broadly congruent with the endorsed MTP.¹ However, as noted above, the expansion of CIP's activities would considerably increase its proportion of the CGIAR Research Agenda. TAC notes that expansion of a number of its activities - especially in integrated control of late blight and bacterial wilt, and in breeding for dry matter in sweet potatoes - accounts for the proposed increase. TAC is currently updating its priorities and strategies database. In this context, it will review the share of potato and sweet potato in the CGIAR commodity portfolio and the implications for resource allocation.

3.5 ICARDA

Overview

ICARDA's proposed 2000-2002 Plan reflects a broad continuation of its Group-endorsed MTP. The Centre's projected share (6.8%) of the proposed 2000 CGIAR Research Agenda is slightly below the endorsed level (7.3%).

2000

No major programmatic or structural changes are foreseen by the Centre for 2000, which ICARDA sees as a year for consolidation of its research.

¹ No recommendation on resource allocation is implied. See Section 2 on TAC's criteria for certification of proposals.

2002

No strategic shifts are envisioned for 2002 and the essential features of the 2000 Plan would be carried forward.

TAC's Commentary

TAC notes there is no change in relative terms in 2000 allocations to CGIAR Activities and Undertakings compared to the previous Plan. Allocations by region would change slightly. Research in WANA, with 71%, would continue to receive the highest allocation of ICARDA's resources in 2000. While Central Asia activities would be supported mainly by restricted funding, TAC considers it important to continue to specify resources allocated to crops in the region as an identifiable category.

Thematically, TAC observes that there would be a slight expansion in water resource management research and socioeconomic research on NRM, change in the structure of livestock research, and reduced on-station long-term agronomic research at headquarters. ICARDA expects additional regional funding for its water programme. Funding for livestock research is extremely limited, reflecting the Systemwide under-investment in this sector. TAC takes special note of this shortfall, given the extreme importance of small ruminants, in particular in WANA and the Central Asia region.

TAC certifies that the content of ICARDA's Plan is broadly consistent with the endorsed MTP.

3.6 ICLARM

Overview

ICLARM considers its 2000-2002 Plan to be an update of its 1998-2000 MTP. However, the Centre's projected share (3.9%) of the proposed 2000 CGIAR Research Agenda is slightly below the Group-endorsed level (4.2%). ICLARM plans to consolidate its existing portfolio, emphasising globally relevant strategic research methods and technologies in the identified resource environments. At the same time, the Centre expects programmatic shifts in view of expanding activities in Africa and WANA, consistent with the Second EPMR. By 2000 the Centre's headquarters will be relocated to Malaysia.

2000

The Centre foresees initiation of research on fish health, conservation and use of aquatic genetic resources and the sustainable use of inland waters, concurrent with the expansion of activities in Africa. Similarly, an expansion is expected in socioeconomic evaluation of aquaculture/ agriculture technologies, methods for improved management of coastal fisheries, and strengthened capacity for assessing impact of technologies and policy analysis, including environmental economics. However, the distribution of work across Activities and Undertakings would not change markedly.

2002

ICLARM is currently revising its strategy, which will be reflected in the revised MTP for 2001-2003.

TAC's Commentary

TAC notes that ICLARM's Plan remains below the Centre's endorsed share for 2000. TAC certifies that the 2000-2002 Plan is broadly congruent with its Group-endorsed MTP. In view of the relocation of its headquarters to Malaysia and in the light of the development of its programme for WANA and sub-Saharan Africa, special efforts may be needed to further strengthen the

Centre's research capacity. At present, TAC notes that programmatic changes in 2000 will reflect significant shifts in the regional distribution of efforts: an increased share of investment is projected in Africa and WANA to 46% and a reduced effort in Asia to 50%. These compare with 35% and 62% actual shares, respectively, in 1998.

3.7 ICRAF

Overview

ICRAF's 2000-2002 Plan is broadly consistent with its endorsed MTP. Its projected share (5.9%) of the proposed 2000 CGIAR Research Agenda is also consistent with its Group-endorsed share (6.1%). The research programme continues to focus on three strategic issues - domestication of agroforestry trees, ecosystem rehabilitation, and strategies and policies related to natural resources management. In this overall context of congruency, ICRAF's 2000-2002 MTP proposes methodological and disciplinary innovations in response to EPMR recommendations.

2000

Attention to integrated natural resources management would increase, particularly research quantifying the ecosystem functions of trees at different spatial levels and on the biodiversity of trees. Marketing and dissemination activities would figure in ICRAF's new Development Division and NRM expertise would be strengthened at the regional programme level. Coupled with the planned reorientation of the Development Division, these new emphases would require partnerships with a wider array of public and private sector organizations specialising in a broader range of activities.

