CGIAR NEWS

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

March 1998

THE CGIAR NURTURES AN EVALUATION CULTURE

How does the CGIAR foster an evaluation culture—an ongoing, constructive process of measurement, evaluation, and feedback that promotes scientific excellence and provides accountability?

"We are all agreed on the need to do so," Chairman Ismail Serageldin stated in his opening address for International Centers Week 1997. He went on to clarify that the world recognizes CGIAR's contributions, but the challenge is how does the CGIAR measure this effectiveness, presenting it in a scientifically rigorous fashion. "Above all, how do we integrate these assessments in the way we undertake our work today?"

In striving to promote an evaluation culture, the CGIAR is working with both the learning side and the ensuring of accountability. The learning side deals with the science, while accountability requires informing key stakeholders so that they can respond appropriately.

"An evaluation culture is a learning culture," Jim Peacock, Chair of the Impact Assessment Evaluation Group (IAEG) explains. "Evaluation means not being afraid

(continued on page 8)

CHINA-CGIAR FORUM USHERS IN CLOSER PARTNERSHIP

For many participants, the China-CGIAR Forum signaled a new phase in the relationship between CGIAR and China. The Chinese Academy of Agricultural Sciences (CAAS) hosted the China-CGIAR Forum from November 10-12, 1997, in Beijing, China.

CGIAR Chairman Ismail Serageldin, CGIAR Executive Secretary Alexander von der Osten, and senior managers from 12 centers represented the CGIAR at the Forum. On the Chinese side, more than 80 participants from the Ministry of Agriculture, CAAS, four provincial Academies of Science and the China Agricultural University, and various research centers attended the event.

"The China-CGIAR Forum was both timely and successful," says Alexander von der Osten. "Representatives of the CG Centers and the Chinese research centers told me what a great opportunity it was. It was rewarding to see the China-CGIAR partnership strengthened. Although individual centers have worked with Chinese institutes for many years, the Forum ushered in a closer partnership with the system as a whole."

Through the Forum, the CGIAR and China reached a mutual understanding in many important areas, including the nature of the challenges that continue to confront China, the contribution that agriculture can make towards overcoming the challenges, and the crucial importance of agricultural research. China faces such daunting challenges as having to feed 22 percent of the world's population with 7 percent of the world's arable land.

Working together, China and the CGIAR structured the event to allow a frank exchange of

(continued on page 3)

Public Disclosure Authorized

Message from the Chairman

Ismail Serageldin

The CGIAR Calls for a Moratorium

On February 4, 1998, the CGIAR requested a moratorium on the granting of intellectual property rights for designated plant germplasm held in CGIAR centers' collections. We took this action in response to possible contraventions to the agreement that placed the CGIAR center germplasm collections under FAO's auspices.

Our goal has always been to ensure that material transfer agreements and other instruments are appropriate and consistent with the terms and the spirit of the FAO/CGIAR agreements. When a small number of organizations attempted to apply for proprietary rights on germplasm obtained from ICARDA and ICRISAT, we immediately began efforts within the CGIAR system to analyze the issues. Even though these claims have been withdrawn, we are developing a common approach to our handling of potential violations of the agreements by recipients of designated materials.

The CGIAR holds the world's largest international ex situ collection of plant genetic resources — more than 500,000 accessions that are vital for crop improvement world-wide. These accessions are held "in trust for the benefit of the international community, in particular the developing countries."

The moratorium will provide governments with the time to carefully consider and resolve issues related to the in-trust collections that have been brought into sharp focus in recent months. It will also allow for a considered approach to the issues that will arise as the details of a multilateral system for genetic resources exchange are discussed in international fora. As you may know, the intergovernmental FAO Commission on Genetic Resources for Food and Agriculture is currently negotiating the status of plant genetic resources of agricultural species.

We are asking all recipients of designated material to honor the spirit of the agreements with FAO and to refrain from applying for intellectual property rights, regardless of the date the material was received. We want to reiterate our strong and unequivocal support for the 1994 agreements, which seek to guarantee that access to these resources will not be restricted. The CGIAR is deeply committed to the conservation, sustainable use, and stewardship of genetic resources. In calling for this moratorium, we are sending the strongest signal we can to governments to resolve these issues and guarantee that the materials in the CGIAR collection remain in the public domain.

