

SCIENCE COUNCIL OF THE CGIAR

REPORT TO EXCO-15

The SC met September 2-4 2008 (SC-10) at the Royal Museum for Central Africa in Tervuren, Belgium. It was a fruitful meeting that included technical presentations on: global challenges and opportunities for international agricultural research; global agricultural science and technology indicators; strengthening CGIAR system intellectual property capacity; implications for CGIAR research of the increasing trend to pay for environmental services; the current food crisis; and on the international assessment of agriculture science and technology for development (IAASTD).¹ The main agenda of the meeting included a review of MTPs, ongoing CGIAR social science stripe review, a discussion on how to improve linkages with research organizations, and updates from the impact assessment and the monitoring and evaluation panels as well as from the priorities and strategies, and mobilizing science portfolios. The SC discussed recent developments of the ongoing CGIAR Change Management process as well as of the External Review of the CGIAR.

The SC would like to report to ExCo on progress made on several key items for the CGIAR.²

Monitoring and Evaluation

In 2004 the SC began commenting on **Medium Term Plans** (MTPs) in terms of the relevance of the Plans to contribute to CGIAR goals, the focus on research to produce IPGs, on the clarity of the impact pathways and the associated activities of capacity strengthening, advocacy to enhance outcomes and on the quality of the logframes to monitor progress toward described outputs. In the SC's view there has been a positive improvement in the Plans over the past four years as seen in the current documents. Most now provide clear rationale for the research and how it will contribute to IPGs, impact pathways and associated capacity strengthening. Increasingly, MTPs are being used by Centers and CPs for their internal monitoring of research. There are now 11 Centers/CPs (CIFOR, CIMMYT, ICARDA, IFPRI, ILRI, IRRI, IWMI, WorldFish, Generation CP, HarvestPlus CP, SSA-CP) with MTPs that clearly describe a coherent research agenda with feasible outputs. The MTPs of these 11 Centers/ CP are being reviewed periodically (every 3 years). The remaining Center/CP MTPs require in-depth review, in part because of the need to track changes in response to recent EPMR recommendations. The MTPs are now submitted on-line and the System's database (CGMap) allows analysis of collective components of research on priority research areas thereby facilitating efforts towards further system coherence. It also facilitates the use of the MTP by the centers for their internal planning and monitoring.

The SC has been able to get all **external reviews** back to a regular schedule from a large backlog created during the transition from TAC to SC. The *EPMRs of ICRISAT, IRRI and BIOVERSITY* are being implemented and will be completed in 2009. As concluded by the EPMR meta-review in 2007 and a post-review survey conducted by the SC earlier this year, the peer reviews systems of the EPMRs is a very effective means for monitoring and guiding the research relevance and quality of the Centers. These groups identified areas for improving the efficiency and comparability of the EPMRs. This is being done through development of standard information sets for reviews and harmonizing EPMR reports.

¹ See agenda of SC-10 in **Annex 1**. The next meeting of the SC (SC-11) is confirmed for March 27-29 2009 at the International Potato Center (CIP) in Lima, Peru.

² See a complete list of recent SC Reports, Commentaries and Studies in **Annex 2**; and a status report of SC activities as of September 2008 in **Annex 3**. In addition, and as requested by ExCo-14 (May 2008) **Annex 4** describes recent steps taken by the SC to increase efficiencies in the CGIAR; and **Annex 5** explains the meaning of SC position notes (also requested by ExCo-14).

With the Generation CP review being completed in the first half of 2008, all **Challenge Programs** have had their first mid-term review. While there are differences among the CPs in terms of progress, one overarching lesson from all reviews is the need for greater focus in the 2nd phase to increase the likelihood of success within the timeframes of the CPs. The SC assessed the proposal for a *new CGIAR Challenge Program on Research on High Value Crops*³ (Fruits and Vegetables) concluding that ExCo should not endorse the establishment of the program. See a detailed SC assessment of the proposal as a separate item of the ExCo-15 Agenda.

The SC has prepared **commentary on the new Strategic Plans** of the World Agroforestry Center and of CIFOR. Both Centers have acknowledged the usefulness of such commentary. The SC is currently preparing commentary on the draft strategic plan of IWMI. While the Strategic Plans are the Boards' responsibility the SC believes that comments on the plans regarding system level issues and linkages can be helpful to increasing their relevance for the System.

The first phase of the **Review of CGIAR Social Science research** has been completed. The study is assessing social science needs and capacity as well as the output of social science based research in the CGIAR. The 1st phase, undertaken by Professor Chris Barrett aimed at collecting adequate data on the current status of the social research in the CGIAR, its relevance to CGIAR priorities and the quality of the research. This phase also aimed at developing a "normative" framework for social science research around which more detailed analyses could be made in the 2nd phase. Notwithstanding problems in collecting information from, some broad diagnostics have emerged.⁴ For example, (1) there seems to be an overall increase in the number of social scientists in the system; (2) among the social scientists economists are the largest discipline; (3) the various non-economist disciplines (anthropologist, etc) may fail to reach a critical mass; (4) the second largest group in the social scientists are staff with no formal social science training yet working on social science research topics; (5) there is a very large proportion of young and relatively inexperienced staff; and (6) there is a reasonable (by ARI standards) proportion of women. A large portion of activities is in policy research and limited attention is given to technology development and adoption issues. There is an array of organizational arrangement ranging from social sciences being fully imbedded in the research programs to them residing in a designated unit. The 1st phase of this activity confirms the view that there are signs of declining quality in social science research in the CGIAR. A normative framework for social science research in the CGIAR has been developed against which forthcoming analysis will be conducted. The 2nd phase of the review (to conclude by mid 2009) will focus on three research areas: productivity growth; natural resource management; and institutional policy and technological innovation.

