

The World Bank  
Washington, D.C. 20433  
U.S.A

ISMAIL SERAGELDIN  
Vice President  
Environmentally Sustainable Development

February 8, 1994

Dr. M. S. Swaminathan  
M.S. Swaminathan Research  
Foundation  
3rd Cross Street  
Taramani Institutional Area  
Madras 600 113

Dear Dr. Swaminathan :

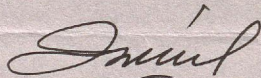
Before leaving India, I would like to thank you for the marvelous visit you arranged for me and my colleagues to your institute. This was a truly inspiring event which gives us great hopes for the future of India.

I am full of admiration for your tremendous achievement in building up a centre of outstanding excellence in Madras. I was particularly impressed by the scope of this work being undertaken at the Institute, so ably presented to us by your young collaborators. That you have incorporated in your studies not only some very specific scientific goals and also a concern for both sustainability and poverty alleviation is very exciting.

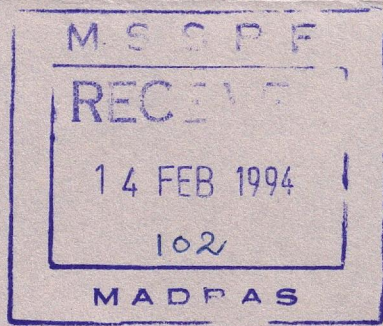
I look forward to seeing you again in the not too distant future where we will be able to follow up on some of the ideas we explored last week in Madras.

With warmest best wishes

Yours sincerely



Ismail Serageldin



## Consultative Group on International Agricultural Research

Mailing Address: 1818 H Street, N.W., Washington, D.C. 20433, U.S.A.

Office Location: 701 18th Street, N.W.

Telephone (Area Code 202) 473-8951

Cable Address-INTBAFRAD

Fax (Area Code 202) 473-8110

February 17, 1994

Dr. M. S. Swaminathan  
M.S.Swaminathan Research Foundation  
Third Cross Street  
Taramani Institutional Area  
Taramani  
Madras - 600 113, INDIA



Dear Dr. Swaminathan:

On my return to Washington I wish to reiterate to you, and through you to your colleagues at the M.S. Swaminathan Research Foundation, my sincere thanks for the kind reception on the occasion of my visit to the Foundation.

It was a pleasure indeed for me to visit the Foundation. I enjoyed the program you had organized; I found the presentations most interesting; and I appreciated the interactions with yourself, with your colleagues and with the invited guests. I felt honoured by your invitation to present a seminar on Environmentally Sustainable Development.

I was deeply impressed by what I saw and heard during this visit to the Foundation:

- by the architectural beauty and functionality of the building;
- by the scientific orientation of the programs - all addressing highly relevant issues;
- by the sharpness of focus in your research programs;
- by the quality, commitment, and motivation of your staff;
- by the dedication to scientific excellence;
- by the dynamic leadership you are providing.

Please accept my compliments and my best wishes for the continued success of the Foundation in its important mission.

Last, but not least, a word of thanks for your kind hospitality. The dinner you hosted on February 2 was a pleasant occasion to meet your colleagues on the Foundation's staff and a number of special invites.

I look forward to continuing this pleasant and fruitful association.

With kind regards,

Sincerely yours,

Dr. Ismail Serageldin  
Chairman

MSS/UK/ /889  
March 3, 1994

Dr. Ismail Serageldin  
Chairman  
Consultative Group on International  
Agricultural Research  
1818 H Street, N.W.  
Washington D.C. 20433, USA

Dear

I am most grateful to you for your letter of 17th February. I thank you for your generous comments on our Centre. We appreciate your words of encouragement. Such encouragement is exceedingly important for a small non-governmental autonomous non-profit Trust.

Your lecture was greatly appreciated. Your comments were widely reported in the local press. Please do come again.

With warm personal regards

Yours sincerely




M.S. Swaminathan

Back to me

DESPATCHED  
DATE 5/2/94



Consultative Group on International Agricultural Research – CGIAR

 Ismail Serageldin  
Chairman

Dr. M.S. Swaminathan  
M.S. Swaminathan Research Foundation  
III Cross Road, Institutional Area  
Taramani  
Madras 600113  
India

February 27, 1995

Dear M.S.:

Thank you very much for attending the "Renewal of the CGIAR" meeting held in Lucerne on February 9–10, 1995. The high level of participation elevated discussion of the CGIAR to a new importance. The meeting demonstrated a clear commitment by the world community to addressing the challenge of promoting a people-centered sustainable development that helps feed the hungry, reduces poverty, and protects the environment. The meeting clearly underlined that improving agriculture is at the heart of this agenda, and that agricultural research is central to bringing about this transformation. I deeply appreciate your contribution to shaping the outcome of the meeting, and owe you special thanks for speaking eloquently during the first business session on Global Challenges of Development.

