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April 26, 2004

Mr. Ian Johnson  
Chair, CGIAR and Vice President,  
Environmentally and Socially Sustainable Development  
The World Bank  
MC4-123  
1818 H Street, NW  
Washington, D.C. 20433

Dear Ian,

I am pleased to transmit to you, for ExCo's consideration, the Work Programme and Budget for the Science Council and its Secretariat for Calendar Years 2004-2005.

As you are aware, the Science Council members met for the first time in February this year to get to know each other and discuss organizational and operational matters, including the formulation of the Council's work programme and budget for the next two years. During the February meeting, the Council discussed the outline work proposals from its four Standing Panels. The planning and budgeting process continued virtually during March and was completed last week. I am pleased to convey to you that every Council member actively contributed to the preparation of the attached work programme. With the helpful input from the Science Council Secretariat and FAO, we were able to estimate the resources required to fund the budget, and the contribution that can be expected from FAO.

In many respects the work programme and budget reflects the transitional nature of the establishment of the new Science Council. The new Science Council inherited a Secretariat that is below critical strength, and the work programme for 2004 includes some activities that were handed over by the interim Science Council. The full impact of the transition is reflected in the work programme and budget for 2005 when a number of new activities based on the terms of reference of the Science Council will be implemented and there will be a strengthened Secretariat with an Executive Director in place.

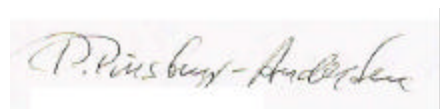
At its September 2003 meeting, ExCo recommended that the Science Council budget for 2004 be held at US \$2.2 million nominal. Applying the cost increase adjustment of 20.6% recommended by FAO, the nominal figure increases to US \$2.7 million actual. You will note that for 2004 we have tried to keep as close as possible to ExCo's guideline figure, and the estimated resource required is US \$2.8 million.

In the past FAO contributed US \$650,000 in cash. For 2004 and beyond, FAO has agreed to increase its contribution by 20.6% to US\$ 785,500, plus in-kind contribution, now estimated at US \$180,000. Expected income from UNDP is US \$250,000. This leaves a balance of US\$ 1,778,500 to be funded by the World Bank.

The estimated resource required for 2005 is US \$3.7 million. The increase of US \$900,000 is accounted for by the full work programme coming on stream, and the cost of filling vacant and reclassified positions in the Secretariat.

I hope that ExCo will find the work programme and budget to its satisfaction. I shall be available at the ExCo meeting to provide any clarification.

Yours sincerely,

A handwritten signature in cursive script, appearing to read "P. Pinstруп-Andersen", is enclosed in a light grey rectangular box. A vertical line is positioned to the right of the signature box.

Per Pinstруп-Andersen  
Chair, Science Council

Enclosure:  
SC Work Programme and Budget – 2004-2005

cc: Francisco Reifschneider  
Amir Kassam

**WORK PROGRAMME AND BUDGET FOR  
THE SCIENCE COUNCIL AND ITS SECRETARIAT  
FOR CALENDAR YEARS 2004-2005**

SCIENCE COUNCIL SECRETARIAT  
FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

APRIL 2004

## Table of Contents

	<b>Page</b>
1. Introduction	1
2. Role and Functions of the Science Council	1
3. Ensuring and Planning for the Future Relevance and Quality of Science: Standing Panel on Priorities and Strategies (SPPS)	2
4. Guarding the Relevance and Quality of On-going Science: Standing Panel on Monitoring and Evaluation (SPME)	5
5. Assessing the Relevance and Quality of Past CGIAR Research: Standing Panel on Impact Assessment (SPIA)	9
6. Mobilizing Global Science and Technology Expertise: Standing Panel on Mobilizing Science (SPMS)	14
7. Council-wide Activities	16
8. Budget and Staffing	17

Table 1: Estimated Resource Requirement: 2004-2005

Annex Budget details of each activity

## 1. Introduction

In creating the Science Council (SC), the CGIAR hopes to reach the following objectives<sup>1</sup>:

1. To help elevate the global status of the CGIAR, by nurturing a premier development-oriented science and technology entity that can provide intellectual guidance to the CGIAR community, add value to the science emanating from the Centres, and influence the global international agricultural and natural resource management agenda.
2. To sharpen the focus of the CGIAR's scientific advisory body, in part by releasing it from financial and management concerns and concentrating its attention on relevance and quality of science across the CGIAR System, and its specific relevance to the goals of international development.
3. To help mobilize the global scientific community around the mission and goals of the CGIAR and establish a focal point for an international network (or networks) of eminent scientists committed to science for development as a means to promote growth and combat hunger, poverty and environmental degradation.
4. To provide the CGIAR with a scientific advisory body able to speak clearly on globally important science policy issues of the day, influencing the CGIAR Centres, CGIAR members, CGIAR stakeholders and the broader scientific and international development communities.

This is the first programme plan and budget of the Science Council, appointed in January 2004. The plan covers the period 1 January 2004 to 31 December 2005.

## 2. Role and Functions of the Science Council

The primary responsibilities of the SC as defined by the Group are as follows:

- (a) Serve as guardian of the *relevance* and *quality* of science in the CGIAR.

Within of the context of this overarching responsibility, the SC will:

- (b) Advise the CGIAR on strategic scientific issues relevant to the Group's goals and mission.
- (c) Provide independent, credible and authoritative advice and opinion on scientific issues relevant to the international agricultural research system.
- (d) Develop partnerships with the wider scientific community for the benefit of an international agricultural research agenda.

The SC functions as a 'committee of the whole'. Most of the activities of the SC are facilitated through its four Standing Panels, *viz.*, the Standing Panel on Priorities and Strategies (SPPS); Standing Panel on Monitoring and Evaluation (SPME); Standing Panel on Impact Assessment (SPIA); and Standing Panel on Mobilizing Science (SPMS). The Standing Panels consist of a chair and two members appointed from outside the SC. Three of the Panels

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<sup>1</sup> Source: Report of the Executive Council's Working Group on the Establishment of a CGIAR Science Council chaired by Mohamed Hassan, August 2002.

have an additional member from the SC. The Standing Panels will interact closely with each other, given the complementarity of their functions. They have been carefully designed to help maximize the SC's ability to carry out its responsibilities.

In this sense, SPPS has the primary role of planning for the future priorities and strategies of the System in the context of guarding the quality and relevance of future research. SPME has the primary role of monitoring and evaluating the quality and relevance of ongoing science in the Centres and across Centres, such as in Systemwide Programmes and Challenge Programmes. SPIA has the primary role of assessing whether past investments in the Systems research was of expected quality and relevance to produce the planned and desired impacts on sustainable poverty reduction. Finally, SPMS has the primary role of bringing to light and mobilizing the best quality science available and the kinds of science that are relevant to producing needed breakthroughs in agricultural technology and practice for developing countries. There are strong synergies among the four standing panels; and it is the aim of SC to take full advantage of such synergies.

*Ad hoc* Working Groups and Task Forces will be employed for themes that cut across the specialized activities of SC's Standing Panels. These Groups may comprise SC members as well as others.

The SC Secretariat services the SC by providing it with scientific, technical, policy, institutional, administrative and logistical support. The objective is to enable SC to discharge its functions of providing independent scientific advice to the CGIAR. SC Secretariat organizes SC meetings and disseminates advice, information and documents as generated by SC.

The following is a description of the SC's activities by functions for the period 2004-2005. The estimated resource required for the work programme is given in Table 1, and the summary activity and budget table for each Standing Panel is included in the relevant Standing Panel section. The individual activity tables showing the budget breakdown are given in the Annex.

### **3. Ensuring and Planning for the Future Relevance and Quality of Science: Standing Panel on Priorities and Strategies (SPPS)**

This role of the SC has two dimensions: global, and CGIAR-specific. As noted earlier, the SC is expected to play a global role, serving the entire international agricultural research community, by analyzing trends, needs, gaps and priorities for research geared towards both national and international development goals. This work will be done in conjunction with (or taking into account) similar analyses conducted at the regional level by regional forums for agricultural research. These global and regional perspectives are essential in placing the work of the CGIAR in the context of a strategic and coherent whole.

The second aspect of relevance (CGIAR-specific) relates to the analysis of System priorities and formulating research strategies for the future, recognizing that the System is a dynamic one that has opportunities to adjust to new needs and new science breakthroughs. The SC will set up new mechanisms to enable it to judge the appropriateness of both priorities and strategies, with the objectives of strengthening the CGIAR System's strategic coherence, to produce broad research directions for the CGIAR, to guide research investments, to evaluate

possible new initiatives and strategies, and provide direction for the global R&D effort of the CGIAR. Among the many processes that would feed into the SC's analyses and deliberations are those from regional fora.