The SC contributes to the CGIAR **Performance Measurement System** (PMS) in those aspects related to outputs, outcomes and impacts. The Council participated actively in the recent joint workshop organized with the CGIAR Secretariat in Washington DC. The aim of the workshop was to suggest ways to simplify and streamline the current PMS while improving its credibility and utility. The workshop endorsed the use of peer-reviewed publications as the universally accepted measure of outputs from good quality of science. The workshop also recommended the development of an indicator in capacity strengthening and in public goods data bases as additional indicators of outputs. The Workshop endorsed the use of the outcome indicator as an important measure of relevance and as an essential first step in the pathway to impact that can be "facilitated" by center activities in capacity strengthening, advocacy, appropriate partnerships, etc. It was agreed that the research related

³ 'Concerted Action for Health and Prosperity' (Co-Hort); submitted on 15 July 2008 by AVRDC, the World Vegetable Center on behalf of the CGIAR Alliance of Centers, AVRDC, ECART (the European Consortium for Agricultural Research in the Tropics), EMBRAPA, US Land Grant Universities and other partners.

⁴ The success of Phase 1 was to some extent limited by the difficulties in collecting data and information from Centers; the data were of variable quality and comparability or absent. One center has not participated and a few others have provided incomplete data.

indicators (outputs, outcomes and impacts) should form one component of the PMS, while institutional indicators, financial indicators and stakeholder perceptions remain the three other components. As soon as the current proposals for improvement in the PMS are endorsed by ExCo the SC plans to work with the CGIAR Secretariat to revise the PMS guidelines for 2009 in order to discuss them with the Center Deputies for Research at AGM08.

The SC is also developing **Guidelines in the Use of the PMS indicators**. The Guidelines aim at clarifying: what the indicators are actually measuring; caveats and qualifiers to making direct links between performance and resource allocation; and indication of good and bad use (misuse). The Guidelines for the research related indicators will be compiled with the Guidelines for the other indicators in collaboration with the CGIAR Secretariat, be discussed with the Centers Deputies for Research and made available in 2009. The SC suggests that it would be useful to have a workshop with CGIAR donors where the use of the PMS could be discussed.

As requested by ExCo, the SC is preparing a proposal for **PM indicators for Challenge Programs**. Annual performance is currently monitored through CP progress report to ExCo and the MTP assessment by the SC to ExCo. CPs are time-bound and intended to evolve rapidly from an inception and partnership building phase to focused research, to delivery of results and exit. The SC plans to build annual indicators relevant to such phases. In addition the SC is currently looking at the experience from the first round of external reviews (CPERs) of the CPs to see what lessons have been learnt. One lesson is the need for greater focus in order to improve the likelihood of success in the 2nd phase. This might suggest that instead of the CPER being conducted after 4- 5 years as is the current practice, and earlier review at the end of the initial start up phase of the CP might be more effective in getting greater focus in the subsequent research phase and thus on outcomes in a final delivery phase. The SC will, in collaboration with the CGIAR Secretariat and in consultation with the CP coordinators, prepare a proposal for an integrated M&E system for the CPs, including annual indicators, to be submitted for ExCo's endorsement in early 2009.

Impact Assessment

Two major initiatives have recently been completed. The first is the preparation of a document that provides **strategic guidance for conducting impact assessment (IA)** of international agricultural research, a joint publication between the Standing Panel on Impact Assessment (SPIA) and the Center IA experts that identifies 'good practices' in IA. The second is a critical assessment of the **impact of the CGIAR and its partners in South Asia** during the post Green Revolution period. The report describes the major productivity, social and environmental impacts occurring during this period and concludes that national and international systems have responded well to the changing needs of South Asia.

Seven Center case studies (CIFOR, IRRI, BIOVERSITY, IFPRI, ILRI, ICARDA, WORLDFISH) conducted within the overall **policy-oriented research impact assessment (PORIA)** initiative have been completed, abridged versions of which will be incorporated into a synthesis report currently under preparation. This fulfils a long-standing demand from donors to expand the coverage of impact assessment to policy research, a key area of investment growth within the CGIAR over the past two decades. The studies provide good evidence of the value of selected CGIAR policy oriented research activities in influencing national policy and management practices leading to impacts on the ground. A synthesis overview and two case studies will be presented at AGM 08.

A draft report of a study to explore ways to **enhance the value of outcome and impact evaluation for learning purposes**, i.e., moving beyond the accountability perspective, is under preparation. The first phase of the study assembled the available literature on evaluation and conducted a limited number of interviews, mainly of Center impact assessment focal points. A report is expected by early October 2008.

A study has been initiated to enhance System and Center level *ex post* IAs that specifically target **social and environmental indicators**, i.e., those more closely aligned with CGIAR goals. The study is exploring both quantitative and qualitative indicators and will be conducted in two phases. Drawing on an inventory of CGIAR and others case studies, and considering different disciplinary perspectives, Phase I is exploring methods and appropriate indicators, and will identify promising integrated economic, social and environmental approaches.

SPIA and the IA Focal Points are organizing a *meeting on “Defining and Refining Good Practices in IA”* focusing on information exchange, new methods in IA, and clarifying IA purposes and evaluation concepts. The meeting will be held in Brasilia in November 2008, just prior to an EMBRAPA-organized international workshop on IA.

SPIA is making a concerted effort to publish, in addition to full length reports and concise ‘impact briefs’ from its studies, journal articles in the mainstream agricultural research and evaluation literature. Since January 2008, SPIA members have authored or co-authored five articles in various journals, based on results from earlier impact studies. This enhances exposure and the credibility of the SC’s efforts amongst the global scientific community.

