

**Partnership Survey on CGIAR's Global Multi-partner Programs Preceding CRPs
(CGIAR Research Programs)
ISPC Secretariat**

Summary

CGIAR is moving to a system where research is organised CGIAR Research Programs (GRP) which are large multi-partner programs. Challenge Programs were the CGIAR's first effort to move to a programmatic approach. A survey among partners and stakeholders of these Programs preceding the CRPs gauged the perceptions of the respondents on factors motivating them to join a CGIAR multi-partner program; factors that are important for the success of the partnership; performance of Program management to address those factors; and the added value or negative value of large multi-partner Programs compared to the Center-led research implementation. Respondents were also asked to make suggestions to the CGIAR in implementing large multi-partner programs in the future. The survey was conducted in 2010 prior the development of CGIAR Research Programs and its results can be taken as an approximation of a baseline regarding partnership-related factors that are essential for Program success. The survey was conducted by the Secretariat of the interim Independent Science and Partnership Council.

The most important factor motivating partners to join a Program was *Relevance of program to the development objectives that we have* (considered 'very important' or 'important' by nearly 90% of the respondents). *CGIAR's reputation in excellence in research for development* was considered 'very important' by 36% of respondents. Overall, the respondents' perceptions of Program management performance in addressing factors critical for the success of the Program were favourable. Twenty five percent or more of the respondents judged that Program management had succeeded 'very well' regarding the following factors: *Trust among partners; Regular consultation and communication among partners; Synergies from organizations with different cultures coming together; and Partners complementary roles and clear division of tasks*. Programs were judged as having been least successful on *Feedback resulting from monitoring and evaluation; and Fair sharing of resources and funds*. There was high level agreement across respondents that multi-partner Programs had added value over Center research in several aspects, particularly with regard to *Relevance of research and Ambition of research*. However, there was also some agreement with the statements on negative effects. Nearly 30% of the respondents agreed with the following statement: *Administration has increased at the cost of research; The Program has raised expectations regarding resources that have not been met; and The program has raised expectations regarding equal priority setting and program implementation that have not been met*. The suggestions for future improvements in CGIAR Program implementation related mostly to lowering administrative and management burden and costs, and the importance of engaging partners at early stages of program development and responding to demand. The key conclusions from the survey are:

- CRP management will need to address very diverse expectations from different partners.
- There is a trade-off between broad inclusivity of a large number of partners across the board from highly advanced research to development implementation, and the ability to manage partnerships efficiently and effectively.
- It is important to differentiate between process that is needed to forging partnerships and consultative decision-making, and process that adds cost and bureaucracy.
- Conducting and communicating the results of monitoring and evaluation can enhance the credibility of the CRP within its own partnership.

- Equity, in terms of decision-making and resource allocations, and how partners perceive equity, needs to be carefully managed.
- Partners from advanced research organizations (including top universities) are attracted to collaborative research particularly due to its ambition, in addition to its mission. For developing country partners, the relevance on the ground, the connectedness and equality of the partnership are important. For CGIAR Center researchers, the partnership needs to serve the purpose of the mission and relevance of CGIAR research and it is important that it brings both new resources and new capacities to the research.

Background

The CGIAR has been in an active evolution mode since 2001 (and in transformation since 2008) with one of the central intentions of the reform being to open up the CGIAR to a wider set of partners. The justification has been that the CGIAR's comparative niche is in strategic research targeted at solving problems for agricultural development and it needs to connect with both research and development partners for reaching this objective. Individual Centers have always managed a wide range of partners. These partnerships arrangements have offered both linkage to research competencies that complement and strengthen the Centers' own, and good opportunities to enhance partners' capacity. However, the CGIAR as a whole may not have offered the incentives or recognised the strategic value of partners to contribute on one hand to priority setting and on the other hand to implementation of stages along the impact pathway where the CGIAR has no comparative advantage.

The Challenge Programs (CP)¹ represented the first effort to restructure significantly the way research is implemented and to take a programmatic approach to research. They were initiated in 2001 as one of the main components of the CGIAR reform previous to the one implemented now. CPs were seen as means for the System to take on global challenges in cooperation with a wider range of partners, and a core mechanism for change in the CGIAR. The multi-step selection process of the CPs reinforced the idea of opening up to new ways of partnering by introducing a global competitive process (open call for both concept notes and pre-proposals). The lessons from the CPs, including the selection process, were documented in 2007.²

In the current reform a programmatic (rather than single Center-led) approach to research and funding is a central feature. Although a desire to accelerate structural evolution has been a driver for both the CPs and the current Performance Contract model introducing CGIAR Research Programs (CRP)³, the concepts of inclusivity and managing partnerships in a more appropriate way at the CGIAR level have been similarly strong drivers of the reform. It was considered already in 2001 that partnerships at the operating research level will become increasingly more important with the adoption of a programmatic approach and that the "on-the-ground" development partners and new allies should be better included in CGIAR agenda-setting and in strategic program prioritization.

In the transition from a System supporting both Centers and CPs to one supporting research through CRPs an analysis of lessons of partnerships in the CPs was deemed important. Therefore the Secretariat of the interim Independent Science and Partnership Council (ISPC)

¹ Time-bound program of high-impact research that falls within the scope of the CGIAR mission, seeks to resolve complex issues of overwhelming global and/or regional significance (and, if the latter, with global impact), and requires partnerships among a wide range of institutions to develop and deliver its products (CGIAR Charter 2007).

² http://www.cgiar.org/exco/exco13/exco13_lessons_learned_cps.pdf

³ Working Group 3: Re-thinking CGIAR's Governance and Structure (2008)

conducted a survey among the CP partners and stakeholders. One of the Systemwide programs, that on Collective Action and Property Rights (CAPRI), was also included due to its strong orientation on collaborating between CGIAR, NARS⁴ and other organizations. The objective was to learn from the experiences of the ongoing multi-partner programs (hereafter referred as Programs), particularly regarding factors that are essential for making complex partnerships work optimally for the benefit of the development objectives. The results of the survey may offer an approximation of a baseline for partnership satisfaction in collaborative programs.

Survey

The survey covered both active partners in CGIAR Programs and stakeholders who could be expected to have informed perceptions of the performance of the Programs and the CGIAR. The respondent pool was constructed from the Programs’ own contact databases, which variably included both partners and stakeholders and had some overlap. It is important to note that CGIAR Center researchers were a major group in the respondent pool. The respondents were asked to specify whether they were or had been actively involved in a Program and if so which Program their response related to. About 2300 survey questionnaires were successfully sent (the e-mail message did not bounce back although there is no guarantee that it reached the person intended) and 296 responses were received from a range of organizations (Table 1). Although the response rate was quite low, about 13%, the absolute number of responses was relatively good⁵. Two hundred and forty respondents were active participants and 45 were stakeholders rather than partners (a small number did not define their status).

