

Appendix 6: Results of Survey of the Peers of Panel Members

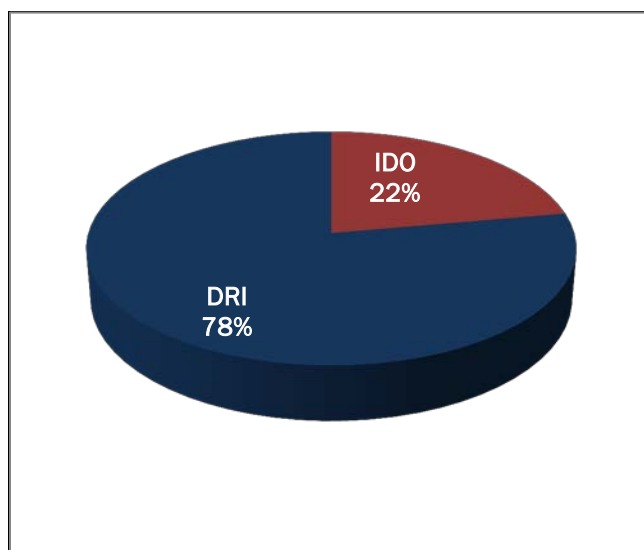
Some Panel members approached peer organizations requesting them to complete the 2012 GlobeScan stakeholders' perception survey (see: <http://bit.ly/10Q3p9t>). A total of 27 institutions responded. Four are international development finance organizations and 21 represent international, regional, or national research organizations. This is an indicative survey of the views of peers. It is not intended to be comprehensive; the GlobeScan survey serves that purpose.

The results of the survey indicate a high level of satisfaction with the overall impact of CGIAR on reducing rural poverty, improving food security, improving health and nutrition, and sustainably managing natural resources. The responses on satisfaction with partnerships were mixed, but many expressed less satisfaction with CGIAR compared to other partnerships. Development finance institutions were generally more critical with regard to prioritization and extent of consultation.

The following summarizes the results and presents the comments provided by some respondents.

No. of Respondents

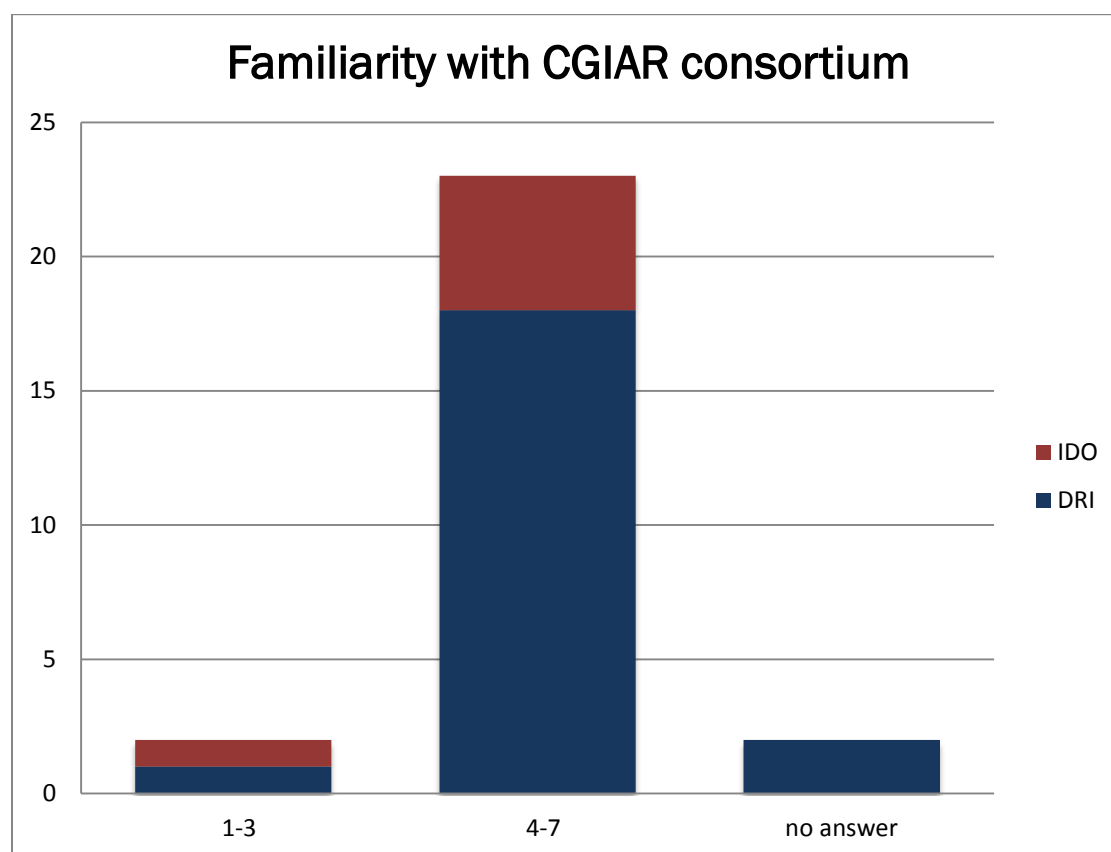
IDO	6
DRI	21
Total	27



1. Familiarity with CGIAR Consortium

1 means 'not at all familiar' and 7 means 'very familiar'

	DRI	IDO
1-3	1	1
4-7	18	5
no answer	2	0

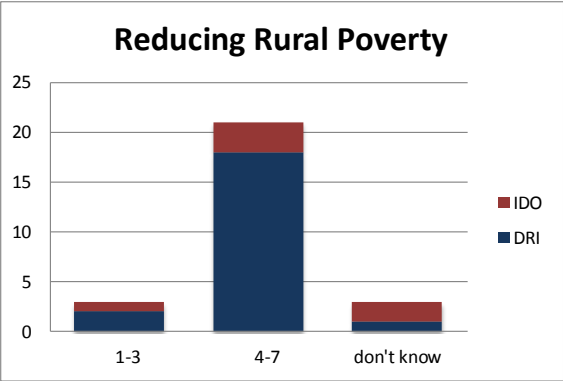


2. Overall Performance

1 means 'very poor' and 7 means 'excellent'

