



# Performance Measurement in the CGIAR

## Results from 2007

14 CGIAR Executive Council Meeting  
May 13-14, 2008  
Ottawa, Canada

# Current PM System

## Component I. Results

- Outputs
- Outcomes
- Impacts

## Component II. Potential to Perform

- Quality & relevance of current research (publications)
- Institutional Health (governance, culture of learning and change and diversity)
- Financial Health

## Component III. Stakeholder Perceptions (survey every 3 years)

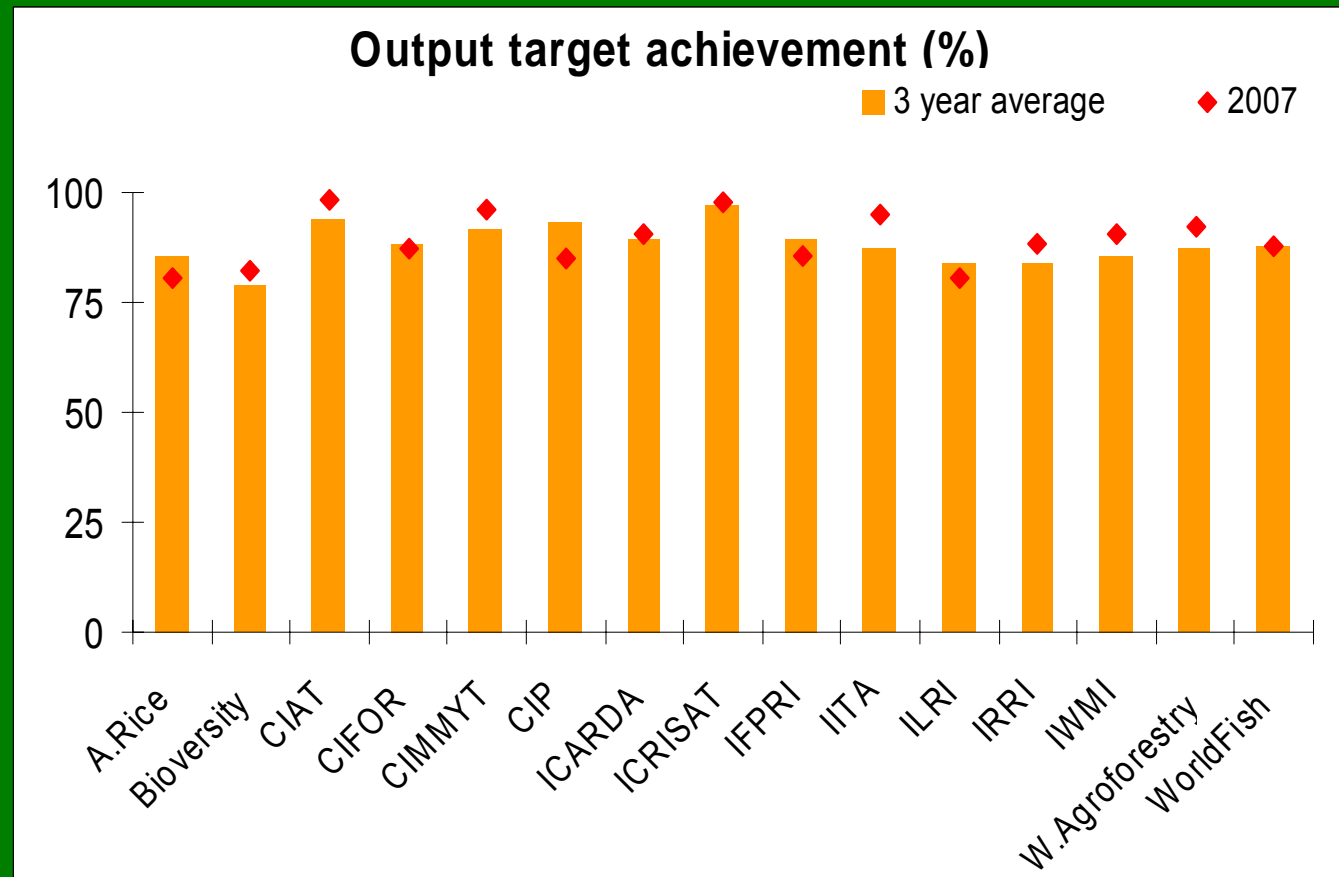
# Outputs

- Indicator: Self-assessment of % achievement of output targets defined in MTP 2007-2009
- Average achievement 2005-2007 is very high 88.1%

- 2007 results:

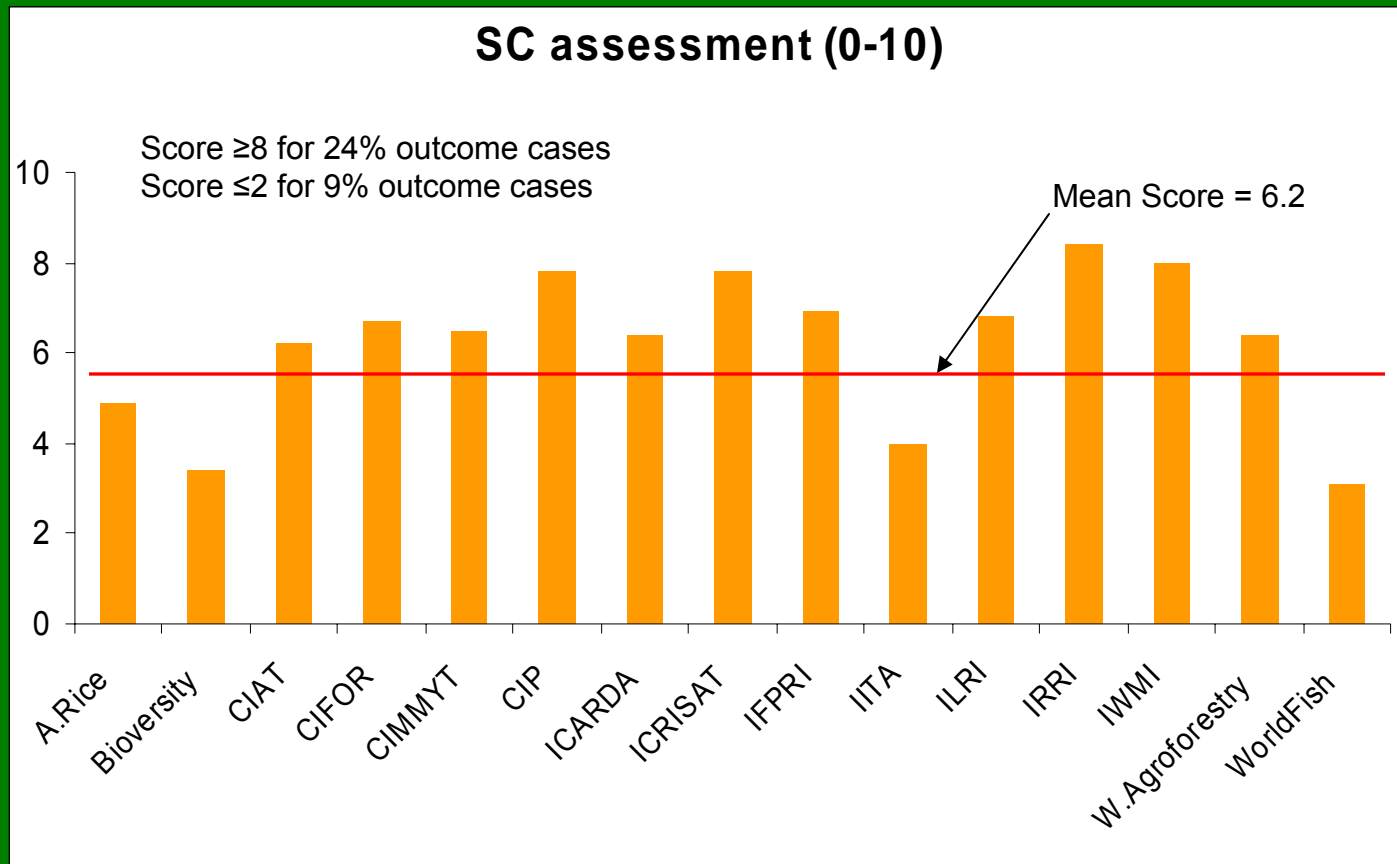
*Average*  
88.1%

*Range*  
80.4%-98.4%



# Outcomes

- Total score (max. 10) = mean score of 5 outcome cases
- Revised scoring puts emphasis on attribution of outcome to Center research/capacity building, innovativeness and IPG nature of research leading to outcome, outcome documentation and relevance and importance of outcome



