

**CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH**

**SCIENCE COUNCIL**

**Science Council Workplan and Budget 2006-2007**

SCIENCE COUNCIL SECRETARIAT

23 SEPTEMBER 2005

ExCo-9 item 3.c.

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## INTRODUCTION

The Science Council (SC) of the CGIAR initiated its activities in January 2004 in accordance with the outlines in the working group report approved at AGM 2002 and reaffirmed at AGM 2003.<sup>1</sup> During its first two years of operation the Council has helped the CGIAR develop a more cohesive and more sharply focused research program by working in the following areas: identifying research priorities, assuring good science, enhancing impact, and mobilizing agricultural science for the benefit of poor people and the environment.

The SC consists of the Council Chair and six members, plus the Chair of SPIA. The Council organizes its work into four panels that focus on priorities and strategies (SPPS), ex-post impact assessment (SPIA), monitoring and evaluation (SPME), and the mobilization of science (SPMS). Each panel has two SC members and two panel members (except for SPIA which, in addition to the Chair, has two panel members). The Council has held two annual meetings, making decisions in open sessions and keeping short closed sessions for housekeeping matters.

The SC focuses its activities on the following five key elements:

- Identify a set of key medium term **CGIAR System Priorities** that focus on problems for which the CGIAR is likely to have the greatest impact. After more than two years of work, including wide consultation, the SC has presented at ExCo-8 (May 2005) a draft version of the CGIAR 2005-15 System Priorities. A final version will be considered at ExCo-9 (October 2005) and is expected to be endorsed at the Annual General Meeting of the CGIAR in December 2005, with implementation starting in early 2006. A transitional period of three years (2006-2008) will allow Centers to align their research portfolios and CGIAR Members their funding allocations to the proposed System Priorities.
- Implement new **monitoring and evaluation** processes that give more emphasis to self-evaluation and Board accountability. The Council, in collaboration with the CGIAR Secretariat, has prepared a document, *Monitoring and Evaluation in the CGIAR System*, which represents completion of a lengthy process to streamline the Center review process. This process establishes a continuum of evaluations starting from center self-assessment and ending in an external review of center programs and management. The new CGIAR Performance Measurement System would be an input to the M&E process. The M&E document, endorsed at ExCo-8, proposes that the Center Boards would assume the main responsibility for oversight, and the EPMRs would focus on auditing the internal evaluation processes, the Board's governance function, and the Centers' strategic directions.
- **Measure performance** in terms of progress towards achieving the goals of the CGIAR, on the basis of Medium-Term Plans (MTPs) and logframes. The CGIAR Performance Measurement constitutes a key element of linking the evaluation of

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<sup>1</sup> Its first Workplan and Budget was approved at ExCo-6 (May 2004).

MTPs and the evaluation of Centers. The SC has collaborated in the preparation and evaluation of indicators for several elements of the proposed system (quality and relevance of staff, quality and relevance of programs, outputs, outcomes, and impacts).

- **Improve the quality** of Center, Systemwide & Ecoregional (SWEPs), and Challenge Programs (CPs) MTPs and logframes as a basis for better planning and performance appraisal (linked to System Priorities). To accomplish this SC is improving the review of the Centers' research agenda. The Council is making a major effort to carefully review the Centers' Medium-Term Plans, including logframes and annual output targets. Several CPs and SWEPs will be evaluated in the near future.
- **Mobilize global science** around the mission of the CGIAR and promote scientific partnerships of the Centers with global scientific capacity located in advanced research institutes, universities, strong national research institutes and the private sector. To accomplish this key activity the SC has assessed the current pattern of Centers' partnerships, and has prepared a publication Science for Agricultural Development to be launched at AGM05 highlighting advances and trends in agricultural science for development.

#### **SC STANDING PANELS' WORK PLANS FOR 2006-2007**

The main focus of the SC proposed work during the next two years will be on alignment of the system's research portfolio with to the new CGIAR System Priorities, improving the quality of external evaluations of Centers, CPs and SWEPs, assessing the impact of policy-oriented research, and improving collaborative options for mobilizing new science and technology to augment CGIAR research. The following four sections of this document specify activities to be carried out during 2006 and 2007 by each Panel of the Council.<sup>2</sup>

#### **Standing Panel on Priorities and Strategies (SPPS)**

The main focus of SPPS during 2006-07 will be the follow up and implementation of the new CGIAR System Priorities, including refining the scope of research of the twenty System Priorities and progressive alignment of the current portfolio of the Centers.

**1. Strategies for Implementation of New CGIAR Priorities (new activity).** This is the major responsibility of the SPPS on behalf of the Council. CGIAR Priorities are reviewed at roughly five year intervals (with a ten year horizon). In 2005 the Council completed a substantial consultative process which has led to the identification of new CGIAR Priorities for the period 2005-2015. Assuming endorsement by ExCo and investors at AGM05, the SPPS will move to development of strategies for

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<sup>2</sup> For more details of the strategy of each Standing Panel, its ongoing activities and recent publications see [www.sciencecouncil.cgiar.org](http://www.sciencecouncil.cgiar.org)

implementation of the priority research by the Centers and their partners. To accomplish this task it is likely that studies, particularly in refining the scope of research for poverty alleviation, the definition and niche for international public goods research within priority areas, the challenges of devolution of research to regions with strong and weak NARS (including technical and institutional options), as well as the identification of post-harvest research with international public good characteristics will be prepared.<sup>3</sup> These studies will be the basis for further discussions at CGIAR-wide stakeholder interactions to be organized (one for each one of the five System Priority Areas) during 2006 and 2007.