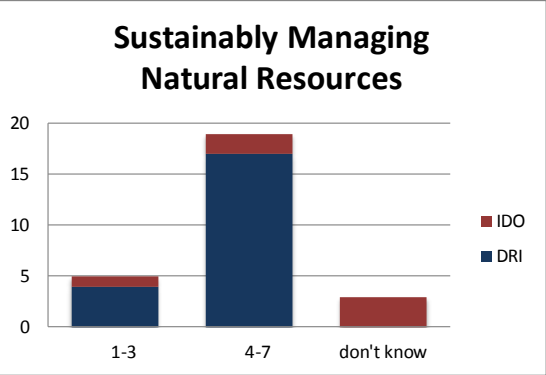
A. Reducing Rural Poverty

	DRI	IDO
1-3	2	1
4-7	18	3
don't know	1	2



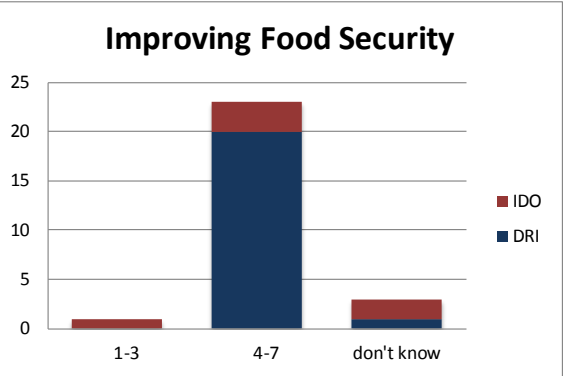
C. Sustainably managing natural resource

	DRI	IDO
1-3	4	1
4-7	17	2
don't know	0	3



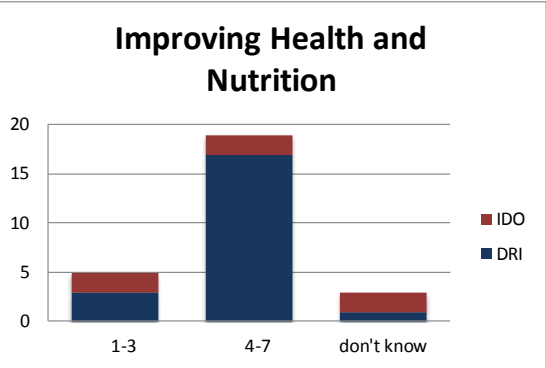
B. Improving food security

	DRI	IDO
1-3	0	1
4-7	20	3
don't know	1	2



D. Improving health and nutrition

	DRI	IDO
1-3	3	2
4-7	17	2
don't know	1	2



3. Benefits from association with CGIAR, CRPS, and Centers

#	DRI	TOP 3 ANSWERS (DRI)	IDO
1	Germplasm exchange mostly with IRRI, CIP and ICARDA; Experience sharing, short term training; expertise services in few cases	Collaboration with different organizations that share the same interests and form partnerships with them to implement research projects	joint research and appointment of our students who have completed graduate degrees
2	Collaborative research projects	Capacity building through short-term training programs and personnel exchanges	Evidence to support policy reform; improved seed
3	Germplasm exchange and capacity building	Germplasm access and exchange with different organizations	we acknowledge the importance of the research led by CGIAR, specially on non-commercial crops
4	natural partners in many tropical and sub-tropical environmental settings		some interest and engagement on the part of local WWF offices, but again little focused corporate interaction
5	Germplasm enhancement, capacity building through personnel exchanges and short term-term training, establishment of joint labs, joint organization of and/or participation in meetings		Agriculture research of relevance to agricultural development in DMCs
6	source of possible employment for graduates, new knowledge from research output, contact/interaction with regard to our research activities		
7	not involved with the CGIAR		
8	being aware that global research action is being undertaken, and in some cases delivered for Australian benefit		

3. Benefits from association with CGIAR, CRPS, and Centers

#	DRI	TOP 3 ANSWERS (DRI)	IDO
9	joint projects with people at the various Centers		
10	M&E impact assessment and performance management; partnerships to implement collaborative research projects on global research priorities and country priorities; effective partner in coordinating and performing research projects		
11	input into strategic direction of some CTPs; explicit research partnerships with some key centers in southeast Asia and Africa		
12	occasional partnerships with a few CG Centers		
13	access to germplasm of major crops- wheat, maize, chick peas and other legumes; collaborative relationships in areas of interest		
14	collaborations with high class sciences and facilities and facilitated partnerships with local NARS		
15	training of scientists, distribution of publications, exchange of germplasm		
16	collaborative projects ; capacity building		
17	established finance and HR policies of ICRAF which is one of the CGIAR Centers		
18	development and dissemination of		

3. Benefits from association with CGIAR, CRPS, and Centers

#	DRI	TOP 3 ANSWERS (DRI)	IDO
	appropriate technology		
19	Not applicable		
20	germplasm/traits		
21	information, training, networking		

4. CGIAR's greatest strength

#	DRI	TOP 3 ANSWERS (DRI)	IDO
1	Global Network	Its global network and partnerships. The ability to forge collaborations with large multidisciplinary teams and conduct research projects with extensive coverage.	excellent network of scientists, increasing interactions across scientists in CGIAR system
2	Interdisciplinary works and germplasm contribution	The nature of CGIAR and its interdisciplinary works. Their expertise and technology in providing information regarding agricultural development issues.	science, but it's scientific capacity seems to be declining
3	Global Partnerships	Their huge budget, strength in resources, and their ability to mobilize them	potential for multidisciplinary research
4	germplasm preservation, gene exploitation and plant breeding		agriculture and rural poverty linkages, non-commercial crops and improved crop varieties for food security outcomes
5	nature of CGIAR as a non-profit organization, strengths in resources, expertise and technology; impacts both in the national and international level		breadth
6	in country identification of agricultural/food needs and potential for problem resolution and forum to help link, support and draw upon country agricultural research efforts		Critical mass of high quality researchers focused on key agricultural priorities
7	contributing its thoughts in providing information regarding development issues associated with agricultural development		

