

Consultative Group on  
International Agriculture Research

Annual General Meeting 2003  
Online Survey

Report of Findings  
January 2004

## Table of Contents

I. Objectives.....	3
II. Methodology .....	4
III. The Sample.....	5
IV. General Issues Related to the AGM '03.....	6
V. Stakeholders' Meeting (October 29 – 30, 2003).....	13
VI. Business Meeting (October 30 – 31, 2003).....	18
VII. ExCo .....	21
VIII. Conclusions .....	22
IX. Appendices .....	23

## I. Objectives

CGIAR held its annual Stakeholders' Meeting in 2003. Following the meeting, CGIAR, for the second year in a row, set out to assess the views of participants toward the value of the meetings. This electronic survey was designed to achieve the following objectives:

- Assist the CGIAR in gaining a better understanding of how attendees perceive the annual Stakeholders' Meeting;
- Compare, when possible, findings from this survey with findings from the survey distributed in response to the previous Stakeholders' Meeting;
- Obtain systematic feedback from attendees regarding:
  - Their views of general issues related to the AGM;
  - Their perceptions regarding the Stakeholders' Meeting; and
  - For those who attended, perceptions regarding the Business Meeting and ExCo.
- Use data to help inform future AGMs.

## II. Methodology

In December 2003, 500 attendees of CGIAR's AGM 2003 Stakeholders' Meeting were invited to provide their opinions of the Meeting by participating in an online survey. Participants were CGIAR member delegation heads and staff; center directors, board chairs, board members, and staff; partner institution representatives and staff; as well as other attendees of the Meeting.

A total of 126 responses were recorded from the online survey. Of these responses, 10 were removed because of repeat IP addresses that had not recorded survey data. Most likely, these respondents had begun the survey, but ended before they had answered any of the questions and returned to complete the survey at a later time. Therefore, a total of 116 attendees (approximately 23%) participated in the survey. Because of the low response rate, it should be noted that the opinions expressed in this survey might not be representative of all CGIAR stakeholders.<sup>1</sup>

The online survey asked respondents to indicate:

- ▶ Their views regarding general issues related to the AGM, including the use of attendees' time, perceptions of the Members and Centers Day, the Field Trip, and the Innovation Marketplace, preferences for the parallel sessions and future locations, and any comments they might have about the AGM '03; and
- ▶ Their perceptions of the Stakeholders' Meeting, including the use of attendees' time, the level of discussion and debate, the objectives of the Meeting and achievement of those objectives, the adequacy of the provided documentation, preferences for seating arrangements, and any comments they might have about the Stakeholders' Meeting.

Those who attended the Business Meeting were asked to indicate their perceptions of the Meeting, including the use of attendees' time, the level of discussion and debate, the decision making process, the impact of ExCo, the adequacy of documentation, and any comments they might have about the Business Meeting. In addition, attendees of the Business Meeting were asked whether they felt ExCo provided adequate oversight and was sufficiently transparent.

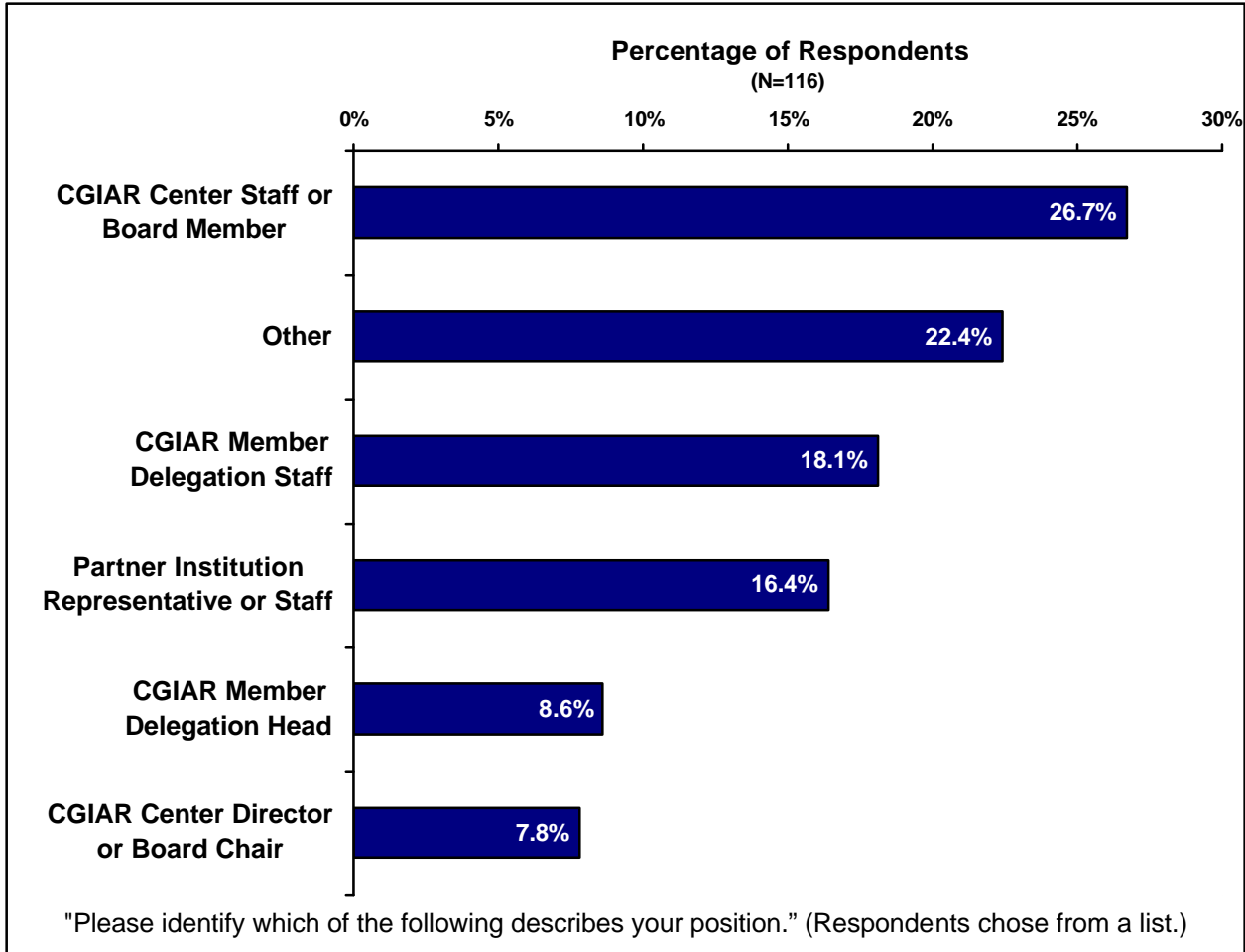
---

<sup>1</sup> 38% of participants responded to last year's survey.

### III. The Sample

#### Position

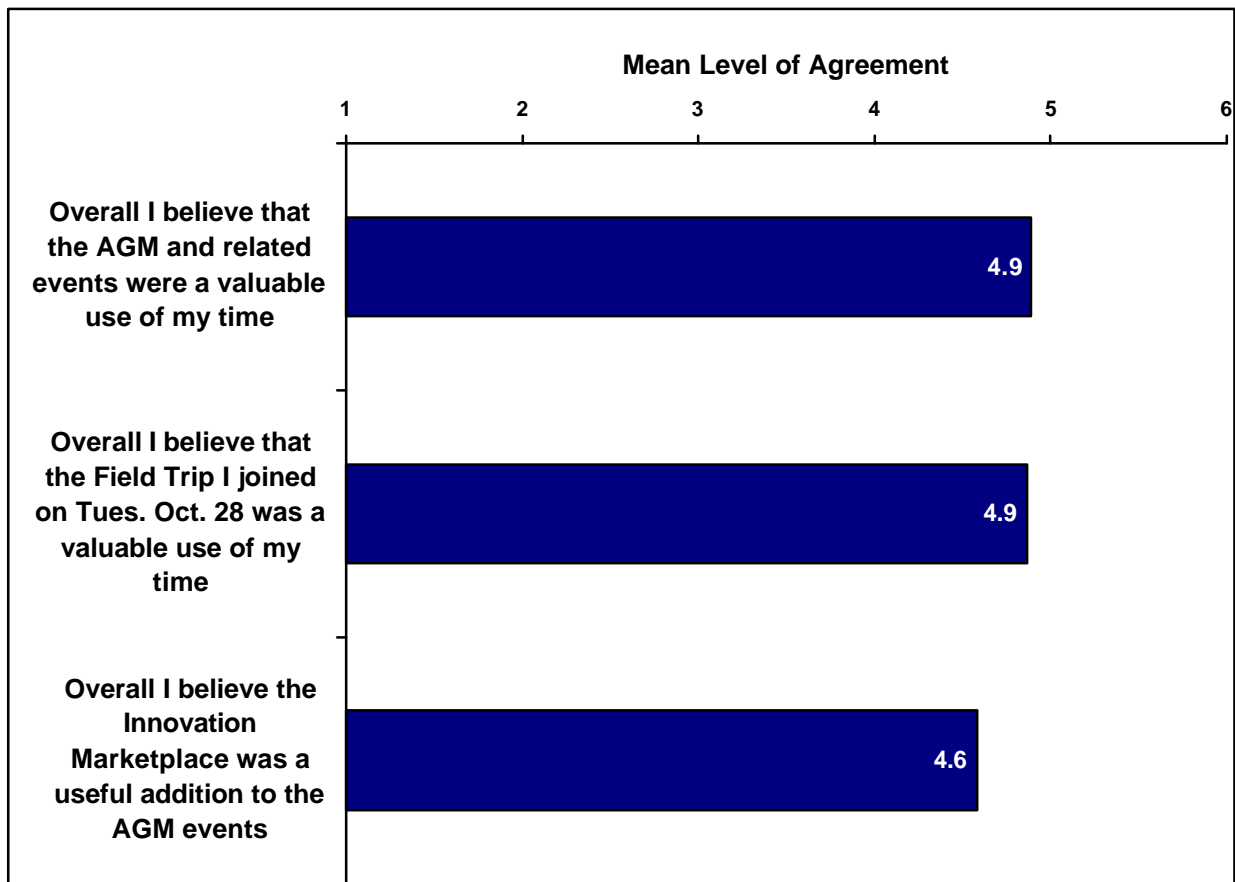
- The majority of respondents were CGIAR center staff or board members. There were also a large number of respondents from other organizations.
  - Although there were a larger proportion of respondents from other organizations completing this year's online survey, the proportion of respondents from other groups is approximately the same.



## IV. General Issues Related to the AGM '03

### Use of Attendees' Time

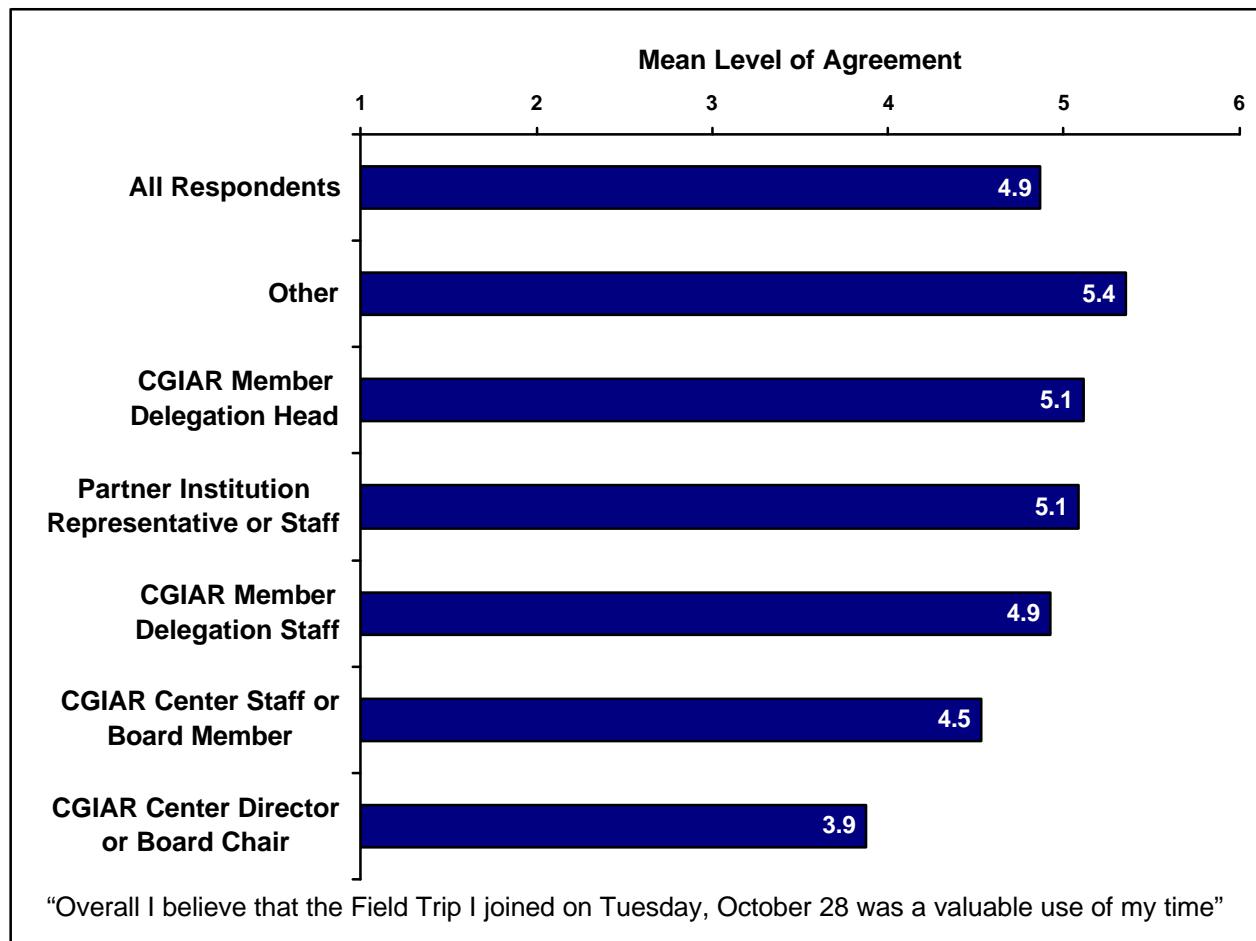
- For the most part, respondents felt that their time was well spent.
  - Respondents agreed to the greatest extent that the AGM and related events, as well as the Field Trip, were valuable uses of their time, both with mean ratings of 4.9 on a 6-point scale of 1 being strongly disagree and 6 being strongly agree.
  - There was somewhat less agreement that the Innovation Marketplace was a useful addition to AGM events, receiving a mean rating of 4.6.
  - Compared to AGM '02, there was a slight increase (from 4.6 in 2002 to 4.9 in 2003) in agreement that the AGM and related events were a valuable use of attendees' time.



