

APPENDIX 1

PANEL COMPOSITION AND BIOGRAPHICAL INFORMATION

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Exequiel González

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BIOGRAPHICAL INFORMATION

Name: SATIA, Benedict P.N. (Cameroon)

Position: Previous: 1996-2004: Chief, International Institutions and Liaison Service, Fisheries Department, FAO, Rome, Italy;

Expertise: Integrated fisheries development

Education: Ph.D. in Fisheries, College of Fisheries, University of Washington, Seattle (1973); M.Sc. in Fisheries Science, College of Fisheries, University of Washington, Seattle (1972); B.Sc. in Fisheries Science, College of Fisheries, University of Washington, Seattle (1971); Diploma in Agriculture (Equivalent to B.Sc. in Agriculture), School of Agriculture, University of Ibadan, Nigeria (1966).

Experience: 1992-96: Program Coordinator, Integrated Development of Artisanal Fisheries in West Africa (IDAF), Cotonou, Benin, West Africa; 1979-92: Deputy Director of Fisheries, Ministry of Livestock, Fisheries and Animal Industries, Yaounde, Cameroon; 1975-79: Chief of Service, Fisheries and Aquaculture, Ministry of Agriculture, Yaounde, Cameroon; 1973-75: Post Doctoral Teaching and Research Associate, College of Fisheries, University of Washington, Seattle; 1970-73: Research and Teaching Assistant, College of Fisheries, University of Washington; 1967-69: Principal, Farm Settlement Institute and Responsible for Fisheries in West Cameroon, Obang, Cameroon; 1961-62: Agricultural Assistant, Agricultural Research Institute, Barombi Kang, Cameroon. Dr. Satia was Secretary to the Committee on Fisheries (COFI) and to the Advisory Committee on Fisheries Research (ACFR) during 1996-2004. He was a Member of the Board of Trustees of ICLARM, now World Fish Center (WFC) for the period 1992-97 and Chairman of the Program Committee of ICLARM during the period 1993-97. Dr. Satia was appointed Chairman-designate of the ICLARM Board in 1996 but resigned to take up the position of Chief (see above) at FAO. He was Chairman of the Fishery Committee for Eastern Central Atlantic (CECAF), Accra, Ghana during 1989-92. From 1981 to 1988, Dr. Satia was Member and Vice-Chairman of the FAO Advisory Committee on Marine Resources Research (ACMRR), Rome, Italy. He has carried out various consultancies for USAID, UNDP, FAO, IDRC, ICLARM, and many other organizations and has been rapporteur for several international meetings on capture fisheries and aquaculture. Dr. Satia has written numerous publications on integrated fisheries development, small-scale fisheries, fisheries and poverty alleviation.

Name: CHEVASSUS, Bernard (France)
Position: President of the National Natural History Museum in Paris
Expertise: Fish domestication and fish genetic improving methodology
Education: "Ecole Normale Supérieure" in Paris, University teaching degree obtained, PhD in sciences at Paris-XI University
Experience: Dr Chevassus was until January 2002 research director at INRA (National Institute for Agronomique Research). He has served in various capacities at INRA, including Director General from 1992-1996. He was the Director of Research at INRA's Laboratory of Fish Physiology in Juoy-en-Josas where he developed new methods for genetic for the genetic improvement of aquaculture species.
Since April 1999 he is President of the Administrative Board of AFSSA (French Food Health Security Agency). In July 1998 he was appointed Vice-President for the Biomolecular Gene Committee (CGB), which surveys the requests of dissemination in France of genetic modified organisms. He is member of the Scientific Council of CIRAD (International Center of Agronomic Research for Development). He has been recently appointed a member of World and Environmental Sciences Committee (CCSP) and of the National Natural History Museum Orientation Committee. He chaired the working group "OGM" of General Commissariat. He is associated to many debates and prospective studies on risk analysis and innovation.

He has published about 50 primary and synthesis articles and about 30 vulgarization articles regarding fish domestication and genetic improving methodology. He has been INRA Hydrobiology and Savage Fauna Department Chief (1984-1989), President Adviser (1989-1991) and then INRA Director General (1992-1996). He had participated in many laboratory evaluations, national (ORSTOM, IFREMR, CNRS, CEMAGREF) and int'l programs, in particular linked with developing countries (ICLA-RM in Philippines, global review of CGIAR, reorganisation of Agronomique Research in Guinea and Mali). He was a member of the advisory Panel of the "GIFT" program of ICLARM (1992-1996) and of the experts Panel of the external Review of the CGIAR (1997-1998).

Name: GONZALEZ, Exequiel (Chile)
Position: School of Marine Sciences, Pontificia Universidad Católica de Valparaíso, Chile.
Expertise: Economic and social aspects of capture fisheries and aquaculture development and management
Education: M. Sc. in Resource Economics, University of Rhode Island, USA (1993); Professional Title in Fisheries Engineering, Universidad Católica de Valparaíso, Chile (1986).
Experience: During the past 16 years, Mr. Exequiel González' has been working on different aspects of capture fisheries and aquaculture development and management, as well as, on coastal zone management. First in South East Asia with the International Center for Living Aquatic Resources Management - ICLARM (present WorldFish Center from the CGIAR Group) and later in Latin America with the Inter-american Center for Sustainable Ecosystems Development, until May 2004. He is presently working at the School of Marine Sciences, Pontificia Universidad Católica de Valparaíso, Chile. Between 1995 and 1999 he was adjoin professor of Natural and Environmental Resource Economics at Universidad de Santiago de Chile.

Mr. González has also conducted research and technical assistance for fisheries, aquaculture and coastal development and management in Belize, Brazil, Colombia, Costa Rica, Chile, Ecuador, Guatemala, Honduras, Nicaragua, Panama, Spain, East Timor, Australia, Bangladesh, Indonesia, Malaysia, the Philippines and Thailand.

Among the most relevant areas covered by his work are: (i) analysis of bio-economic and social conditions and aspects for the management of national and trans-boundary fishery resources; (ii) bio-economic modeling to assess the performance of marine and freshwater fisheries and aquaculture activities under sustainability conditions; (iii) sustainable development of the small-scale fisheries sector; (iv) valuation of social and economic impacts of fisheries and aquaculture development and management; (v) socio economic evaluation of development strategies in coastal zones and watersheds including: urban development, tourism, aquaculture, fisheries, agriculture and mining activities, among others; (vi) identification and analysis of theoretical, methodological and practical aspects of use rights in fisheries and the design of marine reserves in Chile; (vii) identification and systemization of alternative methods of conflict management in natural resources use; (viii) identification of participatory mechanisms for conflict management in the use of fishery and coastal resources and (ix) risk and social cost-benefit analysis applied to the introduction of exotic species for aquaculture.

Mr. González has been author and co-author of scientific journal papers, FAO and World Bank technical report series and co-editor of an APEC Secretariat Technical Report on Marine Pests Introduction and Management. He is also Contributing Editor for the Marine Resource Economics Journal.

Name: **BLABER, Steve (Australia)**
Position: Chief Research Scientist, CSIRO Division of Fisheries / Marine Research
Expertise: Ecology, conservation and management of marine fisheries.
Education: PhD in Zoology, Rhodes University, Grahamstown, South Africa (1974); BSc. (Hons) 1st Class in Zoology, University of Reading, England (1970).
Experience: Current position since 2003; 2000-2002: program leader: Tropical and Pelagic Resources, CSIRO Marine Research (as well as CRS); 1998-present: Chief Research Scientist (CSOF8-3) CSIRO Marine Research, Cleveland, Queensland, Australia; 1990-1998: Senior Principal Research Scientist (CSOF8-2), CSIRO Marine Research, Cleveland, Queensland, Australia; April 1983 – 1990: Principal Research Scientist, CSIRO Division of Fisheries, Cronulla – Hobart (Program leader) – Cleveland, Australia; January 1983 – April 1983: Assoc. Professor of Zoology, University of Natal. (Merit promotion). 1979-82: Senior Lecturer in Zoology, University of Natal, South Africa. Author of two major books (1997, 2000). At CSIRO Division of Fisheries / Marine Research, Dr Blaber has been leader of several major projects, among the more recent ones are: The conservation and culture of the fish “Terubok” in Sarawak (1993-ongoing); Population dynamics, genetics & ecology of the Hilsa Fishery of Bangladesh (1994-2000); The ecological sustainability of bycatch in the Northern Prawn Fishery (1996-1999); The ecology, conservation and fisheries management of “Terubuk” in Sumatra (1996-1999); The remediation of the barramundi fishery of Papua New Guinea (1998-2003). Dr Blaber is Editor (coastal fishes) of the *Journal of Fish Biology*, and a member of the editorial boards of the following journals: *MEPS*, *Fisheries Research*, *Reviews in Fish Biology and Fisheries*. He is author of more than 160 refereed scientific papers plus numerous contract reports, grey literature reports, book reviews and popular articles.

Name: BALASUBRAMANIAN, N. (India)
Position: Visiting Professor of Corporate Finance and Strategy, Indian Institute of Management Bangalore
Expertise: Corporate governance
Education: PhD in Business Finance, Bombay University
Experience: Dr. Balasubramanian holds his current position since 1994. He also serves as the Chief Editor of the Institute's quarterly journal, *IIMB Management Review*, and as Chairman of its Center for Development of Cases and Teaching Aids. He combines the benefits of exposure to both precept and practice. His three and a half decades of industry experience includes over twenty years of varied responsibilities in the Imperial Chemical Industries group of companies in India, and for a while in the United Kingdom; Board level responsibilities at Britannia Industries (a former Huntley Palmer and RJR Nabisco, and current Danone Associate); and, a stint as Corporate Executive Vice President Finance at the diversified Wipro Corporation (currently the leader in terms of market capitalization) and a member of its Executive Board.

Balasubramanian is a Fellow of The Institute of Chartered Accountants of India, All India Management Association, and member of several other professional bodies. His published work includes *Corporate Financial Policies and Shareholder Returns* (1993), and as editor and co-editor respectively, *Corporate Boards and Governance* (1998), *Managing Economic Liberalisation in South Asia* (1998), and *Management Perspectives: Essays on Managerial Priorities and Management Education* (1999).

More recently, he was a member of the Central Government Task Force on Corporate Excellence through Governance, recommending measures for legislation and

Name: SINGHAL, Deepjee (INDIA)
Position : Plasticizing Chartered Accountant (Partner – Pipalia Singhal & Associates

Expertise : Risk Management, Internal Controls, Internal Audit and Management Review
Education : B.Sc.(Chemistry), Chartered Accountant, India, Certified Internal Auditor – IIA, Florida.
Experience : Mr. Singhal is associated with many professional institutions in India and abroad, in various capacities. These include :

- Member - Academic Relation Committee IIA Inc. Florida 2003-06
- President of Institute of Internal Auditors India, Bombay Chapter in 1998. Also on the All India Council for last three years
- Member - ASSOCHAM Committee on Corporate Governance for the year 2002-2003
- Member - Indian Merchants Chamber Committee on Corporate Governance for the year 2003
- Member - Advisory Board for Internal Audit Services and Core Faculty Bombay Chartered Accountants Society

Mr. Singhal is also a regular guest faculty at IIM-Bangalore on Risk Management and Internal Controls. He has jointly designed course on Internal Audit Studies for Bombay Chartered Accountants Society. He has authored several articles and publications including a research paper on behalf of IIA Inc., Florida, USA, titled "Internal Audit : An Empirical

Framework On Small And Medium Enterprises In The Indian Environment” and “Future of Internal Audit”. He has contributed to the development of “Internal Audit”, a publication of Institute of Chartered Accountants of India and has been regularly writing articles on Business Risk Management and Internal Audit in “The Chartered Accountant” and is a joint author for Internal Audit article series in the “Bombay Chartered Accountant Journal” since last three years.

He has offered Business consultancy in several areas including Design & Documentation of Systems & Procedures Manuals, Implementation of Systems & Procedures including ERP implementation and Risk Management Services. He has conducted training programs on various professional subjects like RM, Internal Control, Corporate Governance, Assurance, etc. through participation in meets of major corporates in India and in various professional forums of ICAI, ICWAI, IIA, ISACA, NIFM and IIM - Bangalore. He was one of the workshop leaders in program on COBIT at Kuala Lumpur, Malaysia. He has also been organizing training workshops for Audit and Finance Professionals.

APPENDIX 2

TERMS OF REFERENCE FOR EXTERNAL PROGRAM AND MANAGEMENT REVIEWS OF CGIAR CENTERS

BACKGROUND

Context

1. The Consultative Group on International Agricultural Research (CGIAR) is an informal association of over 50 members that supports a network of 16 international research centers in agriculture, forestry and fisheries. The CGIAR aims, through its support to the Centers, to contribute to promoting sustainable agriculture for food security in developing countries. Because the Centers constitute the core of the CGIAR, the effectiveness of each Center is crucial to the continued success of the CGIAR (as a System).
2. Each Center is an autonomous institution operating within the mandate assigned to it by the CGIAR, and is governed by a legally constituted Board that has full fiduciary responsibility for managing the Center. To ensure accountability in an essentially decentralized system, each Center is expected to be responsive to the CGIAR, which provides financial support for its work.
3. The CGIAR has established a tradition of External Program and Management Reviews (EPMRs) to provide a mechanism of transparency and accountability to the Members and other stakeholders of the CGIAR System. EPMRs are the joint responsibility of SC and the CGIAR Secretariat, and are conducted for each Center approximately every five years. As each Center is autonomous, EPMRs provide a measure of central oversight and serve as an essential component of the CGIAR's accountability system.

