



Evaluation of the CGIAR Research Program

“Policies, Institutions and Markets” (PIM)

Volume 3 –
Staff and Partner Survey Results
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Overview of surveys conducted

The Independent Evaluation Arrangements (IEA) has conducted an evaluation of the CGIAR Research Program (CRP) on Policies, Institutions, and Markets (PIM). Following the Inception Report that was issued in August 2014, the IEA has administered two surveys — to CGIAR staff and CGIAR partners working on PIM-related activities. This volume reports the results of both surveys.

Both surveys were tested and launched after the evaluation team had conducted a large number of interviews in order to allow for relevant and informed questions. Most of the questions in both surveys aimed to determine the generality of the experiences that individual staff and partners had previously conveyed to members of the evaluation team. The results of the surveys were triangulated with the other evaluative evidence collected and in this way contributed to the overall findings and conclusions of the evaluation. It is also hoped that these detailed results will serve as reference material to inform future decision-making.

The staff survey was administered in November 2014 to mostly to senior CGIAR staff in 11 participating Centers who had allocated some of their time to research activities that are mapped to PIM, whether financed by W1-2 funds or W3/bilateral funds. The list of 215 survey recipients were obtained from the Center Directors of Finance and Administration. The overall response rate of 61 percent included 69 respondents from IFPRI (the Lead Center), and 63 respondents from the other participating Centers, 11 out of 13 Focal Points, 21 out of 24 Flagship and Cluster Leaders, and 49 out of 60 Principal Investigators of W1-2 activities.

The partner survey was administered in January 2015 to 281 partners involved with PIM-supported research activities. The names, institutional affiliations, and e-mail addresses were obtained from the latest progress reports (October 2014), and from team members' own investigations of PIM-supported activities. The partner survey contained similar questions to the staff survey (but from the partner perspective), and to the CGIAR Stakeholder Perceptions Survey that was commissioned by the Consortium Office in 2012,¹ in order to facilitate comparisons with both the other surveys. The number of respondents (69) in the IEA survey is similar to the number of respondents (70) to the 2012 CGIAR survey who identified themselves as partners of PIM. The response rate of 25 percent is also similar

¹. *2012 CGIAR Stakeholder Perceptions Survey: Final Public Report*. Prepared by GlobeScan, May 2013. The survey was sent to 3,938 recipients, of which 1,071 responded — a response rate of 30 percent after excluding undeliverable e-mail addresses.

to the overall response rate (30 percent) to the 2012 CGIAR survey. Thirty-four respondents to the IEA survey were working on research activities led by IFPRI, and 35 respondents on research activities led by other Centers.

Both surveys were confidential. The responses to the closed-ended questions are presented in aggregate form, making it impossible to identify individual responses. References to particular individuals have been redacted from the responses to the open-ended questions also to preserve confidentiality. It goes without saying that the views expressed in the written responses to the open-ended questions do not represent the official views of the CGIAR, the CGIAR Centers, or the IEA.

Margin of Error

The margin of error, which is the quantification of the random sampling error in a given survey's results, was calculated using the following formula:

$$E = z \times \sqrt{\frac{N-n}{N-1}} \times \sqrt{\frac{p(1-p)}{n}}$$

where “E” equals the margin of error, “z” is the standard score used to demonstrate how many standard deviations an observation differs from the mean, “N” is the total population, “n” is the sample size, and “p” is the probability of the population proportion.

The margin of error seeks to explain the proximity of the sample to the “true” population. For a confidence level of 95%, we have sufficiently large samples to use the standard normal distribution of z-scores, namely 1.96. The variable p is unknown. Assuming this to be 0.5 yields the largest margin of error. As p increases — that is, as the probability of a positive response to a particular survey question increases towards unity — the margin of error declines, as demonstrated in the following table.

Survey Group	E	z	N	n	p
CGIAR Staff	5.3%	1.96	215	132	0.5
	5.2%	1.96	215	132	0.6
	4.9%	1.96	215	132	0.7
	4.2%	1.96	215	132	0.8
	3.2%	1.96	215	132	0.9
	2.3%	1.96	215	132	0.95

Survey Group	E	z	N	n	p
CGIAR Partners	10.3%	1.96	281	69	0.5
	10.1%	1.96	281	69	0.6
	9.4%	1.96	281	69	0.7
	8.2%	1.96	281	69	0.8
	6.2%	1.96	281	69	0.9
	4.5%	1.96	281	69	0.95

Significance Tests

Tests for significant differences were conducted for the closed-ended responses to a number of questions in both surveys:

- Between IFPRI and non-IFPRI respondents to the staff survey (i.e. between the respondents based at the Lead Center and those at the other participating Centers)
- Between 7 of the 8 PIM Flagships — all but Flagship 2 on “Science Policy and Incentives for Innovation” because there were only four respondents who identified their principal research activities with this Flagship.
- Between CGIAR staff and CGIAR partners responding to similar questions on the two surveys, but from staff and partner perspectives.
- Between CGIAR partners working on activities led by IFPRI and those on activities led by non-IFPRI Centers.
- Between the 69 respondents to the IEA partner survey and the 70 respondents to the 2012 CGIAR Stakeholder Survey who identified themselves as partners with PIM.
- In one case, between partners based in different regions of the world.

All these tests for significant difference used the Chi-square test based on the total number of responses to the four possible responses — typically “high,” “substantial,” “modest,” and “low” — to each closed-ended question, after excluding the “don’t know” and “not applicable” responses. An “*” by a particular question indicates a significant difference at the 95% level of confidence, and “**” indicates a significant different at the 99% level of confidence.

Staff survey

A. Your Own Involvement in PIM

1. Please indicate your home institution.

	Response Count	Response Percent	Survey Recipients
IFPRI	69	52.3%	118
Bioversity	9	6.8%	10
ICRAF	9	6.8%	9
ILRI	9	6.8%	16
ICRISAT	8	6.1%	15
WorldFish	8	6.1%	11
CIP	7	5.3%	13
IITA	6	4.5%	14
CIAT	4	3.0%	6
ICARDA	2	1.5%	2
CIMMYT	1	0.8%	1
Total	132	100.0%	215

2. What is your gender?

	Response Count	Response Percent
Male	82	69.5%
Female	36	30.5%
<i>answered question</i>	118	
<i>skipped question</i>	14	

3. What is your nationality/region of origin? (Select only one.)

	Response Count	Response Percent
US/Canada/Australia/Europe	53	46.5%
Sub-Saharan Africa	23	20.2%
East Asia/Pacific	13	11.4%
Latin America/Caribbean	12	10.5%
South Asia	11	9.6%
Central Asia	1	0.9%
Middle East/North Africa	1	0.9%
<i>answered question</i>	118	
<i>skipped question</i>	14	

4. In what region are you currently based? (Select only one.)

	Response Count	Response Percent
US/Canada/Australia/Europe	51	48.1%
Sub-Saharan Africa	31	29.2%
Latin America/Caribbean	10	9.4%
South Asia	8	7.5%
East Asia/Pacific	5	4.7%
Middle East/North Africa	1	0.9%
Central Asia	0	0.0%
<i>answered question</i>	106	
<i>skipped question</i>	26	

5. What role(s) do you play in PIM? (Select all that apply.)

	Response Count	Response Percent	Survey Recipients
Focal Point (for Participant Center or IFPRI Division)	11	8.7%	13
Flagship or Cluster Leader	21	16.5%	24
(Co-) Principal Investigator for a W1-2 Activity	49	38.6%	60
(Co-) Principal Investigator for a W3/Bilateral Activity	25	19.7%	40
Senior Scientist, not a project leader for any project	19	15.0%	
Research Fellow	15	11.8%	
Associate scientist/Postdoctoral fellow	10	7.9%	
Other (please specify)	6	4.7%	
<i>answered question</i>	127		
<i>skipped question</i>	5		

6. In what discipline/field is your highest level of academic education?

	Response Count	Response Percent
Economics or Agricultural Economics	88	72%
Sociology	4	3%
Anthropology	2	2%
Political Science	1	1%
Other Social Science (please specify below)	11	9%
Agricultural or Life Sciences (please specify below)	16	13%
<i>answered question</i>	122	
<i>skipped question</i>	10	

- | | |
|---|--|
| <ul style="list-style-type: none"> • Community and Regional Planning • Ecology • Agricultural Extension and Education • Agricultural Production Systems and Links to Markets • Agricultural Engineering • Forestry • Engineering • Geography • Veterinary Epidemiology • Rural development sociology • Socio-economics | <ul style="list-style-type: none"> • Human Ecology • Aquaculture • Technology and Agrarian Development • Ph.D. in Neurobiology and Post Doc in Biophysics • Management (Development Management) • Fisheries and Aquaculture • Physical Geography • Plant Breeder • Agronomy • Geo-Spatial Science • Agroecology |
|---|--|

7. How many years of professional experience do you have since completing your academic education?

	Response Count	Response Percent
Less than 5 years	18	14.9%
5 to 10 years	37	30.6%
11 to 15 years	23	19.0%
16 to 20 years	11	9.1%
21 to 25 years	14	11.6%
More than 25 years	18	14.9%
<i>answered question</i>	121	
<i>skipped question</i>	11	

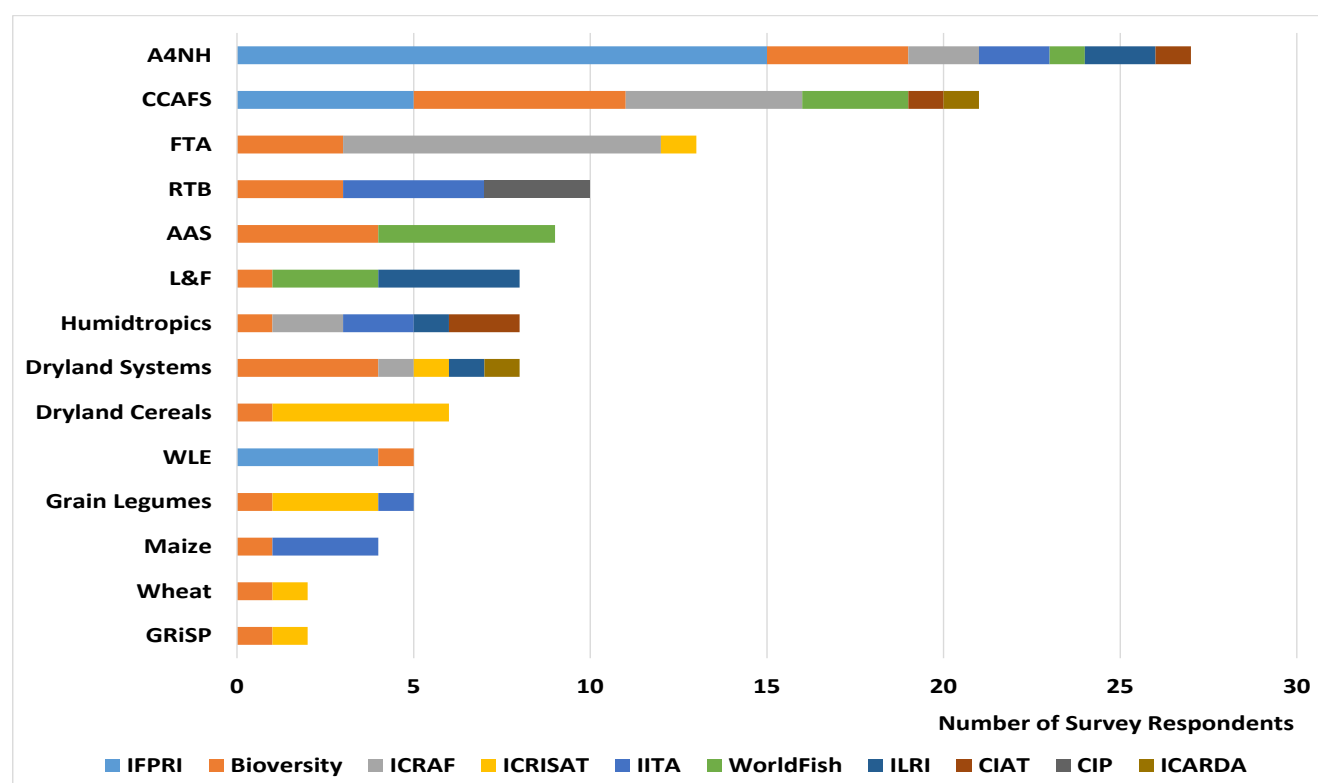
8. For how many of these years have you worked in the CGIAR System?

	Response Count	Response Percent
Less than 5 years	36	30.0%
5 to 10 years	44	36.7%
11 to 15 years	17	14.2%
16 to 20 years	13	10.8%
21 to 25 years	8	6.7%
More than 25 years	2	1.7%
<i>answered question</i>	120	
<i>skipped question</i>	12	

9. To which CRP(s) do you allocate your time? Please indicate what percentage of your total working time you allocate for up to 5 CRPs.

	No. of Respondents Working on Each CRP	Average Percent of Time Spent
PIM	102	54.2%
A4NH	33	23.6%
CCAFS	22	22.7%
FTA	13	33.1%
RTB	13	44.6%
AAS	11	39.1%
Livestock & Fish	11	29.1%
Humidtropics	10	33.0%
Dryland Systems	8	23.8%
Dryland Cereals	6	18.3%
Grain Legumes	5	16.0%
Maize	5	36.0%
WLE	5	32.0%
GRiSP	2	5.0%
Wheat	2	0.0%
Other	14	52.9%
<i>answered question</i>	116	
<i>skipped question</i>	16	

Figure 9. Other CRPs to Which PIM Researchers Allocated Their Time, by Center (n=78)



Other (please specify)

- Coordination of bilateral food security project and CIP regional office management
- Other bilateral projects.
- I also work on bilateral projects
- Bilateral funding as Southern Africa is not part of the L&F CRP.
- Bilateral funding
- I've allocated less than 5% to my time to Livestock & Fish
- Cross-cutting
- Ghana Project, Pakistan Project, Feed the Future.
- 10% contributed to other admin tasks.
- While half my time is mapped to PIM, my time is covered primarily through USAID.

10. How well do you know PIM? (Select only one response.)

	Response Count	Response Percent
I participated in designing PIM and/or its component Flagships – including, among other things, its program structure, objectives, impact pathways, and Intermediate Development Outcomes (IDOs).	17	13.7%
I did not participate in designing PIM, but am quite familiar with the program structure, objectives, impact pathways, IDOs and key organizations involved.	25	20.2%
I have some knowledge of the program structure, objectives, impact pathways, IDOs and key organizations involved.	38	30.6%
I know only the Flagship or Cluster to which my work contributes.	18	14.5%
I know very little of anything about the PIM; I only know about the research activities I am working on.	26	21.0%
<i>answered question</i>	124	
<i>skipped question</i>	8	

B. Your Own Research Activities

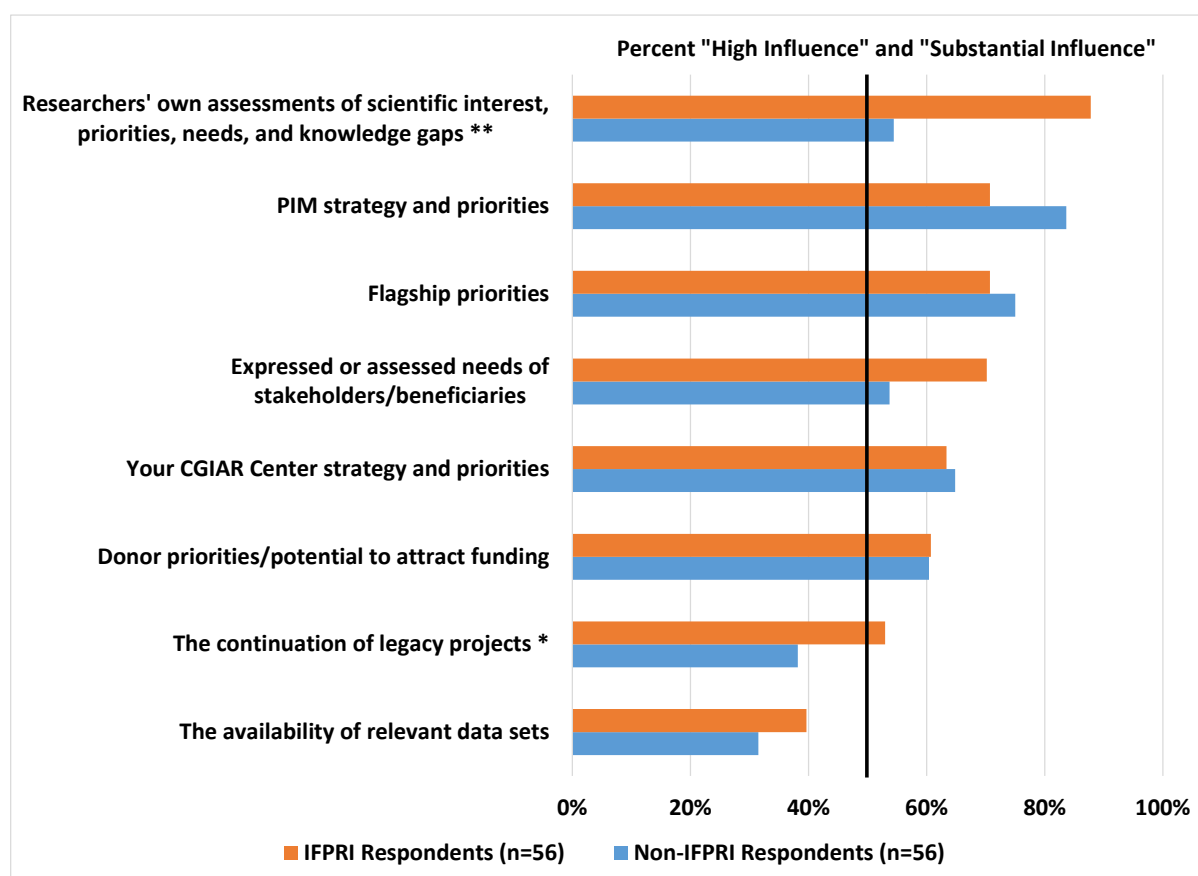
11. PIM has been organized around eight Flagships in 2013–2014. To which Flagship do most of your own research activities contribute? (Indicate only one.)

	Response Count	Response Percent
Flagship 5: Value Chains	30	22.7%
Flagship 1: Foresight Modelling	21	15.9%
Flagship 3: Adoption of Technology and Sustainable Intensification	19	14.4%
Flagship 4: Policy and Public Expenditure	16	12.1%
Flagship 6: Social Protection	12	9.1%
Flagship 8: Cross-cutting Gender, Partnerships, and Capacity Building	12	9.1%
Flagship 7: Natural Resources Property Regimes	11	8.3%
Flagship 2: Science Policy and Incentives for Innovation	4	3.0%
Don't know	7	5.3%
<i>answered question</i>	132	
<i>skipped question</i>	0	

12. To which additional Flagships do you also contribute? (Indicate all that apply.)

	Response Count	Response Percent
Flagship 8: Cross-cutting Gender, Partnerships, and Capacity Building	30	28.6%
Flagship 3: Adoption of Technology and Sustainable Intensification	20	19.0%
Flagship 4: Policy and Public Expenditure	19	18.1%
Flagship 5: Value Chains	18	17.1%
Flagship 1: Foresight Modeling	14	13.3%
Flagship 7: Natural Resources Property Regimes	10	9.5%
Flagship 2: Science Policy and Incentives for Innovation	7	6.7%
Flagship 6: Social Protection	7	6.7%
Don't know	13	12.4%
<i>answered question</i>	105	
<i>skipped question</i>	27	

13. To what extent do you perceive the following factors to have influenced the choice of research topics in the Flagship to which you mostly contribute?



Additional Comments

- Increasingly PIM strategy and priorities and flagship priorities.
- Interests of the Lead Center.
- CGIAR reform process providing funding for inter-Center activities.
- The biggest influence was the submissions by Centers when PIM was first started. After that, this flagship has not received much additional funding to allow for research on more strategic issues.
- I think that there are many useful results from foresight analyses, but the connection between supply and demand is not fully explored yet. For example, the utility of this even within the CGIAR is not so clear.
- Very much driven by IFPRI's own interest.
- PIM's strategy and priorities reflect the painstaking process of stakeholder needs assessments undertaken in 2010. Researchers have merely given shape and structure to these priorities which, quite naturally, fit neatly with IFPRI's own priorities and strategies because of the significant parallels in priorities. That is a positive sign for both PIM and IFPRI and the CGIAR in general.
- In my opinion knowledge gaps, priorities, are the main drivers of choice of research topics.

- Work by ICRAF is quite varied in PIM value chains. The work on camu camu is new (it started with phase 1), Thus, it was not designed in consultation with stakeholders. Follow up activities will be designed in consultation with stakeholders. Other activities (e.g. 5 Capitals and related publications) very much respond to the expressed needs of stakeholders.
- The flagship priorities and PIM strategies are changing and merging so frequently in a year, it is difficult for researchers from outside of IFPRI to grasp all of the complexities involved in this process.
- My experience and expertise.
- IFPRI's research agenda.
- I choose "modest influence" for "continuation of legacy projects" for the activities conducted in 2013–2014. In the proposals for 2015–2016, this factor has mattered more.
- I've joined CRP2 after its start and my work in CRP2 has mainly be decided by my direct supervisor on the basis of my skills and filed research interest.
- I manage research. Therefore I participate in all the flagships my institute is involved in.
- Priorities are mainly influenced by needs of stakeholders and donors, which find expression in flagship priorities.
- Research for development agenda constructed by the Territorial Learning Alliances and Research for development platforms in the territories and the action sites of the CRPs PIM and Humidtropics, as I have a shared position with both of them.
- Previous experience on modeling.
- The selection of research topics would benefit from greater transparency. Proposals are made, feedback is given to Flagship leaders, and then a few topics are chosen without researchers knowing why some topics were given priority over others. If there were clear selection criteria ex-ante, then the process would seem less arbitrary and based on PIM committee members' personal preferences.
- Funding deadlines. In my opinion, over the last several years, given that much of the funding cannot be rolled over into the next year, we are all scrambling to spend the funds allocated by the end of the calendar year. Leads to inefficient use of funds.