A major function of the SC is to advise the CGIAR on strategies and organizational modes for carrying out the System's research to make it efficient, effective and relevant in terms of the overarching goals of the System. The SPPS has the primary responsibility to sift through the opportunities and needs and present analyses for consideration by the SC as a whole.

SC activities that fall under this function will be facilitated by the SPPS. They are as follows:

### **3.1 Planning System Level Priorities and Strategies (continuing)**

Since its inception, the CGIAR has undertaken a review of its priorities and strategies every 5 years or so. The last review was undertaken in 1996/7 that led to a new cycle of MTP proposals for 1998-2000. The Group requested the iSC to undertake a review of priorities and strategies in the context of CPs being added to the research agenda. The iSC began the current round of System review and has completed two rounds of consultations with stakeholders and scientists on priorities. It now needs to finalize the priorities phase of the work and move into science strategy phase of the work that will involve a consultation with science managers. Also, report preparation work, which is underway, will need to be finalized for AGM'04. The virtual panels that were set up for thematic and regional virtual consultations would need to become a basis for establishing a continuing consultation mechanism to facilitate ongoing learning and changes to priorities and strategies. Additionally, there is a need to integrate poverty mapping and priority setting more effectively, and this calls for a special effort to be mounted to integrate poverty information with agricultural, economic and environmental information.

### **3.2 Biosafety Strategic Study (ongoing)**

The Group at Durban in 2001 requested that a study should be undertaken to clarify scientific issues related to biosafety so as to inform policy and regulatory instruments. The iSC commissioned a strategic panel study chaired by Brian Johnson with Gabrielle Persley as Scientific Secretary. The report has now been transmitted to the SC Chair but awaits discussion by SC. The report recommends that there should be a stakeholders workshop to formulate an Implementation Plan. SC will discuss the report in May 2004, and, if found appropriate, the workshop could be held subsequently. The report is expected to be discussed at AGM'04.

### **3.3 Social Research in the CGIAR (ongoing)**

At the behest of TAC/iSC, and with support from CDC, a Systemwide Conference on Social Research was held at CIAT in September 2002. Fifteen Centres were represented and several leading social scientists from outside CGIAR attended with substantive papers. The Conference recommended, and iSC approved, the publication of a volume including selected best papers from the Conference, and several additional invited papers from outside scholars, focussed on social research issues in CGIAR activities and development strategies. The volume on social research in the CGIAR (Researching Culture in AgriCulture: Social

Research in International Development) is being jointly edited by Michael Cernea and Amir Kassam, and will be published in 2004.

### **3.4 Food Safety Considerations in CGIAR Research (ongoing)**

TAC decided at its 81<sup>st</sup> meeting that the topic of food safety problems and needs of the poor in the developing countries deserved greater attention in CGIAR research. The iSC decided, based on a proposal *Food safety considerations in CGIAR research* (SDR/iSC:IAR/01/20A), to commission a strategic study by an expert panel for the preparation of strategic framework for food safety concerns in CGIAR research. At the request of the iSC, FAO, in collaboration with WHO, prepared a ‘think piece’ on food safety as an input into the proposed panel study. SC proposes to begin the panel study with a workshop, with collaboration from IFPRI, and involving CDC, FAO, WHO, ROs and NEPAD, and focus on pre- and post-harvest aspects.

### **3.5 Genomics Research in the CGIAR (ongoing)**

Advances in molecular biology offer opportunities to CGIAR Centres to reorganize their biotechnology facilities for greater effectiveness. No Centre is big enough to offer an attractive genomics platform for CGIAR and NARS as well as ARIs and the private sector. The iSC commissioned a study on abiotic stress genomics research and opportunities for reorganization in the CGIAR. The recommendation is that there should be a CGIAR genomics platform, and that the CGIAR Task Force on Genomics should address the need and opportunity for such a platform. The SC proposes to facilitate a dialogue to address the issue.

### **3.6 Ethics and Science in the CGIAR (ongoing)**

The Group at Durban in 2002 requested that this topic should receive attention by TAC to guide CGIAR policy. The iSC endorsed a proposal (*Ethics in the CGIAR*, SDR/iSC:IAR/02/15) at its 82<sup>nd</sup> meeting in April 2002. Ethical issues and integration of ethical considerations into CGIAR’s work apply not only to the development of GMOs, genetic resources, water use and management, animal and fish production, forest management, the environment but also to the way research relevance and quality is sought and sustained, the manner by which research products are made accessible and shared, and the relationship with partners, farming communities and other stakeholders. Efforts in the CGIAR have so far focussed mainly on ethical issues surrounding the conservation, use and enhancement of genetic resources. There have been CDC statements on GMOs and IPR that touch upon ethical consideration. The iSC approved the proposal to commission a broad-based discussion paper, by a Consultant experienced in the ethics of science, on the issues relevant to the CGIAR, which would delineate the scope of a subsequent strategic panel study to recommend a possible future ethical framework of policies and guiding principles of conduct. The whole process would take a year and a half or more, starting with the Panel meeting at the time of the SC meeting in September 2004.

### **3.7 CGIAR Research Strategies for IPG in a Context of IPR (planned, approved)**

Securing the protection of ideas and their use for CGIAR poverty and environmental objectives requires developing knowledge of Best Practice. At its 83<sup>rd</sup> meeting in August 2002, the iSC endorsed a proposal *What strategies for the CGIAR to conduct research and*

*deliver technological innovations that benefit the poor in a context of intellectual property rights?* (SDR/TAC:IAR/01/28 Rev.1). The proposal called for three to four commissioned background papers, followed by a workshop. The papers are: (i) an SC sponsored survey of practices followed by CGIAR scientists to secure the freedom to innovate and to operate, in the context of the System mandate (to be prepared by CAS, on behalf of all Centres); (ii) development of IP mechanisms to access information on property rights and accessibility (to be prepared by ISAAA); (iii) development of mechanisms to transfer innovations to intermediaries to secure sustainable benefits for the poor, applicable to seed/agricultural technologies as well as NRM research (to be prepared by the Rockefeller Foundation on developing an IP clearing house, and on the interactions between US Land Grant Colleges and African NARS).

### **3.8 Animal and Fish Genetic Resources Conservation (proposed)**

The iSC decided at its 83rd meeting in August 2002 to develop two strategic discussion papers, in consultation with the concerned Centres and FAO, on animal and fish genetic resources conservation, highlighting the developments at the global as well as CGIAR levels. This initiative would lead to reviewing CGIAR's position regarding its role in animal and fish genetic resources conservation.

#### **SPPS summary of activity and budget:**

<b>SPPS activity titles</b>	<b>Status</b>	<b>2004 k\$</b>	<b>2005 k\$</b>
1. Planning system level priorities and strategies	Continuing	84	53
2. Biosafety study	Ongoing	106	
3. Social Research book	Ongoing	43	
4. Food safety	Ongoing	64	59
5. Genomics research in the CGIAR	Ongoing	12	40
6. Ethics and CGIAR	Ongoing	43	61
7. CGIAR research strategies for IPG in a context of IPR	Planned/approved	10	60
8. Animal and fish genetic resources conservation	Proposed	24	5
<b>TOTAL</b>		<b>386</b>	<b>278</b>
<b>Spent or committed</b>		<b>83</b>	

## **4. Guarding the Relevance and Quality of On-going Science: Standing Panel on Monitoring and Evaluation (SPME)**

To remain credible, competitive and effective globally, science in the CGIAR System has to be of high quality and relevant. At the Centres, Boards of Trustees have the responsibility to uphold scientific quality. At the System level, the SC has been designated the responsibility to safeguard the relevance and quality of science – through appropriate peer review mechanisms. There are four ways through which SC will be influential:

1. Peer review of proposals for research (*ex-ante* assessment of impact pathways and quality).

2. External evaluation of Centres, their activities and cross-cutting research themes, and of Systemwide Programmes and Challenge Programmes (quality of ongoing research and past performance).
3. Development of an evaluation model based on self-assessment as part of the overall evaluation in the CGIAR, and guidance to Centres on self-assessment mechanisms harmonised across the System.
4. Monitoring and assessment of on-going science, research outputs and research plans through review of logframe-based Medium Term Plans

SC will rely on wider use of self-assessment in reviewing and enhancing the quality of science in the CGIAR System. SC is guiding evolution of a two step process of; (1) self-assessment by each Centre, Systemwide Programme and Challenge Programme of research processes outputs measured against a set of common indicators to be developed by the SC; and (2) an external evaluation drawing on the self-assessment and continuous monitoring of Centre performance through the assessment of Centre MTPs and periodic assessment of CGIAR science. A detailed outline of this new evaluation model has been under development for some time, and has elements tested in the recently completed and ongoing EPMRs. It will be presented to the Group shortly. The model will be modified as performance criteria and indicators are defined for both the self-assessment and external review components of the overall evaluation system.

