



Performance Measurement System Summary Report 2006

Results

Outputs

Definition

Indicator 1:

% MTP output targets achieved in 2006

Definition: Output and Output Target

- Outputs are the products of research with a defined time line, contributing to reaching the MTP project (and thus the Center's and CGIAR goals) by offering solutions to problems identified during the MTP planning process.
- Output Targets are the annual deliverables, defined by quantity and type, expected in a specific year and contributing to achieving the MTP Project Outputs. Output targets are deliverables in the following categories: materials, policy strategies, practices, capacity, and other kinds of knowledge.

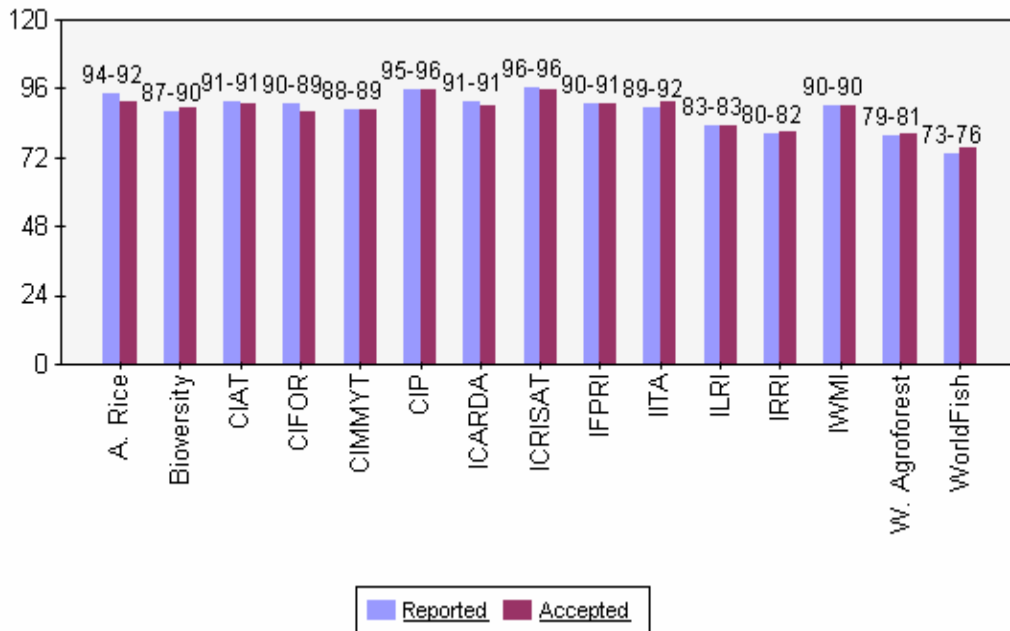
Centers are requested to report on achievement in 2006 of the annual output targets set in MTP 2006-2008. The PM report is to cover all MTP projects and outputs listed in MTP 2006-2008. For each MTP project please list the outputs and output targets and indicate whether the target was achieved, or not. Partial achievement is not considered. You can provide text explaining exceptional reasons for not achieving output targets, such as termination of the activity. If the outputs and output targets have significantly changed from those planned, provide an explanation for the new output targets reported. The supplementary document should include only information that is essential for explaining changes.

The performance indicator, percentage of output targets achieved, will be calculated by the data collection system.

Note:

- This is the 2nd year of aligning the PM output targets with those defined in the corresponding MTP. In the initial alignment year (PM reporting of 2005 achievements) Centers were advised that several output targets listed were not considered acceptable because they were either process related, descriptions of ongoing activity, outcomes, ex post impact studies or quantities of publications. In the PM for 2006, Centers should include only output targets from MTP 2006-2008 planned for 2006 that describe deliverable research and capacity building achievements.
- For a clearer definition of each of the output categories: Materials refer to all biological materials and knowledge that adds value to them; not to documents. Policy strategies refer to analysis and information that is aimed to be used for policy decision making. Practices include tools, methods and processes that intended for use in research, breeding, policy work, extension, demonstration, and evaluation in the field. Capacity strengthening includes training and other instruction aimed at enhancing individual capacity, training materials and resources, and interventions that are aimed at enhancing institutional capacity. Other kinds of knowledge include knowledge and data that are the deliverable research achievements and do not belong to any of the other categories.
- Completed ex post impact studies should be reported under the Impacts indicator 3A: ex post impact assessment studies.

% of Output Targets Achieved - 2006



Outcomes

Definition

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

Centers are requested to report on the **five (5) most significant outcomes in 2006** resulting from outputs that the Center produced in 2003-2005. The outcomes can be specific to a particular annual output achievement or to overall outputs from a Project as specified in the MTP. Each outcome report must be supported by evidence of credible documentation from either the Center or target user.

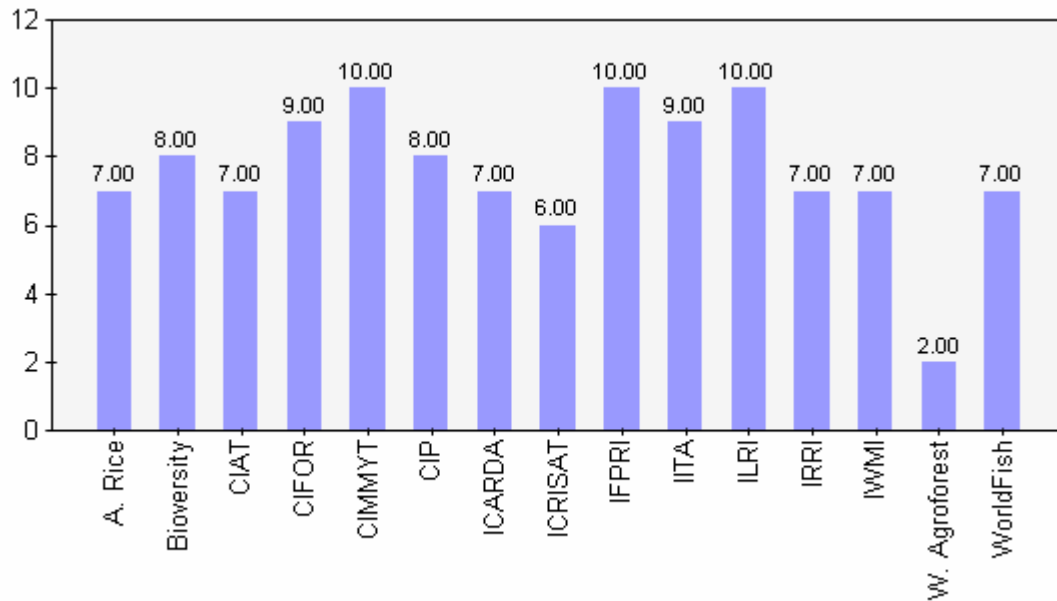
For each outcome description please provide (in 300 words maximum):

- An outcome statement
- What output(s) resulted in the outcome and in which MTP was the output first identified?
- Who used/adopted or was influenced by the output? Identify the kinds of people or entities affected and their location by country.
- How was the output used or adopted? What was the nature of the influence of the output?
- What is the evidence for this outcome? Specifically, what kind of data were collected or study was conducted? Who collected the data and/or conducted the study?

The performance indicator score measured by the Science Council (SC) is based on the following criteria:

- Criterion 1: Of the five cases, how many are truly outcomes? Each case is scored 1 if it is an outcome and if there is a verifiable source for it, and 0 if not. Total possible score for this item = 5.
- Criterion 2: Of the cases that scored "1" on Criterion 1, how many have been clearly and specifically articulated? Each case that scored "1" in the first item is scored "1" on this item if it meets the criterion and "0" if it does not. The cases that scored 0 on Criterion 1 will get a 0 on Criterion 2. Total possible score for this item = 5.

Outcomes Assessment (1-10) - 2006



Impacts

Definition

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

Indicator 3A:

SC/SPIA rating of Center commitment to documenting impacts and building an impact assessment culture (formerly SC/SPIA rating of Overall Impact Assessment Performance)

Centers are requested to report information on the overall Impact Assessment Performance on three main areas that the SC will use as the criteria for scoring the reports:

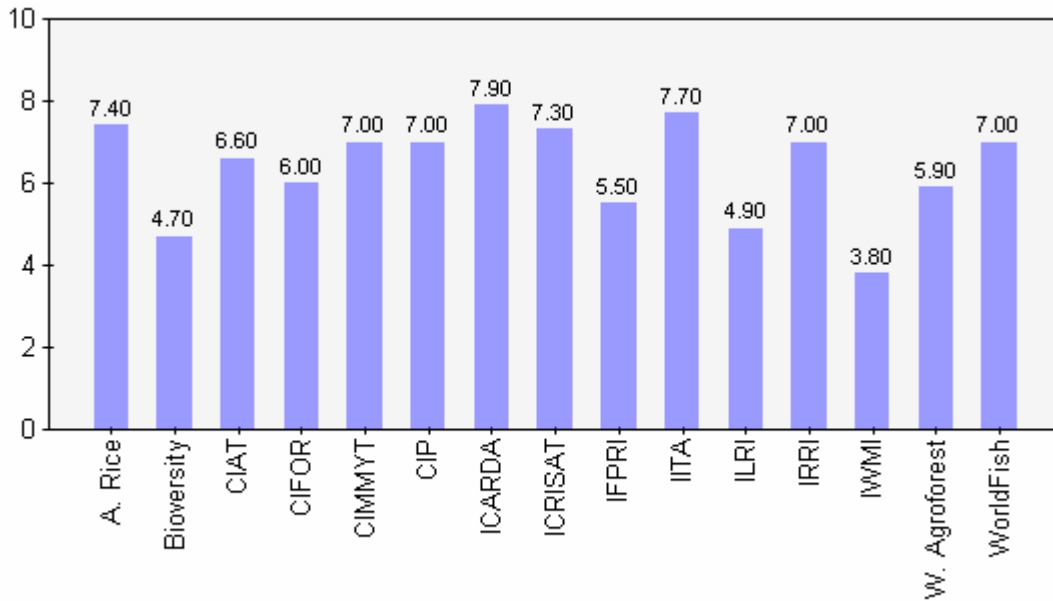
ex-post Impact Assessment (ePIA) studies / advancement of ePIA methods, Building an impact assessment culture at the Center, Communication / dissemination and capacity enhancement.

Indicator 3B:

SC/SPIA rating of two Center impact studies carried out in the period 2003-05 for rigor

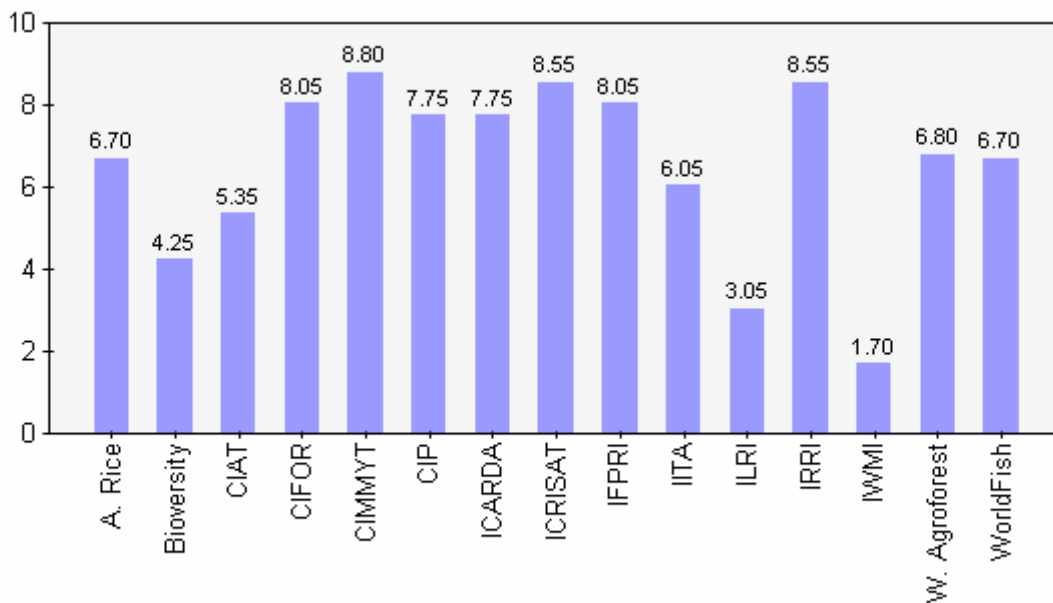
Information for this indicator is collected once every three years. The indicator rating will remain the same as last year and you do not need to provide new information for it.

3A: SC/SPIA rating of Center commitment to documenting impacts and building an impact assessment culture (1-10) - 2006



The title of this indicator was formally "SC/SPIA rating of overall impact assessment performance"

3B: SC/SPIA rating of two Center impact studies carried out in the period 2003-05 for rigor (1-10) - 2006





Potential to Perform

Quality and Relevance of Current Research

Definition

This element includes three publication indicators, where the first two indicators (4A and B) both measure number of peer-reviewed publications but are differentiating two groups of publications - peer-reviewed publications published in journals listed in the Thomson Scientific/ISI and those that are not (e.g. books and other peer-reviewed articles).

Indicator 4A:

Number of peer-reviewed publications per scientist in 2006 (excluding articles published in journals listed in the Thomson Scientific/ ISI)

Please report the number of all peer-reviewed publications per scientist in 2006.

Requested Evidence Material:

- List of publications (with full citation and consecutive numbering), including (i) name of Center scientist(s) who authored or co-authored, (ii) year of publication, (iii) title of publication, volume number, journal name, pages.
- List of scientists included in the denominator (FTE) indicating their status (e.g. IRS, RRS NRS). Please also include a description of your indicator computation.
Guidelines for measuring the number of peer-reviewed publications

Guidelines for measuring the number of peer-reviewed publications

- This should include publications strictly published in 2006. Do not include manuscripts in press or published during the previous year but omitted from the previous year's list
- The journals or book series should have an editorial board and clear review procedures (feedback from technical editors);
- Peer-reviewed publications other than journals should include i) books either written or edited by IARC staff¹; ii) chapters in books and conference compilation documents where these have been formally published and externally refereed; iii) monographs only when they are formally published and externally refereed.

No other publications should be included in this category such as working papers, internal series, reprints etc.

- Only ONE entry of each paper per Center is permitted. Where there are multiple authors including ones from different Centers then both Centers may count the paper in their submissions
- When staff joins an institute during the year in question, publications from their previous employment may be counted as long as they are relevant to the work of the CGIAR. Likewise for staff leaving an institute all appropriate 2006 publications may be counted.
- Publications resulting from work fully funded by the Center, but written by a non-Center staff can be included, but then the person must be also included in the scientist count

¹ In the case of IARC staff acting as both editors and authors of chapters in an edited book, the book itself would count as one publication (if it had been externally peer reviewed) and each chapter with an IARC author would count separately.

Indicator 4B:

Number of peer-reviewed publications per scientist in 2006 that are published in journals listed in Thomson Scientific/ISI

Please report the number of peer-reviewed publications per scientist in 2006 that are published in journals listed in the Thomson Scientific/ISI Master Journal List (database of 8700 peer-reviewed journals). The list can be found at <http://www.thomsonscientific.com/cgi-bin/jrnlist/jloptions.cgi?PC=master>

Requested Evidence Material:

List of publications (with consecutive numbering), including (i) name of Center scientist(s) who authored or co-authored, (ii) year of publication, (iii) title of publication, volume number, journal name, pages.
the list of scientists included in the denominator (FTE) indicating their status (IRS, RRS, NRS etc.). Please also include a description of your indicator computation.

Follow the guidelines for measuring the number of peer-reviewed publications given above when applicable. For calculating the number of scientists, please use the definition in Annex 1

Indicator 4 C:

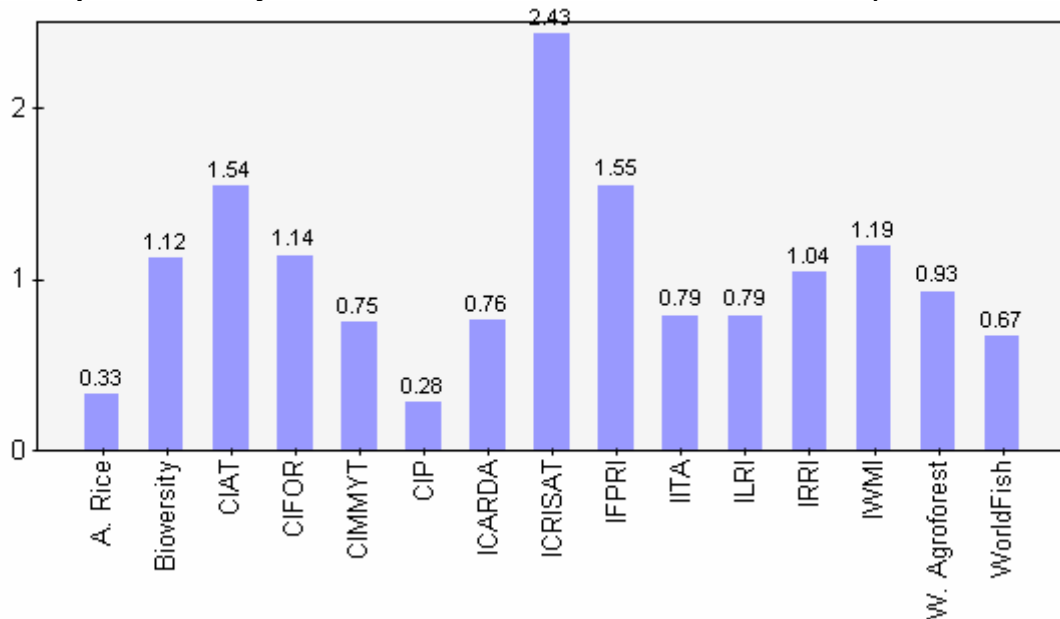
Percentage of scientific papers that are published with developing country partners in refereed journals, conference and workshop proceedings in 2006

For calculating Indicator 4C use those publications listed in Indicator 4A and B and add those published in international newsletters and other scientific series, and papers presented at formal conferences and workshops with external attendance. Do not include internal presentations. The publications considered co-authored must clearly articulate the formal authorship including the authors who are NARS based. Indicate the percentage of publications which have NARS based co-authors within the total list.

