



Performance Measurement System Summary Report 2008

Results

Outputs

Definition

Outputs are the products of research with a defined time line, contributing to reaching the Center goals by offering solutions to problems identified during the planning process.

Starting this year, the PM System will measure outputs in terms of publications, capacity strengthening activities and data management strategies. The latter two indicators will be piloted outside the PM System.

The PM System will not have an overall measure of percentage of output targets achieved, but through linking the PM System with the newly established CGMap it will continue to allow interested CGIAR Members and Partners to track the results (i.e. outputs) for individual projects. During a transition period the data continues to be collected through the PM interface until a CGMap interface has been developed.

INDICATOR 1:

Composite measure of Center research publications

This composite indicator consists of three measures:

- 1A: Number of externally peer-reviewed publications per scientist in 2008 that are published in journals listed in Thomson Scientific/ISI
- 1B: Number of externally peer-reviewed publications per scientist in 2008 (excluding articles published in journals listed in the Thomson Scientific/ ISI)
- 1C: Relative rating of Center's best publications regarding journal impact factor

Rationales for sub-measures 1A-1C along with instructions are given below. Calculation of the overall score for indicator 1 is presented in Table 1.

Measure 1A:

Number of externally peer-reviewed publications per scientist in 2008 that are published in journals listed in Thomson Scientific/ISI

Rationale:

This measure reflects the contribution of knowledge by the Center to a wide international audience and the quality and usefulness of that information as determined by peers from an internationally recognized journal database.

Please report the number of peer-reviewed publications per scientist in 2008 that are published in journals listed in the Thomson Scientific/ISI Master Journal List (database of over 15500 peerreviewed journals). The list can be found at

<http://www.thomsonscientific.com/cgi-bin/jrnlst/jloptions.cgi?PC=master>

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, (iv) volume number, (v) journal name, (vi) page numbers, (vii) ISSN, and (viii) indication of which author is a developing country partner if applicable.
- List of scientists included in the denominator FTE. This list must include: (i) Name and position or title, (ii) date of hire and departure, and (iii) status (e.g. IRS, RRS NRS). Please also include a description of your indicator computation and the FTE for each scientist in the list.

Guidelines for measuring the number of peer-reviewed publications

- This should include publications strictly published in 2008. Publications from the previous year (2007), whether online or hard copy, will be accepted only if they were not included in the list of publications from the previous year. Publications can only be counted once, either online or in hard copy. Please ensure that publications from the previous year that were not counted in that PM verification are listed separately
- 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 abstracts, working papers, internal series, newsletters, 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 in 2008 all appropriate 2008 publications may be counted. If the scientist has left in years prior to 2008 and the publication is published in 2008, then both the publication and scientist must be counted only if the publication was prepared during the scientist's tenure at the center. Please refer to "Annex 1. Summary of definitions" for the calculation of FTE in these cases.
- 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.

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

Measure 1B:

Number of externally peer-reviewed publications per scientist in 2008 (excluding articles published in journals listed in the Thomson Scientific/ ISI).

Rationale:

This measure reflects the contribution of peer reviewed knowledge and information by the Center for targeted stakeholder audiences (not including major international journals) Please report the externally peer-reviewed publications per scientist in 2008. Please report separately– if pertinent:

- number of externally peer-reviewed publications per scientist in externally published journals and books.
- number of externally peer-reviewed publications per scientist in Center-produced book/research report series or journals.

Externally peer reviewed means that the publications have been reviewed by experts that are not Centers' staff or work as consultants with the Centers.

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, (iv) volume number, (v) name of journal, (vi) book or other, (vii) page numbers (range), (viii) indication of whether it is a Center owned series/journal or an externally published journal or book, (ix) indication of which author is a developing country partner if applicable, and (x) editors.



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Measure 1C:

Relative rating of Center's best publications

Rationale:

The CGIAR Centers aim to be Centers of excellence in agricultural science to address complex issues of relevance to the poor. As a system of excellence the CGIAR is more likely to attract new research partners. This measure reflects the quality and originality of the Center's research shown by ability to reach top quality journals with a proportion of all publications.

This measure compares the journals in which a sample of the Centers articles (defined on basis of FTE) was published to the top journals in a subject category using a "normalized impact factor (IF)"¹ **This measure is generated based on a sample of articles submitted for 1A. Centers do not have to provide additional information.**

¹ Normalised IF = journal impact factor divided by the average of the IFs of the three top journals in the subject category

Table 1: Calculation of the composite publication indicator value

Measure	Weight	Performance Target and Scoring ²
1A Number of peer-reviewed publications per scientist in 2008 that are published in journals listed in Thomson Scientific/ISI	50 %	<ul style="list-style-type: none"> • 2 journal articles per scientist. • Scoring = 0-5 points with 0.5 articles/scientist being the lower threshold.
1B Number of externally peerreviewed publications per scientist in 2008 (excluding articles published in journals listed in the Thomson Scientific/ ISI)	20%	<ul style="list-style-type: none"> • 1 publication per scientist. • Scoring = 0-2 points with 0.5 publications/scientist being the lower threshold.
1C Relative rating of Center's best publications regarding journal impact factor	30%	<ul style="list-style-type: none"> • relative to highest score among Centers. • Scoring = relative to highest score that gets 3 points.
Total indicator 1 score is the sum of the three sub-measure scores.		

INDICATOR 2:

Percentage of scientific papers that are published with developing country partners in refereed journals, conference and workshop proceedings in 2008



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NOTE: Development of a capacity building indicator is on-going and this measure will be part of the more comprehensive component indicator.

For calculating indicator 2, use those publications listed in measures 1A and 1B 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 has NARS based coauthors within the total list.

Requested Evidence Material

List of all publications (with full citation and consecutive numbering) included under this category, indicating the developing country partner(s) among the authors of the publication.

Please also include a description of your indicator computation.

² Examples of calculation

1A-1: Publishing rate = 1.90; Score = $(1.9-0.5)*[5/(2-0.5)] = 4.66$

1A-2: Publishing rate = 1.25; Score = $(1.25-0.5)*[2/(2-0.5)] = 1.00$.

Monitoring of achievement of MTP output targets in 2008

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.

One of the results of the CGIAR Performance Measurement workshop was to recommend that "Achievement of output targets will be monitored by Centers and will be made publicly available through linking CGMap with the PM System ... The PM System will not have an overall measure of percentage of output targets achieved, but through linking the PM System with the newly established CGMap it will continue to allow interested CGIAR Members and Partners to track the results (i.e. outputs) for individual projects." This recommendation was endorsed by ExCo during its meeting in October 2008.

NOTE: During a transition period the data continues to be collected through the PM interface until a CGMap interface has been developed.

Centers are requested to report on achievements in 2008 of the annual output targets set in MTP 2008-2010. The PM report is to cover all MTP projects and outputs listed in MTP 2008-2010. For each MTP project please list the outputs and output targets and select the status of the output target. The following status options will be available:

- Fully Achieved – all aspect of the target have been achieved/completed
- >75% Achieved (with comments on what has been achieved and why it is less than 100%);
- >50% Achieved (with comments on what has been achieved and why it is less than 100%);
- < 50% Achieved (with an explanation);
- Cancelled (with an explanation);
- Deferred (with an explanation and new target year)

Deferred output targets (including those that have been partially achieved) should be resubmitted in the MTP for a later year; in MTP 2010-2012 for 2009 or 2010. If output targets are deferred by more than 2 years, they should be marked cancelled. If the outputs and output targets have significantly changed from those planned, provide an explanation for the new output targets reported.

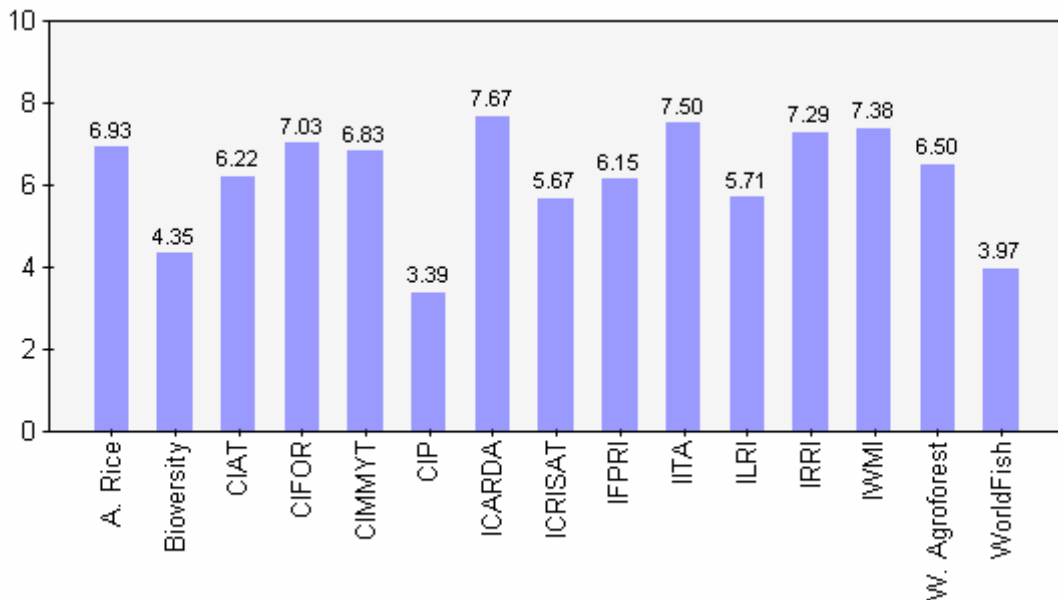
The online system will have an interface for inputting explanations related to the reported targets.

Note:

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 measure 3A: ex post impact assessment studies.

INDICATOR 1: Composite measure of Center research publications - 2008

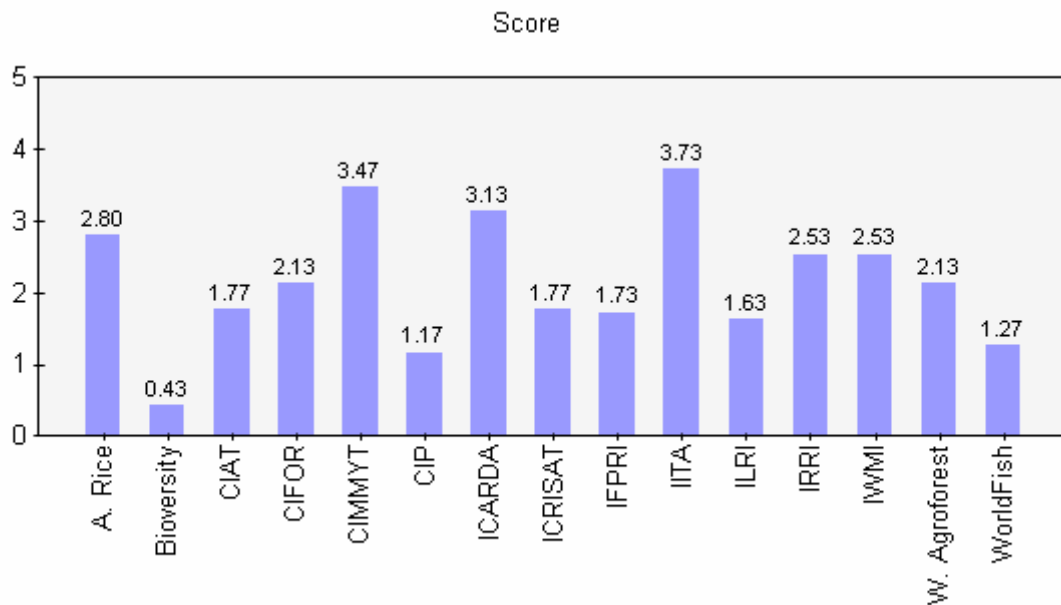
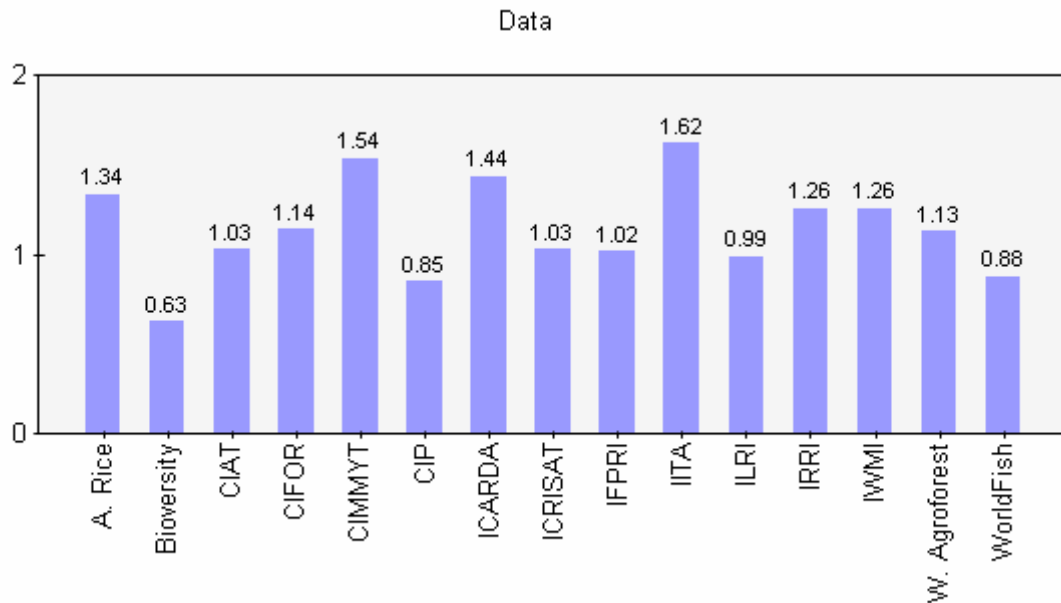


Note that there are different conventions regarding reviewed publications in the various disciplines represented in the CGIAR; comparison across natural science, social science and economics is not recommended

Center	Score
<u>A. Rice</u>	6.93
<u>Bioversity</u>	4.35
<u>CIAT</u>	6.22
<u>CIFOR</u>	7.03
<u>CIMMYT</u>	6.83
<u>CIP</u>	3.39
<u>ICARDA</u>	7.67
<u>ICRISAT</u>	5.67
<u>IFPRI</u>	6.15
<u>IITA</u>	7.5
<u>ILRI</u>	5.71
<u>IRRI</u>	7.29
<u>IWMI</u>	7.38

W. Agroforest	6.5
WorldFish	3.97

1A: Number of externally peer-reviewed publications per scientist in 2008 that are published in journals listed in Thomson Scientific/ISI - 2008

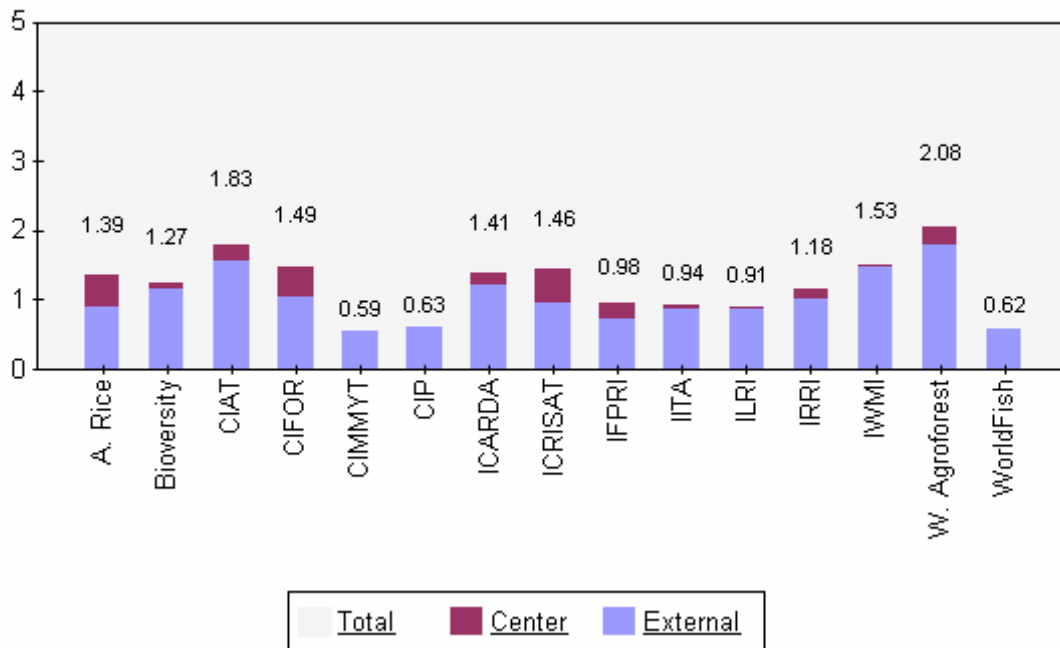


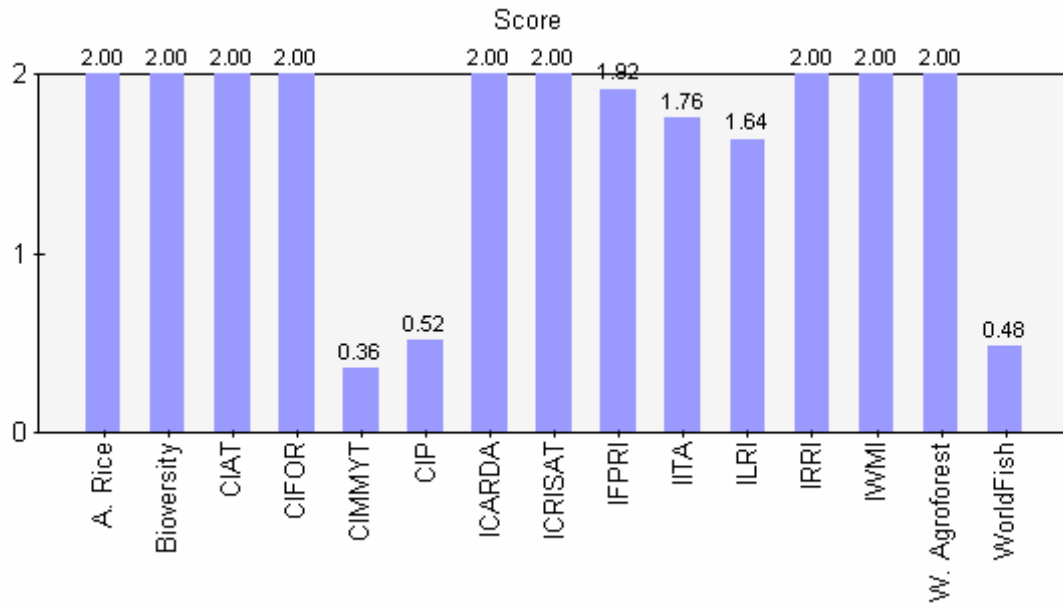
Note that there are different conventions regarding reviewed publications in the various disciplines represented in the CGIAR; comparison across natural science, social science and economics is not recommended

Center	Data	Score
A. Rice	1.34	2.8
Bioversity	0.63	0.43
CIAT	1.03	1.77
CIFOR	1.14	2.13
CIMMYT	1.54	3.47
CIP	0.85	1.17
ICARDA	1.44	3.13
ICRISAT	1.03	1.77
IFPRI	1.02	1.73
IITA	1.62	3.73
ILRI	0.99	1.63
IRRI	1.26	2.53
IWMI	1.26	2.53
W. Agroforest	1.13	2.13
WorldFish	0.88	1.27

1B: Number of externally peer-reviewed publications per scientist in 2008 (excluding articles published in journals listed in the Thomson Scientific/ ISI) – 2008

Data

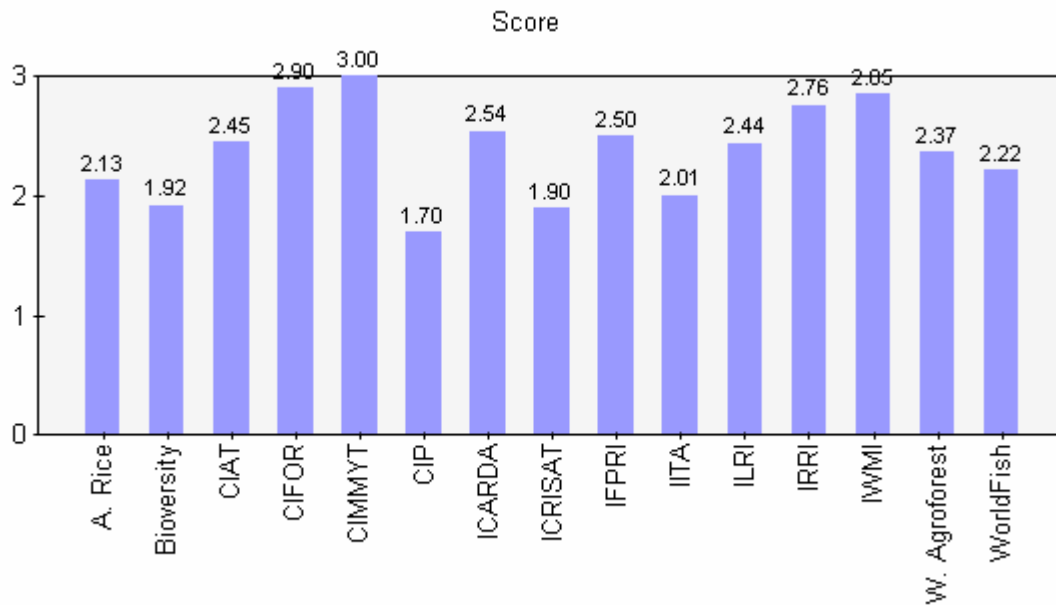




Note that there are different conventions regarding reviewed publications in the various disciplines represented in the CGIAR; comparison across natural science, social science and economics is not recommended

