



CGIAR Performance Measurement

Results from 2008

16th CGIAR Executive Council Meeting
June 4–5 in Cali

Overview

- Key changes in the indicators
- Performance in 2008: Results and Potential to Perform
 - Outputs
 - Outcomes
 - Culture of Impact Assessment
 - Institutional Health
 - Financial Health
- Outlook

Key changes to the indicators (1)

RESULTS

- composite publication indicator
- outcomes are assessed relative to Center size
- composite score on impact culture (combines the two indicators used for past years)
- “% of output targets achieved” is dropped as formal indicator – but information on individual project outputs remains available

Key changes to the indicators (2)

INSTITUTIONAL AND FINANCIAL HEALTH

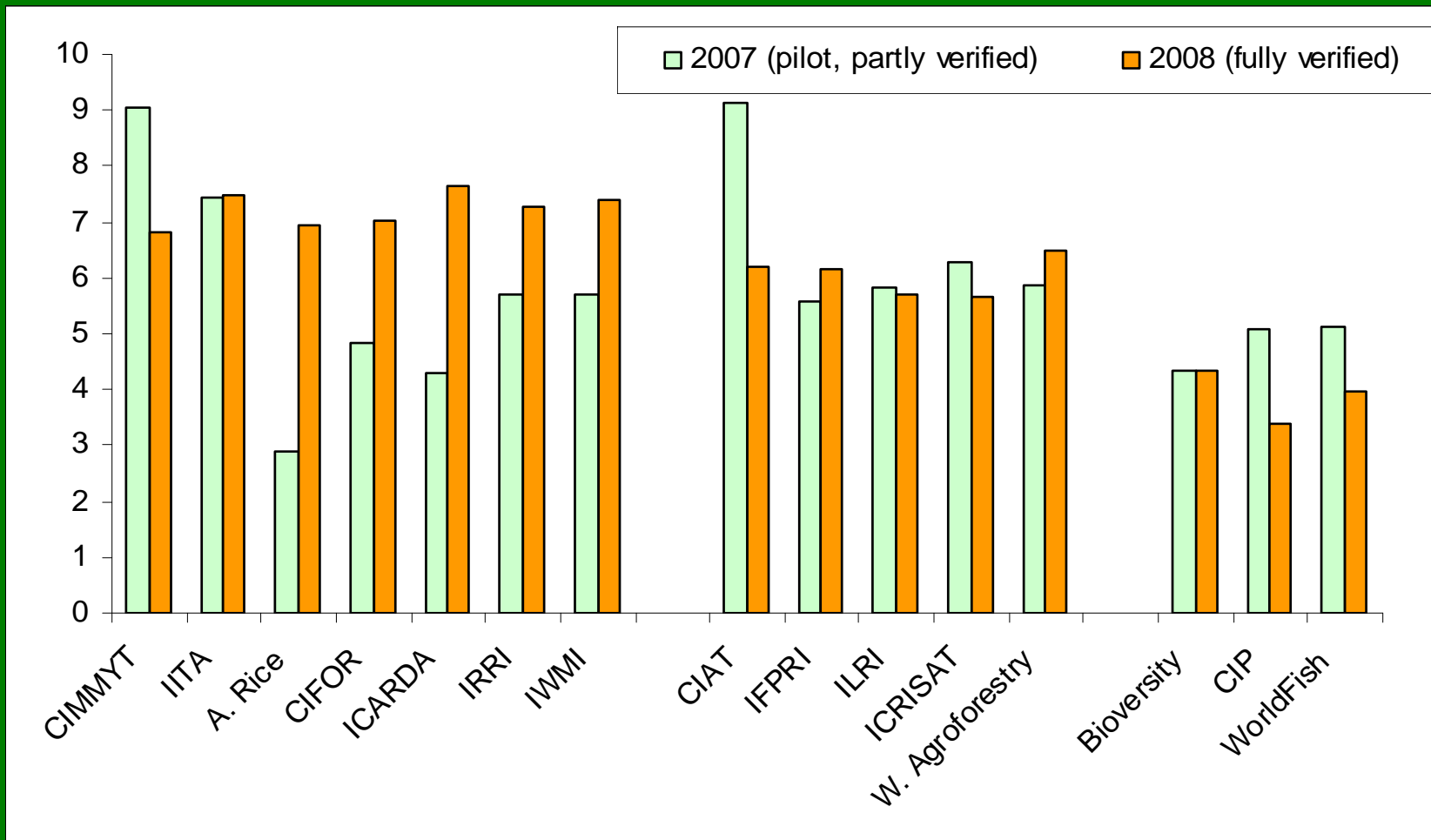
- single summary score for (i) governance and (ii) culture of learning and change (based on checklist)
- continue with only two indicators of diversity,
- continue with only two financial health indicators

Output - Publications

- New component indicator (max. score = 10) combining:
 - 1A - Number of journal articles per staff Full Time Equivalent (FTE) in internationally indexed peer-reviewed journals (Thomson) (50% weight)
 - 1B - Number of any other peer reviewed publications per staff FTE (20% weight)
 - 1C - Average normalized Impact Factor of 1A journals in which a sample of Center articles were published (30% weight)
- Component indicator measures quantity and quality (as reflected by high quality publishing venue)
- Benchmarks have been established (1A: 2 articles/FTE; 1B: 1 publication/FTE; 1C: sample size = 1 article/5 FTE)