Requested Evidence Material:

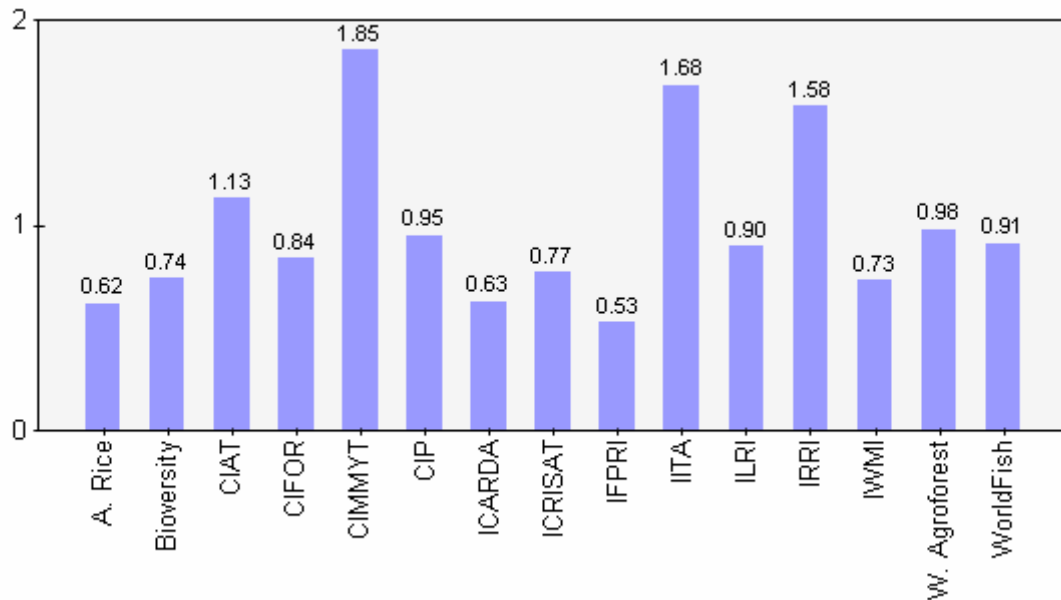
List of all publications (with full citation and consecutive numbering) falling under this category, indicating the developing country partner(s) among the authors of the publication. Please also include a description of your indicator computation.

4A: Number of peer-reviewed publications per scientist in 2006 (excluding articles published in journals listed in the Thomson Scientific/ ISI) - 2006



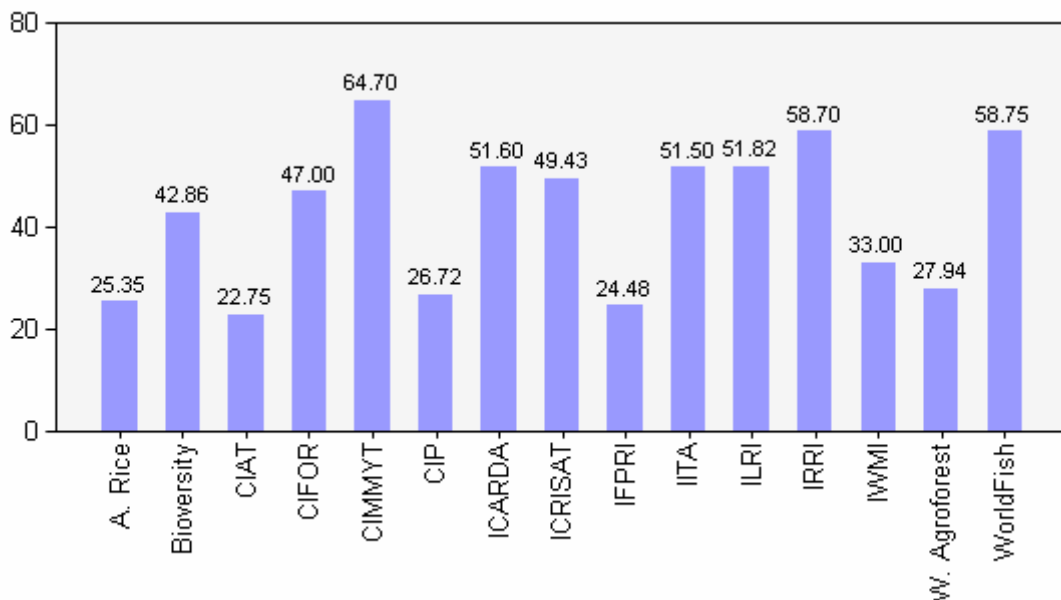
Note that there are different conventions regarding reviewed publications in the various disciplines represented in the CGIAR; comparison across natural science, social science and economics is not recommended

4B: Number of peer-reviewed publications per scientist in 2006 that are published in journals listed in Thomson Scientific/ISI - 2006



Note that there are different conventions regarding reviewed publications in the various disciplines represented in the CGIAR; comparison across natural science, social science and economics is not recommended

4C: Percentage of scientific papers that are published with developing country partners in refereed journals, conference and workshop proceedings in 2006 – 2006





Institutional Health

Definition

GOVERNANCE

Indicator 5A:

Score on governance checklist

Please complete the checklist in Annex 3 for your Center. Also keep available for verification purposes supporting documents such as Board profile, policy documents, excerpts of Board minutes and resolutions.

Indicator 5B:

Assessment of Board statements

Please submit a short statement [max. 500 words] describing up to two most important actions taken by the Board in 2006 aimed at improving Board oversight (e.g. action to improve program oversight, financial oversight or any major initiative on improving Center governance) and expected impact from this action.

A peer-review panel composed of three external members will assess the submissions in terms of relevance/merit and the anticipated impact of the actions taken.

Supporting Evidence material:

Please also indicate/attach a verifiable source for the actions described.

CULTURE OF LEARNING AND CHANGE

Indicator 5C:

Score on culture of learning and change checklist

Please complete the checklist in Annex 4 for your Center.

DIVERSITY

Indicator 5D:

Gender diversity goals: Does your Center have Board-approved gender diversity goals? YES/NO

The following evidence material should be kept available: Reference to the Board meeting at which the goals were approved, and the text of the relevant Board resolution or equivalent.

Indicator 5E:

Percentage of women in management (Percent of management positions, either research or non-research, occupied by women as of 31. December 2006).

Definition: "Management position" includes Director General, Deputy Directors General, Directors of major programs/divisions and senior heads of administration if they report directly to the DG.

Requested Evidence Material:

List of all staff members in management positions, including names, titles and gender.

Indicator 5F:

IRS Nationality concentration: Percentage of internationally-recruited staff that come from the top two countries represented in the IRS staff nationality list for the Center (as of December 31, 2006). Please also indicate the Nationality.

Requested Evidence Material:

List of IRS staff names and country of nationality

Indicator 5G:

Diversity in recency of PhDs: Percentage of scientists receiving their Ph.D. during the last five years (2002- 2006).

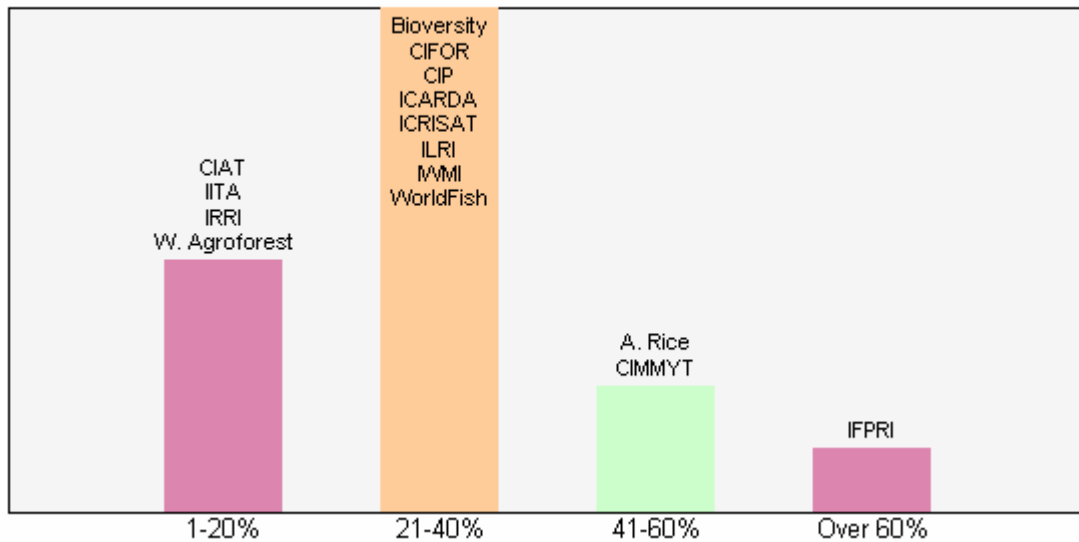
Requested Evidence Material:

Full list of scientists with PhD, indicating those who have received their PhD in the last 5 years and the name of the University granting the PhD and the year granted.

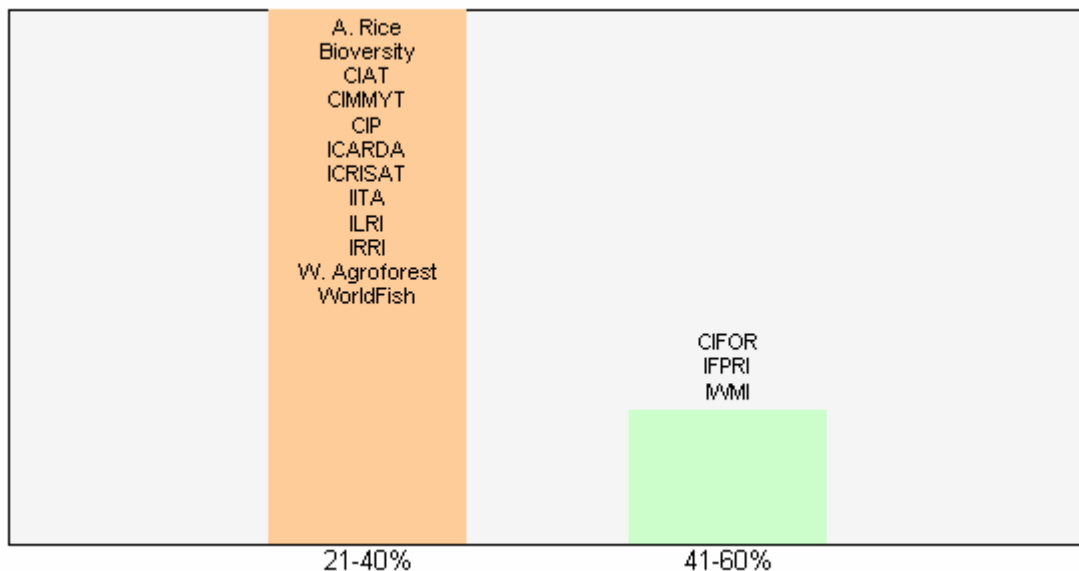
Governance

Checklist on Center Governance – 2006

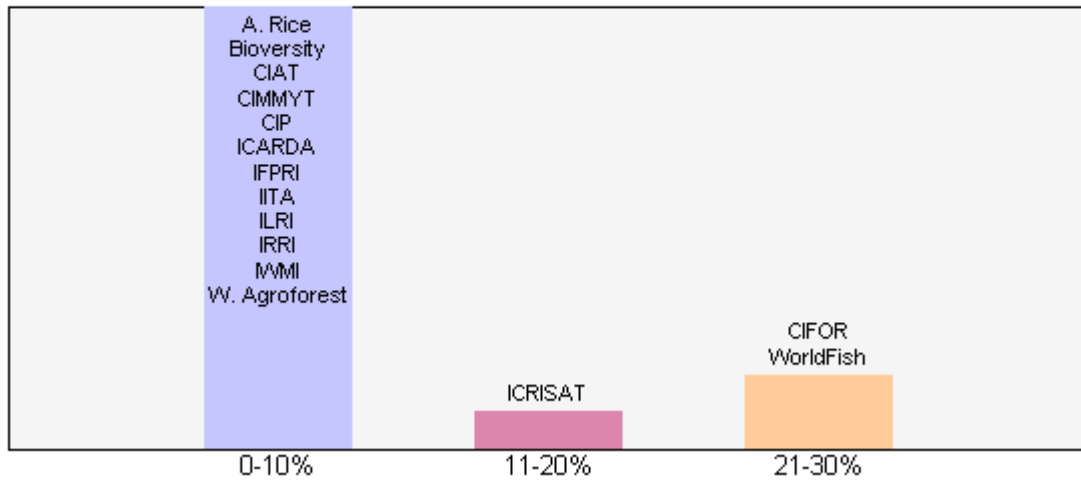
A.1) What is the percent of Board leadership (Chair, Vice Chair and Standing Committee Chairs) with developing country origin?



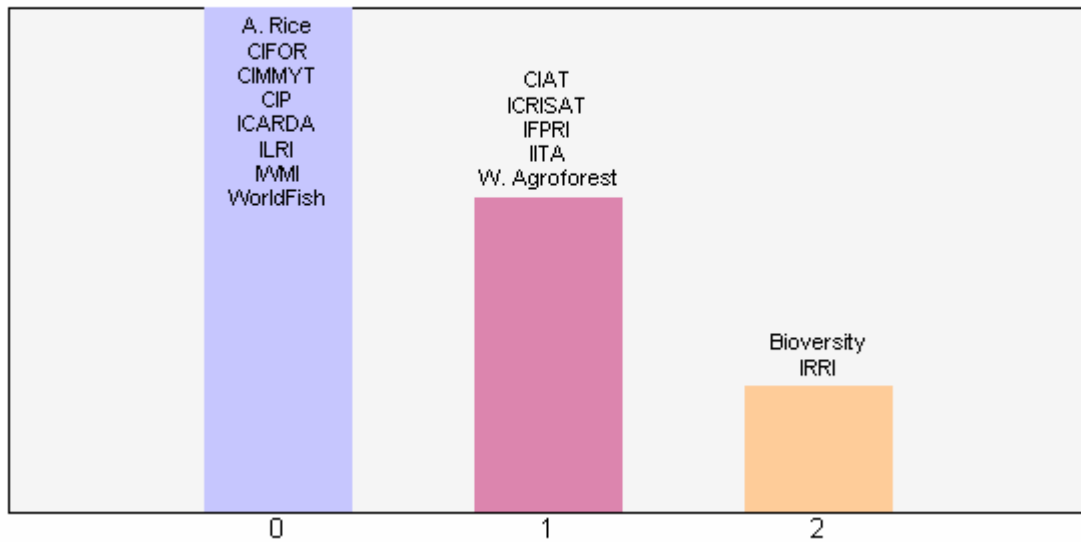
A.2) What percent of Board membership positions are occupied by women?



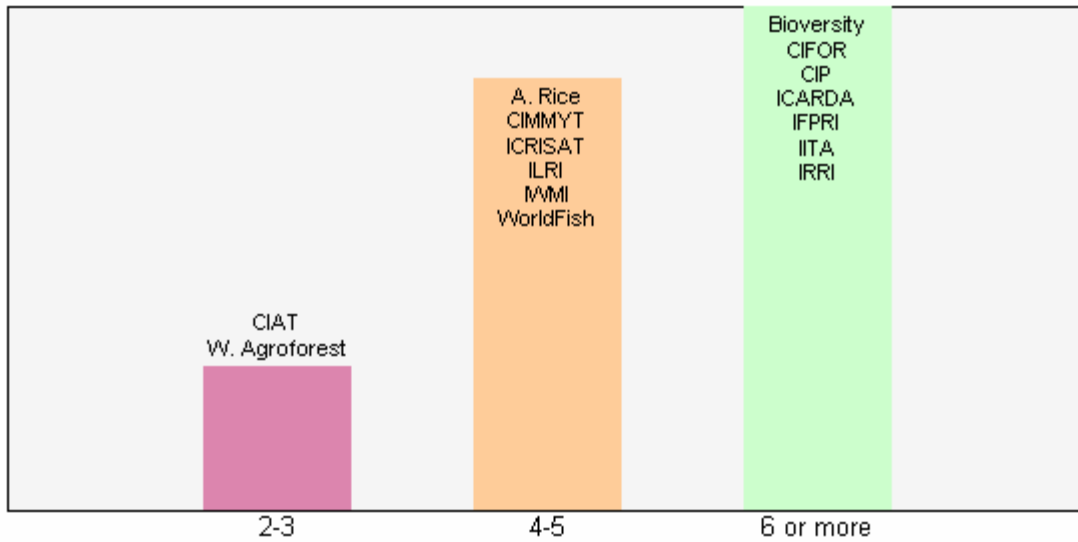
A.3) What percent of Board membership positions are occupied by individuals whose organizations are either direct recipients of Center funds OR whose organization are contributors to the CGIAR (and the Board member is in direct line responsibility of CGIAR funds)?



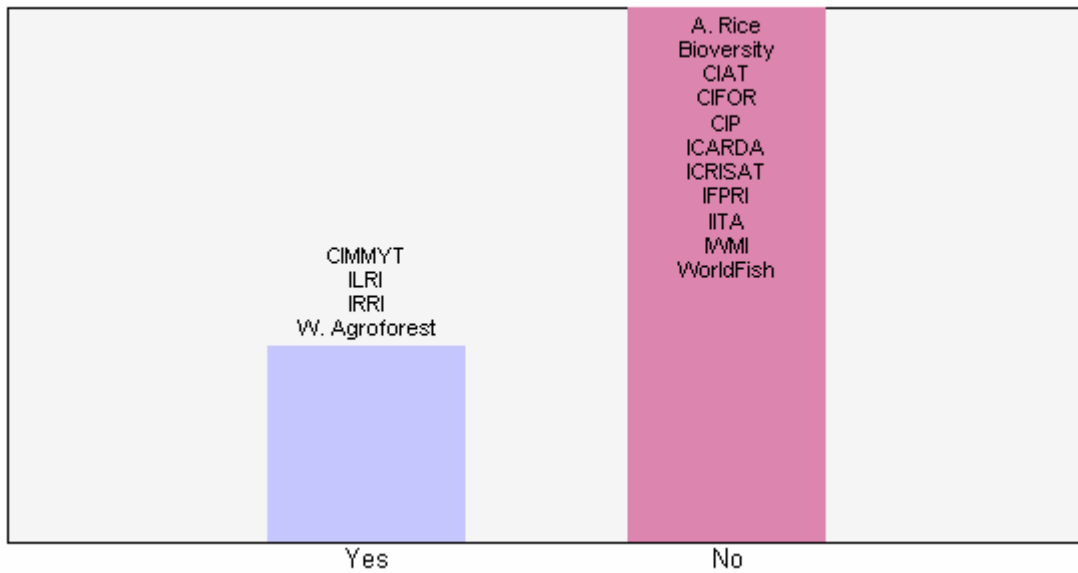
A.4) How many Board members have professional qualification in financial management?



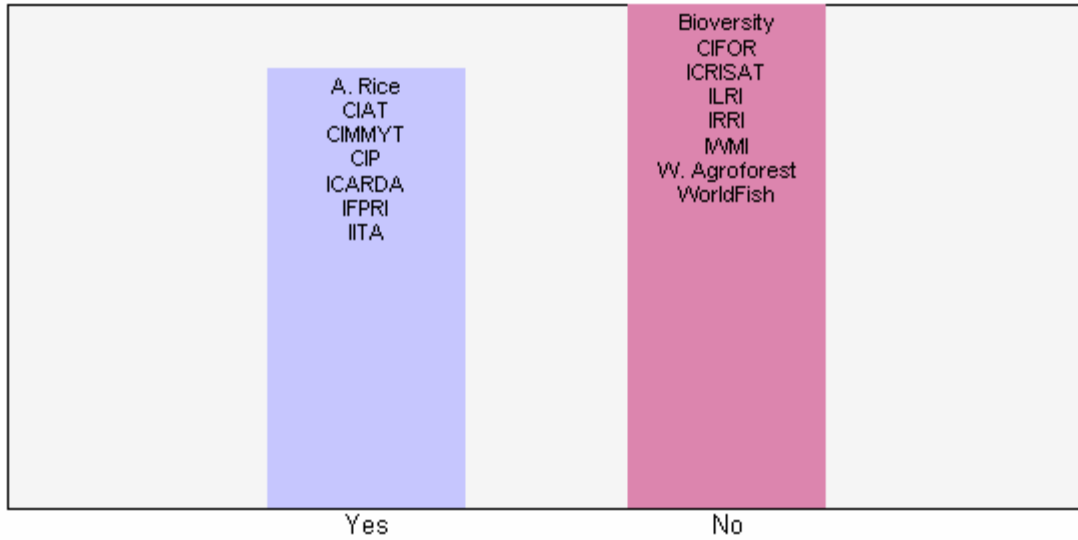
A.5) How many Board members have professional expertise in corporate, non-profit or public governance?