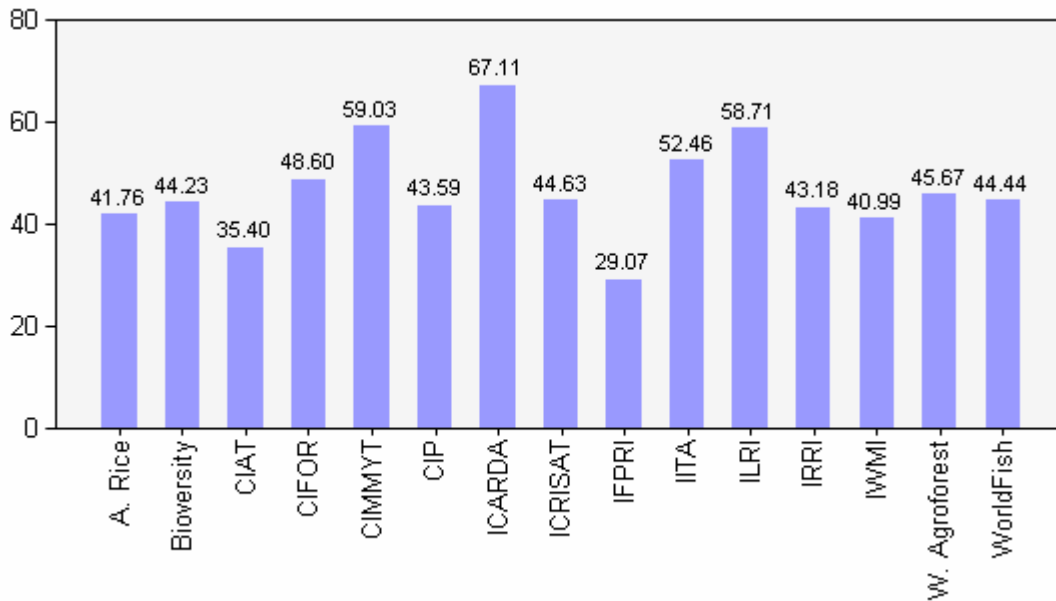
Center	External	Center	Total	Score
<u>A. Rice</u>	0.9	0.49	1.39	2
<u>Bioversity</u>	1.15	0.12	1.27	2
<u>CIAT</u>	1.56	0.27	1.83	2
<u>CIFOR</u>	1.05	0.44	1.49	2
<u>CIMMYT</u>	0.59	0	0.59	0.36
<u>CIP</u>	0.63	0	0.63	0.52
<u>ICARDA</u>	1.22	0.19	1.41	2
<u>ICRISAT</u>	0.95	0.51	1.46	2
<u>IFPRI</u>	0.72	0.26	0.98	1.92
<u>IITA</u>	0.87	0.07	0.94	1.76
<u>ILRI</u>	0.87	0.04	0.91	1.64
<u>IRRI</u>	1.02	0.16	1.18	2
<u>IWMI</u>	1.47	0.06	1.53	2
<u>W. Agroforest</u>	1.79	0.29	2.08	2
<u>WorldFish</u>	0.62	0	0.62	0.48

1C: Relative rating of Center's best publications – 2008



Center	Score
<u>A. Rice</u>	2.13
<u>Bioversity</u>	1.92
<u>CIAT</u>	2.45
<u>CIFOR</u>	2.9
<u>CIMMYT</u>	3
<u>CIP</u>	1.7
<u>ICARDA</u>	2.54
<u>ICRISAT</u>	1.9
<u>IFPRI</u>	2.5
<u>IITA</u>	2.01
<u>ILRI</u>	2.44
<u>IRRI</u>	2.76
<u>IWMI</u>	2.85
<u>W. Agroforest</u>	2.37
<u>WorldFish</u>	2.22

INDICATOR 2: Percentage of scientific papers that are published with developing country partners in refereed journals, conference and workshop proceedings in 2008



Center	Data
<u>A. Rice</u>	41.76
<u>Bioversity</u>	44.23
<u>CIAT</u>	35.4
<u>CIFOR</u>	48.6
<u>CIMMYT</u>	59.03
<u>CIP</u>	43.59
<u>ICARDA</u>	67.11
<u>ICRISAT</u>	44.63
<u>IFPRI</u>	29.07
<u>IITA</u>	52.46
<u>ILRI</u>	58.71
<u>IRRI</u>	43.18
<u>IWMI</u>	40.99
<u>W. Agroforest</u>	45.67
<u>WorldFish</u>	44.44

Outcomes

Definition

Outcome

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

Rationale:

This indicator measures the uptake and use of the research results by the immediate clients. It is a measure of the relevance of the research by the Center and its ability to monitor and document outcomes from the



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diffusion of research outputs as the first step toward demonstrating impact. It also reflects the effectiveness of auxiliary activities by the Center to stimulate outcome, such as capacity building and establishment of partnerships.

INDICATOR 3: SC assessment of Center Outcome reports

Centers are requested to report on the most significant outcomes documented in 2008 resulting from outputs that the Center produced. The number of cases to be submitted depends on the Center's actual expenditure for 2007 and is shown in the table below.

Center	Actual Expenditure 2007 (US\$ million)	# of outcome cases requested
Africa Rice Center	10.3	3
CIFOR	16.9	4
WorldFish Center	17.3	4
IWMI	23.9	4
CIP	24.1	5
ICARDA	27.0	5
World Agroforestry Center	30.4	5
Biodiversity International	37.6	6
IRRI	37.7	6
ICRISAT	37.8	6
ILRI	40.6	6
CIMMYT	43.9	7
IITA	44.7	7
IFPRI	45.7	7
CIAT	48.9	7

The outcomes need to be linked to an achieved output target identifiable in an MTP (also called research milestone in MTPs prior to MTP 2006-2008) or to an overall achieved output specified in any MTP not earlier than in MTP 2004-2006.

Please provide a description (in 750 words maximum) for each of the outcomes, including the following:

- An clear outcome statement of the outcome achieved (the statement must explicitly describe the achieved outcome rather than cite the planned outcome as written in the MTP)
- What output/output target resulted in the outcome?
- In which MTP was the output/output target identified as planned before its achievement?
- Where was the achievement of the output/output target documented?
- 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 magnitude and significance of the outcome relative to the intended recommendation domain? (in terms of, for example, the extent of use/adoption by the intended users and geographic coverage or reach of intended user groups, IPG nature of research, likelihood of impact on CGIAR goals, novelty and innovativeness of research or capacity building that led to the outcome, success in more intractable targets).
- What is the evidence for the outcome? Specifically, what kind of data were collected or study was conducted? Who collected the data and/or conducted the study? If not included in the outcome

evidence, what is the evidence that shows that the outcome is derived from the output/output target?

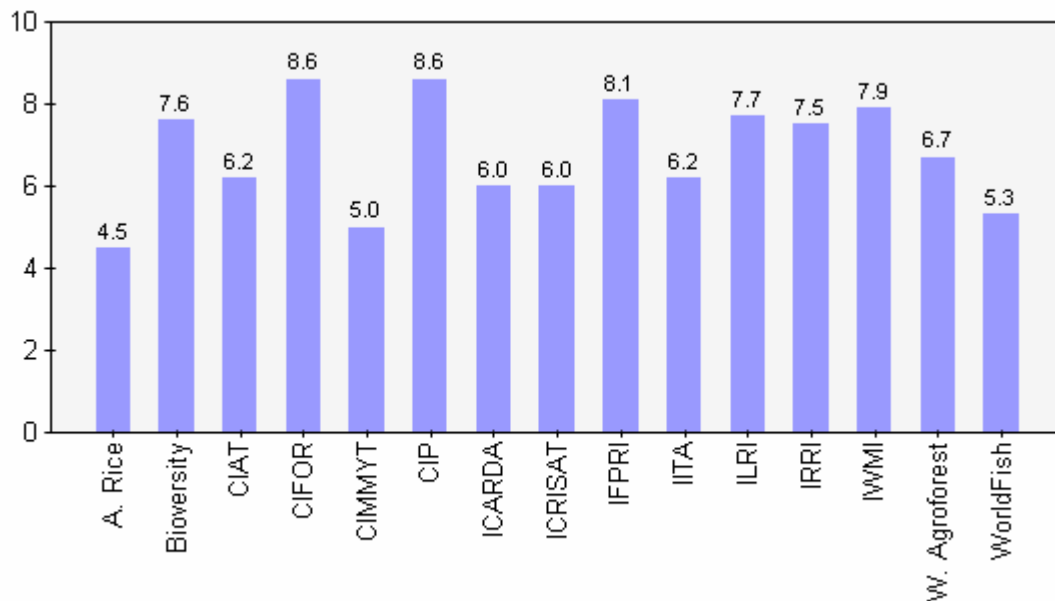
Requested Evidence Material

- Please make all evidence documents available in the PM database as attachments (files or zipped files).
- Keep the documentation to the minimum and include only direct evidence explicitly documenting the outcome and showing the link from the output to the outcome, not anecdotal evidence. Direct evidence means that a study has been conducted or set of observations are collected showing explicitly that the outcome has occurred or the outcome is explicitly reported in document other than an outcome assessment, for example in a newspaper article. Anecdotal evidence refers to material, including for example books, photographs, newspaper articles and bills that have limited relevance to the outcome reported or make an unsubstantiated reference to the outcome or outcomes of similar nature in general.
- The study documenting the outcome must have been completed in 2008 and the output/output target from where the outcome derived should have been presented as planned not earlier than in MTP 2004-2006.
- The number of evidence documents should not exceed three.
- Relevant sections from large reports should be extracted into a single document. In such case full references need to be given.
- If the evidence for the achievement of the output is not in the outcome study, it needs to be included separately.
- The most appropriate evidence documents are studies that have been specifically conducted to monitor outcomes and therefore clearly establish the link from Center output to the outcome. Testimony from a stakeholder is not sufficient evidence.
- The evidence material needs to be made available in English, French or Spanish.

The value of the overall evidence depends on the strength of the evidence about the outcome having occurred and attribution of the outcome to a specific Center output/output target.

The scoring table used by the SC for assessing the outcome cases is given in Annex 2.

INDICATOR 3: SC assessment of Center Outcome reports (1-10) - 2008



Center	SC Rating
<u>A. Rice</u>	4.5
<u>Bioversity</u>	7.6
<u>CIAT</u>	6.2
<u>CIFOR</u>	8.6
<u>CIMMYT</u>	5
<u>CIP</u>	8.6
<u>ICARDA</u>	6
<u>ICRISAT</u>	6
<u>IFPRI</u>	8.1
<u>IITA</u>	6.2
<u>ILRI</u>	7.7
<u>IRRI</u>	7.5
<u>IWMI</u>	7.9
<u>W. Agroforest</u>	6.7
<u>WorldFish</u>	5.3

Impact Culture

Definition

Impact

Impacts are the longer range social, environmental and economic benefits that contribute to CGIAR goals and the center's mission and objectives that derive at least in part from a Center's research related outputs.

Definition: Ex post Impact Assessment (ePIA)

ePIA is a specialized area of evaluation that is designed to identify and measure consequences resulting from earlier interventions of a program or project. Its timing is ePIA's defining characteristic: ePIA takes place after the program's or project's investment has generated the intervention, and sufficient time has elapsed and experience has accumulated to assess the intervention's performance in terms of longer term economic, social, and environmental consequences. ePIA contributes mainly to accountability and secondarily to learning in the evaluation of agricultural research. Impacts of an intervention may be positive or negative, direct or indirect, and intended or unintended.

Rationale:

This indicator measures Centers' efforts to document impact from their past research (hence, ex post impact assessment) to fulfill their accountability imperative towards CGIAR stakeholders. It also measures their efforts to institutionalize impact culture among their own researchers and partners.

INDICATOR 4:

Composite Indicator on Center Impact Assessment Culture

The indicator is the SC/SPIA rating of commitment to documenting impacts from past research in a credible way and building an impact assessment culture. Centers are requested to report information related to its commitment to documenting impacts and building an impact assessment culture in three main areas that the SC will use as the criteria for scoring the reports:

- (1) Ex-post Impact Assessment (ePIA) studies / advancement of ePIA methods (45%);
- (2) Building an impact assessment culture at the Center, including communication / dissemination and capacity enhancement (20%); and,
- (3) Quality of submission of one published ePIA study during the past three years that effectively demonstrates the impact of the Center's research on the poor or food insecure people and to the environment, as judged by peer reviewers appointed by SPIA (35%).

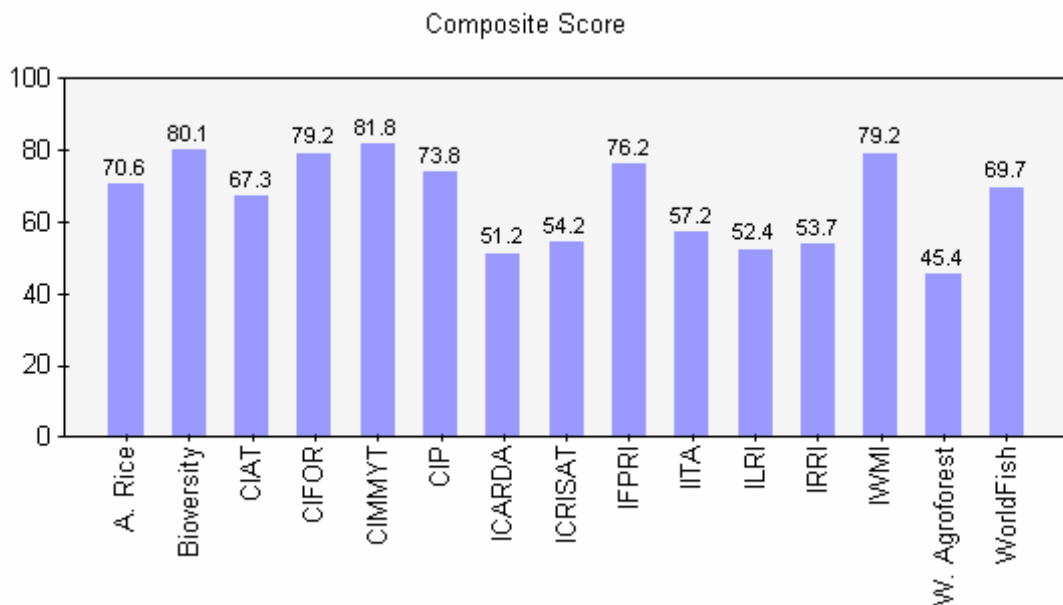
Please complete the checklist in Annex 3 for components (1) and (2) and submit one ePIA for component (3). The criteria used for assessing component (3) can be found in Annex 3

For the purposes of this exercise, an ePIA refers to a published journal article, conference paper, book chapter (but not entire edited book), report or any other publication that has entered the public domain, which is not a revised version of an earlier submission, that documents empirically the impact of a center's research or research-related output in terms of CGIAR goals.

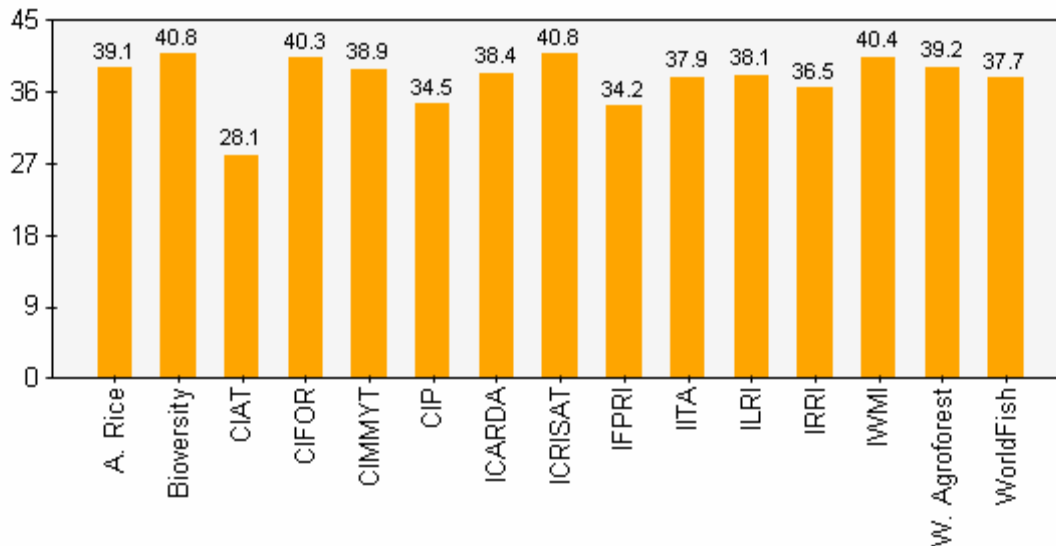
The impacts measured may be short-term, medium-term or long-term but must be linked to a clearly discernible intervention derived from research. The ePIAs must include some measurement of adoption beyond the household or village level and some measure of ex-post impact as a result of that adoption. Adoption constraints analyses, pilot technology evaluations, farmer preference and demand type studies and ex-ante impact assessments are not, for this exercise, regarded as ePIAs³. While there may well be an element of ex-ante in many ePIAs, there must be some measurement of adoption and ex-post impact to qualify.

³ While those studies are useful in their own right, and may well be counted as outputs or outcomes, none of these qualify as ex post impact assessments (ePIAs) for purposes of this exercise.

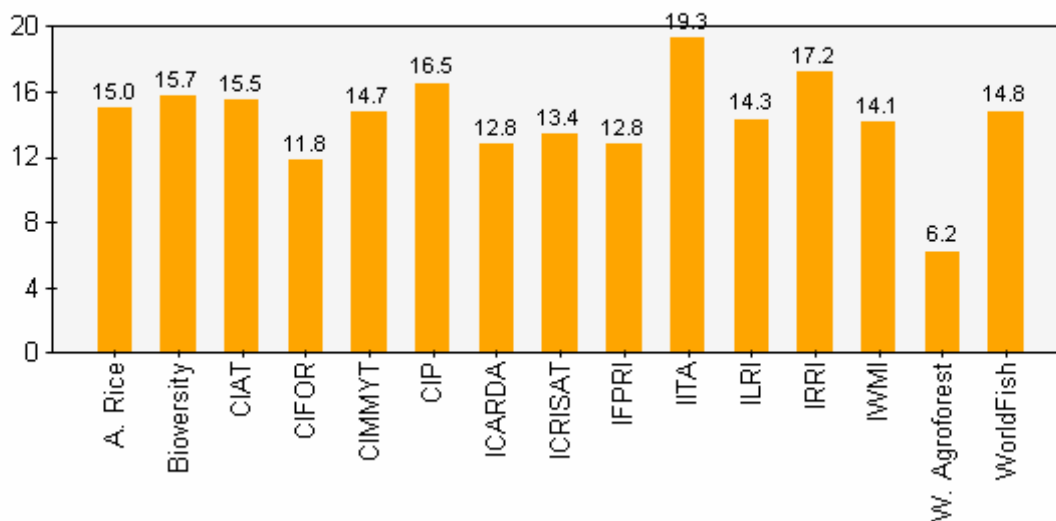
INDIACTOR 4: Composite Indicator on Center Impact Assessment Culture – 2008



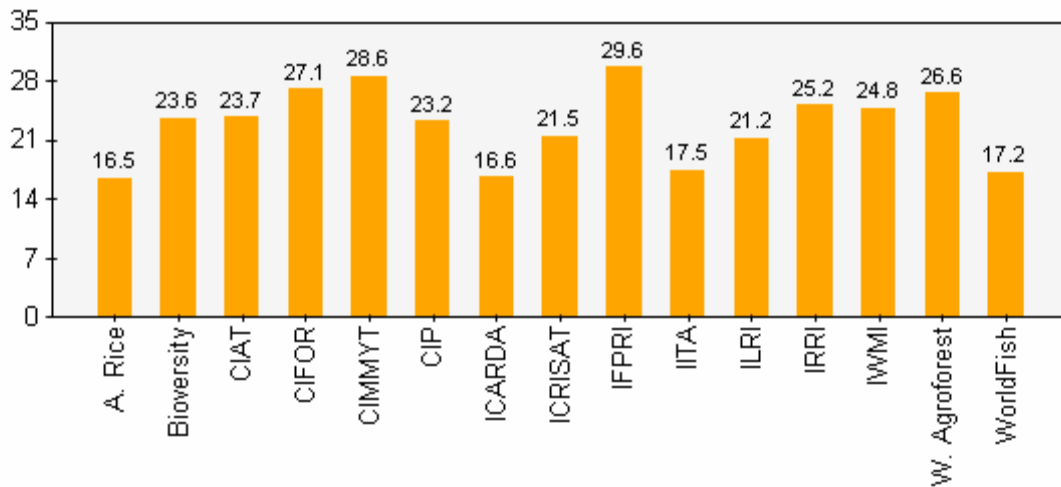
Score: Criterion 1. EplA studies/Advancement of eplA methods (45%)



Score: Criterion 2: Building an IA culture at the Center and enhancing the capacity of IA (including communication/dissemination) (20%)



Score: Criterion 3. One eplA published study that effectively demonstrates the impact of the Center on the poor or food insecure people and to the environment, rated for quality and rigor (35%)



Center	Composite Score	Score 1	Score 2	Score 3
<u>A. Rice</u>	70.6	39.1	15	16.5
<u>Bioversity</u>	80.1	40.8	15.7	23.6
<u>CIAT</u>	67.3	28.1	15.5	23.7
<u>CIFOR</u>	79.2	40.3	11.8	27.1
<u>CIMMYT</u>	81.8	38.9	14.7	28.6
<u>CIP</u>	73.8	34.5	16.5	23.2
<u>ICARDA</u>	51.2	38.4	12.8	16.6
<u>ICRISAT</u>	54.2	40.8	13.4	21.5
<u>IFPRI</u>	76.2	34.2	12.8	29.6
<u>IITA</u>	57.2	37.9	19.3	17.5
<u>ILRI</u>	52.4	38.1	14.3	21.2
<u>IRRI</u>	53.7	36.5	17.2	25.2
<u>IWMI</u>	79.2	40.4	14.1	24.8
<u>W. Agroforest</u>	45.4	39.2	6.2	26.6
<u>WorldFish</u>	69.7	37.7	14.8	17.2

Potential to Perform

Institutional Health

Definition

GOVERNANCE

INDICATOR 5A: Summary Score on Governance Checklist

Rationale: The governance indicators reflect the range of policies and practices that the CGIAR determined were instrumental to good governance based on best practices in the corporate and nongovernmental



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sectors. The specific measures follow closely the recommendations identified in the 2006 Stripe Review on Corporate Governance, and the roles and responsibilities of Center boards outlined in the CGIAR Guidelines on Center Governance.