2002

Changes in research emphases and disciplinary diversification introduced in 2000 would be carried forward to 2002 as part of a longer-term effort to address cross-sectoral dimensions of agroforestry issues.

TAC's Commentary

TAC certifies that ICRAF's 2000-2002 MTP is broadly consistent with its Group-endorsed Plan. Proposed changes in emphasis and expertise are congruent with recommendations of ICRAF's 1998 EPMR. As these changes are contemplated, TAC notes that the recent EPMR recommended ICRAF update its strategic and medium-term plans for headquarters and regional programmes and develop a strategy on partnerships in the context of regionalisation of its activities. The Committee understands these recommendations are being implemented and will be reflected in ICRAF's next MTP. TAC also notes that the Centre plans to implement as a matter of high priority two research themes recommended by the EPMR, namely, vegetative propagation and nursery management. In terms of CGIAR Activities and Undertakings, the proposal shows a slight decrease in Increasing Productivity and modest increases in Saving Biodiversity, Improving Policies, and Strengthening NARS. These are carried forward through 2002.

3.8 ICRISAT

Overview

ICRISAT's 2000-2002 MTP reflects no major programmatic shifts from its Group-endorsed Plan. The Centre's projected share (6.9%) of the proposed 2000 CGIAR Research Agenda is below its Group-endorsed share (7.6%).

2000

Consistent with a recommendation of the Centre's 1997 EPMP, a major shift in regional focus from Asia to sub-Saharan Africa is underway. Some 60% of ICRISAT's total complement of international scientists will be based on the Continent by the end of 1999, a trend which will continue through 2002. The Centre will also consolidate its programmes on genetic resources enhancement and natural resources management.

2002

ICRISAT's new Vision statement and responses to its EPMP were largely in place when the 1999-2001 MTP was finalised. Thus, major programmatic objectives for the final year of the 2000-2002 MTP have not changed materially from the previous Plan. The essential features of the 2000 Plan are carried forward through 2002. No major programmatic changes are contemplated.

TAC's Commentary

TAC certifies that ICRISAT's 2000-2002 MTP, while broadly consistent with its Group-endorsed Plan, is also responsive to the EPMP recommendation on reorienting the geographic focus of its work. Within this overall framework of congruency, TAC also notes modest reallocations of resources among CGIAR Activities and Undertakings, with slight increases in Increasing Productivity and Saving Biodiversity, and a slight decrease in Protecting the Environment. Improving Policies and Strengthening NARS remain constant. This pattern of investment is carried forward to 2002, albeit at slightly higher levels.

3.9 IFPRI

Overview

IFPRI's 2000-2002 MTP projects a 6.1% share of the proposed 2000 CGIAR Research Agenda, 0.9 percentage points above the Group-endorsed level. IFPRI would increase programmatic emphasis on Sub-Saharan Africa because of predicted sharp increases in food insecurity in the region. Greater emphasis would also be given to ongoing activities and new exploratory research on globalisation and its effects on the poor, improved risk management by the poor, market development, rural industrialisation, and biotechnology and IPR issues included in its agricultural research and technology work. IFPRI also plans to substantially expand its work on urban challenges to food and nutrition security.

2000

No programmatic changes are envisioned for 2000. IFPRI will phase out its work on rural financial policies for food security of the poor. At present it does not intend to initiate new activities.

2002

No significant changes are foreseen for 2002.

TAC Commentary

Given the nature of the Centre's mandate, in 2000-2002 as in prior years, IFPRI plans to allocate most of its resources to Improving Policies and Strengthening NARS. TAC notes that IFPRI's increased programmatic emphasis on Africa is offset by corresponding reductions for Asia and

LAC TAC certifies that IFPRI's Plan is broadly consistent with the endorsed MTP.² However, as noted above, the expansion of IFPRI's activities would considerably increase its proportion of the proposed 2000 CGIAR Research Agenda.

3.10 IIMI

Overview

IIMI's 2000-2002 MTP represents a new direction in developing water management research based on its previously endorsed Plan. IIMI's projected share (2.9%) of the proposed 2000 CGIAR Research Agenda is below the Group-endorsed level (3.2%). The Centre plans to shift its programmatic emphasis towards the broader issues of managing the water resource and away from irrigation design.

2000

The Plan reflects an increased emphasis on better management of water systems from a river basin perspective, including research on water productivity, institutional effectiveness, and impacts of irrigation on human health. At the same time and in line with the programmatic shift, less emphasis is placed on irrigation design and the performance and impact of irrigation.