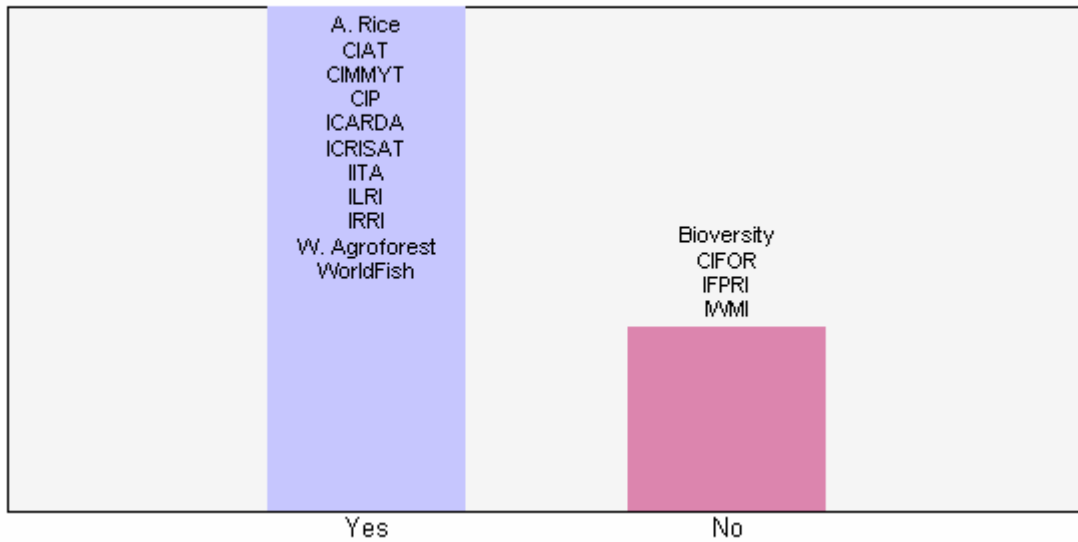
A.6) Is the Center Director General a member of the Nominating Committee?



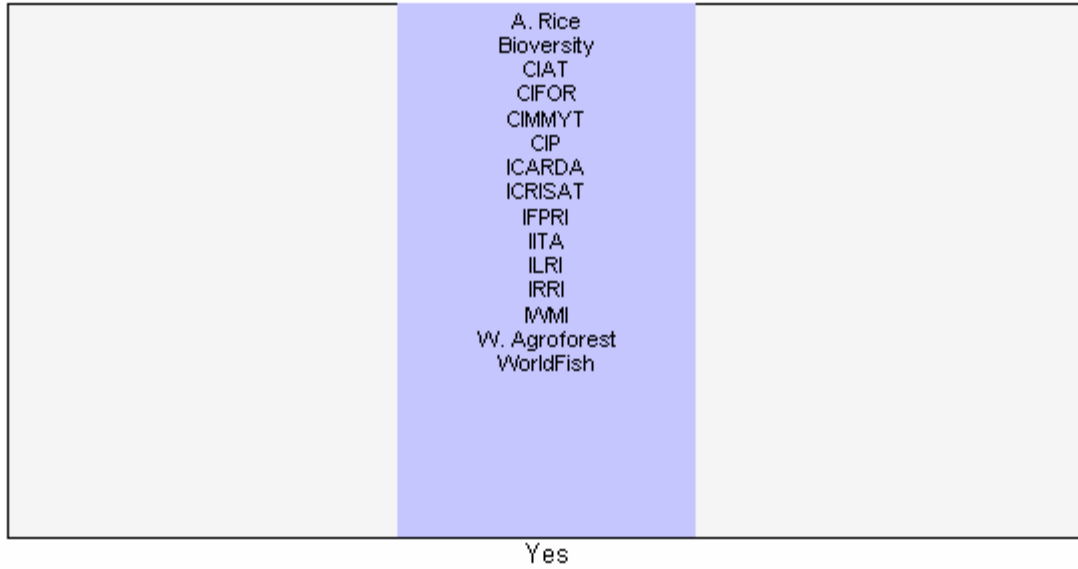
A.7a) Have all new Board members (who started their terms in 2005 or 2006) - attended a CGIAR Board Orientation Program?



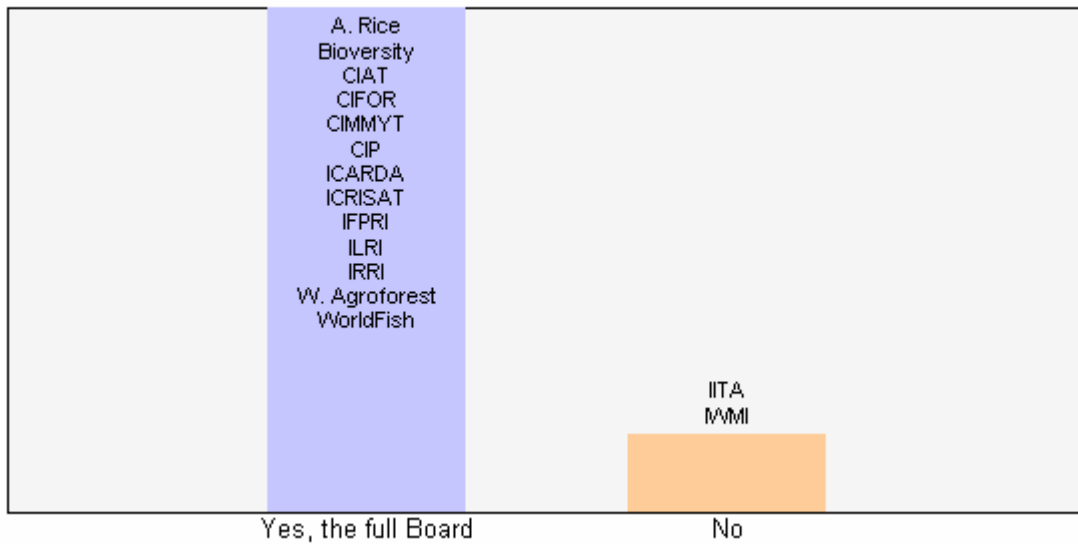
A.7b) Have all new Board members (who started their terms in 2005 or 2006) - attended a comprehensive center-specific orientation program?



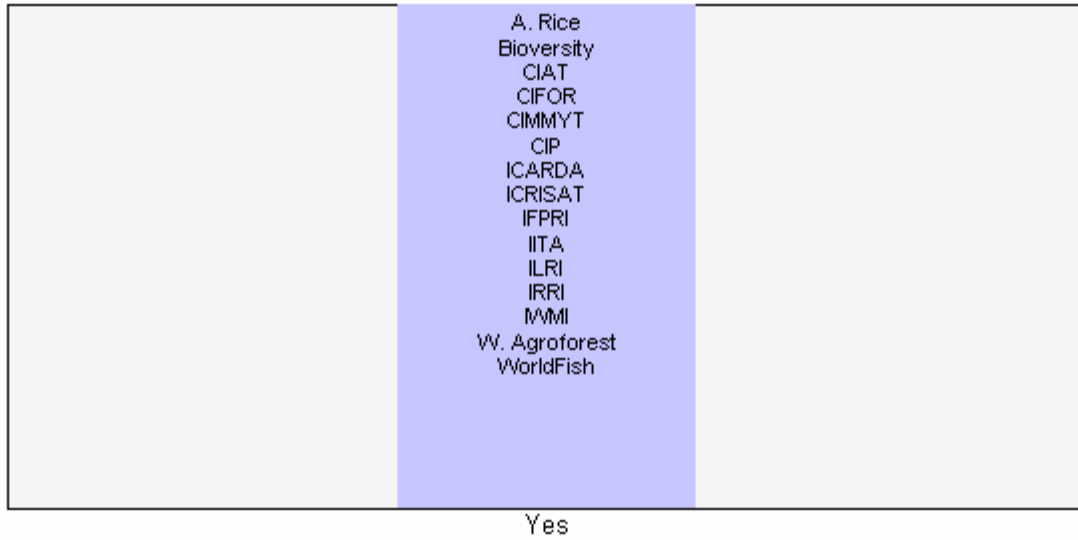
A.8) Has the Board conducted a self-assessment in 2006?



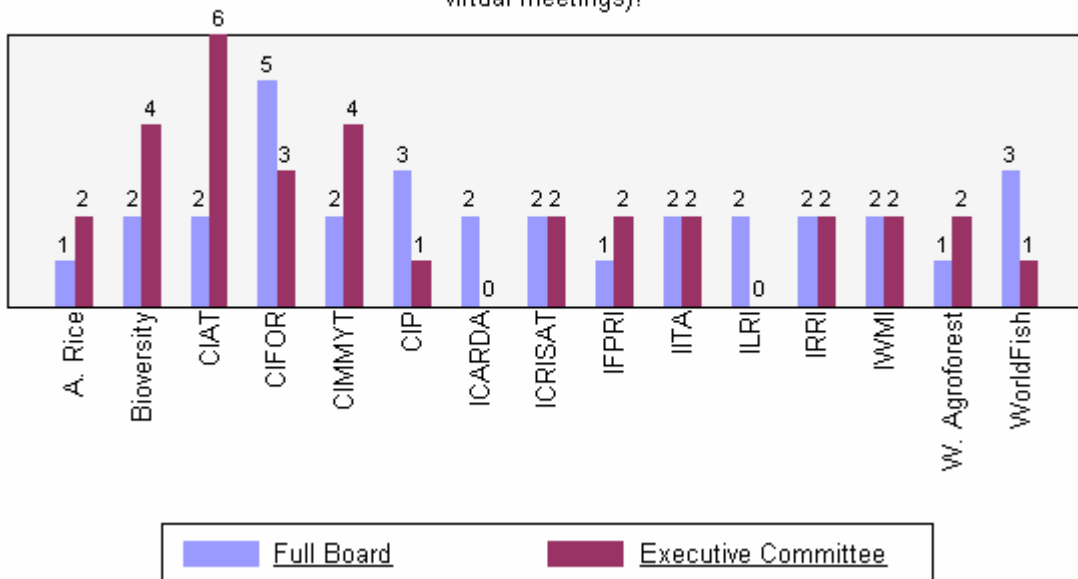
A.9) Was the full Board engaged in the annual performance assessment of the Board Chair?



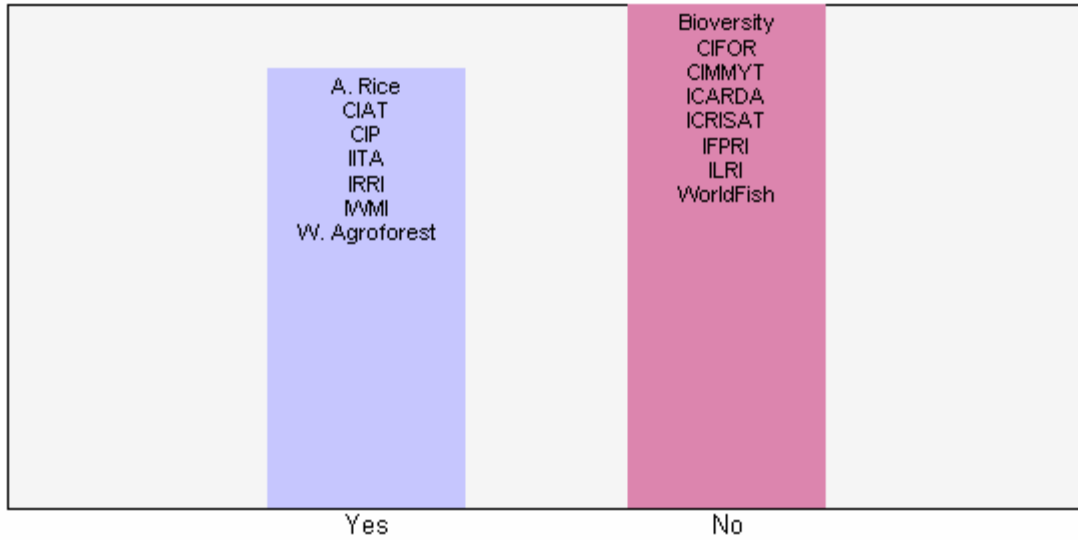
A.10) Is there a formal process in place for evaluating Board members before reappointment?



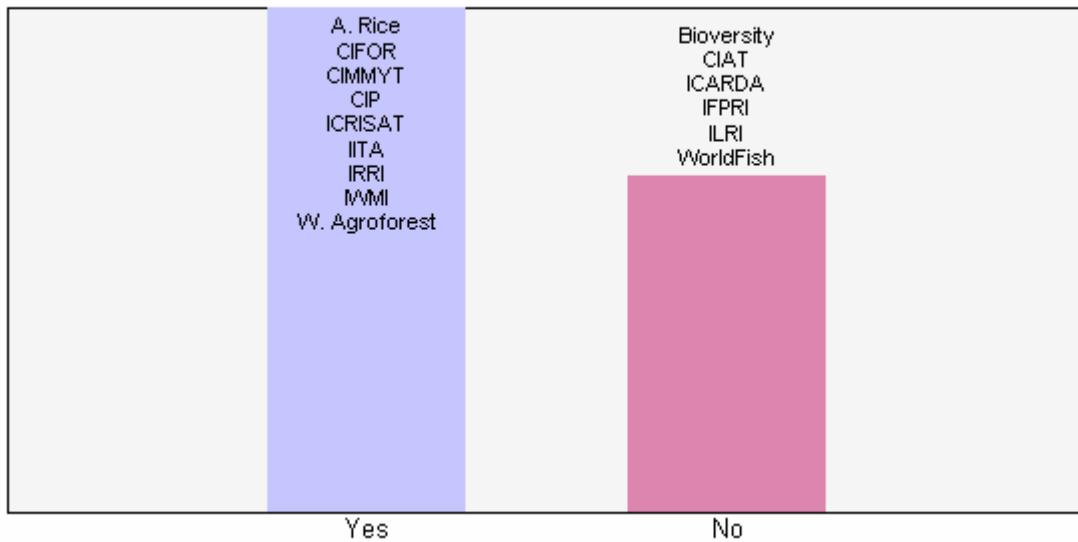
A.11) How often did the full Board and the Executive Committee meet in 2006 (including virtual meetings)?



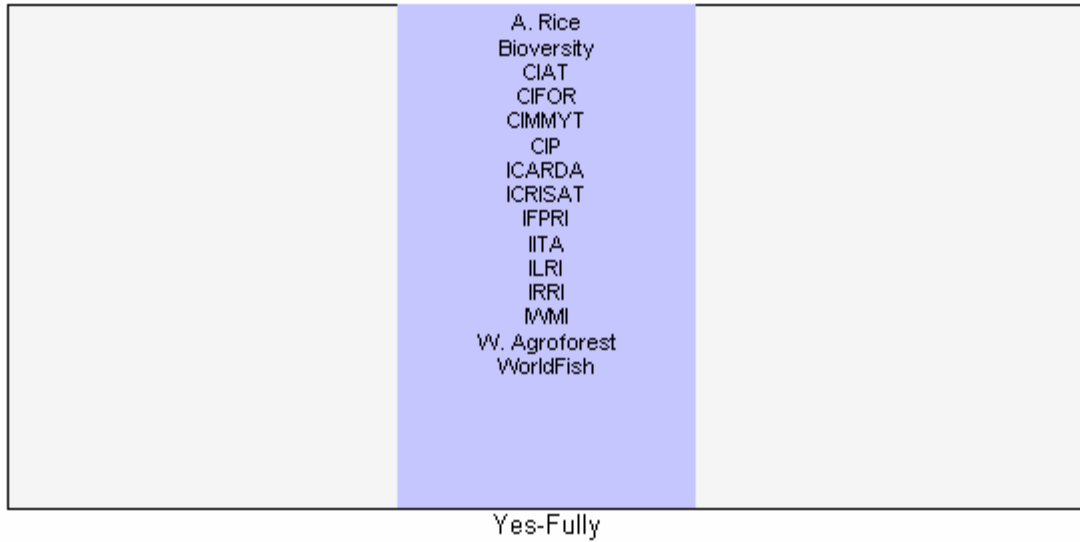
A.12) Has the Center completed a Board commissioned CCER on Center governance and management during 2004-2006?



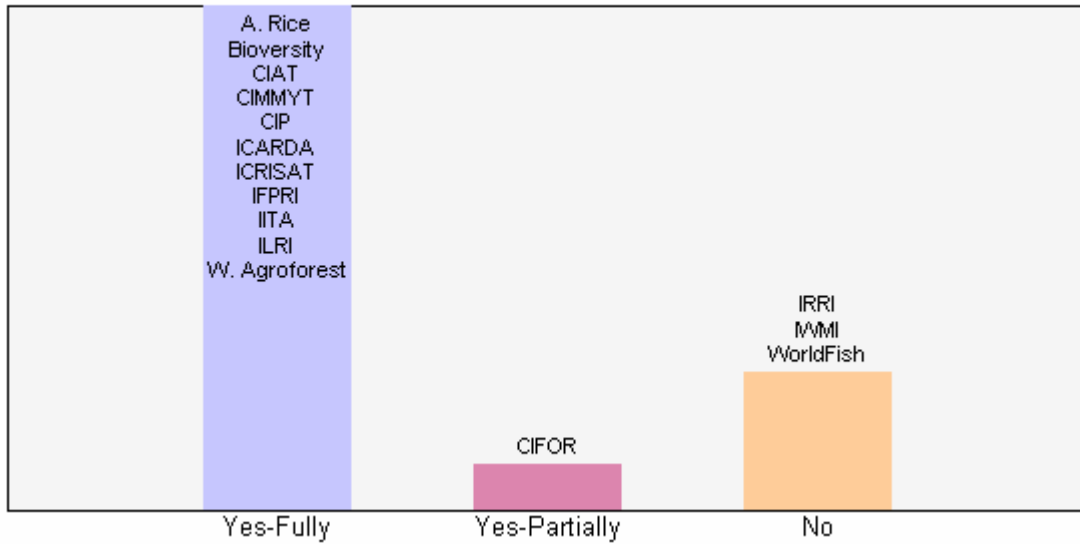
A.13) Does the Board have a clear strategy for communicating with stakeholders (including CGIAR Members, other Centers, Partners)?