Please complete the checklist in Annex 4 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 (maximum 500 words) describing **one important action** taken by the board in 2008 to improve the board's performance and the expected impact from this action.

Examples of such actions include board restructuring, re-organization of board and committee agendas improvements to evaluation processes, etc.

A peer-reviewed panel composed of three external members will assess the submissions in terms of standards and practices in governance, relevance, and the expected impact of the actions taken. In particular, the panel will consider:

- If the action is important for improving board performance
- If, in the context of the board's performance, the action will have a substantial impact
- If the action and its impact are clearly and specifically described
- If there is a verifiable source for the action

Supporting Evidence Material:

Please also attach a verifiable source for the actions described.

Documentation should be verifiable, clear and brief. Relevant extracts from documents (minutes, board-endorsed reports) can be submitted, or if supporting documentation cannot easily be extracted from longer texts, it should be clearly marked within the text.

Center review of panel assessments: Before the score for the board statement are made final, Centers will have an opportunity to review the panel's assessments and to improve or clarify the supporting evidence if the panel has considered it deficient to form an assessment. Centers are not permitted to submit a different action or to appeal the panel's scores once all improved supporting evidence has been re-submitted and reviewed.

CULTURE OF LEARNING AND CHANGE

INDICATOR 5C:

Summary Score on Culture of Learning and Change Checklist

Rationale: A vibrant culture of learning and change is critical for a Center's long-term success. Sustaining the quality and relevance of research is related to a Center's regular investment into development of its staff, staff satisfaction, the evaluation of its own effectiveness and the renewal of its human and intellectual capital by seeking greater diversity.

Please complete the checklist in Annex 5 for your Center.

DIVERSITY

INDICATOR 5D:

Percentage of women in management

(Percent of management positions, either research or nonresearch, occupied by women as of 31. December 2008).

Requested Evidence Material:

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

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.

INDICATOR 5E:

IRS Nationality concentration: Percentage of internationally-recruited staff that comes from the top

two countries represented in the IRS staff nationality list for the Center (as of December 31, 2008).
Please also indicate the Nationality.

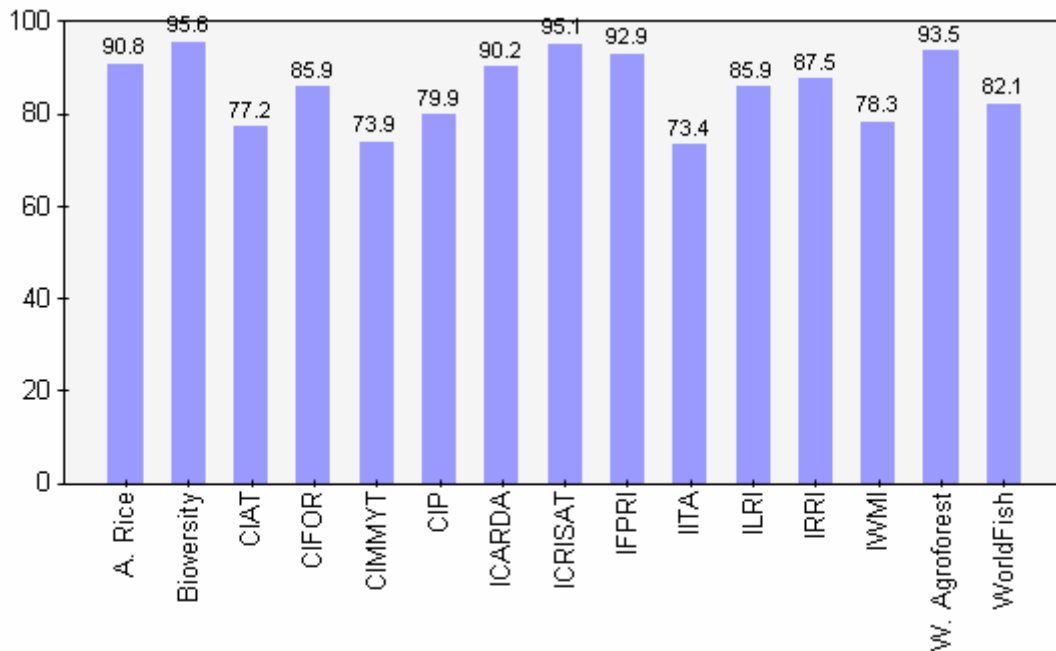
Requested Evidence Material:

List of IRS staff names and country of nationality

Governance

INDICATOR 5A: Composite Score on Governance Checklist

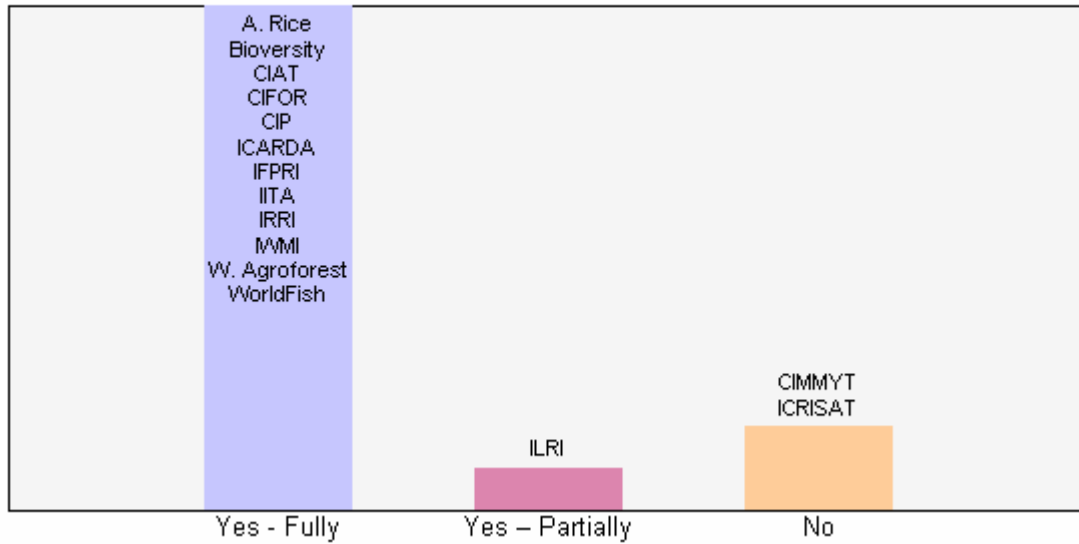
INDICATOR 5A: Overall Score on Governance Checklist - 2008



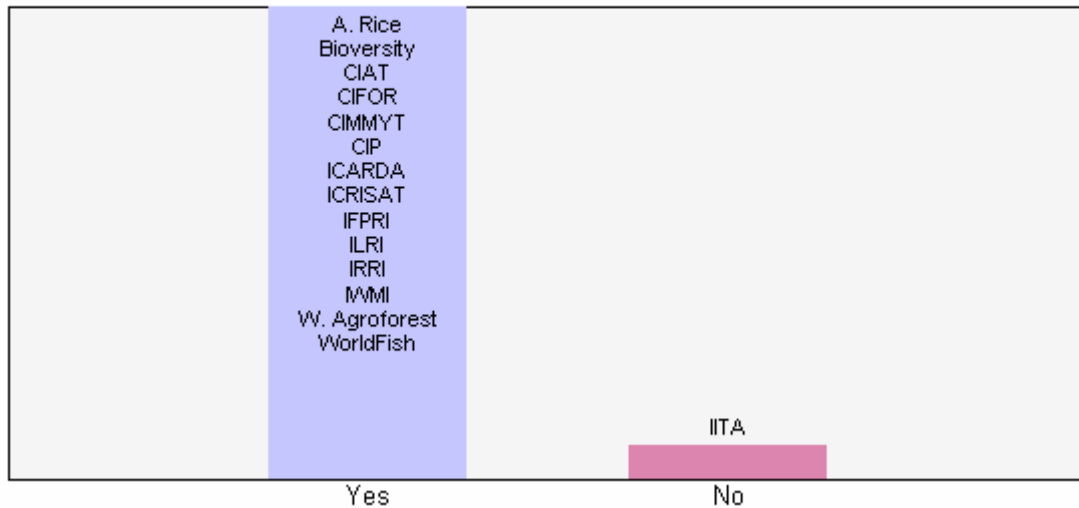
Center	Score
<u>A. Rice</u>	90.8
<u>Bioversity</u>	95.6
<u>CIAT</u>	77.2
<u>CIFOR</u>	85.9
<u>CIMMYT</u>	73.9
<u>CIP</u>	79.9
<u>ICARDA</u>	90.2
<u>ICRISAT</u>	95.1
<u>IFPRI</u>	92.9
<u>IITA</u>	73.4
<u>ILRI</u>	85.9
<u>IRRI</u>	87.5
<u>IWMI</u>	78.3
<u>W. Agroforest</u>	93.5

Checklist on Center Governance – 2008

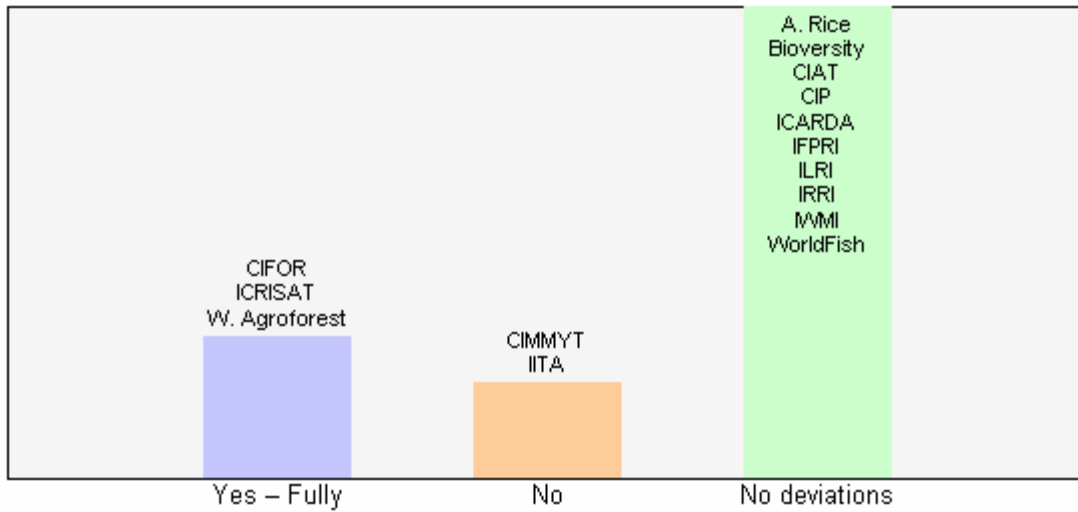
A.1) Has the full board been engaged in developing or updating the Center's strategic plan in the past two years?



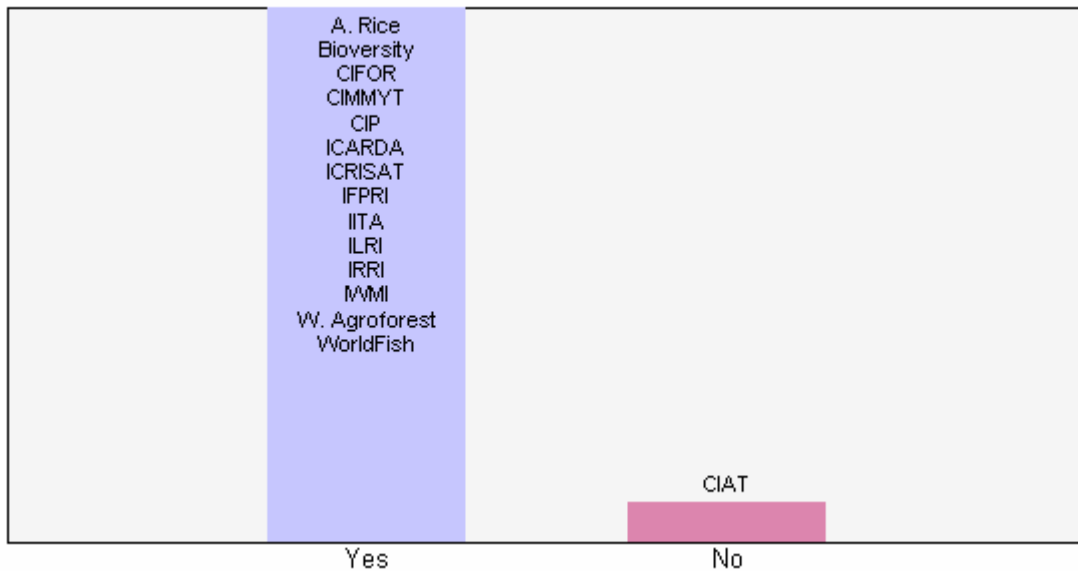
A.2a) In 2008, did the board assess the Center's performance based on the targets and strategic goals approved in the Medium Term Plan and/or the strategic plan, and act on significant deviations from projected results? - Assessed results:



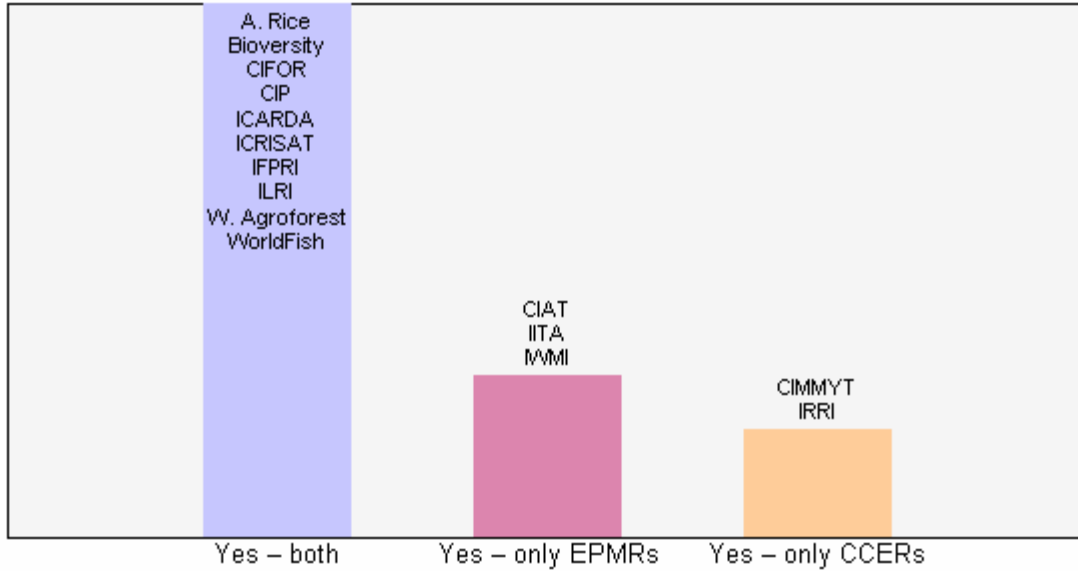
A.2b) In 2008, did the board assess the Center's performance based on the targets and strategic goals approved in the Medium Term Plan and/or the strategic plan, and act on significant deviations from projected results? - Acted on significant deviations:



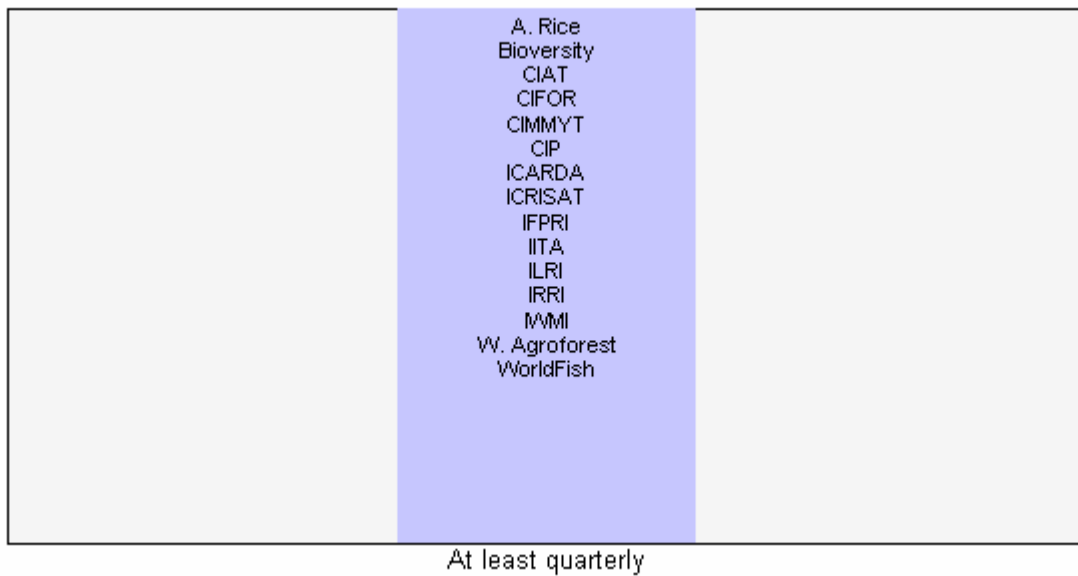
A.3) Does the board have an approved schedule for CCERs on program matters?



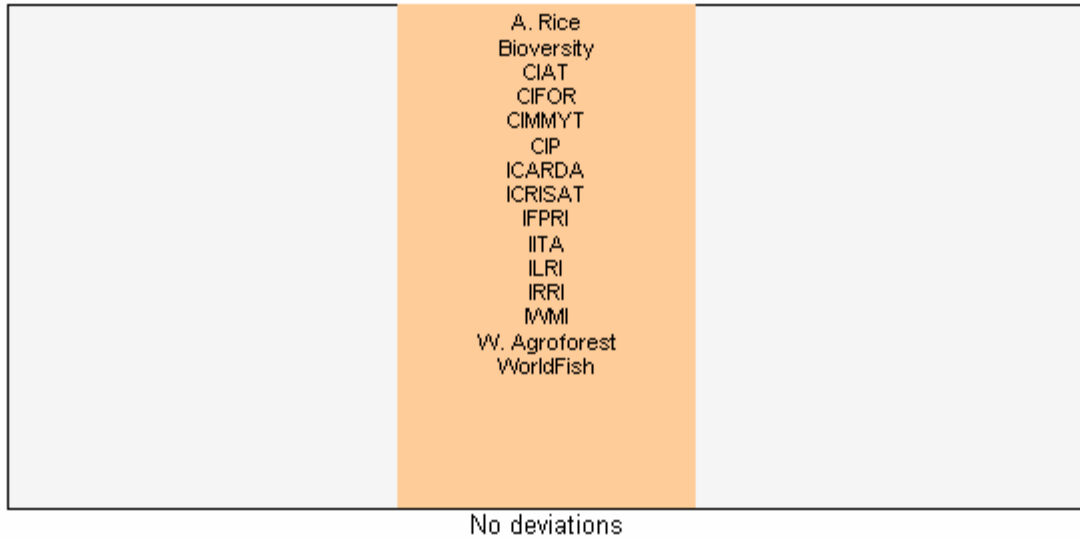
A.4) In 2008, did the board monitor actions taken in response to CCERs and EPMRs?



