



Interim Progress Report

Independent Review of the Consultative Group on International Agricultural Research (CGIAR) System

Review Panel
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Table of Contents

Preface: The Context for Reviewing the CGIAR System in 2008

1. Introduction

- 1.1. Interim Progress Report: Objectives and Circulation
- 1.2. The Objectives of the CGIAR Independent Review

2. Current Work of the Independent Review

- 2.1. Survey of Knowledgeable Stakeholders
- 2.2. Governance and Governance Reform
- 2.3. Resource Allocation
- 2.4. Financial Control and Risk Management
- 2.5. Quality and Impact of Research
 - A) The Centers
 - B) Meta-Evaluation of the Impact of CGIAR Centers' Research
 - C) Meta-Evaluation of the Challenge Programs
- 2.6. Partnership
- 2.7. Gender

3. Next Steps

- 3.1. The General Work Plan
- 3.2. Visits to Centers and Partners
- 3.3. Panel Deliberations
- 3.4. Stakeholder Response Workshops

Appendices

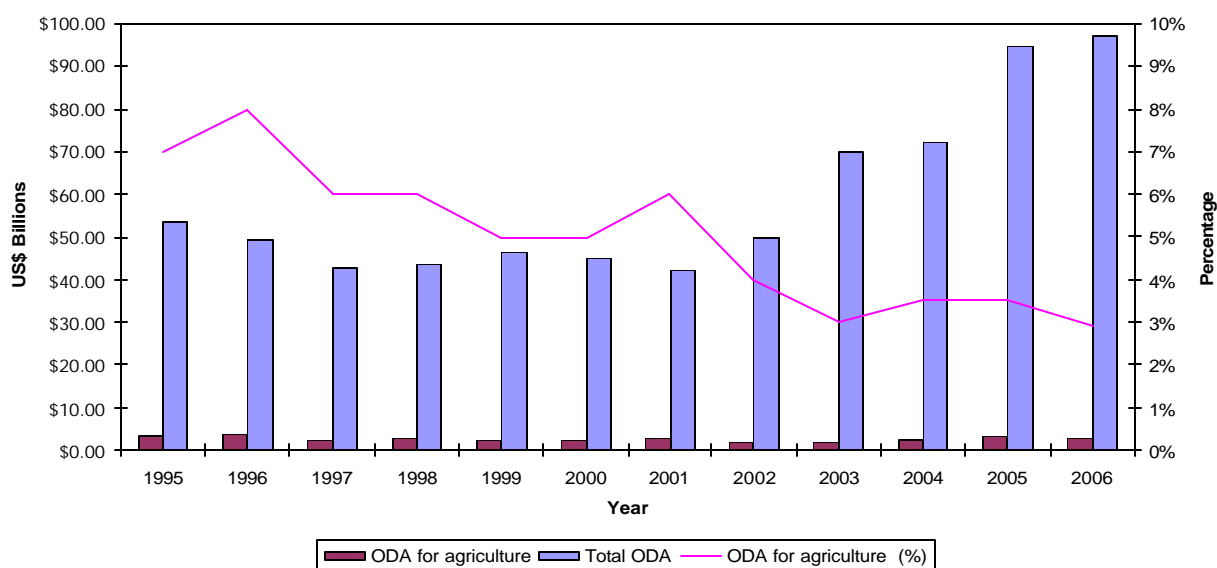
- 1. Current Draft Table of Contents of the Report of the Panel
- 2. Summary of Work Plan and Progress

Preface

The Context for Reviewing the CGIAR System in 2008

When the CGIAR was founded in 1971 the four original Centers had been very influential in the “green revolution” that staved off collapse in parts of the developing world. From that point until 1982, bilateral and multilateral investments in agriculture increased steadily both in absolute terms and as a percentage of total ODA. However, in contrast, the 1990s and 1990s witnessed deteriorating financial support for agricultural development. In 1982, 17 percent of ODA was assigned to agriculture. This percentage declined steadily to less than 2.9 percent in 2006. Over the two decades 1982-2002, the global volume of assistance to agriculture (expressed in 2002 prices) decreased from US\$ 6.2 billion to US\$ 2.3 billion, in nominal terms and a much greater decrease in constant-dollar terms. Over the same period, multilaterals cut ODA spending on agriculture from \$US 3.4 billion to \$US 0.5 billion (a decrease of 85%). The donors acted as if the battle for sustained food security for the poor had been won.

Figure 1: Agricultural Investment as a Portion of Total ODA, 1995-2006



Source: OECD DAC Data

The CGIAR confronted its first major financial crisis in the early 1990's. Since the mid-1990's, the CGIAR system has strived to achieve adequate and predictable financing. The result of much effort has been a financial outcome that roughly maintained total funding in constant dollars. However the flexibility with which Centers could manage their funds declined. In 1995, total development support to CGIAR Centers was \$328.6 million of which 63 percent was unrestricted. In 2006, total funding was \$426 million of which only 42.5 percent was unrestricted.