Integrated System of Reviews of Each Center

4. Besides the EPMRs, Center Commissioned External Reviews (CCERs) are undertaken at each Center. These CCERs are commissioned by the Center Boards to periodically assess the quality and effectiveness of particular aspects of a Center's work. The terms of reference (ToRs) for each CCER are determined by the Center, based on broad principles endorsed by the CGIAR at ICW95 (ref. document entitled Improving the Quality and Consistency of CGIAR's External Center Reviews, dated October 24, 1995).
5. EPMRs complement the CCERs by providing a CGIAR-commissioned and comprehensive external assessment of the Center's program and management, especially its future directions and the quality and relevance of its research. The ToRs for the EPMRs (which update the "standard ToRs" endorsed by the CGIAR at MTM95) are provided below. Guidelines for undertaking the reviews are issued separately.

Objectives and Scope

6. EPMRs seek to inform CGIAR members that their investment is sound, or recommend measures to make it so. Members of the CGIAR and other stakeholders can be informed whether the Center is doing its work effectively and efficiently. EPMRs are both retrospective and prospective; and help ensure the Centers' excellence, relevance and

continued viability, and the CGIAR System's coherence. Each review is expected to be strategic in orientation and as comprehensive as the situation warrants.

7. The broad objectives of EPMRs are to: a) provide CGIAR members with an independent and rigorous assessment of the institutional health and contribution of a Center they are supporting; and b) to provide the Center and its collaborators with assessment information that complements or validates their own evaluation efforts, including the CCERs.
8. The EPMR panel is specifically charged to assess the following:
 - a) The Center's mission, strategy and priorities in the context of the CGIAR's priorities and strategies;
 - b) The quality and relevance of the science undertaken, including the effectiveness and potential impact of the Center's completed and ongoing research;
 - c) The effectiveness and efficiency of management, including the mechanisms and processes for ensuring quality; and
 - d) The accomplishments and impact of the Center's research and related activities.
9. The topics expected to be covered by the EPMRs are listed below.

TOPICS TO BE COVERED

A. Mission, Strategy and Priorities

- The continuing appropriateness of the Center's mission in light of important changes in the Center and its external environment since the previous external review.
- The policies, strategies, and priorities of the Center, their coherence with the CGIAR's goals (of poverty alleviation, natural resources management, and sustainable food security), and relevance to beneficiaries, especially rural women.
- The appropriateness of the roles of relevant partners in the formulation and implementation of the Center's strategy and priorities, considering alternative sources of supply and the benefits of partnerships with others.

B. Quality and Relevance

- The quality and relevance of the science practised at the Center.
- The effectiveness of the Center's processes for planning, priority setting, quality management (e.g. CCERs, peer reviews and other quality and relevance assurance mechanisms), and impact assessment.

C. Effectiveness and Efficiency of Management

- The performance of the Center's Board in governing the Center, the effectiveness of leadership throughout the Center, and the suitability of the organization's culture to its mission.
- The adequacy of the Center's organizational structure and the mechanisms in place to manage, coordinate and ensure the excellence of the research programs and related activities.
- The adequacy of resources (financial, human, physical and information) available and the effectiveness and efficiency of their management.
- The effectiveness of the Center's relationships with relevant research partners and other stakeholders of the CGIAR System.

D. Accomplishments and Impact

- Recent achievements of the Center in research and other areas.
- The effectiveness of the Center's programs in terms of their impact and contribution to the achievement of the mission and goals of the CGIAR.

E. List of Strategic Issues identified at SC 4 by the Members, to be addressed by the 3rd WorldFish Center EPMR Panel as a supplement to the standard EPMR ToRs.

- Extent to which the center has moved from research into developmental activities (in response to donor impetus and opportunities) and understanding of the roles and comparative advantage vis-à-vis FAO and other developmental agencies.
- Demonstrated understanding of research impacts, research-to-policy interface and constraints to uptake. This might include some engagement in political economy research and governance processes - a broadening out from a more conventional science based approach.
- Research into (and with) innovative partnerships between (client) governments and private sector operators in order to foster public/private interaction and good governance.
- Appropriateness of Center's revised strategy – currently under development. What major priorities emerge from the new strategy and structure? Is the program structure effective: three global programs, and six (possibly eight) regional program strategies, within which emphasis is to be placed on major fisheries nations like China and Indonesia, and a renewed approach to Sub-Saharan Africa.
- Intersection between the fisheries and aquaculture domain and other sectors. How to best engage with other sectors outside of agriculture such as health, water and sanitation, education, etc. In other words, finding the right balance between more engagement with others vs. expanding their own scope within fisheries for achieving MDGs.
- Strategy for capacity building. Who WFC should be building capacity with and in what sector: government institutions (esp. in Africa) vs. research communities vs. fish farmers vs. NGOs.
- History, costs and accomplishments of the Abbassa, Egypt facility, and the building of the African program (with reference to a number of suggestions from the previous EPMR).
- Appropriate role of the Center in (a) international fora on fisheries and, (b) conservation of fish genetic resources.

APPENDIX 3

LIST OF DOCUMENTS PROVIDED TO THE PANEL

List of Documents

1. Terms of Reference and Guidelines
2. WorldFish Center's 2nd EPMR Report
3. Recent EPMR Reports - Other centers
 - a. CIMMYT 5th EPMR report
 - b. IFPRI 4th EPMR report
 - c. IRRI 6th EPMR report
 - d. ICRISAT 5th EPMR report
4. Recent CGIAR Stripe Studies (provided by SC Secretariat)
 - a. Natural Resources Management Research in the CGIAR
 - b. Water and the CGIAR - A Discussion Paper
5. CGIAR Vision and Strategy (provided by SC Secretariat)
 - a. Toward a New Vision and Strategy for the CGIAR
6. Extracts of SC commentaries of WorldFish Medium Term Plans (provided by SC secretariat)
 - a. Extracts from TAC, iSC and SC commentaries to Medium Term Plans 1997 - 2004
7. CGIAR Annual Report 2003 (provided by CG Secretariat)
8. CGIAR Brochure and Directory (provided by CG Secretariat)
 - a. CGIAR Brochure
 - b. CGIAR Directory
9. Summary of Proceedings of CGIAR meeting(s) (provided by CG Secretariat)
 - a. AGM Business Meeting 2004
 - b. AGM Stakeholder Meeting 2004
10. WorldFish Annual Report 2003
11. WorldFish Strategic Plan 2000-2020
 - a. Supplement: Data and Evaluation by Region and Resource System
12. WorldFish Medium-Term Plan
 - a. Program Overview
 - b. MTP 2006-2008
 - c. MTP 2005-2007
 - d. MTP 2004-2006
 - e. MTP 2003-2005
 - f. MTP 2002-2004
 - g. MTP 2001-2003
13. WorldFish Annual Funding Request
 - a. 2004/2005

- b. 2006 proposed
14. Achievements
 - a. Overview of Achievements
 - b. Publications 1999 - 2005
 - List of publications
 - List sorted by program
 - List sorted by scientist
 - Publication statistics
 - c. Ex-post Impact Assessments
 - Genetically Improved Farmed Tilapia
 - Integrated Agriculture-Aquaculture
 - Publications on Impact of WorldFish Research
 - Aquaculture Extension Impacts in Bangladesh
 - Impact Evaluation of the Development of Genetically Improved Farmed Tilapia
 - Mariculture of Giant Clams: Management for Profit by Smallholders
 - d. Videos
 - Malawi: Integrated Agriculture-Aquaculture
 - Bangladesh: Community-based Fisheries Management
 15. Vision
 - a. WorldFish New Strategy
 - b. Future Investments in Science
 16. Organization Structure , Management and Committees
 - a. WorldFish Organizational Structure
 - b. Executive Roles and Responsibilities
 - c. Senior Management Team Roles and Responsibilities
 17. Professional Staff CVs
 - a. Staff CVs
 - b. Staff Email and Current Location
 - c. Staff Location 1999 - 2005
 - d. Updated Staff List 1999 - 2005
 - e. WorldFish Key Contacts
 18. Center Commissioned External Reviews
 - a. Overview
 - b. Policy Research and Impact Assessment Program 2001
 - Policy Program CCER Report
 - Policy CCER Responses
 - c. Coastal and Marine Resources Research Program 2003
 - Coastal Program CCER Report
 - Coastal CCER Responses
 - d. Genetic Improvement of Aquaculture Species 2004
 - Genetics CCER Report
 - Genetics CCER Responses
 - e. East and Southeast Asian Region 2005
 - CCER Report
 - CCER Responses
 - f. Sub-Saharan Africa 2005
 - CCER Report

- CCER Responses
19. List of Reports of Major Planning Conferences, Expert Meetings (Word Format - 49 KB)
 20. Self Studies of Center Programs and Management
 - a. Risk Management
 - b. Progress, issues and options for priority-setting by the WorldFish Center
 - c. Library and Documentation Services
 21. Response to last EPMR
 - a. Summary of Responses to the 1999 WorldFish EPMR
 - Updated Responses
 - b. Summary of Actions
 - c. Relocation of WorldFish HQ to Penang
 22. Agreements for Activities with other Centers and Institutions
 - a. Agreements - 1999 to 2004
 - b. Agreements - current
 - c. Samples
 - MOU
 - LOA
 - MOA
 23. Projects Implemented
 - a. On-going and Recently Completed Contracted Projects
 - b. List of projects 2000 – 2003
 24. CGIAR Board of Trustees Directory (provided by CG Secretariat)
 25. CGIAR Financial Guidelines and Manuals (provided by CG Secretariat)
 26. Reference Guides for CGIAR Centers and their Board of Trustees (provided by CG Secretariat)
 27. CGIAR Charter (provided by CG Secretariat)
 28. Charter and Basic Documents Establishing the Center
 29. Composition of the Board
 30. Board Handbook or Rules of Procedure
 31. Allowances, Benefits and Salary Ranges for staff
 32. Personal Data on Professional Staff
 33. Turnover of Staff
 34. International Staff Vacancies
 35. Information Management Systems and Procedures
 - a. Library and Documentation Services

- b. Business Processes
 - c. CGIAR Project Manager
 - d. Research Databases
36. Minutes of Board and Board Committee Meeting
- a. 2000
 - b. 2001
 - c.2002
 - d. 2003
 - e.2004
37. Staff Manual
- a. Internationally Recruited Staff Personnel Policy
 - b. Nationally Recruited Staff Personnel Policy (Malaysia)
 - c. Regionally Recruited Staff Personnel Policy (Malaysia)
38. Surveys
- a. Local Compensation Survey
 - b. Staff Opinion Survey 2003
 - Survey report
 - Review of survey report
 - Questionnaire
 - c. Staff Attitude Survey 2001
 - Review of survey report
 - Questionnaire
39. Reports of External Auditors
- a. Audited Financial Statement
 - b. Management Letter
40. Most Recent Internal Audit Reports
- a. Research Project Pipeline Management
 - b. Review of GPG1 Database Upgrade Project
 - c. Philippines Office
 - d. ERP Implementation
 - e. Internal Communications
 - f. Africa and West Asia

Additional Documents - Beyond the required list above

41. Working with Partners
- a. Partnerships
 - Portfolio
 - National, Regional, International
 - b. Partner Surveys
 - East and Southeast Asia
 - Greater Mekong Subregion
 - Sub Saharan Africa: Telephone survey of partners focused largely on partners in Malawi
 - c. Training Program

- Training Activity 1999 - 2005
42. Existing Major Policies (IP, germplasm use/ transfer/ biosafety)
 - a. Intellectual Property Rights on Aquatic Genetic Resources
 - b. Quality of Software Developed by the WorldFish Center
 - c. Partnerships in Research and Related Activities
 43. CG Performance Indicators
 - a. Performance Management - Preliminary Results for 2004 as of 5 Sept 2005
 44. Gender Staffing Analysis
 45. Change Management - SAS HR (shared services, performance management)
 - a. WorldFish Story
 - b. Organizational Transformation
 - c. Performance Management
 - d. Shared Services
 46. European Commission - Review of Genetics and Breeding Funded Work
 - a. USAID B'Desh- DSAP Review
 - b. EC review of Genetics & Breeding
 - c. EC review of conservation projects
 - d. DFID review of community based Fisheries Management
 47. Fish To 2020 (IFPRI/ WorldFish Center publications)
 - a. Fish to 2020: Supply and Demand in Changing Global Markets
 - b. The Future of Fish: Issues and Trends to 2020 - 6pages
 - c. Fish to 2020 flyer - 1page
 48. Asia Fish Supply and Demand Project
 - a. Main Report
 - b. Appendixes
 49. SAP ERP
 - a. Minutes of Steering Committee (April 2005)
 - b. Minutes of Steering Committee (May 2005)
 - c. Minutes of Steering committee (Aug 2005)
 - d. Audit of Implementation of ERP System - Phase I
 - e. Audit of Implementation of ERP System - Phase II
 50. Monitoring and Evaluation
 51. Research Planning
 - a. Building Critical Mass
 - b. Priority Setting
 - c. The Research to Development Continuum
 - d. Science Week Reports
 - 18th BOT Meeting
 - 20th BOT Meeting
 - 22nd BOT Meeting
 - 24th BOT Meeting