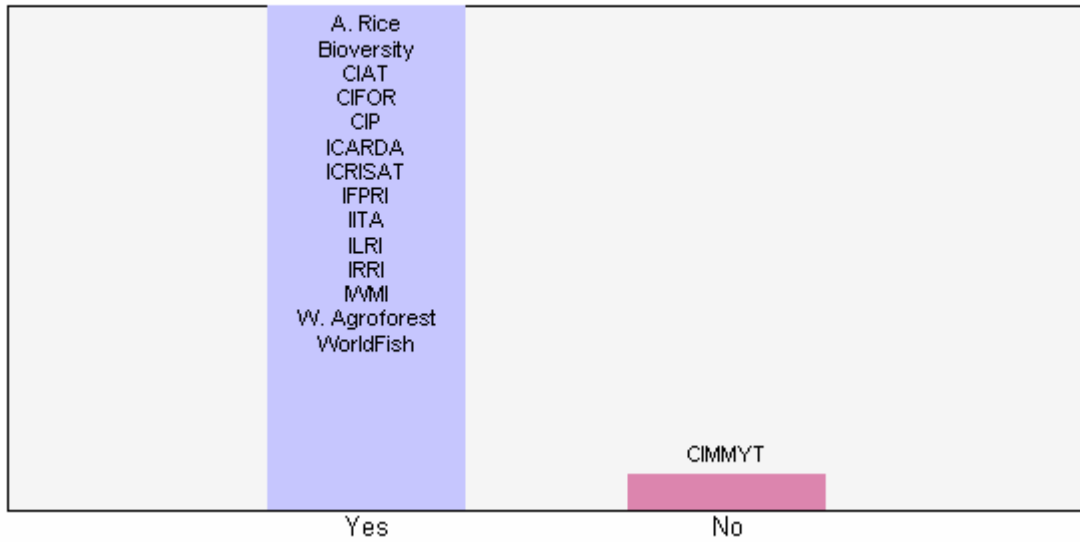
A.5) How often does the full board receive information on key financial indicators?



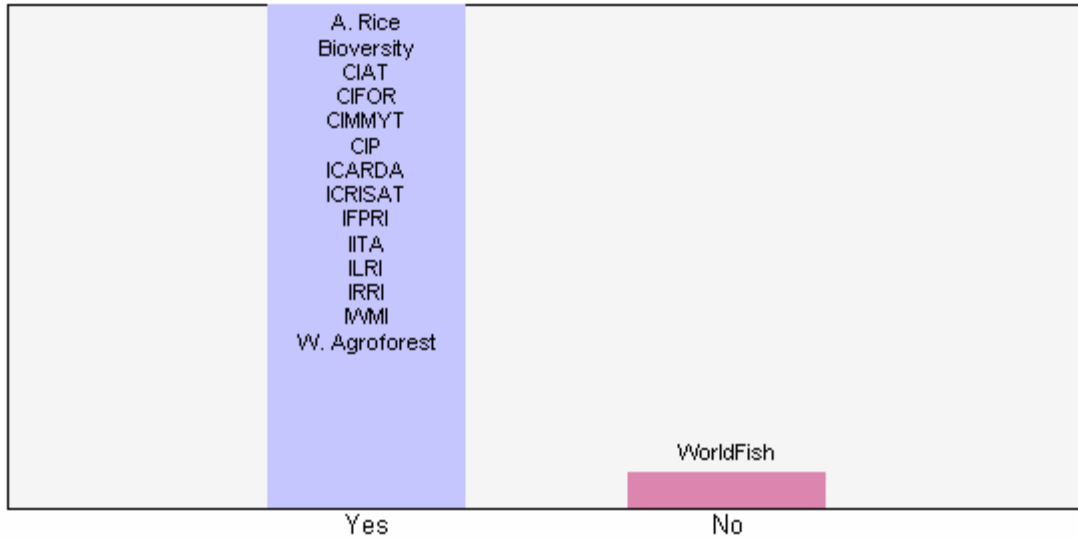
A.6) In 2008, did the board act on any significant deviations (10% +/-) from the approved budget?



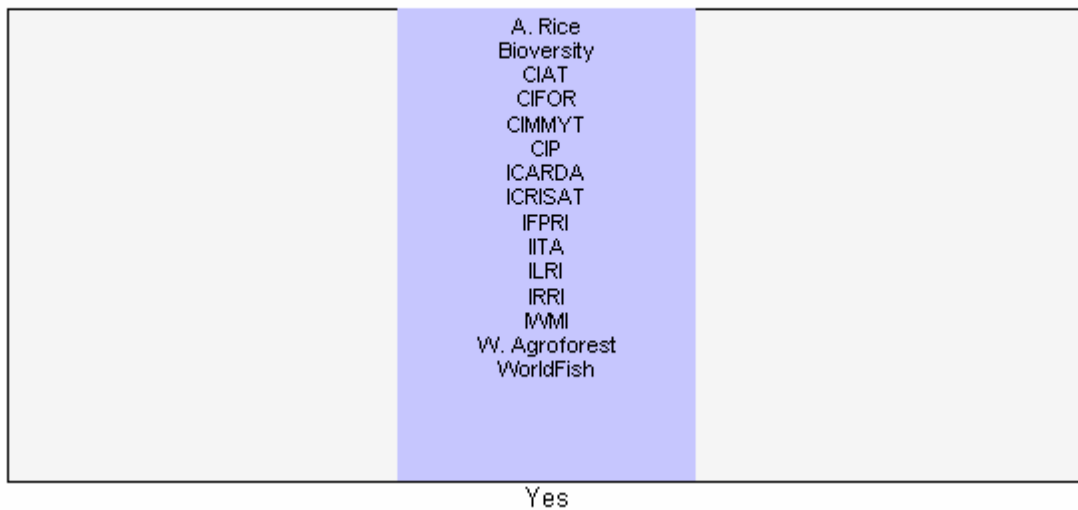
A.7) Did the full board participate in the annual performance appraisal of the DG, including decisions on compensation?



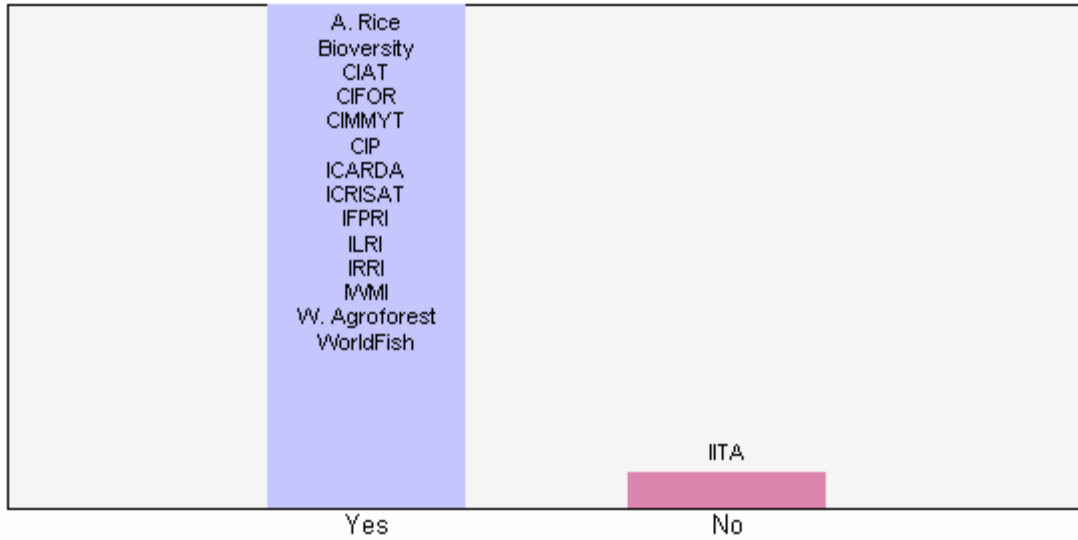
A.8) Does the board review annual trends in Center staffing, including gender, diversity, and turnover?



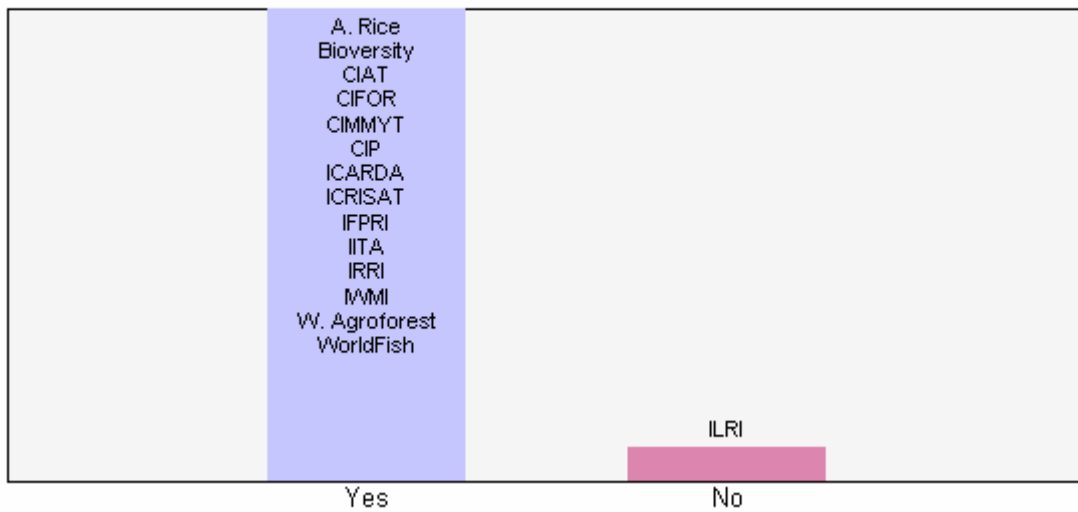
A.9) Is there a board-approved policy on delegation of authority, particularly with respect to financial transactions, that makes clear the decision-making responsibilities reserved to board?



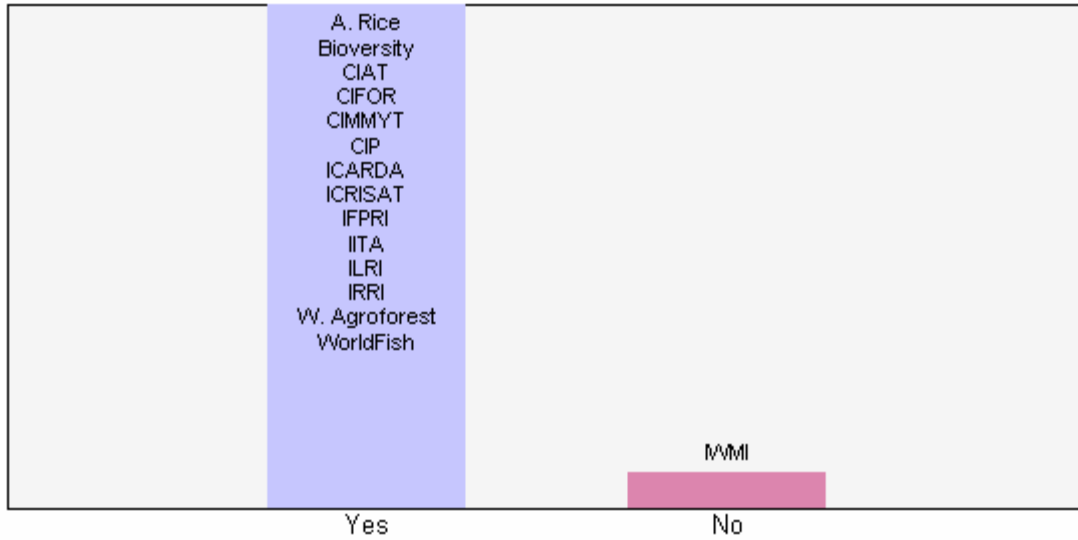
A.10) Has the board reviewed the adequacy of the Center's risk management and internal control mechanisms as an explicit agenda item in the past two years?



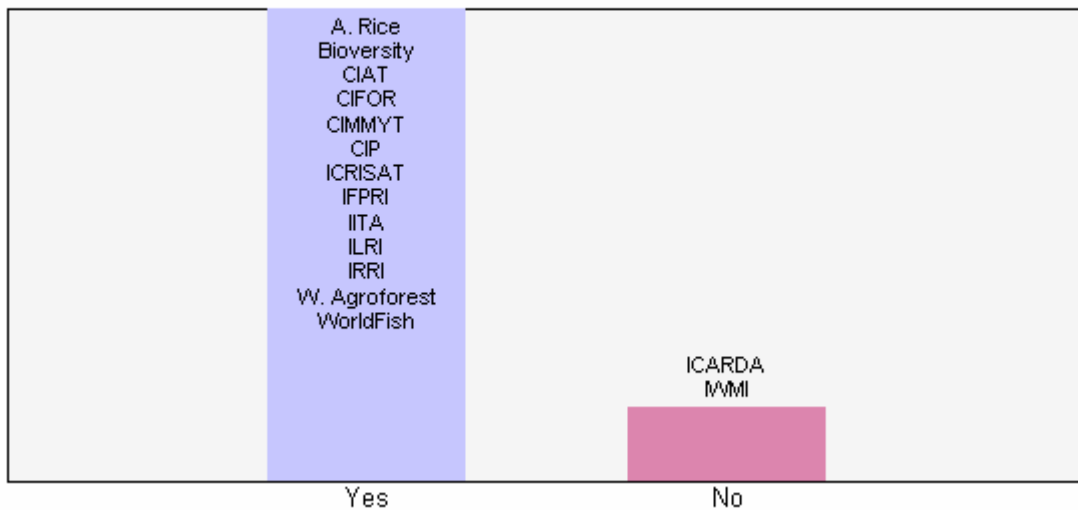
A.11) As part of planning, program evaluation or ongoing board development, did the board take the opportunity to engage directly with partners, stakeholders and beneficiaries?



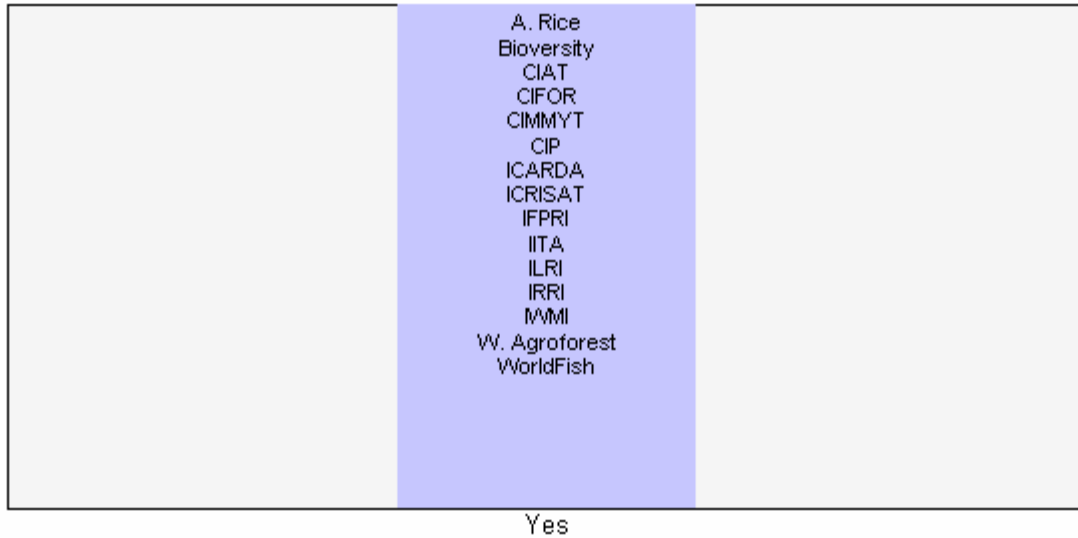
A.12) Is the role of board members in serving as ambassadors and advocates for the Center included in the terms of reference describing board member responsibilities?



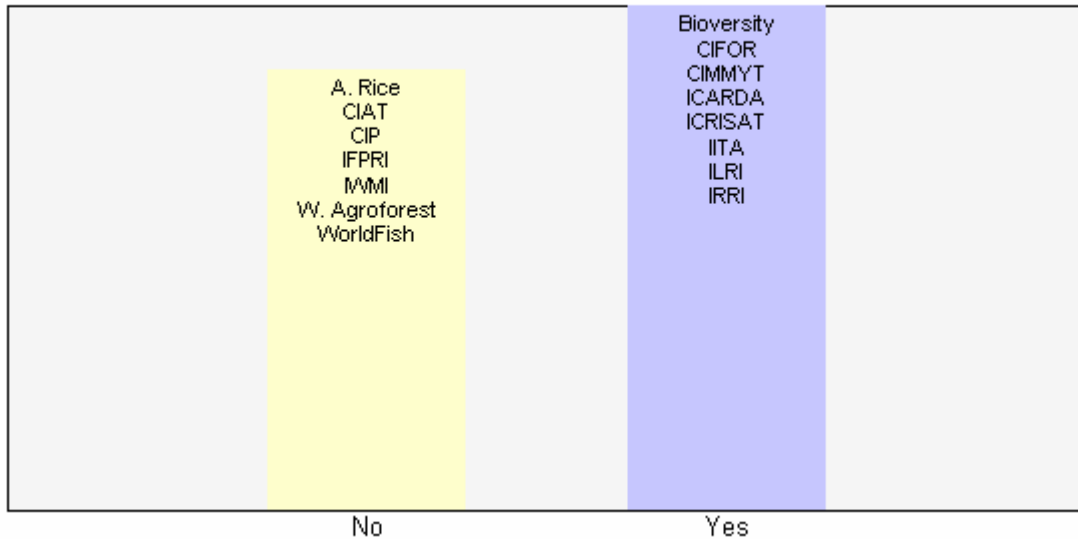
A.13) Does the board have a formal mechanism for regular, independent communication with staff through meetings with staff councils or other representative staff groups?



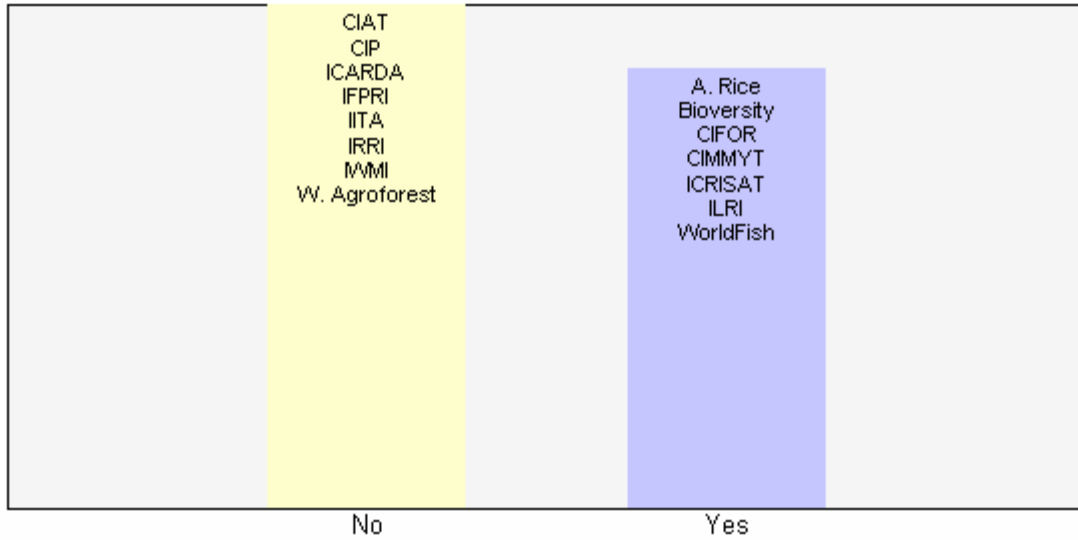
A.14.1) Is the following information publicly available on the Center's website?
Mission, vision and strategic goals



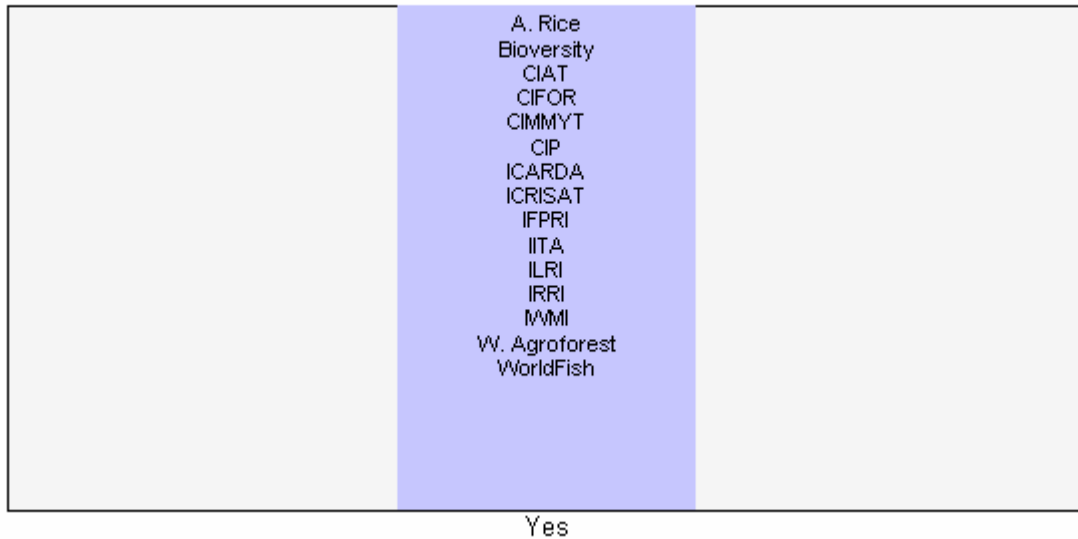
A.14.2) Is the following information publicly available on the Center's website?
Annual report (including full presentation of financials and performance indicators)



