

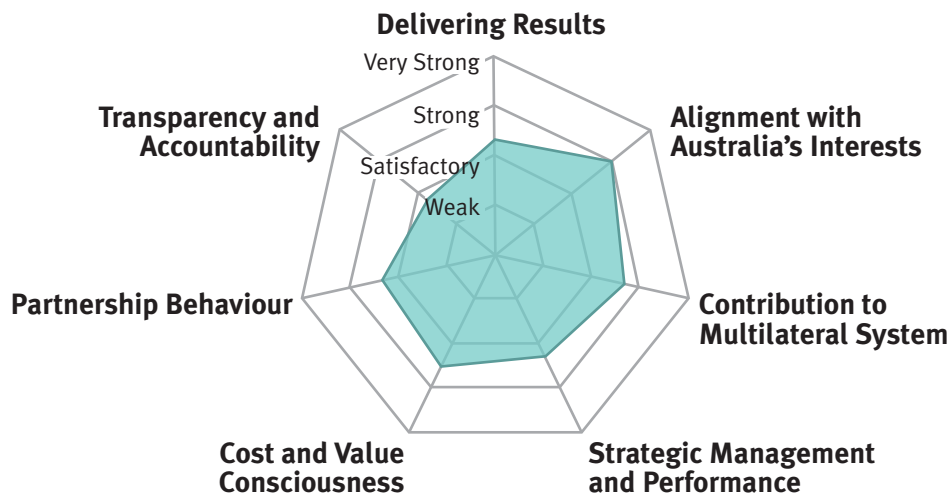


Australian Multilateral Assessment March 2012

Consultative Group on International Agricultural Research (CGIAR)



OVERVIEW OF ORGANISATION RATINGS



ORGANISATION OVERVIEW

The Consultative Group on International Agricultural Research (CGIAR) is a global partnership among 15 international agricultural research centres that conduct research into agriculture, forestry and fisheries in collaboration with national agricultural research institutions, advanced research institutions, private sector research entities and other partners for the purposes of development. It exists to foster cooperation and priority setting among the research centres and encourage the coordination of funding for them from governments (both from the developed and developing countries), private business, foundations and other donors. As an international network it has existed for 40 years. The World Bank is a trustee and administrator of the funds contributed to CGIAR, as well as one of the main donors.

This assessment does not seek to assess individual International Agricultural Research Centres, but rather the system as a whole.

CGIAR is currently undergoing fundamental reform designed to enhance its performance against many of the assessment criteria. The fundamental nature of these reforms means the findings and ratings in this assessment should be regarded as subject to significant change should the reforms prove successful in increasing effectiveness over coming years.

Total CGIAR revenue in 2010 was US\$696 million, almost all of it funding from members and non-member donors. Expenditure was US\$657 million. Australia has been a regular contributor to CGIAR. In 2010–11 Australia increased its funding levels to become CGIAR’s seventh largest donor, with total contributions of \$41.4 million, comprising \$13.6 million of voluntary core contributions and \$27.8 million in non-core funding.

RESULTS AND RELEVANCE

1. Delivering results on poverty and sustainable development in line with mandate

SATISFACTORY

CGIAR delivers tangible results towards global efforts to secure food supply in a way that meets food security, nutrition and health, environmental sustainability, and poverty reduction challenges. It estimates that about 7250 varieties of food crops have been bred using genetic materials from its research centres—these are being used in about 60 per cent of the world’s food crop areas to improve varieties. CGIAR research centre innovations have greatly increased the productivity of agriculture, forestry and fisheries in developing countries.

Under past and present structure, the CGIAR system has produced a rolling program of evaluations of research centres and programs. This has included several studies documenting CGIAR’s overall impact at global level and in specific regions. For example the economic benefits of the CGIAR system as a whole were estimated to be up to US\$120 billion, roughly double investment levels. However, there has not been a systematic attempt to routinely capture results from across the CGIAR system.

CGIAR has taken recent steps to improve monitoring of results through the establishment of the International Science and Partnership Council and an Independent Evaluation Arrangement. It is too early to judge how helpful CGIAR output reports and evaluations under these newly reformed structures will be.

