

Minutes of the
Public Awareness and Resource Mobilization Committee (PARC) Meeting
October 18, 1994
Washington, D.C.

Attendance

Members: P. Pinstrup-Andersen (Chair, Director General, IFPRI)
G. Hawtin (Director General, IPGRI)
K. Lampe (Director General, IRRI)
J. Sayer (Director General, CIFOR)
A. von der Osten (Executive Secretary, CGIAR)
T. Harris (Chair, PAA)
F. Karel (Public Awareness)
P. Egger (Chair, Oversight Committee)
M. Petit (Chair, Finance Committee)

Resource Persons: E. Sulzberger (CIP)
J.-P. Jacquemotte (CGIAR Secretariat)

Observers: I. MacGillivray (CIDA, Finance Committee)
M. Williams (Director General, ICLARM)
H. Zandstra (Director General, CIP)
B. Alison Rose (IFPRI)
R. Raymond (IPGRI)

Agenda

1. Review the Public Awareness and Resource Mobilization (PARM) strategy paper and finalize recommended PARM strategy. Identification of alternative options if desirable.
2. Establishment of a task force to develop impact assessment methodology and associated workshop. Identification of chair and members, and development of mandate.
3. Selection of 2 to 4 systemwide programs for experimental fund-raising from non-traditional sources. Identification of institutions and individuals to be invited to prepare proposals. Identification of outside professional support. Tentative identification of individuals who could assist in selling the proposals to non-traditional donors.
4. Establishment of a task force to assist in the development of a case statement and briefing note for high-level meeting, if desired by the CGIAR Chairman.
5. Decision on whether to support the German public awareness project proposal, subject to availability of funding.
6. Review progress on food aid revenue initiative, CGIAR representation at FAO's 50th anniversary celebration, and representation at FAO regional meetings.
7. Development of a budget and suggested sources of funding for the implementation of the PARM strategy.

8. Selection of additional PARC members.
9. Oversight Committee's representation on PARC.
10. Management of crises.
11. Other business.

1. Review the PARM strategy paper and finalize a recommended PARM strategy. Identification of alternative options if desirable.

Pursuant the discussion of the PARM strategy and its implementation initiated at its August 1994 meeting, the Committee revisited a number of issues.

PARC confirmed that it considers having, at the system level, a clear responsibility for formulating a systemwide PARM strategy, and should perform the function of Planning Committee for PARM recommended by DRI in their August 1994 report. Resource mobilization falls also within the mandate of the Finance Committee. The Chair of that Committee clarified that since the inception of the Finance Committee it was understood that the Committee would neither substitute nor duplicate existing entities within the CGIAR (such as PARC and TAC), but exercise a monitoring role on their activities and programs.

For the formulation and implementation of a system PARM strategy, PARC would report to the Group with supporting recommendations of the Committee of Center Directors (CDC) and the Finance Committee.

PARC reaffirmed its conviction that there is a need for an entity in charge of implementing the PARM strategy, and more particularly in support of the CGIAR Chair who assumes public awareness and resource mobilization function at the highest levels for the system. The function of the PARM unit would be essentially two-fold, as described in greater detail in the minutes of the August PARC meeting:

(a) service the CGIAR Chair in his PARM efforts, which would include:

- the formulation of a PARM development program;
- the identification of highly influential individuals who would approach decision makers in existing and potential donor organizations on behalf of the CGIAR;
- the development of specific strategies tailored to the identified sources;
- matching the highly influential individuals with prospective sources and with the adequate message;
- with regard to mobilizing additional resources, targets would be existing windows within donor organizations aiming at the maintenance of their support; new windows within these organization such as environment or bilateral branches; new donors of the traditional type; and non-traditional donors such as foundations, corporations and individuals;
- public awareness would extend beyond financial supporters to also reach other CGIAR stakeholders such as NGOs; and
- with regard to fund-raising from non-traditional sources the PARM unit would call on outside counsel, proceed on an experimental basis assessing each time the methodology and cost/benefit of such operations, and on that basis explore the possibility of setting up a full fledged foundation as recommended by Downes Ryan International (DRI).

(b) assist centers in their resource mobilization efforts and in developing fund-raising capabilities.