Table 1. The institutional background of the respondents

Type of organization	No. of respondents
CGIAR Center	75
NARI/Government – Developing country	64
University/Advanced Research Institute – Developed country	66
University/Advanced Research Institute - Developing country	37
CSO/NGO/Farmer organization	16
Private sector	16
Donor	11
Other	11
Total	296

The survey questions gauged the perceptions of the respondents on factors motivating them to join a CGIAR Program; factors that are important for the success of the partnership; performance of Program management to address those factors; and the added value or negative value of Programs compared to the Center-led research implementation. Respondents were also asked some open questions about CGIAR implementing large multi-partner programs in the future.

⁴ Broadly defined to include National Agricultural Research Organizations, universities, the private sector, NGOs, farmers’ organizations and civil society organizations.

⁵ Compared to 201 respondents in survey conducted for the CGIAR Independent Review in 2008.

The options and success factors included in the survey questionnaire were similar to those discussed by Horton et al.⁶ The survey questionnaire (with questions fully spelled out) is given in Annex 1. For questions 1 and 2 a 1-5 rating scale was used and for questions 3 and 4 a 1-5 Likert scale was used probing the level of agreement with the given statements. Questions that dealt directly with the experience of a CGIAR Program (Questions 1 and 2) were asked only from active partners. Questions on general perceptions of value added and negative value to the CGIAR from multi-partner programs were asked from all, including stakeholders that had not been involved actively in any Program.

Results

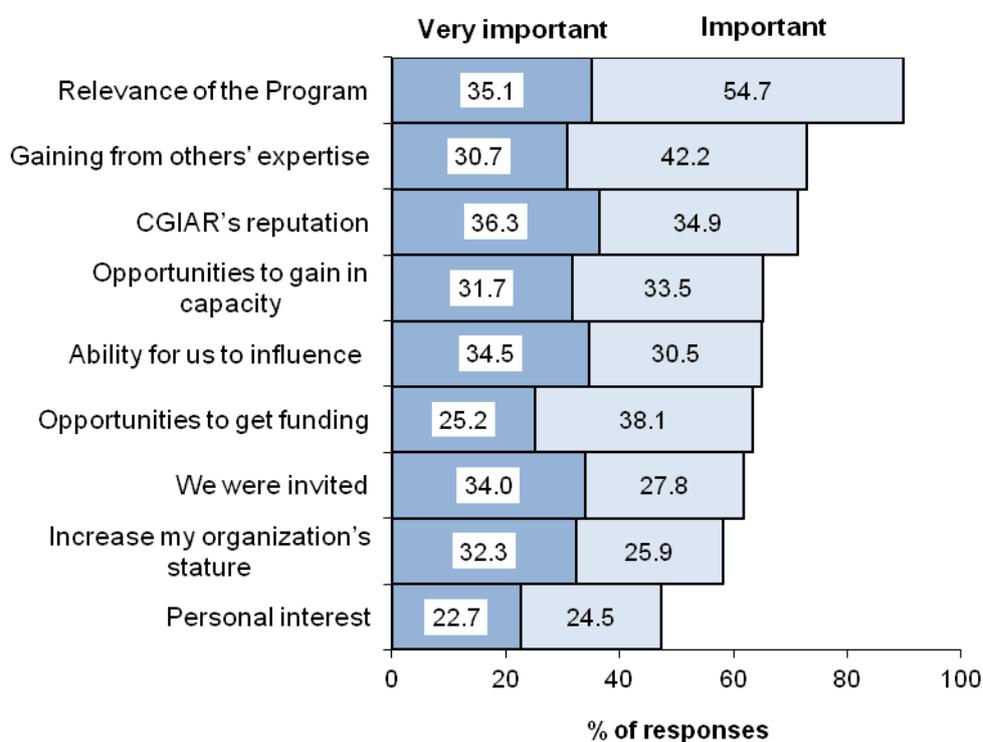
The results are presented mainly as averages for all who responded to each question. In addition to this global analysis of the survey results, the respondent numbers were sufficient to analyse also divergences in the perceptions for two main groups of respondents: those who were staff of CGIAR Centers (CGIAR Center partners) and those outside the CGIAR system (non-CGIAR Center partners) that were further disaggregated as from developing country or developed country organizations. In addition, partners and stakeholders formed two other distinct groups for comparison for some of the results. The data were not statistically analysed. Thus the results are shown in graphs and the variations observed are discussed as indications of possible divergence in perceptions between different groups. The respondent numbers were too few to allow analysis of the responses by Program, type of organization or any other disaggregation.

Motivating factors

Respondents were asked to rate nine factors (Question 1. Annex 1) according to importance in motivating partners to participate in the Program. The results are shown in Figure 1, which ranks factors according to percentage of respondents considering the factor either 'very important' or 'important' (N=219 on average). The factor *Relevance of the Program to development objectives that we have* was rated highest and considered either 'very important' or 'important' by 90% of the respondents across all types. When respondents were asked to select the five most important factors among the nine, 130 respondents listed this factor, and also *Opportunities to get funding/in kind resources for our activities* on top.

⁶ Horton, D., Prain, G. and Thiele, G. 2009. Perspectives on partnerships: A literature review. International Potato Center (CIP). Lima, Peru. Working Paper 2009-3. 111 p.