Current research programs bring greatest benefit to the poorest and others with inadequate food supplies, but a major principle of ongoing reforms is to address food challenges with a more coordinated and increased impact on poverty alleviation, nutrition and health, and environmental sustainability.

a) Demonstrates development or humanitarian results consistent with mandate

STRONG

CGIAR delivers tangible results towards global efforts to secure food supply in a way that meets food security, nutrition and health, environmental sustainability, and poverty reduction objectives. It estimates that about 7250 varieties of food crops have been bred using genetic materials from its research centres—these are being used in about

60 per cent of the world's food crop areas to improve varieties. CGIAR research centre innovations have greatly increased the productivity of agriculture, forestry and fisheries in developing countries.

The global food price crisis of 2008 revealed long-term under-investment in agricultural productivity. Productivity growth was declining as a result of a twenty-year trend of under-investment in agricultural research and development, and growing social, economic and environmental pressures. Food insecurity is a core risk to economic development and achievement of the Millennium Development Goals (MDGs). Accelerating the growth of agricultural productivity is central to food security and to economic and social development more broadly.

The research centres in the CGIAR network produce an extensive range of innovations, many of which have proven to be of great value in increasing the productivity of agriculture, forestry and fisheries in developing countries. Historically, the most valuable innovations have been crop varieties with high yield and greater resilience to pests and weather variations.

CGIAR centres, especially the International Maize and Wheat Improvement Center (CIMMYT) and the International Rice Research Institute (IRRI), were largely responsible for the Green Revolution in the 1960s that led to Mexico, India and other developing countries becoming food exporters.

CGIAR notes that recent research shows a steady decline in the variability of maize and wheat yields over the last 40 years, an improvement associated with the spread of varieties with more stress resistance from CGIAR centres.

b) Plays critical role in improving aid effectiveness through results monitoring

SATISFACTORY

Under past and present structures, the CGIAR system has produced a rolling program of evaluations of research centres and programs. This has included several studies documenting CGIAR's overall impact at global level and in specific regions. For example, the economic benefits of the CGIAR system as a whole were estimated to be up to US\$120 billion, roughly ten times the cumulative total investment since 1971 of US\$10.9 billion. However, there has not been a systematic attempt to routinely capture results from across the CGIAR system.

Recently, CGIAR has taken steps to improve monitoring of results through the establishment of the International Science and Partnership Council (ISPC) and an independent evaluation arrangement. It is intended that the reforms will redirect efforts and resources according to their impact. It is too early to judge how helpful CGIAR output reports and evaluations under these newly reformed structures will be, since the new monitoring and evaluation system is not yet in place. It is planned to be implemented in 2012.

In the reformed CGIAR, the Independent Science and Partnership Council will undertake ex-ante assessment of the CGIAR research programs and provide technical advice to the Fund Council.

- > The ISPC has already been actively engaged in assessing the new CGIAR research programs, and advising the Fund Council on their quality and appropriateness prior to approval.
- > The Standing Panel on Impact Assessment (SPIA) of the ISPC is working to refine impact assessment methods for the future.

Once the new program and management structures are in place, the independent evaluation arrangement as a separate unit will lead the evaluation of the CGIAR programs and their outputs.

c) Where relevant, targets the poorest people and in areas where progress against the MDGs is lagging	SATISFACTORY
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The research programs of CGIAR are focused on searching for innovations which will benefit the:

- > production of basic foods and agricultural products in developing countries
- > sustainability of natural resources (land, water, genetic diversity) used by small-scale farmers in developing countries, and
- > policy, market and institutional context within which small-scale producers in developing countries have to function. This is potentially of great benefit not only to small-scale producers but also to poor consumers, who typically spend about half their income on staple foods, and others with inadequate or insecure food supplies.

A major principle of the current CGIAR reform is to address the food challenges of the future with a more coordinated and increased impact on poverty alleviation. In the CGIAR research programs this is treated as a key objective.