You will agree, I am sure, that the meeting was characterized both by a full sense of engagement among participants and by a profound commitment to using international agricultural research as an instrument for protecting the environment and combating poverty and hunger. The fact that both South and North were widely represented demonstrated that the transition of the CGIAR from a donor/client approach to total South–North ownership is well on its way. We now have a new paradigm, from which there can be no turning back.

We can all be proud of how well the conclusions reached at the meeting, formulated in the Lucerne Declaration and Action Program, capture the theme of the meeting, "Sustainable Agriculture for Food Security in Developing Countries," both in broad principle and operational detail (a copy of the Lucerne document is attached). This document will be the foundation of the CGIAR's work in the future, both guiding and inspiring the System.

The "Spirit of Lucerne" provides the CGIAR with the motivation and impetus to move forward vigorously as a dynamic international collaborative enterprise.

I look forward to your continued involvement in the CGIAR to help turn these bold and noble sentiments into explicit actions that benefit the world's poor and marginalized.

Sincerely,





CGIAR

Consultative Group on  
International Agricultural Research

---

## Ministerial-Level Meeting

Lucerne, Switzerland  
February 9-10, 1995

Distribution: General Document No.: CG/LUC/14.Rev5 Date: February 10, 1995
--

*Renewal of the CGIAR*

## Declaration and Action Program

**CGIAR Secretariat**

Mailing Address: 1818 H Street, N.W., Washington, D.C. 20433, U.S.A.  
Telephone: 1-202-473-8951 • Fax: 1-202-473-8110  
Cable Address: INTBAFRAD • Telex: MCI 248423  
Internet Address: CGIAR@CGNet.Com

# CGIAR Ministerial–Level Meeting

February 9–10, 1995  
Lucerne, Switzerland

## DECLARATION AND ACTION PROGRAM

### THE LUCERNE DECLARATION

We, Ministers, Heads of Agencies, and Delegates representing the membership of the Consultative Group on International Agricultural Research (CGIAR):

Cognizant of the vicious circle of poverty, population growth, and environmental degradation that affects the world's poor;

Encouraged by the progress the world community is making in shaping a global agenda to deal with the urgent problems of the environment, population growth, social development, and the participation of women;

Mindful of the potential contribution of agriculture to development, particularly in alleviating the suffering of 1 billion people who live in abject poverty, most of them malnourished;

Aware that population growth in developing countries and rising incomes will double food demand by 2025, threatening the future food security of much of humanity and the integrity of the Earth's natural resources, especially soil and water, and biological diversity;

Convinced that the new knowledge and technologies generated by scientific research are necessary to meet the rising food demand in a long-term sustainable way, from a limited and fragile natural resource base;

Recognizing the outstanding achievements of scientific research conducted by CGIAR research centers which have raised the productivity of agriculture, forestry, and fisheries; thus contributing to the generation of rural income and employment, the lowering of food prices, and the alleviation of urban and rural poverty, while promoting South–North research partnerships:

Call for the renewal and reinforcement of this successful work, aimed now at the multiple challenges of increasing and protecting agricultural productivity, safeguarding natural resources, and helping to achieve people-centered policies for environmentally sustainable development;

Endorse the vision of the renewed CGIAR of helping to combat poverty and hunger in the world by mobilizing both indigenous knowledge and modern science, and through sharply focused research priorities, tighter governance, greater efforts at South–North partnership, and flexible financing arrangements, as an appropriate response to the challenges of the coming century; and

Affirm our strong support for the revitalized CGIAR as one of the main instruments of the world community whose contribution, in close partnership with other actors, is of considerable importance to the successful implementation of the emerging global development agenda.

## THE LUCERNE ACTION PROGRAM

### INTRODUCTION

Ministers, Heads of Agencies, and Delegates endorse the thrusts and themes of the background studies prepared for their meeting. They welcome the United Nations Environment Programme (UNEP) as a cosponsor of the CGIAR. They reaffirm the strong need to ensure continuity of publicly funded research, complementing research conducted by the private sector, on problems of international significance in agriculture, livestock, forests, and aquatic resources. This reaffirmation is based on the need to help meet the food needs of the poor and on the contribution that agricultural research can make to poverty alleviation in the context of sustainable development. Although it is a small component of the global research system, the CGIAR has an important role to play as a catalyst and bridge builder.