We are fortunate to have Geoff Hawtin, Director General of IPGRI, providing strong leadership throughout this sensitive situation. His advice has been prescient and timely.

We are grateful to Pat Mooney of the Rural Advancement Foundation International for his help in bringing to our attention reports that intellectual property rights were being sought on materials obtained directly from our centers.

Finally, I ask you all to be vigilant in your dealings with genetic materials, to bring to our attention any efforts by others to patent or obtain plant breeder's rights on material from the CGIAR collections, as well as to give us whatever suggestions you may have on how we could ensure that our commitment to open access is maintained in the years ahead.

In This Issue

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China (continued from page 1)

views on developments in agriculture, show how the CGIAR centers have collaborated with their Chinese partners to make this progress possible, and explore future collaboration possibilities.

The Forum opened with addresses by China's Vice Minister of Agriculture, the President of CAAS, and the CGIAR Chairman. Following this were plenary presentations by CG Centers and some of the Chinese institutions participating in the Forum. There were also discussions on how to have a stronger partnership between China and CGIAR, and a plenary session 'Jointly into the 21st Century.'

By examining mutual concerns and commitments, the participants of the Forum identified investment needs and opportunities in public sector research, both nationally and through international collaboration. Breaking into four working groups, the participants examined specific areas for CGIAR-Chinese collaborations, along with agreeing on a framework for action. The participants concurred that China could reap many benefits by increasing its investment in national and international agricultural research and by enhancing its involvement in the global agricultural research system through a greater leadership role in the CGIAR.

"I was impressed by the interest of the Chinese in participating more actively in the CGIAR and working more closely with the centers," stated Hubert Zandstra, Director General of CIP, who attended the Forum and visited China again in December 1997. "Even a brief visit makes it clear that China faces enormous challenges and is looking to the CGIAR to help resolve basic questions about food production, environment, and poverty."

CGIAR Happenings

Milestones

November was a busy time for ICRISAT, which celebrated its 25th anniversary on November 17 and 18 with a variety of events—a seminar on "ICRISAT in the 21st Century: Towards Sustainable Food Security," a photo exhibition, and a painting competition for children, among others. A Kuchipudi dance performance, a classical flute recital, and other cultural events also marked the Jubilee.

The celebration for CIAT's 30th anniversary started earlier than expected when an earthquake shook Palmira, Colombia, in the middle of the night. Fortunately, the center did not experience any damage, which put everyone in a celebratory mood. The official commemoration opened on December 12, 1997 with a homage to Ulysses J. Grant, founding member and first Director General of CIAT. Many dignitaries attended the ceremony, including Colombia's Minister of Agriculture.

Accepting awards were (clockwise from top): Marianne Bänziger; Njoroge Wamatu, accepting on behalf of KARI, with Hank Fitzhugh of ILRI; A.K. Singh; and Marco A. Rondón

ICLARM commemorated its 20th anniversary with an exhibit at the Australian Embassy. The exhibit featured a science day with presentation of research by scientists, an ambassadors' day, and a universities' day. Computers demonstrated CD-ROM databases with detailed and graphic information on more than 7,000 reefs and 17,000 fish species.

Awards and Honors

At a special ceremony on October 31, 1997, during International Centers Week, CGIAR Chairman Ismail Serageldin presented the Excellence in Science Awards. Dr. Marianne Bänziger (CIMMYT) received the Promising Young Scientist Award; Dr. A.K. Singh (ICRISAT), the Outstanding Local Scientist Award; Mr. Marco A. Rondón (CIAT), the Outstanding Local Scientific Support Staff Award; and the Kenya Agricultural Research Institute (KARI) and ILRI, the Outstanding Scientific Partnership Award for their collaborative research to enhance smallholder dairy farming in Kenya.

Also during International Centers Week, the attendees unanimously adopted a resolution honoring Robert McNamara—ex-president of the World Bank and one of the founders of the CGIAR—for his many contributions to the CGIAR and to the world's poor. CGIAR Chairman presented Mr. McNamara with a plaque that had the resolution inscribed on it. Mr. McNamara praised Mr. Serageldin's leadership, both in the World Bank and as CGIAR chairman, along with paying tribute to the other pioneers and founders of the CGIAR.

