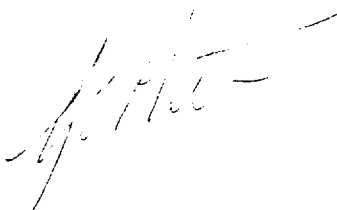


13 January 1995

To: CGIAR Chair
TAC Chair
Centre Board Chairs
Centre Directors
Executive Secretary TAC
Executive Secretary, CGIAR
Chairman, Oversight Committee
Chairman, Finance Committee

From: Geoffrey Hawtin
Director General

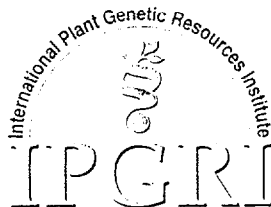


Subject: **Report of the Meeting on the Management of System-wide Programmes and Ecoregional Initiatives**

I am pleased to attach the report of the above meeting, convened by the Centre Directors at IPGRI, Rome, on 15 and 16 December 1994, to address the issues of governance and management of System-wide programmes and ecoregional initiatives.

Good progress was made at the meeting in arriving at definitions and principles upon which to base governance and management decisions, including the assignment of roles and responsibilities to participating institutions. The next step will be for individual programmes and initiatives to develop procedures appropriate to their own circumstances, in consultation with the full range of partners involved. A few items were identified which will require further attention by the Centres, TAC, the Oversight Committee, Finance Committee and/or the CGIAR as a whole.

I trust you will find the report useful.



13 January 1994

To: SWIM Meeting Participants

From: Geoff Hawtin 

Subject: **SWIM Meeting Minutes**

Please find attached the Minutes of the meeting on the Management of System-wide Programmes and Ecoregional Initiatives, held at IPGRI in December 1994.

I have tried to incorporate the many suggestions received on the earlier draft and trust they represent a fair record of the meeting. I have incorporated all the substantive changes proposed, where these did not conflict with other suggestions, but have not extensively revised the structure of the document as was proposed by one of you, largely because of lack of time.

The Minutes are being distributed as follows:

- CGIAR Chairman
- TAC Chairman
- Centre Directors
- CGIAR Secretariat
- TAC Secretariat
- Chairman, Oversight Committee
- Chairman, Finance Committee

It was a pleasure working with you all in Rome, and I again wish you a pleasant and productive 1995.

MANAGEMENT OF SYSTEM-WIDE PROGRAMMES AND ECOREGIONAL INITIATIVES

Report of a meeting held 15-16 December 1994, Rome

Introduction

1) For many years the CGIAR centres have recognized the value of inter-centre and multi-institutional collaboration. They have established mechanisms for working closely with partner institutions within the CGIAR and with a large range of institutions in developing and developed countries. This is exemplified by the numerous and varied networks and consortia involving CGIAR centres already in existence. With TAC's proposal, endorsed by the CGIAR, to introduce and fund system-wide programmes and ecoregional initiatives, it was considered timely to review their governance and management. A meeting to address these issues was thus convened by the CGIAR Centre Directors on 15-16 December 1994 at IPGRI headquarters, Rome. The draft annotated agenda of the meeting is given in Annex 1.

2) In addition to Centre Directors and other centre representatives, the meeting was attended by representatives of the Centre Board Chairs, TAC, the TAC and CGIAR Secretariats and the Oversight Committee. A list of participants is given in Annex 2.

3) The meeting started with a discussion on forms of multi-institutional collaboration already underway involving CGIAR and partner institutions. Some underlying principles were established to guide management decisions and the assignment of roles and responsibilities to the institutions involved. Several specific governance and management issues were then addressed.

4) The meeting agreed that the goals of system-wide programmes and ecoregional initiatives include:

- to promote greater coordination among the various centres' activities that are aimed at common problems, and thereby try to optimize the use of the CGIAR's resources,
- to provide coherent representation of those activities of common interest to a number of centres, to partners, other stakeholders and other actors in the global research and policy environment, and thereby increase the potential impact of the CGIAR, and
- to broaden the base of institutional participation and partnerships with NARS, and other research and development actors, in order to more effectively achieve common objectives.
- to help ensure consistency among the policies and strategies of the various centres (e.g. on intellectual property protection and data management) and thereby to avoid the problems that can arise when different centres interact with the same partners.

5) The Chairman of the CGIAR Oversight Committee indicated that the donors in general strongly support the idea of system-wide and ecoregional collaboration and consider that the goals of the CGIAR cannot be achieved through independent centres acting alone.

