Annex 1
CIP 6th EPMR Panel Composition and Bio data

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MOSCARDI, Edgardo (Argentina)
Position: 2006- Present: Consultant
Expertise: Agricultural economics, research management, technology transfer and adoption, rural development
Education: PhD Agricultural Economics, University of California, Berkeley, 1975; MSc Agricultural Economics, Postgraduate College of Chapingo, Mexico, 1971; BSc Agronomy, National University of Cuyo, Mendoza, Argentina, 1968.
Experience: Present- Consultant. 2003-2005: Head, Mexico Office, Inter-American Institute for Cooperation on Agriculture (IICA). 1997-2002: Executive Secretary of the Regional Fund for Agricultural Technology (FONTAGRO), based at the Inter-American Development Bank (IADB). 1991-1997: Representative of IICA in Colombia; 1986-1991: Director General of National Institute for Agricultural Research (INTA) Argentina. 1983- 1996: Senior adviser for policy formulation, Secretariat of Agriculture, Argentina. Was member of the Board of Trustees of CATIE. CIMMYT, Board Member (1989-1994). ISNAR 2nd External Program and Management Review (EPMR) Panel member, 1991. CIAT 3rd External Program and Management Review (EPMR) Panel member, 1989. LAC Representative to the CGIAR, 1984 -1986. 1977-1982: Regional Economist for the Andean zone, CIMMYT, Ecuador. 1976-1977: Economist. 1974-1975: Postdoctoral candidate. 1983-1984: University of Florida-USAID, Rural Adviser to the Technology Transfer Program, Ecuador.

AKORODA, Malachy Oghenovo (Nigeria)
Position: Professor, University of Ibadan, Department of Agronomy, Nigeria.
Expertise: Plant breeding, farming systems, genetics, statistics; sweet potato, cassava, soybean, yams, okra
Education: PhD (Agronomy/Plant Breeding), University of Ibadan, Ibadan, Nigeria, 1976-81. BSc (Agriculture/Crop Science), University of Ibadan, Ibadan, Nigeria, 1972-75. International Graduate Course on Statistics in Agricultural Experimentation held at IITA, Ibadan, Nigeria, March 1985.
Experience: 2004-2006: Officer-in-Charge, IITA High Rainfall Station, Onne, Rivers State and Agronomist, Pre-emptive Management of the Cassava Mosaic Virus Disease in Nigeria in 12 States in Southern Nigeria. Chiefly contributed to the release of 9 improved cassava varieties. 2003: Assisted the implementation of Cassava Commercialization Strategy in Nigeria; produced with FAO a book on the methodologies for estimating root crop statistics in the tropical world; prepared a Strategic Cassava Flour Chain of Supply. 2002-2003: Appraised and reviewed an implementation plan of IFAD Yam Project for Benin, Nigeria, Togo and Ghana. 2001-2003: Advisor, Planner, and Report Preparation to USAID Root crop project of SARRNET (Mozambique). 1998-2001: Agronomist for USAID projects. 1989-99: Senior Lecturer (1989) and Professor (1994) in the Department of Agronomy, University of Ibadan, Ibadan. 1987-90: Breeder/Agronomist of IITA in the Gatsby Root Crops Project on cassava, sweet potato, and yams at the Institute of Agricultural Research in Adamaoua Province of Cameroon. 1984-87: Part-time breeder, Yam breeding Section, TRIP, IITA, Ibadan. Was also involved in various USAID and IFAD projects in Africa. 1983-87: Lecturer II (1983) and Lecturer I (1986), Plant Breeding/Seed Technology Unit, Department of Agronomy, University of Ibadan, Ibadan, Nigeria. 1980-83: Okra and Corchorus breeder, and head of the Seed Production Unit of the National Horticultural Research Institute (NIHORT), Ibadan, Nigeria. Executed some 50 consultancy assignments on farmer participatory activities, technology adoption and project assessment (plant breeding, agronomy, general crop production). Over 60 publications including 38 journal articles on crop breeding and genetics, seed production and reproductive biology, agronomy and cropping systems, technology transfer and delivery systems, ethno botany, impact assessment, horticulture, genetic resources management, agro-meteorology and training. Sub-team member of the System wide Review of Plant Breeding Methodologies in the CGIAR, 2000. Reviewer of the Generation CP full-proposal, 2002.

GOPAL, Jai (India)
Position: Principal Scientist, Central Potato Research Institute, Shimla, India
Expertise: Potato genetics and breeding, plant biotechnology
Education: PhD, 1996. MSc, 1977. BSc, 1975, Punjab Agricultural University.
Experience: 2005- to date: Head, Division of Crop Improvement, Central Potato Research Institute, Shimla; 2003- 2006: Visiting Professor, Hokkaido University, Japan; 1998-2005: Principal Scientist, Central Potato Research Institute, Shimla, India; 1984-1998: Senior Scientist, Central Potato Research Station; 1978-1984: Scientist, Central Potato Research Institute. Has been awarded several medals for his contribution to science. Research areas include genetics, growth and development of potato plant for physiological and agronomic characters both under in-vivo (field) and in-vitro (tissue culture) conditions for basic as well as applied aspects. Has developed simple and innovative methods to reveal the genetic structure of segregating populations and identified selection criteria for complex characters. Has been associated in the development of seven potato varieties viz., Kufri Kanchan (wart immune and late blight resistant), Kufri Pukhraj (early bulking and late blight resistant), Kufri Jawahar (early maturing and late blight resistant), Kufri Sutlej (medium maturing and late blight resistant), and Kufri Chipsona 2 (high dry matter and low reducing sugars processing variety), Kufri Shalija (highly resistant to late blight) and Kufri Pushkar (high yielding variety for multiple cropping). Has also been involved in collecting, conserving, evaluating and documenting a large number of potato germplasm accessions. His findings have been published in international and national journals. Editor-in-chief of the Potato Journal and Processing editor of Potato Research. Edited the "Hand Book of Potato Production, Improvement and Post- Harvest Management", 2006. Member of various societies and associations such as the National Academy of Agricultural Sciences, India, Japan; Japan Society for Promotion of Sciences.

MACKERRON, Donald (United Kingdom)
Position: Retired from the Scottish Crop Research Institute and currently engaged in part-time consultancy work in the UK, France, and Japan.
Expertise: Crop physiology, agronomy (potato); knowledge of potato growing in Europe
Education: PhD in Botany, 1971, University of Aberdeen. BSc in Botany, 1966, University of Aberdeen. Academic Distinctions: Traill Prize in Botany (1966), Collie Prize in Botany (1966).

Experience: 1997 - 2000: Project leader of the EU-funded Concerted Action on nitrogen and water in the potato crop - "Efficiency in Use of Resources: Optimization in Potato Production", with twenty partners. Research interests: modeling the growth of the potato, development of a Decision Support System for potato growing which became a large project, partly funded by the British Potato Council, called MAPP - Management Advisory Package for Potatoes which was launched in March 2001. 1987-2003: Secretary, Potato-Crop Sub-committee of the Scottish Society for Crop Research. 1996-2002: Chairman, Physiology Section of the European Association for Potato Research. 1994-2000: Chairman of the Potato Crop Network under the auspices of GCTE Focus 3. (Global Change in the Terrestrial Environment, part of IGBP). 1997 - 2000: MAFF, A predictive model of potato size distribution and procedures to optimize its operation. EU Coordinator, Efficiency in Use of Resources: Optimization in Potato Production. BPC/SET/MRS, Management Advisory Package for Potato extended to 2002. 1992-1997: PMB, Optimization of nitrogen and water use in the potato crop. 1990-1993: PMB Development and Validation of Predictive Models for the Nitrogen Requirements of Potato Crops. 1987-1990: PhD student supervisor (CIP, China) on the genotypic variation in the responses of the potato to drought and the interactions between these responses. 1992-1995: Co-ordinator of six research programers on aspects of climate change, funded by the Scottish office. 2001: SED&G, Diversification of Agriculture. Has won the Order of the British Empire Honors and written numerous publications on the physiology, agronomy, nitrogen fixation and yield in water-stressed environments of the potato crop.

POMAREDA, Carlos (Peru)
Position: 1994 -2007: Prívate Consultant and General Manager Servicios Internacionales para el Desarrollo Empresarial, (SIDE,S:A:) and Corporación Ganadera Los Laureles.
Expertise: International agriculture, international trade, investment and development; agricultural economics
Education: PhD in Agricultural Economics, Texas Tech University. MSc in Agricultural Economics, North Carolina State University. Agricultural Engineer, Universidad Agraria, La Molina.
Experience: 1987-1993: IICA, Director, Program of Agricultural Policy and Planning. 1984-1986: INIPA, Peru, Co-leader of the National Program of Agro economics. 1979-1983: IICA, Coordinator of the Research component of the Project "Credit and Insurance in Latin America". 1977-1979: SIECA, Chief of the project "Agriculture and Economic Integration in Central America". 1974-1976: World Bank, Assistant in the project Agricultural Price Policy in East Africa. 1972-1974: NCSU, Assistant in the project "Agricultural Trade" México/EEUU. 1969-1970: U.A. La Molina / CENDRET. Field Technician in irrigation and drainage. Has been involved in the design and evaluation of rural projects and programs, private enterprises and organizations and dealt with international trade agreements directly related to agriculture, including AA, SFS, TRIPS. Has written a number of articles on agricultural trade.

Name: NOOLAN, Julie (Australia)
Position: 1992-Present: President, The Carroll Group, Inc., Avon, Colorado
Expertise: Management, strategic planning, organization and management development, library science
Education: PhD, 1974, University of Chicago, Sociology of Science. MBA, 1983, University of Chicago, Finance and Marketing. MA, 1968, Library and Information Science, University of Chicago. Post-graduate Certificate, Organization and Systems Development, Gestalt Institute of Cleveland, 1992.
Experience: 1995-present: Professorial Lecturer, Graduate School of Public Affairs, And American University. 1990-present: President, The Carroll Group, Inc. 1984-1990: Executive Vice President, the Carroll Group, Inc. 1977-1984: Executive Director, Association of College and Research Libraries. 1977-1984: Senior Lecturer, General Management and Financial and Cost Accounting, University of Chicago. 1972-1977: Director of Training, Medical Library Association. 1968-1972: Instructor, Graduate Library School, University of Chicago. Has undertaken numerous consultancies for international organizations including the World Bank, the Fulbright Commission, the National Science Foundation, the Department of Education, the National Endowment for the Humanities, USAID, Academy for Educational Development, and the International Board for Soil Research and Management (Thailand). Served on the boards of twelve national and international organizations including IPGRI, INIBAP and ICARDA and participated in EPMRs for ILCA, IRRI, ICLARM, IITA, and ICRISAT. Served as member of the CCER for ICARDA, 1997 and IPGRI, 1996. Published 3 books and authored over 20 articles on strategic planning, organization change and management development.

Name: AVEDISSIAN, Alejandro (Argentina)
Position: Certified Public Accountant
Expertise: Financial auditing
Education: Master in Environmental Risk Management. Degree: D.E.S.S. Diplôme des Études Supérieurs Spécialisées, 2001- 2002, Universidad Nacional del Comahue, Neuquén Province - Argentina and Université de Poitiers, France. Universidad de Buenos Aires, 1978-1984, certified Public Accountant, with professional national license. (Economics Professional Association of Buenos Aires City and Río Negro Province).
Experience: Present- Certified Public Accountant. Both founder and partner of the following professional bureaus: Avedissian & Singh - Certified Public Accountants bureau; Intercont Consulting- Professional consulting firm on investment analysis; Pro Patagonia SRL- Projects and

ventures; Geoda Ambiental - Professional consulting firm on Environmental Risk Management. 2002 - Present: Counselling in environmental risk management. 1999 - Present: Both founder and partner of Intercont Consulting, based in Argentina. 1992 to present: Freelance Certified Public Accountant. 2000 - 2003: Financial and economic counselling. 1996 - 1998: CEB, Cooperativa de Electricidad Bariloche Ltda. dealt with management control and assessment of projects. 1993-1995: Management control and budget director at CEB. 1990 - 1992: Economic Department Chief at CEB. 1988 - 1989: Elaboration and administration of the investment project FONTINALIS S.A., Río Traful fish-farming, Argentina. Conducted other consultancies and delivered courses at CEB and the University of Buenos Aires. Fluent in French, Spanish, Armenian and has good working knowledge of English.

Annex 2

a. Guidelines for External Program and Management Reviews of CGIAR Centres, including Terms of Reference for External Program and Management Reviews of CGIAR Centres

INTRODUCTION

In June 2005 the CGIAR approved the policy document, *Monitoring and Evaluation System for the CGIAR Centres*. The new components of the monitoring and evaluation (M&E) system include annual performance measurement (PM), Centre Board Commissioned External Reviews (CCER) and streamlined External Program and Management Reviews (EPMR).

EPMRs are commissioned by the SC on behalf of the Group and organized jointly by the SC and the CGIAR Secretariat. They are conducted every five years for each Centre. These Guidelines are to be used in implementing the EPMR as part of the new M&E process. They incorporate the Terms of Reference for EPMRs (TOR) as endorsed by the Group in 1997. They do, however, bring new approaches to the EPMR based on an enhanced Centre Board Program for CCERs. The guiding principles for the Centre Boards to implement CCERs are attached (Annex 2).

In the new M&E system, EPMRs continue to provide a measure of central oversight and serve as an essential component of the CGIAR's accountability system. The EPMRs bring to a closure a five-year review cycle. They complement the annual Science Council (SC) assessment of the MTPs, the annual self-assessment mechanisms of the PM, and the CCER Program of the Boards, covering the Center's research Program and management.

These Guidelines have been designed for review of a Centre. A companion Guideline will be developed for the External Reviews of Challenge Programs based on the same principles.

TERMS OF REFERENCE FOR EPMRS[5]

Objectives and Scope

EPMRs seek to inform CGIAR members that their investment is sound, or recommend measures to make it so. Members of the CGIAR and other stakeholders can be informed whether the Centre is doing its work effectively and efficiently. EPMRs are both retrospective and prospective and help ensure the Centres' excellence, relevance and continued viability, and the CGIAR System's coherence. Each review is expected to be strategic in orientation and as comprehensive as the situation warrants.

The broad objectives of EPMRs are to: a) provide CGIAR members with an independent and rigorous assessment of the institutional health and contribution of a Centre they are supporting; and b) to provide the Centre and its collaborators with assessment information that complements or validates their own evaluation efforts, including the CCERs.

The EPMR Panel is specifically charged to assess the following:

The Center's mission, strategy and priorities in the context of the CGIAR's priorities and strategies;
The quality and relevance of the science undertaken, including the effectiveness and potential impact of the Center's completed and ongoing research;

[5] As endorsed by the CGIAR in 1997.

The effectiveness and efficiency of management, including the mechanisms and processes for ensuring quality; and
The accomplishments and impact of the Center's research and related activities.

Topics to be covered

Mission, Strategy and Priorities

The continuing appropriateness of the Center's mission in light of important changes in the Centre and its external environment since the previous external review.
The policies, strategies, and priorities of the Centre, their coherence with the CGIAR's goals (of poverty alleviation, natural resources management, and sustainable food security), and relevance to beneficiaries, especially rural women.
The appropriateness of the roles of relevant partners in the formulation and implementation of the Center's strategy and priorities, considering alternative sources of supply and the benefits of partnerships with others.

Quality and Relevance

The quality and relevance of the science practiced at the Centre.
The effectiveness of the Center's processes for planning, priority setting, quality management (e.g., CCERs, peer reviews and other quality and relevance assurance mechanisms), and impact assessment.

Effectiveness and Efficiency of Management

The performance of the Center's Board in governing the Centre, the effectiveness of leadership throughout the Centre, and the suitability of the organization's culture to its mission.
The adequacy of the Center's organizational structure and the mechanisms in place to manage, coordinate and ensure the excellence of the research programs and related activities.
The adequacy of resources (financial, human, physical and information) available and the effectiveness and efficiency of their management.
The effectiveness of the Center's relationships with relevant research partners and other stakeholders of the CGIAR System.

Accomplishments and Impact

Recent achievements of the Centre in research and other areas.
The effectiveness of the Center's programs in terms of their impact and contribution to the achievement of the mission and goals of the CGIAR.

CONDUCTING EPMRs

In the new M&E system, EPMRs become increasingly an audit of the other components: annual PM and CCERs. Beyond the broad objectives stated in the TOR, the EPMRs are meant to provide Centres with independent recommendations and advice on how to improve the efficiency and effectiveness of the Centre in pursuit of its mission and goals. Thus, the EPMR report is both an audit on past performance and a strategic document with a focus on the Center's future. Specifically, EPMR needs to advise on what changes the Centre might consider in terms of its programmatic strategy and objectives; what new avenues of collaboration and partnership it might consider; and what structural changes the Centre might consider in pursuing more efficiently and effectively its mission and goals.

The EPMRs are designed to complement and build on the CCERs by providing a more strategic overview of the performance of the Centre. The PM provides inputs to both CCERs and EPMRs. To be credible and acceptable, all CCERs and EPMRs must strive to be objective and transparent. While the EPMR process must be participatory to enhance mutual understanding of all the important issues, the distance between the Panel and the Centre must be observed to protect the Panel's integrity and independence. The reports must be direct, explicit and frank. These principles are observed throughout the review process.

The Participants

The participants in an EPMR are: the EPMR Panel Chair and members; the CGIAR Members, the SC, the SC Secretariat and the CGIAR Secretariat; the Panel Secretary; members of the Center's Board, management and staff; the Panel's support team of external consultants and resource persons; Chairs of CCERs (as resource persons where possible); and the Center's many partners at the local, national, regional and international levels.

Strategic Issues to be addressed by the Panel

In addition to the generic TOR for each EPMR which have been approved by the Group, the SC identifies a set of Centre specific issues to be addressed by the Panel. The SC does this by canvassing views from SC members, CGIAR Members, the Centre under review, other CGIAR Centres and the CGIAR Secretariat. Items are also drawn from the CCERs and the SC assessment of the Center's Medium-Term Plans. The list of issues is shared with the Centre and the Panel as specific strategic issues to be addressed during the review.

Implementation

The SC and the CGIAR Secretariat jointly organize the EPMRs. The SC focuses on all programmatic aspects and the CGIAR Secretariat focuses on Centre management and governance aspects of the review. Consulting with the Centre management as necessary, they determine review design and Panel composition.

The SC and CGIAR Secretariats provide a resource person for the respective aspects of the review. A staff member of the SC Secretariat serves as Panel Secretary and resource person for programmatic issues. S/he assists in organizing the review in consultation with the CGIAR Secretariat, the Centre, the Panel Chair and members.

The EPMR relies heavily on Board commissioned CCERs, which are expected to greatly improve the efficiency of the EPMR process.

The EPMR schedule consists of the pre-implementation phase (preparation by the Centre, SC and the CGIAR Secretariat), Panel interaction with the Centre Board, usually through attendance at a Board meeting; Initial Phase visit to the Centre HQ, which may take place back-to-back with the Board meeting; visits to selected field sites as deemed necessary by the Panel Chair; and a Main Phase also at the Centre HQ during which the Panel completes all the chapters of the report.

The Pre-implementation Phase

The pre-implementation phase of the EPMR begins with the Board ensuring they have in place an adequate cluster of CCERs. The *Principles* suggest that CCER to be effective for the EPMR should be reasonably current, i.e. within 3 years of the EPMR. The following steps are needed: The SC Director

will send a formal letter to the Centre three years before the EPMR begins with a request to the Board to provide a schedule of the CCERs to be conducted during the three year period leading into the review.

The CCER reports, including the Panel membership and their qualifications, and an account of the follow-up actions planned or taken by the Centre Management and Board are made available to the SC and CGIAR Secretariats at the onset of planning of the EPMR.

The EPMR Panel Profile

The design of the EPMR and the Panel composition depend on the coverage and quality of the CCERs. The SC and CGIAR Secretariats brief the Panel Chair on the strategic issues raised and on the information available from the CCERs. The final design of the EPMR, including the Panel profile and size, will be adjusted with the aim of not duplicating the CCERs. The Panel will consider the CCERs and assess their quality as input to the EPMR.

