



# Performance Measurement in the CGIAR

Preliminary Results from 2005

10<sup>th</sup> CGIAR Executive Council Meeting  
May 17-18 2006 in The Hague

# Performance Elements

- Results
  - Outputs
  - Outcomes
  - Impacts
- Potential to Perform
  - Quality and Relevance of current Research
  - Institutional Health (governance, culture of learning and change, diversity)
  - Financial Health
- Stakeholder Perceptions

# Outputs



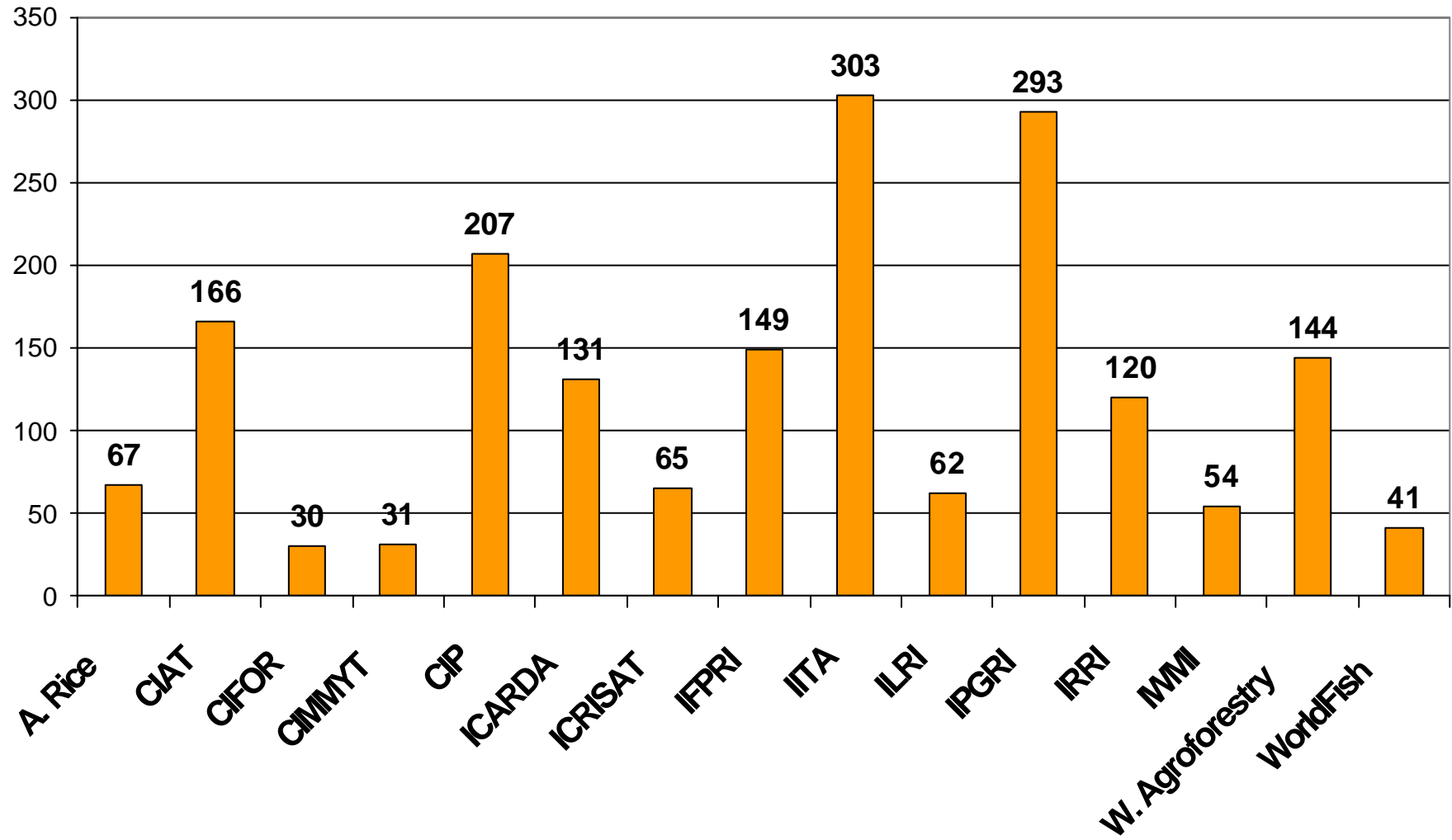
**Output targets** are deliverables in the following categories: materials, policy strategies, practices, capacity, and other kinds of knowledge.

**Indicator:** Self-assessment of % achievement of output targets

## **Challenges:**

- Interim year: base report, MTP 2005-2007 was not designed for PM
- Learning year: lack of clarify of what is an output target
- Centres report different numbers of output targets of varying magnitude

## Number of output targets reported

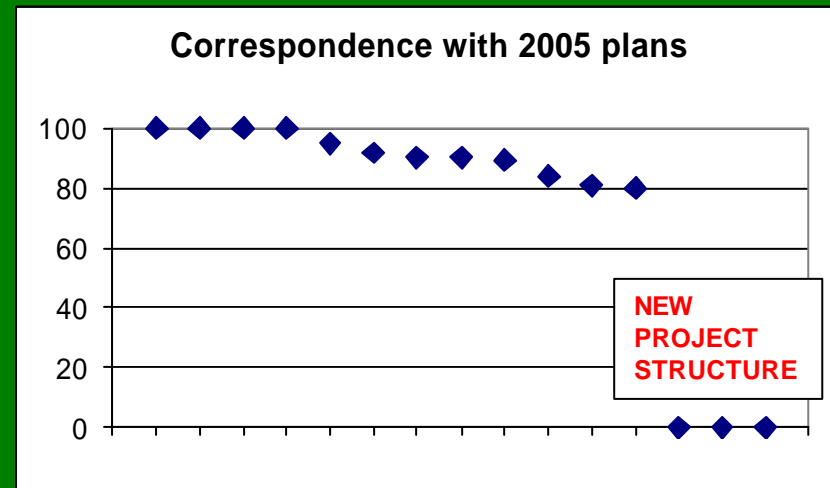
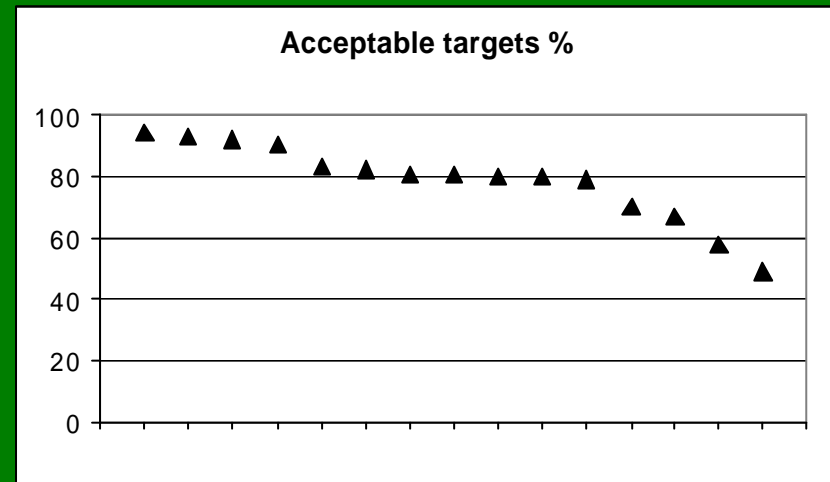


