

CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH

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ICW 79/5
October 5, 1979

FROM: The Secretariat

The International Food Policy Research Institute (IFPRI)

1. Members will recall that, at its meeting in May 1979, the Group agreed in principle to adopt the International Food Policy Research Institute (IFPRI). IFPRI undertook a) to provide an explicit reformulation of its mandate, to take account of the recommendations of TAC; b) to modify its bylaws to bring them into line with the CGIAR's current practice; and c) to conduct a study of the location issue in detail, including the cost of moving its headquarters. IFPRI's response to the Group's May action is reflected in the following documents, which are attached:

- Letter from Sir John Crawford to Mr. Warren C. Baum, dated October 5, 1979.
- Mandate.
- Changes in IFPRI's bylaws, Article II, Section 2, 5 & 6, and Article XIII.
- Criteria for Membership, Board of Trustees.
- Location of the International Food Policy Research Institute.

2. The designation or appointment of three CG Board members has yet to be done. The Secretariat will be consulting with the IFPRI Board and recommendations will be made to the Group.

3. The definitive conclusions of IFPRI's Board on the location question will be communicated to the Group after the Board's February 1980 meeting.

4. In the light of the above, the Group is asked under Item 6 of the Provisional Agenda formally to confirm its adoption of IFPRI. In the expectation of such adoption, arising from the Group's decision last May, IFPRI has circulated its Program and Budget for 1980, which would be considered by the same process as those of the other international centers.

Attachments

Distribution:

CG Members
TAC Chairman
TAC Members
TAC Secretariat
Center Board Chairmen
Center Directors

**INTERNATIONAL
FOOD
POLICY
RESEARCH
INSTITUTE**

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October 5, 1979

Mr. Warren C. Baum
Chairman
Consultative Group on International
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Dear Mr. Baum,

In your letter of June 7th in which you kindly welcomed IFPRI as a full member of the CGIAR system you indicated that the Institute's formal adoption by the Group would need to be accompanied by a number of actions including the revision of its charter and changes in the provisions for Board appointments.

I am pleased to inform you that at our meeting on September 21st the Trustees of the Institute agreed on a revised mandate for the Institute; and also on appropriate revisions to the by-laws to enable the CGIAR, in consultation with the Board, to appoint three trustees. We are prepared to assist the CG with suggestions as to potential candidates and the Board has agreed on a set of criteria for their evaluation.

In addition, in order to reflect the text of the minutes of the May CGIAR meeting, IFPRI engaged a consultant to review the question of the location of the Institute and the advantages, disadvantages, and costs of its moving from Washington to a developing country. His report which recommended remaining in Washington, was discussed in detail by the Board in September and the very strong case against moving noted. In view of the weight of the issues involved the members felt the need to have a further analysis of the issues and possible costs of a move from Washington. These will be discussed at the Board's February meeting and a firm conclusion then transmitted to the CGIAR. I am reflecting the views of all my colleagues in saying that we feel this to be a serious and responsible way of dealing with this question, in keeping with the spirit of the Consultative Groups wishes. Meanwhile I am enclosing a summary report for the November meeting as requested.

I also have great pleasure in enclosing herewith the following documents :-

- Mandate of the Institute
- Amendments to by-laws, Article II, Section 2; (This reflects the expansion of the Board to sixteen members to permit the appointment of Dr. S.R. Sen as my successor to the Chairmanship).

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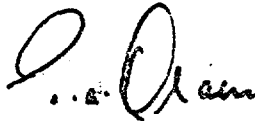
- Amendments to Article II, Sections 5 and 6; New Article XIII to permit appointment of three trustees by the CGIAR.
- A full set of by-laws is enclosed for the Secretariat's files.
- Suggested list of criteria for election of trustees as approved by the Board..
- Report on Location of IFPRI.

I would be most obliged if you could ask the Secretariat to transmit these documents to members of the Consultative Group as appropriate.

In conclusion I would like to express my thanks to Mr. Lejeune and the members of the Secretariat for their help and advice before and subsequent to the IFPRI's entry to the CG system. I am sure they will continue to be equally helpful to Dr. Sen.