4. CGIAR's greatest strength

#	DRI	TOP 3 ANSWERS (DRI)	IDO
	and its related areas		
8	global research action		
9	it's members the research institutes		
10	talented scientists devoted to good public research; PGRA collections; solid research networks across the globe including very good connections with NARs; private sector partnerships; good understanding of the issues and translating this into what research is needed; focus on research development and move to focus on outcomes; network of research facilities and collaborators; world class expertise; strong focus on delivering global public goods (publications and processes)		
11	ability to mobilize resource and forge global collaborations; key role in representing research in the global policy arena		
12	infrastructure and systems; huge budget and dedicated scientists		

4. CGIAR's greatest strength

#	DRI	TOP 3 ANSWERS (DRI)	IDO
13	global coverage of issues; geographic spread of Centers; inclusive approach to participation of developing countries in Centre activities; germplasm banks for major crops; strong engagement by donor countries		
14	ability to bring together large multidisciplinary teams		
15	multidisciplinary research and working across the regions		
16	collaborative projects		
17	capacity building in research and technology development		
18	addressing food security, research capability building and technology development and dissemination		
19	extensive range of scientists, germplasm and facilities		
20	well-funded and able to conduct their research programs to reach their objectives		
21	mobilizing and managing donor funding projects		

5. CGIAR's Greatest Weakness

#	DRI	TOP 3 ANSWERS (DRI)	IDO
1	Weak linkages among the National Agricultural Research Institutes of Bangladesh	Lack of close collaboration with host countries and regional institutions which leads to duplication of research and defused focus on issues that are not well aligned with regional priorities.	capacity building, knowledge sharing and outreach
2	low share of core funding; too many "bosses" and administrative work	Overly bureaucratic, top heavy; inconsistency with overheads. Weak management style that is also too perplexing.	Lack of competition among CG Centers.
3	Defused Focus	Dependent on short term projects; lack of continuity	general lack of focus to get research into use
4	the vision that they are the only legitimate contributors to international agricultural research		long term sustainability, being public/donor funded; ability to raise enough funding
5	technology transfer and research outcome delivery		Fragmented agenda
6	Funding is too low; the science of agriculture has changed, so the old model, like plant breeding is outdated, there also should be a way in which some collaboration with private sector research and development of GMOs; mission of some centers are too broad. Good science is often "plugging at rather narrow technical plant issues.		
7	lack of collaboration specially with my institute which has done a number of works in poverty related issues		

#	DRI	TOP 3 ANSWERS (DRI)	IDO
8	post competitive restrictions of benefits for both developing and developed countries		
9	seeing itself as an entity which controls the Centers rather than a facilitator for obtaining funds and a coordinator of research projects across the centers		
10	scientists do not necessarily match where needs are; lack of continuity; dependence on short term projects, patchy collaboration with others outside the CGIAR, overly bureaucratic - top heavy; inconsistency with overheads, HR cost recovery; internal and unhealthy competition/poor partnering between the Centers; lack of transparency on some things; expensive		
11	duplication in research with national institutions; lack of partnerships with local research institutes; not acknowledging breadth of research teams in external communication; complex operating environment and something competing CRPS makes the CG very hard to navigate		

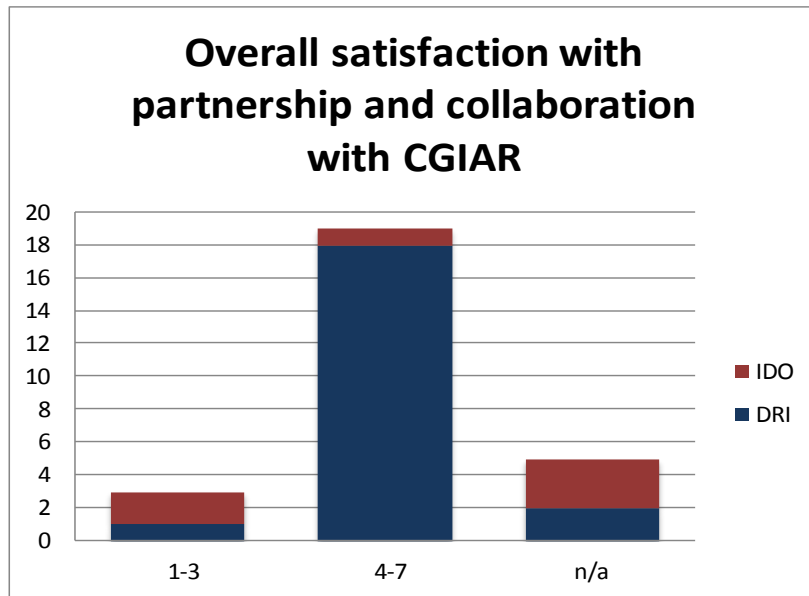
#	DRI	TOP 3 ANSWERS (DRI)	IDO
12	it is focused on itself and its own design and staying afloat; management style too perplexing - CG staff have a superior complex to what ought to be their national partners;		
13	struggling to align around cross Centre program activities that affect agriculture broadly; lack of social sciences and buy-in by some major donor countries into the window 1 funding with strong bias in some countries to project funding		
14	overheads associated with large multi-site organization and a focus that is not always on benefiting local communities; in some areas there is a focus on wanting to do cutting edge science rather than having an impact on behalf of local communities		
15	working on issues which should be addressed by NARS; poor relationship with NARS		
16	inadequate involvement with the NARS in African countries		
17	limited collaboration with regional bodies, hence a danger of focusing on issues that are not well aligned with regional priorities		