In all its activities, the PARM unit would draw primarily on existing resources and expertise from within the system and more particularly the centers.

PARC re-examined the issue of the location of the PARM unit and the various alternatives which

were envisaged¹, and confirmed its preference for a Development Office within the World Bank structure operating alongside the Secretariat. Such an office would report on a day-to-day basis to the CGIAR Chair, periodically to PARC, and possibly to the co-sponsors. The Committee considered that the office should be headed by a high-profile individual with strong credentials and lengthy experience in resource mobilization. Broad knowledge of the CGIAR would also be a plus.

Cognizant of the budgetary constraints prevailing at the World Bank, the Committee considered that the World Bank's support to establish such a two position office would constitute the Bank's contribution to a broad PARM activity budget which would also be funded by the centers and CGIAR donors (see Item 7 below).

The committee recognized that the CGIAR and the environment in which it operates is evolving rapidly, with strong public awareness and resource mobilization actions undertaken by the CGIAR Chair, which are causing changes in attitudes within and towards the CGIAR and in its operating processes, and the attention CGIAR is getting from high level people in the CGIAR donor membership. In this context a PARM unit, under either alternative form, would play a strong catalytic role to sustain the efforts and changes, and to produce the analyses and materials needed.

PARC asked its Chair to meet with the CGIAR Chair to convey PARC's conviction of the need for a PARM unit for the reasons set out above. The system's concerted effort over the last several months with regard to PGR could serve as an analogy for the type of catalytic function the PARM unit could perform for the system, as a whole, and on a continuing basis.

2. Establishment of a task force to develop impact assessment methodology and associated workshop. Identification of chair and members, and development of mandate.

PARC's proposal, formulated at its August 1994 meeting, to launch an initiative in the area of impact assessment methodology and formulation was well received by the Oversight and Finance Committees, and the (Winkel) Governance Panel also referred to the need for such an undertaking.

PARC's original proposal was to have a two-tier approach consisting of a task force composed of experts to establish a systemwide methodology of impact assessment, followed by an inter-center workshop to agree on the methodology and organize implementation of impact assessment statements.

Upon reflection, the Committee concluded that the experience of the previous impact assessment study indicates that there is a need to link any activity in this area to a strong public awareness program, and a need to develop a mechanism by which impact assessments would become a continuing, systemwide operation.

¹ The different alternatives are: (a) a PARM unit or Development Office alongside the CGIAR Secretariat within the World Bank structure; (b) integrate the PARM function fully within the CGIAR Secretariat; (c) establish a PARM unit within the Secretariat, linked with PARC; (d) a Development Office outside the World Bank structure (analogue to the Association of International Agricultural Research Centers or AIARC); and (e) a self-standing foundation as recommended by DRI.

The Committee felt that the issue at hand was more complex than originally envisaged, particularly considering the variety of audiences and users towards which impact assessments would be geared. It concluded that there was a need to define the type of impact assessment needed and the trade-offs in terms of cost and depth of such analyses, to assess what already existed in the centers, to evaluate alternative ways of proceeding with assessments (insiders or outsiders), the need to include a variety of expertise in such undertakings (methodology, users' perspective, centers' expertise, public awareness for dissemination).

The Committee recommends that a task force be set up as a forum to:

- (a) assess what centers are currently doing in impact assessment, the methodology they follow, and the data available;
- (b) determine what impact should be assessed (including to serve as an instrument of accountability) and at what level (international research, CGIAR, centers);
- (c) bring together expertise from within (including TAC) and outside CGIAR to develop a systematic and systemwide process of impact assessment;
- (d) link impact assessment with public awareness and resource mobilization; and
- (e) develop a mechanism to get all relevant actors together.

The Committee suggested that PARC, through its Chair, would present the proposal to the Group and propose to set up a four person task force to launch the initiative. It suggested that the task force be chaired by Iain MacGillivray, who combines experiences as a donor representative, member of the Public Awareness Association and of the Finance Committee; other members suggested were Geoffrey Hawtin (IPGRI), Phil Pardey (IFPRI), and Hans Gregersen (Chair of TAC's standing committee on external reviews). The task force will be established by PARC and it will report to the Group through PARC.