Output - publications

Mean Score 2008 = 6.2



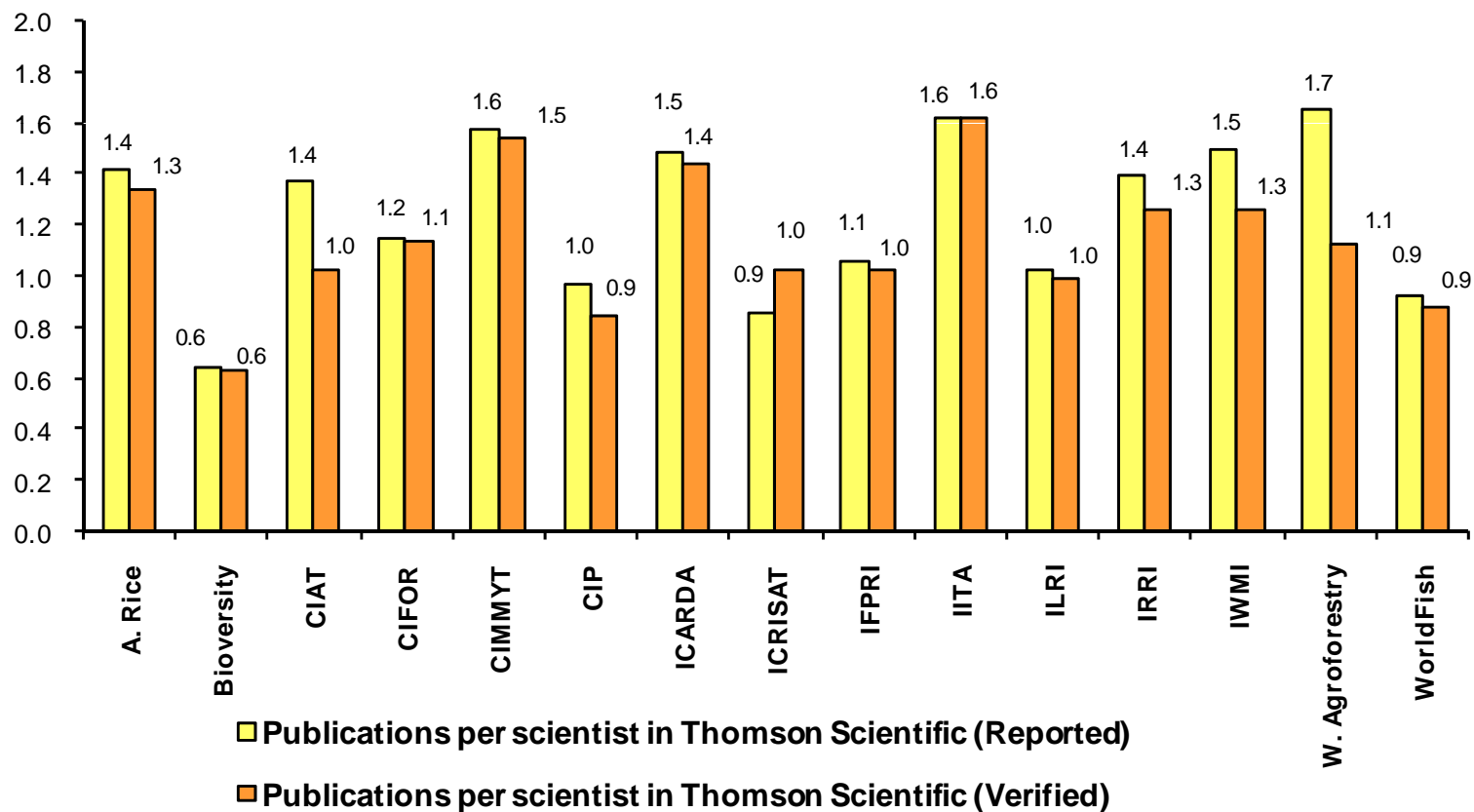
Output - publications

Results

- Mean score for publishing output has improved from 5.8 (in pilot year) to 6.2
- Seven Centers' scores were clearly above the 2008 mean; 5 of them improved considerably from 2007
- Four Centers' scores were close to the mean in 2008
- Three Centers scored clearly below mean in both years.
- Big changes in scores have resulted from changed performance in more than one component
- Three year average would even out annual variability and help monitor trends better
- Verification of all results and publishing verification results is likely to enforce careful self-checking and confidence on results

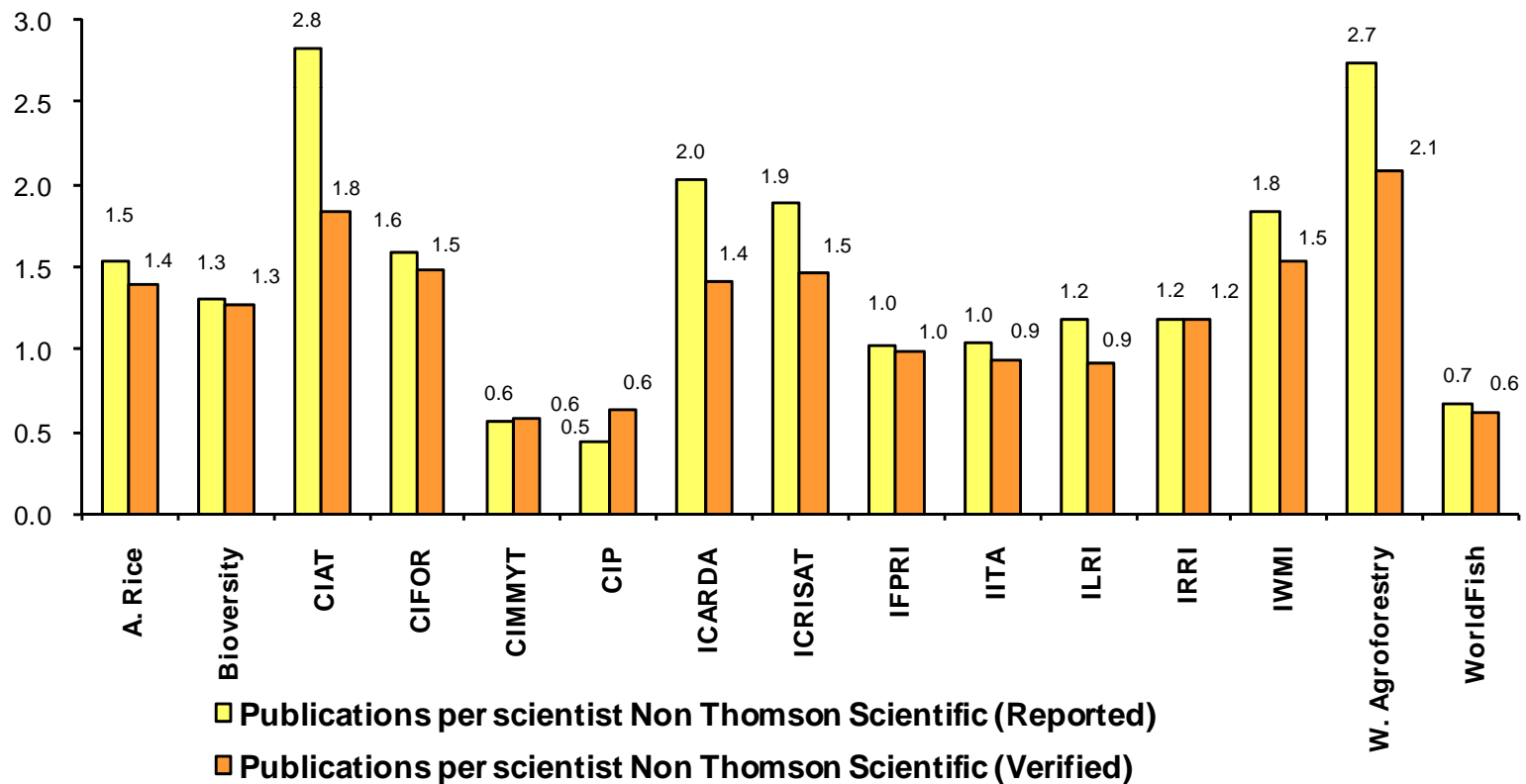
Insights from the verification exercise 2008

