

## 9. Annotated Terms of Reference

The Panel has attempted in its report to address the spirit of the terms of reference, but in doing so it has not necessarily addressed each of them. Consequently, an annotated list of the terms of reference is presented herewith.

- **Regional coverage of ICARDA's outreach considering the diversity of CWANA agro-ecologies, cultural and geographic dimension and global aspects of its mandate.**

This has been addressed in this report; it may be noted that in general the NARS in CWANA have evolved considerably since the establishment of ICARDA and that the Centre has well adapted its approaches in line with these developments. However, the extensive involvement in the CAC region requires a more traditional approach and this seems to be well covered by the current arrangements in place. The funding of these activities requires continued attention.

- **Strategic planning of research in outreach with adequate input from a range of partners.**

ICARDA has a good reputation on this matter, and the recent extensive involvement together with AARINENA in the setting of agricultural research priorities for the Central and West Asia and North Africa Region is an excellent example of this. This may be seen as a culmination of earlier initiatives which included:

- (i) Technical Consultation on Agricultural Research in the Near East and North Africa organized by FAO, ICARDA and ISNAR, held in Cyprus in 1983;
- (ii) West Asia and North Africa Regional Forum: Towards on Shared Vision on Agricultural Research in WANA, organized by AARININA, IFAD,FAO and CGIAR in 1995 at ICARDA; and
- (iii) Meeting of the CGIAR Task Force on the Involvement of the CGIAR in Central Asia and the Caucasus, Tashkent 1996.

- **Devolution/Outsourcing of research.**

Devolution and outsourcing have been discussed in the report. It may be recalled here that outsourcing could also be extended to training activities.

- **Adequacy of annual research planning exercise.**

Details have been discussed and it is recommended that better use is made of the annual research planning meeting. The feedback and use of data obtained under the large number of special projects also merits further attention.

- **Mechanism linking Centre's research priorities in outreach to resource allocation.**

These linkages are addressed in the various contacts between Regional Coordinators and Project Coordinators with staff and management at headquarters. However, there is no formal mechanism in place.

- **Centre's Coordination mechanisms with NARS.**

These have been extensively discussed and are considered adequate. Since its establishment in 1977, ICARDA has always collaborated with the widest range of partners from the countries in its mandate area. In this it fully recognized the need for different types of support to countries with different levels of development. There has been an active interaction with NARS representatives ranging from membership of specialists from countries on the Board of Trustees and its Programme Committee, to NARS and ICARDA staff working together on matters of direct interest to the countries and the region.

- **Research continuum: Relationship between research at headquarters and collaborative research with NARS.**

The research at headquarters and collaborative research with NARS are addressed as one integral activity. This was extensively discussed by the Panel and possible steps to be taken for the further enhancement of this relationship have been presented.

- **Out-posting of technical staff versus technical affiliation with national institutions and outsourcing of NARS scientists.**

ICARDA has extensive experience with both out-posting of staff and research linkages of various forms with NARS. The mode and intensity of use of them depend on the complementarity between the needs and research capacity of both ICARDA and the national partners.

- **Quality of science in both joint research with NARS and outsourced research.**

The Panel did not have the time to carry out an in depth study on the quality of science in joint research with NARS and outsourced research. But like in every research undertaking it is to be expected that quality varies from case to case. The Panel has no reason to conclude that there is a systematic difference in quality between these two approaches. Reactions received were generally positive, and proper planning and effective monitoring are essential to maintain the good results. From the examples looked into in more detail it may be concluded that ICARDA has taken the right decisions in outsourcing certain pieces of research.

- **Role of Regional Coordinators.**

Under the current set up the Regional Coordinators fulfil a key role for the smooth and productive management of the large outreach programme. In this respect it must be emphasized that this programme is much larger than the headquarters research programme defined in the narrow sense. Without exception the Panel was strongly impressed by the high esteem shown for the Regional Coordinators by the countries in their respective regions.

- **Information management in the outreach.**

This remains an essential task and the Panel welcomes the steps taken to make further progress on the use and storage of data generated under the field projects. It urges the Centre to continue to give the necessary priority to these efforts. Another matter that merits attention is the high expectations that national scientists and research managers have in relation to the assistance that ICARDA should provide to them. Some see the Centre as a funding organization and most are not adequately aware of the changes in funding in recent years. ICARDA should better inform its partners on what they can expect from the Centre.

- **Linkages between outreach programmes and headquarters: technical, administrative and information technology.**

These linkages have been described, and special attention has been paid to the management of the research and outreach programme, and it is recommended that this be reviewed and steps taken to ensure continued harmony between the two.

- **ICARDA's relations with national policy makers.**

Contrary to the concern expressed by the EPMR Panel it was observed that ICARDA has excellent relations with national policy makers. The Centre is encouraged to ensure that these relations are maintained effectively.