



Agenda Item 05c

For Endorsement

Issued: 19 September 2019

Performance Management Standards Pilot Assessment

Purpose

The document a) presents progress in testing the 2019-2021 Business Cycle's Program Performance Management Standards, b) clarifies information flow and roles following completion of the pilot assessment, and c) positions the current Performance Standard assessment in the 2022-30 CGIAR context.

Action Requested

The Board is requested to review, and if thought appropriate, endorse the proposed clarification of Pilot Assessment information flow and roles as set out in this document.

Distribution notice:

This document may be shared without restriction.

Prepared by: CGIAR System Management Office in consultation with CGIAR Research Program Leaders and CGIAR Advisory Services.

Background

1. The three objectives of the 2019-2021 CGIAR Program Performance Standards (as approved by the System Council in November 2018) are to:
 - a) Provide assurance to CGIAR System Funders and other stakeholders that program management standards are high, and that they can invest with confidence;
 - b) Improve program performance management across CGIAR wherever needed; and
 - c) Focus efforts on improving management of performance within programs on a limited number of well-defined high-priority areas identified jointly by key stakeholders, in each business cycle, to complement (not replace) the more complex analysis carried out in program evaluations and appraisals¹.

Timeline

2. The following timeline is applicable:

November 2018	System Council approval of 2019-2021 Program Performance Standards
December 2018	SMB approval of assessment criteria for Standards 1-2 and 4-6
March-May 2019	Self-assessment against standards undertaken by 5 CGIAR Research Programs (CRPs) and 1 Platform: Agriculture for Nutrition and Health; Big Data in Agriculture; Climate Change, Agriculture and Food Security; Forests, Trees and Agroforestry; Livestock; and Rice
June 2019	Feedback from self-assessment presented to Science Leaders' Meeting and lessons incorporated into revised criteria
September-October 2019	Pilot assessment underway by all CRPs and platforms
November 2019	Progress report on pilot assessment to be provided to the System Council by CGIAR Advisory Services Shared Secretariat
November 2019 – June 2020	Delivery of Response Plan (capacity development, system and process improvements, tweaks to criteria)
July – December 2020	Official assessment against Program Performance Standards

¹ As set out in [Meeting Document SC7-H](#), as approved by the System Council

Performance Standards progress update

3. The CGIAR Advisory Services Shared Secretariat is in the process of contracting assessors to undertake the Pilot Assessment. That contracting process will determine the date on which the assessment will be completed.

Proposed clarification of information flow and roles

4. As framed in an earlier SMB document, *the pilot results will be restricted to the assessors and the individual Programs assessed*². Following consultation with, and assent among, the individual Programs and the CGIAR Advisory Services, it is proposed that the System Organization be given some access to the Pilot Assessment results to support the development and delivery of a “Response Plan” to the Pilot Assessment results (see Fig 1).
5. The Response Plan’s objective is to address key, common problem areas identified in the Pilot Assessment. Specific actions could include capacity development, systems and process enhancements, and – where appropriate and in the spirit of raising rather than lowering the expected standard of management across the portfolio – proposal of revisions to the criteria.

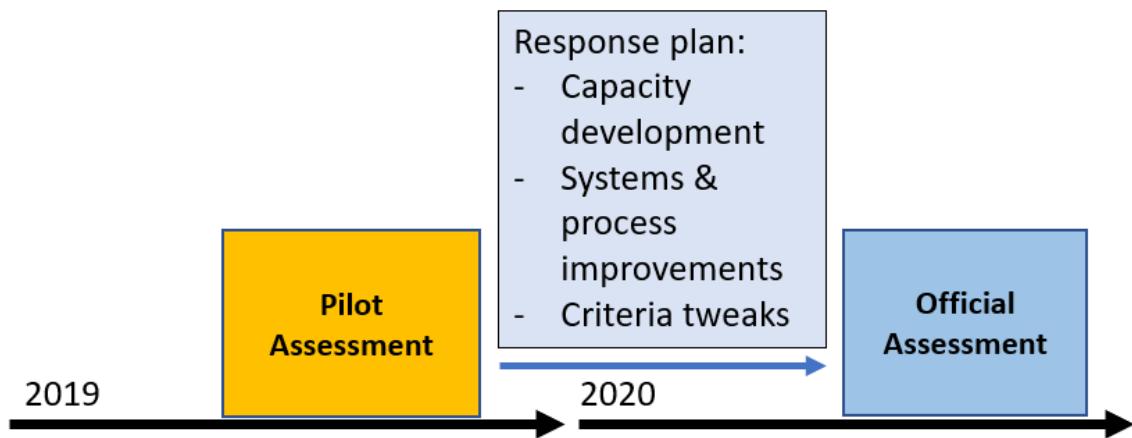


Figure 1: Development and delivery of Response Plan requires communication of an appropriate level of results from the Pilot Assessment.

6. An appropriate level of Pilot Assessment results to be shared by the CGIAR Advisory Services to the System Organization would include the anonymized³, aggregated pass/fail rate per Performance Standard down to the sub-criteria level, as well as the report on lessons, overall findings, and identifying clarifications or proposed modifications. The System Organization would not share those materials further, per the intent of the confidentiality clause in SMB12-05.

² As set out in [meeting document SMB12-05](#), paragraph 6

³ i.e. not identifiable down to the individual Program level.

Performance Standard evolution

7. The intent is that the results of, and lessons from, the Pilot Assessment and the Official Performance Management Standards Assessment in the second half of 2020 inform the use of management standards across CGIAR Business Units from 2022 onwards.
8. Options for shared management standards across CGIAR could include, for example, adoption of best-in-class external standards in use among peer organizations (e.g. International Aid Transparency Initiative / IATI), inclusion of relevant aspects of stage-gating and the Quality of Research for Development framework⁴, and integration within the wider agenda on Shared Services that forms part of the System Reference Group proposals for CGIAR reform.

Conclusion

9. The Board is requested to review, and if thought appropriate, endorse the proposed sharing of the anonymized, aggregated pass/fail rate per Performance Standard down to the sub-criteria level, as well as the report on lessons, overall findings, and identifying clarifications or proposed modifications, with the System Organization for the purpose of developing and delivering an effective Response Plan to the Pilot Assessment findings.

⁴ [SC7-H \(Companion Document\)](#), Section 2 D