



Report of the
Second External Program and Management Review
of the
International Livestock Research Institute
(ILRI)

Overview Documents

1. EPMR Report Summary and Recommendations
2. ILRI Response
3. Science Council Commentary
4. CGIAR Secretariat Commentary

SUMMARY AND RECOMMENDATIONS

ILRI is a successful organisation by most measures. It has overcome a difficult merger 12 years ago, and has risen to the challenge of a vastly expanded mandate without benefit of substantial additional resources. To make its task more difficult and its achievements more impressive, it is supposed to conduct research across all major domestic animal species in all regions of the poverty-affected world. To accomplish any of this requires a form of intelligent focus that ILRI has been able to demonstrate. It should be a matter of pride to the CGIAR and beyond that a Center has delivered so much in an increasingly restricted and competitive funding environment, one in which funding increases tend to be modest. This review of ILRI's programs and management takes place within the context of a sound institution. It is for that reason that many of the EPMR's recommendations are presented in terms of strengthening current trends and practices, although sometimes with specific requirements for changes in modes of management and delivery.

ILRI operates in a dynamic setting – more dynamic than that of a single commodity center where the focus is determined by one or a few crops. ILRI's response to the dynamism of its mandate is to focus on systems, in preference to discipline or geography. This has allowed ILRI to launch into global livestock research on a scale and to an extent that would not have otherwise been possible. In doing so, it has modulated its initial identity as mainly cattle and only Africa, and moved beyond the boundaries of its parent organisations. It has skilfully balanced its plans with donor requirements to produce a reasonably focussed research program.

In framing its research approach, ILRI has sought to underpin research activity by addressing the primary constraints to assisting the poor. This approach incorporates technical, economic, social and policy research in a coordinated interaction to identify and reduce those constraints. Of course, the approach links with development activities and there is a risk of being pulled from research into development itself, a danger that ILRI has by and large avoided, and which, the Panel hopes with recommendations in this report, it will be able to avoid as it plans its future.

In its planning, ILRI has sought a single, compelling vision to guide it. Recent plans center this vision on a 'revolution' in demand for livestock products in poor countries. The vision has proved useful for refocusing the organisation. It can now be widened to include more insight and understanding of the way in which different groups of the poor are affected by this revolution, and in widening ILRI's activities to focus better accommodate both global and species variations by applying its characteristic approach to problem identification and research.

The systems research approach has facilitated ILRI's global expansion through multi-country projects. This has been done with minimal staff located out of ILRI's east African base(s), working at times in unsupported and intellectually lonely conditions. As an initial commitment to global expansion, the minimal staff presence beyond east Africa has been useful, but has only limited potential in the long term, particularly if ILRI is to develop its credibility in distant regions. To move forward with its mandate, ILRI must create a presence in Asia and West Africa, ideally located within other CGIAR Centers wherever possible to create a context for staff and synergies with other Centers.

ILRI's strategy is expressed through a research program framed by Themes. These are designed to break down disciplinary barriers, but they also add a layer of complexity to ILRI's management. Projects are generally well conceived and conducted, yet there are some that would

be better combined with others or cancelled, and others that need to be improved by demanding better quality of outputs, notably publications.

In an evolution of the strategic plan, the Targeting and Innovations Theme brings together elements of two Themes that were separate in the initial conception of the plan, but are now integrated. The new Theme is redefining its role in support of research and global activities throughout ILRI. The Markets Theme is the lens through which management mostly clear views the ILRI vision and its understanding of markets provides loci for parallel technical and policy research. In the Biotechnology Theme, soon to receive a major boost from the BecA investment and network, ILRI's already fine work can be expected to improve even further if it retains focus, reduces duplicative inefficiencies in database and phenotype descriptive work, and considers a wider range of species in a more global approach to its work.

The Peoples, Livestock and Environment Theme is broad, and needs to be rationalized to achieve a critical mass of research capacity in some areas and to increase and focus its publications in other areas in order to match the competent work of the germplasm bank and the impressive work in India supporting nutrition in feed-food selection of crops (both will continue to rely on partnership with other Centers for efficiencies). To create clearer support for enhanced impact assessment, a separate unit has recently been created within the office of the DDG.