Strategic Studies

A study on **ethics and the mission of the CGIAR** examining the ways and means by which the CGIAR approaches its mission through agricultural research was discussed at SC-10 and is currently being finalized. This is the third and final study of a series of ethics studies initiated by the SC six years ago. The Panel that conducted the study had, through a critical ethical approach, sought to clarify the values underlying CGIAR research goals and the choices and means for implementation of activities. As soon as the third chapter of this series is finalized, the SC’s recommendations on all the Ethics studies will be provided to ExCo and subsequently the SC will publish the reports and recommendations in one volume.

The SC convened a **biosafety** workshop (April 2008 at IRRI) to discuss: how can CGIAR Centers best work with NARS to ensure timely delivery of research products to target farmers?; does the CGIAR need a biotechnology research network?; and how should CGIAR be represented and relate to NARS at the international level? Some of the findings of the Meeting on the status of biotechnology research at the CGIAR were consolidated and presented at the International Consortium on Agricultural Biotechnology Research Conference, held in Ravello, Italy in June 2008. The Workshop Proceedings will be published by October 2008 as a timely update on biotechnology in the CGIAR.

Earlier SC studies of intellectual property (IP) had noted the need to enhance awareness in the CGIAR of **stewardship and liability** issues and to incorporate such understanding into the formulation of comprehensive guidelines for IP at the system level. In consultation with CAS-IP and the PSC, the SC is initiating a study (to be completed in early 2009) to provide guidance on product stewardship procedures that reflect regulatory requirements, guidelines for Centers wishing to use third party IP for technologies/products that are compatible with an IPG nature, and a description of ‘liability’ for use by CGIAR Centers and NARS partners.

Mobilizing science

The SC is preparing a **CGIAR Science Forum 2009** to identify (1) technologies that are ready for scaling up to achieve key development targets; (2) key research areas that are under development and require continued effort, especially those that are of global goods nature and critical to enable the NARS to undertake large scale application; (3) new research opportunities or “big ideas” that may lead to “quantum leap” or breakthroughs; and (4) key policy and institution innovations necessary to

support the sustainable growth of agricultural production. The SC will commission a set of studies to be presented at the Forum. This meeting would bring together external experts from ARIs, national programs and other stakeholders, and key expertise from the Centers to debate the merits of new areas of research. A simultaneous goal is to establish links to scientific communities of practice to assist CGIAR research and examine modalities for this partnership. A summary of the results of this activity would be presented at AGM09. A concrete proposal for the Science Forum 2009 detailing the set of studies will be circulated for comments before AGM08.

ExCo-14 requested SC to develop a **plan for mobilizing science** (MS) that outlines the end goal, the pathways to achieve it, including the role of SC and how to link with GFAR, ARIs and other partners.⁵ The Council has developed a draft proposal for such plan (**Annex 6**) and is circulating this draft proposal within the CGIAR community and non-CGIAR partners in order to finalize a plan by early 2009. In such proposed plan MS is defined as *'harnessing the best of knowledge, science and technology and engaging the CGIAR and the global agricultural research community in new partnerships at equal level (institutional and individual) to meet in an effective and timely manner the new CGIAR Strategic Objectives of Food, Environment and Policies for people as defined in the report of Working Group 1 of the CGIAR Change Management Process.'*

The plan includes three main mechanisms proposed to MS: (1) by promoting improved linkages between the CGIAR and ARIs; (2) by promoting linkages between the CGIAR and institutions involved in product development and deployment; and (3) by increasing visibility for "Science for Development" with donors, policy makers, and other stakeholders. The role of the SC in MS will be as a facilitator and catalyst for both the CGIAR and the potential partners. In particular the SC can be instrumental in linking the ARI scientists with the CGIAR. The SC is very much aware of the importance of GFAR and regional (FARA, FORAGRO) and subregional networks for agricultural research (APAARI, ASARECA) that have a key role to play both in framing the challenges and the respective implementation capacities and gaps in their constituencies. It is therefore paramount that they are part of the process in selecting scenarios and potential partners together with the SC and the Alliance of CGIAR Centers.

Science Council Membership

The SC acknowledges the significant contributions of SC Members Mr. *Jim Ryan* (SPIA Chair) and Ms. *Mariza Barbosa* who have ended their terms with the Council as of September 5, 2008. The SC welcomes Mr. *Derek Byerlee* as incoming SPIA Chair and suggests that the SC Nominating Committee identifies a new SC Member to substitute for Ms. Barbosa.

⁵ Regarding the SC consideration to ExCo-14 that it's too early to come up with a *metric of performance for mobilizing science* as originally suggested by ExCo in 2007, since the SC is a catalyst and the centers are the 'mobilizers'; ExCo-14 mentioned that metrics on mobilization of science are needed, but within a logical framework. The SC understands that appropriate metrics would be developed when scientific partnerships are planned by Centers and Challenge Programs.

Annex 1 – Agenda of the recent SC meeting (SC-10, 2-4 September 2008)



Tenth Meeting

Royal Museum for Central Africa

(Tervuren, Belgium)