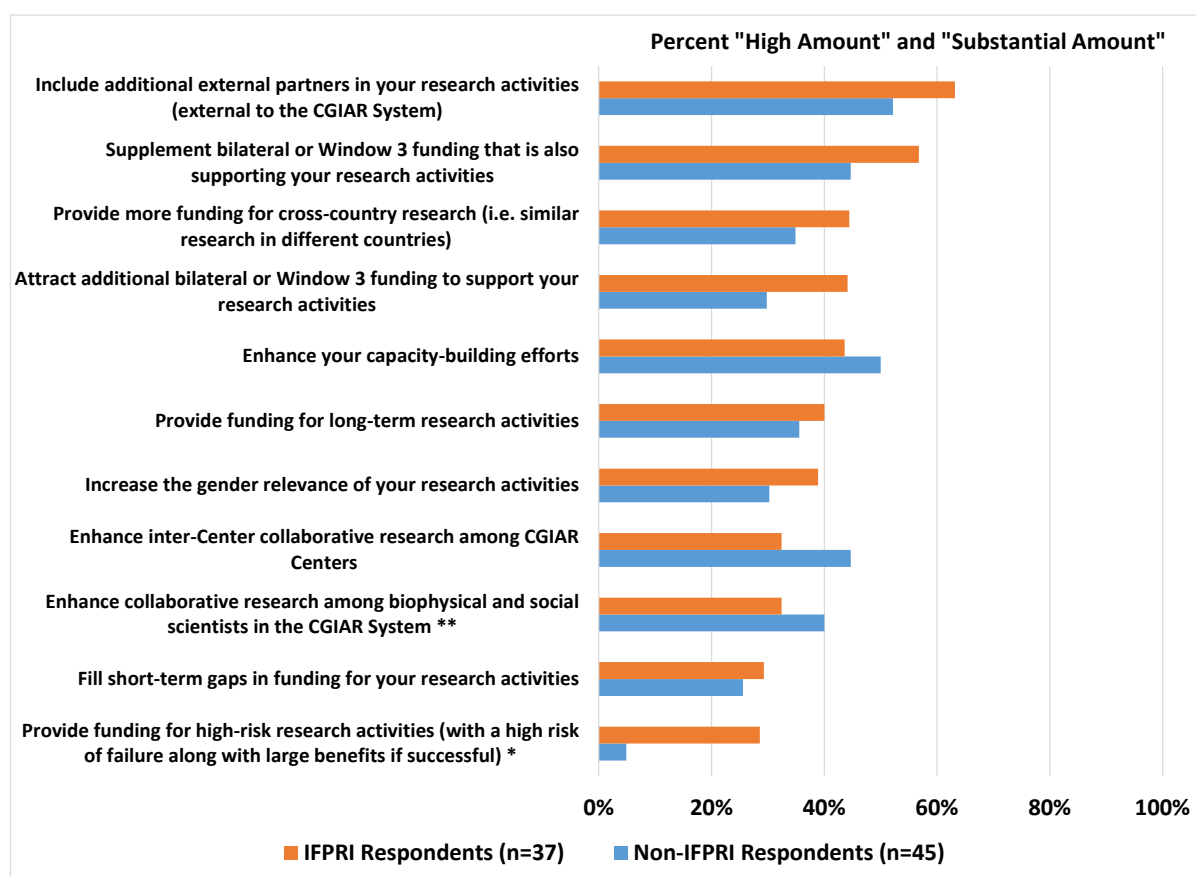
14. “PIM activities” refer to all CGIAR activities that have been mapped to PIM, whether supported by Window 1, Window 2, Window 3, or bilateral funds. Each has (at least) one identifiable Principal Investigator and other team members. How many research teams are you currently working on?

	Response Count	Response Percent
0	4	3.0%
1	46	34.8%
2	28	21.2%
3	18	13.6%
4	9	6.8%
5	8	6.1%
6	3	2.3%
Don't know	15	11.4%
<i>answered question</i>	132	
<i>skipped question</i>	0	

15. How many of your teams are receiving Window 1 or 2 (W1-2) funds from PIM to support your activities?

	Response Count	Response Percent
0	11	8.3%
1	45	34.1%
2	28	21.2%
3	8	6.1%
4	7	5.3%
5	3	2.3%
6	0	0.0%
7	0	0.0%
8	0	0.0%
9	1	0.8%
10	1	0.8%
Don't know	28	21.2%
<i>answered question</i>	132	
<i>skipped question</i>	0	

16. In your own research teams, to what extent have W1-2 funds been used in the following ways?



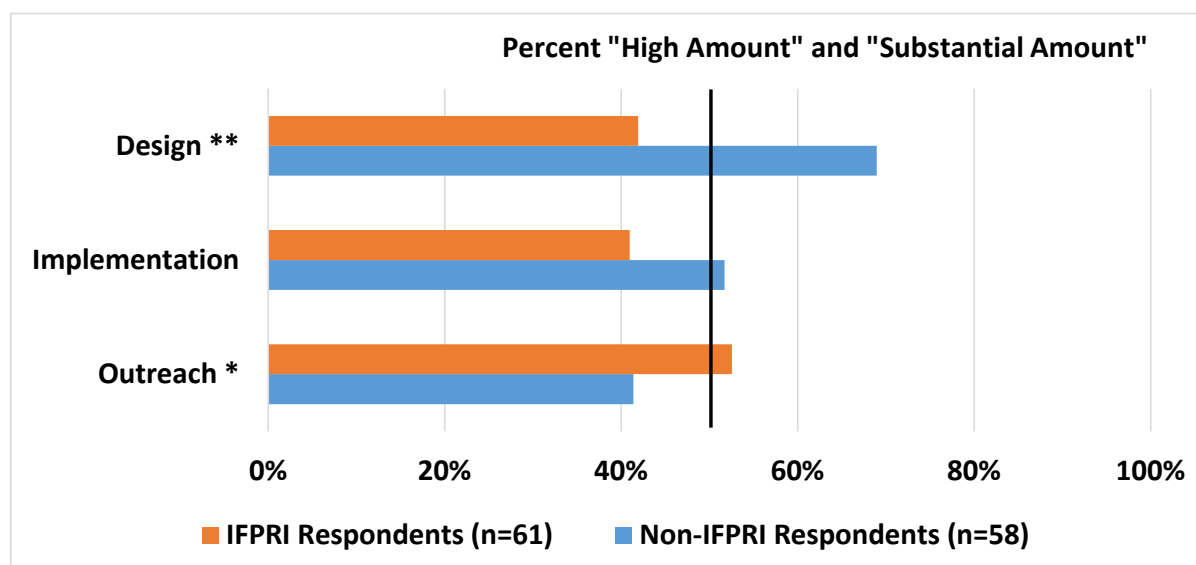
Additional Comments

- Advocacy efforts for enabling environment in support of greater use of agro-biodiversity.
- Ensure attainment of outcomes, once outputs are delivered. This is important because it rarely is available in bilateral projects, particularly after the bilateral project ends.
- W1&W2 finds we mostly spent on research activity based on a plan approved by PIM.
- The work in my flagship has very low biophysical science content which explains why PIM funding has contributed negligible amounts to that outcome. PIM funding is unreliable – we can't use it for long-term research activities because we never know what our funding levels will be. We don't really use it for high-risk activities (these "high-risk" activities account for about 2% of our budget) because a failure will be so heavily criticized by the Consortium Office and would result – in our view – in a complete loss of the funding we currently receive. Given this, the best use of our PIM funds is to use these to twin with bilateral funding, to extend the scope of the research we are doing, to cover additional communication and outreach efforts and to promote global public goods research outputs.
- Expand Center work to new geographies on PIM topics.
- Continuation of legacy activities initiated before PIM, e.g. Global Futures program and Value Chain activities were in place before PIM started to operate.
- Funds from PIM covered for overhead costs not funded by donor.
- My research program already focuses on gender, so PIM funding did not necessarily increase the

gender relevance of my research.

- CRP funds cannot be used for long-term activities as funding uncertainty is very high. CRP funds are the least likely funds to materialize and/or continue past a few months. Very unlikely to continue a project for more than one year. We also cannot do contracts with collaborators or partners that last more than a few months, which makes CRP funds unattractive to partners as well.
- They are also flexible and by that nature they can compensate for constraining budget rules inherent in most bilateral grants.
- The most important role that PIM has played in this regard is to supplement Window 3 funding of my research, also supporting converting that research into international public goods.
- PIM has been unable to provide long-term funding with any amount of certainty. Bilateral funding from the most difficult donors is probably preferable to the unfulfilled promises of the CGIAR Consortium. But at least we have been able to leverage PIM funding for bridge financing, supplemental funding of bilaterally funded projects, and a bit of blue-sky thinking. Too bad the CGIAR Consortium can't plan or execute a research agenda with a duration extending beyond the tip of its own nose!
- W1/W2 funding has gone mostly to support staff time, overheads, etc. with very small amounts (<\$20,000) available for operational purposes. The lack of possibilities to carry-over funds from one year to another, or even to have a clear idea of what operational funds might be available in the following year create a strong limitation to facilitating achievement of any of the above activities/goals.
- The research has been carried out in collaborative mode with several partners located closer to the study sites in India. Thus, partnership development and getting on-board several NARS partners in the mainstream research activities of CGIAR.
- Survey tool is forgetting about teams that work primarily on scaling up of research outputs.
- There was a great synergy with Window 3 funding. Based on the PIM research, similar research was conducted in other countries under different funding. (i.e., applied the tool developed in PIM to other regions).
- Part of the Global Futures data and resources were used in the priority setting exercise of the RTB.
- Again, as far as I know this is fairly opaque to anyone but the project leader.
- Overall PIM contributes very little funding to the project I am involved in.

17. “Impact pathways” represent the ways in which a project’s outputs are used by others to achieve a chain of outcomes that contribute to eventual impacts on social, economic, or environmental conditions. To what extent have the CGIAR Reform and the establishment of the CGIAR Research Programs, including PIM, led to greater attention to impact pathways in the design, implementation, and outreach of your own research projects?



Additional Comments

- Discussions of impact pathways have increased, its understanding somewhat and it is variable. Actually delivering an impact pathway vision is hard to prove given that it needs clear development organization collaboration. The good thing is that people are more aware, the danger is the pressure to deliver outcomes and push for unsubstantiated grandiose claims which will backfire. It is important to be steady and be more systematic and deliberate about outcome claims.
- We were already doing this before the reform process started.
- There is a tremendous variation across the different CRPs in terms of the weight they put on outcomes. PIM does not seem to value outcomes, but rather outputs. Therefore the importance of outcome focus is mere window-dressing rather than real buy-in by the Lead Center to an outcome- focused research model. See, for example, the complete lack of articulation between outcomes and funding decisions in PIM.
- Outreach has been modest because projects in which we are involved have not provided enough W1-2 funding yet to support strong outreach strategy. When it happens, outreach is more clearly linked to bilateral funding sources.
- I was already giving considerable attention to impact pathways, but I think for others the reforms have helped give much more attention to impact pathways.
- We already devote considerable attention to the impact of our research.
- Impact pathways were well known before the CGIAR reform. Now, as a result of these reforms, we have to make up stories about outcomes and impacts more frequently and probably with greater basis in fiction than before.
- Our activities all have a clear impact pathway even before PIM.

- Impact culture is well ingrained and project outcomes are looked into besides outputs.
- My own research programs are imbedded in strong partnerships on the ground that allow for collaborative implementation and outreach in ways that are more development-oriented than PIM is willing to entertain.
- None. The CRPs have placed huge emphasis on impact pathway definitions, but have not provided the long-term funding horizon (no carry-over between financial years, no certainty regarding funding from one year to another) to be able to achieve such impacts. Any impacts achieved (and there are many) cannot in general be attributed to the CRPs placing greater attention on impact pathways. It could even be argued that so much time is now spent on defining impact pathways, that there is little time to actually achieve impact.
- Response is for CGIAR reform generally and other CRPs (e.g. Aquatic Ag Systems). Have not seen this influence from PIM especially.
- I came to the CGIAR from CATIE (Costa Rica). At CATIE we had a strong focus on working with rural development stakeholders (implementation and outreach). However, with the reform process, there is a focus on design (impact pathway) which I did not apply before.
- The policy design is good but the CRP directorate (including PIM directorate) needs to work independently from that of the interest of the Center where the CRP directorate is hosted. For example, PIM has not been able to become the center of focus of all social scientists in CG Centers, rather CRP2 is serving research interest of scientists from only one Center. PIM directorate operational procedures need to be out on the web.
- In some CRPs I know the impact pathway, however, I have not seen the impact pathway of PIM.
- We already paid a lot of attention to impact.
- Impact pathways to me is a very generic phrase. If you have a strong research agenda and reputable papers you will achieve impact. It is in researchers' best interest to present their papers and findings to a broader audience to try to obtain feedback and influence policy. However, trying to generically map out "impact pathways" is just an administrative burden, with no true significance.
- We are in the early days of transition from projects to CRPs in CGIAR in general. Impact pathways are still to be appropriated and harmonized in our thought process of individual researchers and research teams still clustered in funding boundaries, but we are slowly awakening to the impact pathways and we need to believe in them first to be able to use them.
- Medium-term outcome indicators are too optimistic and lead one to have an impression that CGIAR is turning into an advocacy organization that tends to claim attribution and big results in a short time.
- CIP has been promoting impact pathways from the social science division, therefore we are used to thinking about impact pathways across projects.
- The foresight work, in particular, is very difficult to force into the kind of impact pathway framework that has traditionally been considered.
- As an outpost, we are not really integrated in the whole CRP process. I guess we were too far away at the time existing projects were mapped to PIM. It also did not help that IFPRI offices needed to have their own core funding. In that way, we somehow have been functioning semi-autonomously from the head office. PIM has made matters worse.

18. To what extent have your research teams developed explicit impact pathways for your individual research projects?

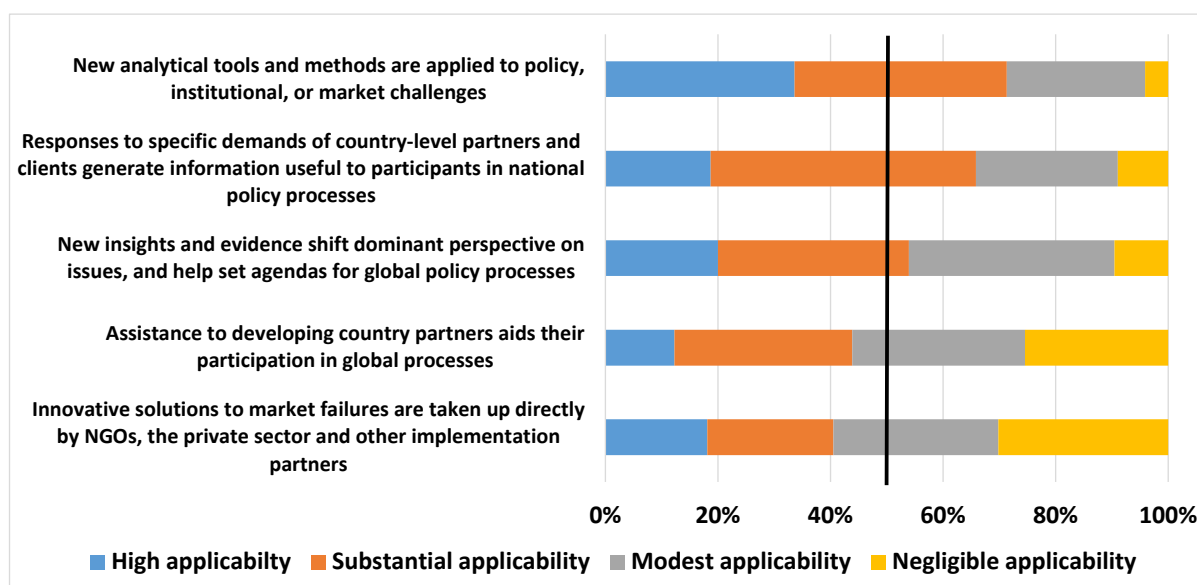
	Response Count	Response Percent
To a high degree	22	16.7%
To a substantial degree	43	32.6%
To a modest degree	43	32.6%
To a negligible degree	15	11.4%
Don't know	9	6.8%
<i>answered question</i>	132	
<i>skipped question</i>	0	

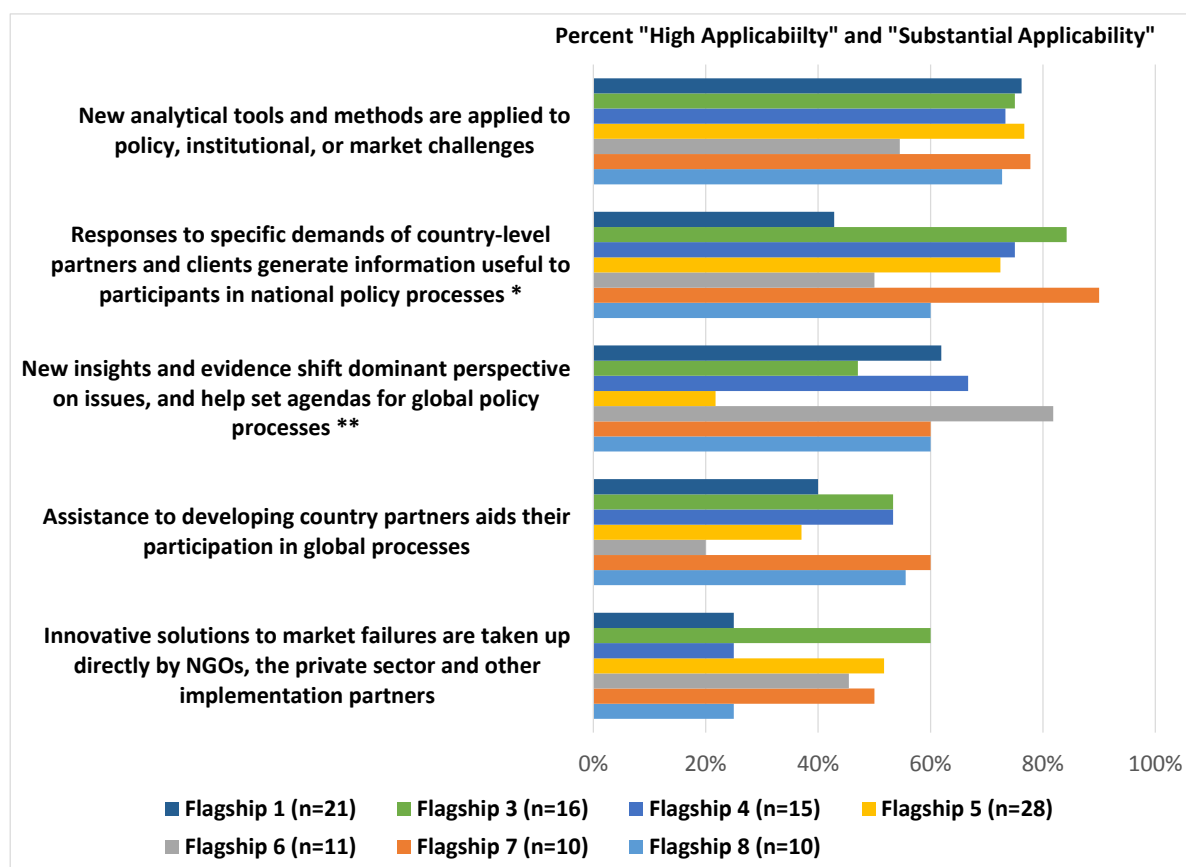
Additional Comments

- These were as much as possible aligned to PIM's impact pathway
- Activities for impact pathway are often afterthought and they are not adequately budgeted for, but in my view the whole research costing has to be revised if impact activities have to be pursued. I do not think that scientists are yet budgeting the push for outcomes.
- This is due more to Center culture and PI focus rather than PIM. As noted before, PIM does not provide clear incentives for outcomes.
- The CAPRI program had a strategic planning meeting before the launch of the reforms, in which we identified key impact pathways. Unfortunately, we have not been able to follow through on that strategically, because the funding has only been very piecemeal. However, we are very conscious of this.
- It depends on the project. On my \$20K PIM activity in 2014, I am not developing explicit impact pathways as the funds are too small. The larger and the more complex the project, the more explicit are the impact pathways.
- At the research activity level, the impact pathway development has been modest across the whole portfolio, but with lots of variance. For foresight work within ICRAF, it has been rather negligible. For some of the work under policy processes, there has been much attention to impact pathways (e.g. policy in India).
- Nothing new here.
- Depends on the sub-activity – some more and some less than what is marked.
- We are working to improve in this area.
- My team did in fact draft a note for and made presentations to the two CRPs led by IFPRI during their preparation to share our experience and strategy to achieve influence and impact.
- Probably no more but no less than for projects funded outside of PIM.
- Such impact pathways have always existed within the research areas being undertaken. This is not a result that can be attributed to the CRPs.
- Our program is new. Moving forward, there will be a stronger focus on impact pathways. However, part of the problem is getting other members of my team in my CG Center to focus on impact pathways. There is little incentive to do so.
- Not explicit
- The development of tools by CRP2 and/or CRP3 has allowed us in some projects to use these tools and collect data.
- It is a requirement by most donors to include the impact pathway in the proposal.

- The drive for clear impact pathways has been much stronger in Humidtropics in the past year than in PIM.
- I have to run in the two worlds of PIM and Humidtropics and have used mostly Humidtropics impact pathway to guide my work and research plan. In the coming years I will make a more dedicated transition to PIM work and impact pathway which is in line with Humidtropics impact pathway for the most part.
- Different projects my team and I were involved in generate impact pathways such as HortiSana (funded by IDRC, and I was de M&E specialist), also Issandes (funded by EU), and others.
- Feedback to policy makers and capacity building are central to the project.
- We are still operating in a learning mode when it comes to formulation of and operationalizing impact pathways.
- Field offices, and the research they do, have a much larger policy relevance by design. The whole discussion about impact pathways is maybe more relevant for someone who's based in DC and who's research agenda is driven by a donor.

19. In your view, what are the primary impact pathways that apply to your own research projects?

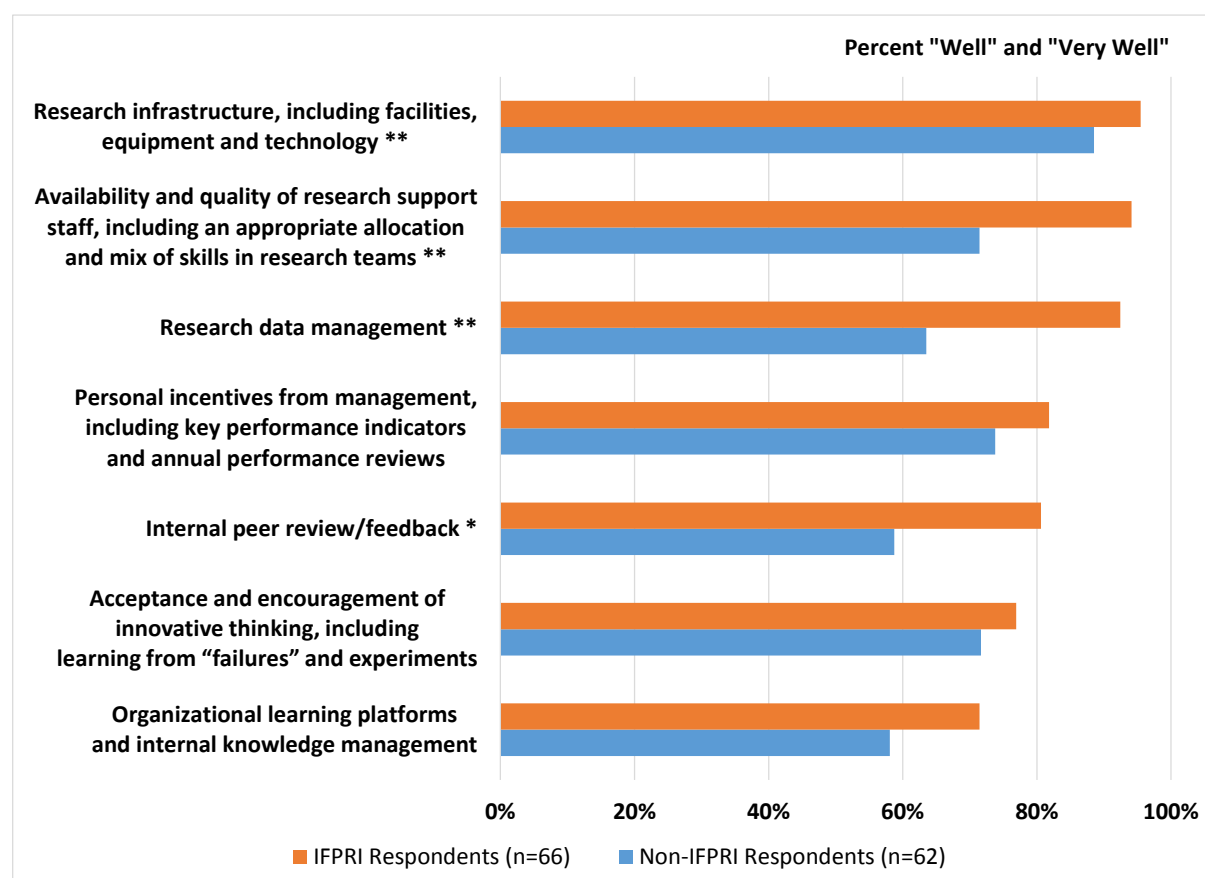




Additional Comments

- Few areas of PIM can show serious levels of outcomes and impacts. These come from the legacy projects with the exception of the modeling work which shows negligible outcomes despite more than a decade of work.
- The third impact pathway listed here is rarely accepted by any CRP management or the CO, but prior to CRPs, this was a major impact pathway that I pursued; reason for non-acceptance is difficulty of attribution. The fourth one also generally does not fly with CRP management because of the CO, as it is also difficult to attribute. The second and fifth pathways are the ones we are now focusing more on as they are more palatable in a CRP/CO world. The first one is now less favored similar to (3) and (4).
- "Market failures" interpreted broadly -- including inequities and unsustainable resource use, prompting need for institutional innovation.
- Several new tools and techniques have been tested and adapted in this project. Several Training and Capacity building tasks done.
- Impact pathway two is likely to take more prominence in my future activities as Humidtropics cluster of activities on policies, institutions and markets starts work in the field.
- With a wide range of projects, not all of these impact pathways are for the same project, e.g. Hortisana aims to improve market for organic products in the highlands and new methods to evaluate complex situations were used mixing quantitative and qualitative methods. Others, like ex ante analysis like priority-setting set agenda for research and policy interventions.