# Outcomes

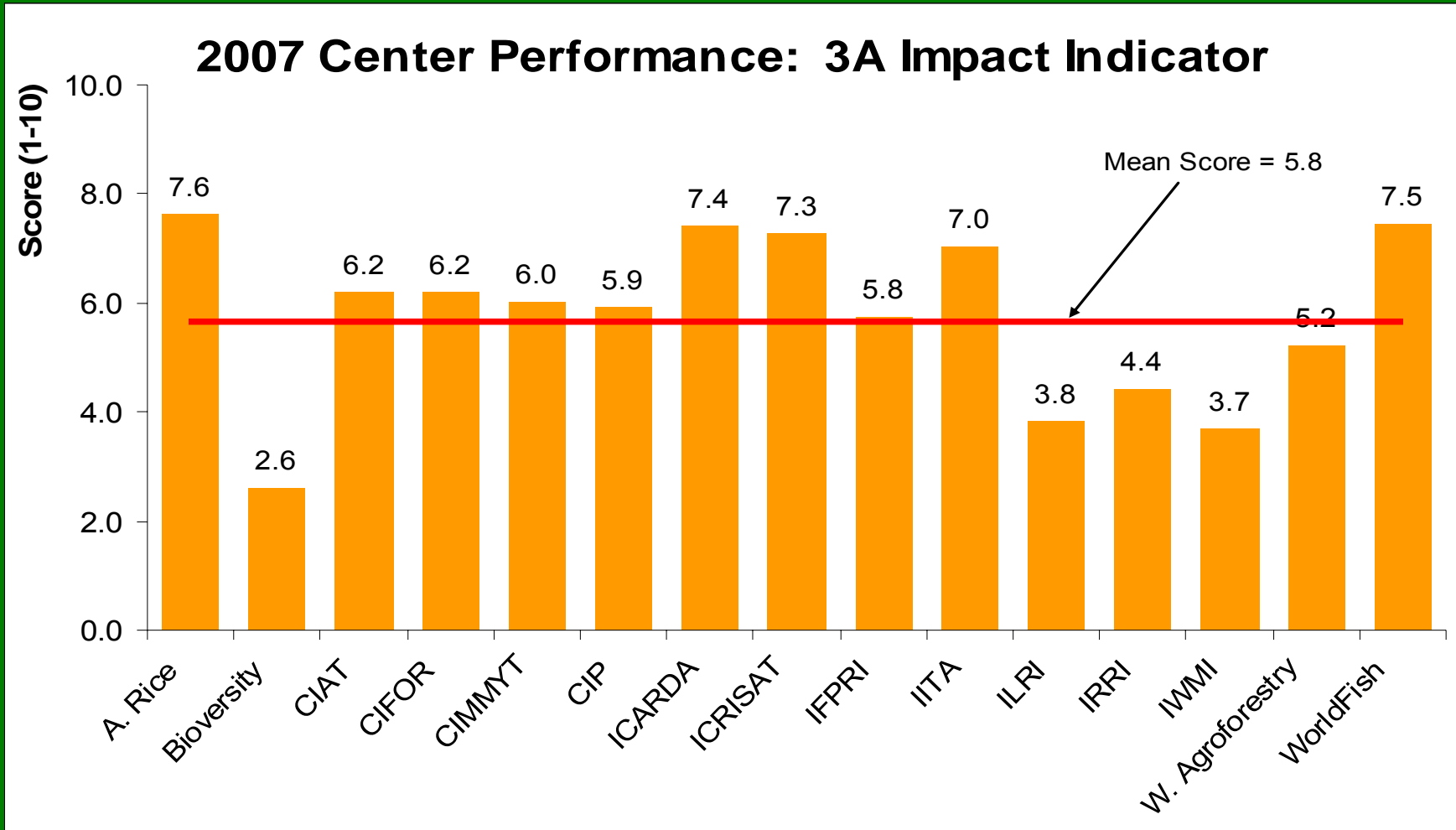
## Improvements in indicator

- Revised scoring of each outcome case on 0-10 scale (previously 0-2 scale)
- SC's assessment emphasises monitoring and documentation of achievement of relevant outcomes from research planned in the MTP
- Elaborated criteria sets ceiling high for full score – all Centers can improve
- Performance targets are needed – outcome case requirement to be linked to Center size

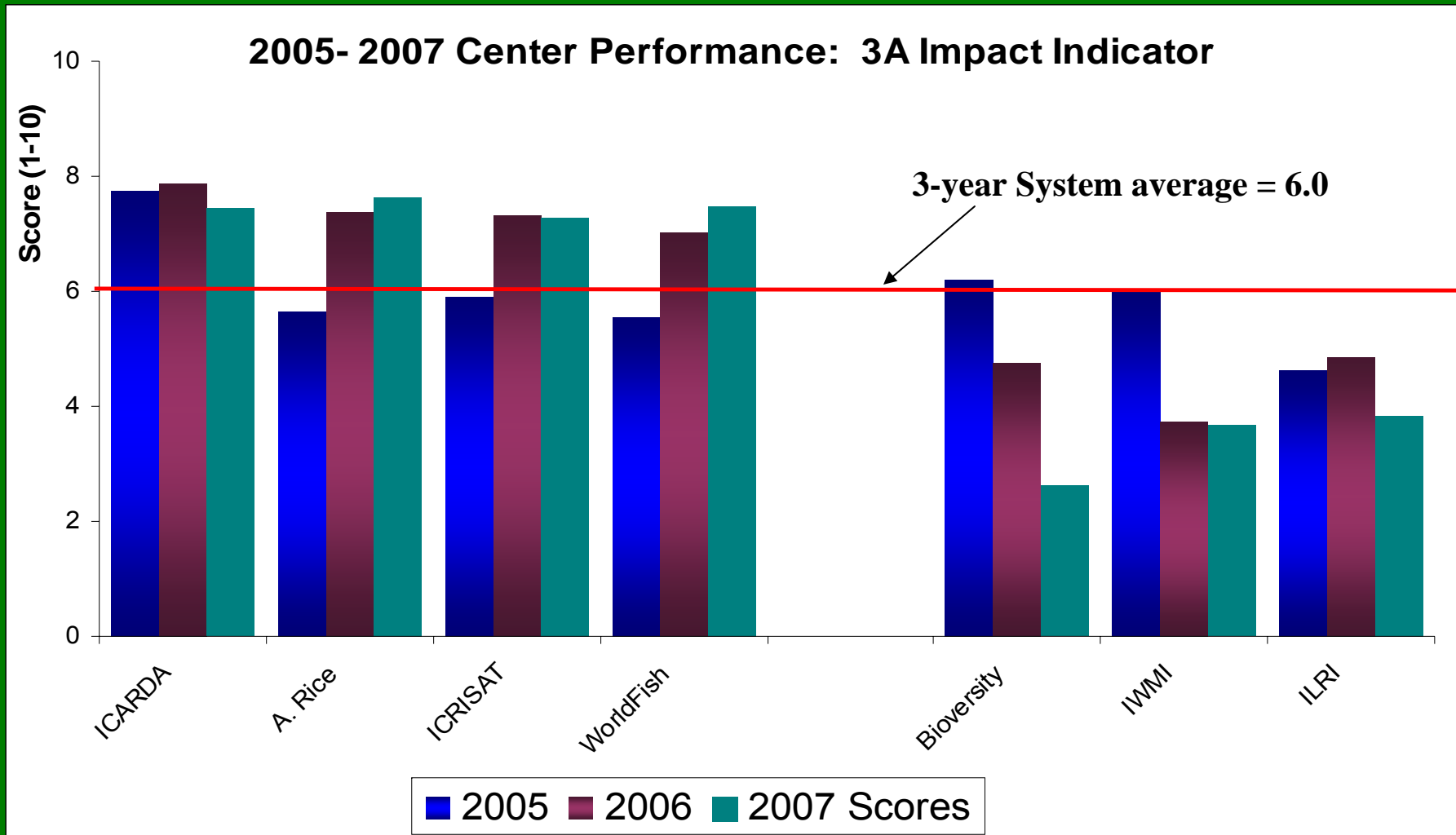
## Observations

- Best cases are real “success” stories
- Large number of local outcomes from locally relevant outputs
- Centers report pilot outcomes from on-going activities
- Outcome documentation still largely anecdotal