(continued on page 8)

Highlights of CGIAR

Through their research, training activities, and information dissemination, the CGIAR centers contribute to the mission of the CGIAR—to promote sustainable agriculture for food security in developing countries. At International Centers Week 1997, the centers gave presentations on their impact and impact assessment work. The following, a sample of the centers' achievements, is drawn from these presentations.

CIAT

The international bean improvement program developed by the International Center for Tropical Agriculture (CIAT) illustrates how the center and its national partners can generate significant impact through improved seed. CIAT's support enabled national programs in Latin America and Africa to improve bean production dramatically. In Ecuador, for example, new varieties account for an additional 30,000 metric tons of production per year, worth $39 million at 1996 prices—a benefit 10 times the total investment in the network. Similar benefits have been achieved through improved seed from CIAT for rice in Latin America, cassava in Asia, and beans elsewhere in Latin America and Africa.

CIAT scientists developed the CGIAR's first molecular genetic map to combat poverty and hunger. This cassava molecular map is an international public good that assists breeders in each step of cassava improvement.

In cooperation with United Nations Environment Programme (UNEP), CIAT has developed another breakthrough information tool—a set of environmental indicators that will be available electronically to help people make better decisions about land use and sustainable development.

CIFOR

One of the newest CGIAR centers, the Center for International Forestry Research (CIFOR) has already significantly contributed to the understanding of sustainable tropical forest management and its relationship to the people who depend on these forests. For example, CIFOR's analysis of the recent smoke crisis in Southeast Asia identified poor standards for logging, which leave flammable debris and open areas that burn easily, as major causes of the uncontrolled fires. But poorly conceived and managed forest clearing for agriculture is an even more serious problem. CIFOR's work on criteria and indicators is helping to improve forest management practices and land development policies.

CIFOR is uniquely positioned to provide balanced approaches to difficult forest management problems and deliver its products to decision makers. Bolivia adopted strong forest management legislation after local decision makers worked with CIFOR. In Central America, CIFOR is part of an initiative led by the Central American Forestry Council to review how various policies affect forests and the forest sector and develop policy alternatives.

CIMMYT

The International Center for the Improvement of Maize and Wheat (CIMMYT) is best known as a well-spring of higher yielding, disease resistant wheat and maize varieties that have dramatically increased the productivity of poor farmers in developing countries. More than 80 percent of the wheat and maize varieties being released by national agricultural partners are based on CIMMYT's germplasm research. Over 75 percent of the developing world's total wheat area and about a third of its maize area are now devoted to growing CIMMYT-related varieties.

CIMMYT's commitment to genetic conservation is evident in its newly constructed, state-of-the-art Wellhausen-Andersen Genetic Resources Center, which contains about 150,000 wheat and 16,000 maize accessions. CIMMYT has helped rescue more than 6,000 endangered samples of farmer-developed maize varieties held in 13 seed banks in Latin America. CIMMYT has also developed the International Wheat Information System, a user-friendly data management system available on CD-ROM, so that collectors, curators, and breeders worldwide have a common means of identifying individual varieties of genotypes.

CIP

The impact of the International Potato Center (CIP) has been achieved through a combination of yield increases, an expansion of area planted, the development of superior seed systems, and the availability of technologies that allow farmers to reduce pesticide use.

Ten case studies of CIP projects since 1992 show that the majority of new potato varieties released in developing countries now have CIP parentage. This reflects the value of using locally adapted breeding materials and indicates that CIP efforts to broaden the genetic base of potatoes in developing countries is succeeding. CIP distributed breeding materials developed by Argentina's national potato program to China, where the breeding materials are now some of the most widely grown potato varieties, with annual production exceeding 400,000 hectares. In Peru's coastal valleys spreading to the highlands, CIP-developed breeding materials now dominate much of the production.

CIP, in cooperation with more than 3,000 farm

Centers' Achievements

families, has field-tested an Integrated Pest Management program in southern Peru with excellent results. Farmers reduced sprays from six to zero in 2 years, equivalent to cost savings of $250 per hectare.