**Table 1: CGIAR Restricted and Unrestricted Funding 1995 to 2006
(Nominal US\$ Millions) ***

	1995** (Real)	2006 (Nominal)	2006 (Real)
Restricted Funding	\$ 120.4	\$ 245.3	\$ 141.4
Unrestricted Funding	\$ 208.2	\$ 181.1	\$ 104.4
Total Funding	\$ 328.6	\$ 426.4	\$ 245.8
Other income	\$ 14.9	\$ 22.0	\$ 12.7
Total Revenue	\$ 343.5	\$ 448.4	\$ 258.5
Restricted Funding	36.6%	57.5%	57.5%
Unrestricted Funding	63.4%	42.5%	42.5%
Total Funding	100.0%	100.0%	100.0%

* Does not include "Other Income" which only slightly changes the proportion when included.

** 1995 Base Year: IMF combined industrialized and developing countries Inflation Average Indices.

The relative stagnation in real terms of total funding and the change to more restricted uses of funds may be attributed, at least in part, to the decline of over 30 percent in total ODA that occurred between 1992- 2011. Between 2002 and 2007, however, ODA doubled, while support to the CGIAR, measured in real terms, remained relatively static. The amounts of unrestricted funding increased but restricted funds remained the greater part of total financing of the Centers.

During this period the CGIAR system has encountered other challenges, including the following:

- The relevance and value of the public goods provided by the CGIAR have been challenged by scientific and technological advances, especially in biotechnology where the private sector has played a key role dominant.
- Increasingly complex Intellectual Property Rights issues have challenged assumptions about the boundaries for the public goods furnished by the CGIAR.
- The "location specificity" that characterizes a proportion of the R&D of the CGIAR challenges the goal of positive externalities from one region to the other.
- Some major national agricultural research systems (India, China and Brazil, to mention three) have developed strong capabilities.

On the other hand, the CGIAR Centers' expertise would suggest that they be drawn upon more purposefully for dealing with the daunting challenges that have already set in and are bound to magnify themselves in the 21st century:

- Global food production is growing more slowly and may be inadequate to the demands of increasing population – especially the poor. There are competing demands from livestock products, higher value crops and biofuels.
- There are likely to be growing stresses on agricultural production techniques and cropping patterns as a consequence of climate change, urbanization and population growth. Can the CGIAR Centers develop technological solutions for dealing with increased incidence of land and water scarcity, increased marginalization of land holdings and the loss/depletion of biodiversity, all critically affecting the rural poor?
- Despite urbanization, the majority of the world's poorest people lives in rural areas and will continue to do so for decades. Can the CGIAR system's expertise in dealing with issues of rural-urban disparities, nutritional inadequacies and their impact on rural health, HIV /AIDS among the rural population be scaled up?
- The vast majority of poor rural people depend on agriculture for their livelihoods. Can CGIAR leverage its research in working with partners to address the rural poverty reduction goals of the Millennium Development Goals?
- Investment in agriculture has been shown repeatedly to have a powerful impact on poverty reduction. Can the CGIAR Centers' research agendas help mitigate the infrastructural deficiencies that affect the rural economy in general and agriculture in particular?

The urgency for new agricultural technologies and innovations is apparent. The 2007 report of the Inter-Governmental Panel on Climate Change concludes that without such technologies and innovations by 2020 the world will confront an unparalleled food crisis which may include:

- A 2.5-10% decrease in Asian crop yields placing up to 49 million at risk of hunger.
- A shift in crop patterns in Latin America placing 5 million at risk of hunger.
- Reduced yields of most essential yields across Africa placing hundreds of millions at risk of famine.

Thus, today's context in which the CGIAR finds itself is paradoxical. Its level of financial resources has remained flat while overall, although not for the agricultural sector, ODA financing has doubled. New philanthropic funding which was once largely focused on human disease now includes agriculture development. Yet CGIAR Centers financing continues to be volatile while the urgency for developing new agricultural technologies, among other things to deal with the exhaustion of new sources of arable land and the possible depredations of adverse climate change has never been greater.,

The findings of the Independent Review should assist funders to decide if the CGIAR System remains a good investment. The CGIAR Members will also need to assess the costs of stagnant funding.

Interim Report Independent Review of the CGIAR System

1.0 INTRODUCTION

1.1 The Purpose of the Interim Progress Report

This is an interim progress report by the Independent Review of the CGIAR System. It is meant to accompany an oral report to the World Bank Agriculture and Rural Sector Board. Our report to the Sector Board is oral because the Panel is in the middle of its work and has no findings at this stage that are unchangeable in the light of other information being gathered.

The PowerPoint presentation to the Sector Board will be shared with the Ad Hoc Advisory Group and the Change Steering Committee because a System-wide Review should equally privilege all System members.

