

APPENDICES

PANEL COMPOSITION AND BIOGRAPHICAL INFORMATION

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BIOGRAPHICAL INFORMATION

Name: GARDNER, Bruce (USA)

Position: Professor and Interim Dean of the College of Agriculture and Natural Resources, University of Maryland.

Expertise: Agricultural Economics, Policy Analysis, International Agriculture.

Education: Ph.D. in Economics, University of Chicago (1968); B.S. in Agricultural Science and Economics, University of Illinois (1964).

Experience: Current position since 2003; Distinguished University Professor, University of Maryland, since 1995, Professor since 1981; Assistant Secretary of Agriculture for Economics, USDA, 1989-1992; Visiting Scholar, Center for the Study of the Economy and the State, University of Chicago, 1980-81; Professor, Texas A&M University, 1977-80; Senior Staff Economist, President's Council of Economic Advisers, Washington, D.C., 1975-77; Assistant and Associate Professor, North Carolina State University, 1968-75. Consultant to the World Bank on missions to Russia, Moldova, Ukraine, Latvia, Poland, and Mexico.

Dr. Gardner has written numerous publications on, among others, rural economics, marketing and market regulation, commodity policies and land values. His most recent book is *American Agriculture in the Twentieth Century: How it Flourished and What it Cost* (Harvard University Press, 2002). He has received various awards including the Elmhirst Medal from the International Agricultural Economic Association and Awards for Quality of Research Discovery, Outstanding Journal Article in the American Journal of Agricultural Economics, Distinguished Policy Contribution, and Quality of Communication from the American Agricultural Economics Association; and he has been elected Fellow of the Association.

Name: PAUL, Louis R.K.

Position: Independent Consultant

Expertise: Management systems, Strategic Planning

Education: Business Studies (Program for Senior Executives) at MIT's Sloan School, Boston, Mass., USA 1983. Bachelor of Engineering (Honours), Guindy Campus, University of Madras, India.

Experience: Independent Consultant since 1991. Participated in many CGIAR Centre Reviews (either external or centre-commissioned) including ICRISAT, ICARDA, IIRI and CIP. Louis Paul has also been member of an Expert Panel for the European Commission (EC) and an independent Consultant to the EC. With respect to research and development, his consultancies include those for the Ministry of Science and Technology, Germany and the Advisory Council for Science and Technology, The Netherlands, and to the office of the Prime Minister, Malaysia. He was founder member (and currently active) of the Commonwealth Partnership for Technology Management, mandated by the Commonwealth Heads of Governments for transferring best practice, in the field of technology management, to developing countries in the Commonwealth. 1954-91: Royal Dutch/Shell Group: His 37-year career with the Royal Dutch/Shell Group has meant working in a variety of environments, with a variety of nationalities with the emphasis on results through team-work. His last position with Shell before retiring was Head, Planning and Coordination of Shell's worldwide Research Program. Shell assignments included postings in India, Australia, Trinidad, the UK, the Netherlands, and trouble-shooting assignments (short duration) in many other parts of the world.

Name: SPENCER, Dunstan (Sierra Leone)

Position: Managing Director and Principal Scientist of "Dunstan Spencer and Associates", Freetown, Sierra Leone

Expertise: Agricultural economics, animal science, agronomy, women in development, environmental assessment, impact evaluations, poverty alleviation

Education: Ph.D. Agricultural Economics (1973); M.Sc. Major: Agricultural Economics – Minor: Animal Science, University of Illinois, USA (1969); B.Sc. General Agriculture, with Honors, London University (1966).

Experience: Present position since 1994; 1986-93: Director, Resource and Crop Management Division, International Institute of Tropical Agriculture (IITA), Ibadan, Nigeria; 1984-86: Principal Economist, International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), Sahelian Centre, Niamey, Niger; 1980-84: Director, Development Department, WARDA, Monrovia, Liberia; 1977-79: Senior Agricultural Economist, West Africa Rice Development Association (WARDA), Monrovia, Liberia; 1975-77: Visiting Associate Professor, Department of Agricultural Economics, Michigan State University, USA; 1966-77: from Research Assistant to Senior Lecturer, Njala University, College, University of Sierra Leone. Examples of consultancies since 1994: Leader of team engaged by Winrock International to evaluate the African Rural Social Sciences Research Network (1994); Leader of team engaged by the World Bank to evaluate the SPAAR Frameworks for Action research projects in 6 African countries (1995); Leader of Mid-Term Review of ICIPE. Leader, evaluation of the FAO Special Program for Food Security (2001); Leader, evaluation of the programmes of the DFID (UK) ten-year Renewable Natural Resources Research Strategy. Panel Member of ICARDA EPMR (1999 and 2000), Chair of ISNAR EPMR (2002), Panel member of ICRISAT EPR (2003).

Chair ICIPE Board (2000-2004); Chair, Presidential National Policy Advisory Committee, Sierra Leone (2002-2004). Member of several scientific societies; author of numerous

publications dealing with agricultural systems, farming systems and agricultural research. Excellent English, good knowledge of French.

Name: SVEDBERG, Peter (Sweden)

Position: Professor of Development Economics, Institute for International Economic Studies, Stockholm University

Expertise: Development economics, poverty and nutrition, undernutrition and measurement problems, economics of colonialism, trade and foreign investment theory

Education: MISSING!

Experience: Visiting positions at: Latin American Institute for Transnational Studies, Mexico (autumn 1978); Columbia University, Dept. of Economics, NY (autumn 1979); Hebrew University, Maurice Falks Institute (December 1980); Centre for Development Studies, Trivandrum, India (autumn 1981); Research School of Pacific Studies, ANU, Australia (autumn 1983); World Institute for Development Economics Research, Helsinki (1986-88); International Food Policy Research Institute, Washington D.C. (autumn 1988).