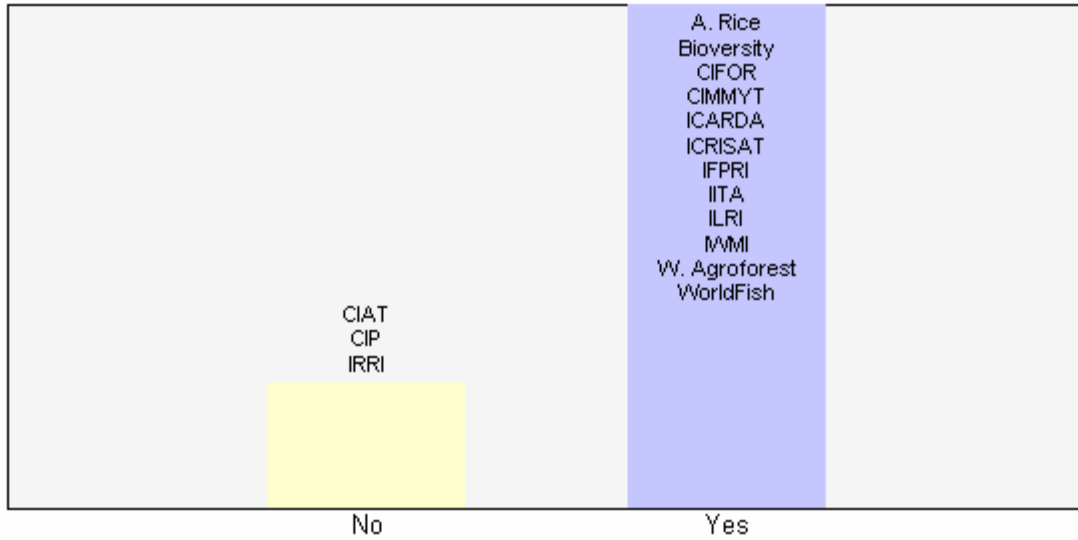
A.14.3) Is the following information publicly available on the Center's website?
Staff compensation schedule (salary scales)



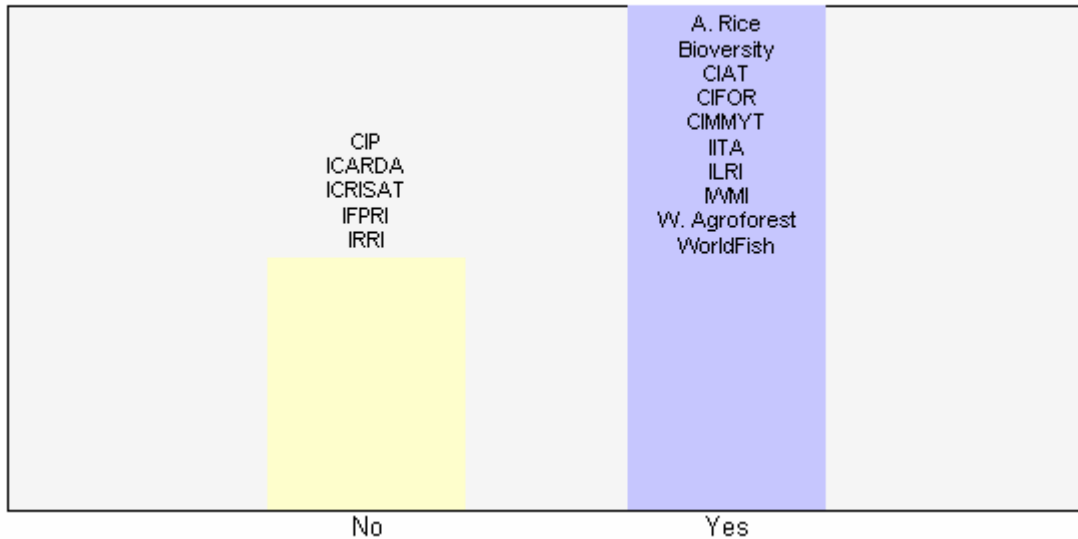
A.14.4) Is the following information publicly available on the Center's website?
List of current board members with biographical information



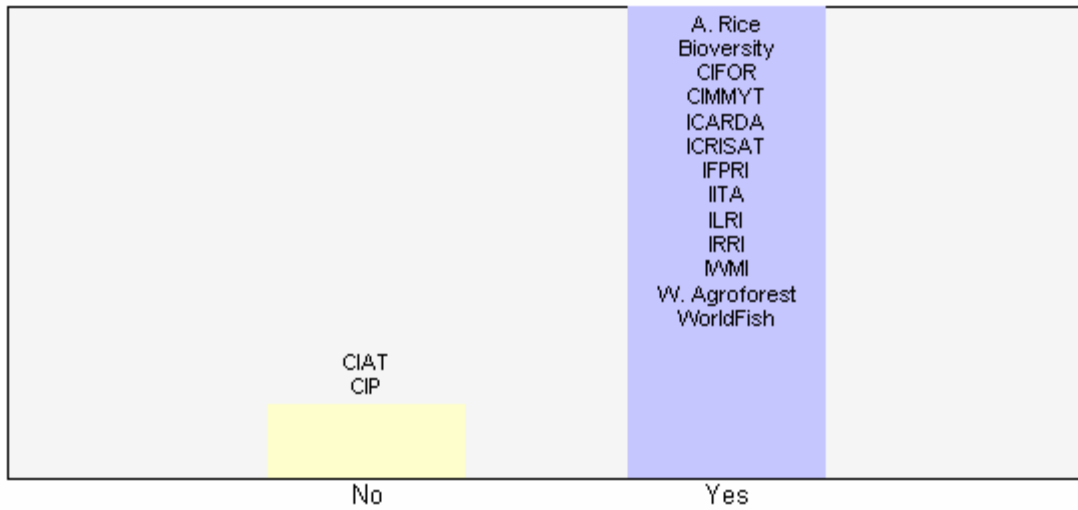
A.14.5) Is the following information publicly available on the Center's website?
Schedule of board and executive committee meetings



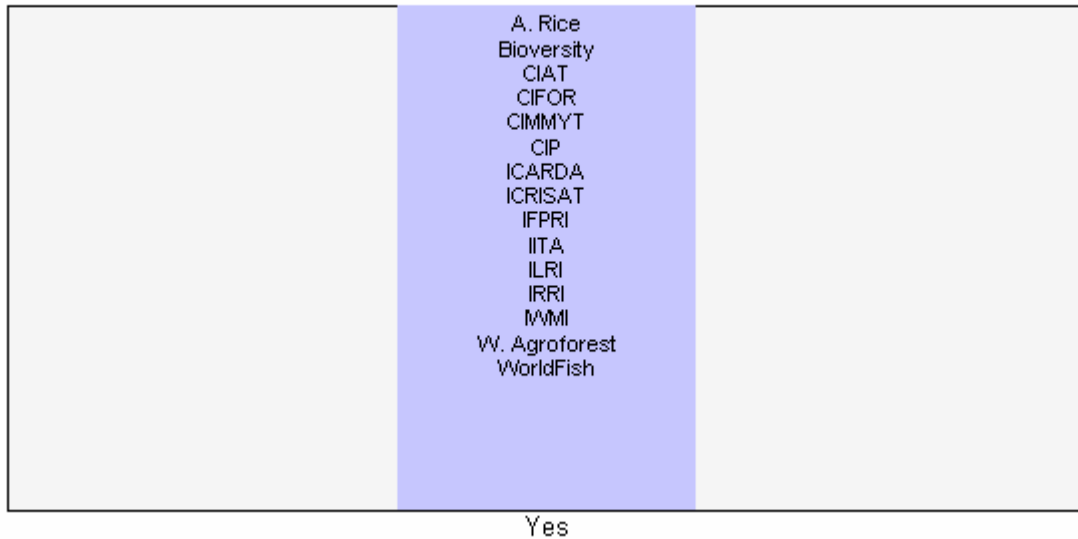
A.14.6) Is the following information publicly available on the Center's website?
Archive of board meeting agendas and summaries (recommended 2 year minimum)



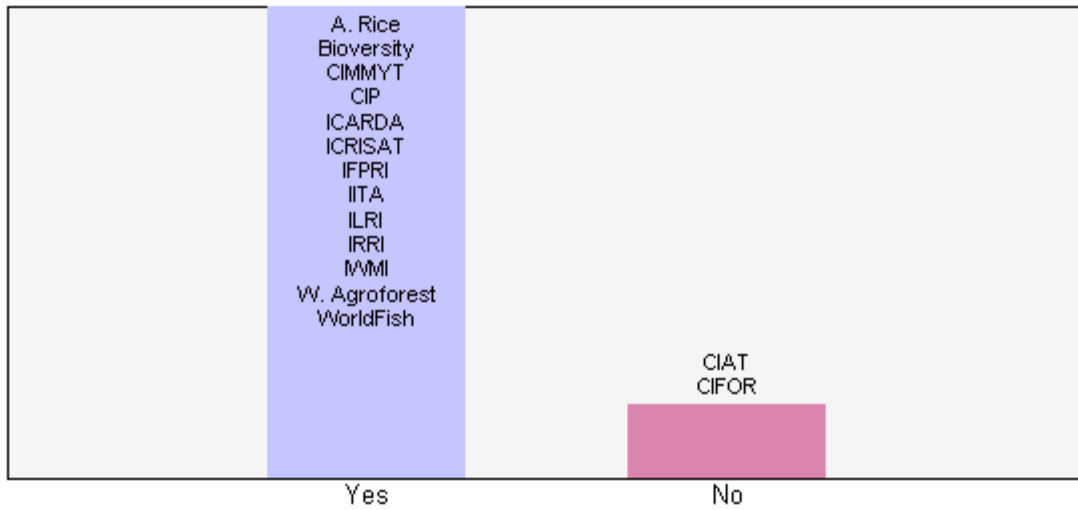
A.14.7) Is the following information publicly available on the Center's website?
Contact information that allows for independent communication
with the chair of the board



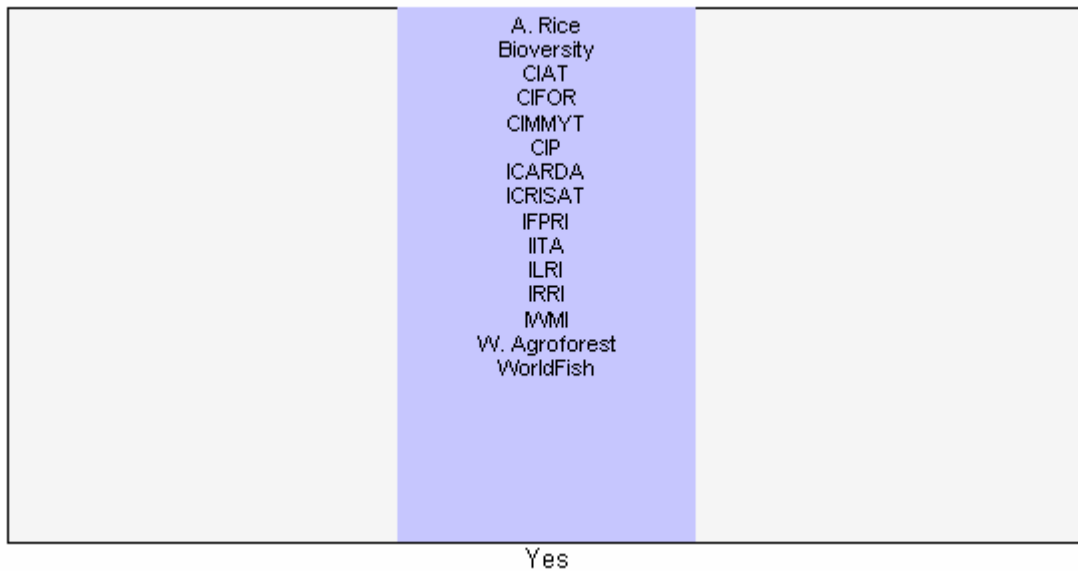
A.15a) Has the board undertaken a thorough assessment of its own performance in the past two years and implemented improvements based on the assessment? - Assessed:



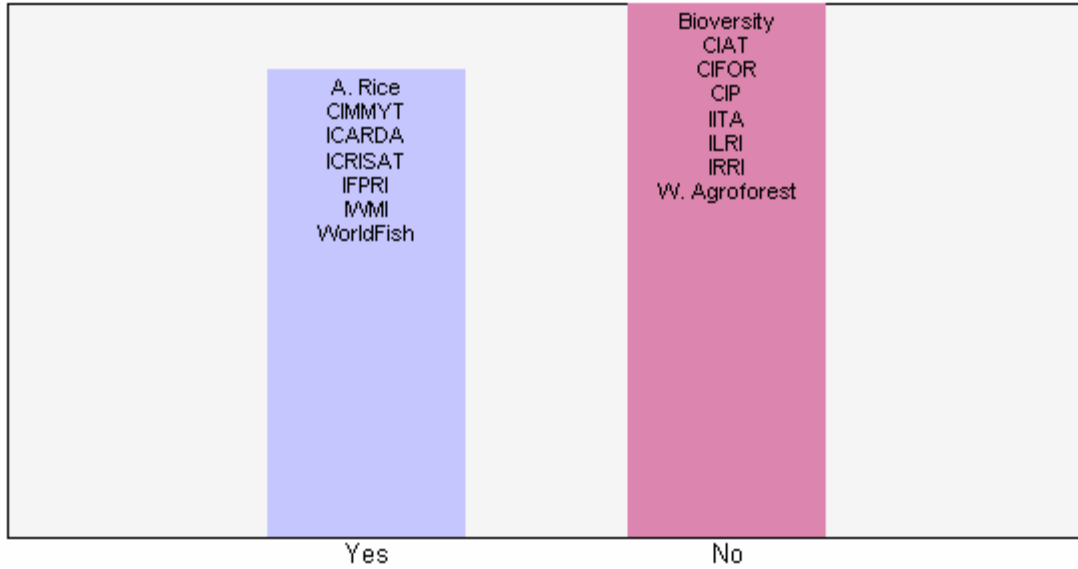
A.15b) Has the board undertaken a thorough assessment of its own performance in the past two years and implemented improvements based on the assessment? - Implemented improvements:



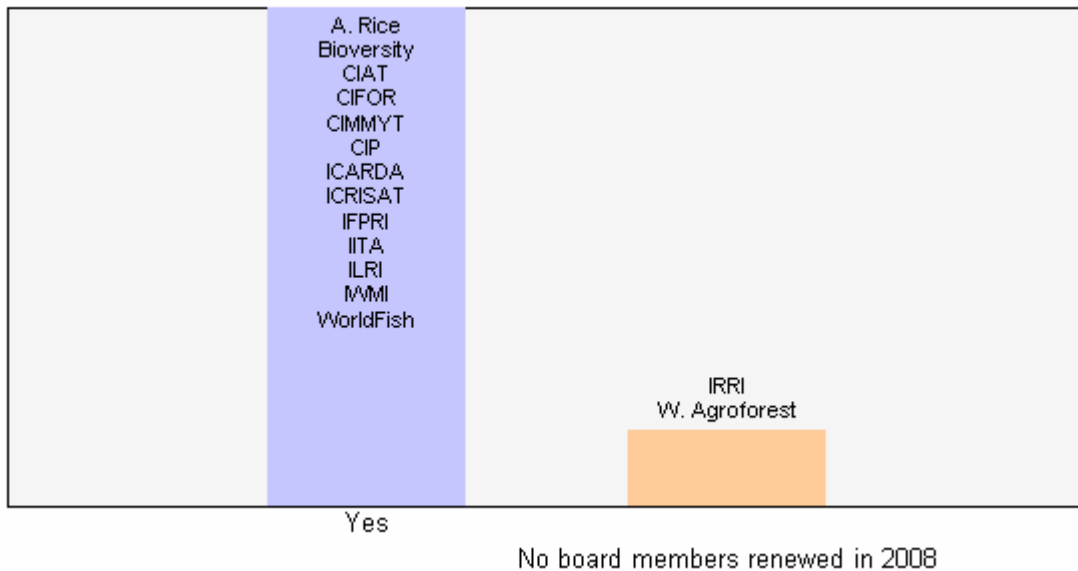
A.16) Does the full board perform an annual evaluation of the board chair?



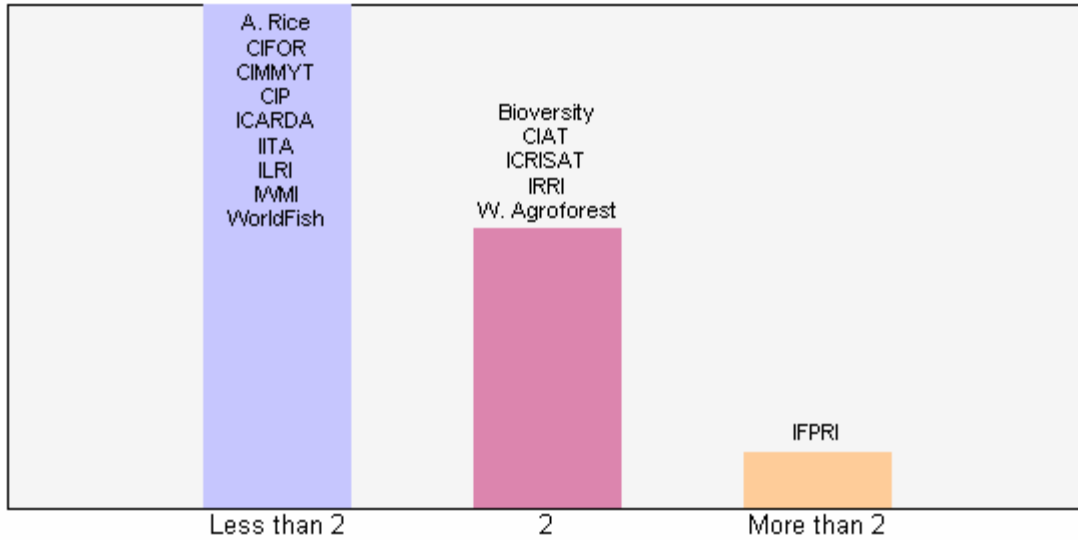
A.17) Are committee chairs evaluated by the respective committee members annually?



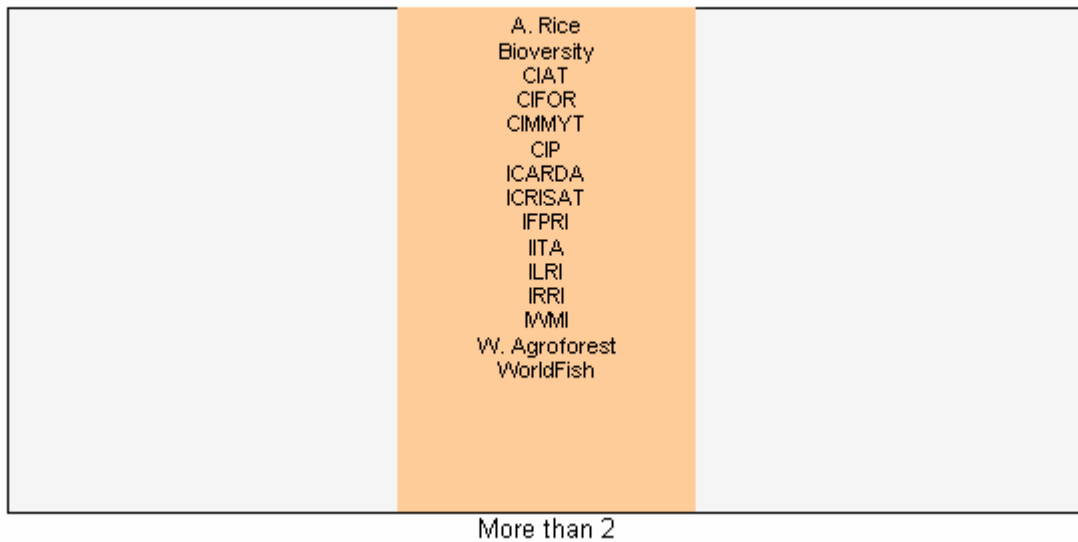
A.18) Was a formal evaluation of board members conducted before reappointment?



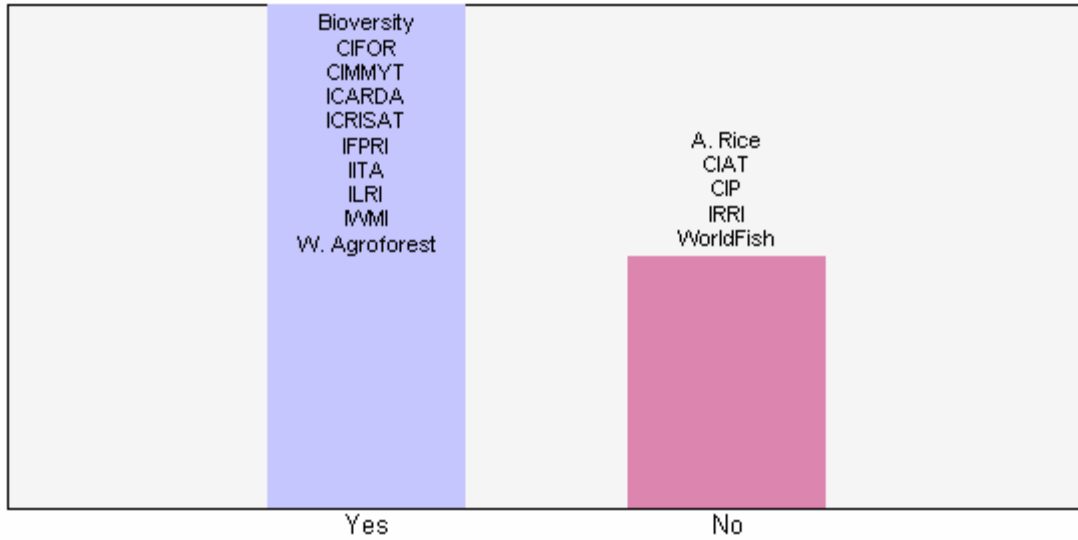
A.19) Does the board have at least two members with professional qualifications in financial management?