## IV. General Issues Related to the AGM (continued)

### Use of Attendees' Time (continued)

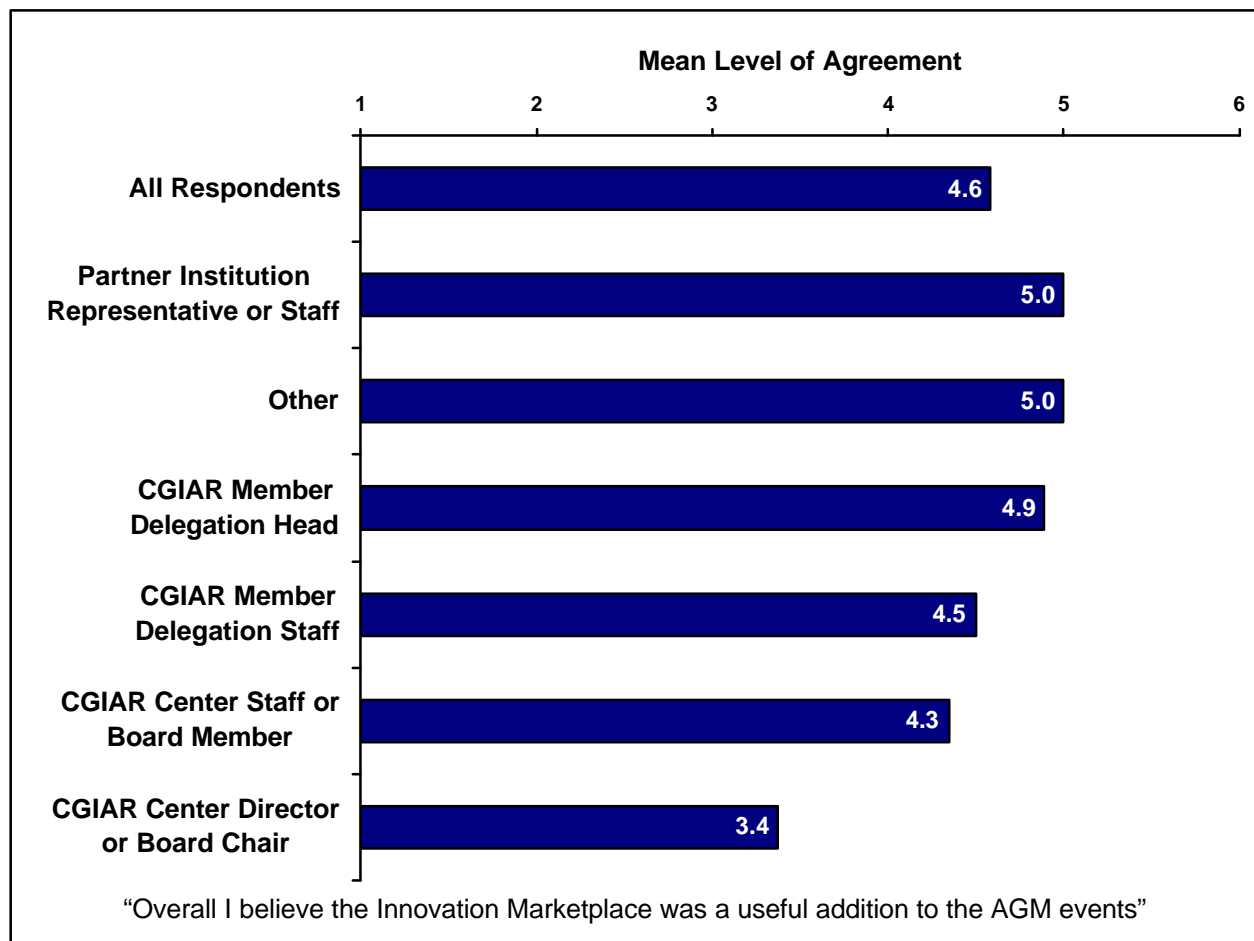
- Significant differences were found between respondents in their ratings of whether they felt that the Field Trip was a valuable use of their time.
  - Respondents from other organizations had the highest ratings of agreement that the Field Trip was a valuable use of their time with a mean rating of 4.9 on a 6-point scale of 1 being strongly disagree and 6 being strongly agree.
  - CGIAR center directors and board chairs had significantly lower ratings of agreement that the Field Trip was a valuable use of their time with a mean rating of 3.9.



## IV. General Issues Related to the AGM (continued)

### Use of Attendees' Time (continued)

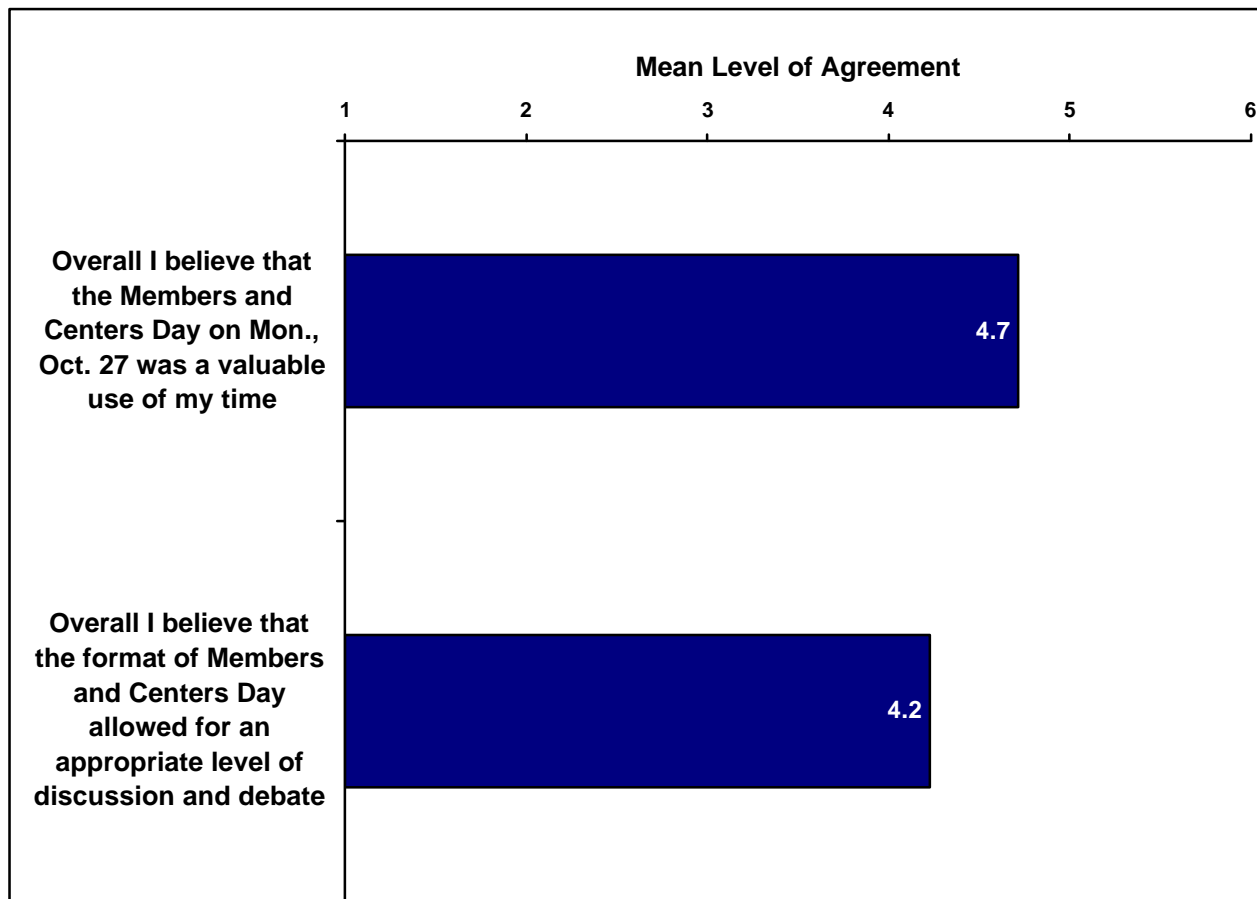
- Significant differences were also found between respondents in their ratings of whether the Innovation Marketplace was a useful addition to AGM events.
  - Partner institution representatives and staff and respondents from other organizations had the highest ratings of agreement that the Innovation Marketplace was a useful addition to the AGM, both with mean ratings of 5.0 on a 6-point scale of 1 being strongly disagree and 6 being strongly agree.
  - CGIAR center directors and board chairs had significantly lower ratings of agreement that the Innovation Marketplace was a useful addition to the AGM with a mean rating of 3.4.



## IV. General Issues Related to the AGM (continued)

### Members and Centers Day

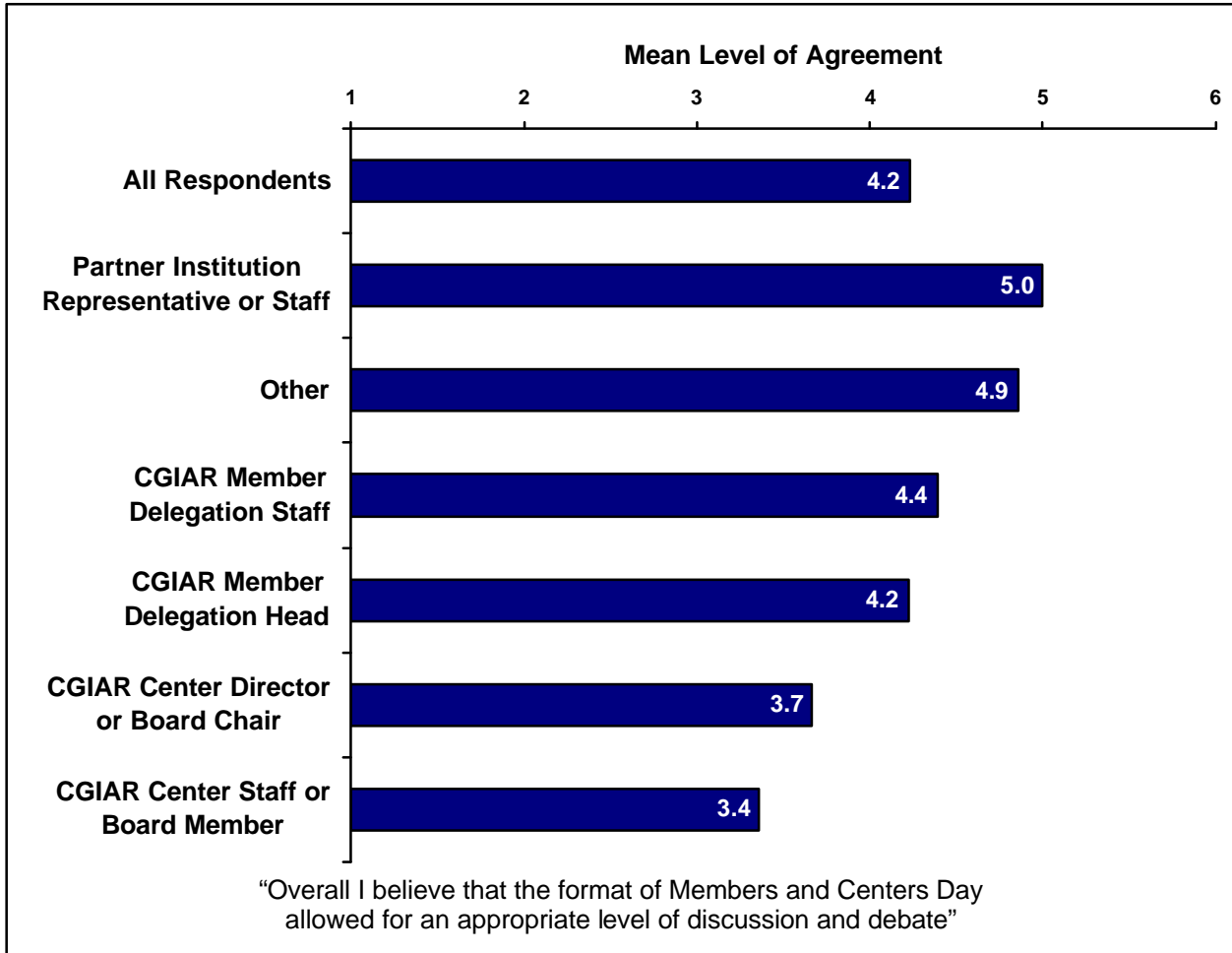
- For the most part, respondents felt that the Members and Centers Day was a successful event.
  - Respondents agreed to the greatest extent that the Members and Centers Day was a valuable use of their time with a mean rating of 4.7 on a 6-point scale of 1 being strongly disagree and 6 being strongly agree.
  - There was somewhat less agreement, however, that the format of the Members and Centers Day allowed for an appropriate level of discussion and debate, receiving a mean rating of 4.2.