Advisory positions for: International Food Policy Research Institute, Washington, Member of the International Research Advisory Board (1992-95); SwedCorp, Swedish Ministry of Foreign Affairs, Member of the Board (1992-93); Swedfund, Swedish Ministry of Foreign Affairs, Member of the Board (1994-95); International Expert Group on Development Issues (EGDI), Swedish Ministry of Foreign Affairs (1995-99). Dr. Svedberg has carried out consultancies for the United Nations Industrial Development Organisation, the United Nations Conference on Trade and Development, the Rockefeller Foundation, the African Development Bank, and the Government of Guinea-Bissau/Swedish Ministry of Foreign Affairs.

Dr. Svedberg has written numerous publications, including *Poverty and Undernutrition: Theory, Measurement and Policy*, a definitive study of undernutrition in Sub-Saharan Africa and South Asia.

Name: VALDÈS, Alberto (Chile)

Position: Independent Consultant, based in Chile

Expertise: Economics, agricultural economics; international trade, poverty alleviation strategies, economic policy reforms and agriculture.

Education: Ph.D. Economics (London School of Economics, England); M.A. Economics (University of Chicago, USA); Ingeniero Agronomo (Universidad Catolica, Santiago, Chile)

Experience: Former Agricultural Adviser to The World Bank; 1990-1999; 1976-90: Program Director, International Trade and Food Security Program, IFPRI, Washington D.C.; 1985-90; 1985-88: Vice President in charge of Conference Programme, International Association of Agricultural Economists (IAAE); 1988 (fall) and 1990 (winter): Visiting Professor, Instituto de Economia, Universidad Catolica de Chile, Santiago; 1984: Visiting Researcher, UN Economic Commission for Latin America; 1973-76: Livestock Economist, CIAT, Colombia; 1971-73: Director, Graduate Program in Economics, Institute of Economics, Universidad Catolica de Chile, Santiago; 1966-68: Dean, Faculty of Agriculture, Universidad Catolica de Chile and Director, Master's Program in Agricultural Economics; 1962-73: Dr. Valdès has carried out various consultancies for USAID, The World Bank, USAID Pakistan, the Inter-American Development Bank, FAO, UNCTAD, Ford Foundation, and the Organization of American States.

Dr. Valdès has written numerous journal articles and books on, among others, economic policy reforms and agriculture, agriculture in the WTO negotiations, food security, poverty

and income distribution, labour markets, multi-functionality and agriculture in developing countries. His books include *The Political Economy of Agricultural Pricing Policy* (Krueger, Schiff, Valdès), *Rural Poverty in Latin America* (Lopez/ Valdès), *The Bias Against Agriculture* (Bautista/ Valdès), *Crop Insurance for Agricultural Development* (Hazell/Pomareda/ Valdès), *Food Security for Developing Countries*, and others.

Name: ZHANG, Linxiu (Chinese)

Position: Professor and Deputy Director, Center for Chinese Agricultural Policy (CCAP), Chinese Academy of Sciences (CAS)

Expertise: Agricultural Economics, Rural Development, Poverty, Gender.

Education: Ph.D. in Agricultural Economics, University of Reading, UK (1995); M.Sc. in Agricultural Economics, The Graduate School of the University of the Philippines, Los Baños, The Philippines (1986); B.Sc. in Agricultural Economics and Management, Nanjing Agricultural University, Nanjing, China (1982).

Experience: Present position since 2000. 1998–2000: Associate Professor and Deputy Director General, Institute of Agricultural Economics (IAE), Chinese Academy of Agricultural Sciences (CAAS); 1995–98: Associate Professor and Deputy Director, Center for Chinese Agricultural Policy (CCAP), Chinese Academy of Agricultural Sciences (CAAS); 1982-90: Research Assistant, Institute of Agricultural Economics, Chinese Academy of Agricultural Sciences (CAAS), Beijing, China. Dr. Zhang has carried out consultancies for UNDP, FAO, WB, ADB, GTZ (China office), WWF and CIDA.

She has written numerous publications on such topics as rural development, poverty alleviation, women and economic growth, and rural labour. Dr. Zhang is Board Member of the World Fish Centre and ICRAF. She is Member of the Editorial Board of *Journal of World Agriculture*, and Executive Board Member of Chinese Society of Agricultural Economics.

Name: MASAOKA, Jan

Position: Executive Director, CompassPoint Nonprofit Services.

Expertise: Financial Management.

Education: Candidate, Doctor of Public Administration Golden Gate University; BA, Japanese Studies, San Francisco State University.

Experience: Present position since 1993. 1984–present: Consultant. As part of CompassPoint’s Consulting & Research Group, Ms. Masaoka consults for nonprofit organizations, philanthropy, and government; 1988–90: Director of Consulting Services, Support Center for Nonprofit Management; 1987–96: Lecturer, Graduate School of Public Administration, Golden Gate University. 1982-84: Finance Director, Advocates for Women; 1982-83: Business Manager, Cognos Associates; 1978-80: Regional Director, U.S.-China Friendship Association.

Ms. Masaoka has written various publications on topics such as non-profit boards and services, women in non-profit leadership, and boards of directors in voluntary organizations. Ms. Masaoka is currently President, Board of Directors, San Francisco Foundation - Community Initiative Funds, member of various Boards and Committees including the National Editorial Advisory Committee for the National Centre for Nonprofit Boards and Advisory Board Member of the Institute for Nonprofit Organization Management of the University of San Francisco. Ms. Masaoka was selected by *NonProfit Times* in 1999, 2000, 2001, 2002 and 2003 as one of the “Fifty Most Influential People in the Nonprofit Sector”. She was also elected Nonprofit Executive of the Year in 2002, *NonProfit Times*.