Panel Chair and Panel Members

The quality of the outcome of the EPMR depends critically on the quality of the Panel Chair and the Panel members. In order to engage highly competent professionals, the EPMR process must be efficient, including timely planning. The Panel Chair and member selection process follows procedures established by the SC and the CGIAR Secretariat. The process of identifying a Chair begins about one year before the EPMR. The Panel Chair should be a recognized expert in a relevant area of research with considerable experience in research management and understanding of international agricultural research in the development context, have excellent analytical and leadership capability, and excellent command of English. S/he should have served on an EPMR or equivalent review outside the CGIAR and demonstrated capacity to lead an independent and objective review.

The Panel Chair is involved in determining the Panel profile and composition. For doing this, s/he is i) informed of the Center's and the SC's suggestions regarding Panel profile; ii) briefed by the Panel Secretary and CGIAR Secretariat resource person on the coverage of CCERs and whether they meet general criteria for quality; and iii) provided with a long list of potential Panel candidates. Direct contact with the CCER Panel Chairs by the SC Secretariat, CGIAR Secretariat or Panel Chair is advised. The Panel Chair is also briefed by the SC Chair about the overall goals and conduct of the review.

The Panel size should not exceed four, including the Chair. The Panel Chair will judge the need for consultants with specific skills to address particular aspects of the TOR. Panel members are generally selected for their ability to focus on the institution-wide issues relating to the Center's mission, strategy, priorities, programs, governance, and management. The Panel members should be drawn from a pool that has maximum regional and gender diversity; they are to be recognized experts in their field of expertise and the context of its application to solve problems; they must have good analytical skills and ability to write clearly and concisely in English.

The Panel Chair ensures that the Panel undertakes its assessment and completes the task in accordance with the general TOR and addressing the Centre-specific strategic issues. The Chair assigns duties to each Panel member and encourages members to contribute to all aspects of the review report so that the report reflects the judgment of the whole Panel. S/he conducts the EPMR in a manner that is objective, analytical and constructive and in a manner of mutual respect with the Centre. The Panel Chair shares factual information with the Centre for verification while maintaining independence in judgment.

The Centre

The Center's Board, management and staff play a crucial role in the conduct of the review. They are closely involved in planning and organizing the review. Throughout the process, the collaboration and inputs of Centre management and staff are essential for the review to run smoothly and for the report to be credible and acceptable. The Centre should appoint one senior contact officer to facilitate the implementation of the review including compilation of all documents and information.

In preparation for the EPMR, the Board is expected to make available to the Panel a list of issues relevant to the EPMR. For this, the Board is encouraged to draw from the findings of CCERs and other relevant reports. The Centre management provides appropriate material for the Panel following the instructions provided by the SC Secretariat and CGIAR Secretariat. Some of the material is expected to be readily available, while other documentation needs to be prepared specifically for the EPMR. The main documents include:

- The Strategic Plan of the Centre or a strategic report from the Board on the Center's vision and goals showing how the Centre will contribute to the CGIAR goals;
- An aggregate analysis of impact of the Centre activities showing how the investment in the Centre has contributed to outcomes and impact;
- A portfolio analysis on Centre research including recent planning, i.e. the MTP reports for the period under review; and,
- Results of self-assessment processes including PM reports, CCERs and other relevant reports. All donor review reports should also be made available to the Panel.

A detailed list of documents and other materials to be provided to the Panel by the Centre, SC and CGIAR Secretariats is given in Annex 1. The materials will be placed on a restricted Web site established for the EPMR, and distributed to the Panel on a CD-ROM prior to the Initial Phase. The Panel Chair and Secretary advise Panel members on specific reading tasks.

Centre Stakeholders

Representatives of national agricultural research systems (NARS, including NGOs, universities and the Private Sector), regional and sub-regional organizations, bilateral and multilateral agencies, other researchers and managers of other Centres and Challenge Programs and advanced research institutions are important partners of CGIAR Centres, and their inputs are essential for the quality of the EPMR review process. As part of the review, these stakeholders' views on the Center's strategy, programs and collaboration and outputs and outcomes are gauged through two processes, which the Panel Chair defines in consultation with the Centre and Panel members: a) Stakeholder survey by phone or e-mail, the results of which ought to be available to the Panel early on (the Panel may adjust its own survey if results of a recent Centre conducted stakeholder survey are available); and b) Field visits. These consultations are intended to facilitate the assessment of the Center's role in the CGIAR and in the global context.

Assessment of the Board

Interactions between the Centre Board and the Panel form an essential component of the review. Thus early in the process, preferably prior to the first visit of the full Panel to the Centre (Initial Phase)[6], the Panel Chair and Panel member specializing on governance issues attend a Board meeting and interview Trustees about the Board and Centre matters. These interactions contribute to the Panel's

[6] The Board meeting and EPMR Initial Phase should not coincide.

assessment of the Board's efficiency and operations, and the rigor of the Board's oversight of research quality and relevance, management and finances, including the implementation of the CCERs. The Panel should observe the content and dynamics of Board procedures, Board and Management relations and evidence of the Board being fully engaged with all key matters, including setting the vision and goals, monitoring and evaluating performance, setting policies, preparing contingency plans and ensuring that resources are used effectively and efficiently.

The Panel members attending the Board meeting need to review both the documentation provided by the CGIAR Secretariat on CGIAR governance, the Centre on legal matters, and documents provided to the Board, including some recent Board Minutes. In addition to following the Board meeting, they need to observe the Board committees in action.

Initial Phase

The Initial Phase usually takes about a week. The Centre, Panel Chair and Panel Secretary design the agenda of the Initial Phase. The visit includes sessions and discussions with Centre management and key staff members in order for the Panel to obtain an overview of the Center's current activities and future plans, to identify strategic issues and formulate hypothesis for key findings. The key senior Centre staff should be available in person during the Initial Phase.

Before and during the Initial Phase the Panel receives detailed briefings from the SC and CGIAR Secretariats on relevant recent developments in the CGIAR and the Centre being reviewed, covering both technical and programmatic matters, and matters on governance, organization, finance and human resources.

The Panel holds internal briefings throughout the Initial Phase and, by the end of the visit, produces an outline of the report, including assignments for drafting the report sections. The recommendations of the previous EPMR and the Center's initial and updated responses to them are the Panel's point of departure, and the Panel provides an assessment of the progress on implementation in an appendix to the report.

During the Initial Phase the Panel Chair should request from the Centre any additional information and documents deemed necessary for the Panel's work.

Field Visits

The Panel conducts a limited number of field visits as judged necessary by the Panel Chair in consultation with the Centre. The CCER panel itineraries may influence the choice of the EPMR field visits. Small Panel sub-groups conduct these visits, each visit lasting about 3 days. The purpose of these visits is to provide a realistic assessment of the Center's field operations, working conditions, and interactions with NARS and others in the region. The Panel is encouraged to prepare a check lists for the visits so that the sub-groups gather similar information relevant for the report's conclusions.

One purpose of the field visit is for the Panel to interact with Centre staff posted outside of HQ. Centre staffs are also responsible for logistical arrangements. However, Centre staff does not participate in substantive discussions with country officials, clients or stakeholders. Centre HQ staff do not accompany the Panel during field visits.

Main Phase

The Main Phase of the review lasts about 10 days and takes place at the Centre HQ. By the time the Panel gathers for the Main Phase, first drafts of virtually every section of the report will have been shared with the entire Panel. It is desirable that comments to the first drafts will also have been circulated among the Panel. This is essential to enhance the Panel members' contributions to and agreement of the contents of the entire report and to free time for Panel discussions on the most important strategic issues, findings, conclusions and recommendations. The Panel members also need time to interact with key staff members for validating their hypotheses and confirming the information that forms the basis of their assessment. All Panel members need to agree on the final chapter drafts which are then shared with the Centre management to ensure their accuracy and factual correctness. The Chapter relating to Board function is shared in confidence with the Board Chair for factual correctness. Also an executive summary and the key recommendations are shared with the Centre management before the formal presentation to the Centre staff.

At the end of the visit the Panel Chair presents the main findings and recommendations to the Centre management and staff. The Centre may invite a Board member to be present. The report is not distributed to the Centre.

The final report is completed within two weeks from the main visit. It is expected that the Panel has fully finished writing the chapters and what remains to be done is editing, formatting and compilation of the annexes. The Panel Chair and Secretary finalize the report interacting with the members as necessary. The Panel Chair submits the report to the SC Chair and the CGIAR Director, copied to the Centre.

The Panel's Report

The report is expected to be succinct (less than 100 pages) and written in plain language, focusing on assessment of Centre performance, in terms of research performance, management and governance, and strategic issues. The Panel is expected to make an independent assessment based on its own observations and other information available to it, particularly the evidence provided through CCERs.

The report comments on the effectiveness of the Center's internal review system on which the EPMR was based, and on how well the Centre has addressed the recommendations of the other reviews commissioned by the Centre. Every EPMR should have sections briefly addressing these two topics.

The report should make a limited number of clear recommendations on the most significant issues faced by the Centre (or the CGIAR) to act upon. The recommendations should be clearly articulated, realistic and doable in terms of implementation. Where those recommendations require additional resources, the Panel will also recommend what activities could be foregone. EPMR Panel may also identify areas of Centre activity where a follow-up study (e.g. CCER) would be desirable.

Assessment of Quality and Relevance of Research

Assessment of the quality and relevance of the Centre and its research programs are among the most important components of an EPMR. Furthermore, the PM system requires an assessment of the quality of Centre research. The SC will provide the Panel with a set of criteria to be used by them to provide this assessment. In order to strengthen a systematic approach to this assessment by very different Panels evaluating very different Centres, the SC requests the Panel to provide both a qualitative and quantitative assessment for each criterion. The SC will use the Panel's assessment to provide the input into the PM process.

Response and Follow-up

The Centre Board and Management submit a formal written response to the EPMR report, addressed to the SC Chair and the CGIAR Director. Their response states the Center's agreement, or otherwise, with each recommendation and outlines the actions proposed for implementing the recommendations.

The SC discusses the report and the Centre response in the presence of the Panel Chair, Centre Board Chair and Director General. The SC prepares a commentary focusing on the programmatic aspects of the Report, and the CGIAR Secretariat prepares commentary focusing on governance and management. The commentary should provide an assessment of the quality of the EPMR report and an endorsement of all the recommendations or justification for not endorsing specific recommendations.

The EPMR report, the Centre response, the SC commentary and the CGIAR Secretariat commentary are then submitted to the ExCo, which formulates its recommendations to the CGIAR for discussion and endorsement at AGM.

In the subsequent MTPs, the Centre will report on actions taken to implement the Group-endorsed recommendations, including real changes in the MTPs of the projects and programs, until recommendations have been fully implemented. The SC and the CGIAR Secretariat will include an assessment on the implementation of the EPMR recommendations in their MTP commentary to ExCo and the Group.

The Panel's assessment of the Center's research quality will be incorporated into the PM process and be effective for the period between EPMR reviews. In the case where the PM assessment is poor, the SC will, based on the evidence of change at the Centre review the PM assessment in the interval between the EPMR processes.

A Mid-Term Review can be considered as an appropriate mechanism to monitor closely the Center's handling of major concerns raised by the EPMR.

b. Terms of Reference for the Financial Management Consultancy

Within the context of the Terms of Reference (TOR) for the external review of the International Potato Centre or Centro Internacional de la Papa (CIP), the review panel requires an independent expert review of financial resource and risk management aspects of the Center's overall operations.

To aid the panel in its work, the Consultant will review and critically assess the efficiency, effectiveness, and overall soundness of the management of CIP's financial, physical, and informational resources.

This review is expected to take approximately 12 working days (of which at least 5 days will be spent at the CIP headquarters in Lima, Peru).

The review will specifically address the following topics:

The adequacy of the Centre Board's oversight of financial management issues;

the adequacy of the Center's financial controls, records and record-keeping, funds management, investment guidelines, banking arrangements, and the reporting of financial information throughout the organization;

The sufficiency, quality, integrity, and cost-effectiveness of the Center's internal and external audits. The reviewer will examine recent reports, including Management Letters, to judge relevance, completeness, and compliance by management with the recommendations contained therein;

An assessment of the financial aspects of the Center's human resource management practices and policies,

A review of the adequacy of current provisions for repairs, maintenance and replacement of physical plant and equipment; and

A review of the risk management process or system in place (by both Centre Board and Management).

The Consultant will commence work in Lima around April 23-27, 2007. He/she will work closely with and report directly to the panel member with overall responsibility for reviewing Centre governance/ management/finance aspects, and submit a written report that summarizes the findings and any recommendations, in an agreed format, by May 15, 2007.

Annex 3
Summary of Panel Comments to the
List of Strategic Issues for the 6th International Potato Centre (CIP) EPMR

Overall size of the Centre is now about 70% of its 1990 size, the time when the Centre reached its peak size and focused entirely on potato and sweet potato improvement. Now with the much smaller budget CIP is engaged in a broader agenda (e.g. Andean roots and tubers crops, urban and peri-urban agriculture, natural resource management, agriculture and human health). Given the reduced budget, is this the best strategy or should CIP continue to focus on its core commodity research?

Panel Comments:
In its Report, the Panel has argued extensively (and has made appropriate recommendations) about the need for CIP to concentrate better on its basic motto: Food and cash for the poor potato/ sweet potato farmers through potato/sweet potato new technologies and the policies
And institutions related to these commodities.

CIP is doing too many things. It should limit itself to a few where it has the comparative advantage and/or which form the basic mandate of CIP (for example genetic resources). Development of improved genotypes and backstopping NARS for production of healthy seed of the recommended varieties should get the top priority for having practical impacts on potato production and productivity in the various regions. Research in frontier areas of advanced molecular biology, which needs large amounts of resources, and where some advanced laboratories in the developed world have comparative advantage should not be ventured upon by CIP. The assured unrestricted funds should be used only for basic programs addressed to the problems of developing countries. Programs on crops other than potato and sweet potato, and those related to urban and peri-urban agriculture, and human health etc., can be kept in low key or completely abandoned if possible.

According to CIP's own assessments, sweet potato research has almost as much potential as potato to alleviate poverty in developing countries. However, in recent years, CIP has increased the share of resources devoted to potato, from a historical 60-40 ratio to one of 75-25. In order to maximize the Center's likely impact on the poor, how should CIP balance its research on potatoes versus sweet potatoes? How does China's emerging research capacity affect that balance?

Panel comments:
The Panel has pointed out the need to allocate a higher percentage of CIP´s budget to sweet potato. In Chapter II of the Report an example of robust research priorities is presented along with a suggestion on a 60:40 ratio resource allocation between potato and sweet potato, while keeping in mind that potato has a much wider-ranging capability than sweet potato.

In CIP's strategic plan, China is part of CIP's mapping of potato/sweet potato areas coinciding with the prevalence of poverty. Furthermore, the relative magnitude of China's funding, the type of funding (restricted versus unrestricted), and the share of funds between both crops will definitely affect the budget percentages spent on each crop. As long as CIP funding is not mainly in the restricted category, China's research capacity need not affect the balance between both crops. But things could change if China's decides to provide CIP with much more operational funds to sweet potato research than it does to potato research. (See Annex 9.)

Although Latin America, especially the Andean countries, is now the target area for more than 40% of CIP's research, according to CIP's own assessment, this region accounts for only 4% of likely potential impact on poverty reduction. The major opportunities for CIP to help alleviate extreme poverty seem to lie in Sub-Saharan

Africa and Asia (western China and south Asia). How should CIP reallocate its research resources to maximize its potential impact in Africa and Asia, while maintaining focus on key global issues?

Panel comments
While regional budget shares can be misleading, since they management indicators, and therefore only proxies for outputs and outcomes, and while budget cuts have caused CIP to focus more on headquarters operations, LAC is certainly pervasive in CIP's research, partly due to the fact that this region continues to be a target for some donors, including Canada (IDRC) and Switzerland. CIP's greater opportunities to improve potato/sweet potato agriculture certainly lie in Africa and Asia. More resources need to be allocated to South Asia and Sub-Saharan Africa where both potato and sweet potato are major crops, and where low productivity is pervasive owning to non-availability of required types of varieties, quality seed, and due to problems of drought, salinity, heat, bacterial wilt, Colorado potato beetle, and of course late blight. CIP should have strong Regional Programs in these regions, in order to be able to tackle these problems on a large scale basis, in association with NARS.

CIP's latest MTP reflects significant budget cuts for 2007, including for Project 2 on Genetic Resources Conservation and Characterization (by 52%), and to Project 8 of the GMP (by 70%). What is the rationale for, and expected consequences of these cuts?

Panel comments:
"Genetic Resources Conservation and Characterization" of potatoes and sweet potatoes is the international responsibility of CIP. Cuts in the budget for this project will not only affect CIP, but also the various NARS who are dependent on this international gene bank for their breeding programs. For example CIP still needs to collect the 50 or so remaining species that are required to complete the 200 known species of potato that represent the full range of the biodiversity of the species. Furthermore, CIP's characterization work remains only incipient.

The Panel has concluded that Project 8 (Global Mountain Program -- GMP) has a negligible contribution to CIP's core areas of work, and has recommended that CIP no longer convene the GMP. The repercussion of that budget cuts for CIP's work should therefore be negligible.

CIP's own assessments indicate that pervasive institutional weaknesses in target regions severely constrain adoption of the Center's technologies and the development of potato seed systems. Are CIP's partnerships and capacity building efforts effectively tackling these constraints? In these partnerships, is CIP likely to be able to delegate more of its locally focused activities to the collaborating NARS?

Panel comments:
This has always been a challenge for the CGIAR. From the outset, CIP has assisted and helped strengthen NARS research capabilities through regional training programs. One clear positive result observed by the Panel is that CIP´s former trainees currently manage several country partnerships. CIP should keep developing collaborative programs for potato and sweet potato by identifying willing and active NARS, NGOs, private seed companies etc. Clear exit strategies should be in place for CIP so as to the timely transfer of responsibilities to selected components of NARS.

Have clear impact pathways been developed for CIP's NRM research? What is the value added (global impact vs. local relevance) of CIP's research on NRM? To what degree is CIP's research on agriculture and human health (Project 6), which focuses mainly on technologies that are likely to reduce pesticide use and exposure, with consequent positive health and environmental impacts in Andean Communities, reflect the Center's comparative advantage? Is such research likely to produce IPGs?

There are three questions under this heading. On the first question, the simple answer is, no. That is not to say that their work has been wrongly targeted. It is a simple statement that CIP has not formally conducted the required priority-setting exercise that would define the boundaries of and balance of emphasis in their research. On the second question, the SC can be reassured of the quality of the work being done and of its potential for local relevance across several regions. There are instances cited in this Report showing the adaptability of the output. As a general principle: Where the science is good, it also has a wider applicability. However, it may take further work of the 'outreach'-type to properly inform policy-makers.

Regarding the question on A&H, the Panel has recommended to phase out this Division since its value added to CIP's core work is low or not existent, at least in terms of IPGs.

Does CIP possess sufficient social science capacity for assessing research priorities and impact?

Panel comments:
The answer to the SC question is no. This Panel has made an extensive analysis of CIP's the current socio-economics capacity, and has concluded that the situation in terms of staffing and priorities has deteriorated compared to the 5th (2002) EPMR assessment. More specifically, the Panel concludes CIP's social science capacity has declined substantially, particularly in the last two years, and is today serious constraint to CIP's socio-economics work.

Two years ago, CIP dropped its "project" focused research structure and adopted one based on a set of core research divisions and partnership projects. Under the new structure, about 60% of the Center's research resources are concentrated in four units (two divisions and two partnership projects), with the remaining resources divided among the other 10+ divisions, partnership projects and country projects. Is CIP's current organization structure balanced and integrated?

Panel comments:
First of all it is worth noting that CIP's previous "project" approach structure was also characterized by budget imbalance, with a couple of projects taking 60% of total research budget. The potential advantage of the new structure lies in the development of a better integration of research by having a smaller number of units (5-6 units and not 10 or more). But, as discussed extensively in this Panel's report, this advantage has been jeopardized by two facts: First of all, Divisions house resources that are not exclusively research resources; and second, not all Divisions are associated clearly with the production of research outputs, the key criterion to guide the decision to establish a Research Division.

There have been significant shifts in expenditures by region over the past 5 years, the most drastic of which was in 2005. Were there any non-programmatic issues involved?

Panel comments:
Panel comments to Strategic Issue number three apply here as well. The shifts in expenditures by regions obey basically to the number of restricted projects that opened in the different regions.

In 2005, CIP was the only centre whose is Board did not have an ongoing close association with any centre. What are the arguments for CIP´s disagreement to the governance stripe review's recommendation to explore joint Board membership with other CGIAR centres?