2. Alignment with Australia's aid priorities and national interests	STRONG
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CGIAR's research network contributes to improving varieties of food crops and other agricultural products and to environmental sustainability in a way that directly serves Australia's interests as an agricultural producer and food consumer. Australian economists have estimated that wheats developed by the International Maize and Wheat Improvement Center (known by its Spanish acronym CIMMYT), which is a CGIAR research centre, have increased the value of outputs from the Australian wheat industry by at least \$750 million.

CGIAR objectives are well aligned with the Australian aid program's strategic goal of sustainable economic development through improving food security by investing in agricultural productivity and indirectly in saving lives.

Recently CGIAR has responded to urging by donors to pay more attention to the gender aspects of agricultural practices and innovations, but the development and implementation of a new policy is a work in progress. The same is true of other crosscutting issues which are central to new reforms underway in CGIAR. These are expected to be substantially enhanced.

None of CGIAR centres is based in a fragile state. Where centres have found themselves in fragile situations, they have temporarily relocated to protect scientific programs and intellectual assets (for example, the Africa Rice Centre relocated from Cote d'Ivoire to Benin).

a) Allocates resources and delivers results in support of, and responsive to, Australia's development objectives

VERY STRONG

The CGIAR research network contributes to the improvement of varieties of food crops and other agricultural products in a way which directly serves Australia's interests as an agricultural producer and food consumer. The Australian Grains Research and Development Corporation jointly invests with several CGIAR centres including CIMMYT, International Crops Research Institute for the Semi-Arid Tropics, and International Center for Agricultural Research in the Dry Areas for the benefit of the Australian economy and the wheat industry in particular.

- > Australian economists have estimated that wheats developed by CIMMYT, a CGIAR research centre, have increased the value of outputs from the Australian wheat industry by at least \$750 million.

CGIAR also contributes to Australian interests, as both an exporter and an importer of food, in combining global food security with environmental sustainability.

The new CGIAR system will enable Australia's development objectives to be considered in the decision making process, in consultation with other donor countries and developing country partners.

The Australian Centre for International Agricultural Research (ACIAR) has traditionally provided earmarked (non-core) and unearmarked (core) funds to the CGIAR research centres on an individual basis, based on criteria that reflect Australia's development objectives and regional or country priorities.

The performance of the centres against these criteria has been monitored, and ACIAR has been able to access performance assessments undertaken by the CGIAR network.

Under the new CGIAR system ACIAR contributions will be mostly unearmarked, paid into either a pooled trust account or into selected CGIAR research programs.

As a donor and member of the CGIAR Fund Council, ACIAR will participate in deciding the priorities and future directions of the CGIAR programs of investment.

b) Effectively targets development concerns and promotes issues consistent with Australian priorities

STRONG

The CGIAR objectives are well aligned with the Australian aid program's strategic goals as set out in *An Effective Aid Program for Australia*, especially those of saving lives and fostering sustainable economic development through improving food security by investing in agricultural productivity.

CGIAR research gives priority to what will contribute to development through the productivity and sustainability of agriculture (crop and livestock), forestry and fisheries.

The four system-level outcomes which it pursues are reduction of rural poverty, increase in food security, improvement of nutrition and health, and more sustainable management of natural resources.

Much of the benefit of CGIAR research has come in the form of lower prices for basic foods.

CGIAR's scope is global, and aligns with Australia's global development objectives rather than regional ones. But there is scope within its funding scheme for donors including Australia to prioritise research programs with particular relevance to the Asia-Pacific and Africa regions.

c) Focuses on crosscutting issues, particularly gender, environment and people with disabilities

SATISFACTORY

CGIAR has been urged by donors to give more attention to the gender aspects of agricultural practices and innovations by developing a consortium gender and diversity strategy. The strategy will have two strategic components: mainstreaming gender research in its research programs and diversity in the workplace. The new strategy is in progress, and therefore has not yet shown clear positive effects.

The objectives of CGIAR research include environmental sustainability as well as increasing agricultural productivity. It is debatable how well these objectives have been balanced when in opposition: productivity may have come first. This is linked to the fact that most assessments of the results of CGIAR research have not systematically included offsite environmental effects. The new CGIAR research programs that have been approved or are being designed give greater importance to both gender and environmental challenges. Future performance assessments of research will address these aspects specifically.