2002

Changes in allocation to CGIAR Activities and Undertakings would lead to continued increases in allocation to Protecting the Environment through 2002.

TAC's Commentary

TAC notes that IIMI's 2000-2002 Plan continues implementation of changes initiated in the previously endorsed Plan. TAC certifies that these changes are consistent with CGIAR System priorities. The new mission of IIMI* makes explicit the increased emphasis on environment and poverty eradication. This change, as well as the change in name from IIMI to IWMI, corresponds to the programme shift towards broader issues of managing the water resource and away from irrigation design. The new orientation of the Centre, however, does not significantly change the distribution of IIMI's activities across CGIAR Activities and Undertakings: Protecting the Environment (48%), Improving Policies (25%) and Strengthening NARS (26%). The Centre's proposed programme corresponds with the increased international attention given to water scarcity, water use and global policy issues. The impending EPMP will address the balance among these changes and assess IIMI's impact at the watershed level.

** To contribute to food security and poverty eradication by fostering sustainable increases in the productivity of water through better management of irrigation and other water uses in river basins.*

² No recommendation on resource allocation is implied. See Section 2 on TAC's criteria for certification of proposals.

3.11 IITA

Overview

IITA's 2000-2002 MTP is broadly congruent with its Group-endorsed Plan. Its projected share (9.0%) of the proposed 2000 CGIAR Research Agenda is 0.5 percentage points above the endorsed level. The Centre's research focuses on sustainable production and utilisation increases in SSA and diversification of rural farming enterprises. Increased emphasis would be placed on market analysis within a food systems approach to ensure responsiveness to changing demands from the rural, urban and expanding commercial sectors.

2000

A change in IITA's Medium-Term Plan for 2000-2002 is the introduction of alternative institutional arrangements to further strengthen the dissemination of research results. These include the absorption of this function by technical projects and divisions, dissolution of the International Cooperation Division and new arrangements for the administration of information training and liaison services. Minor shifts in emphasis and magnitude occur for the other activities.

2002

If additional unrestricted core and/or targeted funding can be mobilised, IITA envisions a strengthening of research within the framework of ecoregional activities. Other areas which would be strengthened include socioeconomics, weed management, plant pathology and nutritional quality.

TAC's Commentary

TAC observes that the Centre would not change significantly its relative expenditures by CGIAR Activities and Undertakings over the 2000-2002 period. Increasing Productivity would receive the largest share. IITA continues to allocate 100% of its resources to SSA. The Committee notices that the ecoregional programme and the Systemwide programme on IPM co-ordinated by the Centre remain underfunded and considers this shortfall in IPM to be a major concern.

TAC certifies that the content of IITA's Plan is broadly consistent with its endorsed MTP.³ However, as noted above, the expansion of IITA's activities would increase its proportion of the CGIAR Research Agenda.

3.12 ILRI

Overview

ILRI's proposed 2000 Plan reflects no major programmatic divergences from its 1999 Plan, although changes in the scale of CGIAR Activities are envisioned. As in the past several years, ILRI's projected share of the proposed 2000 CGIAR Research Agenda remains below the Group-endorsed level (9.3%). The 2000 proposal (7.8%) is slightly below the 1998 outcome. ILRI has just undergone its First EPMP which recommended, *inter alia*, that it develop a new strategic plan. The Centre believes this will result in a considerably different MTP for 2001-2003.

³No recommendation on resource allocation is implied. See Section 2 on TAC's criteria for certification of proposals.

2000

ILRI's proposed 2000 Plan reflects the current programme structure focusing on research in the biosciences, sustainable production systems, and strengthening partnerships with NARS. Thematically, increased emphasis would be given to molecular genetics and genome sequencing, the impact of livestock on environment and global climate change, and strengthening institutional capacity in Africa. In terms of CGIAR Activities, the 2000 Plan envisions significantly larger investments for Increasing Productivity, Protecting the Environment, and Strengthening NARS. Allocations for Saving Biodiversity and Improving Policies remain constant.

2002

The 2002 agenda reflects significantly larger allocations to Increasing Productivity, Saving Biodiversity and Strengthening NARS. ILRI will rely on restricted funds for work on such themes as vector-borne protozoan diseases, genetics of disease resistance, ecoregional approaches to environmental impact assessment; and integrated natural resources management and crop-livestock systems. These plans, however, might be altered by the new strategic plan now under development.

TAC's Commentary

ILRI's increased emphasis on molecular genetics and the impact of livestock on environment is clearly strategic and is also consistent with EPMR recommendations. TAC notes the EPMR's observation that high priority research on feed resources and rumen microbiology would rely on restricted funding. TAC understands that this matter will be given careful attention by ILRI in its new strategic plan. TAC is concerned that the proposed African Capacity Building Initiative will significantly increase ILRI's allocation to strengthening NARS.