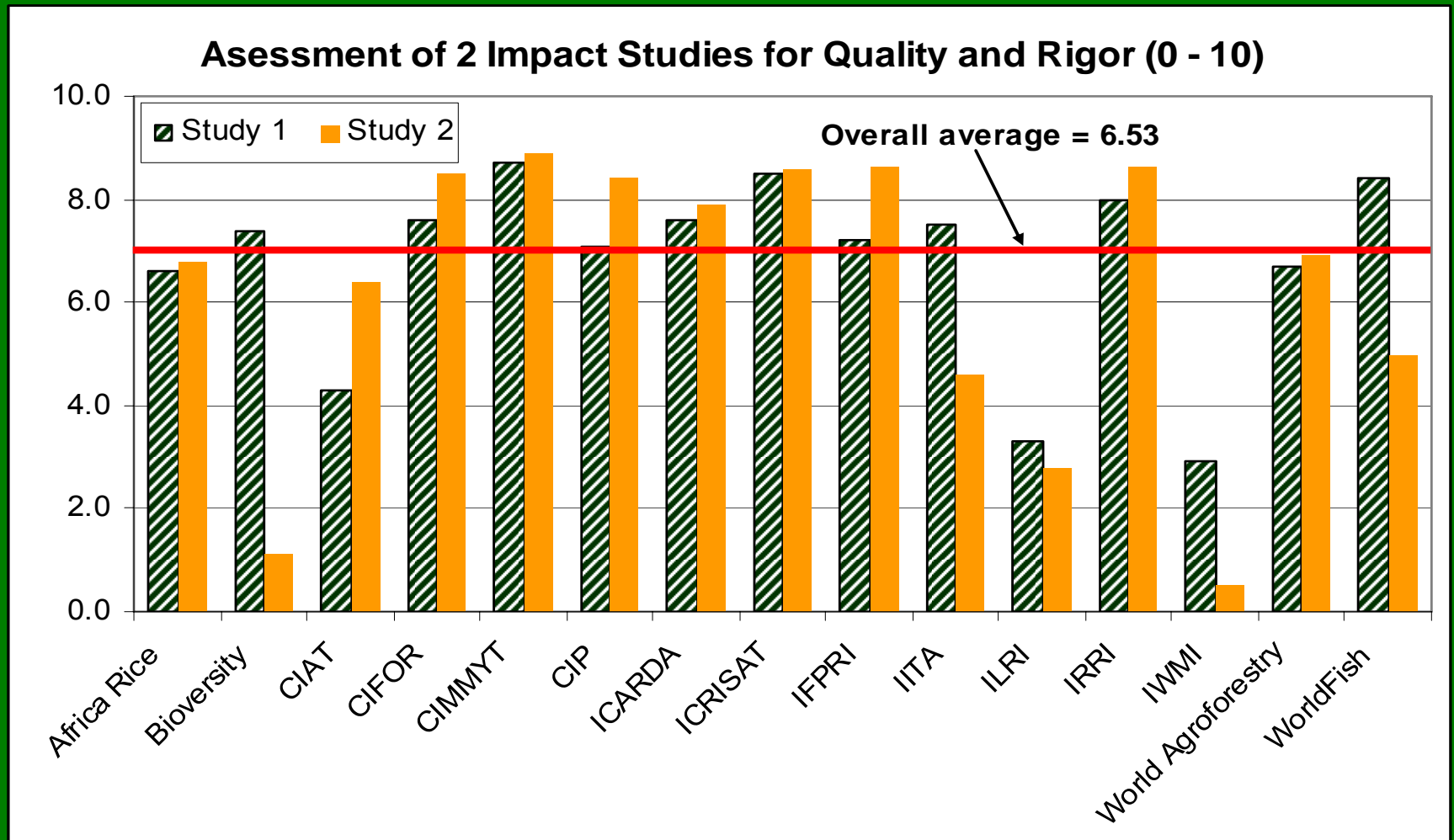
### 3A Impact Indicator: overall impact assessment institutional performance, i.e., the volume and quality of IA activity and outputs



## 3A Impact Indicator: Scores for Selected Centers, 2005 - 2007



### 3B Impact Indicator: Rating of two Center impact studies for quality and rigor (2005)



# Impact – SC Observations

- Quality of submissions slightly lower in 2007 (mean 3A score = 5.8 vs. 6.4 in 2006), due mainly to lower # of valid epIAs submitted
- Three years of results (2005 - 2007) useful for Center management in tracking own performance
- Several consistently high performing Centers, but also a few low performing ones
- 3A and 3B scores relatively consistent across centers
- 3A scores correlated with \$ investment in epIA activities

# Impact vs Impact Culture

## 3A and 3B Impact Indicators measure Centers efforts:

- to document impact from past research to fulfill the accountability imperative towards CGIAR stakeholders; and,
- to institutionalize impact culture among their own researchers and partners.

But, they are not a measure of the magnitude of impact.

High risk in trying to measure and compare actual impact across Centers, therefore, this indicator focuses on commitment to documenting impact and building an impact culture

Approaches being considered for assessing actual impact, e.g., having Centers conduct meta-analyses of their cumulative success stories compiling and quantifying the size and nature of the economic and non-economic impacts over time.