- 16th Program Committee
 - 26th Program Committee
- e. FTE Budget Allocation
52. WorldFish Center Awards 2001 - 2005
53. Human Resources
- a. Staff demographics, vacancies, retirement/ contract expiry, total PhD
 - b. Self assessment checklist
 - c. HR Practices Matrix
 - d. Staff nationality and consultant update
 - e. Staff training
54. New Partnership for Africa's Development (NEPAD) - WorldFish Program Briefs
- a. Sustainable African Aquaculture
 - b. Supporting Contribution of Small Scale Fisheries
55. Publications displayed 24 - 28 Oct 2005 at WorldFish HQ
56. WorldFish Key Performance Goals 2006

Presentations

1. WorldFish EPMP Introduction and Overview - S. Hall
2. Policy Economics and Social Sciences (PESS)
 - a. Overview of PESS - M. Ahmed
 - b. Fish to 2020 - M. Ahmed
 - c. Fish Supply and Demand - M. Dey
 - d. Co-Management & Community-based Fisheries Management - K. Viswanathan
 - e. Resource Valuation and Implications for Institutional Reform and Governance - M. Ahmed
 - f. Center Approach to impact Assessment, GIFT and Integrated Agriculture Aquaculture - M. Dey
 - g. Sum up and Future Directions - S. P. Kam
3. Natural Resources Management (NRM)
 - a. Overview of NRM - N. Andrew/ J. Bell
 - b. NRM research in the Pacific - J. Bell
 - c. Tsunami Response - M. Dey
 - d. ReefBase - M. Noordeloos
 - e. FishBase - N. Bailly
 - f. Mekong Fisheries - E. Baran
 - g. Coastal Fisheries in Asia - I. Stobutzki
 - h. Future Directions - N. Andrew
4. Aquaculture and Genetics Improvement
 - a. Overview of Aquaculture - M. Prein
 - b. Present Status and Achievements: Genetic Improvement - R. Ponzoni
 - c. International Network on Genetics in Aquaculture - A.G. Ponniah
 - d. Integrated Agriculture- Aquaculture - M. Prein

- e. Community-based Rice- Fish Culture - M. Dey
 - f. Lessons from Development of Sustainable Aquaculture in Bangladesh - H. Janssen
 - g. Future Directions: Aquaculture - A. G. Ponniah
 - h. Future Directions : Genetic Improvement - R. Ponzoni
5. Regional Portfolios
- a. Overview - P. Dugan
 - b. Sub Saharan Africa - P. Dugan
 - c. West Asia North Africa - P. Dugan
 - d. East and South East Asia - M. Dey
 - e. Greater Mekong - E. Baran
 - f. Pacific - J. Bell
6. Science Coordination - J. Oliver
7. Corporate Services
- a. Corporate Services Division Overview - J. Oliver
 - b. Annual Budget Development - J. Oliver
8. Business Development Office - H. Leitch
9. Information and Communications Program - S. Blok

APPENDIX 4

2ND ICLARM EPMR RECOMMENDATIONS: WORLD FISH CENTER RESPONSE AND PANEL OBSERVATIONS

Recommendations	WORLD FISH CENTER'S 2005 Response	Panel Comments
<p>Recommendation 1</p> <p><i>The Panel recommends that WorldFish Center further develop its tactical plan for Africa and West Asia paying attention to the balance between activities that can be carried out at the Regional Headquarters and those that need to be implemented at research sites elsewhere.</i></p>	<p>Recognizing that development of a coherent regional strategy was an essential precursor for development of a well-targeted tactical plan, the Center developed a strategy for Africa and West Asia over the course of 2001. The main elements of this strategy are summarized in Figure 2. The strategy was prepared through an extensive consultation process involving regional and international partners and provided an important opportunity to engage a wider regional constituency in guiding the future development of our work.</p> <p>Since 2002 the strategy has provided the framework for specific efforts to strengthen the Center's capacity and program in the region and in particular in sub-Saharan Africa. As a result the Center has progressively increased staff within Africa and West Asia since 2002. This has contributed to steady growth in research activities in sub-Saharan Africa, but this has also led to recognition that the Center's work will not realize its full potential unless there is greater political and financial commitment to help foster aquaculture and fisheries development in Africa. It was in order to help address this that the Center has collaborated with NEPAD, FAO and other partners to convene the NEPAD-Fish for All Summit in Nigeria in August 2005.</p>	<p>The Panel agrees and invites the Center to ensure implementation of planned activities.</p>
<p>In recognition of the growing importance being given to Africa the Center appointed 3 Portfolio Directors for sub-Saharan Africa in September 2004, and the focus on SSA has been reaffirmed in the Center's Strategy Update approved by the BOT in September 2005. This sets out specific priorities for future investment in five country programs in SSA (Malawi, Zambia, Mozambique, Nigeria, and Democratic Republic of the Congo) and one in West Asia and North Africa (Egypt). The Strategy also commits to developing the Abbassa facility as the Center's primary location for pond and laboratory based</p>		

	<p>aquaculture research and as an Africa-wide training center. The research focus of Abbassa will be reviewed in 2006 during development of the new Aquaculture strategy for the Center, while the training role is being expanded as part of the tri-nodal approach (Egypt, Malawi, Nigeria) to aquaculture training in Africa that is being developed in follow-up to the NEPAD Summit.</p>	
<p>Recommendation 2</p> <p><i>The Panel recommends that steps be taken to ensure representation from other African and West Asian countries on the research and training staff of the Regional Headquarters for Africa and West Asia as a priority.</i></p>	<p>In 2000 the Center continued to seek a regional economist to be appointed to the regional headquarters, but no suitable candidate could be attracted. Since 2001 four Internationally Recruited Staff (IRS) have been recruited to the Regional Headquarters and another IRS for a position under the Challenge Program on Water for Food. For one position a regional candidate (Nigerian) was identified but he declined the position in favor of one with another CGIAR center. For the other positions, all were advertised internationally and promoted within the region, but no regional candidates were successful.</p> <p>The Center remains committed to strengthening regional representation amongst staff working in Africa and West Asia. Current focus is however being placed on achieving this through recruitments in Zambia (January 2006) and the Democratic Republic of the Congo (July 2006). In addition, regional training and “technology transfer” programs are being developed with an emphasis on the use of regional trainers and researchers for shorter term positions at the Center’s Abbassa facility.</p>	<p>Agreed but management should transfer staff currently residing in Cairo, ear-marked to SSA as Portfolio Directors</p>

<p>Recommendation 3</p> <p><i>The Panel recommends that WorldFish Center establish explicit mechanisms for external review of the quality of its research at the various phases of its projects. Such review mechanisms should be indicated in project proposals.</i></p>	<p>WorldFish has continued to rely on internal review and controls as the first and primary mechanism for quality control of its research. This approach has now been further embedded with the creation of the Discipline Director positions, who are hired explicitly to provide the highest level of scientific review and analysis to projects and proposals in their respective areas. Discipline Directors are internationally respected leaders in their areas, and have many years experience in managing and reviewing research projects. In addition to their own judgement, they can also exercise the option of seeking external review of specific project outputs where this is felt to be desirable. An example of this is the current arrangement to bring an external consultant with expertise in modeling to review the BayFish model developed in the Mekong.</p> <p>The Centers overall program of monitoring and review of scientific outputs has been set out in detail in a separate submission.</p>	<p>The panel endorses this response but would like to draw the attention of WorldFish to the 3rd EPMR recommendations concerning quality of scientific publications and the suggestion for implementation of a rigorous internal review system for scientific papers.</p>
	<p>Done. A new policy was adopted at the 25th Meeting of the Board of Trustees in February 2004.</p>	<p>The Panel has no further comment</p>

<p>Recommendation 5</p> <p><i>The Panel recommends that the WorldFish Center Board and Management place the highest priority on locating and transitioning to a permanent headquarters site that meets WorldFish Center's criteria.</i></p>	<p>One of the recommendations given the highest priority by the 2nd EPMR panel. Headquarters relocation from the Philippines to Malaysia was implemented and fully completed during 2000 – 2001.</p>	<p>Relocation completed smoothly. Construction and refurbishing of world class facilities completed in record time.</p> <p>The Center is to be complemented for efficiently handling the exit processes in the Philippines and commencement of operations in Malaysia.</p>
<p>Recommendation 6</p> <p><i>The Panel recommends that WorldFish Center continue on the path it is on, deviating to new themes only as a complement to its current activity, seek additional resources to capitalize on new advances in science that create significant potentials for breakthroughs in living aquatic resources management.</i></p>	<p>From 1999 to 2004, WorldFish continued to consolidate the areas of activities it was engaged in within the context of a revised program structure that was put in place following the 1999 EPMR Review. Within this structure existing themes were further developed and consolidated, but, in line with the recommendation, no substantive new areas of activity were pursued. Capacity to attract additional resources to support key areas was enhanced during the period by the creation of the Business Development Office. During this period, further efforts were also made to identify priorities within the identified themes, culminating in the ICLARM Strategic Plan 2000-2020.</p> <p>A strategy review, undertaken in 2005 resulted in a strategy update in which the current broad areas of emphasis were validated, but within which additional avenues were identified to complement and extend current activities. For example, the need to increase work on tools and approaches for small-scale fisheries management, genetic improvement and institutional and governance analysis were among the areas that were identified for increased focus. Equally important, however, was the recognition of the need to increase the amount of comparative analysis and synthesis work at both global and regional levels. In addition, the strategy update identified those areas we do not feel we should pursue ourselves, thereby making explicit the areas that we feel represent the</p>	<p>The Panel agrees that WorldFish has continued to explore the more relevant areas corresponding to its mandate without deviating to new but anecdotal themes (e.g. pure lines of fish).</p> <p>The Panel acknowledges that the Center has made significant improvements in resource mobilization.</p> <p>However, the Panel it is not convinced that the Center has really reinforced its scientific potential (e.g. insufficient number of scientists, number of highly</p>

	<p>unwarranted “deviations to new themes” alluded to in the 1999 EPMR Panel’s recommendations.</p> <p>With respect to attracting resources to support our strategy, our structural re-organization to disciplines and portfolios, the resultant clarification of roles and responsibilities for resource mobilization, and an improved integration of the activities of the Business Development Office into the organizational framework have all served to enhance our capacity further, as evidenced by the dramatic improvement in our project pipeline over the last two years.</p>	<p>qualified and internationally known science leaders, unclearly specified research domain and priorities) to actually be at the frontier of knowledge development, and provide breakthroughs in the area of fisheries and aquaculture. Thus, the Panel considers that this challenge is still to be addressed.</p>
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APPENDIX 5

1. LIBRARY AND INFORMATION SERVICES

This appendix is taken from a review report, "...from collections to connections..." prepared by Dr Johannes Keizer from FAO-GIL (Library and Documentation Systems Division) following a study tour of WorldFish, IWMI and CIFOR in March 2005. The purpose of the tour was to explore possibilities for new shared information and knowledge management services between the three CGIAR Natural Resource Management centers and FAO. WorldFish also wishes to use the recommendations arising from this report to reorient and upgrade its library to play a more central, and eventually leading role in managing knowledge. This includes integration of the library with other information and communication services such as print and online publishing.

Key points relate to the continued importance of access to peer reviewed journals, changing from paper to electronic subscriptions, the overall recommendation of this report was that the library should become the focal point of knowledge management exchange and dissemination in the center. Specifically:

- All knowledge management initiatives should be carried out in discussion and coordination with the library and trained information managers
- Libraries should remain open spaces and exploit their potential to host exhibitions, discussions, and presentations so as to become venues where knowledge is exchanged
- Library activities should be fully integrated into the web and publishing environment. The management of the library should be integrated with the management of the website and the intranet
- Delivery of information should be provided in digital format only
- Decentralization of physical collections should be targeted to places where digital access cannot be guaranteed and where hard copy materials (books) are most often used
- Other hardcopy materials should be professionally archived
- Library technology should be seamlessly integrated into other information technologies used in the Center. A review of the use of Inmagic is necessary.
- A survey to assess information needs should be conducted

Access to Peer Reviewed Journals: At the moment the supply of peer reviewed articles from scholarly journals does not satisfy all the needs of the researchers. On the one hand, subscription journals are not efficiently used; on the other, it is impossible (or very cumbersome) to get articles from journals without a subscription. In five or ten years from now, most scholarly material will be accessible through Open Archives. Until then getting access to scholarly publications from commercial sources remains of paramount importance, and a solution has to be found.