Publications in Journals listed in Thomson Scientific



Insights from the verification exercise 2008

Externally Peer-reviewed Publications (non-Thomson Scientific)



Insights from the verification exercise

- the verification showed significant differences between the reported measure and the actual measure
- under-reporting of FTE by $\approx 7\%$
- over-reporting of particularly non-Thomson/ISI listed publications

=> More diligence and familiarization with the guidelines required

Outcomes

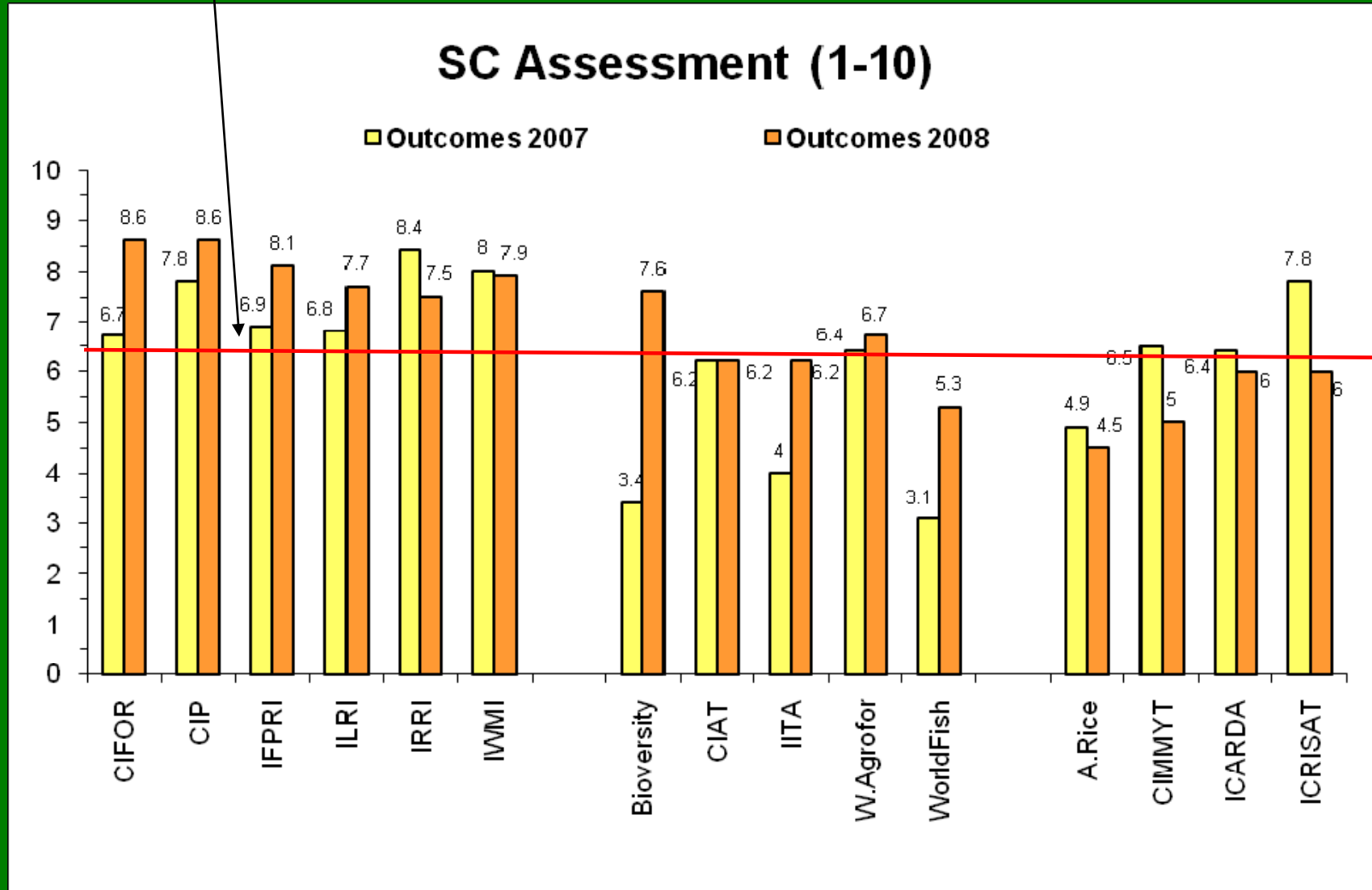
- Second year running SC's outcome assessment was based on detailed criteria emphasizing:
 - clarity of the linkage of the outcome to the Center produced output/output target
 - importance and relevance of the outcome
 - IPG nature of the research that led to the outcome
 - accuracy and direct relevance of evidence to outcome case
- Request of cases on basis of Center budget
- Center had a chance to re-submit case initially judged by SC to score 0
- Total score (max 10) = average of individual case scores

Center size and requested # of outcome stories

| Center | Actual expenditure 2007 (US\$) | # Outcome cases requested |
|--------------------------|--------------------------------|---------------------------|
| Africa Rice | 10.3 | 3 |
| CIFOR | 16.9 | 4 |
| WorldFish | 17.3 | 4 |
| IWMI | 23.9 | 4 |
| CIP | 24.1 | 5 |
| ICARDA | 27.0 | 5 |
| W. Agroforestry | 30.4 | 5 |
| Bioversity International | 37.6 | 6 |
| IRRI | 37.7 | 6 |
| ICRISAT | 37.8 | 6 |
| ILRI | 40.6 | 6 |
| CIMMYT | 43.9 | 7 |
| IITA | 44.7 | 7 |
| IFPRI | 45.7 | 7 |
| CIAT | 48.9 | 7 |