**2. Enhancing CGIAR Social Science Data Availability for Research for Development (new activity).** Data for research are potentially an international public good when made readily available and clearly documented. Discussions related to the development of substantive priorities under CGIAR Priority Area 5, namely “Science and technology policy and institutions”, “Making international and domestic markets work for the poor”, “Rural institutions and their governance” and “Reducing rural poverty and vulnerability”, clearly suggest that there is much to be gained in fostering both collaborative activities amongst Centers and ARIs’ direct contribution to and participation in the CGIAR research agenda. A study is proposed to guide the means through which this may be done. The output would be a report on the best means to compile, cross reference and manage existing CGIAR social science data sets which bear on these topics, including addressing the intellectual property and ethical standards to be implemented in the sharing of such research data with research institutes outside the CGIAR in the future.

**3. Food Safety (ongoing activity).** The issue of food safety in CGIAR research was identified in the previous SC workplan. The importance of such a study is raised by the greater emphasis placed on market exploitation of agricultural products in the Priorities for Research, but also touches areas such as the use of marginal water, pesticides and farming practices. Since the potential areas for consideration and research are potentially broad, the study (held over from 2005) includes a workshop convened with IFPRI and other competent agencies to define the appropriate scope for a desk study (by a consultant) on issues related to food safety. The workshop will be held in 2006 with the final draft of the study considered by the SC in 2007.

**4. Genomics Research in the CGIAR (ongoing activity).** The purpose is to define a strategy and cost effective means to service genomics research in the CGIAR. The study has commenced with a scan of industry practices and will continue with the

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<sup>3</sup> The recent process of consultation leading to the formulation of research priorities confirmed the potential value of post harvest research as it relates to value-added for lower-income producers and to health and food safety. However, some of the research activities on post harvest are of very local application and benefit. It was considered therefore that an expert study on post harvest issues was required to define clearly IPG-related avenues for research was required before such research could be recommended to the CGIAR as a priority. This study would be conducted in 2006 and the report would be delivered to the SC in 2007.

convening of CGIAR-wide Genomics Task Force to develop an agreed strategy. The consultant will report to the SC in 2006 and a workshop on implementation issues, linking Centers to other regional genomics initiatives and potential suppliers will be held in 2007.

**5. Ethics and CGIAR (ongoing activity).** The work is currently in the anticipated second phase of three. In the biennium 2004-5, the SPPS convened a study by an expert Ethicist to identify ethical issues that affect the working of the CGIAR. The expert consultant reported to the SC in 2004 and the SC agreed that two areas were relevant for further examination: "Ethics in CGIAR Research" and "Ethics in relation to the mission of the CGIAR". Each will be addressed by a study by an expert panel. The panel study of "Ethics in CGIAR Research" has commenced and will report to the SC in 2006. The second panel study is expected to follow in late 2006 and to report to the SC in 2007, when the major costs for the second panel study will be met.

**6. CGIAR Research Strategies for IPG in a Context of IPR (ongoing activity).** Activities to date have followed the workplan for 2004-5; namely the convening of three studies on (i) Center needs in relation to intellectual property and international public good research (conducted jointly with the CGIAR's Genetic Resources Policy Committee), (ii) sources of IP for IPG and humanitarian research, (iii) means of accessing IP and relations with the private sector. The three reports were provided for the discussion of the SC in 2005. As intended, a workshop including external experts will be conducted in concert with the GRPC representatives in 2006 to synthesize the reports and formulate joint recommendations to the CGIAR in this area.

**7. Animal and Fish Genetic Resources Conservation (ongoing activity).** The SPPS is concluding its current study of animal and fish genetic resources by the development of a Commentary on the joint consultants' report delivered in 2005. Arising from the recommendations of the SC commentary is a novel inter-center interaction across these fields in collaboration with the FAO.

#### **Standing Panel on Monitoring and Evaluation (SPME)**

The main focus of SPME work during 2006-07 will be to implement the new CGIAR M&E system approved in 2005 through improving the CGIAR performance measurement system, monitoring the use of the Center Commissioned External Reviews (CCERs), as well as streamlining of seven new EPMRs to be commissioned during the biennium.

**1. Meta-analysis of SWEPs (new activity).** In collaboration with the CGIAR Secretariat and the Alliance Executive, the SC will conduct a meta-analysis of existing CGIAR system wide and ecoregional programs (SWEPs). This activity will be based on past SWEP external reviews and relevant CCERs to draw lessons on programmatic and management aspects of the SWEPs and guide their future monitoring and evaluation. The analysis is further expected to guide the effective use of different instruments for implementing of the new CGIAR System Priorities.