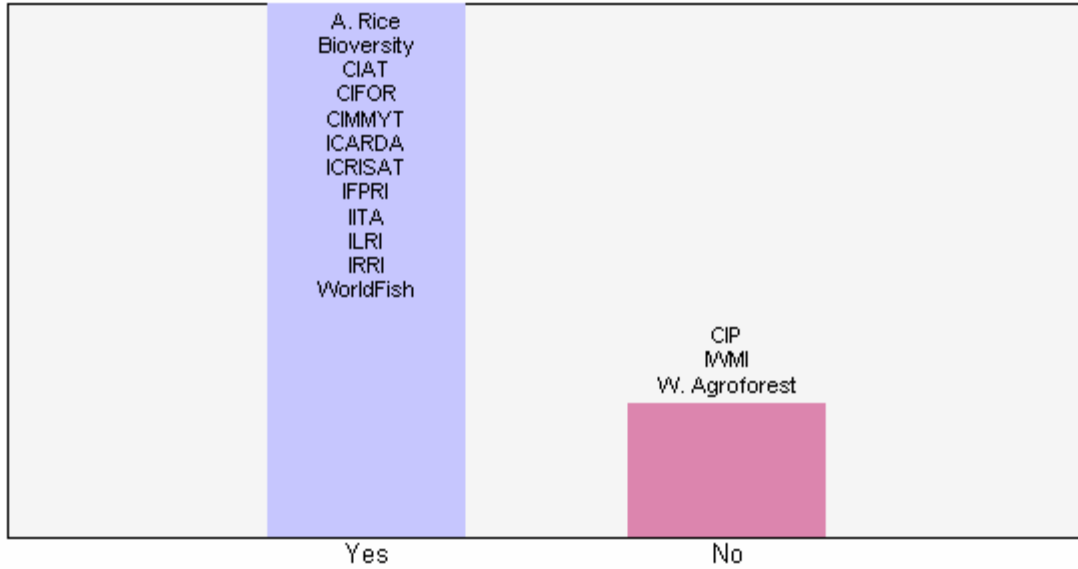
A.14) In 2006, has the entire Board been engaged in reviewing, approving and guiding major institute-wide plans (i.e., MTP)?



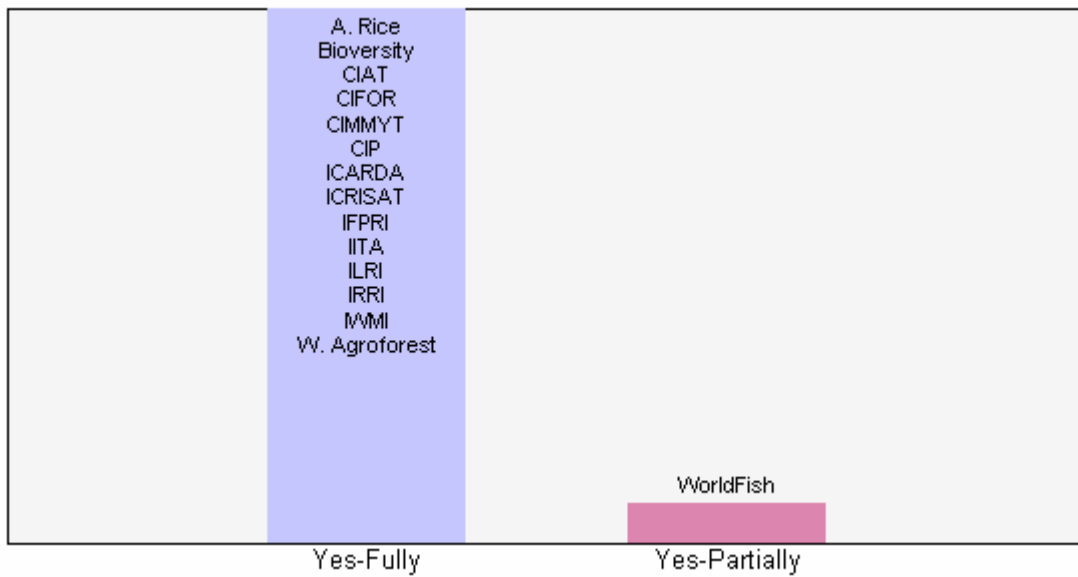
A.15) In 2006, did the Board discuss and act on any significant deviations from previously announced targets and strategic goals for 2005 as defined in the MTP?



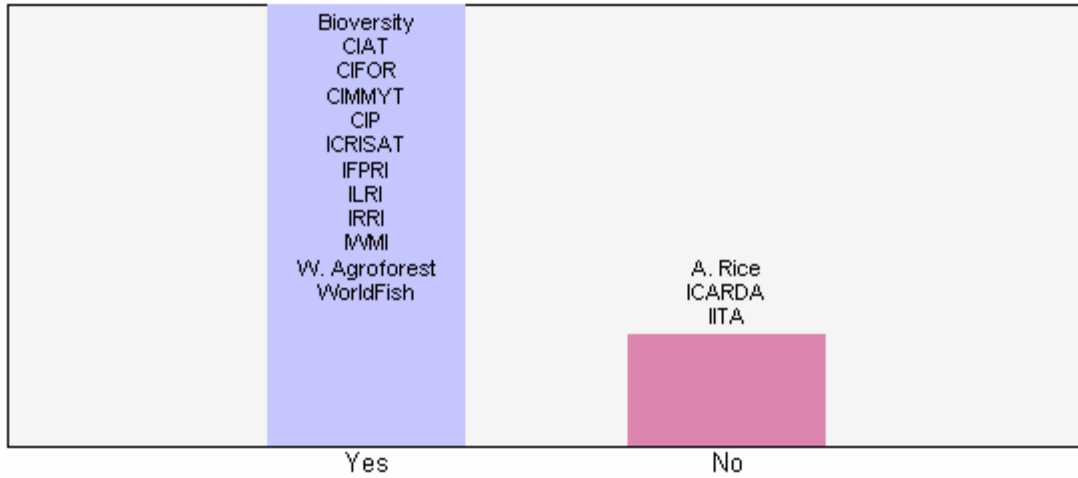
A.16) Does the Board have an approved schedule for CCERs on program matters?



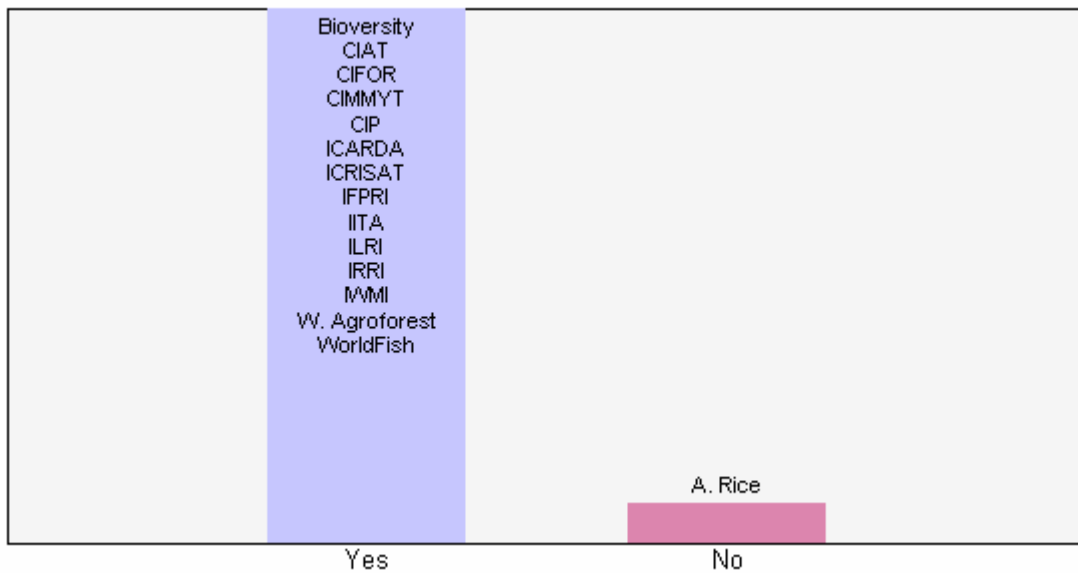
A.17) In 2006, did the Board monitor actions taken in response to CCERs and EPMRs?



A.18) Is there, in Board-approved documents, a clear policy on the delegations of authority from the Board to the director General which indicates those financial transactions for which the approval of the Board is necessary, and those for which decision is delegated to the Director General?



A.19) Is there a Board approved investment policy in place?



A.20) Has the Board rotated external auditors in line with the CGIAR policy?

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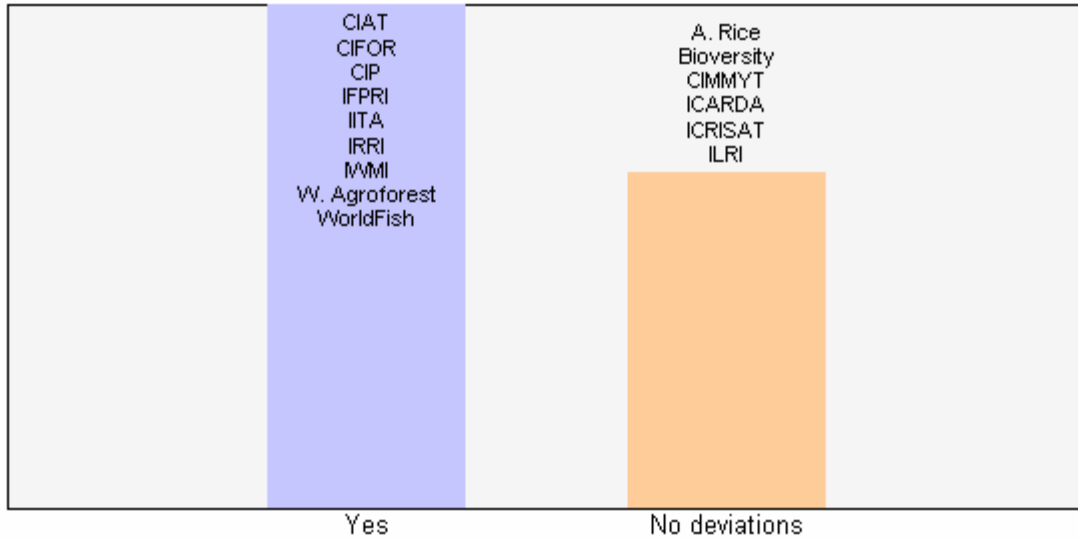
Yes

A.21) Does the full Board receive information on key financial indicators on a quarterly or more frequent basis?

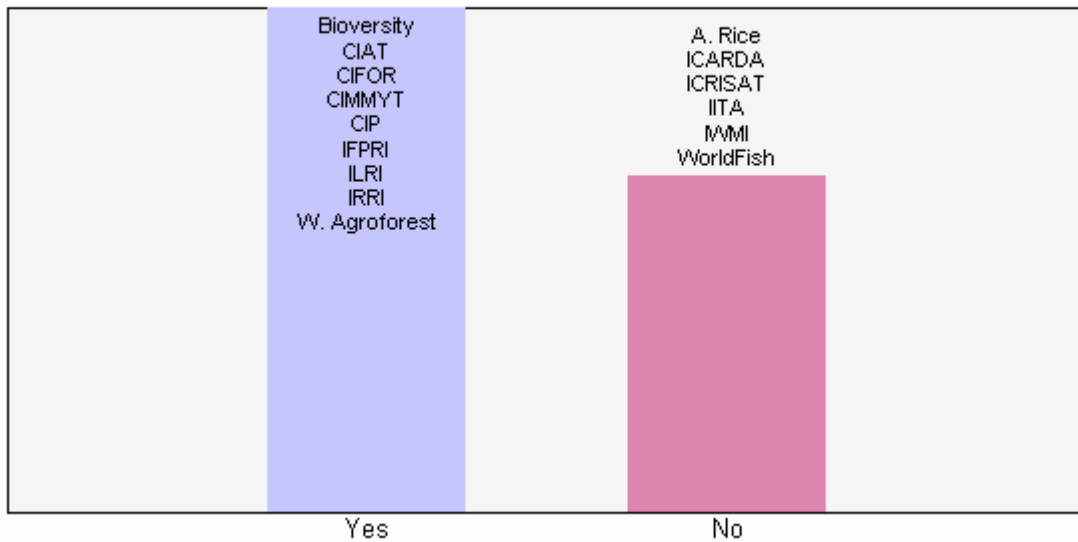
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Yes

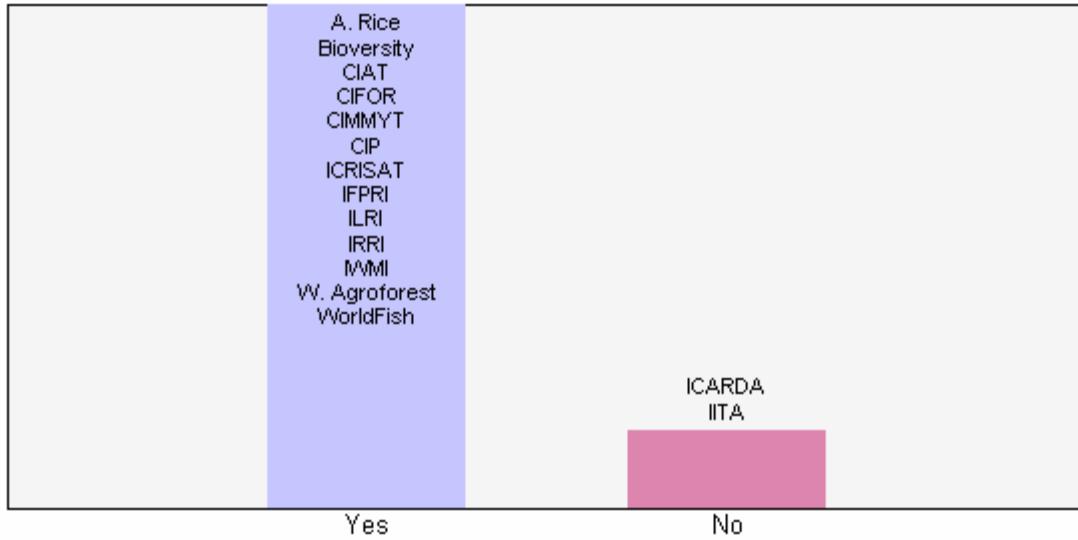
A.22) In 2006, did the Board discuss and act on any significant deviations (more than 10 percent) from the budget planned for 2005?



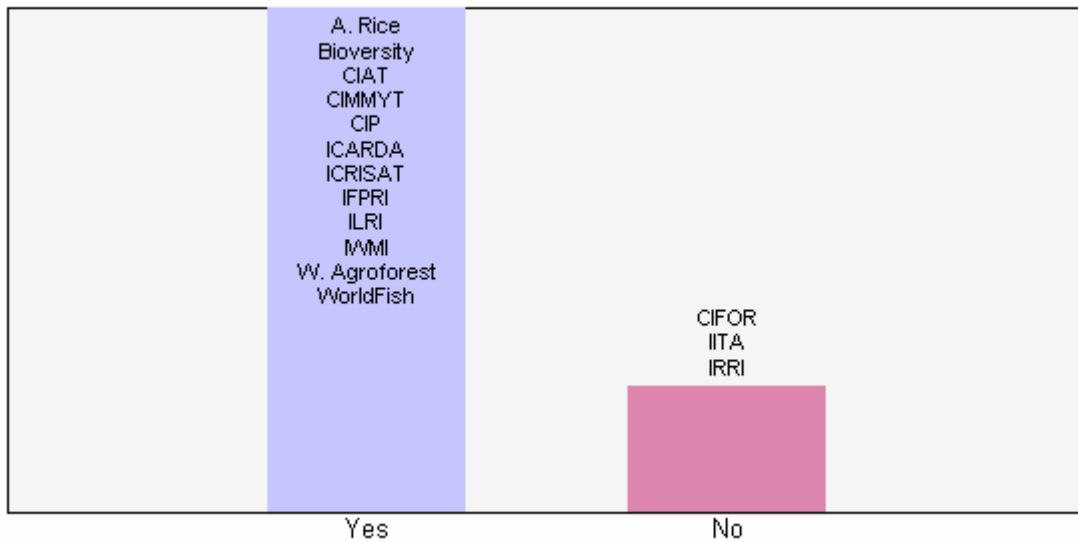
A.23) Is it Board practice to have each Board member declare potential conflicts of interest ahead of each meeting?



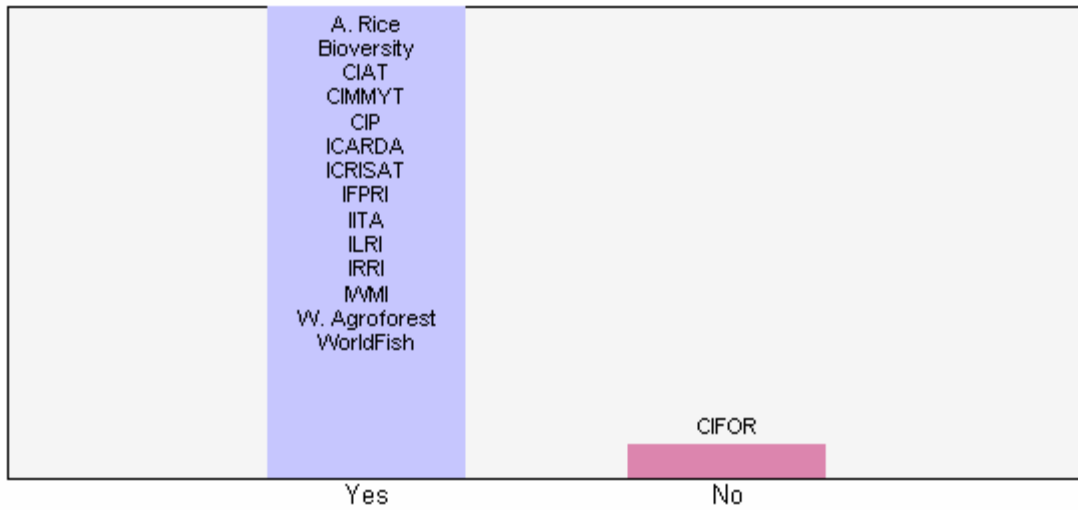
A.24) Has the Board discussed/ reviewed the Center's human resource policies during 2005-2006?



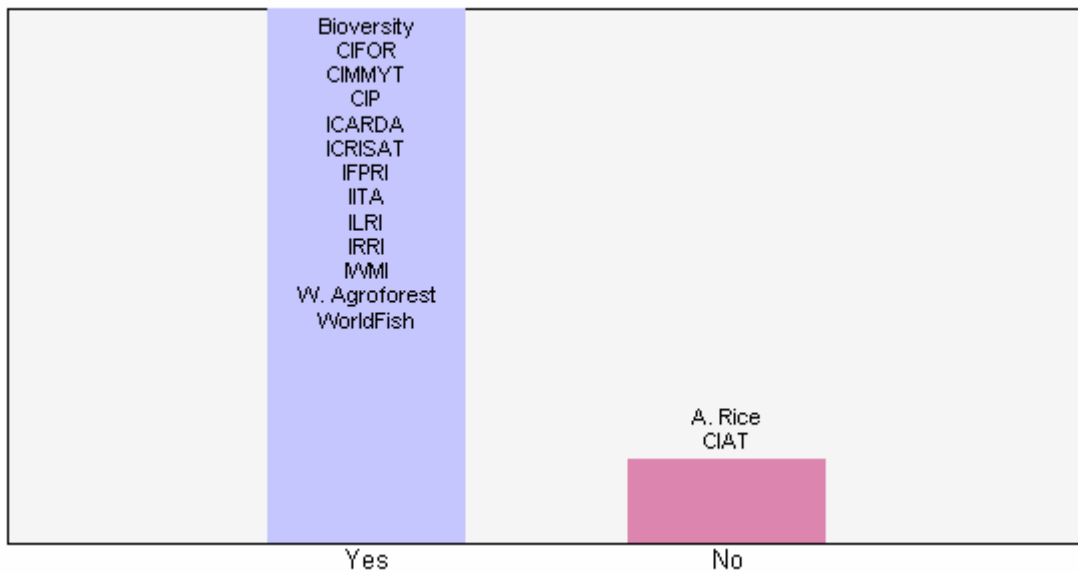
A.25) In 2006, has the Board received and reviewed Center staffing numbers and trends (including consultants and gender and diversity information)?