# Quality of Output indicator

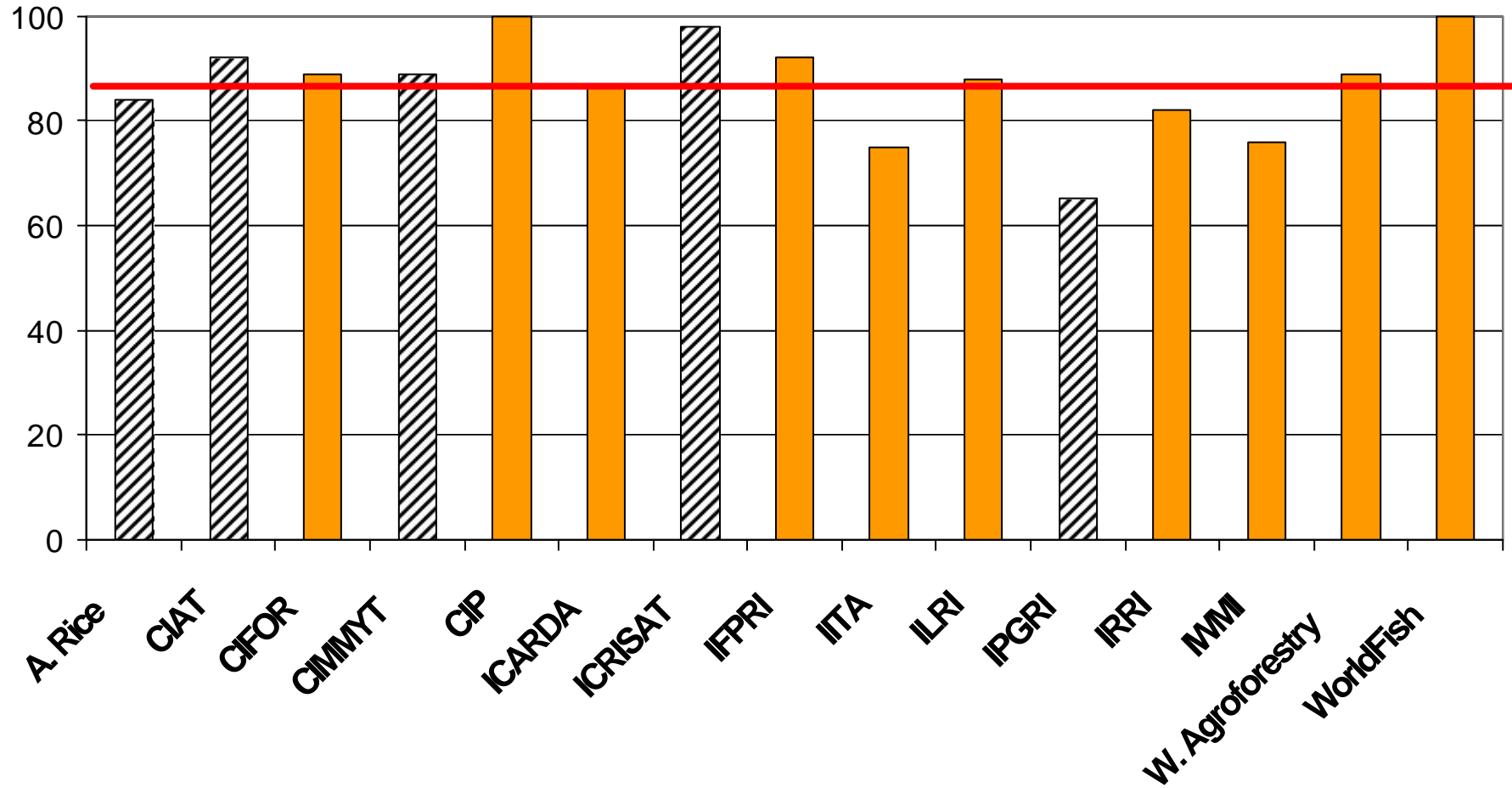


High level of acceptable targets increases the quality of the indicator

Ability to trace results back to those planned for 2005 (MTP 2005-2007) increases the quality of the indicator