Outcomes

Mean Score 2007-8 = 6.5



Outcomes

Results

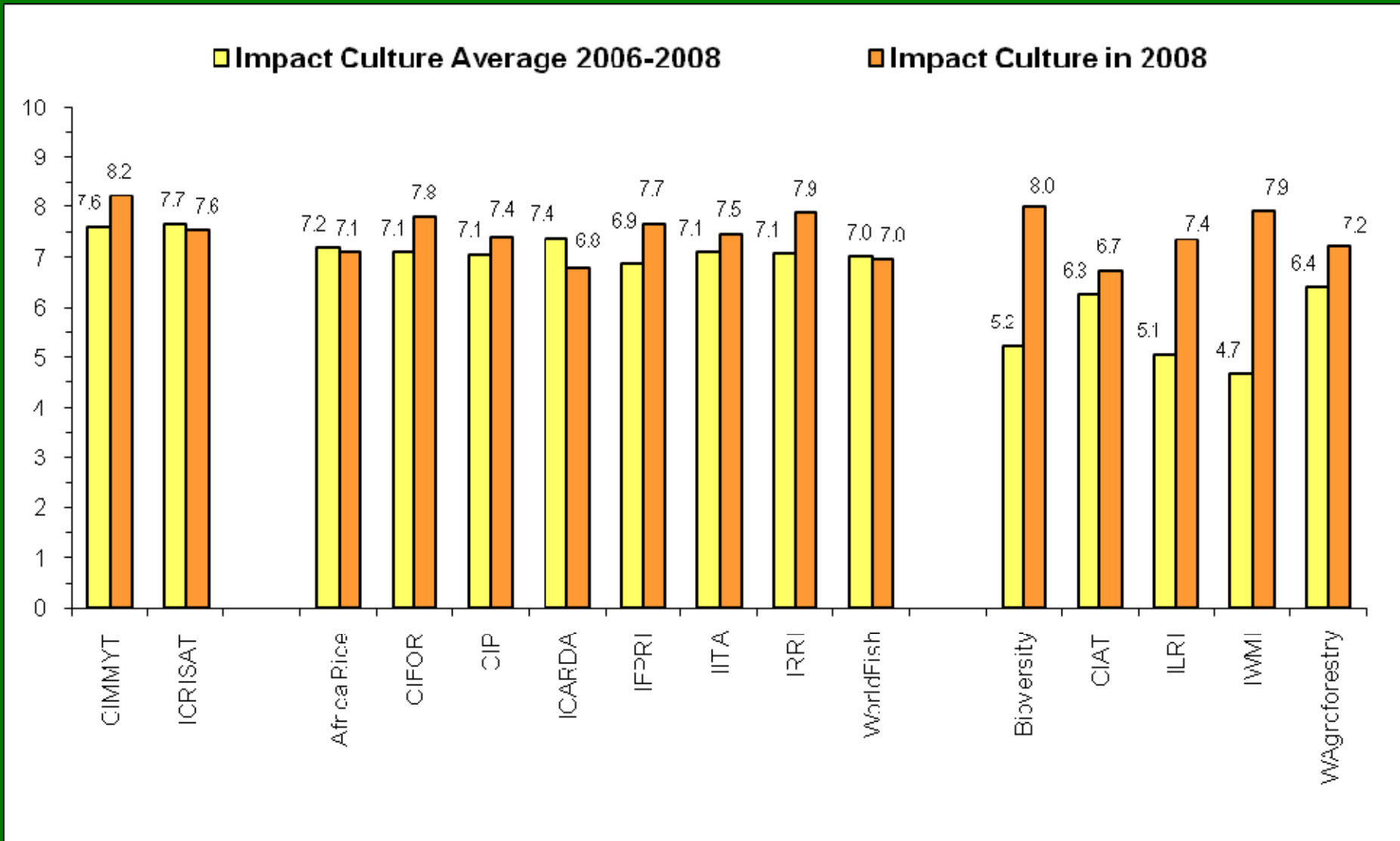
- Six Centers are getting consistently quite high scores; in both years above the average
- Five Centers have remained at same level or improved (Bioversity and WorldFish considerably)
- Four Centers received a lower score than last year and scored below average
- Overall scores improved (from ave. of 6.2 for 2007 to ave. of 6.8)
- Rejected cases (4; replaced by new submission) fewer than last year (5)
- In 2008 55% of cases received a score ≥ 7.5 compared to 50% in 2007.

Outcomes

Observations

- Several cases were actually impact cases (also submitted for Impact Culture indicator) representing either impact of long term research or projection of benefits from on-going research
- In such cases explicit presentation of adoption, use or influence of recent research results (2004 or after) was nearly always absent
- Evidence can be improved:
 - Direct documentation of achieved outputs
 - Study or other direct evidence of achievement of outcome from the output
 - Evidence material and references need to be clearly dated

Impact Culture Indicator



Impact Culture Indicator: General Result

- Two Centers show outstanding performance across all three years (>7.5 , out of max. 10): CIMMYT, ICRISAT.
- Eight other Centers show high average performance over three years (≥ 6.9): Africa Rice, CIFOR, CIP, ICARDA, IFPRI, IITA, IRRI, WorldFish.
- Five Centers with lower average performance (6.4~4.7) but three of these: Bioversity, ILRI, IWMI, show dramatic improvements in 2008 and are amongst the highest scorers of the entire group.