Warm regards,

Yours sincerely,



signed on behalf of
J. C. Crawford

F. A. ORAM.

Secretary to the Board of Trustees

MANDATE

1. The International Food Policy Research Institute was established to identify and analyze alternative national and international strategies and policies for meeting food needs in the world, with particular emphasis on low-income countries and on the poorer groups in those countries. While the research effort is geared to the precise objective of contributing to the reduction of hunger and malnutrition, the factors involved are many and wide-ranging, requiring analysis of underlying processes and extending beyond a narrowly defined food sector. IFPRI's research program is to reflect worldwide interaction with policymakers, administrators, and others concerned with increasing food production and with improving the equity of its distribution.
2. Within its mandate, IFPRI's criteria for program development are to emphasize the importance of the problem, the potential for comparative analysis, the need for improved conceptualization, the complementarity among components of IFPRI's research, and above all the opportunity for policy action.
3. IFPRI's policy oriented research is to stress alternative development strategies from the viewpoint of their implications for food production and consumption; food production processes, particularly the role of technological change in agriculture; food consumption issues, particularly as they relate to low-income groups; and international food trade, aid, and food security. Where practical, this research will emphasize comparative analysis among countries and the international implications of national food policies.
4. A portion of IFPRI's research is to be oriented to defining the size, composition, and dynamics of the world food problem both at present and for various periods in the future. This activity builds on the data base and related work of other international and national organizations. Through this work, IFPRI is to search out the lacunae in the understanding of world food problems, with the specific objective of defining the needs for further policy research and drawing these to the attention of policymakers and the research community.

5. IFPRI is to be highly selective in its choice of topics for research. It cannot hope to review the food policies of every country, nor can it attempt to take on agricultural sector analyses or long-term perspective studies on a service basis. On the other hand, carefully selected comparative studies of development experiences and the lessons to be drawn therefrom is to be part of the Institute's work. Such analyses will assist IFPRI's investigations of crucial problems involving policy decisions of world significance for future food supply whereas the more specific objective will be to identify common elements affecting countries widely dispersed geographically. Similarly, IFPRI will occasionally do an in-depth analysis of food strategy for a particular country to forward understanding of interaction among component parts of food policy and to shed light on particularly important food policy cases.
6. As much as possible IFPRI research is to be carried out in collaboration with national research organizations pursuing similar lines of enquiry. Through such collaboration IFPRI will develop interaction with developing country national research systems which will lead to effective problem identification, data collection and analysis, and to the eventual dissemination of IFPRI research results to those most likely to find them useful. Similar working relationships with appropriate international organizations will not only further expand IFPRI's data base, but will also assist it to formulate research projects relevant to international policy needs. IFPRI is likewise to work closely with the production science institutions in the CGIAR system, given the common concern with the role of new agricultural technology as it affects food production and distribution policies.
7. The IFPRI research program is to draw upon and complement rather than to duplicate the work of organizations such as FAO, the IBRD, and similar multilateral agencies with major programs in food and agricultural policy analysis or socioeconomic research related to agriculture. IFPRI is to be alert to important research and information gaps, paying special attention to the need for objective analysis of controversial or politically sensitive issues which IFPRI is in a particularly favorable position to approach.

8. IFPRI is to disseminate its research results to a wide public, particularly to officials, administrators, and others charged with or influential in the making of national and international food and agriculture policy. This it will do informally through direct working relationships established between its senior staffmembers and leading members of the public, and through collaborative relationships with national and international agencies involved in food matters. More formal outreach methods include publications, conferences, seminars, and workshops, arranged in cooperation with concerned national and international agencies, to discuss topics of mutual interest, and to provide interaction between researchers and policymakers in substantive areas in which IFPRI has completed research. IFPRI research reports and other publications are to be distributed free of charge to a worldwide audience of those known to be concerned with or interested in food policy.

9. Training through participation in research both at headquarters and in the field is to be an important part of the Institute's effort. Interaction among IFPRI's research staff and between its researchers and those from other institutions will provide valuable informal training opportunities in addition to more formal arrangements through internships at IFPRI.

Change in IFPRI Bylaws to
Increase Number of Trustees

Article II. Board of Trustees

Section 2. Number. The number of trustees shall be sixteen including the ex-officio trustee

Changes in IFPRI's Bylaws Approved
By Board of Trustees 9/79

1. Article II. Board of Trustees

Section 5. Election.

Three of the trustees shall be appointed by the Consultative Group on International Agricultural Research in consultation with the IFPRI Board of Trustees. The other Trustees shall be elected by a majority of the Trustees then serving.

2. Section 6. Vacancies

If a trustee dies, resigns, or becomes incapacitated, the vacancy will be filled either:

- i. by a majority of the remaining trustees if the vacancy occurs among board members not appointed by the CGIAR; or
- ii. by the Consultative Group in consultation with the Board of Trustees if the vacancy occurs among trustees appointed by the CGIAR. Trustees selected to fill a vacancy shall hold office for the remaining portion of the term of the trustee whose death, resignation or incapacity caused the vacancy.

3. Article XIII. Relations with the CGIAR

The method of appointment of Trustees, the location of the Institute and the mandate of the Institute will not be changed without the concurrence of the CGIAR.