### BROADER PARTNERSHIPS

In the light of its position within the global agricultural research system, the CGIAR is encouraged to continue its efforts to develop a more open and participatory system with full South-North ownership.

Accordingly, the CGIAR is encouraged to:

1. Continue to broaden its membership by including more developing countries as active members who participate fully in CGIAR deliberations;
2. Convene a committee of non-governmental organizations (NGOs) and a committee of the private sector as a means of improving dialogue among the CGIAR, the private sector, and members of the civil society who are interested in the same issues as the CGIAR;
3. Accelerate the process of systematizing participation by national agricultural research systems (NARS) of developing countries in setting and implementing the Group's agenda (a specific action plan to do so is being prepared by the NARS and representatives of the CGIAR, and will be presented at International Centers Week 1995); and
4. Complete its transition from a donor/client approach to equal partnership of all participants from the South and North within the CGIAR system.

## RESEARCH AGENDA

The mission of the CGIAR is to contribute, through its research, to promoting sustainable agriculture for food security in the developing countries.

Therefore, the CGIAR is urged to:

1. Conduct strategic and applied research, with its products being international public goods;
2. Focus its research agenda on problem-solving through interdisciplinary programs implemented by one or more international centers, in collaboration with a full range of partners;
3. Concentrate such programs on increasing productivity, protecting the environment, saving biodiversity, improving policies, and contributing to strengthening agricultural research in developing countries;
4. Address more forcefully the international issues of water scarcity, soil and nutrient management, and aquatic resources;
5. Pay special attention to Sub-Saharan Africa and South Asia, which face the greatest challenges in eradicating poverty and malnutrition;
6. Ensure that research programs address the problems of the poor in less-endowed areas, in addition to continuing its work on high potential areas;
7. Reinforce the series of notable actions already taken to protect the human heritage of genetic resources, viz:
  - a. placing the plant genetic resources collections of the CGIAR centers under the auspices of the FAO Commission on Plant Genetic Resources;
  - b. creating a system-wide program on genetic resources; and
  - c. establishing a committee of experts to provide the CGIAR system with support and advice on all aspects of plant genetic resources policy;
8. Work in closer partnership and collaboration with public and private research organizations in the South, including farmer groups, universities, NGOs, and international institutions to design and conduct research programs;
9. Work in closer partnership and collaboration with public and private research organizations and universities from developed countries to design and conduct joint research programs; and
10. Ensure that the setting of its research agenda reflects the views and goals of global and regional forums on agricultural research.

## GOVERNANCE

Collegiality and informality are important and durable assets of the CGIAR. Therefore, the CGIAR should not be established as a formal international organization, but could benefit from strengthening its decision making processes and consultative mechanisms.

Toward this end, the CGIAR is requested to:

1. Retain overall decision making powers in its general membership or "committee of the whole," supported in this task by a Steering Committee and its component standing committees on Oversight and Finance as well as *ad hoc* committees established when necessary;
2. Ensure that scientific advice of the highest quality continues to be provided by the CGIAR's independent Technical Advisory Committee; and
3. Strengthen the assessment of its performance and impact by establishing an independent evaluation function reporting to the CGIAR as a whole.

## FINANCE

Higher levels of investment in agricultural research are needed to meet the challenge for innovation and new technologies which can contribute to higher and sustainable agricultural production. To ensure a concentrated and sustained effort, investments must be expanded for all components of the global system at the national, regional, and international levels. As to the CGIAR, participants commit themselves to (i) consolidate current complementary funding into the main funding of the agreed agenda, and (ii) maintain the real value of the level of support and, wherever possible, to increase it. For those donors who can do so, multi-year commitments to the CGIAR would help to increase predictability and facilitate programming.

To ensure that support for the CGIAR is stable and predictable, members are urged to:

1. Institute a negotiation and review process, involving all members, to ensure a full funding of the agreed research agenda;
2. Continue to use a matrix framework to articulate the CGIAR's programs and to serve as a benchmark for funding and monitoring CGIAR activities, thus enhancing transparency and accountability;
3. Provide their support to centers, programs, or both to facilitate agreement on a financing plan which funds all components of the agreed research agenda fully; and
4. Disburse their pledged contributions as early as possible in the financial year, to ensure timely implementation of approved programs.

Meanwhile, the CGIAR is urged to:

1. Continue its efforts to expand its membership from both the North and the South;
2. Solicit philanthropic financial participation of the private sector without compromising the public good character of the CGIAR's research; and
3. Explore the feasibility of setting up a fund or a foundation which can seek contributions to support agricultural research.