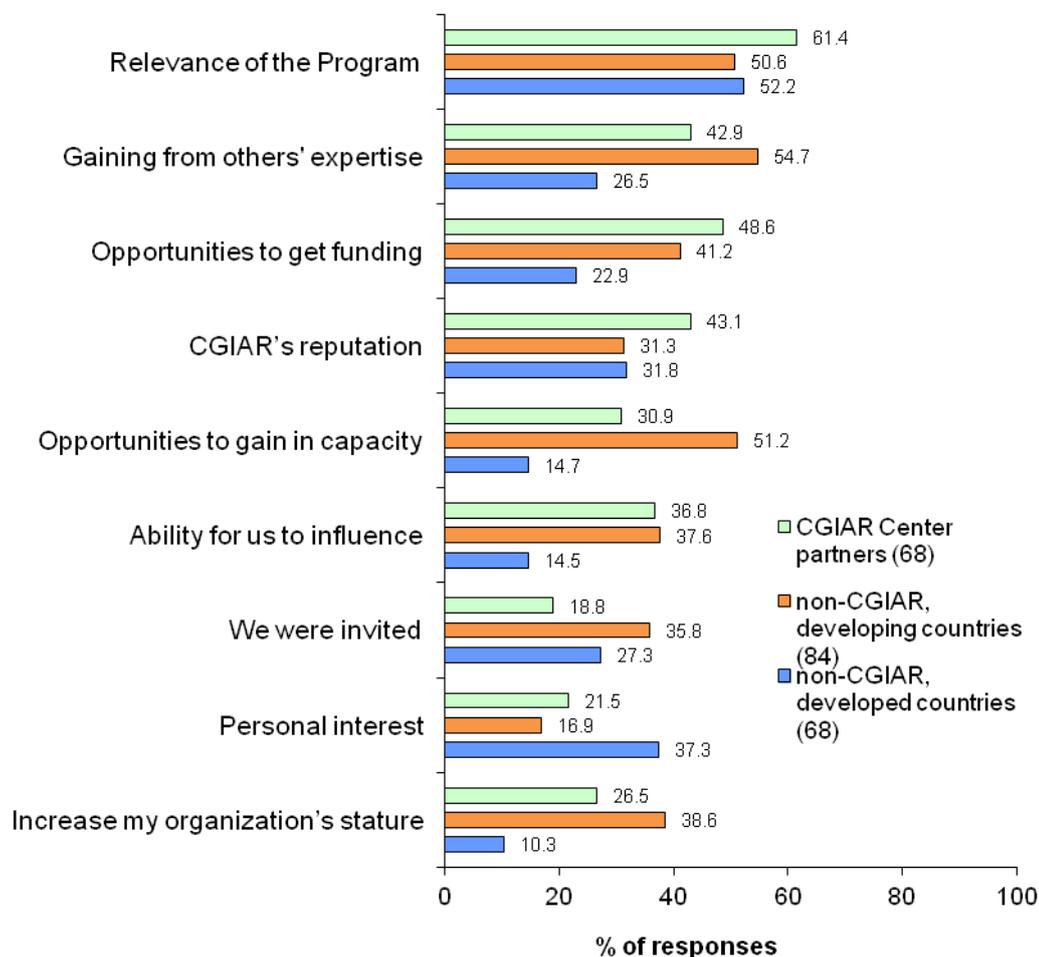
Figure 1. Rating as ‘very important’ or ‘important’ of factors that motivated partners to join a Program⁷



There was a difference between the CGIAR Center partners and non-CGIAR partners from developing and developed country organizations in what was considered important as a motivating factor. *Relevance of the Program* was considered very important across different organizations (Figure 2.). For other factors, the respondents from developed country organizations gave the 'very important' rating more seldom than others and for them factors regarding *capacity*, *funding*, *influence* and *stature* were relatively unimportant. A third of developed country respondents considered *capacity* and *funding* unimportant (options 1 and 2 in the questionnaire). However, *personal interest* was considered 'very important' by a large proportion of them unlike with the other groups. For 46% of the CGIAR Center partners this factor was not important. For the CGIAR Center partners the most important factors were *Relevance of the Program*, *Opportunities to get funding* and *Gaining from others' expertise*. It is not surprising that CGIAR Center researchers considered also *CGIAR's reputation* as an important factor. It is, however, surprising that among the developing country partners this factor was considered 'very important' by relatively few compared to other factors. Among partners from developing countries *Opportunities to gain capacity* and to *Gaining from others' expertise* were rated very important by more than 50% of the respondents.

⁷ For full descriptions of options in Figures see questionnaire in Annex 1

Figure 2. Differences in reposes depending on type of partner organization in rating of motivating factors as ‘very important’ (average N given in brackets)

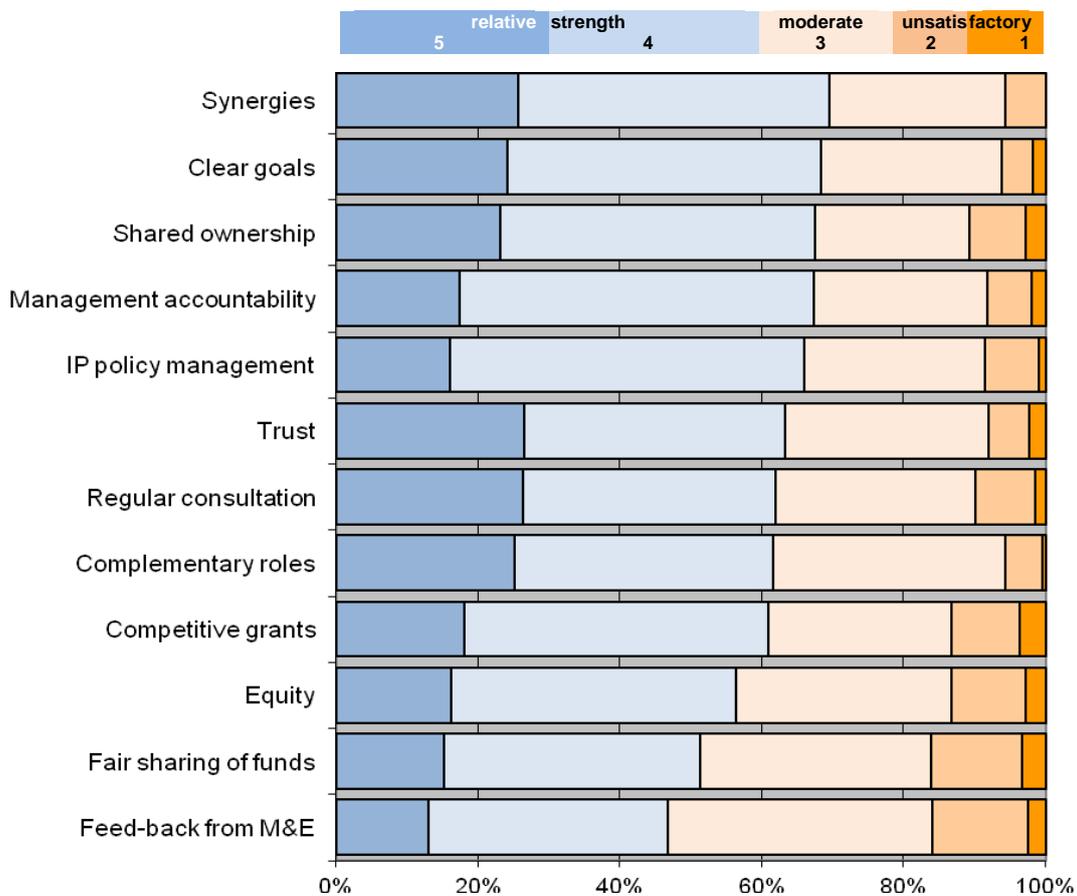


Factors affecting the Program’s likely success

Respondents were asked to rate 12 factors (Question 2. Annex 1) for their importance for the success of the Program and, subsequently, to assess how well Program management was addressing the factor. Across the respondents, all factors were considered important or very important by the vast majority (data regarding importance not shown). More than half of the respondents considered *Trust*, *Clear goals*, *Complementary roles* and *Shared ownership of results* as very important for the success of the Program. Non-CGIAR partners in developed countries tended to rate the success factors ‘very important’ or ‘important’ less often than other respondents. Relative to other factors, all groups considered *Competitive grants program* least important (average 3.6 on a 1-5 scale) and *Trust among partners* among the most important (average 4.6) factors. *Clarity in IP management* was also among the less important factors. The non-CGIAR partners from developed countries rated *Equity among partners* second lowest (average 3.8) when the CGIAR Center partners and non-CGIAR partners from developing countries considered this factor important (average 4.3 and 4.3 respectively).

