

Enhancing the Commitment to sub-Saharan Africa: ICRISAT and its Partners

**Report from a Task Force at the request of the ICRISAT Board of Trustees,
delivered on 26 March 2004¹**

Preamble

The African drylands constitute the home of more than **300** million people, the majority of whom have been left at the margins of global development. Struggling to maintain life and communities in hostile natural environments, their contributions to the preservation of critical habitats, the maintenance of dryland biodiversity and resilience, their rich contributions to global culture, their quest for progress and a better life deserve the strongest international support. Of the many sectors that are in need of support, agriculture and other primary industries are central. They provide the vast majority of the dryland livelihoods. We believe that ICRISAT is centrally placed in providing international public goods in support of dryland agriculture in sub-Saharan Africa, both for enhancing the livelihoods of rural people and for minimizing the impact of the recurring severe droughts and associated famines prevalent here. Drawing on 30 years of Africa experience, combined with knowledge gained in the Asian drylands, ICRISAT is a past, present and future source of key knowledge to ensure targeted international support for the dryland peoples of the region and their own organizations, governmental and non-governmental. Together with other institutions in the CGIAR system and beyond, ICRISAT should accept the desire of the international community to strengthen the international science commitment for sub-Saharan Africa. ICRISAT's presence in 6 locations in SSA gives ICRISAT an operational edge over many other international institutions, also in relation to its locations spanning several agro-ecological zones, and a variety of socio-economic settings, in West, Central, Eastern and Southern Africa. At several sites there is co-location with other CGIAR sister centres which can be used to advantage.

Introduction

1.1. As part of a wider concern that CGIAR efforts, including those of ICRISAT, were not having sufficient impact on agriculture in sub-Saharan Africa (SSA), at CGIAR AGM03 ICRISAT was asked to increase its research investments in SSA. The overall goal would be to get more rapid and direct impact of its research investments. CGIAR members, also reacting to ICRISAT external program and management reviews for the period 1996-2002, advised ICRISAT to increase and concentrate its research efforts to contribute further to overall CGIAR goals of increased food security, poverty alleviation and sustainable use of natural resources in a part of the African continent where the Millennium Development Goals constitute massive challenges to nations and the international community. The request to ICRISAT to review its own sub-Saharan African efforts was complementary to overall CGIAR goals to revisit the programmatic and organizational efforts of the CGIAR investments in sub-Saharan Africa.

¹ For members of this Task Force see Appendix 1

1.2. By 2002 ICRISAT was spending **43%** of its financial resources (unrestricted core plus special project funding) in sub-Saharan Africa (44% in Asia).² Of unrestricted core alone 33% was spent in SSA (47% in Asia, 20% globally) reflecting an increased tendency for donors to earmark funding for special projects in SSA (and such projects normally have a limited time span). During the period 1996-2002 ICRISAT funding had declined from USD 30.3M to 21.3M, with unrestricted core being almost halved from 23.5M to 12.6M. The decline was not unique for ICRISAT but was experienced by most of the CGIAR centres over this period. Fluctuating exchange rates against the US dollar, the accounting currency of ICRISAT and the CGIAR, contributed to financial planning uncertainties. Nevertheless, by reducing its expenditures, by making appropriate investments and pursuing vigorously special project funding possibilities, ICRISAT posted a surplus of income over expenditures in 2003.

1.3. Starting in 2001 - and after the period of the external reviews - ICRISAT Board and Management had initiated a dialogue with shareholders and stakeholders to ensure that its own research priorities for SSA reflected fully the ambitions of the regional (FARA) and sub-regional organizations (ASARECA, CORAF, SADC/FANR) as these organizations developed their own strategies for their work based on NARS consultations, in which ICRISAT also participated. Similarly cognisance was being taken of new initiatives undertaken by NEPAD, the new African Union, the Economic Commission for Africa, and most recently the ongoing work of the Inter-Academy Council for the UN Secretary General. In addition ICRISAT developed an extensive dialogue with SSA NARS (in the widest sense), with individual donors to the CGIAR system, and with research organizations outside SSA to ensure consistency with national, sub-regional and regional ambitions. Internally, within the CGIAR system, new modes of inter-centre collaboration developed, partly as a result of CG system-wide initiatives, challenge programs and co-location of staff. These consultations preceded AGM03.