6) A wide diversity of organizational mechanisms and procedures already exist to cope with the various forms of IARC-IARC, IARC-NARS, and IARC-ARI (advanced research institute) collaboration. Such collaboration is expected to continue and to increase even when it is not identified formally as an inter-centre initiative, but merely in the normal course of executing centre research and outreach programmes. However, the meeting recognized that the centres, and many of the CGIAR donors and partners, also see a clear benefit from a more formal and structured approach to some forms of collaborative research and are willing to allocate resources to this end.

7) To increase the effectiveness of such arrangements, the centres perceive a need for a set of principles and operational procedures that can guide the initiation, governance, management and implementation of system-wide programmes and ecoregional initiatives, and other partnership arrangements with NARS and other actors.

8) Although the meeting recognized the essential need for dialogue with organizations outside the CGIAR on these issues, it was felt that even in the absence of representatives of such partners at the meeting, progress could still be made on issues of common concern to the centres themselves, and that useful guidelines could be developed for multi-institutional collaboration. Given the differing needs and programmatic foci of the various collaborative programmes and initiatives already underway or under development, it was accepted that separate discussions must be held with partner organizations outside the CGIAR, in the context of specific programmes and initiatives, to clarify respective roles, responsibilities and other management issues of concern to all the institutions involved.

9) In order facilitate the discussions, it was agreed to use two case studies as background to the discussion on principles, and to try to derive general lessons and guidelines from these examples, also drawing on other examples in the process. The two selected were the "System-wide Genetic Resources Programme" (SGRP) and "Alternatives to Slash and Burn" (ASB).

Classification of System-wide and Ecoregional Initiatives

10) The meeting reviewed a number of current multi-institutional collaborative arrangements, many of which involve collaboration with non-CGIAR partners. These range from system-wide programmes (such as the SGRP and the CGIAR programme on livestock) and global initiatives focussing on environmental and natural resource management (NRM) research (e.g. ASB, the Sustainable Mountain Agricultural Development Initiative and the Global Initiative on Soil Water and Nutrients), to ecoregional initiatives aimed at strengthening NRM research within defined agro-ecoregions (e.g. the African Highlands Initiative, the Sub-Saharan Africa Desert Margins Initiative, and the High Andes Initiative - CONDESAN).

11) To date the CGIAR has agreed to establish three system-wide programmes (on genetic resources, livestock and water management) and has allocated funds for their development and implementation. Participation is expected of all centres with activities in these areas and the decision to participate in, or withdraw from, such programmes is not regarded as being the prerogative of the centre alone.

12) The meeting considered it important to define the difference between a system-wide programme and an ecoregional initiative. It was agreed that the term 'system-wide programme' should be used to describe the totality of the CGIAR system's activities within a given, often broad, subject area, while the term 'initiative' should be used to describe a specific inter-centre collaborative venture, generally having specific objectives, budget and time horizon. Although the term 'initiative' is generally used in relation to ecoregional initiatives, it can also apply to other multi-institutional arrangements which have similar characteristics. Thus, for example, the term initiative might be used to describe that component of a system-wide programme which is concerned with facilitation, coordination and representation. It was noted that programmes and initiatives are both likely to involve, to a greater or lesser extent, partner organizations outside the CGIAR.

13) This important distinction is illustrated by the SGRP which encompasses the total activities of all CGIAR centres in genetic resources. SGRP comprises three major components: (i) the independently managed genebanks and other genetic resources activities of the individual centres, (ii) IPGRI and (iii) specific collaborative activities and coordination mechanisms designed to achieve coherence within the total SGRP programme. The funds allocated for genetic resources within that earmarked by the CGIAR for system-wide programmes and initiatives (i.e. \$1.7 million in 1995) are specifically for component (iii). In order to avoid the confusion that has arisen in the past due to the inconsistent use of terminology, the group agreed that this third category of activities should be referred to as the 'system-wide initiative on genetic resources' and that this is an integral component of the SGRP - the 'glue' that holds it together.

14) In a similar manner, the CGIAR System-wide Livestock Programme (SLP) will encompass these major components: (i) ILRI's activities, (ii) independently managed livestock and related programmes at CIAT, ICARDA, and ICRAF, *inter alia*, and (iii) a system-wide initiative supporting collaborative activities and specific coordination mechanisms. \$4 million have been allocated for the system-wide initiative on livestock within the \$10 million earmarked for system-wide and ecoregional initiatives in the \$270 million vector.