SC will conduct peer review of additional CGIAR research, such as the Challenge Programmes and encourage Centres to adopt *ex-ante* peer review of research as part of the self-assessment process. In addition, SC will commission thematic or “stripe” reviews for monitoring the relevance and outputs of specific areas of research in order to provide input into System level strategic planning.

SC activities that fall under this function will be facilitated by SPME. They are as follows:

#### **4.1 External Programme and Management Reviews (EPMRs) (continuing, as per the Calendar)**

The SC exercises its monitoring and evaluation through commissioning External Programme and Management Reviews of each Centre (EPMRs) every five or six years. These reviews provide a measure of central oversight in the CGIAR and a mechanism of transparency and accountability to the Members and other stakeholders of the CGIAR System. They also provide the Centre and its collaborators with assessment information that complements or validates their own evaluation efforts. Increasingly, as the self-assessment mechanisms fall in place, the EPMRs are adopting a broader, strategic and forward looking focus. The premises for streamlining the EPMR process are that (1) the Board of Trustees are responsible for overseeing all aspects of policy implementation by management, including self-assessment and evaluation of outputs and impacts; and (2) there is independent assurance that Centre Boards have appropriate mechanisms in place and fulfil their governance and oversight functions satisfactorily. Centres are expected to establish self assessment mechanisms, including peer reviews and Centre commissioned external reviews which the EPMR will assess and use as input. While such mechanisms are being developed and harmonised across the System, Centres are requested to provide detailed information for the EPMR on scientific quality, outputs and achievements, priority setting and visions.

In 2004 the 6<sup>th</sup> EPMR of IRRI will be completed and the EPMRs of IFPRI and CIMMYT will be started. The EPMRs of CIFOR, ICRAF and The WorldFish Centre have been scheduled to be initiated in 2005. The EPMRs are funded by the Centres themselves. The SC Secretariat provides the Panel Secretary and resource person and the CGIAR Secretariat a resource person to assist the review Panel.

#### **4.2 Systemwide Programme Review: Alternatives to Slash and Burn (ASB) (commissioned)**

TAC/iSC commissioned the external review of the ASB Systemwide Programme in 2000, but due to the transition of TAC into the SC this review has been postponed. In 2003 the iSC approved the Terms of Reference and the Chair short list for this review, which the SC endorsed in February 2004. The review is planned to include an element of impact assessment, in addition to the evaluation of the programme's quality, effectiveness and efficiency, and the added value from the synergies in a Systemwide partnership. The ASB is the longest running Programme in the CGIAR with a broad focus on NRM, and the impact assessment component is expected to provide important information on *ex-post* impact of NRM research and on impact assessment methodology.

#### **4.3 Systemwide Programme Review: Participatory Research & Gender Analysis (commissioned)**

The review of the Systemwide Programme on Participatory Research and Gender Analysis has also been postponed due to the TAC-SC transition. This external review looks at the relevance, quality, efficiency and effectiveness of the programme research and the added value from the Systemwide partnership. Although it is a review of a single programme, it will benefit the assessment of participatory research and social sciences in a wider CGIAR context and the evaluation of *ex-post* impacts from participatory research.

#### **4.4 Social Science and Policy Stripe Review and Policy Impact Assessments (planned)**

There has not been a comprehensive stripe review of social science and policy research in the CGIAR System. In 1996, TAC commissioned a strategic review of policy and management research, and in 2002 there was a CGIAR Conference on social research organized at the behest of iSC. The 1996 review highlighted the need for an assessment of socioeconomic research, and the CGIAR Conference on social research recommended that there should be a stripe study on social science research with a particular focus on social research. Given the close interconnections and complementarity between economic, social and policy research; the fact that poverty alleviation has become the central goal of the CGIAR; and the fact that the Group is now investing increasing resources in social science and policy research, there is a need to undertake an inter-Centre assessment of the relevance and quality of current and planned activities and provide recommendations for future priorities and strategies. It is proposed that a panel of experts be commissioned to undertake the stripe review, and that there should be a desk study to organize and analyze the information required by the panel.

Policy-oriented social science research comprises a growing share of the CGIAR research portfolio, yet may be the area of System activities with the least compiled evidence of impact. Ex-post impact assessment of policy research is thus far confined chiefly to IFPRI.

This initiative would involve 5 case studies of large-scale perceived policy research impacts at the policy-oriented CGIAR Centres. The SPME Component would complement this with a “stripe review” of social science/policy research in the System.

#### **4.5 Science Tracking and Analysis in the CGIAR (continuing)**

SC will continue the monitoring of Centre Medium Term Plans for the Evaluation of the CGIAR Research Agenda, and guide Centres in logframe-based planning. Subsequently it will engage in the analysis of programme and project flows, synergies and efficiencies. The Medium-Term Plans, built on a logframe base, provide an excellent means for the SC to monitor the relevance of science across the system and subsequently inform the CGIAR members and stakeholders and advice the Centres of their forward planning. To monitor and report on MTPs in a systematic fashion requires establishment of a framework and a database for tracking outputs and assessing milestones in the logframe based plan. The SC will also request logframe-based MTPs from Systemwide Programmes and Challenge Programmes.

The MTP-based data base will permit a more comprehensive analysis of the ways in which programme elements within Centres are leveraged through the instruments of Systemwide and Challenge Programmes to gain efficiency of research output.

#### **4.6 Challenge Programme Evaluation (continuing)**

The SC is charged with evaluating proposals for Challenge Programmes at the three stages of their development: as concept notes, pre-proposals and full-proposals, following the criteria endorsed by the Group.

In the ongoing process of development of CPs, the iSC evaluated the CP full-proposal for sub-Saharan Africa in 2003 and decided to recommend placing the proposal on hold with recommendation that a more fully developed and defined proposal should be submitted to the SC following the Group endorsed criteria and the iSC recommendations. This proposal is to be again fully reviewed in 2004.

The SC reviews the Challenge Programmes as parts of its overall task of monitoring science relevance and quality. The iSC in its commentary of approval of the currently ongoing Challenge Programmes, recommended that detailed work plans (MPT) should be developed during the inception year. These will be reviewed in the normal MTP process.

The SC will prepare an assessment of progress and lessons learnt from the CP process so far to guide the System in further development of this programmatic approach to research, as requested by the Group at AGM'03.

**SPME summary of activity and budget:**

SPME activity titles	Status	2004 k\$	2005 k\$
1. External Programme and Management Reviews	Continuing		
2. Alternatives to Slash and Burn	Commissioned	31	90
3. Participatory Research & Gender Analysis	Commissioned		96
4. Social science and policy stripe review, and policy impact assessments	Planned	18	350
5. Science tracking and analysis in the CGIAR	Continuing	21	30
6. Challenge Programme evaluation	Continuing	16	
<b>TOTAL</b>		<b>96</b>	<b>566</b>

## **5. Assessing the Relevance and Quality of Past CGIAR Research: Standing Panel on Impact Assessment (SPIA)**

The success of the CGIAR in building and maintaining support for international agricultural research is critically dependent on, among other things, the quantity and quality of impact assessment (IA) carried out by the Centres. The need which first inspired the development of an independent system-level impact assessment function (now housed within the SC) remains today. First, much remains to be learned about demands of the key audiences for IAs. Second, IA coverage is still primarily restricted to a few select classes of research, and there is still substantial variation in the prevalence and quality of IAs among Centres. Third, there is still significant scope for improving understanding of the implications of the CGIAR's activities for target beneficiaries and the broader external environment, even for those research activities that have well documented impacts. Presently, SPIA is attempting to make *ex-post* IA in the CGIAR more demand-driven. This is being accomplished not only by focusing on limited questions of particular studies, but in addressing the larger questions of purpose and user demands through increased interaction with key stakeholders. The SC (through SPIA) is continuing to make strides towards addressing gaps in IA coverage, by not only directly investigating new topics and/or regions, but also by establishing the tools and methods that Centres can use to broaden their IA portfolios.