September 2-4, 2008

Timed Agenda*

September 2, 2008, Tuesday

- 08.30 – 10.30 -- **Standing Panel on Impact Assessment (SPIA) Meeting**
Director's Pavilion (B), Large Meeting Room
-- **Standing Panel on Monitoring & Evaluation (SPME) Meeting**
Director's Pavilion (B), Small Meeting Room
-- **Mobilizing Science + Priorities & Strategies Meeting**
Colonial Palace (A), Hobé Room
- 10.30 – 10.45 *Break*
- 10.45 – 13.00 -- **Joint Mobilizing Science Meeting - All Panels & Portfolios**
Colonial Palace (A), Hobé Room
- 13.00 – 14.00 *Lunch*
- 14.00 – 15.45 **1. Opening Session (15')**
Colonial Palace (A), Hobé Room
-- Opening Address by **Rudy Rabbinge**, SC Chair
-- Welcome by **Guido Gryseels**, Director, Royal Museum for Central Africa
- 2. Technical Presentations**
- 2.a 'Global Challenges and Opportunities for International Agricultural Research'(45') **Prabhu Pingali**, Head of Agricultural Policy and Statistics, Bill and Melinda Gates Foundation
- 2.b 'An update on Global Agricultural Science and Technology Indicators (ASTI)'(45') **Nienke Beintema**, IFPRI/ISNAR
- 15.45 – 16.15 *Break*
- 16.15 – 17.45 2.c 'Strengthening CGIAR System Intellectual Property Capacity'(45')
Victoria Henson Apollonio, CGIAR Central Advisory Service on Intellectual Property, CAS-IP
2.d 'Environmental services, implications for the CGIAR Research'(45')
Jeff Sayer, SC Member
- 18.00 – 22.00 **Museum Tour. Guido Gryseels**, Board Chair ICARDA and Director General,
Royal Museum for Central Africa invites the participants of the SC
Meeting to a guided visit at the Museum that will be concluded by a dinner.

* See Museum Map. Lunches and Coffee/Tea Breaks will always be at Colonial Palace.

September 3, 2008, Wednesday

- 08.30 – 10.30 **3. Review of Medium Term Plans**
- 10.30 – 11.00 *Break*
- 11.00 – 12.30 **4. SPME Report**
(**Ken Fischer**, SPME Chair)
- 12.30 – 13.30 *Lunch*
- 13.45 – 16.00 **5. Social Science Stripe Review Update (45')** **Chris Barrett**, Professor, Cornell University, by Teleconference
- 6. Strategic Studies Update (90')** **Mike Gale**, SC Member - **Peter Sandøe**, Professor, University of Copenhagen, by TLC
- 16.00 – 16.30 *Break*
- 16.30 – 18.00 **7. SPIA Report Jim Ryan**, SPIA Chair

September 4, 2008, Thursday

- 08.30 – 10.00 **8. Mobilizing Science Update (45')** **Hans Herren**, SC Member
- 9. Other Business**
- 9.a CGIAR Regional/Ecoregional Research Revisited – an update (45')
Mariza Barbosa, SC Member, and **Ruben Echeverría**, SC Secretariat Director
- 10.00 – 10.30 *Break*
- 10.30 – 13.00 9.b CGIAR Linkages with Research Organizations (40')
Gebisa Ejeta and **Jeff Sayer**, SC Members
- 9.c An Update of the Recently Completed International Assessment of
Agriculture Science and Technology for Development (IAASTD) (40')
Hans Herren, SC Member
- 9.d SC Position on Food Crisis (40') **Mike Gale**, SC Member
- 9.e CGIAR External Evaluation and Change Management (15') **Rudy Rabbinge**, SC Chair
- 10. Closing Session (15')**
-- Closing address by **Rudy Rabbinge**, SC Chair
-- SC10 Meeting Evaluation – SC Secretariat

Annex 2 - Recent Science Council reports, commentaries, studies

Documents available at www.sciencecouncil.cgiar.org

2008

- The global food crisis and the need for a comprehensive international research strategy: a perspective from the Science Council (forthcoming)
- Policy-Oriented Agricultural Research Impacts: 7 Case Studies (forthcoming)
- SC Commentary on IWMI's new Strategic Plan (forthcoming)
- Biotechnology, Biosafety and the CGIAR (September 2008)
- SC Report to ExCo-15 (September 2008)
- SC Commentary to Co-Hort Challenge Program proposal for Phase II (September 2008)
- Ethics and the CGIAR Mission (September 2008)
- SC Commentary on CIFOR's new Strategic Plan (September 2008)
- SC Commentary on ICRAF's new Strategic Plan (July 2008)
- SC-10 End of Meeting Report (September 2008)
- Bio-fuels Research in the CGIAR: a Perspective from the Science Council (May 2008)
- Impacts of Agricultural Research in South Asia since the Green Revolution (August 2008)
- Strategic Guidelines for ex post Impact Assessment of Agricultural Research (July 2008)
- SC Commentary on CGIAR Climate Change Challenge Program proposal (April 2008)
- SC Commentary on CGIAR Oasis Challenge Program proposal (April 2008)
- SC Commentary on Generation Challenge Program External Review (April 2008)
- SC Commentary to Water & Food Challenge Program proposal for Phase II (April 2008)
- SC Report to ExCo-14 (April 2008)
- Land Decline in Land-Rich Africa, a creeping disaster in the making (March 2008) – a joint publication with the Center for Development Research (ZEF) of the University of Bonn, Germany