20. In your Center, how well are the following quality assurance mechanisms working to help enhance the scientific quality of your research?



Additional Comments

- We do not have laboratories — except banana ex situ gene bank in Leuven, Belgium.
- Strategic planning of Center research linked to CGIAR reform process.
- There may be too much focus on peer-reviewed publications as the incentive/indicator of performance.
- Annual performance reviews at IFPRI are overly focused on publications based on an IFPRI-internal ranking system. This is contrary to the impact pathways and outcome focus that is now pushed by the CO/CRPs.
- The time available of senior scientists to oversee quality is hampered by the necessity for all scientists to cover their time with projects, that themselves occupy much time.
- It would seem to me that PIM's mandate does not extend into the realm of personal incentives because personal incentives are the mandate of my employer, i.e., my Center. So why does this question appear in the context of a survey on PIM?
- PIM management specifically could work on internal communication. It has improved much over the past year.
- I took this question to truly be referring to the "Center", not to the CRPs or the reformed CGIAR. The answers would be extremely different if it were the latter two.

- Strong collaboration with partner agencies of all kinds and all levels.
- Staffing is insufficient compared with demand for research activities.
- We need more staff: research technicians as well as scientists. Sometimes you find yourself the only economist in a multidisciplinary team and you'll need to take care of the whole work related to economics. To publish in highly ranked ag-economic/economic journals you need to work and collaborate with a team including at least 2 or 3 ag-economists or economists.
- My Center has annual performance evaluations and awards individuals who excel.
- CIP has lost peer review processes, and its poor data management challenges the maintenance of databases and depends on personal computers. Also, there are few spaces to share innovative thinking and if so, it is mostly for international staff.
- Research support staff are stellar at IFPRI.
- We are still struggling to deliver quality science products in a number of critical areas. The evidence base is weak and quality/robust data not sufficiently available (or not well-organized).

21. What would you consider to be the most important incentive applied within PIM (beyond those of your Center) for enhancing the quality of science?

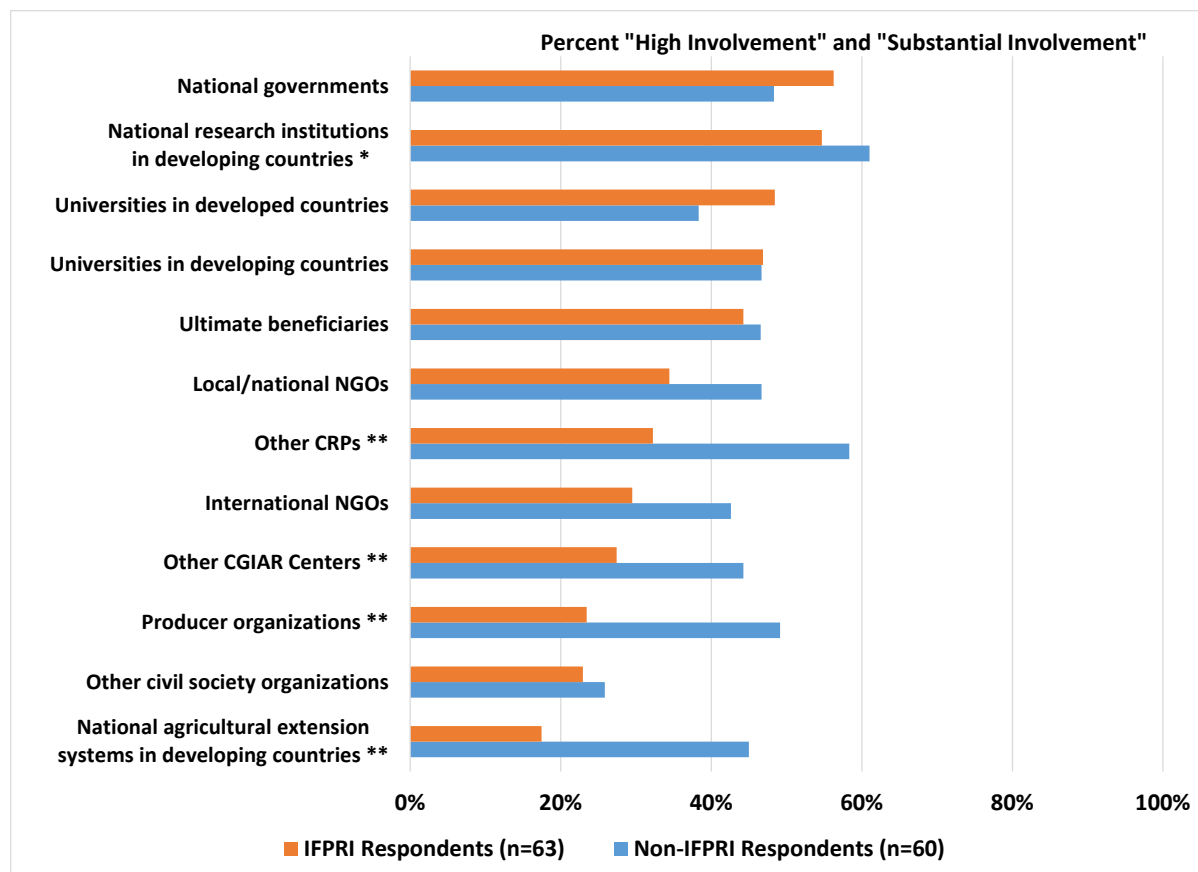
- Visibility of research outputs within the CGIAR/international community.
- Cross-Center collaboration will improve science quality and reduce duplication; bringing external reviews outside PIM team for reviewing work; holding special conferences focusing on specific important issues.
- This question is of questionable relevance. Isn't the thrust of the CRP process to move into delivering outcomes not just quality scientific research? This question seems skewed towards a traditional view of research as an end in itself.
- Availability of highly skilled research teams across Centers to share and peer-review the research activities; focus on high quality outputs.
- I don't know that there has been much.
- There are implicit incentives to participate in large, cross-Center collaborative projects as those PIM activities that do not do that are first eliminated when funding cuts are experienced. These incentives can but do not necessarily enhance the quality of scientific research, but there are other, non-tangible benefits but also high transaction costs.
- There is emphasis in annual reports and presentations on significant bodies of work and not results from small isolated case studies and this creates incentives for improved designs and collaboration. There are also some functional teams within PIM reviewing others' research and working on syntheses (foresight is among that group).
- PIM can support an environment in which researchers pursue important research topics/questions within the flagships. Provide incentives for publication of findings.
- Publication.
- There has seemed to be close to zero attention to research quality, in terms of monitoring and incentivizing that. This is certainly not wholly the fault of any CRP, but rather the stunning inattention to this in the reformed CGIAR, thus understandably this directly trickles down to the CRPs. It appears that right now the pendulum in the CGIAR is swinging yet again slightly back in the direction of *some* attention back to high quality and peer-reviewed research.
- More frequent interaction between team members. Recognition for team that meets all targets on time.
- There is rather a major disincentive from the PIM Director who wants to micro-manage projects and interfere with the role of the theme leaders who are best positioned to provide technical

leadership.

- Longer-term planning horizons not subject to constant structural change. Transparent governance of the CRPs including equal participation of non-lead Centers.
- Opportunity for collegial exchange involving leading academics (e.g., PIM-A4NH workshop on policy processes).
- PIM includes a careful research design process before funding is allocated, and this is followed by binding commitments to deliver on specified scientific outputs.
- PIM always puts emphasis on development of new tools and methods on notable research issues identified either at national or regional level. It allows us to collaborate across CG Centers and harmonization of methodologies in an efficient manner.
- Value chain meetings twice a year in Washington to promote scientific discussion between colleagues from other Centers.
- Recognizing the outputs and deliverables and continuing support through W1&W2 funds to continue the research.
- PIM funding is more flexible and allows for more space to do high-quality research.
- Secured long-term funding, instead of annual varying budgets.
- Funding for innovative research ideas that typically may not be funded due to donor influence on research projects.
- I have not perceived an incentive (at least in phase 1).
- To develop activities from the bottom up, to build upon what researchers are already doing.
- Involve other scientists (beyond PIM) in development of new projects especially of regional staff that have insight in the respective region that HQ staff doesn't have.
- Timely announcement of funding approvals/rejections that allows better planning.
- Better cross-collaboration with other research Centers. Especially with IFPRI where the connections are very weak.
- Analytical tools and methods.
- Wider distribution of research outputs; streamlining of tools and methods; new research collaborations.
- Mix of disciplinary skills, across Centers, in PIM.
- More equitable allocation of reduced PIM funding among participating Centers would keep researchers interested in participating in the CRP.
- To be able to be part of learning networks like Foresight modelling group and Big Data.
- Availability of grants to researchers globally but also opportunities to present research findings at international conferences and workshops.
- Encourage more flexibility and "blue sky" thinking from researchers. Some research topics that do not fit specifically within certain pre-determined priorities that particular researchers are not necessarily involved in setting cannot be pursued. This limits innovation, creativity and the opening of potentially beneficial research areas.
- I think that more flexibility to work on topics of interest and importance to the researchers would be a great incentive. A shift in focus to better quality of research rather than higher quantity of outputs (for example, aiming to publish fewer papers in higher ranked journals) would also improve the quality of research.

C. Partnerships, Gender and Capacity Building

22. How involved are the following types of partners during the various phases of your own research projects?



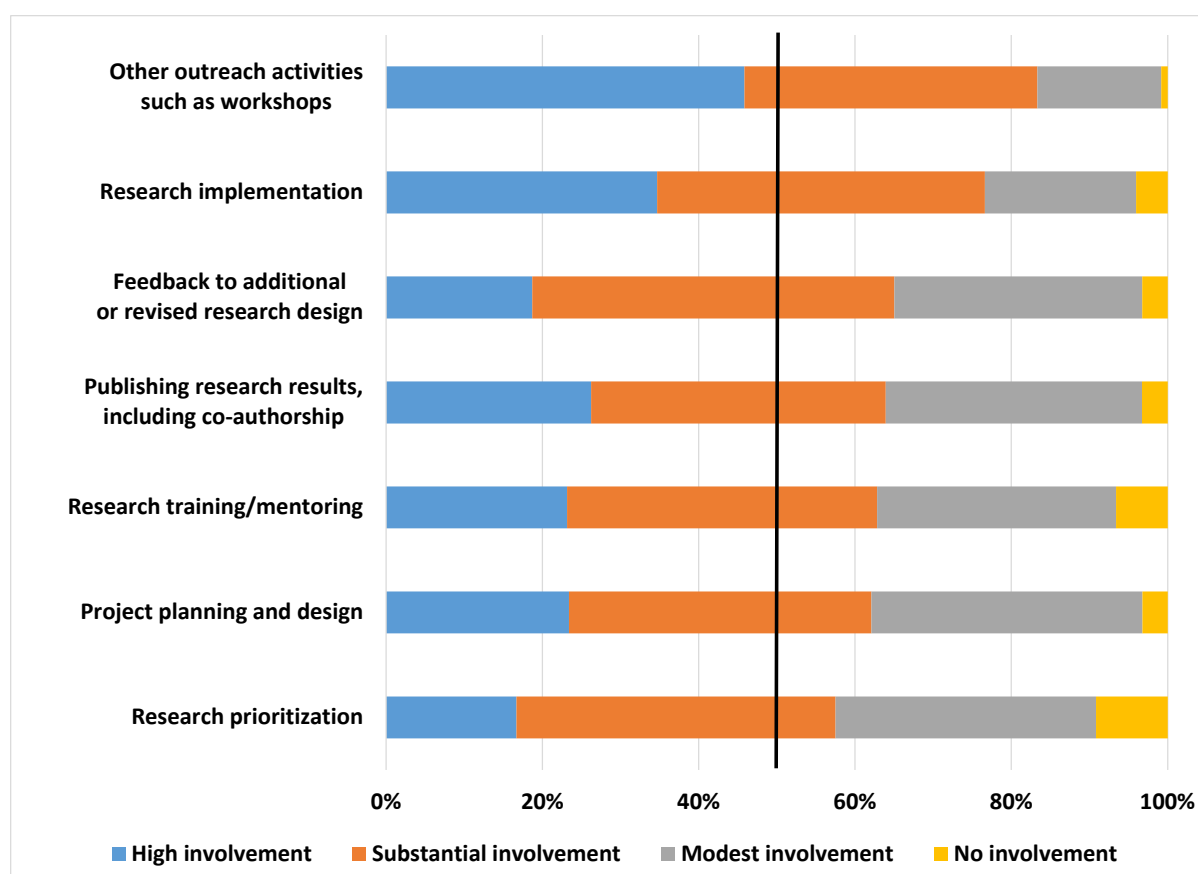
Additional Comments

- Women associations
- We are focusing on outcomes, hence the focus on key boundary partners that can contribute to outcomes and eventual impact.
- Just to note that for the two main research activities linked to PIM, there is also no involvement of private sector companies.
- Not clear that you are referring to producers or farmers as ultimate beneficiaries. I see extension organizations, universities, networks, etc. being "end users." I would not assume a priori that anyone is a "beneficiary."
- Continental and regional level organizations are major partners and clients of my research, in addition to national-level actors, as are many global developments agencies.
- Producer organizations are the most important partners and beneficiaries.
- Ultimate beneficiaries are involved in responding to surveys. Their representatives get involved in research design and result validation.
- Women's and feminist organizations, as my current theme of research is "Policy and rural

women” and “Value chains and rural women.”

- My particular project in IFPRI works mainly at the policy level with little or no interaction with the beneficiaries and very superficial engagement with government and other stakeholders. The aim mainly is to publish and get more funding.
- Significant private sector/industry involvement.
- Our work is on the development and technical assistance of a new tool on collecting data and indicators, so we are primarily involved with partners who help develop the tool and implement surveys. The other highly involved partner is our donor (USAID).

23. To what extent are your partners involved in the following aspects of your research projects?

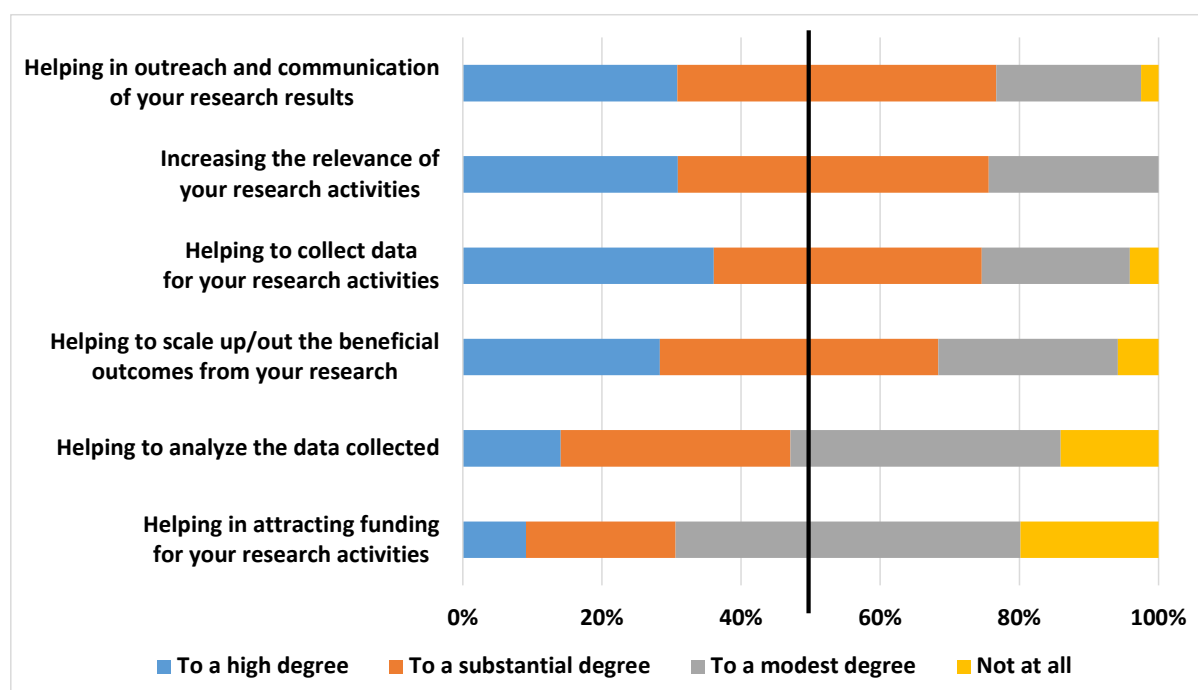


Additional Comments

- Development of shared bilateral project proposals that integrate research into development work.
- Capacity building.
- Different types of partners are involved in different of these aspects.
- We also help and train our partners to produce their own technical reports, tools, and policy documents.

- There is quite some variation in the involvement of partners in our research. In some cases, involvement has been low (camu camu research in Peru, review of value chain guides). In other cases, involvement has been high (design of 5Capitals). The program in Peru is new. We are keen to get more partner involvement in the near future. This is already the case in the new PIM-linked project on local food systems in Cusco, Peru ("building a learning platform for increased impact of local food systems", funded by McKnight Foundation, with help from PIM-Value chain flagship).
- Question not entirely relevant to scaling up projects.
- Training events.
- They manage the partner research project funded by Humidtropics and PIM provides research training and advice.
- In the latest project I have coordinated about adoption of improved potato varieties, the national research institute was heavily involved from planning to implementation, feedback and the outreach activities, jointly presenting results in posters and now the journal publication is being written. Also in the SIAC project on adoption of improved varieties in Asia, partners are heavily involved in the data collection and data management.
- Different partners are involved in vastly different ways
- Substantial involvement in program evaluations.

24. To what extent are the key partners in your current research projects enhancing the effectiveness of your research in the following ways?



Additional Comments

- Raising interest of decision makers in joint efforts.
- Identifying additional research needs and learning questions.
- The involvement of partners can vary depending on their capabilities. By and large partners are

involved in research design, conducting surveys, preliminary analysis of data and as coauthors on reports.

- Most our research work is demand-driven and thus comes with strong involvement by partners and immediate uptake of outputs.
- Influence policy and legal development directly.
- Managing their research project and activities, and our role is research advising and knowledge integration
- In the adoption studies I am involved, most of the work depends on partners, especially in the expert elicitation study, but also in the representative national survey.

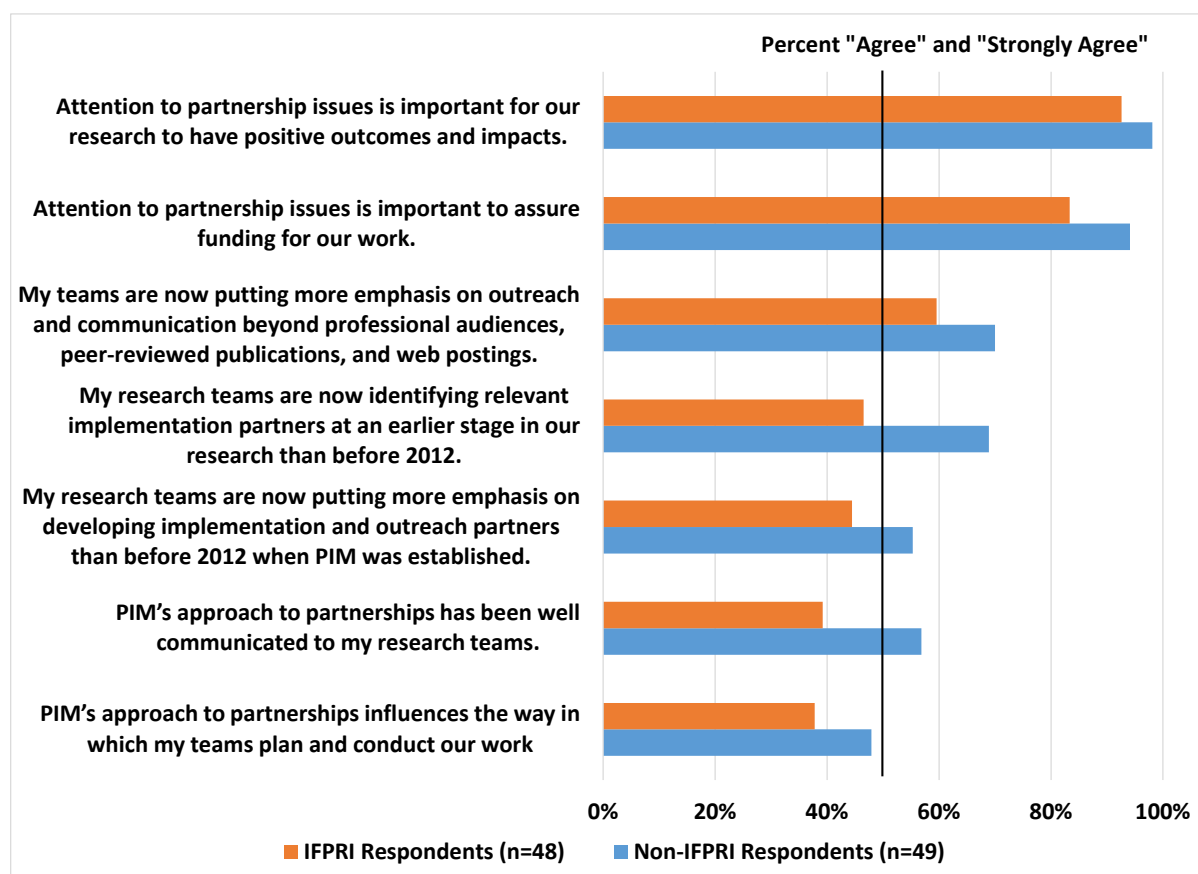
25. To what extent do your partnerships add value in relation to the time and effort involved in managing these partnerships?