The Panel noted throughout its review the readiness of ILRI to engage partners in a collaborative approach to its work. It has overcome many of the barriers that typically prevent collaboration in a highly competitive environment. It has taken the initiative to find more enterprising and efficient ways to work with other Centers and provided support and a home to the effort to create a sub-regional MTP, albeit at some management cost. The values that shaped this approach to other CGIAR Centers and partner organizations are integral to ILRI's culture and are evident through much of the organization.

The Panel hopes that its report, notwithstanding its specific recommendations for improvement, conveys the generally favourable impression it formed of ILRI, its work and its staff. ILRI continues to be a unique center that deserves specific recognition for addressing an orphan component of international agricultural research. It is worth recalling and repeating: livestock are often kept by the poorest of marginalized farmers and the landless; general agricultural research, even that conducted on behalf of poor crop farmers, can easily further marginalize the even poorer farmers who keep some livestock; pastoral communities continue to be pushed to increasingly limited land areas that compromise their once sustainable practices; developed country research is not generally transferable to poor livestock keepers; private sector livestock research is oriented to market opportunities which do not exist for poor livestock keepers; in some cases, NARS are oriented to crop-based developments that do not include livestock or may even further marginalize livestock keepers; rising numbers of urban poor keep some small livestock; and livestock often form integrated components of a farm, no component of which can be understood without understanding the overall system. It is facile to say that if the world did not have an ILRI, we would have to create one, but it is important to ask how we may improve the efficacy of this essential organization.

Continuous improvement is part of any responsible organisation and ILRI has proved itself to be responsive and responsible in undertaking a wider mandate than was envisioned properly when it was created. The Panel commends its progress and concludes that ILRI while functioning well will continue to improve by implementing the following recommendations:

Recommendations

With Respect to Strategy and Planning

Recommendation 1. Considering the competitive operating environment, the substantial assets of ILRI and the naturally long horizon for measuring results in livestock research, ILRI should expand its planning horizon to complement the MTP. The Panel **recommends** a planning cycle in which strategic vision and goals with ten year horizons yield strategic five-year business plans, operationalised annually.

Recommendation 2. The ambition of global impact requires a more geographically distributed allocation of a critical mass of resources. Projects with global outcomes can beneficially be managed from locations other than east Africa. The Panel therefore **recommends** that ILRI redefine its physical location strategy (using CGIAR Centers wherever possible) and its *modus operandi* for each region. The Board should assess progress in three years through external review.

With Respect to Research Programs – Themes

Recommendation 3. Noting that the BecA network will offer ILRI and its partners opportunities to study a range of diseases, the Panel **recommends** that ILRI maintain a clear focus in vaccine research, and that before ILRI enters any new disease for developing a vaccine or diagnostic, it clearly define its role and that of its partners, and evaluate the viability of any new technology.

Recommendation 4. As pastoralists are an ancient and continuing component of the livestock sector, and as they are increasingly marginalized by agricultural development, the Panel **recommends** that People, Livestock and the Environment Theme research related to transhumant livestock keeping be oriented to pro-pastoral policies globally and that knowledge developed to date be published in a global context as a priority.

Recommendation 5. In view of the imminent new capacity for plant biosciences in BecA, the Panel **recommends** that ILRI maximize use of the facility for the forage genebank activities while also increasing research collaborations, particularly with the CGIAR Centers, that enhance the use of the germplasm.

Recommendation 6. The Panel views the People, Livestock and the Environment Theme as both broad and uneven. To remedy this, the Panel **recommends** that OP2 be focused on pastoralists and INRM and a refocused OP3 be transferred to the Markets Theme.

Recommendation 7. Following success of ILRI facilitating the creation of a large regional initiative (BecA), the Panel **recommends** that ILRI look at how it can generate adequately resourced, high impact initiatives for each Theme.

Recommendation 8. Given the risks to ILRI of being perceived as conducting development activities, the Panel **recommends** that the IPMS project be managed, budgeted and reported in two parts with research allocated to respective Themes and project management done by the DDG's office, and that ILRI decline management roles in future development projects.

With Respect to Cross-cutting Issues

Recommendation 9. In the interests of continuing to improve the quality of its research output, the Panel **recommends** that ILRI immediately and systematically invest in increasing its Internet capacity for research purposes.

Recommendation 10. As a critical component of ILRI's systems approach, the Panel **recommends** that ILRI management charge the research themes to conduct *ex post* impact studies on selected programs using methodologies developed by the new Innovation and Impact Unit, and using external inputs where needed.