1.4. In many respects ICRISAT was therefore well placed to respond quickly and decisively to the CGIAR request at AGM03 for a further ICRISAT concentration on SSA. ICRISAT's Board and Management concurred with an AGM03 endorsement for an ICRISAT Task Force to suggest modes and content of this further investment in SSA. The Board could then use Task Force recommendations for its own consideration and guidance. This request was independent of CGIAR's own systems review of its SSA operations, although coordination is clearly required which will be pursued, and the Board of ICRISAT has an independent legal responsibility for the operations of the institute. The Board and Management of ICRISAT wished to create a predominantly external task force of the most relevant stakeholders and shareholders. The composition of the ICRISAT Task Force therefore included representatives: from FARA, ASARECA, CORAF and SADC/FANR as resource persons on SSA national, sub-regional and regional issues, 4 external full task force members: from NEPAD, a donor representative from Europe (EIARD) and one from the USA (USAID), one NARS representative from Asia; and 3 ICRISAT Board members (one from Africa, one from Asia and one from Europe (see names in Appendix 1)). The Terms of Reference of the Force are available in Appendix 2.

² Budgetary data provided to the Task Force by ICRISAT Management

The ICRISAT Task Force held a 2-day meeting for all participants in Nairobi, Kenya, in late January 2004, and the Task Force Chair has had separate meetings with ICRISAT staff and management (at ICRISAT HQ in India) and with the ICRISAT Director General during his duty travel to Norway. The ICRISAT Task Force was also mandated by the CGIAR AGM03 to liaise closely with two CGIAR-constituted task forces on Programmatic and Organization/Structural Alignment of CGIAR work in SSA, and has done so through the task force co-chairs, as the CGIAR task forces have extended time schedules compared to ICRISAT's requirements for rapid implementation of AGM03 requests to ICRISAT. The Chair of the ICRISAT Task Force has held separate meetings in Bonn and The Hague with the co-chairs of the CGIAR Task Force 2. (CGIAR Task Force 1 has not responded to repeated calls for interaction.) Their initial suggestions, prior to the full operation of their own task forces, have been incorporated in this report. The ICRISAT Task Force has had further electronic consultations between task force members in order to provide this report to the ICRISAT Board of Trustees for its April 2004 meeting, as requested. The opinions expressed in this report represent the views of the participants in the ICRISAT Task Force, noting that there were a few divergent opinions on some issues (e.g. see footnote 3).

Scope for further investment in sub-Saharan Africa

2.1. In response to suggestions by the recent External Program Review, as endorsed by the CGIAR, we support that **ICRISAT has decided to concentrate its work in sub-Saharan Africa on Integrated Genetic and Natural Resources Management (IGNRM)**, letting its Asian operations concentrate on strategic enhancement of plant genetic resources, suitably supported by relevant social science and agronomic expertise. We support the notion that ICRISAT therefore will focus on two basic environments: the desert margins of 400-800 mm rainfall p.a. where millets, livestock, irrigation and water harvesting dominate, and the somewhat moister rainfed areas of 800-1000 mm rainfall p.a. where sorghum, maize, groundnut, pigeonpea and chickpea are dominant or potentially important crops.

2.2. We find that **ICRISAT, with its 6 locations in sub-Saharan Africa, does not need further major investments in "brick-and-mortar" infrastructure in SSA at the present time.** (A further strengthening of research facilities (incl. instrumentation) may well be relevant.) Instead **the 6 sites should be used to form hubs and nodes in networks with national, sub-regional and regional organizations, with other CGIAR centres and other international organizations. Whilst the Task Force does not wish to preclude possible future infrastructural investments, any major investments should be coordinated with future CGIAR plans for the SSA.**

2.3. Following the meeting with the sub-regional and regional organizations, and analysis of their own priorities, we note that **there is now high congruence between ICRISAT and the sub-regional and regional organizations in SSA on the priorities for agricultural research.** Within its own logframe (draft 2004) ICRISAT has expressed the overall goal for its intervention strategy in the semi-arid SSA, in line with FARA, as: *Improved rural livelihoods, increased food security and sustainable integrated genetic and natural resources management as a result of greater impact of agricultural research for development.* The four intermediate goals

that will contribute to the fulfilment of this overall goal are in short: *Mitigating disasters, generating profits and underwriting risks, nourishing families and building partner power*. **With this reinterpretation of ICRISAT's role in SSA, there is scope for reallocation of funds between ICRISAT's Asian and African operations, and also to ensure greater cross-over effects between ICRISAT's Asian and African research efforts. With the congruence of the priorities noted above, there are clear guidelines for future investments.**