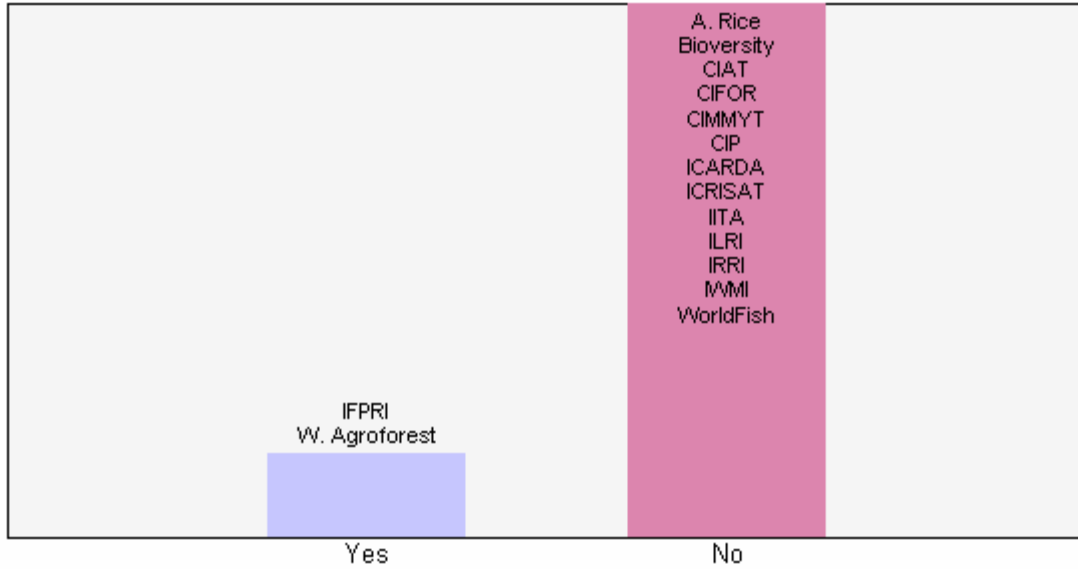
A.26) Has the Board reviewed the adequacy of the Center's risk management and internal control mechanisms as an explicit Board meeting agenda item during 2005-2006?



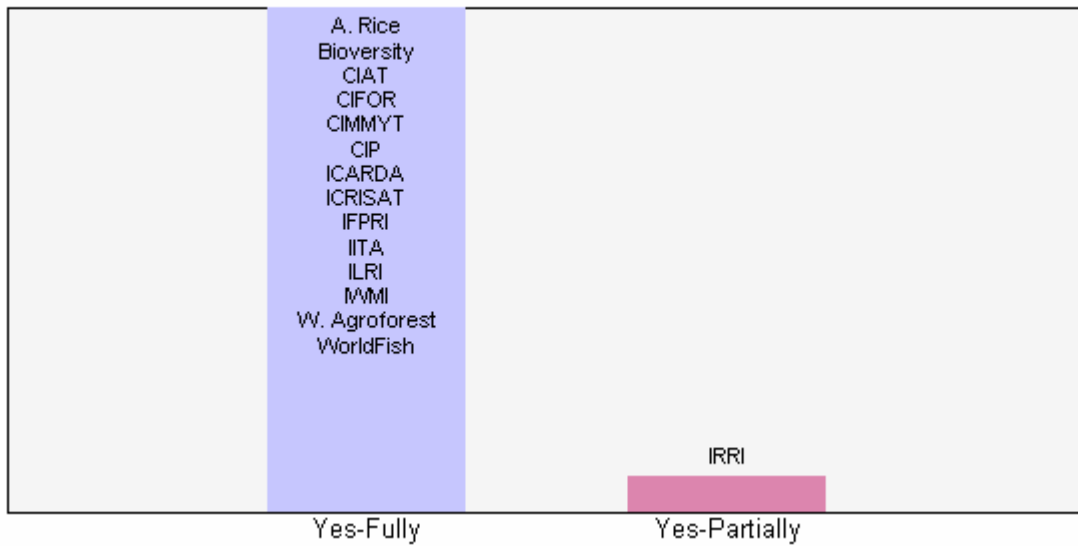
A.27) Is there a board approved grievance policy?



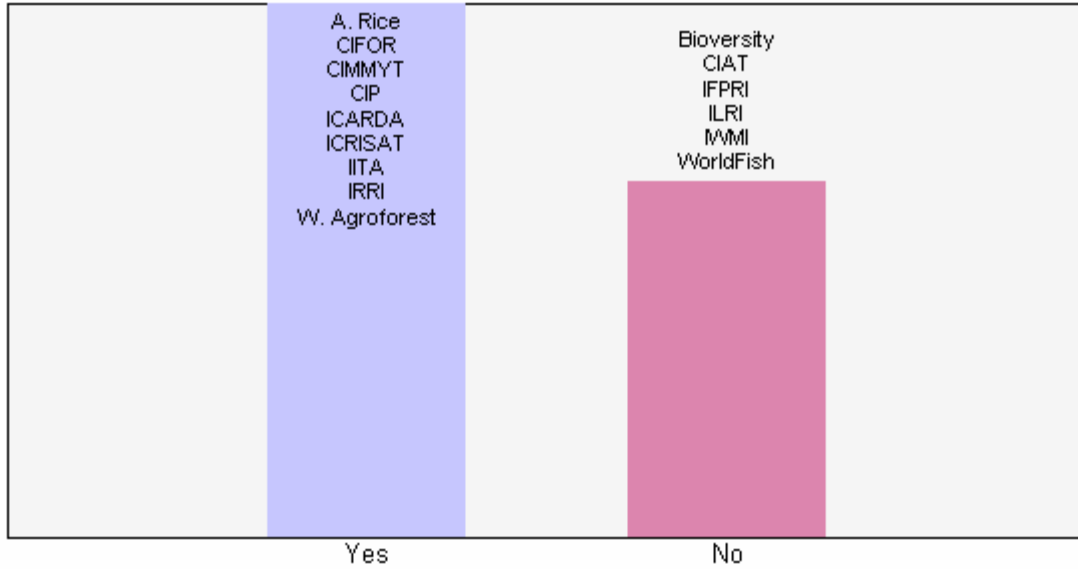
A.28) Is there a board approved "whistle blowing" policy?



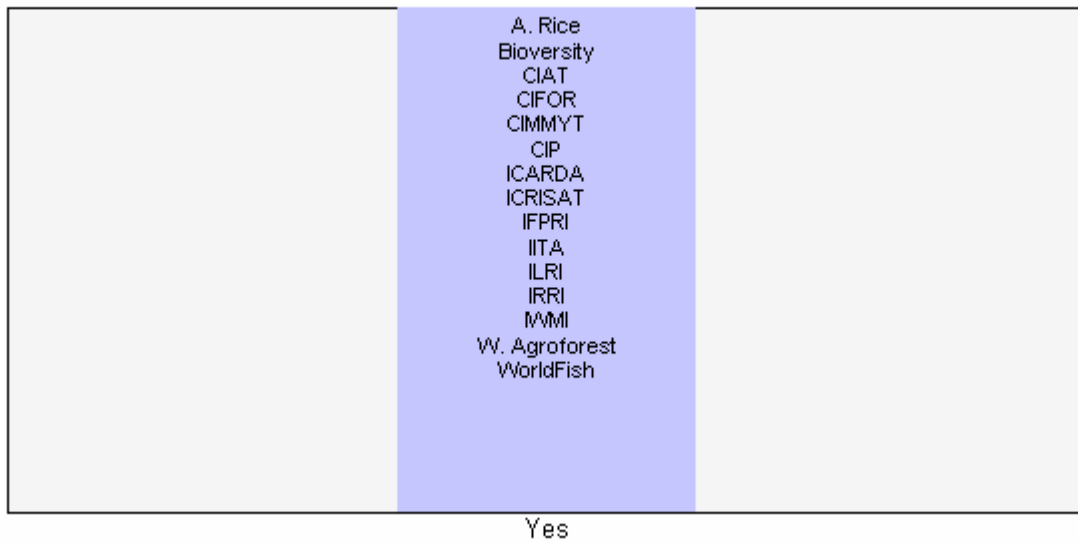
A.29) Do Board members other than the Board Chair participate in the annual performance appraisal of the DG, including decisions on compensation?



A.30) Is there a current succession plan for senior management?



A.31a) Is the following Center information publicly available (e.g. on the Center website)? - the Centers's current Medium-Term-Plan



A.31b) Is the following Center information publicly available (e.g. on the Center website)? - Financial performance of the Center (i.e. as disclosed in the Center Annual

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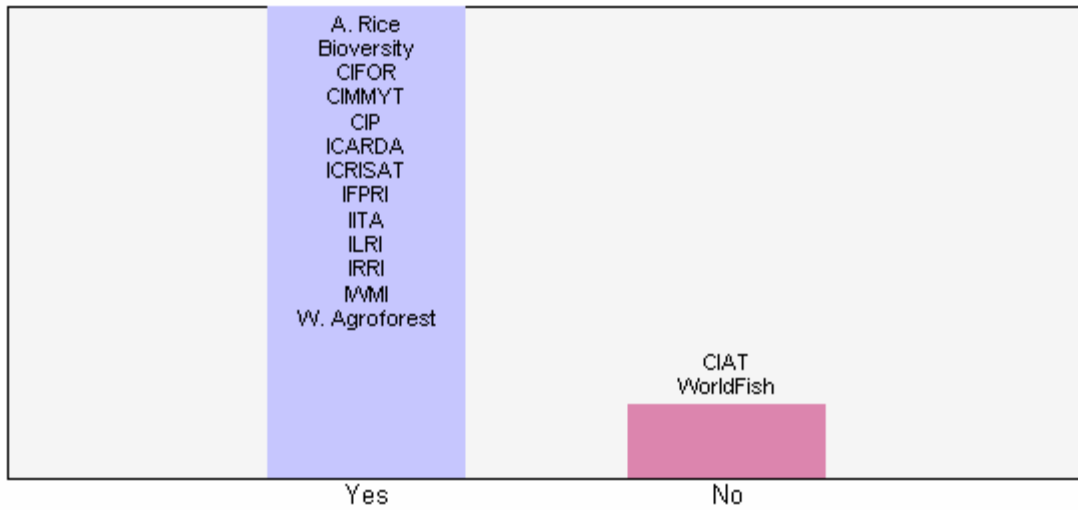
Yes

A.31c) Is the following Center information publicly available (e.g. on the Center website)? - Staff compensation structure (i.e. salary scales for different grades of staff)

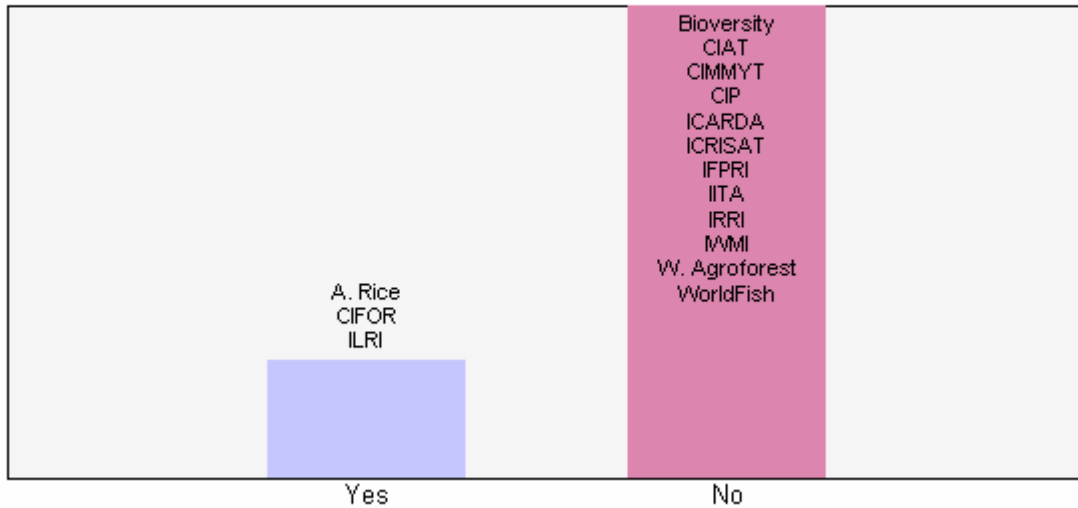
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No

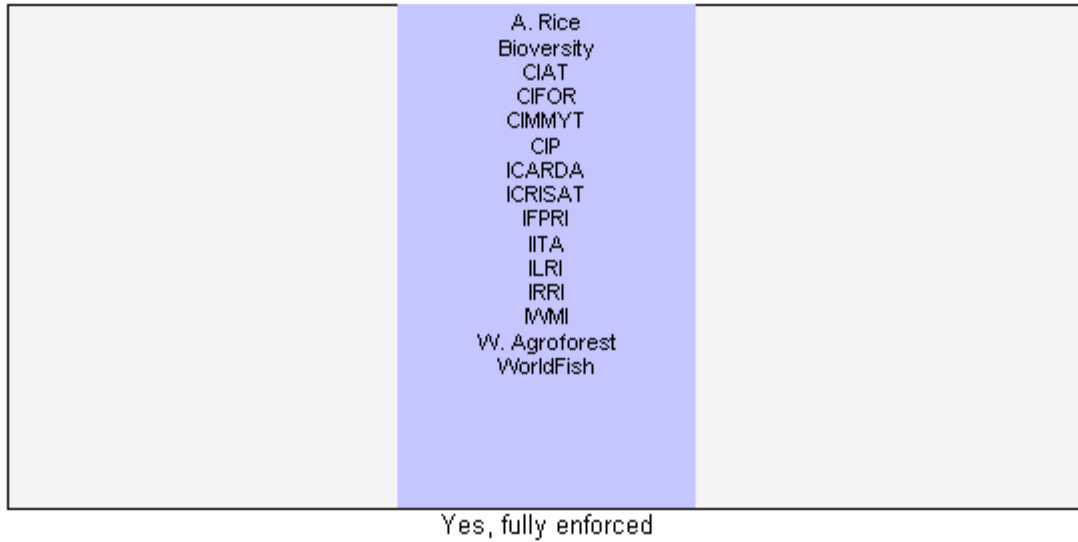
A.31d) Is the following Center information publicly available (e.g. on the Center website)? the latest Center External Programme and Management Review (including Center response)



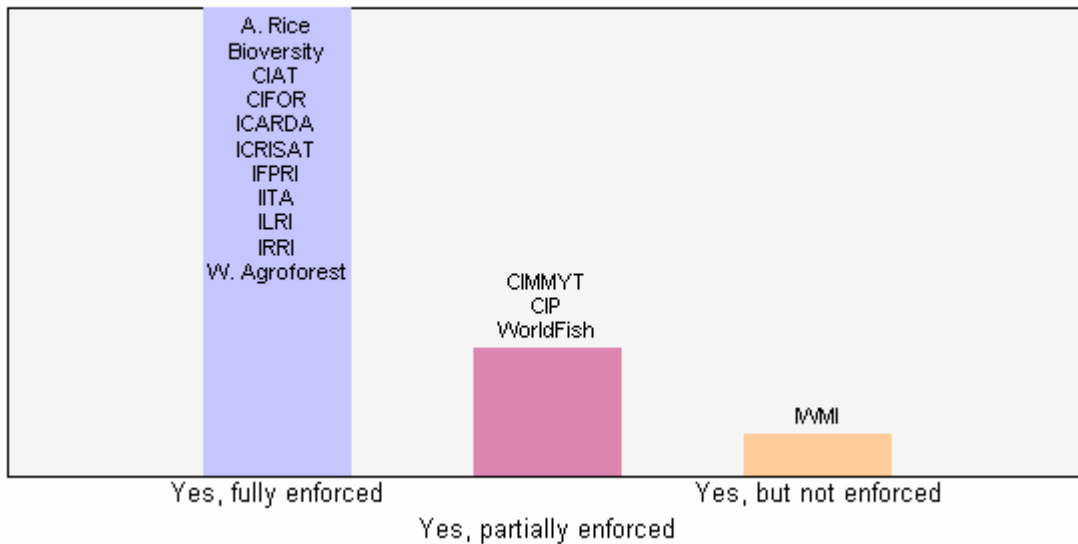
A.31e) Is the following Center information publicly available (e.g. on the Center website)? - Minutes of the Center Board Meetings (concerning non-confidential agenda items)



A.32) Does the Center have a formal code of conduct / ethical principles (including conflict of interest rules) for staff, managers and board members?



A.33) Are your procurement policies and their implementation fully consistent with the CGIAR Guidelines on Procurement of Goods, Works and Services (FG 6)?