- 3. Selection of 2 to 4 systemwide programs for experimental fund-raising from non-traditional sources. Identification of institutions and individuals to be invited to prepare proposals. Identification of outside professional support. Tentative identification of individuals who could assist in selling the proposals to non-traditional donors.**

At its August 1994 meeting, PARC considered proceeding with the selection of a few system-wide programs which would be subjected to an experiment in fund-raising from non-traditional sources.

The committee questioned the appropriateness of launching this initiative now, possibly distracting the system current momentum to mobilize additional resources from traditional sources, and before a PARM unit is in place which necessarily will need to assist outside counsel. On the other hand, it was felt that PARC should follow up on the DRI recommendation that fund-raising from non-traditional sources could be organized around system-wide programs, and that some initiative needs to be taken in the near term to assess the feasibility of, and methodologies for, mobilizing resources from non-traditional sources.

The committee decided that a small task force, under the leadership of the PARC Chair and composed of Tiff Harris, Frank Karel, Barbara Rose and Secretariat's staff, would review the DRI report in detail and explore possible action. PARC authorized the Chair to initiate identified action, subject to budget constraints.

4. Establishment of a task force to assist in the development of a case statement and briefing note for the high-level meeting, if desired by the CGIAR Chairman.

While acknowledging the quality of the package being prepared for the high level meeting -- February 9-10, 1995, Luzern, Switzerland -- and composed of a CGIAR Chairman's briefing on the purpose and expectations of the meeting, and four other papers dealing with vision, research agenda, governance and financing modalities, the Committee expressed concern that the documents do not yet address the issues in terms attractive to, and useful for, the audience targeted.

The committee is of the opinion that materials should be developed to explain in a concise way what the CGIAR is all about, how CGIAR efforts link in with global undertakings (e.g. desertification convention), what the difference is between a \$215 million and a \$270 million research agenda, what additional funding would "buy" and what the lack of it would mean in terms of foregone opportunities (hunger, poverty, environment), what the participants can expect to achieve by attending the meeting, and what type of message they can expect to bring back home.

The committee acknowledged however the difficulty of producing such materials, but stated its readiness to offer, through its Chair, assistance to the CGIAR Chairman in attempting to do so. To that effect PARC would convene in late November a working group consisting of PAA members (Tiff Harris and Ed Sulzberger in particular) to prepare materials, which would be reviewed by donor representatives, and possibly by a sub-group of PARC in mid-december in Rome. At that opportunity of the meeting, the PARC Chair should also clarify with the CGIAR Chair what kind of CGIAR presence would be desired at the February meeting in terms of center posters, video materials, etc.

5. Decision on whether to support the German public awareness project proposal, subject to availability of funding.

At its August meeting, PARC expressed reservations about launching this project proposal, particularly because of the apparent lack of impact assessment of the project.

The committee was assured by IPGRI, the leading center for the project, through Ruth Raymond and Geoffrey Hawtin, that the six month pilot project had a built-in process of impact assessment. In addition, the firm commissioned for this project has a strong reputation in its field of expertise. Though circumstances which led to the formulation of the project proposal at MTM93 have changed, it was agreed that the project would be a useful test case for a country specific public awareness projects.

On that basis, the committee decide to proceed with the project, pending approval of the budget in which \$50,000 was earmarked for this purpose.

6. Review progress on food aid revenue initiative, CGIAR representation at FAO's 50th anniversary celebration, and representation at FAO regional meetings.

With regard to the possibility of drawing on local funds generated by monetized food aid, CIP reported that they had contacted Germany, through Mr. Suden, but had not yet received a response. The

PARC Chair reported that he had had a preliminary contact with USAID's Emergency Relief Bureau. With regard to the EC, the PARC Chair will ask Dr. Bonte-Friedheim to approach the EC on this matter.

This subject raised in the Committee's mind the question whether at, or in the context of, the February 1995 high level meeting, the issue should be addressed of the necessary balance between food aid with its short term visible (and political) impact and investing in agricultural research as a way to reduce structural problems in the longer term.

No development, since August, could be reported on the preparation of FAO's 50th anniversary. Geoffrey Hawtin accepted to monitor future developments closely, and to approach the FAO representative at ICW on a possible representation of CGIAR at the celebration.