2.4. We further note that with its current total annual budget of approx. USD 22M even a major shift of ICRISAT resources to expenditures in SSA will constitute a very small part of the total agricultural research budget for the sub-continent. It is therefore critically important to position the ICRISAT efforts in SSA in such a way that specialized ICRISAT expertise can fill gaps in national, sub-regional and regional research capabilities, enhance through backstopping and facilitation areas where other expertise is weak, and achieve synergies with other research organizations, including other CGIAR centres. The requirement to focus sharply on ICRISAT's comparative advantages in agricultural research in SSA also includes the need to contribute to human resources development and institutional strengthening at national level in both the public and private spheres. Specifically this will involve the regional breeding efforts for sorghum, millet and groundnut, and facilitation of breeding activities for pigeonpea and chickpea. It will involve crop and crop/livestock systems where ICRISAT has a comparative advantage, and include efforts for value-addition. The Task Force expects ICRISAT to demonstrate clearly its commitment to further change to SSA-relevant research.

2.5. Given the current level of the ICRISAT budget, we feel strongly that further donor investment, both in support of its unrestricted core budget which is at a low level (and thus yielding little for transfer between Asia and SSA) and for further targeted grants for its investments and interventions in SSA, are essential in order to achieve the intentions contained in the CGIAR AGM03 recommendations. We note that ICRISAT Board and Management acknowledge the immediate and severe needs of the drylands of sub-Saharan Africa. We wish to note that even significant percentage shifts between the current 43%: 44% investment ratio between SSA and Asia will at current budget levels mean that SSA work can be strengthened by minor amounts only. For example, to establish a 53%: 34% ratio involves a shift of USD 2M. To meaningfully contribute to the intentions of the CGIAR to let its centres play a more active role in fulfilling CGIAR goals and the Millennium Development Goals in SSA, ICRISAT's budget must be strengthened significantly. Following AGM03 we also note that the CGIAR as a whole in no way wishes ICRISAT to abandon its responsibility for research in the drylands of Asia, where equally large numbers of poor people have their homes and agricultural activities.

2.6. Specifically we note that ICRISAT effectively only has two sources of resources that can be reallocated from Asia to SSA: human resources (which involve shifts in location where salaries are earned and paid) and operational costs. Whilst the CGIAR recommendations in the external reviews focus specifically on the reallocation of unrestricted core from Asia to Africa, surely it is the total availability of funds for ICRISAT in SSA, whether specifically earmarked or not, which will guide the magnitude of efforts that ICRISAT can devote to SSA. Although we understand that ICRISAT Board and Management plan to reallocate significant parts of its

unrestricted core from Asia to SSA, the greater impact of ICRISAT in SSA can only be felt if the sharpened and renewed agenda for ICRISAT in SSA also attracts increased total funding. The willingness of donors to invest more in SSA does not therefore have to distract from significant investments in the needy areas of Asia. We note that a notion that there are many internationally recruited staff in ICRISAT India that can be transferred to Africa is in fact erroneous. Our suggestions are therefore based on what can realistically be achieved in terms of staff transfers at current budget levels.

Proposed new ICRISAT agenda for SSA and resource shift implications

3.1. We believe that there is now close congruence between the ICRISAT research priorities for SSA as outlined in its January 2004 document, and the respective documents of sub-regional and regional organizations. Clearly ICRISAT priorities, as manifested in the logframe goal and intermediary goals outlined in 2.3. (above) constitute a smaller subset of the priorities of the other organizations whose thematic mandates and ecoregions go much beyond ICRISAT's remit. There will therefore be important areas in agricultural research in SSA in which ICRISAT cannot or will not participate. These areas contain tasks that other players, including sister CGIAR institutes, must undertake. On the other hand new opportunities will arise for ICRISAT to build new institutional partnerships to apply for regional and sub-regional competitive funding. ICRISAT's priorities therefore constitute pieces in a jigsaw puzzle that further institutional initiatives, including the CGIAR task forces on programmatic and organizational realignment, must tackle. We also note that whilst there is close congruence with sub-regional and regional priorities now, a continuing dialogue must take place to ensure that actual work plans both of ICRISAT and the SSA institutions are well aligned and that changes that may take place are fully understood by both parties.