## IV. General Issues Related to the AGM (continued)

### Members and Centers Day (continued)

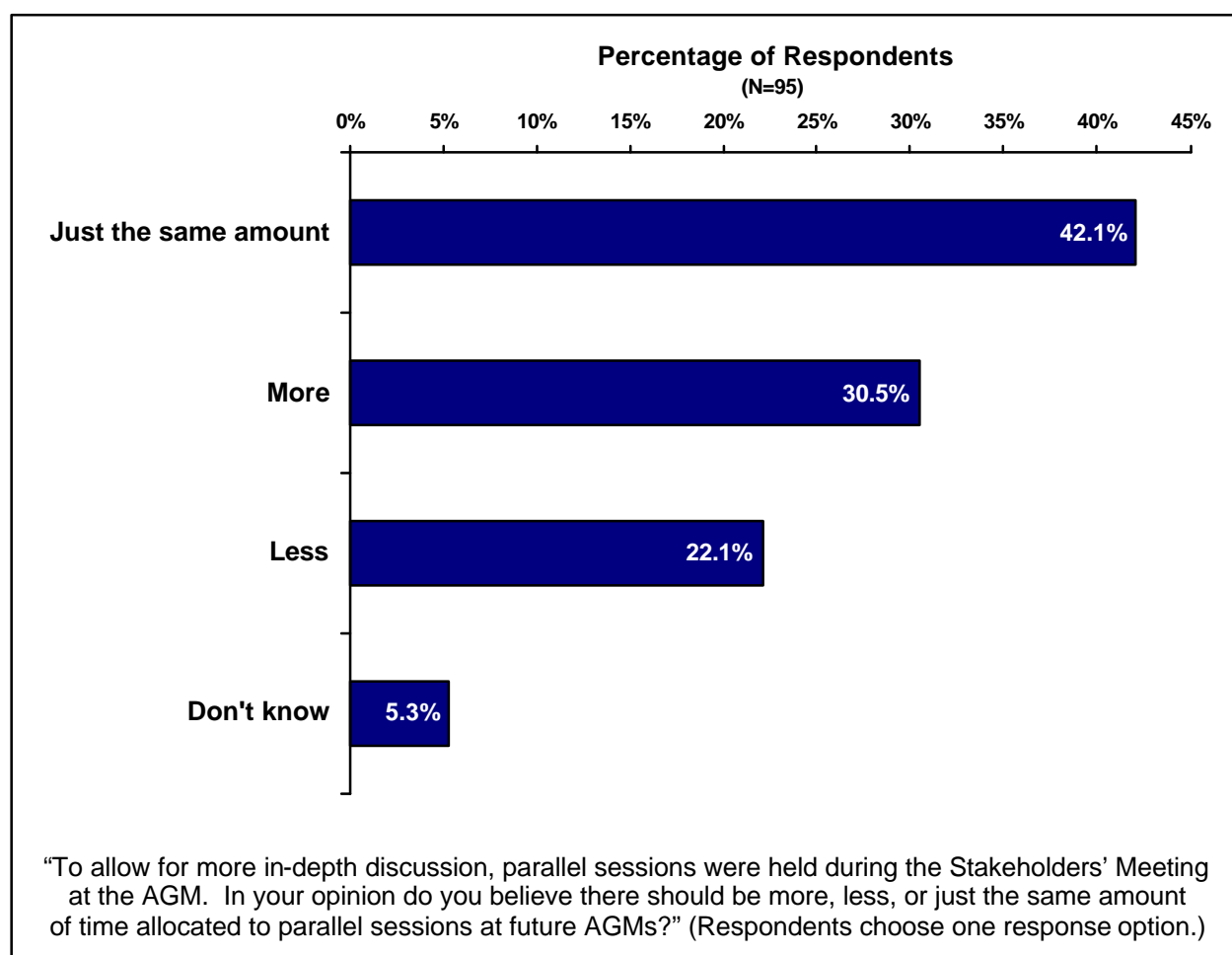
- Significant differences were found between respondents in their ratings of whether the format of the Members and Centers Day allowed for an appropriate level of discussion and debate.
  - Partner institution representatives and staff had the highest ratings of agreement that the format of the Members and Centers Day allowed for an appropriate level of discussion and debate with a mean rating of 5.0 on a 6-point scale of 1 being strongly disagree and 6 being strongly agree.
  - CGIAR center staff and board members had significantly lower ratings of agreement that the format of the Members and Centers Day allowed for an appropriate level of discussion and debate with a mean rating of 3.4.



## IV. General Issues Related to the AGM (continued)

### Parallel Sessions

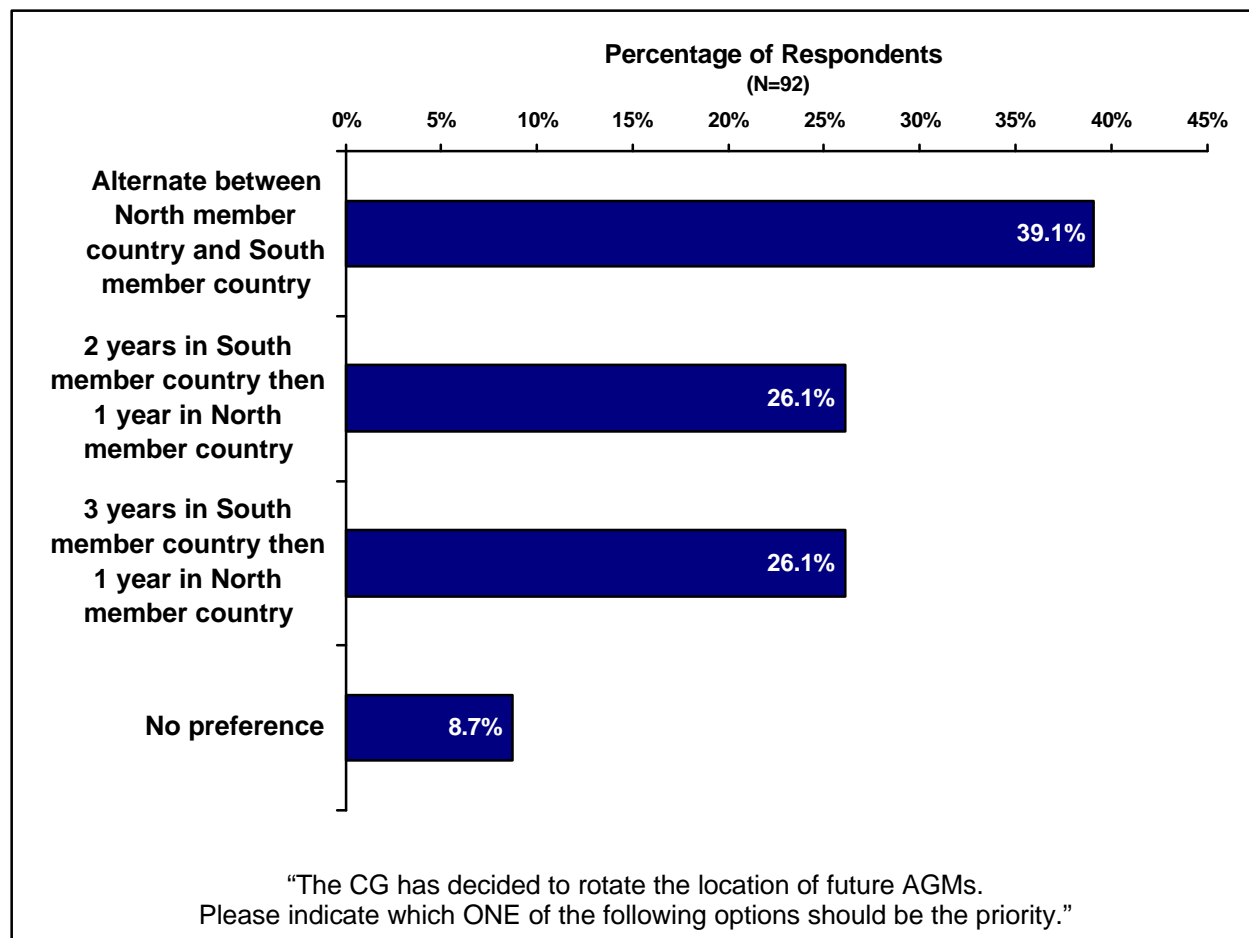
- The majority of respondents indicated that there should be just the same amount of time allocated to parallel sessions at future AGMs.
  - “Just the same amount” of time allocated to parallel sessions for future AGMs was chosen by 42% of respondents.
  - A large number of respondents (31%) indicated that more time allocated to parallel sessions might be preferable for future AGMs.
  - There were no differences in preferences for future parallel sessions due to respondents’ position.
  - Respondents in last year’s survey also felt that there should be just the same amount of parallel sessions in the future.



## IV. General Issues Related to the AGM (continued)

### Future Location

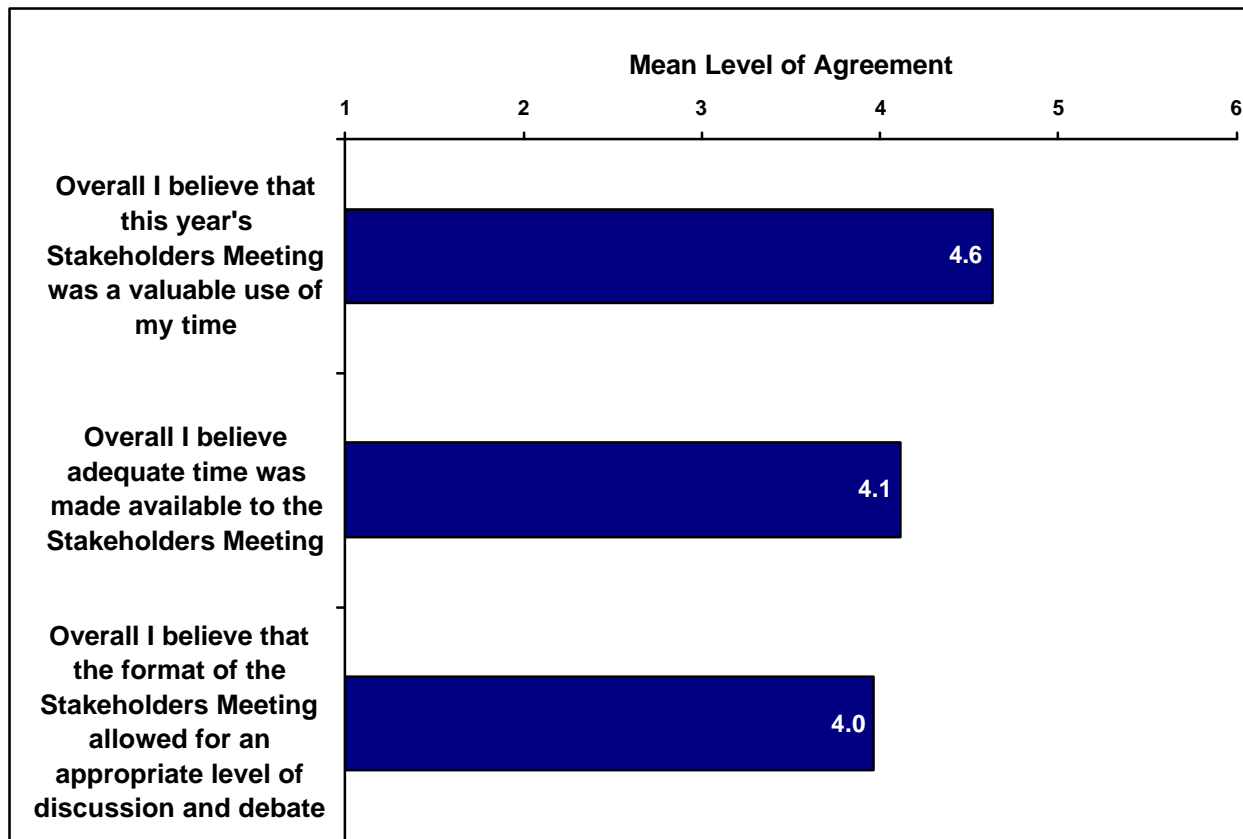
- The majority of respondents indicated that future AGMs should alternate locations between a member country from the North and a member country from the South (to enable Center-related field visits).
  - Nearly 40% of respondents indicated that the priority for future AGMs should be to alternate between member countries in the North and member countries in the South.
  - CGIAR member delegation heads and staff, as well as CGIAR center directors and board chairs preferred to alternate locations between member countries in the North and member countries in the South; however, CGIAR center staff and board members preferred to hold future AGMs in member countries from the South for 3 years followed by 1 year in a member country in the North. Partner institution representatives and staff, on the other hand, preferred to hold future AGMs in member countries from the South for 2 years followed by 1 year in a member country in the North



