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INTERNATIONAL LIVESTOCK RESEARCH INSITITUTE

1st External Programme and Management Review

Progress Report

ILRI's Responses to Recommendations of the Review Panel and CGIAR members during MTM99

Accno 8816

ICW99, Washington
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International Livestock Research Institute
External Programme and Management Review
Progress Report on ILRI Response

Introduction

CGIAR Members and other participants reviewed the External Programme and Management Review (EPMR) report of ILRI at the Mid-Term meeting in Beijing on Thursday May 27. ILRI is grateful the Members and other participants and, in particular, to the Chair: Bongiwe Njobe-Mbuli, Rapporteur: Teresa Fogelberg and Secretary: Pammi Sachdeva for their helpful views and suggestions. This progress report follows the points addressed in the report from the discussion at MTM'99.

Comments and Issues

ILRI has benefited from the constructive engagement of CGIAR members and external reviewers, especially in regard to the draft strategy that ILRI has circulated widely for review. In September, ILRI held its 1999 Annual Programme Review and Board meetings at which the draft 2000 – 2010 Strategy and the 2001 – 2003 Medium Term Plan were the subject of extensive formal and informal discussion.

1. Vision, Strategy and Priorities.

Since MTM99, the draft Strategy Toward 2010 has been developed through a participatory process involving external experts, partners and ILRI staff to identify the major challenges facing livestock development and the role for ILRI in research and research-related activities which contribute to improving livelihoods of smallholder livestock farmers in developing countries. This draft has been subject to extensive internal and external review and is currently being revised with the benefit of comments from the reviewers, TAC and ILRI's Board of Trustees. The Strategy is based on a review of the external environment, developments in the livestock sector and in science to ensure research will produce appropriate and relevant science-based technologies and policy options. This demand-led analysis has been greatly assisted by the IFPRI/FAO/ILRI report '*Livestock to 2020: the next food revolution*', which predicts a more than doubling in demand for meat and milk in developing countries by 2020.

ILRI is excited by the prospects for research offered by the rapid advances noted by the members at MTM99 in animal and human genomics and biotechnology. The new strategy will position ILRI well to take the lead in drawing the attention of the stakeholders including policy makers to the opportunities for bringing new science to the problems of the poor in developing countries.

Poverty analysis done as part of developing the strategy reconfirms ILRI's focus on Africa and Asia. In allocating resources, the strategy will ensure that research conducted in other regions draws on and adds value to the research being done for resource-poor livestock producers in the regions with greatest poverty. A priority assessment methodology has been developed based on the contribution and potential impact of ILRI to poverty alleviation, food security and environmental protection, and this methodology is being used in the development of ILRI's medium-term plan for 2001-2003.

Through its Director General and senior staff, ILRI has been actively involved in developing

a *Strategy for the CGIAR in Africa* which has the principal objective of ensuring that the Centres contribute most effectively to achieving the *African Vision for Agricultural Research*. ILRI's own strategy for contribution in sub-Saharan Africa will be tightly integrated with the overall strategy for the CGIAR.

2. Research Focus and Quality.

ILRl is grateful for the Members' statements at MTM99 on the promising outlook for strategic research on animal health and that this research deserves adequate financial support. In recent months, scientists at ILRI have recorded significant scientific advances that will be reviewed by a Board Commissioned External Review scheduled in early 2000 to consider whether ILRI should continue research for vaccines for trypanosomosis and theileriosis

ILRI's new strategy addresses the need for greater focus in the Institute's research on production systems, animal nutrition, integrated systems and policy analysis for which the Members noted major potential benefits. Research to improve natural resource management for sustainable improvements in the welfare of the poor has been identified as a key research area for ILRI in partnership with NARS and ARIs.

In developing and reviewing the draft Strategy, ILRI has involved recognised international authorities in non-economic social sciences from developing and developed countries with a view to broadening ILRI's capacity in the social sciences. ILRI is also strengthening collaboration with partner institutions to build critical mass in social sciences.

ILRI's Impact Assessment Group will continue to strengthen research to develop cost-effective impact assessment methodologies and to conduct *ex-ante* and *ex-post* impact assessments of ILRI's research in order to improve the focus of ILRI's research. Priority setting criteria have been developed which are specifically focused to the needs of the poor. These methodologies are used in the priority assessment and resource allocation process for the Medium Term Plan (2001-3).

A Centre Commissioned External Review will be conducted in 2001 on the impact and cost-effectiveness of research undertaken by ILRI in Ethiopia. Utilisation of ILRI's campus and other facilities with cost sharing by other international agricultural research institutes working in Ethiopia has significantly expanded in 1999 with IFPRI and ICIPE scientists joining CIMMYT and ICRISAT scientists based at the ILRI campus. A most important change has been significant improvement in collaborative research arising from the establishment of the Ethiopia Agricultural Research Organisation in July 1998 under the leadership of Dr. Seyfu Ketema.