3.2. We note that one of the four intermediate goals of the new ICRISAT strategy for the semi-arid tropics of the SSA is formulated as **Mitigating disasters**. ICRISAT must provide tools in terms of drought tolerant germplasm, soil and water management, integrated pest management, and innovative seed distribution systems involving public and private providers. Both national governments and the international assistance community are well aware of the high probability of recurrent droughts and the risks of associated famines. ICRISAT should consider specifically contributions its science can make in such situation, both for agricultural interventions aimed at disaster preparedness, and mitigation when appropriate. We believe that improved plant protein production is essential, and that tools to control pests and diseases in dryland crops in an ecologically sound way are essential. Targetting research to the most needy areas and peoples is most important. To achieve this we note that **ICRISAT has strengthened its SSA staff by one legume breeder for long-term breeding efforts, and we recommend that they explore with other CGIAR or associated institutes options for the services of one IPM specialist and one GIS specialist.**

3.3. We note that a second of the four intermediate goals is formulated as **Generating profits and underwriting risks**. With this we understand the wish to strengthen

livelihood resilience of rural households through improvement and diversification of crop-livestock systems and enhancement of income generating opportunities from trade. ICRISAT must provide tools for post-harvest processing of its mandated crops for added value, and adjusts its breeding strategies for mixed food/feed varieties of sorghum and millets to contribute with other partners in the public and private sectors incl. CGIAR centres in work on crop-livestock systems. **ICRISAT should strengthen its SSA staff by one sorghum/millet breeder. We note that one socio-economist has recently been hired. ICRISAT should contract the assistance of other CGIAR centres to assist in further supporting pro-market policies.** ICRISAT will need to redirect some existing efforts into diversification of products from farms in the SAT region of SSA, and use new funds to strengthen its work with these new associated crops (date palm, Roselle, Sahelian apple). Both its Niger and Mali sites are well suited to these new research lines, representing drier and moister ecological regimes, where cooperation with other CGIAR centres (ILRI, ICRAF, IITA and WARDA) is natural. In this context we note that **in 2003 two joint positions with ILRI and ICRAF have been added in the Sahel and one in Southern Africa under the Desert Margins Program.**

3.4. We note that a third of the four intermediate goals is formulated as **Nourishing families**. ICRISAT should strengthen its research work that can lead to better and more nutritious varieties of its mandated crops, and propose that a virtual legume genomics and crop improvement centre be formed, e.g. at its Patancheru site, in collaboration with other CGIAR centres (and virtual locations) whose mandates include other legumes than groundnut, chickpea and pigeonpea, somewhat analogous to the cereal genomics and improvement centre currently under discussion by CIMMYT and IRRI. ICRISAT has already indicated that it will wish to have its mandated cereals (sorghum and millet) included in such a real or virtual centre. **ICRISAT should strengthen its SSA sites as appropriate when such plans materialize and in particular, should further strengthen its commitment to the East African Biosciences Initiative located at ILRI, Nairobi which will include in 2004 the ICRISAT posting of one new core and one new special project funded position to this new initiative.** ICRISAT should also follow closely the development of a possible West African Biosciences Initiative, and review participation there. Important ICRISAT tasks are associated with *Helicoverpa* resistance in chickpeas and pigeonpeas and *Striga* resistance in sorghum and millet.

3.5. We note that a fourth of the four intermediate goals is formulated as **Building partner power**. In particular ICRISAT should seek new ways of strengthening its links with African universities (which harbour much under-utilized expertise relevant to the development of the drylands), NGOs, Farmers organizations and the private sector, also in the context of public-private partnerships. **Once its Virtual Academy for the Semi-Arid Tropics joint initiative with ILRI and IWMI has been adjusted to take into account some specific suggestions by the external reviews, we recommend that it be extended to all regions of SSA once the initial phase of VASAT in West Africa has been completed in 2005.** This initiative will also become the principal conduit of information which will feed into the nascent CGIAR Open University.

3.6. In order to achieve the desired objectives, and to significantly strengthen ICRISAT's ability to act in cooperation with SSA national, sub-regional and regional

organizations, and participate actively in consolidation of the work of CGIAR centres in SSA, **we note the further delegation of central authority to African locations from January 2004 by enlarging the ICRISAT managerial group by two positions to include the African-based regional representatives and the African-based Global Theme leaders**. This followed suggestions in the recent EMR. The potential for increasing the number of Global Theme leaders in Africa is suggested to be further considered by ICRISAT management and in the same light consider means by which greater authority might be delegated to regional representatives. We do urge ICRISAT Management, however, to ensure that decisive decision-making structures are in place in SSA and to ensure that the regional representatives have clear decision-making powers. We have considered a possible move of a deputy director general to SSA to act in a coordinating role there but have on balance concluded that enhanced powers, particularly on the programmatic side, to two regional representatives will serve both the SSA and ICRISAT better given the varying demands on ICRISAT research in West, East and Southern Africa. ICRISAT Management is requested to explore further ways of strengthening the research structure for both Asia and sub-Saharan Africa