SC is responsible for assessing impact at the System level in the five output areas of CGIAR's research agenda and in terms of the CGIAR goals of poverty alleviation and sustainable food security. Activities under this SC function are facilitated by SPIA. The objectives of the impact assessment function are to provide: CGIAR members and the wider public with timely, objective and credible information on the impacts at the System level of past CGIAR outputs in terms of the CGIAR goals; and support to and complement the centres in their *ex-post* impact assessment activities. The impact assessment activities are expected to provide feedback to SC's activities on priorities and strategies (including *ex-ante* assessment and planning) and on external evaluation of CGIAR funded activities.

Impact assessment activities are organized under the following topics:

### **5.1 Impact of the CGIAR on Poverty Alleviation (IFPRI-coordinated study) (ongoing)**

The second phase of this project focuses on 7 case studies involving a range of countries, different CGIAR centres and types of CGIAR research. As the project nears completion in 2004, the focus is on an outreach strategy that emphasizes “a process, not a product” - a series of presentations that are taken to a number of different forums, rather than relying on a single major “end of project workshop.” Presentations have been and will be made to a range of academic conferences, CGIAR Centres, and donor organizations. The team is producing a peer reviewed book out of the complete set of case studies and synthesis, as well as an IFPRI Food Policy Report and Food Policy Statement.

### **5.2 Towards Expanded and Improved Impact Assessment of CGIAR NRM Research (ongoing)**

In 2003, the CGIAR Director asked SPIA/iSC to initiate a connected set of activities that would eventually give donors a better idea of the impacts of their past investments in natural resources management (NRM) research in the CGIAR. While centres have undertaken a number of evaluations of NRM research activities, not many have gone beyond a description of outputs and analysis of adoption in some cases. Much more evidence of ex-post impact from a wide variety of NRM research is needed. There are two main activities connected with this study to understand better the impacts of past investment in CGIAR research related to NRM: (1) developing improved methods for assessing NRM impacts and (2) assessing empirical evidence of impacts from successful NRM research by the Centres. Lack of methods is believed to be at least partly responsible for the lack of evidence of impact from NRM research, thus, an expert in the area of NRM *ex-post* IA (epIA) will develop a background paper on state of the art in NRM epIA. At the same time, the CDC Task Force on INRM is preparing a paper describing Centres’ perspective on appropriate approaches and methodologies on *ex-post* assessment of the impacts of NRM research. The second activity involves six Centre case studies to undertake credible empirical assessments of the impacts of past NRM research activities in the context of CGIAR mission and goals

### **5.3 Evaluation and Impact Assessment of the CGIAR’s Training Activities (joint with SPME) (ongoing)**

Training and other capacity strengthening activities are often implicitly considered as having had even more far reaching positive impacts toward achieving the ultimate goals of the CGIAR, than the research results *per se*. However, the current context of alternative training providers, new modes of channelling capacity strengthening activities, and declining funding is forcing the CGIAR Centres to prioritise and redesign their capacity strengthening strategies. The training study is expected to provide impact information for investors and information that will guide the CGIAR and the Centres in setting relative priorities regarding training focus, identifying effective strategies for CGIAR training activities at the System level, and enhancing coordination of training as part of other capacity strengthening activities. A Panel of three experts (Elliot Stern, John Lynam and Lucia Vaccaro) has had its first meeting and has produced a detailed inception report, analyzing the study context, identifying questions and hypotheses, and identifying intended methods. Regional contact people are being organized and field work is expected to commence in April, 2004.

#### **5.4 Dissemination Strategy (ongoing)**

CGIAR Centres have produced a wealth of studies documenting the impact that their research has had on enhancing global food security and alleviating poverty. Yet, there remains a tremendous opportunity to improve dissemination to external audiences, including the news media. At AGM '03, CGIAR Members clearly articulated demand to spread this information more widely within the System and beyond.

##### *(a) Impact of the CGIAR Website*

There is a need for a System level website to disseminate impact assessment findings to broader audiences and to build an IA 'community of practice' in the CG. The SC (particularly SPIA) is the ideal body to facilitate the site's implementation, as its mandate includes providing CGIAR Members with information on the impacts of past CGIAR outputs and facilitating exchange of experience from impact studies. All Centres are supporting establishment by SPIA/SC of this site on their behalf, as there is a strong belief that a more comprehensive replacement for the present outdated CGIAR impacts webpage can better represent the Centres' significant efforts in this area

##### *(b) Improved dissemination of results*

SPIA will produce brief synopses of IA findings that are easily understandable and attractive to external audiences. These briefs will be translated into French and Spanish, and will be made easily accessible through the forthcoming 'Impact of the CGIAR' website, and through specialized media.

#### **5.5 Strategic Guidelines for Impact Assessment in the CGIAR (ongoing)**

The need for establishing strategic guidelines for IA studies in the CGIAR has been re-enforced at the last two major CGIAR sponsored IA conferences. A strategic guidelines document would formulate a set of principles (a common framework) to address issues that help link what users of IAs need (donors, planners, administrators) with what impact assessors can provide, given resource, and time and data constraints. It would explore basic issues such as the criteria for plausibility in IAs, attribution, development of counterfactuals, logframe and impact pathways analysis generally, and issues related to credibility, feasibility, transparency, and communication. SPIA prepares this set of guidelines in response to demands from donors (since such a document would be helpful to them in establishing internal guidelines for judging IAs and explaining them to funding and political bodies), research managers and scientists and policy makers. Note: Further action will be taken on this activity when results from other closely related initiatives (NRM research IA, Donor Demand, Internal Demand for Impact Info.) become available.

#### **5.6 Follow-up Study of the Impacts of the CGIAR in Africa (Phase I) (planned, initiation in 2004)**

In the context of the emerging Sub-Saharan Africa Challenge Programme (SSA CP), the two recently published SC desk studies focusing on priority research areas for the continent, the forthcoming Inter-Academy Council Study on S&T Strategies, and the recent CG Initiative on SSA Programme Alignment and Structural Adjustment, there is significant demand for additional information regarding the impacts of international agricultural research

in Africa. The first phase of this initiative would build on the initial SPIA/TAC assessment presented at MTM '01, to develop a more systematic and extensive assessment of the impacts of the CGIAR and its partners in achieving the goals of reducing poverty, hunger and malnutrition in Africa. Phase II (typology construction and empirical analysis) will provide a comprehensive analysis of factors constraining and facilitating impact.

### **5.7 Defining “Best Bet” Approaches for Learning-oriented Impact Assessment (Exploratory, planned, initiation in 2004)**

Key stakeholders and CGIAR staff are emphasising the need for impact assessment that not only responds to external investor demands for accountability, but which also satisfies internal demands for “learning” oriented feedback. The newly established inter-Centre group dealing with ILAC (Institutional Learning and Change) is an example of the increased focus and emphasis on learning from evaluation processes and results. SPIA’s proposed exploratory study will define key issues and opportunities, so as to develop an empirical analysis of the past and potential usefulness of impact assessments and their findings for ILAC. For example, IAs can involve defining impact pathways, analyzing adoption of new technologies, developing counterfactuals, looking at attribution issues and effectiveness of partnerships in achieving impact, and identifying factors associated with successful impact as well as failure of research to have impact. How useful is such information in terms of guiding future programme directions and content, and in terms of defining new, more effective and efficient organizational structures and processes? What other types of IA associated information would be useful? After consultations with Centres, a study plan will be developed for an assessment of the potential for direct use in research operations and management of a range of evaluation processes and outputs, from ex-ante IA, on-farm trials, and monitoring and evaluation, through ex-post IA. The results should lead to identification of a set of “best bet” evaluation and impact assessment approaches that generate relevant feedback for input into research operations and management. The follow-up phase also will analyse the usefulness of lessons derived from studying factors associated impact failure, and it will identify the key institutional constraints that have prevented the use of impact assessment related information for learning.

### **5.8 Understanding Donor Demands for Evidence of Impact (planned, initiation in 2004)**

It is now widely recognised within the broader evaluation community that evaluations must be utilisation-focussed and demand-led to play useful roles in informing subsequent decision processes. IA of research accordingly must be responsive to user demands, if it is to fulfil accountability and resource mobilisation roles effectively. Thus, this study will improve understanding of the key attributes of evidence of impact demanded by external audiences, including donors, so as to guide IAs towards better satisfaction of user needs. In so doing, the role of IARCs to mainstream IA work and build IA capacity at the regional and national levels will be facilitated through authoritative guidance on methodological issues, such as whether benefits from collaborative research can plausibly be partitioned. This activity will build on a successful international conference on this subject, sponsored by SPIA and CIMMYT, to help facilitate the development of impact assessments in the system that provide CGIAR Members with timely, objective and credible information on impacts in as useful a manner as possible.