Respondents were asked to assess Program management performance addressing the success factors. The scorecard in Figure 3 shows average perceptions on Program management performance regarding the different dimensions of partnership success (N=206, on average).

Figure 3. Perceptions of Program management performance to address success factors

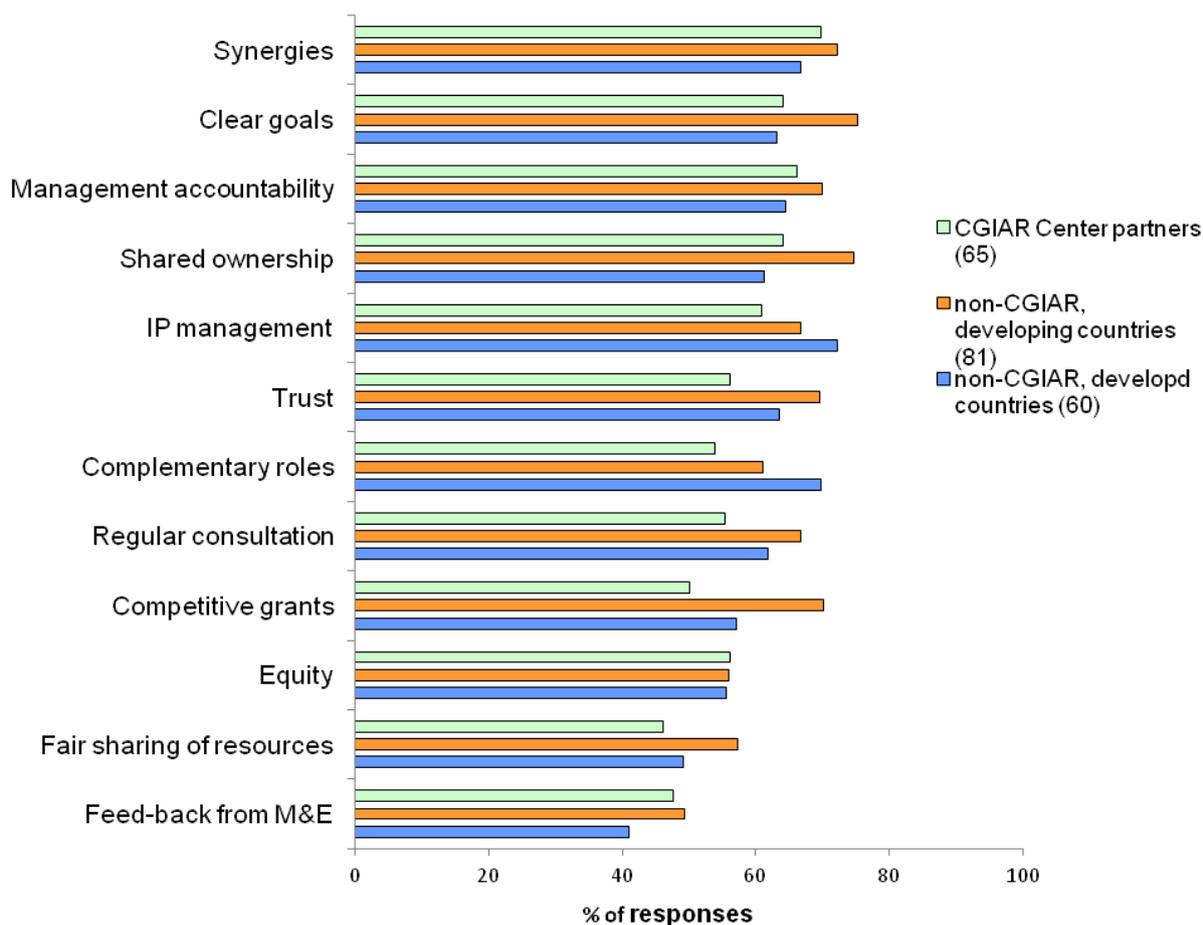


The perceptions were generally positive. It can be concluded that only a small proportion of respondents were dissatisfied with the way Program management had addressed the success factors in general. However, the factors for which more dissatisfaction was expressed can be considered as areas that Program management should pay more attention to. More than a quarter of the respondents rated *Trust*, *Synergies*, *Regular consultation* and partners' *Complementary roles* as being very well addressed by the Programs. The factors requiring most attention for improvement were *Feed-back from M&E*, *Fair sharing of funds* and *Equity among partners in designing and implementing the Program*.

Figure 4 illustrates favourable assessment of Program management showing the results for three disaggregate groups: CGIAR Center partners; non-CGIAR partners from developing countries; and non-CGIAR partners from developed countries. Average numbers of respondents are given in brackets.

There were few differences between the three groups. The CGIAR Center partners and non-CGIAR partners from developed countries tended to be a little less positive of Program management performance compared to the non-CGIAR developing country partners. The factors about which the CGIAR Center partners were most critical (about 20% negative ratings) were *Equity among partners*; *Competitive grants management*; *Fair sharing of funds*; and *Clear lines of management and accountability* (average score 3.4 on 1-5 scale).

Figure 4. Performance of Program management to address success factors; positive perceptions ('very well; success has been enhanced' and 'well')