#	DRI	TOP 3 ANSWERS (DRI)	IDO
18	lack of close collaboration with host countries and regional institutions which would enable the regions appreciate their services more directly and enhance responsiveness to the stakeholders		
19	too much inbreeding of staff and weak management and boards		
20	research results are not accessed to all the seed stakeholders		
21	poor at building R&D capacity for poor countries		

6. Overall Satisfaction with partnership and collaboration with CGIAR

1 means 'not at all satisfied' and 7 means 'completely satisfied'

	DRI	IDO
1-3	1	2
4-7	18	1
n/a	2	3



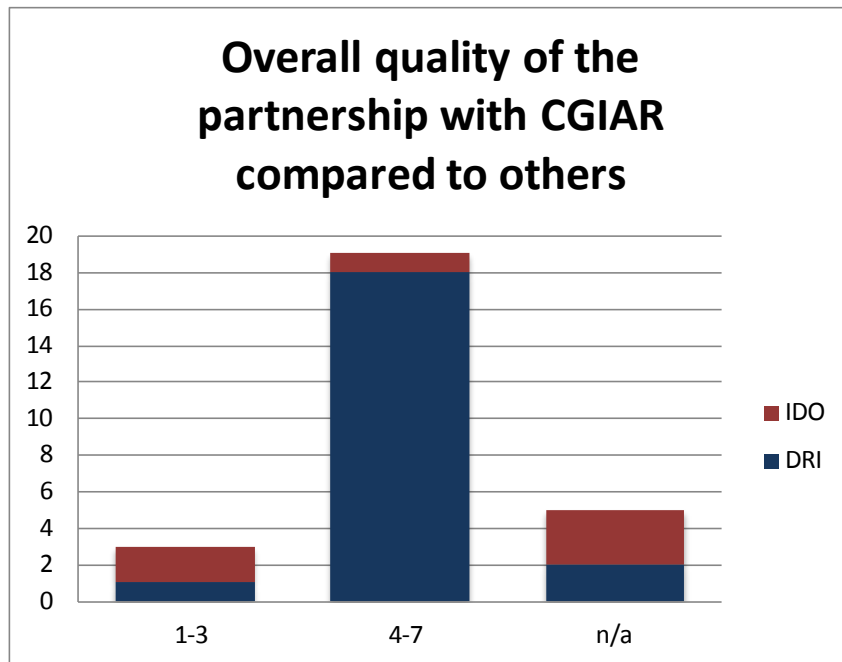
Comments:

1-3	4-7
1. Unsuccessful in institutionalizing collaborating with the CG system, despite a number of initiatives that were started.	1. We have excellent collaboration with some centers and CRPs and are strenuously and inappropriately denied collaboration with others
2. Current reform is terribly bad	2. More collaboration among the world's agricultural science universities and centers would seem productive
	3. Tremendous variability from very unsatisfied with some centers to completely satisfied with other centers/programs; from consistently good experience with IFPRI, CIMMYT, IRRI and tremendous inconsistency with other centers and programs, professionalism and relevance needs to deliver a consistent high quality experience
	4. Have not developed a meaningful relationship, mainly due to our own constraints

7. Overall quality of the partnership with CGIAR compared to others

1 means 'much worse', 5 means 'similar', and 7 means 'much better'