ICARDA

The International Center for Agricultural Research in Dry Areas (ICARDA) is working throughout the world's dry areas on improving agricultural production through improved crop varieties and production practices and by enhancing availability of seeds as part of the development of national systems. In China, ICARDA helped improve barley lines that resulted in a 20-25 percent increase in productivity, and faba bean varietal development that raised yields by 30 percent. Assistance in lentil improvement in Ethiopia has resulted in raising yields by 70 percent without costly inputs, and in Bangladesh new varieties resistant to blight and rust have increased national yields by 30 percent.

Wheat improvement in Syria has enabled the country to double its production within 5 years and achieve self-sufficiency. The research has contributed to wheat- production improvement in Upper Egypt, Syria and Tunisia, which has saved these countries an average of US $600 million per year. Winter sown chickpea cultivars, with a potential yield increase of 60 percent over local spring sown cultivars, are now planted on an estimated 200,000 hectares in Mediterranean basin countries.

ICLARM

Dedicated to improving the livelihood of poor people who depend on aquaculture and fisheries, the International Center for Living Aquatic Resources Management (ICLARM) has pioneered aquatic resource management research for the last two decades. ICLARM, working with partners in the Philippines and Norway, produced an improved strain of tilapia, a hardy freshwater fish from Africa, under the Genetic Improvement of Farmed Tilapia (GIFT) project. Compared with other farmed strains, the GIFT tilapia can grow 60 percent faster with better survival rates, and can yield three fish crops per year, rather than two.

The GIFT tilapia provides a means of involving more poor people in aquaculture production and making fish more affordable for them. Tilapia farming in Asia has contributed to a rise in overall fish production for the first time in 5 years. An impact assessment of the farming of GIFT tilapia done by ICLARM shows that fish farmers can expect higher productivity, higher profit, and higher yield potential, with most benefits going to relatively poor consumers.

ICRAF

The International Centre for Research in Agroforestry (ICRAF) develops agroforestry technologies that help replenish soil fertility, using trees to capture nutrients and make mineral fertilizers more available in the soil.

ICRAF coordinates the Alternatives to Slash-and-Burn (ASB) program, a CGIAR global initiative that deals with the environmental effects of slash-and-burn agriculture (such as the 1997 smoke crisis in Southeast Asia) and the technological and policy options to alleviate those effects. ASB has identified a number of "best-bet" alternatives to slash-and-burn agriculture as well as policies that decision makers can use to provide land tenure for smallholder farmers and control future burning by large companies in a way that protects the interests of the rural poor, the economy, and the environment.

ICRAF's report on the Southeast Asia fires recommended that Indonesia revise its forest policies, issue fewer government land clearing permits, and conduct more research on no-burn land clearing methods. The report predicted that the forest fire crisis in Asia will worsen in coming years unless sustainable agricultural options and improved policies are put into place.

ICRISAT

Over the past 25 years, partners of the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) have released 365 improved varieties of crops based on germplasm supplied by ICRISAT. ICRISAT's most significant impact has occurred in India and Sub-Saharan Africa. Regarding chickpea research, its impact has been the greatest in West Asia-North Africa through collaboration with ICARDA, although it has also been substantial in India. Pigeonpea research has had its largest effect in the crop's home country, India. Concerted efforts are now in progress to tailor this crop to the needs of Eastern and Southern Africa. ICRISAT's groundnut improvement research in Africa is beginning to show signs that this research will be highly influential over the coming decade.

One of ICRISAT's most significant achievements to date has been the introduction of resistance in pearl millet to the downy mildew fungus that causes a disease so severe it threatened to make farmers abandon production of the crop in India. In recognition of this achievement, ICRISAT received the King Baudouin Award.

Highlights of CGIAR

IFPRI

The International Food Policy Research Institute (IFPRI) works in 43 developing countries to generate new knowledge that will provide the basis for appropriate policies. In Pakistan and Bangladesh policy makers used the results of IFPRI research to change policies related to ration shops, food subsidies, credit programs, and other food and agriculture related policies. This resulted in saving $200 million in fiscal costs, which was used to set up a food-for-education program for children from low-income households.