TAC has shared with ILRI its views about the proposals for 2001 and 2002 in the hope that they might be useful as ILRI's new plan is developed. With a new plan scheduled for release in December 1999 it seems likely that the proposal ILRI presented to TAC for 2002 will be modified. Given that probability, TAC did not discuss certifying the proposal for 2002, but, rather, will await a revised proposal based on the new plan. TAC does certify the proposal for 2000. Two trends are noted by the Committee: ILRI's proposal implies a share of CGIAR resources that, taken in conjunction with proposals by all Centres, lies below that endorsed by the Group and the proportion of support from restricted funding exceeds 50 percent. The Committee draws these trends to the attention of Members and urges that appropriate remedial action be taken.

3.13 IPGRI

Overview

IPGRI's 2000-2002 Plan is broadly congruent with its Group-endorsed MTP. Its projected share (6.5%) of the proposed 2000 CGIAR Research Agenda is above its Group-endorsed share (6.1%). No programmatic changes are anticipated. IPGRI's programme continues to encompass three major areas: plant genetic resources, the musa programme, and the CGIAR genetic resources programme.

2000

The Centre envisions a number of changes for 2000 that continue trends identified in its 1999-2001 MTP. These are, *inter alia*, the expansion of activities in Central Asia and forestry; more emphasis on economics and impact assessment; consolidation of work on the scientific basis for on-farm conservation; postponing of research on wild relatives of crops until 2001; increasing the work on use of genetic resources including activities on under-utilised crops and on the management of genetic diversity in the production field. The expansion of INIBAP's musa improvement

programme and of IPM, foreseen previously for 1999, would be deferred until 2000 and 2001, respectively. These changes, however, would not imply noticeable programmatic shifts.

2002

The Institute plans to increase efforts for the same activities receiving more emphasis in the 2000 project portfolio. In addition, it plans to modestly increase its information dissemination functions to commence in the Plan year 2001; and include IPM research in its INIBAP programme.

TAC Commentary

TAC observes that IPGRI's planned 2000-2002 research activities are, by CGIAR Activity and Undertaking, consistent with those of its endorsed MTP. Its regional commitments would not change significantly over the Plan period and are also consistent with present allocations.

TAC takes note of the 2002 proposal to include new IPM research in INIBAP and encourages the Centre's collaboration with IITA's humid Africa, banana-based systems project and IITA's strategic IPM research activities. TAC would welcome additional information from each Centre on the collaboration envisioned.

TAC certifies that the content of the MTP is broadly congruent with the endorsed Plan.⁴ As noted above, the expansion proposed by IPGRI would visibly increase its proportion of the CGIAR Research Agenda.

3.14 IIRI

Overview

IIRI considers its 2000-2002 MTP largely a continuation of activities contained in its 1998-2000 Plan. Its projected share (9.1%) of the proposed 2000 CGIAR Research Agenda corresponds to the Group-endorsed level. The plan indicates a greater emphasis on Increasing Productivity (increase by 5 percentage points) and reduced emphasis on Protecting the Environment (decrease by 4 percentage points).

2000

A change in structure of the 2000 Plan is the merger of the flood-prone programme with the rainfed lowland programme, incorporating land use planning and characterisation of the rainfed environment, as recommended by the 1998 EPMP. IIRI continues to increase emphasis on biotechnology applications to accelerate breeding and broaden the genepool, including new work on functional genomics and continued work on biological nitrogen fixation. Further work on global climate change will be linked to water and organic carbon management.

2002

Allocations among major categories of research would not change significantly from those proposed for 2000.

⁴No recommendation on resource allocation is implied. See Section 2 on TAC's criteria for certification of proposals.

TAC's Commentary

TAC notes that IRRI's proposed 2000-2002 Plan represents a deviation from its previous Plan. Changes in the distribution of research effort among the CGIAR Activities and Undertakings reflect proposed structural and research foci changes which are well justified. The decrease in work on global climate change is the logical consequence of a shift in analysis of processes at the global level to management aspects at the farm/community level. TAC certifies that the changes proposed by IRRI in its 2000 Plan would not lead to significant changes in allocations within major categories of the research agenda and are well justified in IRRI's report.

3.15 ISNAR

Overview

ISNAR's proposed 2000-2002 Plan follows in broad outline its Group-endorsed MTP. The Centre's projected share (2.9%) of the proposed 2000 CGIAR Research Agenda is also generally in line with its endorsed level (3.1%). The Centre envisions continuing the research activities described in the 1999-2001 MTP, based on its new strategy document. Research is structured in three categories, i.e., proactive research with strategic thrusts on globalisation, governance, new technologies and management; maintaining core competencies in research and service on themes where ISNAR has expertise; and outreach and capacity building covering direct advisory work and training in NARS and through regional organizations.