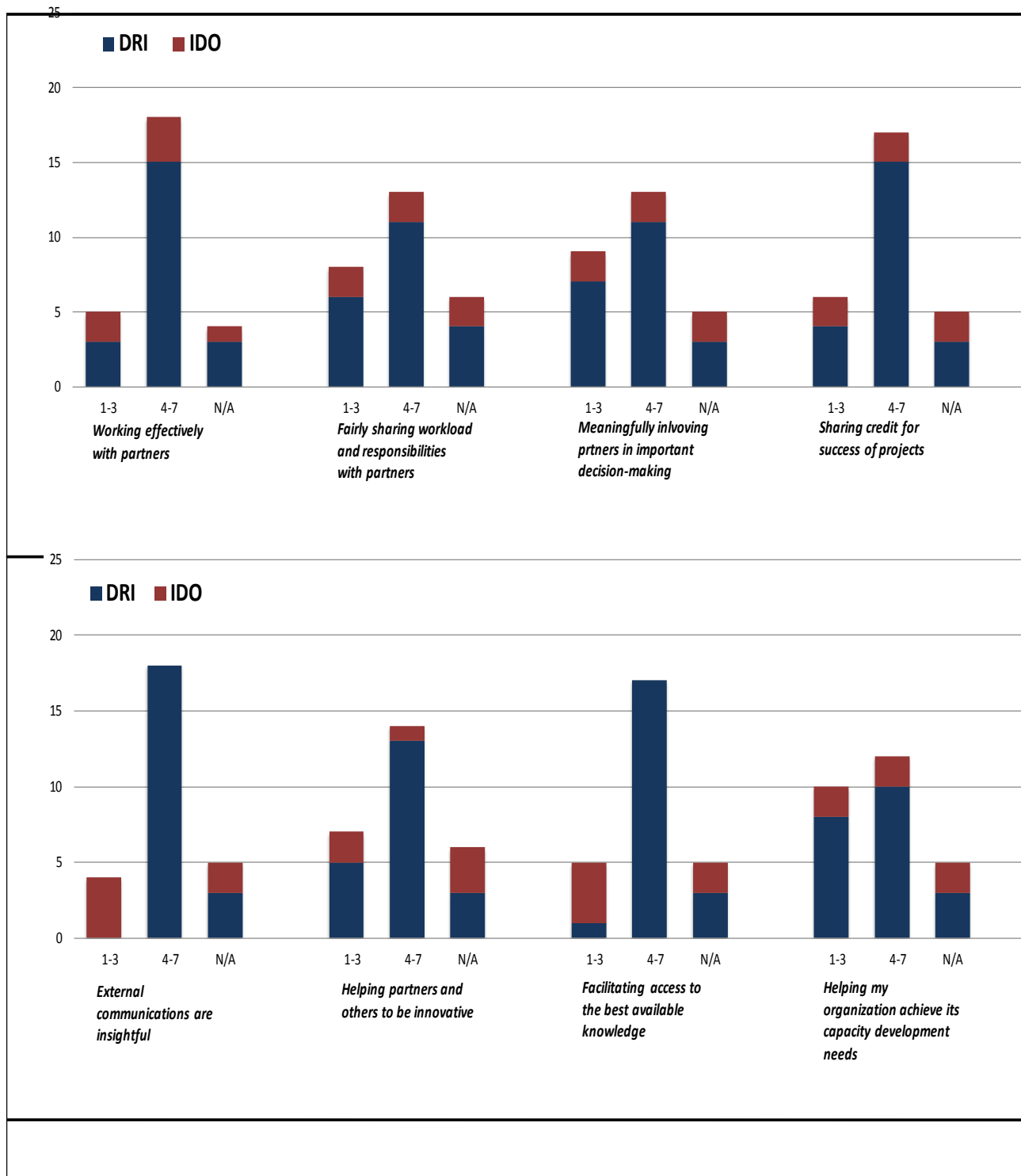
	DRI	IDO
1-3	11	3
4-7	7	1
n/a	3	2



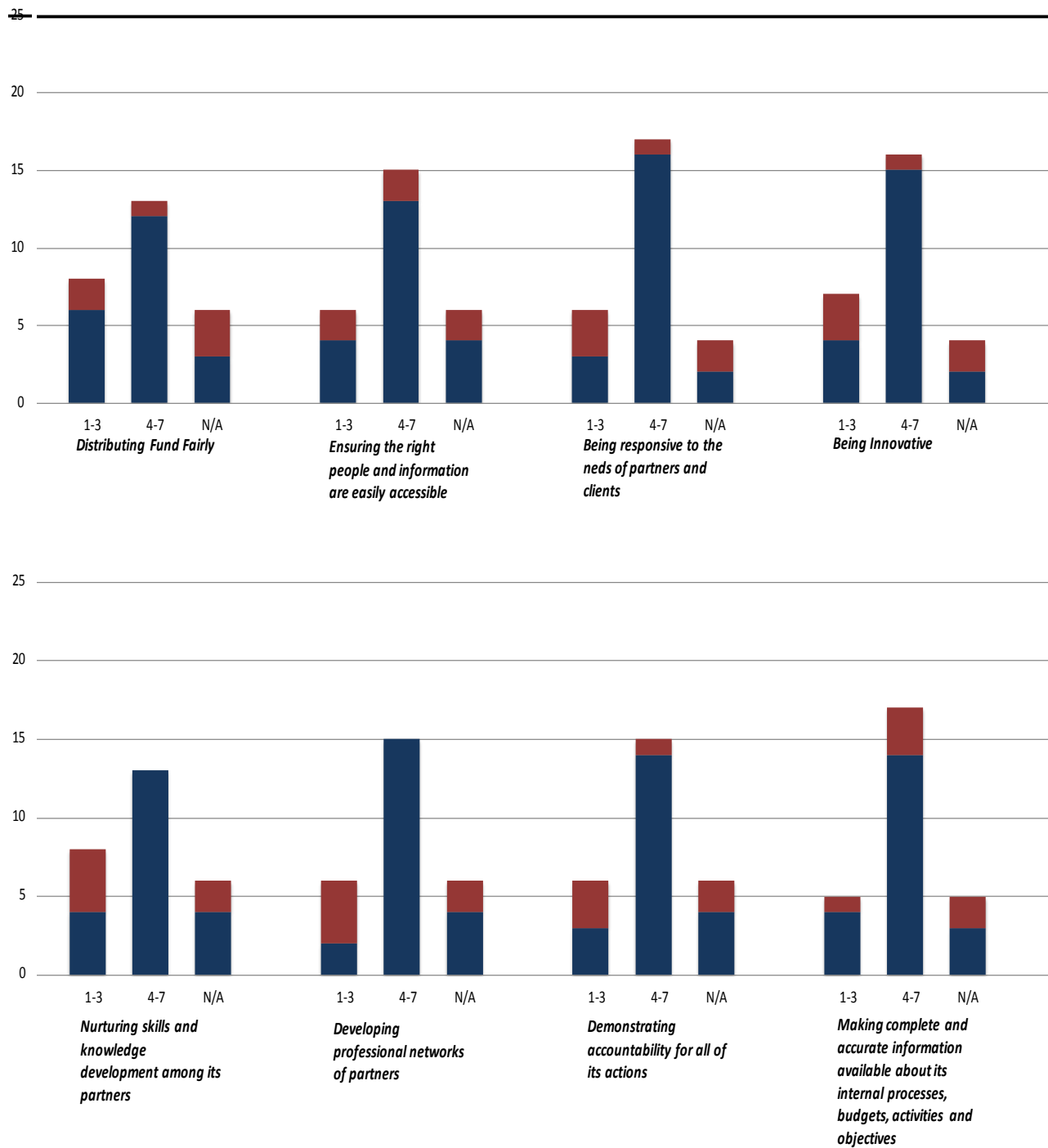
Comments:

1-3	4-7	n/a
1. Collaboration with the AIRCA grouping of centers is much more positive and flexible than with some of the CGIAR	1. Much better compared to other multilateral organizations and the CG Centres are often a light year ahead	1. More a weak acquaintance than a partnership. Much less strong than partnership formed around solid interaction and deliverables
2. CGIAR has acted to be a gatekeeper in the relationship with Australia R&D organizations and this is to the detriment of collaborations forming where needed		
3. Quality of work is highly variable in the CGIAR		
4. We tend not to have much influence on CGIAR		

