



Performance Measurement in the CGIAR

Results from 2006

12th CGIAR Executive Council Meeting
May 16-17 2006 in Madrid

Performance Elements

1. Results

- Outputs
- Outcomes
- Impacts

2. Potential to Perform

- Quality and Relevance of current Research
- Institutional Health (governance, culture of learning and change, diversity)
- Financial Health

3. Stakeholder Perceptions

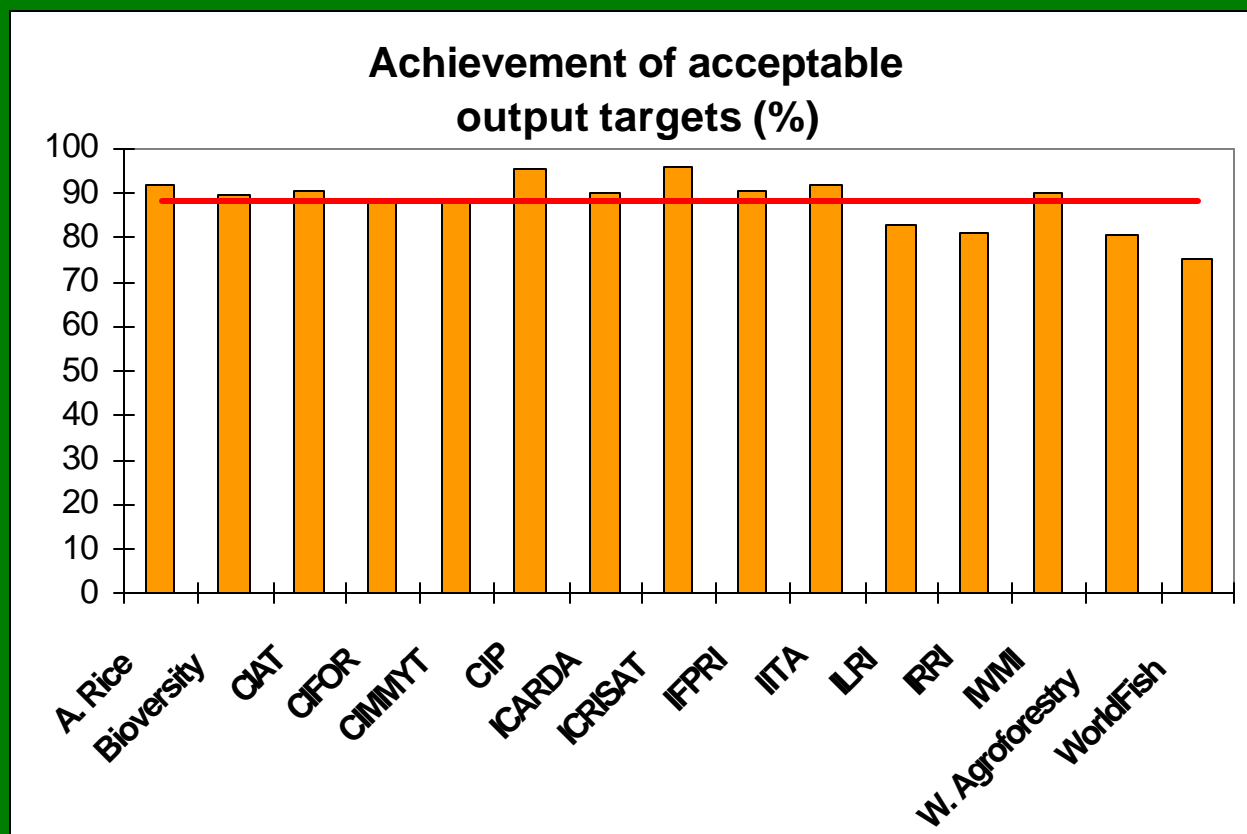
Outputs

Output Targets are the annual deliverables, defined by quantity and type, expected in a specific year and contributing to achieving the MTP Project Outputs

Indicator: Self-assessment of % achievement of output targets defined in MTP 2006-2008

Outputs

- Range in targets achieved: 75.4-95.8%
- Mean: 88.1%, Median: 89.8%
- Big improvement in output target quality
- Very high achievement



Outcomes

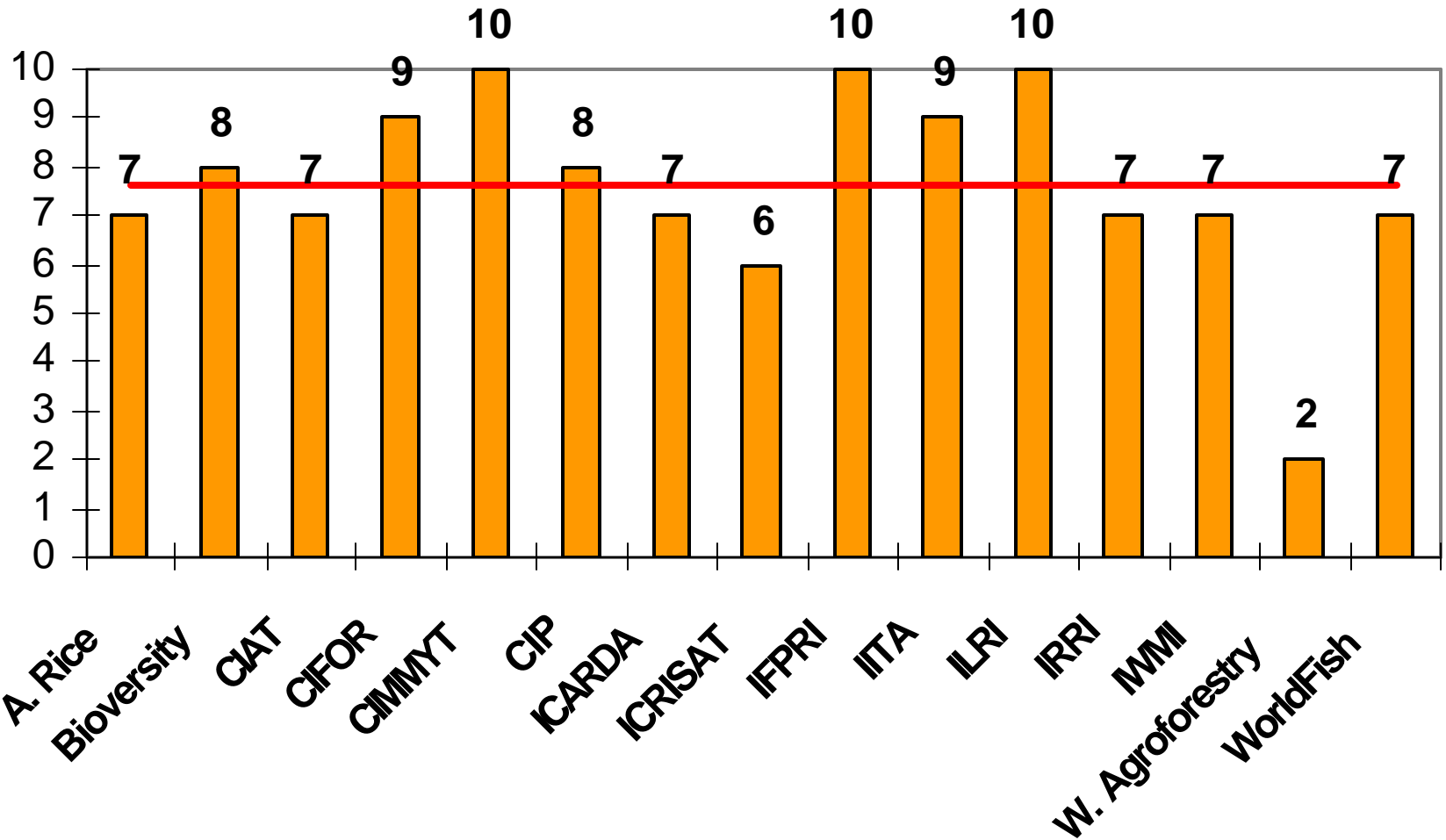
Definition:

Outcome is the external use, adoption, or influence of a Center output(s) (e.g. by partners, stakeholders, clients).

Indicator:

SC scoring of the five most significant outcomes in 2006 resulting from outputs produced in 2003-2005
(maximum score for Center = 5 x 2)

Outcomes - Science Council Assessment (0-10)



Impact



Definition: Impacts are the longer range social, environmental and economic benefits that are consistent with CGIAR goals and the Center's mission and objectives.

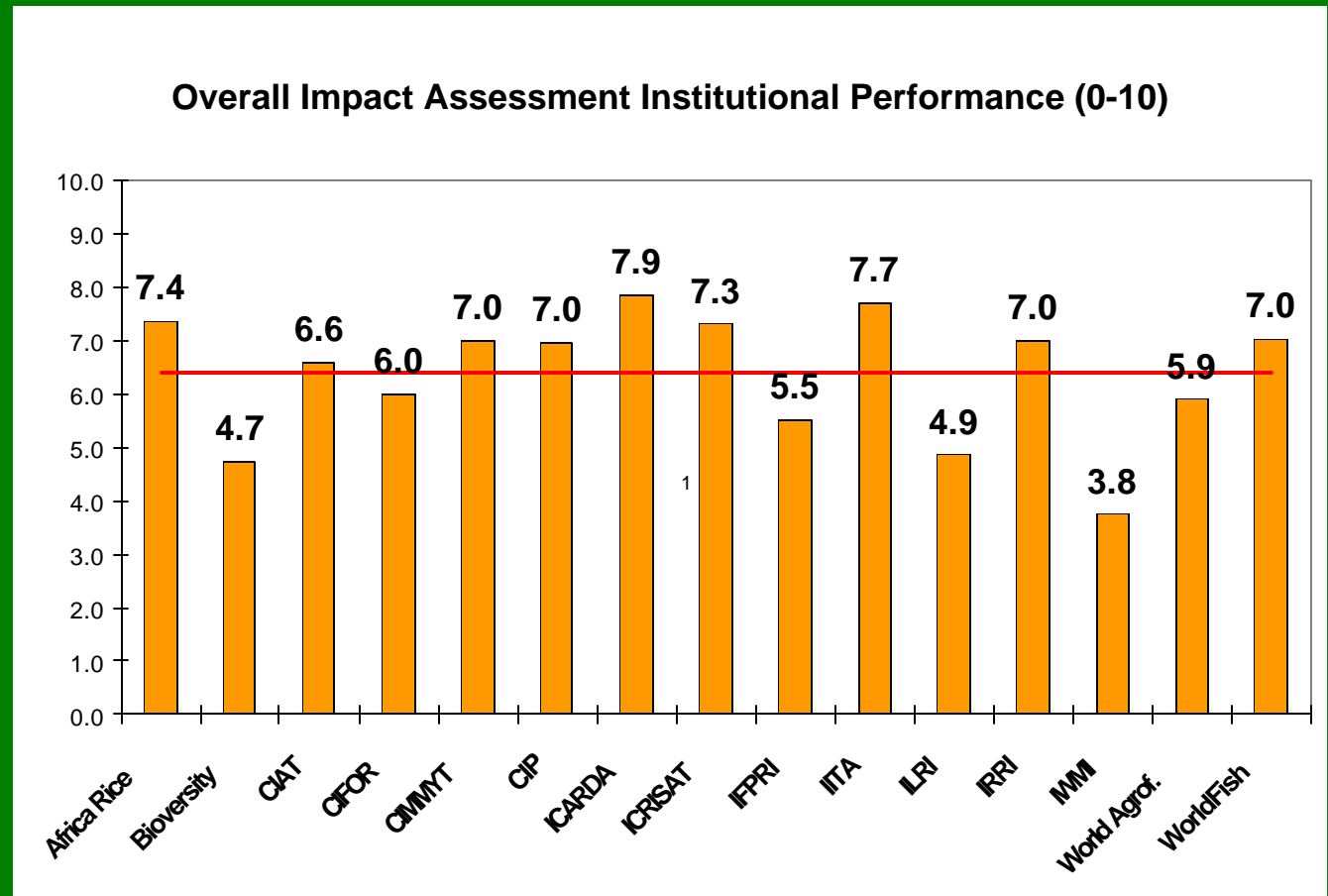
Indicators:

- **3A:** SC/SPIA rating of overall impact assessment institutional performance (the volume and quality of IA activity and outputs)
- **3B:** SC/SPIA rating of two Center impact studies done in the period 2003-05 for rigor

