

Independent External Evaluation of the CGIAR Research Program on Livestock & Fish

Management Response and Action Plan

The management of the Livestock & Fish (L&F) CRP appreciates the opportunity to respond to the IEE report. L&F CRP management would like to congratulate the IEE panel on its full engagement in conducting the evaluation and its constructive, insightful and forward-looking analysis. We also want to thank the IEA office for its careful planning and facilitation of the evaluation process. The resulting process has been open and inclusive with the engagement of the lead and partner centre staff and management, the L&F Science & Partnership Advisory Committee and the ILRI Board. This response reflects their collective input.

A. Overall Response to the Evaluation Report

CRP management fully agrees with the main findings and recommendations presented in the evaluation report. We are pleased to note that the panel concluded that:

- The L&F CRP has added value to CGIAR research in livestock and aquaculture and should continue to be funded
- Its value chain approach is innovative, is generating valuable lessons and is one of the CRP's most appreciated features
- Especially promising progress has been made in establishing an institutional base and development partnerships in the field to provide a solid foundation for applied research
- The governance of the program is working well, and L&F CRP management has been inclusive, transparent and serviceable
- It is clear that L&F has the ability to produce outputs of high quality and indeed is doing so.

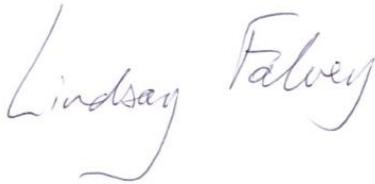
The report identifies a number of concerns and in light of these, offers ten recommendations. In most cases, the CRP management has shared these concerns but was not making sufficient progress in addressing them. We appreciate the multiple references made by the IEE panel to acknowledge the challenges and the context faced by the CRP management and program partners, especially with respect to the start-up nature of this first CRP phase and the substantial institutional and financial uncertainty, constraints and transactions costs experienced. With these caveats, the IEE findings and recommendations help to sharpen the focus and prioritize certain efforts.

In framing the Action Plan, CRP management recognizes the complexity of the institutional context and timing. The L&F CRP will end operations at the end of 2016, so the timing together with overall CRP budget constraints limit the opportunity and rationale for implementing major actions within the short time remaining. The L&F CRP also has limited scope to make commitments on behalf of the successor CRPs on Fish and Livestock that will continue much of the CRP research agenda from 2017. ILRI will continue as the lead centre for the Livestock CRP, but commitments proposed for the Fish and Livestock CRPs will need to be adopted by the yet-to-be-constituted Independent Steering Committees for those CRPs and by WorldFish management as the lead centre for the Fish CRP.

However the CRP will ensure that the recommendations are made widely available to those responsible for the two future CRPs, including the new Independent Steering Committees. The proposed actions are therefore framed much in the forward-looking spirit of the IEE itself and are designed to facilitate the transition to and strengthen the foundation of the new CRPs. ILRI as lead centre of the L&F CRP and of its successor Livestock CRP is able to commit to ensuring the Action Plan is taken forward into the Livestock CRP to the extent possible.

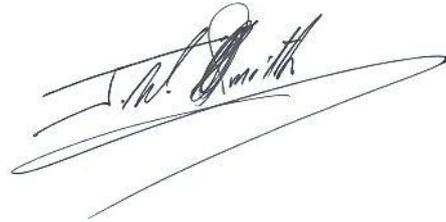
B. Response to Recommendations

As advised by the IEA guidance, the responses to individual recommendations presented in the IEE report are provided in the following Response Matrix/Action Table.



Lindsay Falvey
Board Chair

International Livestock Research Institute, ILRI, lead centre for the Livestock and Fish CRP