**TERMS OF REFERENCE
FOR EXTERNAL PROGRAMME AND MANAGEMENT REVIEWS
OF CGIAR CENTRES**

BACKGROUND

Context

1. The Consultative Group on International Agricultural Research (CGIAR) is an informal association of over 50 members that supports a network of 16 international research centres in agriculture, forestry and fisheries. The CGIAR aims, through its support to the Centres, to contribute to promoting sustainable agriculture for food security in developing countries. Because the Centres constitute the core of the CGIAR, the effectiveness of each Centre is crucial to the continued success of the CGIAR (as a System).
2. Each Centre is an autonomous institution operating within the mandate assigned to it by the CGIAR, and is governed by a legally constituted Board that has full fiduciary responsibility for managing the Centre. To ensure accountability in an essentially decentralized system, each Centre is expected to be responsive to the CGIAR, which provides financial support for its work.
3. The CGIAR has established a tradition of External Programme and Management Reviews (EPMRs) to provide a mechanism of transparency and accountability to the Members and other stakeholders of the CGIAR System. EPMRs are the joint responsibility of SC and the CGIAR Secretariat, and are conducted for each Centre approximately every five years. As each Centre is autonomous, EPMRs provide a measure of central oversight and serve as an essential component of the CGIAR's accountability system.

Integrated System of Reviews of Each Centre

4. Besides the EPMRs, Centre Commissioned External Reviews (CCERs) are undertaken at each Centre. These CCERs are commissioned by the Centre Boards to periodically assess the quality and effectiveness of particular aspects of a Centre's work. The terms of reference (ToRs) for each CCER are determined by the Centre, based on broad principles endorsed by the CGIAR at ICW95 (ref. document entitled *Improving the Quality and Consistency of CGIAR's External Centre Reviews*, dated October 24, 1995).
5. EPMRs complement the CCERs by providing a CGIAR-commissioned and comprehensive external assessment of the Centre's program and management, especially its future directions and the quality and relevance of its research. The ToRs for the EPMRs (which update the "standard ToRs" endorsed by the CGIAR at MTM95) are provided below. Guidelines for undertaking the reviews are issued separately.

TERMS OF REFERENCE

Objectives and Scope

6. EPMRs seek to inform CGIAR members that their investment is sound, or recommend measures to make it so. Members of the CGIAR and other stakeholders can be informed whether the Centre is doing its work effectively and efficiently. EPMRs are both retrospective and prospective; and help ensure the Centres' excellence, relevance and continued viability, and the CGIAR System's coherence. Each review is expected to be strategic in orientation and as comprehensive as the situation warrants.
7. The broad objectives of EPMRs are to: a) provide CGIAR members with an independent and rigorous assessment of the institutional health and contribution of a Centre they are supporting; and b) to provide the Centre and its collaborators with assessment information that complements or validates their own evaluation efforts, including the CCERs.
8. The EPMR panel is specifically charged to assess the following:
 - a) The Centre 's mission, strategy and priorities in the context of the CGIAR's priorities and strategies;
 - b) The quality and relevance of the science undertaken, including the effectiveness and potential impact of the Centre's completed and ongoing research;
 - c) The effectiveness and efficiency of management, including the mechanisms and processes for ensuring quality; and
 - d) The accomplishments and impact of the Centre's research and related activities.
9. The topics expected to be covered by the EPMRs are listed below.

TOPICS TO BE COVERED

A. Mission, Strategy and Priorities

- The continuing appropriateness of the Centre's mission in light of important changes in the Centre and its external environment since the previous external review.
- The policies, strategies, and priorities of the Centre, their coherence with the CGIAR's goals (of poverty alleviation, natural resources management, and sustainable food security), and relevance to beneficiaries, especially rural women.
- The appropriateness of the roles of relevant partners in the formulation and implementation of the Centre's strategy and priorities, considering alternative sources of supply and the benefits of partnerships with others.

B. Quality and Relevance

- The quality and relevance of the science practised at the Centre.
- The effectiveness of the Centre's processes for planning, priority setting, quality management (e.g., CCERs, peer reviews and other quality and relevance assurance mechanisms), and impact assessment.

C. Effectiveness and Efficiency of Management

- The performance of the Centre's Board in governing the Centre, the effectiveness of leadership throughout the Centre, and the suitability of the organization's culture to its mission.
- The adequacy of the Centre's organizational structure and the mechanisms in place to manage, coordinate and ensure the excellence of the research programs and related activities.
- The adequacy of resources (financial, human, physical and information) available and the effectiveness and efficiency of their management.
- The effectiveness of the Centre's relationships with relevant research partners and other stakeholders of the CGIAR System.

D. Accomplishments and Impact

- Recent achievements of the Centre in research and other areas.
- The effectiveness of the Centre's programs in terms of their impact and contribution to the achievement of the mission and goals of the CGIAR.

LIST OF DOCUMENTS PROVIDED TO THE PANEL

A. Documents Provided by the SC and CGIAR Secretariats

To All Panel Members:

1. Guidelines and ToR for EPMRs
2. A Food Secure World for All: Towards a New Vision and Strategy for the CGIAR
3. Report of the Third External Programme and Management Review of the International Food Policy Research Institute (IFPRI)
4. Report of the Fourth External Programme and Management Review of the International Service for National Agricultural Research (ISNAR)
5. Recent CGIAR Stripe Studies Involving IFPRI:
 - (a) Policy and Management and Institution Strengthening Research and Service in the CGIAR
 - (b) Perspectives on Policy and Management Research in the CGIAR
 - (c) The Future Role of the CGIAR in Development of National Agricultural Research Systems: A Strategic Study of Institution Strengthening Research and Service
 - (d) Collective Action and Property Rights Initiative Systemwide Programme
6. TAC/SC Commentaries on IFPRI's 1998-2000, 1999-2001, 2000-2002, 2001-2003, 2002-2004, 2003-2005, 2004-2006 and 2005-2007 MTPs
7. Summaries of Proceeding of CGIAR Meetings: Business Meeting, AGM03, Nairobi, Kenya; Stakeholder Meeting, AGM03, Nairobi, Kenya
8. Most recent CGIAR Annual Report
9. Most recent CGIAR Brochure and Directory
10. ExCo1, ExCo2, ExCo3 and ExCo4 Summary Reports
11. Summary Report on CGIAR Priorities and Strategies for the Period 2005-2010 (SC 2 meeting document) and extracts from most recent update (Nov 2004).
12. Briefing notes from Panel Secretary

