



Performance Measurement in the CGIAR

Pilot Year 2004
Preliminary Results

8th CGIAR Executive Council Meeting
May 11-12 2005 in Berlin

Overview

1. Framework of the PM pilot system
2. Preliminary Results

Framework of the pilot CGIAR Performance Measurement System

- Elements reflecting the *results* dimension of the organization's work;
- Elements reflecting the organization's *potential to perform*

Performance Elements

- Results
 - Outputs
 - Outcomes
 - Impacts
 - Stakeholder Perceptions
- Potential to Perform
 - Quality of Research and Managerial Staff
 - Quality and Relevance of Programs
 - Institutional Health
 - Financial Health

Preliminary Results

Pilot Year 2004

Provisos ...

- Snapshot of selected performance indicators
- Reported data has still to be verified
- SC still is in the process of reviewing submissions on outputs, outcomes, impact, and some aspects of program quality and relevance

Under SC review

- Outputs – output targets achieved
- Description of 5 most significant outcomes that appeared in 2004
- Impact: (1) performance in terms of developing and implementing an impact assessment *process* and *culture* (2) two impact studies
- SC assessment of program quality

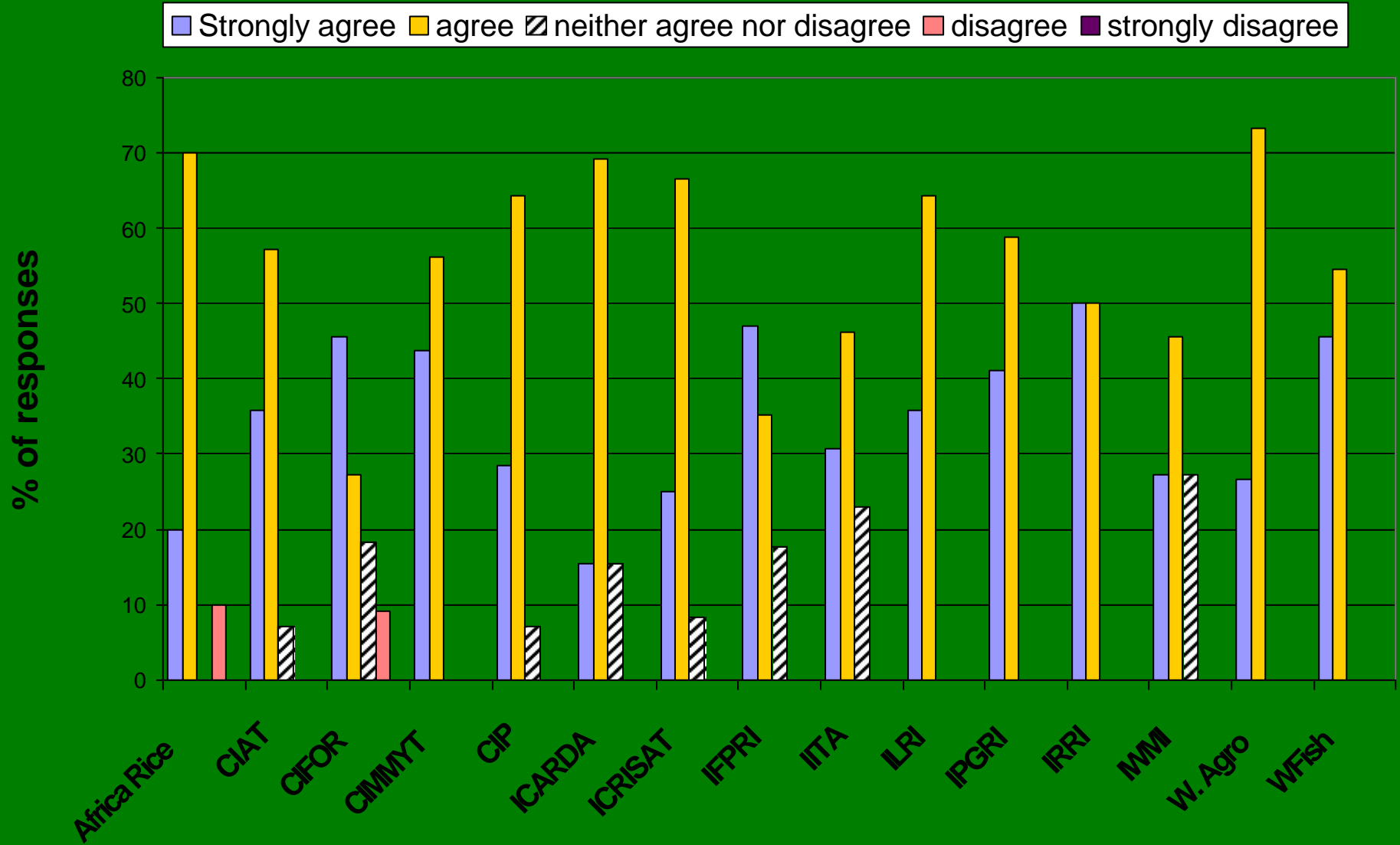
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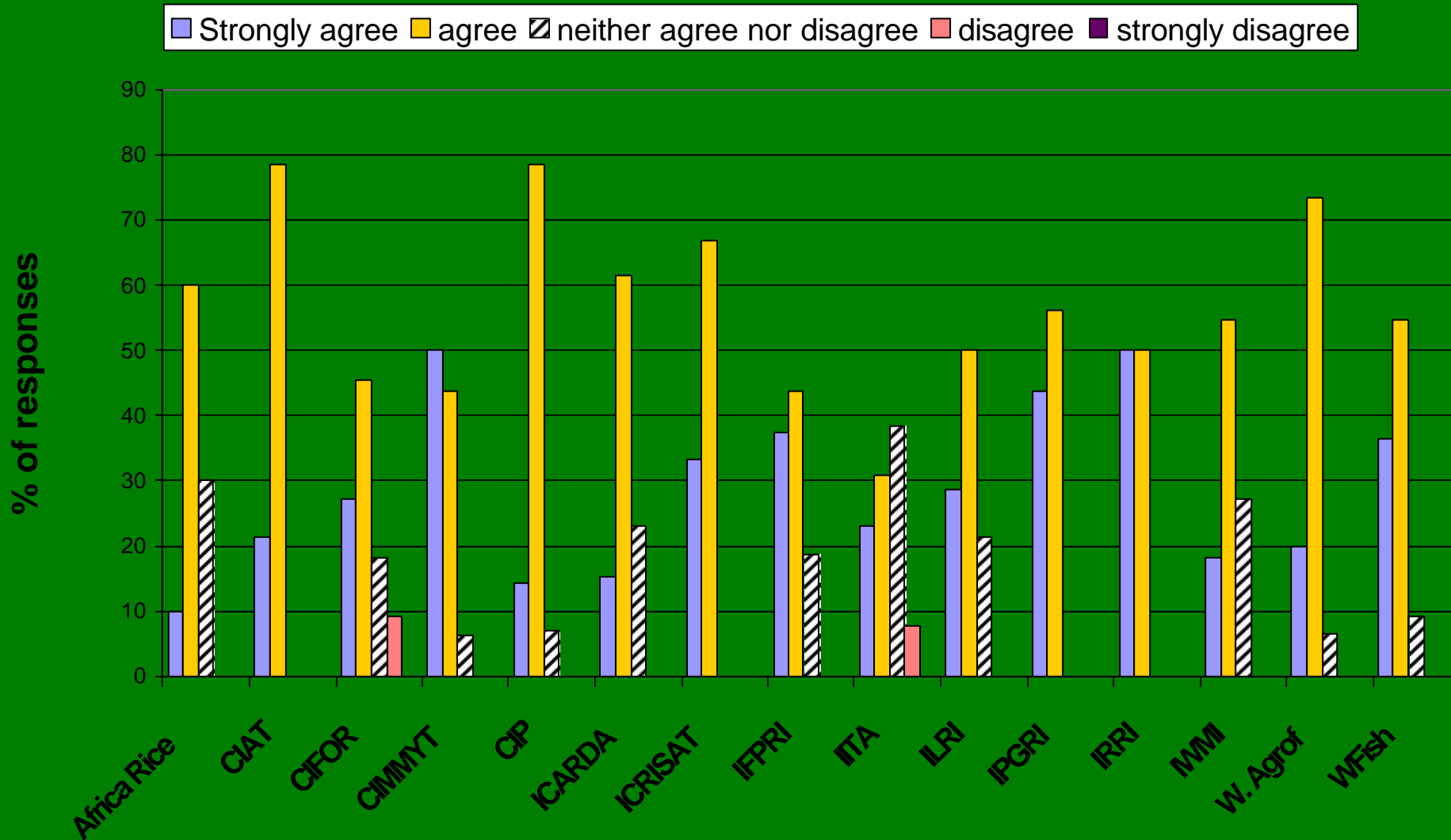
CGIAR Member Perception Survey

