

INDEPENDENT REVIEW PANEL

Report 2008



Elizabeth McAllister
Chair, Independent Review of the
CGIAR System
December 2008

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**

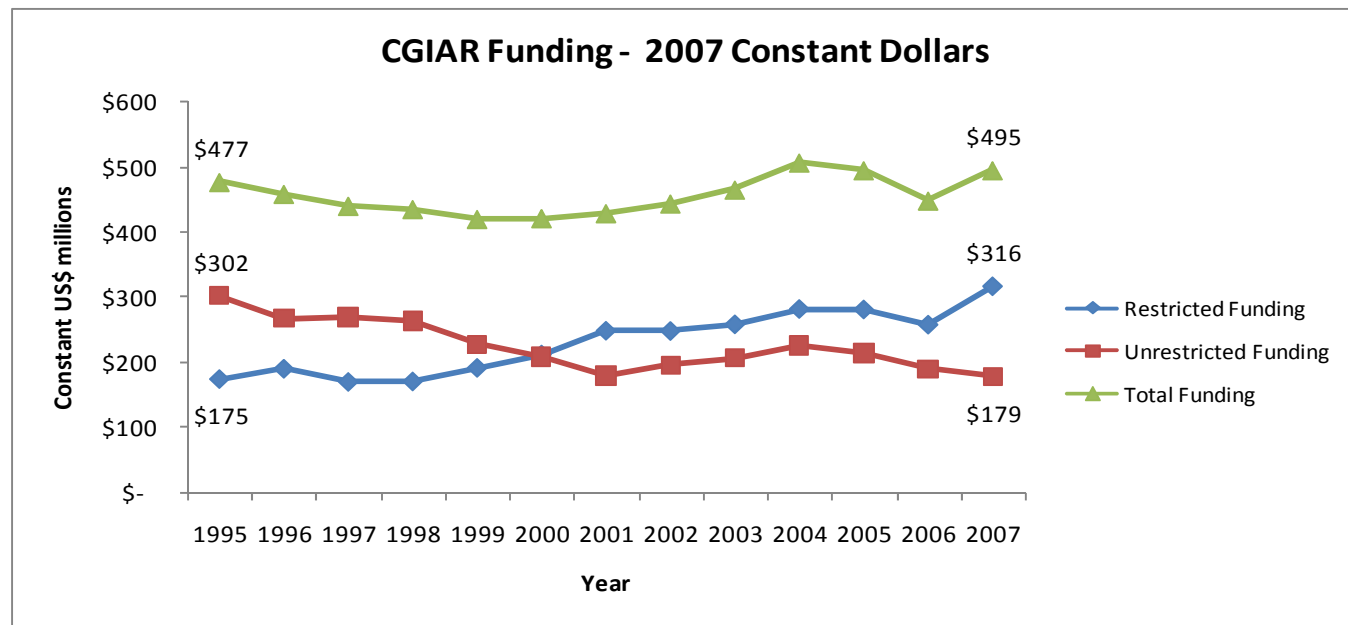
Improve Gender and G&D

- **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

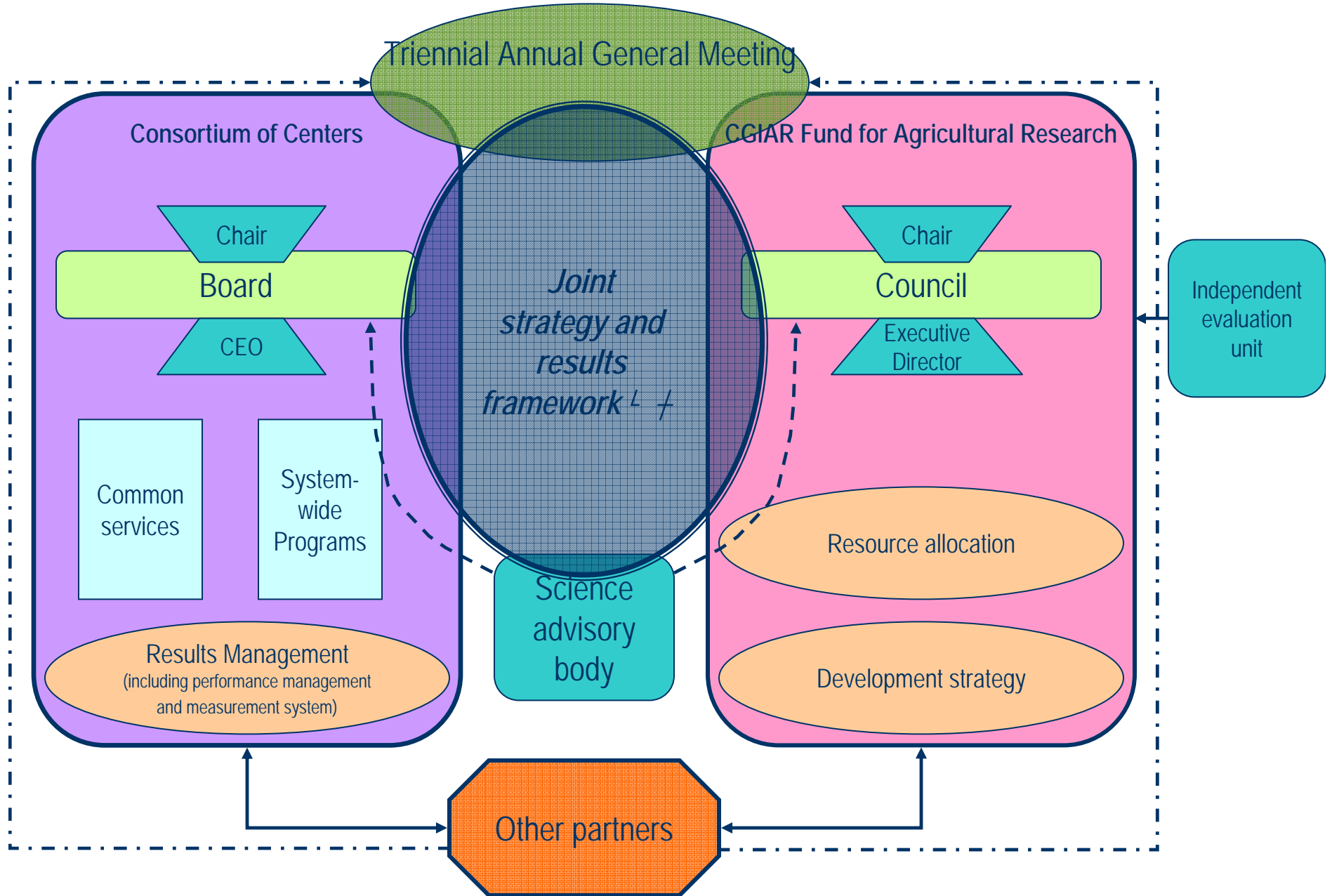
- **Begin by getting the structures right. Proceed quickly and comprehensively – gradualism doesn't work.**
- **The CGIAR needs to establish a corporate identity and with it a single “entry point” for others to relate to it and for it to relate to others.**
- **Apply well-established and sound principles 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**