## Achievement of acceptable targets (in %)



# Outcomes

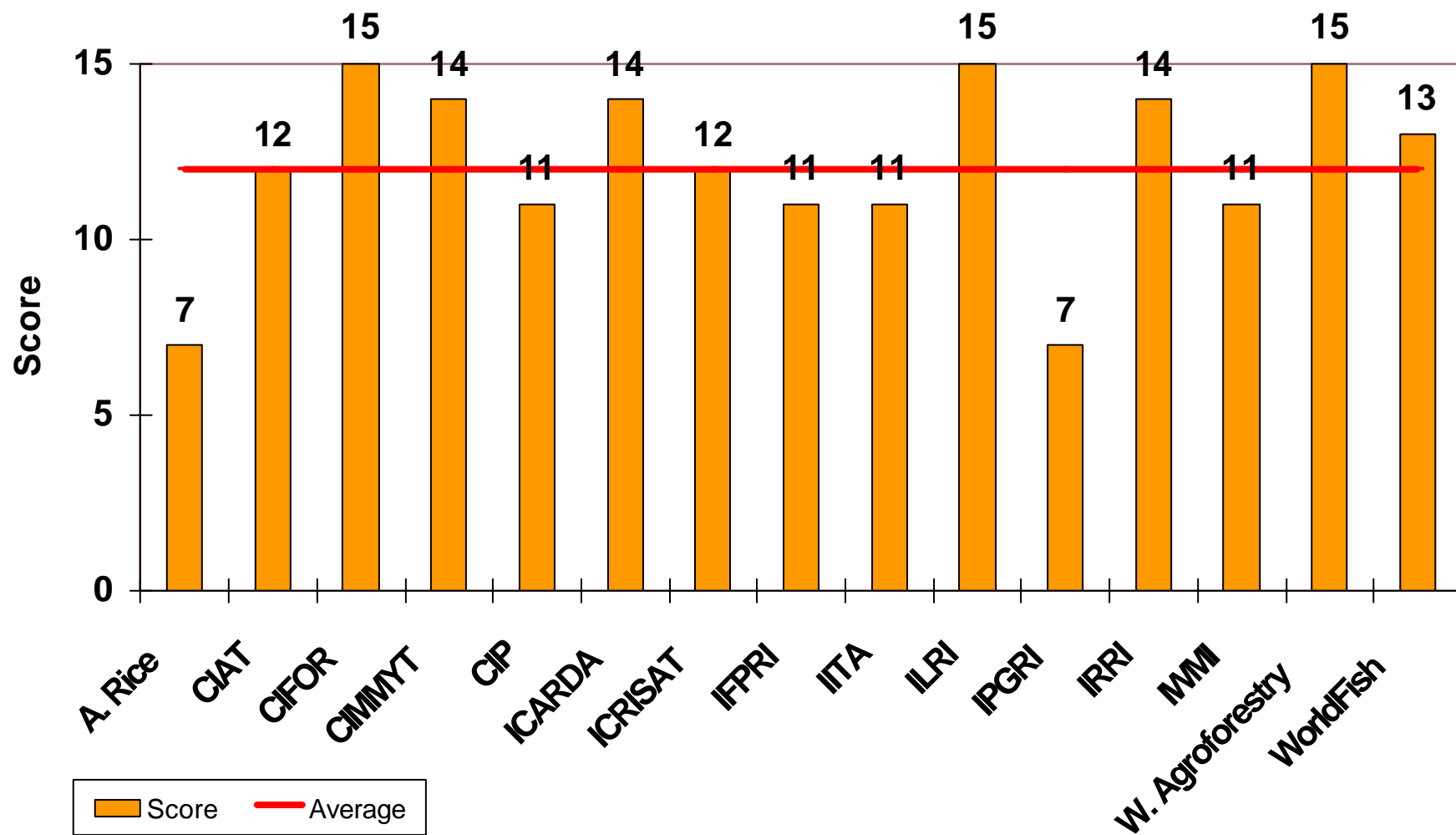
## Definition:

Outcome is the external use, adoption, or influence of a Center output(s) (e.g. by partners, stakeholders, clients).

## Indicator:

SC scoring of 5 outcomes

## Assessment of Center Research Outcomes (0-15)





# Impact

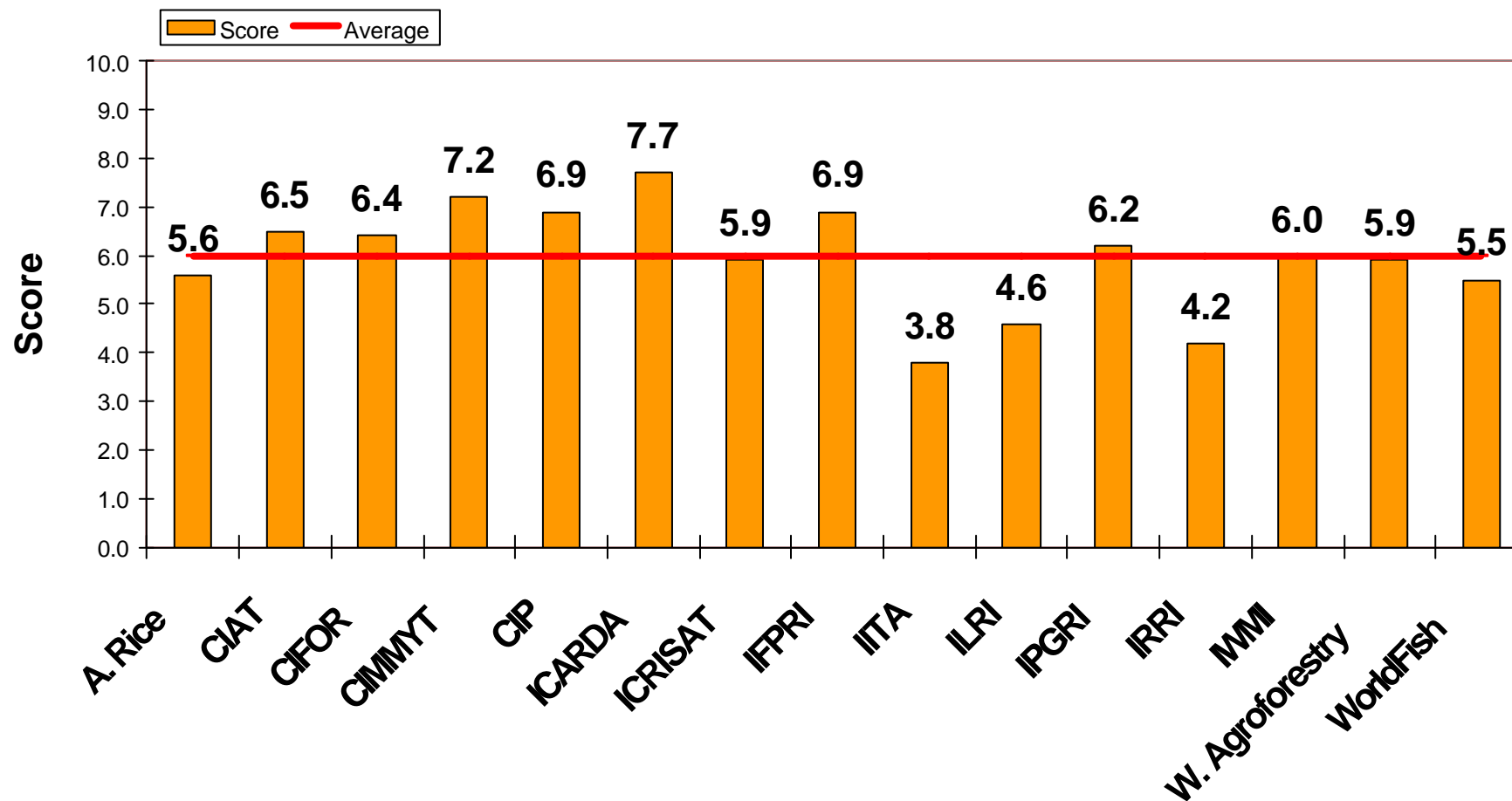
## Definition :