### **5.9 Impact Assessment of Participatory Research Approaches (planned, initiation in 2004)**

Participatory approaches may be an effective means for fostering relevance in agricultural development efforts, including research. Yet, the application of participatory methods also imparts costs, such as increased field labour, and identified preferences may be especially localized. As a result, the appropriate domains for the application of participatory approaches remain unclear in the context of global public goods oriented research. This study will analyse the contribution of participatory approaches to achievement of research impact and will investigate the cost-effectiveness of participatory methods for different classes of research activities.

### **5.10 CGIAR Agricultural Research Benefit Diffusion and Impacts in South Asia (Phase I) (planned, initiation in 2004)**

South Asia is the region of the world containing the greatest number of poor people. Despite status as the epicentre of the Green Revolution, it is one of only two regions of the world with rising malnutrition and incidence of hunger. Clearly agricultural research has had highly successful productivity effects in the region, but poverty persists to a degree uncharacteristic of any other regions that benefited strongly from the GR. This study would analyse the poverty-alleviating impacts on different target groups of CGIAR technologies in this context, and would improve understanding of the opportunities and impediments to agricultural technology enhancement as a strategy for poverty alleviation. Phase I is exploratory and would define the key knowledge gaps to be addressed in a more in-depth assessment.

### **5.11 Impacts of Farming Systems Research (Exploratory Study) (proposed, initiation in 2005)**

During the 1970s and 1980s, CGIAR investments in Farming Systems Research (FSR) related activities at the Centres - including workshops and reviews - were considerable. In addition to specific research outputs and technologies developed using the FSR framework, a host of FSR-related concepts emerged, including Farming Systems Analysis (FSA) and On-Farm Research (OFR). FSR was considered a novel approach that emphasized many elements that are common practice today and which underlie methods presently applied in integrated natural resource management (iNRM) research. Although much has been written about FSR, there is to-date little documented evidence of the precise effects, diffusion and impacts of the FSR approach. The focus of this exploratory study will be to assess whether an in-depth retrospective assessment of the benefits of FSR is feasible.

### **5.12 Developing Improved Understanding of Perceived (but undocumented) Impacts (proposed, initiation in 2005)**

At present, *ex-post* IA coverage within the CGIAR is highly variable among research areas and Centres, and is chiefly confined to a few selected crop improvement efforts. It is presently unknown whether substantial benefits are perceived to have been generated by research outside of these few activities, or whether impact assessment has captured most benefits resulting from the CGIAR. To test the hypothesis that major perceived impacts have escaped IA coverage, SPIA proposes to conduct a survey of key CGIAR experts and partners,

which will identify research activities that have had the largest perceived impacts, according to different topical categories.

### **5.13 CGIAR Agricultural Research Benefit Diffusion and Impacts in Latin America and the Caribbean (Phase I) (proposed, initiation in 2005)**

Latin America is not widely perceived as a significant beneficiary of the Green Revolution. Yet, there are a number of documented impacts in the region, and several strong and efficient NARS have emerged. This study would synthesise the CGIAR's role in generating benefits and enhanced capacity in the region. Phase I is exploratory and would define the key parameters of a more in-depth assessment

#### **SPIA summary of activity and budget:**

<b>SPIA Study Titles</b>	<b>Status</b>	<b>2004 k\$</b>	<b>2005 k\$</b>
1. Impact of the CGIAR on poverty alleviation	ongoing	80	
2. Towards expanded and improved IA of NRM research	ongoing	68	67
3. Training study (joint with SPME)	ongoing	160	100
4. Dissemination and communication strategy	ongoing	40	27
5. Strategic guidelines for impact assessment in the CGIAR	ongoing		16
6. Follow-up study of the impacts of the CGIAR in Africa	proposed	41	25
7. Defining "best bet" approaches for learning-oriented IA	proposed	23	40
8. Understanding donor demands for evidence of impact	proposed	33	
9. Impact assessment of participatory research approaches	proposed	35	176
10. CGIAR research benefit diffusion & impacts in South Asia	proposed	10	4
11. Impacts of Farming Systems Research	proposed		14
12. Developing improved understanding of perceived impacts	proposed		24
13. CGIAR research benefit diffusion & impacts in LAC	proposed		14
<b>TOTAL</b>		<b>490</b>	<b>489</b>
<b>TOTAL NET</b>		<b>422</b>	<b>422</b>
<b>Spent or committed</b>		<b>334</b>	<b>167</b>

## **6. Mobilizing Global Science and Technology Expertise: Standing Panel on Mobilizing Science (SPMS)**

A distinguishing characteristic of the SC will be the manner in which it helps to mobilize global, development-oriented science and technology expertise, and establish links with other scientific bodies such as national and international academies of science.

The SC will pursue this responsibility in partnerships with leading scientific organizations worldwide. Special consideration would be given to engaging competent agricultural research institutions in the South, to foster collaborative programmes and exchanges of successful experiences. SC will catalyze and foster collaboration in regional and inter-regional cooperation in agricultural research and training based on networking among Centres of excellence to address specific development-oriented problems.

SPMS will facilitate SC role in enhancing and promoting the quality, relevance and impact of science in the CGIAR by catalyzing and mobilizing the research activity of the

Centres to global scientific capacity. Also, the SPMS will help to mobilize the global scientific community around the mission and goals of the CGIAR and establish a focal point for an international network of eminent scientists committed to science and technology as a means to promote growth and combat hunger and environmental degradation.

Though the CGIAR has a good record of collaboration with research organizations in developing countries since its foundation, the relationship with the science communities in the developed world is spotty and could become more comprehensive and productive. The SPMS will look for the means to promote further collaboration of the Centres with leading scientific organizations, private sector and civil society, and also to enhance the quality of relevant science of the Centres, which will help attract leading external scientists in additional collaborative activities. At the same time, SPMS will address the need for the System to better understand the totality of agricultural research around the globe, of which the CGIAR is only an estimated 4 percent. This will permit better collaboration and synergies with the rest of the science community and help the System to better identify its niche and avoid undesirable overlaps.

The following activities will form the work programme of SPMS for 2004-2005.

### **6.1 Development and Implementation of Mobilizing Science Strategy (continuing)**

SC will develop and implement a communication and mobilizing science strategy that will include: (i) the identification of leading scientific organizations and scientists worldwide; (ii) contacting selected relevant organizations to make CGIAR known; (iii) survey-based assessment of publication policy at Centres; and (iv) assess the nature of ongoing collaboration between Centres and scientific organizations to facilitate and attract external collaboration. Linked to (i), there will be a set criteria developed for the inclusion of excellent scientists in SC's roster of experts.

### **6.2 International Science Conference/Symposium, frequency every 2-3 years (continuing)**

SC will be mobilizing the global scientific community around the mission and goals of the CGIAR and establish a 'focal point' for an international networks of eminent scientists committed to science and technology as a means to promote growth and combat poverty, hunger and environmental degradation. The first international conference/symposium is envisaged for 2006 with invited key presentations of forefront research in agricultural research, and publishing the proceedings in *Nature/Science*. Conceptualization, planning and organization of the conference/symposium will begin during 2004 and 2005.

### **6.3 State of Global Agricultural Research Report (continuing)**

SC is expected by the Group to produce an annual report of the state of the global agriculture research. For 2004, given the shortage of time, a paper will be prepared for presentation at AGM'04. For 2005 and beyond, a full report will be produced. This activity will be accomplished through a purpose-built Task Force, comprising SC and SP members as well as 4-6 fixed-term (1-2 months per person) global experts, designed to oversee the conceptualization, preparation, editing and printing of the report.

**SPMS summary of activity and budget:**

<b>SPMS Activity Titles</b>	<b>Status</b>	<b>2004 k\$</b>	<b>2005 k\$</b>	<b>Comments</b>
1. Development and implementation of mobilizing science strategy	Proposed	25	64	
2. Science conference/symposium	Proposed	35	42	Actual conference in 2006
1. Annual state of global agricultural research report	Proposed	37	134	
<b>TOTAL</b>		<b>97</b>	<b>240</b>	

**7. Council-wide Activities**

The SC will be involved in several Council-wide activities that cut across the work of the four standing panels. The following activities are considered to be of this nature.

**7.1 Development of Performance Criteria and Indicators for the CGIAR**

The ExCo has initiated a process to develop performance indicators for the CGIAR. This process draws from the report of the Working Group on Science Council, endorsed by the Group at AGM'02, which recommends that the SC should develop a new system of criteria and indicators for implementing the CGIAR evaluation process. Due to the ending of the iSC's term in September 2003, the iSC was not represented in the Performance Measurement Working Group during the First Phase of this exercise which reported to the Group at AGM'04. As recommended in the draft report and emphasised by several CGIAR members in their comments to the report, the SC will assume a leadership role in developing a performance measurement system for science relevance, quality, outputs and achievements, which will ensure that the PM system is aligned with the overall monitoring and evaluation process in the CGIAR. For the time being the exercise is coordinated and funded by the System Office.