Panel comments:
The Board is actively seeking a new Board member who is serving on another Centre Board. A name was proposed to the CG Secretariat but rejected. The Board is continuing its search.

What is the panel's assessment of the process employed by the CIP Board in conducting its annual evaluation of the Centre DG? Note that the Board has not agreed to the governance stripe review's recommendation to seek a wide range of inputs including feedback from Centre staff.

Panel comments:
The process of evaluating the performance of the Director General was observed by two of the EPMR Panel members. Information on the Director General's work plan and performance was fully discussed by the Board, along with discussion and the decision on compensation. The Board does not use other sources of input such as a modified 360 degree feedback process for the Director General's performance. The Panel in its report suggests this input could be useful for both the Board and the Director General. All Board members participated in the discussions and on the nature of the feedback to be provided by the Director General by the Board Chair. The process was handled well.

What has been the extent of CIP Board's involvement in the Center's human resources policy development? CIP did not discuss/review the center's human resources policies in 2004-2005.

Panel comments:
The Board has been less informed on human resource matters than is appropriate and needed. Some Board members have repeatedly expressed a desire for more discussion of human resource issues and now, at its most recent 2007 Board meeting, proposed a detailed set of statistic that management must provide and that the Board should review once a year, including those on gender and diversity, to monitor human resources. There is no separate grievance policy like that endorsed by the CBC, where the Board serves as a Court of Appeals beyond the Director General. The Panel has suggested the adoption of such a policy. The Centre is currently drafting a Whistle Blower policy. At a Board retreat in 2006 the Board made a decision that in the next 3 – 5 years the number of women IRS should increase from 18% to 30% and the number of IRS from the South should increase from 40 – 50%.

What were the most important actions taken by the Board in recent years for improving its own performance? The results of the 2005 performance measurement exercise showed that CIP's statements on this issue were rated below the system's average by the peer-review panel.

Panel comments:
Under the leadership of the present Chair, the CIP Board has paid considerable attention to governance issues, procedures and training, and has become more inclusive in its decision-making. For example: (1) It has adopted two policies to clearly establish Board and Management boundaries: Accounting policy 1—Matters Reserved for the Board of Trustees Approval, and Internal Accounting Policy 2—Matters delegated to the Director General. The Panel found the intent of the policies to be excellent; (2) the Board has implemented its 2006 decision to hold four Board meetings a year, two face-to-face and two via telephone conference call. This has reduced the responsibilities of the Executive Committee and diminished the likelihood that others on the Board are "second class citizens"; and (3) New Board members have attended the CGIAR Board training.

Has the lack of a full-fledged MIS (intended to replace the current CIPFIS) adversely affected the Center's ability to carry out some of these functions effectively?

Panel comments:
Yes. The Centre continues to pursue *ad hoc* solutions which are no longer appropriate to today's technology. Once again, in addition to the 5th EPMR and the 2005 CCER on Financial Controls and Reporting, the Panel is recommending that CIP invest in a commercially available ERP suitable to its requirements to enable both research and corporate service staff to work efficiently and accurately.

What is the status of the implementation of the following 2005 CCER´s recommendations: 1) development of a long-term capital budget and financing plan, and 2) increasing recovery of personnel costs from restricted core project budgets? On item 2), have guidelines and tools been developed for restricted project budgeting?

Panel comments:
Regarding recommendation 1: The Centre has developed a long-term capital budget and financing plan, but has not taken steps to implement the plan in its 2006 or 2007 budgets. This Panel has made the following recommendation in this respect: "Because of the inadequacy of CIP's practice of funding capital expenditures only to the level of its annual depreciation cost, ***the Panel recommends*** that CIP budget annually and explicitly, for Board approval, its capital expenditures, based on the Center's actual needs, and that the Centre allocate the necessary funds to respond to the most urgent needs as identified in its recently prepared capital assessment plan".

Regarding recommendation 2: CIP is increasing recovery of personnel costs from restricted core project budgets (and for that matter increasing capital purchases from restricted projects.

Regarding recommendation 3: Guidelines and tools have been developed for restricted project budgeting.

Annex 4
Itinerary of the EPMR Panel (Schedule of the Initial and Main Phases and Field Visits)

10-14 April 2007	**Initial phase**: entire Panel, including Panel consultant and Panel secretary, visit CIP headquarters in Lima, Peru.
7-27 May 2007	**Field visits**: Donald MacKerron and Edgardo Moscardi: Vietnam, Laos, and Indonesia; Carlos Pomareda: Ecuador, Peru and Bolivia; Jay Gopal and Malachi Akoroda: Kenya, Uganda, Tanzania; Jay Gopal: Tajikistan, Azerbaijan, Uzbekistan, Georgia;
18-29 June 2007	**Main Phase**: entire Panel visit CIP headquarters in Lima, Peru.

Annex 5
People Contacted/Interviewed by the Panel and the Consultant

Stakeholders

David Spooner, Professor, University of Wisconsin, USA
Jetse J. Stoorvogel, Professor, Wageningen Agricultural University, Netherlands
John Antle, Director, Trade Research Centre Montana State University, USA
Corinne Valdivia, Research Associate Professor, University of Missouri-Columbia, USA
B. Panis, Professor, Catholic University of Leuven (KUL), Belgium
Carlos Quiros, Professor, University of California-Davis, USA
Mary Penny Roberts, Director, Instituto de Investigación Nutricional (INN), Peru
Robin Buell, Associate Investigator, the Institute for Genomic Research (TIGR), Italy
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William Fry, Professor of Plant Pathology and Senior Associate Dean, Cornell University, USA
Guillermo Frias, Director Regional Cajamarca, CARE-Peru, Peru
S.M. de Jong, University of Utrecht, Netherlands
Miguel Solanes , Senior Advisor Comisión Económica para América Latina y el Caribe (CEPAL), LAC
Alexis Vásquez Director Esecutivo, Instituto Nacional de Innovación y Transferencia en Tecnología Agropecuaria (INTA), Costa Rica
Juan Castillo, Head, Department of Genetics and Crop Improvement, INCA-Cuba, Cuba
Muhammad E Tusneem, Chairman, PARC Pakistan Agricultural Research Council, Pakistan
P.S. Naik, Potato Coordinator, All India Coordinated Potato Improvement Project (AICPIP), Shimla, India
Luisa Guinand, Coordinator - Programa de Medio Ambiente y Desarrollo Sostenible Comunidad Andina de Naciones (CAN), LAC
Jorge Chávez Lanfranchi, Director, Instituto National de Investigacion y Extension Agraria (INIEA), Peru
Calisto Bias, Director, Instituto de Investigação Agrária de Moçambique, Mozambique
Seyfu Patema, Excecutive Officer, ASARECA
Ligia Casanova Teniente al calde, Deputy Mayor, Municipalidad del C.P. Santa Maria de Huachipa, Peru
Dindo Campilan, Coordinator, Users' Perspectives with Agricultural Research and Development (UPWARD), Philippines
Philip Ndolo, Coordinator, National Potato Program, Kenya Agricultural Research Institute (KARI), Kenya
Marcelo Huarte , Coordinator, National Potato Program, INTA-Argentina, Argentina
Nguyen Thi Tinh, Animal Nutritionist, National Institute of Animal Husbandry (NIAH), Vietnam
Wilder Trejo, PresidenteConsejo Nacional de Camélidos Sudamericanos del Perú (CONACS), Peru
Mohammad Sharif Sharif, Deputy Minister for Agriculture, Ministry of Agriculture, Afghanistan
Pham Xuan Tung, Dalat Research Centre for Food Crops, Food Crops Research Institute, Vietnam (FCRI), Vietnam
Constancio de Guzman , Urban Agriculture National Research, Development and Extension Network (UANRDEN), Philippines
Nasona Bouwe, Head, Tuber Crops Program INERA, the Democratic Republic of the Congo
Rajendra Khanal, Project Coordinator, CARE Nepal, Nepal
Tokhtamurat Sharipovic Bazarov, Vice-Chairman, Association of Farmers and Dekhan of Uzbekistan, Uzbekistan
Veronique Gerard, Belgium Technical Cooperation (BTC), Belgium

Mizrob Amirbekov, Deputy Manager and Naturale Resources Trainer, Aga Khan Foundation, Tajikistan
Millán López, Executive Director, Fundación Darío Maya Botero, Pensilvania, Colombia
Miguel RenteríaDirector - Cajamarca Program, Centro de Investigación, Documentación, Educación, Asesoramiento y Servicios (Centro IDEAS), Peru
Fernando Gast, Director General, Instituto Alexander Von Humboldt (IAvH), Colombia
Martin Vega, Director, Equipo de Desarrollo Agropecuario de Cajamarca (EDAC), Peru
Malkhaz Chinchilakashvili, Chairman, Mountain Area Development International (funded by IFAD), Georgia
Edrisa Sekiyanja, Director, Bajabasaga, Uganda
Nzola Mahungu, Network Coordinator Southern Africa Regional Research Network (SARRNET)
Jorge Reinoso, Director, Centro de Investigación de Recursos Naturales y Medio ambiente (CIRNMA), Peru
Miguel Carranza Ibañez, Director Cooperación y Desarrollo, Peru
Fiona Yeudell, Nutritionist, University of Ryerson, Toronto, Canada
Antonio Torres Salvador, Profesor, Universidad de Valencia, Spain
Luis Alberto González Díaz, Plant Breeder, Centro Investigacion Agropecuaria -Santa Clara (CIAP) Cuba
Luis Cisneros, Professor Texas A&M University (TAMU), USA
Bernardo Rivera, President of the University, Universidad de Caldas, Colombia
Ramiro Ortega, Professor, Universidad Nacional San Antonio Abad del Cusco (UNSAAC), Peru
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Xiu-Qing Li, Research Scientist Agr. And Agri-Food Canada, Canada
Rose Njeru, Plant Pathologist/ virologist, Nairobi University, Kenya
Colin Cargill, Professor, South Australian Research and Development Institute, Adelaide Australia
Maximina Monasterio, Professor, Instituto de Ciencias Ambientales y Ecológicas (ICAE), Universidad Los Andes, Venezuela
Pedro García Herradón, Professor, Universidad de Santiago de Compostela, Spain
Yasintha Muzanila, Dean of Faculty of Science and Environmental Mgt. Sokoine University of Agriculture, Tanzania
Athanase Bopda, Geographer, University of Yaounde, Cameroon
Miguel Ibáñez Talegón, Professor, Universidad Complutense de Madrid, Spain
Dindo Campilan, Coordinator, Asian Network for Sweet potato Genetic Resources (ANSWER) (China, Indonesia, Vietnam, Philippines, Thailand, South Korea, Malaysia, India, Japan, Sri Lanka and Papua New Guinea), Indonesia
Mieke Faber, Network Chairperson, VITAA, South Africa
Dao Huy Chien, Director, RCRC, Vietnam
Antonio Castello, Viceministro, Ministerio de la Produccón (PRODUCE), Peru
Dai Qiwei, Director, Jiangsu Academy of Agricultural Science (JAAS), China
David Spooner, Professor (and Research Botanist), University of Wisconsin, USA
Richard Visser Chair Laboratory of Plant Breeding & BU, Wageningen Agricultural University, the Netherlands
Carlos F. Quirós, Professor and Geneticist, University of California, Davis, USA
Gebremedhin Woldegiorgis, Head of the national potato research program, Ethiopian Agricultural Research Organization (EARO)
Theresa Fulton, Managing Editor, Cornell University, USA
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Nguyen The Yen, Head, Department of Farming Systems, RCRC,Vietnam

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Rouser Sahadat Ali, Managing Partner, SWARUP Agriculture, Bangladesh
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Himadri Kumar Saha, Co-ordinator, PROSHIKA, Bangladesh
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CGIAR
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William Erskine, ADG (Research), ICARDA
Mark Rosegrant, Director, Environment and Production Technology Division, IFPRI

Joachim von Braun, DG, IFPRI
Carlos Seré, DG, ILRI
Dennis Garrity, DG, ICRAF
Mahmoud Solh, DG, ICARDA
Joachim Voss, DG, CIAT
Manny Lantin, CGIAR Secretariat
Namita Datta, Governance Adviser, CGIAR Secretariat
Shey Tata, Finance Adviser, CGIAR Secretariat
Frank Rijsberman, DG, IWMI
John McDermott, Deputy DG, ILRI
Howard Bouis, Director, HarvestPlus Challenge Program, IFPRI
Jean-Marcel Ribaut, Generation Challenge Program, CIMMYT
Pamela George, Program Manager, Water and Food Challenge Program, IWMI
Carlos Correa, University of Buenos Aires, Argentina
Kwesi Atta-Krah, Deputy DG, Bioversity
Mohamed Bakarr, ADG, ICRAF
Peter Trutmann, Coordinator, Global Mountain Program, CIP
Hector Cisneros, Coordinator, CONDESAN Partnership Program, CIP
Emile Frison, DG, Bioversity International
Victoria Henson-Apollonio, Head, CAS-IP
Enrica Porcari, Chief Information Officer, ICT-KM
Ruth Meinzen-Dick, Coordinator, CAPRi
Jacqueline Ashby, Coordinator, PRGA

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Victor Palma (Peru)
G. Edward Schuh (USA)
Edward Sayegh (Lebanon)
Madhura Swaminathan (India)
José Valle-Riestra (Peru)

Ex-CIP staff
Keith Fuglie
Richard Sawyer

Annex 6
List of main documents reviewed by the Panel and Consultant

Annual Reports 2002, 2003, 2004, 2005
MTPs 2003-2005, 2004-2006, 2005-2007, 2006-2008, 2007-2009, 2008-2010
SC commentaries on Center's MTPs
Report of the Fifth External Program and Management Review of CIP, 2003
ToR and Guidelines for External Program and Management Reviews of CGIAR Centres
CIP Vision: Preserving the core, stimulating the progress, 2004
Research Priority Assessment for the CIP 2005-2015 Strategic Plan: Projecting Impacts on Poverty, Employment, Health and Environment, prepared by Keith Fuglie, October 2006.
CIP update to the recommendations of the 5th EPMR, 2006
A Preliminary Report of the Allocation of CIP Research in 2005, prepared by Keith Fuglie, 2006
Centre-Commissioned External Reviews:
CCER: CIP Strategies on Development and Deployment of Genetically Engineered Potatoes and Sweet Potatoes, June 2005 & Center's Progress Report on Implementation of External Panel Recommendations of the CCER
CCER: Review of CIP Financial Control and Reporting Systems, April 2005 & Center's response to the External Review on Financial Systems
CCER: The Centre Commissioned External Review for the NRM Program of CIP, February 2007 and CIP response and implementation strategy
Terms of Reference for the CCER on Natural Resources Management
The Strategic Plan for Research of the International Potato Centre 2006-2016
Donor-Commissioned External Reviews:
Monitoring mission of CGIAR projects co-funded by the European Commission-Project 7B: Conservation and characterization of root and tuber crop genetic resources, 2003 & Progress Report on Implementation of External Panel Recommendations
Papa Andina- Resultados de un Proceso de Reflexion y Evaluacion, October 2005 & Response of the Executive Committee of Papa Andina
Notes for Panel Briefing (Source: CGIAR Secretariat, Finance Documents)
CGIAR Research Priorities 2005-2015.
List of CIP's professional staff
CIP List of Agreements for Cooperative Activities with other Centres and Institutions
List of CIP's sponsored projects
Agreement for scientific cooperation between the government of Peru and North Caroline State University
Statutes for the International Potato Centre
Amended Statutes of the International Potato Centre
Agreement for the Recognition of the International Legal Personality of the International Potato Centre (CIP)
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Reference Guides for CGIAR International Agricultural Research Centres and their Board of Trustees 1-7
A proposal for EPMR rating of scientific quality
Results of the CGIAR Performance Measurement Exercise, 2005, 2006

Annex 7
5th CIP EPMR Recommendations: CIP's Response and Panel Comments

Recommendation 1: Because of the need to improve the identity, visibility and effectiveness of the CIP potato breeding effort, the Panel recommends that the potato improvement activities be coalesced into a single project and that the leader be empowered (full financial, budgeting, and managerial accountability) to champion the development and delivery of a coherent breeding program that captures the full potential of all the resources available to CIP.

CIP's 2003 Response: The Centre respectfully acknowledges the intent of this recommendation. The Centre feels that the current configuration of our breeding efforts is working well, and that making changes at this time might not improve the effectiveness of the breeding program. The Board and management pledge to monitor the situation and to seek improved efficiencies, and will make corrections as necessary. Recognizing the value of external reviews, the Board proposes to undertake a Centre Commissioned External Review (CCER) in 2006 to re-evaluate the structure of our project portfolio vis-à-vis plant breeding. This will provide the Centre with sufficient time to test the present configuration (i.e., gather data for the CCER), and in turn will provide the next EPMR with an external look at the merits and drawbacks of various plant breeding configurations.

CIP's 2006 Updated Response: Fully implemented. One of the results of the CIP Vision exercise (see Recommendation 18), conducted from 2002-2004, was the re-structuring of CIP's research program. The current research program, which became operational in 2004, includes the Research Division of Germplasm Enhancement and Crop Improvement (MTP Project 3). This Research Division brings together CIP's breeding efforts for all commodities under the leadership of Division Leader, Dr. Merideth Bonierbale.

Panel's Comments:
Implemented and functioning. The response is accepted.

Recommendation 2. Because of the unique role of CIP as holder of vast genetic resources of its mandate crops, the Panel recommends that CIP urgently identify resources to establish a state-of the- art high-throughput genotyping facility that will enable it to fully exploit its genetic resources in the post-genomics era. Skills and competencies in the area of bioinformatics/computational biology must be strengthened.

CIP's 2003 Response: The Centre accepts the recommendation to establish a state-of-the-art, high through-put genotyping facility and will explore the human and financial resources implications of moving forward with this recommendation, including the implementation of collaborative arrangements with other institutions. We stress however, that the intention of creating such an initiative would be strictly in the interest of better serving the recipients of our research efforts, and with the purpose of contributing to solving poverty, nutritional and environmental problems in our client communities.

CIP's 2006 Updated Response: Fully Implemented. A high throughput (HTP) genotyping facility was established at CIP in early 2004 with special project funds from Spain and Germany. We purchased an automated sequencer needed to reliably produce high quantities of DNA fingerprints (Licor 43000 with 5 user licenses producing minimum of 480 DNA fingerprints per day). Simultaneously, we increased our capacity in DNA extractions by purchasing from Qiagen a tissue lyser devise using DNAeasy 96 plant kit, which processes 2 x 96 samples in 1.5 hours.
The main research activity of the HTP lab has been the production of micro satellite (SSR) marker data for potato for the Generation Challenge Program (50 SSR markers on 716 native potato genotypes and 2 mapping populations). Recently, a new research project has started to look at diversity of native

potatoes conserved *in situ*. By the end of 2005, we expect to produce a SSR marker data set for sweet potato.

Our capacity in bioinformatics was significantly increased (4 new assistants) in parallel with the acquisition of a high power computer (HPC) system, with Generation Challenge Program (CP) funds. And, one full-time internationally recruited scientist (IRS) is now leading the Research Informatics Unit (RIU). CIP has led the effort of installing the HPC for the Generation CPand in collaboration with the International Rice Research Institute (IRRI) is co-leading the identification and customization of additional software for the HPC. CIP has been recognized in the Generation CP bioinformatics community as a leader in geographical information systems (GIS), data-warehouse technology and certain best practices in programming and development for computational biology. New skills in bioinformatics were acquired through training given by a senior programer of the European Bioinformatics Institute in November 2004 (on web-services and EMBOSS). Several international collaborations have been initiated or revived through training events and visits to further strengthen capacity in: Expressed sequence tag/single nucleotide polymorphism (EST/SNP) pipelines (EMBRAPA, Brazil), in comparative genomics (National Clonal Germplasm Repository, Cornell) and genotyping databases (Scottish Crops Research Institute, Germinate). Funding for these activities is provided through a variety of collaborations under the Generation CP.

Panel's Comments:
Implemented and functioning. The response is accepted.

Recommendation 3. Because of the need for multidisciplinary approaches for sustainable improvement of the cropping systems under CIP's mandate commodities and limited resources for research, and the need to demonstrate impact, the Panel recommends that, within the overall strategic planning of the Centre, a priority setting exercise be conducted for NRM, using an appropriate methodology, to help focus the research agenda and develop a proper balance between process oriented and application oriented research, and between production systems based on CIP mandate crops on the one hand and livestock-pasture-based
Production systems on the other hand.