Recommendation 11. As part of ILRI's contribution to strengthening capacity, the Panel **recommends** that ILRI make this activity explicit and measurable in research program design and report results for both training and follow up activities.

With respect to Governance, Management and Finance

Recommendation 12. The Panel **recommends** that ILRI provide new members of the board with a thorough orientation to the financial issues and trends that shape ILRI's budget, strategy, and capacity as well as to the processes that support the board's responsibilities for financial stewardship and oversight.

Recommendation 13. The Panel **recommends** that ILRI management and the board chair redefine the responsibilities and scope of work of the Board Secretary and improve ILRI's practices with respect to meeting preparation.

Recommendation 14. The Panel **recommends** that the board increase the quality of its board recruitment process by developing a multi-year strategy for the recruitment of new board members, which supports the global mandate of ILRI and provides it with a board that is a sustained asset to the accomplishment of its work.

Recommendation 15. ILRI having identified the weaknesses in key management proficiencies, the Panel **recommends** that the DG and DDG institute comprehensive training and development opportunities for all managers and hold themselves and managers responsible for improvements in performance.

Recommendation 16. The Panel **recommends** that as part of overall improvements to the HR function, ILRI develop a staffing plan which is cognizant of geography, anticipated disciplinary expertise and gender, and is consistent with the ILRI priorities.

Recommendation 17. The Panel **recommends** that ILRI undertake a comprehensive reassessment of its current sites in Kenya and Ethiopia, exploring all options with respect to the management and disposition of its properties.

Recommendation 18. The Panel **recommends** that ILRI continue to improve its financial management through adoption of a new investment strategy, a more comprehensive resource mobilization plan, and more efficient grants management.

The ILRI Board and Management thank the EPMR panel chair and members for their thoughtful review of ILRI's program and management. We found the panel's comments on ILRI's past performance and future directions both insightful and helpful.

We are in agreement with the recommendations of the panel. A specific response to each recommendation is given in the Table below.

No	Recommendation
With Respect to Strategy and Planning	
1	Considering the competitive operating environment, the substantial assets of ILRI and the naturally long horizon for measuring results in livestock research, ILRI should expand its planning horizon to complement the MTP. The Panel recommends a planning cycle in which strategic vision and goals with ten year horizons yield strategic five-year business plans, operationalised annually.
	Agreed – ILRI currently has a strategic vision and goals that were developed in 2002 and reviewed in 2005 prior to its 2nd EPMR. The 10-year strategy will be reviewed prior to each subsequent EPMR. ILRI has begun developing 5-year implementation plans that bring together research, resource mobilization, staffing, partnership planning and communications and linking these to annual workplans and performance management. The 5-year horizon is appropriate for planning how research outputs lead to development outcomes.
2	The ambition of global impact requires a more geographically distributed allocation of a critical mass of resources. Projects with global outcomes can beneficially be managed from locations other than east Africa. The Panel therefore recommends that ILRI redefine its physical location strategy (using CGIAR Centres wherever possible) and its <i>modus operandi</i> for each region. The Board should assess progress in three years through external review.
	Agreed - ILRI accepts this recommendation, recognizing the major programmatic, partnership and financial challenges this acceptance implies. We see an expansion in geographic scope as an evolutionary process in which the Board and management will develop a plan to engage with key partners in different regions and through that mechanism develop strategies and resource mobilization opportunities. Our approach will be to focus on key global livestock issues backed up by a global knowledge management and communications strategy that takes account of the context, needs and opportunities in different regions.
With Respect to Research Programs – Themes	
3	Noting that the BecA network will offer ILRI and its partners opportunities to study a range of diseases, the panel recommends that ILRI maintains a clear focus in vaccine research, and that before ILRI enters any new disease for developing a vaccine or diagnostic, it clearly defines its role and that of its partners, and evaluates the viability of any new technology.
	Agreed – In vaccine and diagnostic research we plan to follow two approaches, one when ILRI plays the leadership role (such as for East Coast fever) and one in which ILRI contributes a specific component to a larger initiative led by others. In vaccine projects that ILRI plans to lead, we will carefully consider our comparative advantage, research capacity and financial resources before committing to lead the project. When ILRI is requested to participate in vaccine projects led by NARS or ARI partners, we would agree to provide specific research inputs if we have the capacity and financial resources are made available.
4	As pastoralists are an ancient and continuing component of the livestock sector, and as they are increasingly marginalized by agricultural development, the Panel recommends that People, Livestock and the Environment Theme research related to transhumant livestock keeping be oriented to pro-pastoral policies globally and that knowledge developed to date be published in a global context as a priority.
	Partially agreed – Strengthening ILRI's global contribution by publishing methods and practices for pro-poor pastoral research for development is a logical next step. This contribution to global fora will build initially on research results from studies in East and West Africa, that have provided important insights such as sustainability, diversification and vulnerability issues for pastoral communities. ILRI's contribution to global pastoral issues