**7.2 Development of the Roster of Scientists**

One of the SC's responsibilities, as stated in the Executive Council's Working Group report endorsed by the Group at AMG'02, is the development, in collaboration with the Centres, the System Office and external partners, of a peer-reviewed Experts Roster. The database held by the SC Secretariat currently contains some 2400 names and a repository of confidential candidate information which constitutes the SC's institutional memory in this regard. Most of the data are electronically organised. The SC will develop a system for peer review, maintenance and use of this database, and a mechanism for sharing the database and further developing it in collaboration with relevant partners and institutions.

**7.3 Sub-Saharan Africa Programme Alignment Task Force**

At AGM'03, the Group endorsed ExCo's recommendation to conduct a study on the rationalization of CGIAR operations across the System, starting with Africa, initially Sub-Saharan Africa. ExCo's recommendation was triggered by the issues raised during discussions about the future of ISNAR and ICRISAT. Review recommendations for both Centres accepted by the Group provided a timely opportunity for taking stock and

brainstorming about the future of CGIAR, initially in Africa to meet urgent development needs, but across the board as well. At AGM'03, it was agreed to set two Task Forces, and their work will be synchronized. Task Force 1, dealing with programmatic alignment, will be chaired by the SC Chair and a FARA nominee. Task Force 2 will deal with structural options/organizational alignment and will be chaired by Jochen de Haas and Moise Mensah. The Task Forces are expected to make detailed progress report to the AGM'04, and complete the full report subsequently. The exercise is being coordinated and funded by the CGIAR Secretariat.

#### **7.4 Communication Strategy**

SC will be developing a communication strategy in collaboration with the Communications unit of the CGIAR Secretariat. Fiona Douglas will be attending the May meeting of the SC, and later work with the SC Chair, the Standing Panel Chairs and the SC Secretariat in preparing a communication strategy that would meet the needs of the SC, SC Standing Panels and the CGIAR. It is envisaged that the communication strategy would be based on a clearly conceptualized understanding of communication goals; scope and nature of the communication material; audiences involved and specific purposes; particular channels and forms of communication; etc. It is envisaged that, beyond the provision of material generated by the SC, the actual communication expenses involved would be taken care of by the CGIAR Secretariat based on the agreed strategy.

### **8. Budget and Staffing**

For 2004, the resources required (Table 1) to fund the SC budget is US\$ 2,814,000.

FAO has agreed to increase its cash contribution for 2004 to US\$ 785,500 (from US\$ 650,000, an increase of 20.6%), plus a similar increase of its in-kind contribution, now estimated to be about US\$ 180,000 per annum. Expected income from UNDP for 2004 is US\$250,000. This leaves a balance of US\$ 1,778,500 to be funded by the World Bank.

In addition, and not shown in Table 1, US\$ 155,000 are expected to be the 'one time' cost of recruiting the Executive Director of the Science Council. The World Bank has agreed to bear this cost.

The Science Council has no reserves in its Trust Account. Its operations since 1 January 2004 are being supported through the transfer into the Trust Account in November 2003 of US\$ 500,000 from the World Bank as part of its 2004 contribution.

The current professional staffing in the Secretariat consists of the Executive Director (D-2) and under recruitment, and four Senior Officer (P-5) posts. One of the P-5 posts is currently vacant and it is proposed to upgrade the position to D1, once the Executive Director has taken office. This is necessary and justifiable because of the additional demanding tasks that are foreseen, such as: coordinating the preparation of the annual state of global agricultural research report; coordinating the planning and organizing the science symposium every 3 years; coordinating the SC communication strategy; facilitating cross-Standing Panel integration; overseeing other Council-wide activities; and providing special support to the SC Chair. It is envisaged that the current professional capacity of the Secretariat will be strengthened and supported through short-term experts and consultants to carry out specific

tasks as dictated by the work plans of the Standing Panels. In some instances, panel studies and reviews would be coordinated by experts serving as Scientific Secretaries, particularly in those disciplines where the Secretariat may not have adequate expertise, or unable to provide staff support at a senior level.

The Secretariat is supported by five General Service staff, two of which are at the G-5 level (Secretary and Programme Clerk) and two at the G-4 level (Clerk-Typist and Clerk), and there is a G-6 position (Administrative Assistant) which is currently vacant. It is proposed to review all the General Service positions in the light of the new functions and structure of the SC and of its Standing Panels.

For the immediate future, it is proposed that the job descriptions and skills requirements of the two G-4 positions be reclassified to attract young graduates who have the commitment and skills to work across a range of programmatic and administrative tasks including: assisting in implementing the programmatic activities of the Standing Panels, and *ad hoc* panels, working groups and task forces. This would involve tasks such as desk research and literature surveys, analyses and syntheses; preparation of scientific briefs, concept notes and study proposals; database management and data processing; contributing to report writing; and participating in virtual meetings, information exchanges and communication. Thus, it is proposed that Terms of Reference of the G-4 level posts will be revised, or the posts be reclassified, probably to P-2 or P-3 levels.

Once the Executive Director has taken office in the second half of this year, the skills required for the two G-5 level positions, as well as the G-6 position, will be reviewed and redefined commensurate with the new status of the SC in FAO which calls for excellent administrative and office skills and commitment.

**Table 1: ESTIMATED RESOURCE REQUIRED: 2004 and 2005 (US\$)**

	<b>2004 ESTIMATE</b>	<b>2005 ESTIMATE</b>
<b>Cash Contributions:</b>		
FAO	785,500	785,500
World Bank	1,778,500	2,683,500
UNDP	250,000	250,000
<b>Total Income for Budget Year</b>	<b>2,814,000</b>	<b>3,719,000</b>
<b>Expenditures:</b>		
<b>Personnel -- Professional Staff</b>		
D2 Executive Director (upgrade from D1)	66,000	201,000
D1 Programme Director (upgrade from vacant P5)		188,000
P5 Senior Officer	168,000	168,000
P5 Senior Officer	168,000	168,000
P5 Senior Officer	168,000	168,000
<b>Total professional staff</b>	<b>570,000</b>	<b>873,000</b>
<b>Personnel -- General Service Staff</b>		
1 G6 Administrative Assistant (vacant)	59,000	89,000
1 G5 Secretary	78,000	78,000
1 G5 Programme Clerk	78,000	78,000
1 G4 Clerk-Typist	68,000	68,000
1 G4 Clerk	45,000	68,000
<b>Total general service staff</b>	<b>328,000</b>	<b>381,000</b>
<b>Total Personnel</b>	<b>898,000</b>	<b>1,264,000</b>
<b>General Operating Expenses</b> (telephone, printing, courier, meeting expenses, hospitality, etc.)	<b>60,000</b>	<b>60,000</b>
<b>Equipment</b> (computers, printers, stationery)	<b>15,000</b>	<b>15,000</b>
<b>SC Chair and Office</b>	<b>356,000</b>	<b>356,000</b>
<b>SC Honoraria, Per diem, Travel, Meetings</b>		
SC/SP Honoraria	207,000	207,000
SC/SC Sec (Per diem)	45,000	53,000
SC-related travel	162,000	189,000
Contracted services and consultants	50,000	50,000
<b>Sub-Total</b>	<b>464,000</b>	<b>499,000</b>
<b>Programmatic activities</b>		
Standing Panel on Priorities and Strategies	386,000	278,000
Standing Panel on Monitoring and Evaluation	96,000	566,000
Standing Panel on Impact Assessment	422,000	422,000
Standing Panel on Mobilizing Science	97,000	240,000
Council-wide activities	20,000	10,000
<b>Sub-total</b>	<b>1,021,000</b>	<b>1,516,000</b>
<b>TOTAL EXPENDITURES</b>	<b>2,814,000</b>	<b>3,719,000</b>

**Budget details of each activity****Ensuring and Planning for the Future Relevance and Quality of Science: Standing Panel on Priorities and Strategies (SPPS)****1. Planning System Level Priorities and Strategies (continuing)**

Item	Time	Budget \$		Main activity
		2004	2005	
Consultants honoraria	90 days	36,000		Draft chapters of the report; congruence analysis runs; analysis of historical resource allocation; analysis of evolving research priorities; integration of poverty mapping into priority setting
Consultant travel		9,000	4,500	Visit Secretariat for work
Consultant per diem	30 days	3,750	3,750	30 days @ \$250 per day
Stakeholder/Science managers meeting		30,000		Physical meeting, probably at a Centre in July 2004
Virtual consultations -Consultant honoraria -RIMISP Fees	120 days		30,000 10,000	Electronic conference/consultations Panel chairs/vice chairs Electronic platform and process
Publication/distribution		5,000	5,000	
<b>Total</b>		<b>83,750</b>	<b>53,250</b>	
<b>Committed</b>		<b>20,000</b>		