**Consultative Group on International Agricultural Research
Performance Measurement System**

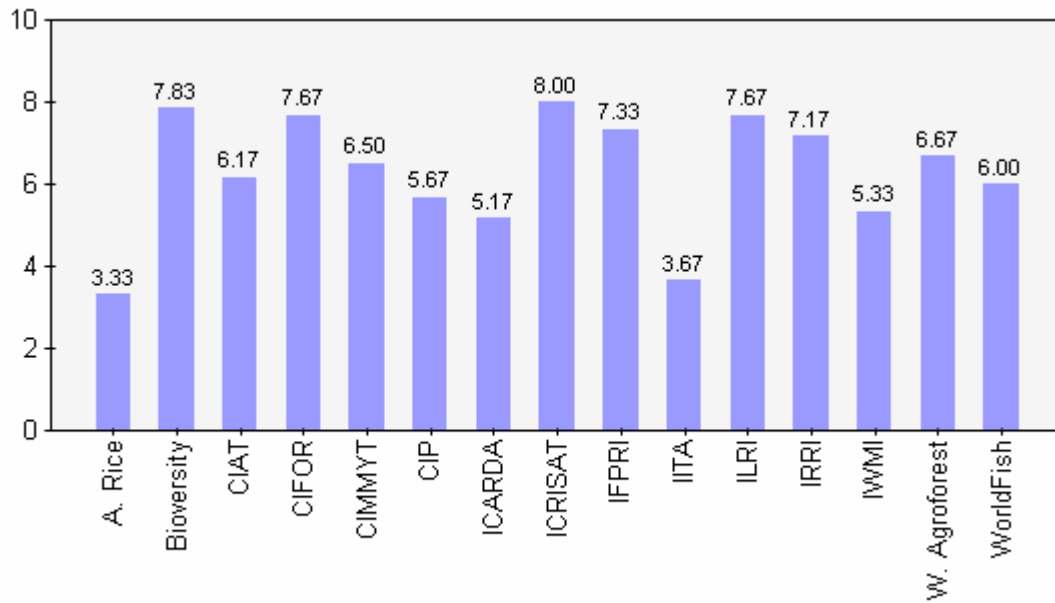
	<u>A. Rice</u>	<u>Bioversity</u>	<u>CIAT</u>	<u>CIFOR</u>	<u>CIMMYT</u>	<u>CIP</u>	<u>ICARDA</u>	<u>ICRISAT</u>	<u>IFPRI</u>	<u>IITA</u>	<u>ILRI</u>	<u>IRRI</u>	<u>IWMI</u>	<u>W. Agroforest</u>	<u>WorldFish</u>
A.1	41-60%	21-40%	1-20%	21-40%	41-60%	21-40%	21-40%	21-40%	Over 60%	1-20%	21-40%	1-20%	21-40%	1-20%	21-40%
A.2	21-40%	21-40%	21-40%	41-60%	21-40%	21-40%	21-40%	21-40%	41-60%	21-40%	21-40%	21-40%	41-60%	21-40%	21-40%
A.3	0-10%	0-10%	0-10%	21-30%	0-10%	0-10%	0-10%	11-20%	0-10%	0-10%	0-10%	0-10%	0-10%	0-10%	21-30%
A.4	0	2	1	0	0	0	0	1	1	1	0	2	0	1	0
A.5	4-5	6 or more	2-3	6 or more	4-5	6 or more	6 or more	4-5	6 or more	6 or more	4-5	6 or more	4-5	2-3	4-5
A.6	No	No	No	No	Yes	No	No	No	No	No	Yes	Yes	No	Yes	No
A.7a	Yes	No	Yes	No	Yes	Yes	Yes	No	Yes	Yes	No	No	No	No	No
A.7b	Yes	No	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes
A.8	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A.9	Yes, the full Board	Yes, the full Board	Yes, the full Board	Yes, the full Board	Yes, the full Board	Yes, the full Board	Yes, the full Board	Yes, the full Board	Yes, the full Board	Yes, the full Board	No	Yes, the full Board	Yes, the full Board	No	Yes, the full Board
A.10	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A.11a	1	2	2	5	2	3	2	2	1	2	2	2	2	1	3
A.11b	2	4	6	3	4	1	0	2	2	2	0	2	2	2	1
A.12	Yes	No	Yes	No	No	Yes	No	No	No	Yes	No	Yes	Yes	Yes	No
A.13	Yes	No	No	Yes	Yes	Yes	No	Yes	No	Yes	No	Yes	Yes	Yes	No
A.14	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully
A.15	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Partially	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	No	No	Yes-Fully	No
A.16	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes
A.17	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Partially
A.18	No	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
A.19	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A.20	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A.21	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A.22	No deviations	No deviations	Yes	Yes	No deviations	Yes	No deviations	No deviations	Yes	Yes	No deviations	Yes	Yes	Yes	Yes
A.23	No	Yes	Yes	Yes	Yes	Yes	No	No	Yes	No	Yes	Yes	No	Yes	No
A.24	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
A.25	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	Yes	Yes
A.26	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A.27	No	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A.28	No	No	No	No	No	No	No	No	Yes	No	No	No	No	Yes	No
A.29	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Fully	Yes-Partially	Yes-Fully	Yes-Fully	Yes-Fully
A.30	Yes	No	No	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	No	Yes	No



**Consultative Group on International Agricultural Research
Performance Measurement System**

A.31a	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
A.31b	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
A.31c	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	
A.31d	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	
A.31e	Yes	No	No	Yes	No	No	No	No	No	No	Yes	No	No	No	No	
A.32	Yes, fully enforced	Yes, fully enforced	Yes, fully enforced	Yes, fully enforced	Yes, fully enforced	Yes, fully enforced	Yes, fully enforced	Yes, fully enforced	Yes, fully enforced	Yes, fully enforced	Yes, fully enforced	Yes, fully enforced	Yes, fully enforced	Yes, fully enforced	Yes, fully enforced	
A.33	Yes, fully enforced	Yes, fully enforced	Yes, fully enforced	Yes, fully enforced	Yes, partially enforced	Yes, partially enforced	Yes, fully enforced	Yes, fully enforced	Yes, fully enforced	Yes, fully enforced	Yes, fully enforced	Yes, fully enforced	Yes, fully enforced	Yes, but not enforced	Yes, fully enforced	Yes, partially enforced

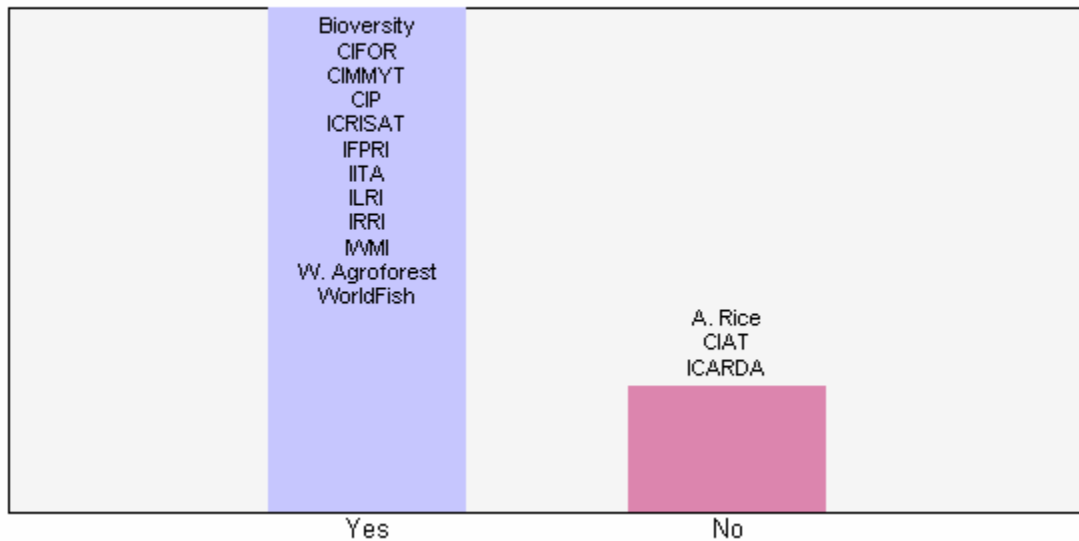
Board Statements Assessment (1-8) – 2006



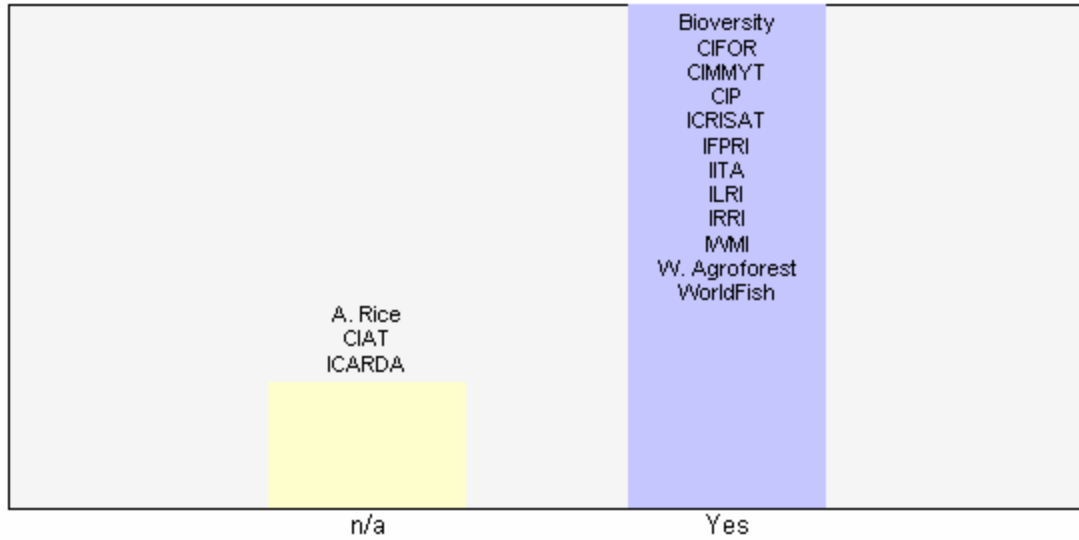
Culture of Learning and Change

Checklist on Culture of Learning and Change – 2006

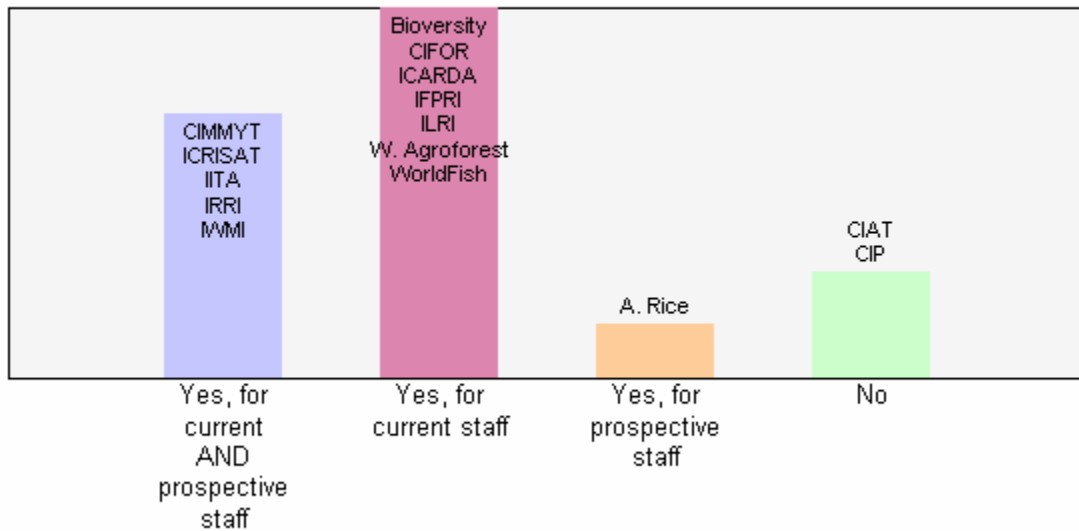
1a. Has the Center conducted a staff satisfaction and/or attitude survey of ALL staff in 2005 or 2006, where the results were shared with staff?



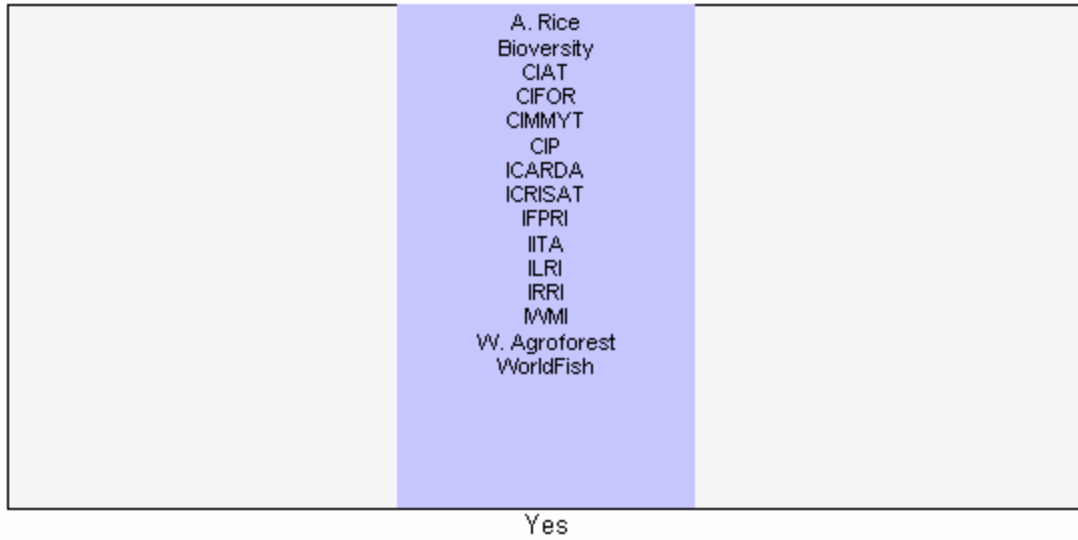
1b. If yes, did the survey result in specific action plans to improve staff satisfaction and /or attitudes?



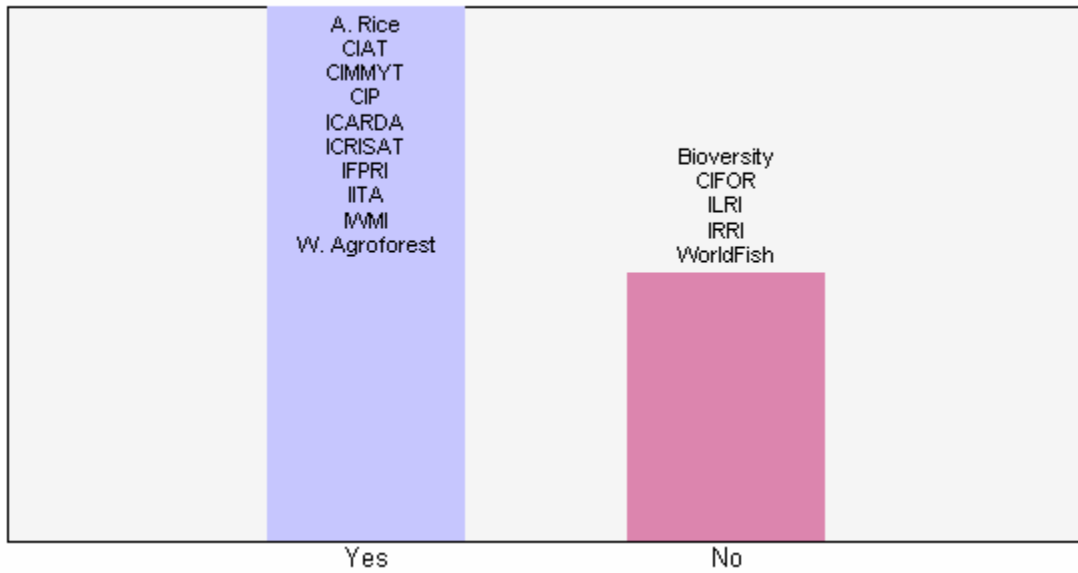
2a. Does the Center have an active leadership development program covering current and prospective staff in managerial positions?



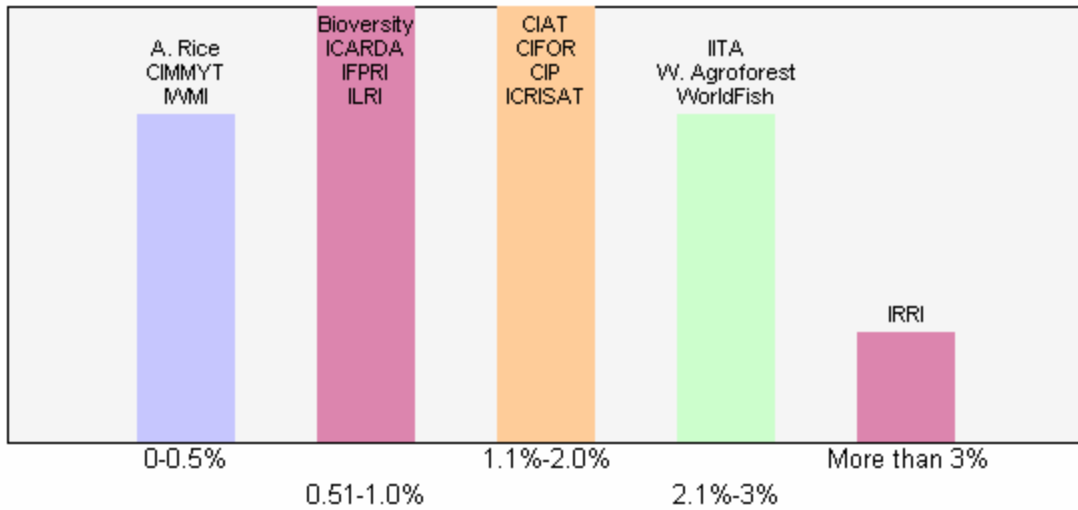
3a. Does the staff appraisal system include the development and follow-up of annual individual learning plans?



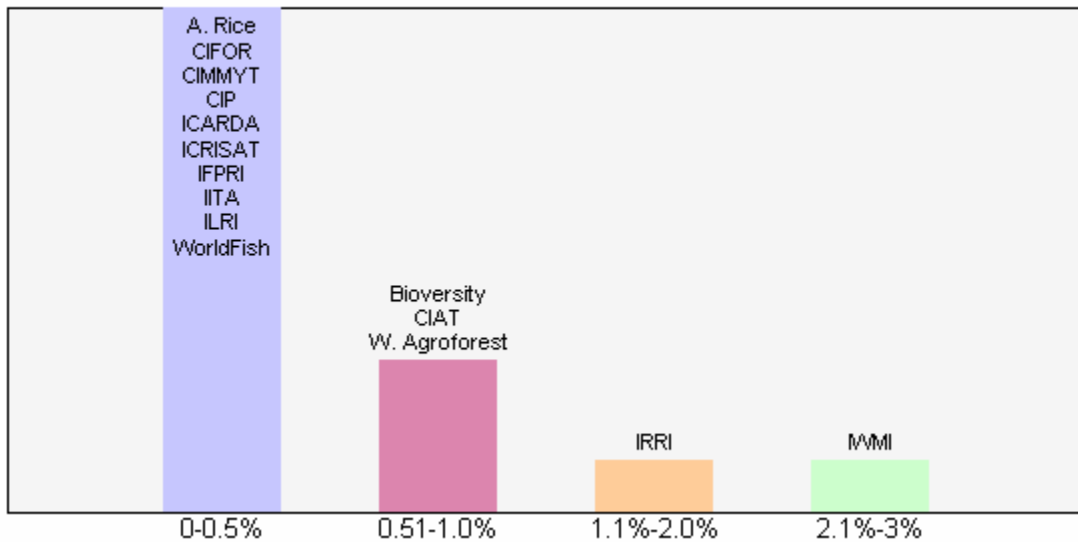
3b. Does the Center have a mentoring program for young scientists?