The Panel has decided that it will release studies commissioned and products produced as quickly as it can to aid the Facilitated Change Process. The Panel Chair will present this interim report to the World Bank Agriculture and Rural Sector Board and to the Change Steering Committee in Addis Ababa in April 2008.

Although some lines of the Panel's enquiry are well advanced (See Appendix 2 Draft Table of Contents for the Report of the Panel) the Panel has not yet had the opportunity to discuss any topic to a conclusion. Each Panel member is fully engaged in research that he or she is leading (See Appendix 3 – Current Work Plan). The next phase of the Panel's work will bring several lines of evidence together on each topic.

The main product of the Independent Review will be a report setting out the analysis of the Panel and answering the questions posed in its Terms of Reference (See Inception Report of the Panel).

1.2 Objectives of the CGIAR Independent Review

The Review has a mandate to consider the efficiency, effectiveness and sustainability of the CGIAR. It will consider the reforms of the CGIAR system over the past seven years and options for the future. The Review Panel has been asked to "assess whether CGIAR is well positioned to address emerging food security and agriculture-related problems of developing countries."

The Terms of Reference for this evaluation cover three inter-linked topics:

1. Governance, Partnership, Management and Alignment of the CGIAR.
2. The Scientific Work of the CGIAR.
3. Partnerships (NARS, ARIs, the private sector and NGOs).

The Review will also contribute to the simultaneous Facilitated Change Process within CGIAR by bringing an independent perspective to key questions. The Facilitated Change Process is concentrating in the first half of 2008 on "strengthening the system mindset"

and “strengthening trust and empathy” while further identifying issues to be addressed. It has four working groups. The Chairperson of the Independent Review has joined the Change Steering Team as one of two “external advisors”. The report of the Independent Panel at the end of July will be our main contribution to the change process.

2.0 Current Work of the Independent Review

2.1 Survey of Knowledgeable Stakeholders

The Panel is gathering information in many ways. One major source of information is a survey of involved stakeholders, 2002 to 2008, (donor/members, persons involved with the Centers, and persons engaged in the many boards and committees of the CGIAR).

As well, the Panel has developed structured interview protocols for interviews at Centers during visits by a Panel member(s) and for interviews with partner organizations. Information collected in these interviews will be held completely confidential and no names will be linked to specific information reported to CGIAR or to anyone else. Panel Members and Panel Secretaries have also conducted in-person interviews, individually and in small groups, during meetings of ExCo, the Science Council, the Alliance, and at the AGM 2007. The Panel commissioned a survey of 275 people and received responses from 180 to March 25th, a response rate of approximately 65%.

The survey is not based on a sample but rather is a survey of all persons who held certain positions in the CGIAR or the Centers. These include Directors General of the Centers, Deputy Directors General (Research), Chairs of Center Boards, members of the Science Council, members of the System Office professional and executive staff and representatives of CGIAR members. A questionnaire was developed with wide consultation, pre-tested in January 2008 and distributed in early February 2008.

Some initial findings of the survey will be presented orally as part of this Interim Progress Report.

2.2 Governance and Governance Reform

The Panel has been charged with examining the governance of the CGIAR. This comprises several topics, including:

- The legal, oversight and operating structures of the CGIAR/Centers network and partnership, including appropriate representation of shareholder and stakeholder groups.
- Decision making process of the CGIAR, especially financial and policy decision making.
- The financial management of the CGIAR.
- The implementation of governance reforms from 2002 to the present, including the development of a Charter and the formation of the Alliance.

- The functioning of the main components of the governance of the CGIAR/Centers, including Center Boards, the AGM and its ExCo, the CGIAR Chair and the System Office, including the Science Council, the CGIAR Secretariat and other units.

The CGIAR was among the first “global partnership” initiatives of the World Bank. Since the launch of the CGIAR in 1971, the world has changed dramatically and the challenges to global programs have become more complex. New forms of governance for global programs and new approaches to governing large systems have emerged over the last decade. The Panel will examine new approaches for international and global public goods delivery and financing as context to the Panel’s review of the governance reforms undertaken by the CGIAR.

The main outputs of the work of the Panel on the topic of governance, so far, are (1) a paper on the history of governance reform proposals and, on the basis of that review, formulation of some governance “scenarios” for the future CGIAR; and (2) a paper on the nature of organizations dedicated to producing global public goods.

2.3 Resource Allocation

The Panel has undertaken a review of the various ways in which the World Bank and others have allocated their funding among CGIAR Centers. This review has been circulated to the CGIAR Secretariat for comment. It considers the desirability of a united fund for the CGIAR which would allocate funds to Centers in a rules-based (an allocation formula with potential and performance variables) manner similar to the approach adopted by IDA. It also considers the desirability of the funds, once allocated, being unrestricted in use; and the possibility of a multi-year replenishment system.