CIP's 2003 Response: The Centre accepts this recommendation and notes the following. We are fully aware of the challenging task of making the needed trade offs among natural resource management components and agricultural productivity-oriented alternatives. We will be including this topic in the visioning and priority-setting processes outlined in our response to the recommendations regarding Chapter 10 (see below). Because of the successful methodologies and tools that have been developed through the Center's NRM research to date, CIP is quite prepared to tackle this challenge and to implement applications-oriented research in conjunction with the most appropriate partners in the Andes and, on the global scale, through the Global Mountain Program.

CIP's 2006 Updated Response: Incremental implementation. NRM CCER was conducted in 2006. As part of the Visioning and Targeting Exercises (see Recommendation 18), we have targeted and prioritized research and intervention in potato and sweet potato production systems. In some of the highland potato production systems, livestock is one of the system components. However, work on mountain systems that do not include potato production is being phased-out.
As shown in the NRM log frame (MTP Project 5), described outputs clearly indicate that EPMR recommendations have been taken into account by the NRM Project, as there is an emphasis on the application of analytical methods and tools on CIP mandate crops. More than 70% of output targets included in the MTP deals with potato and sweet potato systems. The MTP indicates that most of the specific problems to be tackled by the project are related to the need to improve root and tuber crop statistics and yield forecasts in target areas with high population of resource-poor farmers and to enhance the capacity of complex systems to absorb shocks and maintain function, benefiting poor

farmers. As to application, several NARSs in LAC, Asia and Africa are already using analytical tools developed by the NRM Project for agro-ecological zoning and priority setting. The new Strategic Plan confirms the importance of NRM research in potato and sweet potato systems research. A CCER will be conducted during 2006 to obtain expert evaluation on our progress on this recommendation.

Panel's Comments:
The fact remains that the priority-setting exercise has not been done. The conclusions of the NRM CCER held in February 2007 confirmed this.

Recommendation 4. Because of the unique opportunity offered by CONDESAN and its very diverse partners in providing an excellent mechanism with a large number of watershed sites for testing research hypotheses and products, the Panel recommends that all CIP scientists work together in the CONDESAN benchmark watersheds and to use the CONDESAN mechanism for the development, evaluation and dissemination of integrated technologies, and policy and management recommendations.

CIP's 2003 Response: The Centre accepts this recommendation to foster the integration of CIP scientists' with work at the benchmark sites, as appropriate to their assessed needs. However,
Because we participate in CONDESAN as a member, and in the spirit of collaboration, the Centre will *recommend* to our partners that CONDESAN be used as a "mechanism for the development, evaluation, and dissemination of integrated technologies, and policy and management recommendations".

CIP's 2006 Updated Response: Fully implemented. CIP reminded the EPMR Panel that CONDESAN is an official CGIAR Ecoregional Program with its own Board; CIP has a seat on the Board and hosts the Coordination Unit of CONDESAN. As such, we could only recommend to the CONDESAN Board that partners use CONDESAN as a mechanism for development, evaluation and dissemination. CONDESAN benchmark sites are the basis for recent Consortium regional projects; these projects increasingly offer opportunities for collaboration with CIP. In 2005, CONDESAN is implementing activities with four of the six CIP Research Divisions and two of the Partnership Programs. Selected examples of on-going collaboration include: (a) comparison of conservation and traditional agricultural practices; (b) joint initiative to conserve biodiversity in the extremes of the Andes (see MTP Project 2 log frame) (c) a methodology on measuring poverty dynamics;(d) design of the Pro-poor Livestock Policy Initiative (PPLPI) with the Food and Agriculture Organization (FAO); (e) adaptation of the participatory Farmer Field Schools research methodology; (f) study on CONDESAN as a pilot case to analyze CIP's role as a Convening Centre of partnership programs with the backstopping of the Future Harvest Institutional Learning and Change (ILAC); (g) InfoAndina implementation of the e-consultation on the worldwide Mountain Partnership Action Plan, a responsibility undertaken by CIP.

Additionally, CIP's new Strategic Plan will result in focused learning sites where CIP staff will work together with partners to implement (and learn from) the new research and development paradigm. In Latin America, the first learning site has been identified as the Peru-Bolivia Altiplano.

Panel's Comments:
Reported activities were undertaken in 2005. There is no sufficient evidence of an integrated working process that feeds into either CIP or CONDESAN. In the last four months, since the new Coordinator of CONDESAN was appointed, there is a more intensive coordination to undertake joint activities with other Divisions. But the outputs are still to be seen.

Recommendation 5: Because of the extremely diverse activity profile of CONDESAN on one hand and its potentially important role in combining regional interests on the other hand, the Panel recommends that CIP

continue to have a strong scientific vision and methodological input in the consortium, in addition to CIP's current coordinating, administrative and facilitating role; and that the Technical Committee be revived and the coordinators of the cross-cutting themes be members of it.

CIP's 2003 Response: The Centre accepts this recommendation with enthusiasm and remains fully committed to continuing to provide strong scientific input to CONDESAN. Regarding the proposal to "revive" the Technical Committee and populate it with crosscutting theme coordinators, the suggestion will be communicated to CONDESAN leadership. (See our response to Recommendation 4 above for the rationale.)

CIP's 2006 Updated Response: Fully implemented. The Technical Committee has been revived under a new format. It is now composed of CIP and International Centre for Tropical Agriculture (CIAT) representatives and by the leaders of the so-called CONDESAN Initiatives (benchmark sites and regional projects). Dr. Peter Trutmann, Coordinator of the Global Mountain Program (GMP), is CIP's representative of the Technical Committee of CONDESAN. CIP scientists have been actively involved in the participatory exercise to build the Road Map of CONDESAN for the next five years. The Road Map emphasizes areas of innovation in agricultural systems and integrated management of water resources. In 2005, CIP created an Andean Coordinating Committee as a new standing committee of the Centre, where CONDESAN and other Centre representatives meet to facilitate joint action in Andean-based activities.

Panel's Comments:
CIP's input into CONDESAN Road Map was appropriate, but it did not pull CONDESAN's agenda close enough to CIP's mainstream research, to ensure that CONDESAN would contribute to CIP's research outputs.

Recommendation 6: Because of the need to consider CIP's priorities on a continual basis, given constant changes in the external environment, the Panel recommends that the Centre continue the interactions of its social scientists with its biological and physical scientists, but with a broader involvement of partners and constituency groups.

CIP's 2003 Response: The Centre accepts this recommendation and pledges to continue to promote interaction between our social, biological and physical scientists, as we have historically done. The Centre appreciates the EPMR panel's commendation of this program for its successful multi-disciplinary integration.

CIP's 2006 Updated Response: Fully implemented. CIP has a strong history of effective integration of the biological and social sciences, which has yielded strategically useful knowledge to biophysical researchers. This integration has kept the research agenda that is led by social scientists focused on problems relevant to their colleagues, thus the social sciences in CIP have never suffered from isolation or marginalization within the Centre. CIP Management is committed to maintaining that historical strength. The new Strategic Plan provides for full integration of social scientists in the research for development cycle. Within the new research program, MTP Projects 1 and 4 are lead by social scientists, with social scientists also housed in Project 6 and collaborating across all of the research projects. Two of our Partnership Programs are led by social scientists. Our new regional leader in SSA is an economist. In addition to engaging with their biological scientist colleagues in CIP, the social scientists at CIP have pioneered participatory approaches to research not only in focused agricultural technologies but also empowerment of rural communities and institutional arrangements that connect different market chain actors.

Panel's Comments:
Even though the effort is evident, and the comments of CIP valid at the time the 5th EPMR was presented, this effort has not been sustained. Also, as new issues are being addressed, the agenda for Social Science Research at CIP has widened and the human resources needed for this task have declined, putting at risk the quality and utility of these most needed outputs.

Recommendation 7: Because science and technology policy is increasingly important in a resource constrained world, and because the economic conditions of adopting new technology varies so much from one part of the world from another, the Panel recommends that CIP reallocate its social science resources to do more research on science and technology policy issues.

CIP's 2003 Response: The Centre accepts this recommendation. The Centre would like to defer, however, the reallocation of our social science resources until the completion of the EPMR's recommended visioning, strategic planning, and priority setting exercise. Also, given the fact that the primary CGIAR mandate for doing policy research rests with IFPRI, the Centre will seek a closer working partnership with IFPRI on science and technology policy issues.

CIP's 2006 Updated Response: Incremental implementation. Progress on this recommendation has been slow pending the completion of the 2005-2006 strategic planning exercise. With the completion of the Strategic Plan for Research, the Board of Trustees recognized that there is policy-relevant research being conducted across the Centre. In April 2006, the BoT recommend we conduct an internal exercise to document the policy-relevant information that is being generated for decision-makers.

Panel's Comments:
The lack of needed human resources and clear priorities has inhibited proper attention to this recommendation. This Panel has not seen evidence of the exercise recommended by the BoT.

Recommendation 8. Because of the potentially significant insights to be obtained from comparative studies of adoption and constraints, and because of the value attached to the results of such studies by the international donor community, the Panel recommends that CIP develop consistent frameworks for the collection and analysis of basic data on adoption and constraints (including household data), and strengthen the skills of the Centre in sophisticated statistical approaches required for the collection of such data.

CIP's 2003 Response: The Centre accepts the recommendation to strengthen the collection of data on adoption and constraints and will incorporate evaluation and definition of consistent frameworks as part of the EPMR recommended visioning, strategic planning, and priority setting exercise.

CIP's 2006 Updated Response: Incremental implementation. With respect to the framework for collection and analysis of data and statistical approaches, in late 2002 CIP created a Research Informatics Unit (RIU). RIU has developed a basic generic framework, tentatively called CIPEX, to manage and analyze data on field and laboratory experiments. The framework passed the prototype stage in March 2005 and is now (June 2005) in the pilot phase with selected users. We expect broader use by end of July 2005. The framework is web-based, thereby allowing easy sharing of data on both intranet and internet. This will also allow global analysis of data across localities. Components in the framework include a system for micro-management of projects and experiments and a statistical package with custom procedures to generate designs and automate analyses and reports wherever appropriate. The latter is intended to lessen the burden of repetitive tasks and promote best practices in statistical analysis. Additionally, the custom statistical procedures are also based on a freely available statistical package ("R", http://www.r-project.org) – thus promoting their re-use by

collaborators. CIP's statistician has conducted several training courses at CIP headquarters and abroad using this package and the custom procedures.

Specifically responding to the adoption and constraints of CIP's improved varieties, within the new Research Program the Research Division on Germplasm Enhancement and Crop Improvement has created an entire project on Germplasm Uptake and Utilization. This project includes an initiative to promote CIP materials more aggressively in targeted regions and production systems that are ripe for varietals change. In 2006, a post doctoral student with strong statistical skills was posted in Africa to begin adaptation constraint studies on CIP's orange-fleshed sweet potato varieties. CIP has also made a greater commitment to participatory plant breeding to incorporate users' criteria, thereby speeding up the process of varietals selection and enhancing the odds that suitable varieties will be forthcoming. CIP has had more success with smaller NARS having less potato-growing area than with larger, stronger NARS. Efforts to increase Centre presence in countries where potato-growing is more important, such as China, will help to redress these historical disparities in CIP-related varietals change.

Panel's Comments:
The Panel has not seen concrete evidence of progress on this recommendation.

Recommendation 9. Because of the opportunities for partnership are overwhelming and tend to lead the Centre in multiple directions, the Panel recommends that CIP formulates a strategy for how to engage in different types of partnerships, including the private sector.

CIP's 2003 Response: The Centre accepts this recommendation and will form a Centre Task Force to assess and gather data on our expertise and experience, and to address the specific issue of strategies for partnering.

CIP's 2006 Updated Response: From its inception, CIP has put a premium on partnerships. As a consequence, we have long-established practices and habits for engaging with partners. However, noting the dynamic external institutional environment in which CIP operates, the EPMR panel is correct in noting that the Centre should systematize the knowledge of past experience and maximize future effectiveness of partnering through a conscious policy for engagement. The re-structuring of the CIP Research Program resulted in one constellation of Partnership Programs, which include the CGIAR SWEPs that CIP hosts, as well as several other Partnership Programs specific to potatoes and sweet potatoes. This restructuring reflects our partnership strategy of creating an identifiable space for partners within the larger context of CIP. The new Strategic Plan establishes the strategy for engaging in different types of partnerships in different stages of the research for development cycle.

Panel's Comments:
Chapter IV of this EPMR report which addresses Crosscutting Issues, this theme is discussed extensively. Although some progress has been made regarding a higher visibility of CIP´s current partnerships in the new structure, and explicit consideration to them has been given in the Strategic Plan, further work needs to be done to develop the requested strategy, in particular regarding partnership exit strategies.

Recommendation 10. Because of the need to enhance CIP's scientific reputation and ability to compete more effectively for external funding, the Panel recommends that the institute encourage more frequent publications in refereed scientific journals and set more demanding annual publication performance targets.

CIP's 2003 Response: The Centre accepts this recommendation fully, as it is vital to our future. To address these needs several creative approaches are under consideration. These ideas go beyond the

points made in the EPMR's report, and include: the reorganization of the Center's information services; the definition of strategies that enhance and expand outlets for peer-reviewed research results of the types produced by IARCs and our partners; and better recognition for high quality research performance, including project-based support and scientist-based rewards.

CIP's 2006 Updated Response: Fully implemented. In 2003, the Office of the Director of Research implemented a new on-line reporting system for CIP Information Outputs, which specifically tracks 16 different types of publications, including peer-reviewed publications. As of 2005, the new individual work plans for CIP scientists explicitly include publication plans. In the 2004 and 2005 Performance Measurement Reports, CIP reported 1.16 and 1.17 peer-reviewed publications, respectively. That is, each IRS scientist is, on the average, publishing more than one peer-reviewed publication per year. Given CGIAR scientists are actively involved in capacity strengthening activities as well as research; we deem 1 peer-reviewed publication per year to be an appropriate performance target.

Panel's Comments:
The number of publications in refereed journals by CIP staff has increased substantially from only 15 in 2002 to 52 in 2006. But CIP has nearly 160 research staff including IRS and NRS. Further, in most of the research publications CIP staff was not the main author. For example, in 2006, out of 52 publications, CIP staff was the main author in only 13 publications. Many publications were in little known journals. Keeping in view the international status of CIP, at least 1 publication/research staff/year in a refereed journal of common knowledge should be aimed at by CIP.

Recommendation 11. Because traditional sources of funding for CIP's activities are drying up, and because additional outside funding is needed if the Centre is to attract quality professionals to contribute to its activities, the Panel recommends that CIP reallocate resources from its management staff to hire a competent international development officer, and use the leadership of that officer, together with a marketing survey, to develop a strategic plan for increasing its external funding.

CIP's 2003 Response: The Centre accepts this recommendation, but may implement it as a "development program" rather than a "development officer". The distinction here is merely one of greater flexibility as we may want to look at contracting for services (rather than hiring an officer), and we may want to partner with other Centres and the Future
Harvest Foundation on common resource-mobilization interests.

CIP's 2006 Updated Response: Fully implemented. Resource Mobilization at CIP has continued to grow, primarily through restricted grants. Since the last EMPR in 2002, funds approved in grants have totaled US$38.4 M. additionally, in response to this EPMR Recommendation, CIP hired a full time IRS as Chief of Resource Mobilization in 2004 and allocated two support staff positions to the Resource Mobilization Office. The Chief of Resource Mobilization took up her office in September 2004. She is prioritizing efforts to re-define the project development process, developing business plans together with project leaders and re-assigning responsibilities for fund-raising among Directors, project leaders and Regional Leaders. A preliminary strategic plan for increasing external funding was presented to and accepted by the Board at the April 2006 Annual meeting.

Panel's Comments:
This Panel agrees that this has been implemented, but is not necessarily working appropriately.

Recommendation 12. Because of the need to retain a healthy distance between the Centre and its External Auditor, the Panel recommends that the Board of Trustees change CIP's External Auditor at the conclusion of the current end-of-year audit/reporting cycle, and every 3-5 years thereafter.

CIP's 2003 Response: The Centre accepts this recommendation and it has been implemented.
Note: The temporary extension of the current external auditor was a result of the merger of the prior audit company (Coopers and Lybrand) with the newly contracted one (PriceWaterhouse) into a joint company (PriceWaterhouseCoopers). With the subsequent change-over of the Center's CFO position, the normal cycle of retaining an external auditor for limited periods has resumed.

CIP's 2006 Updated Response: Fully implemented. A new External Auditor, Deloitte and Touche, was contracted immediately in April 2002. In 2005, the Board's Internal Audit Committee recommended a change auditors; this was endorsed by the full Board at the March 2005 Board Annual meeting. Accordingly, at the April 2006 Board Annual meeting, BOD was appointed as the External Auditor for the 2006-2008 periods.

Panel's Comments:
The Panel was concerned about the adequacy of the review process used by the Audit Committee, as evidenced by its Minutes, in its most recent change of audit firm. The Panel advises the Committee to closely monitor the firm's performance.

Recommendation 13. Because of the need to give managers the ability to cost-efficiently conduct their business, the Panel recommends that the required changes to transform CIPFIS into a fully-fledged Management Information System be completed as soon as possible; and that managers at all levels then be given access to complete and transparent budgetary information on the activities they are accountable for, and that CIP management devise incentives to encourage and increase cost-consciousness and efficiency.

CIP's 2003 Response: The Centre accepts this recommendation and notes that the implementation of these enhancements were already planned before the EPMR and were undergoing implementation prior to the EPMR main phase. We anticipate completion of this project within a few months.

CIP's 2006 Updated Response: Incremental implementation. The CIPFIS enhancements to implement forward commitment for goods and services were advanced and fully implemented in November 2002, in order to provide more complete budgetary information for project leaders. In November 2005, the new Director General appointed an MIS Task Force. A 150-page Task Force report with recommendations was presented to the Board of Trustees at the April 2006 Annual Meeting. The Centre is now considering alternate recommendations to integrate all systems, including human resources management and to establish a fully-integrated Management Information System by 2007.

Panel's Comments:
This recommendation was also stressed by the subsequent CCER on Financial Controls and Reporting with which this 6th EPMR Panel is in agreement. Project managers report that they do not know their budgets and how much they have spent. The Centre still does not have an Enterprise Resource Planning system, including a Project Management Information System. As a result there are inefficiencies in the conduct of research and administration, and inconsistencies in the multiple databases which integration of CIP's existing standalone systems will not address.

Recommendation 14. Because of the importance of the Board's financial oversight role, and especially in view of the Center's funding situation, the Panel recommends that the Board ensure that it receives adequate financial and budgetary information from management and that it spend sufficient time exercising its budgetary and financial oversight function.

CIP's 2003 Response: The Board accepts this recommendation and has, in the past year, moved to elevate its attention to financial oversight. This will be accomplished through enhancements to the Center's management information system, and changes to the Center's annual auditing arrangements.

CIP's 2006 Updated Response: Fully implemented. As of 2002, the Internal Audit Committee stepped up oversight functions. The Board currently receives Quarterly Financial Reports from the Chief Financial Officer (CFO). Financial and budgetary matters are addressed at the Executive Committee meetings (in October and March each year) before the Annual Board meeting. A CCER on CIP Financial Management was called for by the Board at the March 2005 annual meeting. A Financial CCER was conducted in April 2005, with very positive findings. Beginning April 2006, the CIP Board will be meeting 4 times each year; the Board meetings have been scheduled to coincide with the Quarterly Financial Reports.

Panel's Comments:
The Panel agrees that the Board is receiving very full financial and budgetary information from management, but concurs with the 2005 CCER that the addition of a one page summary, responding to nine financial "dashboard" questions proposed in the CCER, would be an important addition, particularly for those Board members without financial accounting expertise. The Executive Committee of the CIP Board rejected this recommendation as being unnecessary; the Panel disagrees. The Panel notes that the Board has, at its most recent Board meeting, elected its first Board member who meets the CGIAR definition of "having professional qualifications in financial management".

Recommendation 15. Because of the Board's important role in programmatic/scientific oversight, the Panel recommends that the Board be more challenging and forward looking in its discussions of the Center's long-term scientific strategy.

CIP's 2003 Response: The Board accepts this recommendation and notes that it has been awaiting finalization of the change management activities of the CGIAR and the outcomes of
The regional planning efforts as necessary input to this process.