2007

- Food Safety in the CGIAR (December 2007)
- SC Report to AGM07 (November 2007)
- Brief - Update of CGIAR Center-CSO Partnerships ongoing study (November 2007)
- Science, Technology and Skills. Background paper for the 2008 World Development Report of the World Bank. Joint publication of the University of Minnesota and the SC of the CGIAR. (October 2007)
- 2008 World Development Report of the World Bank - Chapter 7 'Innovating Through Science and Technology' (October 2007)
- SC Report to ExCo-13 (October 2007)
- SC-8 End of Meeting Report (October 2007)
- SC Commentary on Center and CP MTPs 2008-2010 (September 2007)
- SC Commentary to Harvest Plus Challenge Program External Review (September 2007)
- SC Commentary to Water & Food Challenge Program External Review (September 2007)
- SC assessment of new CGIAR Challenge Program (Cycle 2) Concept Notes (May 2007) and Pre-proposals (September 2007)
- SC Commentary to CIAT EPMR (September 2007)
- SC Commentary to CIP EPMR (September 2007)
- SC Commentary to IITA EPMR (September 2007)
- SC Commentary to WARDA EPMR (September 2007)
- SC Commentary to EPMR Meta Analysis (September 2007)
- SC End of 8th Meeting Report (August 2007)
- SC Report to ExCo-12 (May 2007)
- SC Commentary to ILRI EPMR (May 2007)
- SC Commentary to IWMI EPMR (May 2007)
- SC Commentary to the external review of the Systemwide Program on Participatory Research and Gender Analysis – PRGA (May 2007)
- SC Assessment CGIAR Performance Measurement System (May 2007)
- SC-7 End of Meeting Report (April 2007)
- SC Commentary to the Follow-up to ICRAF EPMR (February 2007)
- Report of the Biosafety Panel to the CGIAR SC on Biosafety Policy and Practices of the CGIAR Centers (May 2007)
- Advancing Impact Assessment of International Agricultural Research– Synthesis Report (May 2007)

Annex 3 - Status Report of Science Council Activities

SCIENCE COUNCIL ACTIVITY UPDATE	SEPTEMBER 2008
ITEM	ACTION
MONITORING & EVALUATION	
External Review of the Generation Challenge Program SC Workplan 08/09	Completed
EPMR OF IIRRI SC Workplan 08/09	On track Panel assembled. Report to be discussed at SC-11 March 09.
EPMR OF ICRISAT SC Workplan 08/09	On track Initial phase completed. Report to be discussed at SC-11 March 09.
EPMR OF BIOVERSITY SC Workplan 08/09	On track Panel in the process of being assembled. Report to be discussed at SC-12 September 09.
Social Science Stripe Review SC Workplan 08/09. The review is taking stock of the current CGIAR social science needs and capacity in terms of productivity, roles and capacity of social sciences in general, and with a focus on a more narrowly defined set of functions identify key constraints and challenges on social sciences research and services faced by the CGIAR Centers and make recommendations for improvement. The review would assess the output of social science based research in the Group.	On track Chair appointed in February 2008. First phase completed. Main phase to be carried out by an expert panel to be completed by July 2009 in time for SC-12 discussions.
Revise EPMR guidelines SC9 decision to revise EPMR guidelines building on the key findings and recommendations from the EPMR meta-evaluation in 2007 and post-review survey conducted in 2008. The areas to improved include: enhanced efficiency and comparability of the EPMRs, development of standard data and information sets for EPMRs and harmonizing the reporting in the EPMRs; ways to harmonize the overall reporting and review requirements of the Centers and CPs; improving the complementarity of the EPMRs with the other M&E tools such as PMS and CCERs; harvesting best practices and lessons from EPMRs; and exploring possibilities of developing a rating system for the EPMRs.	Delayed
Assessment of Medium-Term Plans SC Workplan 08/09- Annual task. This activity facilitates the SC's monitoring of Center and CP MTPS for the evaluation of the CGIAR research agenda and for performance measurement purposes. External experts are engaged annually to assist the SC in the review.	On track
Commentary on Strategic Plans of CGIAR Centers New activity, not in the workplan. ExCo-14 endorsed a SC proposal to provide commentary on Center's strategic plans.	On track Draft guidelines shared with ADE in June 2008, new final guidelines agreed. CIFOR and ICRAF plans were reviewed and comments sent to Centers. IWMI forthcoming for review.
SC contribution to the CGIAR Performance Measurement System SC Workplan 08/09 - Annual task.	On track Based on recent SC suggestions to improve PM, a workshop was organized (July 2008 in Washington DC) with ADE-S and CG Secretariat to discuss improvements. The SC's proposals regarding streamlining the research related indicators (including a single composite indicator for publications), revising the output

<p>Development of appropriate <i>performance indicators suitable for Challenge Programs</i>, as recommended by ExCo 14</p>	<p>indicators (to include publications, capacity and data as an important IPG), developing benchmarks and performance targets for all indicators, using three year averages as rolling scores and revisiting the idea of establishing an indicator for actual impacts were endorsed in the July PM workshop.</p> <p>On track, discussions on potential indicators with CPs and Centers being organized at AGM08</p>
<p>Refining the SC Monitoring & Evaluation Strategy SC Workplan 08/09. Drawing from the EPMR synthesis study and to streamline different CGIAR planning, evaluation and monitoring activities, SPME plans to prepare an M&E strategy that will explain and elaborate on the integration of the different components: MTP, PM, CCERs, EPMR and impact evaluation. The strategy would allow monitoring of how efficiently and effectively the components contribute to the streamlined system.</p>	<p>On track To be completed in 2009</p>
<p>Assessment of a proposal for a new challenge program on High Value Crops</p>	<p>Completed</p>
<p>IMPACT ASSESSMENT</p>	
<p>2008 Impact Assessment Focal Point Meeting SC Workplan 08/09. The last SPIA-sponsored IA Focal Point meeting was held at ICRAF in Nairobi (October 2006) and was attended by 13 Centers. The response was extremely positive such that it was requested these meetings be organized frequently.</p>	<p>On track SPIA is organizing the meeting in November 2008, in Brazil, hosted by EMBRAPA in conjunction with an international IA expert meeting.</p>
<p>Policy-oriented impact assessment (PORIA) study – phase 2 SC Workplan 2006/2007. A recently concluded scoping study (phase 1) on <i>Policy-Oriented Research Impact Assessment</i> concluded that there was an insufficient number of such evaluations to-date, particularly those that go beyond mere “diffusion” to critically examine “influence” and “impact”. It recommended initiating a series of case studies to better document influence and impact further down the impact pathway for CGIAR policy oriented research. Seven case studies have been selected (Bioversity, CIFOR, ICARDA, IFPRI, ILRI, IRRI and WorldFish) covering a wide range of topics.</p>	<p>Completed</p>
<p>Final editing, print and distribute green cover SC document ‘Strategic Guidelines for conducting ex-post impact assessment’.</p>	<p>Completed</p>
<p>Final editing, print and distribute green cover SC document ‘Impacts of CGIAR Research in South Asia (post-Green Revolution)’.</p>	<p>Completed</p>
<p>Environment and Social (Non-Pecuniary) Impacts of CGIAR Research Study SC Workplan 08/09. Many of these are non-pecuniary impacts of agricultural research, both direct and indirect, and are related to environmental, nutritional, health and other social impacts. As there is no market valuation for them, they are not easily measured. This study would include: (1) undertake a comprehensive inventory and assessment of the available “non-economic” impact of CG research studies, evaluate the adequacy, identify promising methods (including indicators for measuring social and environmental impacts) and develop a proposal for a main phase (case studies and methodology development) if warranted; and (2) commission a more focused study aimed at (a) methodology development; (b) database development and (c) selection of case studies in collaboration with the Centers.</p>	<p>On track To be completed in 2009</p>
<p>Internal CGIAR demands for and uses of Impact Related Information SC Workplan 08/09. Key stakeholders and CGIAR staff frequently emphasize the need for evaluation that responds not only 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 <i>ex-post</i> evaluation, has also been subject to</p>	<p>On track To be completed in 2009</p>