2000

Given the pattern of funding, resource shifts towards Latin America and Central Asia/Caucasus and away from Sub-Saharan Africa, Asia and the Pacific are anticipated. The Centre presumes that this reflects a temporary decline in major funded projects in the latter two regions and will make efforts to attract additional funding to maintain its desired level of support in Africa and Asia.

2002

Compared to the present programmes, the 2000-2002 Plan shows only small changes. The Centre proposes, *inter alia*, to continue to move upstream in the capacity-building spectrum through training of trainers and creation of a network of global associates, and to devote more effort to proactive research focused on the four strategic thrusts.

TAC's Commentary

TAC notes that the proposal would lead to a share which is slightly below the Group-endorsed level.

Given its mandate, ISNAR allocates its resources to only two CGIAR Activities and Undertakings: Improving Policies and Strengthening NARS. The share of the second would increase over the 1998-2002 period, from 51% in 1998 (actual) to 67% (planned) in 2002. TAC notes that in Strengthening NARS the Centre does not commit resources to directly support networks, but does so indirectly through regional organizations. With respect to resource allocation by region, TAC notes the implication of ISNAR's Plan is an increase in emphasis in LAC with a reduction for SSA, trending to roughly equal investments between the two regions by 2001-2002. The Committee highlights this trend, calls Members' attention to its implications, and notes ISNAR's intention to attract additional funds for work in SSA and Asia.

TAC also notes that in its 2000-2002 MTP the Centre reported on the implementation of changes requested by the Committee for the 1999-2001 MTP. The Centre has identified more specific themes for its new thrusts on proactive research embedded in the new strategic plan, including the Intermediary Biotechnology Service, strategic management of institutional change in LAC, and research to improve governance systems.

Given ISNAR's intention to remedy the funding shortfall for SSA and Asia, the Committee certifies ISNAR's proposals for 2000-2002.

3.16 WARDA

Overview

WARDA's proposed 2000-2002 Plan is broadly congruent with its Group-endorsed MTP. The Centre's projected share (3.2%) of the proposed 2000 CGIAR Research Agenda is consistent with the endorsed level (3.3%). The Centre continues to conduct strategic and applied research for rainfed and irrigated rice for the West/Central Africa region. While no major programmatic shifts are planned, the programme structure has been consolidated and features a new *Systems Development and Technology Transfer Programme* as well as a strong focus on integrated natural resources management. The Centre's allocations to CGIAR Activities and Undertakings remain generally on track.

2000

WARDA's 2000 research agenda reflects a streamlined project portfolio permitting more logical allocation of research activities along the R-to-D continuum as well as closer integration of ecoregional activities with strategic research on technology and knowledge generation for inland valley systems. The Centre plans to develop a strategic framework for integrated natural resources management for rice-based systems, adapted for national applications. Emphasis is also given to such activities as molecular biology and marker-assisted breeding as well as *ex-ante* and *ex-post* impact assessment of rice research.

2002

The essential features of the 2000 Plan are carried forward through 2002. No major programmatic changes are foreseen.

TAC's Commentary

Shifts in emphasis are reflected in marginally larger investments mainly in Increasing Productivity, and, less so, in Protecting the Environment; the three other CGIAR Undertakings remain relatively constant. The changes in Activities and Undertakings are carried forward through 2002.

TAC certifies that WARDA's 2000-2002 MTP is broadly congruent with its Group-endorsed Plan. The Committee commends the Centre's emphasis on a systems approach to technology generation and NRM.

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. At the Centre level, percentages and absolute amounts of Centre budgets are shown in Table 1a and Table 1b. The tables show current developments (1998 actual and 1999 estimates) and projections (2000 to 2002 plan values) of Centre resources and their respective shares of the CGIAR total agenda investments. For comparison, Table 1a includes the share endorsed by the Group. An interesting statistic is the relation between a Centre's endorsed and proposed share. The proposed share is itself a function of what the Centre proposes as compared with what all Centres propose as a total. For three Centres (CIAT, CIP, IFPRI) the proposed result is more than 10% above the endorsed share. For seven Centres (CIFOR, ICARDA, ICLARM, ICRISAT, IIMI, ILRI, and ISNAR) the proposed share is more than 6% below the endorsed level. The remaining six Centres are near the endorsed share in percentage terms.