The objective of disability inclusiveness is not directly applicable to CGIAR, given its mandate.

d) Performs effectively in fragile states

N/A

This objective is not applicable to CGIAR, given its mandate. Further, none of the CGIAR research centres are in fragile states. Where centres have found themselves in challenging situations, they have temporarily relocated to protect scientific programs and intellectual assets. For example, the Africa Rice Centre relocated from Cote d'Ivoire to Benin.

3. Contribution to the wider multilateral development system

STRONG

International coordination of agricultural research for development is CGIAR's mandate. Each of its 15 research centres is a hub of contacts. Contacts, including agricultural ministries, universities, extension agencies, agribusinesses and others liaise and cooperate on initiatives. Despite the positive aspects of this, CGIAR has acknowledged it needs to perform a more catalytic role that better realises the potential synergies between its centres and the many other players in the global research system.

Over the last three years it has taken action to strengthen its coordinating role by changing its structure and operation. There remains much to be done to reduce duplication and improve prioritisation in the centres' research programs.

Expenditure through CGIAR, totalling US\$657 million in 2010–11, forms the lifeblood of the international agricultural research system.

Promoting knowledge and innovation is at the core of CGIAR's business as leaders in agricultural research and the results of are seen as highly valuable by stakeholders in relation to food security. For example, a 2008 study put the overall annual economic benefits of CGIAR research on the three main cereals at about US\$0.8 billion for maize, US\$2.5 billion for wheat and US\$10.8 billion for rice in Asia alone, far exceeding the investment in this work. CGIAR also funds innovative research work through its centres, including through the influential International Food Policy Research Institute.

a) Plays a critical role at global or national-level in coordinating development or humanitarian efforts

SATISFACTORY

International coordination of agricultural research for development is precisely the CGIAR mandate. It has had some success in this role, especially through the changes agreed in the last three years. In particular:

- > the new CGIAR research programs are subject to approval by both the Consortium Board and the Fund Council before becoming operational
- > CGIAR has been instructed to engage more proactively with national agricultural research systems in the design and delivery of research objectives, goals and priorities, and
- > new partnerships with private sector collaborators are being instigated to improve development outcomes from innovation.

But there is still much to be done to reduce duplication and improve prioritisation in the research programs of the CGIAR centres. This will depend on whether its governing bodies develop more say in the programming of the centres and the allocation of donors' funding. To quote a recent CGIAR publication, *The CGIAR at 40 and Beyond*:

In keeping with their original mandates, individual CGIAR Centres have so far worked more or less autonomously with their partners to generate development impact through research products related to crops, farm animals, natural resources or eco-regions. This approach has delivered significant impacts, as described earlier, but

they have been spread somewhat unevenly across regions and research areas. Now is the time for the CGIAR to perform a more catalytic role that better realizes the potential synergies between Centres and many other actors in the global research system.

b) Plays a leading role in developing norms and standards or in providing large-scale finance or specialist expertise	STRONG
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CGIAR has a distinctive role in mobilising and coordinating finance on a large scale for international research on agriculture, forestry and fisheries for development. Expenditure through CGIAR totalled US\$657 million in 2010–11. Investment in CGIAR research accounts for less than 10 per cent of the total public sector investment in agricultural research in developing countries.

c) Fills a policy or knowledge gap or develops innovative approaches	STRONG
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Promoting knowledge and innovation is at the core of CGIAR’s business as leaders in agricultural research and the results are seen as highly valuable by stakeholders in relation to food security.

For example, a 2008 study put the overall annual economic benefits of CGIAR research on the three main cereals at about \$US0.8 billion for maize, US\$2.5 billion for wheat and US\$10.8 billion for rice in Asia alone, far exceeding the investment in this work. CGIAR also funds innovative research work through its centres, including through the influential International Food Policy Research Institute. In both developed and developing countries the Institute is highly regarded as a policy institute for global food security.