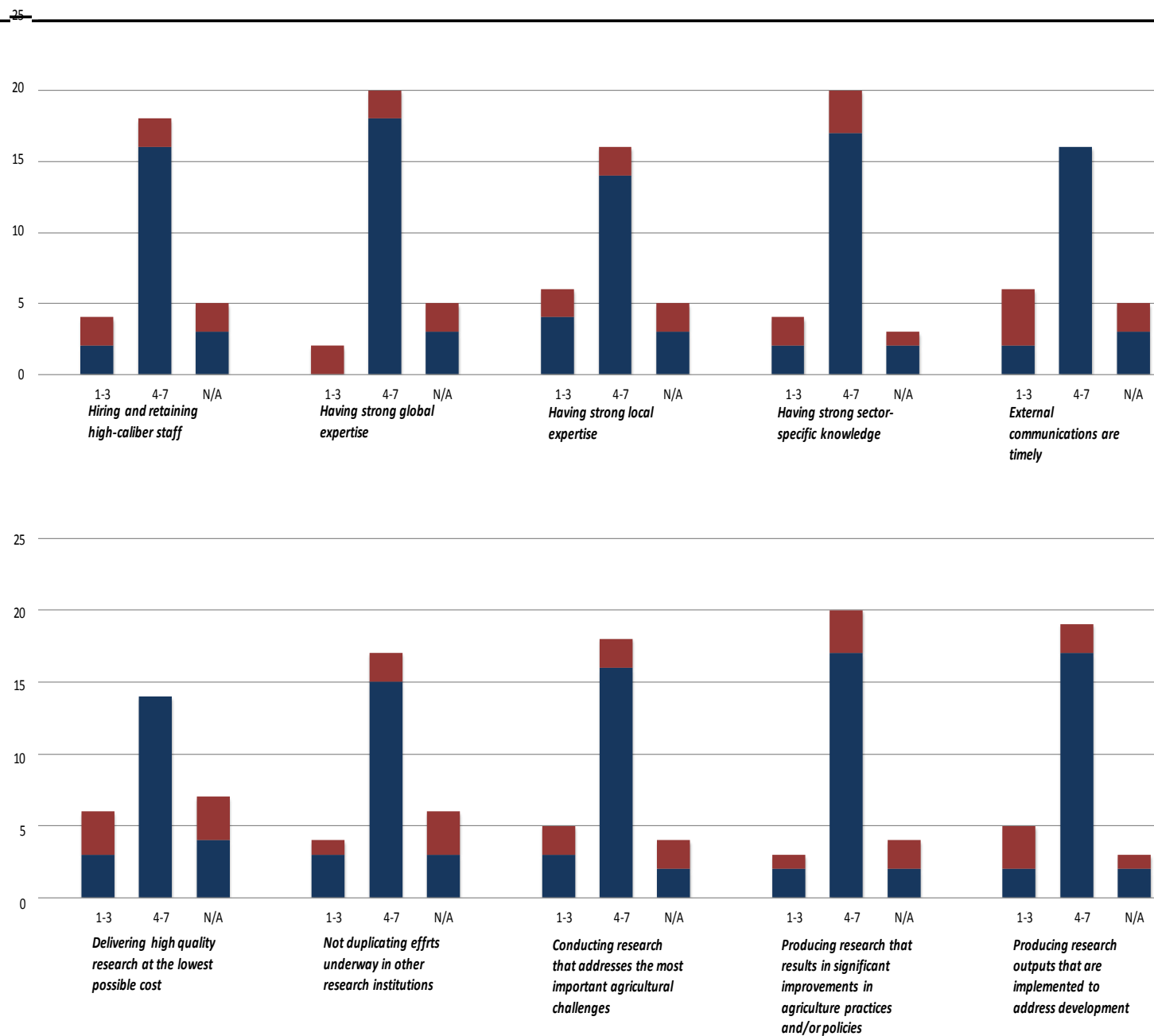
8. Rate of CGIAR's Performance (1 means *very poor* and 7 means *excellent*)



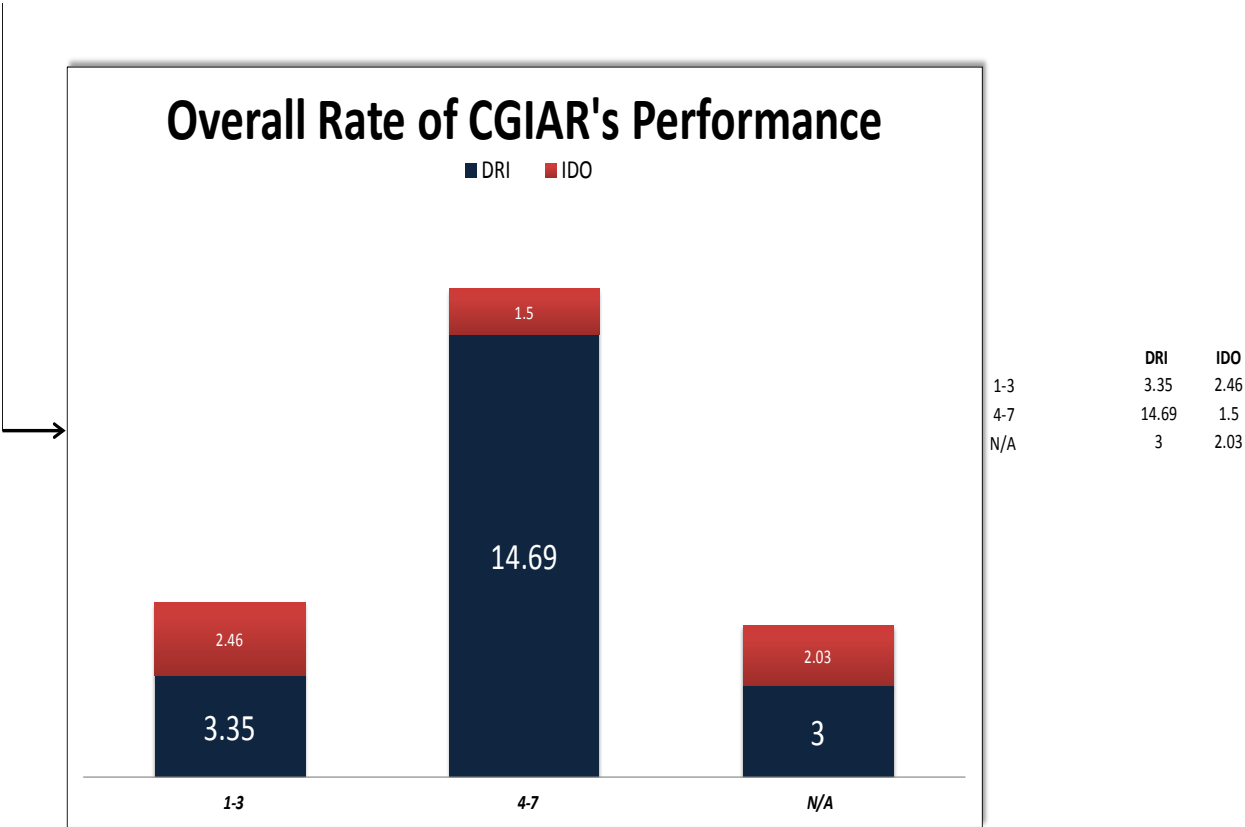
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Comments on CGIAR's Performance:

DRI	IDO
<p>1. CG is good at feeding the world but not nourishing it at the same time. <i>Its bureaucracy is now exceedingly top heavy</i> and the precursor costs of collaboration are extremely high and the gestation time prior to funding is very drawn out</p> <p>2. There are <i>problems in the governance structure of the consortium</i> - the roles and responsibilities of the CB, CO and the Centres are not defined.</p> <p>3. <i>All collaboration with CGIAR are very productive</i> . However <i>there are great opportunities for deeper collaboration in areas of relative strength</i> , but the mechanism to do this is not clear. CGIAR centres display excellence in their core areas but have been slower to embrace cross country activity</p> <p>4. There is a wide variation in the above behaviors across the CG network and even within a CG Centre</p> <p>5. <i>CGIAR should do more upstream</i> science and should not compete with NARS</p> <p>6. CGIAR can do better in building capacity in the NARS specially in Africa</p> <p>7. <i>More interaction with stakeholders</i> will make CGIAR, CRPS and Centers be more felt and appreciated</p> <p>8. There is a range of capabilities among the centers better than others and this assessment is looking at the lumpsum of them all</p> <p>9. <i>CG model has outlived its relevance</i> even for Africa. There is <i>no substitute</i> for building local systemic capacity. Continuing to pump millions of dollars every year indirectly through <i>CG is too indirect</i> and is not and will not solve the challenge sustainably</p>	<p>1. CGIAR needs to significantly review its HR, which should be its strength, <i>staff need to understand development</i> to target their work. <i>Difficult dealing with the CGIAR</i> , it would be good if they had country and regional offices.</p> <p>2. Feedback on relationship has been hit or miss and only on very big lines. Again, reinforces the fact that there have been ad hoc relations at best.</p>

8. Rate of CGIAR's Performance (1 means *very poor* and 7 means *excellent*)

	DRI	IDO		DRI	IDO
1-3	3	2	1-3	0	4
4-7	15	3	4-7	18	0
N/A	3	1	N/A	3	2
1-3	6	2	1-3	5	2
4-7	11	2	4-7	13	1
N/A	4	2	N/A	3	3
1-3	7	2	1-3	1	4
4-7	11	2	4-7	17	0
N/A	3	2	N/A	3	2
1-3	4	2	1-3	8	2
4-7	15	2	4-7	10	2
N/A	3	2	N/A	3	2
1-3	6	2	1-3	4	4
4-7	12	1	4-7	13	0
N/A	3	3	N/A	4	2
1-3	4	2	1-3	2	4
4-7	13	2	4-7	15	0
N/A	4	2	N/A	4	2
1-3	3	3	1-3	3	3
4-7	16	1	4-7	14	1
N/A	2	2	N/A	4	2
1-3	4	3	1-3	4	1
4-7	15	1	4-7	14	3
N/A	2	2	N/A	3	2
1-3	2	2	1-3	3	3
4-7	16	2	4-7	14	0
N/A	3	2	N/A	4	3
1-3	0	2	1-3	3	1
4-7	18	2	4-7	15	2
N/A	3	2	N/A	3	3
1-3	4	2	1-3	3	2
4-7	14	2	4-7	16	2
N/A	3	2	N/A	2	2
1-3	2	2	1-3	2	1
4-7	17	3	4-7	17	3
N/A	2	1	N/A	2	2
1-3	2	4	1-3	2	3
4-7	16	0	4-7	17	2
N/A	3	2	N/A	2	1

9. Organizations that are most important to be CGIAR partners

#	DRI	TOP 3 ANSWERS (DRI)	IDO
1	Asian Vegetable Research and Development Centre; South Asian Association for Regional Cooperation; Asian Food and Agriculture Cooperation Initiative	NARS	Civil society organizations, capacity building/knowledge sharing organizations
2	Top NARs, national think-tank	NGO's and private sector companies	IRRI, IFPRI, CIMMYT
3	NARSs, FAO	CSIRO	World Bank, Developing country governments, private agribusiness
4	AIRCA, International agricultural and nutrition based NGOs and private sector seed companies		
5	NARS, Bill & Melinda Gates Foundation, Private Sector		NARS, MDBs, Academe
6	Universities/experiment stations/private sector (Monsanto) to extend possible		
7	Indonesia's Agricultural Research institute under the ministry of Agriculture and the Economic Research Centre-Indonesian Institute of Sciences -P2E-LIPI)		
8	no answer		
9	FAO, WHO and the Bill and Melinda Gates Foundation		
10	NARS, Private Sector partners include private foundations and NGOs		
11	NGOs, private sector, NARS		
12	NARES, CSIRO, WAGENINGEN		
13	CSIRO, USDA AG Canada		