CIP's 2006 Updated Response: Fully implemented. The Board Program Chair co-chaired (with the DDG-Research) the entire process for the Visioning, Targeting and Research Realignment Exercises. The entire Board of Trustees was involved in the review and approval of the CIP Vision. The Program Committee is overseeing the Strategic Planning process. The BoT Program Committee also formed a sub-committee on Science and Technology Policy in 2004, in order to address critical longer-term issues related to scientific strategy (e.g. GMO research, Intellectual Property issues).

Panel's Comments:
The Board does a fine job of monitoring the Division Programs and Partnerships but is less effective in its use of the MTPs and CCERs to inform its thinking about the integration and overall strategy for the Centre. The Panel was surprised that the Board was unaware of the *Research Priority Assessment for the CIP 2005-2015 Strategic Plan,* available in draft form in 2006, and that neither the Board nor the Program Committee had discussed the document in their most recent meetings. The Board has not required the Centre to make the difficult decisions regarding specific strategic priorities in the Strategic Plan.

Recommendation 16. Because of the need to keep professional distance and independence of the Board vis-à-vis management, the Panel recommends that the DG not be a member of the Nominations Committee and that the DDG-F/A not be the secretary to the Board and its Executive Committee.

CIP's 2003 Response: The Board accepts the first point and has already completed implementation. As to the second point, the statutes founding the Centre prescribe the position of the Secretary of the Board.

CIP's 2006 Updated Response: Fully implemented. The CIP Board of Trustees accepted the first point of this Recommendation and removed the DG from the Nominations Committee in 2002. However, the Center's founding statues prescribe that the DDG-F/A serve as the Secretary to the Board. The role, responsibility and accountability of the Board Secretary have been defined. The Board has reviewed this recommendations and taken the view, along with many similar sized organizations, that the role of the Board Secretary can be undertaken without compromise by the Director of Finance and Administration. The Board continues to work actively to improve corporate governance.

Panel's Comments:
As a point of factual clarity, the Center's statutes do not prescribe the DDG-F/A to be the Board Secretary. Rather they state that the person be "a member of the Center's administration", a view with which this Panel has no problem.

Recommendation 17. Because of the value of a well-articulated, encompassing vision tied together with a strategic plan, the Panel recommends that CIP develop a vision and a strategic plan that will integrate crop improvement and protection, natural resource management, and the social sciences in an approach that will guide the understanding of problems developing countries face as they experience economic development.

CIP's 2003 Response: The Centre accepts this recommendation and plans to implement it through a yearlong process of visioning, stakeholder dialogue, strategic planning, and human
Resource capacity assessment, financial needs evaluations, and resource mobilization
Strategies.

CIP's 2006 Updated Response: Fully implemented. From 2002-2003 CIP conducted Visioning, Targeting and Research Realignment Exercises. The process and outcomes of these Exercises have been published and widely distributed (see *The CIP Vision: Preserving the Core, Stimulation Progress*, www.cipotato.org). As a result of these Exercises, the CIP Research Program was re-structured and this new Program became operational in 2004.

In 2005, CIP conducted a Centre-wide exercise on organizational change and strategic planning for research. The Strategic Plan for Research was presented to the BoT and was the sole topic of discussion and debate at the full-day Program Committee meeting in April 2006. The Strategic Plan has been approved by the Board and will shortly be posted on the CIP website for public comment.

Panel's Comments:
Chapter II deals extensively with CIP´s work regarding this recommendation by the previous EPMR. Regarding the Vision, the conclusion of the Panel is that it should be commended for the developing of the Targeting and the Pro-poor RandD Cycle. The consideration of the MDGs has been carried too far and as a consequence CIP´s new Vision has been expanded to include additional objectives for which the Centre does not have comparative advantages. Regarding the Strategic Plan, the opinion of the Panel is that it is an unfinished document and a recommendation has been made to finalize it.

Recommendation 18. Because of the need to give more attention to priority setting in CIP and to maximize the effectiveness of the resources made available to it, the Panel recommends that the vision statement and the

strategic plan be connected and used to establish a robust set of priorities to guide resource allocation in CIP in the coming years.

CIP's 2003 Response: The Centre accepts this recommendation, but notes our intentional postponement of priority setting activities in anticipation of the outcome of the change management exercises of the CGIAR (especially the emergence of the critically important Challenge Programs) and this pending EPMR.

CIP's 2006 Updated Response: Fully implemented. As stated under Recommendation 17, the Strategic Plan for Research is being completed. Out of this programmatic strategic planning will come a more complete Corporate Plan including an analysis of financial realignment for both human and economic allocations across the Research Divisions and target Regions. The priorities defined within programmatic strategic plans will also inform the evolution of business plans and inform a final strategic plan for resource mobilization that supports and drives achievement of CIP's Vision.

Panel's Comments:
In the opinion of the Panel, CIP has not produced so far a set of robust priorities to guide resource allocation in the coming years. This remains as an important piece of work to be completed. In Chapter II, the Panel provides some possible explanations for the delay of CIP in accomplishing such a task.

Annex 8
Analysis by and recommendations of the Panel of the 6th EPMR regarding the 2007 NRM CCER

Considering that recommendation 3 of the 5th EPMR states that:

"Because of the need for multidisciplinary approaches for sustainable improvement of the cropping systems under CIP's mandate commodities and limited resources for research, and the need to demonstrate impact, the Panel recommends that, within the overall strategic planning of the Centre, a priority setting exercise be conducted for NRM, using an appropriate methodology, to help focus the research agenda and develop a proper balance between process-oriented and application-oriented research, and between production systems based on CIP mandate crops on the one hand and livestock-pasture-based production systems on the other hand."
Considering also that the 5th EPMR Panel expected that such priority setting exercise:
"... Should also contribute to team building and developing a shared vision among the members of the team."
And noting further that in February 2007, CIP commissioned an external review of its Natural Resource Management Division in order to get a more informed opinion on the NRM research at CIP, and that at that time CIP's BoT recommended that the study "should address questions of critical mass, conceptual framework and linkages to CIP's commodity research."

The Panel analyzed the Terms of Reference of the CCER, and is of the opinion that they were designed to shed light on CIP's options and means of addressing recommendation # 3 of the Center's 5th EPMR. The Panel studied the report of the review, and has the following reactions to the recommendations of the review panel:

CCER's recommendations on CIP's NRM in February 2007

1. The quality of research of the NRM Research Division is outstanding and of world quality. This relates to remote sensing, modeling of crop growth, geospatial analysis, complex systems and landscape analysis. The publication record is excellent. We congratulate the Division on their achievements. The type of research being done is necessary to achieve the scientific objectives of the Division, as existing methodologies and software often do not function in the data-scarce environment where the work takes place.

   Response #1 to the CCER's recommendations by the Panel of the 6th EPMR (June 2007)
   The Panel agrees with the CCER in its assessment of both the quality of the research done and the publication record. However, the panel notes that the CCER did not relate the work of NRM to how it contributes to achieving the CG System Priorities. Nor did they link the NRM work to how it contributes to practical aspects of offering advice on how to enhance potato and sweet potato production and utilization systems. This would have helped in assessing the value of the work of NRM

2. Integration of different research results towards an operational and transparent procedure that helps to establish innovative land use systems that are sustainable and resilient, has not yet been achieved, nor is it clear what the "Road Map" is going to be, nor which "Toolkit" will be used. A Conceptual Framework is needed on the basis of which such a "Road Map" and "Toolkit" can be developed. Development of a Conceptual Framework has high priority. We provide some suggestions in the context of the Pro-Poor Research for Development Cycle, but the scientists within the Division will have to confront this challenge. A key element is thorough characterization of actual conditions of an area to be followed by scenario development. In addition we ask

attention for continued research involvement during implementation and for joint learning and evaluation in all phases of the work.

Response #2…. by the Panel of the 6th EPMR (June 2007)
The Panel fully agrees with this recommendation, that a 'Road Map', 'Tool Kit', and Conceptual Framework are required for CIP's NRM work to make progress. The Panel also agrees with the recommendation that advice on joint learning at all phases is an essential condition for the success of NRM at CIP. While the Panel acknowledges that this is already done to some extent, it considers that the efforts should be reinforced.

3. The MTP 2007-2009 lists as users of their work: CGIAR and NARS Scientists, Development Agencies, Policy Makers and Extension workers. The way research is currently presented is not suitable to address the last three categories of users as it is too much research oriented. Better ways of communication have to be explored and we advise that Mr. Paul Stapleton from the Communication and Public Awareness Department be structurally involved here in future.

Response #3…. by the Panel of the 6th EPMR (June 2007)
The Panel agrees that the way research is best presented will differ between the beneficiaries listed. The Project does present its work in mentoring workshops to carry the output to NARS, for example. However, it may take further work of the 'outreach'-type properly to inform the advisors of policy-makers. The advice to collaborate with the CPA Department on further work of the 'outreach'-type properly to inform the advisors of policy-makers is entirely appropriate.

4. The role of NRM within CGIAR is still not clear as evidenced by several publications that are discussed in our report. We suggest that the NRM Research Division within CIP takes the lead in using the conceptual framework to be developed (point 2 above) and a corresponding "Road-Map" and "Toolkit" to make clear which role NRM can play in establishing innovative land use systems that are sustainable and resilient. The Altiplano work and perhaps other studies are highly suitable to illustrate low cost/benefit ratio's of investment, high Internal Rates of Return and production of International Public Goods. Facts and figures are needed here, no conceptual or ideologically inspired proclamations. Due attention should be given to excellent recent papers on the subject by e.g. Barret, Harwood and the Science Council. We believe that CIP has a unique opportunity at this point in time to take the lead in NRM research within CGIAR and beyond. CIP is also in an excellent position to debunk the paralyzing perception that one is either engaged in research or in development. Of course, both elements are needed. The NRM Division of CIP shows that cutting edge research can be realized in a development context and that the development process is bound to benefit greatly.

Response #4…. by the Panel of the 6th EPMR (June 2007)
The panel fully agrees with this recommendation. Socio-economist, Agric-economists within the NRM team have helped to do estimates of benefits that are needed by stakeholders I the potato and sweet potato commodity chains. The rural poor need the guidance of what is profitable and sustainable and what is not, in either the short run or the long run. The "*complete picture analysis*" that NRM conducts is the most useful product for use by the rural poor. The Facts and figures needed here is to come from several relevant Divisions with which NRM has to liaise and work synergistically. Consequently, the road map and tools have to be developed in agreement with the other Divisions, at least in the areas where joint work has to be carried out. The panel does not agree with the aspect of the recommendation that the Research to Development Continuum does not have milestones. Up to a certain distance along the continuum, science work has to be

done by a group that cannot do the other parts. That is why there is need for relevant partnership to cover the rest of the journey along the science to development road. The map f the road should clearly define where each partner would stop and the other start. Other wise there would be an inefficient allotment of the tasks.

5. Considering the shift from core funding to project funding, the latter in direct interaction with donors, it is important for the Division to have a clear image of its identity, potentials and possibilities so as to guide selection of the most opportune actions in future and to rationally limit the range of activities. Our suggestion would be to frame such an image around a general theme for CIP as follows: "CIP FORMS AN INNOVATION NETWORK FOR POTATO AND SWEET-POTATO BASED PRODUCTION SYSTEMS"

   Response #5…. by the Panel of the 6th EPMR (June 2007)
   The Panel fully agrees with this recommendation. The suggestion to "rationally limit the range of activities" is a clear pointer to the need for conducting the priority setting that has yet to be done. The advice to form a "network" on the main crops is proof of the need to return to basics of emphasizing the work of NRM on the main commodities and how they are produced than to engage in issues that bear less relevance to them.

6. In fulfilling its MTP ambitions, the NRM Division needs input from the other Research Divisions and Research Support Units. In our report we mention different topics of possible cooperation with different Divisions, as raised in our discussions. At the same time, the NRM Division should provide support to the other five Research Divisions. Even though several efforts are made to improve interaction among Divisions, direct intervention by the DDG-Research, as in the case of the initiation of a drought resistance program between Divisions 3 and 5, appears to be the most effective.

   Response #6…. by the Panel of the 6th EPMR (June 2007)
   The panel agrees completely with this recommendation. It is noted also that the need for DDG-Research to intervene indicates some difficulties in creating joint collaborations between Divisions.—It may be necessary to examine why such difficulties exist

7. The work of the NRM Division would benefit from improved data management procedures within CIP. Minimum datasets for the various disciplines and streamlining and standardizing of procedures would allow easier exchange among divisions and easier operationalization of the: "Road Map" and "Toolkit" concepts. We realize that plans are being made to achieve this but we are not convinced that progress is rapid enough.

   Response #7…. by the Panel of the 6th EPMR (June 2007)
   Data generated by the several divisions will be of different types and to harmonize contents and formats will require that all the Divisions collaborate in defining meta-datasets. Until that has been achieved the Panel is doubtful of the practicality of this recommendation, and thus can only partly agree with it.

8. Advanced research efforts on GIS, Remote Sensing and geospatial analysis are in progress within the NRM Division. Comparable activities are performed within the Research Informatics Unit (RIU). The division of tasks is based on a research focus within NRM and a service focus within RIU. This works well, and NRM and RIU can remain separate units. We should realize, though, that research within NRM is fundamentally different from, e.g. research on such topics in a University Department or Fundamental Research Institute, that is primarily science driven. Basic research within NRM should, to the contrary, always be guided by needs arising from following the: "Road Map". Once the tools work well enough, further research is hard to defend in a CGIAR

context. ("The better is the enemy of the good"). Whether or not "Tools" need refinement by further research or new tools need to be added requires careful analysis because of the limited manpower within the Division.

Response #8…. by the Panel of the 6th EPMR (June 2007)
The Panel fully agrees with this recommendation. Without the "Road Map" is too easy to be diverted into improving tools that are already adequate for the job. The separation of the research and service functions is acceptable as long as it works well.

9. Development of innovative potato production systems requires systems to be sustainable. This has economic, social and environmental implications. The economic and social expertise within the NRM Division is now clearly inadequate. The plan to hire Dr. John Antle and have Dr. Corine Valdivia spends a sabbatical, to increase economic and social science expertise within NRM is strongly supported by the reviewers.

Response #9…. by the Panel of the 6th EPMR (June 2007)
To receive a visitor on sabbatical will incur little cost. Therefore we make no comment on that proposal. However, to recruit another member of staff without having first conducted the priority setting exercise and without the 'conceptual framework and direction' referred to by the CCER would be out of place in the opinion of the Panel.

10. An extra position for an Internationally Recruited Scientist is needed in the Division NRM in order to accomplish the objectives of the MTP. Even though the National Scientists within the Division perform very well, their efforts need strengthening to ensure future continuity of the work. We believe that a position for a Complex-Systems scientist would be most appropriate.

Response #10…. by the Panel of the 6th EPMR (June 2007)
The argument that the Panel has made against Recommendation #9 against further recruitment in the absence of the priority setting exercise applies here also. The Panel has considerable sympathy with CIP if it believes that its work in NRM would be advanced by some extra staff, but CIP cannot ignore that fundamental requirement of determining the boundaries and priorities of their work.

Annex 9
6th EPMR Panel Comments on CIP´S Proposal for the Creation of the CIP-China Centre for Asia and the Pacific (CCCAP)

Background

China has 4.7 million hectares of potato under cultivation and is the largest producer in the world. China produces 70% of the world's sweet potato.

Today, China is one of the largest users of CIP germplasm worldwide, and there is active collaboration with Chinese breeders in both crops in many regions. The China- CIP collaboration started almost thirty years ago when, in 1978 China launched its program for poverty reduction, along with a package of economic reforms to open the economy to speed up growth. At that time, when the country did not have access to western materials, CIP responded by sending a formal mission to China that same year. Collaboration began with germplasm exchange and capacity-strengthening work with Chinese scientists to develop a disease-resistant potato (CIP-24), which today is grown on approximately 70,000 ha, principally in China's drought-prone Northern provinces. "Cooperation 88", a high-yielding potato variety currently grown on more than 100,000 ha in Yunnan Province alone, is another example of successful collaboration.

In its collaboration with China, CIP emphasized the South-South sharing of nationally bred materials. An example of this research spillover was the variety ACHIRANA-INTA, bred by the Argentinean national potato program, identified as promising, tested for pathogens, and distributed by CIP in China and other countries (Madagascar, Bhutan). Interestingly, ACHIRANA-INTA never attained commercial importance in Argentina but, at one point a quarter million hectares of land were planted in China with this material.

Collaboration on sweet potatoes started twenty years ago, and was focused on developing new technologies to eliminate viral diseases in sweet potatoes. The techniques included new methods to identify viruses in sweet potato roots, and better systems for multiplying improved virus-free plant varieties. By the early 1990's, these efforts helped boost sweet potato production by over 30% and expanded cultivated area to over 600,000 ha in Shandong Province. Since 2000, CIP and Chinese scientists have collaborated through the organization of South East Asian regional courses on potato and sweet potato. CIP collaborates with the Root and Tuber Crop Research Institute of Yunnan Normal University and the Huize Agricultural Extension Centre

In 1985, CIP opened a liaison office in Beijing -- the first CGIAR Centre to take such initiative – and began joint work with the Chinese Academy of Agricultural Sciences (CAAS). China never forgot all the support that they got from CIP at difficult times for the Country. And in 1990, while Dr. D. Sawyer was CIP's DG, he received a degree as Honorary Professor of the CAAS. Through China's program to reduce poverty, the number op people living under the poverty line has declined from a quarter of a million in 1978 to just 10 % of that by the end of 04, meaning that China has already achieved the national MDG target oh halving the number of poor the 1990 figure of 85 million.

The 11th Five Year Plan for National Economy and Social Development, approved by the Chinese Government in 2006, explicitly includes the development of the potato sector as one of thee vehicles for economic growth and poverty reduction. The priority areas for further work in poverty reduction are the remote mountain regions, the ethnic minorities and some extremely poor pocket areas.

The China Centre for Asia and the Pacific (CCCAP)

Within this context, CIP and CAAS developed the idea of creating a regional Centre dedicated to potato and sweet potato research and development, the CCCAP. In the second half of 2006, the political framework for this initiative as approved in China by several bodies of the Government: the Ministry of Agriculture, the Ministry of Foreign Affairs, the Ministry of Finance, Customs, the Municipality of Beijing and the Chinese State Council. It is apparent that the relevant officials of all Ministries believe that this is a far-reaching project not only for China but also for Asia. Through this project the CCCAP is likely to become the first international program to be endowed with the legal International Organization status in China.

In March 2007, a formal delegation of CIP, including the Board Chair and the DG traveled to Beijing to begin work with CAAS, the Ministry of Agriculture and the Ministry of Foreign Affairs. In April 2007, a high level delegation of CAAS, headed by its Vice President, Dr. Liu Xu, and other members visited CIP installations in Lima with special interest in the Center's laboratories for virology, pathology, entomology, biotechnology and bio-safety, and in CIP's Biodiversity Complex. A new delegation of five CIP top scientists is expected to travel to Beijing at the beginning of August 2007, to continue the discussion about the objectives and strategies for the new Centre.

CIP has also signed agreements with Science Academies of different States in China, for example Sichuan and Guizhou, and has developed active work with both Academies.

Comments from the Panel

Although the details involved in the MOU that CIP is putting together with CAAS have not been revealed to the Panel, the Panel has no doubt that CIP has a creditable history of working with China, and that the CCCAP is an important asset for CIP. Indeed, given China's pre-eminence as a potato and sweet potato producer, and its longstanding relationship with the Centre, the Panel proposed a fieldtrip to visit China in order develop a better understanding of both, CIP´s work and the proposed CIP-CAAS Centre. But the visit was not carried out because CIP´s DG advised that such a trip was inconvenient at that time, due to the on going negotiations between CIP and CAAS.

However, the two members of this Panel that visited Vietnam and Indonesia, accompanied by CIP´s Regional Leader, asked the national authorities of those two countries their opinions about the "would–be-–international Centre in China". Although these authorities were basically in agreement with the idea of the CCCAP and CIP´s further work in China, they were concerned with the wider relevance of outputs from the Centre; their main preoccupation being that the CCCAP might end up doing relevant work only for China.
The Panel also notes that CAAS does not have a nationwide potato/sweet potato program, as The CCCAP will perhaps fill that gap, giving both crops much more visibility throughout China.

What each party, CAAS and CIP, is bringing to put CCCAP together is uncertain as well. Apparently, CAAS will provide an office location, the use of land for field trials, and research assistants, along with the international legal status for the Centre. The Panel's understanding is that CIP will have to provide up to 10 International Research staff to work in China. The source of funding for this substantial contribution by CIP (close to US$ 2M per year) is unclear to the Panel. The Panel believes that CIP's contribution to work in China should not draw on existing Centre resources.