2.4 Financial Control and Risk Management

In general, the analysis of CGIAR financial controls and risk management practices is intended to address the adequacy and effectiveness of such controls in maintaining financial stability across the Centers and at the System level. The financial analysis of CGIAR will include two (2) major sections. First, a base analysis of actual financial results over the past five years will be developed. Secondly, an evaluation of financial management practices and, in particular, the System’s ability to respond effectively to funding instability will be reviewed in detail.

The base financial analysis will cover actual results for the period 2002-2007, with some references to longer trends. Financial results at both the individual Center and System levels will be discussed. Key trends such as the decline in unrestricted funding levels, the increase in nonmember funding, the relative levels of overheads across Centers, and the adequacy of reserves will be identified. The discussions and findings will focus on how and why such trends have contributed to the financial stability and/or instability of the CGIAR System. Due to the significance of events that have occurred at CIAT, a portion of the financial review will discuss recent CIAT financial results in detail, outline lessons learned, and identify how other Centers may need to deal with similar financial challenges in order to avoid financial crisis in the future.

To date, most of the historical financial information has been gathered from CGIAR and Center financial reports. Discussions with Secretariat financial staff as well as discussions

with Center Financial Directors have provided valuable insights into key events. Since the report will include 2007, a major portion of the financial analysis will be conducted in mid-April when CGIAR financial results for that year will be made available to the Panel.

A second aspect of the financial analysis is an analysis of financial management practices and their effectiveness in mitigating financial risk for the Centers and CGIAR. Although progress has been made at the Secretariat level in formulating financial guidelines and documenting accounting policy, the implementation of such practices at the Center level has not been consistent. Again, the crisis at CIAT is being reviewed with a perspective toward ensuring that management controls will be followed throughout the System. Of particular interest is the practice of fully allocating indirect costs across projects. As part of the review, we will look at the implications of implementing full cost accounting methodologies with a comparison to best practices.

Although findings to date are highly preliminary, there is some evidence that Center behavior has not fully adapted to the realities of the current financial environment. Centers should be prepared to implement interim, alternative financial scenarios in order to cope with the uncertainties of funding. Such scenarios must reach beyond the current practice of simply going to the CGIAR for emergency funding.

2.5 Quality and Impact of Research

(A) The Centers

Today there are 15 CGIAR centers. They include the four founding centers (CIMMYT, CIAT, IITA and IRRI) of the CGIAR when it was established in 1971. Since then, additional centers have joined the CGIAR and mergers have taken place within it (such as the absorption of ISNAR by IFPRI and INIBAP by IPGRI (formerly IPBGR), or the merger of ILCA with ILRAD to form ILRI).

The Centers conduct research in agriculture, crop production, livestock, forestry, fisheries, natural resource management, and institutional/policy innovation, aiming to enhance food security, reduce hunger and poverty, foster human nutrition and health, promote agricultural growth and protect the environment in developing countries, all intended to make a major contribution to poverty reduction.

Table 2: CGIAR Supported Centers

	Headquarters' Location	Established	Joined CGIAR	Mandate
Commodity Centers				
Africa Rice- WARDA	Cotonou, Benin	1970	1975	Rice production in West Africa
CIMMYT	Mexico City, Mexico	1966	1971	Wheat, maize, triticale
CIP	Lima, Peru	1970	1973	Potato, sweet potato
ILRI	Nairobi, Kenya	1995 ²	1995	Livestock diseases; cattle, sheep, goats; feed and production systems
IRRI	Los Banos, Philippines	1960	1971	Rice and rice-based ecosystems
Ecoregional Centers				
CIAT	Cali, Colombia	1967	1971	Beans, cassava, tropical forages, rice; hillsides, forest margins, savannas
ICARDA	Aleppo, Syria	1975	1975	Barley, lentil, faba bean, durum and bread wheats, chickpea, pasture and forage legumes; small ruminants; on-farm water management; rangelands
ICRISAT	Patancheru, India	1972	1972	Sorghum, pearl millet, finger millet, chickpea, pigeon pea, groundnut; sustainable production systems for the semi-arid tropics
IITA	Ibadan, Nigeria	1967	1971	Soybean, maize, cassava, cowpea, banana, plantain, yams; sustainable production systems for the humid lowland tropics
Natural Resources Management Centers				
CIFOR	Bogor, Indonesia	1993	1993	Sustainable forestry management
IWMI ³	Colombo, Sri Lanka	1984	1991	Irrigation and water resources management
World Agroforestry ⁴	Nairobi, Kenya	1977	1991	Agroforestry; multi-purpose trees
WorldFish ⁵	Penang, Malaysia	1977	1992	Sustainable aquatic resources management
Policy Centers				
Bioversity ⁶	Rome, Italy	1974	1974	Plant genetic resources of crops and forages; collection and gene pool conservation
IFPRI	Washington, DC, USA	1974	1980	Socio-economic research related to agricultural development [need to update to include ISNAR]

Source: OED 2003; www.cgiar.org

(B) Meta-evaluation of the Impact of CGIAR Research

The Panel is conducting a meta-evaluation of the impact of the work of the Centers. This is a complex undertaking and its results will be available in draft after mid-May.