Supplementary Documents to Relevant Panel Members (including the Chair):

13. Reference Guides for CGIAR International Agricultural Research Centres and their Board of Trustees
14. Most Recent CGIAR Board of Trustees Directory
15. Most Recent Financial Guidelines and Manuals
16. Committees and Units of the CGIAR: Roles, Responsibilities and Procedures
17. IFPRI Board of Trustees

B. IFPRI Documents to EPMR Team

To All Panel Members and/or Available at the Centre for Reference:

18. IFPRI's 2004 Centre-Commissioned External Review Report and the IFPRI Response
19. Latest Medium-Term Plans and Latest Annual Funding Request (2004-2006 and 2005-2007)
20. List of IFPRI Publications 1998-2004
21. Paper on (a) main issues of current concern; (b) vision of clients needs in intermediate (5 years) and long (10 years) term; (c) vision on CGIAR and donor status in intermediate and long term; (d) state of the relevant science and breeding in intermediate and long term; and (e) plan of action reflecting these vision statements.
22. List of joint activities with other CGIAR Centres (current or recently concluded)
23. List of projects undertaken by IFPRI on behalf of the CGIAR System
24. IFPRI's organizational structure, management and committees
25. List of IFPRI professional staff according to division with relevant short CVs
26. List of reports of major planning conferences, internal reviews, expert meetings, etc., which have had a major influence on the direction of specific Centre programs
27. List of self-studies, if conducted, assessing strengths and weaknesses of Centre programmes and/or management
28. Summary of Action taken in Response to the Last IFPRI EPMR
29. List of Ongoing and Recently Completed Projects
30. Salary Structure Table (2004)
31. International Staff Vacancies List (Research Positions only)
32. IFPRI Information Management Systems
33. Staff Personnel Manual
34. Reports of External Auditors and Treasurer's Reports to the Board of Trustees (1999-2003)
35. Selected IFPRI Research and Outreach Highlights (1998-2004)
36. Communications and Capacity Strengthening Draft Strategies
37. The ISNAR Transition
38. Finance and Administrative Highlights, 1998-2004
39. Intellectual Property Rights Documents – Past 6 Years (According to Division)
40. GRP 1 – Genetic Resource Policies: Biodiversity and Biotechnology
41. GRP 24 – Diet Quality and Diet Changes of the Poor: A Global Research Programme to Improve Dietary Quality, Health and Nutrition
42. GRP 25 – The Nutrition Policy Process
43. GRP 26 – Pathways from Poverty
44. GRP 28 – Proposals for New Multi-Country Programme
45. Food Policy Research for Developing Countries, Emerging Issues and Unfinished Business (Essay from the 1998 Annual Report – Per Pinstrup Anderson)
46. Harvest Plus Brochure (Breeding Crops for Better Nutrition)
47. Biofortified Crops for Improved Human Nutrition: A Challenge Programme Proposal
48. Impact Assessment Discussion Papers (Nos. 1–21) and Narrative Exercise Database
49. IFPRI data on # publications by type and division, 1992-2004.
50. IFPRI data on research and admin staff #s by division, 1998-2004
51. IFPRI Research Division Summaries (objectives, goals, highlights), Jan. 2005
52. ISI Citation Analysis of IFPRI Research (prepared by IFPRI)
53. IFPRI Internal Programme Review documents, 1998-2004

54. DG Memo on Research Review Processes at IFPRI (Nov. 2004)
55. IFPRI Memo on Clarity of Roles and Responsibilities (Nov. 2004)
56. List of Publication Review Committee reviewers with contact information
57. List of policymakers, policy analysts from the 2020 Vision Initiative
58. Staff turnover numbers by division, 1998-2004 and lists of staff terminations, by year, with reasons for leaving (if known)

STAKEHOLDER INTERVIEWS

Individuals or groups with whom the Panel held substantial discussions, in person or by telephone between October 2004 and January 2005

Peers

Phil Pardey, University of Minnesota (former IFPRI senior RF)
 Ramon Lopez, University of Maryland (chairs IFPRI's Publications Review Committee)
 Brad Barham, University of Wisconsin
 Joshua Ariga, Tegemeo Institute for Agricultural Policy Analysis and Development,
 Nairobi
 Robert Paarlberg, Wellesley College
 Karen Macours, Johns Hopkins (SAIS)
 Barbara Craig, Oberlin College
 Carl Pray, Rutgers University
 John Antle, Montana State University
 David Zilbermann, University of California, Berkeley
 Alex McCalla, University of California, Davis & Board of CIMMYT; also former TAC
 Chair and former Chief of Agriculture and Rural Development at the World Bank.
 Hans Binswanger, World Bank
 Harold Alderman, World Bank
 Klaus Deininger, World Bank
 Paul Dorosh, World Bank
 Susan Offutt, Director, Economic Research Service, US Dept of Agriculture.
 Robert Herdt, formerly Rockefeller Foundation, now at Cornell University
 Prabhu Pingali, Director of Economics and Policy Division, FAO
 Scott Rozelle, Professor, University of California, Davis
 Jikun Huang, Director, Centre for Chinese Agri. Policy, Chinese Academy of Science

Donor Views

World Bank

- Kevin Cleaver
- Derek Byerlee

USAID

- Emmy Simmons, USAID Asst. Administrator
- Dana Dalrymple
- Meredith Soule

The Netherlands
 Norway
 Peru
 India (Rajeev Kumar Jain, Deputy Secretary, Min. of Agr.)
 Syngenta (Andrew Bennett)

NARS Clients

China

- Jhuhui Huang, Director General, Centre for Agricultural Rural Development (CARD), Zhejuang University
- Guogiang Chen, Research Fellow, Development Research Centre, the State Council
- Zhong Tang, Professor, Dept of Agr. Economics, People's University of China
- Xiaupeng Luo, Professor, Guizhon University, China
- Numerous others at the HarvestPlus China Workshop (Nov 2004)