Annex 10
CIP - CENTRO INTERNACIONAL DE LA PAPA: A RETROSPECTIVE VIEW

INTRODUCTION

With the intention of providing a retrospective dimension to its review, the EPMR '07 interviewed Dr. Richard L. Sawyer, CIP's founding Director General Emeritus.
Dr Sawyer retired from CIP in 1991 after a forty-year career concentrated on potato production.

CIP HISTORICAL HIGHLIGHTS

CIP's original 1971 mandate was to increase the yielding capability and efficiency of potato production in the countries where it was grown and to extend the potato's geographical range, including the lowland tropics. This mandate was later extended to include the sweet potato.

→ CIP's original mission was scientific, narrowly focused on realizing the potato's potential as a high quality source of human nutrition.

CIP's original Statutes laid out the Centre's approach to fulfill its mandate:

a) To conduct research programs for the improvement of potato production both nationally and internationally. (Other tuberous roots were added later.)
b) To collect, maintain and distribute germplasm, to be used nationally and internationally;
c) To provide assistance in the development of related institutions, in Peru or elsewhere;
d) To train potato technicians under the leadership of high-level scientists;
e) To publish and distribute research results obtained;
f) To establish/maintain an information centre, organize a specialized library and an herbarium;
g) To organize conferences, forums, round tables and seminars, nationally and internationally, concerning potato improvement activities;
h) To participate in all other activities related to the goals of the Centre.

At the outset, the Ford and Rockefeller Foundations provided a vital leadership and scientific view to the CGIAR. In 1973, nine CG donors funded CIP's US US$1.3M budget, which represented 100% of the Centre's funding and was wholly unrestricted. This budget structure continued until the mid-80's, when special projects—with restricted funding—started to appear.

CIP built its programs prior to building facilities to house the programs.

-Genetics being the scientific raw material for potato improvement, CIP first created a germplasm bank to systematically collect, classify, clean (eliminate disease) and maintain the germplasm ready for research.

-Programs were organized as 'thrusts' tackling key potato challenges, such as,

- Controlling fungal & bacterial pathogens, selected viruses, insect vectors & nematode pests;
- Developing varieties with a wider adaptation to environmental stresses and pests;
- Improving the potato's nutritional quality.

-Program structure featured outreach programs project contracts. CIP scientists, stationed regionally, collaborated with NARS and university programs/scientists to train personnel, adapt CIP technology, and to promote efficient local distribution and utilization of new potato varieties. An early example was the *late blight* project conducted in Mexico, because this country had the widest range of causal organisms.

-CIP early incorporated social scientists to assist programs in understanding regional issues affecting potato agriculture.

INTERVIEW WITH DR RICHARD L SAWYER

How has CIP's world changed since you founded it in 1971?

The Ford and Rockefeller Foundations inspired the creation of the CGIAR (CG) system to take on the four Centres they had started. The CG was set up to address developing countries' priority agriculture needs, as the problems were such that they could not address them.

Today, the situation is very different. As the system has grown and matured, many donors want to have an impact, to see visible changes produced by their funds. This has had a major effect on the Centres—on what is being done, how it is being done, and the staffing— as well as on the management of the CG system. The end-result is different than the original purpose of the Centres. Developing countries no longer take leadership in determining their priority research needs. The topics addressed today are mainly determined by a highly politically oriented CG membership deciding what they want to finance.

CIP's mission and character has been altered due to the greatly enlarged and simultaneously politicized system of donors; each donor now presses for his/her own interests and projects. CGIAR donors used to act collectively in support of the Centres, allowing research programs to be decided by Centre scientists; priorities were dictated by scientific considerations, feasibilities and opportunities. We worked to create genetic resistance to diseases and pests, to improve the potato's nutritional qualities, to develop local expertise and to strengthen the crop's delivery systems. Outreach scientists identified opportunities in terms of local collaborative capacity and conditions, including environmental, political and economic factors. Alleviating hunger and poverty was the great 'cause', but our mission was a scientific one; we were driven to improve potato production where it could be done to greatest effect, believing that this would naturally contribute to hunger and poverty reduction.

Initially, funding came from the two Foundations and a few governments that had capable scientists actively involved in the decisions being made. The decision-making process was a collective and cohesive endeavor. Today the CG and Centres' senior leadership appears to have gone missing as the donors have become involved in how "their" money should be spent.

With donors directly influencing research decisions —by funding this or that project according to their own interests— individual donors now control a decision-making process that used to be a scientific one. The CGIAR's original mission and collective character has been distorted. The system has become politicized, controlled by administrators without scientific expertise. Earlier, CG leadership stirred the membership to support the Centres with wholly 'unrestricted' core funding and 'restricted' funding did not exist. Centre Directors reported to the CGIAR membership on Centre activities and obtained their support; they derived their authority from solid, scientific credentials. Today, it appears that this leadership capacity is absent.

Today, no one wants to fund the core activities that feed the scientific research mill because their name won't be on the project. Thus financial considerations now control CIP priorities, research and activities. CIP's reliance on the new donor attitude has affected its autonomy. Today CIP's survival depends on responding to political pressures, not agro-scientific considerations. I really don't see how it can survive as a research institute if this continues. Setting research priorities is a scientific call. It requires a long-term vision and commitment because it takes about ten years to develop a new technology from start to finish. The politicization has affected both the quality of CIP leadership and its scientists.

Summarizing, I would say that CIP's world has changed in several ways. First, the CG system has lost sight of its original purpose, to lead donors to collectively support a common cause: to address the priorities of agriculture in developing countries. Secondly, CIP and the other Centres have lost their autonomy and therefore their integrity as scientific institutions. Dependent on funding, they must now adjust their research agendas to suit donors, who do not necessarily understand the scientific factors in the field. Thirdly, strong leadership, well versed in agricultural science, is no longer apparent.

Today, it's all about money, where it's coming from and where it's going to, and this is no way to serve the best interests of agriculture in developing countries. It was more cohesive world when the system got started.

How can the situation be set right?

The situation calls for managing change. The Global Village didn't exist thirty years ago and nobody yet talked about natural resource depletion. Today, we need a global food chain and Earth's natural resources are under survival stress. The CGIAR is still the best instrument to propel resolving the world's agricultural problems, and its Centres best equipped to provide the required agricultural technologies.

I would say that the first step is for the CG to recognize its untenable political trend. The system needs to restore cohesiveness to its course. The challenge is to reconfirm the original purpose of the Centres —to serve developing country priority agricultural research needs— and to return to a collective funding structure that cooperative political support can provide.

I believe that Centre autonomy must be restored. Addressing the problems facing agriculture in developing countries is the domain of the agricultural scientist. A corps of senior experts—well versed in the priority needs of developing countries—must take charge of identifying problems, setting priorities and providing insights to guide programs in addressing them. They must also have strong CG support to influence the donors to adequately fund such Centre-set priorities.

What the Centres are addressing as priority problems today need review and adjustment, if they are to service developing country priorities in agriculture. The two consequences of 'restricted funding' control over Centre priority setting are that, on the one hand, the Centres have lost their autonomy, and on the other, that developing countries —the target consumers of the would-be technology— are no longer squarely in the loop. Centres must reopen dialogue with the countries they serve to set their priorities in terms of their target constituency needs. This is the only way they can do the basic research required to solve developing countries' most pressing agricultural problems.

I would suggest that the CG depute an international panel of known research managers and scientists to analytically review the CGIAR system's evolution, shed light on its triumphs and failures, and provide the insights that might lead to reviving its very great potential.

Looking closely at the CG dynamics over time —its management and funding practices as well as Centre priorities, performance and achievements— would be a very constructive exercise, revealing whether the CG shift from science to politics really best serves everyone's interests.

TURNING TO CIP TODAY…

According to CIP, sweet potato research has almost as much potential as potato to alleviate poverty in developing countries. However, in recent years, CIP has increased the share of resources devoted to potato.

The objective being to maximize potential impact on the poor, what are the considerations in setting a proper potato vs. sweet potato funding balance?

The key consideration is climate, so the funding split would depend on what specific areas they are targeting. CIP research extended the potato climate range to hot climates. Sweet potato's climactic range is far more limited, though when I was still with Cornell, we were able to adapt it to Long Island and that's quite far north. But generally speaking, the potato is easier to acclimatize to hot areas than the sweet potato is to cold ones and that gives the potato greater potential. I'm not sure that the greater funding support to potato (75% vs. 60%) is a bad thing, because the potato has a much wider-ranging capability.

CIP's overall size is now about 70% of its 1990 size, when the Centre reached its peak size and focused entirely on potato and sweet potato improvement.
Should CIP continue to expand its core commodity research and continue non-commodity endeavors, such as Andean roots and tubers, urban and peri-urban agriculture, natural resource management, and agriculture and human health?

I believe that in a time of reduced funding, CIP should concentrate its efforts squarely on its mandate, which is potato and sweet potato, with minimal support to Andean roots and tubers, perhaps only to collect and maintain the germplasm for potential future work.
Potato and sweet potato have ample growth potential. Andean roots/tubers are suited to relatively small, mountainous areas, while potato/sweet potato can better address world food problems.

Latin America, especially the Andean countries, is now the target area for more than 40% of CIP's research, although, according to CIP's own assessment, this region accounts for only 4% of likely impact on poverty reduction. Major CIP opportunities to help alleviate extreme poverty seem to lie in Sub-Saharan Africa and Asia (western China and south Asia).
Should CIP reallocate its resources to maximize its potential impact in Africa and Asia?

CIP's mission is a scientific one. Improving potato production will help poverty reduction as better agriculture increases regional economic benefits and better potato crops deliver a high calorie/high protein food more economically.

CIP's greatest opportunities to improve potato agriculture do lie in Africa and Asia, however the choice of location for research activity should be based on practical agricultural considerations, not on administrative or political ones.

As to why CIP is spending 40% of its funds in Latin America, I would say that cutbacks probably cause it to focus more on where CIP is located and cut back on regional programs, though CIP should be concentrating on regional work because that's where the greatest growth is most likely, in areas of Africa and Asia, where the potential of the potato is the greatest. Yet those are the areas where they've cut back on in their spending…

Should CIP phase down its research on true potato seed?

No it shouldn't. CIP should keep it at the same level. As population increases, potato production becomes more important. Potato seed is important to expanding potato production because the one disadvantage of the potato is the large number of tubers needed to plant the crop, about a ton per acre. Earlier, seed was the way to store genetic material; now the Potato Seed Bank stores it *in vitro*.

However, developing a true potato seed able to produce same-quality potatoes —even though the genetic make-up might be different— would be a real scientific breakthrough.

> *CIP's own assessments indicate that pervasive institutional weaknesses in target regions severely constrain adoption of its technologies and the development of potato seed systems.*
> *Are CIP's partnerships and capacity-building efforts effectively tackling these constraints?*
> *Will CIP likely be able to delegate more of its locally focused activities to the NARS?*

Yes I agree that this can be the case, but this has always been the challenge.
Basically, the degree of the challenge is tied to a country's capacity to use CIP technologies, because you need local research for application, to adapt the product to local conditions. The major constraints are a country's political attitude regarding research to service its people—its understanding of the importance of agricultural research and its economic ability to support it. This varies from place to place and also as governments change.

Some countries (such as India, China or even Kenya) have excellent local capacity; other poorer ones (like Haiti, Bolivia, Guatemala and Ecuador) are another story. From the outset, CIP assisted and helped strengthen NARS research through regional training programs.

It's a case-by-case issue; it depends on a NARS' ability to grasp what a potato crop can do to improve the lives of its people. In the case of a positively inclined NARS, I would say that CIP should definitely be able to delegate more, building on past experience and the many CIP-trained local technicians. Over the years, CIP has trained technicians in more than 90 countries.

You have to start with the country needs, then see what product CIP can offer them and most importantly, train the national people to <u>accept</u> what you have to offer so that they will put it to use. Implanting the value is part of implanting the need.

> *Two years ago, CIP dropped its project-focused research structure and adopted one based on a set of core research divisions and partnership projects. Under the new structure, about 60% of the Centre's research resources are concentrated in four units (two divisions and two partnership projects), with the remaining resources divided among the other 10+ divisions, partnership projects and country projects.*
> *Is CIP's current organizational structure balanced and integrated?*

No, I would only call it balanced when there are no financial problems. Balance is lost when economic constraints dictate resource allocations. In a balanced and integrated organizational structure, scientific priorities dictate the structure. Without clear priorities, each person —donor, board member or staff— will apply the term to their own view of the priorities. I sense that CIP is now organized around money, not around priorities dictated by the Centre's mission.

Calling CIP's current organization structure balanced and integrated doesn't sound reasonable to me. It doesn't seem to reflect true priorities. It seems organized around where the money's coming from and where it's going to, not necessarily where the crop priorities are. Donors don't necessarily know the priorities.

I believe the countries and population figures must determine the priorities. It's not what the scientist wants to do; it's not what the donor is interested in. Centre priorities should be dictated by the greatest potential impact of what the Centre proposes to realize, which is potato production.

To set priorities, one must identify areas that best fit the following considerations:
a) Quantity/quality: Where can you produce the most potato of an acceptable quality?

(Including a realistic assessment of a collaborating NARS' capacity.)
b) Storage capacity: Can the area meet a minimum storage requirement of 10 months?
(Also evaluating a country's ability to provide such storage.)
c) Consumer acceptance: Will the local people accept/eat potato? (Flavor quality)

Richard L. Sawyer served in Europe during WW II returning to earn his PhD at Cornell University, where he became professor in vegetable crops. He then went to North Carolina State University as professor of horticulture and national potato-program leader in Peru. During this time, Dr Sawyer consulted internationally with the potato industry and was named president of the Potato Association of America. Dr Sawyer's work in Peru, the potato's centre of origin, led to his founding CIP in 1971 under the auspices of the Ford and Rockefeller Foundations.
In 1972, the Centre joined the CGIAR.
Dr. Sawyer served as CIP Director General from its founding until he retired in 1991.

After retirement, Dr. Sawyer was appointed president of Fundación Perú, chair of the IBSRAM board, member of the APUKI advisory panel, and became a consultant for ABSP at Michigan State University.

Dr. Sawyer's many honors include the Leonard H. Vaughn ASHS Award in 1957; Doctor of Science, University of Maine, 1976; Honorary Professor, Chinese Academy of Agricultural Sciences, Beijing, 1990; Life Achievement Award, Potato Association of America, 1990; Doctor Honoraris, Universidad Nacional Agraria La Molina, Lima, Peru, 1996.

Dr. Sawyer now resides in North Carolina with his wife, Norma.

Annex 11
CIP-Cost Allocation: Allocation of Projects Cost to CGIAR System Priorities, 2006-2009
(In US$ million)

Project	System Priorities	2006 (estimated)	2007 (proposal)	2008 (plan 1)	2009 (plan 2)
Project 1: Impact Enhancement					
	Priority 4D	0.018	0.026	0.031	0.038
	Priority 5A	0.404	0.483	0.543	0.613
	Priority 5B	1.365	1.575	1.736	1.929
	Priority 5C	0.115	0.165	0.202	0.244
	Priority 5D	0.119	0.172	0.210	0.253
	Priority 2A	0.030	0.043	0.052	0.063
	TOTAL BY PROJECT	2.051	2.463	2.775	3.140
Project 2: Genetic Resources Conservation and Characterization					
	Priority 1A	1.102	1.167	1.157	1.155
	Priority 1B	0.012	0.018	0.018	0.018
	TOTAL BY PROJECT	1.114	1.186	1.175	1.173
Project 3: Germplasm Enhancement and Crop Improvement					
	Priority 1A	0.505	0.394	0.407	0.374
	Priority 3B	0.008	0.006	0.006	0.005
	Priority 3C	0.008	0.006	0.006	0.005
	Priority 3D	0.008	0.006	0.006	0.005
	Priority 4A	0.008	0.006	0.006	0.005
	Priority 4B	0.008	0.006	0.006	0.005
	Priority 4C	0.008	0.006	0.006	0.005
	Priority 4D	0.026	0.018	0.019	0.016
	Priority 5A	0.008	0.006	0.006	0.005
	Priority 5B	0.020	0.014	0.015	0.012
	Priority 5C	0.008	0.006	0.006	0.005
	Priority 1B	0.270	0.211	0.218	0.201
	Priority 5D	1.290	1.003	1.038	0.951
	Priority 1C	0.008	0.006	0.006	0.005
	Priority 1D	0.008	0.006	0.006	0.005
	Priority 2A	1.389	1.076	1.115	1.020
	Priority 2B	1.359	1.056	1.093	1.001
	Priority 2C	1.359	1.056	1.093	1.001
	Priority 2D	1.069	0.806	0.842	0.760
	Priority 3A	0.008	0.006	0.006	0.005
	TOTAL BY PROJECT	7.379	5.695	5.905	5.393
Project 4: Integrated Crop Management					
	Priority 1A	0.024	0.026	0.027	0.027
	Priority 4D	0.894	1.442	1.731	1.779
	Priority 5A	0.210	0.379	0.469	0.484
	Priority 5B	0.115	0.212	0.263	0.271
	Priority 5C	0.146	0.262	0.324	0.334
	Priority 5D	1.237	1.781	2.067	2.113
	Priority 2A	0.981	1.118	1.187	1.196
	Priority 3A	1.054	1.408	1.594	1.623
	TOTAL BY	4.662	6.627	7.661	7.827

	PROJECT				
Project 5: Natural Resources Management					
	Priority 4A	0.422	0.421	0.395	0.440
	Priority 4B	0.030	0.031	0.029	0.032
	Priority 4D	0.810	0.799	0.750	0.824
	Priority 5B	0.151	0.153	0.143	0.161
	Priority 5C	0.301	0.305	0.285	0.322
	Priority 5D	0.301	0.305	0.285	0.322
	Priority 2A	0.100	0.094	0.089	0.092
	Priority 2B	0.188	0.179	0.170	0.179
	Priority 3A	0.137	0.131	0.124	0.133
	TOTAL BY PROJECT	2.439	2.418	2.269	2.506
Project 6: Agriculture and Human Health					
	Priority 4D	0.027	0.051	0.049	0.110
	Priority 5C	0.160	0.309	0.292	0.663
	Priority 5D	0.080	0.154	0.146	0.331
	TOTAL BY PROJECT	0.267	0.515	0.487	1.105
Project 7: Consortium for the Sustainable Development of the Andean Ecoregion - CONDESAN					
	Priority 4A	1.275	1.132	1.031	1.053
	Priority 4C	0.212	0.189	0.172	0.176
	Priority 5A	0.106	0.094	0.086	0.088
	Priority 5C	0.319	0.283	0.258	0.263
	Priority 5D	0.212	0.189	0.172	0.176
	TOTAL BY PROJECT	2.125	1.887	1.718	1.756
Project 8: Global Mountain Program					
	Priority 4A	0.227	0.149	0.060	0.061
	Priority 5B	0.052	0.034	0.014	0.014
	Priority 5C	0.157	0.103	0.042	0.042
	Priority 5D	0.157	0.103	0.042	0.042
	TOTAL BY PROJECT	0.592	0.390	0.158	0.159
Project 9: Urban Harvest					
	Priority 3B	0.046	0.032	0.032	0.013
	Priority 4C	0.157	0.109	0.111	0.043
	Priority 5A	0.994	0.811	0.826	0.585
	Priority 5B	0.023	0.016	0.016	0.006
	Priority 3A	0.113	0.078	0.079	0.031
	TOTAL BY PROJECT	1.333	1.046	1.066	0.678
	TOTAL BY CENTRE	21.962	22.225	23.214	23.738

Annex 12
SWEPS

Project 7 CONDESAN

Introduction
Although the Panel was not requested to evaluate Ecoregional programs, it considered important to do a basic appraisal in order to be able to better assess CONDESAN's relationship with CIP´s, given that CONDESAN is reported as on of CIP's MTP projects. Furthermore, the 2002 EPMR had made important recommendations to CONDESAN.

In 1993 the CGIAR Science Council incorporated CONDESAN as Ecoregional program of the System. Between 1993 and 1997, CONDESAN was in fact the CIP's NRM Program. In 1998, Project 14 incorporated part of the NRM work, while other projects remained at CONDESAN. A 1999 CCER confirmed the need to keep CONDESAN as a separate Unit in CIP.