## V. Stakeholders' Meeting (October 29-30, 2003)

### Time and Format

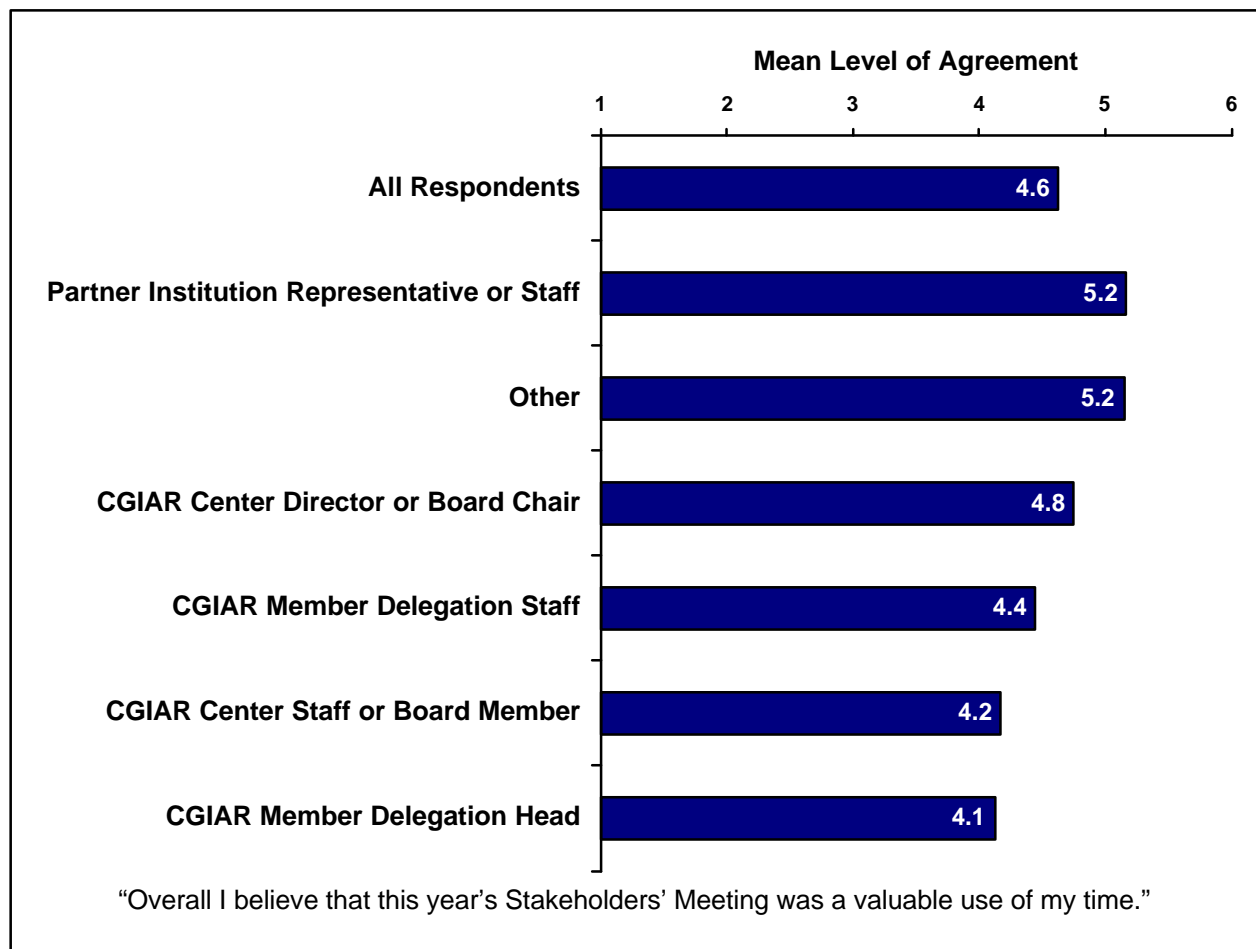
- Respondents were fairly positive regarding the use of time and format in the Stakeholders' Meeting.
  - The Stakeholders' Meeting being a valuable use of attendees' time received the highest rating with a mean of 4.6 on a 6-point scale with 1 being strongly disagree and 6 being strongly agree.
  - There was somewhat less agreement, however, that there was adequate time for the Stakeholders' Meeting and that the format of the Meeting allowed for an appropriate level of discussion and debate, receiving means of 4.1 and 4.0, respectively.
  - Compared to AGM '02, there was a slight increase (from 4.3 in 2002 to 4.6 in 2003) in agreement that the Stakeholders' Meeting was a valuable use of attendee's time and a slight increase (from 3.7 in 2002 to 4.0 in 2003) in agreement that the format of the Stakeholders' Meeting allowed for an appropriate level of discussion and debate.



## V. Stakeholders' Meeting (continued)

### Time and Format (continued)

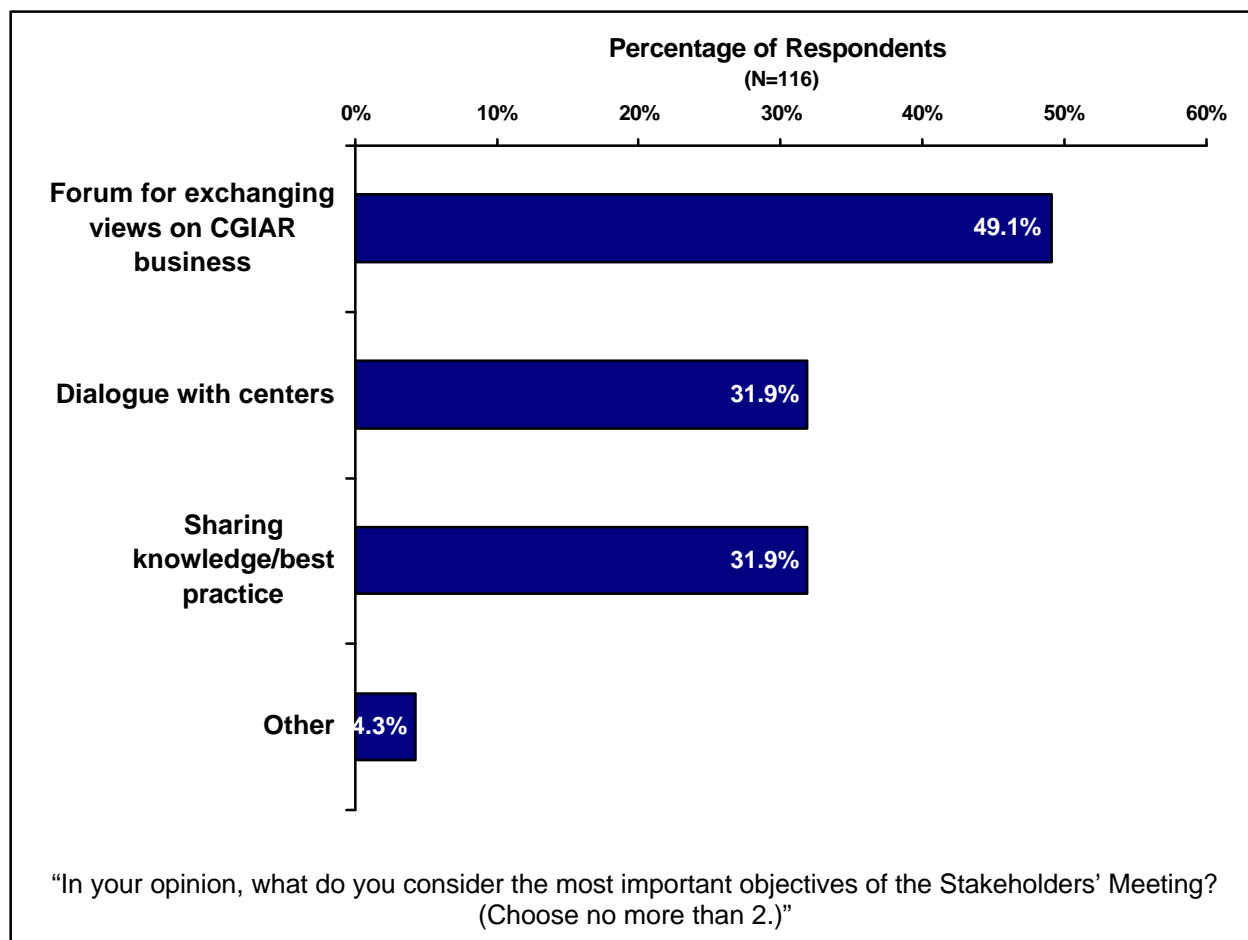
- Significant differences were found between respondents in their ratings of whether this year's Stakeholders' Meeting was a valuable use of their time.
  - Partner institution representatives and staff and respondents from other organizations had the highest ratings of agreement that this year's Stakeholders' Meeting was a valuable use of their time, both with mean ratings of 5.2 on a 6-point scale of 1 being strongly disagree and 6 being strongly agree.
  - CGIAR member delegation heads had significantly lower ratings of agreement that this year's Stakeholders' Meeting was a valuable use of their time with a mean rating of 4.1.



## V. Stakeholders' Meeting (continued)

### Objectives

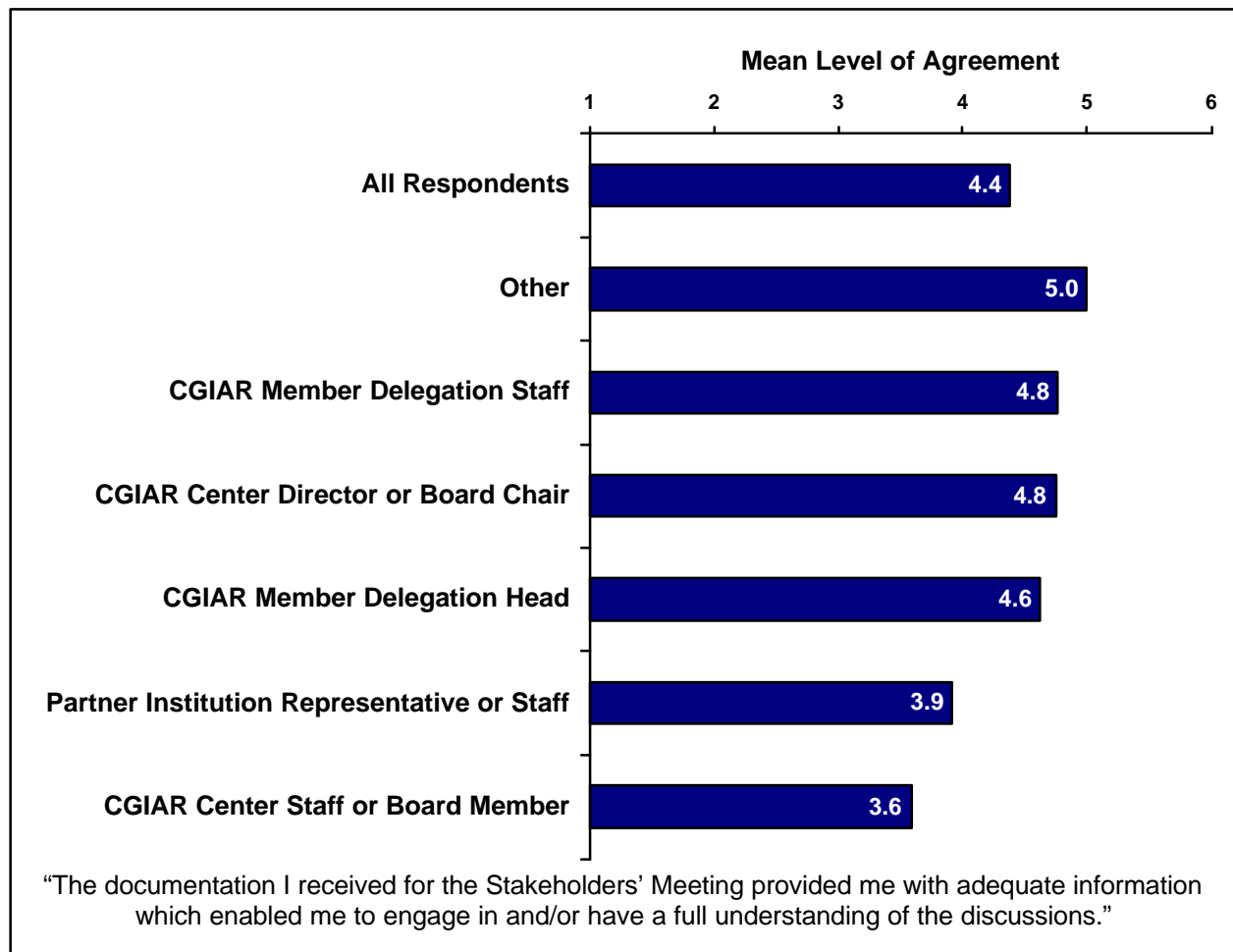
- Respondents overwhelmingly indicated that the most important objective for the Stakeholders' Meeting was providing a "forum for exchanging views on CGIAR business". This was also the case in the AGM '02 online survey.
  - Nearly half of all respondents indicated that providing a forum for exchanging views on CGIAR business was the most important objective for the Stakeholders' Meeting.
  - CGIAR member delegation heads were more likely to indicate that dialogue with centers is the most important objective for the Stakeholders' Meeting. Otherwise, all other groups of attendees were more likely to indicate that the objective of the Stakeholders' Meeting was to provide a forum for exchanging views on CGIAR business.
- Respondents indicated that, for the most part, their objectives were achieved at this year's Stakeholders' Meeting with a mean rating of 4.1 on a 6-point scale of 1 being strongly disagree and 6 being strongly agree.
  - There were no differences in these ratings due to respondents' position.