Impact Culture Indicator: Observations/conclusions

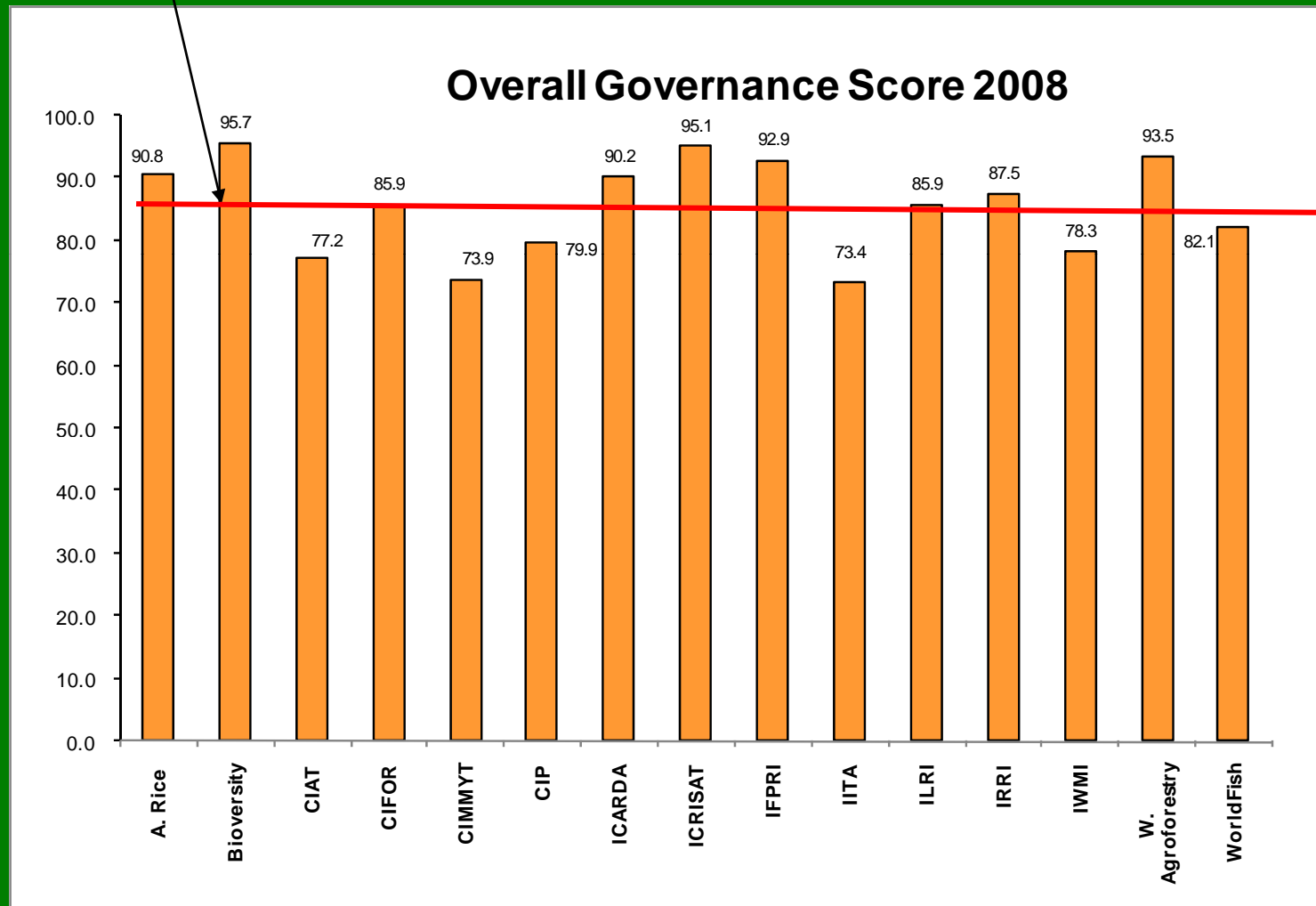
- Major changes made this year to the Impact indicator based on recommendations emerging from the PMS Workshop (July 2008, DC) and after consultation with Center IAFP focal points (SPIA-IAFP Meeting, Brasilia, Nov 2008)
- Significant improvement in impact indicator score this year relative to previous years (all but four improved their performance), partly explained by lowering of benchmark for Criterion 1 (# IAs relative to Center budget)
- A lower benchmark for Criterion 1 is more appropriate as it provides better incentive for producing fewer but higher quality, large scale *ex post* impact assessments.

Institutional Health

- Governance
 - Checklist of good governance practices
 - Board Statements
- Culture of Learning and Change
- Diversity