- They do value the partnership a lot and devote considerable time in keeping it healthy through constant contacts, exchange of ideas, etc.
- High, we have gotten good in reducing transaction costs here, letting go of low-value partners and enhancing ties with high-value ones.
- The partners as indicated above are essential ones for prioritizing and implementation of research so they contribute in that sense.
- Partnerships are a critical central piece of our work. The ROI from these partnerships is strongly favorable.
- They add significant value.
- High value when activities need to be communicated and in policy influence, particularly within each single country's context.
- The partnerships are absolutely necessary. I have always worked with all of these types of partners, even before PIM and the CGIAR reforms, but the reform's emphasis on impact and scaling up has pushed for more deliberate attention to boundary partners who can take up the results and create a plausible chain of impact.
- Partnerships that are developed because they improve the project always add value; partnerships that are imposed, on the other hand, generally add less value.
- Over the years, research partnerships have matured so they do not usually have high transactions costs. New partnerships with governments will have high transactions costs, but are essential for some of the activities.
- Partnerships with government and donors add value in many areas. Partnerships with researchers outside IFPRI, including in academia, also contribute important ideas and skills to the research.
- They are essential.
- They do add substantial value as they have a better understanding of ground realities; have local contacts that enable smooth conduct of surveys, ensure sustainability, and outscaling wherever possible.
- The time and effort Involved are a worthwhile investment and bring high returns in terms of impact and influence. This should be seen as part of doing business. The ultimate goal of the CG is to facilitate development and not to do research for research's sake. Quality partnerships make development possible.
- The partnerships are essential to research implementation.
- Our country collaborators are essential for designing and implementing our PIM projects. They work hands-on with us to develop the databases and identify research topics. They then

participate in the research teams and co-author publications (and present results in-country to government officials). Without these collaborators we would struggle to gain access to data, identify major policy-relevant topics, or have any influence on national policy processes.

- To a substantial degree.
- A lot, especially related to outreach.
- Quite a lot in terms of effort and contribution to the work, though in some respects it meant more time needed to do the work.
- This varies a lot. In some cases, over the past two years we have forged very productive partnerships (e.g. GRADE for the needs assessment of value chains tools in Peru). This partnership involved co-thinking about the design and implementation of the research. Also support in write up. In other cases, (e.g., partnership with COPEME in Peru), support is more limited in nature, focusing on implementation.
- Given the sensitivity of the research topic (land tenure issues), local and global partnerships help maintain the collaborative approach and generate in-country demand for conducting policy-relevant land-related research activities. So, the value added is immense.
- Partnerships are essential for scaling-up projects, so necessary to invest time in.
- They add a lot of value
- High value addition. Our partners, mainly on the ground make it easier for us to make contact with targeted stakeholders and actors.
- They are indispensable for field work.
- They add a lot of value although transaction costs exist. Balancing up the two, the added value is still positive.
- Making research more relevant; increase sustainability of outcomes.
- Partnerships add value in involving more stakeholders than our traditional research partners. They are indeed time-consuming, but if we want to achieve development outcomes, they are essential.
- Minor.
- To a great extent. In a fruitful partnership, the efforts required for "managing the partnership" are very limited.
- Partners do the implementation work, therefore projects cannot exist without them.
- The implementing partners are essential. Depending on the partner, however, there can be substantial time and effort involved. I think that when we take on projects, we need to take more care to determine the implementer's capacity to implement. Donors and other partners also have many reporting requirements, which take away time from the actual research.
- The partnerships are essential for implementation, adoption, and eventual scaling. Transaction costs (or transaction investments) are often high. Building trust and solid relationships takes time. We need long-term funding security/stability for this reason.
- Managing partnerships definitely is very resource-intensive, but yes, the added value is indeed worthwhile and helps situate our research within a broader research agenda.

26. PIM issued a "Statement of Partnerships" in October 2012. To what extent do you agree with the following statements in relation to PIM's approach to partnerships?

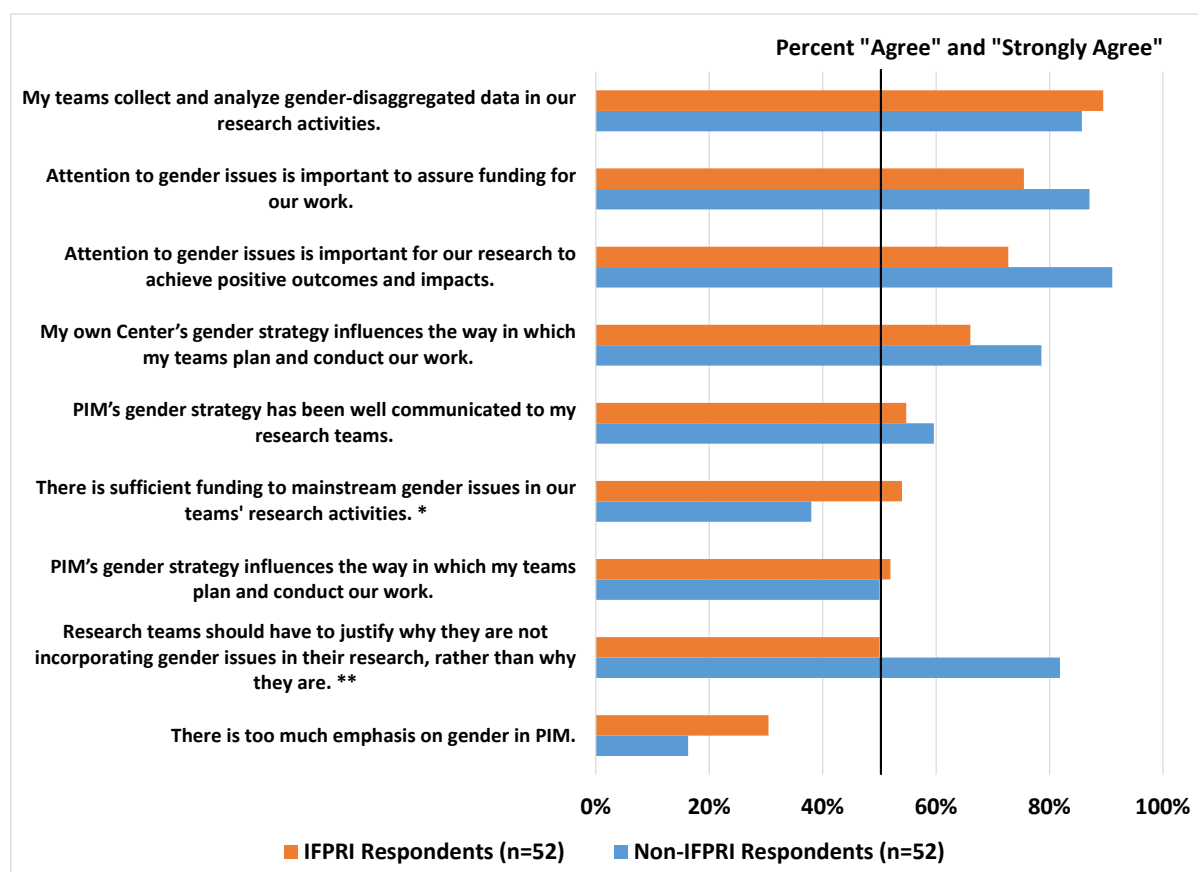


Additional Comments

- We were doing most of these things (e.g. developing outreach partners, a wide range of communications activities etc.) before PIM began.
- This depends strongly on Center culture. My Center (and research team) has had a strong outcome and partnership-based focus for many years. PIM is well behind our thinking on this and, in particular, their approach to partnerships remains linear and based in a "pipeline" mentality taken straight from the 1970s.
- In Centers, particularly commodity-oriented ones, partnership strategies have been influenced not only by PIM, but also by the participation in other CRPs; attribution may be better identified with the overall CGIAR reform in this case.
- I did not mark that my teams are putting more emphasis on partnerships, because we were already doing a lot. One serious concern I have with PIM's partnership strategy is that PIM does not require any letter of commitment from partners. Everything is based on the word of the PI. I tried to push for a letter of commitment as a requirement, but that was seen as too much of a burden. I think that any real partner should be able to write a simple letter saying that they are a partner, and this would help the evaluation efforts later on, to trace the impact of particular activities.
- We work directly with implementation partners from the beginning of our research project (which started in 2010), and this did not increase because of PIM (it occurred independently of PIM).

- We are definitely spending more time on blog pieces and other outreach events, but it's difficult to just attribute this to PIM or a specific CRP. The increased move to outreach focus was already on its way before the latest CGIAR reform. Maybe the CRPs further accelerated this, but it's hard to tell.
- ICRAF has long been long engaged in outreach and pursuit of outcomes. Some changes that have taken place since 2012 may not be solely related to PIM, since the whole system has helped to shift behaviors in Centers.
- It is probably a mistake to try and attribute favorable changes in partnership strategies to PIM. After all, PIM's implementation strategies and its statement of partnerships emerges largely from the collective thinking of its host institute which is very effective at partnering.
- PIM's Statement of Partnerships is a good one, but it is not being followed by PIM's management. In fact PIM has a rather poor track record when it comes to partnerships on the ground. Outside the traditional circle of CG and regional research organizations, I am yet to come across policy-makers, non-state actors, or analysts within government and regional organizations that know much about and partner with PIM.
- Partnerships are important, but the influence of PIM on the way my research team carries out research is extremely limited, as we have always taken partnership issues into account
- I have not seen the Statement of Partnerships.
- Not familiar with Statement of Partnerships.
- I joined PIM activities in 2013.
- Good partnerships are important but we must also allow a degree of independence of our research. Outreach and communication of research findings is also important and a good researcher will do this with financial support from PIM.
- After the cutting of high proportion of our PIM budget (for 2015 year) we have decided to rely more on bilateral projects and partners rather than "volatile" PIM "subsidies."
- The partnership approach started well before the start of PIM.
- For the last three statements, I agree with them, but I think they are not necessarily related to PIM. In my case, they are driven by my CGIAR Center who recognized earlier than PIM the importance of partners in development outreach, communication and involving partners in research design. Humidtropics has been much more active in pushing CGIAR researchers to work with partners by allocating funding resources specifically to push this.
- I haven't seen this.
- I joined after 2012. I am aware of the Statement of Partnerships, but I had not registered that this emanated from PIM.
- I had not yet started at IFPRI when this was issued, and haven't seen it.
- Not familiar with PIM's "Statement of Partnerships." Joined the CGIAR in 2012 so cannot speak to issues prior to 2012.
- Attention to partnership issues is important to assure funding for our work, but not necessarily from PIM.

27. PIM adopted an explicit gender strategy that was approved by the CGIAR Consortium in March 2013. To what extent do you agree with the following statements in relation to PIM's gender strategy?

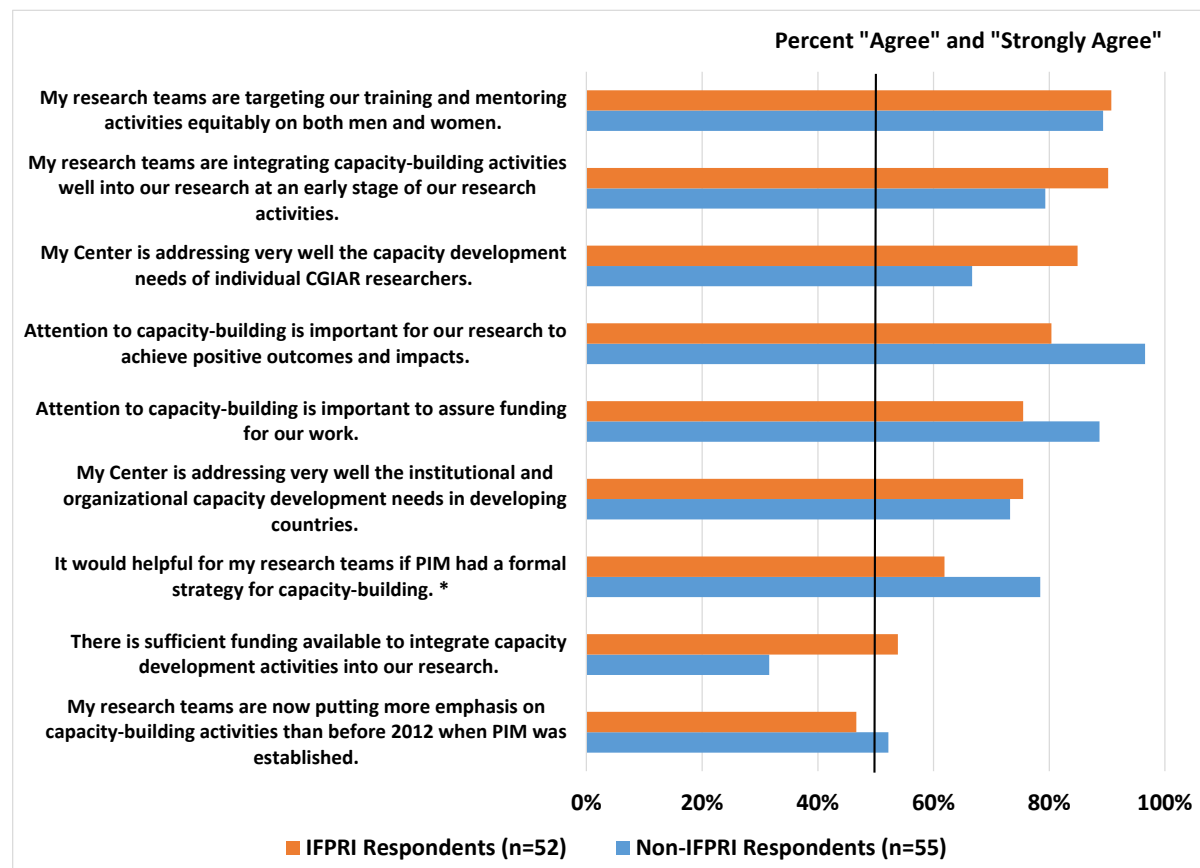


Additional Comments

- My work is primarily on gender so while I strongly agree, a lot of these statements do not really apply to our team. I assume that the PIs consider the PIM/Center gender strategy in planning the work, but I don't know for sure.
- There is too emphasis on gender. Too narrow: just women vs. men, or too much focus on women. Other issues such as youth are not considered much. Gender issues are important but not well understood
- Gender issues are important, but the influence of PIM on the way my research team carries out research is extremely limited, as we have always taken gender issues into account.
- Not familiar with gender strategy.
- My personal opinion is that there are many social factors affecting adoption other than just gender. The strategy should rather be aimed at disadvantaged groups instead of just females.
- Again, I had not registered that these strategies emanated from PIM. The second-to-last question is oddly phrased. Justifications are important regardless of the research topic.
- I haven't seen this.
- I think the gender work in PIM is probably the strongest of any CRP. Management shows a strong commitment, funding, and we have good people.
- I think that most researchers recognize the importance of gender, but those who have not had previous experience in gender research may be at a loss as to how to design research properly and thus tend to emphasize areas they know best. Much the same can be argued as to why social science work in general is weak in the CGIAR.

- My research program already focuses on gender, and the program that PIM supports is a legacy project that started prior to 2012. So, I would not say that the gender strategy influenced the design of my program, but supports it.
- Gender is an integral part of my research agenda, but not because of PIM. My research focuses on gender because I am interested in intra-household dynamics. Not all research projects should necessarily have to focus on gender, however, for the institution, we should always have at least a few people working on gender issues.
- Our research team has always incorporated gender issues in data collection and analysis; we just think this is the right thing to do.
- I feel gender emphasis on PIM research should be need-based or issue-based and not mandatory. Certain research issues or regions should be given focus or priority rather than all the research issues and regions of study under PIM for bringing more effective outputs and outcomes.
- Gender issues are not central to each and every policy issue covered by PIM, and PIM's gender expertise does not extend much beyond the rather narrow field of examining gender issues with quantitative and qualitative analysis of household- and community-level data.
- On gender, I did not read PIM's gender strategy nor IFPRI's gender strategy and was not aware that IFPRI had a gender strategy. But I have worked closely with the IFPRI gender team for years on various projects that had a gender focus. Researchers will never agree that there is enough funding for any research topic. I find the new gender rules — when they impose a 10% or 20% gender research requirement across the board — very unhelpful. Thankfully, PIM has decided not to follow the across the board rule, which I feel has led to non-optimal allocation of scarce research resources in many CRPs, not specifically in PIM, however.
- Emphasis on gender is important, but most researchers are still not sure how to incorporate it into their research activities.

28. PIM builds capacity in several ways: “by establishing research teams that include both senior and junior staff from a range of institutions; by developing tools and methods, and training people to use them; and through outreach activities including conferences, workshops, and symposia as well as publications and interviews.” To what extent do you agree with the following statements in relation to PIM’s capacity development efforts?



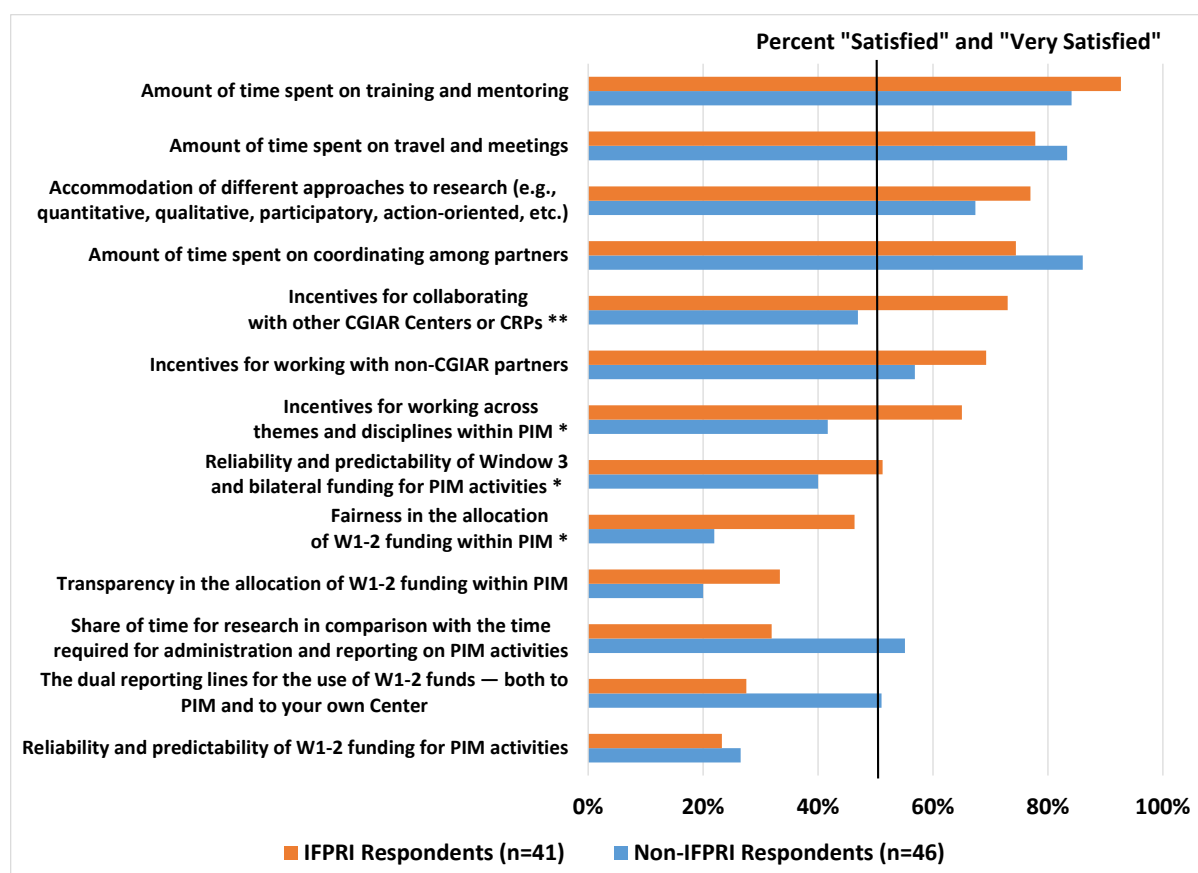
Additional Comments

- This area of PIM is even more ineffectual and anachronistic than the partnership section. The Lead Center has no understanding of what capacity building is under an outcome focus.
- For the future of capacity building, it is important for the CGIAR as a whole to identify priorities for our investments. There will never be enough funds in the CGIAR to support all the capacity needs in all the countries it works in.
- As above, the existence of a formal PIM capacity-building strategy would make very little difference to my team's research, as we already take such issues into account.
- The Value Chain Hubs have the potential to support capacity development, as well as move us forward in terms of impact pathways. However, the Hub budget for 2015 is so small that I'm not sure this will happen as quickly or as deeply as desired.

- PIM has changed its strategy so often in 2013 and 2014, it is difficult to gauge what is the correct strategy of PIM at any moment. This has been quite reflected in PIM proposal call (in 2014) for 2015 and 2016; and how the decision has been made for funding of proposals for 2015. PIM directorate work should be more transparent and the major decision should not be kept just within members of the Management Committee, or among flagship leaders, but should be transferred to the economists/social scientists working for PIM project in any of the CG Centers. Possibly these policy issues should be posted on the website of PIM as well.
- Again, I think other CRPs have been more influential than PIM on efforts to mainstream capacity development into researchers' activities.
- Again, this has not influenced my research activities since I did not receive funding from PIM.