- Three questions on perceptions about Centers
- 28 Members responded in total
- on average 13 responses per Center

Center X makes significant contributions to achieving the CGIAR mission

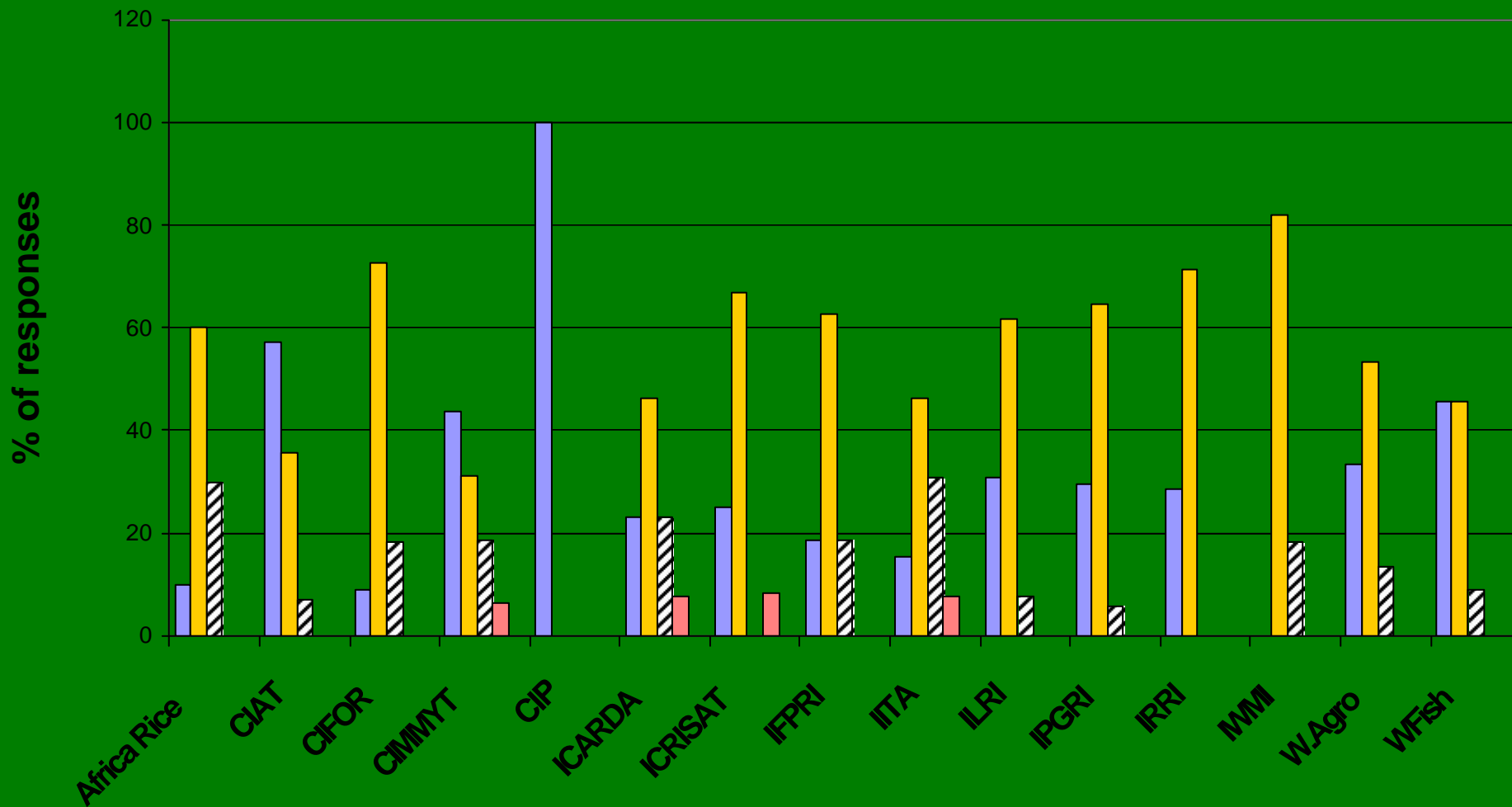


Center X achieves significant results in generating global or international public goods



Center X is effectively engaged in establishing science partnerships for development

■ Strongly agree
 ■ agree
 neither agree nor disagree
 ■ disagree
 ■ strongly disagree



Performance Elements

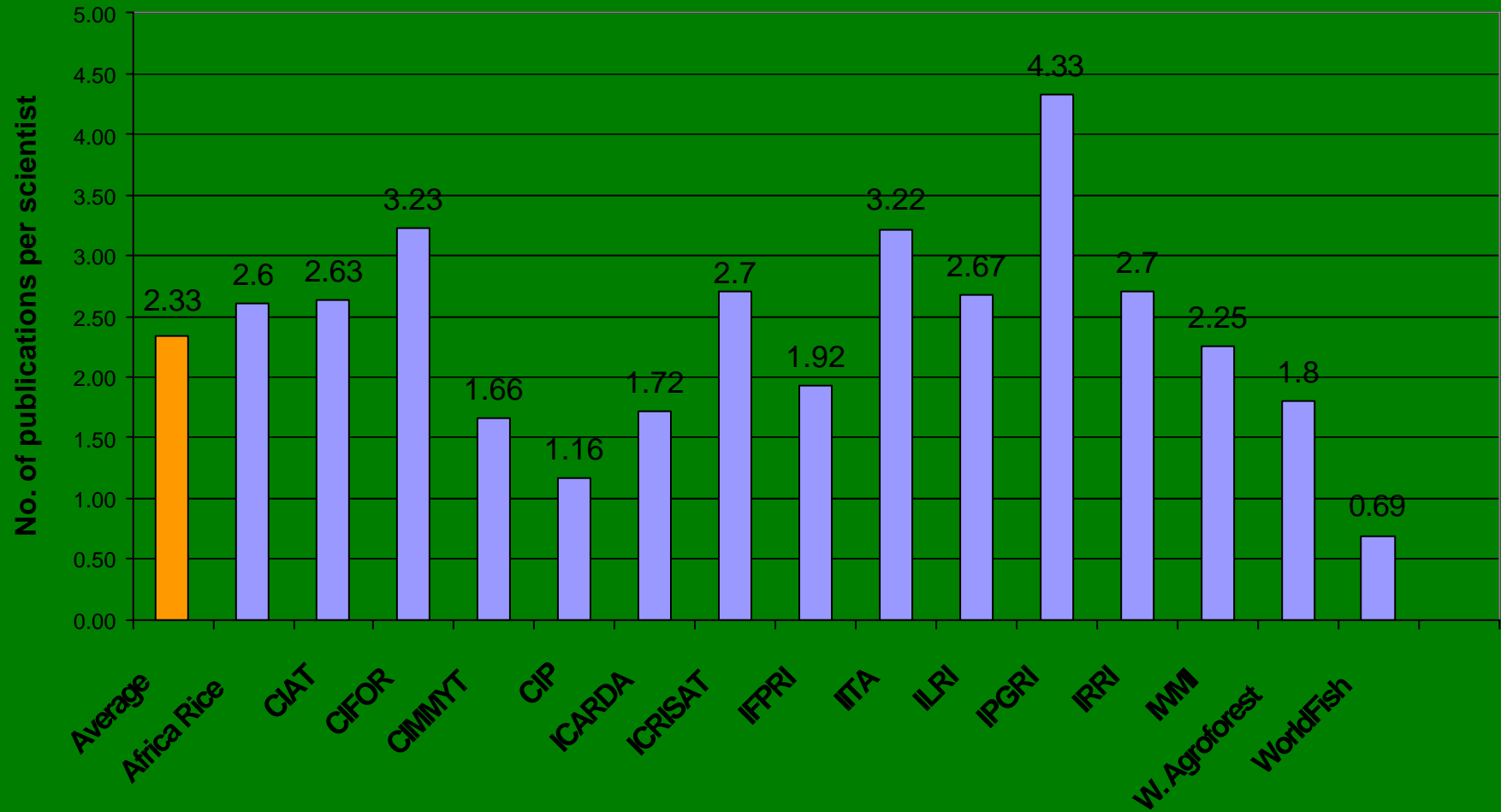
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Quality of Research and Managerial Staff