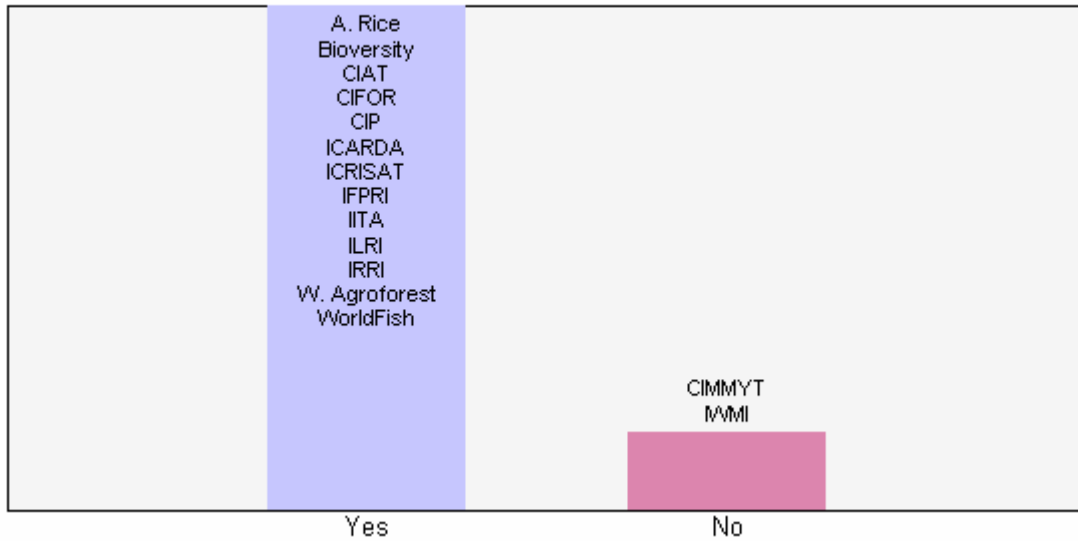
A.20) Does the board have at least one member with professional expertise in corporate, nonprofit or public governance?



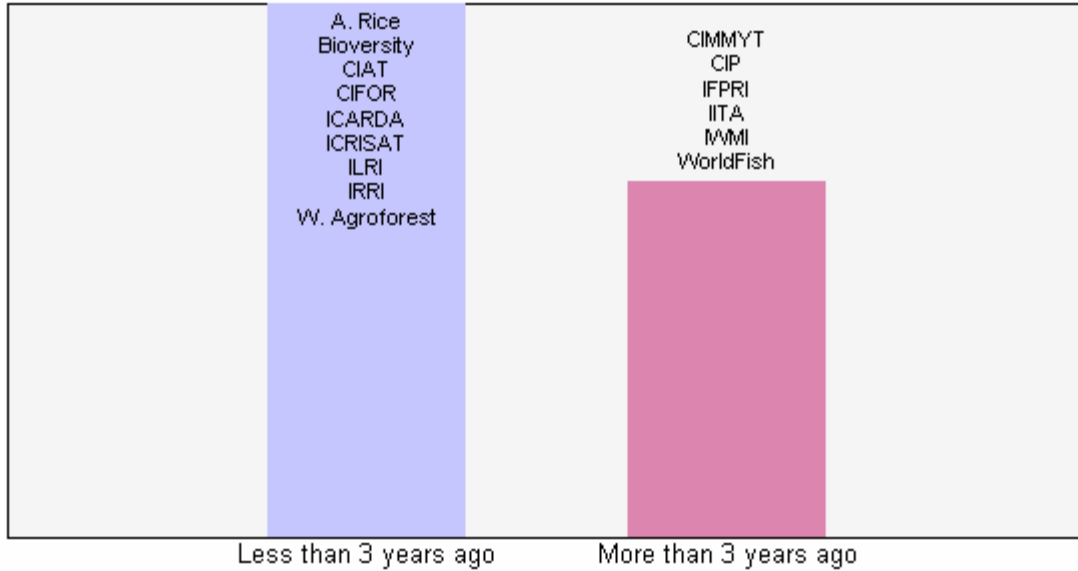
A.21a) Have all new board members (who started their terms in 2007 or earlier): -
attended a CGIAR board orientation program?



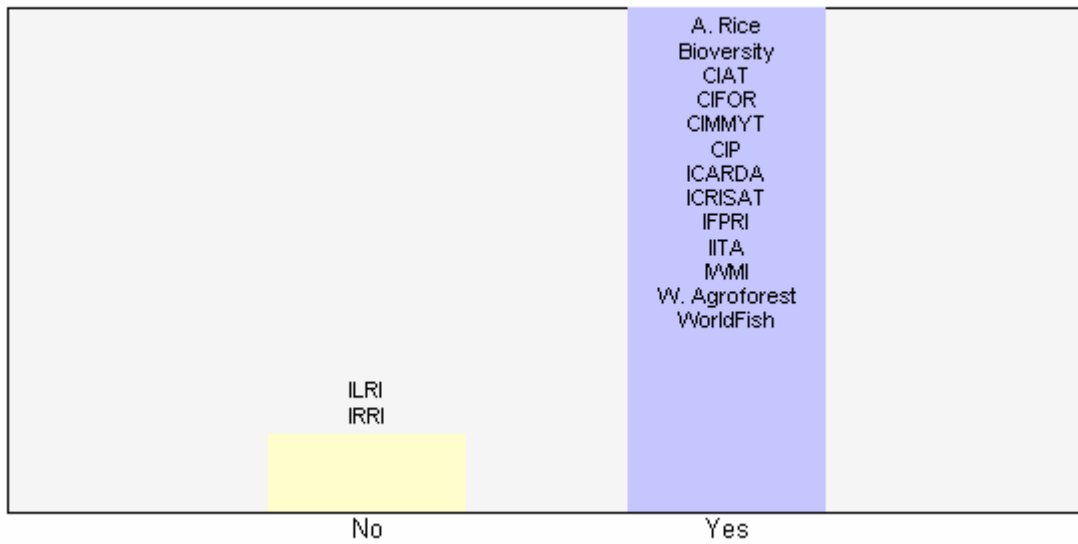
A.21b) Have all new board members (who started their terms in 2007 or earlier): -
attended a comprehensive Center-specific orientation program?



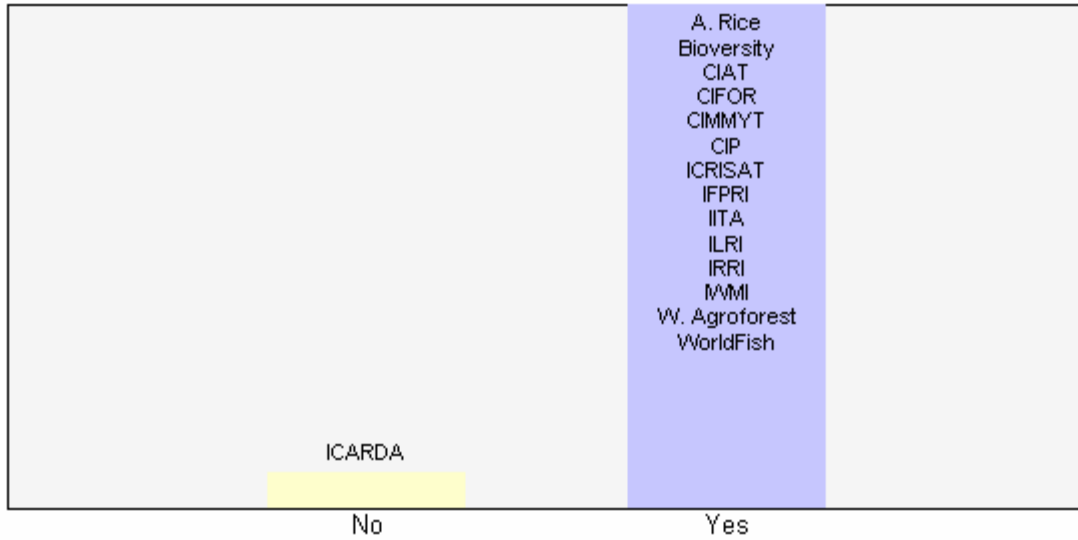
A.22) When did the board commission the last CCER on Center governance?



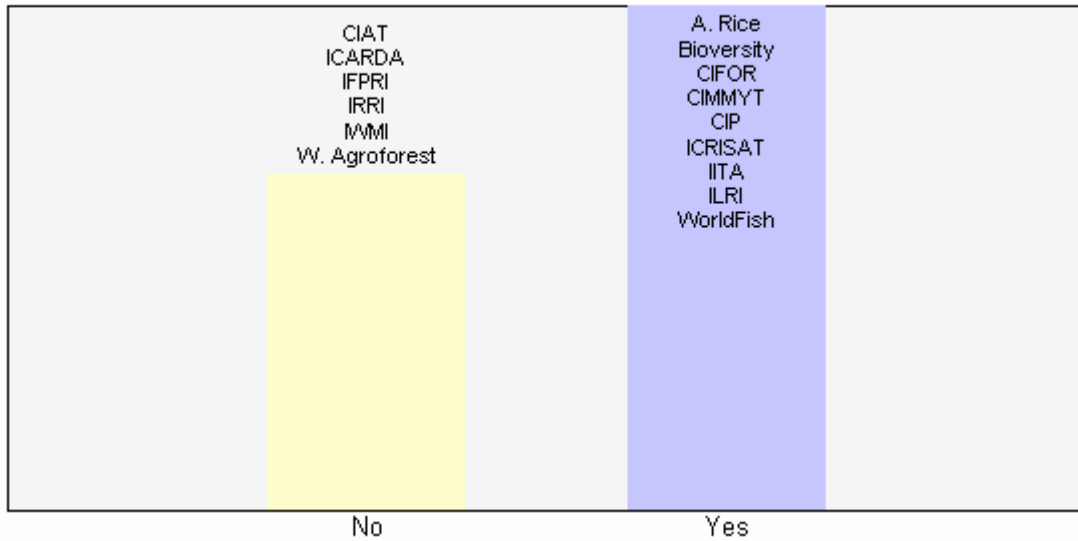
A.23.1) In the last two years, has the board approved or reviewed the following policies:
External audit



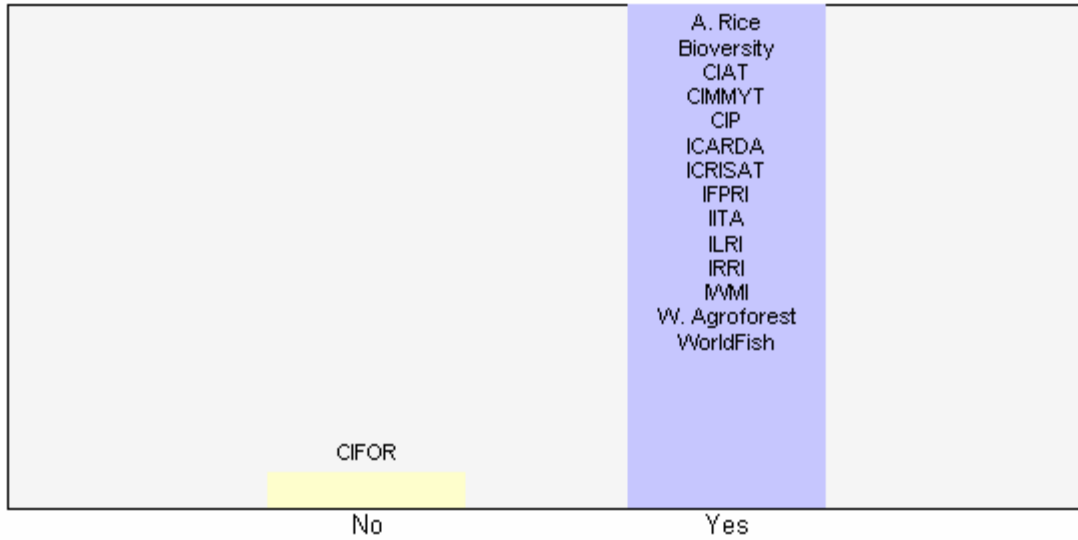
A.23.2) In the last two years, has the board approved or reviewed the following policies:
Investment



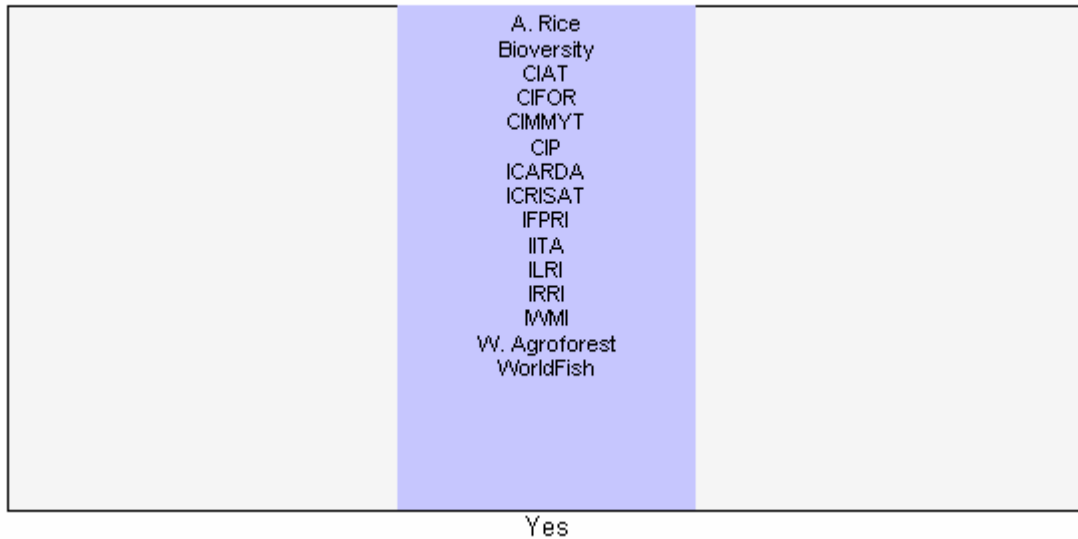
A.23.3) In the last two years, has the board approved or reviewed the following policies:
Procurement



A.23.4) In the last two years, has the board approved or reviewed the following policies:
HR policy (including grievance procedures)



A.23.5) In the last two years, has the board approved or reviewed the following policies:
Whistle blower





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

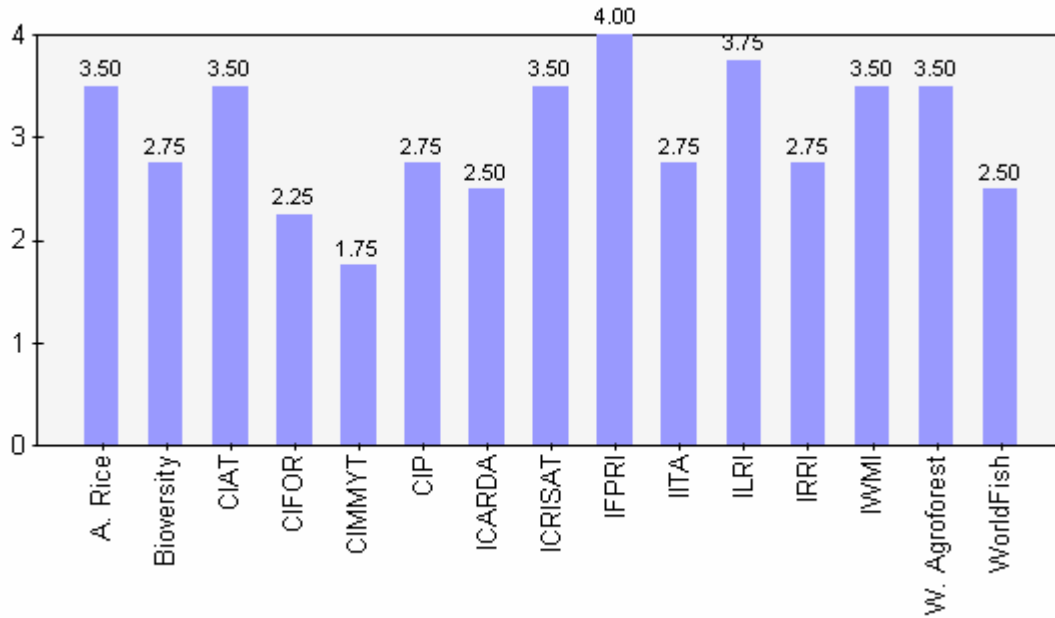
	<u>A. Rice</u>	<u>Bioersivity</u>	<u>CIAT</u>	<u>CIFOR</u>	<u>CIMMYT</u>	<u>CIP</u>	<u>ICARDA</u>	<u>ICRISAT</u>	<u>IFPRI</u>	<u>IITA</u>	<u>ILRI</u>	<u>IRRI</u>	<u>IWMI</u>	<u>W. Agroforest</u>	<u>WorldFish</u>
A.1	Yes - Fully	Yes - Fully	Yes - Fully	Yes - Fully	No	Yes - Fully	Yes - Fully	No	Yes - Fully	Yes - Fully	Yes - Partially	Yes - Fully	Yes - Fully	Yes - Fully	Yes - Fully
A.2a	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
A.2b	No deviations	No deviations	No deviations	Yes - Fully	No	No deviations	No deviations	Yes - Fully	No deviations	No	No deviations	No deviations	No deviations	Yes - Fully	No deviations
A.3	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A.4	Yes - both	Yes - both	Yes - only EPMRs	Yes - both	Yes - only CCERs	Yes - both	Yes - both	Yes - both	Yes - both	Yes - only EPMRs	Yes - both	Yes - only CCERs	Yes - only EPMRs	Yes - both	Yes - both
A.5	At least quarterly	At least quarterly	At least quarterly	At least quarterly	At least quarterly	At least quarterly	At least quarterly	At least quarterly	At least quarterly	At least quarterly	At least quarterly	At least quarterly	At least quarterly	At least quarterly	At least quarterly
A.6	No deviations	No deviations	No deviations	No deviations	No deviations	No deviations	No deviations	No deviations	No deviations	No deviations	No deviations	No deviations	No deviations	No deviations	No deviations
A.7	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A.8	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
A.9	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A.10	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
A.11	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes
A.12	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
A.13	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
A.14.1	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A.14.2	No	Yes	No	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	No	No	No
A.14.3	Yes	Yes	No	Yes	Yes	No	No	Yes	No	No	Yes	No	No	No	Yes
A.14.4	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A.14.5	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
A.14.6	Yes	Yes	Yes	Yes	Yes	No	No	No	No	Yes	Yes	No	Yes	Yes	Yes
A.14.7	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A.15a	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A.15b	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A.16	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A.17	Yes	No	No	No	Yes	No	Yes	Yes	Yes	No	No	No	Yes	No	Yes



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

A.18	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No board members renewed in 2008	Yes	No board members renewed in 2008	Yes
A.19	Less than 2	2	2	Less than 2	Less than 2	Less than 2	Less than 2	2	More than 2	Less than 2	Less than 2	2	Less than 2	2	Less than 2
A.20	More than 2	More than 2	More than 2	More than 2	More than 2	More than 2	More than 2	More than 2	More than 2	More than 2	More than 2	More than 2	More than 2	More than 2	More than 2
A.21a	No	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No
A.21b	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
A.22	Less than 3 years ago	Less than 3 years ago	Less than 3 years ago	Less than 3 years ago	More than 3 years ago	More than 3 years ago	Less than 3 years ago	Less than 3 years ago	More than 3 years ago	More than 3 years ago	Less than 3 years ago	Less than 3 years ago	More than 3 years ago	Less than 3 years ago	More than 3 years ago
A.23.1	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes
A.23.2	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A.23.3	Yes	Yes	No	Yes	Yes	Yes	No	Yes	No	Yes	Yes	No	No	No	Yes
A.23.4	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A.23.5	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

