

INDEPENDENT REVIEW PANEL

Report 2008



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Chair, Independent Review of the
CGIAR System
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Scope of the Review

The Terms of Reference of the Independent Review include three main topics :

- **effectiveness and impact**
- **partnership**
- **governance**

Review Methodology

- **Visits to Centers**
- **Observations of AGM, ExCo**
- **Extensive interviews**
- **Two surveys (General and Gender)**
- **Financial analysis and performance data analysis**
- **Meta evaluations**
- **Commissioned studies**

IR focused on evaluating key components of CGIAR

- **Reviewed work of the Science Council and its role**
- **Evaluated impact of Challenge Programs and their governance structures**
- **Evaluated the Performance Measurement System**
- **Reviewed the roles of the System Office**
- **Reviewed past resource mobilization efforts and evaluated their effectiveness**
- **Reviewed System Priorities and their contribution to alignment and strategy**

System is Underperforming

- **37 year old donor-Center partnership has become fragile.**
- **Dysfunctional overall governance and structures impair Center and collective effectiveness.**
- **No system-wide strategy.**
- **Sequential reform attempts through incrementalism have not worked and will not work.**
- **The CGIAR should be at the centre stage on the critical questions of climate change and food security, but it is largely absent.**

Bold Change Needed

- **The Partnership is unique. It is worth saving but only if both Centers and Donors fundamentally change their roles.**
- **New global context demands a new, vision guided partnership compact.**

Finding 1

Centers contribute substantially to agricultural productivity and natural resource management

Impact Assessments: High Returns

- **Meta-analysis based on ex post impact studies (largely by SPIA)**
- **Benefits range from \$14 to \$120+ billion (Raitzer)**
- **Most benefits attributable to a few programs**
- **Evidence suggests ongoing work will also deliver good impact**
- **High CGI benefits in Asia**
- **In SSA, benefits mainly biological control and CGI; returns lower than in other regions, despite 41% of total investment since 1971**

Finding 2

**The CGIAR and Centers
need to take a more
strategic approach to
partnership**

Improve partnerships

- More thought to delivery of IPGs
- Better strategies for working with some key partners – ARIs, large NARS, civil society (NGOs) and private companies
- Provide Center access to funding to support partners in complementary roles.

Finding 3

The Centers have made progress in addressing intellectual property protection, but more needs to be done

Improve IPP

- **3rd system review made better IP management its highest priority**
- **Improvement (CAS-IP) but more serious investment needed in managing IP**
- **Consortium → opportunity for stronger IP management**