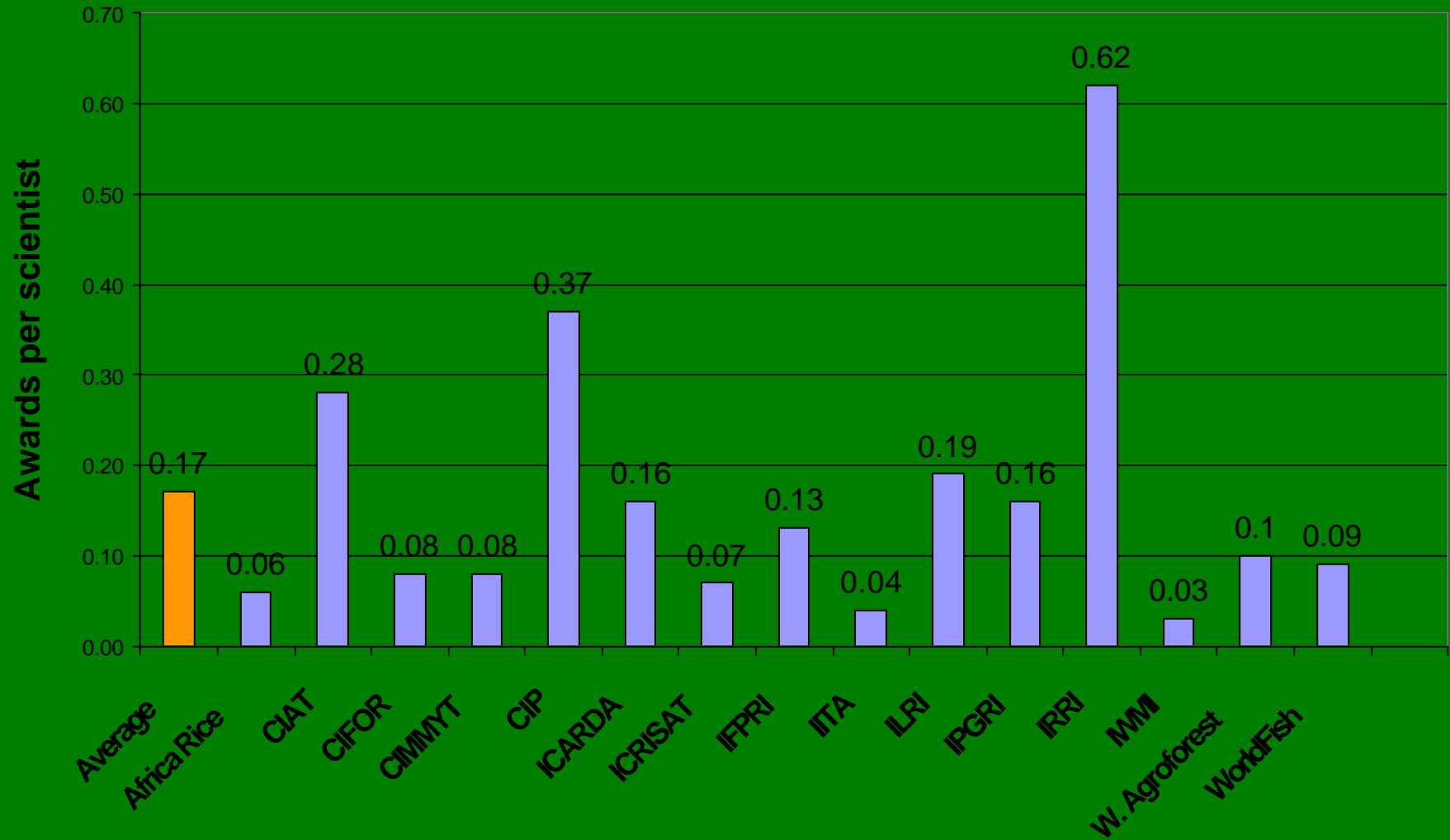
Indicators:

- Number of peer-reviewed publications per scientist
- Number scientific and development awards per scientist
- Percentage of Center's top choice candidates for research and managerial positions who accept the offer

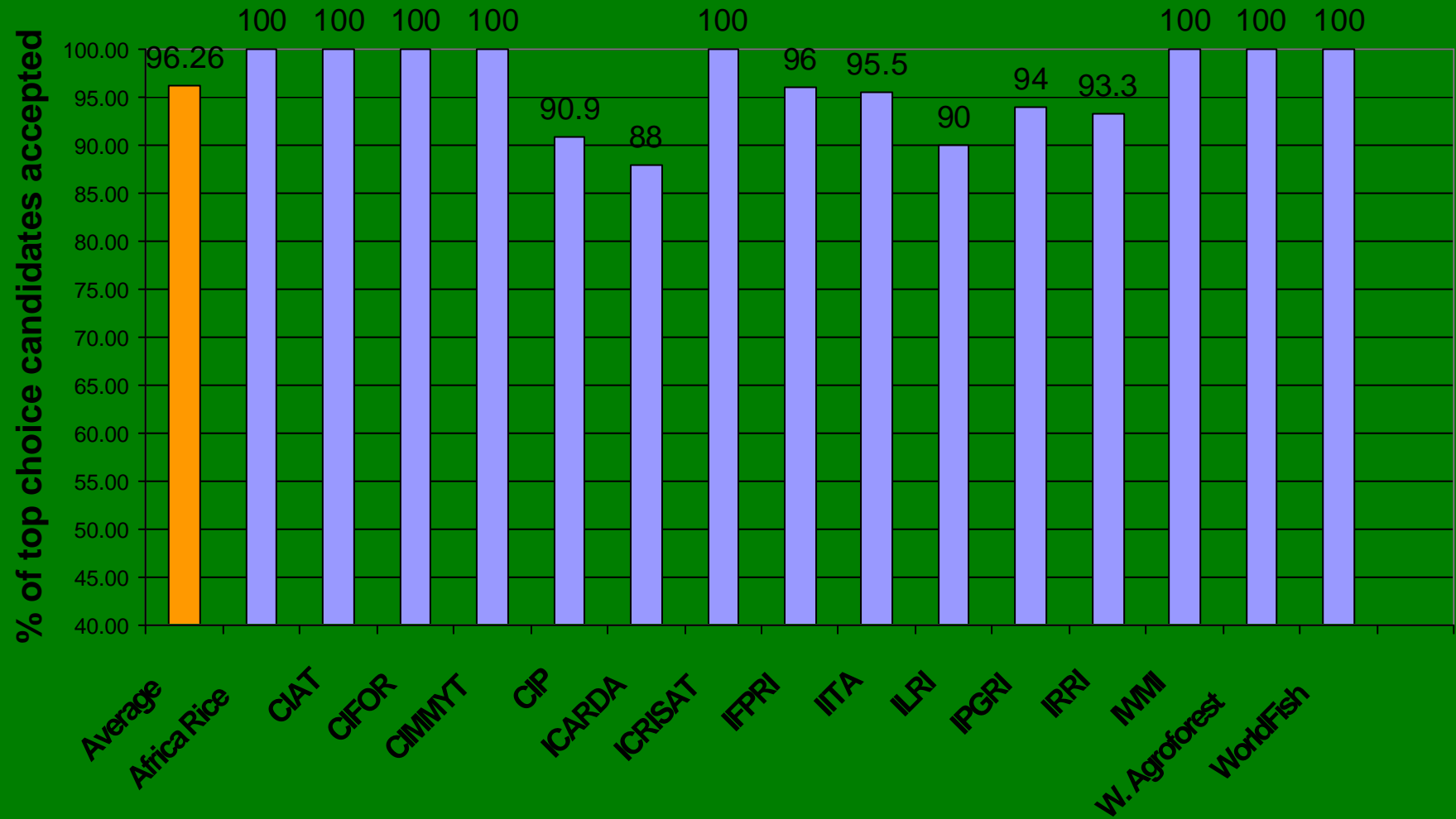
5A- Number of peer-reviewed publications per scientist