D. Organizational Aspects of PIM

29. Please indicate how satisfied you are with the following organizational aspects of PIM.



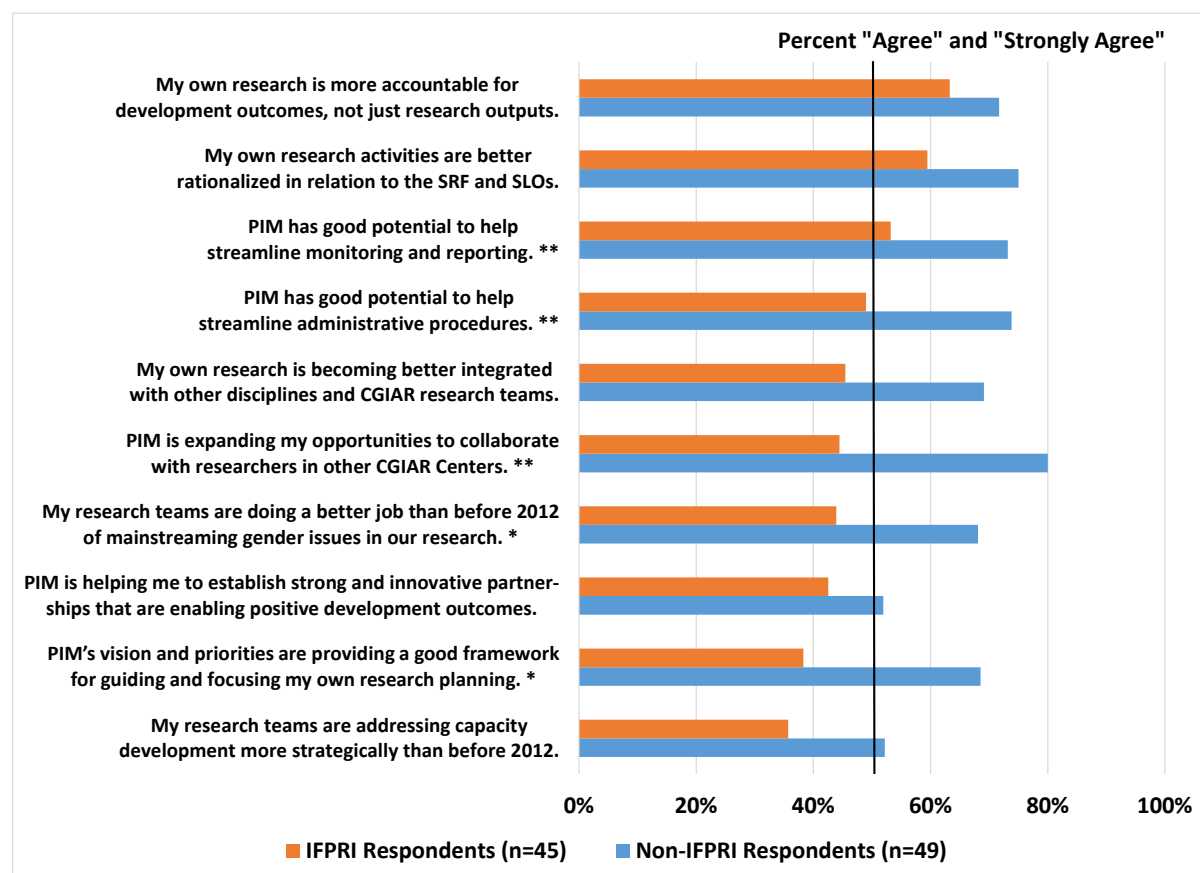
Additional Comments

- To be fair, the "very dissatisfied" responses are all really directed at the CO, not PIM.
- There seems to be too much emphasis on modeling and neoclassical approaches that the program director understands, rather than an appreciation for the need of diverse approaches to address the complexity of the problems that we seek to address.
- We have recognized the need for better integration across the portfolio. If the CGIAR does move towards geographical focus, that will help to provide a foundation around which integration can better take place. Allocation of resources in the first phase was as much dictated by the Centers, who mapped bilaterals to PIM and also identified their own activities, as it was by PIM.
- Maybe PIM is trying to set up too many "incentive mechanisms" to steer researchers in their desired direction, e.g., toward gender research in all activities, toward outreach and communications without research findings or analytical content, to partners without capacity, to capacity strengthening without the prerequisite training. Treating researchers like mice in a behavioral experiment who respond to incentives is, all told, rather annoying. Maybe a little trust in researchers being self-motivated to do good research would be nice.

- I would want the CRPs to communicate clearly to key participants of the CRPs about the extent to which the CGIAR is (a) clearly aware of the worrying financial and time-resource inefficiencies generated by unpredictability of W1-2 funding flows, and (b) if they are at all aware of it, what they are trying to do to deal with this. Please note that I am ***not*** talking about quantity of funding, but about its unpredictability and unreliability.
- PIM does not provide W1 or W2 funding for any of the research or capacity building activities by my team, despite positive evaluation by the PIM theme leader in the case of one project. On the contrary, as soon as she came onboard, the new director removed funding that was allocated earlier to two of my projects that a recently commissioned external review of IFPRI identified as replicable success models for the entire institute in terms of impact.
- Funding for one of my PIM projects was cut off 3 months after it started because of the change in calendar year.
- As noted above, PIM along with other CRPs has a major problem with its ability to ensure medium (anything over 1 year) to long-term funding. Together with the inability to carry funds over from one year to another, this means that the current structure is unsuited to achieving the long-term impacts it professes to achieve. Lack of transparency in the governance of the CRPs by non-Lead Centers is also a big disincentive. If the objective of the CRPs was to get Centers to collaborate more closely, then it has failed. If anything, the current system seems to have generated more competition. Incentives to collaborate with other Centers are also limited, unless in the unlikely event there is a sufficient budget to cover their overheads as well. I suspect that evidence of actual collaboration between projects in different flagships and between different research disciplines within projects is no better under the CRPs than before/elsewhere.
- Under new reforms of PIM, more transparency and criteria is required in allocating the funds across clusters of activities and CG Centers, especially in 2015. Under certain activities, huge amounts of funds are shared among few partners of Centers.
- There's not enough money to conduct surveys or run experiments. The funding can only be seen as supplemental funding to use toward existing bilateral projects.
- The 2 PIM Value Chain coordination meetings per year are very useful. These have allowed for the multi-Center proposals for the extension phase. However, we can do more with the meetings. We need to focus less on coordination and more on achieving specific outputs, e.g., the design of the governance structures of the Hubs. The Hubs were discussed in coordination meetings during the past 1.5 years, but we still lack critical elements for the effective design of the Hubs. The reasoning behind budget allocations within the flagship are not clear. IFPRI has a lot of say (too much say) in the design of the clusters and the allocation across clusters and activities. There are no clear incentives for good performance.
- The current research strategy and research focus of PIM is very much adapted to on-going research work of only one CG Center, that is IFPRI. If PIM aims to be a true an umbrella network for funding to all economists/social scientists across 15 CG Centers, then the specific flagship and research activities of PIM need to be changed and made suitable to work of several other Centers/scientists in other CG Centers, or other NGOs. The procedures adopted for funding allocation to alternative proposals under PIM needs to be more transparent and equitable across social scientists all of the CG Centers.
- For staff working in cross-cutting areas of CRPs (gender, capacity development), there is a very high transaction cost. This applies to PIM, too. The ratio between CRP administration and actual R&D activities are dissatisfying.

- As mentioned before, our Center witnessed the highest budget cut for next year's PIM activities (more than 60%) which is unfair if you take into account the reduction that IFPRI has witnessed (around 7%, I think). There is no transparency at all and a lack of communication on how these decisions and allocations of reductions have been decided (mainly by PIM staff who are almost IFPRI staff). The amount of money allocated to IFPRI for all the PIM project duration is by far the highest compared to the other CGIAR Centers. For instance, in 2015 for a grand total budget of \$22.11 million, IFPRI will receive around \$16.26 million (74% of total budget) whereas the remaining 26% are allocated among 12 other CGIAR Centers! This is definitely not the "essence" of CRPs and how we should work and collaborate together.
- PIM puts more emphasis on quantitative approaches.
- There has been no transparency in the allocation of W1-2 funding. It is also very unpredictable.
- Predictability of funding in the CRP in general is a disaster that leaves one to wonder who in the world thought of bringing this approach that defeats its own purpose — reliability.
- As mentioned earlier, the transparency in PIM funding needs to be improved. Researchers invest a lot of time in proposing activities, which are then filtered through Flagship leaders. They do not receive clear ex-ante criteria about what a successful PIM proposal needs to have and how their proposals ranked on these criteria vis-à-vis other proposals. Comments on proposals may be filtered back in an ad-hoc manner via Flagship or cluster leaders, if they so choose, but no clear reason why a proposal was rejected or accepted is offered.
- Most funding goes to IFPRI, while modest amounts are given to other Centers. All flagship leaders without exception are IFPRI staff, which brakes balance. This sends the message that that CRP2 is "owned" by IFPRI only. Funding should be distributed in a more balanced way.

30. To what extent do you agree with the following statements on the value added of PIM compared to an arrangement in which your Center allocates the equivalent amount of W1-2 funds directly without PIM as an intermediary?



Additional Comments

- It is hard to use 2012 as reference because some teams did not exist at that time, some are new as a result of the participation in PIM activities.
- Prior to the advent of PIM, much of the unrestricted funding my Institute received was used for short term "gap funding." Because my research program could attract bilateral funding, we just never received much in the way of unrestricted funds. PIM funds, in part, on the basis of excellence in research which is why — we think — our funding has gone up.
- PIM also brings a strong disciplinary perspective that helps ensuring quality of the research.
- My own research teams were already doing a lot on gender and partnerships, but I think for other teams this may be true.

- Not having core funds has already started to erode the CGIAR and will eventually lead to its demise. It has already become more difficult to attract quality research staff without core funds. This is nothing specific to PIM, but directly relates to the CGIAR reform. Any value added, and there are many values added by cross-Center research program, pales against the fact that the CGIAR itself has been damaged profoundly by the new financial structure. In terms of value added by PIM, PIM has done a great job through two large, cross-Center research programs (GF/Strategic Foresight) and the value chains work. Both have benefited IFPRI and the partners. PIM, on the other hand, chose to eliminate support to a third cross-Center research program (CAPRI) that was thriving before the reform. It's not simply a zero-sum game, however.
- Partnerships for and commitments to development outcomes have been long-standing at my Center.
- For the first question: Yes, PIM provides a framework. The reason I checked "disagree" is because I am not sure I can 100% agree that this framework is "good". On the last two questions: This doesn't mean that PIM has or has not made efforts in this regard. It's just that it takes a village to streamline these things, so it's not clear how committed all players (PIM, bilateral funding sources, IFPRI, etc.) are to undertaking this streamlining. All that can in fact be said is that zero streamlining has taken place, and instead these administrative requirements have only grown with the advent of the CRPs.
- Perhaps it is the management style, but PIM has brought more frustration to most people than help. It is not adding the value it could in terms of partnerships, even within the CGIAR. One of my projects that was identified as replicable success model is being implemented since 2006 by regional teams based at three other CGIAR Centers in Africa. It has a partnership and capacity building infrastructure that spans dozens of countries. Yet PIM shows no interest in working with or supporting it.
- There are lots of improvements that need to be done in the functioning of PIM directorate, specially mentioning trenchancy in PIM funding decisions.
- I manage a bilateral funded project that is part of PIM, but I'm not part of PIM. I took over the management when a colleague left. I'm not an economist and I'm not engaged in any of the discussions within PIM. I also contribute to another PIM project for capacity building on animal health, but I was not involved in the project beyond that and even more I was excluded of the project development for the 2nd phase of the project that has a health focus. I'm not pleased about how PIM projects are managed at my institute.
- Fully funded through bilateral funding.
- PIM is centered around IFPRI alone.
- Again, I think other CRPs have been more influential than PIM to operationalize the link between research outputs and development outcomes.
- Rethink of CRP approach. The first two years were a big disappointment
- The CGIAR's SRF actually gives very little attention to the importance of improving policies, which is a niche that PIM could potentially fill.
- PIM actually contributes very little funding to my research activity, so it's not clear that there would be much difference on where the minimal funding should come from (Center vs. PIM).

31. Do you have any additional comments that you would like to share on PIM, the place of your research in the CGIAR System, or any suggestions on what could be done differently?

- More participatory approaches in priority setting and decision making by PIM.
- More thought to impact pathway and outcomes needed, and application of that in selected cases, to learn from that, rather than responding to donor pressure and perhaps running without thinking (I am not suggesting) but it is a danger for all CRPs. I think PIM is trying to do that.
- The results-based management of research is not necessarily always helpful because research is a process of experimentation and discovery and requires an explicit understanding of the fact that science is done with a probability of success that is not always 100%. Funding uncertainty coupled with the lack of transparency in budget allocations across CG Centers also undermines long-term strategic research which the CGIAR Centers were doing before 2012. Communication and reporting requirements are also costing the system because these are a burden and eat into the time for actual research.
- PIM is doing a great work to enhance inter-Center collaboration particularly with Global Futures and Value Chain activities. Would like to see more collaboration opportunities in other flagships as well, so far this has been a little ad-hoc; also integration and collaboration of PIM work with other CRPs should continue to improve.
- More openness in decision-making would be very important. The PIM director tries to spare others from having to be involved in too much, which I can appreciate, given the horrendous transactions costs and hassles of dealing with the Consortium Office. However, as a result, the program does not benefit from the breadth of expertise and experience of people involved in the program, and there is not the sense of buy-in and ownership of the program that I sense in other CRPs.
- It would have been good to ask questions in this survey about what our hopes and suggestions are for the future of the CRPs and the CGIAR and its functionings.
- PIM has been extremely supportive and important for my work and for collaboration across CGIAR Centers.
- Need for more transparency in design of research activities and funding. The partners CGIAR Centers should be involved in the design of the CRP program structure, objectives, etc. This applies not only to PIM but other CRPs also.
- It would be good to have a PIM science week to enable scientists to share and peer-review their work.
- I hope that application and allocation of PIM funds can be more transparent.
- As indicated above, I have been working in IFPRI for about 3.5 years. So, please take note of my responses to some of the questions asking about changes pre and post 2012 as my personal experience mainly reflects the post-2012 period. In general, my research activity benefited immensely in securing funds to make impact on the ground and engage stakeholder at the grass root level — but securing perpetual funding to help focus on building and maintaining partnerships and capacity building activities.
- Increased cross-Center collaboration on and funding for capacity development, similar to what has been done for gender.
- There is a large body of researchers within IFPRI that have little relationship with all of the activities of PIM. I am in that body of researchers. Please convince me that PIM matters to make my work more meaningful. So far the communication on PIM has been somewhat restricted to certain channels to which I have limited access or to which I pay limited attention.
- Current budget allocation is more IFPRI centric.
- I would request that a larger portion of the funding arrive at specific country offices or regions

targeted by the research activities.

- PIM seems to be managed by the few on top who know how things work. Divisions across IFPRI also interact with PIM differently. There is no uniform interaction and knowledge-sharing of PIM across levels. Researchers not on top are many times left in the dark.
- Taking into account my small experience in PIM (2.5 years) I can highlight the following:
 1. The overall budget partition is not fair and allocates the highest portion of the pie to IFPRI. This should be reviewed in the next phase of CRPs.
 2. Decisions on budget cuts should be discussed and agreed with other CRP2 Centers involved. A unilateral decision is not the best and fairest way.
 3. Collaboration with other CGIAR Centers in CRP2 is lacking and very low. This is at least from my experience.
 4. We need to have better communication from CRP2 managers and also among CRP2 scientists and Centers involved. We are receiving occasional few emails/year from the managers. This should be improved.
 5. The other CRP2 Centers involved should be more proactive in designing, shaping CRP2 and in making decisions.
- PIM needs to be transparent in allocating funds. One Center (IFPRI) dominates the management of the Program and the decision-making process.
- PIM is too IFPRI-centric. They do not value other perspectives and disciplines beyond narrow economics. I am involved in the systems CRPs and do not see any contribution from PIM. Systems CRPs need strong social science components and PIM could contribute a lot, but they do not. I am quite dissatisfied with the way PIM is managed by IFPRI.
- The allocation of funding should be made more transparent and the development of flagship topics should be more participatory.
- There is huge potential for PIM to deepen its work in Central America and Caribbean in alliance with other CRPs like Humidtropics, Livestock and Fish, WLE, CCAFS, FTA. There is a need to develop a regional workplan and search for appropriate W3 funds beyond the small or no field work support that comes from PIM. This is our task in the coming years. The buzz word for IPM must be scaling out and scaling up with right Policies, Institutions and Markets and taking innovation as a social process. I think we are struggling with innovation, but we need to innovate to innovate and PIM is the key element in innovating to innovate.
- I think the greatest disadvantage for PIM funding is that they do not provide funding for only one country studies. So far outposted staff that do not have any collaboration with other countries or other CGs. It is very difficult to access the funding unless we expand our research scope to work beyond the countries in which are outposted.

Partner survey

A. Your Own Background

1. From the list below, please select the option that best describes the type of organization you are currently working for. (Select only one.)

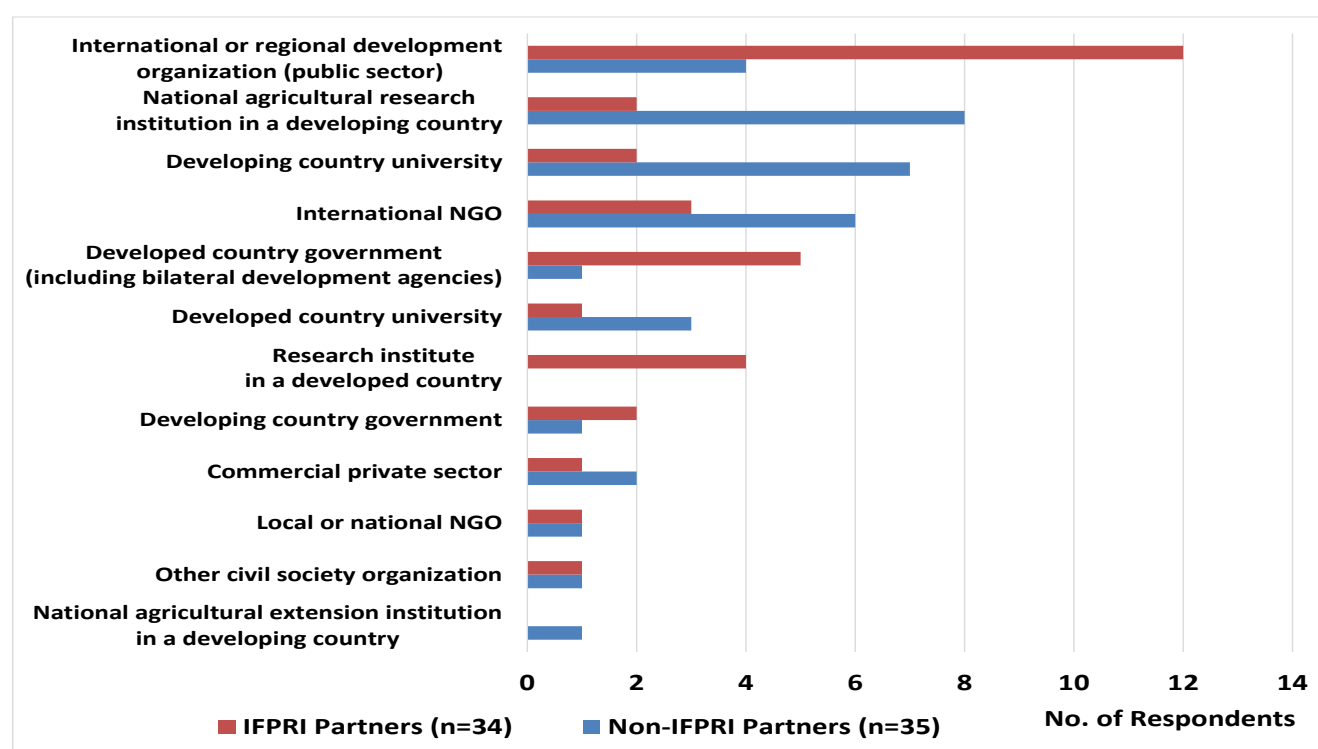
	IEA Partner Survey		CGIAR Stakeholder Survey /1	
	Count	Percent	Count	Percent
International or regional development organization (public sector)	16	23%	15	21%
National agricultural research institution in a developing country	10	14%	9	13%
Developing country university	9	13%	8	11%
International NGO	9	13%	7	10%
Developed country government (including bilateral development agencies)	6	9%	1	1%
Developed country university	4	6%	7	10%
Research institute in a developed country	4	6%	1	1%
Developing country government	3	4%	9	13%
Commercial private sector	3	4%	1	1%
Local or national NGO	2	3%	6	9%
Other civil society organization	2	3%	0	0%
National agricultural extension institution in a developing country	1	1%	0	0%
Producer organization	0	0%	2	3%
Other	0	0%	4	6%
Total	69	100%	70	100%

1. *2012 CGIAR Stakeholder Perceptions Survey: Final Public Report*. Prepared by GlobeScan. May 2013. This survey was sent to 3,938 recipients, of which 1,071 responded – a response rate of 30 percent after excluding undeliverable e-mail addresses. Seventy respondents indicated that they were partners or potential partners with PIM.

2. Please indicate the CGIAR Center that you have worked with the most.

	Response Count	Response Percent	Survey Recipients
IFPRI	34	49.3%	164
ILRI	6	8.7%	12
Bioversity	5	7.2%	27
ICRISAT	5	7.2%	14
IITA	5	7.2%	4
CIAT	4	5.8%	13
WorldFish	4	5.8%	8
ICARDA	2	2.9%	5
IRRI	2	2.9%	0
CIP	1	1.4%	11
AfricaRice	1	1.4%	0
ICRAF	0	0.0%	20
CIMMYT	0	0.0%	2
IWMI	0	0.0%	1
Total	69	100.0%	281

Figure 2. Type of Partner Organization, by IFPRI vs. non-IFPRI Partners



This figure combines the answers to the first two questions. The overall tendency of the different types of partners to associate with the different Centers (IFPRI vs. non-IFPRI) is significant at the 95% level of confidence. This finding is consistent with that of the Staff Survey (Question 22).

3. What is your gender?

	IEA Partner Survey		IEA Staff Survey	CGIAR Stakeholder Survey
	Count	Percent		
Male	45	73,8%	69.5%	74.3%
Female	16	26,2%	30.5%	25.7%
<i>answered question</i>	61			
<i>skipped question</i>	8			

4. What is your nationality/region of origin? (Select only one.)

	IEA Partner Survey		IEA Staff Survey
	Count	Percent	
US/Canada/Australia/Europe	25	41,0%	46.5%
South Asia	15	24,6%	9.6%
Sub-Saharan Africa	12	19,7%	20.2%
East Asia and the Pacific	3	4,9%	11.4%
Latin America and Caribbean	3	4,9%	10.5%
Middle East and North Africa	2	3,3%	0.9%
Central Asia	1	1,6%	0.9%
<i>answered question</i>	61		
<i>skipped question</i>	8		

5. In what region are you currently based? (Select only one.)

	IEA Partner Survey		IEA Staff Survey	CGIAR Stakeholder Survey
	Count	Percent		
US/Canada/Australia/Europe	23	37,7%	48.1%	42.0%
Sub-Saharan Africa	15	24,6%	29.2%	26.1%
South Asia	13	21,3%	7.5%	7.2%
East Asia and the Pacific	4	6,6%	4.7%	10.1%
Central Asia	1	1,6%	0.0%	1.4%
Latin America and Caribbean	4	6,6%	9.4%	8.7%
Middle East and North Africa	1	1,6%	0.9%	4.3%
<i>answered question</i>	61			
<i>skipped question</i>	8			

6. In what discipline/field is your highest level of academic education?

	IEA Partner Survey		IEA Staff Survey
	Count	Percent	
Economics or Agricultural Economics	33	54.1%	72.1%
Agricultural or Life Sciences (please specify below)	18	29.5%	13.1%
Anthropology	2	3.3%	1.6%
Sociology	2	3.3%	3.3%
Political Science	0	0.0%	0.8%
Other Social Science (please specify below)	6	9.8%	9.0%
answered question	61		
skipped question	8		

<ul style="list-style-type: none"> • Chemical Engineering • Agronomist, Crop Scientist • Genetic resources and forestry • Agronomy • Plant Physiology • Agricultural Engineering • Master in Applied Plant Sciences • Agricultural Sciences • Business • Rice Breeding and Quality Research • Agricultural Extension and Education • Rural Development 	<ul style="list-style-type: none"> • Agribusiness, technology and animal science • Agronomy and crop modelling • Public policy, genetic resource policy • Statistics • Agronomy • MSc Animal Production • Water resources engineering • Research work for M Phil Agricultural Economics • Business management mainly • Social Work with rural development specialization
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7. How many years of professional experience do you have since completing your academic education?