## V. Stakeholders' Meeting (continued)

### Documentation

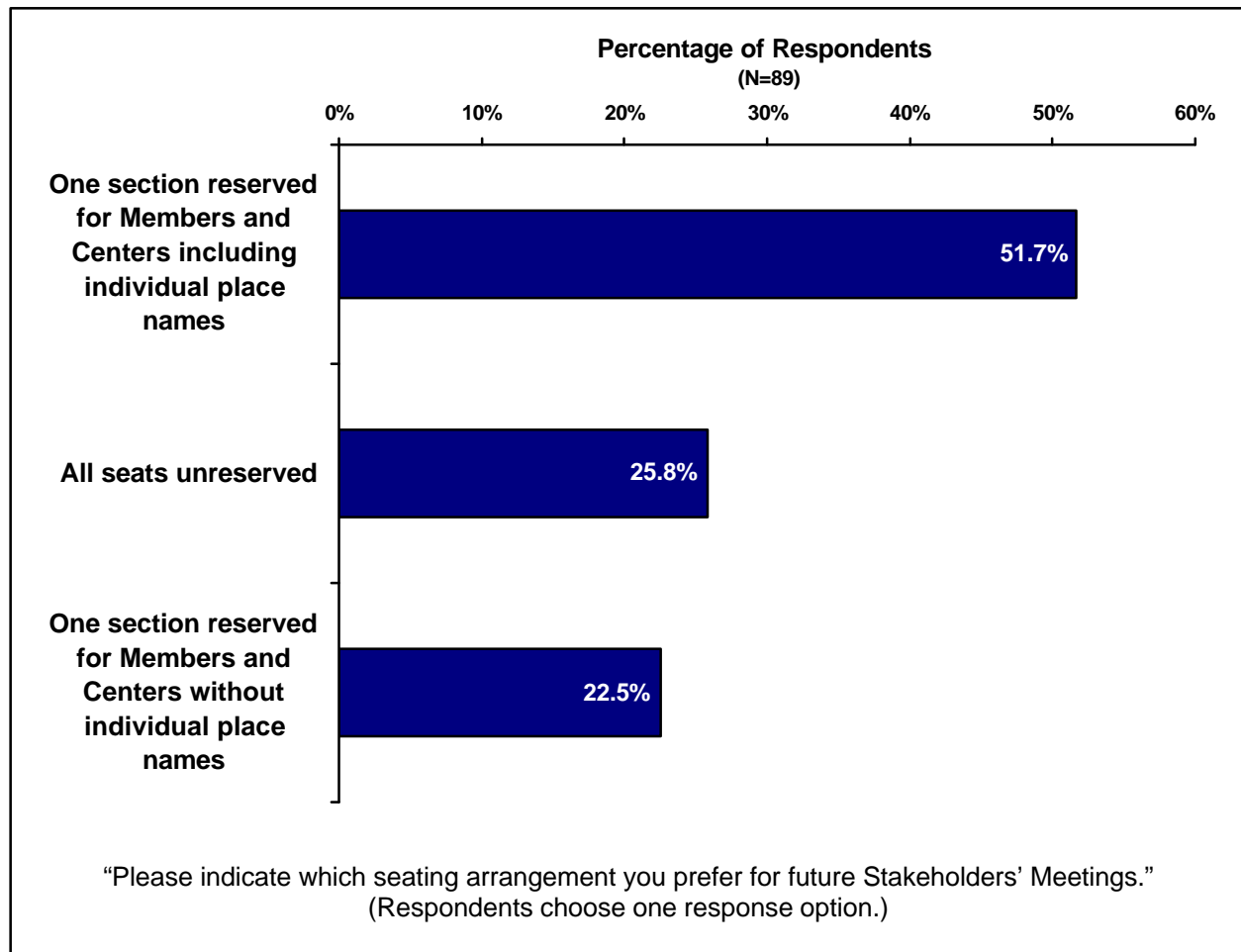
- Respondents indicated that the documentation they received for this year's Stakeholders' Meeting did provide them with adequate information to enable them to engage in and/or have a full understanding of the discussions with a mean rating of 4.4 on a 6-point scale of 1 being strongly disagree and 6 being strongly agree.
  - Compared to AGM '02, there was only a very slight decrease (from 4.5 in 2002 to 4.4 in 2003) in agreement that the documentation they received for this year's Stakeholders' Meeting provided them with adequate information.
- Significant differences were found between respondents in their ratings of whether the documentation they received for this year's Stakeholders' Meeting provided them with adequate information.
  - Respondents from other organizations had the highest ratings of agreement that the documentation they received for this year's Stakeholders' Meeting provided them with adequate information with a mean rating of 5.0.
  - CGIAR center staff and board members had the lowest ratings of agreement that the documentation provided them with adequate information with a mean of 3.6.



## V. Stakeholders' Meeting (continued)

### Seating Arrangements

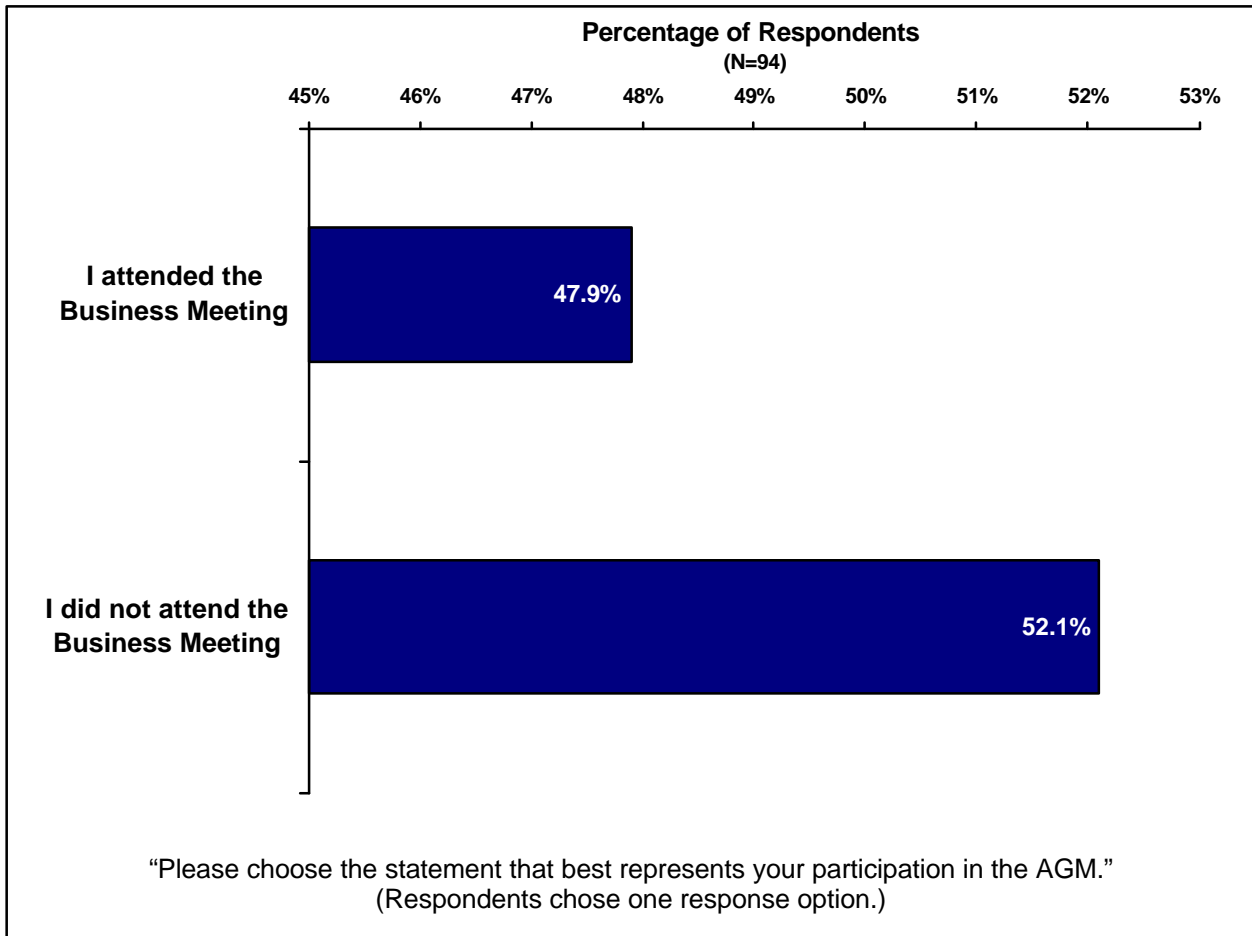
- Respondents overwhelmingly indicated that they preferred one section reserved for Members and Centers including individual place names for future Stakeholders' Meetings.
  - Over half of all respondents indicated that the seating arrangement they preferred for future Stakeholders' Meetings was one section reserved for Members and Centers including individual place names.
  - Nearly all groups of attendees preferred this seating arrangement; however, respondents from other organizations preferred one section reserved for Members and Centers without individual place names.



## VI. Business Meeting (October 30-31, 2003)

### The Sample

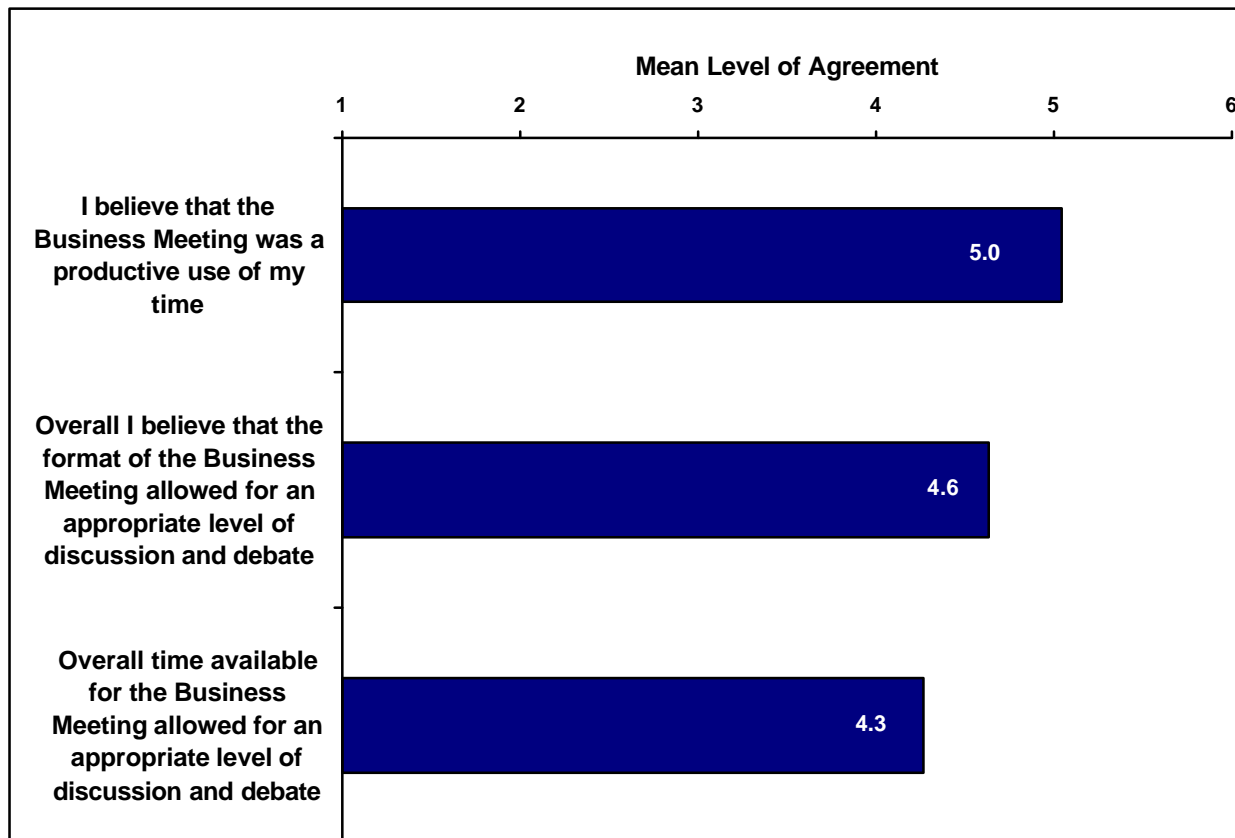
- A little less than half of all respondents indicated that they attended the Business Meeting.
  - In the AGM '02 survey, nearly 60% of respondents indicated that they attended the Business Meeting.