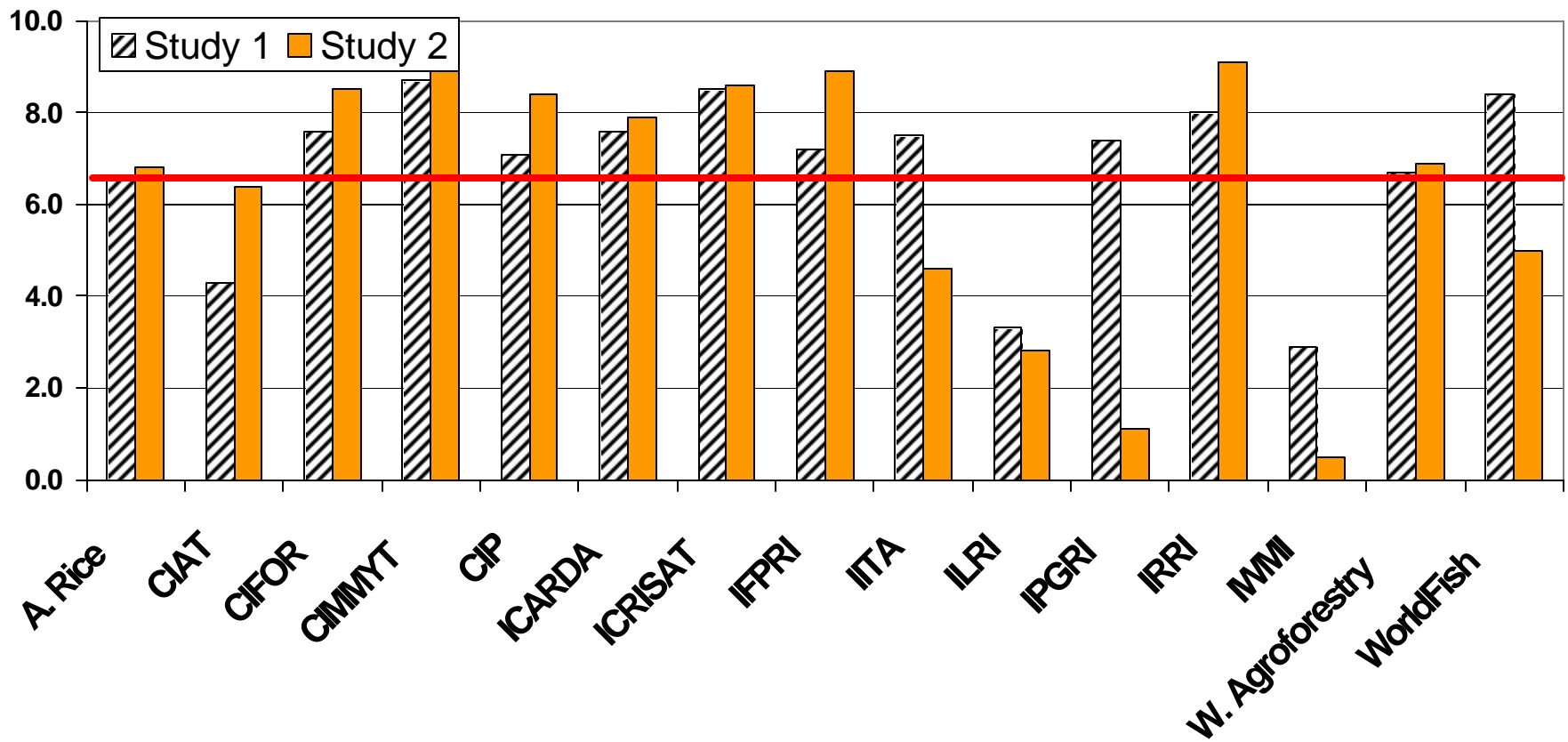
Interpretation: Indicators reflect the extent and quality of Center effort to credibly document its impacts. They are not a measure of the magnitude of impact.

Impact

- 3a scores for individual Centers not strictly comparable between years
- Quality of Center submissions higher this year
- Mean 6.4
- Median 7.0



Assessment of 2 Impact Studies for Quality and Rigor (0-10)



SC Conclusions on Indicators of Result



- **Outputs:** Has improved results orientation of MTP and transparent planning of deliverable research and capacity building results. Not comparable across Centers as different (i) numbers of targets, (ii) level of aggregation of results and cost of output targets; (iii) level of risk taking in research planning
- **Outcomes:** encourage more systematic outcome documentation

SC Conclusions on Indicators of Result

Impact

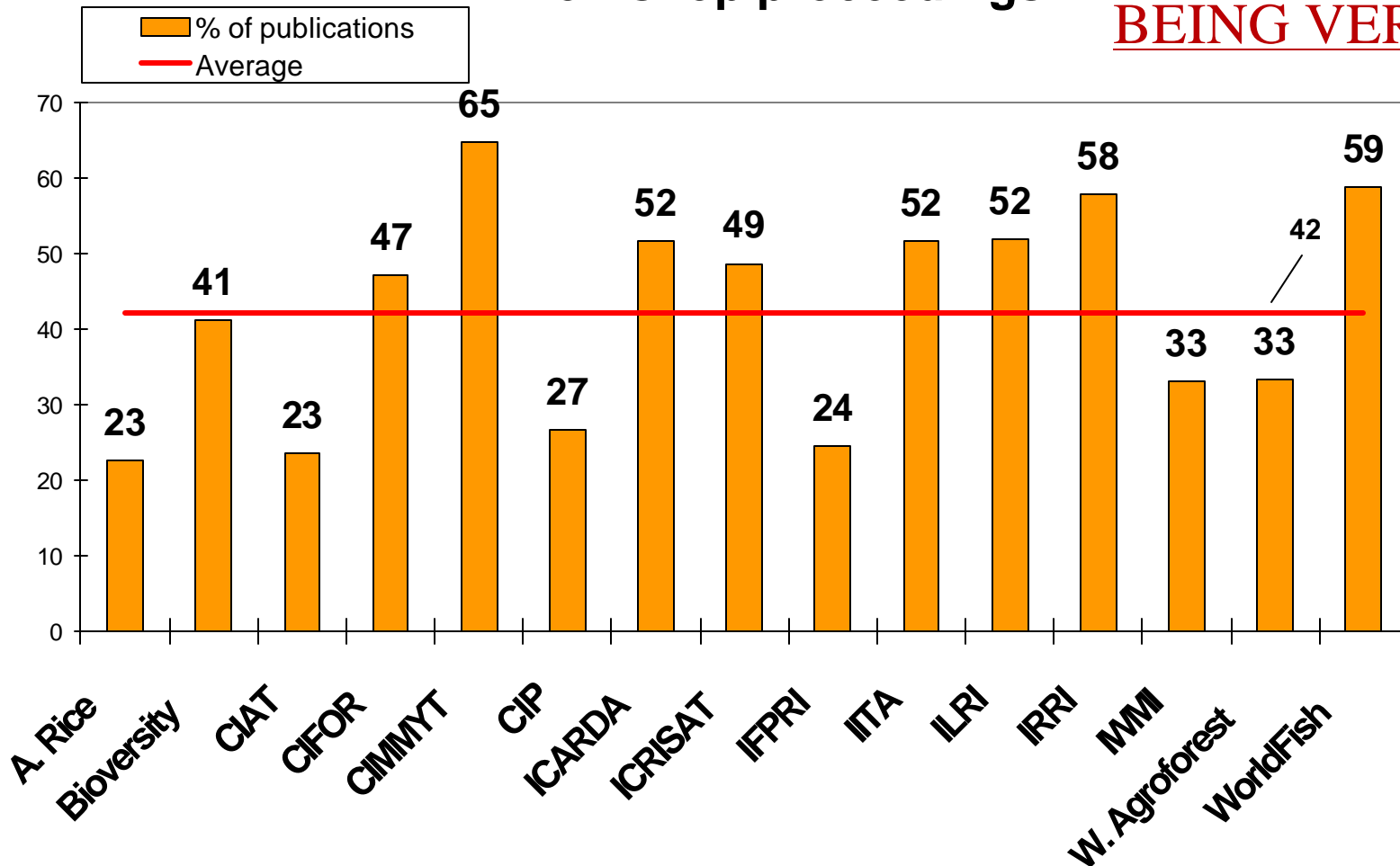
- New checklist format enabled a systematic and transparent reporting and assessment; improvement in performance can be observed
- Need for more explicit definitions to avoid misinterpretation of impact indicator
- Change of 3a title to “Commitment to documenting impacts and building an impact assessment culture”