The quality and content of science at the Centers, the degree of success it has achieved in fulfilling its mission, and the impact it has made on agriculture and the welfare of the rural population in the developing world are key to the current Review.

The Review of CGIAR science outputs, outcomes and impacts will largely rely on existing studies. At the request of the World Bank Economics Department, the Panel is assessing

the costs of a citation analysis. The weight of the research on the impact, however, will be a meta-evaluation, compiling and synthesizing existing evidence on the relevant questions that the Review Panel has been asked to address.

This meta-evaluation of the impact of CGIAR Centers will cover the period 2001-2007, with some references to longer trends. It seeks answers to a number of questions. The first important question is to ascertain whether the research priorities of the Centers have indeed been directed, largely, to the needs of the smallholders and the rural poor in the developing world. How have the CGIAR research funds been allocated among the system priorities, and among the individual research sectors within each priority area? Has the CGIAR research system significantly assisted smallholders in adjusting to changing conditions?

The Meta-evaluation will also consider whether the CGIAR Centers have learned well from their own experience. Do their vision documents, medium-term plans and agreements prompt them to re-orient their research to respond to climate change (e.g. changing pattern of rainfall, droughts, floods and storms); land degradation (land fatigue, fragmentation and marginalization of landholdings; over-chemicalization); the quantity and quality of irrigation water (depleting water tables, highly water-intensive crop combinations, brackish water); competing demands on dwindling land resources (grains/corn production for rising human/animal consumption in competition with steeply increasing demand from bio-gas/ethanol industry); and increasing urbanization and changing food habits in the developing world.

Finally, with the rising pace of CG-Centers' partnership with the private sector in recent years, how much of the research agenda is being driven by market forces and is this problematic given the original CGIAR mission of need-driven research. Tied with this is the question of the sharing of intellectual property rights. Is there an indication, as is feared in many developing countries, international development agencies, and CSOs, that the market-driven crucial input price regimes have adversely affected the production base of the marginal and small farms in the developing world? Has the CGIAR remained well-defined, mission-oriented, transparent, patent-wise accountable, and internationally orchestrated?

Understandably, the evaluation will have limitations. For example, claims by Centers to have caused yield improvements through research need to be put in context. There are often other factors. Other research agencies (e.g. NARS) have often contributed. Similarly many other poverty-eradication initiatives may also be at work. Nevertheless, a careful study of the documents is expected to identify plausible incremental effects.

(C) Meta-evaluation of the Challenge Programs

Challenge Programs (CPs) were established by the CGIAR in 2001, as time-bound, independently-governed programs of high-impact research to target CGIAR goals in relation to complex issues of global and/or regional significance. This Meta-Review of the Challenge Programmes will be based on an examination of the extent to which CPs have addressed four objectives:

- (1) Improving CGIAR's global relevance and impact,
- (2) Improving greater integration, efficiency and cohesion amongst Centres,

- (3) Improving partnerships with non-CGIAR research organizations (ARIs, NARS etc)
- (4) Mobilizing more stable and long term financing, by members and externally

There are presently only four ongoing or developing CPs: Generation, HarvestPlus, Water and Food and a CP for Sub-Saharan Africa. It is premature to evaluate impacts on any of these, and even outputs in most cases. Therefore, this Review will examine their progress so far and their future plans in light of their declared objectives.

There is a common view within the CGIAR that CPs have not yet realized their potential. Has the process of CP development been effective in developing programs, and is there an indication that this is changing or improving? To address this, an examination will be made of the process for soliciting, evaluating and selecting proposals, to identify aspects which support or do not support the four objectives above. This will make use of (1) guidelines and procedures for CP proposals, (2) records of assessment panels for successful and unsuccessful projects (which will be treated confidentially), (3) External Reviews and records of ExCo and other discussions of CPs, (3) interviews (see below). Particular attention will be paid to the alignment of proposals to CGIAR objectives and the competitive bidding process.

The Challenge Programs have sometimes been identified as possible models for the future migration of CGIAR funding and projects from a Center-based to a programme-based approach. A short assessment will be made of this potential, comparing the results of the analysis above to stated plans for CP and programme development. This will make use of documents prepared for Systems Priorities and their funding, and interviews.

2.6 Partnership

This part of the Review is focusing on analysis of the nature of partnerships entered into or developed by the CGIAR. It is being undertaken to assess the quality and intensity of the relationships among the Center centers, and between CGIAR centers and NARS, ARIs, private sector, farmers' organizations and other CSOs. Emphasis is being placed on the efficiency and productivity of the partnerships. Key TOR questions being addressed are:

1. How effective are current approaches to collaborative research with partners?
2. Do the respective partnership roles properly exploit the comparative and complementary advantages of those involved?
3. Are linkages with NARS and ARIs effectively supporting the achievements of CGIAR research objectives as well as meeting partner needs and expectations – e.g. how effective have Centers been in capacity building of NARS?
4. How effective has the CGIAR been in establishing and facilitating partnerships among CGIAR Centers and between CGIAR Centers and external partners (both public and private sector)?