5B - Number of awards per scientist



5C - % of Center top choice candidates accepted offer



Performance Elements

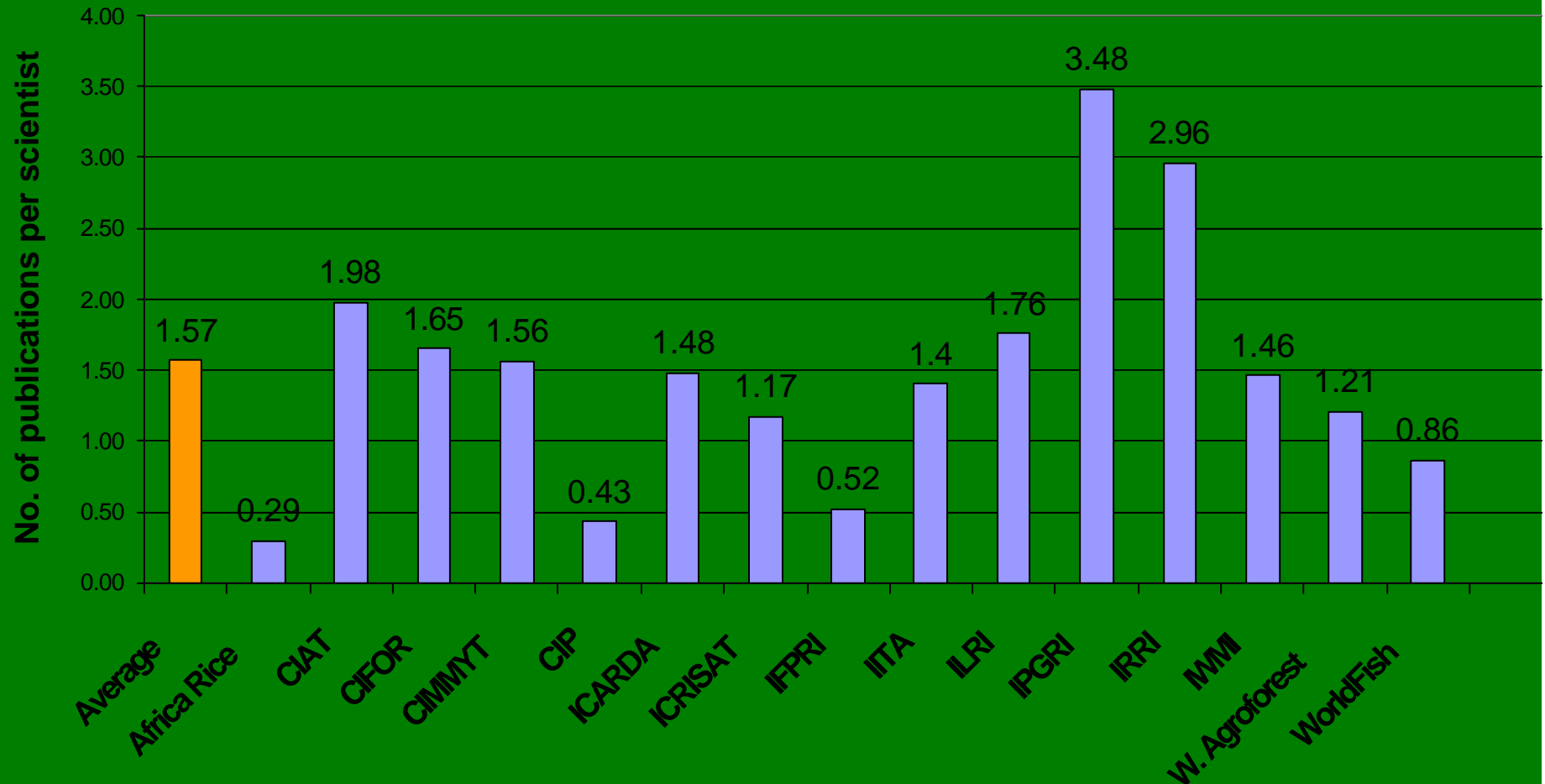
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Quality and Relevance of Programs

Indicators:

- SC assessment of Program quality
- Number of scientific papers published with developing country partners in 2004 in refereed journals, conference and workshop proceedings

6B – Number of publications with Developing Country partners per scientist in refereed journals, conference and workshop proceedings



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Institutional Health

Sub-Elements:

- Governance
- Culture of Learning and Change
- Diversity

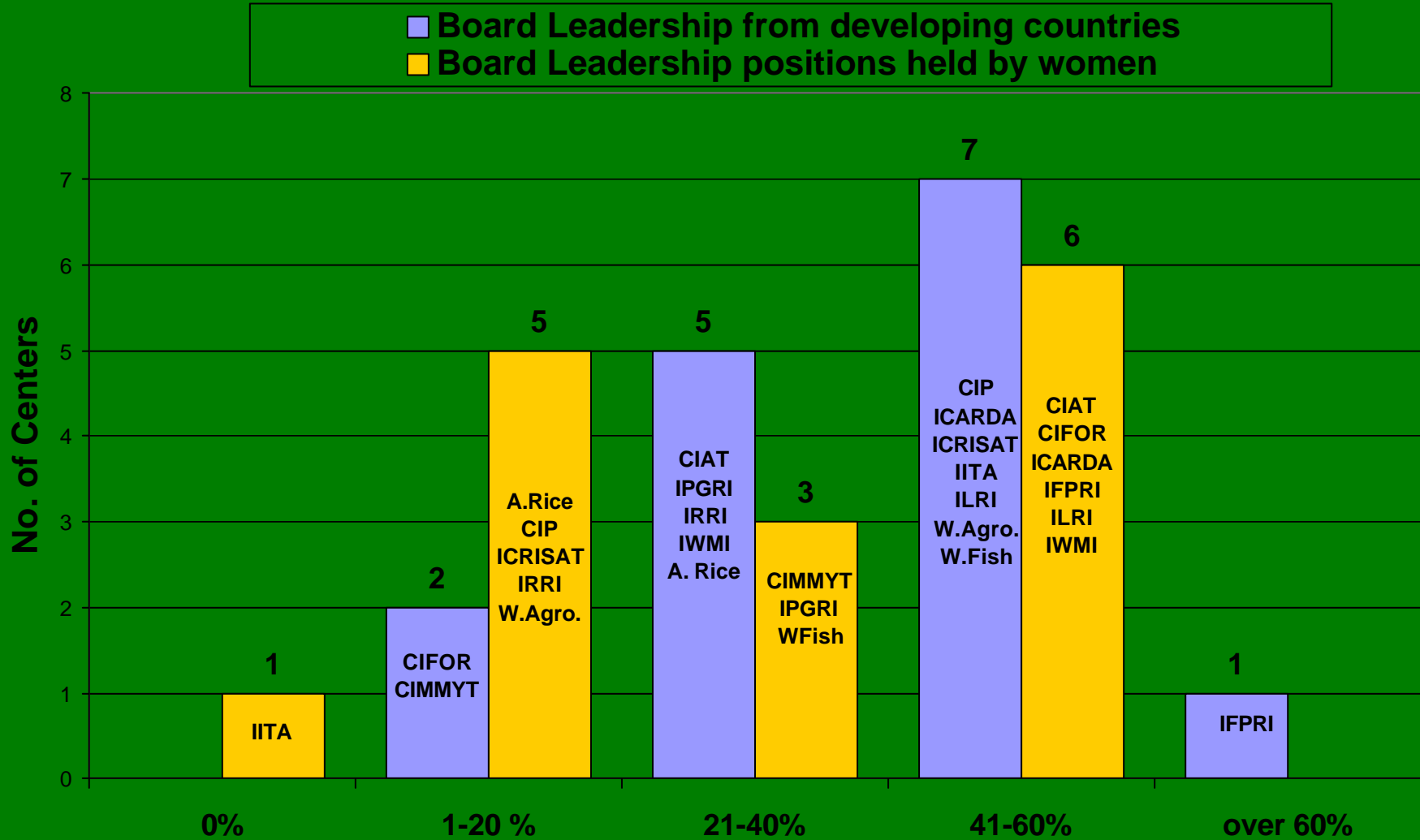
Institutional Health - Governance

22 item checklist covering

- Board composition
- Practices in Board orientation and self-assessment
- Board engagement in strategic business