CONDESAN has its own Board of Trustees, where CIP and CIAT have a seat. CIP hosts the Coordination Unit (CU) of CONDESAN, which reports to the CIP DDG-Research. CONDESAN has an Advisory Committee (formally called "Technical Committee") composed by all CONDESAN regional project leaders, plus a CIP and a CIAT representative.

Current Strategy and Overview
Six topics integrate the CONDESAN research agenda: Soil and Water Management; Agro biodiversity in Andean Roots and Tubers; Improved Farming Systems for the Andes; Policy Research; Capacity building; and Enhancing communications through InfoAndina. CONDESAN's projects are operated by local partners. Each project is financed by a different donor. For example: GEF finances "Conservation of the biodiversity of the Paramo in the northern and central Andes – "Paramo Project"; GTZ finances "Sustainable land use in Andean river basins (*Cuencas Andinas*)"; The Water & Food Challenge Program finances "Andean System of Basins"; IDRC finances "Andean Vision of Water in the Andes" and "Social Vision of Water in the Andes" and Pro-poor Livestock Policy Initiative – FAO; Water Rights in Bolivia; and SDC finances "InfoAndina".

CONDESAN aims to become a regional reference and a multi-stakeholder dialogue platform for issues related to the sustainable development of the Andean Ecoregion. In 2005 CONDESAN revised its strategy through its "Road Map" and defined two thematic areas of work through 2010: (a) the integrated management of water resources and (b) the development of innovation in agricultural systems that value the Andean diversity.

In order to encourage and facilitate the relation with its other projects in the Andean Region, CIP created the Andean Coordinating Committee. The members are CONDESAN, Papa Andina, and CIP's NRM, ICM and IE Divisions. Supposedly with the aim to better integrate CONDESAN with CIP´s main stream research, the Coordinating Unit of CONDESAN claims that it is preparing a proposal for a new project, which, according to the CU, is expected to build a strong cooperation with other divisions, within the scope of innovation systems.

Resources
CONDESAN has one IRS and nine NRS working in CIP HQ, CIP Quito and CIAT Cali offices. Two additional regionally recruited staff has been appointed and will start working soon (one based in CIP Quito and the other in Bogotá). The staff include: an information scientist, a sociologist, a system engineer, a water resources engineer, a hydrologist, an ecologist, and several biologists. New positions

are being planned to bring senior advice on education and policy dialogue. A new Director of CONDESAN was recently appointed, after the position remained vacant for nearly a year.

The financing of CONDESAN projects is assured through two 2007 projects and through two 2009 projects. The CU is financed by the World Bank, channeled through CIP, at least through 2007. According to the 2008-2010 MTP, funding for 2006 was US$1.753M.

Achievements

According to CONDESAN, its achievements include the generation and extension of knowledge, information, methodologies, policy recommendations, and capacity strengthening of partner organizations. More specifically, CONDESAN reports that:

Methods were generated for: Comprehensive watershed management; watershed analysis and territorial planning; assess the environmental externalities based on Hydrological Response Units (HRU) to be provided by different areas within a watershed; a methodology to obtain rainfall data in areas where no stations are available, and review of concepts and methodologies for Ecoregional analysis.

Knowledge was generated and extended for a renewed strategy on the valuation of natural resources, including: The financial value of environmental services offered by the Andean ecosystems was estimated; mechanisms for payment for environmental services have been developed. They contributed for the Fuquene (Colombia) and Alto Mayo (Peru) watersheds to start implementing PES mechanisms; and application of territorial planning, conservation agriculture and innovative co-investment schemes are all active part of the project in different basins.

Policy proposals based on CONDESAN outputs include: The Pro-poor Livestock Policy Initiative project contributed to the formulation of CONACS (Peruvian Camelids National Commission) long-term strategy; the Water Regulation project in Bolivia resulted in new legislation that officially recognizes water rights of traditional indigenous communities; the Andean Environmental Agenda adopted by Andean Community build from contributions of projects: Paramo and Andes-CPWF. Also, High Paramo and Puna grasslands are protected based on policies informed by CONDESAN research, which included diagnosis of nine paramo pilot sites completed and preliminary versions of management plans ready; a training strategy and a policy strategy designed. The Andean Community of Nations (CAN) was identified as regional partner of valuable potential support in policy issues and it was invited in the Steering Committee of the project.

Regarding **information**, InfoAndina was established as a means to reach a large community of scientists, extensionists and potential contributors to policy definitions. In May 2007 CONDESAN received 46,850 unique visitors.

Project 8 Global Mountain Program (GMP)

Introduction

The Global Mountain Program is a System Wide Eco-regional Program (SWEP) that promotes CGIAR action in support of Agenda 21 (Chapters 13 and 14 on Sustainable Mountain Development). CIP acts as the convening Centre (CG mandate on mountains).

Some 720 million people [about 10% of human population] live on mountains, possessing much know-how for surviving in mountain ecologies. These people are largely indigenous to their areas, diverse in culture; suffer out-migration, and suffer deterioration of their fragile environments

resulting in their being marginalized in development. This trend goes on unabated. CIP reports the GMP as one of its Partnership Programs, and as Project 8 in the MTP.

The GMP has been operative in CIP since 1997. In the past ten years, the work has developed in three phases within CIP as described below:

- **In the previous constrained-project approach, this SWEP was within the Integrated NRM in Mountain Agroecosystems Project, as one of its six subprojects.** The GMP was an umbrella organization that brought together ICIMOD, CIP (CONDESAN) and ICRAF's (AHI) mountain efforts in three continents and was funded by SDC & IDRC.
- **In 1999, GMP moved to the NRM Program and became an integral part of the then vision and activities of the NRM program**. The 2002 EPMR did not evaluate the GMP separately because the GMP was the NRM Program. The GMP contributed to the NRM Program with SDC funding. **N 2004, CIP's reorganization enabled GMP's identity as one of its Partnership Program.** The program was reoriented in 2005 to support MDGs and CG System Priorities in Mountains. The principal funding institution is CIDA.

Current Strategies and Overview

The current strategy has components relating to: a mission statement, strategy and main objectives. GMP's mission includes the following components: bring together the CGIAR to support sustainable mountain development – it acts as an umbrella organization; establish mechanisms that enable knowledge exchange on mountain issues within and between continents; promote research to support sustainable development efforts on overriding global issues that affect mountain regions (thematic action areas); link research with development; and engage in international dialogue and advocacy of mountain issues through the establishment of international mountain platforms.

The chief strategy is to search for information and models that planners and policy makers can use to enhance the sustainable management of mountain systems; to work with the Mountain Forum to develop an agenda and program to develop an 'innovation marketplace' for mountain dwellers and stakeholders; contribute to content by bringing together and analyzing the CGIAR's 'technology offer' for mountains; and study access issues: Study with mountain communities their information sources and bottlenecks.

Resources

Project human resources comprise one full-time IRS scientist and 2 NRS as shown below. The funding available to the project is small and declined significantly after 2005, as shown below:

	Years, US$ million			
Donor	**2004**	**2005**	**2006**	**2007 estimate**
CIDA	0.393	0.315	0.398	0.356
Spain INIA	1.085	1.080	0	0
SARD-M/FAO	0	0	0.072	0.060
Total	1.478	1.395	0.470	0.416

Source: GMP

The staff strength is low for the planned activities and outputs planned. According to the 2008-2010 MTP, regional allocations of the GMP's funds in 2006 were as follows: with 68% in SSA' 18% in LAC, and 7% each in Asia and CWANA. Since most of the funding for this project is restricted, this has also led to a similar fluctuation in its work activities.

Main Achievements

The GMP, lists the following as main achievements in each of the program's two phases:

Phase 1 1997-2003:

- Tools and methods developed to support NRM in mountains: Ecosystem and watershed analysis and comparisons of mountain regions. Decision-making and support tools (e.g. Comparison between Andes, HKH, and Africa). Various CD-ROMs are available that summarize the work. (CIP-NRM Program) - Reported by NRM Division;
- Stand-alone training conducted to expose many technicians on how to do modeling and such quantitative and acquire requisite computing skills for the work that they need to do.
- Approaches developed to linking mountain farmers to markets with value added livelihood technology options: Puno, Peru (The alliance of partners was awarded various prizes for these activities). (CIP-NRM Program and National partners) - Reported by NRM Division.

Phase 2 2004-2005:

- Advocacy: Organization of the Cuzco meeting of the International Mountain Partnership. CIP, MP, Government of Peru;
- Support for CIP's Seed systems research in Africa. CIP- Division 3 (&4) Reported by Division 4.Report on genetic erosion of staple crops in Uganda. AHI, IPGRI, Makerere University Report on the effectiveness of NRM Policy studies in East African Highlands. AHI, ICRAF, University of Nairobi.

Phase 3 2006-2007:

- Reorientation of the GMP.
- National RUL platform, research agenda and government & donor support established in Ethiopia.
- Reports and recommendations available on strengths and weaknesses of mountain policies available for the Andes.
- Reactivated the Mountain Forum in Africa, and collected of CGIAR products for mountains.
- GMP an important player in the global mountain agenda: (Member of the Adelboden Bureau, Board of Mountain Forum; Active Member of the SARD-M initiative of the Mountain Partnership).
- A research support group set up in Ethiopia –(CIFOR, CIP, SWIUPA, AHI, IFPRI, IWMI, ILRI, EIAR, UA)

The Panel has examined the future plans (2007-2008 year) of the project and comments as follows:
1. Regarding "Secure funding to mobilize research from the alliance in defined rural-urban linkages research topics & secure coordination funds", the Panel does not see this as a research activity.
2. Regarding increasing "the global benchmark sites for RULs" and plans to "Coordinate activities more with SWIUPA", the panel views this as an open-ended activity with no numbers for a target or measuring or monitoring its achievement.

3. Regarding plans to "Eliminate the policy theme on its own and use it as a crosscutting theme", the panel considers that this activity in 2 above seems in need of clarification, as it is contradictory to *eliminate* and to *use.* If even a movement to cross-cutting issues is intended, there are still no specifics as to which it should go.

4. Regarding plans to "Develop the 4th thematic action area on Vulnerability and Climate change in mountains"; the Panel is not sure of what is intended as the substance from the development of the theme on climate change? Is it climate change in mountain areas standing alone from the whole landscape including non-mountain areas? Can this be localized to mountains or would it be the influence of climate change on mountain peoples and areas alone?

5. Regarding plans to "Work with CONDESAN-InfoAndina to push the mountain agenda on information for mountain people [GMP/MF Workshop at ICIMOD in June]" the Panel is not sure of what is expected here. Is it to look at how usable information would be disseminated through InfoAndina to reach the mountain people? A clearer view is surely needed of the research or institutional framework to be built

6. Regarding plans that "AHI will be integrated in to ASARECA in East Africa. Need for new strategies and partners in Africa", the Panel is not sure how CIP will be involved in this. There is also no plan or direction for the new strategies and partners to be desired.

7. Regarding plans that "The Mountain Partnership secretariat will be decentralized. GMP, CONDESAN and CIP are likely to play more important roles in the Mountain Agenda", this statement, in the understanding of the Panel, indicates no research activity. In all, it is clear that GMP has little significant contributions to make from its present framework and operations to add to CIP's research agenda for meeting the outputs in any of the CGIAR System Priorities. And its case is made more difficult by the small strength of staff now on the ground. Any likelihood of funding of its present work plans would do little to fit into the MDGs as they now stand. It is clear that there is a strong relationship between the work of the current project and those of NRM and CONDESAN, even as one reads its history. The Panel is of the view that the one IRS of GMP can be absorbed in NRM to strengthen the systems work there.

The Panel believes that the furtherance of many GMP partnerships without clear plans of concrete activities would not add value to the core research outputs of CIP. It is clear that even the future plans also indicate a lack of clarity in focus towards the meeting the needs of poor potato and sweet potato farmers in mountains within the targeted areas of CIP. The programs show no recognition of the current funding constraints particularly so as the partners are several and have no clear plan to follow in demonstrating the three way plan of RUL, information and policy. The Panel is, therefore, unsure if the Project assumes the less than US$0.5M level will change drastically and favorably. This optimism for more funding levels is but one planning scenario. The other planning scenario could be that the funding level may remains as is. If so what could GMP do is an issue the Project has as yet to consider.

On the publications of the Division, only the GMP annual report for 2005 and 2006 were presented before the writing of this report. On examining these, it is clear that the emphasis on policy has had occupied the thought and work of the Project. As described in one of the annual reports, it is difficult to make progress from the many partners in policy of mountain locations that also experience other difficulties that CIP does not address.

Project 9 Urban Harvest

Introduction

This project began in 1999 with a US$ 500,000 contribution from the CGIAR and known originally as the Strategic Initiative on Urban and Peri-Urban Agriculture (SIUPA), CIP is the Convening Centre of this CGIAR System-wide Program born as a recommendation by the third and last system review of the CG System in 1998. At the time this review was carried on, there were a lot of expectations from different organizations that pushed for the CGIAR involvement in a variety of social and non-agricultural themes. SIUPA was launched as a consortium (currently around 40 partners) for applied research and development on a broad subject: "to improve the security of the food supply and the income of poor populations living in the outskirts of large cities or in peri-urban areas". The theme was obviously beyond CIP expertise, but as others at that time this had raised expectations of fresh financial contributions from new donors/investors.

Despite the trend that the developing world is becoming increasingly urban and that for the case of Latin America most of the poor is thought to live in urban areas, "rural is larger than what official statistics say", according the World Bank (Beyond the City, the Rural Contribution to Development, 2005). For LAC as a whole the most striking finding of WB research was that, using "consistent criteria" (population density and distance to cities with population over 100,000 people) the rural

population is around 42% of the total, whereas the official statistics yield an estimate of about 24%. With this figure perhaps it is no longer the case that in LAC the majority of the poor lives in urban areas. The associated problem to be considered is that of the disparities in the per-capita spending levels in urban and rural areas. Public expenditures on social services and infrastructure are biased against rural areas and this has serious consequences on the productivity of human capital. One important lesson perhaps, is that of harnessing the economies of scale provided by urban agglomerations and the links to global markets that can enhance the productivity of the rural economic activities and simultaneously slowing rural-urban migration.

Research on urban and peri-urban agriculture was not considered as a System Priority for CGIAR research, according to respective document of 2005. Thus, so far, the Science Council has not recognized the Urban Harvest System wide program as part of the SPs and the continuation of the program is considered to be a part of the 20% of the System's resources spent on off-agenda research. In the MTP 2008-2010, the Urban Harvest project is reported allocating its whole budget to "new research areas", while in the MTP 2007-2009 this project was basically linked to SP 5A.

Current Strategy and overview

SIUPA has three major objectives in relation to urban and per-urban agriculture (UPA): (i) Reduce poverty and increase food and nutrition security of UPA population through local agricultural production, processing and marketing, (ii) Enhance the positive potential of UPA for urban ecosystem maintenance whilst reducing negative environmental and health impacts, (iii) Establish the conditions for the institutional and policy recognition of UPA as a productive and essential component of sustainable cities. In this respect it is working on four areas: production, marketing and utilization of perishables; agriculture and urban livelihood; health and environmental impacts of urban agriculture; and agricultural and non-agricultural use of urban resources. The Figure below shows the program strategy. The Urban Harvest program is expected to impact in the four spheres of the Figure.

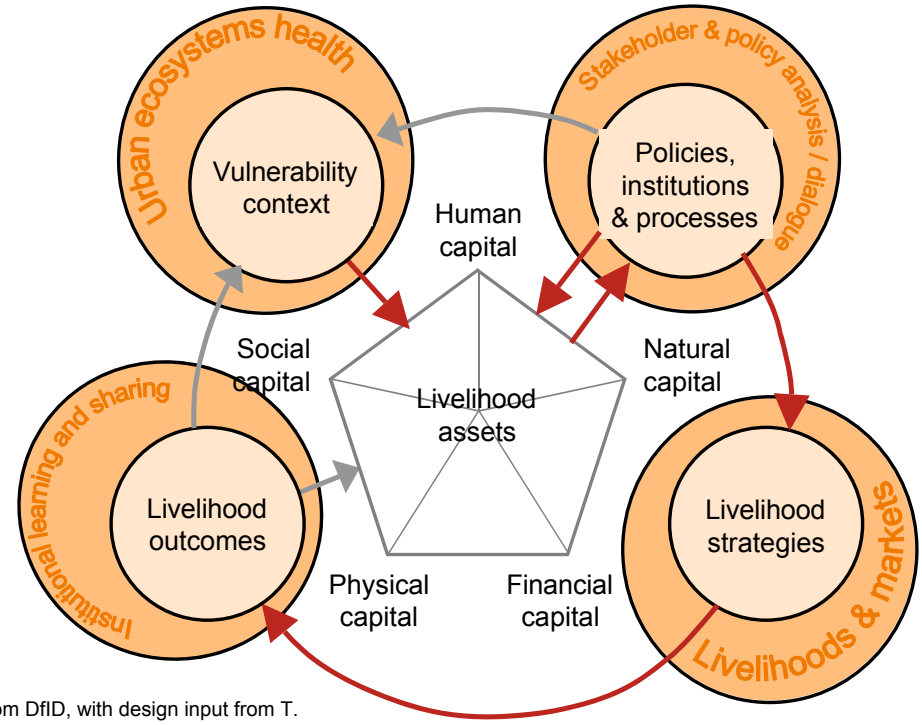
Resources

With available resources, activities of the project are implemented through regional networks in "anchor sites" where diagnostic studies, technical interventions and policy analysis and development take place. Through several mechanisms "contact cities" are linked to the main activities of the project. The estimated 2006 budget for this project was of US$ 1.33M, while according to the 2008-2010 MTP, the actual expenditure for that year was US$ 0.98M.

Main Achievements

Urban Harvest's research and development agenda is organized around three substantive R&D themes: Stakeholder platforms and policy dialogue, which seeks understanding of the actors, policies and institutions concerned in urban agriculture and develops methods for communication and consensus among actors and integration of urban agriculture in urban management. Urban Livelihoods and Markets targets production, processing, marketing and consumption systems along the rural-urban transect and identify technology interventions to enhance income and food and nutrition security. Urban Ecosystem Health focuses research and development on feedback systems through which urban agriculture impacts on individual, community and environmental health. A fourth area involves knowledge networking and capacity development at global and regional level (see Figure).

Adapted livelihoods framework*



* From DfID, with design input from T. Zschocke

The flag publications provided by UH are basically surveys and studies analyzing agricultural production patterns of poor households in urban and peri-urban areas. The general conclusion being that urban agriculture has an important role in improving food security on the one hand, and that many technological, policy and institutional constraints are reducing its potential on the other. Urban adapted Farmer Field Schools to a wider set of issues than IPM including crop management, soils, markets and local learning and organization are being proposed to improve the productivity of urban and peri-urban agriculture.

Annex 13
CIP's "Report about Training" presented to the Panel by Thomas Zschocke, Head of CIP's Capacity Strengthening Unit

Implementing recommendations of the 5th EPMR
CIP continues to integrate training activities fully with its research program. It continues to propose, support and host research opportunities for postgraduate training. In correspondence with the recommendations of the System Priorities for CGIAR Research1 CIP enhances the (human) capacity of its partners in developing countries through program-associated capacity strengthening, that is, as integral part of the priority research, and through involving appropriate partnerships to enhance innovation and learning. CIP emphasizes human capacity development to accompany the innovation systems approach that governs the research program of the Impact Enhancement Division to produce knowledge more efficiently and use it more effectively.

Since the 5th EPMR, however, the funding situation for training has changed. CIP will no longer provide routine, standalone professional training because of the reduced availability of unrestricted funds. Rather CIP will provide specialized training through restricted-funded research projects to assure that CIP's intermediate research outputs are taken up by their intended users. As a result the Head of the Department is now asked to engage more actively with CIP research projects and partnership programs to co-write project proposal that contain a major capacity building component. This contributes to implementing the recommendations of the 5th EPMR to strengthen the interaction of social scientists with CIP's biological and physical scientists, but also with partners and other stakeholders. For instance, proposals submitted together with the Papa Andina Initiative have been funded by DfID and NZAID respectively. The DfID-funded PMCA project in Uganda has been successfully implemented with the active participation of the Head of the Training Department resulting in a follow-up grant by ASARECA to complete the PMCA cycle.