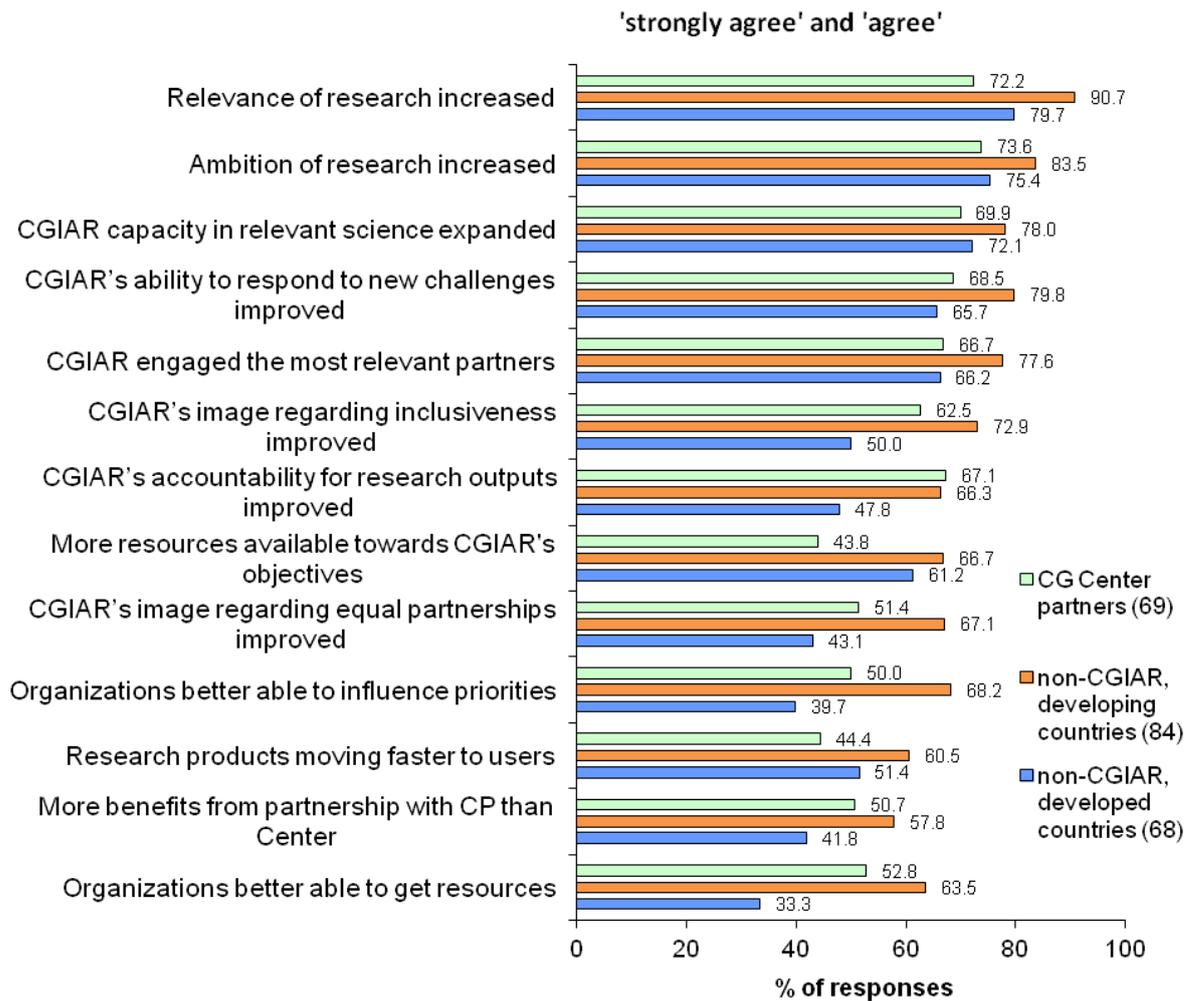
Of developing country partners, two-thirds or more considered that 8 out of the 12 success factors had been well or very well addressed. Non-CGIAR partners from developed countries were clearly more critical than others on how well *Feedback resulting from M&E* had been addressed (average score 3.3 on 1-5 scale).

Added value from multi-partner Programs compared to Center-led research

The respondents were asked in which aspects they thought the Programs had added value to the CGIAR and its research, or diminished it, in comparison with Center research (Questions 3 and 4, Annex 1). These questions were asked also from stakeholders who were not partners in the Programs and had not been actively involved in them.

Figure 5 shows disaggregated results (showing agreement only) for the three partner groups for the question of added value (N shown in brackets). There was a high level of agreement that CGIAR multi-partner Programs had added value over individual Center research. A majority of the respondents (>50%) indicated either 'strong agreement' or 'agreement' with all but one of the aspects of value added. However, different groups considered different aspects as having added most value.

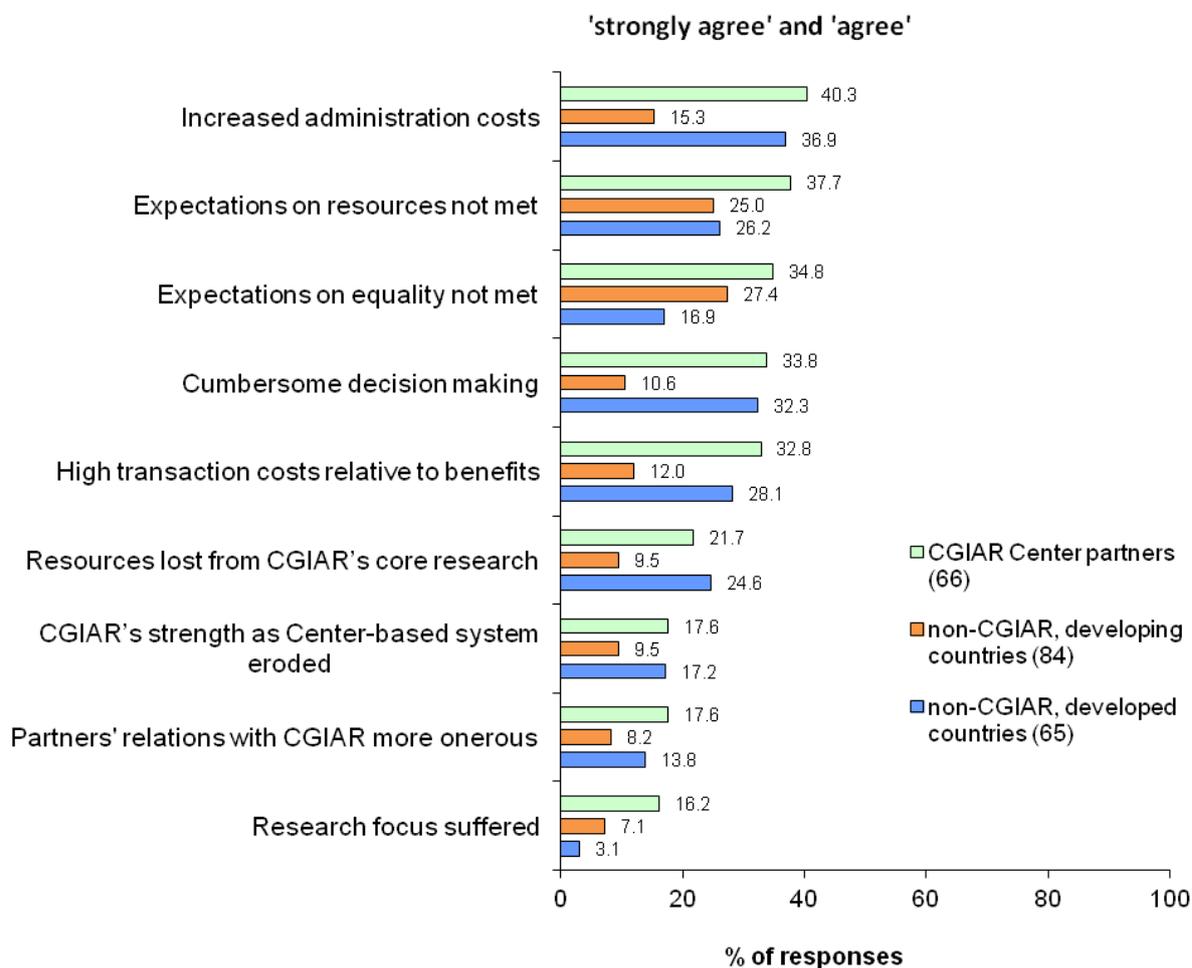
Figure 5. Differences between groups of partners regarding aspects of added value from Programs