ORGANISATIONAL BEHAVIOUR	
4. Strategic management and performance	SATISFACTORY

CGIAR’s newly developed strategy and results framework has added considerable clarity to its plans and directions. The framework has been instrumental in delivering 15 CGIAR research programs which will drive future direction of CGIAR research. Each program must relate directly to the strategic framework and has been judged accordingly by CGIAR’s Consortium Board and Fund Council.

Following lengthy negotiations, donors and other stakeholders in the CGIAR system have established a new form of governance. The research centres are represented on the Consortium Board with funding arrangements determined by the Fund Council. The new governance bodies have been supportive of reform efforts and have taken action to help shape the operations of the new system. Stakeholders generally see these two entities as showing good progress albeit open to improvement.

Good progress has been made in developing a suitable results-based management system, which has been applied to new, large international research programs.

CGIAR’s network has a system of monitoring and evaluation which is adequate, but being improved.

In general, CGIAR research centres have up-to-date and adequate management practices for recruiting staff, training and development. The recent agreement to develop one corporate system led by the Consortium for program, financial and personnel administration across all centres is promising, but still a work in progress.

a) Has clear mandate, strategy and plans effectively implemented	STRONG
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In April this year CGIAR’s members adopted a strategy and results framework which has coherent linkages of research plans to four broad development outcomes.

A series of CGIAR research programs have been approved (now 14) or are being designed (one more) which will drive the future direction of CGIAR research. Each program must relate directly to the strategic framework and has been judged accordingly by CGIAR’s Consortium Board and Fund Council. The approach includes accountability mechanisms to ensure plans are implemented effectively.

It is encouraging that this much progress has been made with a suitable form of results-based management. But these are still early days, and little research work has yet been undertaken within the new framework.

b) Governing body is effective in guiding management	SATISFACTORY
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Following lengthy negotiations, donors and other stakeholders in the CGIAR system have established a new form of governance. The research centres are represented on the Consortium Board with funding arrangements determined by the Fund Council. The new governance bodies have been supportive of reform efforts and have taken action to help shape the operations of the new system. Stakeholders generally see these two entities as showing good progress albeit open to improvement.

As part of the recent changes it was agreed that the project management, accounting and human resources of all CGIAR research programs should be managed through a single system, known as the ‘One Corporate System’. This is promising, but as of December 2011 it is still a work in progress—nine centres and the Consortium Office are participating in development of a prototype, and it is intended that at least three centres will go live in 2012.

The reforms agreed by donors and stakeholders are wideranging and promising, but there is still much to be done in implementing them. Therefore it is important that momentum is maintained through to completion. As a member of the Fund Council, Australia (through ACIAR) is actively supporting the reform process.

c) Has a sound framework for monitoring and evaluation, and acts promptly to realign or amend programs not delivering results	SATISFACTORY
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Good progress has been made in developing a suitable results-based management system, which has been applied to new, large international research programs.

CGIAR's network has a system of monitoring and evaluation which is adequate, but being improved.

d) Leadership is effective and human resources are well managed	SATISFACTORY
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The improvements in structure and prioritisation of funding in the last three years represent an achievement by CGIAR's management and governing bodies.

In general, the CGIAR research centres have up-to-date and sound management practices in terms of staff recruitment, training and development. Within the individual centres there is a strong emphasis on leadership and team building, and staff morale seems to be high in most cases. CGIAR is also initiating the design of mechanisms to facilitate interaction among the CGIAR research programs including the identification of common research sites. It is expected that these mechanisms will reduce overlap and create greater synergies across the research programs resulting in tangible efficiency gains.

The challenge ahead is to extend these staff qualities to enable more interaction across the centres as well as within them. The phased movement towards common practices and corporate services where feasible ('One Corporate System'—see 4(b) above) represents a promising streamlining of practices, bearing in mind issues of cultural and legal differences in some of the host countries where centres are based.