Performance Elements

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 - ✓ Outputs
 - ✓ Outcomes
 - ✓ Impacts
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 - Institutional Health
 - Financial Health
- Stakeholder Perceptions

% of scientific papers published with developing country partners in refereed journals, conference and workshop proceedings

BEING VERIFIED

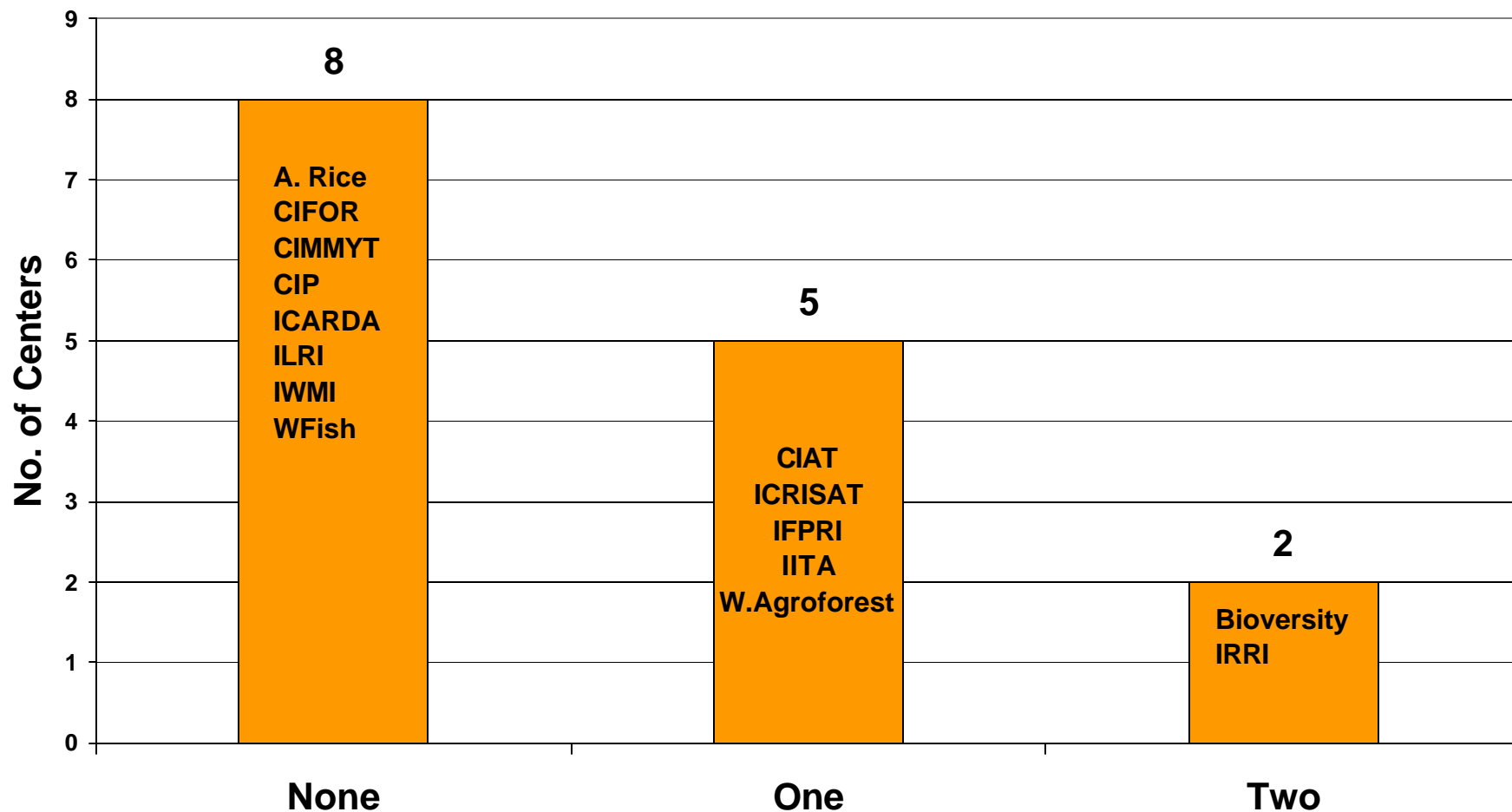


Institutional Health

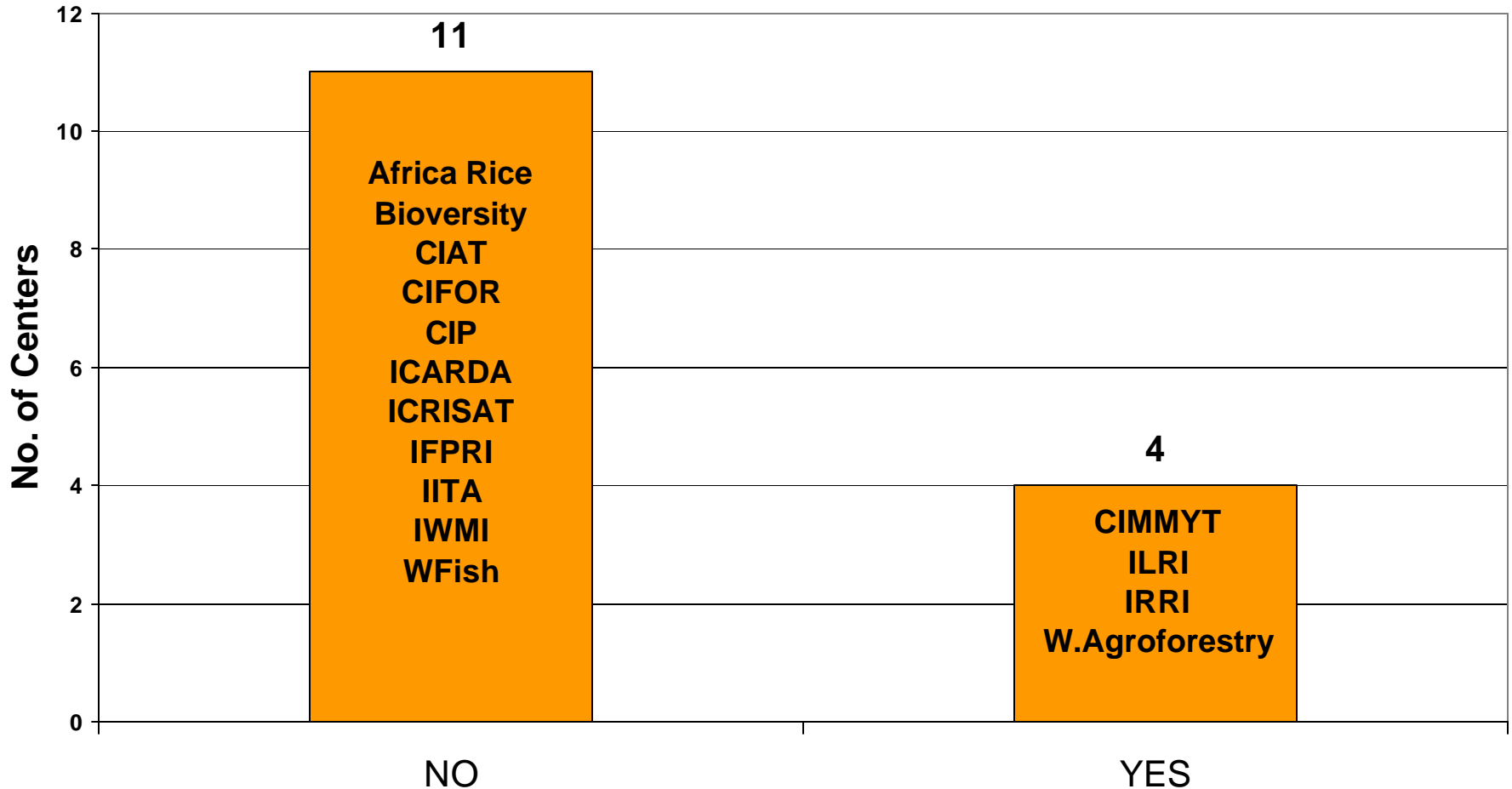


- Governance
- Culture of Learning and Change
- Diversity

No. of Board members with professional qualification in financial management

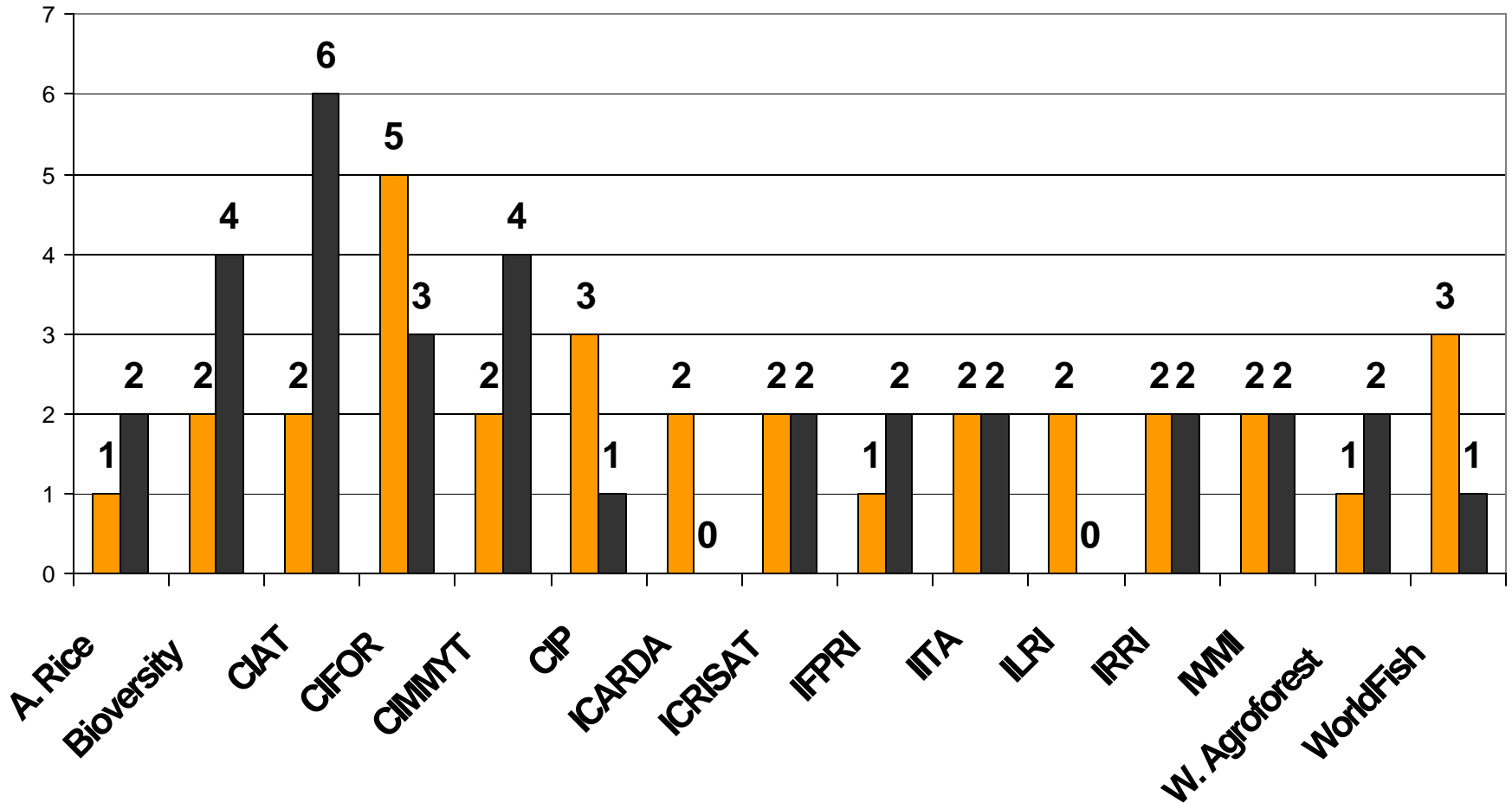


Membership of Director General in Board Nominating Committee?