Criteria for Membership

Board of Trustees

The members of the IFPRI Board of Trustees are to be persons of broad experience and prominence in policy and research processes and with highly developed perceptions of the problems and needs of food production and distribution, shall be half from developed and half from developing countries and include representatives from each major region of the world to ensure that the problems of each are considered and understood.

LOCATION OF THE INTERNATIONAL FOOD POLICY RESEARCH INSTITUTE

1. At its May 1979 meeting in Paris the Consultative Group requested the Institute to prepare in time for its November meeting a study of location, including costs of moving to a developing country as against staying in Washington.
2. IFPRI responded by engaging a Consultant, G. Hart Schaaf, to undertake an analysis along the lines requested by the CGIAR. In preparing his report Mr. Schaaf, who has a long experience of work in developing countries as a senior UNDP administrator, consulted forty persons from both developed and developing countries, holding responsible positions in fields related to agricultural research and development in the Third World. He based his judgements essentially on a weighted analysis of ten criteria (listed as Annex A), and after comparing Washington with nine locations in developing countries chosen from the wide range of possibilities as having a number of advantages in terms of accessibility, facilities, and the locations of IARCS or other international bodies (Annex B); he formed the judgement that Washington was (by a considerable margin), the optimum location for the Institute in terms of efficiency in fulfilling its mandate.
3. Using salary costs which reflect 1979 International Civil Service Commission post adjustments for each of the ten cities and Washington as a base for cost-of-living assessments, he concluded that current Washington operating costs were lower than those in certain of the developing country locations, comparable to others, and higher than some. For example using an assumed 1980 budget for IFPRI of \$2.424 million, the consultant calculated that Washington operating costs would be somewhat above the mean of \$2.273 million for the 10 cities reviewed, but lower than those for two developing country locations. In terms of UN cost-of-living figures published in March 1979 Washington (at 94) stands approximately mid-way; four cities being higher, three equal, and three lower.
4. The consultant's calculations take into account sixteen line items, including salaries broken down by category, identifiable employee benefits, home leave and recruitment, staff travel, computer, library and publications services, Board of Trustees costs, professional fees, rent, communications, miscellaneous operating costs, and estimated capital expenditures.

5. However the computations do not include certain benefits available to staff of International Centres located in Third World countries but which are not part of IFPRI's Washington salary structure. When modified to take account of these costs (which were not allowed for in the calculations referred to above) Washington is likely to compare more favourably with other locations. Certain aspects of this analysis are therefore to be refined further.

6. The report was discussed by the Board of Trustees at its meeting on September 22, 1979. While recognizing its merits and objectivity, as well as the logic of most of its conclusions the Trustees did not feel that it was a sufficient basis for reaching a firm judgement. The Trustees wish to give certain of the criteria further and more detailed study than was possible in the time then at their disposal, and in particular to seek further qualified opinions, especially from representatives of developing countries and CG donors. They also desire to re-examine the analysis of operating costs.

7. In its approach to the matter the Board feels that the critical criterion should be what permits IFPRI most effectively to discharge its mandate, first in its research tasks and second in the dissemination of the results as widely as possible to policy-makers. It believes that two types of costs must be considered: one the monetary costs, and two the possible cost in effectiveness related to difficulties with the availability of data, travelling facilities, the potential for attracting high-quality staff, and a community with which to interact. It recognizes that the long-term dynamics of the world situation must be taken into account in assessing the potential benefits of remaining in Washington versus moving to a developing country location, as well as the possible shorter-term disruptive effects and costs of moving.

8. In this connection it must be stressed that the Board recognizes that in fulfilling IFPRI's task there is no substitute for experience gained by contact with the realities and problems of developing countries. This can best be achieved by ensuring strong representation of Third World countries on the Board of Trustees, by recruiting first-class experienced staff from those countries, by judicious travel, by collaborative research, and by interchange of ideas and information. Whether actually being located in a developing country would enhance these possibilities, and thus the effectiveness of the research and its transmission to policy-makers, or whether it would have offsetting disadvantages, (including possibly a regionally unbalanced perspective of global issues), are

matters the Board wishes to examine further.

9. Clearly the issue of the location of IFPRI should not be a continuing item either on the agenda of its Board of Trustees, or of the CGIAR. Even were the capital costs of a move (which range from an estimated \$286,000 to around a million dollars depending on the location and the number of staff to be relocated), not a significant factor; the effects of uncertainty would be too disturbing to the stability of the operations, and research output would suffer. For this reason the Trustees feel it to be desirable and responsible on their part to make an unequivocal and dispassionate recommendation on location which will stand for a period of years. They believe that they have made significant progress towards achieving this in their recent discussion of the subject, but that some additional study would assist them and the CGIAR in the final resolution of the issue.