<p>these demands, yet clear means by which epIA can contribute to internal information needs have not been systematically identified. 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: (1) Characterize and explore the current application of information regarding past research outcomes in CGIAR research management decisions; (2) Identify current sources of feedback and unfulfilled decision needs for information regarding past research outcomes; and (3) Identify options for selecting and adjusting evaluation processes so that they contribute effectively to research and planning and management.</p>	
<p>A Study to explore ways to enhance the value of outcome and impact evaluation for learning purposes</p>	<p>On track A report is expected by early October 2008.</p>
<p>PRIORITIES AND STRATEGIES</p>	
<p>Implementation of System Priorities Proposed Assessment Framework Plans could not be implemented in 2007. ExCo 14 March 2008 endorsed SC suggestion to map priority areas for research to the strategic objectives identified by the Change Management Process.</p>	<p>Suspended The SC contributed to the CGIAR Change Management Initiative by improving Table 2 of WG1 Report, specifying key research opportunities.</p>
<p>Ethics Studies SC Workplan 2006-2007. The third study of Ethics, namely of Ethics and the mission of the CGIAR examines the ways and means by which the CGIAR approaches its mission through agricultural research</p>	<p>On track Recommendations to be shared with Change Management Process.</p>
<p>Intellectual Property Rights Study SC Workplan 06/07. Between 2006/2007 the SC conducted an evaluation of CGIAR Research Strategies for International Public Goods in a Context of Intellectual Property Rights. This activity included the preparation of reports of three surveys and desk studies covering IP management practice in CGIAR Centers; sources of IP for IPG research; and means of accessing IP. These reports have been published. The SC Commentary to the study notes the need for the CGIAR to develop new IP guidelines for the system; to do so the relation to stewardship of third party IP and liability arising from its use needs to be understood.</p>	<p>Completed</p>
<p>IP Stewardship and Liability Study Activity included in the Workplan 2008-09. In order for the CGIAR to develop comprehensive guidelines for the management of IP and to follow up on earlier recommendations from the Science Council (CGIAR Research Strategies for IPG in a Context of IPR) a study will be undertaken on product stewardship and liability. The SC is commissioning this study in an interactive way with the other key players in IP in the system (GRPC, CGIAR Secretariat, CAS-IP, and the Private Sector Committee).</p>	<p>On track IP experts in these fields have been identified and the study will be conducted in the second part of 2008 and contribute to the CGIAR Guidelines on IP (which the SC has already recommended be developed with all due haste).</p>
<p>Biosafety Workshop SC Workplan 06/07. The SC Biosafety Study Report and Commentary was published in 2004. A follow-up Inter-Center workshop on biosafety was foreseen in the Report and was jointly convened by the SC, IRRI and Bioversity International. The Workshop took place at IRRI in March 2008. The workshop brought together the focal points working on biosafety across the CGIAR System. The SC facilitated the participation of key NARS and other non-CGIAR stakeholders to the meeting. The expected outcome is to unify Biosafety policy across the CGIAR.</p>	<p>On track Biosafety report and recommendations (for a Biosafety network and means for the CGIAR to speak with one voice at international for a on Biosafety) to be published.</p>
<p>Clarify meaning of IPGs for the CGIAR Not in the Workplan. Requested at ADE meeting June 08 from Centers and Challenge Programs to update status of CGIAR thinking on the concepts of research for development continuum and of IPGs in the CGIAR.</p>	<p>On track A workshop with ADE at AGM08 is being prepared</p>
<p>A SC position note on the world food situation Not in the Workplan. Suggested March 2008 at SC9 to conduct a rapid assessment is needed of how the current situation may reemphasize or alter aspects of the overall research portfolio so that the CGIAR should anticipate this emerging situation. it would be appropriate to: 1) in the short term and with inputs from CGIAR Centers prepare a SC note on the subject including effects on Center priorities and discuss it at</p>	<p>On track To be completed by October 2008</p>