# Performance Elements

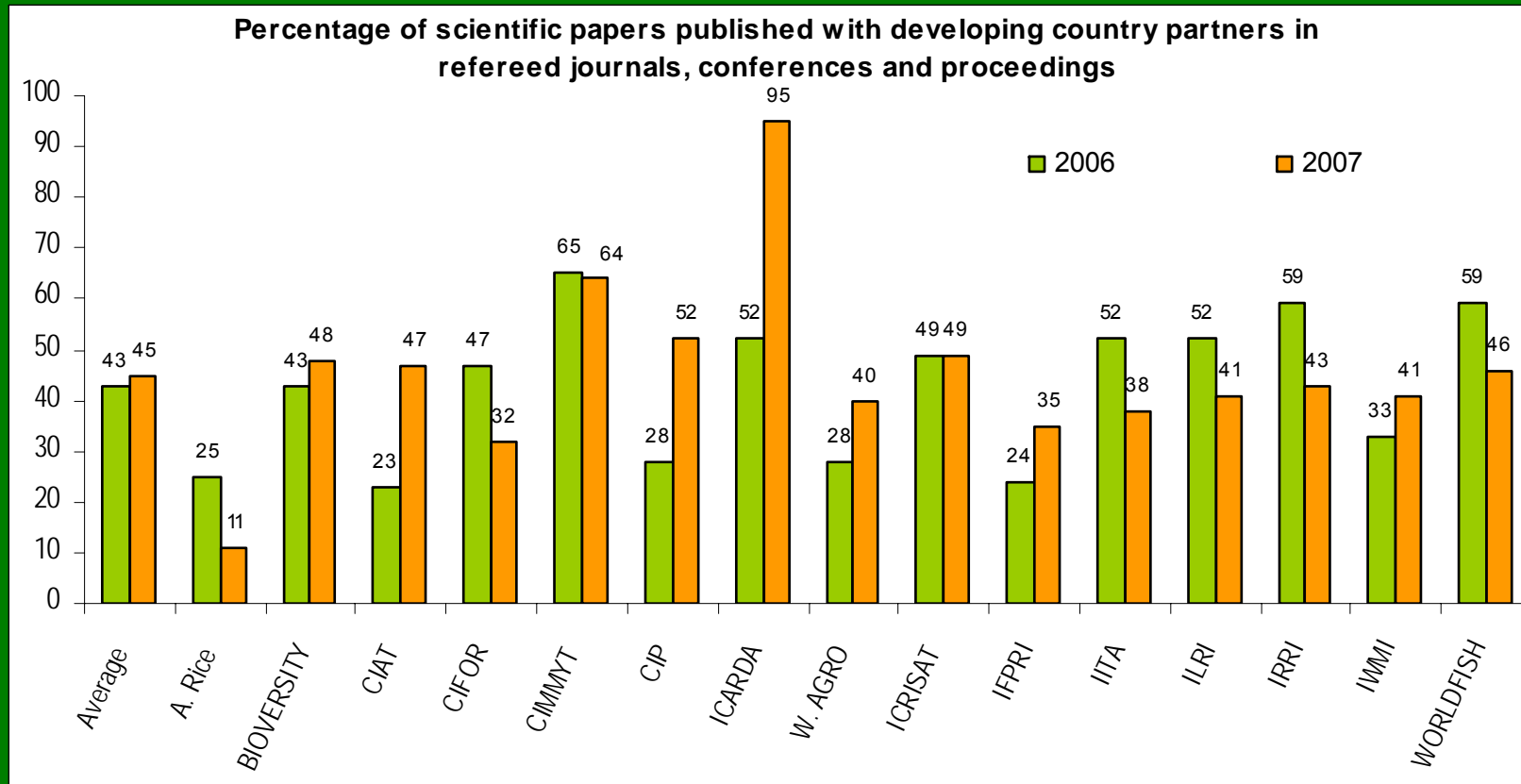
- Potential to Perform

- ✓ Quality and Relevance of Current Research
- ✓ Institutional Health
- ✓ Financial Health

- Verification

PM data presented has been verified using random sampling. Verification has been completed.

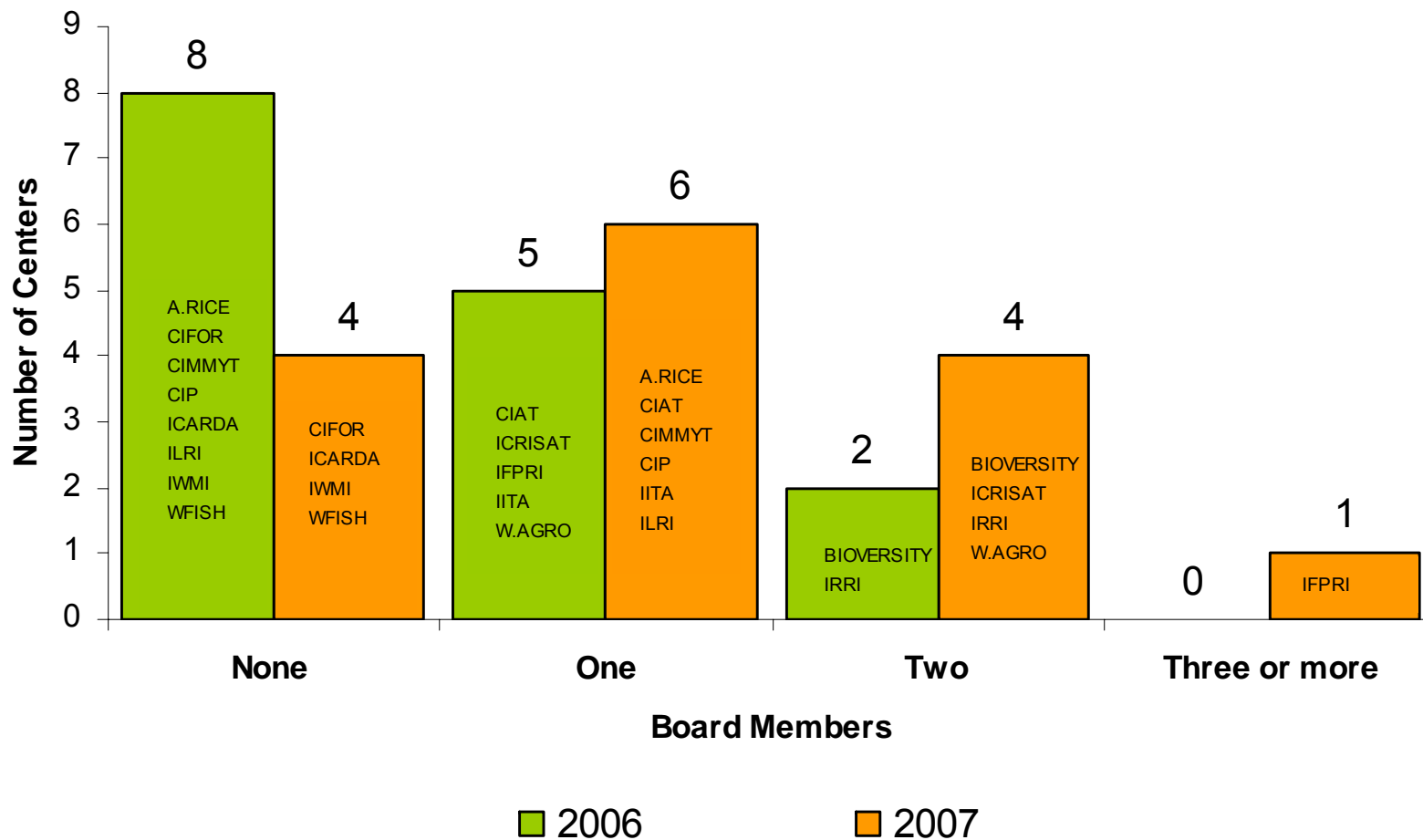
# Quality and relevance of current research