**2. Biosafety Strategic Study (ongoing)**

Item	Time	Budget \$		Main activity
		2004	2005	
Expert honoraria	100 days	40,000		Draft chapters of the panel report
Expert travel		27,000		Panel Chair & Scientific Secretary to attend SC meeting in May 2004, Workshop in July 2004, and AGM'04
Expert per diem	14 days	3,500		14 days @ \$250 per day
Stakeholders/Science managers workshop		30,000		Workshop to formulate an implementation plan
Publication/distribution		5,000		
<b>Total</b>		<b>105,500</b>		
<b>Committed</b>		<b>45,000</b>		

**3. Social Research in the CGIAR (ongoing)**

Item	Time	Budget \$		Main activity
		2004	2005	
Consultant honoraria	60 days	18,000		Technical editing and copy editing all the papers, including working with authors
Book launch, purchase and distribution		25,000		Press conference to launch book; distribution of books to CGIAR members
<b>Total</b>		<b>43,000</b>		
<b>Committed</b>		<b>18,000</b>		

#### 4. Food Safety Considerations in CGIAR Research (ongoing)

Item	Time	Budget \$		Main activity
		2004	2005	
Stakeholders workshop		30,000		Workshop to identify food safety issues, research priorities and strategies
Expert/consultant honorarium	130 days	12,000	40,000	Organize workshop and workshop report; panel meeting; draft chapters of panel report
Expert/consultant travel		18,000	9,000	Panel to attend workshop in 2004; Panel Chair to attend SC meeting in spring or autumn 2005, and AGM'05
Expert/Consultant per diem	35 days	4,000	4,750	35 days @ \$250 per day
Publication/distribution			5,000	
<b>Total</b>		<b>64,000</b>	<b>58,750</b>	

#### 5. Genomics Research in the CGIAR (ongoing)

Item	Time	Budget \$		Main activity
		2004	2005	
Commissioned paper	30 days	12,000		Preparation of a background paper
Genomics managers workshop			30,000	Workshop to formulate an organizational strategy for the CGIAR
Publication/distribution			10,000	
<b>Total</b>		<b>12,000</b>	<b>40,000</b>	

#### 6. Ethics and Science in the CGIAR (ongoing)

Item	Time	Budget \$		Main activity
		2004	2005	
Expert honoraria	130 days	12,000	40,000	Prepare a discussion paper; draft chapters of the panel report; panel meeting
Expert travel		18,000	9,500	Consultant to attend SC meeting in September 2004; Panel to meet once in September 2004; Panel Chair to attend SC meeting in September 2005, and AGM'05
Expert per diem	35 days	3,250	1,500	35 days @ \$250 per day
Publication/distribution			10,000	
<b>Total</b>		<b>43,250</b>	<b>61,250</b>	

#### 7. CGIAR Research Strategies for IPG in a Context of IPR (planned, approved)

Item	Time	Budget \$		Main activity
		2004	2005	
Commissioned papers		10,000		Preparation of the commissioned background papers (only one paper costed)
Stakeholders/Science			50,000	Workshop to formulate an

managers workshop				implementation plan
Publication/distribution			10,000	
<b>Total</b>		<b>10,000</b>	<b>60,000</b>	

### 8. Animal and Fish Genetic Resources Conservation (proposed)

Item	Time	Budget \$		Main activity
		2004	2005	
Consultants honorarium	60 days	24,000		Preparation of discussion papers
Publication/distribution			5,000	
<b>Total</b>		<b>24,000</b>	<b>5,000</b>	

### Guarding the Relevance and Quality of On-going Science: Standing Panel on Monitoring and Evaluation (SPME)

#### 1. External Programme and Management Reviews (EPMRs)

Funded through the Centre budgets.

#### 2. Systemwide Programme Review: Alternatives to Slash and Burn (ASB)

Item	Time	Budget \$		Main activity
		2004	2005	
Expert honoraria; Chair + 2 members	82 days	9,600	23,200	Develop study plan, steering committee meeting, field visits, analysis, report writing
Expert travel		17,800	48,600	Travel to steering committee meeting, four field sites in two member teams
Expert per diem		4,000	14,000	72 days @ 250 UD\$ a day
Publication/distribution			4,000	
<b>Total</b>		<b>31,400</b>	<b>89,800</b>	

#### 3. Systemwide Programme Review: Participatory Research & Gender Analysis

Item	Time	Budget \$		Main activity
		2004	2005	
Expert honorarium; Chair + 2 members	63 days		24,000	Review planning, programme steering committee meeting, field visits, analysis, report writing
Expert travel			53,000	Travel to steering committee meeting, three field sites in two member teams
Expert per diem			15,000	60 days @ 250 UD\$ a day
Publication/distribution			4,000	
<b>Total</b>			<b>96,000</b>	

#### 4. Social Science and Policy Stripe Review and Policy Impact Assessments

Item	Time	Budget \$		Main activity
		2004	2005	
Expert honorarium; Chair + one member	65 days		26,000	Develop stripe review plan, steering committee meeting, field visits, analysis, report writing
Expert travel			72,500	Travel to six sites/Centres relevant for review
Expert per diem			18,000	72 days @ 250 USD a day
IA Expert honorarium	45 days	18,000		Methodology review and feasibility study
Centre IA case studies	9 months		150,000	support for 5 case studies @ \$30,000
IA Planning Workshop			50,000	Planning workshop with case study leaders and selected experts
IA Expert honorarium	20 days		8,000	Synthesis of case study results & write-up
Peer review of impact cases			3,000	6 reviewers @ \$500 per review
Publication/distribution			22,000	
<b>Total</b>		<b>18,000</b>	<b>349,500</b>	

#### 5. Science tracking and analysis in the CGIAR

Item	Time	Budget \$		Main activity
		2004	2005	
Consultant honorarium	90 days	21,000	16,000	Develop the MTP evaluation framework and database; Reassess logframe output classification and develop guidelines.
Consultant honorarium	60 days		14,000	Analysis of programme and project flows, synergies and efficiencies
<b>Total</b>		<b>21,000</b>	<b>30,000</b>	

#### 6. Challenge Programme Evaluation

Item	Time	Budget \$		Main activity
		2004	2005	
Expert honorarium	20 days	8,000		Peer review of CP full-proposal.
Expert honorarium	20 days	8,000		Assessment of CP progress and lessons learned from the CP approach
<b>Total</b>		<b>16,000</b>		

**Assessing the Relevance and Quality of Past CGIAR Research: Standing Panel on Impact Assessment (SPIA)**

**1. Impact of the CGIAR on Poverty Alleviation (IFPRI-coordinated study) (ongoing)**

Item	Time	Budget \$		Main activity
		2004	2005	
IFPRI staff travel		30,000		Present findings at various forums, including AGM, CGIAR Centres, donors, etc.
IFPRI staff salaries		25,000		IFPRI Project staff for synthesis and outreach activities and for IFPRI Communication staff
Editing and publication costs		25,000		Book of cases studies, briefs, other printed material, CDs and website
<b>Total</b>		<b>80,000</b>		
<b>Spent or committed</b>		<b>80,000*</b>		

\* \$55,000 has already been dispersed to IFPRI.

**2. Towards Expanded and Improved Impact Assessment of CGIAR NRM Research (ongoing)**

Item	Time	Budget* \$		Main activity
		2004	2005	
IA expert honoraria/travel	30 days	12,000		Methodology state of the art paper; assist 7 Centres on the case studies
IA expert travel/per diem		6,000		
Panel members (virtual)	25 days	6,000	3,000	Contributing to 'state of art' paper
Secretariat consultant	150 days	24,000	6,000	Support to case studies, methodology review and assessments of reports
Workshop - case studies		20,000		Honoraria, travel and logistics
Workshop - Guidelines			40,000	“ “
Editing and publication costs			18,000	Strategic Guidelines for NRM IA document; Book of cases studies and related briefs
<b>Total</b>		<b>68,000</b>	<b>67,000</b>	
<b>Spent or committed</b>		<b>68,000*</b>	<b>67,000</b>	

\* Full budget for this activity, \$135,000, was received from the CGIAR Secretariat in 2003.