## VI. Business Meeting (continued)

### Time and Format

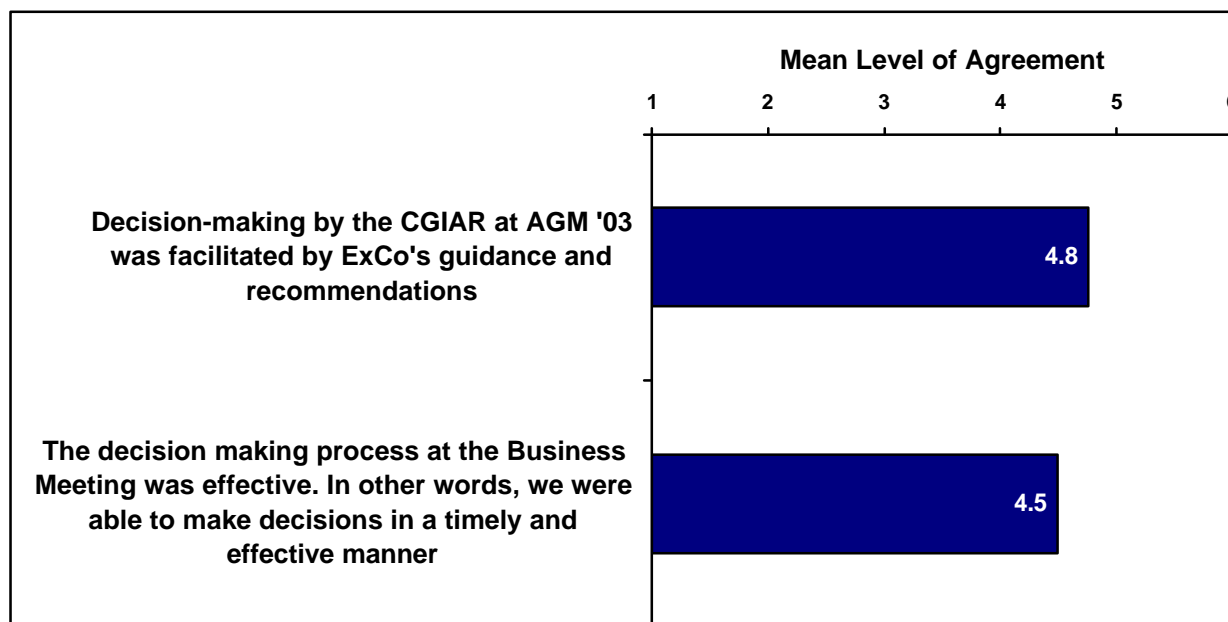
- Respondents were fairly positive regarding the use of time and format in the Business Meeting.
  - The Business Meeting being a valuable use of attendees' time received the highest rating with a mean of 5.0 on a 6-point scale with 1 being strongly disagree and 6 being strongly agree.
  - There was somewhat less agreement that the format and timing of the Business Meeting allowed for an appropriate level of discussion and debate, receiving mean ratings of 4.6 and 4.3, respectively.
  - There were no differences in ratings of the Business Meeting's time and format due to respondents' position.
  - Compared to AGM '02, there was an increase (from 4.4 in 2002 to 5.0 in 2003) in agreement that the Business Meeting was valuable use of attendee's time and a significant increase (from 3.0 in 2002 to 4.6 in 2003) in agreement that the format of the Business Meeting allowed for an appropriate level of discussion and debate.



## VI. Business Meeting (continued)

### Decision-Making Process

- Respondents were also fairly positive regarding the decision-making process at the Business Meeting.
  - Decision-making by the CGIAR being facilitated by ExCo's guidance and recommendations received the highest rating with a mean of 4.8 on a 6-point scale with 1 being strongly disagree and 6 being strongly agree.
  - There was somewhat less agreement that the decision-making process at the Business Meeting was effective, receiving a mean of 4.5.
  - There were no differences in ratings of the decision-making at the Business Meeting due to respondents' position.
  - Compared to AGM '02, there was a significant increase (from 3.1 in 2002 to 4.5 in 2003) in agreement that the decision-making process at the Business Meeting was effective.



### Documentation

- Respondents indicated that they had sufficient documentation to facilitate discussion of agenda items with a mean rating of 4.8 on a 6-point scale with 1 being strongly disagree and 6 being strongly agree.
  - There were no differences in ratings of documentation for the Business Meeting due to respondents' position.
  - Compared to AGM '02, there was a slight increase (from 4.6 in 2002 to 4.8 in 2003) in agreement that the documentation was sufficient to facilitate discussion of agenda items.

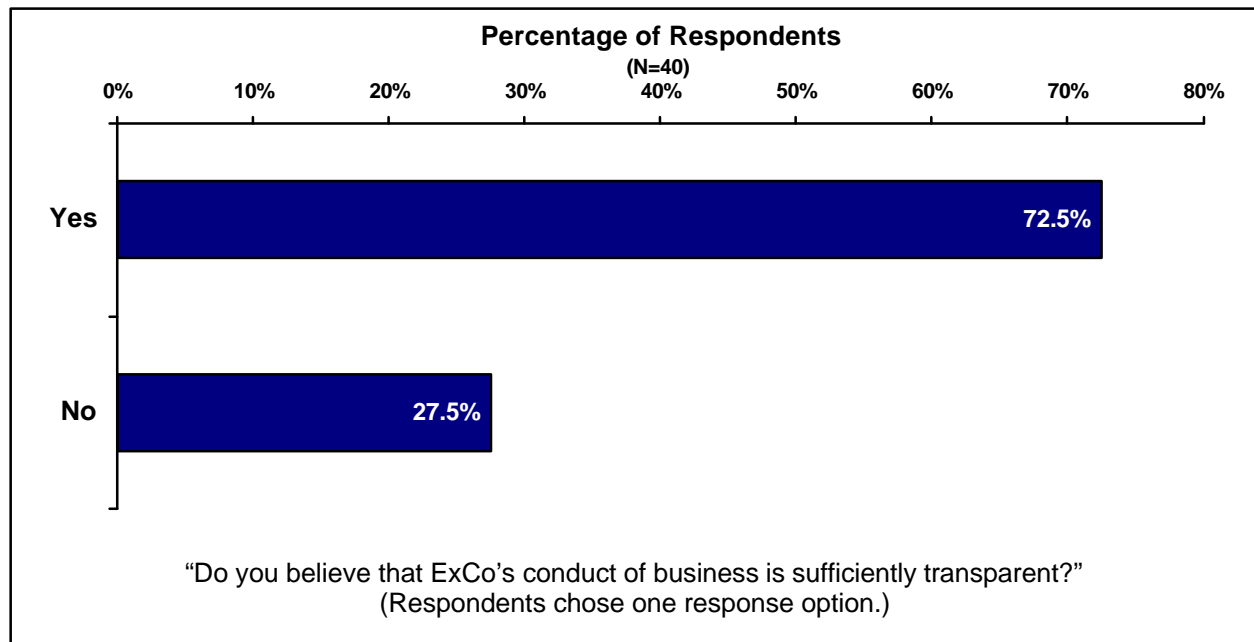
## VII. ExCo

### Oversight

- Respondents indicated that ExCo provided adequate oversight of the implementation of CGIAR decisions with a mean rating of 4.4 on a 6-point scale with 1 being strongly disagree and 6 being strongly agree.
  - There were no differences in ratings of ExCo's oversight due to respondents' position.

### Transparency

- Respondents overwhelmingly indicated that they felt ExCo's conduct of business was sufficiently transparent.
  - There were no differences in perceptions of ExCo's transparency due to respondents' position.



## VIII. Conclusions

The online survey indicated overall positive views toward CGIAR's AGM 2003 Stakeholder Meeting. For the most part participants were satisfied with how their time was spent and the substance of the meetings. Changes made after last year's meeting appear to have had a positive impact on the experience of participants. A few interesting points emerged:

- In last year's survey, the stakeholder category labeled CGIAR Center Directors or Board Chairs was fairly negative in their views toward much of the meeting – certainly the most negative stakeholder group. This year's survey indicates a shift in their views; CGIAR Center Directors or Board Chairs reported much more positive views about a number of issues related to the Stakeholders' and Business Meetings. At the same time, they are still more negative than other groups in a number of areas (e.g., the Marketplace, Field Trip.) These findings suggest that changes that were made had a positive impact on the experience for this group of participants.
- In addition, the survey indicates that overall views toward the meetings have improved. Where questions remained the same and findings can be compared, ratings generally have risen. Overall views toward the meetings improved as well as views toward aspects of the Stakeholders' Meeting and the Business Meeting.
- An interesting finding is worth noting emerged regarding parallel sessions. In last year's survey 42% of respondents said there should be the same amount of parallel sessions at future AGMs, 30% said there should be more, 22% said there should be less. The question was asked slightly differently this year, but the change in responses is worth noting. This year 51% said there should be same amount, 33% said fewer, and 13% said more. This may indicate that too many parallel sessions were added to this year's meeting.
- As with last year's survey, participants seem most interested in the meetings providing opportunity for exchanging views on CGIAR business.
- Findings related to documentation needs should be looked at carefully because significant stakeholder distinctions emerged. While certain groups were very satisfied with the documentation they received for the Stakeholders' Meeting, others were much less so. Perhaps there would be a way to tailor the documentation for different audiences, or possibly provide options to participants.
- The Business Meeting engendered much more positive ratings this year. Many more respondents agreed this year that "the decision making process at the Business Meeting was effective," that the Business meeting was a "productive use of time," and that the format "allowed for an appropriate level of discussion and debate." Changes made clearly resonated with the audiences.

## IX. Appendices

- A. Responses to All Questions Across All Respondents
- B. Responses to All Questions by Client Groups
- C. General Issues Related to the AGM '03 Open-Ended Comments
- D. Stakeholders' Meeting Open-Ended Comments
- E. Business Meeting Open-Ended Comments
- F. ExCo Open-Ended Comments

## Appendix A: Responses to All Questions Across All Respondents

**Total Response Number = 116**

### SECTION I. GENERAL INFORMATION

<b>1. Please identify which of the following describes your position?</b>	<b>Percentage of Respondents (n=116)</b>
CGIAR Center Staff or Board Member	26.7%
Other	22.4%
CGIAR Member Delegation Staff	18.1%
Partner Institution Representative or Staff	16.4%
CGIAR Member Delegation Head	8.6%
CGIAR Center Director or Board Chair	7.8%

### SECTION II. GENERAL ISSUES RELATED TO THE AGM '03

<b>Please indicate the level to which you agree/disagree with the following statements on a scale of 1-6, 1 meaning you strongly disagree, 6 meaning you strongly agree:</b>	<b>Level of Agreement</b>		
	<b>N</b>	<b>Mean</b>	<b>SD</b>
1. Overall I believe the AGM and related events were a valuable use of my time	103	4.89	.96
2. Overall I believe that the Members and Centers Day on Monday October 27 was a valuable use of my time	96	4.72	1.12
3. Overall I believe that the format of Members and Centers Day allowed for an appropriate level of discussion and debate	96	4.23	1.33
4. Overall I believe that the Field Trip I joined on Tuesday October 28 was a valuable use of my time	76	4.87	1.17
5. Overall I believe the Innovation Marketplace was a useful addition to the AGM events	96	4.58	1.25

<b>6. In your opinion do you believe there should be more, less, or just the same amount of time allocated to parallel sessions at future AGMs?</b>	<b>Percentage of Respondents (n=95)</b>
Just the same amount	42.1%
More	30.5%
Less	22.1%
Don't know	5.3%

<b>7. The CG has decided to rotate the location of future AGMs. Please indicate which ONE of the following options should be the priority?</b>	<b>Percentage of Respondents (n=92)</b>
Alternate locations between member country from North and member country from South (to enable Center related field visits)	39.1%
Hold meetings for <u>two</u> consecutive years in member countries from the South (to enable Center related field visits) followed in the third year by a meeting in a member country from the North	26.1%
Hold meetings for <u>three</u> consecutive years in member countries from the South (to enable Center related field visits) followed by a meeting in a member country from the North	26.1%
No preference	8.7%

### SECTION III. STAKEHOLDERS MEETING (OCTOBER 29-30, 2003)

<b>Please indicate the level to which you agree/disagree with the following statements on a scale of 1-6, 1 meaning you strongly disagree, 6 meaning you strongly agree:</b>	<b>Level of Agreement</b>		
	<b>N</b>	<b>Mean</b>	<b>SD</b>
1. Overall I believe that this year's Stakeholders Meeting was a valuable use of my time	89	4.63	.93
2. Overall I believe that the format of the Stakeholders Meeting allowed for an appropriate level of discussion and debate	88	3.97	1.21
3. Overall I believe adequate time was made available to the Stakeholders Meeting	87	4.11	1.06

<b>4. In your opinion, what do you consider the most important objectives of the Stakeholders Meeting? (Choose no more than two)</b>	<b>Percentage of Respondents (n=116)</b>
Forum on exchanging views on CGIAR business	49.1%
Sharing knowledge/best practice	31.9%
Dialogue with centers	31.9%
Other	4.3%

<b>Please indicate the level to which you agree/disagree with the following statements on a scale of 1-6, 1 meaning you strongly disagree, 6 meaning you strongly agree:</b>	<b>Level of Agreement</b>		
	<b>N</b>	<b>Mean</b>	<b>SD</b>
5. This year's Stakeholder Meeting achieved the objectives I identified	87	4.11	1.02
6. The documentation I received for the Stakeholders Meeting provided me with adequate information which enabled me to engage in and/or have a full understanding of the discussions	86	4.38	1.01

<b>7. Please indicate which seating arrangement you prefer for future Stakeholders Meetings?</b>	<b>Percentage of Respondents (n=89)</b>
One section reserved for Members and Centers including individual place names	51.7%
All seats unreserved	25.8%
One section reserved for Members and Centers without any individual place names	22.5%

#### SECTION IV. BUSINESS MEETING (OCTOBER 30-31, 2003)

<b>1. Please choose the statement that best represents your participation in the AGM?</b>	<b>Percentage of Respondents (n=95)</b>
I did <u>not</u> attend the Business Meeting	51.6%
I attended the Business Meeting	48.4%