In Vietnam, IFPRI research demonstrated that liberalizing the export quota system and introducing private traders would generate higher incomes, and these steps were critical to the continued growth of the rice market. As a result, the Vietnamese government changed the rice marketing system.

IFPRI's 2020 Vision project is a trailblazer in international policy. Launched in 1993, the project has held briefings in 26 developed and developing countries. The impact of the project can be gauged by the demand for Vision 2020 publications, the extensive media coverage, and the on-going demand for presentations around the world.

IIMI

To meet the challenge posed by the growing scarcity and competition for water, IIMI (International Irrigation Managemant Institute) has developed indicators of relative water scarcity. IIMI recently completed an assessment of water supply and demand for the year 2025 in 118 countries. The analysis shows that demand for water withdrawal will increase 45 percent. IIMI has also developed standard indicators that measure crop production according to water consumed, land used, and financial investments.

IIMI's research is instrumental in changing water management and related issues. In Pakistan, IIMI used sophisticated modeling to document that increasing the depth of plowing before the monsoon season controlled soil salinity. If implemented by farmers, this could result in the recovery of millions of hectares of saline, out-of-production lands. In Sri Lanka, IIMI developed a program to control malaria through water management.

With scientists at Utah State University, IIMI is developing the world's first Water and Climate Atlas, a global database that integrates the available agricultural climate data into one computer program and represents the most comprehensive, quality-controlled climactic data set in existence.

IITA

Research at the International Institute of Tropical Agriculture (IITA) has increased both yield stability and overall production, enabling small farmers to gain substantial benefits. In West and Central Africa, overall maize production has increased by 259 percent since the early 1990s, making it an important cash crop. IITA's soybean utilization project has helped spread improved soybean varieties throughout Nigeria. More than 47,000 people, including 30,000 women, have been trained on how to produce and use soybean in their diets. About 140 food products with satisfactory nutritive value and consumer acceptability were developed, some of which have been scaled up to industrial level production. Enterprises processing soybean for food and livestock feeds have increased from 5 in 1987 to more than 60 in 1996. Between 1987 and 1994, the use of soybean to treat malnutrition more than doubled in Nigeria; in Oyo State 35 percent of hospitals were using soybean treatment by 1990.

In 1995, IITA distributed more than 500,000 seeds, covering nearly 4,000 families of broad-based improved populations of cassava, to 21 countries in the cassava growing belt of Sub-Saharan Africa.

ILRI

The International Livestock Research Institute (ILRI) works to alleviate the severe problems of tropical animal agriculture in a holistic way. ILRI's research on livestock and the environment partially focuses on re-establishing the balance that traditionally exists between ruminant animals and savanna grasslands. ILRI research has documented, for example, the ways in which small-scale farmers can rely on their animals' manure to augment and sustain their cropping.

Twenty years ago, ILRI and national partners started researching optimal ways to integrate forage legumes into smallholder cropping systems in West Africa. A recently completed adoption study indicates that more than 27,000 adopters are realizing more than $22 million in net benefits, producing an internal rate of return of 48 percent from this research.

A joint IITA/ILRI research project showed that cattle fed diets including cowpea produce an extra 50 kg of meat per hectare per year and manure providing 25 percent more nitrogen. This manure, plus the nitrogen fixed by the cowpea, combine to support an additional 900 kg of maize grain per hectare per year.

IPGRI

The International Plant Genetic Resources Institute (IPGRI) has been conducting a specific project on impact assessment for almost 4 years.

Centers' Achievements

Outputs include information resources on impact assessment, a review of economic impact assessment for plant genetic resources, and a set of 23 case studies covering a range of thematic and country-level activities.

The outcome of the following three case studies provide examples of IPGRI's impact:

- Germplasm Collecting

Over 200,000 germplasm samples have been collected in over 500 missions, providing a major boost to national and international conservation and use programs. IPGRI has spearheaded standardization of procedures and strengthening of the scientific base for locating valuable genetic diversity and making it available for use.

- Training

Over 1,800 national program scientists have been trained by IPGRI. IPGRI trainees show high retention and significant multiplier effects through secondary training.