	will focus on pastoral systems in the tropical zones, as others have comparative advantage in pastoral systems of temperate zones.
5	In view of the imminent new capacity for plant biosciences in BecA, the Panel recommends that ILRI maximize use of the facility for the forage genebank activities while also increasing research collaborations, particularly with the CGIAR Centers, that enhance the use of the germplasm.
	Agreed –Our plans for interactions between the forage genebank and BecA would focus on the identification and selection of traits for key abiotic and biotic stresses for a few selected forages. Broad-scale molecular characterization of forages is unlikely to be a priority. We see opportunities for other Centres to use the grass germplasm in the ILRI collection to look for genes of interest to their breeding programs. A critical short-term focus will be to work with CIAT and ICARDA to increase the efficiency of global forage genetic resources in the areas of genebank management and strategic utilization of conserved materials.
6	The Panel views the People, Livestock and the Environment Theme as both broad and uneven. To remedy this, the Panel recommends that OP2 be focused on pastoralists and INRM and a refocused OP3 be transferred to the Markets Theme.
	Partially agreed – ILRI recognizes the need for greater focus and coherence within the People, Livestock and Environment Theme. We see the coherence coming from a focus on two main issues, sustainability of land and water resources in livestock production systems and the intensification of crop-livestock systems given the need for greater production from limited land and water. These issues will be considered and implemented through a number of strategic realignments of the theme portfolio over the next 18 months. Research on zoonotic diseases of importance to the poor is a priority for ILRI. We will review how to structure this between the People, Livestock and Environment and the Market Themes.
7	Following success of ILRI facilitating the creation of a large regional initiative (BecA), the Panel recommends that ILRI look at how it can generate adequately resourced, high impact initiatives for each Theme.
	Agreed - ILRI will continue to improve its resource mobilization by strengthening the current strategy and how it is implemented. A selected number of livestock issues of global concern to which ILRI research can make a contribution have been identified as priorities for concerted resource mobilization efforts.
8	Given the risks to ILRI of being perceived as conducting development activities, the Panel recommends that the IPMS project be managed, budgeted and reported in two parts with research allocated to respective Themes and project management done by the DDG's office, and that ILRI decline management roles in future development projects.
	Partially agreed – To have impact, ILRI research needs to actively engage with development projects and partners. We agree it is critical that ILRI constantly assess its research for development role. We also agree that in the management of large research – development projects, ILRI concentrates on its research role and partners with others who have expertise in development activities. ILRI believes it is important to manage the IPMS project as one entity. However, ILRI agrees to better link the research components and their reporting to its research programme.
	With Respect to Cross-cutting Issues
9	In the interests of continuing to improve the quality of its research output, the Panel recommends that ILRI immediately and systematically invest in increasing its Internet capacity for research purposes.
	Agreed - ILRI is committed to expand its internet capacity with increased expenditures in 2007. ILRI and ICRAF are establishing a common ICT unit which should improve our capacity for strategic investment. Currently we are undertaking an internally commissioned review on ICT to advise on practical approaches and the investment required to increase internet capacity, taking into account regulatory and infrastructure conditions.
10	As a critical component of ILRI's systems approach, the Panel recommends that ILRI management charge the research themes to conduct ex post impact studies on selected programs using methodologies developed by the new Innovation and Impact Unit, and using external inputs where needed.
	Agreed - ILRI will take steps to strengthen its <i>ex-post</i> impact assessment capacity. These will include the participation of scientists who carried out the research, methodological support from impact assessment specialists in ILRI's Innovation and Impact Unit and review by outside experts to ensure objectivity.