<p>the next SC meeting in September; and 2) in the longer run, a more forwarding looking analysis would be required, working with the modelling community inside and outside the CGIAR to provide a coherent exploration of this theme.</p>	
<p>MOBILIZING SCIENCE</p>	
<p>Develop a clear plan for mobilizing science Not in the SC Workplan. ExCo 14 requested SC to develop a plan outlining the end goal, the pathways to achieve it, including the role of SC and how to link with GFAR, ARIs and other partners.</p>	<p>On track Discussed at SC-10 and included in the SC Report to ExCo-15 (Oct. 08)</p>
<p>Planning and Mobilizing Global Agricultural Science SC Workplan 08/09. This activity will review suitable areas and partnership models from outside the CGIAR (ARIs, ICSU, TWAS, etc.) linking to new scientific challenges to mobilize upstream science.</p>	<p>On track Discussion at SC10 (Sept. 2008). Strategic position papers will be commissioned in 2008 on around six topics, including the ex ante assessment to the likely pay off to priority research. The papers will be presented at the Agriculture Science for Development Dialogue 2009 (see below).</p>
<p>Agriculture Science for Development Dialogue 2009 SC Workplan 08/09. The SC will organize a scientific forum in mid 2009, bringing together external experts from ARIs in the north and south (whom the System wants to encourage into involvement with CGIAR science), national programs and other stakeholders, and key expertise from the Centers. The goal is to establish links to scientific communities of practice to complement CGIAR research and examine modalities for this partnership. The results would be presented at AGM09.</p>	<p>On track Discussion at SC-10 (Sept. 2008). Forum to be organized by June 2009 at Wageningen University</p>
<p>Review of CGIAR ecoregional/regional research concepts Not in SC Workplan. Proposed at SC9 (March 2008) as a relevant area to update given several new proposals being made under the CGIAR Change Management process.</p>	<p>On track Discussion at SC-10 (Sept. 2008). A SC position paper to be prepared by March 2009</p>

Annex 4 - Summary of recent steps taken by the SC to increase efficiencies in the CGIAR

When the SC Report to ExCo-14 (May 2008) was discussed by ExCo, the SC mentioned that among other measures, it has taken several steps to increase efficiencies in the CGIAR. ExCo requested the SC and the CGIAR Secretariat to *develop a note on recent steps taken to reduce bureaucracy in the System*.

The following are the main actions taken by the SC to increase efficiencies:

- Two (2) SC Standing Panels have been transformed during 2007 into Portfolios, which has reduced the number of Standing Panel Members by four (4). This represents a reduction of 50% in the total number of panel members. The two remaining Standing Panels have two members each.
- In September 2007, the SC prepared a Workplan 2008-2009 (approved by ExCo in October 2007) with a significant number of activities with a total budget cut of US\$1 million (US\$ 0.5M/year). Part of that reduction has been absorbed by the SC Secretariat where 2 junior professional posts have been eliminated.
- The SC has proposed to ExCo-14 (May 2008) a considerable simplification on the overall Performance Measurement system, including the reduction in the number of indicators. A proposal has recently been developed jointly with the CGIAR Secretariat.
- To simplify the means of reporting Center and CP annual progress on the *Medium Term Plans* (MTPs) the Council has promoted the development of an online tool for both submitting the 3 year rolling MTP on an annual basis by all Centers and for use internally.
- The Council has reduced the frequency of an in-depth review and the development of a full SC commentary (to every three years) for those MTPs of adequate standard. Six MTPs were considered of sufficient quality and structure to “graduate” in 2007; and ten in 2008.
- The SC has also taken steps to harmonize multiple reviews of Centers and CPs; particularly discouraging simultaneous EU donor reviews of programs being reviewed within the CGIAR M&E framework. EU is now revisiting its own processes. This is likely to reduce indirect costs to Centers
- Increasing use of tele-conference and V-C calls to do business, e.g., within Panels, between Panel Chairs and Chair, etc., in lieu of travel.

Annex 5 - A note explaining the meaning of 'SC position notes'

At ExCo-14 (May 2008) ExCo requested the SC to prepare a short note on the meaning and implications of having SC policy. It is important for ExCo to understand the implications of policy that would determine actions to be taken by the Centers versus issues to be discussed and debated.

The particular issue arose in the context of a position paper the SC recently produced on 'Biofuels Research in the CGIAR', wherein the SC presented its own perspective on a topic of widespread and growing importance and one vigorously debated. This position paper had developed in response to an informal request from an ExCo member (FAO) for a policy statement from the SC on the challenges related to the global community's renewed interest and attention to biofuels, what the likely implications of this development are for the poor and the environment, and what role the CGIAR is expected to play. The resulting SC statement included a proposed strategy for CGIAR Centers to address the biofuels challenge as it relates to food security and the environment. This reflected the SC's own assessment and was based on recent analysis and a review of the biofuels literature.

This is not the first time the SC (or TAC previously) has focused its attention on identifying appropriate policies for the CGIAR, e.g., policies on ethics, IPR, and genetic resources, to name a few. Indeed, such activity is consistent with SC mandate to provide guidance and policy advice to the CGIAR on issues of strategic importance. The report of the Working Group creating the SC (2003) is explicit about this: "[The SC] should be well respected, providing leadership and strategic vision to the CGIAR System and beyond, help set standards, and express its views on issues of global importance." The position paper on biofuels was developed with that purpose in mind.

In sum, the SC does offer guidance and policy advice to the CGIAR, or it may express its views or position about a key issue to the CGIAR and to the wider development community, but it does not establish CGIAR policy. Hence, the Council clarifies that 'SC policy' is not the appropriate expression to refer to SC position notes.