INDICATOR 5B: Board Statements Assessment (1-4) - 2008

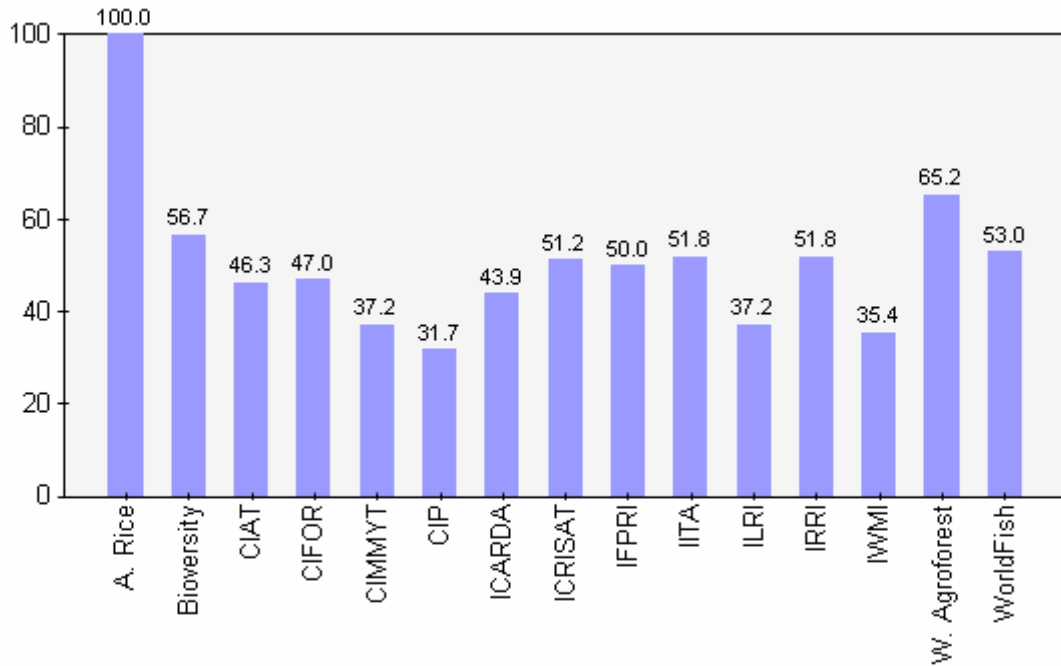


Center	Rating
<u>A. Rice</u>	3.5
<u>Bioversity</u>	2.75
<u>CIAT</u>	3.5
<u>CIFOR</u>	2.25
<u>CIMMYT</u>	1.75
<u>CIP</u>	2.75
<u>ICARDA</u>	2.5
<u>ICRISAT</u>	3.5
<u>IFPRI</u>	4
<u>IITA</u>	2.75
<u>ILRI</u>	3.75
<u>IRRI</u>	2.75
<u>IWMI</u>	3.5
<u>W. Agroforest</u>	3.5
<u>WorldFish</u>	2.5

Culture of Learning and Change

INDICATOR 5A: Composite Score on Culture of Learning and Change Checklist – 2008

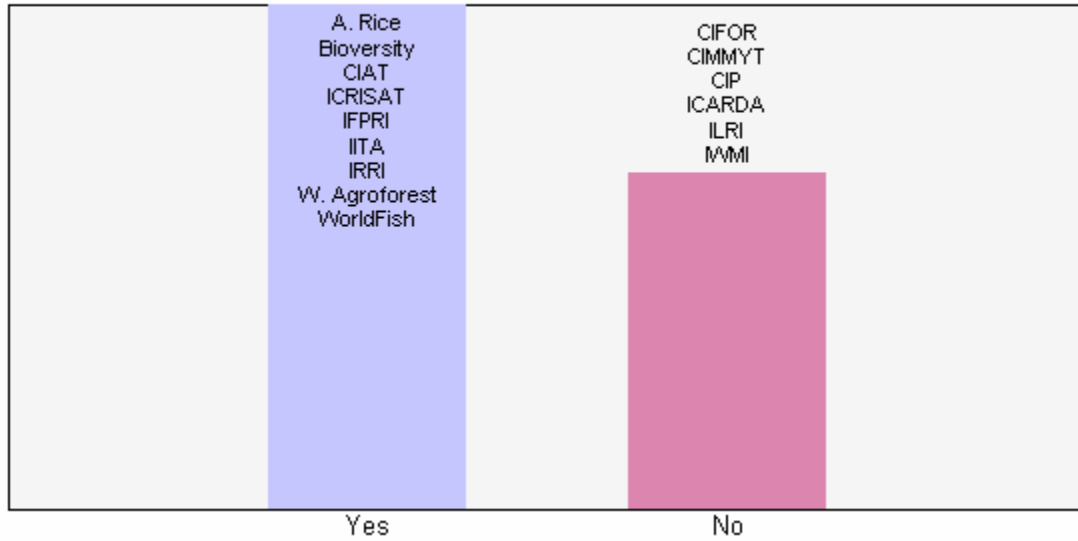
INDICATOR 5C: Overall Score on Culture of Learning and Change Checklist - 2008



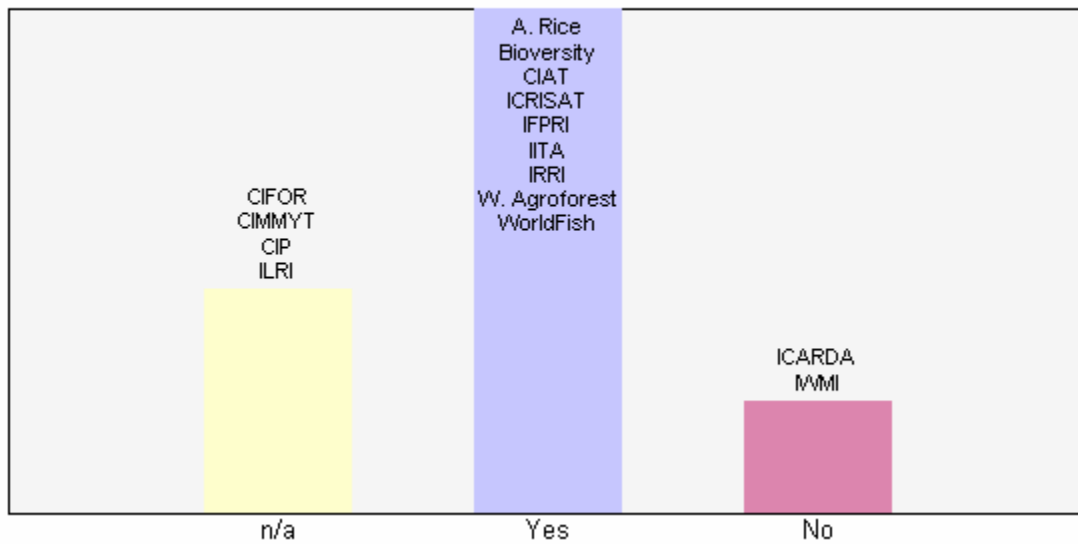
Center	Score
<u>A. Rice</u>	100
<u>Bioversity</u>	56.7
<u>CIAT</u>	46.3
<u>CIFOR</u>	47
<u>CIMMYT</u>	37.2
<u>CIP</u>	31.7
<u>ICARDA</u>	43.9
<u>ICRISAT</u>	51.2
<u>IFPRI</u>	50
<u>IITA</u>	51.8
<u>ILRI</u>	37.2
<u>IRRI</u>	51.8
<u>IWMI</u>	35.4
<u>W. Agroforest</u>	65.2
<u>WorldFish</u>	53

Checklist on Culture of learning and change - 2008

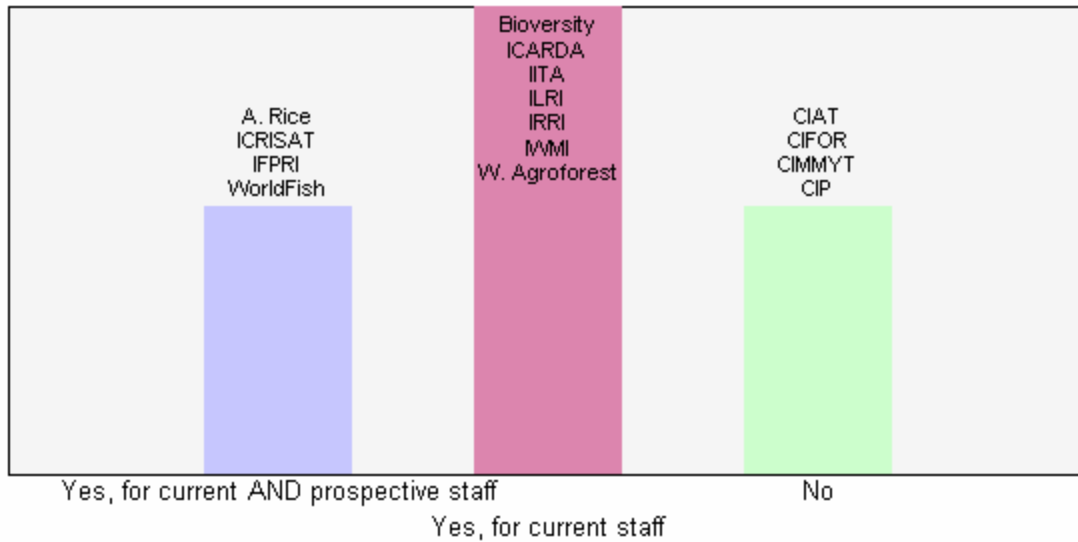
1a. Has the Center conducted a staff satisfaction and/or attitude survey of ALL staff in 2007 or 2008, where the results were shared with staff?



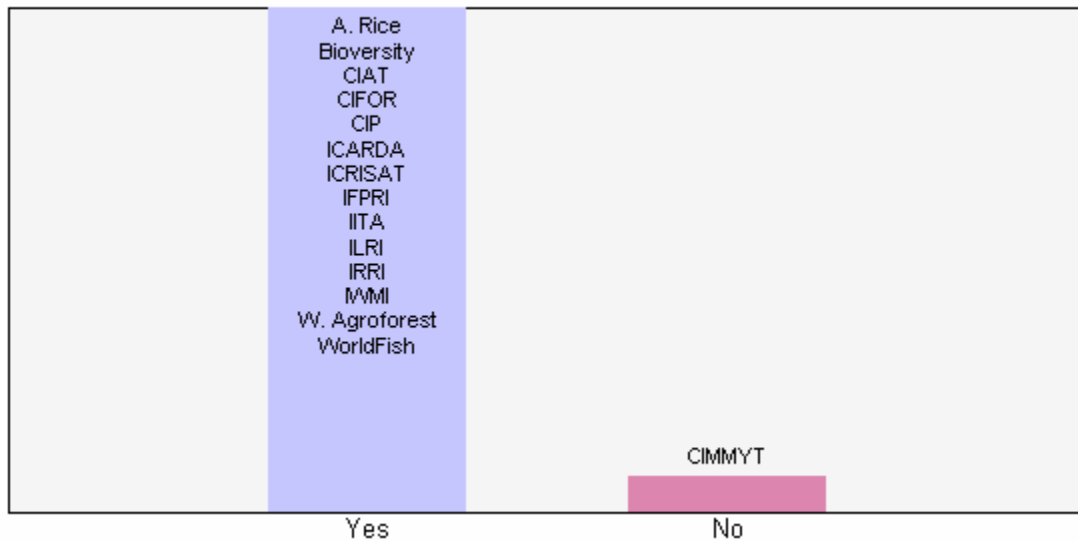
1b. If yes, did the survey result in specific action plans to improve staff satisfaction and /or attitudes?



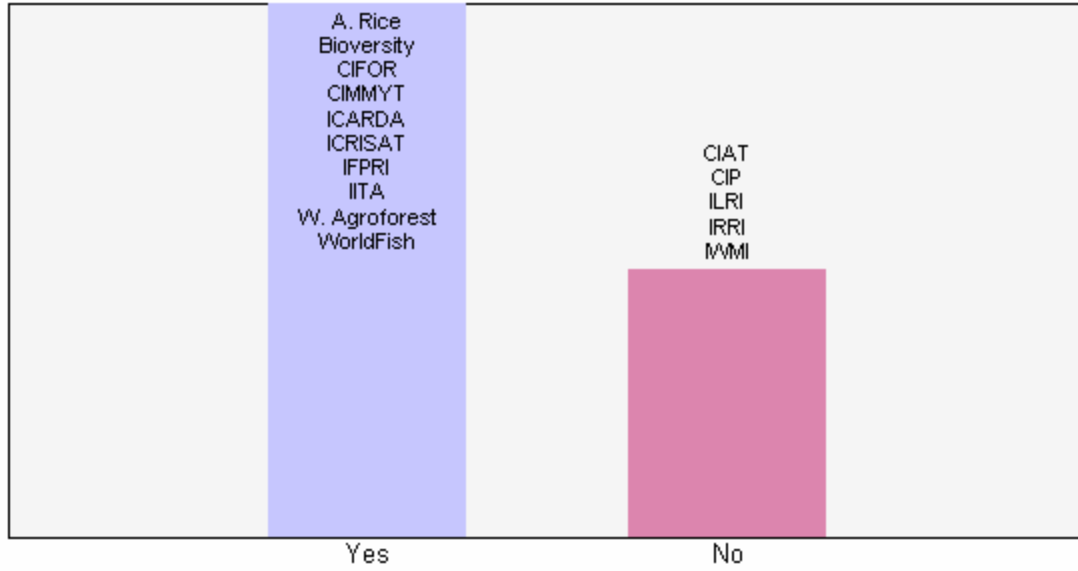
2a. Does the Center have an active leadership development program covering current and prospective staff in managerial positions?



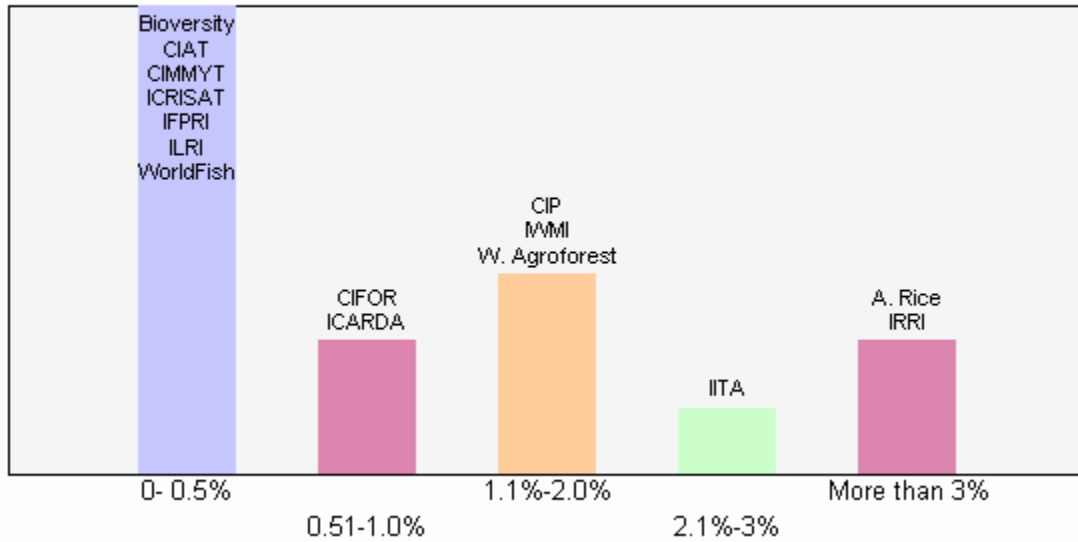
3a. Does the staff appraisal system include the development and follow-up of annual individual learning plans?



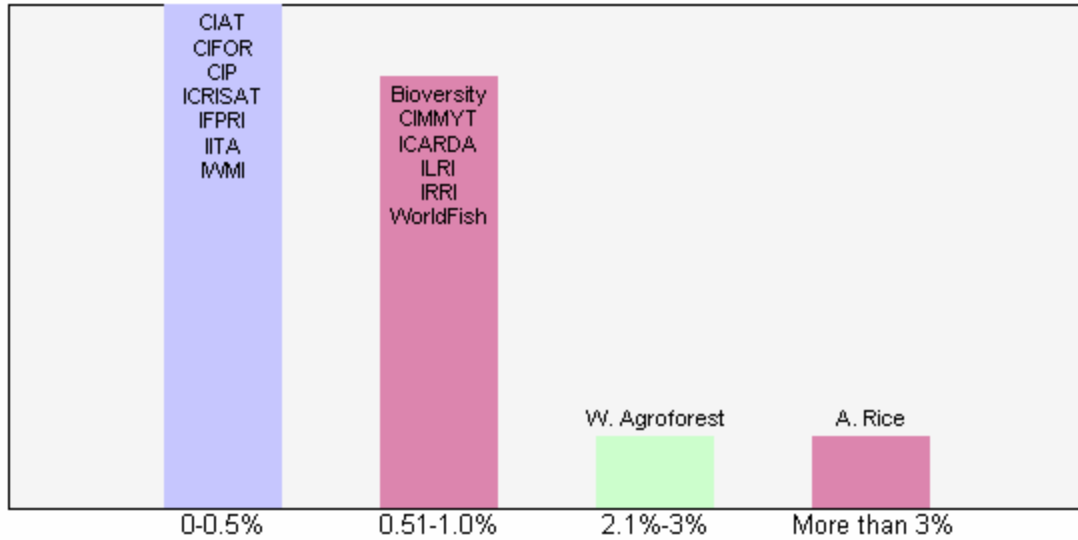
3b. Does the Center have a mentoring program for young scientists?



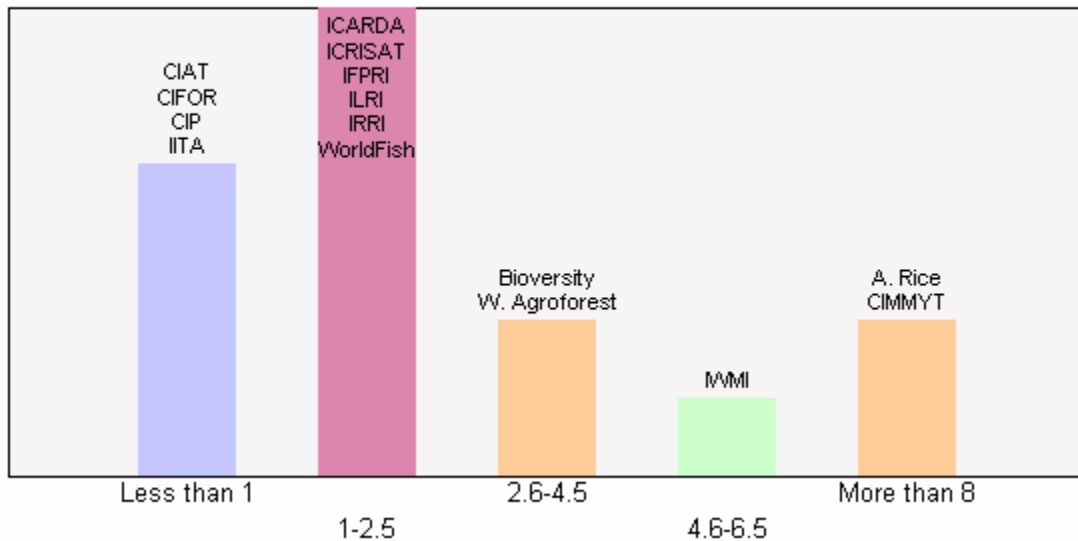
4a. What percentage of the overall 2008 budget was spent for attendance at international conferences or professional society meetings or for a short sabbatical at a



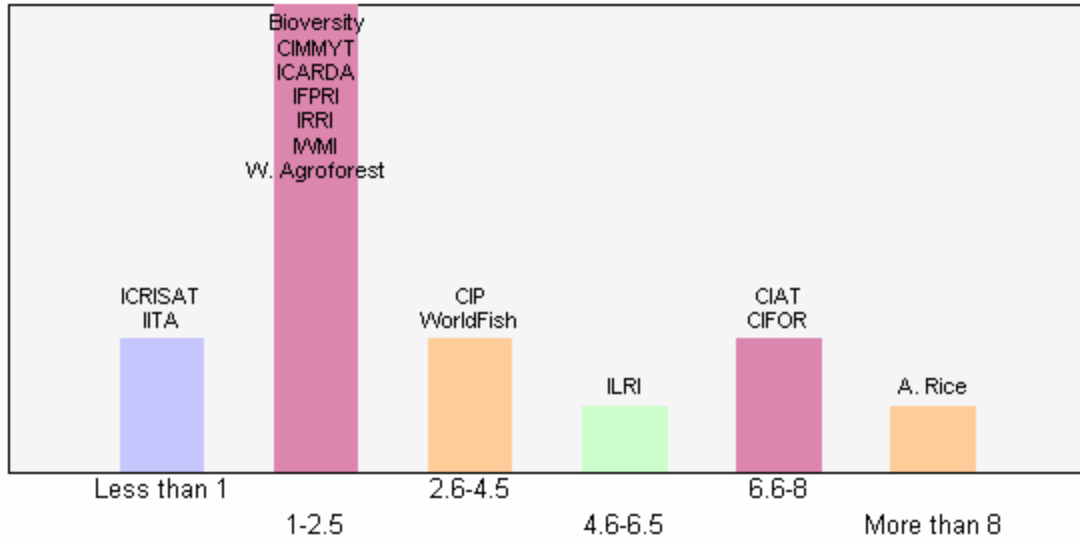
4b. What percentage of the overall 2008 budget was spent on staff training (e.g. computer, language, project management, leadership training etc.)?