5. Cost and value consciousness	STRONG
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CGIAR research centres vary in their ratios of indirect to direct costs. The average is high, but this is understandable in the circumstances of an international network. The boards of individual centres oversee issues of accountability and cost effectiveness. The centres' accounts and expenditures have been available for appraisal by all parties including donors, and no general complaints have been registered. The new CGIAR structure is intended, once fully operational, to give higher prominence to value for money considerations. Estimated rates of return on CGIAR's investment in crop improvement research range from 39 per cent in Latin America to more than 100 per cent in Asia, the Middle East and North Africa. The fact that such assessments have been made indicates the importance attached to rates of return and cost effectiveness, in planning and in accountability processes. This is likely to be reinforced under the new one corporate system.

a) Governing body and management regularly scrutinise costs and assess value for money	SATISFACTORY
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The most recent CGIAR financial report (2010) shows the ratio of indirect costs to direct costs for each of the centres, as a five-year time series. The average is high compared to other multilateral organisations, but this is understandable in the circumstances of an international network.

The international nature of CGIAR centre operations can add to administrative costs and their variability. Individual centres have varied in this respect, but in each case the boards have had responsibility for ensuring accountability and performance on a cost effective basis.

The centres' accounts and expenditures have been available for appraisal by all parties including donors.

The new CGIAR structure is intended, once fully operational, to give higher prominence to value for money considerations in the development and execution of CGIAR research programs and common services.

Concerns have been raised by Australia regarding the high levels of administrative overhead costs. But it is anticipated that after the establishment costs of the new program structures, administrative costs can be streamlined.

b) Rates of return and cost effectiveness are important factors in decision making	STRONG
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The benefits of valuable innovations from the CGIAR network are well documented, and in aggregate greatly exceed the costs of investments through CGIAR.

Estimated rates of return on CGIAR's investment in crop improvement research range from 39 per cent in Latin America to more than 100 per cent in Asia, the Middle East and North Africa. It is estimated that for every US\$1 invested in CGIAR research, US\$9 worth of additional food is produced in developing countries.

An assessment of the contribution of the International Rice Research Institute (IRRI) to increased rice yields in Indonesia, the Philippines and Vietnam calculated the return on investment in it to be 21.7 to 1.

The fact that such assessments have been made indicates that importance is attached to rates of return and cost effectiveness in both planning and accountability processes, although it is difficult to generalise across 15 centres in this matter.

These factors are likely to be more prominent in the reformed CGIAR planning system and in delivery of the CGIAR research programs.

In many cases, research centres have provided research undertakings in response to a restricted allocation from a funder on a bilateral basis, which in effect has sheltered these allocations from cost effectiveness comparisons.

This will become less usual in future, assuming there will be a larger proportion of unrestricted funding applied in common across the research centres. CGIAR is encouraging donors to move in this direction.

c) Challenges and supports partners to think about value for money	N/A
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The model for the new CGIAR Research Programs appears likely to promote and strengthen partnerships between CGIAR centres and other institutions in both developed and developing countries. For example, the new research programs allocate, on average, approximately 20 per cent of the total budget to partners. Despite some encouraging signs, it remains too early to accurately determine the effectiveness of these measures.

6. Partnership behaviour	SATISFACTORY
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CGIAR research centres have extensive partnerships which have been adapted to their functions. This includes arrangements with governments, national agricultural research systems, non-government organisations and others. The quality of these partnerships is generally high, although naturally it varies among the research centres.

CGIAR is generally responsive to partner governments' agriculture ministries. Concerns have been expressed about the quality of consultations with national agricultural research systems and non-government organisations and these are to be addressed as part of current reforms.

The governance arrangements of CGIAR, especially its widely representative Funders Forum and Global Conference of Agricultural Research for Development, provide adequate voice for stakeholders given the nature of its mandate.

a) Works effectively in partnership with others	STRONG
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CGIAR research centres have extensive partnership arrangements adapted to their functions. For example, the program document of one of the current large programs—CRP2, *Policies, Institutions, and Markets to Strengthen Food Security and Incomes for the Rural Poor*—notes that the 12 CGIAR research centres participating in it already collaborate with more than 500 partner organisations.