Impacts are the longer range social, environmental and economic benefits that are consistent with CGIAR goals and the Center's mission and objectives.

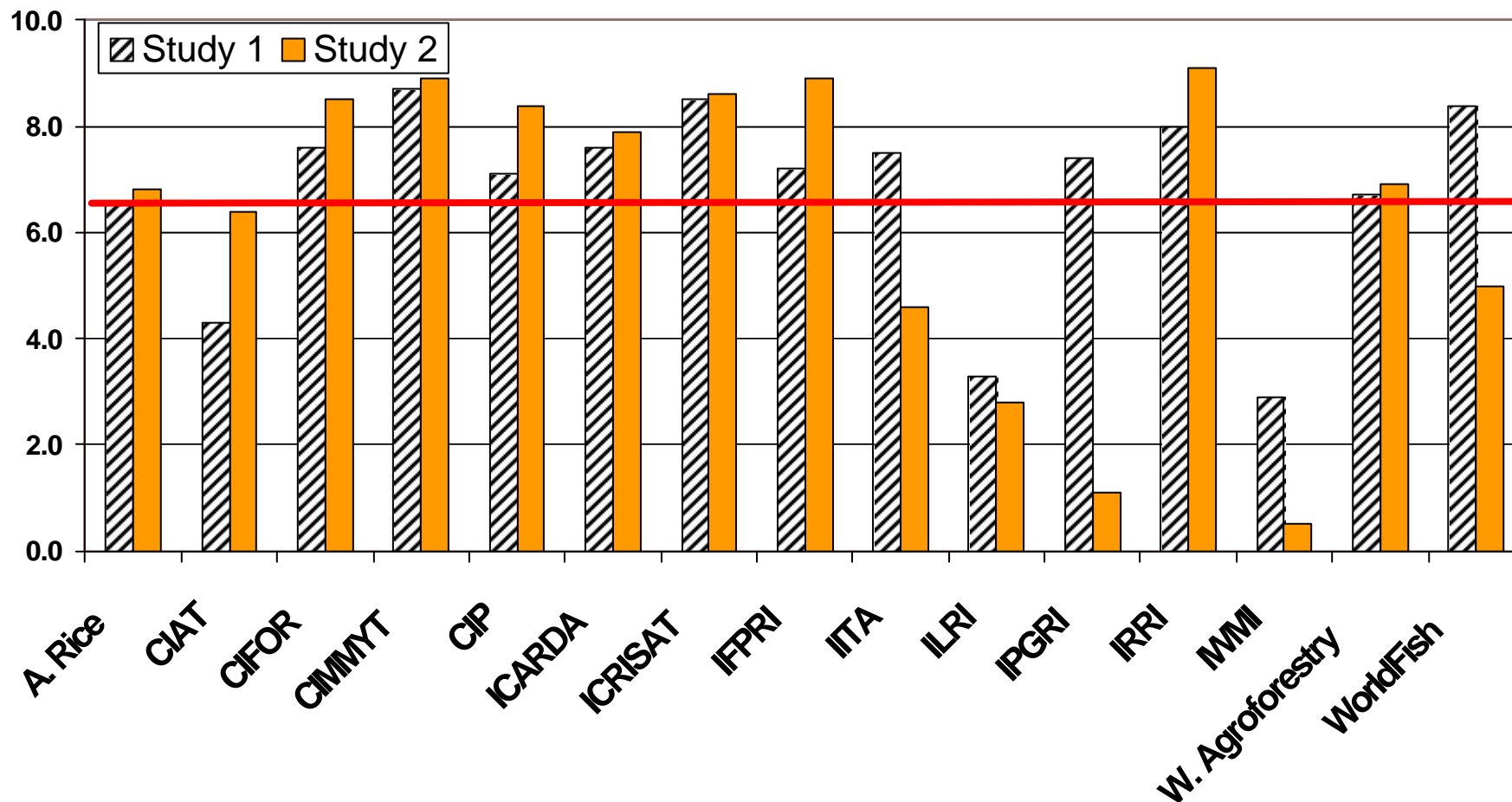
## Indicators:

- **3A:** SC/SPIA rating of overall impact assessment performance
- **3B:** SC/SPIA rating of two Center impact studies done in the period 2003-05 for rigor

## Indicator 3a - Overall Impact Assessment Performance (0-10)



## Assessment of 2 Impact Studies (0-10)



# SC Conclusions on Indicators of Result



## Output indicator

- experience is positive; still in a learning stage
- comparison of Centers is not meaningful
- better MTP output targets will improve quality

## Outcome indicator

- definition of outcome and requirements for evidence need to be better understood

## Impact indicator

- reliability and validity are good
- high variability among Centers and scope for improvement for both 3A and 3B

