



Good Practice Note No. 9

# Model Set of Business Objectives and Performance Criteria for Country Sub Regional and Regional Offices

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*Part of a series of notes to help Centers review their own internal management processes from the point of view of managing risks and promoting good governance and value for money, and to identify where improvement efforts could be focused. The good practices described in this series of notes should not be interpreted as minimum standards in every case, as not all may be appropriate to every Center.*

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In developing business plans and objectives, and performance criteria, for country, subregional, and regional offices, the Center may wish to consider the following examples. These adapt, and expand upon, a set of “expectations” and “observably verifiable indicators” developed by IRRI’s International Program Management Office.<sup>1</sup>

In applying the following suggestions to develop a country, subregional, or regional office business plan, it is recommended that some indication is made in the plan of the proportion of time to be allocated to fulfilling each business objective selected.

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<sup>1</sup>These are located in IRRI’s intranet – International Program Management Office site. Contact is Dr. William Padolina.



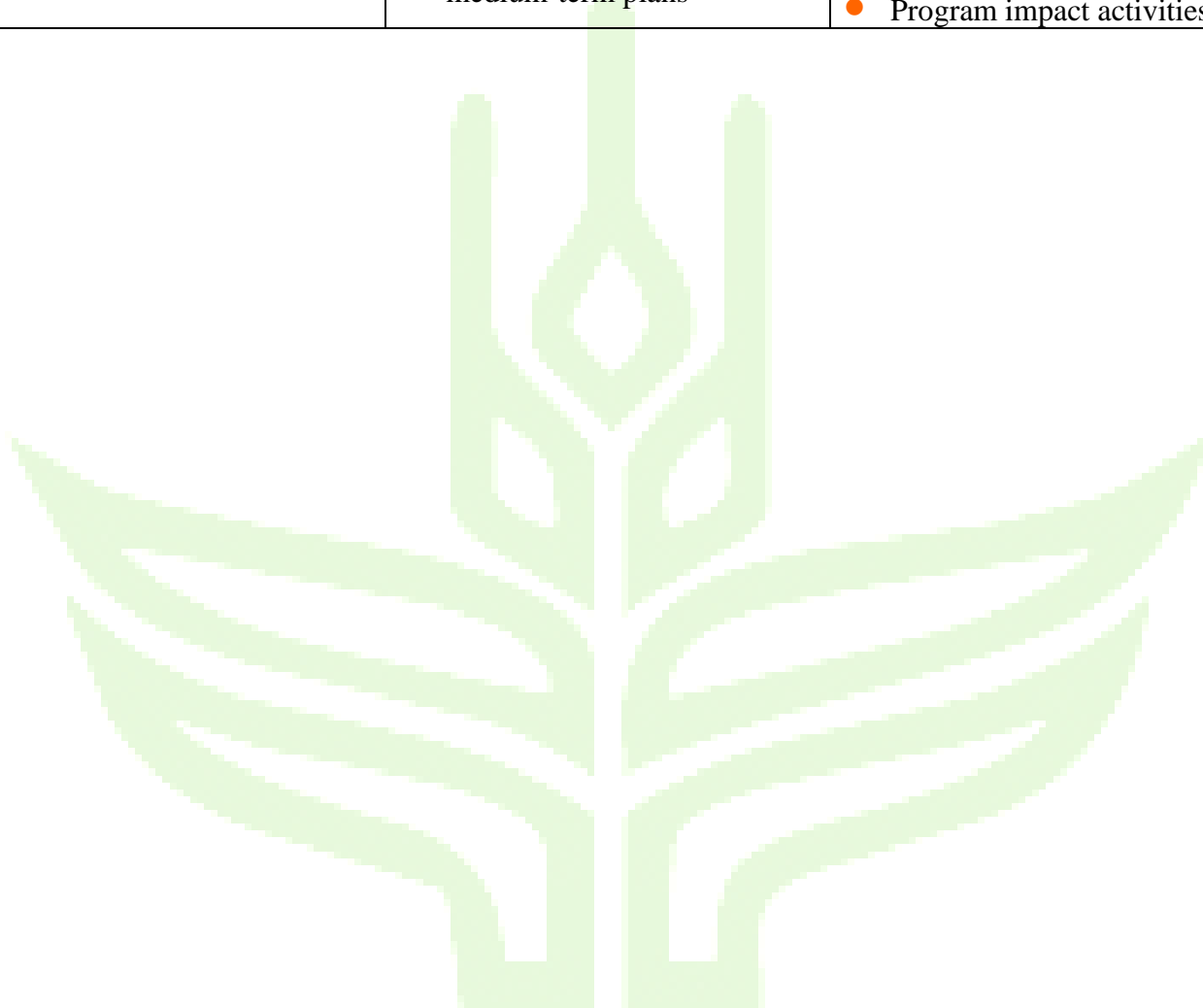
Business Objective	Components	Performance Criteria
Project development/fund mobilization	<ul style="list-style-type: none"> <li>● Develop country or regional project concepts</li> <li>● Identify sources of bilateral funding in the country or region for Center projects</li> <li>● Promote project concepts and proposals with in-country or regional representatives of potential donors</li> <li>● Manage fund mobilization processes (particularly where donor fund management is decentralized to country or regional representatives, or where regional funding initiatives—potential funding windows—require on-the-ground interaction within the region)</li> </ul>	<ul style="list-style-type: none"> <li>● Number/quality of concept documents prepared</li> <li>● Number/quality of funding sources tapped or approached</li> <li>● Extent of interaction with country or regional donor representatives (meetings, participation/presentations in planning events for donor regional/country programs)</li> </ul>
Project management	<ul style="list-style-type: none"> <li>● Develop in-country or in-region proposals</li> <li>● Implement projects in country or regionally</li> <li>● Conduct project closure and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>● Adherence to project quality standards</li> <li>● Adherence to project timetables or proactivity in adjusting timetables to meet changing conditions or requirements</li> </ul>
Facilitation	<ul style="list-style-type: none"> <li>● Facilitate implementation of Center activities in-country or regionally (logistical or information support)</li> </ul>	<ul style="list-style-type: none"> <li>● Qualitative feedback from Center staff receiving support</li> <li>● Number of visiting staff assisted</li> <li>● Types/quantitative measures of amount of logistical and other support delivered</li> </ul>