A recent CGIAR publication, *The CGIAR at 40 and Beyond*, describes a new alliance with the Earth System Science Partnership, which combines CGIAR's expertise in research on agriculture and natural resources with the world's best climate science:

This combination of talents will enable higher-quality assessments of climate change impacts, which should provide a more reliable basis for dialogue and collaboration toward climate change adaptation and mitigation.

The quality of these partnerships is generally high, although naturally it varies among the research centres. Improving partnerships is a central feature of the current reforms.

b) Places value on alignment with partner countries' priorities and systems	SATISFACTORY
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CGIAR is generally responsive to partner governments' agriculture ministries.

Some concerns have been expressed by national agricultural research systems and non-government organisations, as well as regional research bodies such as the Asia Association of Agricultural Research Institutes, over the level of consultation. This is being addressed in the reformed system, which provides for more formal and informal consultation at global and regional levels. The next global consultation will be held in Uruguay in October 2012.

c) Provides voice for partners and other stakeholders in decision making	SATISFACTORY
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The governance arrangements of CGIAR, especially its widely representative Funders Forum and Global Conference of Agricultural Research for Development, provide for this adequately given the nature of CGIAR's mandate.

Individual research centres participate in relevant national and regional planning and consultation workshops, as required.

7. Transparency and accountability	SATISFACTORY
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CGIAR research centres, their governing bodies and CGIAR's Independent Science and Partnership Council have adequate practices of publishing relevant information on their respective websites. Not all relevant information is available through the CGIAR website and an upgrade of the website is underway.

CGIAR's transparency in allocating funds among its centres and research programs is limited by its dependence for most of its funding on earmarked donor contributions. Of total contributions in 2010, only 34 per cent were not earmarked. This figure is expected to change with the proportion of earmarked donations shrinking over time. Although the fund council considers resourcing issues at virtually every meeting, there are not currently clear arrangements for governing bodies setting priorities among research centre programs. Work is underway on a process for setting priorities across the CGIAR network and linking this to resource allocation.

Both under its former arrangements and in the new structures, CGIAR has given importance to financial accountability and auditing at levels that meet donor requirements. There is no evidence of any major incidents of financial mismanagement or inadequate transparency in financial matters.

Where CGIAR centres enter into service agreements with third parties they are normally required to enter suitable contractual and transfer agreements. The centres are accustomed to this practice as a basic management tool.

a) Routinely publishes comprehensive operational information, subject to justifiable confidentiality	SATISFACTORY
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The CGIAR research centres, its governing bodies and its Independent Science and Partnership Council have adequate practices of publishing relevant information on their websites. They publish both strategic and operational planning information, and annual reports which account for activities against agreed plans.

We have not seen any overarching CGIAR transparency policy, but the individual (donor) contribution agreements and the joint funding agreement between the Consortium and the Fund Council provide for provision of information and feedback at a suitable level.

b) Is transparent in resource allocation, budget management and operational planning	WEAK
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CGIAR's transparency in allocating funds among its centres and research programs is limited by its dependence for most of its funding on donor contributions which are restricted as to program or research centre—of total contributions in 2010, only 34 per cent was unearmarked—and by the difficulties of its governing bodies in setting priorities among the programs of the research centres.

The CGIAR Consortium, in a report to the Fund Council meeting in July 2011, noted that it had been asked by the Funders Forum in April to prepare an action plan which will include a process for setting priorities across the CGIAR research programs. In other words, the task of prioritisation is being more vigorously addressed as compared with a few years ago, but a substantial part of this task still lies ahead.

c) Adheres to high standards of financial management, audit, risk management and fraud prevention	SATISFACTORY
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Both under its former arrangements and in the new structures, CGIAR has given importance to financial accountability and auditing at levels that meet donor requirements.

Risk management strategies are also being developed in the new CGIAR research programs.

There is no evidence of any major incidents of financial mismanagement or inadequate transparency in financial matters.

d) Promotes transparency and accountability in partners and recipients	SATISFACTORY
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Where CGIAR centres enter into service agreements with third party collaborators they are normally required to enter suitable contractual and transfer agreements to suit the circumstances of each engagement. The centres are accustomed to this practice as a basic management tool.

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