The WorldFish library is open to the public with books and journals regularly displayed on the shelves. There are no truly reliable statistics about "walk in" users of the library. During this study, the author observed and received confirmation that personal visits to the library on the part of researchers are decreasing steadily, whereas the library maintains a service counter that takes up staff resources to maintain.

The question needs to be asked as to whether the library should be reorganized to provide a totally virtual service without open spaces or facilities for visitors. This change would undeniably enhance efficiency, and allow library staff to concentrate on preparing and delivering better virtual services. On the other hand, this approach would lead to the loss of one of the spaces where people can meet and interact. If this is of real value, then the library should be revitalized as an open space where scientists and others meet and exchange ideas.

Most library items (75%) were loaned only once during the review period. This means that the library maintains these books/items only for one person. Further studies on loan patterns and inquiries from researchers should be made to clarify this issue.

The most practical solution would be to reduce the items in the library to only those that are frequently used by more than three persons, whereas all other items could be distributed to those researchers or units that most urgently need them, especially when they are not at Headquarters. Information on holdings will be maintained in the catalogue to ensure that items are also available for others.

Virtual Library Services

The library offers resources through the Intranet/Internet. Unfortunately, these services are not integrated into information management applications and platforms, but merely represent the library as a physical place on computer screens.

Appendix 5 Table 1.1 shows the number of journal titles used at WorldFish grouped into “Journals with a center subscription”, “Journals offered by the CG consortium” and “other journals.”

Appendix 5 Table 1.1: Usage of Journals			
	Subscribed	Consortium	Others
WorldFish	56	42	46

It seems from these figures that the researchers’ needs are not covered by the existing subscriptions. In the column “others” only those journals are counted from which articles were obtained, mainly through Document Delivery services while articles obtained direct by researcher are not monitored. It is evident that the demand by researchers is much broader than the offered list of journals.

However, analyzing the use of individual articles gives a very different impression:

Appendix 5 Table 1.2: Usage of Articles			
	From Subscribed Journals	From Consortium Journals	From Other Journals
WorldFish	4120	83	58

Table 2 suggests that most of the researchers' needs are covered by existing subscriptions as more than 90% of the articles used are from the subscribed journals. This table obviously reflects ease of access to articles from subscribed journals. Table 1 might better indicate the discrepancy between the supply of scientific literature and demand.

Table 3 shows that the methods used to access articles has shifted strongly to the use of online versions of the journal .

Appendix 5 Table 1.3: Mode of Accessing Journal Articles				
Accessed	online	onsite	document delivery	Total
WorldFish	3801	408	52	4261

Cost effectiveness of the current subscription management.

WorldFish pays for journal subscriptions within the CG consortium as well as for titles not covered by the consortium.

Table 4 summarizes these expenditures and also compares journal subscription costs across WorldFish, IWMI and CIFOR.

Appendix 5 Table 1.4: Subscription expenditures			
	Consortium Titles	Center Titles	Total
IWMI	\$2,000	\$8,900	\$10,900
WorldFish	\$34,500	\$38,400	\$73,900
CIFOR	\$860	\$22,600	\$23,400

2. ANALYSIS OF PAPERS PUBLISHED IN REFEREED JOURNALS

2.1. Journals used for publications (publication policy)

From 1999 to 2005, 146 articles are recorded as published in a “Peer reviewed journal”. 87 different journals were used, most of them only once or twice during the period (Table 1).

Five journals contain 30% of the articles: Aquaculture Economics and Management (19), Aquaculture (13), Ambio (4), Marine and Freshwater Research (4) and African Journal of Aquatic Science (3).

Appendix 5 Table 2.1: Breakdown of refereed papers by journals

Number of articles per journal	1	2	3	4	13	19
Number of journals	61	21	1	2	1	1

70% of the articles are dispersed in the remaining 82 journals, i.e. 1.2 papers per journal during the period.

For a better characterization of these journals and publications, the Panel used a grid based on two criteria (table 2, see Appendix 1 for the list of journals):

- their status, according the Web of Knowledge data base (13793 journals were referenced in 2005 in this base): RIF (referenced with Impact factor), RNI (referenced but no calculated Impact factor), NRE (not referenced);
- their main field, for which we defined three types, AQUA (Aquatic Research), AGRI (Agriculture and development, GNL (Disciplinary and Academic sciences).

Appendix 5 Table 2.2: Breakdown of papers by journal type and area

Main Field	GNL		AGRI		AQUA		TOTAL	
	N. Jour.	N. Public.	N. Jour.	N. Public.	N. Jour.	N. Public.	N. Jour.	N. Public.
RIF	15	22	7	9	30	57	52	88
RNI	6	7	5	5	6	26	17	38
NRE	1	1	7	7	10	12	18	20
TOTAL	22	30	19	21	46	94	87	146

Journals devoted to aquatic research (fisheries, aquaculture, marine or freshwater biology) represent 53% of the journals (58% of RIF journals) and include 65% of papers. The presence of WorldFish in the “world” of academic research is thereby very small (3 to 4 papers per year).

To be more precise on the status of these journals, the Panel made a classification according their Impact factor (2004 value, i.e. based on the number of citations of papers published in 2002 and 2003) and compared it with the classification of about 129 RIF journals (Some journals are referenced in several areas: 129 is thereby an overestimate of the number of journals) of the Web of Knowledge in three areas related to aquatic research (Table 3): Fisheries, including aquaculture (40 journals), Limnology (14 journals), Marine and freshwater Biology (75 journals).

52 of the 87 journals used by WorldFish have a calculated IF and include only 60% of the papers. Less than a quarter of the 87 journals (20) have an IF higher than 1 and contain less than one third of the papers (44, i.e. a very small part of the 613 documents published during the period). In comparison with the “portfolio” of possible journals for publications in this field, the WorldFish positioning seems

to be focused on a “medium point”, with an under representation of journals with IF lower than 0.5 or higher than 2.0.

The conclusion is that it doesn't seem to be a strong policy for choosing journals with high IF: 50% of papers in RIF journals are in journals with IF above 1.0 when 43% of the journals in the portfolio correspond to this criterion.

Appendix 5 Table 2.3: Breakdown of WorldFish publications by Impact factor of journals and comparison with the portfolio of RIF aquatic journals

Impact factor	No data*	0 to 0.49	0.5 to 0.99	1.0 to 1.49	1.5 to 1.99	2.0 & more
Journals used by WFC	35	6	26	9	8	3
Number of articles	58	6	38	15	25	4
% of RIF**		6.8	43.2	17	28.4	4.5
Reference (% 129 journals)		16.3	41.1	15.5	16.3	10.8

* NRE & RNI journals (see text)

** % of the 88 articles published in RIF journals

Accordingly, the total and average Impact factors of WorldFish publications are rather low and no progress can be observed during the period (Table 4).

Appendix 5 Table 2.4: IF of papers published by WorldFish

TYPE	1999	2000	2001	2002	2003	2004-2005	TOTAL
<i>RIF</i>	19	20	6	16	8	19	88
<i>RNI</i>	4	11	3	0	7	13	38
<i>NRE</i>	4	3	0	4	4	5	20
TOTAL	27	34	9	20	19	37	146
<i>TOTAL IF*</i>	23.38	24.21	7.64	20.06	10.69	18.06	104.04
<i>average IF (RIF)**</i>	1.23	1.21	1.27	1.25	1.34	0.95	1.19
<i>average IF (TOTAL)**</i>	0.86	0.71	0.85	1	0.56	0.49	0.72

* Sum of the IF of papers, according their journal (IF 2004)

** Sum of IF divided by number of papers in RIF

*** Sum of IF divided by total (= number of papers classified as "refereed" by WFC)

2.2. Citation Index of WorldFish publications

IF of journals gives only an indirect and short term (two years) indication of the impact of a paper. That is why the Panel carried out a specific analysis of the number of citations referenced from 1999 to 2005 in the Web of Knowledge data base for the 76 papers (this figure is lower than the 88 papers of table 8, due to a cleaning of the data base) published in RIF journals during this period (Table 5, see Appendix 5b for details).

The number of citations ranges from 0 to 54, with a mean of about 6 citations per article, a figure that can be considered satisfactory. The distribution is, as classically, asymmetrical, with 72% of articles below this mean and only 16% of the article with 10 or more citations. The effect of the year of

publication, which is classical too, appears very high, but is mainly due to a few “reference papers” in the area of NRM (published in 1999 and 2000) having a very large number of citations.

Appendix 5 Table 2.5: Number of citations from 1999 to 2005 of 76 papers published in RIF journals and referenced in the WEB of knowledge

Citations	2004	2003	2002	2001	2000	1999	TOTAL
Number of papers*	13	7	17	6	19	16	78
0	8	2	5	0	1	1	17
1	2	3	4	0	3	3	15
2	2	0	1	1	3	2	9
3	0	1	1	1	1	1	5
4	0	1	0	0	0	2	3
5	0	0	2	2	3	0	7
6	0	0	1	0	0	1	2
7	0	0	0	1	1	1	3
8	0	0	0	0	1	0	1
9	0	0	0	0	1	0	1
10	1					1	2
11							0
12						2	2
13							0
14							0
15			1		2		3
16							0
17							0
18					1		1
24			1	1			2
27					1		1
35			1			1	2
52						1	1
54					1		1
mean	1.2	1.4	5.8	7.7	9.5	9.5	5.756

In terms of disciplines (Table 6) the area of natural resources management appears by far the most visible, in terms of number of papers, total and mean number of citations. Social sciences have a lower number of papers than aquaculture, but with a higher mean number of citations.

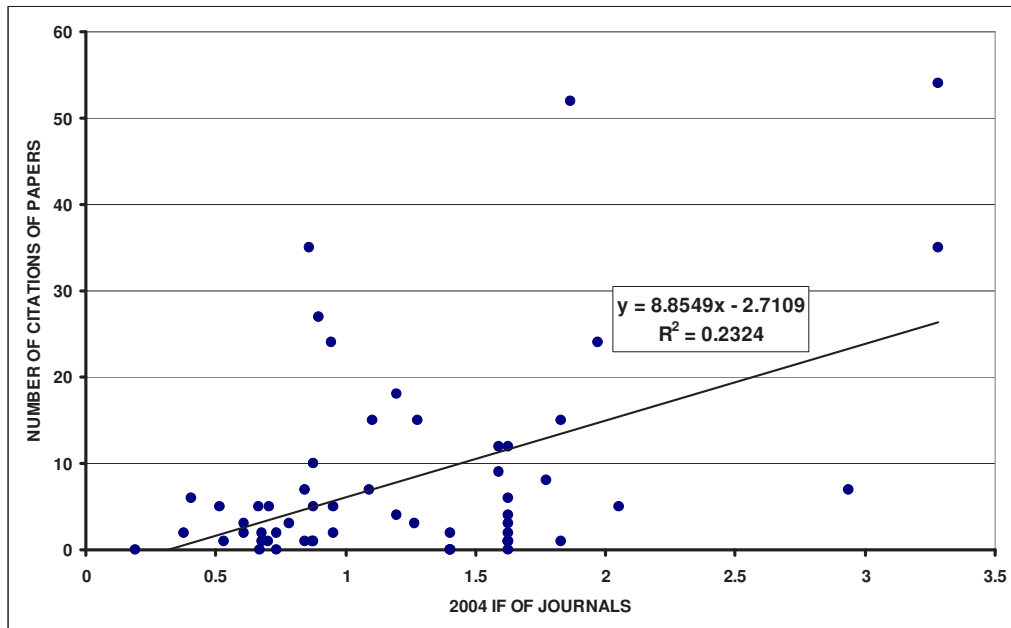
Appendix 5 Table 2.6: Citations by disciplines of 78 papers published in RIF journals from 1999 to 2005 and referenced in the WEB of knowledge

AREA	Papers	Cit : Total	Cit : Mean
AQUA	18	47	2,61
NRM	43	393	9,14
SOC SC.	12	49	4,08
EXE	5	7	1,40

In addition, the Panel explored the relationship between the number of citations of papers and the impact factor of journals in which they are published. According to Table 5, only the papers published from 1999 to 2002 (57) were considered (Appendix 5c). The results (Figure 2.1) indicate a significant, but rather low connection between the two variables (correlation of about 0.5). The cases of “Aquaculture” and “Ambio”, which are among the three refereed journals most used during the period, should be considered with particular regard to their quite good impact factor, but low number

of citations of WorldFish papers. Nevertheless, it should be noted that 50% of papers published in journals with an IF higher than 1 have a number of citations higher than 5, versus 22% for papers published in journals with an IF lower than 1.