Uganda, Kampala, January 17-18, 2005

- Dr John Odit, Chair, Agricultural Sector Committee of the Parliament of Uganda
- Dr Peter Ngategize, Coordinator, Medium-Term Competitiveness Initiative, Ministry of Finance
- Mrs Rhoda Tumusiime, Commissioner, ministry of Ag, Animal Industries & Fisheries
- Ms Roseti Nabbumda, Ministry of Finance
- Mr Chebet Maikut, Chair, Uganda National Farmers Association
- Dr Seyfu Ketema, Executive Secretary, ASARECA
- Dr Isaac Minde, Coordinator ECAPAPA, ASARECA
- Dr J. J. Otim, Senior Adviser to the President of Uganda, Chair 2020 Conference Advisory Committee
- Dr Willie Odwongo, Director, Plan for Modernization of Agriculture
- Prof Mateete, Dean, Faculty of agriculture, Makerere University
- Dr Joyce Kikafunda, Dept Food & Nutrition, Makerere University
- Mrs Theodore Hyuha, Dept Ag econs, Makerere University
- Dr May Sengendo, Faculty of Arts, Makerere University
- Dr Bernard Bashaasha, Head, Dept Ag Econs, Makerere University

Ethiopia, Addis Ababa, Jan 19-21, 2005

- Dr Jeroen Djikman, ILRI
- Dr Dirk Hoekstra, ILRI
- Dr Josue Dione, Director, Sustainable Development Division, UN-ECA
- Dr Abera Deressa, Deputy Director, Ethiopia Ag Research Organization (EARO)
- Dr Tesfaye Beshar, University of Alemaya, Dire Dawa
- Dr Esubalew Abate, Ministry of Ag & Rural Development
- Mr Teklu Tesfaye, EARO
- H.E. Ato Newai Gebre Ab, Chief Econ Adviser to the Prime Minisrter, Exec Director, Ethiopia Development Research institute (EDRI)
- Mr Gezehegn Ayele, EDRI
- Dr Alamu, EDRI
- Mr Brahamu Haile Salassi, Ministry of Water Resources
- Dr Alimayi, Addis Ababa University
- H.E. Ato Belay Ejigu, State Minister of Ag & Rural Development

CGIAR Centre Staff (DGs and Heads of Social Science)

- International Centre for the Improvement of Maize and Wheat (CIMMYT)
- International Potato Centre (CIP)
- The World Fish Centre (International Centre for Living Aquatic Resources Management)
- International Centre for Research in Agroforestry (ICRAF)
- International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)
- International Livestock Research Institute (ILRI)
- International Plant Genetic Resources Institute (IPGRI)
- International Rice Research Institute (IRRI)

3RD IFPRI EPMR RECOMMENDATIONS: IFPRI RESPONSE AND PANEL OBSERVATIONS

Recommendations	IFPRI Response	Panel Comments
<p>Recommendation 1</p> <p><i>With respect to IFPRI's Research the panel recommends that:</i></p> <p><i>1a. notwithstanding the present difficulties in obtaining funding for work on water resources, IFPRI should redouble its efforts in raising such funds since it is an area identified as a priority by the CGIAR (Section 2.1); and,</i></p>	<p>a. IFPRI has been successful in obtaining funding for its work on water and food security. In 1998, the year of the last EPMR review, the actual budget for IFPRI's water project was \$0.680 million in 2003 the budget was \$1.540 million. IFPRI contributed significantly to the development of successful Water and Food Challenge Program and leads the policy activities (theme 5) of the activity. However, global water policy issues receive only limited support by the Challenge Program. Until recently, IFPRI shared a joint appoint with IWMI to undertake several joint water and food security activities, including the challenge program.</p> <p>IFPRI's water work is carried out at three levels at which water scarcity can fundamentally influence livelihoods and the environment:</p> <ul style="list-style-type: none"> • At the global level, the impact of water availability and demand on food supply, demand, trade and food security is assessed based on the IMPACT-WATER model, which is an extended version of the IMPACT model combined with the newly developed Water Simulation Model (WSM). • At the river basin level, the impact of alternative water allocation mechanisms on agricultural productivity, consumer welfare and equity, and resource degradation is 	<p>The Panel agrees with IFPRI's response and believes the Centre has responded appropriately to the recommendation.</p>

	<p>examined using a holistic framework for analysis.</p> <ul style="list-style-type: none"> • At the local or irrigation system level, the focus is on the nature and evolution of institutional arrangements for water allocation, particularly organizational structures and water rights, including participatory and community management and the consequences for food production, equity, the environment and rural livelihoods. 	
<p><i>1b. in designing its research every division within IFPRI should bear in mind that developing countries now have increasingly open economies, and that the planned research should take into full account the country's interaction with the rest of the world. (Section 2.3)</i></p>	<p>b. IFPRI has increasingly considered developing countries interactions with the rest of the world in its trade and globalization research work. IFPRI's Markets, Trade and Institutions Division seeks to understand how countries can best develop markets for domestic, regional, and global consumption, institutions and infrastructure in ways that contribute to agricultural growth, help alleviate poverty and ensure food security for all.</p> <p>IFPRI's projects Markets and Trade (MP1), Macroeconomic Policies (MP12), Global and Regional Trade (GRP2), and High-Value Agriculture (GRP27) explicitly deal with this topic. Under Global and Regional Trade, IFPRI is focusing on how developing countries can benefit from regional trade agreements and WTO. The High Value Agriculture project is investigating the policies needed to link small farmers with more global and profitable markets. As a key theme in IFPRI's 2003 Strategy <i>Globalization, retail food industries, and trade negotiations related to food and agriculture</i>, the topic will continue to be a priority for the Institute.</p>	<p>The Panel agrees that the recommendation is being effectively addressed with respect to domestic policy analysis. However, the international component needs further strengthening.</p>