Table 2a provides Systemwide resource allocations among CGIAR Activities and Undertakings implied by the individual centre proposals for 2000-2002 along with those for 1998, those now estimated for 1999 and those endorsed by the Group in 1997. While there is broad congruence there are differences that warrant the Group's attention. The first of these is the continuing, indeed the increasing, shortfall in the planned proportional allocation to germplasm improvement as compared with that endorsed by the Group. By 2002, the widening divergence amounts to over US\$ 10 million per year. This is occurring at a time when new science is making plant breeding a more attractive pursuit. Offsetting much of this imbalance is the larger than endorsed percentage destined for strengthening NARS. This particular result is the more notable in the light of IFPRI's presentation at ICW'98 which, among other things, called attention to the increase in the numbers of advanced degree holders in Sub Saharan Africa research systems contrasted with the dramatic decline in the amounts of operating funds available per researcher. As well, it is not easily compatible with the rising private sector investment in research for tropical and sub-tropical agriculture. In both cases, moreover, carrying the numbers to more decimal points shows the spreads to be increasing over time. Again, then, TAC brings these divergences to the attention of the Group and notes their inconsistency with what seem to be the opportunities at hand. Finally, conforming with the new, logframe-based presentations, the CGIAR Secretariat has an approximation at the Output level in Table 2b. The logframe format will be used in future Centre programmatic reporting on Medium-Term Plans.

With respect to sectors (see Table 3), TAC observes that fish and forestry are proceeding slightly below endorsed levels as compared with targets set by the Group. Investments in the livestock research agenda remain well below those endorsed by the Group. TAC expects that the new strategy being developed by ILRI and the new efforts at inter-centre collaboration will bring a range of new opportunities to the fore and that these, in turn, will stimulate greater investments in the sector. At the same time, the planned investment in the crop sector is well above endorsed levels. TAC observes that the investment in water is moving in the right direction. Again, with new perceptions about priorities and with new opportunities for collaboration, for example, in Central Asia, TAC expects the commitment to water-related topics to increase.

At the commodity level, TAC notes a series of divergences. Developments are underway which are likely to lead to a new perspective on the comparison between current and preferred relative allocations. One is that the FAO, the source of the data underlying the analysis, will quite soon have a new set of 2010 production estimates. TAC will rebalance its estimates of poverty weighted congruence analysis based on those data. In line with this, and mentioned in earlier discussions of the theme, some of the commodities need individual attention because of sharp differences between the regional distribution of their production and the regional distribution of centre spending. Furthermore, TAC notes that private sector investment for such tropical and sub-tropical staples as maize and rice is increasing rapidly and that this will be followed soon for other staples like wheat. Even though it will not fully supplant CGIAR Centres' breeding, the private sector will be an important future source of supply for major staples in the tropics and subtropics.

Also, and only now becoming an option because of the improvement in the Centre data at the project level, it is possible to do a more precise accounting of Centre activity beyond their mandate commodities. A result will be that some funds currently attributed to one or another commodity will, in future, be attributed to ventures that are not commodity specific. For example, much policy work is not regarded as commodity specific and is now distinguished from the commodity allocations. In the future, other activities can also be attributed with greater precision, e.g., commitment to gender analysis and to participatory research by some Centres. The result will be a change in the apparent levels of relative commitments to some commodities.

Perhaps more important, however, is to recall that the relative commodity proportions endorsed by the Group were not the levels implied by the poverty weighted congruence analysis, but half the distance between those levels and the levels of actual expenditures prevailing in 1996. While progress has been made with some commodities, for several there still appears to be a significant distance to go before rough congruence is achieved between the best available estimate of what is most consistent with the System's goals and what is realised in allocating CGIAR resources among commodities. Perhaps the adjustment mentioned in the previous paragraph will bring about the rough congruence being sought. What seems more likely is that much remains to be done.

At the commodity level the comparison of endorsed 2000 levels with 2000 proposals is shown in Table 3. Relative underinvestment is evident for banana and plantain, coconut, and millet. For banana and plantain, the trend is in the desired direction, while for coconut and millet there is not an apparent trend in the proportions invested. Relative overinvestment is evident in cowpea, potato, rice, and wheat. Only in wheat is there evidence of a trend towards the endorsed proportions. Chickpea, seemingly underinvested, is thought to be overinvested. This case will be reviewed against the forthcoming FAO data.

5. Concluding Remarks

TAC has certified virtually all of the Centre proposals as being consistent with earlier plans or as containing information and evidence justifying the significant changes from such plans. In only two cases was TAC concerned with this round of proposals. For ILRI in 2001 and 2002, with a new strategic plan now under development, TAC believes it is appropriate to wait until information about the implications of a rebalanced research agenda is available. For ISNAR and the case of the shift in its resources from SSA towards LAC, unless the Centre is successful in its plans for increased restricted funding, TAC expects to work with the CGIAR Secretariat and ISNAR to find a way toward an allocation more consistent with the Group's apparent intentions or to ensure that the Group revisits its sense of commitment to the options open to ISNAR.