**2. External Review of the Systemwide Program on Participatory Research and Gender Analysis (PRGA) (new activity).** TAC and subsequently SC have reviewed all the Systemwide programs that were initiated through an approval process involving TAC, except the PRGA. SPME will organize this external review, which will look at the relevance, quality, efficiency and effectiveness of the program research and the added value from the Systemwide partnership. This activity complements the SPIA activity 2. and will be done in consultation with SPIA. While the PRGA review focuses on a single program which aims at developing and promoting methodologies and organizational approaches for gender-sensitive participatory research, the SPIA activity assesses the impacts of participatory research in a wider CGIAR context. The review is scheduled to start mid-2006 and be completed in spring 2007.

**3. Follow up Reviews of IRRI, CIMMYT and SSA CP (new activity).** As requested by CGIAR Members the SC will conduct the following follow-up reviews in 2006, coordinated by SPME<sup>4</sup>:

- IRRI upland rice research strategy follow-up review. The SC was requested at AGM04 to establish an independent panel to study the situation of upland rice in Asia and IRRI's potential contribution to solving researchable issues vis-à-vis the potential contribution of NARS or other parts of the CGIAR System. This activity has been initiated in 2005 and will be finalized in early 2006 by a panel composed of two international experts (on rice and on agricultural economics);
- CIMMYT research strategy follow-up review. ExCo-8 (May 2005) recommended that, pending the CGIAR approval, the SC and the CG Secretariat commission a focused review to be conducted in May/June 2006 by the EPMR Panel Chair and a governance/finance expert.
- SSA Challenge Program onsite review. The CGIAR approved at AGM04 the CP, in principle, for a 5-year period, subject to a successful assessment of its 18-month inception phase, expected to be implemented in 2005. The CGIAR requested FARA to provide to ExCo every 6 months a progress report on actions taken, including the development of a logframe; and to provide to SC, 12 months after the start of the inception phase, a detailed report on the pilot sites work plan and priorities. The Council will commission a review in 2006 and advise the membership through ExCo-11 (October 2006) on the adequacy of programs, including an assessment of a detailed plan for the additional sites, contributions to international public goods, with a focus on validity and rigor of science.

**4. External Program and Management Reviews (EPMRs) (ongoing activity).** The SC exercises its M&E responsibility through commissioning EPMRs of each Center approximately every five years. These reviews, which are jointly organized by the SC and the CGIAR Secretariat have five main objectives: (i) assess relevance and quality of research; (ii) assess effectiveness and appropriateness of governance and

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<sup>4</sup> Two Challenge Program External Reviews (to be defined) will be conducted in 2007.

management; (iii) enhance accountability to investors and other stakeholders of the CGIAR System; (iv) recommend research program and management adjustments; and (v) provide guidance for strategic and operational planning.<sup>5</sup>

The following EPMRs are planned for 2006-2007:

- **CIFOR** (2<sup>nd</sup>), **ICRAF** (3<sup>rd</sup>) and **WorldFish** (3<sup>rd</sup>) will be completed in 2006
- **ICARDA** (5<sup>th</sup>), **ILRI** (2<sup>nd</sup>) and **IWMI** (3<sup>rd</sup>) will be initiated in 2006
- **CIAT** (6<sup>th</sup>), **IITA**, **WARDA** and **CIP** have been scheduled to be initiated in 2007
- Reviews of the first **Challenge Programs** will be considered to commence in 2007

Furthermore, there are other external reviews that the SPME will be involved:

- In the beginning of 2006, one year after the start of the inception phase of the **SSA CP**, the CP will submit a detailed report on the pilot sites work plan and priorities. SC will then commission an onsite review and advise the membership through ExCo on the adequacy of programs, including an assessment of a detailed plan for the additional sites, contributions to international public goods, with a focus on validity and rigor of science.
- Pending on decision by the Group at AGM05, SC and CGIAR Secretariat will organize a **special review of CIMMYT** (May/June 2006) to follow up on recent recommendations from the EPMR.
- As requested at AGM04, a brief follow-up review of **IRRI's upland rice research** program will be finalized in the first quarter of 2006.

**5. Science Tracking and Medium-Term Plans (ongoing activity).** SPME will facilitate the SC's monitoring of Center and CP Medium Term Plans for the evaluation of the CGIAR research agenda and for performance measurement purposes. Subsequently it will engage in the analysis of program alignment with System Priorities, synergies and efficiencies. SPME will work in collaboration with the CGIAR Secretariat and CIAT for developing on-line reporting that will allow easy aggregation and monitoring of research over time.

**6. Performance Monitoring of CGIAR Centers (ongoing activity).** SPME will assist SC to prepare improved guidelines on indicators of Outputs, Outcomes, Quality of Research Staff and Quality and Relevance of Programs. These indicators will be monitored through the overall SC effort on a yearly basis.<sup>6</sup>

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<sup>5</sup> As stated in the recently approved policy document on CGIAR M&E System, the M&E of Centres will rely heavily on the oversight by the Board of Trustees, including self-assessment through performance measurement and Center commissioned external reviews.