10. The Board has therefore requested its Secretariat to prepare a position statement, drawing on the Consultant's analysis, the Trustees comments at its September meeting, and any other consultations felt to be necessary. This will be discussed fully at its February meeting. The Board will then submit its report and decisions to the Consultative Group.

11. In conclusion the Trustees wish to emphasize that their decision to defer a final recommendation on the Institute's location until their next meeting reflects the seriousness with which the Board views this question. In the meantime the Board wishes to reaffirm its position on location as reported to the CGIAR in May 1979. A copy of the Board's statement on this point is attached as Annex C.

ANNEX A

IFPRI -- Criteria Used by Consultant for Location Analysis

CRITERIA
A. DATA AVAILABILITY AND RELATED CONSIDERATIONS (including opportunity to review & discuss data sources, compilation, and interpretation; access to libraries, institutes, and universities; opportunity for dialog with leaders in research methodology and conceptual frameworks; availability of highest level computer services; and interaction among all the foregoing)
B. STAFFING <ol style="list-style-type: none">1. opportunity to attract and retain international professional staff2. availability of local professional staff
C. OPPORTUNITY FOR DIALOG WITH POLICY MAKERS IN THE DEVELOPING WORLD
D. OPPORTUNITY FOR DIALOG WITH POLICY ANALYSTS IN INTERNATIONAL AGENCIES INCLUDING CGIAR INSTITUTES
E. OPPORTUNITY FOR DIALOG WITH DONORS (including dialog concerning impact of donor policies of assistance to agricultural production, consumption, and trade in the developing world)
F. COMMUNICATIONS AND TRAVEL
G. EXPOSURE OF STAFF TO REALITIES OF THE DEVELOPING WORLD (including food shortages and hunger)
H. GEOGRAPHICAL BALANCE WITHIN CGIAR NETWORK
I. IFPRI INDEPENDENCE AND PERCEPTION OF THIS BY OTHERS (including independence from a host government, donors, and international agencies)
J. EXPENSE <ol style="list-style-type: none">1. capital (moving and installation)2. operating (including cost of local professional and nonprofessional staff; office rent; international travel; supplies and services)

ANNEX B

Cities selected for comparison with Washington D.C.:

Abidjan
Bangkok
Cairo
Manila
Mexico City
Nairobi
New Delhi
Rio de Janeiro
Singapore

Criteria for choice of cities:

- Reasonably good international communications and accessibility.
- Proximity to centre of decision-making. All the locations reviewed are capital cities.
- Adequate working facilities, including computer services. (A complementary analysis of the latter was undertaken by IFPRI's Coordinator of Statistical Services based on discussions with the UN Technical Advisor on Computer Methods for developing countries, the Brookings Institution, and leading computer manufacturers).
- Telecommunications status.
- Climate and health conditions.
- Likelihood of adequate schooling and housing.
- Availability of local staff.
- Special factors:
 - University or other scientific and research facilities.
 - Proximity to an International Institution (UN Agency or regional office, Development Bank, International Agricultural Research Centre, etc.).

Annex C

Response of the Board of Trustees of the International Food Policy Research Institute (IFPRI) to the TAC Conclusions and Recommendations on the Inclusion of IFPRI in the CGIAR System:

(iii) The future location of IFPRI headquarters

The Board has considered carefully the TAC's recommendation that the headquarters of the Institute be moved to a developing country and the reasons advanced for this.

If the Consultative Group accepts the necessity or desirability of such a move, the Board is willing to transfer the headquarters of the Institute to a developing country.

The criteria that were paramount in the original decision to locate the headquarters in Washington were as follows:

- (1) Excellent access to the wide range of data essential for policy analysis.
- (2) The need to be able to attract high quality international staff, most of them drawn from developing countries.
- (3) The need for excellent international communications, since IFPRI's research must deal with policy issues all over the world, and is not confined to the problems of a host country or even of the region where the host country might be located.
- (4) The need for a strong resource base for an institute of IFPRI's character and mandate, including operational facilities (library, computer, secretarial services, etc.) office and housing facilities, and legal framework.

In the Board's opinion these criteria led to a wise choice in the Institute's initial location in Washington. The Board believes these criteria would be appropriate for use in a search for a new headquarters. At the same time, the Board would welcome suggestions from the Consultative Group for any desired modifications of these criteria.

Following a decision by the Consultative Group, the Board would be prepared to move expeditiously toward the selection of a new headquarters and the transfer of IFPRI's operations. The Board calls the Group's attention to the many practical issues which would necessarily be confronted and we would not wish to be bound to a short, predetermined time schedule.