	IEA Partner Survey		IEA Staff Survey
	Count	Percent	
Less than 5 years	3	4,9%	14.9%
5 to 10 years	9	14,8%	30.6%
10 to 15 years	6	9,8%	19.0%
15 to 20 years	13	21,3%	9.1%
20 to 25 years	12	19,7%	11.6%
More than 25 years	18	29,5%	14.9%
answered question	61		
skipped question	8		

8. For how many of these years have you interacted or worked with the CGIAR System in any capacity?

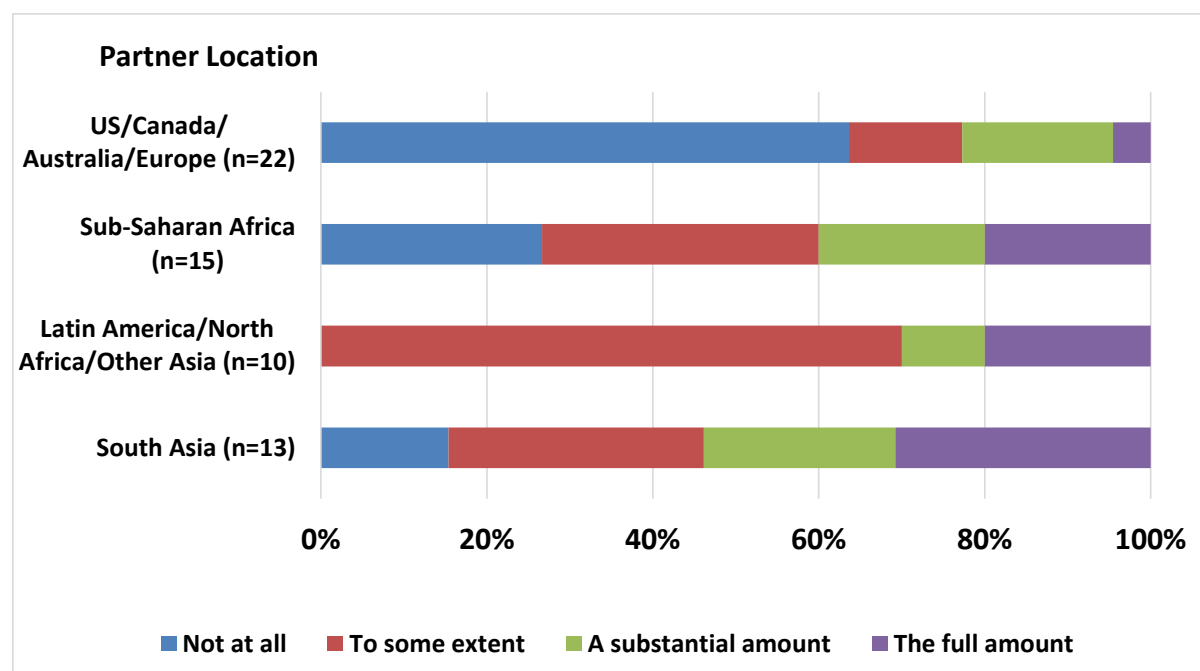
	IEA Partner Survey		IEA Staff Survey /1
	Count	Percent	
Less than 5 years	28	45.9%	30.0%
5 to 10 years	16	26.2%	36.7%
10 to 15 years	6	9.8%	14.2%
15 to 20 years	6	9.8%	10.8%
20 to 25 years	1	1.6%	6.7%
More than 25 years	4	6.6%	1.7%
<i>answered question</i>	61		
<i>skipped question</i>	8		

1. For the IEA Staff Survey, the question was "For how many years have you worked in the CGIAR System?"

9. To what extent have you or your organization been remunerated for your contributions as a partner to CGIAR research activities?

	Response Count	Response Percent
Not at all. The CGIAR and my own organization have each financed our own contributions to the partnership activities.	20	32,8%
To some extent. The CGIAR has reimbursed out-of-pocket expenses, but not contributed to our administrative costs or staff salaries.	19	31,1%
A substantial amount. The CGIAR has contributed to some administrative costs and staff salaries in addition to reimbursing out-of-pocket expenses.	11	18,0%
The full amount. The CGIAR has paid the full costs of our contributions to its research activities.	10	16,4%
Don't know.	1	1,6%
<i>answered question</i>	61	
<i>skipped question</i>	8	

Figure 9. Degree of Remuneration, by Location of Partner Organization



This chart indicates that the CGIAR is more likely to remunerate partners for their contributions who are based in developing countries. The differences are significant at the 99% level of confidence.

10. Overall, how well do you know the CGIAR?

	IEA Partner Survey		CGIAR Stakeholder Survey
	Count	Percent	
I am very familiar with the work of the CGIAR, with the current CGIAR Reform process, and with the establishment of the CGIAR Research Programs in 2012, including the Research Program on Policies, Institutions, and Markets (PIM).	18	29,5%	50.0%
I am very familiar with the work of the CGIAR, but not with the current CGIAR Reform process or the establishment of the CGIAR Research Programs in 2012.	16	26,2%	
I am familiar with some of the work of the CGIAR	25	41,0%	48.6%
I have heard of the CGIAR, but am not familiar with the specifics of its work.	1	1,6%	1.4%
I am not at all familiar with the CGIAR.	1	1,6%	0.0%
answered question	61		
skipped question	8		

B. Your Own Engagement with the CGIAR as a Partner

11. Please indicate the type of interaction that best describes the principal way in which you have worked as a partner with the CGIAR and its research activities? (Select only one.)

	IEA Partner Survey		CGIAR Stakeholder Survey /1	
	Count	Percent	Count	Percent
Research – participating in the design and conduct of individual research projects.	38	55,1%	50	42.4%
Implementation – actively using and applying the results of research projects in policy processes, or in the design and implementation of investment projects. /2	10	14,5%	20	16.9%
Capacity strengthening – Contributing to training and other activities to build the capacity of partners, clients, and beneficiaries	7	10,1%	22	18.6%
Technology transfer – Informing farmers, communities and other clientele in the use of new knowledge or technology.	4	5,8%	16	13.6%
Outreach and communication – helping to transmit knowledge to your own constituencies and to the broader public.	1	1,4%	7	5.9%
Funding – Providing financial support to CGIAR research projects.	2	2,9%	0	0.0%
Other (please specify below)	7	10,1%	3	2.5%
answered question	69	100.0%	118	100.0%
skipped question	0			

1. Respondents to the CGIAR Survey were allowed to answer all questions that applied, thereby allowing the number of responses to total 118 for the 70 respondents.

2. The CGIAR Survey referred to implementation partners as “policy process” partners.

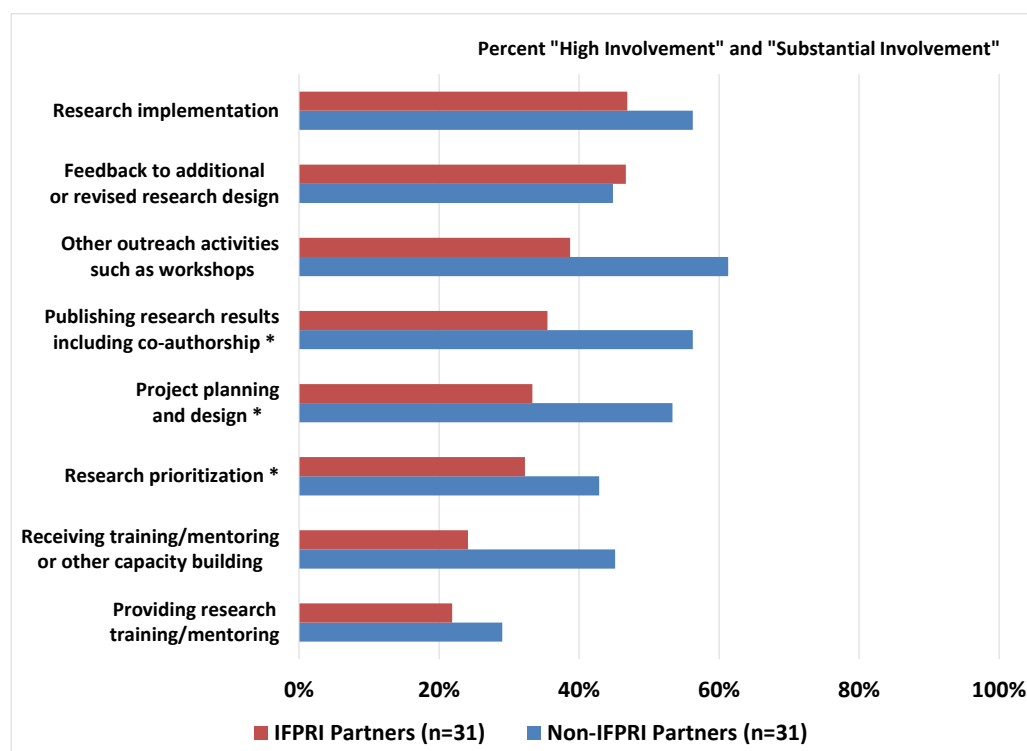
Additional Comments

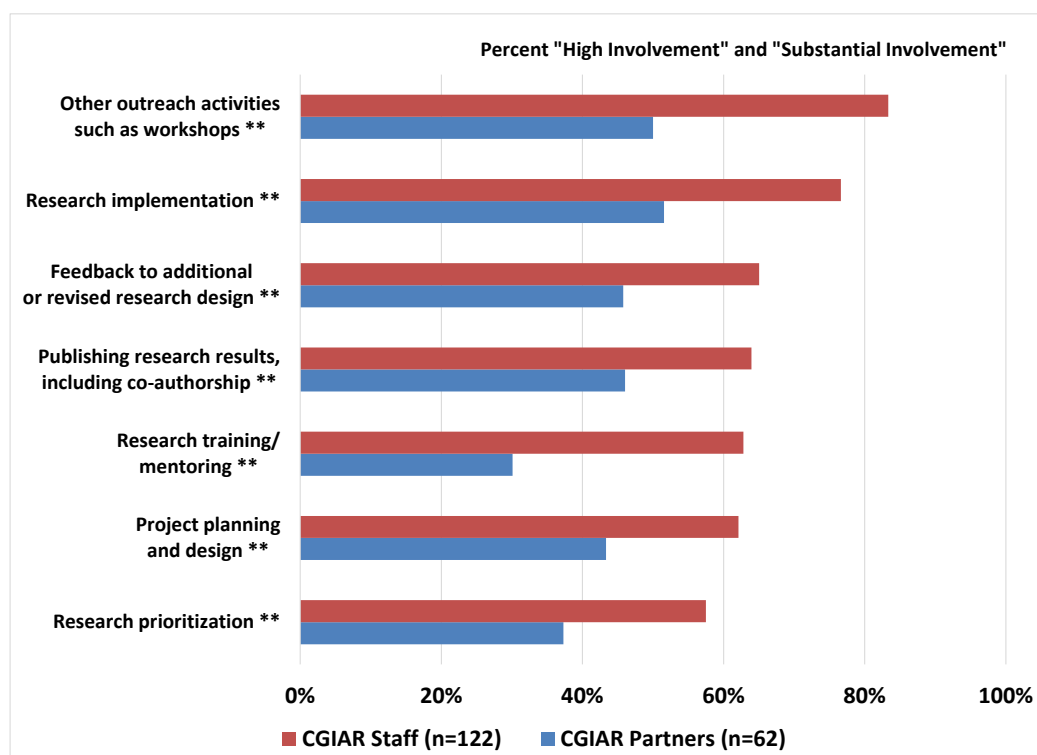
- Research goes with implementation of results.
- I have primarily been involved as a partner in research projects, but I have also participated in some of the training programs and capacity building.
- Have worked with IITA on Enterprise Development Programs in Cassava and Yam as well as in the dissemination of the results, in the adoption and impact assessment.
- Engaged in organizing an international conference on 'Innovation in agriculture: Ways Forward' that aimed to discuss innovative research solutions having policy relevance to take the country's agriculture ahead with policy responses.
- My graduate students from the Asian Institute of Technology (AIT) did research for their thesis (Masters or Ph.D.) at IRRI and ICRISAT.
- We have been implementing a methodology developed by CIAT and helped to improve the methodology by giving feedback on the use of the methodology
- Capacity strengthening along with technology transfer is also involved
- Collaboration in creation of a data base of policy indicators
- Commissioning research and suggesting improvements.
- Contributing to training and other activities to build the capacity of partners, clients, and

beneficiaries

- Improving agricultural statistics
- I partnered with CGIAR on the implementation of GAAP research initiative in Mozambique
- My work was conducting researches and studies and implement it on the local communities, with continuous monitoring.
- Information sharing on the development and refinement of the WEAI
- partnering, exchanging information
- PTCLR is adopting FAO developed SOLA software for SLTR pilot projects in Select States in Nigeria

12. To what extent have you worked on the following aspects of CGIAR research projects?





This figure compares the results to the same question in the Staff and Partner Surveys. CGIAR staff uniformly feel that partners are more involved in their research projects than do the partners. All the differences are significant at the 99% level of confidence.

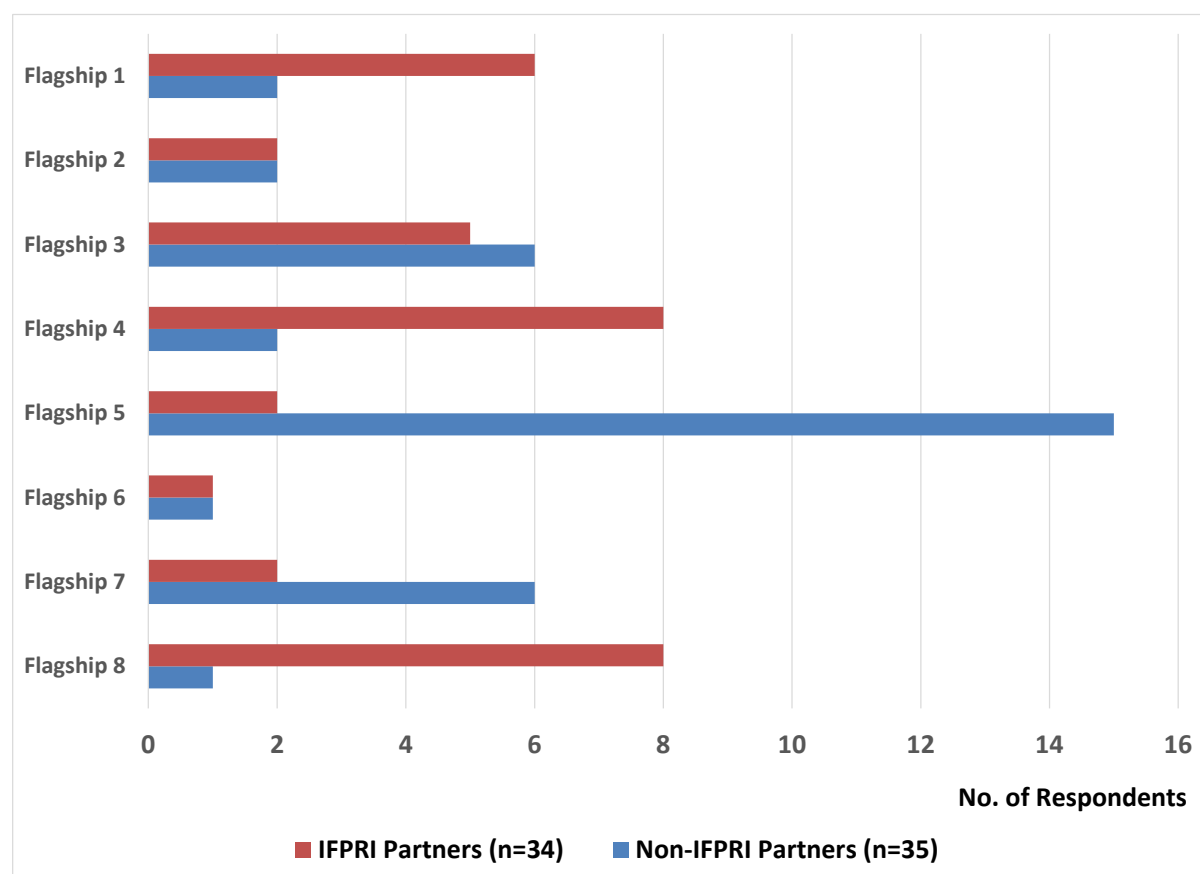
Additional Comments

- Several CGIAR Centers are preparing background studies that will inform a larger collaborative study that I am co-managing for the World Bank. I have interacted extensively with many CGIAR colleagues with respect to the design and implementation of the background studies.
- Negotiation
- A number of my students have worked with a CGIAR institution as interns or in their projects. Some of my students have also obtained short term employment in the CGIAR institution I worked with. Our Ph.D. students have also been given access to their databases. We have trained a few of their staff in our Ph.D. programs.
- I was involved in conceptualizing the conference, formation of a Scientific Committee, identifying and inviting scholars, planning sessions, chairpersons, scrutinizing the paper proposals and selection. Finally, I have organized the conference with constant guidance and support from IFPRI partner. We have not published the results and have no plans either. But, we have got a big audience to discuss the research analysis and solutions.
- USAID has provided funding to the CGIAR centers to conduct research on crops related to Feed the Future priority value chains and actively improve adoption of improved technologies through innovative partnerships and research platforms.
- The collaboration mentioned in response to the previous question doesn't quite fit into these dimensions, both because of its nature and because of the relatively early stage of development we are currently at.
- I worked in the capacity of a consultant advisor
- Partnering, exchanging information on research projects

13. Which of the following best describes the area of scientific research in which you have worked as a partner with CGIAR research activities? (Select only one.)

	IEA Partner Survey		IEA Staff Survey
	Count	Percent	Survey
Flagship 5: Value chains	17	24.6%	22.7%
Flagship 3: Adoption of technology and sustainable intensification	11	15.9%	14.4%
Flagship 4: Policy and public expenditure	10	14.5%	12.1%
Flagship 8: Gender	9	13.0%	9.1%
Flagship 7: Natural resource property regimes	8	11.6%	8.3%
Flagship 1: Foresight modelling	8	11.6%	15.9%
Flagship 2: Science policy and incentives for innovation	4	5.8%	3.0%
Flagship 6: Social protection	2	2.9%	9.1%
Don't know			5.3%
<i>answered question</i>		69	
<i>skipped question</i>		0	

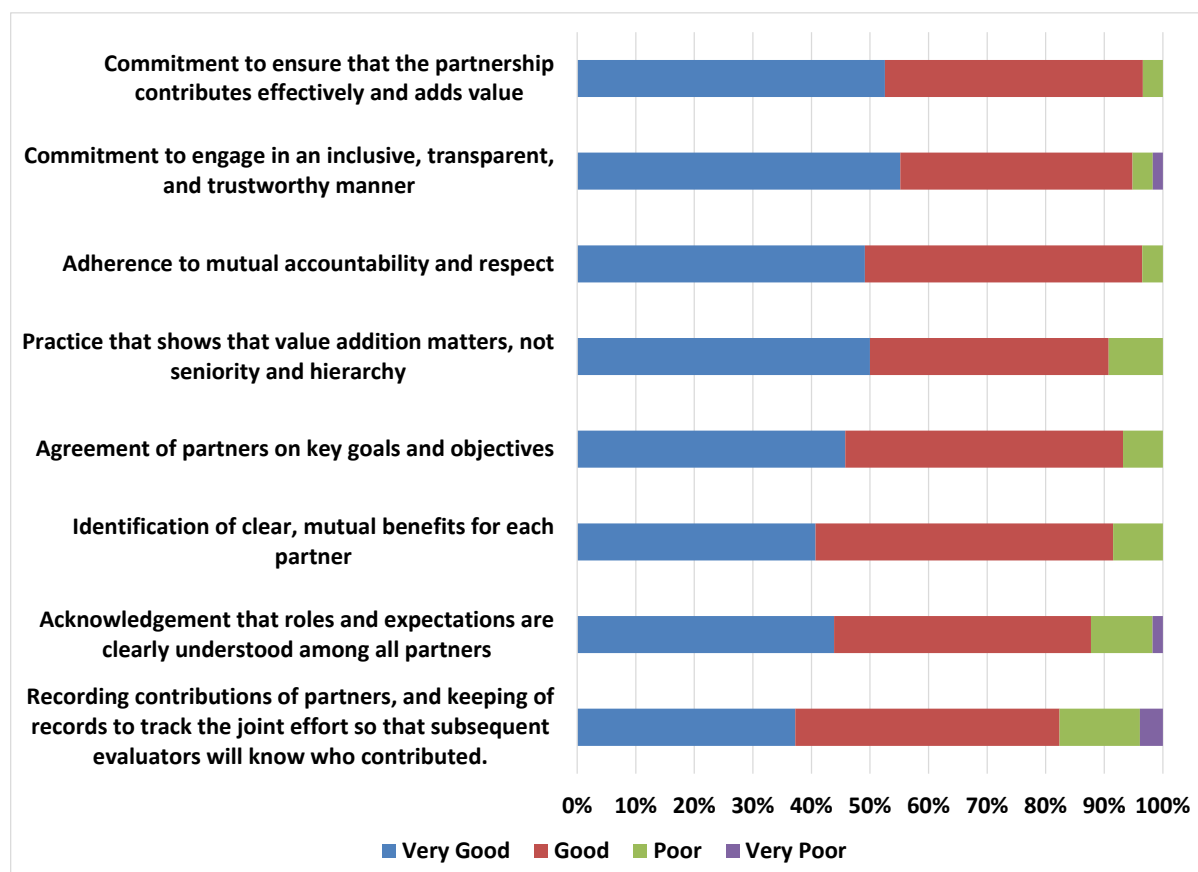
Figure 13. Area of Scientific Research, by IFPRI vs. Non-IFPRI Partners



The overall differences in association are significant at the 99% level of confidence.