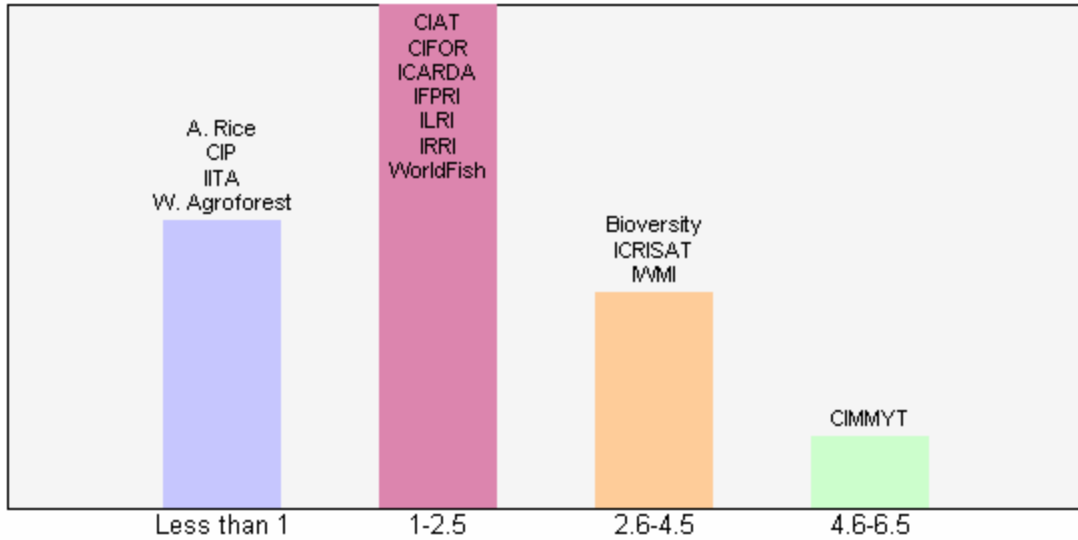
4a. What percentage of the overall 2006 budget was spent for attendance at international conferences or professional society meetings, or for a short sabbatical at a university, etc?



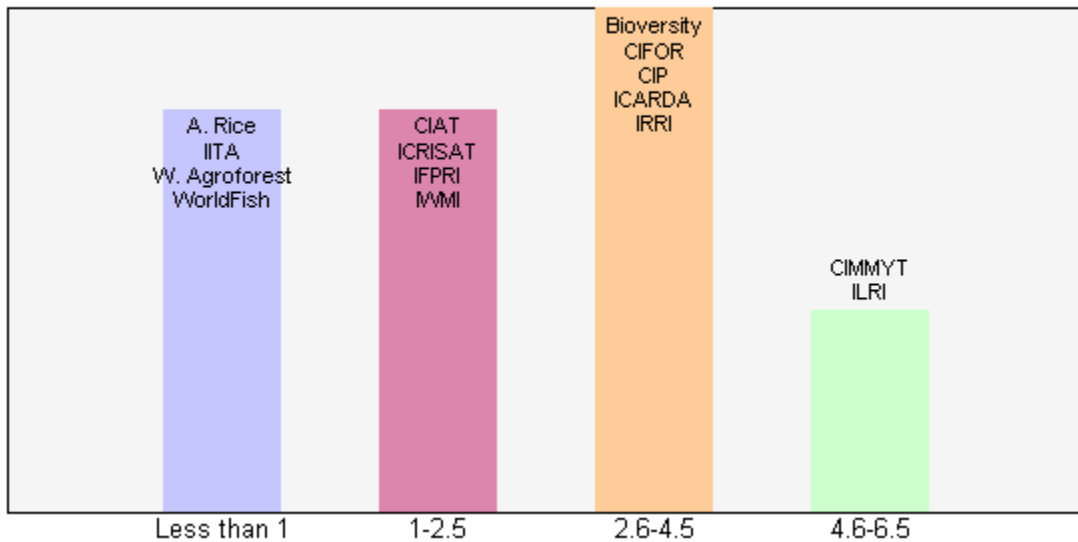
4b. What percentage of the overall 2006 budget was spent on staff training (e.g. computer, language, project management, leadership training etc.)?



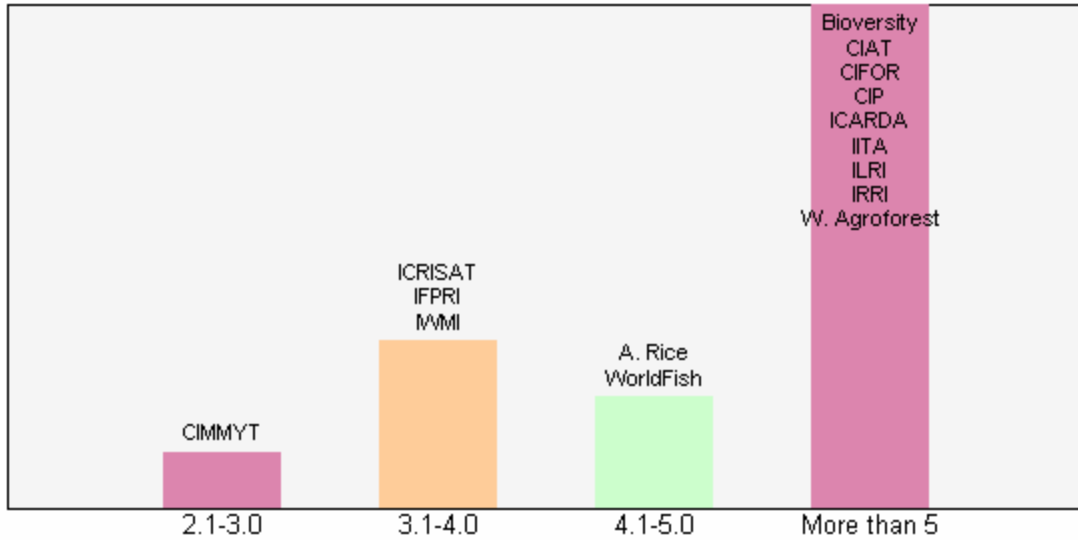
4c. Considering staff training only (question 5C-4b), what is the total number of training days in 2006 for all IRS staff, divided by the total number of IRS staff?



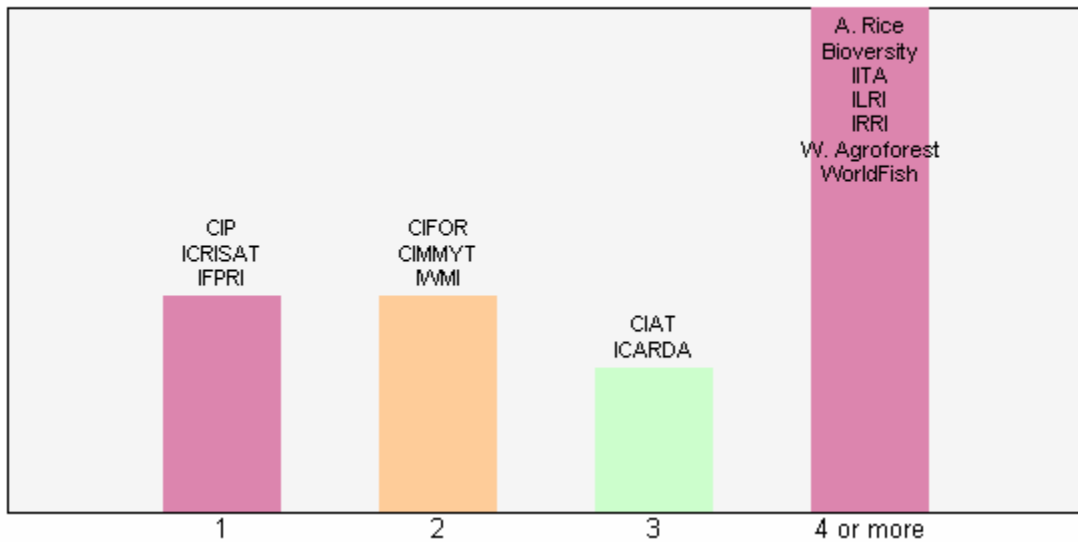
4d. Considering staff training only, what is the total number of training days in 2006 for all NRS staff, divided by the total number of NRS staff?



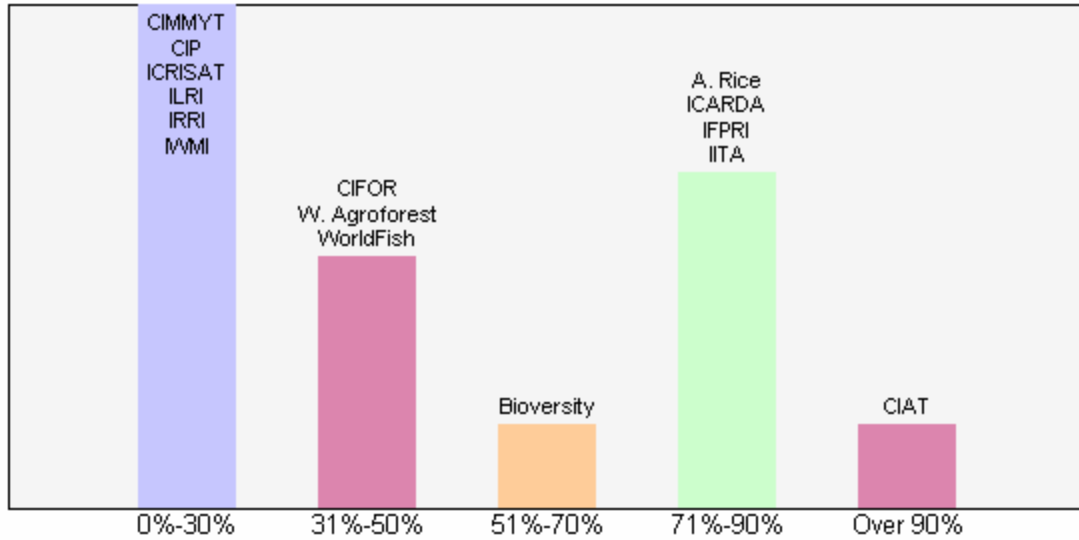
5. On average, how many days did an IRS staff spend in 2006 on program planning and review?



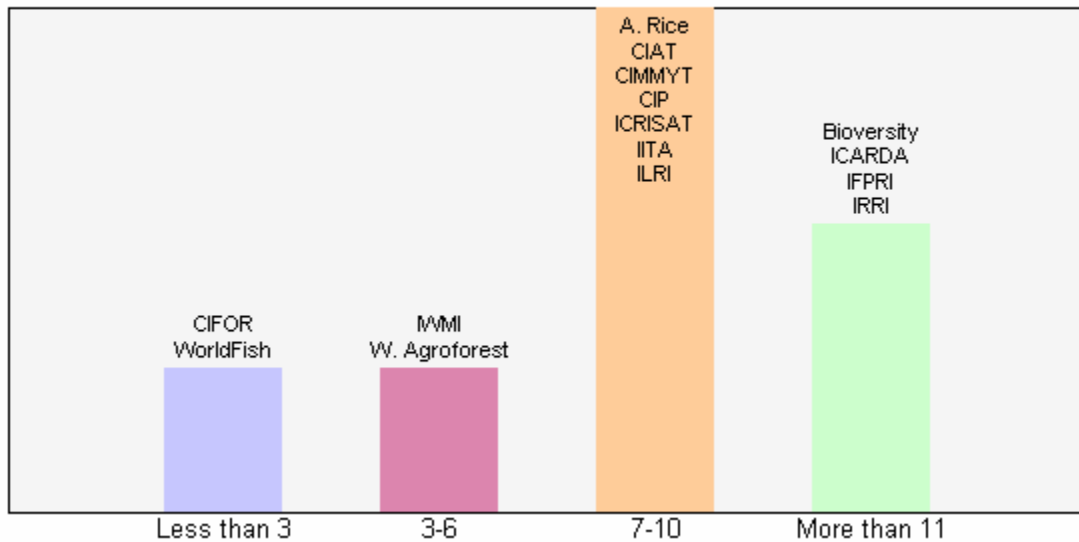
6a. How many Board commissioned CCERs on program-related matters were completed in 2004-06?



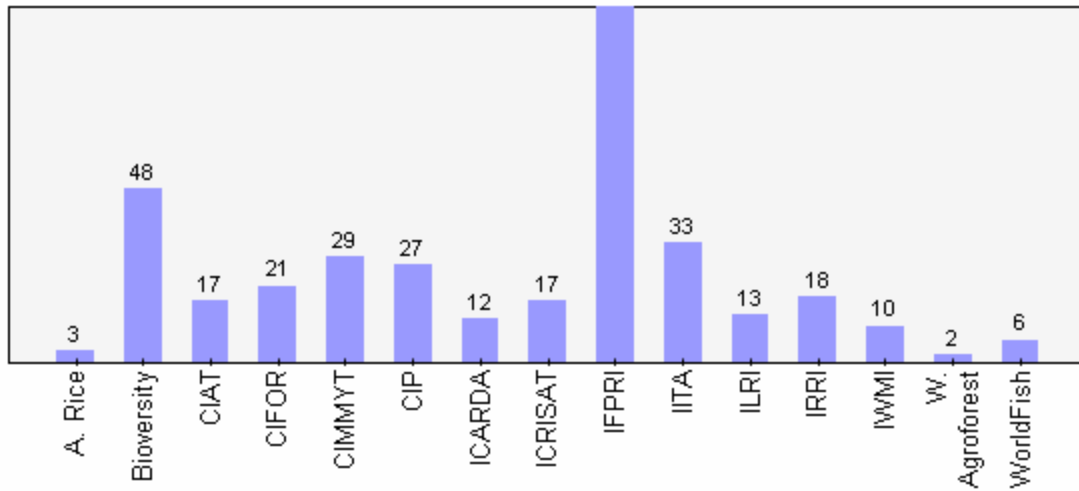
6b. What is the percentage of your program budget (average for 2004-2006) that has been covered by CCERs completed in 2004-06?



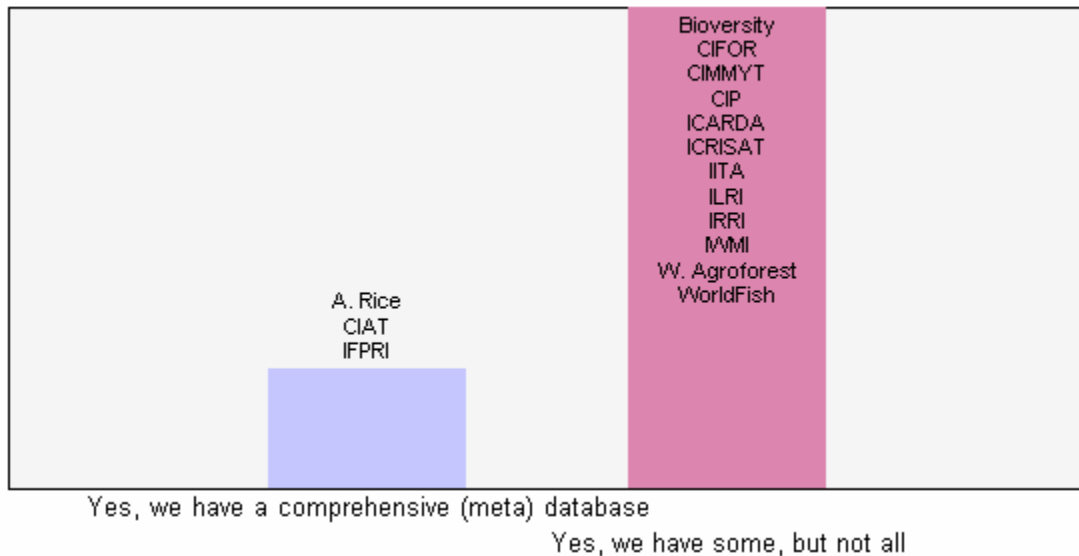
7a. How many SWPs/CPs was the Center actively engaged in as a partner during 2006?



7b. How many new and substantive partnerships did the Center establish with external partners (e.g. National Agricultural Research Institutes, Civil Society Organizations) in 2006?



8. Do you systematically preserve research project data (primary and secondary data sets), including documentation on the data and project?



**Consultative Group on International Agricultural Research
Performance Measurement System**

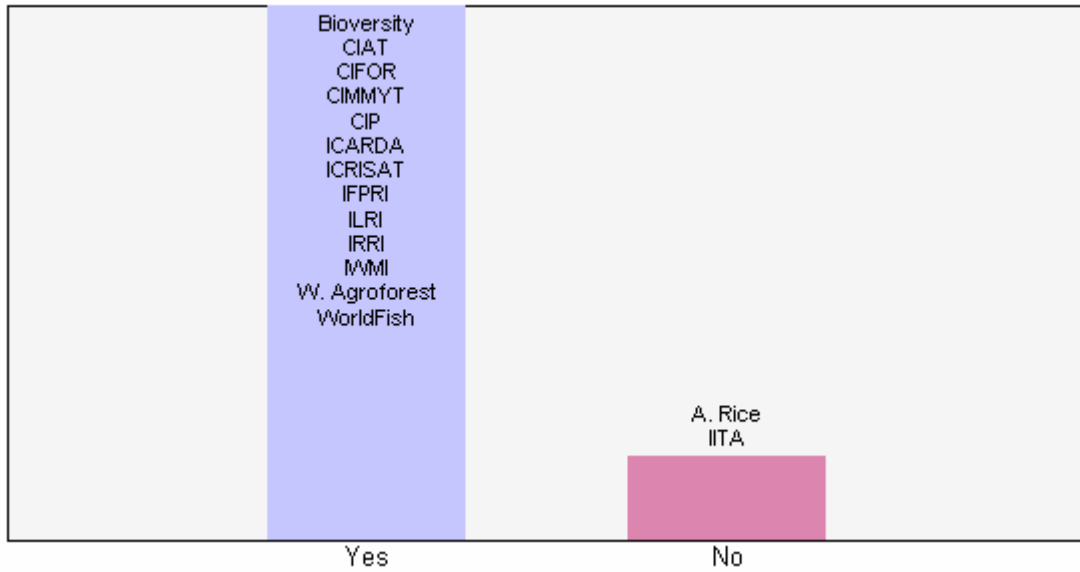
	<u>A. Rice</u>	<u>Bioversity</u>	<u>CIAT</u>	<u>CIFOR</u>	<u>CIMMYT</u>	<u>CIP</u>	<u>ICARDA</u>	<u>ICRISAT</u>	<u>IFPRI</u>	<u>IITA</u>	<u>ILRI</u>	<u>IRRI</u>	<u>IWMI</u>	<u>W.</u> <u>Agroforest</u>	<u>WorldFish</u>
1a	No	Yes	No	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
1b	n/a	Yes	n/a	Yes	Yes	Yes	n/a	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2a	Yes, for prospective staff	Yes, for current staff	No	Yes, for current staff	Yes, for current AND prospective staff	No	Yes, for current staff	Yes, for current AND prospective staff	Yes, for current staff	Yes, for current AND prospective staff	Yes, for current staff	Yes, for current AND prospective staff	Yes, for current AND prospective staff	Yes, for current staff	Yes, for current staff
3a	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3b	Yes	No	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	No
4a	0-0.5%	0.51-1.0%	1.1%-2.0%	1.1%-2.0%	0-0.5%	1.1%-2.0%	0.51-1.0%	1.1%-2.0%	0.51-1.0%	2.1%-3%	0.51-1.0%	More than 3%	0-0.5%	2.1%-3%	2.1%-3%
4b	0-0.5%	0.51-1.0%	0.51-1.0%	0-0.5%	0-0.5%	0-0.5%	0-0.5%	0-0.5%	0-0.5%	0-0.5%	0-0.5%	1.1%-2.0%	2.1%-3%	0.51-1.0%	0-0.5%
4c	Less than 1	2.6-4.5	1-2.5	1-2.5	4.6-6.5	Less than 1	1-2.5	2.6-4.5	1-2.5	Less than 1	1-2.5	1-2.5	2.6-4.5	Less than 1	1-2.5
4d	Less than 1	2.6-4.5	1-2.5	2.6-4.5	4.6-6.5	2.6-4.5	2.6-4.5	1-2.5	1-2.5	Less than 1	4.6-6.5	2.6-4.5	1-2.5	Less than 1	Less than 1
5	4.1-5.0	More than 5	More than 5	More than 5	2.1-3.0	More than 5	More than 5	3.1-4.0	3.1-4.0	More than 5	More than 5	More than 5	3.1-4.0	More than 5	4.1-5.0
6a	4 or more	4 or more	3	2	2	1	3	1	1	4 or more	4 or more	4 or more	2	4 or more	4 or more
6b	71%-90%	51%-70%	Over 90%	31%-50%	0%-30%	0%-30%	71%-90%	0%-30%	71%-90%	71%-90%	0%-30%	0%-30%	0%-30%	31%-50%	31%-50%
7a	7-10	More than 11	7-10	Less than 3	7-10	7-10	More than 11	7-10	More than 11	7-10	7-10	More than 11	3-6	3-6	Less than 3
7b	3	48	17	21	29	27	12	17	99	33	13	18	10	2	6
8	Yes, we have a comprehensive (meta) database	Yes, we have some, but not all	Yes, we have a comprehensive (meta) database	Yes, we have some, but not all	Yes, we have some, but not all	Yes, we have some, but not all	Yes, we have some, but not all	Yes, we have some, but not all	Yes, we have a comprehensive (meta) database	Yes, we have some, but not all	Yes, we have some, but not all	Yes, we have some, but not all	Yes, we have some, but not all	Yes, we have some, but not all	Yes, we have some, but not all