Institutional Health - Governance

Mean Score = 85.4



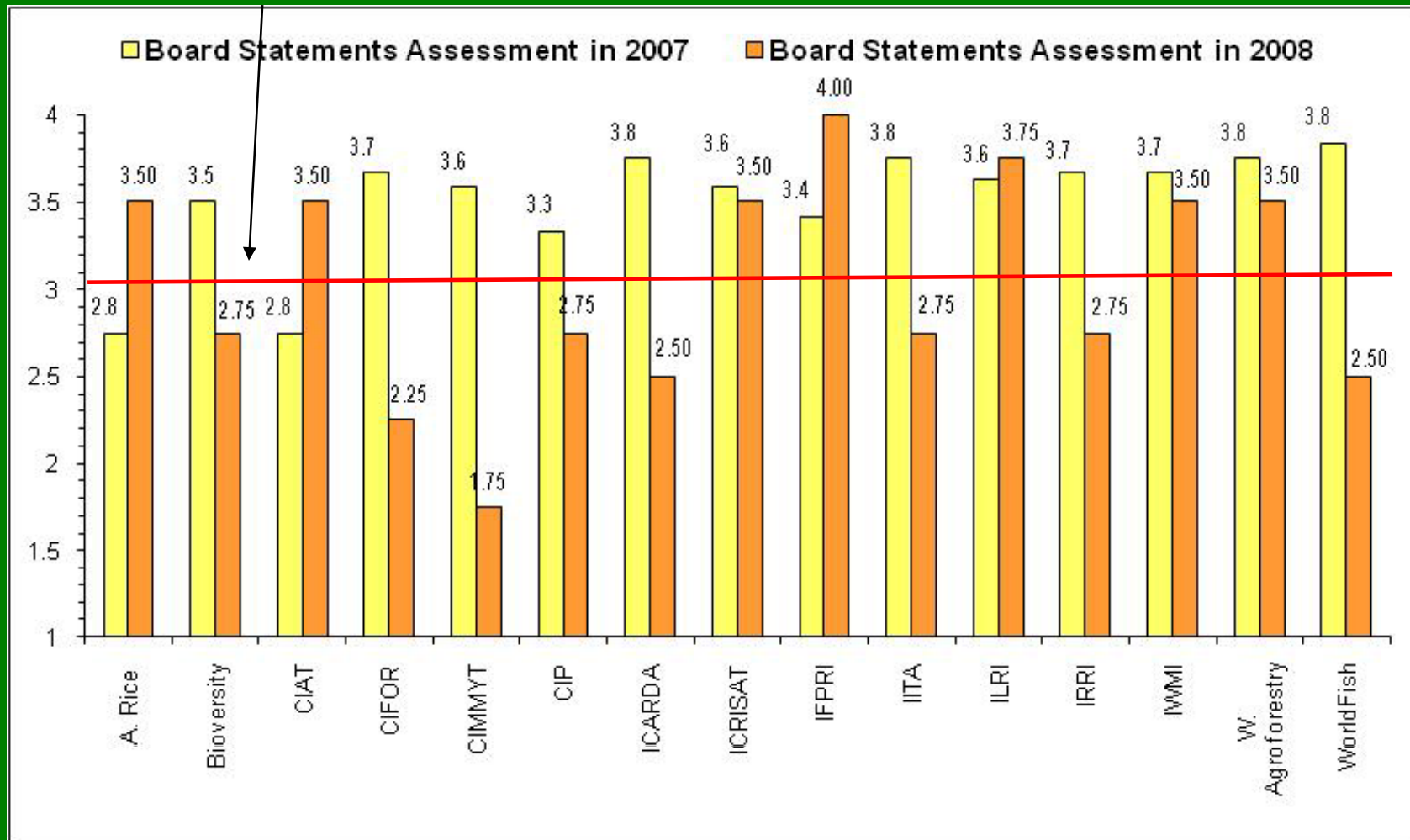
Institutional Health – Governance

Board Statements

- short statement describing one important action taken by the board in 2008 to improve the board's performance and the expected impact from this action.
- External panel assessed the submissions in terms of standards and practices in governance, relevance, and the expected impact of the actions taken.