<sup>6</sup> The SPME will work with a focal group from the Centers to further refine the MTP guidelines in 2006 for monitoring performance. Once a jointly owned set of PM criteria are established, and there is common understanding of how the research performance indicators are aligned with the MTP, monitoring of the indicators should be feasible at a low cost and drawing on SC and SC Secretariat expertise.

## **Standing Panel on Impact Assessment (SPIA)**

Among several initiatives, SPIA will focus its activities during 2006-07 to assess the impacts of policy-oriented research activities and those of CGIAR + partner research in Africa and South Asia.

**1. CGIAR Agricultural Research Impacts in South Asia (new activity).**<sup>7</sup> South Asia is the region of the world containing the greatest number of poor people. Despite its status as the epi-center of the Green Revolution, it continues to be a region with high levels of malnutrition and hunger. Agricultural research has had highly successful productivity effects in the region, but poverty persists to a degree uncharacteristic of any other region that benefited strongly from the GR. This study would analyze the poverty-alleviating impacts and their pathways on different target groups of specific CGIAR technologies in this context, and would improve understanding of the opportunities and impediments to agricultural technology enhancement as a strategy for poverty alleviation. This study would enhance the understanding of who benefits, who loses, and under what conditions and what this may mean for CGIAR research design.

**2. Scoping Study: Impacts of Participatory Research in the CGIAR (new activity).**<sup>8</sup> Participatory approaches are often asserted as an effective means for fostering relevance in agricultural development efforts, including research. Yet, the application of participatory methods may also impose costs, such as increased field presence, and identified preferences may be especially localized. As a result, the appropriate domains for the application of participatory approaches remain unclear in the context of international public goods oriented research. Yet, participatory research (PR) is widely used by the CGIAR and its partners. This scoping study will assess whether it would be worthwhile to conduct an in-depth assessment of the impacts of PR in the CGIAR. It will review the wealth of literature that has been produced inside and outside the system on PR pros and cons and will formulate a set of recommendations on whether to proceed with an in-depth study, including specifying a number of methodological issues to be resolved before doing so.

**3. Internal CGIAR Demands for Impact Related Information (new activity).**<sup>8</sup> Key stakeholders and CGIAR staff are frequently emphasizing the need for evaluation that not only responds to external investor demands for accountability, but which also satisfies internal demands for “learning” oriented feedback. *Ex-post* impact assessment (epIA), as one form of *ex-post* evaluation, has also been subject to these demands, yet clear means by which epIA can contribute to internal information needs have not been systematically identified.<sup>9</sup>

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<sup>7</sup> This study was proposed in the 2004-05 Workplan and while some planning occurred in 2005, it was deferred due to time constraints.

<sup>8</sup> This study was proposed in the 2004-05 Workplan but deferred due to time and budget constraints.

<sup>9</sup> To date, no systematic analysis has been performed of the information that agricultural researchers can and want to use from evaluation of past actions. The results of this activity

To help identify the most effective means for epIA, among other evaluation approaches, to inform internal decisions, SPIA will undertake a study with the following objectives:

- To characterize and explore the current application of information regarding past research outcomes in CGIAR research management decisions.
- To identify current sources of feedback and unfulfilled decision needs for information regarding past research outcomes.
- To identify options for selecting and adjusting evaluation processes so that they contribute effectively to research and planning and management.

**4. CGIAR Research Impacts in Africa (ongoing activity).**<sup>10</sup> During 2005 SPIA has been assembling a comprehensive collection of the available evidence on the impacts of new technologies and improved policies as a result of CGIAR and partner agricultural research in Sub Saharan Africa. The preliminary evidence so far reveals significant heterogeneity in documented impact efficacy for different types of research undertakings. In addition to conducting a full meta-evaluation of the economic rates of returns from the collected set of impact studies, an explanatory typology for adoption and impact potential in the African context will be developed. Deriving such systematic typology will be accomplished via content analysis of the extensive empirical body of literature regarding factors affecting the adoption of agricultural innovations in different African settings. The prevalence of different observed constraints for different types of research outputs would be quantified and related to characteristics of the adoption environment, the research process, the research output, and the dissemination means. The result will be a systematic review and synthesis of the factors constraining adoption and impact of agricultural innovations in the African context.

**5. Policy-oriented Research Impacts (ongoing activity).** Policy-oriented research comprises a growing share of the CGIAR research portfolio, yet may be the area of System activities with the least compiled evidence of impact. During 2005 SPIA will finalize compiling an inventory of relevant studies, defining terminology and exploring the methodological issues involved in documenting the impact of “policy-relevant” research in the CGIAR. As a follow up, beginning in early 2006, SPIA will assess the impacts/influence of CGIAR policy-oriented research possibly through a series of Centre case studies.

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should lead to identification of a set of “best bet” evaluation and impact assessment approaches that generate relevant feedback for input into research operations and management. This project complements the work being undertaken by the CGIAR ILAC Group and it will be organized in collaboration with it.

<sup>10</sup> A report including an inventory of evidence of impact in SSA and a more in-depth analysis of impact studies that meet specific criteria for metrics assessed will be completed by December 2005.