- Musa Germplasm Management

Exchange of Musa genetic resources was virtually non-existent before the creation of the International Network for the Improvement of Banana and Plantain (INIBAP). The diversity of healthy Musa germplasm has greatly facilitated global efforts in genetic improvement of this crop.

IRRI

To extend its assistance, the International Rice Research Institute (IRRI) relies on partnerships. IRRI's Crop and Resource Management Network is currently working with national research and development organizations to facilitate the free exchange, participatory evaluation, and promotion of promising knowledge-intensive technologies and decision-making aids for more efficient crop and resource management in rice-based farming systems.

When requested, IRRI provides assistance directly to national governments. Working with the Cambodian government, IRRI restored its rice productions to levels before the war-torn 1970s and 1980s. In 1995-96, 3.3 million tons of rice were produced, 40 percent more than the previous crop and 30 percent more than the preceding 5 years. By 1996, Cambodia was not only meeting its own rice needs, but also had a surplus for exports.

In India, IRRI played a key role in helping to establish a strong and sustainable research program on hybrid rice. Indian scientists received 84 genetically diverse cytoplasmic male sterile lines (female parents) and 232 experimental rice hybrids and their respective restorer lines. IRRI also supplied hybrid rice breeding materials adapted to tropical conditions.

ISNAR

The International Service for National Agricultural Research's (ISNAR) presentation at ICW 1997, highlighted through a few national examples, its commitment to long-term institutional development and its role in research policy and management.

In Indonesia, ISNAR helped research leaders develop guidelines for strategic planning in the country's 17 new agricultural technology assessment institutes. The institutes aim to increase the relevance of agricultural research by bringing scientists closer to farmers and production problems.

In Kenya, ISNAR was instrumental in the creation of the Kenya Agricultural Research Institute (KARI) and in the developing of its first master plan a decade ago. ISNAR continues to collaborate with KARI in the institutionalization of improved priority setting processes and the development of the more rigorous tools needed to address new issues. An important intermediate outcome is the establishment of a priority setting committee supported by trained KARI scientists leading to more effective research focusing on the needs of stakeholders in Kenya. In the process, Kenya will have developed the improved data and tools needed to deal with regional research and natural resources management issues.

WARDA

The West Africa Rice Development Association (WARDA) has effectively used task forces comprised of national rice scientists to efficiently generate and transfer improved rice technologies to small farmers. More than 75 national rice scientists from 17 countries serve on nine WARDA Task Forces, which received over 100 research grants since 1992. The task force mechanism has contributed significantly to improving rice production. For example, the task force working with mangrove farmers has leveraged a dramatic increase in the adoption of modern varieties with significant economic benefits. Today, the mangrove varieties generate about $5.4 million a year in added income.

WARDA researchers have had a major impact by crossing African with Asian rice. The O. glaberrima landraces have developed resistance to common stresses. These characteristics have been successfully transferred into the new interspecific hybrids. O. glaberrima also has excellent vegetative growth to suppress weeds. In West Africa, weeding is done manually and weed removal constrains rice production because of labor shortages. This progress on rice hybridization is important to women, who are responsible for 80 percent of rice cultivation.

Evaluation (continued from page 1)

or offended to have others look at your work. It means that one believes in the value of feedback from others, sees feedback as positive, and uses feedback to take action and improve performance."

Evaluation for the CGIAR exists both on the center and the system level—the two levels reinforce each other. To create an evaluation culture, the centers, the IAEG, the members, and the partners all need to be involved in the process.

One critical aspect of an evaluation culture is the harmonization of best practices on evaluation, the nurturing of an evaluation culture across the system as a whole. That means, for example, that if different centers are using cost-benefit analysis for particular crop improvement programs, they should benefit from each other's methodologies and, perhaps, even have a uniform definition. By doing this, the centers can improve the methodology by spreading best practices across the system.

Another part of an evaluation culture is the integration of the evaluation itself in the way the work is being done, which requires a systemic way of incorporating the best practices. In this type of situation, when researchers design their projects, they think about what indicators of success they would like to see used—thereby, emphasizing ex ante, rather than ex post, evaluations.

"If you are thinking about how and what are the appropriate ways to evaluate something and you build it into the design itself, then you are really nurturing an evaluation culture as opposed to producing reports, which is not necessarily the same thing," said Chairman Serageldin.