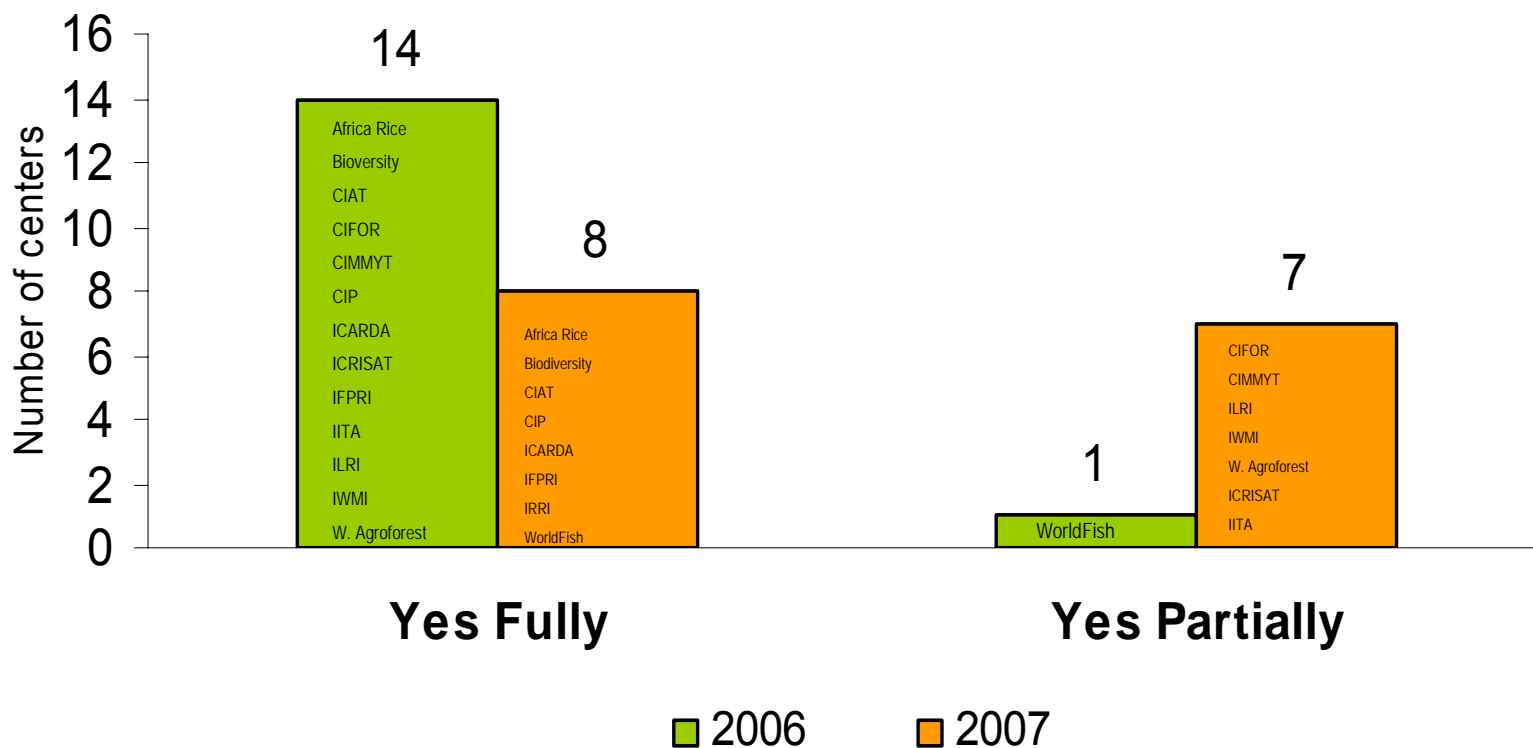
# Institutional Health

- Governance
- Culture of Learning and Change
- Diversity

## Number of Board Members with professional qualification in financial management



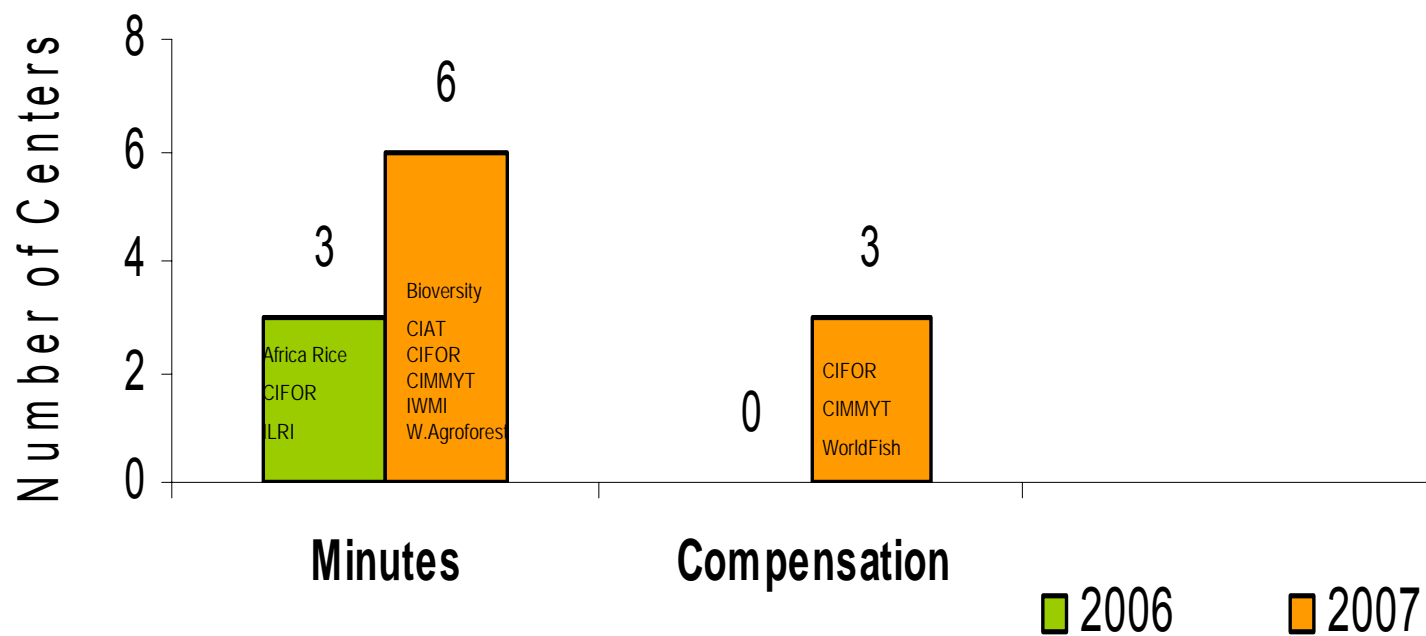
## Did the Board monitor actions taken in response to CCERs and EPMRs?