11	As part of ILRI's contribution to strengthening capacity, the Panel recommends that ILRI make this activity explicit and measurable in research program design and report results for both training and follow up activities.
	Agreed - ILRI has recently recruited a senior Capacity Strengthening Manager and is finalizing a capacity strengthening strategy for the institute. Procedures will be put in place so that capacity strengthening contributions are explicitly recognized in its program planning, implementation and reporting.
With Respect to Governance, Management and Finance	
12	The panel recommends that ILRI provide new members of the board with a thorough orientation to the financial issues and trends that shape ILRI's budget, strategy, and capacity as well as to the processes that support the board's responsibilities for financial stewardship and oversight.
	Agreed- An orientation program is being developed and a financial briefing session was presented to the Board prior to its November 2006 meeting. This program will be updated to reflect the changing environment and the changes within ILRI's priorities and structure as well as the evolving requirements of the Finance & Audit committee of the Board.
13	The Panel recommends that ILRI management and the board chair redefine the responsibilities and scope of work of the Board Secretary and improve ILRI's practices with respect to meeting preparation.
	Agreed - A detailed checklist on Board meeting preparation and the conduct of Board affairs throughout the year is being developed by the Secretary and the Board Chair and will be implemented by ILRI management and Board.
14	The panel recommends that the board increase the quality of its board recruitment process by developing a multi-year strategy for the recruitment of new board members, which supports the global mandate of ILRI and provides it with a board that is a sustained asset to the accomplishment of its work.
	Agreed - The ILRI Board of Trustees will finalize a Board of Trustees Development Strategy which includes the recruitment of Board members based upon complementary skills to ensure continuity in providing oversight to the business of ILRI.
15	ILRI having identified the weaknesses in key management proficiencies, the Panel recommends that the DG and DDG institute comprehensive training and development opportunities for all managers and hold themselves and managers responsible for improvements in performance.
	Agreed – ILRI, with external consultants, has reviewed its human resource management and individual manager skills. Follow-up actions identified as part of this review have been agreed. These will be implemented in the next 12 months and their effect monitored and reviewed as part of a continuous management improvement program.
16	The Panel recommends that ILRI undertake a comprehensive reassessment of its current sites in Kenya and Ethiopia, exploring all options with respect to the management and disposition of its properties.
	Agreed – Within its evolving global strategy, a comprehensive review of ILRI properties and assets in Kenya and Ethiopia will be conducted with a view to assessing their relevance and increasing their effectiveness and efficiency.
17	The Panel recommends that as part of overall improvements to the HR function, ILRI develop a staffing plan which is cognizant of geography, anticipated disciplinary expertise and gender, and is consistent with the ILRI priorities.
	Agreed – This recommendation will be implemented as part of the business planning and globalization of ILRI's activities (response to recommendations 1 and 2).
18	The Panel recommends that ILRI continue to improve its financial management through adoption of a new investment strategy, a more comprehensive resource mobilization plan, and more efficient grants management.
	Agreed – An investment policy was approved at the November 2006 Board meeting. In line with recommendation 7, ILRI agrees that it needs to increase its skills and experience in resource mobilization and enhance coordination of resource mobilization activities within the institute. We also concur that, as far as possible, restricted fund raising should focus on large and medium-size and longer-term grants and should also attempt to recover staff costs and overhead to the largest extent possible.

SCIENCE COUNCIL OF THE CGIAR

Commentary on the Second External Program and Management Review (EPMR) of the International Livestock Research Institute (ILRI)

April 18, 2007

The Report of the Second EPMR of ILRI was discussed at the Seventh Meeting of the Science Council (SC), held at ICRISAT, Patancheru, India, in the presence of Panel Chair, Dr. Lindsay Falvey, the Chair of ILRI's Board of Trustees, Dr. Uwe Werblow, and the Director General of ILRI, Dr. Carlos Seré. The SC thanked the Panel Chair and Members for a constructive and perceptive report. The SC agrees in general with the Panel's analysis of ILRI today and how it should evolve in the future. This analysis draws from the particular history of the institute recognizing the successful transformation from the ILCA-ILRAD merger and the changes that ILRI has undergone since the 1st EPMR.

The Panel's starting point was ILRI at the time of the 1st EPMR, which took place 5 years after the merger of two centers of disciplinary orientation, each with a distinctive culture. The SC is pleased to note the Panel's judgment that today ILRI is firmly established on a route to be a "regionally owned and globally driven livestock research institute" –to quote the DG—with a mission to serve the people that depend on livestock for their livelihoods.