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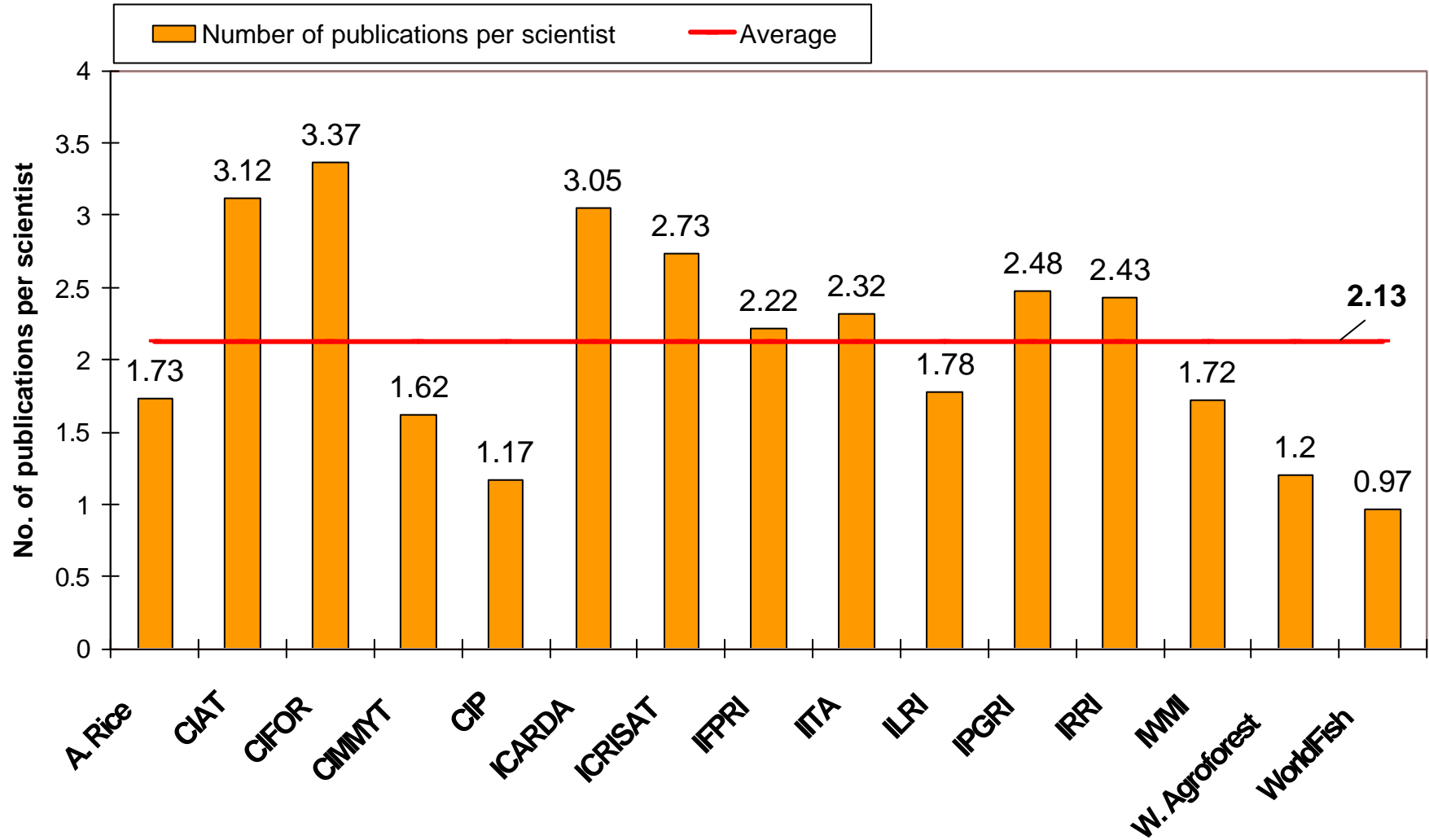
# Quality and Relevance of Current Research



## Indicators:

1. # of peer-reviewed publications per scientist
2. # of peer-reviewed publications per scientist that are published in journals listed in Thomson Scientific/ISI
3. Percentage of scientific papers published with developing country partners in refereed journals, conference and workshop proceedings
4. Science Council endorsed EPMR rating of Center research quality (for next year)

## Number of peer-reviewed publications per scientist in 2005



# Institutional Health – (a) Governance



## 1. Checklist of 25 items, e.g.

- Board composition
- Board orientation and self-assessment
- Board engagement in strategic business

## 2. Assessment of Board statements

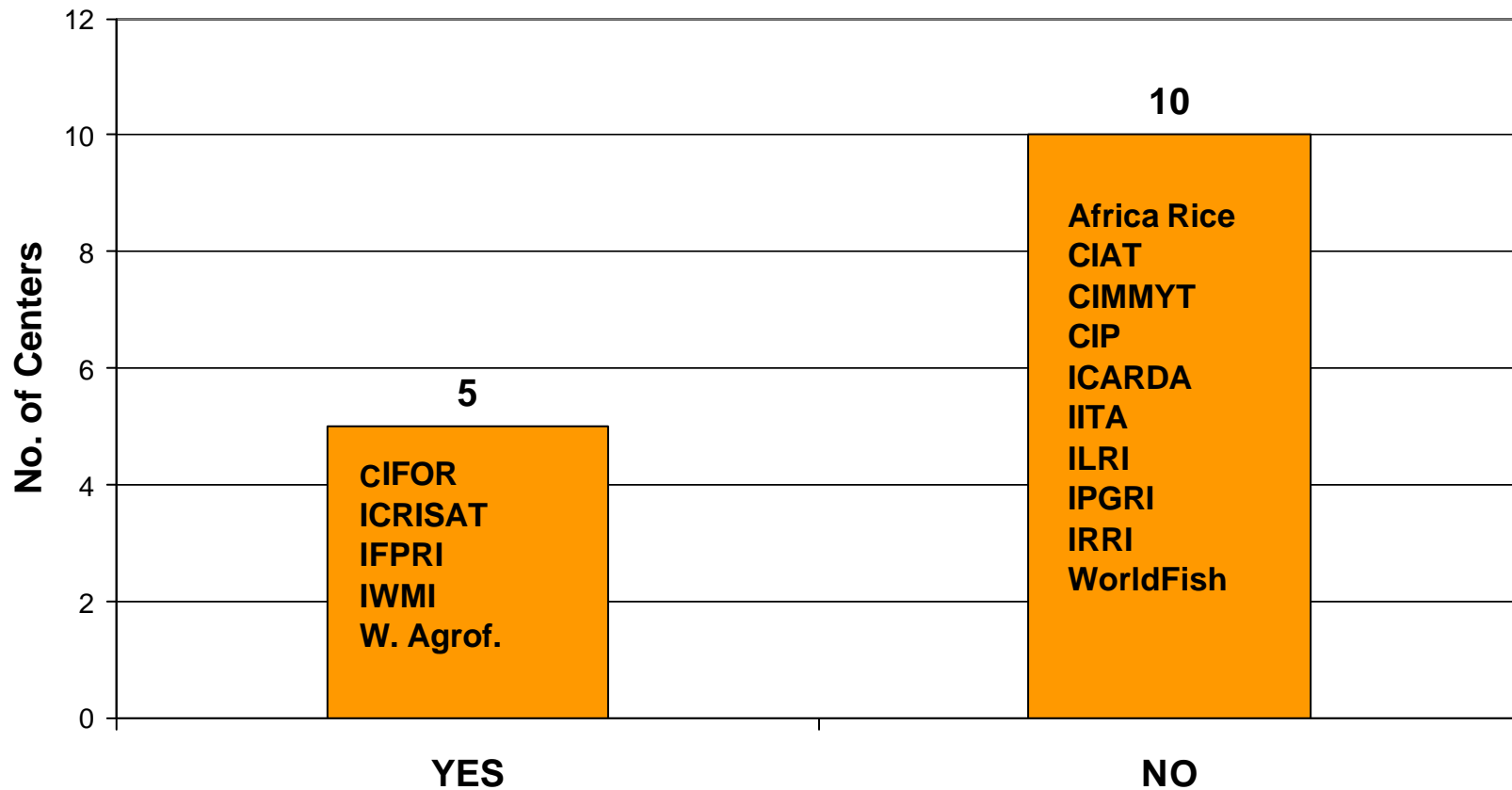
- 3 most important actions taken by the Board in 2005 for improving their performance and the difference these actions have made in the performance of the Board