<p>Recommendation 2</p> <p><i>In redesigning its <u>outreach activities</u>, IFPRI should ensure that:</i></p> <p><i>2a. the respective roles of the research divisions and the outreach division in outreach activities are clarified and that the outreach function is well integrated with research;</i></p>	<p>a) The reorganization of the then Outreach Division into the Communications division was undertaken in large part to achieve this goal. The research divisions were renamed into research and outreach divisions indicating that they have responsibility for the divisional and project specific outreach activities. The Communications Division focuses on communicating institute-wide and multi divisional research issues or initiatives (Vision 2020) and at the same time supports as a service provider the research and outreach divisions in their divisional outreach activities via media, publications, dissemination and training and capacity strengthening. The current strategy is to use an integrated approach with clearly defined roles. The collaboration between research and outreach divisions functions well and makes optimal use of synergies. IFPRI feels that the recommendation of the 3rd EPMPR pane has been effectively addressed.</p>	<p>The Panel agrees that the recommendation has been effectively addressed.</p>
<p><i>2b. there is mutual reinforcement of research and outreach, with research driving outreach on the dissemination of research findings and outreach influencing research on the identification of research problems;</i></p>	<p>b) Effective communications works in two ways. At IFPRI research drives outreach activities but the feed back the Institute receives through its outreach also ensures that a changing environment and interests and concerns of key stakeholders are taken into account. Good research and good communications mutually enforce each other. Research-based information and new knowledge are essential to inform appropriate food policies and to achieve impact. The information that IFPRI generates must be made available to the full range of stakeholders in food policy, include food-insecure people IFPRI engages in and facilitates food policy communication with decisionmakers and policy shapers at appropriate levels. Effective food policy communication for IFPRI increasingly means reaching beyond government to include parliaments, the media, civil society, farmers, and consumers in developing countries. IFPRI is</p>	<p>IFPRI has successfully implemented the recommendation – there is now ample evidence of research driving outreach</p>

	<p>synthesizing increasing amounts of its in-depth research in an effort to reach out to audiences with little time for more technical reports. Recently, for instance, the 2020 Africa Conference resulted in the establishment of an IFPRI Africa task force that shall assist in the development of coherent research agendas driven by demands articulated at the conference.</p>	
<p><i>2c. if a country programme format is used, it recognizes the need for integration of research and outreach, provides an efficient mechanism for management, and is reasonably consistent across countries in which IFPRI operates (Section 2.5)</i></p>	<p>c) The central objectives of the country program office were to enhance IFPRI's outreach activities, to develop more specific, in-country expertise, and to strengthen the Institute's policy impact in particular countries. In 1997, the country programs office was moved into the then Outreach Division where synergies could be enhanced between communications and capacity strengthening activities, the other pillars of that division. After significant senior management team debate, the country programs office was then abolished in 1998 after it was determined that most of its functions were being provided by the research and outreach divisions. These functions continue to be carried out across the Institute with strong involvement of the Communications Division. IFPRI's efforts in focal countries vary according to need.</p> <p>The new Development Strategies and Governance Division is facilitating the development of more comprehensive policy approaches for specific IFPRI priority countries (initially in Ethiopia and Uganda)– by focusing on country strategy analysis, country case studies to develop and test practical conceptual frameworks, strategic analysis and knowledge support systems, and networks. Networks are being effectively used in other priority countries and regions: South Asia, Africa (partly through NEPAD) and at regional levels in East Africa (formal network) and potentially in West Africa, and networks are developing in Central America and China.</p>	<p>The Panel agrees that the decision to abolish the Country Program Office was correct. The Panels Country Visits showed that IFPRI has taken steps to ensure that there is adequate collaboration in-country between research and outreach activities by different Divisions.</p>

<p>Recommendation 3</p> <p><i>With respect to <u>impact assessment</u>, IFPRI should:</i></p> <p><i>3a. continue to assess the impact of its activities mainly in terms of the outputs for which it can be held accountable (intermediate impacts of its publications and capacity strengthening efforts, for example);</i></p>	<p>a) IFPRI has continued to assess the impact of its activities mainly in terms of outputs, maintaining its emphasis on peer-reviewed publications. At the same time, the Institute has had an increase in more varied types of outputs – ranging from policy briefs to journal articles and from datasets to training curricula. For example published journal articles and chapters in books grew from 88 in 1997 to 132 in 2003.</p>	<p>IFPRI has continued and further developed its impact assessment of outputs</p>
<p><i>3b. continue its activities related to developing improved understanding of, and means for assessing, impacts of policy and social science research; and</i></p>	<p>b) During the last six years, IFPRI has worked to develop improved methodologies for assessing the impacts of policy and social science research. The recently published book, <i>What's Economics Worth? Valuing Policy Research</i>, is based on two IFPRI-sponsored conferences focused on measuring policy-focused social science research. The most recent conference was held in 2001 in The Hague, Netherlands and focused on how to measure or value the economic impact of policy-oriented social science research and how to enhance such research in policymaking environments. A 2003 Impact Assessment discussion paper titled <i>The Impact of Economic Policy Research: Lessons on Attribution and Evaluation from IFPRI</i> reviews approaches to the evaluation of economic policy research and discusses the main lessons drawn from a series of IFPRI case studies. The paper also reviews IFPRI's current impact assessment activities. An Impact Assessment Stocktaking workshop is planned for late 2004 to address methodology issues and IFPRI's portfolio of impact assessment activities.</p>	<p>IFPRI has made impressive strides in creating and applying new impact assessment methods, and is now on the frontiers of policy research impact assessment.</p>