3. Institutional Governance, Leadership and Restructuring.

ILRI has responded to the fourteen recommendations made by the EPMR Panel. To ensure follow through, these recommendations are continuing items on the Board and Institute Management Committee agendas. As noted by the members at MTM 99, the research program structure will be significantly reorganised to serve the new strategy.

4. Partnerships. and Role in the System-wide Livestock Program.

The Strategy is based on enabling partnerships and alliances in which ILRI plays primary, facilitative, brokering or catalytic roles as appropriate to the needs of the NARS and/or ARI partners and the tasks in hand. This role flexibility should lower the transaction costs of developing and sustaining partnerships and increase their effectiveness

The Systemwide Livestock Programme received a welcome injection of funds from the Finance Committee at ICW99, which has enabled the initiation of important projects approved by the Inter-centre Livestock Programme Group in April 1999. Progress with these projects involving 10 CGIAR Centres and their NARS partners will have major influence on future investments in the programme. In the meantime, the strong commitment of the participating centres confirms the validity of the Programme's focus on livestock feeds and natural resource management as universal constraints that constrain the productivity and sustainability of smallholder crop-livestock systems.

All ILRI's Project Coordinators, including the Coordinator of the Systemwide Livestock Programme, develop and manage full-cost budgets including overheads. The CGIAR members' assistance in persuading investors providing special project funding to reimburse overhead charges are most welcome.

5 Consolidation of ILCA and ILRAD into one Center (ILRI)

External reviewers with experience merging organisations which differ markedly in programme and culture expected the merger of ILCA and ILRAD to raise difficult and complex issues for ILRI's Board, Management and staff. These reviewers have been pleasantly surprised that after less than five years there is a melding of scientific, operational and cultural elements into a single institute. The fundamental change in institute financing from unrestricted in 1995 to majority restricted in 1999 exacerbated the tensions in the first years after the establishment of ILRI; however, this change in financing has become a positive factor in recent years as scientists are encouraged to identify the synergies among lab and field-based research in order to attract grants for innovative new approaches to livestock development oriented research.

Principal lessons from the ILRI experience for CGIAR members include:

- Mergers have high opportunity costs in terms of morale and lost productivity
- Mergers place exceptional demands on Board and Management
- The new institute must have a distinct purpose clearly different from that for the original institutes
- There must be significant synergies to be realised from joining the original institutes

6 Joint Board Management Ad-Hoc Committees

ILRI is still gaining experience with the Joint Board Management Ad-Hoc Committees. Experience to date suggests they are very effective provided that:

- They have clear, specific terms of reference
- Specified termination dates
- Members have personal interest in the topics being addressed

They are not successful:

- As a routine way of conducting Board-management functions
- Members are co-opted to serve as an obligation

ILRI has engaged a recognised international firm specialising in IPR issues to provide advice related to products, methods and process being used in its research as well as on issues related to products from research and protecting access of smallholders to the results from CGIAR investments in ILRI. In addition to IPR, ILRI meets internationally accepted standards of bio-safety and bio-ethics issues and welcomes advice from members on these issues. ILRI looks forward to continuing dialogue with members, and indeed all

stakeholders in international agricultural research, in the development and implementation of its new strategy and medium term plans.

Conclusions

ILRI is grateful for the comments and suggestions received from CGIAR members on its draft strategy and will continue to keep all stakeholders informed on progress. The Institute will report to members on future external reviews including those on the vaccine development and research based at its Ethiopian campus.

ILRI is particularly grateful to the Members at MTM99 for their strong endorsement for increased investments to support the Institute's work in development oriented livestock research.

MTM99 Parallel Session Il: External Review of ILRI
27th May, 1999

Chair: Bongiwe Njobe-Mbuli
Rapporteur: Teresa Fogelberg
Secretary: Pammi Sachdeva

Purpose

The External Review report (EPMR) of ILRI was considered in parallel session 11 on Thursday May 27 by an Ad-hoc Committee of interested CGIAR Members and other participants. The Committee's report is submitted for information and discussion to the CGIAR.

Process

Participants had received the First EPMR report of ILRI, along with the response of the Center to the review report, the TAC commentary, and the transmittal letter forwarding the report to the CGIAR Chair (ref. Doc. No. SDR/TAC:IAR/99/3).

About 80 participants attended the meeting, and the discussion was lengthy, rich and extensive. It was based on a presentation of the review report's conclusions and recommendations by the Panel Chair (Samuel Jutzi), response by Center representatives (Neville Clarke, Board Chair, and Hank Fitzhugh, Director General), and comments by Don Winkelmann, TAC Chair. The Panel Chair, Center representatives, and TAC Chair responded to comments and questions. At the conclusion of the discussion, the Session Chair summarised the conclusions and recommendations of the Ad-hoc Committee.