As the CGIAR seeks to cultivate an evaluation culture, it faces a number of obstacles, particularly methodological issues. It needs a common understanding in methodology and information, such as how one defines impact. The CGIAR has to weigh what is the appropriate type of yardstick to measure its effectiveness and impact and consider the efficiency, relevance, and consistency of the measuring system.

By nurturing an evaluation culture, the CGIAR is looking forward. The next steps in building an evaluation culture include the following:

- build stronger peer review and impact assessment systems at the center level;
- further improve the external review process;
- strengthen IAEG;
- increase dialogue between IAEG and centers to work on common problems.

"Armed with the self-knowledge that the evaluation culture brings, let us build on our strengths and confront our shortcomings," Chairman Serageldin remarked. "Only from that kind of candid self-assessment will we prepare ourselves for the endless challenges, obligations, and opportunities that we encounter."

Announcements (continued from page 3)

Robert Havener has assumed the position of Interim Director General at IRRI. He succeeds George Rothschild.

Shawki Barghouti is the new Director General of ICRISAT, replacing James G. Ryan. Dr. Barghouti was Chief of the Agriculture and Water Operations Division, South Asia Country Department at the World Bank.

Martha ter Kuile departed as Chair of CIP; Adrian Fajardo-Christen assumed the Chair on an interim basis.

As of January 1, 1998, Sam Dryden is Chair of the Private Sector Committee and Assia Bensalah Alaoui is the Vice-Chair.

CIMMYT has appointed Shivaji Pandey as the new Director of the Maize Program, which develops more efficient, productive, and environmentally friendly maize varieties.

The new Director of Research at ICRAF is Anne-Marie Izac, a Resource Economist. Dr. Izac succeeds Roger Leakey.

Shirley Geer is the new Senior Information Officer for the CGIAR Secretariat, replacing Ernest Corea, who was honored on the occasion of his retirement for his service to the CGIAR Secretariat. Prior to this position, Ms. Geer was the Director of Communications at the World Resources Institute.

In October, the CGIAR's Public Awareness and Resource Mobilization Committee launched the Public Awareness Campaign for Agriculture. The campaign, directed by Barbara Rose, will communicate the relationship between agriculture and key issues of the day through the promotion of a series of studies, efforts to link international agriculture to current media issues, and a cadre of ambassadors.

Reader's Survey

We are in the process of revising CGIAR News and would like to know how we can improve the newsletter to better suit your needs. Please take a few minutes to fill out the following survey—we would greatly appreciate hearing from you. Because this issue of the newsletter is slightly different from past ones, we would appreciate you taking into account all issues, both past and present, when you answer the questions. Thank you.

1. How much of CGIAR News do you read?

❑ none ❑ glance over it
❑ half of it ❑ read one article
❑ read it cover to cover

2. How would you describe the newsletter? (check one from each pair)

❑ informative ❑ too technical
❑ redundant ❑ easy to read

❑ attractive ❑ too detailed
❑ dull to look at ❑ too brief

❑ difficult to read
❑ reader friendly

3. What do you do with back issues CGIAR News after you receive them? (check all that apply)

❑ save them
❑ discard them
❑ pass them on to others
❑ use information for speeches or articles

4. The current issue of the newsletter is 8 pages. Do you like the new length?

❑ yes
❑ no, I would like it longer
❑ no, I would like it shorter

5. How do you rate CGIAR News layout compared with other newsletters?

❑ excellent ❑ fair
❑ good ❑ poor

6. In what way is CGIAR News useful?

❑ as a source of specialized information
❑ to keep up with scientific breakthroughs
❑ to learn about system-wide CGIAR concerns
❑ to keep updated on CGIAR activities
❑ to receive the Chairman's messages

7. How could we improve CGIAR News to better suit your needs? (check all that apply)

❑ less technical writing
❑ more graphics
❑ more applicable research
❑ more announcements

❑ other .....

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8. What subjects would you like to see covered in future newsletters? (please use the back of this form if necessary).....

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Please fax to: (1-202) 473-8110, or mail to: CGIAR Secretariat, 1818 H Street, NW, Room J 4-063, Washington, DC 20433, USA