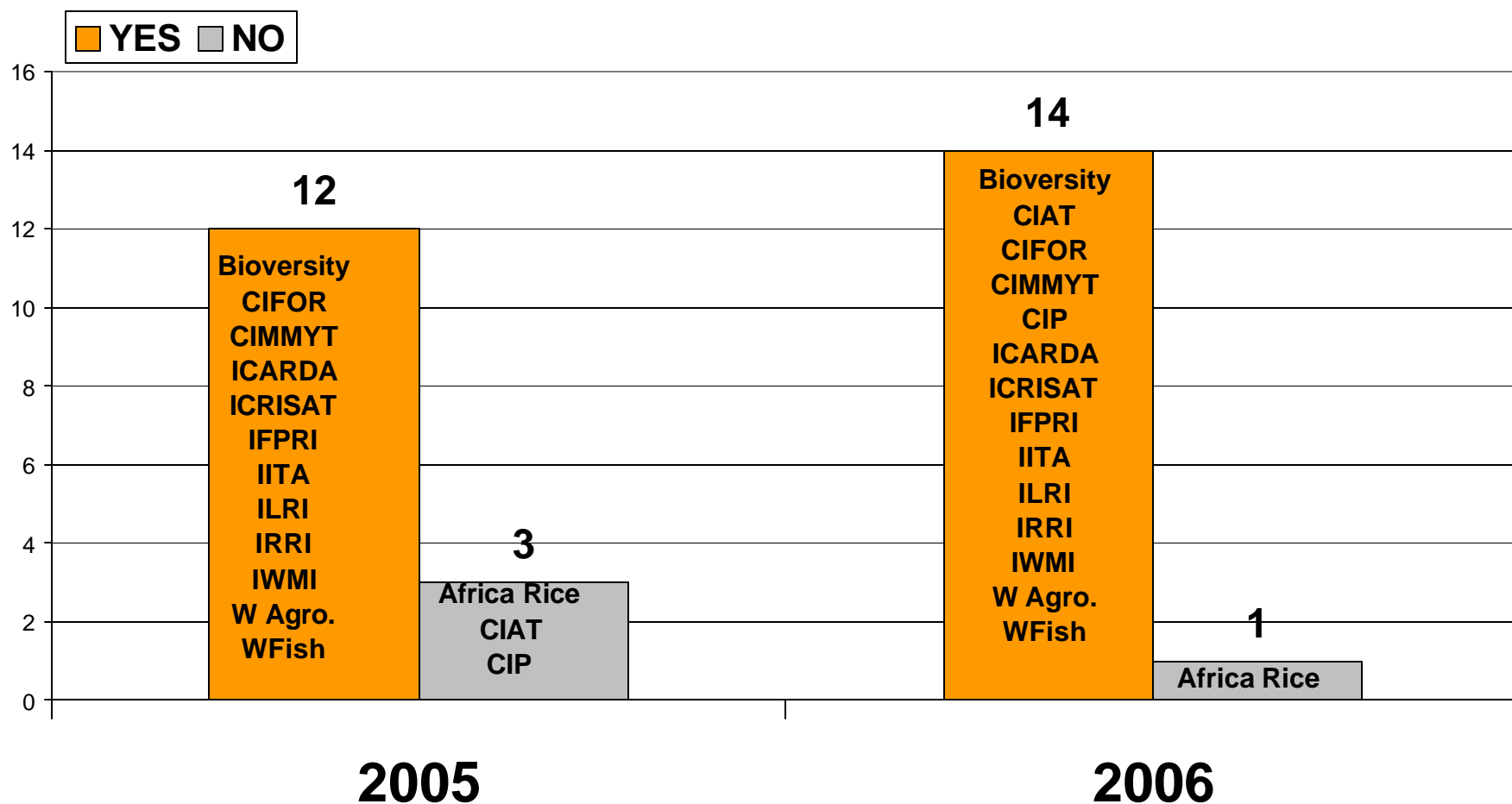


No. of Board Meetings in 2006

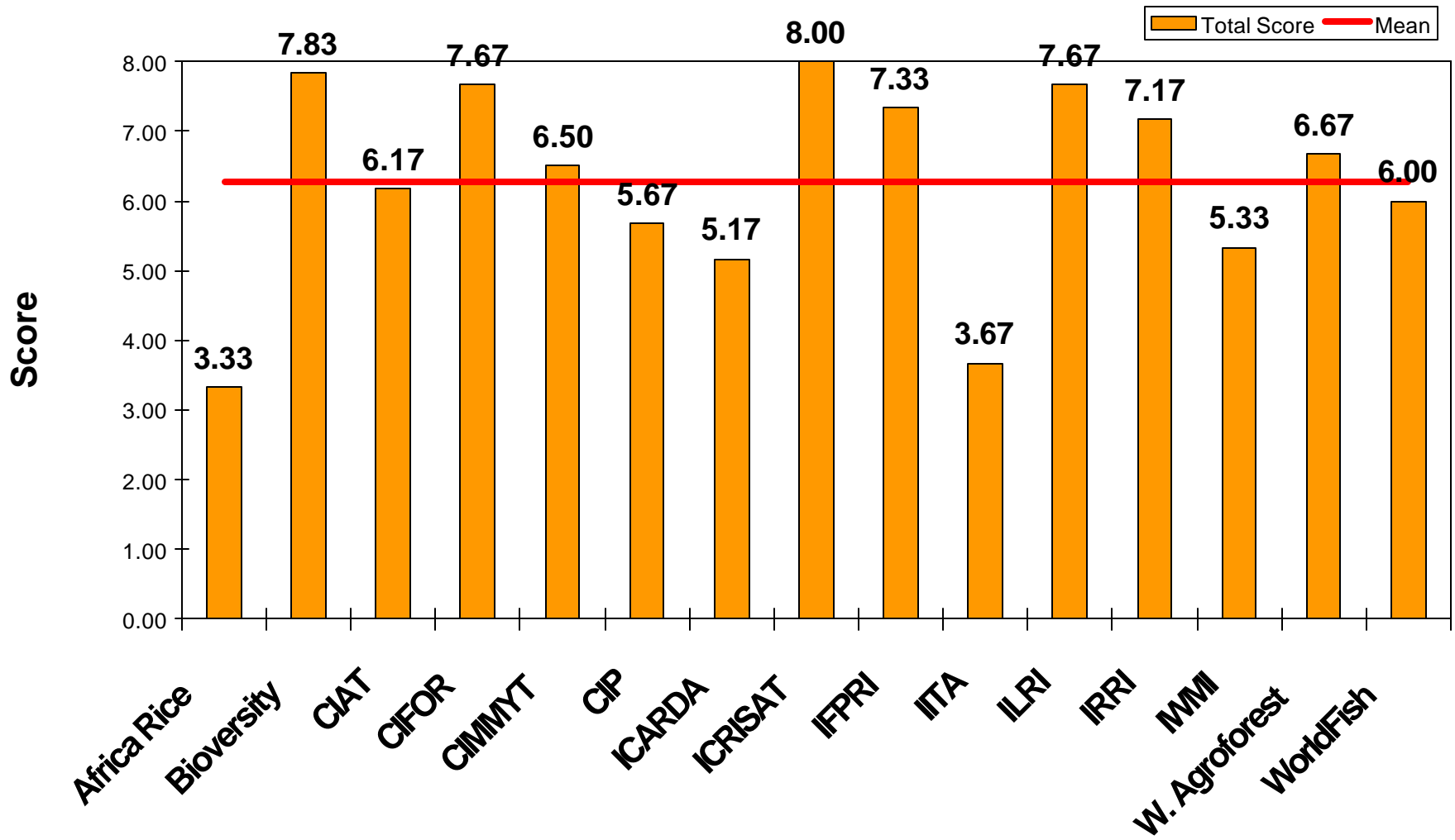
■ Full Board
 ■ Executive Committee