<b>Business Objective</b>	<b>Components</b>	<b>Performance Criteria</b>
Liaison (building impact pathways)	<ul style="list-style-type: none"> <li>● Networking with NARES (including NGOs)</li> <li>● Networking with policymakers</li> </ul>	<ul style="list-style-type: none"> <li>● Number and types of interactions with NARES and with government policymakers (e.g., participation in seminars, workshops, meetings; presentations and papers)</li> </ul>
Intelligence	<ul style="list-style-type: none"> <li>● Collect, analyze, provide country or regional information relevant to the Center’s mission on:</li> <li>● NARES priorities</li> <li>● Emerging issues (e.g., public opinion, developments in production systems)</li> <li>● NARES demands for Center inputs</li> <li>● New policy issues</li> <li>● Country research findings and new trends</li> </ul>	<ul style="list-style-type: none"> <li>● Quantity/quality of analysis</li> <li>● Annual “problems and priority” report</li> <li>● Maintenance of a country database</li> <li>● Impact of information on changes in Center priorities/programs/projects</li> </ul>
National research capacity development	<ul style="list-style-type: none"> <li>● Contribute to national research planning and new initiatives</li> <li>● Provide training and advice to NARES</li> </ul>	<ul style="list-style-type: none"> <li>● Workplan meetings attended</li> <li>● Formal contributions to planning meetings</li> <li>● Feedback leading to MTP modification</li> </ul>
Public relations	<ul style="list-style-type: none"> <li>● Represent the Center to government, public and donors in-country or regionally, advocate Center programs</li> </ul>	<ul style="list-style-type: none"> <li>● Number and types of agencies contacted</li> <li>● Press releases</li> <li>● Media contact/relationships</li> <li>● Media reports</li> </ul>



<b>Business Objective</b>	<b>Components</b>	<b>Performance Criteria</b>
MTP input	<ul style="list-style-type: none"><li>● Provide country or regional perspectives regarding research, delivery, or capacity building in the updates of the Center's medium-term plans</li></ul>	<ul style="list-style-type: none"><li>● Analysis contributed to MTP update formulation</li><li>● Publications</li><li>● Extension activities</li><li>● Program impact activities</li></ul>



Exposure Draft: August 31, 2003 (Adopted without change)  
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