



# Performance Measurement in the CGIAR

# 2008

## Annual measures of performance at CGIAR Centers help ensure the quality of the global public goods they generate

The performance measurement system of the Consultative Group on International Agricultural Research (CGIAR) measures the performance of the Centers it supports in terms of their results and potential to perform.<sup>1</sup> It also consults stakeholders, including CGIAR Members and partners of Centers, to learn their perceptions of the performance of the CGIAR and individual Centers (Table 1). The findings from 2008, the fifth year of implementation, are highlighted here.

**RESEARCH OUTPUTS.** The performance measurement system measures research outputs using a composite indicator that reflects Centers' contribution of knowledge to a wide international audience, the quality and usefulness of which is determined by peers from the internationally recognized journal database, Thomson Reuters ISI. Each Center scientist published on average 1.1 articles in high-quality journals listed in Thomson Reuters ISI and another 1.2 externally peer-reviewed articles elsewhere, for a total of 2.3 externally peer-reviewed articles per scientist.

In addition, CGIAR Centers continue to produce information on their research outputs, allowing interested CGIAR Members and partners to track the outputs of individual projects. The information will be made available on CGMap (<http://cgmap.cgiar.org/start.iface>), which provides access to the research project plans that CGIAR Centers and Challenge Programs publish in their annual medium-term plans.

**RESEARCH OUTCOMES.** Centers reported on their most significant research outcomes documented in 2008. These

**TABLE 1**  
Performance Measurement System

RESULTS	POTENTIAL TO PERFORM	STAKEHOLDERS PERCEPTION
Outputs	Institutional health	Surveyed every 3 years
Outcomes	Institutional health	
Culture of impact assessment	Financial health	

resulted from their outputs being adopted and used by partners, stakeholders and clients, or otherwise influencing them.<sup>2</sup> The Science Council assessed and scored Center-reported outcomes on a scale of 1-10 by their linkage to Center outputs, significance and potential for replication. The average for 2007 and 2008 was 6.5. In 2008, eight Centers scored higher than in 2007. The top five outcomes in 2008 are the following:

- 1. Response to the global food crisis.** The International Food Policy Research Institute was one of the first to warn of and respond to the global food price crisis, producing 30 publications on the topic and disseminating findings through high-profile events and briefings for policymakers.
- 2. Planning to control Rift Valley fever in East Africa.** In late 2006 and early 2007, Rift Valley fever, a zoonotic disease, killed more than 300 people in Kenya, Somalia and Tanzania and severely disrupted livestock trading and livelihoods. The International

1. The 15 Centers supported by the CGIAR are Africa Rice Center, Bioversity International, International Center for Tropical Agriculture (CIAT), Center for International Forestry Research (CIFOR), International Maize and Wheat Improvement Center (CIMMYT), International Potato Center (CIP), International Center for Agricultural Research in the Dry Areas (ICARDA), International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), International Food Policy Research Institute (IFPRI), International Institute of Tropical Agriculture (IITA), International Livestock Research Institute (ILRI), International Rice Research Institute (IRRI), International Water Management Institute (IWMI), World Agroforestry Centre, and WorldFish Center.

2. In 2008, the number of requested outcomes ranged from three to seven, relative to Center budget based on the previous year's actual expenditure.

Livestock Research Institute and partners developed a decision-support tool to help veterinary services in Kenya and Tanzania develop a plan for handling periodic outbreaks.

3. **Sustainable seed production for orange fleshed sweet potato.** International Potato Center research demonstrated that smallholder vine multiplication can be profitable for Mozambican farmers. This prompted a large development agency to drop its policy of distributing vines for free, a heretofore common policy in Mozambique that inhibited the emergence of a sustainable seed system for sweet potato.
4. **Aerobic rice production systems.** The International Rice Research Institute has led the development of water-saving aerobic rice, or high-yielding lowland rice production in dry fields in Asia. In 2008, national partners in Bangladesh, China, India, Laos, Nepal, Pakistan, Philippines and Thailand used aerobic rice germplasm and production systems for research and dissemination.
5. **Research to estimate environmental flow requirements.** The International Water Management Institute researched how to estimate environmental flow requirements and developed

the Global Environmental Flow Calculator software package for rapid assessments. The European Environment Agency and the World Wildlife Fund are among those whose resource assessments and planning are informed by this work.