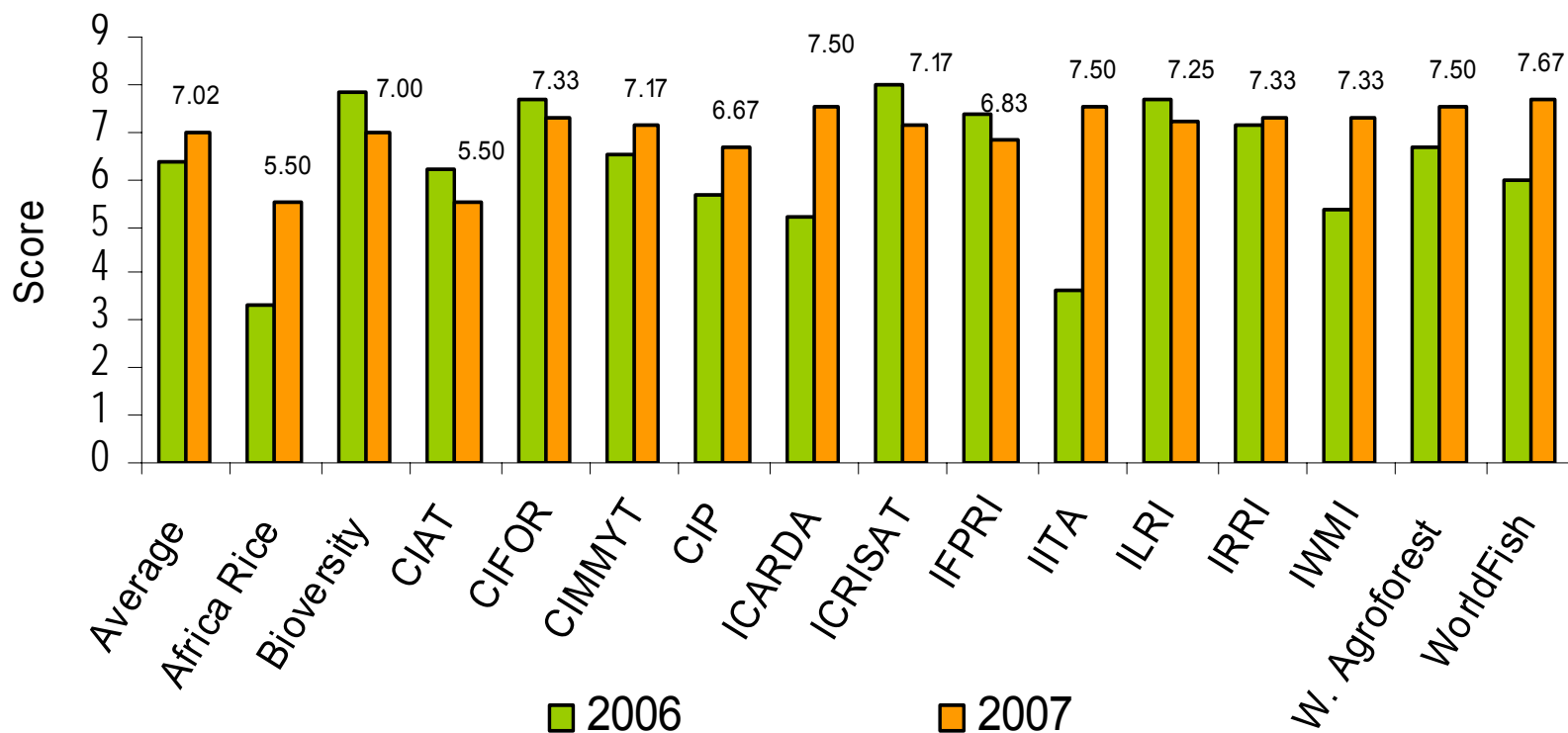
## Is there a board approved "whistle blowing" policy?