Appendix 5 Figure 2.1: Relationship between the number of citations of papers and the impact factor of journals in which they are published (57 papers published from 1999 to 2002, see Appendix 5b)



Appendix 5a: List and characteristics of journals used by WorldFish from 1999 to 2005

Order: Decreasing 2004 IF

Number = number of papers in this journal

NR Non referenced journal in ISI WEB OF KNOWLEDGE 2005 (13,793 journaux)

R Referenced journal but no calculated Impact Factor

Type: AQUA = Aquatic Research, AGRI = Agriculture and development, GNL = Disciplinary and Academic sciences

Journal	Type	Number	IF 2004	1999	2000	2001	2002	2003	2004	2005
Ecosystems	GNL	2	3.283	1	1					
Advances in Marine Biology	AQUA	1	2.938			1				
Mar. Ecol. (Prog. Ser.)	AQUA	1	2.052				1			
Can. J. Fish. Aq. Sci.	AQUA	2	1.972			1			1	
Biological J. Linnean Soc.	GNL	1	1.935							1
Am. Zoologist (Integrative & comp. Biology)	GNL	2	1.866	2						
Coral Reefs	AQUA	2	1.828	1			1			
Marine Biology	AQUA	2	1.772		1			1		
Aquaculture	AQUA	13	1.627	3	3		3	3	1	
Marine Pollution Bulletin	AQUA	1	1.619							1
J. Exp. Mar. Biol. Ecol.	AQUA	2	1.588	1	1					
Ambio	GNL	4	1.403				4			
Trans. of the American Fisheries Society	AQUA	1	1.278		1					
Ecological Economics	GNL	1	1.266		1					
Marine Biotechnology	AQUA	1	1.237							1
Agriculture, Ecosystems & Environment	AGRI	2	1.207					1	1	
J. Fish Biol.	AQUA	2	1.198		2					
ICES J. Mar. Sci.	AQUA	2	1.105	1	1					
World Development	AGRI	1	1.1					1		
Acta Zoologica	GNL	1	1.089		1					
Marine & Freshwater Research	AQUA	4	0.955	1	2			1		
Coastal Management Journal	AQUA	1	0.943				1			
Fish. Res.	AQUA	2	0.932							2
Am. Sci.	GNL	1	0.896		1					
Environmental Modelling & Software	GNL	2	0.876				2			
Ophelia	AQUA	1	0.875	1						
Agricultural Systems	AGRI	2	0.871				1		1	
Bull. Mar. Sci.	AQUA	1	0.859				1			
Environ. Biol. Fish	AQUA	2	0.844	1	1					
Society and Natural Resources (IF2003)	GNL	2	0.842	1						1
J. of Marine Biological As. of United Kingdom	AQUA	1	0.781			1				
Journal of Environmental Management	GNL	1	0.78					1		
Aquacult. Eng.	AQUA	2	0.733			1	1			
Biochemical Systematics and Ecology	GNL	1	0.704			1				
Human Organization	AGRI	1	0.701						1	
Aquacult. Res.	AQUA	2	0.676	1						1
J. World Aquacult. Soc.	AQUA	2	0.669	1	1					
Marine and Freshwater Behaviour and Physiol.	AQUA	1	0.667		1					
Zoological Studies	GNL	1	0.617							1
J. Shellfish Res.	AQUA	2	0.608	2						
Mar. Policy	AQUA	1	0.571						1	
Food Policy Journal	AGRI	1	0.532				1			
Pop. Res. Policy Rev.	GNL	1	0.521							1
Ocean & Coast. Manage.	AQUA	1	0.52						1	
Plant Production Science	AGRI	1	0.516							1
Journal of Natural History	GNL	1	0.514			1				
J. Appl. Ichthyol.	AQUA	1	0.478	1						
Fish. Manage. Ecol.	AQUA	1	0.471							1
Aquacult. Int.	AQUA	1	0.405	1						
North American J. Aquaculture	AQUA	1	0.379		1					
Sociological Inquiry	GNL	1	0.291							1
Journal of Sustainable Agriculture	AGRI	1	0.189		1					

Appendix 5a (continuation):

African Journal of Aquatic Science	AQUA	3	R					3		
Aquaculture Economics & Management	AQUA	19	R		7				1	11
Asian Fish. Sci.	AQUA	1	R			1				
Bull. Fac. Agric. Cairo Univ.	AGRI	1	R	1						
Nature (Correspondence)	GNL	1	R		1					
Egyptian Journal of Zoology	GNL	1	R	1						
Environment and Development Economics	AGRI	1	R					1		
Environment, Development and Sustainability	AGRI	1	R		1					
FAO Aquacult. Newsl.	AQUA	1	R			1				
Food and Nutrition Bulletin	AGRI	1	R		1					
Int. J. Soc. Econ.	GNL	1	R	1						
J. Inland Fish. Soc. India	AQUA	1	R						1	
Journal of Aquaculture in the Tropics	AQUA	1	R		1					
J. of the Egyptian German Society of Zoology	GNL	2	R	1		1				
J. of the Egyptian Society of Parasitology	GNL	1	R					1		
Pacific Conservation Biology	GNL	1	R					1		
Vet. Med. J., Giza.	AGRI	1	R					1		
ACP-EU Fish. Res. Rep.	AQUA	1	NR	1						
Alexandria J. Vet. Sci.	AGRI	1	NR	1						
Egyptian J. of Aquatic Biology and Fisheries	AQUA	1	NR						1	
FAOFish. Circ.	AQUA	1	NR	1						
Fish and Fisheries	AQUA	1	NR							1
Fishing Chimes	AQUA	1	NR					1		
Glogal Change, Peace & Sec (Pacifica Review)	GNL	1	NR					1		
J. Bay of Bengal Fish. Manage.	AQUA	1	NR	1						
Journal of Freshwater Biology	AQUA	1	NR					1		
Journal of Agrarian Change	AGRI	1	NR							1
Journal of Crop Production	AGRI	1	NR					1		
J. of Egyptian Ac. Soc. for Environmental Dev.	AGRI	1	NR					1		
J. of Resources and Developments	AGRI	1	NR		1					
Marine Resources Economics	AQUA	2	NR		1		1			
Proc. Gulf Caribb. Fish Inst.	AQUA	1	NR		1					
Suez Canal Veterinary Medicine Journal	AGRI	1	NR					1		
Uganda J. Agric. Sci.	AGRI	1	NR						1	
World Aquaculture	AQUA	1	NR					1	1	
TOTAL		146	87	27	34	9	20	19	20	17

Appendix 5b: Number of citations of papers in the WEB of Knowledge

Year	2004			2003			2002			2001			2000			1999		
number *	14			8			18			6			22			21		
	ID n°	Area	Cit.	ID n°	Area	Cit.	ID n°	Area	Cit.	ID n°	Area	Cit.	ID n°	Area	Cit.	ID n°	Area	Cit.
	572	AQ	0	151	AQ	0	203	AQ	0	281	AQ	2	365	SS	0	437	AQ	0
	55	NR	0	161	NR	0	210	AQ	0	284	NR	3	339	AQ	1	430	NR	1
	61	NR	0	145	NR	1	199	EX	0	279	AQ	5	352	NR	1	446	NR	1
	62	NR	0	149	NR	1	206	EX	0	285	AQ	5	354	NR	1	448	NR	1
	644	NR	0	152	SS	1	220	EX	0	280	NR	7	341	AQ	2	442	NR	2
	645	NR	0	144	NR	3	535	SS	1	282	NR	24	357	AQ	2	382	SS	2
	57	SS	0	142	SS	4	212	AQ	1				372	NR	2	441	NR	3
	65	SS	0	499	e(id 152)		213	AQ	1				342	AQ	3	440	NR	4
	53	SS	1				200	SS	1				370	EX	5	351	NR	4
	56	SS	1				207	EX	2				343	NR	5	433	NR	6
	564	NR	2				215	AQ	3				355	NR	5	449	SS	7
	615	NR	2				211	AQ	5				358	NR	7	447	NR	10
	60	NR	10				218	NR	5				364	NR	8	428	NR	12
	3	e(id 564)					202	NR	6				359	NR	9	451	NR	12
							201	NR	15				367	AQ	15	460	NR	35
							219	SS	24				371	NR	15	450	NR	52
							216	NR	35				353	NR	18	443	e(1998)	
							513	e(id219)					362	NR	27	454	e(1998)	
													369	NR	54	455	e(1998)	
													559	e(id365)		444	e(id354)	
													350	e(id437)		463	e(id450)	
													351	e(1999)				

* number of articles in RIF in the WFC data base

e = error : id = identical to another ID; (1998) = published another year;

Area = discipline code of the data base

(AQ= Aquaculture; NR=Natural resources management; SS= Social sciences; EX= Général)

Appendix 5c: Relationship between Impact factor of journals and number of citations of papers (1999-2002 data base = 57 refereed papers)

Journal	Type	IF 2004	CI	Year
Ecosystems	GNL	3.283	35	1999
			54	2000
Advances in Marine Biology	AQUA	2.938	7	2001
Mar. Ecol. (Prog. Ser.)	AQUA	2.052	5	2002
Can. J. Fish. Aq. Sci	AQUA	1.972	24	2001
Am. Zoologist (Integrative & comp. Biology)	GNL	1.866	52	1999
Coral Reefs	AQUA	1.828	15	2002
			1	1999
Marine Biology	AQUA	1.772	8	2000
Aquaculture	AQUA	1.627	12	1999
			4	1999
			1	1999
			1	2000
			2	2000
			1	2000
			0	2001
			3	2001
			6	2001
J. Exp. Mar. Biol. Ecol.	AQUA	1.588	12	1999
			9	2000
Ambio	GNL	1.403	0	2002
			0	2002
			2	2002
			0	2002
Trans. of the American Fisheries Society	AQUA	1.278	15	2000
Ecological Economics	GNL	1.266	3	2000
J. Fish Biol.	AQUA	1.198	4	1999
			18	2000
ICES J. Mar. Sci.	AQUA	1.105	15	2000
Acta Zoologica	GNL	1.089	7	2000
Marine & Freshwater Research	AQUA	0.955	5	2000
			2	2000
Coastal Management Journal	AQUA	0.943	24	2002
Am. Sci.	GNL	0.896	27	2000
Environmental Modelling & Software	GNL	0.876	5	2002
			1	2002
Ophelia	AQUA	0.875	10	1999
Agricultural Systems	AGRI	0.871	1	2002
Bull. Mar. Sci.	AQUA	0.859	35	2002
Environ. Biol. Fish	AQUA	0.844	1	2000
Society and Natural Resources (IF2003)	GNL	0.842	7	1999
J. of Marine Biological As. of United Kingdom	AQUA	0.781	3	2001
			2	2001
Aquacult. Eng.	AQUA	0.733	0	2002
Biochemical Systematics and Ecology	GNL	0.704	5	2001
Human Organization	AGRI	0.701	1	2002
Aquacult. Res.	AQUA	0.676	1	1999
			2	1999
J. World Aquacult. Soc.	AQUA	0.669	0	1999
Marine and Freshwater Behaviour and Physiol.	AQUA	0.667	5	2000
J. Shellfish Res.	AQUA	0.608	3	1999
			2	1999
Food Policy Journal	AGRI	0.532	1	2002
Journal of Natural History	GNL	0.514	5	2001
Aquacult. Int.	AQUA	0.405	6	1999
North American J. Aquaculture	AQUA	0.379	2	2000
Journal of Sustainable Agriculture	AGRI	0.189	0	2000

APPENDIX 6.1

BOARD OF TRUSTEES as of December 2005

Name	Gender	Nationality	Discipline	Trustee Since (in years)
Dr. S Ayyappan ^{1,2, c}	M	India	Fisheries	4
Dr. T Bjorndal ^{1,2,3,4, c}	M	Norway	Economics	4
Mr. Junaidi Che Ayub ^{4 a}	M	Malaysia	Agriculture	2
Dr. Wendy Craik	F	Australia	Zoology	1
Dr. Kunihiro Fukusho ²	M	Japan	Agriculture/Fisheries	2
Dr. Serge Garcia ^{2 b}	M	France	Marine Fish Science	12
Dr. Stephen Hall ^{2,4, b}	M	U.K.	Marine Biology	2
Dr. Anne Kapuscinski ^{3,}	F	USA	Fisheries/Aquaculture/ Genetics	2
Dr. Asger Kej ^{1,a}	M	Denmark	Environmental Engineering	2 ½
Dr. Yehia Hassan Khalil ^{2,3, a}	M	Egypt	Food Science	8
Dr. Ida Siason ^{2,}	F	Philippines	Social Psychology	2
Dr. Stella Williams ^{2,3,}	F	Nigeria	Fisheries/Aquaculture	4
Dr. Linxiu Zhang ^{1,4, c}	F	China	Agriculture Economics	6

Note:

- 1 Audit Committee
- 2 Program Committee
- 3 Nominating Committee
- 4 Executive Committee

- a. Country Nominee
- b. FAO nominee
- c. CG nominee

APPENDIX 6.2

ACTUAL AND RECOMMENDED STRENGTH OF BOARD (ASSUMING NO EXTENSIONS AT THE END OF CURRENT TENURE)

	Trustee Since	2006				2007				2008			
		JFM	AMJ	JAS	ON D	JFM	AMJ	JAS	ON D	JFM	AMJ	JAS	ON D
Dr Zhang, Linxiu	Mar-00												
Dr. Ayyappan S	Sep-02												
Dr.Bjorndal, Trond	Mar-02												
Dr.Williams, Stella	Mar-02												
Dr.Kej, Asger	Sep-03												
Dr.Fukusho, Kunihiko	Feb-04												
Dr.Kapuscinski, Anne	Feb-04												
Dr.Siason, Ida	Sep-04												
Dr. Craik, Wendy	Sep-05												
Actual by December					7				4				0
Recommended No.					5				5				5
Surplus/Deficit					2				(-1)				(-5)