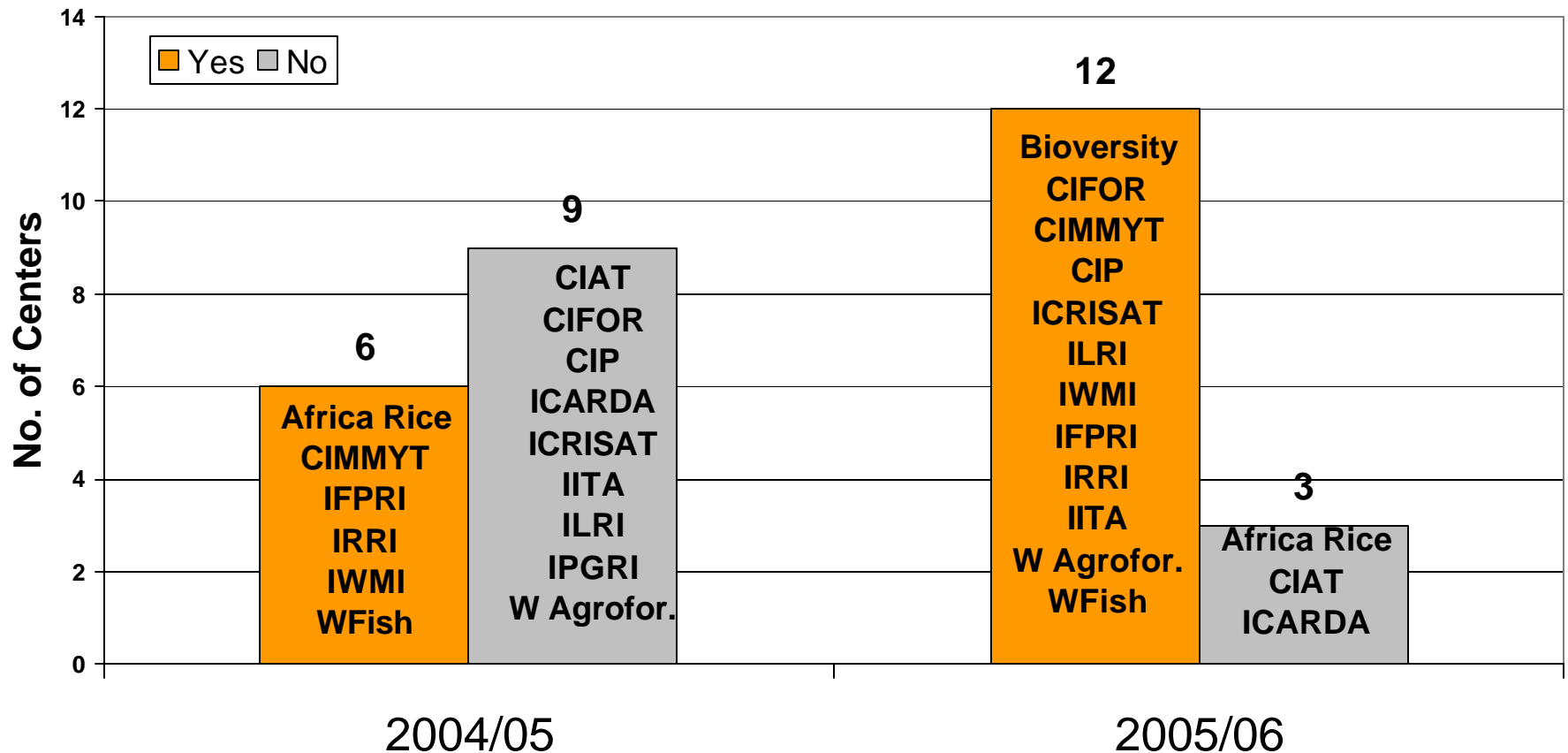
Is there a Board approved investment policy in place?



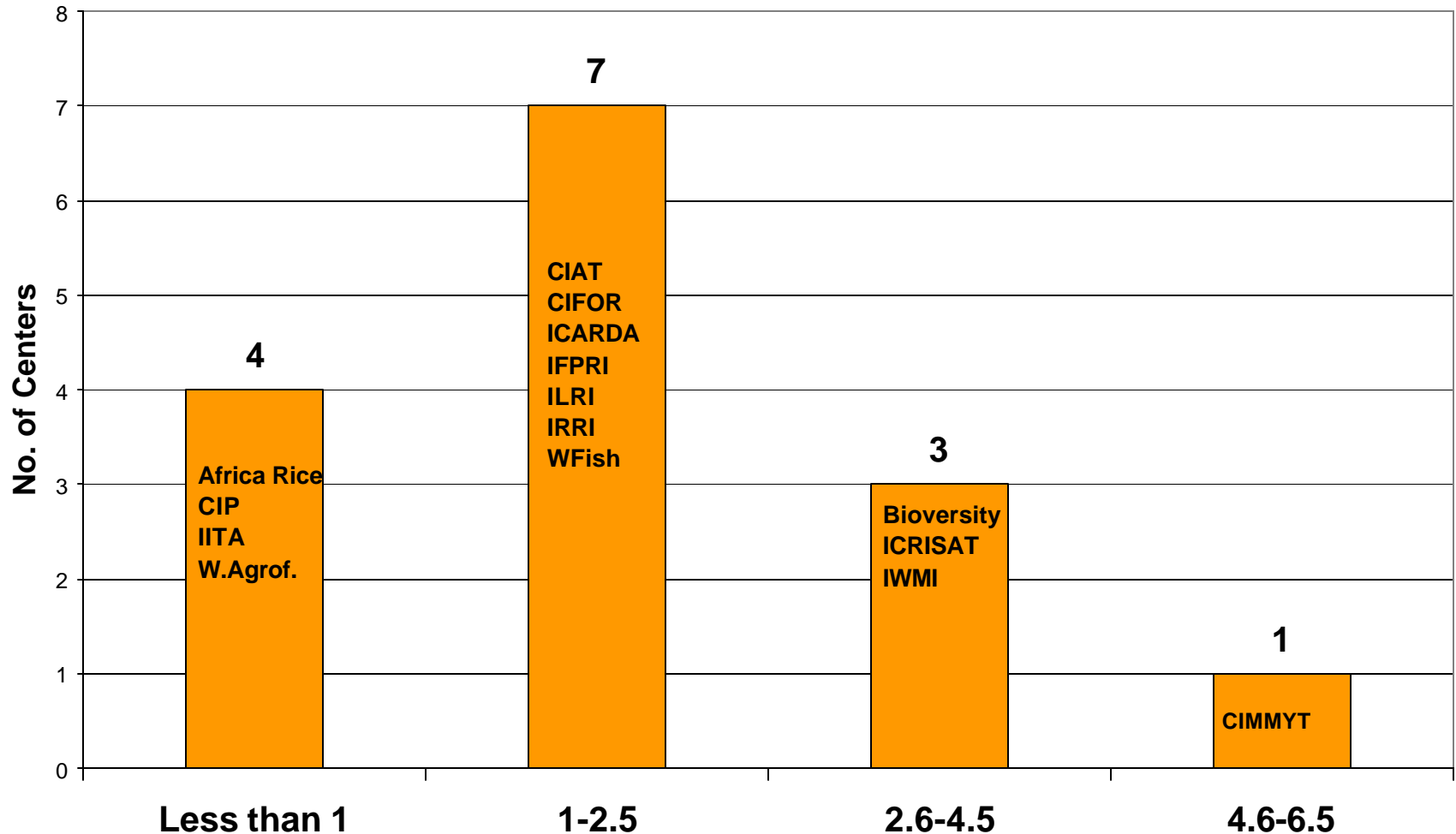
Assessment of Board Statements (0-8)