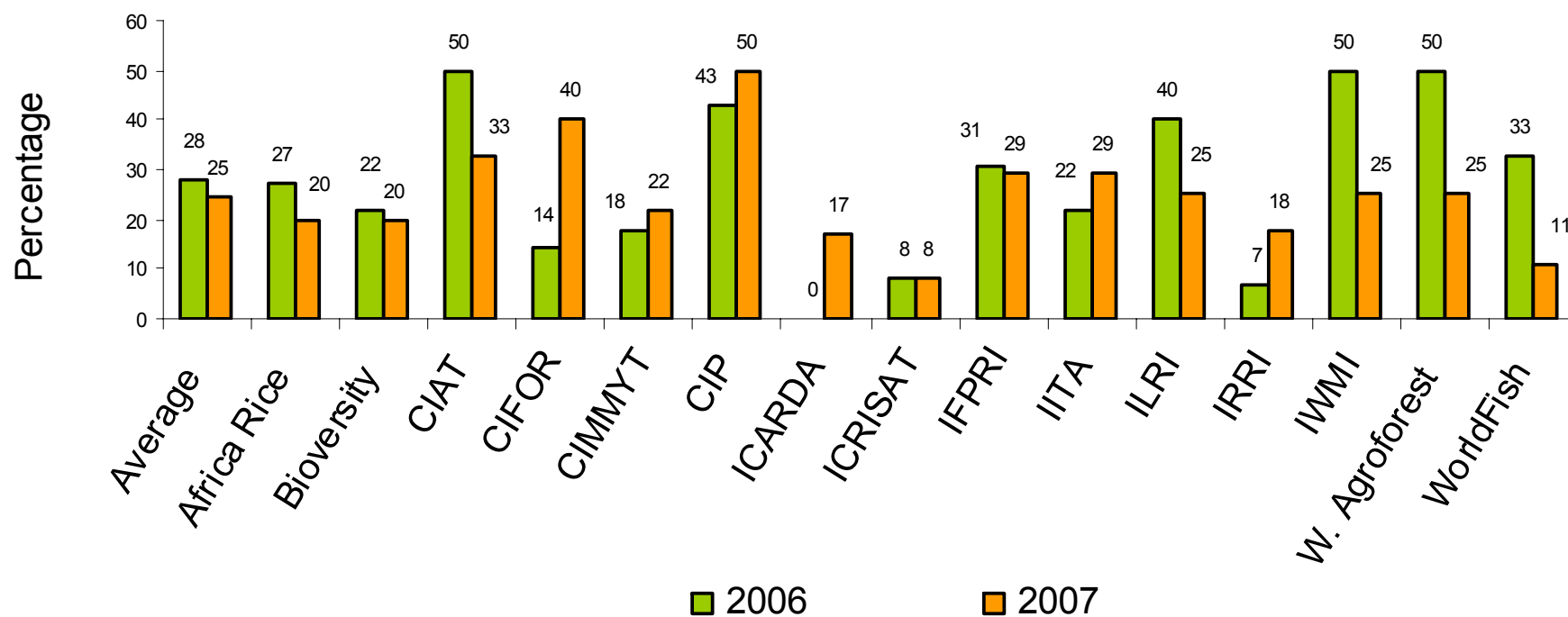
### Are Minutes of Board meetings and Staff compensation structure publicly available on the Center external website?



## Assessment of Board Statements (0-8)



## Percentage of management position occupied by women



# Financial Health

## 5 Indicators:

- 1. Short term solvency** (liquidity)
- 2. Long-term financial stability** (adequacy of reserves)
- 3. Efficiency of Operations** (indirect cost ratio)
- 4. Cash Management on Restricted Operations**
- 5. Audit Opinion**

# SC suggestions

- Need to simplify the PM System, but not at the cost of relevance, accuracy or continuity
- Achieve appropriate balance between indicators -- not all equal:
  - Greater weight/importance to indicators more closely associated with CGIAR goal achievement, i.e., research related ones
  - Research related indicators: relevant, rigorous, objective, and developed in collaboration with scientists and ADE,
  - Simplify/reduce large number of indicators on institutional health
- Continued development of appropriate benchmarks/achievement targets for all indicators

# SC suggestions

- **Current output indicator to be moved to CGMap and compensated by:**
  - Outcome indicator that better reflects planning in MTP
  - Assessing publications and capacity building as results in PMS
- **One category for “Research related indicators”:**
  - Publications
  - Capacity building (to be developed)
  - Outcomes
  - Impact documentation and culture
- **Move to three-year averages with research related indicators to smooth out year-to-year fluctuations**

# Next Steps

- Final On-line report available to Members and Centers (end of June)
- Results in CGIAR Annual Report 2007
- SC will provide feed-back to Centers on outcome and impact indicators
- Alliance, CGIAR Secretariat and SC work together to discuss further improvements in the PM System



# Outputs Indicator: Percentage of Output Targets achieved

14 CGIAR Executive Council Meeting  
May 13-14 2008 in Ottawa

# Background

- At ExCo 13, the SC recommended discontinuation of the current PM System indicator for outputs based on output target achievement and moving this monitoring to the central MTP database.
- ExCo members expressed concern and suggested that *"further analysis of the SC proposal to de-link the MTP output planning from the PM System is required."*
- **ExCo recommendation:**  
*"the SC and the CGIAR Secretariat submit a proposal to ExCo 14 that does not devalue but optimizes the utility of the PM System, maintains incentives, and ensures high output goals."*

## SC observations on Outputs

- Output indicator creates **perverse incentives**: Lack of ambitious planning and low risk research lead to high achievement
- Expectation of full achievement of planned output targets is not realistic in research
- Variability does not reflect differences in performance
- **SC suggestion**: future monitoring of output target achievement to be done via central MTP-database (CGMap), not in PM System

## CGIAR Secretariat Observations

- SC's concerns about the "perverse incentives" that current output indicator may create are appreciated.
- Although this has not been clearly demonstrated, there is a recognition that it could happen.
- What is needed is to identify/develop mechanisms to improve the measurement of outputs.

## CGIAR Secretariat Observations

- Outputs are a critical accountability indicator.
- This indicator provides donors and other stakeholders an annual view of the Centers' research results; the only indicator that is fully attributable to the Centers' performance.
- Assessment of Centers' annual achievements is a critical component of the PMS; complements the EPMRs that are conducted every 5 years.

## CGIAR Secretariat Suggestions

- Keep the outputs indicator within the PM System.
- Organize a workshop involving the SC Secretariat, Alliance, and CGIAR Secretariat to review and discuss this issue and other potential improvements that may be introduced into the PM System.