The most important aspects of added value were quite similar for the three respondent groups. Partners from developing countries tended to be more positive across all aspects about the added value. They differed most notably with the the partners from developed countries in several aspects, particularly: *Organizations better able to get resources*, *Organizations better able to influence research priorities*, *CGIAR's image regarding equal partnerships improved*, and *CGIAR's image regarding inclusiveness* (over 30 percentage points difference). The CGIAR Center partners agreed least with the statement that *More resources available towards CGIAR's objectives* (average 3.3 in Likert scale where 3 is neutral).

The respondents were also asked about their agreement with nine statements of negative value as a consequenc of Program approach compared to Center research. The group differentiated responses indicating agreement with the statements are shown in Figure 6. In general, the CGIAR Center partners agreed considerably more often with statement of negative value compared to other groups. The negative changes that they agreed with were often related with the process: *administration*, *decision-making* and *transactions costs*. Partners from developed countries showed low level of agreement with the negative statements, except for *Expectations on resources*, and *equality in priority setting*.

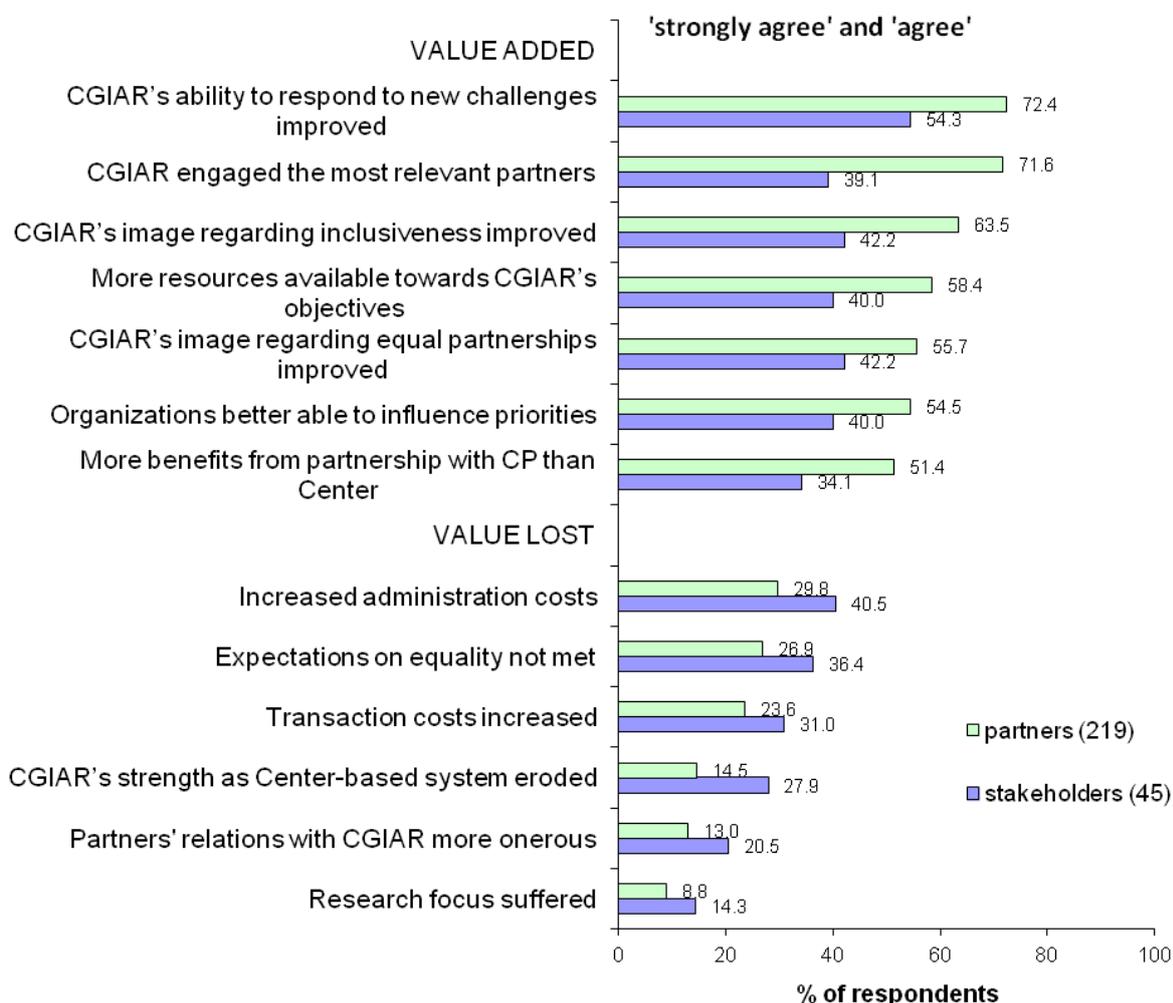
Figure 6. Differences between groups of partners in level of agreement regarding aspects of negative value from Programs



Questions 3 and 4 were also asked from respondents who had not been actively involved in the Program but were in the broader group of CGIAR/Program stakeholders. Figure 7 illustrates the responses for selected statements of value added and negative value. The statements were selected on the basis relatively large divergence in agreement between active partners and stakeholders. The groups were of very different size and only 45 stakeholders responded to these questions. The active partners agree more often than the stakeholders with the statements of added value, but less often with statements of negative value.

The responses to questions about positive or negative changes resulting from multi-partner programs do not reflect that some core issues regarding the CGIAR (its research focus, its identity, its ability to form partnerships, its funding) have been negatively affected. Rather, the responses regarding the added value suggest that the benefits have been on the core issues related research, such as relevance, ambition, capacity and responsiveness to new challenges. It is interesting that stakeholders who have not personally or through their organizations been involved in the Programs have a somewhat less positive perception of the program benefits. I could be because their perceptions of the Centers may be based on first hand information while they don't have similar familiarity with the Programs.