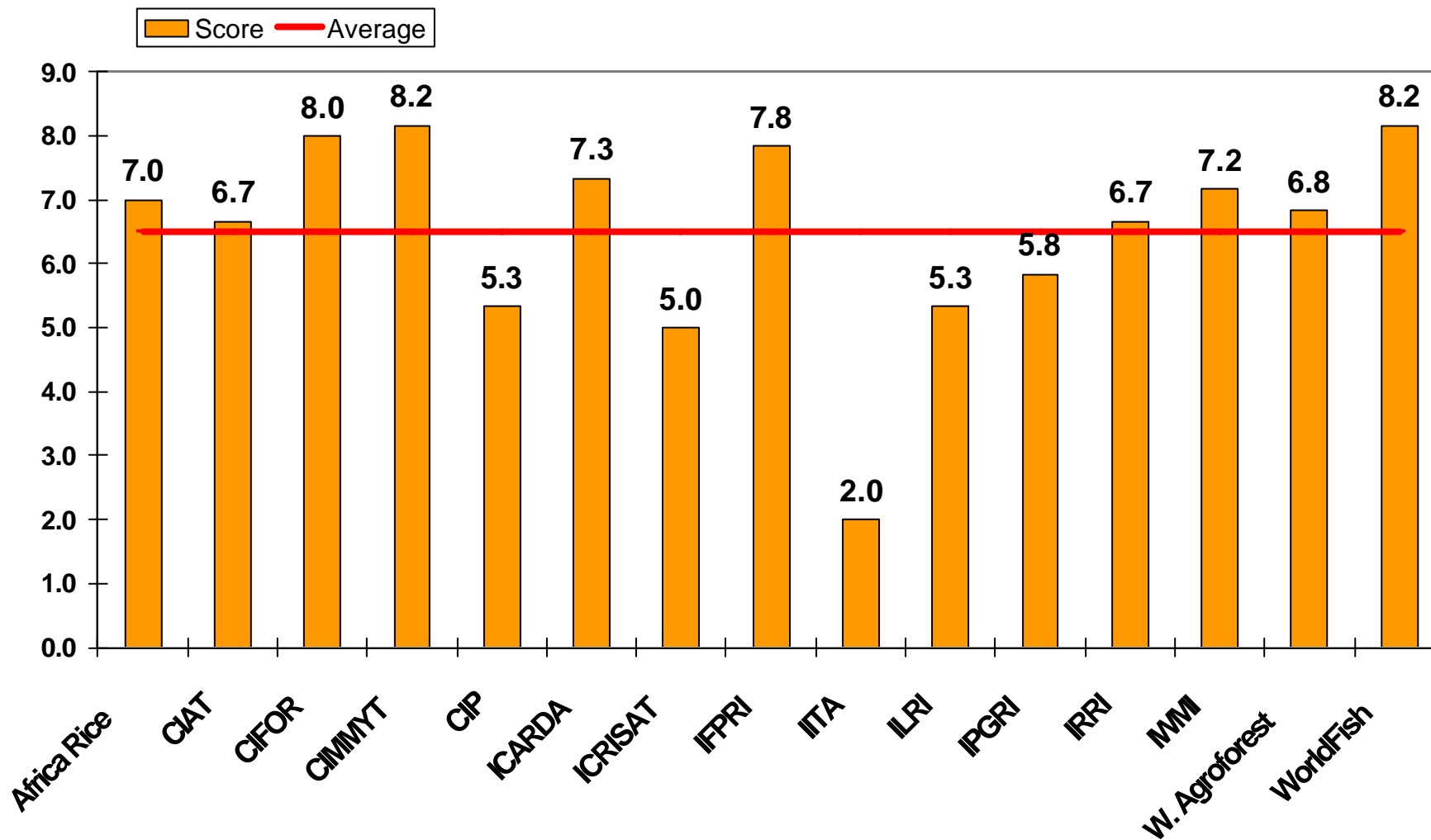
# One Example from the Checklist



Does the policy governing Center's compensation structure allow for the compensation structure to be publicly accessible?