The 2nd EPMR report presents 18 recommendations that the Panel considers important for further improving ILRI's performance as a globally relevant, well managed and financially sound Center, together with a significant number of suggestions particularly in section 3 on the research programs. Eleven recommendations are on strategic planning and research and 7 are on governance, management and finance. The SC is pleased to observe that ILRI has agreed with nearly all of the recommendations and has already made considerable progress towards their implementation. The SC endorses the findings of the review and the recommendations, while recognizing that the global livestock sector is particularly dynamic, given the rate of increase in the consumption of livestock products in the developing world and the current global interest in using land for biofuel production and its potential impact on livestock feed prices.

The SC finds the recommendations (and suggestions) comprehensive and constructive. While accepting ILRI's caveats to recommendations #4 (on pastoralists) and #6 (on People, Livestock and the Environment Theme), the SC expects ILRI to comply with the *intent* of the recommendations. With respect to recommendation #8 (on IPMS project), the SC understands that occasionally Centers are pressured (by e.g. donors) to take responsibility for managing development projects when it is perceived that there are no local institutions to do that. The SC, however, agrees with the Panel that alternative management options, such as private implementation agencies, need to be considered to relieve the Center from the risks (both financial and managerial time) of such involvement. The SC is not persuaded by the argument that ILRI needs to be involved in managing development projects in order to learn about and help evolve an emerging paradigm of "innovation systems". The ISNAR Division of IFPRI is arguably better positioned to undertake needed research on innovation systems.

Strategy and planning

The SC welcomes the Panel's recognition of ILRI's success in its strategy of influencing others to contribute to delivery of ILRI's mission: *'to reduce poverty and enhance sustainable development through livestock related research'*. ILRI is to be commended for its efforts to identify and manage different kinds of partnerships (including joint work with other Centers), which often need to be very complex, to serve research and development purposes. ILRI's high rate of joint publishing with both NARS (60%) and ARIs (53%) illustrates the success of its partnership strategy over a number of years. The SC notes that ILRI has had a CCER on Partnerships commissioned by its Board and encourages ILRI to evolve its partnership strategy towards the more general issue of sustainable agriculture, which is not much discussed in the report. As pressure on land increases due to the need to balance food security with energy security, ILRI's systems approach could have an increasing role to play in relation to sustainable agriculture.

The Panel views 10 years as a suitable general planning horizon for ILRI's research and recommends a five year plan that brings together the research, human resource and finance plans as a good management practice (#1). The SC is pleased to note that despite the difficulties of predicting the funding realities and the dynamics of the livestock sector in the developing countries, ILRI agrees with the recommendation finding it useful to develop a five-year business plan underpinning the MTP particularly for greater clarity in responsibilities for deliverable outputs and outcomes. The SC emphasizes the importance of institutionalizing the System Priorities through their incorporation into the day-to-day business in the annual operational plans as the SP framework plans mature.

The SC supports the Panel's recommendation of a 10 year planning horizon, particularly with respect to location of sites and staffing strategies. ILRI's response suggests that the 10-year horizon will not be reviewed until just prior to the next EPMP. A 5-year implementation plan will however be developed, relating to issues such as geographic scope (response to #2), staffing (response to #1) and a reassessment of the assets at its sites in Kenya and Ethiopia (response to #17). Changes in staffing, expanding geographical location of offices and asset disposal strategies are costly exercises (both in financial and human terms) and thus while welcoming the 5-year planning, the SC urges that the rationale for any changes to these strategies in the context of the 10 year planning horizon should be clearly recorded for the benefit of the next EPMP.

The SC noted that extensive quantitative strategic planning and priority setting exercises undertaken by ILRI in response to the 1st EPMP to provide more focus do not appear to have been referred to in the 2nd EPMP; this illustrates how changes in the individuals involved in management and EPMP teams can advocate different priorities within a Center's overall mandate. The SC would have liked to see how the quantitative analysis has and could continue to provide focus.