A desk review of EMPRs, MTPs, CGIAR and Centers' partnerships strategy documents, Science Council studies, CGIAR commissioned surveys and studies on partnerships is being undertaken. Eight EMPRs, two MTPs, most Science Council documents on partnerships or surveys of collaborations, two reports of the Private Sector Committee, a study on partnerships committees, and several Centers' strategy documents have been reviewed to identify the kinds of partnerships, projects being implemented, and governance of partnerships.

A conceptual framework of what constitutes successful partnerships is being developed using a commissioned study of selected cases of successful global partnerships for generating global public goods. First draft of this study has been submitted by the consultant. It has been reviewed and comments given to the consultant. It is anticipated that a final study will be ready within two weeks time.

A second study on CGIAR-NGO partnerships has been commissioned. The consultant has submitted a tentative outline of the study. He is expected to submit first draft of the study in three weeks. This study is expected to focus explicitly on the quality of CGIAR partnerships with NGOs and ways of strengthening the partnerships.

In addition to the two commissioned studies, electronic and face-to-face interviews are being conducted. So far more than 20 persons (from CGIAR, FAO, GFAR, NGOs, and other stakeholder groups have been interviewed). More will be interview during the first week of April. A questionnaire for partnerships survey has been prepared and is being sent to Centers' offices responsible for partnerships. Electronic and face-face interviews will be concluded by end of April.

From the desk review and interviews so far conducted the following are some of the key issues emerging are:

1. There is a diversity of partnerships among the CGIAR, and between the CGIAR and other groups. It is thus crucial that the partnerships are 'unpacked' and different centers' partnerships be studied in more detail. Some centers are not 'cognitively' tuned to work with private sector while others are. Some centers will work more NGOs because of their mandate and scale of operations while others cannot reasonably be expected to have such a focus. The review is now examining the different centers' and their partnerships forms.
2. CGIAR partnerships with NARS in the industrialized world seem to be more formed and mature than those with southern NARS. If true, why is this so?
3. There is common goal(s) or objectives among the CGIAR as to why partnerships are crucial. Different centers and CGIAR members get into partnerships for different reasons. Is there a need for CGIAR policy and strategy for partnerships?
4. It is unclear how the different partnerships are financed. The review is now examining this issue by assessing Centers' budget allocations 2001-2007.

2.7 Gender

The World Development Report 2008 re-affirmed that gender equality and investment in removing the barriers women face in agriculture are essential to achieving the efficiency and productivity gains that are essential to poverty reduction.

The Panel notes that its Terms of Reference said little explicitly about gender and the role the CGIAR has played in addressing the needs of women farmers. The Panel therefore has taken the sections on effectiveness and impact to include consideration of gender issues and will address gender throughout.

The Panel will draw from CGIAR evaluations such as the Evaluation of the Participatory Research and Gender Analysis Program (2007) and the 2003 First External Review of the CGIAR System wide Program on Gender and Diversity and the 2004 Management Response. to that report. In cooperation with IFPRI, the Panel has contributed to an IFPRI led self assessment of the Centers that will help identify institutional practices that best support the integration of gender perspectives in the science agenda and other activities of the Centers. The self assessment will be considered in the Panel's deliberations on gender.

Responses to questions on gender in the Survey while not yet fully analyzed indicate that respondents perceive the integration Gender and Diversity considerations in CGIAR employment and gender integration into the research programs as important to the CGIAR Centers' effectiveness. Respondents believe that both have been handled relatively effectively, although the Gender and Diversity initiatives are seen as more effective than gender in research. There is also strong support for improvement for both.

A summary analysis of all of the EPMRs for coverage of gender found that attention to gender by EPMRs is still the exception rather than the rule. Some EPMR Panels claim that good science is blind to gender. But if the ultimate objective of the CGIAR is an impact on food security, poverty reduction and sustainable natural resource management, attention to gender is unavoidable. The question to be pursued is whether Centers are doing more on gender than is indicated by the EPMR panels. This will be explored in the Center visits.

3.0 Next Steps

3.1 The General Work Plan

The Review Panel met for the first time at the Executive Council meeting in Rome in October 2007. The Panel considered its Terms of Reference and planned the Panel Papers (and related work packages) that would need to be completed during the Review. The Panel has planned a series of seven meetings and one videoconference. It plans to visit about nine Centers. A key milestone is the July 31 target for the circulation of the draft Full Panel Report, for comment. The work of the Panel is expected to be fully complete after a presentation at AGM 2008.