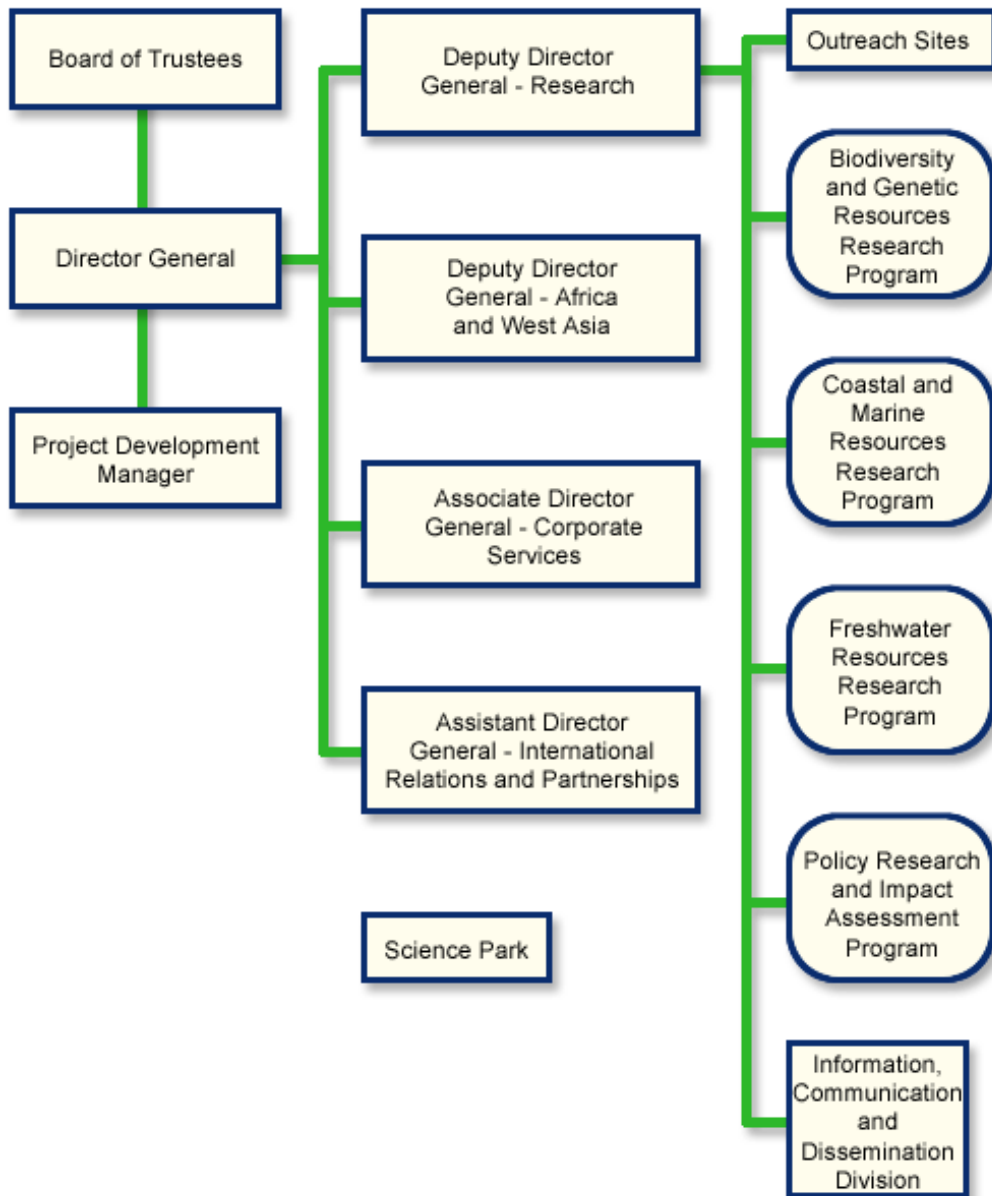
Movements													
At the year beginning		9				7				5			
Retirements		2				3				4			
Appointments		0				1				4			
At the year end		7				5				5			

Note: In addition to the above, there are four other trustees as follows: The Director General, Nominees of Host Countries – Malaysia and Egypt, and Nominee of FAO, all of whom will continue on the Board *ex officio*

APPENDIX 6.3A

ORGANIZATIONAL STRUCTURE – WORLDFISH EXECUTIVE MANAGEMENT
FEBRUARY 2004

(Extracted from the *Handover Brief to the Incoming Director General*, by Dr Meryl Williams, February 16, 2004, p.36)

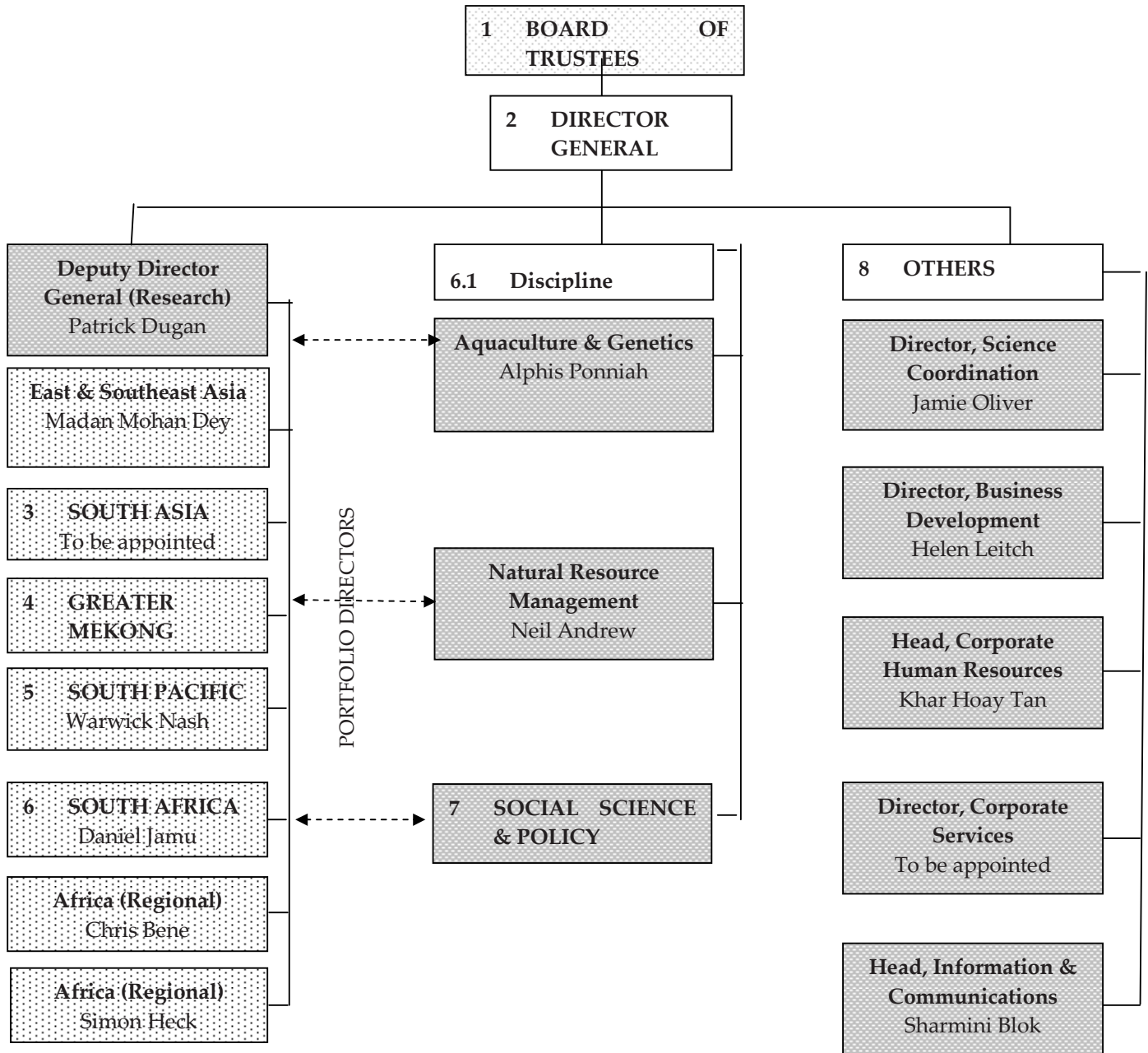


APPENDIX 6.3B

Organizational Structure – WorldFish Executive Management

December 2005

(Based on a Presentation by WFC to the Panel in October 2005)



APPENDIX 6.4

**Panel Survey of Trustee Views
Summary of Results**

	Disagree	Neutral	Agree
1. Concerning Information and Material for Meeting			
Material is received well in advance	0	0	12
Material is adequate for meaningful participation at Board/Committee meetings	0	0	12

2. On Board and Committee Matters			
The present two meetings are adequate	6	1	5
If no, the number of times the meetings to be held?			
4 Trustees suggest the meetings to be held 4 times and 3 Trustees suggested 3 times			
Some meetings may be held on audio-video conferencing mode	1	2	9
Board & Committee meetings need not be held at the same time	2	5	5
Some meetings may be held at Outreach Locations	0	2	10
Time allowed/ available for my participation at meetings is just right	0	1	11
Participation by other Trustees is just right	4	2	5
If no, on what matters more participation by others is desired?			
5 Trustees suggest more participation is desired in the areas of Strategy, Finance and Accounting, and Funding; 2 Trustees desired in the areas of Legal & Compliance, CGIAR/SC Matters and Performance			

3. On Board Structure			
Gender balance on Board of Trustees			
7 Trustees feel the gender balance is just right; 5 Trustees suggest there should be More women			
If geographical balance on Board of Trustees is not right, which geography needs to be further represented?			
6 Trustees suggest there should be more representation from Africa; 5 Trustees suggested representation from South America and 1 Trustee suggested representation from Europe and Asia.			
Number of Trustees on the Board is just right	6	0	6
If no, what needs to be done?			
6 Trustees suggested that Board Size be reduced, to between 6 and 10			

Skill set balance in the Board is just right	4	3	4
If no, which area(s) need(s) strengthening?			
4 Trustees suggest that Board skills need strengthening in the areas of Finance/Legal/Accounting and Strategy			

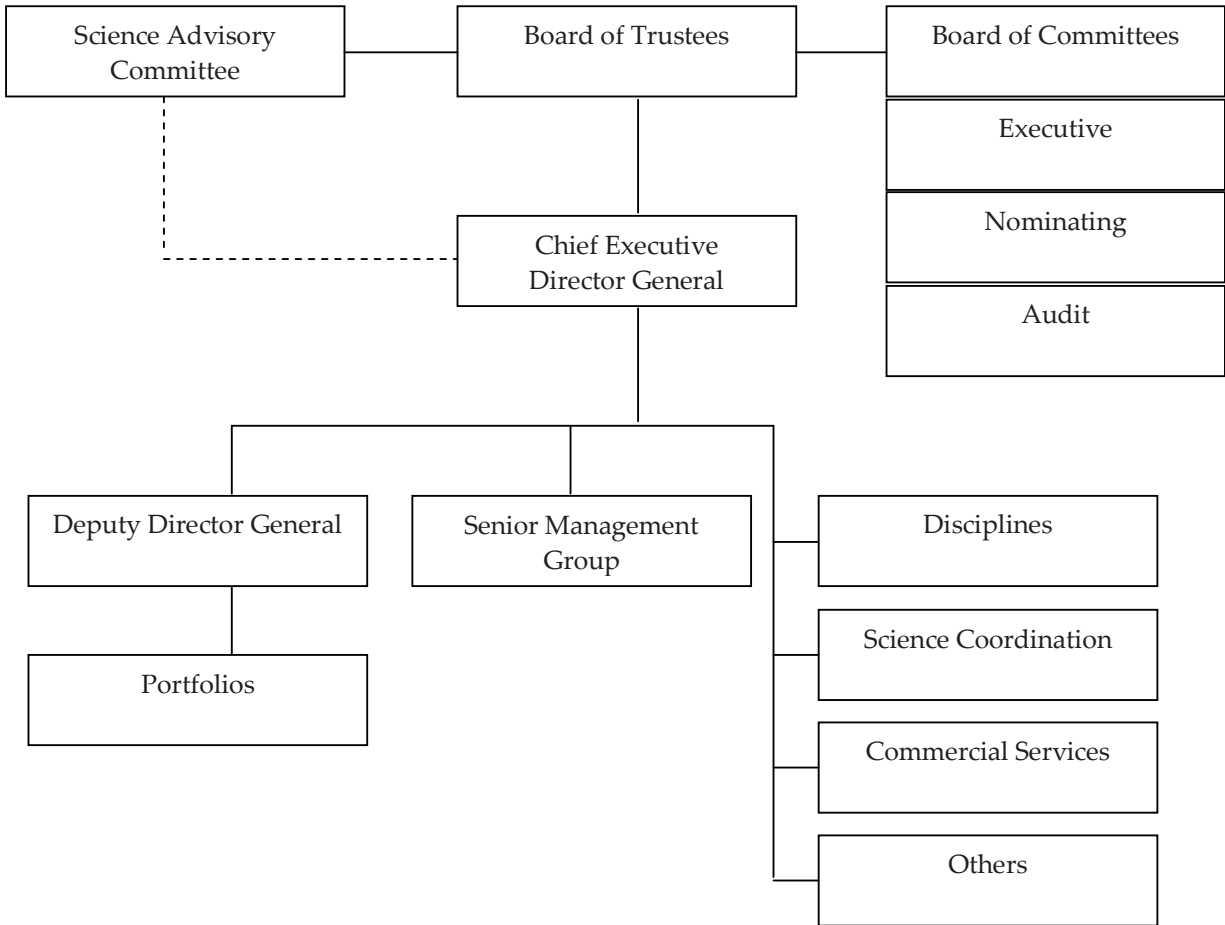
Board Committees as at present are just right	5	1	6
If no, what needs to be done?			
5 Trustees suggest that the Program Committee to be Eliminated and to Add Finance/Science Committee; 1 Trustee suggests to combine Program Committee with the Board; 1 Trustee suggested eliminating Executive Committee;			
Membership balance on some Committees is not right	3	5	3
If no, which Committee needs to be reviewed?			
One Trustee suggested that the Nominations Committee to be reviewed			