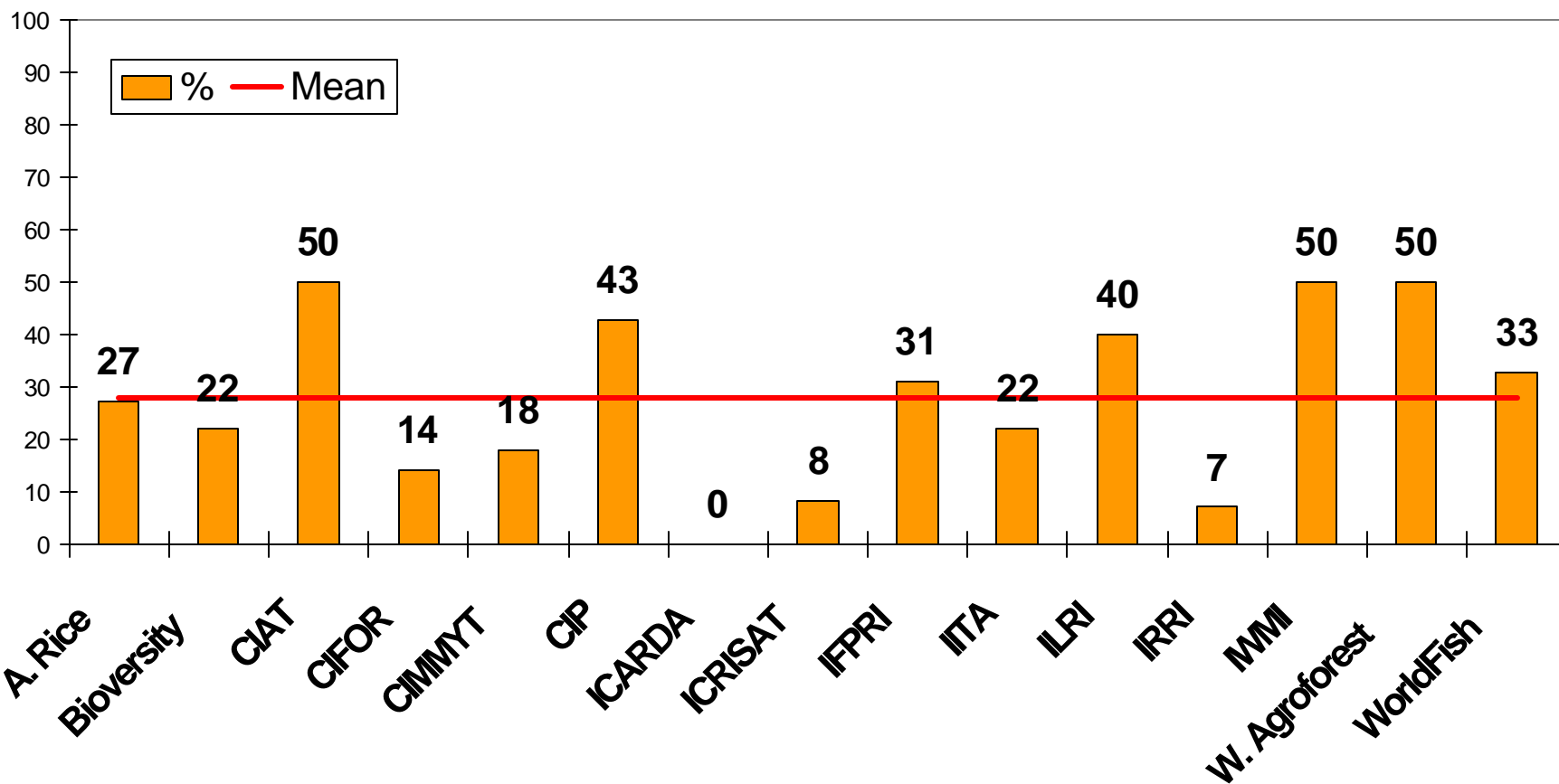
Conducted staff satisfaction survey in 2004/05 and 2005/06



Average no. of training days per IRS (in 2006)



% of management position occupied by women



Financial Health



5 Indicators:

- 1. Short term solvency (liquidity)**
- 2. Long-term financial stability (adequacy of reserves)**
- 3. Efficiency of Operations (indirect cost ratio)**
- 4. Cash Management on Restricted Operations**
- 5. Pilot: Audit Opinion**

Conclusions

- The PM System is advancing
- Positive changes in performance can be observed
- Results indicators can improve Centers ability to plan, monitor and document results
- High degree of variability observed in some indicators

Next Steps

- Complete verification
- Final On-line report available to Members and Centers end of June
- Results in CGIAR Annual Report 2006
- Lessons for further refining indicators and online system
- Develop pilot system for CPs
- Analysis of trends by Center in 2008