Instead of the previous three-year rolling plan training activities are planned and incorporated into research projects as part of CIP's medium-term plan (MTP). Since 2007 capacity building activities can now be reported more explicitly as part of the Project Narrative of the MTP, while free-standing training can be summarized in the Overview section (see the current 2008-10 MTP guidelines). Capacity building activities associated with the Science Priorities are now identified in the context of the impact pathway and defined as part of the Science Priority and shown in the in the respective outputs and output targets. CIP has achieved this through reporting requirements of the Impact Enhancement Division (see below).

Changes in the organization
Since the 5th EPMR the organization of the Training Department has changed. Now the unit consists of a head of the department, an office manager, a distance learning technologist and a graphic designer, the latter replacing the former training assistant. The events coordinator and the audiovisual technician have been reassigned to the Visitor's Office which handles events and conferences at CIP since the beginning of 2007.

Objectives & Strategy
CIP's objective for human capacity building is expressed in its new strategic plan for research, which replaces CIP's training vision / strategy from 1999. CIP will provide and investigate research-based approaches to demand-driven training. CIP will focus on processes in adult learning, knowledge structures and competencies, instructional systems development, organization of learning within the institutions and policies for regional cooperation and learning networks. The strategy is that CIP will implement a research program to convert our catalogue of training materials into formats that can be

utilized with modern ICT and accessed either remotely for interactive self-directed study or by training professionals that can quickly assemble material specifically tailored for varied interests and levels of education. As part of this research CIP will enhance adult education with a learning content-management strategy to produce and share training and learning materials consisting of semantically enriched learning objects using the single-source publishing approach.

Research focus
In order to more strategically invest the unrestricted core funds CIP decided to reassign these funds into a research program that is housed in the Impact Enhancement Division. The research program on capacity building / training will contribute to the enhancement of human capacities of partner organizations to increase their overall ability to conduct scientific research (research capacity), manage technical change (technological capacity) and innovate in dynamic environments (innovation capacity). Based on the systems model of performance improvement this research project will study structured approaches to needs-based training that increase the motivation of individuals and teams to improve their performance and strengthen the organizational environment to facilitate the transfer of learning. This research contributes to System Priority 5A, specific goal 5 that were designed to enhance the structure, conduct and performance of knowledge-intensive institutions. The strategic focus on a single source content management approach using ICT/KM as part of this research program is intended to assist scientists to become more sophisticated in assembling their training materials on a needs basis and to use their time more efficiently.

Training services
The Training Department continues to provide services to host student interns and individual trainees organize training events and develop training materials. Since 2004 the Training Department maintains a multimedia training lab for computer training. It is equipped with desktop computers, multimedia workstations, a video conferencing system, scanner, digital video camera, among others. The training lab is fully networked and is in the process of being upgraded in order to allow for video conferencing using Internet connectivity. To continue the efforts in distance learning the Department now maintains an open source learning management system, called Moodle.

Collaboration with the CGIAR
The Head of the Department is an active member of the community of CGIAR training officers. In this function he was the co-coordinator of the Online Learning Resources (OLR) project that was funded by the CGIAR ICT-KM Program. This project has produced a system-wide on-line repository of training materials and a Web-based course system which are accessible to the public. The project has produced an application profile for the semantically enriched description of CGIAR training materials based on the international learning object metadata (LOM) standard IEEE 1484.12.1-2002. In April 2007 the OLR project secured funding for a second phase; CIP is hosting and coordinating the project. The goal is to establish system-wide quality assurance standards for training. This project contributes to achieving a recommendation of the Science Council Training Study to implement quality assurance protocols for planning, managing and evaluating formal and informal training. Finally, the Head of the Department was an active member of the task force of IFPRI's Global Open Food and Agriculture University.

CGIAR training study
In 2006 the Science Council published its report about the "Evaluation and Impact of Training in the CGIAR.9 This training study assessed the training provisions of the CGIAR in the past decade. The findings of the report state that the quality and effectiveness of training has been generally high, but the increase in project funding and the reduction in unrestricted funds available has lowered the yield on the investment in training and learning and a weakening of training units. Although this general trend also applies to the training situation at CIP, this Centre was able to counterbalance these effects

by increasing the pedagogic support to Centre scientists by hiring a Head of the Training Department with a doctoral degree in education, which is unique in the system, and by improving the coordination of training in the Centres along with enhanced pedagogic expertise by taking the leadership in leading ICT/KM for training and learning.
The Training Study made the following recommendations:
(1) CGIAR system:
1. Fully recognize training as an indispensable component of CGIAR's activities
2. Develop a uniform set of criteria and indicators of training outputs and outcomes; set up an inter-Centre focal group to develop such a set
3. Overcome the problems associated with the increasing dominance of short term training because of restricted funding

CIP endorsed these recommendations. CIP continues to support human capacity building as part of its research agenda. It is aware of the situation of limited unrestricted funds for training and invests them more strategically in capacity building research activities and ICT/KM for training.

(2) NARS:
1. Develop clearer understanding of areas of training in which CGIAR has a comparative advantage that relate to the Centres' research agenda
2. Make a stronger effort to clearly articulate their research and training needs
3. Take greater care in selecting candidates for CGIAR training
4. Centres should reduce their involvement in direct training of farmers and extension workers, except as an integral part of ongoing Centre research
CIP endorsed these recommendations. CIP collaborates very closely with its NARS partners, especially through its partnership programs. This includes the identification of research and training needs as part of joint research projects. Candidates for individual and group training are selected jointly with the active involvement of CIP scientists based in the regional offices. CIP continues to implement and study the impact of Farmer Field Schools as an integral part of the research agenda of the ICM Division.

(3) Centres:
1. Adopt a strategic stance to carry out training and promote learning compatible with their research priorities and develop strategies to do so in ways that strengthen (and sustain) NARS capacities
2. Develop appropriate quality assurance protocols for all types of training
3. Improve the efficiency and effectiveness of their training provisions by taking advantage of sharing experiences, best practices, functions and activities among Centres (e.g., OLR project of the ICT-KM program)
4. Ensure better coordination within and among Centres to enhance quality and coherence
5. Better cater for the heterogeneity of NARS and exploit advantages of ICT, such as e-learning
6. Closer coordination and cooperation among the Centres in strategic planning of training, assembly of databases, development of courseware, etc.

CIP endorsed these recommendations. CIP continues to provide training as part of its research agenda and works closely with its NARS partners to identify their needs for human capacity building. The research activities on human capacity building of the Impact Enhancement Division are designed to strengthen and improve the performance of NARS. CIP has a leading role in the OLR project that not only promotes the use of ICT/KM for training and learning, but also is in the process to develop and establish quality assurance standards for training in the CGIAR. CIP continues to use ICT to enhance its training functions. The active involvement of the Head of the Training Department with the community of CGIAR training officers helps to strengthen the coordination and cooperation among

Centres in the area of training. At the same time the Head of Training Department collaborates closely with CIP scientists in developing joint project proposals.

Training statistics

Over the past five years CIP was able to maintain the number of participants in both group events and individual trainees. Below the statistics for group and individual training at CIP from 2002-2006 are presented.

Table 1: Gender and regional distribution of CIP group training events 2002-2006

Group training	**2002**	**2003**	**2004**	**2005**	**2006**
Total number of events:	32	39	42	23	17
Participants:	877	588	507	416	439
Women	206	117	129	154	189
Men	671	471	378	262	250
Regions:					
Asia	151	47	64	50	16
Latin-America (w/o Peru)	117	102	65	150	93
HQ - Peru	250	218	211	132	164
Sub-Saharan Africa	37	1	29	30	24
CWANA (incl Turkey)	16	0	29	3	15
Developed	157	34	36	51	127

Table 2: Gender and regional distribution of individual trainees 2002-2006

Individual training	**2002**	**2003**	**2004**	**2005**	**2006**
Total number of trainees	76	158	134	177	136
Degree trainees	7	34	19	141	115
Non-degree trainees	69	124	115	36	21
Gender:					
Women	31	64	68	106	78
Men	45	60	66	71	58
Regions:					
Asia	0	1	0	28	16
Latin-America (w/o Peru)	2	125	118	22	9
HQ - Peru	74	0	0	109	75
Sub-Saharan Africa	0	0	0	4	14
CWANA (incl Turkey)	0	1	1	2	1
Developed	0	28	15	11	16

The relatively low figures about group and individual in the region, especially in sub-Saharan Africa and Asia, may be due to difficulties in reporting these numbers to headquarters. With the decrease in core-funded capacity building and the increase in project-associated training with restricted funds it has been become increasingly difficult to obtain and properly process the actual training data. Actually, the Training Study of the Science Council has addressed this issue. They recommend to systematize the reporting of training and to make the data collection more consistent across the System. The OLR project on quality assurance standards for training will address this issue and make recommendations to improve the current situation.

Annex 14
International Potato Centre (CIP) - Board Members 2002-2007

Name	Board Committees	Gender	Nationality	Discipline	Nominated by	2002	2003	2004	2005	2006	2007 projected
Takahashi, Josefina	M-PC	F	Peru	Plant Pathology	Member Co	x					
Kaneda,Chukichi	M-PC	M	Japan	Plant Breeding	Board	x					
MacKenzie, David Robert	C-BOT, C-EC, M-NC	M	United States	Plant Breeding	Board	x					
Sengooba, Theresa	M-PC	F	Uganda	Agronomy	Board	x	x				
Xuan, Zengpei	M-PC, M-AC	M	China	Information Tech	Board	x	x				
Huerta, Alfonso Pablo	M-PC	M	Peru	Economics	Member Co			x			
Salas, Carlos Antonio	M-PC	M	Peru	Genetics	Member Co	x	x	x			
Zandstra, Hubert George	M-EC	M	Canada	Agronomy	Ex-Officio	x	x	x	x		
Pehu, Eija	M-EC, C-PC	F	Finland	Plant Breeding	CGIAR	x	x	x	x		
Ohga, Keiji	M-PC, M-AC	M	Japan	Agric Sciences	Board	x	x	x	x	x	
Kim, Kang-kwun	V-BOT, M-EC, C-NC, M-AC	M	Korea, Republic	Horticulture	CGIAR	x	x	x	x	x	
Olcese, Orlando	M-PC, C-AC	M	Peru	Biochemistry	Member Co	x	x	x	x	x	x
Godfrey, James	C-AC, C-BOT, C-EC, M-NC, M-MC, C-RM	M	United Kingdom	Agricultural Entrepreneur	Board	x	x	x	x	x	x
Swaminathan, Madhura	V-BOT, M-EC, C-PC, M-AC, C-NC, M-PC	F	India	Economics	Board	x	x	x	x	x	x
Egger, Ruth	M-PC, M-NC	F	Switzerland	Economics/metrics	Board	x	x	x	x	x	x
Boronin, Alexander	M-PC	M	Russia	Genetics	CGIAR	x	x	x	x	x	x

Name	Board Committees	Gender	Nationality	Discipline	Nominated by	2002	2003	2004	2005	2006	2007 projected
Kuzwayo, Pauline	M-PC	F	South Africa	Nutrit/Pub Health	Board		x	x	x	x	x
Schuh, G. Edward	M-AC, M-RM, C-RM	M	USA	Economics	Board		x	x	x	x	x
Song, Jian	M-PC	M	China	Engineering	Board		x	x	x	x	x
Palma, Victor	M-PC, M-AC	M	Peru	Agro Economics	Member Co			x	x	x	x
Anderson, Pamela	M-EC	F	USA	Entomology	Ex Officio				x	x	x
Sayegh, Edward	C-AC, M-RM	M	Lebanon	Management	CGIAR						x

Notes: Board Committees – Acronyms

C	Chair	BOT	Board of Trustees
V	Vice-Chair	AC	Audit Committee
M	Member	EC	Executive Committee
NC	Nominating Committee		
PC	Program Committee		
RM	Risk Management Committee		

Nominated by

Member Co	Nominated by the Host Government
Ex-Officio	In their official capacity

Term Dates – End

Indef	The term end-date is indefinite.

Annex 15
Results of staff perception survey

% OF TOTAL RESPONDENTS WHO AGREE STRONGLY OR SOMEWHAT
[Some had "no opinion, especially the NRS-Other category]

	IRS n=50	**NRS Professional** n=148	**NRS Other** n=56
1. CIP's 'new vision' for moving forward is shared by you	93%	90%	68%
2. CIP's 'new vision' is shared by a great majority of the staff	72	70	51
3. CIP provides an environment conducive to innovative research	72	73	87
4. CIP's arrangements for the management of research are effective and inclusive	66	63	55
5. CIP's administrative and management systems are supportive of your work	63	65	52
6. The decentralized system of research at CIP works well	52	45	56
7. Staff-management relations at CIP are good	63	53	56
8. CIP provides a good overall work atmosphere	77	74	80
9. The performance management process provides good supervision and allows you to perform at your best.	71	54	57
10. Reports on project income and expenditure allow effective control of budget	65	54	40
11. Reports on project income and expenditure are provided to you in a timely fashion	59	30	16
12. The purchasing/admin. services provide items that are competitive in the market	56	61	44
13. The purchasing/admin services provide items in a timely fashion	57	68	53
14. Job opportunities at CIP attract the highest quality staff	57	54	54
15. There are good opportunities for professional advancement at CIP	44	33	27
16. There are good opportunities for the staff's professional training and development at CIP	46	39	33
17. The appropriately trained support staff is available to allow good quality research	61	63	61
18. CIP's restructuring of the way in which research is organized(research divisions and partnership programs) has been appropriate	57	59	44
19. Inputs from individual researchers are taken into consideration by management	74	47	31

% OF TOTAL RESPONDENTS WHO DISAGREE STRONGLY OR SOMEWHAT
[Some had "no opinion, especially the NRS-Other category]

	IRS n=50	**NRS Professional** n=148	**NRS Other** n=56
1. CIP's 'new vision' for moving forward is shared by you	2%	7%	8%
2. CIP's 'new vision' is shared by a great majority of the staff	16	15	23
3. CIP provides an environment conducive to innovative research	28	19	11
4. CIP's arrangements for the management of research are effective and inclusive	34	27	29
5. CIP's administrative and management systems are supportive of your work	34	34	43
6. The decentralized system of research at CIP works well	41	22	13
7. Staff-management relations at CIP are good	33	44	45
8. CIP provides a good overall work atmosphere	20	25	20
9. The performance management process provides good supervision and allows you to perform at your best.	27	45	40
10. Reports on project income and expenditure allow effective control of budget	30	18	20
11. Reports on project income and expenditure are provided to you in a timely fashion	36	23	18
12. The purchasing/admin. services provide items that are competitive in the market	23	32	44
13. The purchasing/admin services provide items in a timely fashion	27	26	42
14. Job opportunities at CIP attract the highest quality staff	41	43	45
15. There are good opportunities for professional advancement at CIP	47	65	64
16. There are good opportunities for the staff's professional training and development at CIP	50	57	57
17. The appropriately trained support staff is available to allow good quality research	29	25	24
18. CIP's restructuring of the way in which research is organized(research divisions and partnership programs) has been appropriate	35	17	15
19. Inputs from individual researchers are taken into consideration by management	21	26	23

Annex 16

Financial Statement- December 31, 2002 – 2007

	Actual Dec , 31 2002	**Actual** Dec , 31 2003	**Actual** Dec , 31 2004	**Actual** Dec , 31 2005	**Actual** Dec, 31 2006	**Projected** Dec, 31 2007
Financial Position						
Assets						
Cash and Cash equivalents	5,969	8,151	10,561	10,525	13,990	11,639
Investments current assets			99	537		500
Donors						
Unrestricted	445	1,486	1,044	561	625	384
Restricted	3,580	2,782	2,538	2,963	685	1,820
Other Current Assets	1,654	1,771	1,192	1,063	1,026	1,260
Total current Assets	11,648	14,190	15,434	15,649	16,326	15,603
Investments-non current assets		1,039	369	305	337	628
Fixed Assets- Net	2,860	2,596	2,745	2,768	3,711	3,651
Total Assets	**14,508**	**17,825**	**18,548**	**18,722**	**20,374**	**19,882**
Liabilities						
Current Liabilities						
Donors						
Unrestricted	1,062	1,082	716	1,228	871	850
Restricted	1	3,208	2,792	3,358	5,247	4,725
Other current liabilities	7,910	6,403	6,477	5,642	4,717	4,492
Total current liabilities	8,973	10,693	9,985	10,228	10,835	10,067
Long Term Liabilities			311	255	448	475
Net Assets						
Inappropriate / Undesignated	1,799	4,536	5,654	5,727	5,794	6,040

	Actual	**Actual**	**Actual**	**Actual**	**Actual**	**Projected**
Appropriated / Designated	3,736	2,596	2,598	2,512	3,297	3,300
Temporally Restricted						
Total Net Assets	5,535	7,132	8,252	8,239	9,091	9,340
Total Liabilities & Net Assets	**14,508**	**17,825**	**18,548**	**18,722**	**20,374**	**19,882**
Statement of Activities						
Unrestricted	8,035	7,964	8,957	8,113	8,907	7,732
Restricted	10,358	9,864	13,440	13,892	13,563	15,931
Others	326	387	279	293	639	630
Total Revenues	**18,719**	**18,215**	**22,676**	**22,298**	**23,109**	**24,293**
Expenses	19,697	17,847	22,362	22,315	23,297	24,540
Depreciation	360	321	347	879	887	900
Recovery of Indirect Cost	(725)	(804)	(1,151)	(969)	(1,142)	(1,393)
Total net Expenses	**19,332**	**17,364**	**21,558**	**22,225**	**23,042**	**24,047**
Surplus / (Deficit)	**(613)**	**851**	**1,118**	**73**	**67**	**246**

Annex 17
Acronyms

AGM	Annual General Meeting of the CGIAR
ART	Andean Roots and Tubers
A&H	Agriculture and Health
CAPRi	Collective Action and Property Rights (CGIAR System wide Program)
CAS-IP	Central Advisory Service on Intellectual Property
CBC	Centre Board Chair
CCER	Centre-Commissioned External Review
CDC	Centre Directors' Committee of the CGIAR
CIAT	International Centre for Tropical Agriculture
CIDA	Canadian International Development Agency
CIMMYT	Centro Internacional de Mejoramiento de Maiz y Trigo
CONDESAN	Consortium for the Sustainable Development of the Andean Ecoregion
DCER	Donor-Commissioned External Review
DG	Director General
EPMR	External Program and Management Review
ERP	Enterprise Resource Planning System
FAO	Food and Agriculture Organization of the United Nations
FFS	Farmer Field Schools
GMP	Global Mountain Program
GRCC	Genetic Resources Conservation and Characterization
IAU	Internal Audit Unit
ICARDA	International Centre for Research on Dry Areas
ICM	Integrated Crop Management
ICRAF	World Agro forestry Centre
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
ICT-KM	Information and Communication Technology and Knowledge Management Program
IE	Impact Enhancement
IFPRI	International Crops Research Institute for the Semi-Arid Tropics
IIMI	International Irrigation Management Institute
IITA	International Institute for Tropical Agriculture
ILRI	International Livestock Research Institute
IPG	International Public Good
IPGRI	International Plant Genetic Resource Institute
IPRs	Intellectual Property Rights
IRRI	International Rice Research Institute
IRS	Internationally Recruited Research Scientists
ITU	Information and Technology Unit
IWMI	International Water Management Institute
LAC	Latin-America and the Caribbean
MDT	Millennium Development Target
MoU	Memorandum of Understanding
MTP	Medium-Term Plan
MDG	Millennium Development Goals
NARS	National Agricultural Research Systems
NEPAD	New Partnership for Africa's Development
NIRS	Near Infrared Reflectance Sprectroscopy
NGOs	Non-governmental Organizations
NRM	Natural Resources Management

NRS	Nationally Recruited Scientists
OFSP	Orange-Fleshed Sweet potatoes
PDF	Post Doctoral Fellows
PCN	Potato Cyst Nematode
PMCA	Participatory Market Chain Approach
PRGA	The CGIAR System wide Program on Participatory Research and Gender Analysis
R&D	Research and Development
RIPs	Research Impact Pathways
RRS	Regionally Recruited Scientists
SC	Science Council
SIDA	Swedish International Development Cooperation Agency
SIUPA	System-wide Initiative on Urban and Peri-Urban Agriculture
SP	CGIAR System Priority
SSA	Sub-Saharan Africa
SWEP	System-wide Ecoregional Program
TPS	True Potato Seed
UH	Urban Harvest
UNESCO	United Nations Educational, Scientific and Cultural Organization
UPWARD	Users' Perspective on Agricultural Research and Development
USAID	United States Agency for International Development
VITAA	Vitamin A for Africa Program
WARDA	Africa Rice Centre

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