C. Partnership Processes

14. The CGIAR Research Program on Policies, Institutions, and Markets (PIM) has adopted an aspirational statement on partnerships that contains eight key principles to guide its working with partners. Please rate the performance of the CGIAR project teams that you have worked with in terms of applying these principles



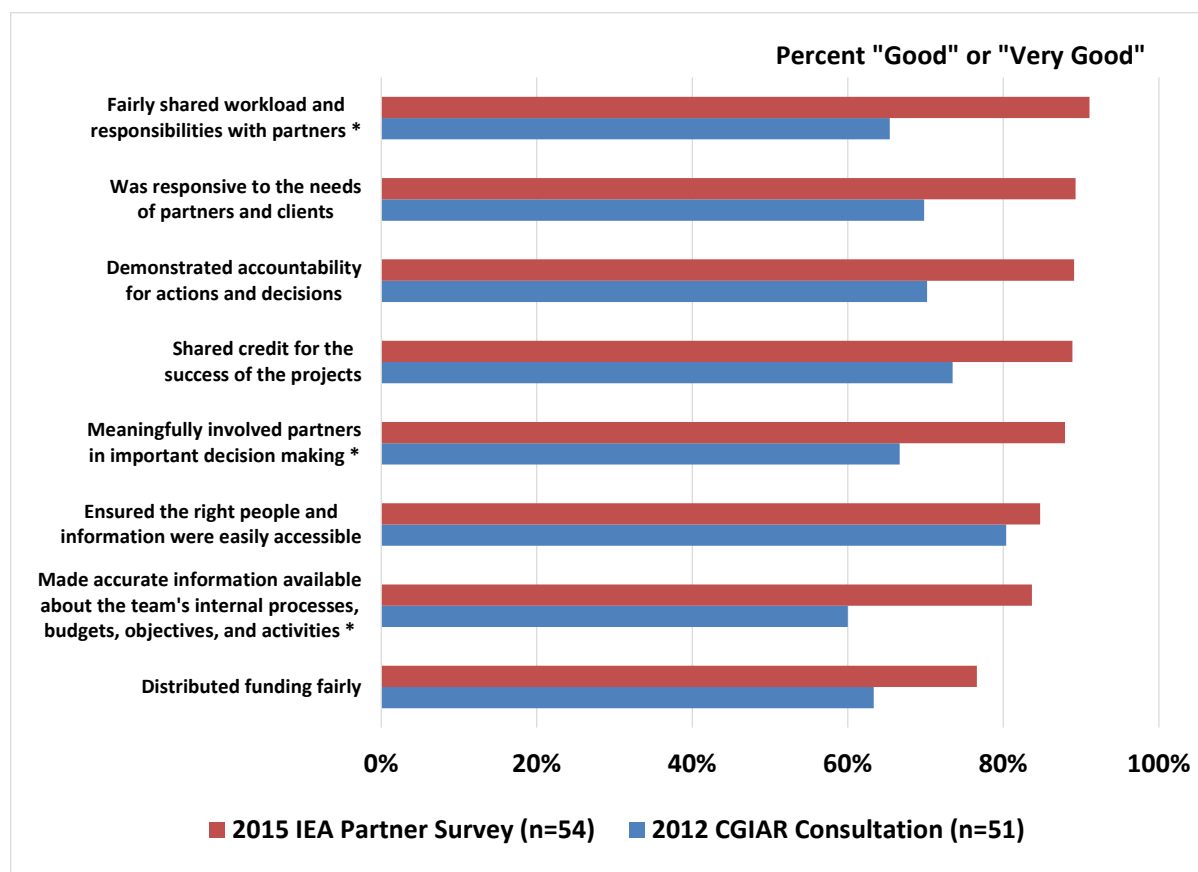
Additional Comments

- We are keen to work with PIM, but as yet we have not been very actively engaged.
- There has been mutual working relationship on the basis of common understanding and trust, though this needs to be balanced to accommodate more of the national partner in terms of funding.
- Collaboration on policy measurement has been good, with some differences of expectations.
- My involvement is more at arms-length so I do not get information on these things - or a chance to assess them. I have not really worked directly with a team.
- These are difficult questions to answer again because many aspects are still being worked on. We have some differences in priorities and objectives but we are confident that they can be worked out, as there is strong willingness from everyone to do so.
- The job we gave CGIAR took more work than they anticipated, but they did a good job. However, interpreting the results was hard because it is impossible to contact the partner in CGIAR: doesn't answer telephone or emails. It seems he only works on things he is interested in. Some promised

results were never delivered.

- We have not operated as a formal partner with CGIAR. IFPRI have been very responsive with sharing their work and providing feedback, but this is not a partnership arrangement.

15. Please rate the performance of the CGIAR project teams that you have worked with in terms of fairness, accessibility, and transparency?



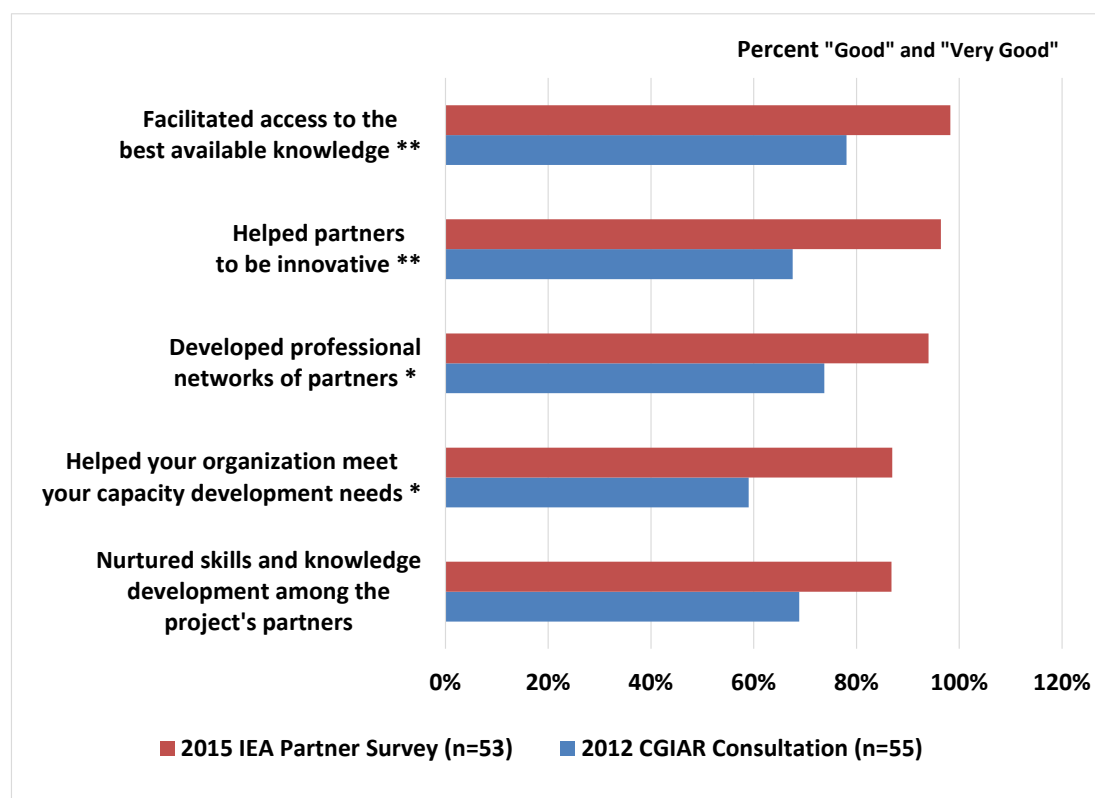
Additional Comments

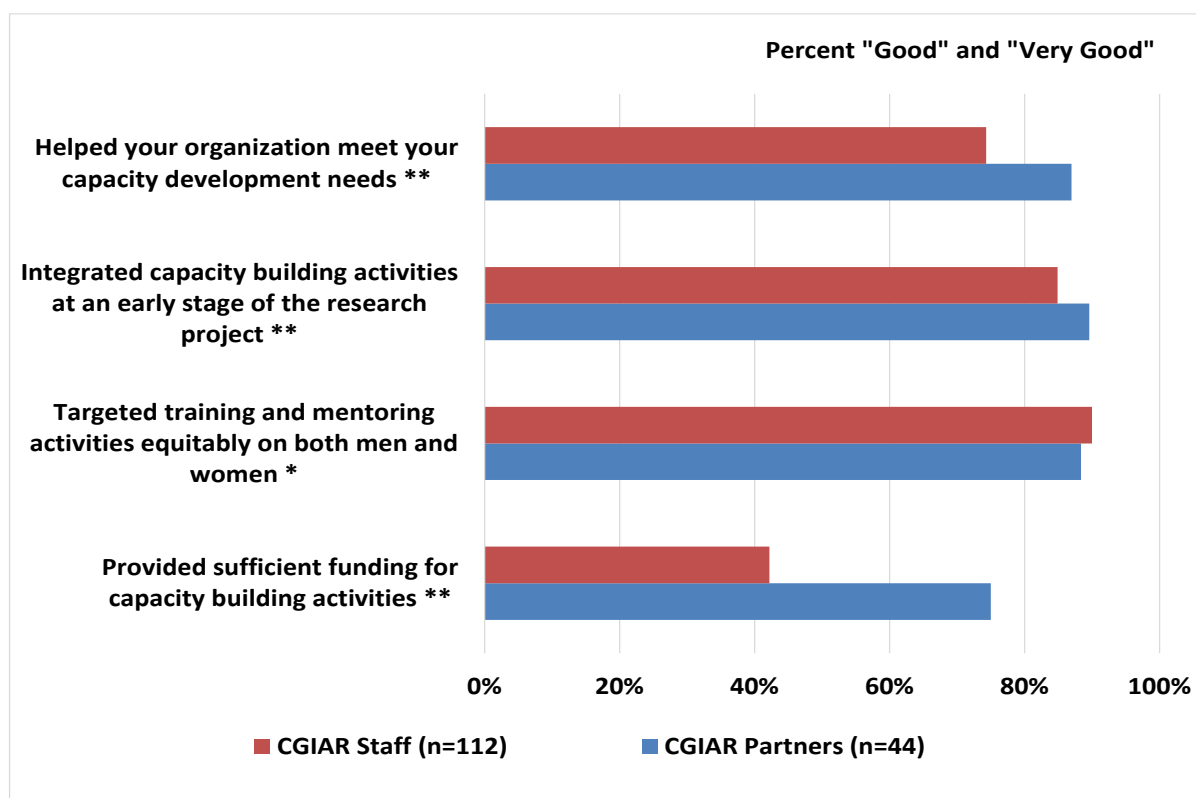
- I am working with several groups of PIM researchers. Generally speaking the experience has been very positive. In a few cases deliverables have been delayed, and in a few cases the quality of the final product could have been better.
- We do not have active programs with PIM. When you talk about the CGIAR as a whole, we attend meetings, we advise, we consult, but there is little engagement. Our best example of improved collaboration is with IRRRI and the IRRAS project. However, in that project, the initial linkage was weak.
- Please note that some of the above I have rated based on their work with their partners and farmers. However for accountability and information on internal processes, budgets, etc., I have rated based on their accountability to USAID
- Poor ratings for accessibility of information and people and for responsiveness to the needs of partners and clients because CGIAR Project teams were often suffering from exceedingly high workloads which made it at times difficult for them to respond to partners' needs.
- Internal processes I was not part as a collaborator. Work plan with budget to deliver a set of

activities for which I am responsible I only knew

- Working together to address the lack of clarity on how the CGIAR staff plan their time and calendar. I believe they need to be embedded in the project venue/office rather than in the comfort zone of their sprawling campuses.

16. Please rate the performance of the CGIAR research projects that you have worked on in terms of the following capacity building activities.





17. What are the most important ways in which your own organization has benefited from your association with the CGIAR, its Centers, and its research activities?

- Gained prestige for publishing in Indexed journals
- Research outputs, in particular related to climate change scenarios for particular crops of interest to our organization. Monitoring and evaluation support to projects. Design and analysis of research projects and learning agendas.
- As a scientist involved in crop model development, I have always been pleased with the support of the CGIAR, especially the Marketing and Policy Division, provided in the way of good persons to work with, data that they provided toward improving the crop models and use for applications of genetic improvement and food security.
- CGIAR partners have brought the skills, knowledge, and information needed to make cutting-edge contributions to the study that I am co-managing for the World Bank.
- Linkage.
- Technical support in prioritization.
- Where we have clearly defined projects, such as IRRAS things have worked well. Where we are trying to work in consortia situations, progress is less tangible.
- The association has been mutually beneficial. The CGIAR Center has got access to our students to carry out their projects, and a few of their research staff have received mentoring in our academic programs. We have received funding for projects, and enhanced the quantity and quality of our research output. Our students have found placement and employment in the CGIAR Center. We have received substantial access to their databases.
- We work principally with IFPRI. As an institution, IFPRI has capabilities that are difficult to find elsewhere, particularly under one roof.
- Capacity building, access to knowledge, outreach activities, joint implementation of projects.

- Sustainable production systems research and development, e.g. related to conservation agriculture.
- Good applied analysis by IFPRI. However, the section we engage with works on modelling applications and the lack of bridge to other elements engaging on country-specific work constrains our partnership.
- They have supported participants in training workshops which has allowed them to take place. They provide access to data.
- Engaging students with research work and activities that yield students thesis and project report with journal paper publication.
- Enhancing network and developing capacity building.
- My graduate students benefited from interaction with leading scientists in the field, and learned latest techniques using most advanced research equipment.
- We have reached more impact through the use of the LINK methodology, mainly in our efforts to link up farmers with buyers and engage actors in long term collaboration.
- Moving forward to make improved technologies available to Mozambican farmers contributing to the USAID - Mozambique Feed the Future goals.
- Pro-poor innovations, networking/partnerships, visibility.
- Highly helpful for the capacity building, strengthening and also technology transfer to the farmers and other clients.
- By engaging in a regional multi-stakeholder learning alliance. This allowed us to benefit from every learning cycle by adapting innovations to our own methodologies.
- Collaborative research on policy impact analysis.
- Capacity building of the young scientists of the Institute, and the use of survey data in the reports of the Institute and in scientific research of the scientists of the Institute.
- Building capacity to use/pilot innovative research tools. Exposure/introduction to other partners internationally.
- CGIAR has made resources available for a policy data collection/harmonization/dissemination effort which should improve comparability and continuity of policy indicators for a very large number of countries, which will contribute significantly to improving the extent to which policy making is evidence-based, and allowing countries to benchmark, confident that the data are comparable and up to date. This will be a benefit for all organizations participating, but as stated above several times, we are not yet at that stage.
- We got some good results.
- Access to knowledge, data and network of people.
- (1) Improving knowledge. (2) Implementation on the ground. (3) Building evidence for policy and program changes. (4) Capacity building of staffs and partners.
- We have been able to add value to our current activities.
- Capacity building, knowledge transfer, collaboration to achieve results which otherwise could not have been achieved.
- Strategic partnership.
- Global exposure and involvement in global research.
- Was able to hire a researcher to conduct the work required on the project. There were no funds available for anything else. I was not compensated for the huge amount of time spent on the project. We lost money on the project.
- Networking, collaboration.
- Capacity building for our agency staff. Expand our international cooperation opportunities with other partners in the world.
- Provision of relevant baseline data and information for policy decision making. Helped in conducting demand studies which helped in designing participatory interventions.
- Since I worked as an adviser the institutional benefits are confined to joint participation in

workshops and policy outreach seminars.

- Provision of research outcomes.
- This research helps us to focus on different issues like gender disaggregated asset ownership among the ultra-poor households for the first time. We were able to venture out in this area which helps us to think and implement the program in different ways.
- Improving agricultural data transmission.
- Engaged partnership that resulted in strategic planning and implementation of the initiative.
- Beyond our regular evaluation of the program for the first time in collaboration with IFPRI under the GAAP project, we evaluated how do Intra-household Dynamics Change When Assets Are Transferred to Women. This helps us to think in different ways and could able us to explore different areas of research within the same program.
- Information on value chain.
- CGIAR activities concentrate on applied research and activities that are implemented and benefit the local communities and rural areas. Helped my organization to reach local communities and implement results of research. In addition to their aid in building capacity regarding staff and local community people.
- IFPRI have been very responsive to sharing their work and providing feedback, but this is not a partnership arrangement.
- Through collaborative research, knowledge and skill of the experts of the ICRISAT. Interaction through ICRISAT visit.
- IFPRI was always very helpful and quickly providing info regarding their research projects.
- Two of the organizations of CGIAR work on our project, one on research and M&E and the other on implementation. The teams have a positive attitude to help and be part of the project. The key project members have a helping attitude. Communication is one area that we are trying to improve together and all have been positive about it.
- Available funding for research into a trending area of research, and building capacities of partners in the research area (value chains) using hands on experience or field data.
- We benefited with funding to write our publication. Adding value to aquaculture products. A case study of Kati Farms (U) Ltd.
- People. Network. Technical Information. Market Information.
- Access to technical information in the CGIAR networks.
- Adoption of SOLA software for SLTR Pilot project in two States.

18. Overall, how satisfied have you been working as a partner with CGIAR research activities?

	IEA Partner Survey		CGIAR Stakeholder Survey
	Count	Percent	
Very satisfied	28	43.1%	34.6%
Satisfied	33	50.8%	43.3%
Unsatisfied	4	6.2%	20.2%
Very unsatisfied	0	0.0%	1.9%
Don't know	1		
<i>answered question</i>	66		
<i>skipped question</i>	3		

The difference between the IEA Partner Survey and the CGIAR Stakeholder Survey is not significant at the 95% level of confidence.

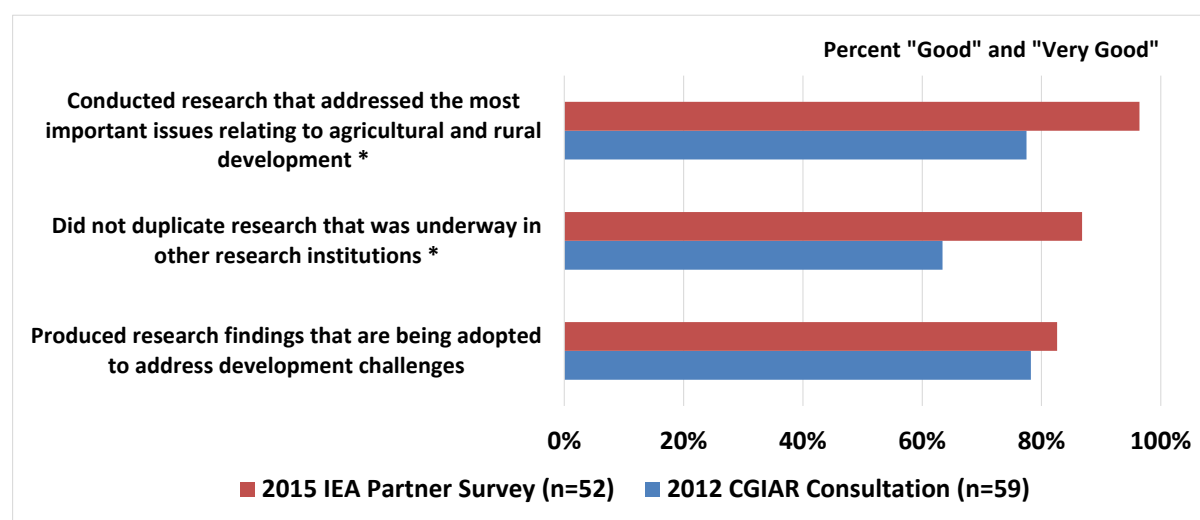
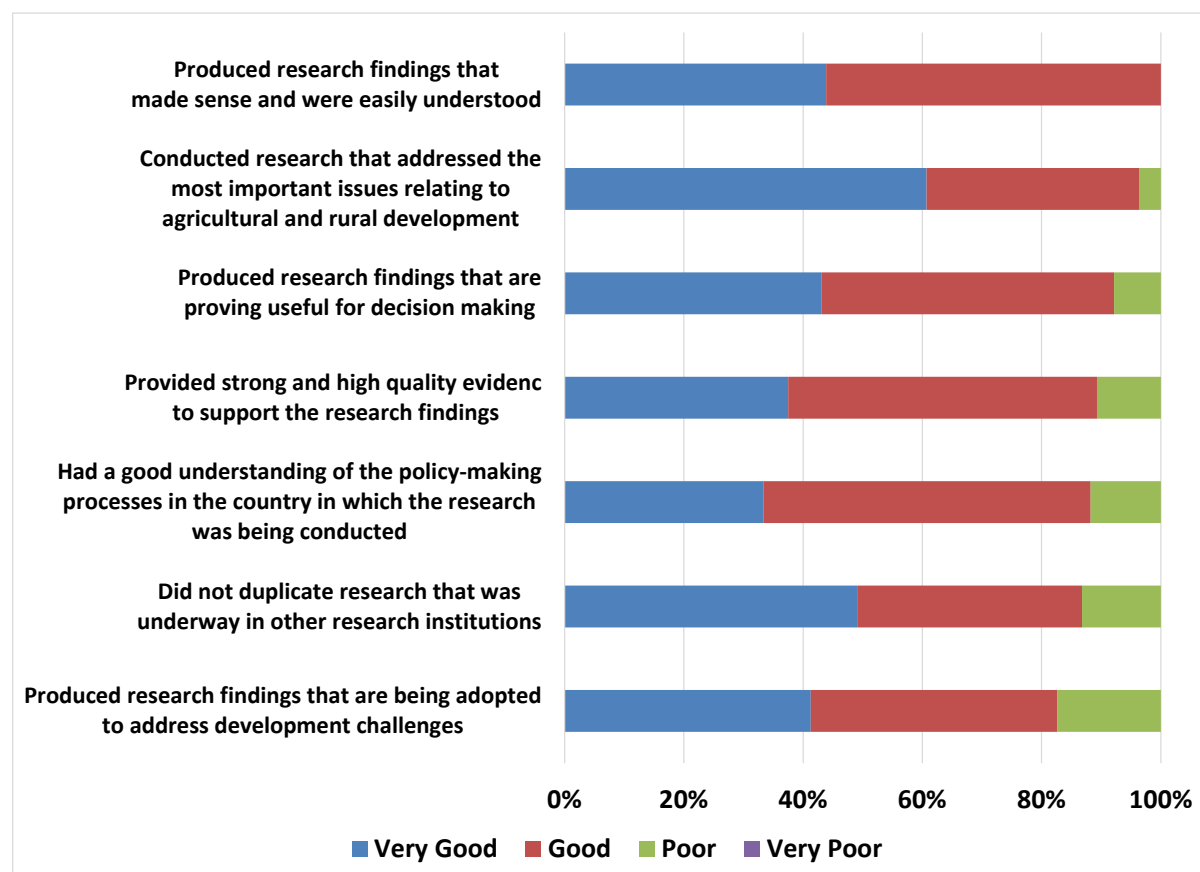
19. How would you rate the overall quality of your organization's partnership with CGIAR research activities in comparison with the activities of other international organizations that you work with?

	IEA Partner Survey		CGIAR Stakeholder Survey
	Count	Percent	
Much better	14	26.9%	43.1%
Better	34	65.4%	28.4%
Worse	4	7.7%	28.4%
Much worse	0	0.0%	0.0%
Don't know	1		
<i>answered question</i>	66		
<i>skipped question</i>	3		

The difference between the IEA Partner Survey and the CGIAR Stakeholder Survey is significant at the 99% level of confidence.

D. Partnership Results

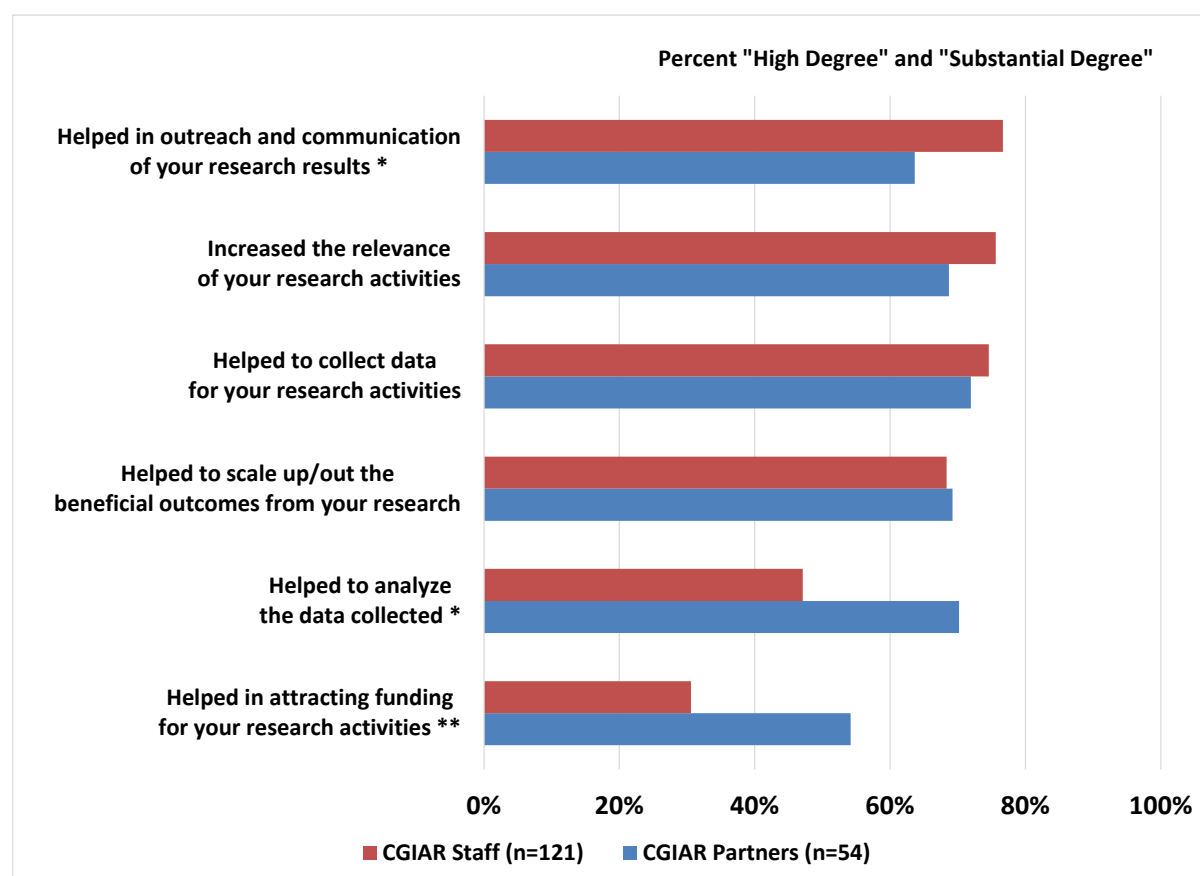
20. How would you rate the following aspects of the CGIAR research projects that you have worked on?