Example 1

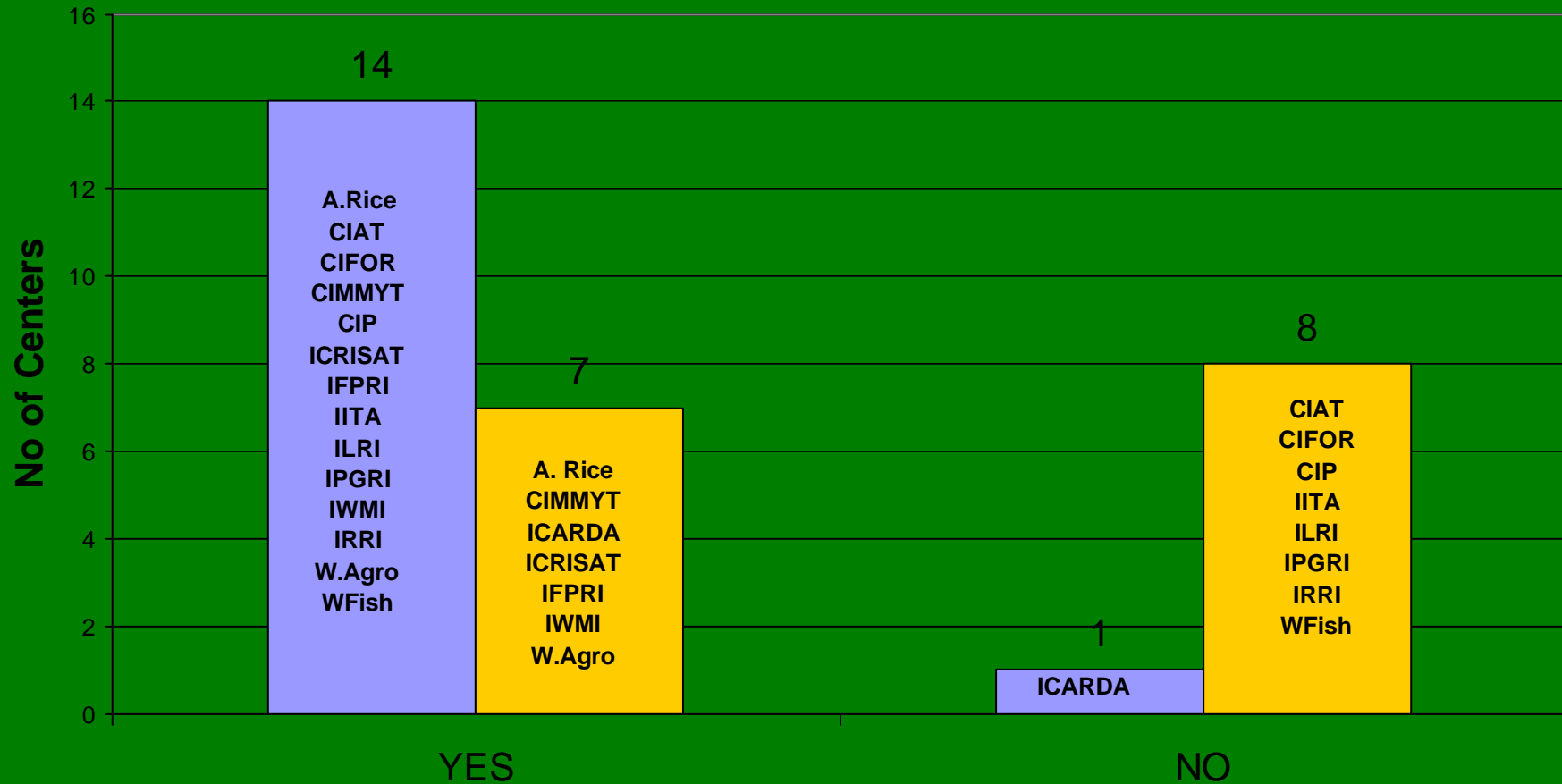
Board Composition



Example 2

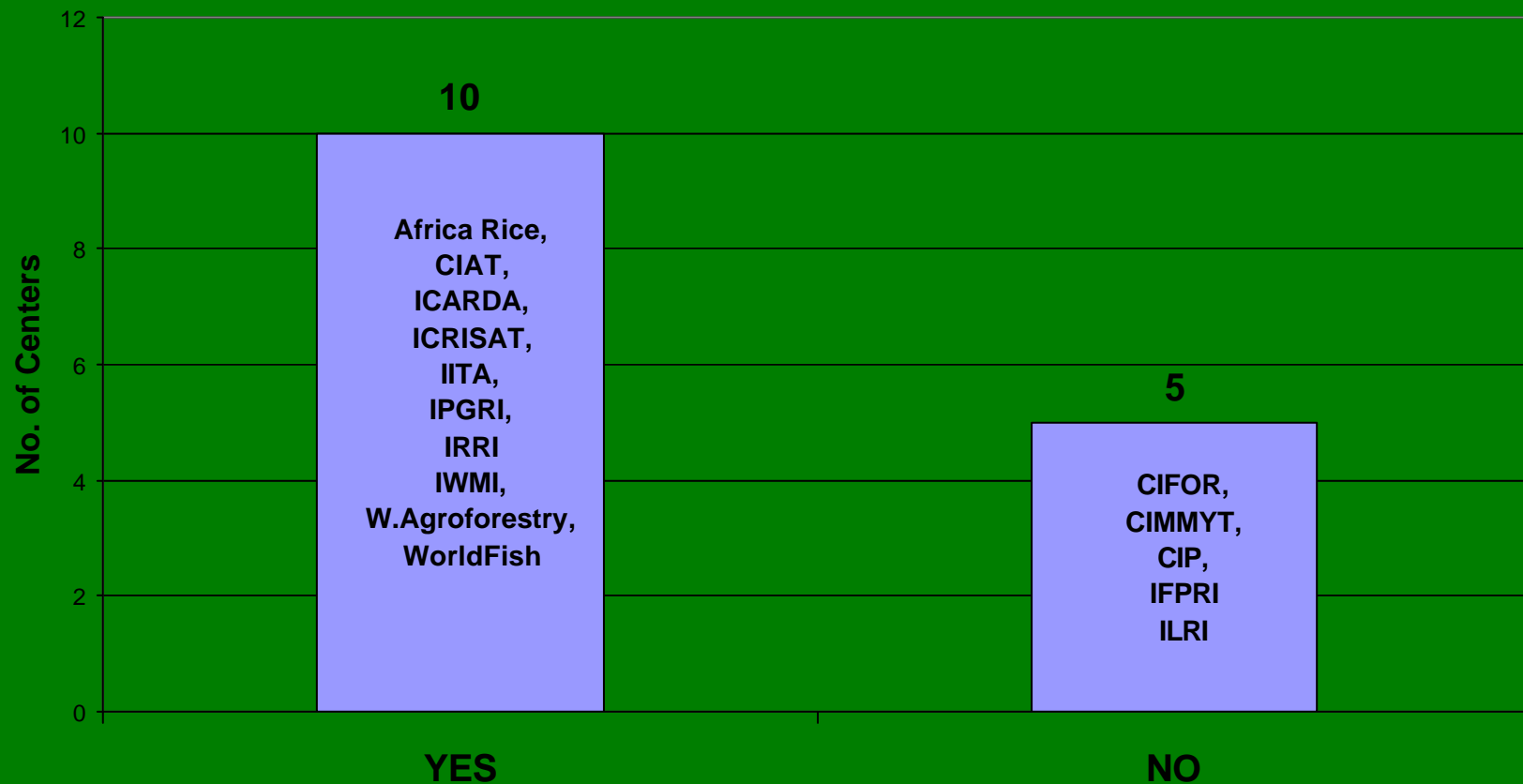
Board self-assessment practices

■ Board conducted self-assessment in 2004
■ Board committees conducted self-assessment in 2003/04



Example 3 - Board Engagement in Fiscal Oversight

Is the management's authority to make financial decisions limited to an amount beyond which approval of the Board is necessary?