Jimmy Smith
Director General

Response Matrix / Action Plan

Evaluation Recommendation (numbered)	Management Response to the Recommendation	Management Follow up			
		Action to be taken (each action should have a reference number)	Who Responsible for Action	Timeframe	Is additional funding required to implement recommendation?
<p>1: Capitalize on the benefits of being a CRP</p> <p>The strategic leadership of the CRP director will be important in accomplishing these goals:</p> <p>a) a stronger emphasis on CRP-wide research initiatives that will produce game-changing outputs;</p> <p>b) stronger engagement as a CRP in global public debates on livestock, poverty and development;</p> <p>c) whole-CRP approaches to major donors.</p>	<p>Fully accept. The primary focus of the L&F CRP was to establish a more impact-oriented model for animal R4D based on the value chain approach, which the panel recognized as showing promise as a CRP-wide research initiative. Over the past year, the CRP has also been exploring how it could develop a major initiative on animal-source food that would engage research across the CRP and position the CRP to engage in global debates on sustainable diets. We agree that initiatives of this type regarding sustainable intensification and diets are an important role of the CRP and could be attractive to donors.</p>	<p>To address all three goals, effort will be dedicated during this final year to the program to develop two major initiatives to be taken forward under the successor 2nd phase Fish and Livestock CRPs:</p> <p>1.1 Prepare a proposal for a major program to more directly address the issue of the role of animal-source foods in sustainable diets, including components of foresight and trade-off analysis for policy engagement, as well as technological and institutional innovation to support more effective use of animal-source foods;</p> <p>1.2 Prepare a proposal for a major research program to support sustainable intensification of animal agriculture based on the value chain approach, building on the lessons learned under the L&F CRP and ILRI's engagement in various global initiatives on this theme.</p>	<p>1.1 CRP MU, ILRI DDG 1.2 CRP MU, ILRI DDG</p>	<p>2016 Q2-Q4</p>	<p>No</p>
<p>2: Increase synergies between livestock and aquaculture</p>	<p>Fully accept. The major opportunities for synergies pursued under L&F were considered to be in the areas of genetic</p>	<p>During the remainder of the L&F CRP in 2016:</p> <p>2.1 Continue to implement</p>	<p>2.1 CRP MU; Animal Health</p>	<p>2016 Q1-Q4</p>	<p>No</p>

	<p>improvement and animal-source food value chain development. The different nature of fish versus livestock breeding strategies however was found to limit sharing of capacity and methods. Integrating fish and livestock value chain development and gender was more effective. More recently, WorldFish has created capacity for research on health and feeds. We will therefore continue to support collaborative activities in the areas to be taken forward under the next phase Fish and Livestock CRPs.</p>	<p>collaborative activities involving L&F shared capacity to address:</p> <ul style="list-style-type: none"> • a shared platform for genomic analysis • fish health issues in Egypt aquaculture • analysis of green fish feeds by the CRP NIRS platform • adaptation of the FEAST and TechFit tools to aquaculture context <p>2.2 Existing and planned collaboration on fish health, fish feed, genetics, and value chain social sciences, including gender and animal-source food nutrition to be maintained as potential cross-CRP linkages in the 2nd phase Fish and Livestock CRPs.</p>	<p>and Feed & Forages Flagship Leaders</p> <p>2.2 ILRI MC; Livestock CRP Planning Task Force; (WorldFish MC)</p>		
<p>3. Streamline the portfolio</p>	<p>Fully accept. Prioritization of research activities advised by the IEE panel is consistent with ongoing processes and CO/FO guidance to adapt to declining W1/2 budgets during the final year of the L&F CRP. This is also stressed by the guidance for phase 2 CRP proposals.</p>	<p>3.1. Scarce W1/2 funding will be prioritized towards fewer value chains in the final year of the program.</p> <p>3.2. The 2nd phase Livestock CRP proposal to identify a core agenda for priority outputs at the Flagship/Cluster level to be funded by W1/2</p> <p>3.3. Conduct a rapid ex-ante impact assessment of the main research lines proposed for the phase 2 Livestock CRP to support prioritization in phase 2. The exercise is in progress. The methodology will be made</p>	<p>ILRI MC; Livestock CRP Planning Task Force; (WorldFish MC)</p>	<p>2016 Q1</p>	<p>No</p>