**3. Evaluation and Impact Assessment of the CGIAR's Training Activities (joint with SPME) (ongoing)**

Item	Time	Budget \$		Main activity
		2004	2005	
Expert honoraria	150 days	30,000	30,000	Study plan and methodology design, field visits, data gathering, analysis, report writing
Expert travel (including		60,000	30,000	Field visits: 4 regions, 2 per region

per diem)				
Research inputs	1,5 months	8,000		Literature review
Regional resource person honoraria	180	52,000	20,000	For regional site related fieldwork
Regional resource person travel		8,000	2,000	
Research assistant	2 months	2,000	8,000	Data analysis
Publication			10,000	Printing and distribution
<b>Total</b>		<b>160,000</b>	<b>100,000</b>	
<b>Spent or committed</b>		<b>160,000</b>	<b>100,000</b>	

#### 4. Dissemination and Communication Strategy (ongoing)

Item	Time	Budget \$		Main activity
		2004	2005	
Secretariat consultant (web content) honorarium	90 days	18,000		Development of web content and maintenance
Secretariat consultant (web programmer)	45 days	8,000		Coding of scripts for dynamic functions
Secretariat consultant (web maintenance)			6,000	Keeping site content updated
Editor for 'briefs' honorarium	45 days	9,000	5,000	Selection of results for summarization, preparation of briefs
Graphic designer	30 days		5,000	Development of attractive template for briefs
Translator			8,000	Translation of briefs into Spanish and French
Publications		5,000	3,000	Publication of glossy, colour briefs
<b>Total</b>		<b>40,000</b>	<b>27,000</b>	
<b>Spent or committed</b>		<b>6,000</b>		

#### 5. Strategic Guidelines for Impact Assessment in the CGIAR (ongoing)

Item	Time	Budget \$		Main activity
		2004	2005	
IA Expert honorarium	30 days		12,000	Further development of annotated outline and methodological issues paper
Publication			2,000	Printing and distribution
<b>Total</b>			<b>14,000</b>	

#### 6. Follow-up study of the impacts of the CGIAR in Africa (Phase I) (planned, initiation in 2004)

Item	Time	Budget \$		Main activity
		2004	2005	
Expert honorarium	70 days	28,000		Establish framework, review studies, conduct analysis, write report
Expert travel		5,000		Visit Secretariat, and present report to SPIA

Expert per diem		1,500		6 days @ \$250 per day
Peer reviews		3,000		6 reviewers @ \$500 per review
Publication/distribution		3,500		
Phase II estimate			25,000	analysis, write-up, peer review & publication
<b>Total</b>		<b>41,000</b>	<b>25,000</b>	

**7. Defining “Best Bet” Approaches for Learning-oriented Impact Assessment (Exploratory (planned, initiation in 2004))**

Item	Time	Budget \$		Main activity
		2004	2005	
Expert honorarium	30 days	12,000		Plan the study, prepare and test information gathering exercise, draft scoping study
Consultant honorarium	30 days	6,000		Support development of the workplan
Peer reviews		2,000		4 reviewers @ \$500 per review
Publication/distribution		3,000		
Main study			40,000	Conduct survey, analysis & write-up
<b>Total</b>		<b>23,000</b>	<b>40,000</b>	

**8. Understanding Donor Demands for Evidence of Impact (planned, initiation in 2004)**

Item	Time	Budget \$		Main activity
		2004	2005	
Experts (ex-donors) honorarium	30 days	12,000		Prepare paper outlining method to elicit donor demands; analysis & write-up
Workshop to understand donor demands		15,000		Delphi (or similar) exercise to elicit donor views
Peer reviews		3,000		6 reviewers @ \$500 per review
Publication/distribution		3,000		
<b>Total</b>		<b>33,000</b>		

**9. Impact Assessment of Participatory Research Approaches (planned, initiation in 2004)**

Item	Time	Budget \$		Main activity
		2004	2005	
Expert honoraria	45 days	18,000		Two consultants prepare scoping papers for intended approach
Workshop		12,000		Workshop to plan activities based on consultant input
Expert honoraria/Travel	90 days	5,000	35,000	Guidance/facilitation of cases and synthesis of results
Centre case studies			120,000	support for 4 case studies @ \$40,000
Peer reviews			3,000	6 reviewers @ \$500 per review
Publication/distribution			18,000	
<b>Total</b>		<b>35,000</b>	<b>176,000</b>	

**10. CGIAR Agricultural Research Benefit Diffusion and Impacts in South Asia (Phase I) (planned, initiation in 2004)**

Item	Time	Budget \$		Main activity
		2004	2005	
Expert honorarium	30 days	10,000	2,000	Literature review & analysis; report writing
Peer reviews			2,000	4 reviewers @ \$500 per review
<b>Total</b>		<b>10,000</b>	<b>4,000</b>	

**11. Impacts of Farming Systems Research (Exploratory Study) (proposed, initiation in 2005)**

Item	Time	Budget \$		Main activity
		2004	2005	
Expert honorarium	30 days		12,000	Feasibility study; literature review and initial assessment of benefits derived from FSR in CGIAR.
Publication			2,000	Printing and distribution
<b>Total</b>			<b>14,000</b>	

**12. Developing Improved Understanding of Perceived (but undocumented) Impacts (proposed, initiation in 2005)**

Item	Time	Budget \$		Main activity
		2004	2005	
Expert honorarium	20 days		8,000	Prepare email survey for distribution to Centres, NARS, NGOs, and Members
Expert honorarium	25 days		10,000	Analysis of results and write-up
Peer reviews			3,000	6 reviewers @ \$500 per review
Publication/distribution			3,000	
<b>Total</b>			<b>24,000</b>	

**13. CGIAR Agricultural Research Benefit Diffusion and Impacts in Latin America and the Caribbean (Phase I) (proposed, initiation in 2005)**

Item	Time	Budget \$		Main activity
		2004	2005	
Expert honorarium	30 days		12,000	Literature review & analysis; report writing
Peer reviews			2,000	4 reviewers @ \$500 per review
<b>Total</b>			<b>14,000</b>	

## **Mobilizing Global Science and Technology Expertise: Standing Panel on Mobilizing Science (SPMS)**

### **1. Development and Implementation of a Mobilizing Science Strategy (proposed)**

Item	Time	Budget \$		Main activity
		2004	2005	
Expert honorarium	80 days	8,000	24,000	Preparation of a strategy document; making CGIAR known to relevant organizations; assessment of publications policy; assessment of ongoing collaboration
Expert travel		4,500	4,500	Consultant to attend SC meeting in Autumn to discuss mobilizing science strategy; consultant to visit secretariat
Expert per diem	30 days	2,500	5,000	30 days at \$250 per day
Publications/distribution		10,000	30,000	Preparing, editing, printing and distribution of various communications material
<b>Total</b>		<b>25,000</b>	<b>63,500</b>	

### **2. International Science Conference/Symposium, frequency every 2-3 years (proposed)**

Item	Time	Budget \$		Main activity
		2004	2005	
Expert honorarium	120 days	24,000	24,000	Organizing committee, to plan the conference in autumn 2004, and organize conference in 2005 to be implemented in 2006.
Expert travel		9,000		Chair & Scientific Secretary of the organizing committee to attend SC meeting in autumn 2004 to discuss the plan
Expert per diem	20 days	2,000	3,000	20 days @ \$250 per day
Communication with conference/symposium invited contributors and participants			10,000	Conference secretariat communicating with conference presenters and participants
Communication material			5,000	Conference brochure
<b>Total</b>		<b>35,000</b>	<b>42,000</b>	

### **3. State of Global Agricultural Research Report (proposed)**

Item	Time	Budget \$		Main activity
		2004	2005	
Expert honorarium	260 days	24,000	80,000	Draft chapters of the report
Expert travel			18,000	Task Force meeting to discuss the draft report
Expert per diem	30 days	2,500	5,000	30 days at \$250 per day
Publication/distribution		10,000	30,000	Editing, printing and distribution
<b>Total</b>		<b>36,500</b>	<b>133,000</b>	

### **Council-wide Activities**

**1. Development of Performance Criteria and Indicators for the CGIAR**

Funded through the CGIAR Secretariat.

**2. Development of the Roster of Scientists**

Item	Time	Budget		Main activity
		2004	2005	
Consultant honorarium		15,000	5,000	Development of an Internet interphase system for the Expert Roster.
Expert honorarium		5,000	5,000	Peer-Review of roster candidate information
<b>Total</b>		<b>20,000</b>	<b>10,000</b>	

**3. Sub-Saharan Africa Programme Alignment Task Force**

Funded through the CGIAR Secretariat.

**4. Communication strategy**

Funded through the CGIAR Secretariat.