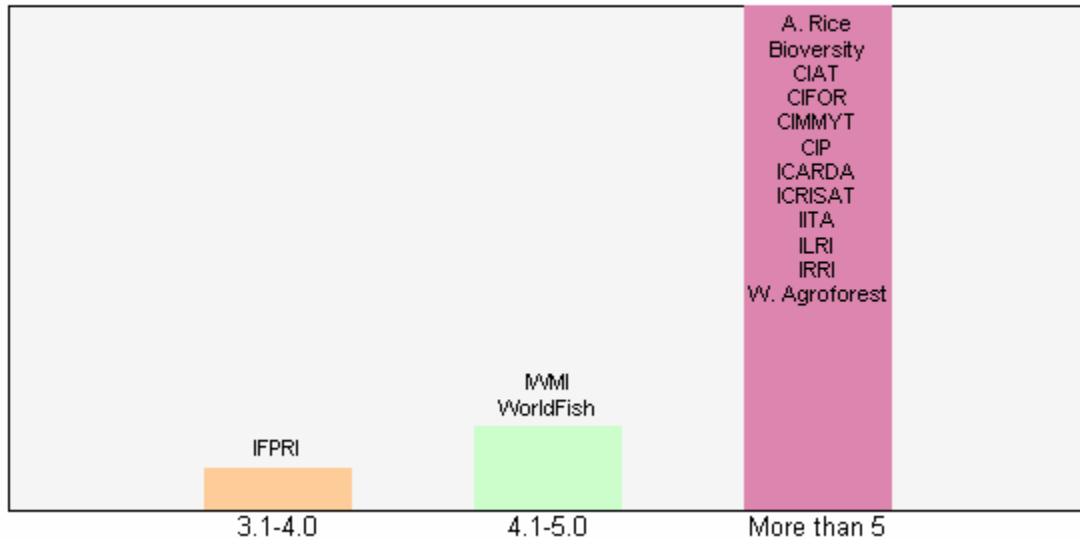
4c. Considering staff training only (b), what is the total number of training days in 2008 for all IRS staff, divided by the total number of IRS staff?



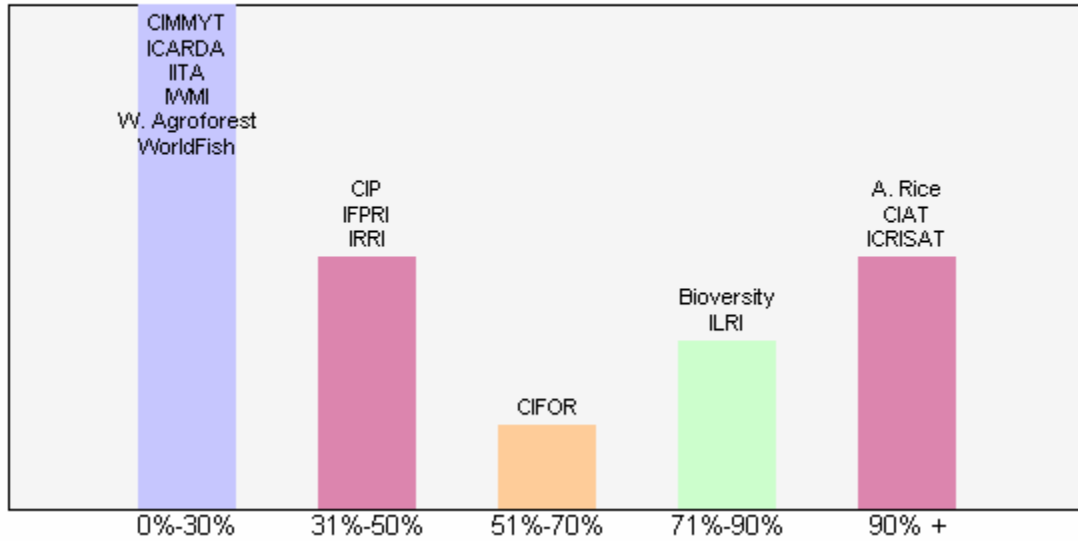
4d. Considering staff training only, what is the total number of training days in 2008 for all NRS staff, divided by the total number of NRS staff?



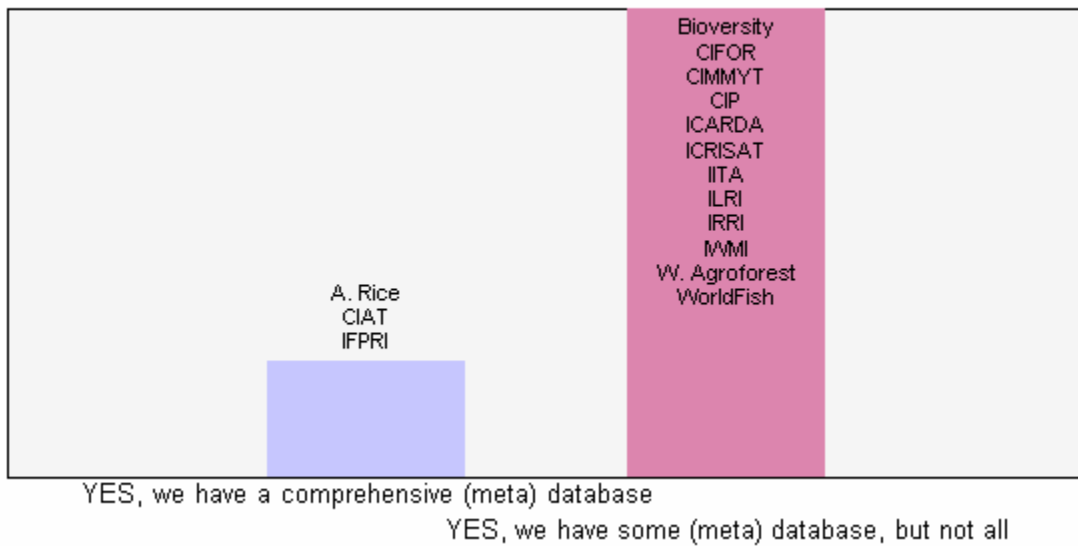
5a. On average, how many days did an IRS staff spend in 2008 on program planning and review?



5b. What is the percentage of your program budget (average for 2006-2008) that has been covered by CCERs completed in 2006-08?



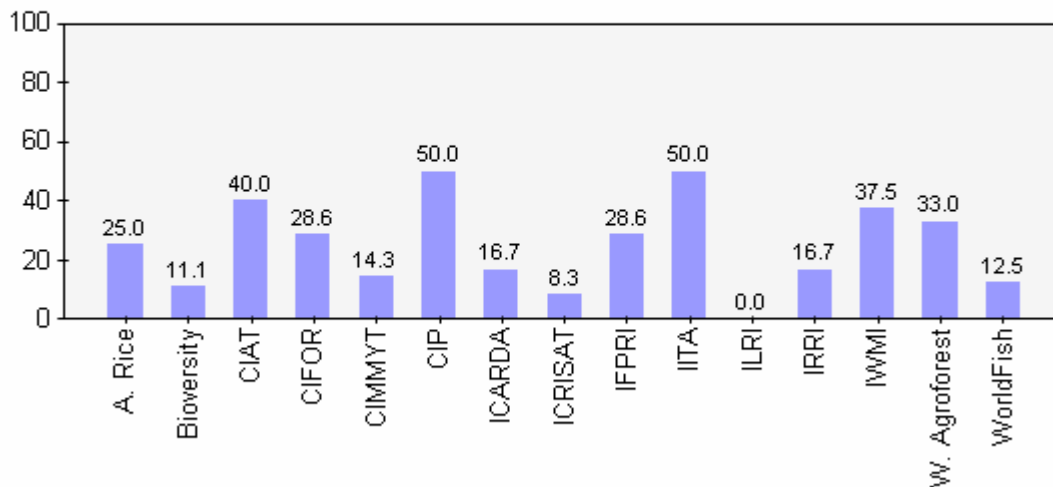
6. Do you systematically preserve research project data (primary and secondary data sets), including documentation on the data and project?



	<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>
1a	Yes	Yes	Yes	No	No	No	No	Yes	Yes	Yes	No	Yes	No	Yes	Yes
1b	Yes	Yes	Yes	n/a	n/a	n/a	No	Yes	Yes	Yes	n/a	Yes	No	Yes	Yes
2a	Yes, for current AND prospective staff	Yes, for current staff	No	No	No	No	Yes, for current staff	Yes, for current AND prospective staff	Yes, for current AND prospective staff	Yes, for current staff	Yes, for current staff	Yes, for current staff	Yes, for current staff	Yes, for current staff	Yes, for current AND prospective staff
3a	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3b	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	No	No	No	Yes	Yes
4a	More than 3%	0- 0.5%	0- 0.5%	0.51- 1.0%	0- 0.5%	1.1%- 2.0%	0.51-1.0%	0- 0.5%	0- 0.5%	2.1%- 3%	0- 0.5%	More than 3%	1.1%- 2.0%	1.1%-2.0%	0- 0.5%
4b	More than 3%	0.51-1.0%	0-0.5%	0-0.5%	0.51-1.0%	0-0.5%	0.51-1.0%	0-0.5%	0-0.5%	0-0.5%	0.51- 1.0%	0.51- 1.0%	0-0.5%	2.1%-3%	0.51-1.0%
4c	More than 8	2.6-4.5	Less than 1	Less than 1	More than 8	Less than 1	1-2.5	1-2.5	1-2.5	Less than 1	1-2.5	1-2.5	4.6-6.5	2.6-4.5	1-2.5
4d	More than 8	1-2.5	6.6-8	6.6-8	1-2.5	2.6-4.5	1-2.5	Less than 1	1-2.5	Less than 1	4.6-6.5	1-2.5	1-2.5	1-2.5	2.6-4.5
5a	More than 5	More than 5	More than 5	More than 5	More than 5	More than 5	More than 5	More than 5	3.1-4.0	More than 5	More than 5	More than 5	4.1-5.0	More than 5	4.1-5.0
5b	90% +	71%-90%	90% +	51%- 70%	0%-30%	31%- 50%	0%-30%	90% +	31%- 50%	0%-30%	71%- 90%	31%- 50%	0%-30%	0%-30%	0%-30%
6	YES, we have a comprehensive (meta) database	YES, we have some (meta) database, but not all	YES, we have a comprehensive (meta) database	YES, we have some (meta) database, but not all	YES, we have some (meta) database, but not all	YES, we have some (meta) database, but not all	YES, we have some (meta) database, but not all	YES, we have some (meta) database, but not all	YES, we have a comprehensive (meta) database	YES, we have some (meta) database, but not all	YES, we have some (meta) database, but not all	YES, we have some (meta) database, but not all	YES, we have some (meta) database, but not all	YES, we have some (meta) database, but not all	YES, we have some (meta) database, but not all

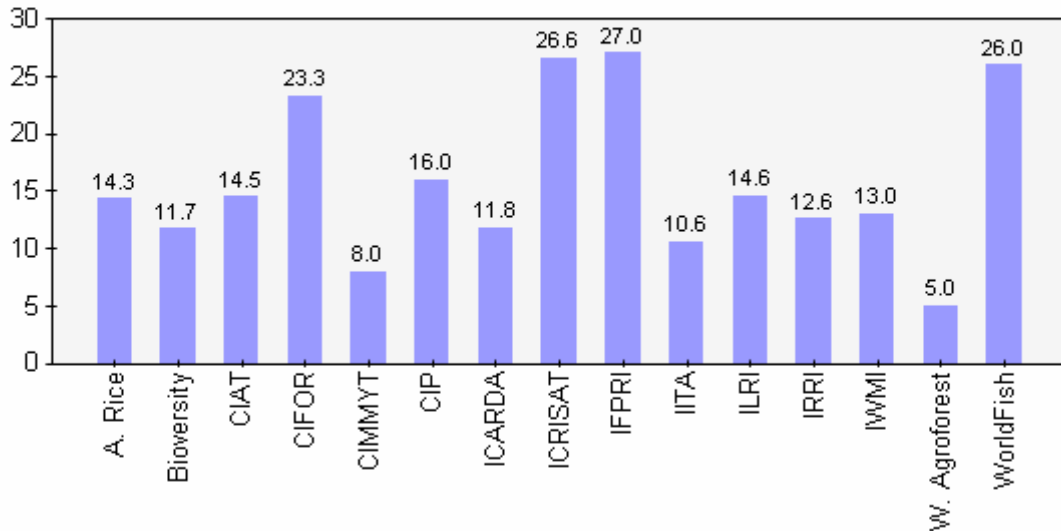
Diversity – 2008

INDICATOR 5D: Percentage of women in management (Percent of management positions, either research or nonresearch, occupied by women as of 31. December 2008)



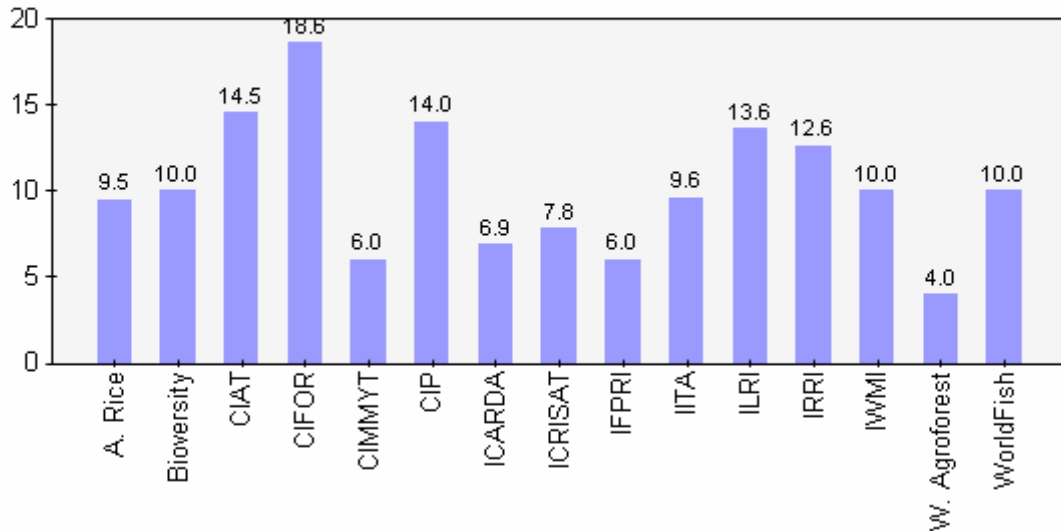
Center	%
A. Rice	25
Bioversity	11.1
CIAT	40
CIFOR	28.6
CIMMYT	14.3
CIP	50
ICARDA	16.7
ICRISAT	8.3
IFPRI	28.6
IITA	50
ILRI	0
IRRI	16.7
IWMI	37.5
W. Agroforest	33
WorldFish	12.5

INDICATOR 5E: IRS Nationality concentration: Percentage of internationally-recruited staff that comes from the top two countries represented in the IRS staff nationality list for the Center (as of December 31, 2008) - first most prevalent nationality



Center	Country	%
<u>A. Rice</u>	Japan	14.3
<u>Bioversity</u>	Italian	11.7
<u>CIAT</u>	USA	14.5
<u>CIFOR</u>	American	23.3
<u>CIMMYT</u>	China and Australia	8
<u>CIP</u>	Peruvian	16
<u>ICARDA</u>	Syrian	11.8
<u>ICRISAT</u>	India	26.6
<u>IFPRI</u>	United States of America	27
<u>IITA</u>	United Kingdom	10.6
<u>ILRI</u>	United Kingdom	14.6
<u>IRRI</u>	Philippines	12.6
<u>IWMI</u>	France	13
<u>W. Agroforest</u>	U.K.	5
<u>WorldFish</u>	British	26

INDICATOR 5E: IRS Nationality concentration: Percentage of internationally-recruited staff that comes from the top two countries represented in the IRS staff nationality list for the Center (as of December 31, 2008) - second most prevalent nationality



Center	Country	%
<u>A. Rice</u>	Nigeria	9.5
<u>Bioversity</u>	American	10
<u>CIAT</u>	Kenyan	14.5
<u>CIFOR</u>	French	18.6
<u>CIMMYT</u>	Kenya, USA, UK and India	6
<u>CIP</u>	German	14
<u>ICARDA</u>	German and Indian	6.9
<u>ICRISAT</u>	Kenya	7.8
<u>IFPRI</u>	India, China, and United Kingdom	6
<u>IITA</u>	Nigeria	9.6
<u>ILRI</u>	Kenya	13.6
<u>IRRI</u>	USA	12.6
<u>IWMI</u>	India and USA	10
<u>W. Agroforest</u>	Belgium, Germany, U.S.A.	4
<u>WorldFish</u>	Australian and Canadian tie at 10%	10

Financial Health

Definition

Note: The data for all finance indicators will be computed from the Audited Financial Reports of each Center, and will be confirmed by the peer-review exercise. Centers do not need to submit these data separately.

INDICATOR 6A:

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 excluding depreciation. Only audited numbers and the final results from the peer-review exercise should be used.

The lower benchmark is 75 days, but will be increased to 90 days with a transition period of 3 years.

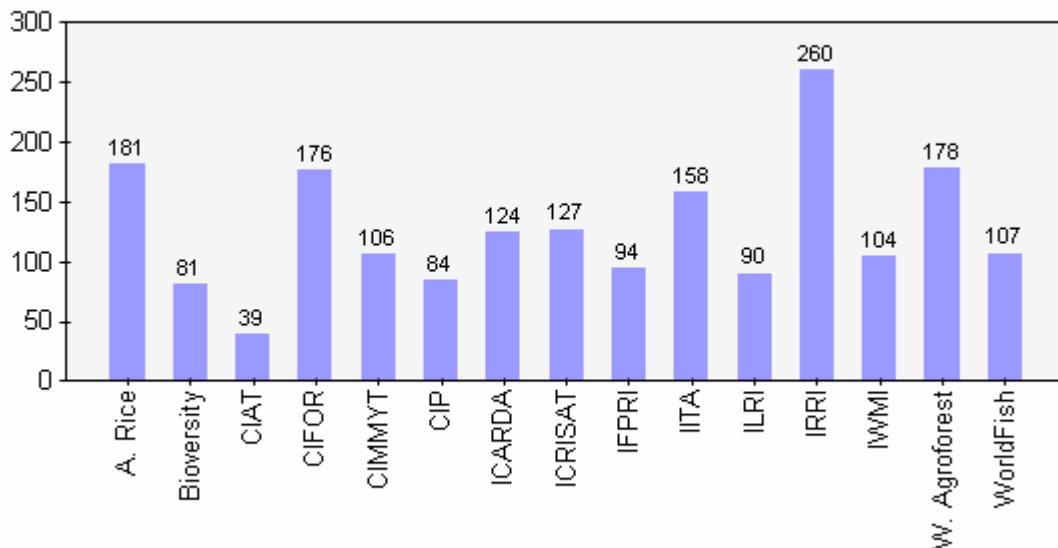
INDICATOR 6B:

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, and confirmed by the peer-review exercise.

The benchmark for cash management on restricted operations is less than 1.0

INDICATOR 6A: Long-term financial stability (adequacy of reserves)

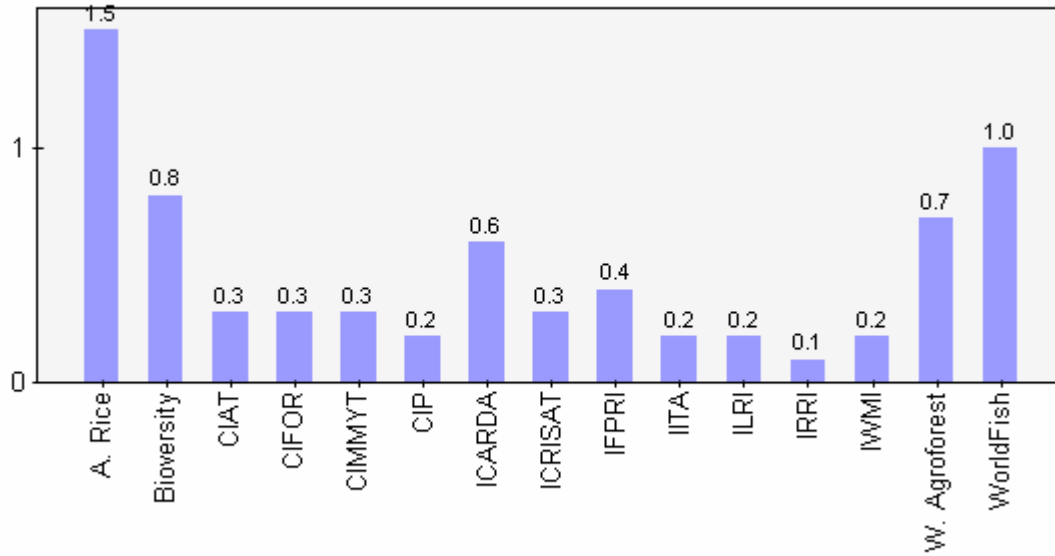


The minimum benchmark is 75 days of reserves

Center	Days
<u>A. Rice</u>	181
<u>Bioversity</u>	81
<u>CIAT</u>	39
<u>CIFOR</u>	176
<u>CIMMYT</u>	106
<u>CIP</u>	84
<u>ICARDA</u>	124
<u>ICRISAT</u>	127
<u>IFPRI</u>	94
<u>IITA</u>	158
<u>ILRI</u>	90
<u>IRRI</u>	260
<u>IWMI</u>	104

<u>W. Agroforest</u>	178
<u>WorldFish</u>	107

INDICATOR 6B: Cash Management on Restricted Operations



The benchmark is less than 1.0

Center	Ratio
<u>A. Rice</u>	1.5
<u>Bioversity</u>	0.8
<u>CIAT</u>	0.3
<u>CIFOR</u>	0.3
<u>CIMMYT</u>	0.3
<u>CIP</u>	0.2
<u>ICARDA</u>	0.6
<u>ICRISAT</u>	0.3
<u>IFPRI</u>	0.4
<u>IITA</u>	0.2
<u>ILRI</u>	0.2
<u>IRRI</u>	0.1
<u>IWMI</u>	0.2
<u>W. Agroforest</u>	0.7
<u>WorldFish</u>	1