Table 3 Milestones of the Work of the Independent Review Panel

Period	Panel Meeting	Other	Location
Oct. 2007	Oct. 2007	Initial Panel Meeting (at ExCo Meeting)	Rome
Dec. 2007	Dec. 2007	Panel Meeting (attendance at AGM07)	Beijing
Jan. 2008	Jan. 2008	Panel Meeting ⁷	Rome
Jan. 2008		Consultation with CGIAR Secretariat and IFPRI	Washington
Feb. 7, 2008	Stakeholder	Survey distributed by email	
Feb. 21	Feb. 21	Panel Videoconference	
Mar. 4-7	Mar. 5-6	Panel Meeting. Meet w/Advisory Committee (Mar. 7)	London
March - April		Center Visits	
End March	Stakeholder	Survey results analyzed.	

Independent Review of the CGIAR System

Mar 31-April 9		Presentation of Interim Progress Report to WB Agriculture and Rural Development Sector Board	Washington
May 12-17	May 15-16	Panel Meeting (w/Advisory Group). ExCo Meeting (May 13-14)	Ottawa
June 15	Draft of Report for internal review by Panel		
July 28-31	July 29-31	Panel Meeting. GFAR Steering Committee Meeting (July 28)	Montevideo
July 31	Circulation Draft of Full Panel Report.		
Sept. 3-5		Stakeholder Response Workshop	Africa
October 1-2	October	Final Panel Meeting. Probably coincident with ExCo Meeting	Lisbon
Dec. 08	Full Panel Report (revised) Presented to ExCo and to AGM 08		

In March 2008 the Ad Hoc Advisory Group on the Independent Review of the CGIAR approved a budget of USD \$2.2 million in principle for the work of the Independent Review Panel and the Director of the Secretariat has been successful in raising the need funding for the review.

3.2 Visits to Centers and their Partners

Panel members will visit selected Centers during the course of the Review. The visits are not to evaluate some Centers individually but rather to enable the Panel members to develop an in-depth understanding of the Centers collectively, based on a reasonably large sample (perhaps eight centers), and to consult in depth with Centers on the Review questions. This is vital to a successful Review.

The Panel prepared for its visit to Centers by having discussions with a wide variety of persons including Directors General and Board Chairpersons at AGM 2007. The study team will prepare an analytical brief describing each Center to be visited. The briefs for Centers to be visited will be in a standard format.⁸ In preparing the brief, the study team will correspond with the Center, and review documents including the EPMR(s).

On average the Review team expects to spend three person days on site at each Center, or approximately one 'person week' per Center, including travel. Most time will be spent at the Center but the Panel member will take the opportunity to visit one or more stakeholders in the vicinity. Center visits will include interviews with the Director General, the Board Chair (by phone if necessary), senior scientists and young scientists, CGIAR member representatives, NARS and stakeholder organizations' representatives.

Key topics to be addressed during Center visits include: focus of the Center (strategy, scenarios); funding (restricted and unrestricted, other resource mobilization), stability profile, and financial performance; productivity of the Center (outputs); impact of the Center (outcomes); strength of partnerships (specific links within CGIAR and outside); perceptions of the value-added of the CGIAR (incremental funding, scientific priorities advice, integration of gender perspectives, Challenge Programs, eco-regional programs and administrative support); and willingness to embrace possible reforms to the CGIAR system.

3.3 Panel Deliberations

The Panel will hold its next face-to-face meeting, and consultation with its Advisory Panel, in mid-May alongside the ExCo meeting in Ottawa. Thereafter it will meet one or perhaps

two more times to consider materials prepared by individual members and to prepare a “ circulation report “of the Panel as the basis for broader consultations.

3.4 Stakeholder Response Workshops

The Panel will conduct one “stakeholder response” workshop to be held coincident with the September retreat of the Change Management Steering Team and its four Sub-Committees. The Response Workshop will focus on testing the findings of the Review Panel and, as such, will cover a wide range of issues. After the Workshop, the Final Report will be circulated in advance of the October Executive Council Meeting.

Endnotes

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¹ **Source DAC**

² ILRI was created in 1995 through the merger of the International Laboratory for Research on Animal Diseases and the International Livestock Center for Africa, originally established in 1973 and 1974, respectively.

³ Formerly the International Irrigation Management Institute (IIMI)

⁴ Formerly the International Centre for Research on Agroforestry (ICRAF)

⁵ Formerly the International Center for Living Aquatic Resources Management (ICLARM)

⁶ Formerly the International Plant Genetic Resources Institute (IPGRI), and previous to that, the International Board on Plant Genetic Resources (IBPGR).

⁷ Consultations with EIARD, FAO, IFAD, Bioversity, CAS-IP, Alliance Office, SC Secretariat, GFAR Secretariat.