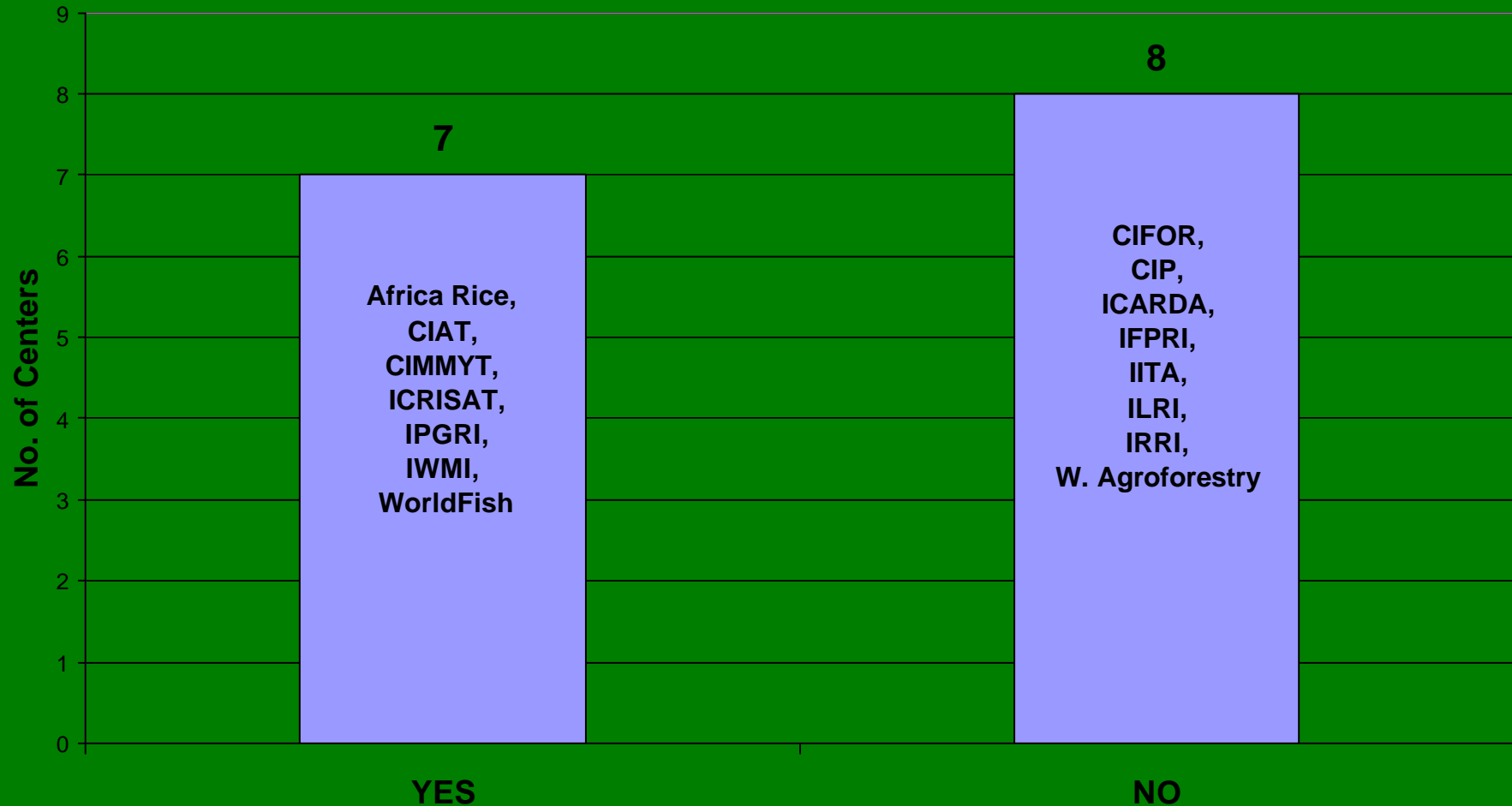
Institutional Health – Culture of Learning and Change

9 item checklist covering:

- staff satisfaction survey,
- leadership development,
- staff training (budget and days),
- internal program planning and review
- number of CCERs completed

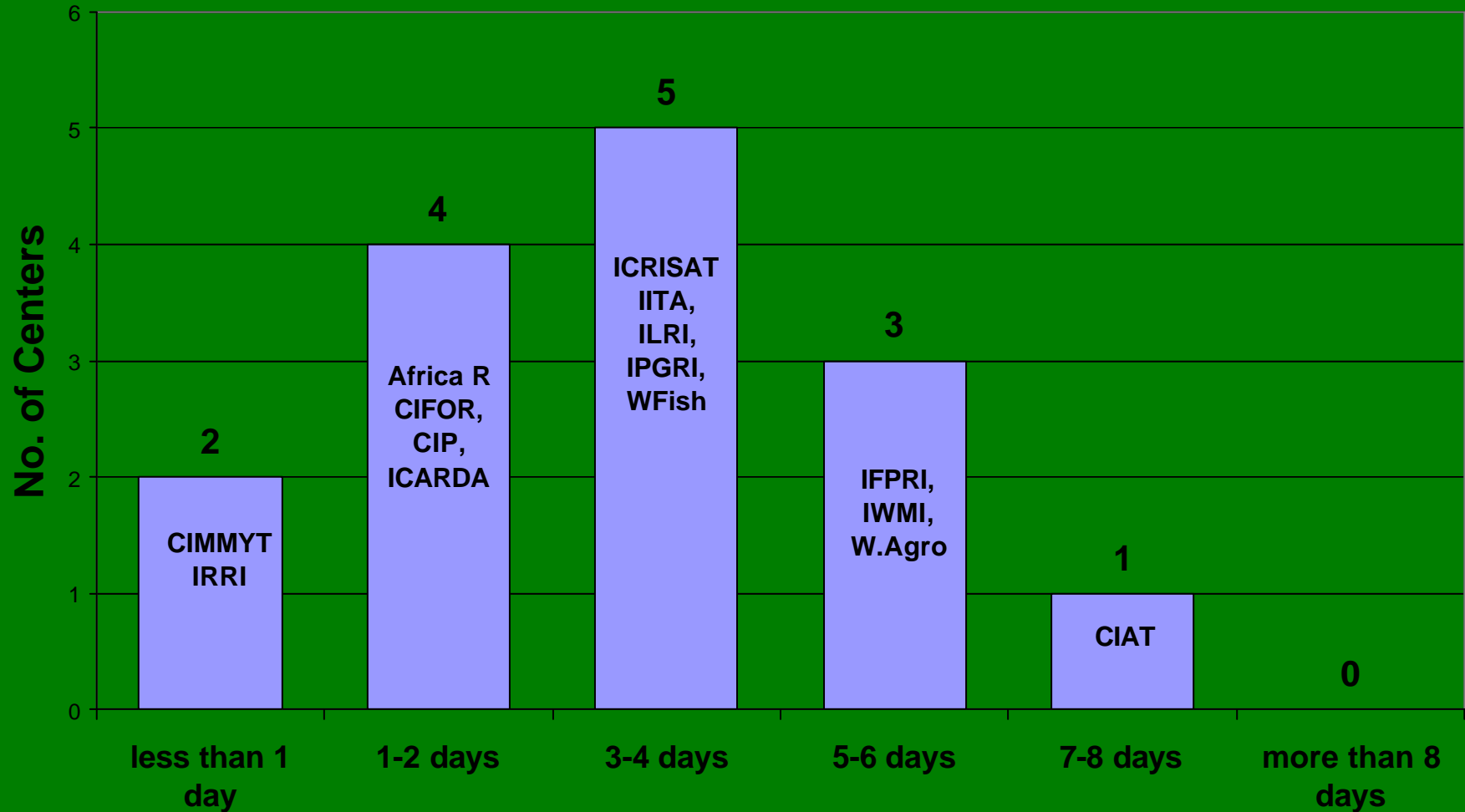
Example 1

Centers conducted staff satisfaction survey in
2003 or 2004



Example 2

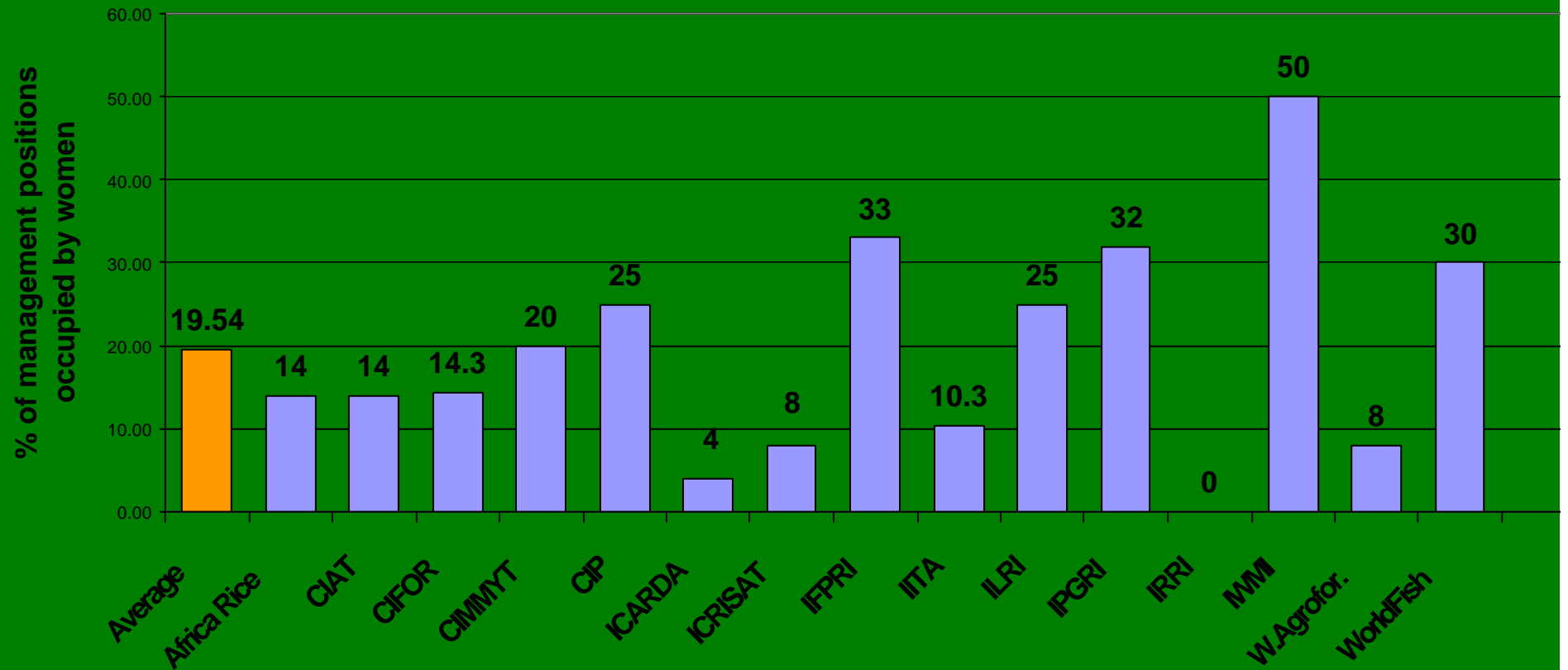
Average number of days of training for staff per IRS staff member in 2004