3.7. In order to integrate ICRISAT's work much more closely with the broader international community working with national and sub-regional institutions for development in the African drylands, we urge that ICRISAT management explores actively with external partners, especially the UNCCD, the possibilities of exploiting the Niamey facilities in the wider context of a Desert Margins Research Centre, with an associated drylands research and development portfolio³. ICRISAT should be willing to act – if requested - as the operations agent for international organizations wishing to strengthen research and associated activities. Such a constellation will not be at the expense of ICRISAT's mandated work, but exploit more fully and in a wider context, and possibly enlarge, the facilities in Niamey and Sadore for these wider research and development goals. This proposal would potentially be in conjunction with enhanced linkages with the Desert Research Foundation of Namibia.

3.8. Based on estimates we have received from ICRISAT's Management, we estimate that the transfers proposed under 3.2.-3.6. (above), associated personnel and operational expenses and the associated contracts with external organizations will involve **transfer or addition of resources to ICRISAT's SSA facilities of the order of USD 2.0 million**. This would include resources accrued (in 2004-5) as a result of shifting present core expenditure on INRM issues in Asia to special project funding. Such a move should be seen by ICRISAT management as a natural consequence of the EPR recommendation specific to the Global Theme concerned with INRM issues. At current budget levels this could alter the future SSA:Asia ratio of total expenditures to approx. 53% : 34% . With additional funding available to implement 3.7. (above) a further significant shift may materialize. **We urge ICRISAT's Board and Management to discuss with donors financing patterns that will allow for such shifts, and thus release additional unrestricted core and restricted funding for ICRISAT's SSA operations on an agreed timescale.**

³ Please note that there is a minority view in this ICRISAT Task Force that this suggestion should not be implemented until the CGIAR Task Forces have made their recommendations.

Timing

4.1. Following consultations with the two CGIAR Task Forces we recommend that ICRISAT Board and Management put the relocation of staff and operational expenses to SSA into effect during 2004/5. We would expect an early shift of at least USD 1 million. The full impact of the new strategy and priorities will form part of the revised Medium Term Plans for 2005-2007 and 2006-2008, so that full budgetary implications will appear in 2005 and 2006. ICRISAT Board and Management are invited to review any CGIAR plans for programmatic and organizational alignment that may be proposed for 2005 or 2006, and adjust ICRISAT's plans accordingly.

Conclusions

5.1. We conclude that ICRISAT Board and Management have acted rapidly in response to proposals arising from CGIAR external reviews of the period 1996-2002. The priorities developed in 2003 and 2004 respond well to recommendations from CGIAR AGM03 and – most importantly – are now well aligned with priorities developed by African sub-regional and regional organizations. The resource shifts proposed by us are part of the enabling environment of the new priorities and represent a significant initial shift of resources to SSA in 2005 and beyond, with prospects of further shifts with increased ICRISAT budgets. We also note that the resource shifts proposed will not have severe negative impacts on ICRISAT's ability to deliver on its mandate for Asia, and may further strengthen the cross-regional spill-over effects between Asia and Africa.

5.2. We urge the Board and Management of ICRISAT to continue to act rapidly and decisively on the above proposals, so that major progress is made in 2004. Whilst changes may be expected elsewhere in the CGIAR system in respect to SSA, these will not be discussed by the CGIAR before AGM04 (*ultimo* 2004) at the earliest, with implementation of any major programmatic and institutional changes only in the medium and long term. The changes proposed by this ICRISAT Task Force should leave ICRISAT in a better position, both scientifically and vis-à-vis its funders, to contribute to future CGIAR directions for sub-Saharan agricultural research. Based on the discussions we have had with the co-chairs of CGIAR task forces we do not believe that the recommendations we have made will hinder fine-tuning with their later recommendations on the greater role of the CGIAR in sub-Saharan Africa.