⁸ The standard template for Center briefs include inter alia the size of the Center (budget, number of scientists, size of Board, etc.), the outputs of the Center (publications – self, other and peer reviewed), assets and collections, percentage distribution of work over the 20 CGIAR priority areas (% budget and % of scientist time)

Draft Table of Contents for the Final Report of the Independent Review Panel

Acknowledgements,
Glossary,
Executive Summary

1. Introduction

- 1.1. Introduction to the CGIAR
- 1.2. Scope and Objectives of this Review
- 1.3. Standards and Limitations of this Review
- 1.4. Review Methodology
- 1.5. The Relationship to Change Management

2. Context

- 2.1. Challenges in Agriculture and Development
(findings of recent major studies)
- 2.2. International Architecture for Agriculture and Development – Where does
Research Fit? (+ Recent Major Evaluations)
- 2.3. The Role of Public Goods in Agriculture
- 2.4. The Role of Civil Society in Scientific Research

3. CGIAR and the Centers

- 3.1. Mission
- 3.2. The CGIAR System
 - 3.2.1. Governing Principles
 - 3.2.2. Membership
 - 3.2.3. Organizational Structure
 - 3.2.4. Conducting Business
- 3.3. The Centers
 - 3.3.1. Center Governance
 - 3.3.2. Centers and Regional Offices
 - 3.3.3. Scientists
 - 3.3.4. Partners
 - 3.3.5. Center Research and the CGIAR Research Agenda
 - 3.3.6. Challenge Programs
- 3.4. Financing the CGIAR

4. Partnerships

- 4.1. Why Partnerships Matter.
- 4.2. Typology of CGIAR Partnerships
- 4.3. The Donor Partnership (Nature and Behaviour of Donors)
- 4.4. CGIAR's Global Partnerships (inc. GFAR, FAO, UN, Regional Fora etc)
- 4.5. CGIAR-NARS and ARI Partnerships
(ISNAR case example)
- 4.6. CGIAR-NGO Partnerships

- 4.7. CGIAR-Private Sector Partnerships
- 4.8. Inter-Center Partnerships
 - 4.8.1. The Alliance
 - 4.8.2. Center Mergers and Closings
- 4.9. Emerging Issues and Conclusions

5. Achievements of the Centers

- 5.1. Quality, Relevance and Impact of Science in the CGIAR
 - 5.1.1. Analysis of the Relevance of the CGIAR Research
 - 5.1.2. Analysis of the Quality of CGIAR Outputs
 - 5.1.3. Analysis of Impact
- 5.2. CGIAR Science Management Reforms
 - 5.2.1. The Science Council
 - 5.2.2. The Challenge Programs
 - 5.2.3. CGIAR Priority Setting
- 5.3. Integration of Gender in the Science Agenda

6. Governance

- 6.1. Governance Reform
 - 6.1.1. Lucerne Declaration
 - 6.1.2. Third System Review
 - 6.1.3. TAC Visioning Exercise
 - 6.1.4. Synthesis Group
 - 6.1.5. Change Design and Management
 - 6.1.6. World Bank (OED) Evaluation
 - 6.1.7. SSA Task Force
 - 6.1.8. Alliance
 - 6.1.9. Governance Scenarios
- 6.2. Management
 - 6.2.1. Executive Management: Role of the Chair and Director
 - 6.2.2. Central Administration and Services (Secretariat and Systems Office)
 - 6.2.3. Alliance
- 6.3. Role and Performance of the World Bank
 - 6.3.1. Comparative advantage
 - 6.3.2. Leadership, Oversight and Management
 - 6.3.3. Risk Management and Fiscal Crisis Management
 - 6.3.4. Sources of Funding (Grant funding?)
 - 6.3.5. Engagement (substantive) Strategy
 - 6.3.6. Disengagement Strategy
- 6.4. Center Governance
- 6.5. Managing for Results
 - 6.5.1. Results-Based Framework
 - 6.5.2. Evaluation in the CGIAR (Performance Measurement, EP MRs, Reviews and Studies)
- 6.6. Knowledge Management and Intellectual Property
- 6.7. Gender and Diversity in the CGIAR

7. Financial Management

- 7.1. Funding the CGIAR and the Centers, 2001-2007
- 7.2. Costs of the CGIAR
- 7.3. Resource Allocation among Centers
- 7.4. Financial Risk Management (including EC funding case, CIAT case)

8. Findings and Summary of Recommendations

- 8.1. Relevance
- 8.2. Efficacy (Value for Money: The CGIAR and Poverty Alleviation; Marginal Costs and Benefits of the CGIAR)
- 8.3. Efficiency (Cost-Effectiveness)
- 8.4. Governance and Management
- 8.5. Resource Mobilization and Financial Management
- 8.6. Sustainability, Risk and Strategy
- 8.7. Summary of Recommendations

Appendices

- 1. Questions Asked of the Review Panel and the Panel's Answers
- 2. Commentaries on this Report
- 3. Survey of Key Participants in the CGIAR
- 4. Bibliography

Endnotes

Annexes (Separate Cover)

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