With regard to CGIAR representation at FAO's regional meetings, the PARC Chair will ask Dr. Bonte-Friedheim, as member of the CDC-FAO contact group, to approach Messrs. Mahler or Zheni on this subject. In addition, a FAO conference on PGR planned for 1996 would provide a good opportunity for the CGIAR to collaborate closely with FAO, a process which has already been started by Dr. Brader and Mr. Zehni.

One member of the Committee reported on successful "center day" which IRRI had organized in several countries. He raised the question whether it would not be more effective and efficient (considering the demanding preparation for such an event) to organize a "CGIAR day" instead.

7. Development of a budget and suggested sources of funding for the implementation of the PARM strategy.

At the meeting, the PARC Chair tabled a proposal of a two year² PARM budget and financing for discussion.

Committee members expressed their satisfaction with the format of the budget and funding proposal which indicated explicitly that implementation of the PARM strategy would be truly a system undertaking, calling on centers (through a levy on their funding), the World Bank and CGIAR donors to contribute to its funding.

The committee recognized that the budgeted activities could at this point only be indicative, since their implementation would depend on the establishment of an implementation unit, i.e. a PARM unit or Development Office.

The committee's attention was drawn again on the difficulty the World Bank could have, in the present budget climate, to meet its assumed share of funding of the PARM program. It was noted that, since the Bank's contribution, was earmarked to support the PARM unit or Development Office only, it should consist of a contribution in kind, and that re-allocations within or from the Secretariat could help solve the problem. It was even suggested that part of the Bank's contribution to CGIAR programs and

² Since not all PARM activities are expected to start at the beginning of 1995, a six month budget is being proposed for 1995.

centers could be used for this purpose, likely without much resistance from the centers. It was also noted that support of the PARM unit or Development Office would be temporary since it could be reasonably expected that it would become financially self-sufficient through levies on additional resources it should succeed to mobilize. The ultimate alternative would be to set up a Development Office outside the World Bank structure which would have both financial and system consistency consequences.

The committee was also informed that CGIAR donors could contribute to the funding of a PARM budget pending the use of appropriate mechanisms such as opening a budget line in the Special Activities Account, or introducing PARM within the system funding matrix.

Appendix 1 shows the base PARM budget -- the time frame of which was expanded through 1997 -- for which the PARC Chair has been asked to seek funding from the CDC and the CGIAR Chairman.

8. Selection of additional PARC members.

At its August 1994 meeting, PARC considered expanding its membership by at least one more member with expertise in resource mobilization. The PARC Chair had requested PARC members to submit nomination for this position.

At the meeting, the PARC Chair informed the committee that three nominations had been received, but all three referred to individuals with public awareness expertise. He requested the members to search further for nominees for the resource mobilization position, and preferably from among people who could serve on PARC without vested interests. The CGIAR Secretariat was requested to survey the composition of development offices of some non-profit organizations such as WWF, UNICEF, etc.

9. Oversight Committee's representation on PARC

Mr. Paul Egger informed PARC that, at the September 1994 meeting of the Oversight Committee, he had announced that he could not longer attend PARC meetings in view of his other commitments. After due reflection, the Oversight Committee came to the conclusion that there was no real need to be represented on PARC as PARM was not in its direct mandate. The Finance Committee would inform the Steering Committee, and thus the Oversight Committee of any developments in PARM and PARC.

Unanimously, PARC expressed regrets about Mr. Egger's and the Oversight Committee's decisions since their input in PARC had been extremely valuable. Furthermore, this raised the question of donor representation on the PARC which was vital for it to be aware of, and responsive to, the needs of the donor community.

The PARC Chair was asked to approach the Steering Committee to designate one or two donor representatives to join PARC. Names were suggested, i.e. Iain MacGillivray (CIDA) who has a long experience of interacting with PARC and PAA, and Rob Van den Berg (Netherlands) who would bring the European donor perspective.

10. Management of crisis

PARC discussed briefly the system's capacity to deal with crisis situation.

The rather recent crisis with PGR, while it could possibly been avoided at an early stage, has proved that the system was able to pull its forces together to weather the storm.