## Assessment of Board Statements (scale 0-9)



# Institutional Health – Culture of Learning and Change

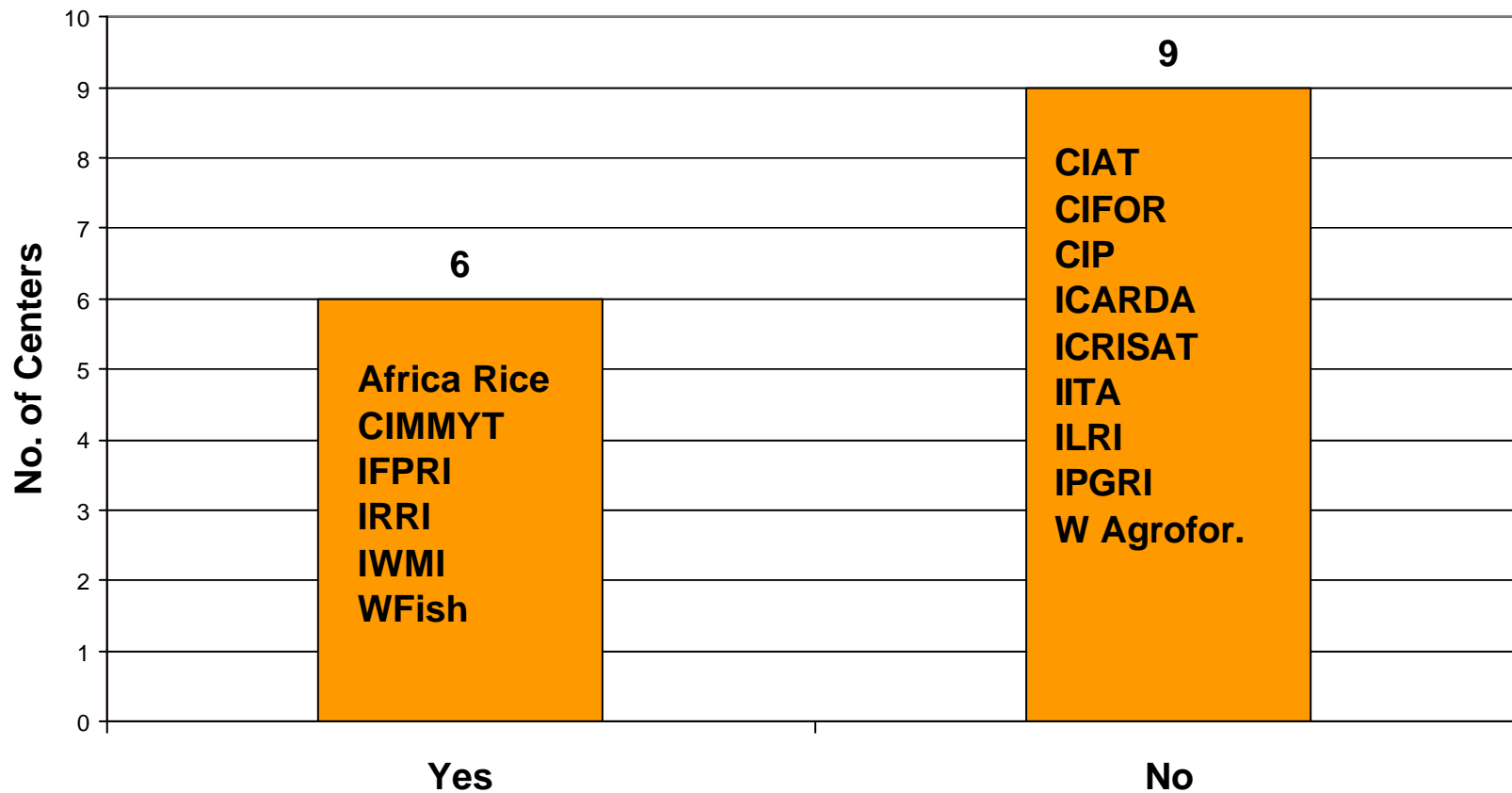
11 item checklist, covering:

- Survey of staff
- leadership development
- staff training (budget and days)
- internal program planning and review
- Number and coverage of CCERs completed
- Preservation of “institutional memory” and research project data