15) Ecoregional initiatives are seen as combined NARS-IARC mechanisms for placing factor, commodity and policy research within the context of natural resources management and sustainable land use systems. The organization of ecoregional consortia is a way to mobilize the broader base of expertise, resources, and decision-making capacity needed to address NRM on a subregional or regional scale. Classification of different initiatives might be useful, particularly as it relates to their diverse objectives and the range of institutional participation. Although the meeting did not attempt to construct a detailed classification, it was noted that ISNAR has compiled a list of

ecoregional initiatives as an aid to the management of NRM research (ref. "A summary of selected characteristics of some current and planned Ecoregional Initiatives of the CGIAR", by S.W. Duiker and P. R. Goldsworthy, ISNAR, Dec. 1994). It was suggested that a database of all forms of inter-centre collaboration, not limited to formal initiatives, would be useful and that ISNAR might be the appropriate institution to develop such a database.

16) It was noted that while system-wide programmes are likely, to a substantial degree, to be inter-centre in nature with a focus on policies and strategies, ecoregional initiatives might be less centre-focussed, calling on a larger number of partners, and might tend to be more "downstream" oriented, linking research with extension and farmers.

17) The ASB initiative provides a good example of an ecoregional initiative, even though it operates at the global level, and one which could provide a useful model. It includes a wide range of partner institutions (5 CGIAR centres, 3 other international organizations, and national institutions and NGOs in 9 countries). A Global Steering Group, chaired by the DG of ICRAF, sets general policy guidelines, and in addition there are three Regional Steering Committees. National Steering Groups and Local Steering Groups, which involve farmer organizations, NGOs, community leaders, etc., are responsible for implementing activities at the local level. There are also several Thematic Working Groups responsible for the global coordination of specific areas of research.

Principles

18) In spite of the great diversity that exists among system-wide programmes and initiatives, the group felt that there are sufficient commonalities to justify the development of common guidelines for their governance and management. However, it was recognized that each programme and initiative would have to address, in detail, the roles and responsibilities of the various institutions involved, and to set up management structures and procedures appropriate to the individual circumstances.

19) As a guide to decision-making on governance, roles, responsibilities and management structures and procedures, the meeting agreed on the following set of principles to guide all initiatives, ecoregional or system-wide. they should:

- have a clear system of accountability;
- maintain clear responsibility and reporting lines;
- to the extent possible, promote collective decision-making;
- identify transaction costs and ensure they are adequately resourced;
- minimize transaction costs consistent with effective coordination;
- maximize benefits:cost ratios;
- provide incentives for entrepreneurship;
- ensure transparency in decision-making;
- promote full participation and ownership among the various partners;
- maintain flexibility in participation and management allowing for changes in

- problem emphasis and institutional capacity;
- foster compatibility with the management procedures of the participating centres and other partners;
- delegate decision-making to the lowest operational level, and
- specify full costs whether these are funded directly by donors or contributed by participating institutions.

Defining Boundaries

20) The scope of system-wide programmes and ecoregional initiatives needs to be carefully defined, resulting in clearly delineated programmatic boundaries. Agreement needs to be reached in each case as to exactly what is included and what is excluded, and what is to be centre-managed and what will fall under collaborative management arrangements. This is essential to ensure a clear understanding among the respective partners as to their exact roles and responsibilities, and to avoid duplication, double-budgeting or gaps within the overall CGIAR programme matrix of activities.

21) The definition of boundaries for any given programme or initiative is generally best left to the partner organizations themselves. However, in order to ensure consistency within the total programme of the CGIAR, the setting of boundaries affecting centre programmes will also require that TAC and the CGIAR donors be included in the decision-making process.

22) While accepting that system-wide programmes might have to be quite broad in scope, the meeting agreed that, as a general principle, boundaries should be set as narrowly as possible consistent with achieving the agreed objectives. Only those activities which contribute to the collective effort (i.e. which provide 'value added'), and/or which themselves benefit from the association, should be included within a given initiative. Such an approach is expected to facilitate the sharing of resources and simplify overall management.

Transaction Costs

23) The planning and implementation of multi-institutional programmes and initiatives inevitably entail substantial transaction costs. Every effort should be made to minimize such costs consistent with achieving the objectives. It is important to all partners that the benefits derived from participation exceed the opportunity cost of the resources devoted to participatory processes.