With respect to geographical focus, the SC agrees with Panel's recommendation #2 that ILRI *'requires a more geographically distributed allocation of a critical mass of resources'* in order to fulfill its broad global mandate. The SC supports ILRI's approach towards a broadening geographic spread of its research through an evolutionary process. This will necessarily include full consultation with key national partners in the regions as ILRI's global perspective unfolds. However, like the Panel, the SC does not view the Systemwide Livestock Program as the primary means of satisfying ILRI's global mandate. The SC notes the concern of recent EPMPs of the loss of focus on international public goods research in some Centers that have tried to implement

extensive regional programs by location in single countries. Therefore, the SC agrees with the Panel's recommendation that ILRI should share facilities with other CGIAR Centers to achieve the Panel's intent with respect to critical mass and it should collaborate with partners focused on a similar mission of delivering international public goods.

Research focus

The Panel makes a few recommendations for improving and adjusting the focus of the research program. Some of the recommendations (e.g. #4 and #6) are somewhat specific and are only partially accepted by ILRI. The Panel acknowledges that ILRI is best placed to decide on changes at the organizational level, but the recommendations imply that ILRI's ability to address the research topics highlighted could be improved. One such area emphasized by the Panel is research on pastoralists – an area where past involvement has been sporadic. ILCA was involved in such research that included consideration of how changing land tenure influenced the welfare of pastoralists. The SC agrees with the Panel that ILRI's orientation should be changed from considering pastoralists from an environmental point of view to addressing livelihoods issues. The report could have gone deeper in the analysis considering, for instance, decrease in available land and changes in land tenure as they affect the pastoralists. The SC agrees with the Panel's point of view that there are other pastoral communities outside SSA. Lessons learned in SSA might be of benefit in improving the welfare of such communities in parts of Asia.

ILRI has a mandate to conduct research on livestock diseases of importance to developing countries. Comments on the long time it has taken to develop a vaccine against *Theileria parva* need to be seen in the context of a similar effort by groups seeking to develop vaccines against other protozoan parasites, such as malaria. The first identification of a gene that encodes a surface protein of the human-infective stage of malaria was more than 30 years ago. In spite of large investments, predominately by ARIs, no vaccine has been developed so far. However, research has established that immunity to both malaria and theileriosis is mediated by both the antibody and cellular arms of the immune system. Vaccine development is complicated by the latter and a better understanding of the elements that elicit cell mediated immune (CMI) responses is required.

The SC is thus pleased to hear that ILRI considers vaccines still as a key intervention for many animal diseases. The SC agrees with the EPMR Panel that ILRI's approach to vaccine research needs to be carefully considered and it believes that ILRI's current intention to develop different tools for partners through a platform approach is appropriate. The Panel's suggestion to rank diseases through cost-benefit studies (p 27) needs to build on the extensive *ex ante* impact assessment and priority setting work previously undertaken by ILRI after the 1st EPMR.

The Panel acknowledged that the 1st ILRI EPMR recommended discontinuation of research on trypanosomiasis, but provided no further discussion. The disease remains an important livestock constraint in Africa, particularly affecting pastoralist societies. Conventional vaccines have been shown by earlier ILRAD/ILCA research to be an unlikely solution. However, there are continuing but dispersed efforts to work on alternative means to combat the disease (including drug and anti-vector strategies). This work lacks an international focus for application and ILRI may be advised to consider a role in relation to its target livestock systems.

The Panel's intention with regard to moving research on zoonotic diseases to the Theme related to markets (#6) was initially not quite clear to the SC, but clarification identified their perception of additional opportunities, which could arise from a stronger market focus.

The SC would have liked to see more clarity on how the Panel considered ILRI's role in developing its contribution to research on pigs and poultry since these were mentioned, but the SC agrees with ILRI, that relevant research objectives should be identified from an issues perspective rather than being species-driven. For these two domestic species, consideration also needs to be given to ILRI's comparative advantage in an area in which the private sector has heavily invested in developing measures for disease control.

BecA

The SC commends ILRI for establishing the BecA network with the involvement of the New Partnership for African Development (NEPAD) as a collaborator. BecA has been created as a regional "center of excellence" and ultimately to be a driver of economic growth. It has been difficult for countries in the region to pool their resources in support of such centers. BecA seeks long-term approaches, based on partnership for transformation of the economies of the countries in the region. Central to this economic development agenda will be the role of science, technology and innovation. As noted by the EPMR Panel, BecA will provide the opportunity for ILRI to be involved in the study of a range of diseases (#3) depending on the needs of its partners, which will be based on a problem-solving approach in building regional capacity in the biological sciences. The SC agrees with the Panel in suggesting that ILRI maintains a clear focus on its role in collaborations with like-minded partners.