		available to WorldFish as lead centre for the Fish CRP.			
4: A higher profile for environment/NRM	Fully accept. The development of livestock-related environment and NRM research under the current L&F CRP has been focused on methods for assessing potential impacts of livestock and aquaculture value chain development; aspects related to climate change were to be addressed under CCAFS, but declining funding has limited implementation of that agenda. We agree that this agenda merits expansion and a higher profile, which is especially appropriate given the broader mandate of the 2 nd phase Fish and Livestock CRPs. Both successor CRPs intend to propose flagships which have a clear environmental focus. In addition, priority areas for strong collaboration have been agreed between the Livestock CRP and the WLE and CCAFS CRPs for phase 2.	4.1 Propose a flagship on livestock and the environment as part of Livestock CRP, which consolidates much of the environment/NRM research that is currently spread across several CRPs, and propose two of the three Fish CRP flagships to address sustainable aquaculture and sustainable small-scale fisheries.	ILRI MC; Livestock CRP Planning Task Force; (WorldFish MC)	2016 Q1	No
5: Establish an M&E system based on the TOC	Fully accept. In the absence of guidance on M&E best practice appropriate for the CGIAR context and as noted in the panel's analysis, the L&F CRP has been engaging with evaluation experts to develop a ToC-based M&E framework and pilot an M&E system that includes Change Pathways established for target value chains and flagship projects. The objective is to have a comprehensive M&E system that effectively links research prioritization, planning and monitoring of progress, and research evaluation to monitoring implementation performance of the program and its constituent parts, and to	5.1. Complete pilots for Change Pathway monitoring in value chains and research projects. 5.2. Update the L&F CRP MEL Framework document to reflect a comprehensive system comprising research prioritization and management together with performance monitoring 5.3. Review existing management software developed by other CRPs, and adapt for the phase 2 Livestock CRP 5.4. Fish CRP to incorporate an M&E	5.1-5.3: CRP MU 5.4: (WorldFish MC)	2016 Q1-Q4	No

	have this system in place or well advanced for the 2 nd phase. This comprehensive system, fit for purpose for AR4D, will be supported by an online database and reporting system.	system to serve both performance monitoring and outcome evaluation on the basis of ToC, impact pathways and outcome targets.			
6: Build private sector partnerships for technology delivery	Fully accept. Developing partnership with the private sector, both in stimulating inclusive small- and medium-scale business development services at local level and in establishing strategic collaboration with the larger-scale commercial sector with respect both to contributing to research and to delivery of research outputs at scale, has certainly been a constant objective of all of the research teams. Identifying potential partners with appropriately aligned objectives and formulating partnership arrangements that meet the public mission of the CRP and the commercial objectives of the private sector remains a constant challenge. While the CRP has a number of ongoing, successful partnerships at international and local level, we agree that there is certainly scope for more.	<p>6.1. As noted in the response to Recommendation 9 below, a central component of the management response to the CCEE on value chain development is to strengthen the leadership of the overall value chain work with a dedicated position having an agri-business orientation to improve the relevance and pragmatism of the research solutions under development. A CIM position has been established for this purpose and an expert is to take up the post on 1 Feb 2016. The expert will be made responsible explicitly for identifying strategies and opportunities and providing practical implementation guidance for private sector partnerships at national and local level to enhance scaling up and out of CRP outputs</p> <p>6.2. Schedule a session with the L&F CRP management committee (PPMC) and advisory committee (SPAC), facilitated by the agri-business expert, to review the L&F experience in developing partnership with the private sector and make recommendations for the next phase CRPs on how to build on the lessons learned</p>	CRP MU, PPMC	2016 Q3-Q4	No