Additional Comments

- Too much breeder-driven; not enough organized for systems R4D.
- Success in the adoption and use of the CGIAR research outcomes has also been very dependent from country's agricultural policies and local institutions capacity to support implementation, dissemination and monitor transfer of improved technologies.
- Worked on a WEAI pilot results are yet to be fully processed, so am not sure the impact of what we did!!!
- These responses are more motivated by my knowledge of IFPRI's policy related work and not specifically in relation to the project on which we are currently collaborating.
- Good report, but does not answer queries.

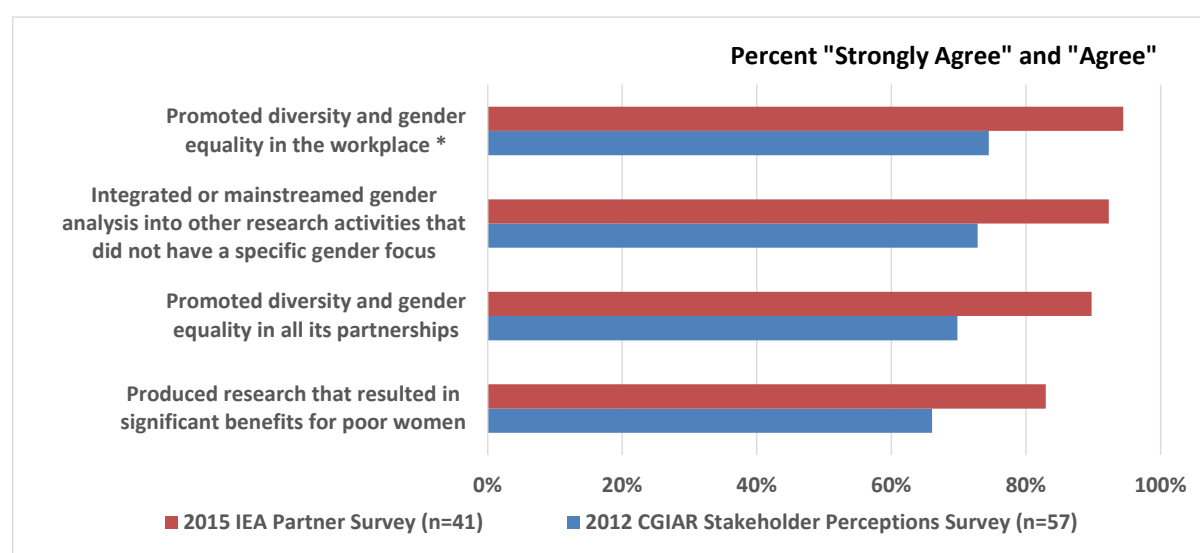
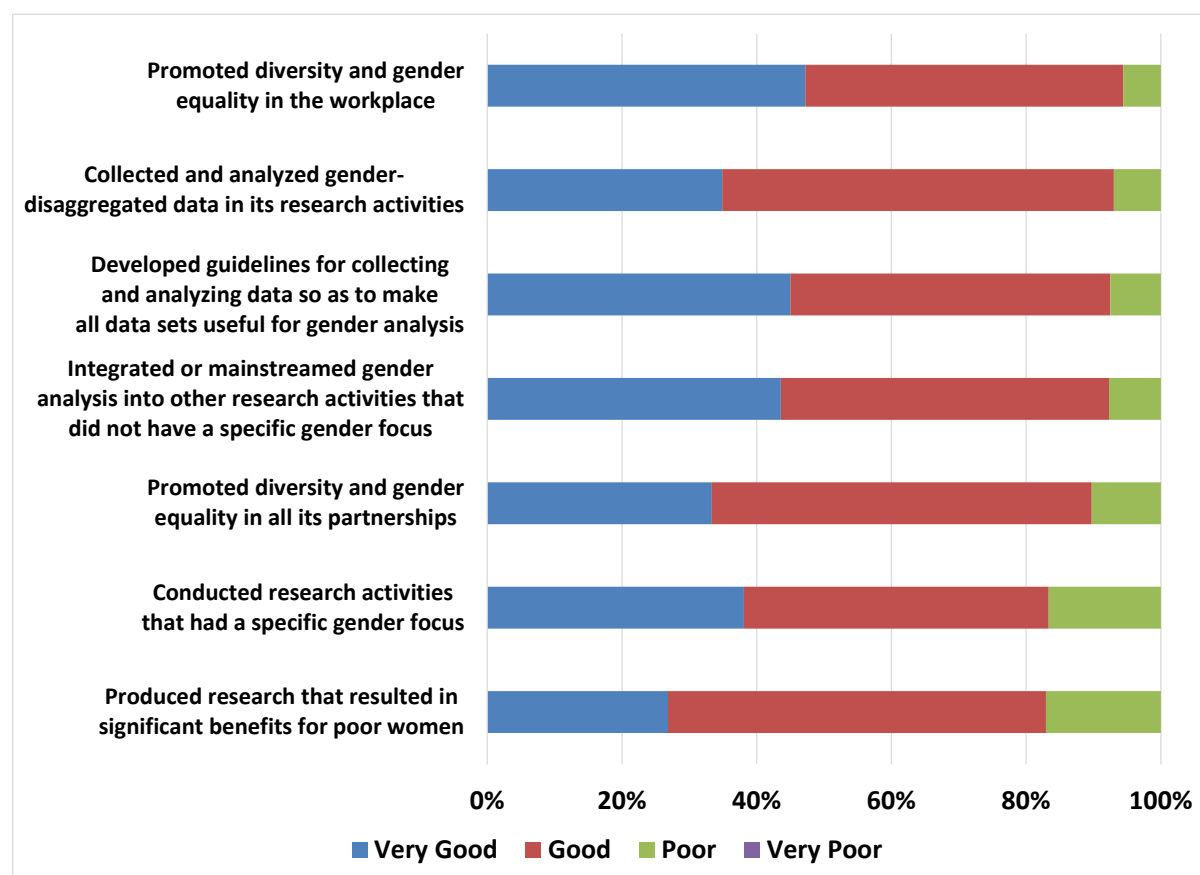
21. To what extent do you, as a partner, feel that you have enhanced the relevance and effectiveness of the CGIAR research projects that you have worked on in the following ways?



Additional Comments

- Along with my World Bank colleagues, I have helped to attract funding for CGIAR research projects in the sense that we have commissioned several studies and paid CGIAR Centers to carry them out.
- The CGIAR does not do a great deal of scaling out.
- Again difficult to reply. Our project has the ambition to be influential as indicated but as it is underway and not completed it is too early to say.
- Helped attract funding, but did not get credit for it. Had to fight for visibility even though the ideas and work came from us.

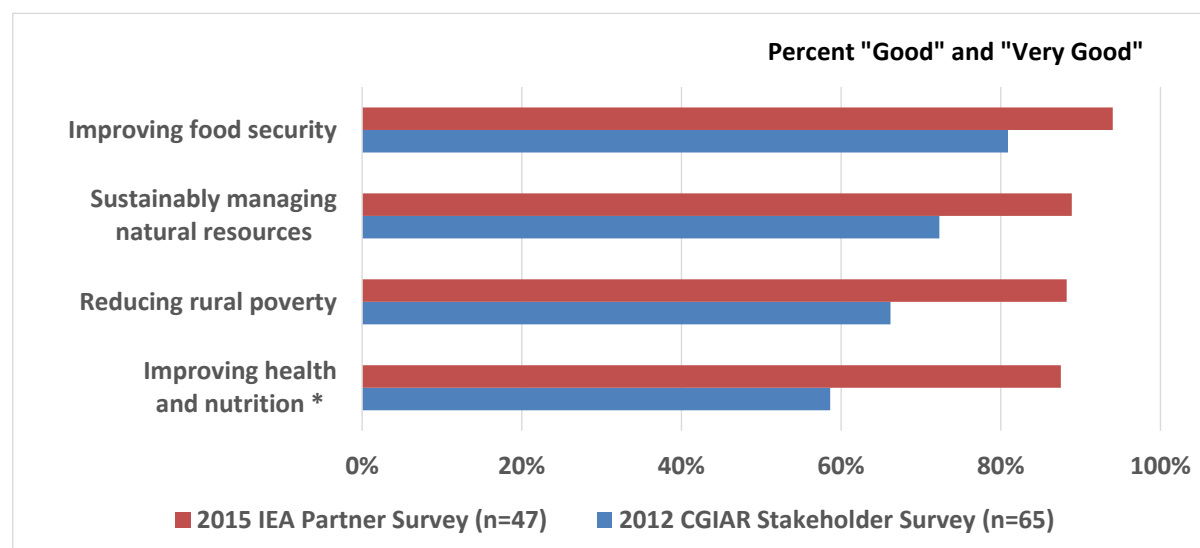
22. The CGIAR adopted a System-wide gender strategy in 2011, which commits the CGIAR to develop agricultural technologies, farming systems, and policies to support rural women in improving agricultural productivity and their livelihoods. Please rate the performance of the CGIAR project teams that you have worked with in terms of the following gender-related areas?



Additional Comments

- My World Bank colleagues and I have been equally remiss in not having systematically tried to maintain a gender focus in our collaborative work with CGIAR Centers.
- Committed to obtaining sectoral (market) and price policy data. The gender distinction would arise at a subsequent stage of analysis.
- Women formed a huge number of respondents for research project I was involved in.

23. How would you rate the overall performance of the CGIAR research projects that you have worked on in addressing the following development outcomes?



Additional Comments

- Despite all these developments, poverty, malnutrition and hunger still persist among the populace in Nigeria, aggravated though by government policy
- Important work, but always difficult to prove the value of policy analysis and advice.
- I think this is difficult to answer as the CGIAR parts are mainly testing ideas rather than scaling products.
- Again my answers are about potential, given the stage of development of the project.

24. What do you consider to be the major strengths of the CGIAR?

- Relatively stable organization compared to much more volatile institutional environment elsewhere in developing countries. Less subject to national politics in a given country because of separate funding.
- High quality scientists, with creative, innovative and analytical capacity; consistent (more or less) research agenda; ability to act in a neutral and catalytic role.
- Good collaborations with other scientists. Willing to share data.
- Competent and highly motivated researchers, access to cutting edge knowledge, strong quantitative skills, willingness to collaborate
- Data analysis and publication.

- Strong scientific capacity.
- Identifying new technologies and policies. Developing capacity building materials. Publishing papers. Testing technologies with local partners in research.
- Collaborative networks and partnerships, creating and providing global public goods, enhancing the quality and diversity of research and outputs of National Agricultural Research Systems.
- I think the CGIAR is an institution that is both unique and critical to meeting a series of important 21st century challenges, especially, but not uniquely, reducing poverty in developing countries, meeting the challenges associated with climate change including mitigation challenges, and confronting other environmental issues. The challenges that the CGIAR is meant to address are substantially different from those confronting the organization several decades ago. I believe that this has been recognized and that the CGIAR has made commendable efforts to reshape itself in order to meet these evolving challenges.
- (1) Better funding. (2) Better research facilities. (3) Good research environment. (4) Access to better research opportunities
- Human resource.
- In dealing with IFPRI, the high level of technical capability. Highly motivated staff. Scope for original thinking – not tied down by political pressure.
- Its collaboration with NARS and other partners.
- Commitment, focus and equally address government partner interest.
- It has the cutting edge research and results that can be used by policy makers in all the developing countries. They have the highest possible visibility for the research to be disseminated.
- Training scientists (young) and thus strengthening research in developing countries.
- Being a link between research and development institutions and real world practice.
- Technical and scientific expertise; worldwide network and research applied to the local country needs and specificities; R4D and orientation for results.
- Its network, reputation, funding, ability to attract top scientists and good facilities. Publishing record. Influence.
- It is boosting our national multisectoral development by implementation of all strategies in the best way.
- The quality of resource persons in charge of research activities.
- Mandate for research, as distinct from development. Its staff, particularly those few that communicate well with policy makers.
- Involving different partners, skills and expertise, resources, mobilizing funding, pooling the resources, diversity, new methodology in new areas like inclusiveness, Existing partnerships.
- Capacity to focus on a limited number of research topics. Independence.
- Experience in developing countries, advanced methodologies and technologies.
- Developing and implementing research designs in a participatory manner. Having respect for in-country partners. They listen and value your input.
- My answer relates to IFPRI. I see the main strength as its ability to do policy-relevant research and to communicate it effectively. Behind that is a team of very strong, dedicated, highly proficient economists.
- Neutrality and independence.
- (1) Science with policy learning. (2) Capacity building of partners on the ground. (3) Providing evidence for policy and program change and larger replication. (4) Bringing together academics, practitioners and policy makers.
- The technical capacity of the team and the openness to new ideas.
- Global network and policy development.
- International focus, quality data and research capacity.
- Potential to fill a gap in the science. Policy interface for GRFA. Good network of partners.

Willingness to reach out and link with new people. Concern about and mission to improve capacity in developing countries.

- Network effect.
- Targeting to developing countries. Contributions to Rural Development in developing countries.
- Agricultural Research and Development with focus in Developing Countries to improve food security and reduce poverty.
- Identifying critical dimensions of agricultural and rural development related issues and encouraging research in those areas.
- The staff resources and the flexibility in hiring highly qualified staff.
- Good coordination with the partner organization.
- Competent research team on gender and agricultural matters.
- The actions should be development activities and have to be practiced and implemented with grass root's people in order to reduce the poverty, increase food security, increase income and sustain the natural fisheries management and development with existing responsible agencies. Research should be done as on farm research approaches with beneficiary (learning by doing), which will provide both information and meet the needs of poor people.
- Internationally connected, Easy to access. Concentrate on development of local communities.
- Professional in policy research.
- Excellent and knowledgeable working team, best quality technology.
- Has a number of trained scientists.
- Network and large resources ability to attract good skilled researcher.
- Quality researchers. Available funding from donor bodies. Good links with relevant organizations and international bodies.
- Accurate research and on time.
- Good research areas and projects. Good staff.

25. What do you consider to be the major weaknesses of the CGIAR?

- Priorities not always aligned with those of national institutions.
- Over-commitment of its higher-level scientists that leads at times to an inability to provide contracted support. Inability or difficulty of the different Centers to coalesce around a common regional or national research strategy.
- In recent years, I would say it is the need to scramble for funds because the national and other donors are not funding well, and are picky. Almost too much emphasis on "Stakeholders", to the point where it inhibits doing good research. Another is turnover of scientists, who come and then leave for home countries.
- Overcommitted staff, uneven performance in meeting delivery deadlines, uneven quality of outputs.
- Leveraging funding to countries.
- Lack of effective integration between centers.
- Has difficulty developing clear strategic partners outside of research. Challenged when working on long-term relationships. Poor record in developing projects with shared resources, when they lead. Preference to lead rather than sub within a project.
- Decreased funding in recent years has affected the basic research that was a strong dimension of CGIAR research in all areas. Extension needs greater focus, so that the knowledge and research outputs find greater use instead of lying on the shelf.
- While I only see small parts of the overall operation, my sense is that the reshaping process is an iterative one and the CGIAR should be dynamically self-evaluating in order to better meet needs. This evaluation is a part of that. I also view the CGIAR as a relatively functional element of a

disturbingly dysfunctional international agricultural system. My sense is that the CGIAR could play a larger role in bringing about a more coherent and effective international agricultural system. In other words, while continuing to consider internal needs, roles, and shapes, the CGIAR should also consider more broadly the international agricultural system, its key functions, and the roles of various potential players in that system (including CGIAR).

- Less funding of partner organizations.
- Still too much breeder-driven; need for a major shake towards developing new sustainable production systems; also to care about "below the soil" processes, including crop root systems.
- Sometimes too academic in the sense of focusing on issues of scientific inquiry more than practical policy issues. Lack of direct purchase on policy processes.
- Its flexibility in making adjustments when the need arises,
- Limited research funding and capacities.
- Lack of accessibility of its findings by real world actors.
- To continue strengthening partnerships with local research and development and farmer-based organizations, ensure appropriate transfer and adoption of results, engage with private sector.
- Inward looking, not sufficiently client-focused, need to help build capacity of local partners more. Not always willing to help other regional centers of excellence emerge (perceived as competition rather than as broadening the system of innovations).
- Still more and better way it has to support rural women in improving agricultural productivity and their livelihoods.
- A non-permanent or sustained research agenda. Probably motivated by lack of funding.
- Lack of connection to the private sector. Subservience to Fund Council and other apex bodies which are staffed and administered by individuals with no experience in either research or food and natural resource management industries. Those people look foolish when speaking in public and tarnish the CGIAR's image.
- Not involving partners prior to project planning so as to identify new research areas, nutrition and health. Meager funding to partners without consulting them, means funding is decided by donor or CGIAR collaborator, efficient time line may be followed to be realistic. No follow up to publicize research findings to reach all the stakeholders. Policy papers, local publications for the farmers (specially social research findings).
- Competitive working environment coordination.
- Sometimes they are remote, you work with very junior persons/assistants and not the persons who really get to make decisions or who get to internationally defend the projects.
- The way IFPRI is funded and especially the dependence on donors, may weaken its ability to do "big picture" policy analysis as opposed to more micro and more country-specific analysis.
- No after-sales service: no answers to queries unless interesting to the researcher. Some results never delivered with apparently no consequences inside CGIAR.
- Sometimes I had the feeling that do not consider the partner as equal.
- Understanding the ground level where the approach of community organizing with limited funds for community initiative support. To understanding real need of community and have opportunity to support them by staying long which give more process to partner in community level rather driving the process from top-down design.
- Off-center field data management and data-quality insurance.
- Lack of understanding about social science research. Lack of an ability to fully grasp the potential and need for addressing the science-policy interface for GRFA.
- Complexity of structure
- Sustainability, marketability of research findings.
- The administrative procedures.
- Few financial resources for complex research activity.
- The major weakness of CGIAR is too much focus on research activities through data collection

and interviews, which have disturbed the time of the poor to find daily food.

- The coordinators from CGIAR are too much loaded with work and have to travel a lot, which makes it very difficult to contact them most of the time, this leads to delay of work or the partners will be forced to go ahead with the work with less participation with coordinators from CGIAR.
- Too many member institutions.
- Has limited funding for projects.
- Too academic in some cases.
- Low level of peer-review. Sometimes participants may not fully collaborate of projects.
- They should aim at being faster when researching about anything especially in relation to technology transfer. It should be out while still relevant to the people. Not out-dated.
- Nothing in our project in Peru.

26. Do you have any additional comments that you would like to share with respect to your experience of working as a partner with CGIAR research activities?

- Overall the experience has been very rewarding and essential for achieving our institutional goals. Our intention is to deepen our relationship with CGIAR Centers.
- Generally good working relationships.
- Select priorities based on countries' needs.
- The CGIAR is a great organization. Its structures are however problematic. The CG continues to have problems in seeking to lead in impact and scale, without the resources, or skillset to do that. I believe the CG should focus on the research and partner for the scaling. Up to now the CG has not worked out how to manage that bridge effectively and their sponsors have not managed to help them to make this division of labor work. Where the CG works well with partners, from the public and private sector, I think they have shown great capacity to achieve transformative change, they don't seem to be able to do that on a regular enough basis. So, I hold the CGIAR in high regard, but remain disappointed in their dissemination and adoption rates.
- Access to better research facilities.
- Keep developing capacity building and networking.
- Very good work done at the CGIAR Center I worked with. However, I think a little more focus on conceptual and theoretical frameworks may be useful.
- CGIAR should establish tangible research collaborations with many successful NARS systems that are putting up creditable research progress in different parts of world apart from those of CGIAR.
- Two comments: (1) The CRPs need to be separated from CG Centres' administration. CRPs are a project like any other. Many of the questions in this questionnaire are made opaque because the elements of CRPs (e.g. "gender", "capacity building") are implicitly equated with the programs themselves rather than work and research. (2) The future of third world agriculture and natural resources, and rural society, lies in the hands of the private sector. Most CG Centers refuse to acknowledge this and have no private sector engagement at all. The CG itself is run (see other comments) by people with neither the capacity nor the inclination to engage in this way. The result is an increasingly marginalized CG. I do not advocate a reduced policy advocacy role for the CG, but quite the opposite: policy advocacy needs to be couched in terms of control/guidance/regulation/enabling of the private sector rather than increasingly profound understanding of markets and institutions.
- I gained from partnership professionally. Was trained and had good exchange platform. Got exposure to scientific forums.
- Wish to intensify collaboration with CGIAR and IFPRI in particular.
- I filled the questionnaire in respect of an ongoing but relatively new collaboration which doesn't really fit very well in any of the categories allowed for in the questionnaire. I am aware of other

collaborations with other colleagues and am confident they would be highly positive in their evaluations. I have also been closely involved in G20-related activities in which IFPRI is also a partner. While this is not research, our respective contributions depend on the research we do. IFPRI has been an excellent partner in these exercises but probably hampered by its funding structure from contributing more to these kinds of broad "public good" type exercises which individual donors are unlikely to fund.

- In addition to IFPRI, I have worked, and still do, extensively with CIMMYT and CIP, with each partnership has been a very successful and productive collaboration.
- Research finding should be made available at the institutions of Higher learning to ensure they are well utilized also for training the tertiary levels.
- I think the partnership resulted in fruitful outcomes. The involved technical staff enhanced their skills through a direct and substantial involvement in the research activities as well as learning from the communities.
- I would like to request that research should be connected with the real actions to help the poor, not only produce reports and papers, which no action at the ground after the research. The results of the research should be taken actions immediately. Research should be done as on farm approaches to provide the real benefits to the poor. Thanks!
- Appreciation to CGIAR programs and staff as they provide funds, experience and experts to alleviate the livelihood of the rural areas, As well help scientists to implement their ideas and proposals.
- All projects to include training manuals and workshops for easy facilitation of research objectives.
- Our project in Peru was an excellent professional experience.