6. *CGIAR Performance Measurement (ongoing activity)*. SPIA has prepared guidelines on indicators of Center impact that it would monitor on a yearly basis. Those guidelines have been revised in the light of SPIA's internal assessment of the Centers' submissions for 2005. SPIA, supported by consultants will carry out in 2006 the first full scale application of the guidelines and criteria for judging Centers' performance in the area of impact assessment.

**7. *Dissemination and Communication of Assessment Results (ongoing activities):***

- ***CGIAR Impact Website:*** A System level website to disseminate IA findings to broader audiences and to build an IA 'community of practice' in the CG has now been established. SPIA is facilitating the site's implementation, as its mandate includes providing CGIAR Members with information on the impacts of past CGIAR outputs and facilitating exchange of experience from impact studies. SPIA will continue to maintain and improve the site's functionality, and ensure that Center staff begins to feed information into the site as well.
- ***Improved communication of results:*** SPIA will produce brief synopses of CGIAR IA concepts and findings that are concise and attractive to external audiences. Briefs will be translated into French and Spanish, and will be made easily accessible through the 'Impact of the CGIAR' website.
- ***Impact Assessment Focal Point Meeting:*** The last SPIA sponsored IA focal point meeting (attended by all Centers) was held in Rome in 2000 and deemed highly successful in identifying System-level IA needs and opportunities, showcasing current IA work of the Centers and sharing experiences and expectations. Recently, there have been calls, particularly from the CGIAR IA focal points, to have another such meeting, on a regular basis. Many of these IA focal points are relatively new to the CGIAR and seek opportunities to share experiences and learn from one another. SPIA proposes to have such a meeting in mid 2006 and has agreed to facilitate the planning and organization with another Center, yet to be identified.

**Standing Panel on Mobilizing Science (SPMS)**

The main focus of SPMS during the next two years will be to develop strategic elements to help mobilize science around CGIAR goals.

1. ***Strategic Elements for Mobilizing Global Agricultural Science (new activity)***. The Panel will identify innovative ways by which advanced research institutes, strong national agricultural research institutes, national councils for science & technology, international and national private sector companies and other organizations mobilize agricultural science. This will be done utilizing the results from the ongoing SPMS activities listed below with the objective of improving scientific partnerships and promoting other organizations work on CGIAR related goals.

**2. Improving CGIAR Science & Technology Collaboration Options (ongoing activity).** During 2006 and 2007 the information collected from the Centers during a survey conducted in 2005 will be finalized including recommendations to promote Centers' external scientific collaboration. The follow up to be done during 2006 will include: finalizing the analysis of survey results in a report; improve the concept and develop a common definition of partnership in the CGIAR specifying a typology of research partnerships; and explore with Centers and relevant stakeholders specific collaboration options.

**3. Science for Agriculture Development Publication (ongoing activity).** During 2005 SPMS has been developing the "Science for Agricultural Development" publication to be launched at AGM05. This volume includes sections on the contribution of agriculture development to meeting the MDGs, turning research outcomes into impacts, changing research needs given advances in technology, emerging research trends, the evolution of national agricultural research systems, and trends in global agricultural research spending. The preparation of the next such publication (proposed for launching at AGM07) will be the major focus of the Panel during late 2006 and 2007. The main task will be to identify the next main technical themes to be included and to find the best expertise in the selected areas to contribute to the next volume. The publication will continue to include a section on trends in research for agriculture development.

**4. Science Forum 2007 (ongoing activity).** The SC would like to set aside (every other year) time for science discussions at the annual meetings of the CGIAR. That has resulted in this year first "Science Forum" at the AGM 2005. SPMS proposes to organize a second Forum at AGM07 organized around the themes of the next "Science for Agricultural Development" publication.

## **SC SECRETARIAT STAFFING**

The Secretariat of the SC is being strengthened by changing the composition of the professional and administrative staff to help implement a comprehensive work plan. Since the approval by the SC of a new Staffing Plan for its Secretariat three vacancies have been filled (Administrative Assistant in March 2005, one Senior Officer in July 2005 and another Senior Officer post expected to join in late 2005) and two Junior Officers have been recruited (August 2005). Two additional Junior Officers will be hired during the first quarter of 2006.<sup>11</sup> All vacancies and new posts at the Secretariat have been filled utilizing a very competitive and a transparent process.<sup>12</sup>

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<sup>11</sup> To provide the SC with new service capabilities and a more flexible and efficient operation from its Secretariat a new Staffing Plan was developed to carry out the activities defined in the Program and Budget 2004-05. The Plan, approved at SC2 (September 2004), called for the filling of key vacant positions (two P-5 level professional posts and one G-6 level administrative position), the creation of junior professional positions (P-3 level) and the reduction of administrative positions (G-4 level) at the Secretariat.

<sup>12</sup> Professional vacancies have been announced at FAO and CGIAR websites and in The Economist, and sent via email to several professional networks. More than three hundred

**Professional Officers.** Professional Officers of the Secretariat provide technical support to Standing Panels, working groups, task forces, and Council-wide activities. The Executive Director (D-2 level, initiated activities in September 2004) in addition to managing overall office activities, oversees Council-wide activities, facilitates cross-panel integration, coordinates support to the SC Chair and provides technical backstopping to Panels. The current professional staffing in the Secretariat consists of three Senior Officers (P-5 Level) and two Junior Officers (P-3 Level). A fourth senior post is being filled during the last quarter of 2005 and two additional junior officers will be hired in January 2006.