<p>7: Maintain the governance arrangements but with some adjustments</p> <p>a) associate the DG of ILRI more with SPAC deliberations in order to align ILRI and CRP programs;</p> <p>b) establish a periodic interaction between the SPAC chair and ILRI program committee chair;</p> <p>c) provide the SPAC regularly with summarized financial information so that it is aware of the financial constraints of the CRP.</p>	<p>Fully accept. We agree with the Panel’s analysis and appreciate the recognition of the appropriateness of the governance arrangements established by the CRP. During 2015 we had already begun implementing the Panel’s sub-recommendations:</p> <ul style="list-style-type: none"> • The ILRI DG has been more directly involved in SPAC deliberations and in regular communication with the SPAC chair • At the request of the ILRI Board, the SPAC chair initiated an annual report to the ILRI Board Program Committee (which is a Committee of the Whole) presented during a session dedicated to the CRP, which allows for direct interaction between the SPAC chair and Board committee members; this will be continued in 2016 • CRP financial information provided to the PPMC and ILRI Board will also be shared with SPAC, and the SPAC reviews the POWB. <p>The Panel’s recommendation to maintain key features of the existing governance arrangements is not aligned with the current Consortium Board recommendations; the Fish and Livestock CRPs’ governance arrangements will adopt the Consortium Board guidance.</p>	<p>7.1 The ILRI DG to continue being directly involved in SPAC deliberations and in regular communication with the SPAC chair</p> <p>7.2 The SPAC chair to make annual report to the ILRI Board Program Committee</p> <p>7.3 CRP financial information provided to SPAC.</p>	<p>CRP MU, SPAC Chair</p>	<p>2016 Q2-Q4</p>	<p>No</p>
<p>8: Modernize the financial management system</p>	<p>Fully accept. This has been a recognized challenge across the participating centers and each is in the process of implementing OCS. The lead centre, ILRI, is also currently engaged in a year-long effort with Accenture to establish a project management</p>	<p>8.1. Complete implementation of OCS with the roll-out of the remaining modules and explore mechanisms to facilitate transfer and aggregation of financial and other project information between</p>	<p>ILRI MC</p>	<p>2016 Q1-Q4</p>	<p>No</p>

	framework across the institute to improve planning and monitoring features to facilitate CRP management, to start in mid-2016.	partner and lead centres 8.2. Complete development of the ILRI project management system which includes specific components to support CRP management			
<p>9. Maintain the value chain approach but manage it much more effectively</p> <p>a) every value chain hub should be properly resourced, at a higher level than is currently the case – even if this means working in a smaller number of countries or establishing a 2-tier system of value chains</p> <p>b) the roles of the VCTS flagship, the country research hubs and SASI should be clarified with respect to producing knowledge to transform and scale up value chains</p> <p>c) the role of the leader of the VCTS should be reformulated with a strong emphasis on communication and</p>	<p>Fully accept. We have very much appreciated the endorsement of both the CCEE and the IEE for the value chain approach adopted by the L&F CRP. The insightful and constructive critique of the challenges we have faced has been extremely useful. The IEE comments reinforce those made by the CCEE. The management response to the CCEE--which has been delayed in implementation due to the funding cuts and uncertainty about the next phase CRPs—would appear to address as well the IEE comments:</p> <ul style="list-style-type: none"> • <i>Resourcing of value chain work:</i> Financing the value chain research has been a challenge. A balance was sought between having too few sites to permit comparative research designs versus having too many sites with inadequate critical mass. Available Window 1/2 funding could support only a bare minimum which needed to be supplemented by bilateral funding. This strategy was working in several countries, but in some countries, the supplemental bilateral funding could not be mobilized. The response has been to consider a two-tier level of investment to focus the limited Window 1/2 funding more strategically on ensuring a more complete effort in the countries demonstrating 	<p>9.1. Propose more focused investment in fewer livestock value chain teams under the phase 2 Livestock CRP</p> <p>9.2. As the Livestock CRP proposal is finalized, recruit the research methods support specialist aligned with the needs of the next phase CRP.</p>	<p>9.1 ILRI MC, Livestock CRP Planning Task Force</p> <p>9.2 CRP MU, PPMC</p>	<p>9.1 2016 Q1</p> <p>9.2 2016 Q2-Q4</p>	No