Finding 4

Gender is not adequately integrated into Centers' research mandates and outreach

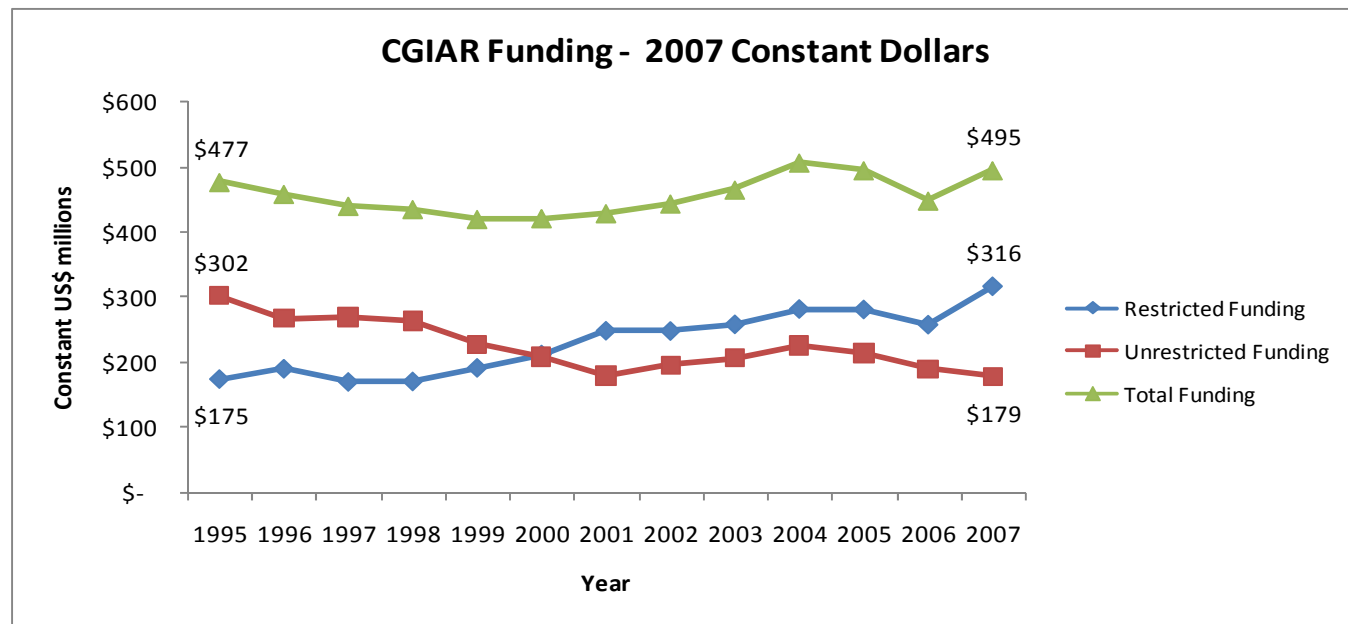
Improve Gender and G&D

- **Move from advocacy to accountability to remove unintentional discrimination and provide incentives in all planning and mgt. instruments**
- **IFPRI with PRGA develop gender strategy for inclusion in 2009 Joint Strategy and Results Framework**
- **Mega Program on Gender specifically**
- **Expand AWARD**

Finding 5

**The Centers are
experiencing a
disguised financial
crisis**

Stagnant funding. More restricted.



- Between 1995 and 2007, total funding increased only \$18 million, an average annual growth rate of <1%
- Restricted funding levels increased from 37% to 64%

Improve financing and financial management

- Pooled, replenishment-type Fund, leading to strategic allocations (major new resource mobilization instrument)
- Multiyear financing mechanism
 - Monterrey principles; ensure accountability and standards of due diligence
- Make full costing of research mandatory
- Improve crisis intervention methods
- Increase reserve targets to 180 days
- Evaluate capital investment needs
- Conduct annual financial audit of CPs