4. On Trustee Contribution			
All Trustees contribute significantly to Deliberations	6	1	5
If no, how many do not contribute significantly?			
4 Trustees feel 3 trustees do not contribute; 3 Trustees feel 2 trustees do not contribute and 1 Trustee feels 4 trustees do not contribute			
If no, in what area contribution can be improved?			
8 Trustees feel contribution can improved in the area of Strategy; 4 Trustees feel in the area of Finance, Legal, Compliance; 3 Trustees feel in the area of Technology; and 2 Trustees feel in the areas of Host Countries Matters and Economics, Social Sciences.			
Personally I contribute significantly to Deliberations	1	1	10
If no, which areas contribution can be better?			
3 Trustees feel contributions can be better in the area of Strategy; 2 Trustees feel in the area of Finance, Legal, Compliance; and One Trustee feels in the areas of Host Countries Matters and Economics, Social Sciences.			

5. On Personal Training & Orientation			
On Appointment as Trustee, I had satisfactory induction and orientation on the Center, its activities, and role as Trustee	2	1	9
If no, in what respects such induction required improvement?			
3 Trustees feel induction can be improved in the area of Strategy; 2 Trustees feel in the areas of Finance & Legal and Board Structure/Processes; and One Trustee feels in the area of Host Countries Matters			
I do not need any further training or orientation now	4	2	6
If no, in what area (s) such training is required			
4 Trustees suggests training is required in the area of Finance & Legal; 3 Trustees suggests in the areas of Strategy & Policy and Host Countries Matters; and One Trustee suggested in the area of Technology & Research			

APPENDIX 6.5

Recommended Governance Structure by January 2008



APPENDIX 7.1

Significant human resource policies and practices during 1999 – 2005

Year	Human Resource Policy/Practice	Remarks
1999	1. Salary Surveys	1. Before the shift of HQ from Philippines to Penang, a salary survey was conducted for the Malaysian market by Watson Wyatt in Philippines
2000	1. Salary Structures 2. Personnel Policies	2. Salary structures for most of the Regional Offices were in place. 3. Setting up of Policies and Procedures for new HQ office.
2001	1. Staff Opinion Survey 2. Training & Development	1. Conducted Center wide - Objectives of the staff opinion survey is to provide an understanding of how staff perceived the organization along different dimensions; essential to facilitate development and organizational changes; allows management to focus on needs and leverage on strengths; supply key information to fuel decision making and planning processes; provide management with employee feedback (both positive & negative) on the internal health of the organization; measures the impact of current programs, policies and procedures; identify ways in which staff support, commitment, morale and performance can be improved. 2. Ad hoc coordination of training as and when required
2002	1. Salary Surveys 2. Personnel Policies 3. Staff Opinion Survey 4. Training & Development 5. Job Classification/ Evaluation	1. Salary Survey was conducted for local staff at HQ 2. Preparation for ISO Certification for Corporate Services 3. Action Plans taken by staff advisory committee to address issues 4. Sponsored two staff for MBA, one from HQ and one from Bangladesh 5. Explore job classification exercise using competency based HR system approach
2003	1. Salary Surveys 2. Personnel Policies 3. Staff Opinion Survey 4. Training & Development 5. Job Classification/ Evaluation	1. Salary Survey was conducted for Egypt Office 2. Bangladesh Offices Personnel Policy Manual was reviewed 3. Conducted Staff Opinion Survey Center wide with same objectives as in 2000 4. Consolidate training needs and plan for HQ 5. Job Classification Project was initiated and completed on time

Year	Human Resource Policy/Practice	Remarks
2004	1. Staff Opinion Survey 2. Training & Development 3. Job Classification/ Evaluation 4. Culture Audit – revisit WorldFish mission, vision and values	1. Organizational transformation addresses majority of major issues from the 2003 survey 2. Consolidate training needs and plan for HQ 3. However, before the implementation of the Job Classification model, the new DG, Dr. Steve Hall wanted a more robust and objective classification. Thus, Watson Wyatt was commissioned to conduct the Job Analysis, writing of Job Descriptions and then the Job Evaluation to measure job sizes and its internal relativity 4. Conducted a culture audit. New mission, vision and values statements were adopted
2005	1. Salary Surveys 2. Salary Structures 3. Personnel Policies 4. Staff Opinion Survey 5 Training & Development 6. Job Classification/ Evaluation 7. Performance Management Systems	1. Salary surveys were conducted for International positions; HQ, Philippines and Bangladesh Offices for external equity. Board of Trustees decided on compensation philosophy of meeting the 50th percentile of the market 2. Salary structures were reviewed and updated 3. In line with changes to organizational values, the Center is adopting the OneStaff Concept and is harmonizing all personnel policies into a single common policy 4. Sets Key Performance Goals for staff satisfaction 5. Consolidate training needs and plan Center wide with explicit budget allocated for training and development. Coordinated training programs for soft skills training 6. Job evaluation fully implemented for the whole Center 7. In line with changes in our organizational structure, the performance management system is being revised to cater for the matrix structure
2006*	1. Salary Surveys 2. Salary Structures 3. Salary Opinion Survey	1. Salary surveys will be conducted for Solomon Is., Egypt and Malawi offices 2. Salary structures will be reviewed and updated 3. A staff satisfaction survey will be conducted in the first quarter of 2006

*- Planned

Source – Human Resource Department – WorldFish

APPENDIX 7.2

Training and Development Courses held in 2005

Program	#Staff
a) Leadership/Development Courses	
Women's Leadership & Management Course	2
First Level Leadership Development Program (FLDP)	5
Professional Certified Coach Program	2
Train the Trainers for FLDP	2
Group Facilitation Skills	2
Change Management Leadership	1
Group Facilitation Skills for Participatory Decision Making	2
b) SAP – ERP / Computer Trainings	
SAP R/3 ABAP/4 Programming Workshop	2
SAP R/3 Advanced ABAP/4 Programming Workshop	2
SMI310 SAP Solution Manager: Implementation Tools In Detail	1
Survey Methodology & Statistical Analysis Using SPSS	11
MCSA & MCSE 2003	5
Microsoft Certified Database Administrator (MCDBA)	1
Microsoft Certified Systems Developer (MCSD.NET)	1
Microsoft Excel Advanced	1
Microsoft Tech-Ed Asia 2005	1
Microsoft Project 2003	8
c) Other Trainings	
6th International Workshop on Resource Mobilization	1
2005 Armidale Animal Breeding Summer Course	1
Seminar on Enhancing OSH at the Workplace	5
Emotional Excellence for Relational Building	90
Enhancing Personal Effectiveness	1
Occupational Safety and Health training	13
French Language Advanced Level 3	1
Intermediate and Advanced level English Language skills	24
SPSS	9
Negotiating for results	2
International Media & Environment Summit	1
Performance Management Skills	14
Proofreading Skills	1
WorldFish also sponsored staff for Phd. (1staff) and MBA (5 staff) courses.	

Source – Human Resource Department - WorldFish

Appendix 7.3 Staff Demographics as of 31 January 2006

	IRS			RRS			NRS			TOTAL		
	M	F	OTHERS	M	F	OTHERS	M	F	OTHERS			
	PHD	PHD	OTHERS	PHD	PHD	OTHERS	PHD	PHD	OTHERS			
HQ	10	3	1	0	0	6	0	0	14	0	53	91
BANGLADESH	1	0	0	0	0	0	3	0	38	0	13	55
CAMBODIA	2	0	0	0	0	1	0	0	3	0	1	7
CAMEROON	1	0	0	0	0	0	0	0	0	0	0	1
EGYPT	5	0	1	0	0	0	7	0	75	0	7	95
MALAWI	1	0	0	0	0	0	0	0	12	0	1	14
NEW CALEDONIA	3	0	0	0	0	0	0	0	1	0	2	6
PHILIPPINES	2	0	0	0	0	0	0	0	4	1	17	24
SOLOMON ISLANDS	0	0	0	1	0	0	0	0	10	0	2	14
TOTAL	25	4	1	1	0	7	10	1	157	1	96	307

IRS - International Recruited Staff

RRS - Regionally Recruited Staff

NRS - Nationally Recruited Staff

Source - Human Resources Department - WorldFish

Appendix 7.4

Staff Attrition : 1999 - 2005 (upto 31 December 2005)

Year	# as at end	# joined	# resigned	Attrition %
1999	319	19		
2000	257	28	-90	31.25
2001	258	63	-62	24.03
2002	291	60	-27	9.75
2003	317	66	-40	12.99
2004	318	59	-60	18.72
2005	307	55	-67	21.24
Average over 2000 - 2005				19.66
Average over 2001 - 2005				17.35

Department wise Average Attrition Rates

Department	Average	5 yrs
EMT/SMT	10.90%	13.08%
Research	12.60%	10.99%
Research Support	19.75%	19.58%
Finance	32.37%	30.66%
HR	20.00%	14.00%
IT	30.83%	27.00%
ICP	32.44%	22.27%
Other Admin	16.60%	14.92%
General Workers	16.63%	14.55%

Staff Attrition department wise 1999 - 2005 (upto 31 December 2005)

Source - Human Resource Department - WorldFish

	EMT/SMT				Research				Research Support			
	# as at end	# joined	# resigned	%	# as at end	# joined	# resigned	%	# as at end	# joined	# resigned	%
1999	4	0			29	1			107	7		
2000	5	1		0.00%	26	3	-6	20.69%	93	8	-22	20.56%
2001	7	2		0.00%	27	4	-3	11.54%	101	28	-20	21.51%
2002	7	1	-1	14.30%	33	7	-1	3.70%	111	26	-16	15.84%
2003	9	2	0	0.00%	34	5	-4	11.76%	125	33	-19	17.12%
2004	8	3	-4	40.00%	36	4	-2	5.71%	128	28	-25	20.00%
2005	10	3	-1	11.10%	30	3	-9	22.22%	118	22	-32	23.44%
Average over 2000 - 2005				10.90%				12.60%				19.75%
Average over 2001 - 2005				13.08%				10.99%				19.58%

Appendix 7.4 (cont.)