# Example 1

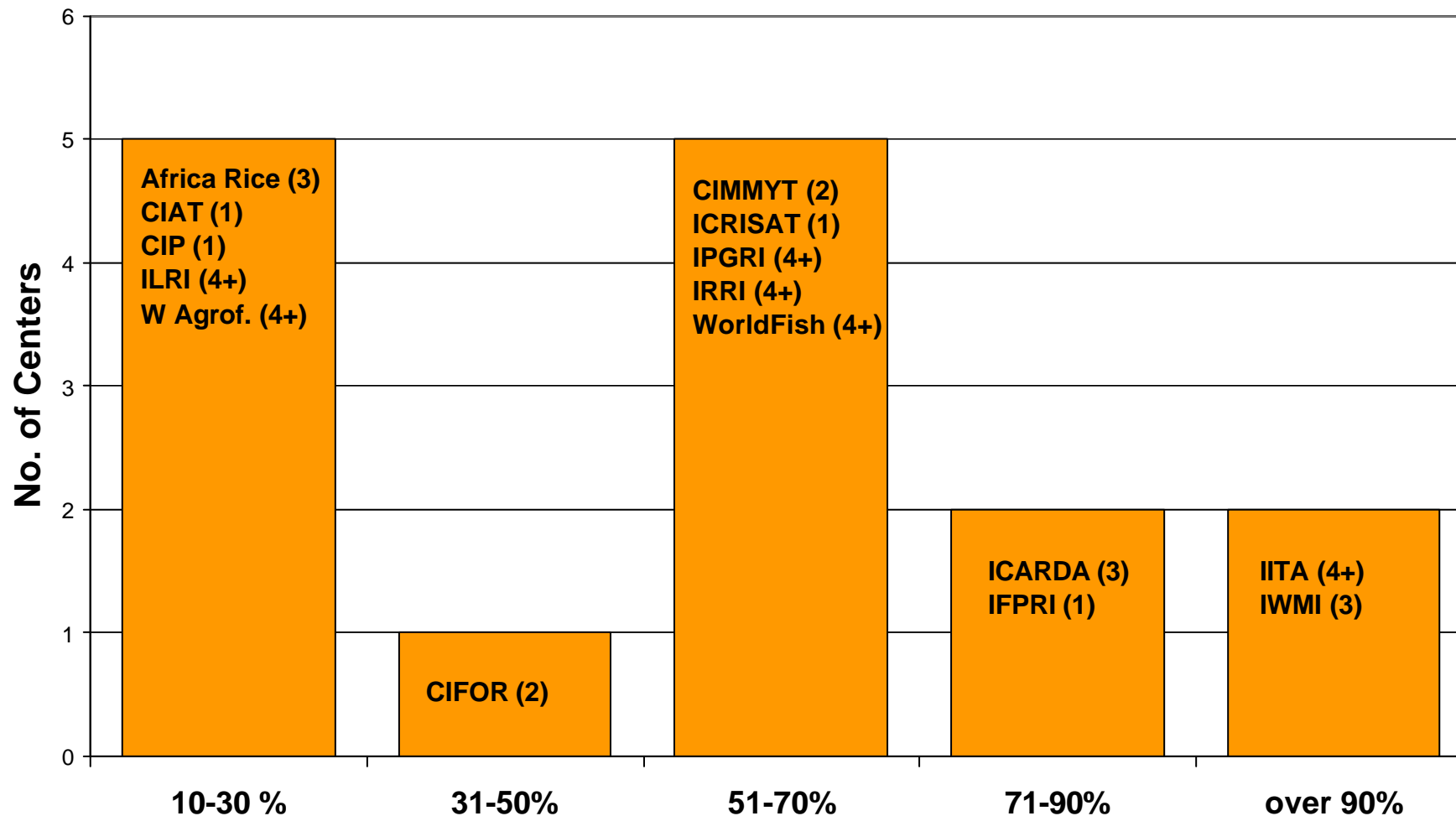


**Has the Center conducted a staff satisfaction or attitude survey of ALL staff in 2004 or 2005, where results were shared with staff?**



# Example 2

Percentage of Center program budget covered by CCERs completed in 2003-05



# Institutional Health –

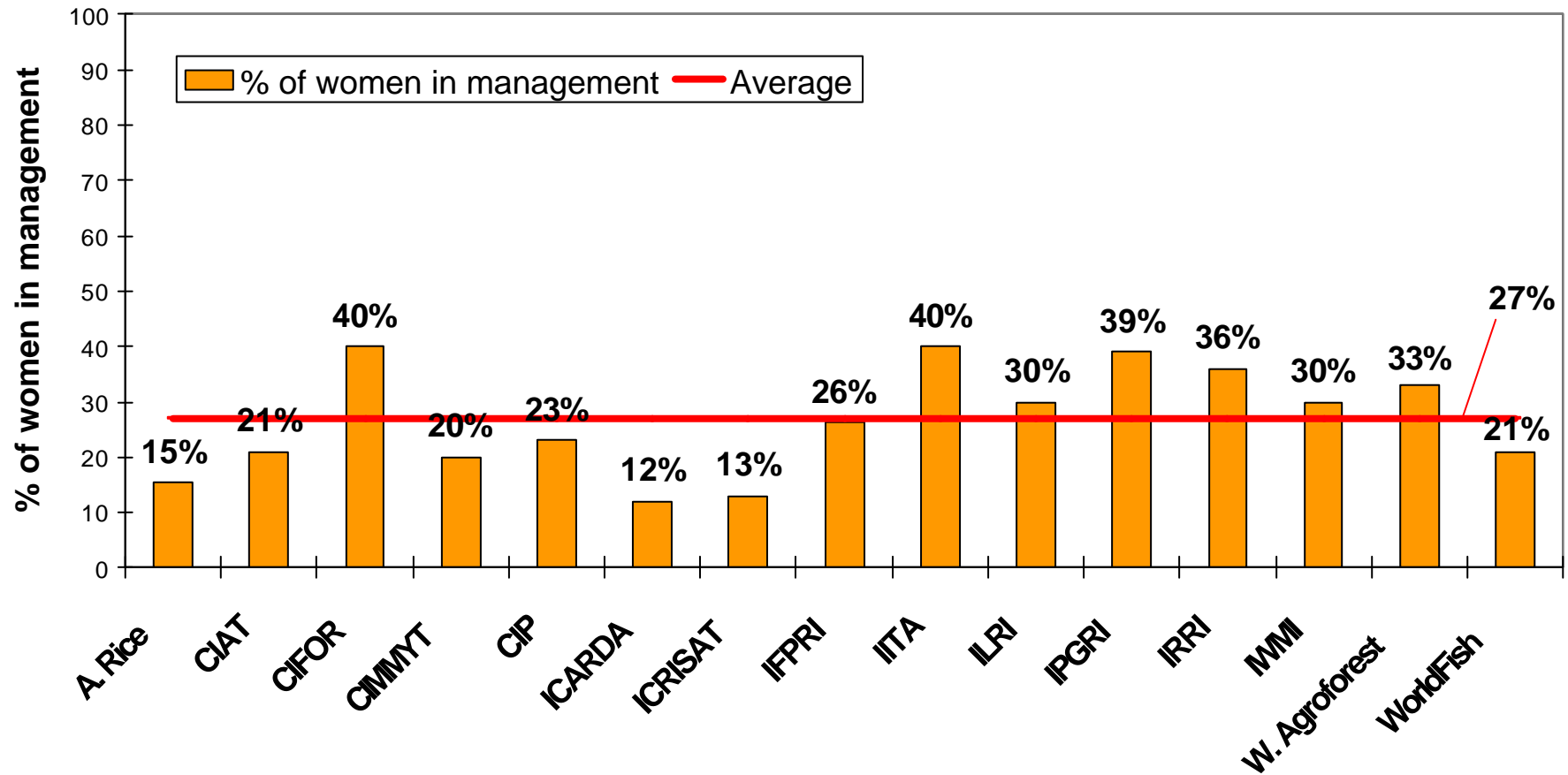
## (c) Indicators of Diversity



4 Indicators:

1. Whether Board approved gender diversity goals are in place?
2. % of management positions occupied by women
3. IRS staff concentration
4. Award of PhDs

## % of management position occupied by women as of 31. December 2005



# Financial Health

## 4 Indicators:

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



# Next steps

## PM 2005

- May/June – complete verification
- June – Stakeholder Perception survey completed
- July – PM results available

## PM 2006

- Evaluate process and indicators for PM 2006
- Feedback to Centers and further clarify definitions
- Pre-AGM meeting with Centers and SC

# Conclusions

- Continue to improve the system
- Striving towards a performance management system
- Value in accumulation of performance data over time for each Center
- Develop pilot system for the CPs