Centres will submit new versions of their proposals--versions brought up to date by six additional months of interactions with Members--to TAC in September 1999. After its appraisal, TAC will make recommendations to the Finance Committee about the research agenda and the accompanying budgets. The Finance Committee, of course, will report to the Group on TAC's recommendations and its findings. For now TAC trusts that the information provided here will be useful in the bilateral negotiations which will follow MTM'99.

Table 1a: Agenda Investments by Centre (1998-2002) in percentage terms

	1998 Actual	1999 Est.	2000 Proposal	2001 Plan	2002 Plan	CGIAR Approved ^{1/}	(2000 Proposal+ CGIAR Approved) ^{2/}
CIAT	10.0	9.8	9.3	9.0	8.8	8.2	13.6
CIFOR	3.2	3.6	3.7	3.8	3.8	4.1	-9.3
CIMMYT	9.6	9.2	9.1	8.9	8.9	8.8	3.0
CIP	6.5	6.8	6.9	7.1	6.9	6.1	12.7
ICARDA	7.0	6.7	6.8	6.9	7.1	7.3	-6.8
ICLARM	3.1	3.9	3.9	4.0	4.1	4.2	-6.3
ICRAF	6.3	6.1	5.9	5.9	5.8	6.1	-2.8
ICRISAT	6.5	7.0	6.9	6.9	6.9	7.6	-9.3
IFPRI	5.5	5.9	6.1	6.1	6.2	5.2	16.7
IIMI	2.7	2.8	2.9	2.9	2.9	3.2	-8.6
IITA	8.7	9.0	9.0	9.0	9.0	8.5	6.0
ILRI	8.2	7.5	7.8	7.9	7.9	9.3	-16.5
IPGRI	6.5	6.3	6.5	6.6	6.7	6.1	6.2
IRRI	10.4	9.4	9.1	8.8	8.6	9.1	0.0
ISNAR	2.9	2.8	2.9	2.9	3.0	3.1	-7.1
WARDA	2.9	3.2	3.2	3.2	3.3	3.3	-1.9
Total	100.0	100.0	100.0	100.0	100.0	100.0	

Source: CGIAR Secretariat.

^{1/} Source: *Financial Requirements of the 1998 Research Agenda* (Doc. MTM/97/14)^{2/} Last Column: (Shares 2000 Proposal ÷ Shares 2000 Approved) – 1, in percent**Table 1b: Agenda Investments by Centre (1998-2002) in US\$ million**

	1998 Actual	1999 Est.	2000 Proposal	2001 Plan	2002 Plan
CIAT	33.5	36.6	36.0	36.0	36.0
CIFOR	10.6	13.3	14.4	15.1	15.8
CIMMYT	32.2	34.4	35.0	35.7	36.5
CIP	21.7	25.5	26.6	28.3	28.4
ICARDA	23.6	25.0	26.3	27.6	29.0
ICLARM	10.4	14.4	15.2	16.1	17.0
ICRAF	21.1	22.7	22.9	23.5	23.9
ICRISAT	21.8	26.0	26.7	27.6	28.5
IFPRI	18.6	22.1	23.4	24.4	25.5
IIMI	9.2	10.3	11.3	11.6	11.9
IITA	29.4	33.5	34.8	35.9	36.9
ILRI	27.7	28.0	30.0	31.6	32.6
IPGRI	21.7	23.3	25.0	26.6	27.5
IRRI	35.0	35.1	35.2	35.2	35.2
ISNAR	9.9	10.5	11.1	11.8	12.5
WARDA	9.9	11.8	12.5	13.0	13.7
Total	337.0	373.0	386.0	400.0	411.0

Source: CGIAR Secretariat

Table 2a: CGIAR Research Agenda - By Activity and Undertaking, 1998-2002

Activity/Undertaking	1998 Actual	1999 Est.	2000 Proposal	2001 Plan	2002 Plan	CGIAR Approved
Increasing Productivity	37%	35%	36%	36%	35%	39%
<i>of which:</i>						
Germplasm Enhancement & Breeding	18%	17%	17%	17%	17%	20%
Production Systems Dev. & Mgmt.	19%	18%	18%	18%	18%	19%
Protecting the Environment	19%	20%	19%	19%	19%	18%
Saving Biodiversity	11%	11%	11%	11%	11%	11%
Improving Policies	12%	12%	12%	13%	13%	12%
Strengthening NARS	21%	22%	22%	22%	22%	20%
<i>of which:</i>						
Training & Professional Development	8%	8%	8%	8%	8%	9%
Documentation, Publications, Info. Dissemination	6%	6%	6%	6%	6%	5%
Organization & Management Counselling	3%	3%	3%	3%	3%	3%
Networks	4%	4%	4%	4%	4%	3%
Total	100%	100%	100%	100%	100%	100%