<p>learning across value chains and a mandate to interact with every value chain</p> <p>d) there should be a much stronger emphasis on synthesis of results in published papers.</p>	<p>momentum. Declining W1/2 funding has made this response more urgent, and it is reflected in the 2016 POWB with reduced funding to the less active value chains.</p> <ul style="list-style-type: none"> • <i>Getting to scale:</i> A central component of the management response to the CCEE is to strengthen the leadership of the overall value chain work with a dedicated position having an agri-business orientation to improve the relevance and pragmatism of the research solutions under development. This position would be responsible explicitly for identifying strategies and opportunities and providing practical implementation guidance and support in developing partnerships with business actors for the value chain teams to link their research outputs into larger scale development actions, and to create a more effective community of practice across the teams. Establishing the position was delayed pending finalization of the phase 2 proposal to ensure it is appropriately defined to fit the needs of the next phase; since the Transformation & Scaling Flagship will not be continued, the position has been revised to serve as an agri-business expert without leadership responsibility and the position is being filled. • <i>Increase scientific learning and output:</i> Another key component of the management response to the CCEE is to strengthen the research design and learning with a dedicated position on 				
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	<p>research methods to support and coordinate research design and outputs of the value chain teams by ensuring cross-site design and rigor. This position would also address the issue of ensuring rigor in action research methods and analysis of scaling experiences. Success of this support will be measured in terms of increased publication.</p> <p>It is clearly the intention of both the next phase Fish and Livestock CRPs to continue a value chain approach, and as we get more clarity of the proposals being taken forward for the two CRPs, the proposed actions under the management response to the CCEE will be adjusted appropriately and implemented as a transition to the Livestock CRP, and will inform the relevant features of the Fish CRP.</p>				
<p>10: Generate more high-quality published outputs L&F should:</p> <p>a) clear the backlog and increase effort on producing high-quality peer-reviewed publications aiming for internationally recognized journals (where appropriate in collaboration with outside scientists);</p> <p>b) continue to produce non externally peer</p>	<p>Fully accept. Ensuring a pipeline of high-quality scientific outputs in terms of both internally and externally peer-reviewed publications, and especially those in high-impact ISI journals, is the perennial challenge for CGIAR research management. As the L&F CRP is now in its final year and some research activities are winding down (but many will also continue into the next phase CRPs), we are stressing the need to devote significant effort to finalizing publications and undertaking synthesis. It will also be an appropriate time for the L&F CRP management committee to review the publication success and make recommendations for the next phase CRPs.</p> <p>a) The CRP has relied on each centre's</p>	<p>10.1. Give priority to W1/2 allocation (and bilateral funding, where possible) to preparation of publications and synthesis activities in the 2016 Plan of Work and Budget for each flagship CRP</p> <p>10.2. Schedule a session with the L&F CRP management committee (PPMC) and advisory committee (SPAC) to review publication performance and scientist mentoring, and make recommendations for the next phase CRPs on how to improve that performance</p>	<p>10.1 Flagship leaders, PPMC</p> <p>10.2 CRP MU, PPMC, SPAC Chair</p>	<p>10.1 2016 Q1</p> <p>10.2 2016 Q3-Q4</p>	<p>No</p>

<p>reviewed high-quality outputs but thoroughly and systematically peer reviewed internally that can be disseminated broadly and quickly– but with more focus on syntheses and big-picture analyses;</p> <p>c) increase the number of publications that are interdisciplinary (e.g. genetics and feeds; animal health and social science; animal genetics and animal health);</p> <p>d) increase and systematize mentoring for young scientists.</p>	<p>research management to ensure high quality research and targeting high-impact outlets. ILRI is currently introducing target numbers of publications for its scientists, along with other indicator of performance. Based on the IEE recommendation, it will be important to review the performance to date and identify CRP-level strategies that could provide incentives for improving that performance to inform phase 2 CRP management</p> <p>b) Again, the CRP has relied on each centre’s own quality control processes; this merits review for improving phase 2 CRP strategies in this respect. It was certainly the ambition of the L&F CRP to produce syntheses and big-picture analyses. As specific research lines now mature, more emphasis will be given to syntheses. Only limited capacity was available to undertake big-picture analysis under L&F, but this has been prioritized as components under the phase 2 Fish and Livestock CRPs.</p> <p>c) Producing more interdisciplinary publications is certainly an expected output of the value chain teams and their interaction with the other flagship teams, but has been modest to date, related in part to the finding that the value chain teams have been insufficiently staffed. Strengthening site teams under the phase 2 CRPs will improve this situation.</p> <p>d) The CRP relies on each centre’s existing</p>				
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	<p>human resource and capacity development policies and programs to ensure mentoring for young scientists. We agree that there may be a role for the CRP to also enable such mentoring by strengthening the role of Communities of Practice across the CRP.</p>				
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