<b>Please indicate the level to which you agree/disagree with the following statements on a scale of 1-6, 1 meaning you strongly disagree, 6 meaning you strongly agree:</b>	<b>Level of Agreement</b>		
	<b>N</b>	<b>Mean</b>	<b>SD</b>
2. I believe that the Business Meeting was a productive use of my time	42	5.05	.73
3. Overall I believe that the format of the Business Meeting allowed for an appropriate level of discussion and debate	41	4.63	1.13
4. The decision making process at the Business Meeting was effective. In other words, we were able to make decisions in a timely and effective manner	41	4.49	1.14
5. Decision-making by the CGIAR at AGM '03 was facilitated by ExCo's guidance and recommendations	41	4.76	1.02
6. Overall time available for the Business Meeting allowed for an appropriate level of discussion and debate	41	4.27	1.25
7. Overall I had sufficient documentation to facilitate discussion of agenda items	41	4.83	.77

#### SECTION V. EXCO

<b>Please indicate the level to which you agree/disagree with the following statement on a scale of 1-6, 1 meaning you strongly disagree, 6 meaning you strongly agree:</b>	<b>Level of Agreement</b>		
	<b>N</b>	<b>Mean</b>	<b>SD</b>
1. ExCo provided adequate oversight of the implementation of CGIAR decisions	40	4.40	1.17

<b>2. Do you believe that ExCo's conduct of business is sufficiently transparent?</b>	<b>Percentage of Respondents (n=40)</b>
Yes	72.5%
No	27.5%

Appendix B: Responses to All Questions by Client Groups

**SECTION II. GENERAL ISSUES RELATED TO THE AGM '03**

**General Issues Related to the AGM '03**

	Please identify which of the following describes your position																				
	CGIAR Member Delegation Head			CGIAR Member Delegation Staff			CGIAR Center Director or Board Chair			CGIAR Center Staff or Board Member			Partner Institution Representative or Staff			Other			All Respondents		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall I believe that the AGM and related events were a valuable use of my time	9	5.22	.83	20	5.00	.32	9	4.67	1.41	28	4.46	1.20	15	5.00	.85	22	5.23	.75	103	4.89	.96
Overall I believe that the Members and Centers Day on Monday October 27 was a valuable use of my time	9	5.00	1.00	18	4.83	1.04	9	4.44	1.42	26	4.38	1.17	14	4.64	.84	20	5.10	1.17	96	4.72	1.12
Overall I believe that the format of Members and Centers Day allowed for an appropriate level of discussion and debate	9	4.22	1.20	18	4.39	1.09	9	3.67	1.58	25	3.36	1.58	14	5.00	.68	21	4.86	.79	96	4.23	1.33
Overall I believe that the Field Trip I joined on Tuesday October 28 was a valuable use of my time	9	5.11	1.05	13	4.92	.95	8	3.88	1.81	17	4.53	1.33	12	5.08	.67	17	5.35	.86	76	4.87	1.17
Overall I believe the Innovation Marketplace was a useful addition to the AGM events	9	4.89	.78	18	4.50	1.15	8	3.38	1.85	26	4.35	1.35	15	5.00	.76	20	5.00	1.12	96	4.58	1.25

**In your opinion do you believe there should be more, less, or just the same amount of time allocated to parallel sessions at future AGMs?**

Valid Percent

		Please identify which of the following describes your position					
		CGIAR Member Delegation Head	CGIAR Member Delegation Staff	CGIAR Center Director or Board Chair	CGIAR Center Staff or Board Member	Partner Institution Representative or Staff	Other
Valid	More	37.5	22.2	25.0	25.9	23.1	47.6
	Less	12.5	22.2	25.0	25.9	23.1	19.0
	Just the same amount	50.0	44.4	37.5	44.4	53.8	28.6
	Don't know		11.1	12.5	3.7		4.8
	Total	100.0	100.0	100.0	100.0	100.0	100.0

**Please identify your preference for the venue of future AGMs**

Valid Percent

		Please identify which of the following describes your position					
		CGIAR Member Delegation Head	CGIAR Member Delegation Staff	CGIAR Center Director or Board Chair	CGIAR Center Staff or Board Member	Partner Institution Representative or Staff	Other
Valid	Alternate between North member and South member	66.7	43.8	62.5	32.1	23.1	38.1
	2 years in South member country then 1 year in North member	16.7	25.0	37.5	10.7	38.5	38.1
	3 years in South member country then 1 year in North member	16.7	18.8		46.4	23.1	19.0
	No preference		12.5		10.7	15.4	4.8
	Total	100.0	100.0	100.0	100.0	100.0	100.0

**SECTION III. STAKEHOLDERS MEETING (OCTOBER 29-30, 2003)**

**Stakeholders Meeting (October 29-30, 2003)**

	Please identify which of the following describes your position																				
	CGIAR Member Delegation Head			CGIAR Member Delegation Staff			CGIAR Center Director or Board Chair			CGIAR Center Staff or Board Member			Partner Institution Representative or Staff			Other			All Respondents		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall I believe that this year's Stakeholders Meeting was a valuable use of my time	8	4.13	.83	18	4.44	1.04	8	4.75	.46	23	4.17	1.03	12	5.17	.83	20	5.15	.49	89	4.63	.93
Overall I believe that the format of the Stakeholders Meeting allowed for an appropriate level of discussion and debate	8	3.63	1.41	18	3.89	1.23	8	4.00	1.07	23	3.52	1.20	12	4.25	1.36	19	4.53	.90	88	3.97	1.21
Overall I believe adequate time was made available to the Stakeholders Meeting	8	4.13	1.13	18	4.44	1.04	8	4.00	.93	23	3.87	.97	12	4.00	1.35	18	4.22	1.06	87	4.11	1.06
This year's Stakeholder Meeting achieved the objectives I identified	8	3.75	1.28	18	4.06	.94	8	4.38	.74	23	3.74	1.21	11	4.45	.82	19	4.47	.77	87	4.11	1.02
The documentation I received for the Stakeholders Meeting provided me with adequate information which enabled me to engage in and/or have a full understanding of the discussions	8	4.63	.52	17	4.76	.75	8	4.75	.46	22	3.59	1.10	12	3.92	1.16	19	5.00	.58	86	4.38	1.01

**In your opinion, what do you consider the most important objectives of the Stakeholder Meeting? - Forum for exchanging views on CGIAR business**

Percent

		Please identify which of the following describes your position					
		CGIAR Member Delegation Head	CGIAR Member Delegation Staff	CGIAR Center Director or Board Chair	CGIAR Center Staff or Board Member	Partner Institution Representative or Staff	Other
Valid	Forum for exchanging views on CGIAR business	30.0	47.6	77.8	54.8	31.6	53.8
Missing	System	70.0	52.4	22.2	45.2	68.4	46.2
Total		100.0	100.0	100.0	100.0	100.0	100.0

**In your opinion, what do you consider the most important objectives of the Stakeholder Meeting? - Sharing knowledge/best practice**

Percent

		Please identify which of the following describes your position					
		CGIAR Member Delegation Head	CGIAR Member Delegation Staff	CGIAR Center Director or Board Chair	CGIAR Center Staff or Board Member	Partner Institution Representative or Staff	Other
Valid	Sharing knowledge/best practice	30.0	28.6	22.2	25.8	31.6	46.2
Missing	System	70.0	71.4	77.8	74.2	68.4	53.8
Total		100.0	100.0	100.0	100.0	100.0	100.0

**In your opinion, what do you consider the most important objectives of the Stakeholder Meeting? - Dialogue with centers**

Percent

		Please identify which of the following describes your position					
		CGIAR Member Delegation Head	CGIAR Member Delegation Staff	CGIAR Center Director or Board Chair	CGIAR Center Staff or Board Member	Partner Institution Representative or Staff	Other
Valid	Dialogue with centers	40.0	42.9	22.2	38.7	31.6	15.4
Missing	System	60.0	57.1	77.8	61.3	68.4	84.6
Total		100.0	100.0	100.0	100.0	100.0	100.0

**In your opinion, what do you consider the most important objectives of the Stakeholder Meeting? - Other**

Percent

		Please identify which of the following describes your position					
		CGIAR Member Delegation Head	CGIAR Member Delegation Staff	CGIAR Center Director or Board Chair	CGIAR Center Staff or Board Member	Partner Institution Representative or Staff	Other
Valid	Other	10.0			6.5	5.3	3.8
Missing	System	90.0	100.0	100.0	93.5	94.7	96.2
Total		100.0			100.0	100.0	100.0

**Please indicate which seating arrangement you prefer for future Stakeholders Meetings**

Valid Percent

		Please identify which of the following describes your position					
		CGIAR Member Delegation Head	CGIAR Member Delegation Staff	CGIAR Center Director or Board Chair	CGIAR Center Staff or Board Member	Partner Institution Representative or Staff	Other
Valid	All seats unreserved	25.0	27.8	12.5	29.2	33.3	21.1
	One section reserved for Members and Centers without names		22.2	12.5	16.7	16.7	47.4
	One section reserved for Members and Centers with names	75.0	50.0	75.0	54.2	50.0	31.6
Total		100.0	100.0	100.0	100.0	100.0	100.0

**Please choose the statement that best represents your participation in the AGM**

Valid Percent

		Please identify which of the following describes your position					
		CGIAR Member Delegation Head	CGIAR Member Delegation Staff	CGIAR Center Director or Board Chair	CGIAR Center Staff or Board Member	Partner Institution Representative or Staff	Other
Valid	I attended the Business Meeting	100.0	77.8	88.9	3.7	15.4	63.2
	I did not attend the Business Meeting		22.2	11.1	96.3	84.6	36.8
Total			100.0	100.0	100.0	100.0	100.0

**SECTION IV. BUSINESS MEETING (OCTOBER 30-31, 2003)**

**Business Meeting (October 30-31, 2003)**

	Please identify which of the following describes your position																				
	CGIAR Member Delegation Head			CGIAR Member Delegation Staff			CGIAR Center Director or Board Chair			CGIAR Center Staff or Board Member			Partner Institution Representative or Staff			Other			Total		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
I believe that the Business Meeting was a productive use of my time	8	5.13	.83	13	4.85	.69	7	5.29	.49	1	5.00	.	1	6.00	.	12	5.00	.85	42	5.05	.73
Overall I believe that the format of the Business Meeting allowed for an appropriate level of discussion and debate	8	4.75	.89	12	4.17	1.27	7	4.71	1.25	1	5.00	.	1	6.00	.	12	4.83	1.11	41	4.63	1.13
The decision making process at the Business Meeting was effective. In other words, we were able to make decisions in a timely and effective manner	8	4.63	1.06	12	4.17	1.34	7	4.71	1.11	1	4.00	.	1	6.00	.	12	4.50	1.09	41	4.49	1.14
Decision-making by the CGIAR at AGM03 was facilitated by ExCo's guidance and recommendations	8	5.00	1.07	12	4.58	1.08	7	4.71	.95	1	3.00	.	1	6.00	.	12	4.83	.94	41	4.76	1.02
Overall time available for the Business Meeting allowed for an appropriate level of discussion and debate	8	4.00	1.31	12	3.67	1.50	7	4.71	.76	1	3.00	.	1	6.00	.	12	4.75	.87	41	4.27	1.25
Overall I had sufficient documentation to facilitate discussion of agenda items	8	5.13	.35	12	4.75	.75	7	4.86	.90	1	4.00	.	1	6.00	.	12	4.67	.89	41	4.83	.77

**SECTION V. ExCo**

**ExCo**

	Please identify which of the following describes your position																				
	CGIAR Member Delegation Head			CGIAR Member Delegation Staff			CGIAR Center Director or Board Chair			CGIAR Center Staff or Board Member			Partner Institution Representative or Staff			Other			All Respondents		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
ExCo provided adequate oversight of the implementation of CGIAR decisions	8	4.75	.89	12	4.33	1.30	6	4.17	.75	1	3.00	.	1	6.00	.	12	4.33	1.37	40	4.40	1.17

**Do you believe that ExCo's conduct of business is sufficiently transparent?**

Valid Percent

		Please identify which of the following describes your position					
		CGIAR Member Delegation Head	CGIAR Member Delegation Staff	CGIAR Center Director or Board Chair	CGIAR Center Staff or Board Member	Partner Institution Representative or Staff	Other
Valid	Yes	75.0	75.0	66.7		100.0	75.0
	No	25.0	25.0	33.3	100.0		25.0
	Total	100.0	100.0	100.0			100.0

## Appendix C: General Issues Related to the AGM '03 Open-Ended Comments

Field visits are very important to showcase the work of the centers and to provide some reality grounding to AGM.
Another option would be to hold it two years in a country from the South followed by a meeting in Washington to have the commitment from the WB
A location outside Washington, D.C. should be where at least one CGIAR centre is located.
Comment regarding Section II point 6: For parallel sessions during the stakeholder meeting, session chairs need to be trained/briefed in session chairing skills. CG senior management must ensure the equitable assignment of presentation time to ALL presenters accepted for a session. The dominance of one presentation over the others (which happens to be the pet project of the session chair) must be avoided. This lead to (almost) the crowding out of other presentations in one case. A situation of this nature should be avoided as much as possible in future parallel sessions during the stakeholder meeting.
Hold meetings just in member countries of the South. Hold meetings just every second year.
Why hold any meetings in North?
Prefer all meetings to be held in the South.
The parallel sessions in the Members and Centers' Day made it impossible to get a picture of all the centers. Rather than 3 parallel sessions of 45 minutes, it would be better to go back to the old format where every center gets 15 minutes to present on a topic. That takes the same amount of time, usually yields better presentations, and allows one to get a picture of the whole system.
Where possible, cross border trips to some member countries near the host nation may be arranged for experience sharing.
Prefer Washington every second year
Why bother ever holding meetings in the North? Our business is in the South.
Well organised in good location in Nairobi
All meetings to be held in a developing country, preferably next to a CGIAR center, at least with an opportunity to visit CGIAR research
To send details of last meeting for those who did not attend like me.
Where possible, let there be cross border trips
Not all Centers are located where AGMs can be held, so the emphasis on Center field visits does not favor all Centers
The original proposal was for meetings to alternate between Washington and a member state. We need to build and maintain the constituency for the CGIAR in the developed 'funding' countries, meetings in the these countries may give more time for 'working sessions'
Re Question 6. I would prefer a better opportunity to hear presentations from a wider range of Centers. I found it frustrating having to choose, when I really needed to attend all. Re Question 7 (first optional answer). Which were the "Center related visits" in Nairobi? We were denied the opportunity to visit ICRAF or ILRI during the meetings (unlike IRRI in the previous year - which was well worth the effort).
Alternate location between member country from North and member country from South followed by a meeting at the World Bank, Washington
More emphasis to be laid on field visits
My preference is to hold meetings in member countries in the South.
Other preference. Hold meetings every other year in Washington DC and every other year in another country.
I would suggest that the parallel sessions focus on research programs that relate (where possible) to poverty and development issues that are affecting the region. For example in the case of Nairobi, HIV/AIDS should have been more of a focus to the event even though the CGIAR is well behind on this issue it would have been a great opportunity to pull in Africa policy makers to help us make the link between the CGIAR research agenda and the pandemic that is AIDS in Africa.
I thought the World Bank had excellent facilities for ICW, and Washington is easy for many (most) with regard to travel.
I think the option of having one year in Washington and the other year in a developing country should also be considered.