Finding 6

**Dysfunctional
governance and
management constrain
the System's potential**

Guiding Principles

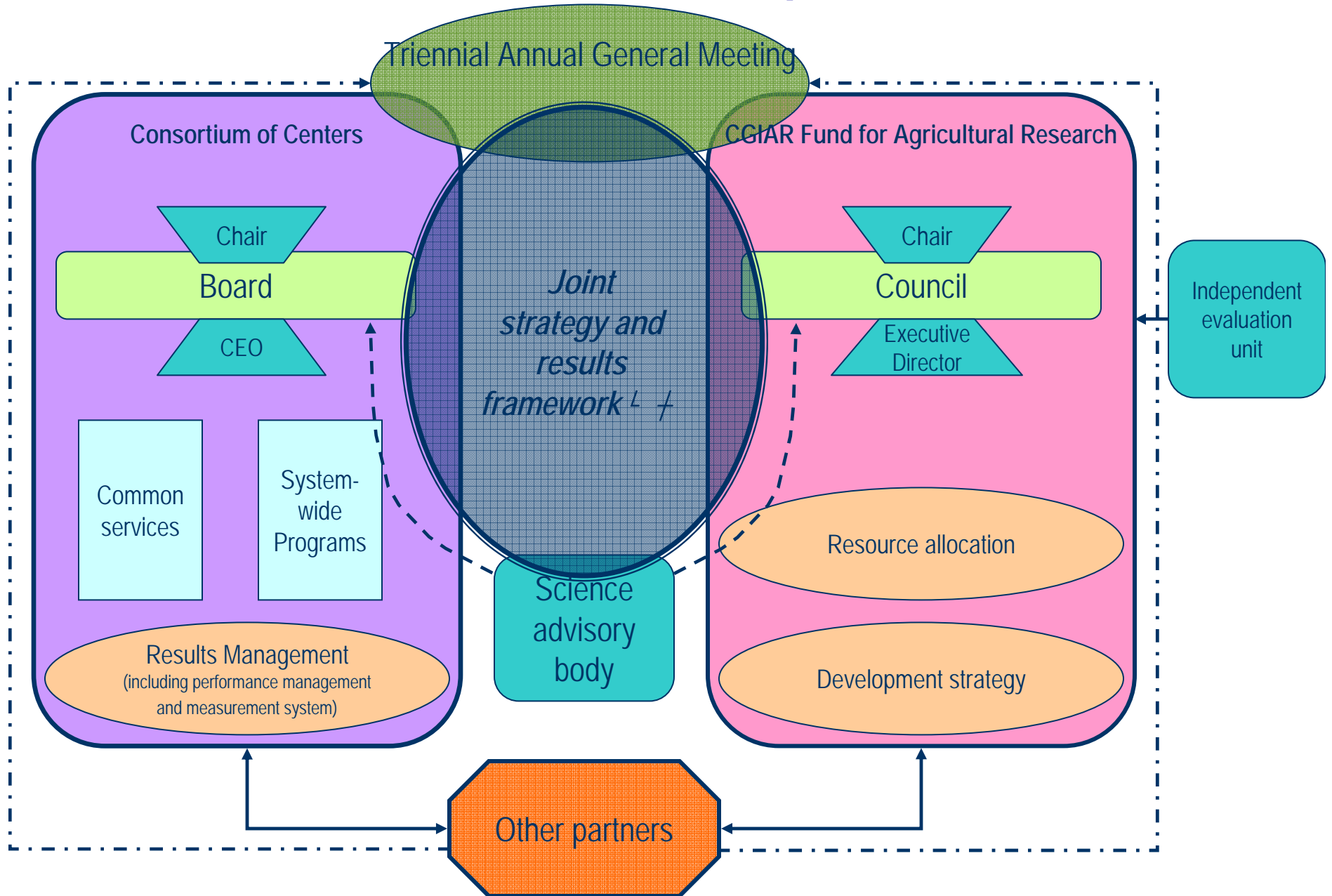
- **Begin by getting the structures right. Proceed quickly and comprehensively – gradualism doesn't work.**
- **The CGIAR needs to establish a corporate identity and with it a single “entry point” for others to relate to it and for it to relate to others.**
- **Apply well-established and sound principles that separate oversight (funding) from management.**
- **Founding principles require major adjustments if CGIAR is to be an effective 21st century institution.**
- **The principles of the Monterrey and Paris Declarations to which all major donors are pledged should be applied fairly to the CGIAR.**
- **Mutual accountability: horizontal replaces vertical accountability**



Renewal

**Structural reforms for
a rebalanced
partnership**

Balanced Partnership Model



Managing for Results

- **IPG and MFR fit: core and delivery accountability**
- **Management (Consortium) responsibility**
- **Performance Management and Measurement Systems are the tools; culture must also adapt**
- **Strengthen the focus on outcomes: targets and measures**
- **Regular reporting: Consortium/Donor milestones**

Challenges

- (1) Can you work in a new partnership?**
- (2) Can the Centers work together in upping their game?**
- (3) Can the donors and funders commit to a new strategy?**

Vital processes

- (1) Speed needed and milestones for change managed**
- (2) Centers must fully control and be responsible for the founding of the Consortium**
- (3) The Fund should move quickly**



**Bring together the
best of science and the
best of development**