Additionally, the CGIAR is encouraged to undertake research in Eastern Europe and in countries of the former Soviet Union. However, as more than a marginal effort will be required, such activities should be initiated only when a clear program of work where the CGIAR has a distinctive comparative advantage has been established, and a minimum level of separate and additional funding has been secured. For this purpose, the CGIAR should establish a separate fund to ensure no diversion or dilution of the current focus of responsibilities. The CGIAR should carry out an analysis to determine options for decision making in this area of activity. In the meantime, contacts with scientific establishments in that part of the world should be encouraged.



M. S. S. R. F.  
RECEIVED  
11 MAR 1995  
1538  
MADRAS

MSS/VS/2314  
13 March 1995

Dr. Ismail Serageldin  
Chairman, Consultative Group on  
International Agricultural Research - CGIAR  
1818 H Street, NW Washington DC 20433  
U.S.A

Dear

I thank you very much for your kind letter of 27 February concerning the Lucerne meeting on "Renewal of the CGIAR". May I once again congratulate and thank you for what you have done for international agricultural research. The paradigm shift you have been able to bring about with such speed and care will certainly promote the renewal not only of CGIAR but agricultural research as a whole. I pray for your continued good health and success.

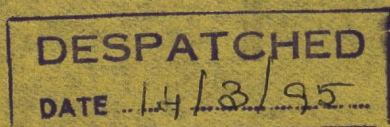
With warm personal regards,

Yours sincerely,



M.S. Swaminathan

Back to me



## Consultative Group on International Agricultural Research

Mailing Address: 1818 H Street, N.W., Washington, D.C. 20433, U.S.A.

Office Location: 801 19th Street, N.W.

Telephone: (1-202) 473-8951

Cable Address: INTBAFRAD

Fax: (1-202) 473-8110

September 21, 1994

Dr. M.S. Swaminathan  
M.S. Swaminathan Research Foundation  
III Cross Road  
Institutional Area  
Taramani  
Madras-600113, India

Dear Dr. Swaminathan:

It is with sincere appreciation that I convey my special thanks to you for your participation in the meetings of the CGIAR Stakeholder and IPR Panels held last week. Your cooperation in serving as Chairman of both meetings and your leadership in guiding these important deliberations contributed greatly to our progress as we continue the process of revitalizing the CGIAR.

I was very impressed with the effective work of the two Panels which you so ably chaired. The meetings were of significant value both in terms of the discussions held and the quality of the recommendations made. The reports generated from the meetings have been very well received and provide a meaningful framework for continuing the dialogue at International Centers Week.

Your report on the IPR Panel in particular flags a number of pressing issues which will have to be addressed, and which I believe the CGIAR can contribute to resolving. Our approach can be shaped on the basis of your presentation at ICW and discussion by the full Group. I am assuming that you will be able to accept the invitation extended by Mr. von der Osten to present the Panel's report at ICW.

Thank you as well for the books and reports you kindly gave me last week. I have browsed with pleasure and interest through the book on "Ecotechnology and Rural Employment," the draft report on "National Population Policy" that was submitted to the Government of India, the report prepared by the M.S. Swaminathan Research Foundation on "Methodologies for Recognizing the Role of Informal Innovation in the Conservation and Utilization of Plant Genetic Resources," and the Foundation's 1993-94 Fourth Annual Report. I plan to read all four documents more thoroughly. As you well know, the subjects addressed are central to my interests.

Let me thank you again for having contributed your time and effort to the CGIAR Panel meetings. I look forward to continuing our collaboration at ICW94.



Sincerely,

Ismail Serageldin  
Chairman



Consultative Group on International Agricultural Research – CGIAR

Ismail Serageldin  
Chairman

Dr. M. S. Swaminathan  
M. S. Swaminathan Research Foundation  
Centre for Research on Sustainable Agricultural and  
Rural Development  
III Cross Street  
Taramani Institutional Area  
Madras 600113  
India



March 20, 1995

Dear MS. *Swami*,

I appreciate your thoughtfulness in sending me copies of your two recent papers covering different aspects of agricultural research. As with all your efforts, their contents are insightful and interesting. Your capacity to weave complex issues into an enduring whole, without ever losing sight of the human factor, is always impressive.

Your reference to Mahatma Gandhi's catalytic role in South African affairs, and to the need for us all to work harder at completing the several other transitions he espoused, is a useful reminder. If the development community can live by his exhortation that all our efforts should be directed at restoring control to the poorest and weakest among us, over their life and destiny, the human family will be immensely better off. Within the CGIAR, we must in that spirit, continue to ensure that our endeavors will "lead to self-reliance for the hungry and spiritually starving millions."

Let us continue our dialogue when we meet in Nairobi.

With best regards.

Sincerely,