Annex 6 – Draft SC proposal for the mobilization of science⁶ *‘Mobilizing CGIAR Linkages with Other Institutions’*

The Science Council is currently considering a grand challenge: the task of mobilizing the best scientific expertise available globally to effectively address the goals of the CGIAR. Mobilizing science (MS) is defined in this note as: *Harnessing the best global knowledge, science and technology by engaging the CGIAR with the greater agricultural research community at advanced research institutes (ARIs), regional and sub-regional research organizations, and NARSs towards the new CGIAR Strategic Objectives (food, environment and policies for people).*

Further to its ongoing initiatives for enhancing the relevance, quality, and impact of science at the CGIAR, the SC will take up the challenge of mobilizing the best scientific expertise globally to address key international agricultural research problems. Today, science is changing globally and new developments are emerging at a fast pace. In addition to the more traditional powerhouses of scientific advances, capacities are appearing in new places such as China, India, Brazil, etc, and particularly at the multinational private institutions. Selective engagement with many of these ARIs would enhance science quality and add relevance and outcome to research at the CG centers. Linking the larger scientific community at the CGIAR and ARIs with LDC institutions responsible for adapting and delivering science derived technologies should generate greater impact. The SC will serve as a fitting catalyst for developing these relationships through organized forums for engagement. It is hoped that dialogue with other institutions would add value to the concept of partnerships. Ensuing interactions would offer CG scientists complementary partnerships for greater scientific synergy. ARI scientists would receive greater appreciation for the extensive research infrastructure and network of partnerships at the IARCs and their R&D programs. These efforts would encourage NARS scientist and their leadership to engage in a more meaningful and concerted partnerships towards greater impact.

The SC plans to be a more visible advocate of the CG mission of “Science for Development” and encourage a “Center without Wall” concept committed to harnessing the best science. The SC will encourage global engagement among scientists in different geographies, at major continental forums, at key societies of sciences, as well as at special workshops, symposia, foresight meetings organized to effect more directed and fruitful dialogues around key participants. The role of the SC will be to only serve as facilitator and catalyst for both CGIAR and potential partners creating an opportunity for linking together appropriate scientists and institutions. CGIAR Centers and Programs will decide and pursue the particular partnerships which enhance complementarities and increase efficiency and synergy of their research for greater developmental impact.

The SC proposes to approach the challenge of mobilizing science on three major fronts:

1) *By promoting improved linkages between the CGIAR and ARIs.* Engaging in partnerships with other centers of excellence in science is a widely acknowledged value in the CGIAR. The IARCs are already better connected to the world of advanced science than other science providers in the developing world. However more is needed. Complex problems often demand multiple approaches and/or a variety of scientific tools. New and improved engagements with careful and optimal partnerships from the larger pool of the global scientific infrastructure and talent will be needed to address the more complex research issues. ARIs and their scientists could uncover new sets of opportunities for application of their science through the CG and its network of scientific infrastructures and associated partnerships. A more comprehensive and more focused engagement of international agricultural research by the global scientific community should lead to new and

⁶ This preliminary draft is being circulated for consultation within the CGIAR community as well as outside the CGIAR. The SC expects to be able to, based on such consultations, finalize a concrete plan by early 2009.

significant findings that generate greater impact. The SC will organize symposia and workshops, foresight meetings and science dialogues which CG scientists convene with colleagues from related scientific fields from both the public and private sectors to review new developments, debate the merits of new and different approaches to address key constraints of major strategic objectives. These meetings may be attached to other major conferences or professional scientific meetings, or held on an ad hoc basis to tackle complex research problems that require special partnerships and attention. Donors, implementing agencies, and other relevant global, regional and national research organizations will be invited to attend.

2) *By promoting linkages between the CGIAR and institutions involved in product development and deployment.* Much of the developing world is bracing for change. The agricultural research and development landscape is changing with a growing number of NARSs, SROs, NGOs, CSOs engaged in science-based R&D. In some parts of the world, such as sub-Saharan Africa, these developments have been motivated by the unprecedented level of resource commitment to agricultural research and development efforts. Yet, the eventual development and deployment of products for impact will remain the responsibility of local NARSs and SMEs, currently with meager resources and limited capacity. A coordinated effort and direction is essential to relieve this tension and to impart maximal impact and generate greater return to R&D investments. The CGIAR should be central to such an effort as a key science provider of the developing world. Although there are many more foreign institutions engaged in agricultural research in Africa, including several US and European universities, none has the level of infrastructure, scientific cadre, and the wealth of tested technology base on the ground that the CG centers possess. The creation of a coordinated and mission oriented program with selective engagement in partnerships, leading to proper division of labor and resource commitment, is badly needed. The mode of engagement will be regular dialogue through organized joint meetings or designated program coordinators. This will be a place where technologies ready for scaling up to achieve the set development targets for each region or production system could be addressed. Key research areas under development but requiring continuing effort and critical to enable NARS to undertake large scale application could be discussed. The SC can step in to promote awareness, offer direction, and bring significant players together towards developing a shared understanding for a highly needed coordination and integration. A SC that is engaged in mobilizing the global scientific community is likely to be accepted by policy makers of the developing world as a possible conduit to facilitate the development and deployment of technologies for impact.

3) *By increasing visibility for “Science for Development” with donors, policy makers, and other stakeholders.* The SC plans to organize more focused **Science Forums** to promote dialogue with donors, policy makers, and other stakeholders on key strategic R&D issues bringing together global experts, the CGIAR community along with key NARS, ARIs, CSOs, regional and subregional research for a and private sector participants. Examples of successful partnerships that synergized great impact will be featured. Lessons learned from key experiences will be examined by panels of experts. New research opportunities or “big ideas” that may lead to significant breakthroughs towards increasing the productivity of staple commodities or enhance production systems in priority regions will be highlighted. Key policy and institutional innovations necessary to support the sustainable growth of agricultural production in target priority regions will be featured. The Science Forum format will also serve as a platform for bringing feedback from the frontline to policymakers, donors, and the CGIAR, as well as transmit insights and encouragements from the leadership to the greater R&D community.