Types of Participation

24) The meeting identified three basic functions or roles for participating institutions, in addition to their involvement as members of the programme or initiative. They can serve as a Convening Institute, a Host Institute and/or a Lead Institute. It was considered important to define these three terms carefully, as their inconsistent use had

led to some confusion in the past.

- Convening Institute: an institution which has overall responsibility for facilitation, coordination and representation at the level of the programme or initiative. Such an institute will play a major role in establishing a programme or initiative and in catalyzing its development.
- Host Institute: an institution which provides an administrative function, e.g. hosting a secretariat or providing financial accounting services.
- Lead Institute: an institution which leads a specific technical or management component of an initiative or programme.

25) In addition to the formal roles listed above, the meeting acknowledged that many centres already play an informal coordinating role within the CGIAR on a thematic or commodity basis, and have a system-wide (and beyond) 'watching brief'.

26) The roles and responsibilities of participating institutes may change over time and according to the theme and location. For example, the initial coordinating role of a Convening Institute may change, or even be phased out, during implementation if participants assign lead management, financial or research roles to other partner institutions. In many cases institutions will play multiple roles, e.g. act as the Convening Institute, host a secretariat and/or play the leading role for certain specific activities within the programme or initiative.

27) The role of Convening Institute may be assigned, e.g. by TAC or the CGIAR, or be assumed by common consent of the parties to an initiative. Host and Lead Institute roles will normally be decided collectively by the participants. Several examples of these different roles were discussed, and it was agreed that they should not be confined to CGIAR centres but could be assigned, as appropriate, to any participating institution. For example, an objective of most, if not all, ecoregional initiatives is to strengthen the capacity of NARS to play a leading role in both the technical and facilitating functions. Several consortia have been specifically designed to provide an organizational framework to enable NARS partners to provide leadership in research, capacity building, management and administration.

28) Institutional roles and responsibilities should, to the extent possible, be defined early in the establishment of a programme or initiative and agreed to among all partners. This makes it possible to cost and integrate inter-centre work within the overall centre, system-wide, and initiative's budgets.

29) The importance of allowing sufficient time to build up ownership and participation was stressed. Thus some new initiatives may evolve, perhaps from an initial situation in which boundaries are 'fuzzy', to one in which roles and responsibilities are clearly defined. Others may not survive. But the risk of failure should not prevent the search for opportunities for greater collaboration and partnership.

30) It was recognized that some centres, such as IFPRI, lack the resources to participate actively in the full range of system-wide programmes and ecoregional initiatives which are relevant to their institutional responsibilities. This system management issue remains to be addressed.

Governance and Oversight

31) The representatives of the Centre Board Chairs confirmed to the meeting that centre boards, like centres' management, are aware of the synergies to be achieved through expanded collaboration among centres and with other partners. They will support and encourage management to be innovative in this regard and to experiment. Centres must be prepared to take initiatives and to move forward but should avoid being overly 'donor driven'. The Board Chair representative cautioned that in due course inter-centre initiatives would inevitably compete for funding with other centre activities.

32) Boards are prepared to provide oversight and governance of system-wide programmes and ecoregional initiatives within their general purview. Oversight and governance should be the responsibility of existing Boards and the setting up of parallel structures should be avoided. Governance should recognize the concept of 'shared responsibility', based on clearly defined institutional responsibilities among all partners. Once roles and responsibilities have been defined within a programme or initiative, these will provide the basis for Board oversight. If needed, *ad hoc* arrangements between Boards can be set up to address specific issues.

33) System-wide programmes and ecoregional initiatives should be reviewed after a few years of operation and, if appropriate, specific activities could be included within the regular programme of the participating centres.

Management Roles and Responsibilities

34) Management functions can be broadly divided into three aspects: programme management (the type and quality of research that is done and by whom), management of the means (budgeting, resource allocation etc.) and managing the process (organization, linkage and reporting aspects). The meeting drew up the following list of items under each category to guide decision-making and the assignment of roles and responsibilities among participating institutions. While not exhaustive, the meeting felt that it would provide a useful checklist.

Programme Management

- priority setting
- policy and strategy development
- determining programme boundaries
- deciding on participating institutions
- programme decisions on specific activities
- evaluation and impact assessment

Management of Means

- fundraising
- budget preparation
- budget submission and defence
- budget approval
- resource allocation to the total programme or initiative
- resource allocation within programme or initiative
- reporting on expenditures
- financial accountability
- appeals mechanisms
- appointment of key individuals

Process Management

- linkages with programmes and initiatives
- coordination
- information systems
- representation/public awareness
- programme reporting
- monitoring.