Staff balance, achievements and impact

The SC notes that economists form a remarkably high proportion of ILRI research staff (32% of IRS) and that economists are involved in all themes, although (appropriately) to differing extents. This compares with only 28% in 'animal science/health/genetics and nutrition' disciplines. ILRI should be cognizant of the importance of maintaining an optimal balance of disciplines among its researchers. The SC will be interested to see the Center's vision for disciplinary balance in the long-term as ILRI develops its staffing plan.

The 'Market theme' has the smallest range of disciplines with only 5 out of 19 professional staff not having an economics/economic policy background. The Panel drew attention to this narrow skill base. The SC wishes to encourage ILRI to ensure that its scientists across disciplines are aware of the findings in this rapidly developing area and the implications for the context of their own research. The SC encourages ILRI to plan its activities in this area in the context of the System Priority 5B.

The SC was interested to learn that ILRI's decision to merge the 'Enabling innovation' and 'Targeting opportunities' themes, signaled in the current MTP 2007-2009, superseded the Panel's recommendation to do so. The SC is concerned by the lack of publications in major peer refereed journals in these two themes, given the significant investment in these areas and anticipates that the merger will bring more scientific rigor to the work in the new theme. The SC notes with satisfaction the relatively high level of publications—quantity and quality—in other themes.

The SC is pleased to see that ILRI will address the need to conduct *ex post* impact assessment across its research themes. This activity was intentionally kept dormant for the past six years due to the emphasis on *ex ante* work during the implementation of the strategic plan and systems approach, and the apparent lack of interest on the Center's part on evaluating the impact of discontinued projects for merely accountability purposes. The SC believes *ex post* impact assessment is a continuous need and ILRI's decision to de-emphasize it recently has contributed to its low ratings in the 3a and 3b components of the Performance Measurement System. The SC is pleased to learn that *Outcome Mapping*, a monitoring tool that ILRI has introduced to its teams, is seen as a complementary tool to *ex post* impact assessment, which the SC hopes will facilitate these appraisals.

CGIAR Secretariat's Comments on the Governance, Management and Finance Aspects of the Report of the Second EPMP of the International Livestock Research Institute (ILRI)

The CGIAR Secretariat thanks the ILRI EPMP Panel for its report. Out of a total of 18 recommendations, the Review Panel makes 7 recommendations on governance and management. The Secretariat notes from ILRI's response that the Center fully agrees with all 7 recommendations.

Governance

- We are pleased with the panel's assessment that "the ILRI Board is effective by CGIAR standards". The panel, however, pointed to a number of areas of board structure and functioning where further improvement is suggested. They include: board's financial oversight and stewardship; preparation and structure of board and committee meetings; and recruitment of board members. We support the panel's recommendations on these areas and are pleased to note that ILRI has taken action to implement them.
- There are also a number of suggestions from the panel that we strongly encourage the Center to implement. They are as follows:
 - Creation of two separate committees out of the current Finance and Audit Committee in line with best practices in corporate governance;
 - The Audit Committee and Finance Committee need to meet more frequently, especially between Board meetings.
 - Re-evaluate the manner in which the Program Committee conducts business- i.e. if the Program Committee is maintained as a committee of the whole then its meeting could be considered as part of the meeting of the full board to make more time available for Board's deliberative work;
 - Making the annual DG evaluation as a key item in the board meeting agenda and allocating sufficient time to it; and
 - Putting in place a structure for orderly process for leadership succession in the board.
- Although not mentioned by the panel, we strongly encourage the Board to review the composition of its Nominations Committee, which should not include the DG (as highlighted in the PM data for 2006)

Management

- We compliment the ILRI for commissioning a multiple source evaluation of their Directors and operating project leaders, and are pleased that the center intends using the feedback from this 360 degrees process to put in place a plan to strengthen its human resource management. We agree with the panel's emphasis on the need to strengthen diversity, in terms of both gender and nationality.
- We encourage the Centers- ILRI and ICRAF to continue the work on alignment between the Centers, and suggest that issues concerning common HR, IT and finance systems be very carefully monitored.

Finance

- We strongly suggest that ILRI continue its efforts to improve full cost recovery, including staff cost from its projects.
- We recognize that the Center has now an investment policy and would encourage that they place more importance on strengthening control environment, including finance, HR and financial information system, rather than on hiring outside expertise on its investment policy