

**Benedict P. Satia**  
10012 65<sup>th</sup> Ave South  
Seattle, Washington, 98178, USA

Tel: +206 709 8408  
Fax: +206 219 3697  
email: [bsatia@hotmail.com](mailto:bsatia@hotmail.com)

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24 February 2006

Dr Per Pinstруп-Andersen  
Chair, Science Council  
Consultative Group on International Agricultural Research  
Division of Nutritional Sciences  
Cornell University  
305 Savage Hall  
Ithaca, NY 14853-6301, USA

Dr Francisco Reifschneider  
Director  
Consultative Group on International Agricultural Research  
The World Bank  
1818 H Street, N.W.  
Washington, D.C. 20433, USA

Dear Drs Pinstруп-Andersen and Reifschneider,

On behalf of the Panel, I am pleased to transmit to you the Report of the Third External Programme and Management Review (EPMR) of the WorldFish Center. The Panel has reviewed, as requested, WorldFish's performance in the four broad areas of: i) mission, strategy and priorities; ii) quality and relevance of the science; iii) effectiveness and efficiency of management (including governance and finance); and iv) accomplishments and impacts, as well as the specific list of questions posed by the Science Secretariat.

As you will observe, WorldFish is still very much a center in transition, a healthy sign in the view of the Panel in that these changes have not adversely affected the overall performance of WorldFish unduly and yet have helped it to position itself for an ambitious growth in the years ahead. The Panel viewed this as very positive. The Panel's overall sense developed during the review was that donors' funds had been well invested, and on that basis WorldFish should be a Center of choice for future investments by donors. The Panel has made a number of recommendations aimed more at positioning WorldFish as a well equipped Center to meet future challenges, than at correcting critical problems that now exist. In this regard, particular mention must be made that the review of the Center's governance, management and finance functions was based on benchmarking with international best practices, and that the review of the

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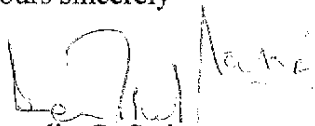
quality and relevance of science was based on academically extensive and rigorous criteria. I also wish to call attention to the fact that the Panel identified certain issues which it considered merit attention by WorldFish, although not to the degree of recommendations. Thus the word "suggests" is bolded.

The Panel found WorldFish strategies and operations responsive to changes in capacity, economy and livelihoods in countries where poverty and sustainability of production need to be addressed. The Center has progressively established a niche for itself within the CGIAR System; it has also embraced the opportunities and challenges emerging within the System and displayed leadership potential in a number of areas. In addition, the Center continues to build a stronger platform for partnerships, growth and organizational development, much in line with the integrated strategic approach that was adopted for the CG System.

WorldFish provided exemplary cooperation in responding to a large number of informational requests. The hospitality and friendliness of everyone from the Board Chair and Trustees, the Director General and right down throughout the entire organization the Panel interfaced with, made this challenging task much more pleasant and satisfying than it might otherwise have been.

The Panel members and Consultant join me in expressing our appreciation to Tim Kelley, the SC Secretariat representative and Secretary to the Panel, whose many and continuous contributions were invaluable and to Manny Lantin of the CG Secretariat for his prompt advice and assistance. Finally, the Panel would like to acknowledge the opportunity to participate in the challenging task of completing this Review in the short time frame, and to express the hope that the Report will be useful to WorldFish and its partners, as well as to the CGIAR.

Yours sincerely



Benedict P. Satia  
Chair,  
WorldFish External Review Panel