The addition of Junior Officers is considered a pillar of the new Staffing Plan since it will significantly help in implementing the technical activities of the SC, adding capacity and operational flexibility to the Secretariat. Junior professionals will be carrying out specific tasks, including: research support to Standing Panels, review of Medium Term Plans, External Reviews, information management, web site design and management, data base management and data processing, meeting preparation and follow up of recommendations, special project assistance (including desk research and literature surveys, analyses and synthesis) and information exchange and communications.

**Administrative Assistants.** The office is currently supported by two Administrative Assistants (one at the G-6 level and one at the G-5 level) and two temporary assistants (G-2 and G-1 levels). A G-6 level assistant post that has been vacant for more than five years was filled in March 2005.<sup>13</sup> The Secretariat is short of G-5 administrative staff as one staff member has been absent due to medical reasons since January 2005 creating additional budget implications. Of the two G-4 level administrative positions abolished under the new SC Staffing Plan (September 2004) one assistant has been relocated within FAO as of the end of September 2005 and the other one is expected to be relocated by the end of 2005. The fact that FAO has not been able to relocate these posts earlier (both posts remain under the SC Secretariat budget until the end of December 2005) has created additional budget implications for the Secretariat, which have prompted for the postponing of hiring of two junior professionals until 2006.

In conclusion, new management and the implementation of a new Staffing Plan are gradually strengthening the Secretariat. However, the combination of lack of professional staff during the recent past and the extended sick leave of a Senior Officer during 2004 and 2005 have somewhat slowed down the implementation of the 2004-2005 approved workplan. In addition, the slow process of redeploying two

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applications were received for each of the senior positions and more than nine hundred were received for two junior positions. Following FAO rules administrative vacancies have been announced only internally within FAO.

<sup>13</sup> The staff member in this key post provides overall administrative assistance, coordinates activities of the General Support staff, plans and organizes meetings, coordinates administrative tasks such as document preparation and dissemination, communication within CGIAR stakeholders, filing, budget and accounting.

administrative staff within FAO combined with the extended sick leave of a G-5 level administrative assistant during most of 2005 have created negative budget and managerial consequences.

## **SC AND SECRETARIAT BUDGET**

The Work Program and Budget 2004-05 for the SC and its Secretariat (approved by ExCo-6 in May 2004) proposed a budget of \$2,814,000 for 2004 (the initial year of activities of the Council) and \$3,720,000 for 2005 (when most Council Panel activities got underway). The 2004-05 budget has been funded by contributions from FAO (\$1,572,000) and from the World Bank (\$4,962,000). The World Bank has so far filled the \$500,000 gap left from the expected but not received contribution from UNDP (as of September 2005).

The proposed 2006-2007 budget (see Budget Summary Table) reflects the costs of implementing the specific activities presented earlier in this document. An annual cost of \$1,600,000 is proposed for funding SC activities including direct costs of its 4 Panels during 2006 and 2007. Specific Standing Panel budgets are provided in Annex I to this document. The proposed annual budget for the Secretariat (\$2,200,000) represents a slight increase with respect to the previous biennium explained by the implementation of a new staffing plan to cope with an increasing workload.

A potential future additional SC budget item (without additional overall costs for the CGIAR) is the cost of implementing external review. Currently EPMRs costs are funded by Centers being reviewed at an average of \$250,000 per review; by depositing funds at an FAO trust fund created for each review and managed by the SC Secretariat. In order to avoid any perceived influence of Centers on the planning and implementation of external reviews that they currently fund directly, a more rational mechanism for funding future external reviews (of Centers and Challenge Programs) should be considered where a central fund is utilized to cover the costs of such reviews.

SC Workplan & Budget 2006-2007

<b>CGIAR SCIENCE COUNCIL 2006-2007 PROPOSED BUDGET (US\$ 000)</b>			
	<b>2005</b>	<b>2006</b>	<b>2007</b>
<b>Contributions</b>	<b>estimate</b>	<b>projected</b>	<b>projected</b>
FAO	786	786	786
UNDP	250 <sup>1/</sup>	250	250
WORLD BANK	2,684 <sup>2/</sup>	786 <sup>3/</sup>	786 <sup>3/</sup>
DONORS' FUNDING POOL 4/	-	2,000	2,000
<b>Total</b>	<b>3,720</b>	<b>3,822</b>	<b>3,822</b>
<b>Expenditures</b>			
<b>SCIENCE COUNCIL</b>			
Chair and Office	336	352	352
Council & Panel Members Honoraria	225	225	225
Council & Panel Members Travel & Per Diem	325	325	325
Standing Panel Priorities and Strategies (SPPS)	425	267	259
Standing Panel Monitoring and Evaluation (SPME)	385	152	74
Standing Panel Impact Assessment (SPIA)	318	245	227
Standing Panel Mobilizing Science (SPMS)	205	92	126
<b>Sub-total Council</b>	<b>2,219</b>	<b>1,658</b>	<b>1,588</b>
<b>SECRETARIAT</b>			
Personnel 5/	1,296	1,938	1,988
Travel & Per Diem	80	96	111
Consultants and Research Assistant (honorarium + travel)	50	50	50
Operating Expenses (equipment, telephone, printing, courier, meetings, FAO services, misc)	75	80	85
<b>Sub-total Secretariat</b>	<b>1,501</b>	<b>2,164</b>	<b>2,234</b>
<b>TOTAL (COUNCIL &amp; SECRETARIAT)</b>	<b>3,720</b>	<b>3,822</b>	<b>3,822</b>