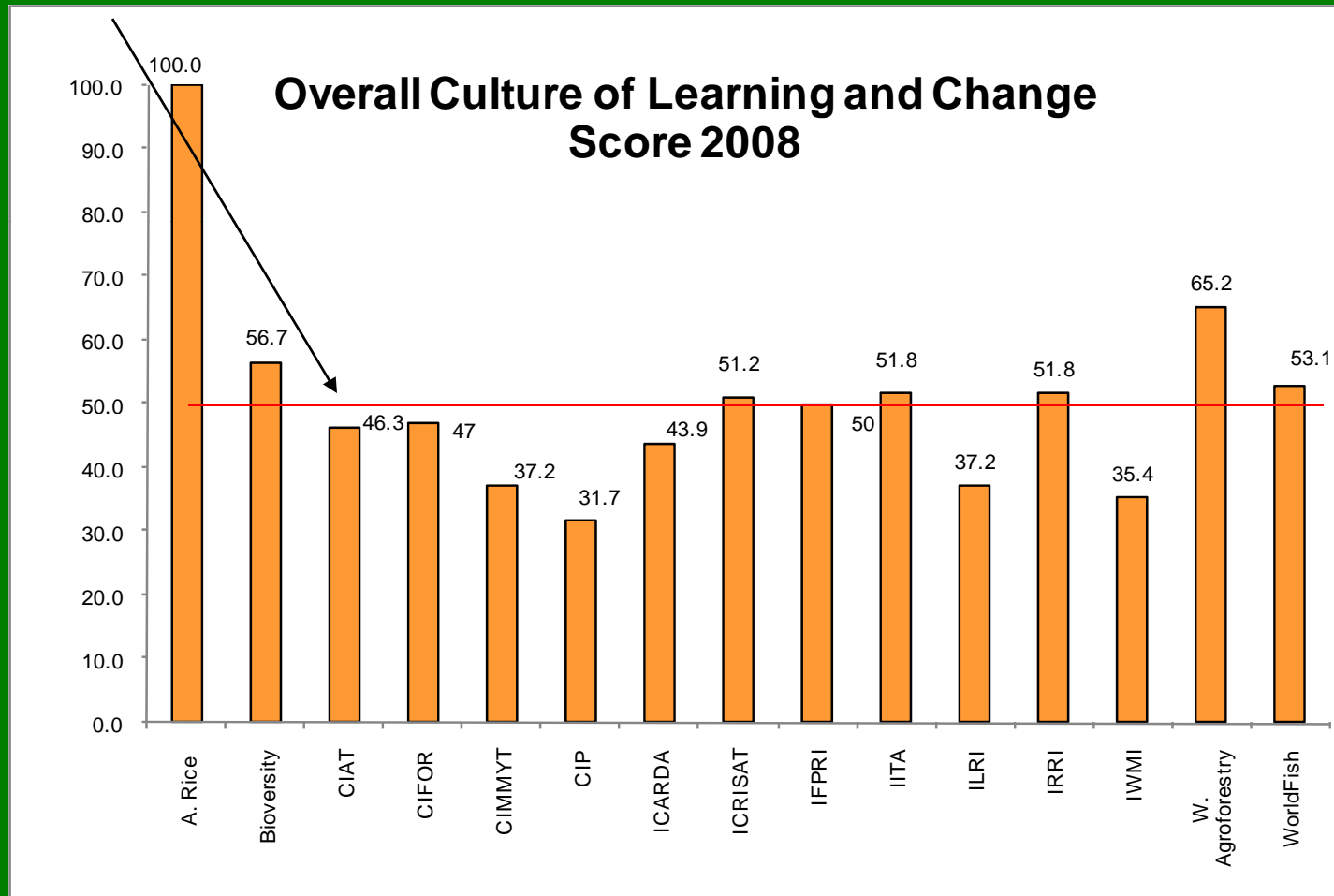
Institutional Health – Governance

Average Score 2007-2008 = 3.0



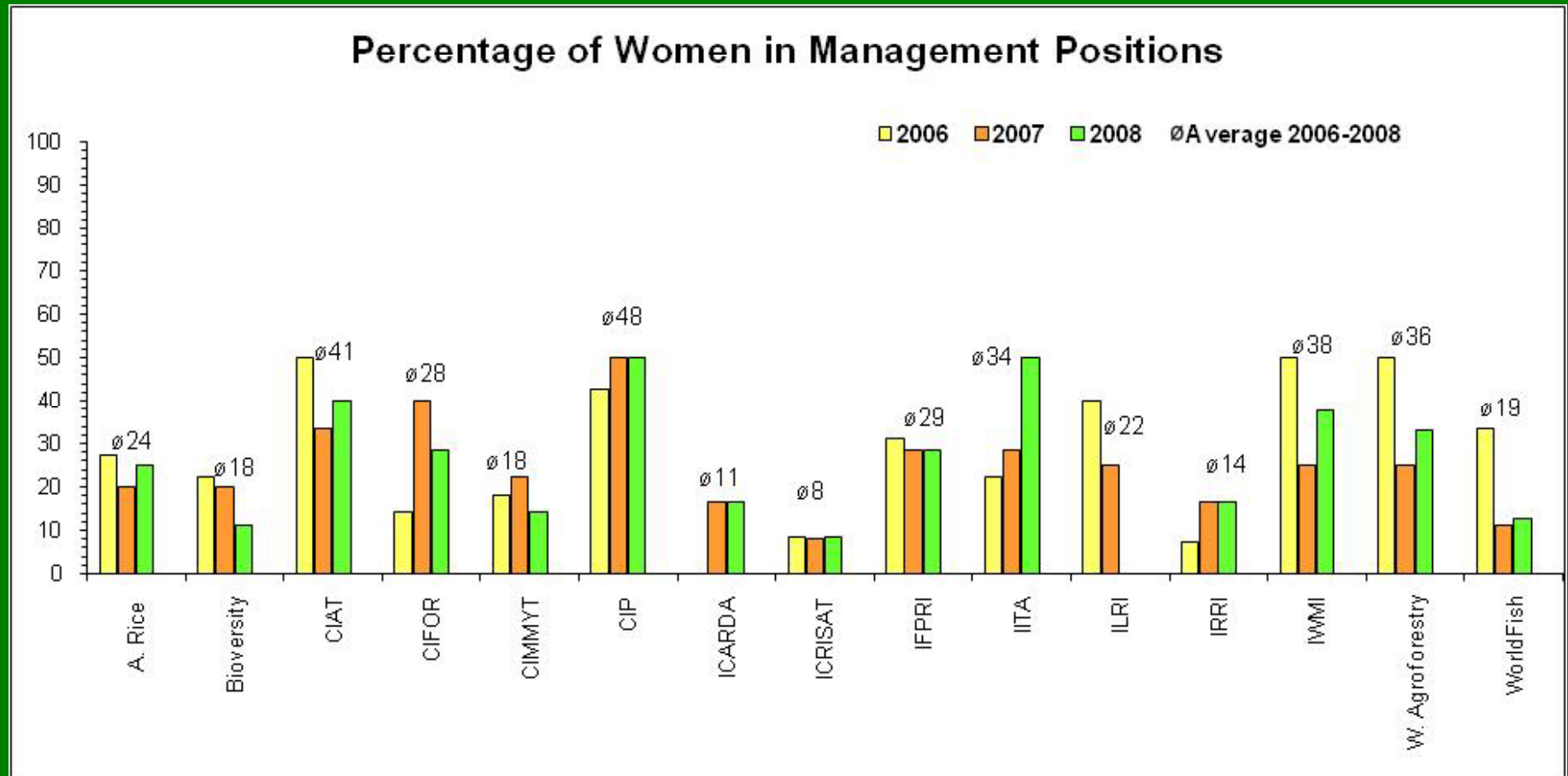
Institutional Health – Culture of Learning and Change