Figure 7. Differences between active partners and stakeholders in level of agreement regarding value added or lost in Programs



Open questions

About 80% of the respondents responded also to one or more of the three open questions on positive and negative experiences and suggestions for the future programs. The open question on the important positive outcomes was most actively responded to. These responses represent subjective views and individual experiences and were freely worded, and in the analysis most common themes were identified. There was considerable divergence in the responses. What some respondents considered a strength—for instance large number of different partners—another respondent considered an obstacle warning against including too many partners. Likewise, some respondents considered higher relevance to institutional goals as an important outcome, while others considered diffusion of effort as a failure of the Programs. Below, selected examples of the individual opinions are presented.

• **The most important positive outcomes**

Some 75% of the respondents stated one or more positive outcomes from the Programs; 60 of them CGIAR Center partners and 153 non-CGIAR Center partners. The most common positive outcomes related to the partnerships in general (114 respondents) and were somewhat generic. Both CGIAR and non-CGIAR respondents felt that the Program partnership had

added value due to multidisciplinary, sharing, new perspectives and overall synergy. Positive outcomes regarding the partnerships also included better collaboration among the CGIAR Centers themselves and between Centers and other partners, which was as stated by several respondents in both groups.

- *“What started out as "enforced" partnerships have led, in some cases, to productive research relationships among scientists. “ (CGIAR Center partner)*
- *“It has made the Centers have to consider multidisciplinary challenges and to explore new partnerships and reassess priorities. However, this may have been more of a benefit for the CG Centers than for the NARS or target beneficiaries...” (non-CGIAR Center partner)*
- *More integrated research that focus on relevant research questions--rather than specialized research. (non-CGIAR Center partner)*
- *A forum for interaction among partners of different CG Centers from different countries and regions. (CGIAR Center partner)*
- *Centers implementing the Program have learnt to do business in an unusual way by working more closely with other partners to accomplish a common goal. (non-CGIAR Center partner)*
- *An important positive point has been the ability to bring together different institutions with different developmental degrees. Partnership has been able to put together advanced and developing institutions in an organized manner. The complementarity of the various institutions has been exercised in a productive way. (non-CGIAR Center partner)*
- *Collaborative interactions between the centres and Advanced Research Institutes have advanced greatly and this has led to a significant improvement in benchmarking of the CGIAR sciences with the best science available around the world rather than individual centres trying to attempt a poor copy of work that was being done in North American, European or Australian labs. (non-CGIAR Center partner)*
- *Collective knowledge production and use is the most important positive outcome that has resulted due to the multipartner nature of a Program. (CGIAR Center partner)*

Other positive outcomes related to capacity building of partners (non-CGIAR Center partners), access to new knowledge, approaches, and expertise. Some 20 respondents felt that focus of research had improved on issues that are relevant to developing countries and small farmers.

- *In some CPs, new partnerships have brought new dimensions and expertise to the CG research. The CPs have also had increased focus to deliver expected products. (CGIAR Center-partner)*
- *They intend to solve complex issues of regional or specific problems of high significance, in a faster and more specific way, joining local and directly interested partners. (stakeholder)*
- *Building the capacity of the NARS partners to conduct independent research. Direct involvement of the NARS partners in developing research priorities. This has resulted in given attention to areas of great importance to the end users. (non-CGIAR Center partner)*
- *Generation of outputs that directly benefit the end user. More useful for adaptive and applied research. Better understanding of the needs and requirements of developmental partners. (CGIAR Center-partner)*

- *Probably that we got access to a greater variety of social science (and others interested in social issues) than we would have normally. It also expanded the variety of viewpoints we were exposed to. (CGIAR Center-partner)*

- ***Failures and drawbacks***

Sixtysix percent of respondents stated one or more negative outcomes from the Programs. These also related mostly with the partnership arrangement (82 respondents), including issues such as CGIAR Center dominance, uneven capacity of partners, difficulties indecision-making and lack of common understanding and clarity of roles (about 40% in both groups). A few comments also suggested that competition between external partners and the private sector influenced goal setting. Several respondents stated that multi-partner programs require more time and resources and management of individual partners' contributions.

- *The involvement of all partners at the beginning of CP projects need to be emphasized (non-CGIAR Center partner)*
- *Partnerships take time to develop. The Challenge Programs I have worked with have made the mistake of trying to get partners to put together multi-institutional teams in areas where they had not necessarily been developed previously. The partnerships that I have seen working well were developed before the CPs (and are therefore not attributable to the CPs). There have been terrible breakdowns in partnerships, brought about, I believe, by trying to put together partnerships quickly for funding calls rather than letting these develop naturally through common objectives in the same geographical area. (CGIAR Center-partner)*
- *The CP was driven more by technological drivers than by development objectives and this was largely the result of including partners outside the CGIAR who were in competition with private sector players. (non-CGIAR Center partner)*
- *CPs were viewed as donors rather than partnerships in which the center were active members. SWPs (at least the good ones) did a better job of building real center commitment (CG Center-partner)*
- *Many CG centers tend to advance their respective interests, particularly when it comes to fund allocation, at the expense of true collaboration in the spirit of the CPs. (CGIAR Center-partner)*
- *Driven by the interest of international partners and research communities rather than the needs by national research partners and management authorities (CGIAR Center-partner)*
- *The CP has raised expectations regarding equal priority setting and program implementation that have not been met. (stakeholder)*

Several comments related to problems with management and leadership, high transaction costs caused by many meetings and reporting requirements, and large administration. Some ARI partners stated that the large number of meetings was particularly undesirable.

- *A large program requires intellectual leadership, as well as being able to draw on experienced people in the field. Multipartner CPs require a different management structure if members each respond to different carrots and sticks within their own institutions, at the same time they are expected to help manage the CPs in which they participate. (non-CGIAR Center partner)*
- *Additional layer of management, lot of money wasted in meetings and reviews, waste of time in meetings, loss of interaction with the NARS, outputs irrelevant to the NARS (CGIAR Center-partner)*
- *Conceptual understanding may take a little longer than desirable due to complexity of terms for partners (CGIAR Center-partner)*

- *Different organizational cultures, lines of authority, loyalty and reporting result in high transactions costs and bureaucratic gridlock in decision making. (CGIAR Center-partner)*
- *While it is clearly valuable for ARIs to engage more with CGIAR, the engagements need to be targeted in ways that maximise this value. ARIs, and even many of the partners do not need the transaction cost of annual meetings. Partnerships of more than 3-4 organisations become quite challenging in terms of project outcomes. (non-CGIAR Center partner)*

- ***Suggestions for CGIAR programs in the future***

Suggestions for how to improve the multi-partner Programs in the future were made by 163 respondents (54%). The biggest part of the suggestions reflected those areas where the respondents had seen biggest difficulties in the past: transaction costs, inefficiency in management and administration and burden reporting. The CGIAR Center partners in particular made suggestions for improvement these aspects from what had been experienced with the Challenge Programs.