<sup>1/</sup> UNDP 2004-05 expected contribution did not materialize as of September 2005.

<sup>2/</sup> Second of two-year World Bank commitment under interim financing arrangement made in May 2004 (ExCo6).

<sup>3/</sup> At normal Co-Sponsor level.

<sup>4/</sup> Contributions from "Donors' Funding Pool" are preliminary expectations. If these projections do not materialize, interim measures will be required to meet the budgetary commitments.

<sup>5/</sup> Secretariat personnel expenditures include: 4 Sr. professionals, 4 Jr. professionals, 4 Admin. staff and 1 Director (plus U.N. benefits).

**Note:**

The annual budgets presented do not include the cost of EPMRs, which are financed through a trust fund contributed by the Centers being reviewed.

**SCIENCE COUNCIL WORKPLAN AND BUDGET 2006-07**

**ANNEX I**

**BUDGET DETAILS BY STANDING PANEL ACTIVITY**

All \$ figures in thousand US\$

All time figures in days

International expert honoraria are estimated at an average of US\$400 per day

**SUMMARY TOTAL BY PANEL**

	<b>2006</b>	<b>2007</b>
<b>SPPS</b>	267	259
<b>SPME</b>	152	74
<b>SPIA</b>	245	227
<b>SPMS</b>	92	126
<b>SC STANDING PANELS</b>	<b>756</b>	<b>686</b>

**SUMMARY TOTAL BY ACTIVITY**

	<b>2006</b>	<b>2007</b>
<b>Honoraria</b>	445	409
<b>Travel &amp; Per Diem</b>	285	245
<b>Publication</b>	26	32
<b>Total</b>	<b>756</b>	<b>686</b>

**STANDING PANEL ON PRIORITIES AND STRATEGIES (SPPS)**

<b>1. Strategies for implementation of new CGIAR priorities</b>	Time	Budget		Activity
		2006	2007	
Honoraria	427.5	70	101	scenario building for pro-poor technology requirements and delivery of CGIAR technologies to regions with weak and strong NARS (2007)
Travel + per diem		40	54	stakeholder meeting(s) to review means of implementation of CGIAR Priorities for Research (2006)
Publication			3	printing and distribution
<b>Total</b>		<b>110</b>	<b>158</b>	

<b>2. Identification of Means to Enhance CGIAR Social Science Data Availability of r Research and Development</b>	Time	Budget		Activity
		2006	2007	
Honoraria	25	-	10	study to provide guidelines for the development of social science meta-databases, includes survey, experts travel to Centers, presentation of report in 2007.
Travel + per diem		-	15	(incl. Travel to Centers and report presentation)
Publication		-	3	printing and distribution
<b>Total</b>		<b>-</b>	<b>28</b>	

<b>3. Food safety</b>	Time	Budget		Activity
		2006	2007	
Honoraria	50	20		Activity held over from 2004/5 includes planning workshop with IFPRI and agency representatives to define scope of study area, consultants fee for study and travel for report.
Travel + per diem		25		
Publication		3		Printing and distribution
<b>Total</b>		<b>48</b>		

4. Genomics research in the CGIAR	Time	Budget		Activity
		2006	2007	
Honoraria	30	6	6	Consultant to finalize Genomics strategy
Tavel + per diem		11	14	Implementation workshop for (2007)
Publication		3	3	Printing and distribution
<b>Total</b>		<b>20</b>	<b>23</b>	

5. Ethics and the CGIAR	Time	Budget		Activity
		2006	2007	
Honoraria (Chair + 2 members)	100	20	20	Includes 2 panel studies: study I, completion of Ethics in CGIAR research, study II, Ethics and the mission of the CGIAR
Travel + per diem		7	27	Start up workshop study II, delivery of reports to SC 5/7
Publication		3	3	Printing and distribution
<b>Total</b>		<b>30</b>	<b>50</b>	

6. CGIAR research strategies for IPG in a context of IPR	Time	Budget		Activity
		2006	2007	
Honoraria	5	20	-	Synthesis workshop
Travel + per diem		17	-	Synthesis workshop
Publication		3	-	Printing and distribution
<b>Total</b>		<b>40</b>	<b>-</b>	

7. Animal and fish genetic resources conservation	Time	Budget		Activity
		2006	2007	
Honoraria	10	4	-	Facilitator plus preparation SC convenes FAO/CGIAR interaction on An/FiGR
Travel + per diem		12	-	
Publication		3	-	Printing and distribution
<b>Total</b>		<b>19</b>	<b>-</b>	