Source: CGIAR Secretariat

**Table 2b: Illustrative Allocation of Resources by CGIAR Outputs
Logical Framework Format**

Outputs	1998 Actual	1999 Est.	2000 Proposal	2001 Plan	2002 Plan	CGIAR Approved
Germplasm Improvement	18%	17%	17%	17%	17%	20%
Germplasm Collection	11%	11%	11%	11%	11%	11%
Sustainable Production	43%	42%	42%	42%	41%	40%
Policy	12%	12%	12%	13%	13%	12%
Enhancing NARS	17%	17%	17%	17%	18%	17%
Total	100%	100%	100%	100%	100%	100%

Source: CGIAR Secretariat

Table 3: Agenda Investments by Sector and Commodity (1998-2002)

	US\$ million		% of Total Sector/Commodity Investment						Congruence ^{2/} 2000 Plan to Approved
	1998 Actual	2000 Proposal	1998 Actual	1999 Est.	2000 Proposal	2001 Plan	2002 Plan	CGIAR Approved ^{1/}	
Crops									
Banana/Plantain	7.9	10.6	2.8%	3.1%	3.3%	3.4%	3.4%	3.9%	-
Barley	4.7	5.1	1.7%	1.6%	1.6%	1.6%	1.7%	1.2%	+
Bean	15.0	14.6	5.3%	4.7%	4.6%	4.4%	4.3%	4.6%	=
Cassava	16.3	17.1	5.8%	5.3%	5.3%	5.2%	5.2%	5.7%	-
Chickpea ^{3/}	5.7	5.8	2.0%	1.9%	1.8%	1.8%	1.9%	2.2%	-
Coconut	0.7	0.8	0.2%	0.3%	0.2%	0.2%	0.2%	0.8%	-
Cowpea	5.7	5.8	2.0%	1.8%	1.8%	1.8%	1.8%	1.1%	+
Groundnut	5.7	7.6	2.0%	2.1%	2.4%	2.2%	2.2%	2.8%	-
Legume (soya)	1.8	2.3	0.6%	0.7%	0.7%	0.7%	0.7%	0.5%	+
Lentils	3.8	3.9	1.3%	1.2%	1.2%	1.2%	1.3%	0.8%	+
Maize	20.8	22.9	7.3%	7.5%	7.2%	7.1%	7.1%	7.1%	+
Millet	5.1	6.2	1.8%	2.0%	1.9%	2.1%	2.2%	2.5%	-
Pigeonpea	3.0	3.4	1.1%	1.0%	1.1%	0.9%	0.9%	0.8%	+
Potato	18.1	19.7	6.4%	6.1%	6.2%	6.4%	6.2%	4.5%	+
Rice	46.8	54.5	16.5%	17.3%	17.0%	16.6%	16.5%	15.9%	+
Sorghum	6.4	6.9	2.3%	2.2%	2.2%	2.2%	2.3%	2.1%	+
Sweetpotato	5.3	6.9	1.9%	2.1%	2.2%	2.2%	2.2%	1.8%	+
Wheat	25.0	25.7	8.8%	8.1%	8.0%	8.0%	8.0%	6.6%	+
Yam	2.8	3.4	1.0%	1.0%	1.1%	1.1%	1.1%	1.4%	-
Total Crops	200.8	223.2	71%	70%	69%	69%	69%	66%	+
Fish	10.4	15.2	4%	5%	5%	5%	5%	5%	-
Livestock	39.7	44.0	14%	14%	14%	14%	14%	17%	-
Forestry	32.6	37.7	12%	12%	12%	12%	12%	12%	-
Total Sectors	283.6	320.1	100%	100%	100%	100%	100%	100%	
Memo: Water	9.3	11.3	2.7%	2.8%	2.9%	2.9%	2.9%	3.0%	-

Source: CGIAR Secretariat

^{1/} CGIAR Priorities and Strategies for Resource Allocation During 1998-2000 (SDR/TAC:IAR/96/6.2, pp.66-67).^{2/} Variance indicates only directional change from approved share.^{3/} TAC recognised earlier the need to rebalance the weight given to chickpeas. This will be done in conjunction with FAO's current assessment of 2010 production data.