Institutional Health - Indicators of Diversity

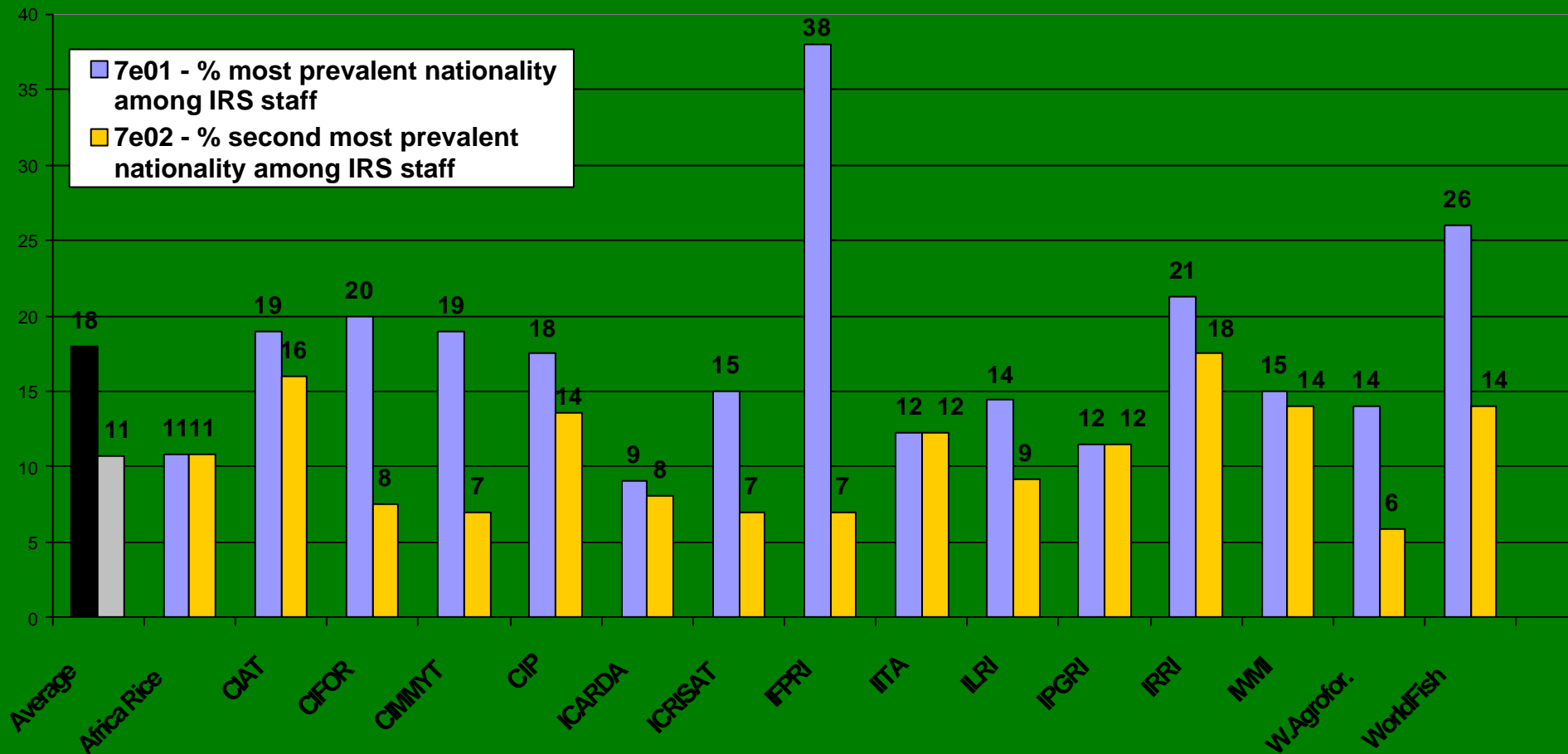
- Whether Board approved gender diversity goals are in place?
- % of management positions occupied by women
- IRS staff concentration
- Award of PhDs