35) The meeting considered that it was not necessary to always concentrate managerial functions within a single institution, and that there would often be advantages in dividing up the responsibilities among participants. Most system-wide programmes and multi-institutional initiatives have established, or plan to establish, a steering group or committee to oversee planning and implementation; for example the Global Steering Group of the ASB initiative or the Inter-Centre Working Group on Genetic Resources of the SGRP. Wherever appropriate, managerial functions and decision-making should be the collective responsibility of such groups.

36) While responsibility for the overall allocation of resources to an initiative or programme primarily rests with the CGIAR on the advice of TAC, the meeting considered that steering groups are generally the most appropriate forum for making decisions on resource allocation within programmes or initiatives. TAC has indicated that it does not wish to make intra-initiative resource allocation decisions.

37) The meeting noted the importance of establishing clear programmatic priorities within system-wide programmes and initiatives. This is particularly important when decisions have to be made on allocating income shortfalls or excesses. In the absence of clear and transparent priorities, agreed in advance by the participants, there is likely to be a tendency to merely prorate among participating institutions any variances between agreed budgets and actual income. The question was raised, and not fully resolved, as to the fungibility of centres' resources and resources allocated to system-wide programmes and initiatives.

38) The meeting recognized that the \$10 million allocated for system-wide programmes and ecoregional initiatives in the CGIAR \$270 million budget is insufficient to fund, at an appropriate level, the new initiatives now under development. This was also acknowledged by TAC when it originally proposed the allocation. Additional funding

will undoubtedly be needed, and already several system-wide and ecoregional initiatives rely heavily on non-core funding support. A decision is required on the extent to which funding to NARS and other partners should be included in the approved core funding allocated to the centres, and how the additional funds required by the initiatives will be classified and handled now that the concepts of 'core' and 'complementary' funding are under review. The whole issue of complementary funding for system-wide programmes and ecoregional initiatives need to be addressed by TAC, the CGIAR Secretariat and/or the Finance Committee.

39) Financial accountability should, in general, be determined by the flow of funds. Where funds flow directly from a donor to a participating institution, that institution will be directly responsible for accounting for their expenditure. When there is a flow-through of funds, contractual arrangements between the institution receiving the funds from a donor and the institution responsible for carrying out a specified activity, will normally be needed in order to ensure adequate fiscal accountability.

40) The exercise of accountability and responsibility, in both finance and programme areas, requires flexibility on the part of donors with respect to funding and planning cycles, and the willingness to accept variable organizational structures responsible for decision-making.

41) Responsibility for programme reporting and monitoring should, in general, follow the same lines as financial accountability, and should be built into the process at the outset. A Convening Institute, or the institute hosting a secretariat if this is different, is expected to maintain an overview of both the financial and technical aspects of a programme or initiative. The need for a minimum compatibility between the CGIAR and other partner institutions' financial and reporting procedures was referred to.

42) It was agreed that one role of a Convening Institute (or the institute hosting a secretariat if this function has been assigned to an institution other than the Convening Institute) should be to make sure that there are appropriate mechanisms for financial and programmatic accountability, and that authority is given to those held accountable to enable them to effectively discharge this responsibility. This is not to say that the Convening Institute itself should be accountable for all aspects of the programme or initiative, but that it should ensure that appropriate and transparent systems are in place.

Structure and Reporting

43) With respect to the employment of staff funded by a system-wide or ecoregional initiative (e.g. a coordinator or executive secretary), it was generally agreed that the establishment of terms of reference and staff selection should be by mutual agreement between the institute hosting the staff concerned and the steering committee or other appropriate decision-making body representing the participating institutions. Employment conditions, however, should generally be set by the host institute. The issue of reporting within a host institute should be the prerogative of the institute concerned.

44) Other issues concerning structure and reporting should generally be decided by the steering group of the programme or initiative.

Conclusions

45) It was agreed that the meeting had been useful in bringing clarity to a number of issues. Furthermore, it was felt that there was no need for a general follow-up meeting at this time. The next stage should be for individual system-wide programmes and initiatives to develop management systems appropriate to their own circumstances, including reaching conclusion on respective roles and responsibilities. All institutions participating in a particular programme or initiative should be involved in these decisions. At least in the case of system-wide programmes, there may also be a need for endorsement of the proposed management structures and processes by TAC and ultimately the CGIAR.