Mean Score = 50.6



Institutional Health – Diversity

System-wide average 2006-2008 = 25.8 %

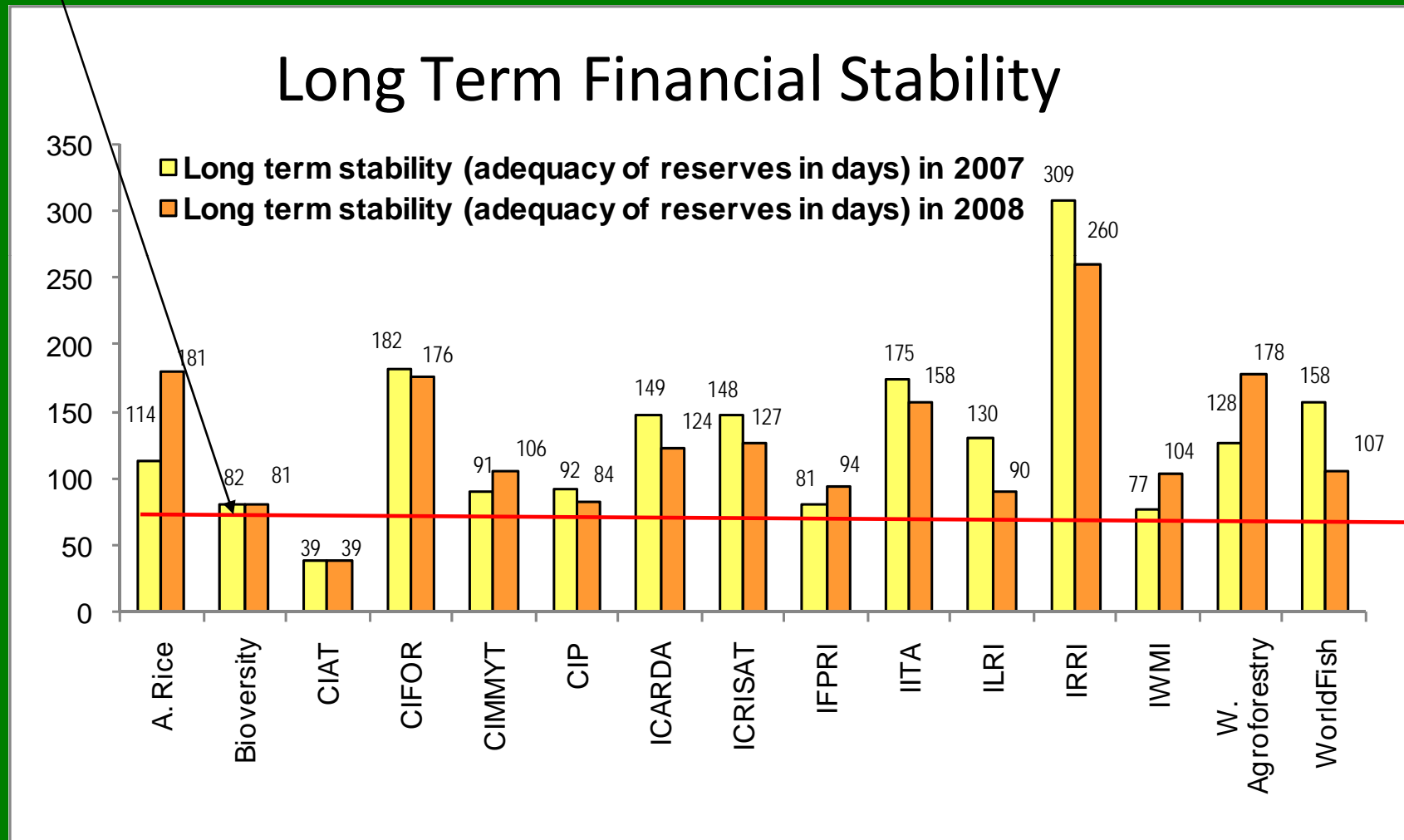


Institutional Health – Diversity

| CENTER | Most Prevalent Nationality | | % of IRS of the Most Prevalent Nationality | |
|---------------|----------------------------|-----------------|--|------|
| | 2007 | 2008 | 2007 | 2008 |
| Africa Rice | Japan | Japan | 12 | 14 |
| Bioversity | United Kingdom | Italy | 11 | 12 |
| CIAT | USA | USA | 17 | 15 |
| CIFOR | USA | USA | 22 | 36 |
| CIMMYT | USA | China/Australia | 9 | 8 |
| CIP | Germany | Peru | 15 | 16 |
| ICARDA | Syria | Syria | 11 | 12 |
| ICRISAT | India | India | 17 | 27 |
| IFPRI | USA | USA | 23 | 27 |
| IITA | Nigeria | United Kingdom | 13 | 11 |
| ILRI | United Kingdom | United Kingdom | 14 | 15 |
| IRRI | USA | Philippines | 16 | 13 |
| IWMI | India | France | 17 | 13 |
| W. Agroforest | USA | United Kingdom | 14 | 5 |
| WorldFish | United Kingdom | United Kingdom | 24 | 26 |

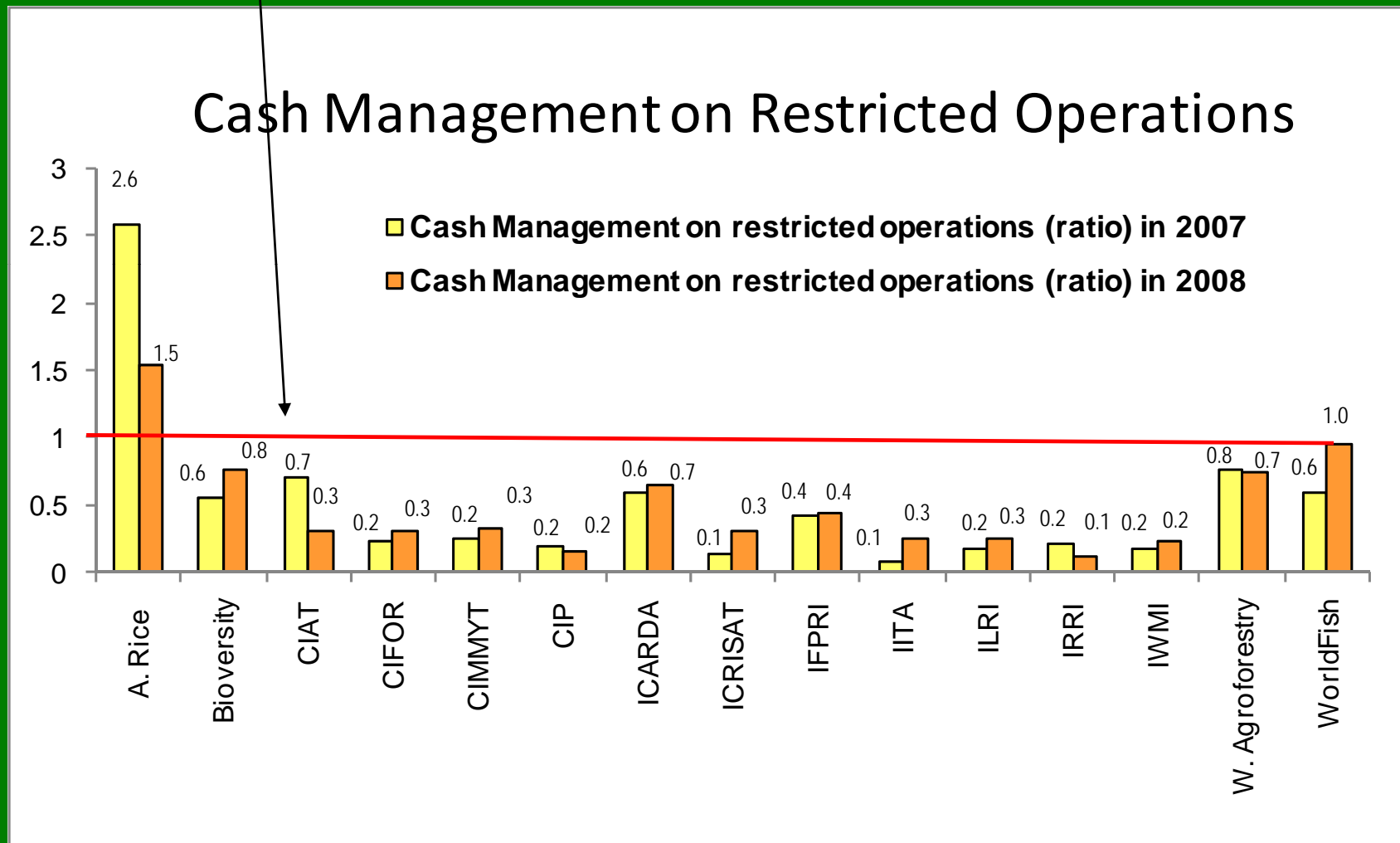
Financial Health

Benchmark is a minimum of 75 days



Financial Health

Benchmark is less than 1



Outlook

- The M&E framework will change as a result of the change management process
- the current PM System, a tool for institutional assessment of Centers, is expected to be undertaken by the Consortium in future