- *Streamline dramatically the organization and cut drastically "nice to have" travelling (CGIAR Center partner)*
- *Appoint able managers and give them responsibility, demanding accountability. Do not burden the system with layer upon layer of consultation, committees, consultants, governing boards etc. Organise as an effective corporation would, not like a CG centre! (CGIAR Center partner)*
- *Partnerships are built on personal trust. The leaders of the programmes need to be individuals that instil trust and are good at 'soft' skills but also good at taking decisions without unnecessarily lengthy deliberations so that the programme doesn't get drowned in debate rather than action. (non-CGIAR Center partner)*
- *Governance and management mechanisms for such multi-stakeholder partnerships are critical; addressing potential conflict of interest issues is a key consideration. (non-CGIAR Center partner)*

The second biggest group of suggestions for improvement in both groups were on early engagement of all partners and equity, and on the Programs' continuous relevance and ability to generate results and impact. Particularly non-CGIAR Center partners considered it important that future Programs be demand driven. Several respondents suggested that engagement with partners was needed from the very start: at design and priority setting stages.

- *Design programs at an appropriate level of sophistication to meet needs of NARS and farmers. (CGIAR Center partner)*
- *Partners at local level need to be brought on board from the on-set of the program and not later after the program has already advanced in implementation processes. (non-CGIAR Center partner)*
- *Bring in as many partners as possible at the beginning. Keep the research agenda as focused as possible to maintain strong interest/involvement of all partners. (CGIAR Center partner)*
- *Review the teams and research objectives every three years and if needed make radical changes (CGIAR Center partner)*

In some suggestions attention was drawn to appropriate choice of partners. In addition to the private sector, linkages with Universities were emphasised. A few respondents cautioned against a large partnership and highlighted time and effort needed to build partnerships and the need to assess partnerships.

- *Do not forget private companies. Most academic researchers are forgetting that the transfer of the knowledge from their result to the field of the farmer is going through breeders and other companies involved in agriculture, even in developing countries. (non-CGIAR Center partner)*
- *Regarding public-private partnerships, it takes partners a year or more to learn how to do business in a common way, different from their traditional way. So CGIAR should recognize and factor this in operating such partnerships but the benefits are enormous when such partnerships become functional. The lesson is that such partnerships are challenging, they take time to function efficiently, and require patience on the part of the investors before reaping the benefits. (non-CGIAR Center partner)*
- *Partnerships should be need based and care should be exercised in identifying partners with requisite skills and competencies. (CGIAR Center partner)*
- *Include some means of evaluation of effectiveness of partnerships and impacts resulting from such partnerships. (CGIAR Center partner)*

Suggestions were also made regarding funding

- *Secure funding before starting rather than raising expectations and beginning before the funds are committed. (non-CGIAR Center partner)*

.. and some on continuous need to pursue scientific discovery

- *To prevent the build up of a "knowledge gap", there is a need to continue investment in knowledge discovery rather than switching emphasis entirely to deployment of knowledge gained from initial activities. (non-CGIAR Center partner)*

The responses to the Open ended questions reflected the responses to questions 3 and 4 on added value and negative value. Many of the suggestions emphasised general values, such as equity. In many cases there were divergent views. Examples are: whether program partnerships should be large or small; whether consultation meetings should be frequent or number of meetings much reduced; to what extent Programs should emphasise sophisticated science content vs. delivery and dissemination or grass-root solutions.

Annex 1. Partnership survey questionnaire

Questions on respondent profile

Region

Type of organization

Partnership status (active or not)

For active partners: duration and depth of partnership, level of personal involvement

Questions about Program's facilitation of the partnership

1. Importance of selected factors to join the program. (*1-5 scale: 1=Not important at all; 2=Of limited importance; 3=Somewhat important; 4=Important; 5=Highly important*)
 - a. Relevance of the Program to development objectives that we have
 - b. Gaining from the expertise of others in the Program for the benefit of our activities
 - c. Ability for us to influence research and development activities in this area for our benefit
 - d. Opportunities to get funding/in kind resources for our activities
 - e. Opportunities to gain in capacity
 - f. Opportunity to increase my organization's stature and reputation in this area
 - g. CGIAR's reputation in excellence in research for development
 - h. We were invited to join
 - i. My personal interest and expectations from the partnership rather than my organizations interests

2. A. Importance of selected factors to the likely success of the Program (*5-1 scale: 1=Not important at all; 2=Of limited importance; 3=Somewhat important; 4=Important; 5=Highly important*)
B. Program management performance in addressing those factors (*1-5 scale: 1=Not well, success has been inhibited; 2=Quite poorly; 3=In an average manner; 4=Well; 5=Very well, success has been enhanced; NA=Not applicable*)
 - a. Equity among partners in designing and implementing the Program/Program component
 - b. Clear goals shared by all
 - c. Shared ownership of Program products and benefits
 - d. Trust among partners
 - e. Partners' complementary roles and clear division of tasks
 - f. Competitive grants program
 - g. Regular consultation and communication among partners
 - h. Clear lines of management and accountability
 - i. Fair sharing of resources and funds
 - j. Clarity in intellectual property management
 - k. Synergies from organizations with different cultures coming together

Questions about the value of the Program, especially to the CGIAR

3. Agreement with statements indicating added value (*1-5 Likert scale: 1=Strongly disagree; 2=Disagree; 3=Neither disagree nor agree; 4=Agree; 5=Strongly agree*)
 - a. Relevance of research has increased
 - b. Research products are moving faster to users
 - c. Ambition of research has increased

- d. Partner organizations have benefited more from partnership with a Program than from partnership with a Center
 - e. Organizations like mine have been better able to influence research priorities
 - f. Organizations like mine have been better able to get resources
 - g. CGIAR capacity in relevant science competencies has expanded
 - h. CGIAR has engaged the most relevant partners
 - i. CGIAR's image regarding inclusiveness has improved
 - j. More resources have become available to research towards CGIAR's objectives
 - k. CGIAR's accountability to producing research outputs has improved
 - l. CGIAR's ability to respond to new research challenges has improved
 - m. CGIAR's image regarding facilitating equal partnerships has improved
4. Agreement with statements indicating negative value (*1-5 Likert scale: 1=Strongly disagree; 2=Disagree; 3=Neither disagree nor agree; 4=Agree; 5=Strongly agree*)
- a. Research focus has suffered
 - b. Transaction costs on partnerships have become high and are not commensurate with real benefits
 - c. Decision making has become cumbersome
 - d. Administration has increased at cost of research
 - e. Partner organizations' relations with the CGIAR have become more ambiguous or onerous
 - f. The Program has raised expectations regarding resources that have not been met
 - g. The Program has raised expectations regarding equal priority setting and program implementation that have not been met
 - h. Resources have been lost from core research important to CGIAR's objectives
 - i. CGIAR's strength as a Center-based system has eroded

Respondents were asked to identify the most positive outcome from the Program partnership; the most important failure or draw-back; and provide suggestions for the new CGIAR programs.