7d Diversity - Women in Management

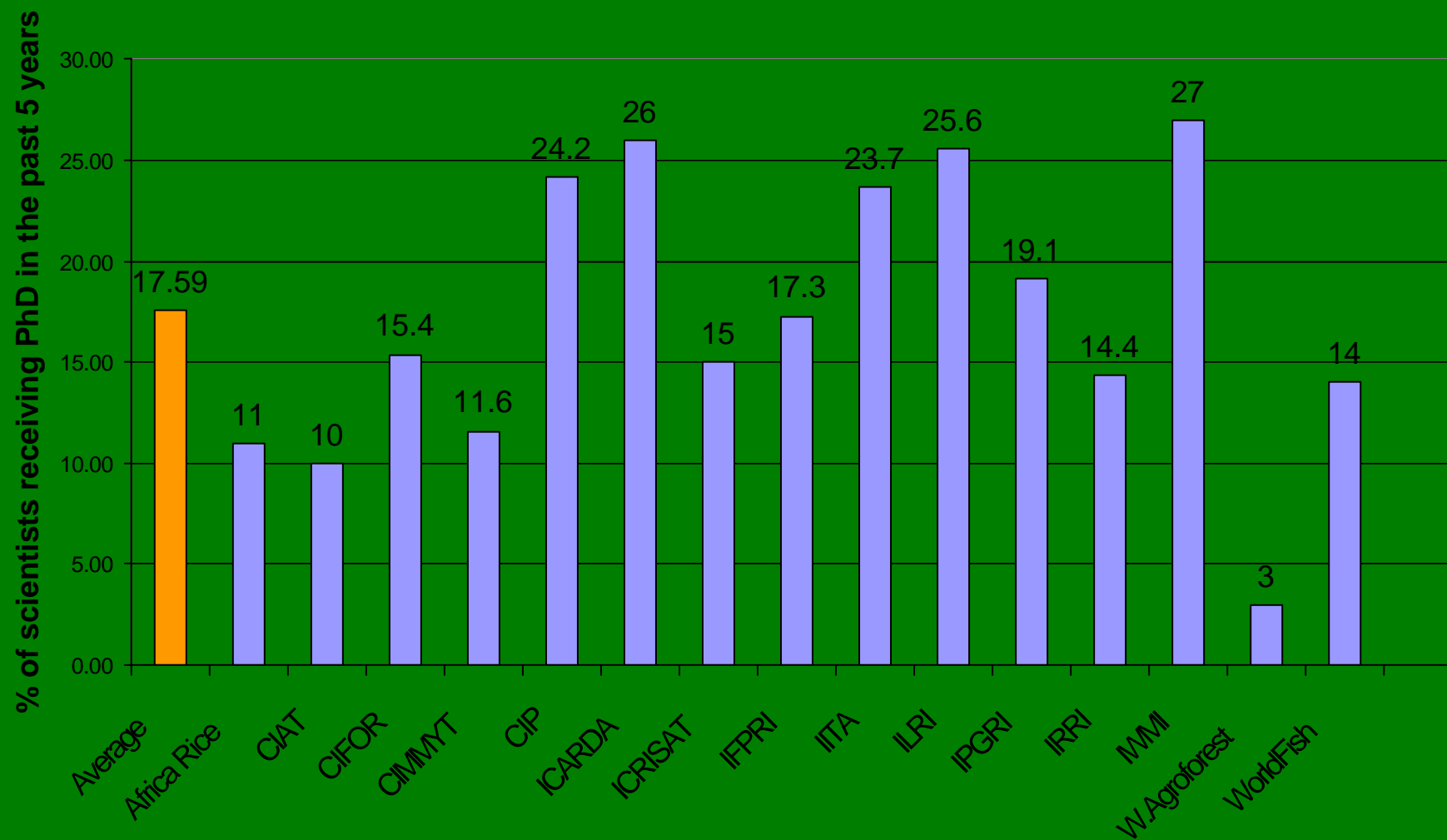


Diversity - Concentration of IRS Staff

IRS Nationality Concentration



7f – Diversity: % of scientists receiving PhD in the past 5 years



Performance Elements

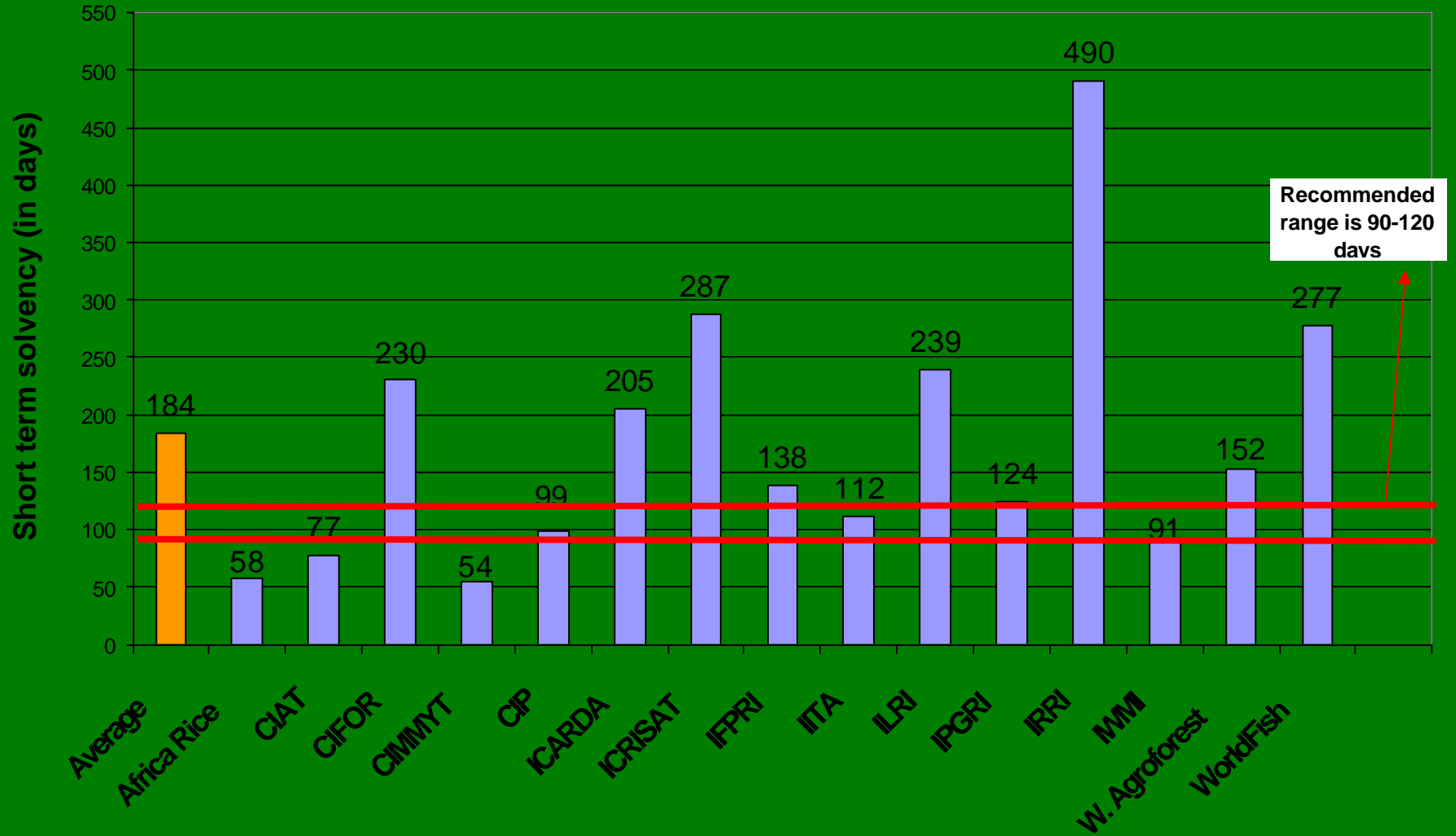
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Financial Health

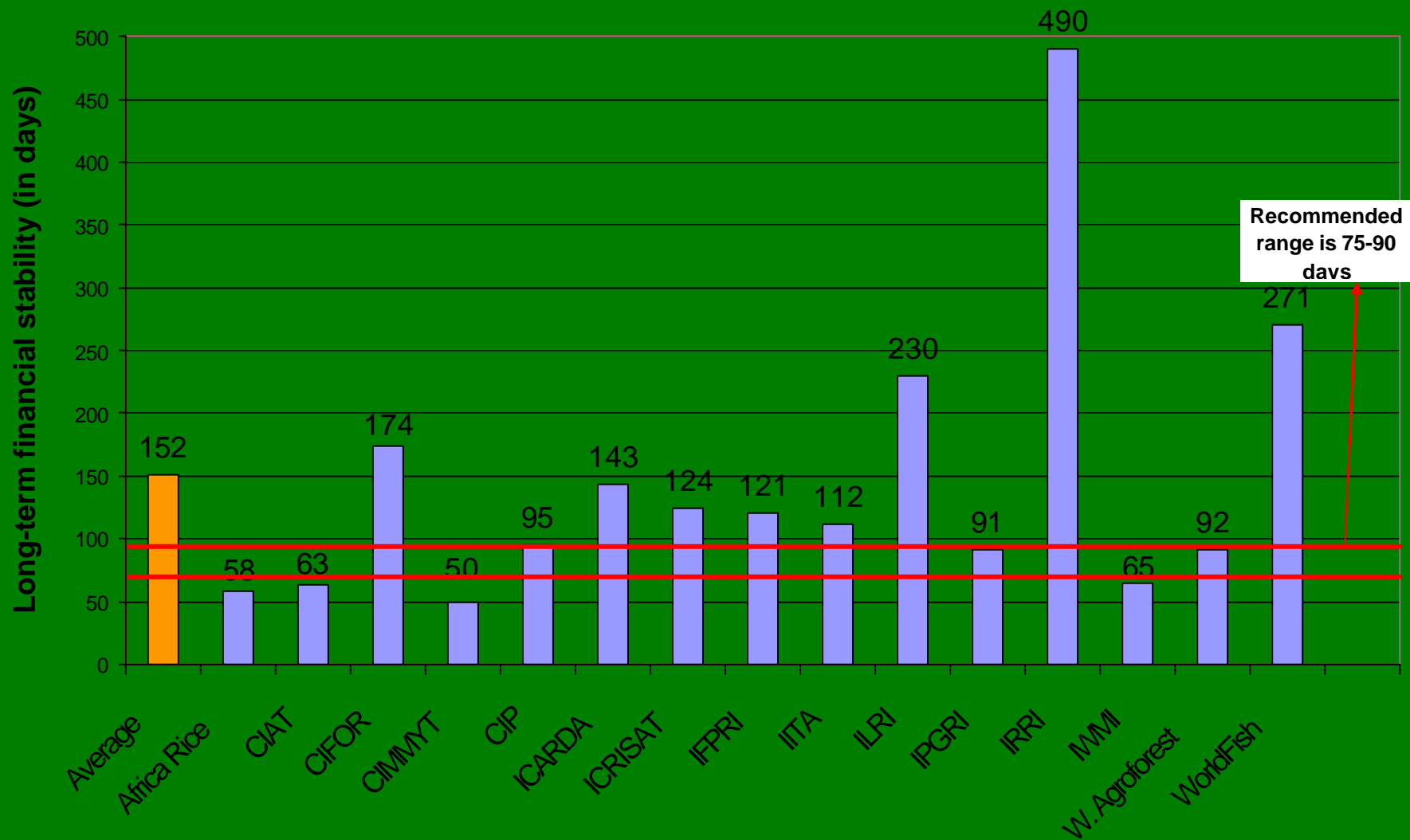
Indicators:

- **Short term solvency** (liquidity)
- **Long-term financial stability**
(adequacy of reserves)

8a – Short term solvency (liquidity)



8b - Long-term financial stability (adequacy)



Next steps

- Continue verification of data
- finalize SC assessment
- make PM results available to Centers and Member
- compile lessons learned for future years