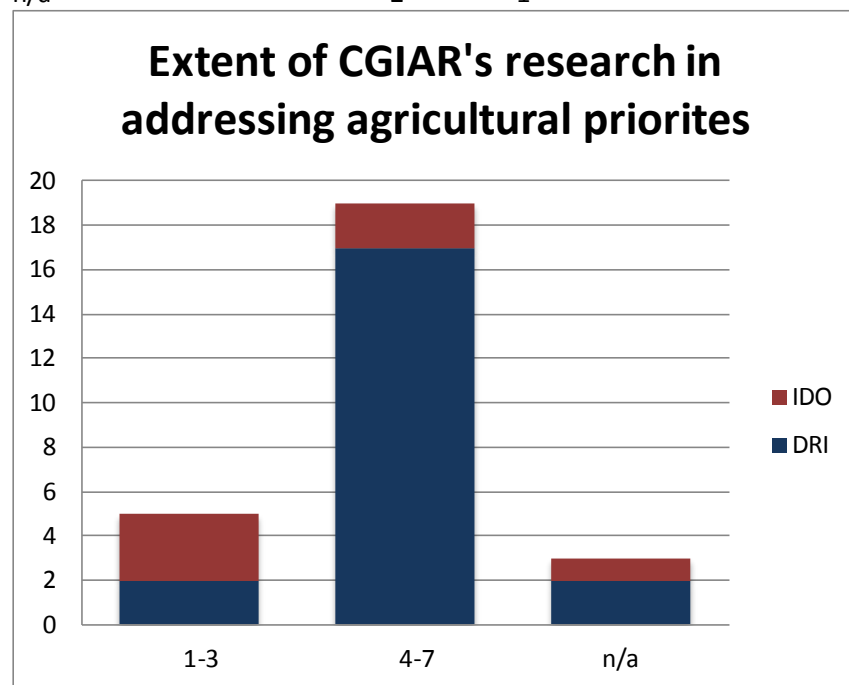
9. Organizations that are most important to be CGIAR partners

#	DRI	TOP 3 ANSWERS (DRI)	IDO
14	NGOs, NARS and government agencies such as Veterinary networks		
15	Universities in the north and south; advance research institutes and international and local NGOs		
16	CSIR, Ghana, CORAF, ASARECA		
17	National research institutions and universities		
18	Ministries, regional institutions, responsible for agriculture, industry and trade; national and regional <i>institutions responsible</i> for trade and regional integration		
19	NARS, BMGF, USAID		
20	Farmers association, national and regional seed associations and governments		
21	need for flexibility rather than for generic partnerships for the CG		

10. Extent of CGIAR's research in addressing agricultural priorities

1 means 'not at all' and 7 means 'a great extent'

	DRI	IDO
1-3	2	3
4-7	17	2
n/a	2	1



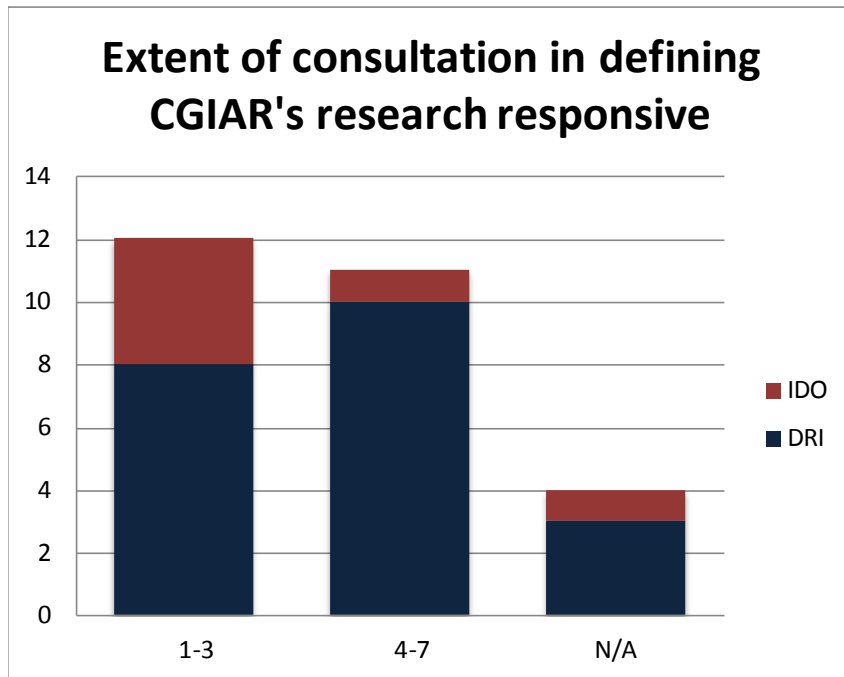
Comments:

1-3	4-7
<p>1. Lack of development strategy</p> <p>2. Alignment of our agendas around agriculture recently seem to have come from rather different perspectives, perhaps also driving the weakness of the present interaction</p>	<p>1. Some CRPS such as on climate change is not addressing the key issues of adaptation and likewise the CRP on Human Nutrition, to its detriment, is only addressing a very narrow dimension of the range of real solutions needed for dietary based ways of reducing malnutrition</p> <p>2. IFPRI is quite good overall, although it is more a consulting organization. This is good in the sense that it is responding to market-like forces, but market forces fail to encourage addressing longer run questions, multi nation interaction like questions, politically sensitive questions</p>

11. Extent of consultation in defining CGIAR's research responsive to the needs for agricultural development

1 means 'not at all' and 7 means 'a great extent'

	DRI	IDO
1-3	8	4
4-7	10	1
N/A	3	1



Comments:

1-3			
1. Consultation is often an extremely lengthy and expensive process for partners for which budget is not available. Equal partnership attitudes and greater transparency would be a refreshing factor which is not often experienced when partnering in the current CRPs			
2. This low mark is not necessarily bad; there is the problem of "too many cooks"			