5.3. Finally we wish to note that the proposals that we have put forward will not only strengthen ICRISAT's operations in sub-Saharan Africa but are also likely to benefit ICRISAT's Asian operations by creating greater focus on the genetic improvement for which ICRISAT Patancheru has strong comparative advantages. Although there are significant agro-ecological and socio-economic differences between the drylands of sub-Saharan Africa and those of Asia, the sharing of appropriate technologies between the two is likely to entail much more than simple technology transfer from Asia to Africa. The growing interest in national agricultural research systems in both Asia and Africa for bilateral cooperation should be encouraged, stimulated and – when appropriate – facilitated by ICRISAT. The provision of original ICRISAT facilities to the global community such as those proposed for the Niger sites through UNCCD and others will position ICRISAT more centrally in global development efforts, both within the United Nations and in the context of the Millennium

Development Goals⁴. Thus the shifts recommended for ICRISAT by CGIAR AGM03, and the proposed implementation of shifts recommended by this Task Force, may create genuine win-win situations that go beyond the immediate framework of the CGIAR.

⁴ See Footnote 3

Appendix 1

Composition of ICRISAT Task Force⁵

S.No	Name	Position
1	Dr. Stein Bie	Chair, Task Force and ICRISAT Board member
2	Dr. Mangala Rai	Task Force member, Asia representative (India), and ICRISAT Board member
3	Dr. Santiago R. Obein	Task Force member, Asia representative (Philippines)
4	Ms Gladys MN Mutukwa	Task Force member and ICRISAT Board member
5	Dr. John Mugabe	Task Force member and representative of NEPAD
6	Dr. Peter Ewell	Donor Representative of USAID
7	Dr. Ken Giller	Donor Representative of EIARD
8	Dr. N. Sanginga	Representative of FARA
9	Dr. Adama Traore	Representative of CORAF
10	Dr. Jean-Claude Legoupil	Representative of SADC/FANR
11	Dr. A Mbabu	Representative of ASARECA
12	Dr. J. McDermott	Representative of ILRI, Deputy Director General, ILRI
13	Dr. Dyno Keatinge	Deputy Director General, ICRISAT
14	Dr. Rajesh Agrawal	Director, Finance, ICRISAT
15	Dr. I R Nagaraj	Director, Human Resource and operations, ICRISAT
16	Dr. Saidou Koala	Regional Representative of WCA, ICRISAT
17	Dr. Said Silim	Regional Representative of ESA, ICRISAT

⁵ Representatives 12-17 acted as resources persons to the Task Force

ICRISAT Task Force on Research Program Management

Terms of Reference

In its response to the recommendations of the 2003 External Review Panel, ICRISAT accepted the challenge to find a win-win scenario in enhancing its impact in sub-Saharan Africa (SSA) with a sense of urgency. Concomitantly, it will continue shifting core resources to this region and at the same time sustain a strong response to its stakeholders in Asia. Along this, a Task Force on Research Program Management (RPM Task Force) will be constituted to advise the ICRISAT Governing Board on how to systematically implement the foregoing as follows:

1. Identify win-win strategies to enhance ICRISAT's impact in Asia and SSA.
2. Map out a plan for a programmatic shift to focus on integrated genetic and natural resource management in SSA and strategic plant genetic resources enhancement in Asia.
3. Identify long term benefits and losses in core and special project funding over the next 5 to 10 years which may result as a consequence of this shift.
4. Review the existing research management set up and technology exchange/sharing mechanisms at the Institute.
5. Critically assess CGIAR operations in SSA and indicate areas of programmatic synchronization with other Centers.
6. Recommend measures on how ICRISAT will be best positioned in Asia and SSA out of the findings of a new CGIAR Reform Committee.

Composition

The Task Force will be composed of the following:

1. Chair : (a Governing Board member)
2. Members:
 - A representative of the Government of India (a Governing Board member)
 - A representative of Africa (a Governing Board member)
 - Two donor representatives
3. A Secretariat (headed by the DDG-Research of ICRISAT with the Regional Representatives and all Global Theme Leaders)

Member Qualifications

1. Substantial familiarity with the CGIAR system including ICRISAT and CGIAR activities in Asia and SSA .
2. Expertise on the costing of the proposed programmatic shift.
3. Familiarity with resources (human, fiscal and infrastructure), political and security conditions in various countries in SSA.

Implementation Timetable

<i>GB meeting Sept 2003:</i>	Approval of TOR
<i>AGM 2003:</i>	Discussion in the Business Meeting
<i>November 2003:</i>	Activation of Task Force
<i>GB meeting March 2004⁶:</i>	Presentation of initial report
<i>GB meeting Sept 2004:</i>	Finalization of recommendations
<i>GB meeting April 2005:</i>	Report on initial implementation

⁶ Later postponed until April 2004