Workshop on System-Wide Initiatives Management Rome. 15-16 December 1994

Draft Annotated agenda

1) Welcome:

Background to the Workshop - recent developments in the CGIAR and the need to clarify issues relating to the management of system-wide initiatives. Agreement is needed on the intended outcome of the Workshop, for example whether to stick to broad principles or whether to aim at developing some specific recommendations for identified SWIs.

2) Introduction to the Workshop:

Organization and format of the Workshop, adoption of the agenda and the appointment of chairpersons and rapporteurs.

3) Classification of System-wide Initiatives (SWI):

It has been recognized that different initiatives will require different governance and management arrangements. Rather than just consider each individual initiative on its own, can initiatives be grouped, based on common features, such that specific guidelines can be developed for each group, with modifications made as needed to address particular situations, ie. can SWIs be classified, with governance, structural and management issues being addressed generically for each class?

It might be sufficient to classify SWIs into System-wide Programmes, Eco-regional initiatives and others. However, this is likely to be too simplistic and the group might wish to look at other classifications taking into account such factors as:

- whether the SWI is an add-on to, or attempts to integrate existing activities
- the number of Centres involved
- the number of outside agencies involved
- the scope of the programme in terms of programmatic and geographic coverage
- the source of funding: whether predominantly core or complementary, specific donor requirements, the number of donors involved etc.
- the extent to which there are critical policy issues involved or the programme is primarily scientific/technical
- whether "leadership" is provided by a CGIAR centre or other non-CGIAR institutions

4) Governance and Oversight:

Different SWIs are likely to require different mechanisms for overall governance and for oversight, including periodic external review. What are the respective roles and responsibilities of the various parties concerned eg. TAC, Boards of Trustees, Directors General (individually or collectively as the CDC), other Centre Staff, CGIAR donors, CGIAR Chairman, other elements within the CGIAR, and participating organizations outside the CGIAR.

5) SWI Participants:

What are the main groups and individuals that are expected to be involved with the day-to-day management and implementation of different SWIs? These are likely to include some, or all of the following, depending on the particular initiative:

Centres, a lead or convening Centre, Centre focal persons, SWI director/coordinator/facilitator, participating non-CGIAR institutions, focal persons in such institutions, ICWG or Steering committee, a secretariat, national or regional committees, special purpose committees or working groups, etc.

Although it is probably not necessary to develop an exhaustive list of the possible groups and individuals involved, some agreement as to probable actors for particular SWIs - or classes of SWIs, is needed before considering what might be their respective roles and responsibilities. To some extent, of course, bodies which are constituted specifically for the initiative concerned will have to be formulated in response to identified needs, eg. for coordination, strategy development etc.

6) Principles:

Before considering the roles and responsibilities of the various actors it would be helpful for the group to agree on some basic principles to be applied. These might include, for example, the need:

- to have a clear system of accountability
- for clear responsibility and reporting lines
- to minimize transaction costs
- to maximize effectiveness and efficiency
- to maintain incentives for entrepreneurship
- for transparency in decision making

7) Roles and responsibilities:

The roles and responsibilities for oversight and governance have already been referred to in 4. above. To a large extent this will be the responsibility of actors who are not involved in the day-to-day management and decision-making of the SWI.

Based on the guiding principles agreed to in 6. above, discussion should focus on the respective roles and responsibilities of the various actors identified under 5. above. Areas which the group will need to consider might include:

- Priority setting
- Policy and Strategy development
- Determining Programme boundaries - overlaps with other SWIs
- Deciding on participating institutions
- Programme decisions on specific activities
- Financial aspects: (there might be different roles and responsibilities based on whether funding is from core, or predominantly non-core sources)
 - Fundraising
 - Budget preparation
 - Budget submission and defence
 - Budget approval
 - Resource allocation to the total initiative
 - Resource allocation within initiative
 - reporting on expenditures
 - accountability
 - appeals mechanisms
- Linkages with other SWIs
- Coordination/liaison/information systems
- Representation/public awareness
- Programme reporting

8) Structure and Reporting:

Based on the roles and responsibilities of the various actors, consideration need to be given to structural and reporting relationships among them.

9) Next Steps:

Depending on the progress made during the workshop there might, or might not, be a need for a further meeting in early 1995. Such a meeting might include broader participation by a larger group of stakeholders. Consideration also needs to be given to the form and distribution of the Workshop report.

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