SPPS	2006	2007
<b>TOTAL</b>	<b>267</b>	<b>259</b>

**STANDING PANEL ON MONITORING AND EVALUATION (SPME)**

1. Meta-analysis of SWEP	Time	Budget		Activity
		2006	2007	
Honoraria	40	16	-	Literature review, interviews, report writing
Total		16	-	

2. External Review of the System Wide Participatory Research and Gender Analysis	Time	Budget		Activity
		2006	2007	
Honoraria (Chair + 2 members)	65	20	6	Study plan, steering committee meeting, field visits, analysis, report writing
Travel + per diem		41	15	Steering committee meeting, field visits to three sites in 2-member teams
Publication			3	Printing and distribution
Total		61	24	

3. Follow up Reviews of IRRI, CIMMYT and SSA CP and CP Reviews	Time	Budget		Activity
		2006	2007	
Honoraria	200	50	30	(i) 2006: Three Reviews, two intentional expert in each; (ii) 2007: Two Reviews, two international experts in each
Travel + per diem		25	20	
Total		75	50	

SPME	2006	2007
<b>TOTAL</b>	<b>152</b>	<b>74</b>

**STANDING PANEL ON IMPACT ASSESSMENT (SPIA)**

<b>1. CGIAR Agricultural Research Impacts in South Asia</b>	Time	Budget		Activity
		2006	2007	
Honoraria	62.5		25	Literature review; meta-analysis; field visits; interviews; report writing; Peer reviews: 4 reviewers @ \$500 per review
Travel + per diem			20	
Publication			3	Printing and distribution
<b>Total</b>			<b>48</b>	

<b>2. Scoping Study: Impacts of Participatory Research in the CGIAR</b>	Time	Budget		Activity
		2006	2007	
Honoraria	60	25		Two consultants prepare scoping papers for intended approach; guidance/facilitation of cases
Travel + per diem		12		Workshop to plan activities based on consultant input
<b>Total</b>		<b>37</b>		

<b>3. Internal CGIAR Demands for Impact Related Information</b>	Time	Budget		Activity
		2006	2007	
Honoraria	45		23	Plan the study, prepare and test information gathering exercise, draft scoping study; main study: conduct survey/interview, analysis & write-up
<b>Total</b>			<b>23</b>	

<b>4. CGIAR Research Impacts in Africa</b>	Time	Budget		Activity
		2006	2007	
Honoraria	60	24		Meta-analysis and synthesis; report writing; Peer reviews
Publication		3		Printing and distribution
<b>Total</b>		<b>27</b>		

<b>5. Policy-oriented Research Impacts</b>	Time	Budget		Activity
		2006	2007	
Honoraria	437.5	77	98	Methodology review and feasibility study; support for case studies or other activities as suggested by the panel and workshop; Peer review of cases; Synthesis of case study results & write-up.
Travel + per diem		50	54	Planning workshop with case study leaders and selected experts; workshop for review and finalization of case studies or other empirical work.

Publication			4	Printing and distribution
Total		127	156	

6. CGIAR Performance Measurement	Time	Budget		Activity
		2006	2007	
Honoraria	30	12	-	Peer Reviewer's: Critique and score 30 center IA case studies as input to SC assessment
Total		12	-	

7. Dissemination and Communication of Assessment Results	Time	Budget		Activity
		2006	2007	
Honoraria	30	14		Selection of results for summarization, preparation of briefs; translation of brief into Spanish and French.
Travel + per diem		20		IA Focal Point Meeting: travel and per diem for 4-5 participants (incl. NARS reps.).
Publications		8		Printing and distribution
Total		42		

SPIA	2006	2007
<b>TOTAL</b>	<b>245</b>	<b>227</b>

**STANDING PANEL ON MOBILIZING SCIENCE (SPMS)**

1. Strategic Elements to Mobilizing Global Agriculture Science	Time	Budget		Activity
		2006	2007	
Honoraria	150	20	30	Expert to prepare draft strategic elements proposals to mobilize science
Travel + per diem		10		workshop
<b>Total</b>		<b>30</b>	<b>30</b>	

2. Improving CGIAR S&T Collaboration Options	Time	Budget		Activity
		2006	2007	
Honoraria	42.5	17		Expert to finalize analysis of surveys and prepare typology of CGIAR of partnerships
<b>Total</b>		<b>17</b>		

3. Science for Agriculture Development Publication	Time	Budget		Activity
		2006	2007	
Honoraria	150	30	30	Main chapters to be commissioned to international experts
Travel + per diem		15	5	Workshop
Publication			10	Printing and distribution
<b>Total</b>		<b>45</b>	<b>45</b>	

4. Science Forum 2007	Time	Budget		Main activity
		2006	2007	
Honoraria	75		30	Experts to prepare a brief note for each presentation at S Forum
Travel + per diem			21	For experts to participate at S Forum
<b>Total</b>			<b>51</b>	

SPMS	2006	2007
<b>TOTAL</b>	<b>92</b>	<b>126</b>