<p><i>3c. develop further in-depth case studies of its impacts in partner countries, and also surveys of the use of its outputs in other, non-partner countries. (Section 3.3.5)</i></p>	<p>c) Between 1998 and June of 2004, IFPRI produced 20 impact assessment discussion papers of which 3 were country case studies and 6 were thematic (on cross-cutting topics). These remain an important part of how we assess the relevance and impact of the Institute's research work. Two more case study papers are in the pipeline – one on Food for Education in Bangladesh (country) and Gender research (thematic). An internal working group on impact evaluation provides guidance to management on the conduct of impact assessment activities in the Institute and assumes responsibility for the institutionalization of the processes associated with impact evaluation. IFPRI will launch a survey of its communications tools (both print and electronic) before the end of 2004 involving readers throughout the world -- including non-partner countries. Through this mechanism we will be able to assess the use of IFPRI's outputs in non-partner as well as partner-countries. Additionally, IFPRI completed a bibliometric study (Impact Assessment Discussion Paper #14) that assessed how IFPRI's publications were cited and used throughout the world, including non-partner countries.</p>	<p>IFPRI's impact assessment papers contain several that consider impacts of IFPRI in partner countries. They are serious research efforts themselves and are largely effective in mobilizing evidence of impact.</p>

<p>Recommendation 4</p> <p><i>With respect to enhancing the relevance of its activities, IFPRI should:</i></p> <p>4a. <i>further strengthen its mechanisms for priority setting by seeking new ways to identify and take account of developing country policy concerns;</i></p>	<p>a) IFPRI undertook a consultative process in 1997-1998 – which resulted in the publication of the <i>Food Policy Research for Developing Countries: Emerging Issues and Unfinished Business</i> a document that guided the Institute’s priorities until 2003. The consultative process involved a two-day meeting of 17 stakeholders, donor and NGO consultation during Centers Week, two IFPRI staff meetings, an IFPRI SMT retreat, and written comments from 50 constituents. In 2003, IFPRI again undertook a process of consulting with stakeholders, from which the Institute’s Strategy was developed, which now guides IFPRI’s research priorities. During this process IFPRI consulted with a group of 16 stakeholders, solicited outside input, held a meeting with eminent food policy analysts and policy makers, and had intensive discussions among management and board.</p>	<p>IFPRI has taken significant steps to get developing country concerns expressed in its consultative process. With respect to IFPRI’s implemented priorities, while IFPRI has given considerable attention to systematically developing a Strategy, the Panel believes a more transparent mechanism is required in selecting what to and what not to do, as discussed at length in Chapters 2 and 5 of the Report.</p>
<p>4b. <i>diversify its skill mix by recruiting persons with both research and policy experience, with greater flexibility in appointments, if necessary; and,</i></p>	<p>b) IFPRI has continued to diversify the senior staff skill mix, most recently by hiring Dr. Kisamba-Mugerwa, formerly the Minister of Agriculture in Uganda, as director of the ISNAR division. IFPRI currently has 3 nutritionists, 2 anthropologists/sociologists, 1 political scientist, 2 geographers, 1 education expert, and 2 plant breeders (1 with a focus in molecular genetics). IFPRI has several staff members based outside IFPRI offices to allow them the flexibility they need to maintain their IFPRI careers while meeting the demands of family.</p>	<p>While agreeing that IFPRI has diversified its staff skill mix, the Panel urges IFPRI to develop a clear strategy for building the specific skill mix required in the context of tools and types of analyses dictated by the research activities.</p>

<p>4 c. <i>the IFPRI Board should play a more active role in ensuring and monitoring the relevance and impact of the Institute's work. (Section 5.2)</i></p>	<p>c) Since the 3rd EPMR, IFPRI's Board has taken several steps to implement this recommendation. The Board generally devotes at least half of its meeting time to review and oversight of IFPRI's research, communication, and capacity strengthening programs. This includes a regular review of the Institute's impact assessment work; the Board has taken a keen interest in this area. The Board has strongly encouraged IFPRI management to focus on strategic matters in presentations to the Board's Program Committee, and played a very active role in shaping IFPRI's new long-term strategy. The Board has also urged management to expand research in some areas of great relevance to poor and food insecure people. For example, since 1998, the Board has promoted the expansion of IFPRI's trade and globalization research, with an emphasis on work that is relevant to developing country policy makers in the context of the Doha Round negotiations on agricultural trade. The Board has suggested that management use unrestricted funds for this work when restricted funding is not available. IFPRI's three board members from Africa played key roles in developing the agenda and the follow up activities to the IFPRI 2020 Africa Conference.</p>	<p>The Panel finds that the Board has, indeed, taken all the steps outlined in the previous column - "IFPRI Response"- which meet the recommendations made by the 3rd EPMR.</p>

IFPRI PROJECT COLLABORATIONS WITH OTHER CGIAR CENTRES

Center	Project Title	Division	Funding from CG Center	MOU with CG Center	IFPRI Provide Funding to CG Ctr	Other collab. Effort
All Centers	CAPRI	EPTD				Yes
All Centers	Global Agricultural Open University	CD				Yes
CIAT	HarvestPlus (Biofort. Challenge Program)	DGO (frmly FCND)	Yes	Yes	Yes	Yes
CIAT	Central American Hillside	EPTD				Yes
CIAT	Spatial Analysis Project	EPTD				Yes
CIAT	Genetic Resources Policies	EPTD				Yes
CIAT	Mapping and Beyond - Malawi		Yes			
CIMMYT	HarvestPlus (Biofort. Challenge Program)	DGO (frmly FCND)			Yes	
CIMMYT	Maize Policies in Asia	MTID	Yes			
CIMMYT	Spatial Analysis Project	EPTD				Yes
CIMMYT	Poverty Assessment Project (SPIA)	EPTD/FCND			Yes	
CIP	HarvestPlus (Biofort. Challenge Program)	DGO (frmly FCND)			Yes	
ICARDA	HarvestPlus (Biofort. Challenge Program)	DGO (frmly FCND)			Yes	
ICARDA	Property Rights in MENA region	EPTD	Yes			
ICARDA	Collective Action for Intergrated Resource Management	EPTD				yes
ICARDA	ASTI Initiative in WANA	ISNAR		Yes		
ICRISAT	HarvestPlus (Biofort. Challenge Program)	DGO (frmly FCND)			Yes	
ICRISAT	South Asia Initiative	MTID				Yes
ICRISAT	HIV/AIDS and Food Security	FCND			Yes	
ICRISAT	CGIAR Parliamentary Dialogue in India	CD				Yes
IITA	HarvestPlus (Biofort. Challenge Program)	DGO (frmly FCND)			Yes	
ILRI	Livestock Project	MTID	Yes	Yes	Yes	
ILRI	Joint Initiative on Livestock Market Opps	MTID		Yes		
ILRI	Genetic Resource Policies	EPTD				Yes
ILRI	East African Highlands	EPTD				Yes
ILRI	Spatial Analysis Project	EPTD				yes
ILRI	Communications Audit	CD	yes			
ILRI	Successes in African Agriculture	DSGD				Yes
ILRI	Policies for Sustainable Land Management in Ethiopian	EPTD/MTID		Yes		