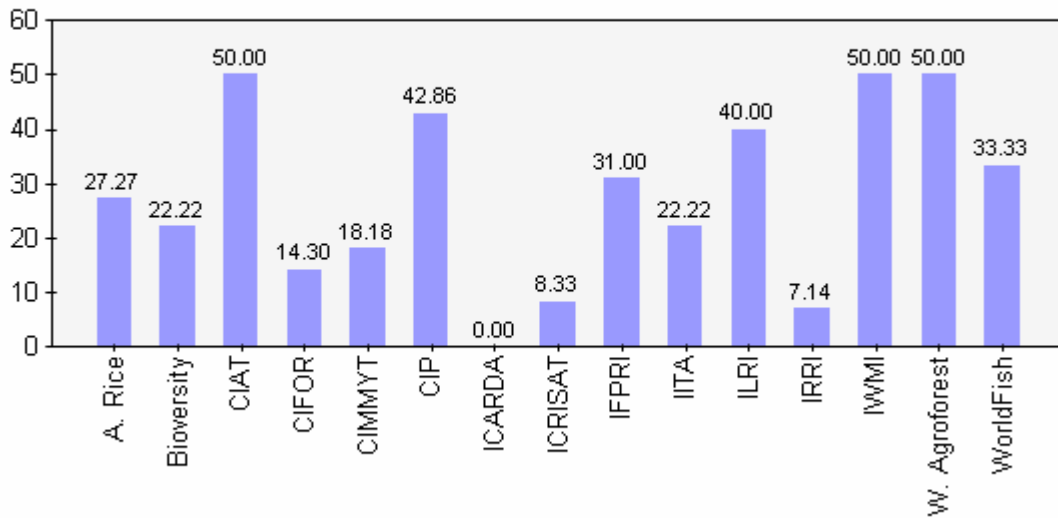
Consultative Group on International Agricultural Research
Performance Measurement System

CGIAR
Diversity

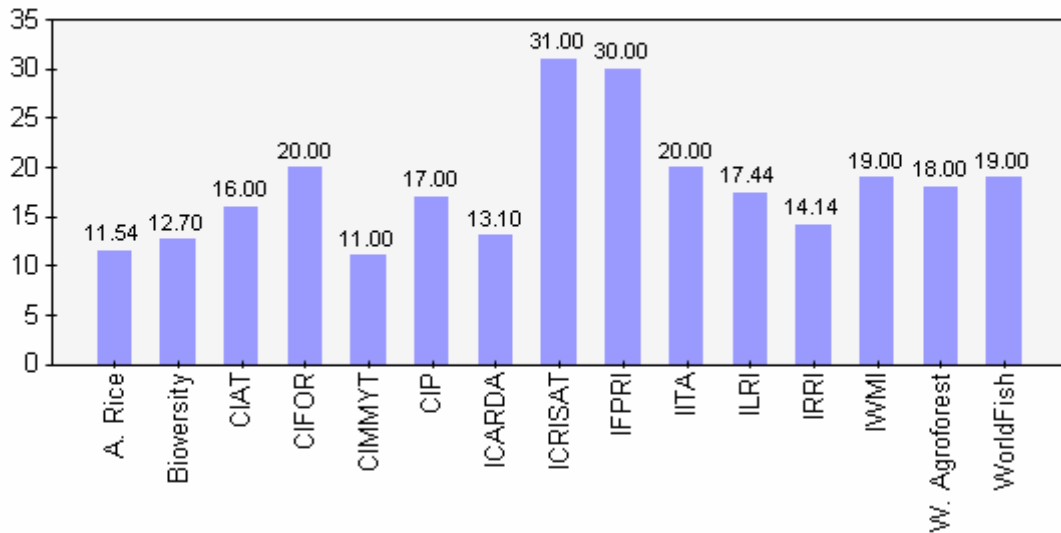
5D) Does your center have Board-approved gender diversity goals?



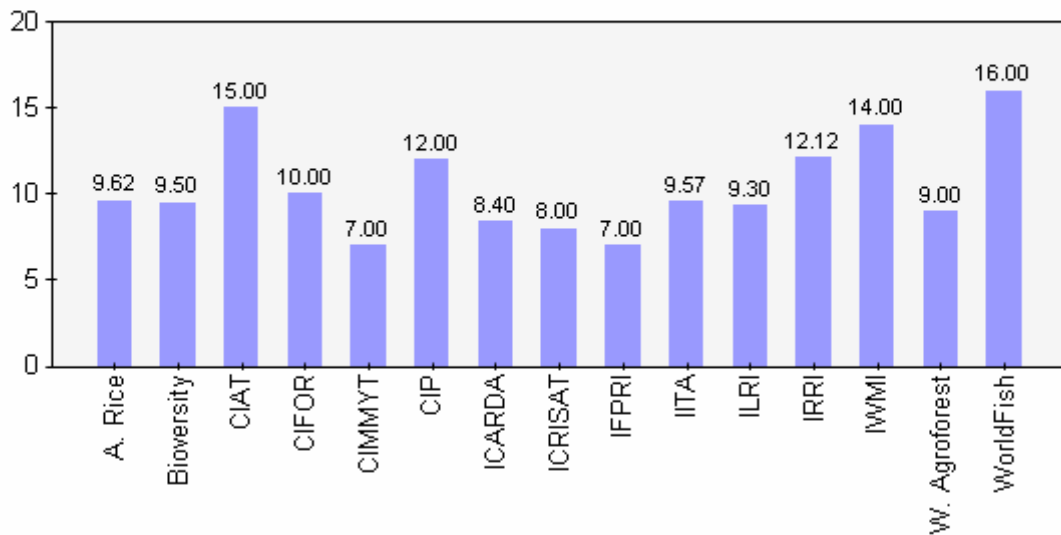
5E) Calculation of the percent of management positions, either research or non-research, occupied by women as of 31. December 2006



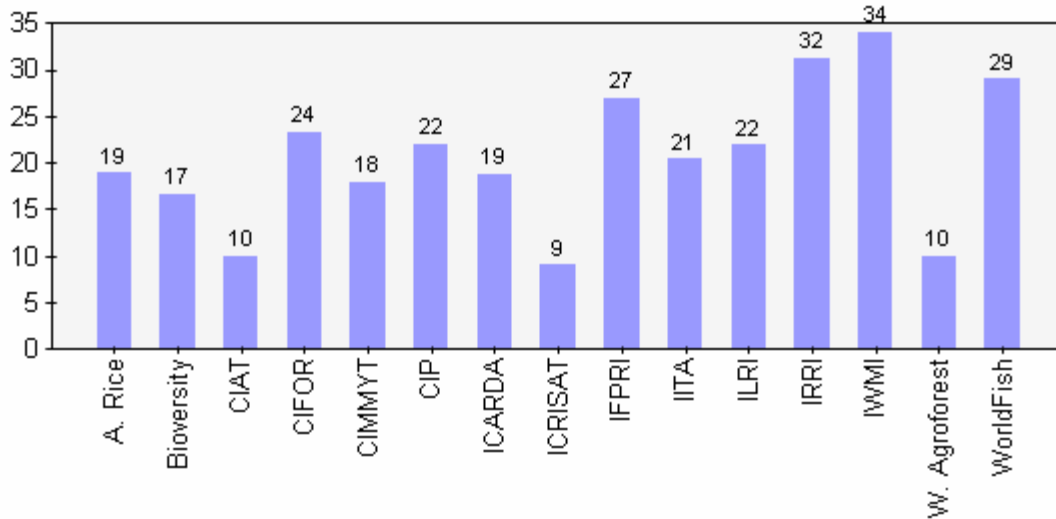
5F) IRS Nationality concentration: % of internationally-recruited staff that come from the top two nationalities represented on the IRS staff of the Center
Most prevalent nationality



5F) IRS Nationality concentration: % of internationally-recruited staff that come from the top two nationalities represented on the IRS staff of the Center
Second most prevalent nationality



5G) Diversity in recency of PhDs: % scientists receiving the Ph.D. in the last five years (2002-2006)



Financial Health

Definition

Note: The data for all finance indicators will be directly extracted from the Finance Information System (FIS) after the completion of the peer-review exercise. Centers do not need to submit these data separately again.

Indicator 6A:

Short term solvency (liquidity)

This indicator is computed as (current assets plus long term investment minus current liabilities) divided by per day operating expenses excluding depreciation. Long term investments are included because they can be liquidated before term (at a cost of course) and as such form a potential part of the resources available to contribute to the debt-paying capability of a centre, which what this indicator seeks to measure. Only audited numbers and the final results from the peer-review exercise should be used.

RECOMMENDED RANGE IS 90-120 DAYS.

Indicator 6B:

Long-term financial stability (adequacy of reserves)

This indicator is computed as unrestricted net assets less net fixed assets divided by per day operating expenses. Only audited numbers and the final results from the peer-review exercise should be used.

RECOMMENDED RANGE IS 75-90 DAYS.

Indicator 6C:

Efficiency of Operations (indirect cost ratio)

This indicator, which is required by the accounting guidelines (FG2) to be computed and audited, is the ratio of indirect costs to direct costs (indirect costs divided by direct costs) expressed as a percentage. This ratio should be taken from the calculation of indirect cost rate schedule as reported in the audited financial statements.

Indicator 6D:

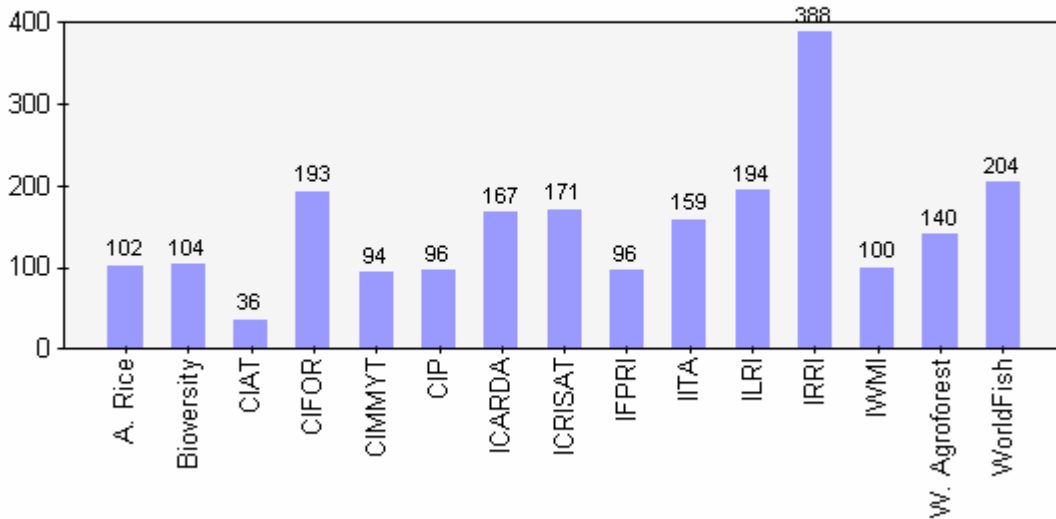
Cash Management on Restricted Operations

This indicator is computed as restricted donors accounts receivable divided by restricted donors accounts payable expressed as a ratio. The data for this computation should be taken from the notes on accounts receivable and accounts payable in the audited financial statements.

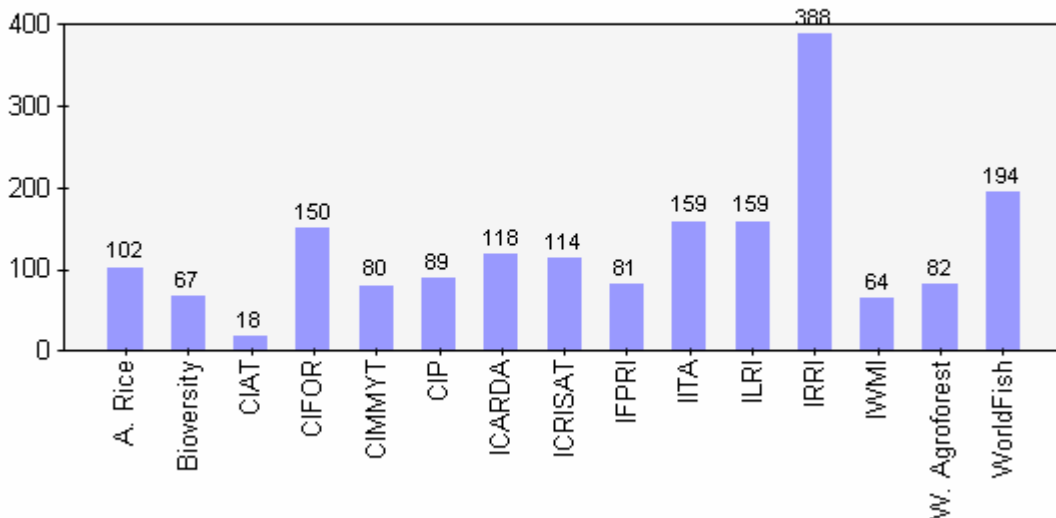
**Indicator 6E:
Audit Opinion**

This indicator is expressed in the Report of the Independent Auditors to the Board of Trustees of the Center. It is an authoritative opinion made by an auditor independent and external to the organization, on the fairness of the content and presentation of the financial statements being presented. This indicator is being piloted this year as the fifth indicator.

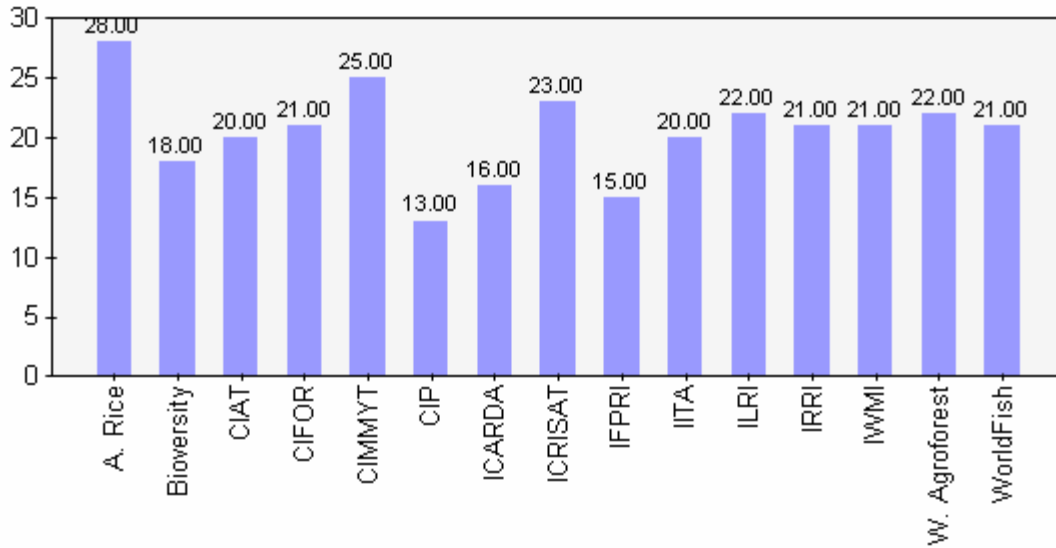
6A) Short-term Solvency (Liquidity) – in days
Recommended Range 90-120 days



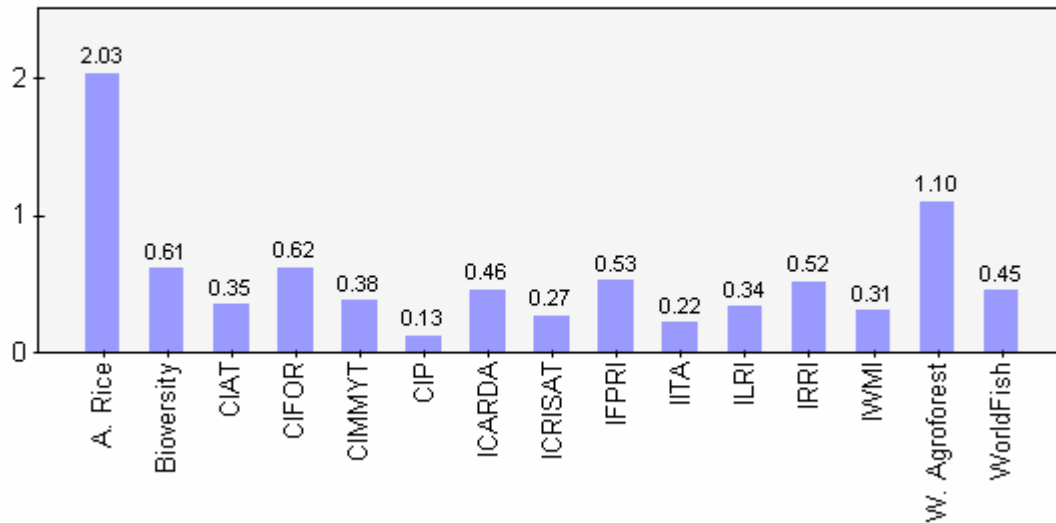
6B) Long-term Financial Stability (Adequacy of Reserves) – in days
Recommended Range 75-90 days



6C) Efficiency of Operations (Indirect Cost Ratio)



6D) Cash Management on Restricted Operations (restricted donors accounts receivable / restricted donors accounts payable)



6E) Audit Opinion

	A. Rice Biodiversity CIAT CIFOR CIMMYT CIP ICARDA ICRISAT IFPRI IITA ILRI IRRI IWMI W. Agroforest WorldFish	
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Unqualified