Comments and Issues

The Ad-hoc Committee greatly appreciated the review Panels' constructively critical, clear, and penetrating assessment of ILRI's accomplishments and progress since the Center was founded in 1995. It also commended ILRI's Board and Management for having successfully integrated the former ILCA and ILRAD into a unified Center-lLRI-that is now well positioned to contribute significantly to the CGIAR's global research agenda in livestock research. Rather than summarising the extensive discussion that took place in parallel session 11, the Committee's main comments and suggestions on key aspects are summarised below.

1. Vision, Strategy and Priorities. The Ad-hoc Committee was pleased that in response to the review report the Center has initiated a strategic planning process. This will help ILRI respond to the rapid changes taking place in the global research environment and the opportunities now offered by significant advances in science, particularly animal and human genomics, and biotechnology. The redefining of ILRI's long-term vision and strategy will enable it to re-position its contribution to international research and policy making in livestock and related areas. It should then assess the implications of the new strategy on the Center's research program, particularly its balance and focus; re-examine the relative emphasis on Africa and Asia; and strengthen the link between strategy, priorities, and resource allocation. The Committee is pleased

that ILRI is planning to do this in close collaboration with various stakeholders, both external partners and its own staff.

2. Research Focus and Quality. ILRI's strategic research on animal health is very promising, and deserves adequate financial support; but there is need for re-examining the relevance and feasibility of vaccine development for trypanosomosis. The Center's research on production systems and animal nutrition, the integrated ruminant nutrition management program proposed by the Panel, and the Center's research on system science and policy have large potential benefits as well. These and other ILRI programs need to focus more sharply on areas of high comparative advantage, and on programs that address the needs of marginal farmers. The research focus should be determined in the context of current trends in livestock research and development, should utilize cutting-edge knowledge of natural resources management research, and should more clearly address the Center's goals of food security and poverty alleviation. ILRI's research would also benefit from greater inputs from non-economics social scientists, both on ILRI staff and in its partner institutions. The Ad-hoc Committee notes that the Center is planning to give greater attention to issues of research quality, critical mass, and impact; as well to the cost-effectiveness of research undertaken at ILRI's campus in Ethiopia, as recommended by the review Panel.

3. Institutional Governance. Leadership and Restructuring. The Committee noted the Panel's concerns and recommendations on these important topics, including Board Management relations. It was satisfied that ILRI Board and Management are responding promptly to the EPMR Panel's recommendations on various aspects of institutional governance, leadership, Board-Management relations, and organisational structure. It expects that the research program structure will be adjusted further once the new strategy has been determined.

4. Partnerships. and role in the System-wide Livestock Program. The Ad-hoc Committee is pleased that ILRI has developed a number of constructive partnerships with advanced research institutes in developed countries and with the NARS of many developing countries. Its role as converter of the System-wide Livestock Program is also very important, but has at times been problematic. This needs to be addressed. The Committee also noted that this program has suffered from insufficient funding. It considers it important that the program be fully funded; and that the Center seek full recovery of an adequate level of overhead costs, not only for the SLP but also for other restricted-funded projects at ILRI.

Conclusions and Recommendations

The Ad-hoc Committee:

• **Thanked** the Panel for an outstanding report that is comprehensive, analytical, constructively critical, and strategic.

• **Endorsed** most of the Panel's recommendations, and TAC's comments.

• **Commended** the preliminary response by the Center Board and Management to the review report, and the follow-up actions being taken, particularly with respect to strategic planning for the next 10 years--which will help address questions of program priorities, focus and balance, as well as issues of allocation of resources to different regions and research thrusts.

• **Suggested** that ILRI Management increase its communication with CGIAR members on the results of studies on such issues as the feasibility of vaccine development for trypanosomosis, production systems research with a market orientation, and biotechnology, IPR, big-safety and big-ethics; and that the Center arrive at more specific answers to strategic and program questions on the basis of an intensive dialogue with various key actors engaged in livestock research and development.

• **Recommended** that by October 1999 ILRI's Board and Management prepare a brief but substantive report on progress in implementing the recommendations of the EPMR Panel and the Ad-hoc Committee; and make it available for information to CGIAR members attending ICW99.

• **Encouraged** CGIAR investors to continue to strongly support ILRI's work in livestock research.

• **Suggested** that lessons be drawn for the CGIAR system from ILRI's experience in two areas:

  • the consolidation of ILCA and ILRAD into one Center (ILRI); and

  • Board-Management relations, including the use of "Joint Board Management Ad-Hoc Committees" on strategic and high-priority issues facing the Center.