Staff Attrition department wise 1999-2005 (upto 31 December 2005)

	Finance			HR			IT				
	# as at end	# joined	# resigned	# as at end	# joined	# resigned	# as at end	# joined	# resigned		
1999	22	0		4	0		6	0			
2000	18	5	-9	2	0	-2	50.00%	5	2	-3	
2001	15	5	-8	2	1	-1	44.44%	5	2	-2	
2002	17	4	-2	2	0	0	13.33%	5	1	-1	
2003	17	8	-8	2	0	0	47.06%	8	3	0	
2004	21	7	-5	4	2	0	29.41%	5	1	-4	
2005	22	5	-5	5	2	-1	19.05%	7	3	-1	
Average over 2000 - 2005											20.00%
Average over 2001 - 2005											14.00%

Staff Attrition department wise 1999-2005 (upto 31 December 2005)

	ICP			Other Admin			General Workers				
	# as at end	# joined	# resigned	# as at end	# joined	# resigned	# as at end	# joined	# resigned		
1999	17	0		56	1		74	10			
2000	4	1	-14	46	4	-14	25.00%	58	4	-20	
2001	12	8	0	41	8	-13	28.26%	48	5	-15	
2002	11	2	-3	51	13	-3	25.00%	54	6	0	
2003	10	2	-3	55	8	-4	25.00%	57	5	-2	
2004	7	1	-4	54	8	-9	36.36%	55	5	-7	
2005	8	4	-3	56	10	-8	25.00%	51	3	-7	
Average over 2000 - 2005											16.60%
Average over 2001 - 2005											14.92%

Appendix 7.5 Table 5: Vacant Positions as of 31 January 2006

Advertised Position		Category	Location	Remarks as at 31 January 2006
Jul-05	Discipline Director - PESS	IRS	HQ	Will readvertise in 2006
Ago-05	Scientist - Fisheries Resources (NRM)	IRS	HQ	Re-advertised again in Oct '05. 1st round of interview completed; 2nd round in mid-March 2006
Oct-05	ReefBase Pacific Coordinator (NRM)	NRS	NEW CALEDONIA	
Ene-06	SAP Functional Analyst	NRS	HQ	
Ene-06	Financial Accountant	NRS	HQ	
Ene-06	Management Accountant	NRS	HQ	
Ene-06	Senior Management Accountant	NRS	HQ	
Ene-06	Research Scientist - Fisheries Management (C	IRS	CAMBODIA	
Ene-06	Research Scientist - Coral Reefs (NRM)	IRS	HQ	
Ene-06	Post Doctoral Fellow (PESS)	IRS	HQ	
Ene-06	Regional Portfolio Coordinator (PESS)	IRS	HQ	

Source: Human Resource Department, WorldFish

Appendix 7.6

STATEMENT OF ACTIVITIES (US Dollar '000)

	2005		2004		2003		2002		2001		2000		1999	
	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec
	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted
REVENUE, GAINS AND OTHER SUPPORT														
Grants	7,272	6,026	6,476	7,670	6,625	8,007	6,046	6,446	6,346	5,779	7,014	5,365	6,139	5,467
Other revenues	146	-	879	-	1,365	-	110	-	431	-	495	-	259	-
Total revenues, gains and other support	7,418	6,026	7,355	7,670	7,990	8,007	6,156	6,446	6,777	5,779	7,509	5,365	6,398	5,467
MEMO ITEM														
Operating expenses - By nature of classification														
Personnel costs	4441	2070	4,039	2,421	3,565	2,296	3,604	1,649	2,934	1,674	2,723	1,832	3,554	1,933
Supplies and services	4000	3196	2,159	4,557	3,998	5,055	2,326	4,302	4,647	3,699	2,696	3,123	3,017	3,171
Operational travel	1277	669	747	625	676	656	514	495	448	406	450	410	450	363
Depreciation	205	91	184	67	187	-	142	-	93	-	39	-	250	-
Indirect cost recovery	(619)	-	(793)	-	(774)	-	(748)	-	(778)	-	(678)	-	(446)	-
Total expenses	9,304	6,026	6,336	7,670	7,652	8,007	5,838	6,446	7,344	5,779	5,130	5,365	6,825	5,467
CHANGE IN NET ASSETS														
Net ASSETS	(1,886)		1,019		338		318		(567)		2,379		(427)	
Beginning of the year	10,587		9,568		8,998		7,988		8,315		5,743		3,263	
Appropriated for acquisition of equipment	8,701		-		232		692		240		193		-	
			10,587		9,568		8,998		7,988		8,315		2,836	

Appendix 7.7

STATEMENT OF FINANCIAL POSITION

(US Dollar '000)

	2005	2004	2003	2002	2001	2000	1999
	Dec	Dec	Dec	Dec	Dec	Dec	Dec
ASSETS							
CURRENT ASSETS							
Cash and cash equivalents	12,503	14,223	12,032	8,932	7,515	8,014	8,213
Accounts receivable							
Donors	2,890	2,135	4,238	3,700	3,012	3,075	2,443
Employees	102	104	118	114	193	261	100
Others	535	1,626	1,374	1,765	1,537	1,190	1,200
Other current assets	32	405	175	2,445	2,438	2,775	2,559
Total current assets	16,062	18,493	17,937	16,956	14,695	15,315	14,515
NON-CURRENT ASSETS							
Property and equipment, net	514	366	394	356	337	190	36
Other assets	107	107	79	325	320	320	302
Total non-current assets	621	473	473	681	657	510	338
TOTAL ASSETS	16,683	18,966	18,410	17,637	15,352	15,825	14,853
LIABILITIES AND NET ASSETS							
CURRENT LIABILITIES							
Accounts payable							
Donors	3,817	3,127	4,128	3,590	2,979	2,882	7,630
Employees	-	107	79	79	137	89	82
Others	1,549	2,106	1,888	896	401	968	36
Accruals and provisions	2,297	2,706	2,388	3,573	3,369	3,111	4,049
Total current liabilities	7,663	8,046	8,483	8,138	6,886	7,050	11,797
NON-CURRENT LIABILITIES							
Accounts payable - Employees	319	333	359	501	478	460	220
TOTAL LIABILITIES	7,982	8,379	8,842	8,639	7,364	7,510	12,017
UNRESTRICTED NET ASSETS							
Designated	1,111	2,998	2,670	1,994	1,302	1,095	-
Undesignated	7,590	7,589	6,898	7,004	6,686	7,220	2,836
TOTAL NET ASSETS	8,701	10,587	9,568	8,998	7,988	8,315	2,836
TOTAL LIABILITIES AND NET ASSETS	16,683	18,966	18,410	17,637	15,352	15,825	14,853

Appendix 7.8

<u>Financial Performance Indicators & Comments</u>		<u>Benchmark</u>	<u>2005</u> Dec	<u>2004</u> Dec	<u>2003</u> Dec	<u>2002</u> Dec	<u>2001</u> Dec	<u>2000</u> Dec	<u>1999</u> Dec
1	Surplus/Deficit operating Result Indicator (USD '000) =(Total Grant Revenue-Total Expenditure)	Zero Deficit	(1,886)	1,019	338	318	(567)	2379	(427)
(Deficit is approved by the BoT)									
2	Personnel Cost Ratio (%) = (Personnel Cost) Total Operating Expenditures	Less than 50% of total operating expenses	42,47	46,12	39,07	37,43	42,61	42,76	33,23
3	Working Capital Indicator (days)	120 days							
	= <u>(Current Assets-Current Liabilities)* months to date (days)</u> Total Expenditures less depreciation		200	272	225	206	206	246	72
4	Spending/Equity Ratio (days) =Unrestricted Net Assets-Fixed Assets* months to date (days) Total Expenditures	90 days 25%	195	266	219	201	202	241	74

Appendix 7.9

Cash and Cash Equivalents

	HQ	South Asia	Mekong	Pacific	Philippines	Egypt	Malawi	Cameroon	Caribbean	Total
	\$	\$	\$	\$	\$	\$	\$			\$
Dic-05										
Cash	3,487,210	179,974	32,112	42,725	30,603	105,375	39,108	134,000	-	4,051,107
Investment	8,452,488									8,452,488
Total	11,939,698	179,974	32,112	42,725	30,603	105,375	39,108	134,000		12,503,595
Dic-04										
Cash	6,137,923	856,476	3,558	66,478	25,114	66,613	6,188	-	-	7,162,351
Investment	7,060,791									7,060,791
Total	13,198,714	856,476	3,558	66,478	25,114	66,613	6,188			14,223,142
Dic-03										
Cash	5,066,843	269,776	51,477	46,724	49,593	73,789	(1,814)	-	412	5,556,800
Investment	6,475,507									6,475,507
Total	11,542,350	269,776	51,477	46,724	49,593	73,789	(1,814)			12,032,307
Dic-02										
Cash	2,374,735									2,374,735
Investment	9,140,362									9,140,362
Total	11,515,096									11,515,096
Dic-01										
Cash	1,819,496									1,819,496
Investment	8,042,409									8,042,409
Total	9,861,905									9,861,905
Dic-00										
Cash	not available									-
Investment										-
Total										-

APPENDIX 8

LIST OF ACRONYMS

ACIAR	Australian Center for International Agricultural Research
ACMRR	FAO Advisory Committee on Marine Resources Research
ACP	African, Caribbean and Pacific
ADB	Asian Development Bank
AFSSA	French Food Health Security Agency
AGI	Aquaculture and Genetic Improvement
AGID	Aquaculture and Genetic Improvement Discipline.
AGM	Annual General Meeting of the CGIAR
APEC	Asia-Pacific Economic Cooperation Council
ARI	Agricultural Research Institute
ARS	Aquatic Resource System
ASSOCHAM	The Associated Chambers of Commerce and Industry of India
BFAR	Bureau of Fisheries and Aquatic Resources
BGRP	Biodiversity and Genetic Resources Program
BGRRP	Biodiversity and Genetic Resources Research Program
BLUP	Best Linear Unbiased Prediction
BoT	Board of Trustees
CAPRI	Collective Action and Property Rights
CBFM	Corporate Banking and Financial Markets
CCERs	The Center for Continuing Education in Rehabilitation
CCSP	Cisco Certified Security Professional
CDB	Common Data Base
CECAF	Fishery Committee for Eastern Central Atlantic
CEMAGREF	Agricultural and environmental engineering research
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CAS-IP	Central Advisory Services for Intellectual Property
CGB	Biomolecular Gene Committee
CGIAR	Consultative Group on International Agricultural Research
CIDA	Inter-American Committee for Agricultural Development
CIFOR	Center for International Forestry Research
CIMMYT	International Maize and Wheat Improvement Center
CIRAD	International Center of Agronomic Research for Development
CLAR	Central Laboratory for Aquaculture
CMRRP	Coastal and Marine Resources Research Program
CNRS	Center National de la Recherche Scientifique
COBIT	Control Objectives for Information and Related Technology
CONSRN	Consortium to Restore Shattered Livelihoods in Tsunami-Devastated Nations
COSO	Committee of Sponsoring Organizations of the Treadway Commission
CPs	Challenge Programs
CSIRO	Commonwealth Scientific and Industrial Research Organization
CSO	Civil Society Organization
DD	Discipline Director
DEGITA	Dissemination and Evaluation of Genetically Improved Tilapia Species in Asia

DFID	Department for International Development
DSAP	Development of Sustainable Aquaculture
EC	European Community
EICA	Egyptian International Center for Agriculture
EPMR	External Program and Management Review
ESA	East and Southern Africa
ESEA	East and South-East Asia
ESI	Environmental Sustainability Index
FACT	Fisheries Action Coalition Team
FAO	Food and Agriculture Organization of the United Nations
FLDP	First Level Leadership Development Program
FRRP	Freshwater Resources Research Program
GDP	Gross Domestic Products
GEBP	Germplasm Enhancement and Breeding Program
GFAR	Global Forum on Agricultural Research
GIFT	Genetic Improvement of Farmed Tilapia
GIS	Geographic Information System
GMR	Greater Mekong Region
HQ	Headquarters
HR	Human Resources
IAA	Integrated Agriculture Aquaculture
ICLARM	former name of WorldFish Center
ICRAF	International Center for Research in Agroforestry
ICRAN	International Coral Reef Action Network
ICT-KM	Information and Communications Technology – Knowledge Management
IDAF	Integrated Development of Artisanal Fisheries
IDRC	International Development Research Center
IF	Impact Factor
IFM	Institute for Fisheries Management
IFPRI	International Food Policy Research Institute
IFReDI	Inland Fisheries Research and Development Institute
IFREMER	French Research Institute for Exploitation of the Sea
IITA	International Institute of Tropical Agriculture
INGA	International Network for Genetics in Aquaculture
INRA	National Institute for Agronomique Research
IP	Intellectual Property
IPG	International Public Good
IRR	Internal Rate of Return
IRRI	International Rice Research Institute
IRS	Internationally Recruited Staff
IUCN	The World Conservation Union
IWMI	International Water Management Institute
KPG	Key Performance Goals
LOA	Letter of Agreement
LVFF	Low Value Food Fish
MDGs	Millennium Development Goals
MOA	Ministry of Agriculture
MOU	Memorandum of Understanding
MPAs	Marine Protected Areas
MTP	Medium Term Plan

NARS	National Agricultural Research Systems
NEPAD	New Partnership for Africa's Development
NFRDI	National Fisheries Research and Development Institute
NGO	Non-governmental Organization
NRM	Natural Resource Management
PDs	Portfolio Directors
PESS	Policy, Economics and Social Science
PMS	Performance Management System
PNG	Papua New Guinea
PRIAP	Policy Research and Impact Assessment Program
R&D	Research and Development
RM	Resource Management
SADC	Southern African Development Community
SC	Science Council
SEAFDEC	Southeast Asian Fisheries Development Center
SMG	Senior Management Group
SPC	Secretariat of the Pacific Community
SPSS	Survey Methodology & Statistical Analysis Using
SSA	Sub-Saharan Africa
SSF	Small Scale Fisheries
SWOT	strengths, weaknesses, opportunities and threats
UBC	University of British Columbia
UNDP	United Nations Development Program
USAID	United States Agency for International Development
WANA	West Asia and North Africa
WARDA	West African Rice Development Association (The Africa Rice Center)
WCA	West and Central Africa
WFC	World Fish Center

APPENDIX 9

STAKEHOLDER INTERVIEWS

Individuals or groups with whom the Panel held substantial discussions, in person or by telephone between October 2005 and February 2006 (other than current WorldFish Staff)

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Sandy Davis, Coordinator, SADC

ICLARM/WorldFish former Board Chairs and DG

Kurt Peters, Former Board Chair, ICLARM/WorldFish (1996-2001)
Robert Kerney, Former Board Chair, WorldFish (2001-2004)
Meryl Williams, Previous Director-General, ICLARM/WorldFish (1993-2004)

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