However, the committee felt that there was a need to have, at the system level, a watch able to foresee possible crises and orchestrate a harmonious plan of action among all actors involved to diffuse the crisis or bring it quickly to a solution. This, the Committee felt, was a function at the level of the CGIAR Secretariat and Chair.

11. Other business

At the closure of the meeting, the PARC Chair thanked Klaus Lampe, who will retire in early 1995 from IRRI, and Paul Egger who resigned from PARC as stated above, for their contributions to PARC and the support they have given to the cause of CGIAR's PARM. On behalf of PARC, he wished them well in their future undertakings.

The next PARC meeting will be held in early March 1995 at IPGRI, in Rome, before the Social Summit Meeting which will be held in Copenhagen, Denmark. As mentioned earlier (see section 4), a sub-group of PARC may meet in mid-December with the working group on public awareness materials for participants of the February 1995 high level meeting.

Appendices:

Appendix 1: Proposed PARM Budget 1995-1997

Appendix 2: Terms of Reference of PARC

PROPOSED PARM BUDGET 1995-1997¹

(Developed for discussion by PARC, October 18, 1994)

		1995 ²	1996	1997
1.00	Impact assessment	\$ 60,000	\$ 100,000	\$ 100,000
2.00	Systemwide program experiments	80,000	180,000	180,000
3.00	Case statement and briefing note	20,000	0	0
4.00	German proposal	50,000	0	0
5.00	Films ("Wealth and Wilderness")	10,000	0	0
6.00	Development office costs	350,000	700,000	700,000
7.00	Travel and meeting expenses for noncenter PARC members	40,000	40,000	40,000
8.00	Funds for new initiatives	25,000	300,000	300,000
	TOTAL	\$635,000	\$1,320,000	\$1,320,000
	PROPOSED SOURCES:			
	A. IARCs ³	\$260,000	\$ 520,000	\$ 520,000
	B. World Bank ⁴	280,000	560,000	560,000
	C. Selected donors ⁵	95,000	240,000	240,000
	TOTAL	\$635,000	\$1,320,000	\$1,320,000

¹ Base budget for discussion.² Since activities will not all begin in January, it is assumed that funds will be needed for effectively six months.³ 0.1 percent of core allocation for 1995; 0.2 percent of core allocation for 1996 and 1997.⁴ 80 percent of the cost of the development office.⁵ Grants provided through the CGIAR Secretariat.

Terms of Reference
Public Awareness and Resource Mobilization Committee
(Revised August 25, 1994)

1. **Purpose**

PARC is a strategic planning group on public awareness and resource mobilization for programs and activities of the CGIAR and its centers. Its purpose is to help increase donor confidence in CGIAR and its centers and their work, and expand the financial resource base available for financing the core programs through enhanced public awareness and coordinated constituency building and resource mobilization.

2. **Composition**

The PARC is composed of 10 members as follows: Four center directors general, of whom one is the chair, designated by the Committee of Directors General; the chairs of the CGIAR Finance and Oversight Committees; the chair of the Public Awareness Association (PAA); the executive secretary of the CGIAR; and two experts on public awareness and/or resource mobilization from outside the CGIAR. A staff member of the CGIAR secretariat serves as secretary of the PARC. The directors general are elected annually, except for their first two year terms, by the Committee of Directors General (CDC). The outside experts are elected annually by the PARC.

3. **Functions**

- a. To design, review, and periodically update an overall strategy for public awareness and resource mobilization in support of the core programs of the CGIAR centers, to set priorities for implementation of the various components of the strategy and to monitor implementation and impact in close collaboration with CDC, the Finance and Oversight Committees, the PAA, the CGIAR secretariat, and other relevant agents of the CGIAR system.
- b. To coordinate and monitor activities deemed by the PARC to be important to enhance the impact of the overall strategy, e.g. specific public awareness activities, impact analyses, and concentrated efforts in individual countries.
- c. To assess feasibility and likely impact of PARM activities proposed from inside and/or outside the CGIAR system.

4. **Secretariat**

Execution of the activities resulting from the above will be undertaken by the staff of the CGIAR secretariat, the members of PAA, and other CGIAR stakeholders with support of individual centers on specific tasks.

5. **Meetings**

The PARC will meet at least twice annually for 1-3 days each time.