## Appendix D: Stakeholders' Meeting Open-Ended Comments

The Stakeholder meeting is pointless, useless, and boring.
The open-air stand from the centres was a very good idea - despite the rain.
Centers Forum was an important part of the Stakeholders Meeting, but that was hurried and did not permit adequate time for desired level of interaction. Innovation Marketplace was a good idea, but it did not allow adequate participation of the Centers that did not have a base in SSA. The field visit could have been better coordinated. Lot of time was lost in getting the participants together before moving on with the visit. There was very little involvement of the Centers located in the country apparent during the field visit.
The CDC must be deeply involved in all the planning and design of the AGM.
Innovation Marketplace and Ministerial Roundtable were an excellent initiative. There were excellent interactions facilitated by the CGIAR Secretariat as regards investor relations and problem-solving with centers, especially on generic issues.
Get the Centers back to the center!
Get the centers back to the CENTER
More participation needed from private sector and non-governmental partners interested in but unfamiliar with the CGIAR. The innovations marketplace and parallel sessions would allow for such opportunities. I think we should have a strong presence from groups including Oxfam, Save the Children, CARE, Aga Khan Foundation, etc., along with Sygenta AG, Monsanto, Emergent Genetics, Dow, Pioneer/Dupont, etc. Also, local NGOs, firms and universities should be encouraged to participate. We need more local participations on members day, rather than repetitive center-to-center chats.
Organization was poor in reference to delegation stay, transportations and food. I hope in the next meeting this part of meeting to be organized better especially that delegates come from far away countries and good organizations and availability of information will be of greater importance.
Stakeholders Meeting and Innovation Marketplace was ceremonious. Although I didn't join the field trip, I think it is a good opportunity for members to understand various CG centers' activities. My impression is we need more opportunities for interaction at Ministerial Roundtable.
The seating arrangement was almost totally responsible for the lack of flow of this meeting. The combination of 'top table' looking down on the masses and the ranks of confined seats facing only forward looked very non-interactive and 'crowd controlling'. Had the usual NGOs been there, this would have given them great ammunition.
Intention Ministerial Roundtable appeared very good. Presentations by ministers very uneven. Lack of proper guidance and support for preparation?
I thought the Ministerial Round table was a waste of time. Having parallel sessions was less than satisfactory because one missed so much.
Need much better chairing. Some of the sessions ran over time, so that later sessions were squeezed too much. Many of the plenary sessions were not as informative as the parallel sessions.
The meeting is an important event. However, my main interest as a partner representative is, next to gathering information on initiatives (like CPs) and some institutional matters, simply meeting new contacts and old friends in the corridors to discuss joint initiatives. I have the impression that these were a bit more effective in Manilla than in Nairobi as it was a bit more difficult to 'overlook' the area to find the people that you didn't want to miss.
Even if difficult to organise, the well presented stands should be manned most of the time to be able to ask questions
Presenters should have a packet of business cards available on the table in order to ease future contacts with anyone present at the presentations
The set piece presentations by the ministers was not very informative. I suggest that consideration be given to have them respond to questions in press conference mode so that the participants would get their personal (real) views and insights. To ensure success it would be necessary to have knowledgeable persons primed to ask searching questions around the theme of the AGM and/or issues of the day.
Encourage the participation of Ministers as it will promote the understanding of the role of CGIAR in agricultural development
As opportunity for increasing interaction, i offer my area of operation so that our people can come in touch with you. Our youths will be privileged to learn first hand. We also have enough places for research work.

<p>As journalists, resources in terms of materials should be availed to us in advance unlike during the meeting where only delegates received the documents in advance with journalists getting them later. Equipment such as computers should be availed in large numbers unlike in Nairobi where we scrambled for a few that were available delaying us as we tried to beat deadlines. Considering that journalists are in more ways than one delegates in their own right to the meeting and should be treated so by the organizers meaning that whatever the delegates are given, the journalists should. Where possible, field trips should be made even across the borders to neighboring countries of the host nations in order to share experiences.</p>
<p>Increase time for Stakeholders meeting, reduce Ministerial roundtable</p>
<p>I did not think that the Ministerial Session was a particularly good use of time. Our challenge is not to convince ourselves or Ministers of agriculture - but Ministers of planning/Finance</p>
<p>I thought we could have got more from the Ministerial roundtable but recognise the difficulties of doing so. It is a good innovation but needs more work to maximise the benefits to the CGIAR.</p>
<p>I believe the AGM2003 Stakeholder Meeting was very efficient and well planned.</p>
<p>For small delegations/groups still difficult to make the right choices between attending the presentations of the centers, the individual discussions and going through all the presented information (e.g. innovation marketplace) due to time constraints.</p>
<p>With the demise of Center's Week, the opportunity to hear each center present its achievements for the year have been lost. Now we have to choose whether we want to hear about forestry or livestock (for example) as they present in parallel sessions. The booths are OK but most of the information there is available from the Center's websites (and who want to fly around the world with 20 kg of brochures anyway?). Listening to the Research Directors would be a wonderful way forward - to hear about new findings (and less center rhetoric that the DG's excel in).</p>
<p>It appeared from the feedback from those attending Stakeholders Meeting that there was not sufficient time to deliberate on important issues, whereas most of the time was devoted to either field visits or ministerial meetings which often turn to be more of political in nature. Whereas, field visits were useful, arranging a number of them did not provide opportunity to participate and see the good work being done in different areas. It will be better to have one well-organized field visit with different groups and timings, so that various important activities could be seen by all participants. It seems very few visited collage and most of the publications were not picked up because of restricted entry at the place of meeting. Several parallel sessions for centers' presentations did not give opportunity to listen to their activities. Preferably, a few centers by rotation could be requested to make presentations in order to ensure effective participation of all stakeholders.</p>
<p>Increase more funding for research in dryland farming</p>
<p>Two days should be allocated to stakeholders meeting. Parallel sessions should focus on few but major issues.</p>
<p>Field visits are key elements of ANY meeting.</p>
<p>Stakeholders meeting far too short to allow for interactions</p>
<p>The field visits were brilliant. The Innovation Marketplace was a good addition -- it was great to see some representatives of field work at the AGM. But there is no or little real interaction during the meeting. No time for genuine comments or discussion.</p>
<p>I think all centers should chose a piece of research findings that have come out of the center and need to be shared with the world as opposed to highlighting what a center intends to do or how a program is structured. What new an innovative research results have emerged over the past year. For some centers it will be an opportunity to showcase new cultivars, for others, new sociological research findings. Research should be presented not plans or programs.</p>
<p>Fields Visits and Ministerial Roundtable are interesting, but take a lot of time</p>
<p>It would be good to put up at the reception a big chart indicating the schedule everyday of the meeting. It would also be good to have a big Secretariat with computers, printers, photocopiers and Internet facility - with clear indication of its location.</p>
<p>Several parallel sessions create problems for both attendees in terms of choosing one among equally interesting ones and for presenters due to very small groups present for all sessions due to scattering of participants. It might be useful to consider pre-registration to establish interest and then run only those sessions which are of interest to a reasonable number of participants</p>
<p>The responses/comments of CGIAR members were few, probably because they were saving them for the closed door meetings. These were valuable comments for the CGIAR partners in the past. I wish the format allows for more CGIAR member comments to flow during discussions and less time allocated for host country speeches.</p>

The time and physical space allocated for individual centers to meet with donors was grossly inadequate. The AGM should not need to be an endurance contest with ad hoc meetings thrown into every coffee, tea and meal break. Be aware that center-donor meetings are vital to the smooth running of the CGIAR and should be given appropriate priority.

The idea of Ministerial round table was good but time was short. There is potential for improvement and better organization.

We need to develop the culture of inviting ministers including Finance and Planning ministers, and share with them both financing and other policy issues with respect to agricultural science and technology.

## Appendix E: Business Meeting Open-Ended Comments

Digi-vote was an interesting new tool and should be maintained.
I participated as an observer in the IPGRI EPMP discussion only. Hence no response on most of the foregoing questions.
When the meeting ran overtime in late afternoon, actually in the evening followed a whole day meeting, the efficiency and the attention of the delegates unavoidably declined. This must have affected the productivity and the decisions of the meeting.
Future Business Meetings should ensure that the timetable is kept to and that late nights are avoided
Never ever use those stupid boys toys and flying saucers again.
Potential for improvement:
The chair should avoid summarizing and proposing a conclusion and a position before members have discussed the matter. The summary should be based on discussions and not preempt the conclusion
There were opportunities for reform, which are not controversial, that we could have put on the table. Before AGM04, we could solicit suggestions from the Stakeholders, so that such opportunities can be addressed. For example, the DG of CIP is retiring in a year. There is good rationale and I suspect wide agreement that CIP programs could be placed under CIAT. So even though a Taskforce is looking at the bigger issue, clean up these little ones will make their work that much better.
I think that we should have to first session of the Business meeting early in the week so that it would be possible to work on, and discuss, the more controversial issues during the week - eg TORs and composition of task forces. there would be two business sessions one on day one and then one on the last day.
I would like to see more feedback to CBC and CDC from the membership so that we can get a "feel" for what their expectations are. A discussion could be based on a questionnaire that has been circulated and responded to prior to the meeting. Could we call for "volunteers" to lead the discussion on various agenda items ahead of time thereby realising that some members feel more strongly than others on some issues. I think we are stuck with a consensus process at these meetings but I believe a Federation of the Centres, serviced by a collegial System office and Governed by members from all components of the System is worth further investigation.
The Meeting was very efficient and well planned.
The location of the meeting's place and the fact that members stayed in different places did not support ad hoc informal discussions - meetings outside the business meeting.
One day more would be preferable
The seating was inadequate. My role as support to the head of a co-sponsor delegation was rendered impossible due to the lack of chairs behind (or even near) the head of delegation's position. A bigger room would have made things easier. Too much time was wasted with the 'flying saucer device' that clearly didn't function properly. I hope that the statistics generated at the meeting are not used as it was clear that many people had not understood the instructions.
The Business meeting needs a minimum of two days. In my experience, it has always run over well into the night, and even then, important decisions have to be made more quickly than is optimal. It would also be useful if all materials were posted to the internet a minimum of three weeks before the meeting. We were still getting some new documents only a few days before the meeting. This added to the lack of preparedness of many of the delegates.
The Business meeting did not provide adequate time to discuss important issues in depth. AGM03 agenda was very crowded and the parallel sessions were not fully attended because of the problem of time. The lunch arrangement was also very inadequate and contributed to the sub-optimal attendance and discussion at some of the meetings. Otherwise, the agenda items and the background work and documentation was properly managed. The Secretariat should be commended highly.

## Appendix F: ExCo Open-Ended Comments

More timely tele/videoconference with the Centre DGs.
Earlier availability of proposed agendas allowing additional time for members to comment and prepare for the agenda items, earlier availability of the meetings' summary record.
At times, the CGIAR Secretariat is interpreted to have controlled the agenda of the meeting more than seems advisable, directed the outcomes or steered them and written the records to help this steering. More procedural development is necessary to clarify and make transparent to all who is invited for what items of the ExCo. This process should be regularized with respect to e.g., EPMP reports, and specific matters affecting the Centers and/or any part of the CGIAR system. The ExCo is working its way through these issues but could do this very consciously to arrived at a clear and agreed rules of procedure.
There seems to be no interaction amongst representation groups at any stage during the year. It takes too long before minutes of meetings are available. I have not checked this week but the minutes of the AGM were still not available. The web site is always way out of date. This is the main means of keeping up to date with Secretariat activities and it is very frustrating that the web site cannot be relied upon.
The accuracy of the minutes in expressing all the views expressed by members needs to be improved.
I am not sure that ExCo is covering the ground as it might - there seems to be a good deal of going over issues several times with ExcCo member being the main discussants in the business sessions.
On-line forum for debate on some issues and operations
A monthly update on ExCo business and decisions.