Center	Project Title	Division	Funding from CG Center	MOU with CG Center	IFPRI Provide Funding to CG Ctr	Other collab. Effort
	Highlands					
ILRI	East Africa Agricultural Research Impact Assessment	EPTD		Yes		
IPGRI	An Economic Costing of CGIAR Genebanks	EPTD	Yes			
IPGRI	German Consultancy		Yes			
IPGRI	CAPRI Grant	EPTD			Yes	
IPGRI	CAPRI Grant	EPTD			Yes	
IPGRI	FAO's Voluntary Guidelines on the Right to Adequate Food	DGO				Yes
IPGRI (INIBAP)	Joint Project with Melinda Smale	EPTD	Yes	Yes		
IPGRI (INIBAP)	Spatial Analysis Project	EPTD				Yes
IRRI	HarvestPlus (Biofort. Challenge Program)	DGO (frmly FCND)			Yes	
IRRI	Spatial Analysis Project	EPTD				Yes
IRRI	Poverty Assessment Project (SPIA)	EPTD/FCND			Yes	
ISNAR	Institutional Learning and Change	DGO/FCND				Yes
IWMI	Economic Value of Water in the Mekong Delta	EPTD	Yes			
IWMI	SWIM, Phase II	EPTD	Yes			
IWMI	Water Challenge Program	EPTD	Yes			
IWMI	Water Scarcity and Food Security: A Global Perspective	EPTD		Yes		
World Agroforestry	Spatial Analysis Project	EPTD				Yes
World Agroforestry	Poverty Assessment Project (SPIA)	EPTD/FCND			Yes	
World Agroforestry	CAPRI Grant	EPTD		Yes		
WorldFish	Fish to 2020	MTID/DGO (2020)/EPTD			Yes	

LIST OF ACRONYMS

ADB	Asian Development Bank
AgEcon	Database on Agricultural Economics at the University of Minnesota
AGRIS	Agricultural Research Information System
AJAE	American Journal of Agricultural Economics
ARIs	Agricultural Research Institutes
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
ASTI	Agricultural Science and Technology Indicators
CAFTA	Central American Free Trade Agreement
CAPRI	Collective Action and Property Rights Initiative
CARE	Cooperative Assistance on Relief Everywhere
CCER	Centre-Commissioned External Review
CD	Communications Division
CD-ROM	Compact Disc – Read Only Memory
CGE	Computable General Equilibrium
CGIAR	Consultative Group on International Agricultural Research
CIAT	International Centre for Tropical Agriculture
CIDA	Canadian International Development Agency
CIMMYT	International Centre for the Improvement of Maize and Wheat
CIP	International Potato Centre
CiteSeer	Scientific Literature Digital Library
CORAF	Conférence de Responsables de Recherche Agronomique Africain
CP	Challenge Programme
CRSP	Country and Regional Support Programs
DD	Division Director
DG	Director General
DGO	Director General's Office
DSGD	Development Strategies and Governance Division
EC	European Community
EPMR	External Programme and Management Review
EPTD	Environment and Production Technology Division
F&A	Finance and Administration
FAO	Food and Agriculture Organization of the United Nations
FCND	Food Consumption and Nutrition Division
GOV	Governance Project
GRPs	Global Research Programmes
GTAP	Global Trade Analysis Project
HR	Human Resources
HVAP	High Value Agricultural Products
IDB	Interamerican Development Bank
ICLARM	The World Fish Centre (International Centre for Living Aquatic Resources Management)
ICRAF	International Centre for Research in Agroforestry
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics

ICT	Information and Communication Technology
IDB	Interamerican Development Bank
IFPRI	International Food Policy Research Institute
ILRI	International Livestock Research Institute
IMPACT	Special Project on Global Food Trends in Supply and Demand
IPG	International Public Good
IPGRI	International Plant Genetic Resources Institute
IPR	Intellectual Property Right
IRB	Institutional Review Board
IRRI	International Rice Research Institute
IRT	ISNAR Restructuring Team
ISNAR	International Service for National Agricultural Research
KPMG	International Auditing Firm
MSSD	Markets and Structural Studies Division
MTID	Markets, Trade and Institutions Division
MTP	Medium-Term Plan
NARS	National Agricultural Systems
NEPAD	New Partnership for Africa's Development
NGOs	Non-Governmental Organizations
OECD	Organization for Economic Cooperation and Development
OSP	Organization Strengthening Program
PAC	Program Advisory Committee
PAANSA	Policy Analysis and Advisory Network for South Asia
PBS	Program for Biosafety Systems
PRC	Publications Review Committee
PWRC	
RENEWAL	Regional Network on HIV/AIDS, Rural Livelihoods and Food Security
R&D	Research and Development
RePEc	Research Papers in Economics (Bibliographic Database)
SAI	South Asia Initiative
SAKSS	Strategic Analysis for Knowledge Support System
SAM	Social Accounting Matrix
SC	Science Council
SMT	Senior Management Team
SPME	Standing Panel on Monitoring and Evaluation
SSA	Sub-Saharan Africa
TAC	Technical Advisory Committee
TMD	Trade and Macroeconomics Division
TMS	Tropical Manioc Selection
UNICEF	United Nations Children's Fund
USAID	US Agency for International Development
WB	World Bank
WFP	World Food Programme
WHO	World Health Organization
WTO	World Trade Organization