**CULTURE OF IMPACT ASSESSMENT.** The performance measurement system measures Centers' commitment to building a culture of impact assessment and documentation. The Science Council assessed Centers' reports using three criteria: (1) ex-post impact assessment (ePIA) studies and the advancement of ePIA methods; (2) Centers' building a culture of impact assessment, including communication, dissemination and capacity enhancement; and (3) the quality of one ePIA study published in the past 3 years that demonstrates how the Center's research benefited poor, food-insecure people and/or the environment, as judged by peer reviewers appointed by the Standing Panel on Impact Assessment. In 2008, more than half of all the Centers showed improvement in their scores (Figure 1).

**INSTITUTIONAL HEALTH.** Measures of Center governance, culture of learning and change, and diversity indicate institutional health. Centers scored on average 85 points out of 100. The following are notable good governance practices at Centers:

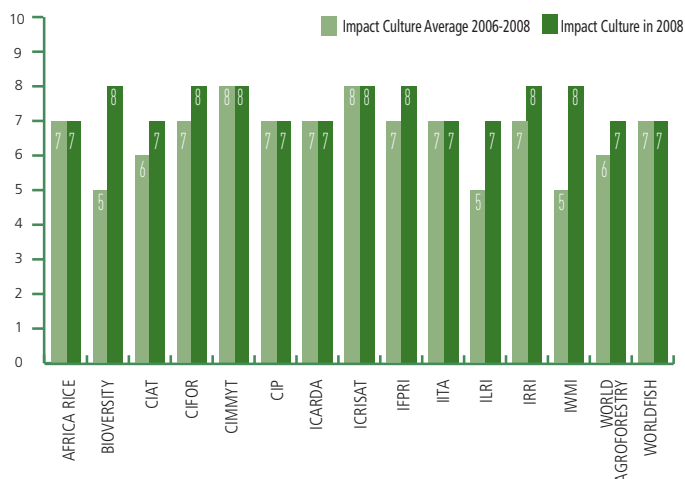
- All Center Boards now review information on key financial indicators at least quarterly and regularly undertake thorough self-assessment.
- All Centers have a whistle-blowing policy in place which is regularly reviewed.
- Centers increasingly follow good practices of transparency and timely disclosure through their institutional website, with most Centers providing a comprehensive annual report including financials, performance indicators and the disclosure of staff compensation schedules.
- Twelve Centers post the schedule for board and executive committee meetings.

Also monitored through the performance measurement system is the culture of learning and change that Centers demonstrate by conducting regular staff surveys, encouraging staff development and offering leadership-development programs, commissioning regular external reviews and engaging in new partnerships.

The system tracks nationality and gender diversity in internationally recruited staff, as leveraging rich staff diversity is vital to the CGIAR's research and management excellence. In 2008, the average percentage of management positions occupied by women was 25%. The most prevalent nationalities among internationally recruited staff were British and American, followed by those of Center host countries India, Syria, Philippines and Peru.

**FINANCIAL HEALTH.** The two indicators of financial health included on the performance measurement system are long-term financial stability and cash management on restricted operations.<sup>3</sup> For each indicator, all Centers but one meet the recommended benchmarks (Table 2).

**FIGURE 1**  
**Centers' Culture of Impact Assessment 2008**



**TABLE 2**  
**Financial Health**

CENTER	LONG-TERM FINANCIAL STABILITY (BENCHMARK ≥75 DAYS)	CASH MANAGEMENT ON RESTRICTED OPERATIONS (BENCHMARK <1)
Africa Rice	181	1.53
Bioversity	81	0.76
CIAT	39	0.30
CIFOR	176	0.31
CIMMYT	106	0.33
CIP	84	0.16
ICARDA	124	0.65
ICRISAT	127	0.30
IFPRI	94	0.43
IITA	158	0.25
ILRI	90	0.25
IRRI	260	0.11
IWMI	104	0.22
W. Agroforestry	178	0.74
WorldFish	107	0.95

3. Long-term financial stability (adequacy of reserves) is computed as unrestricted net assets less net fixed assets divided by per-day operating expenses excluding depreciation. The recommended minimum benchmark is 75 days of reserves. Cash management on restricted project operations is computed as restricted accounts receivable divided by restricted accounts payable expressed as a ratio. The recommended benchmark for cash management on restricted operations is less than 1.