



CGIAR Change Process Survey Outputs

November 19, 2007



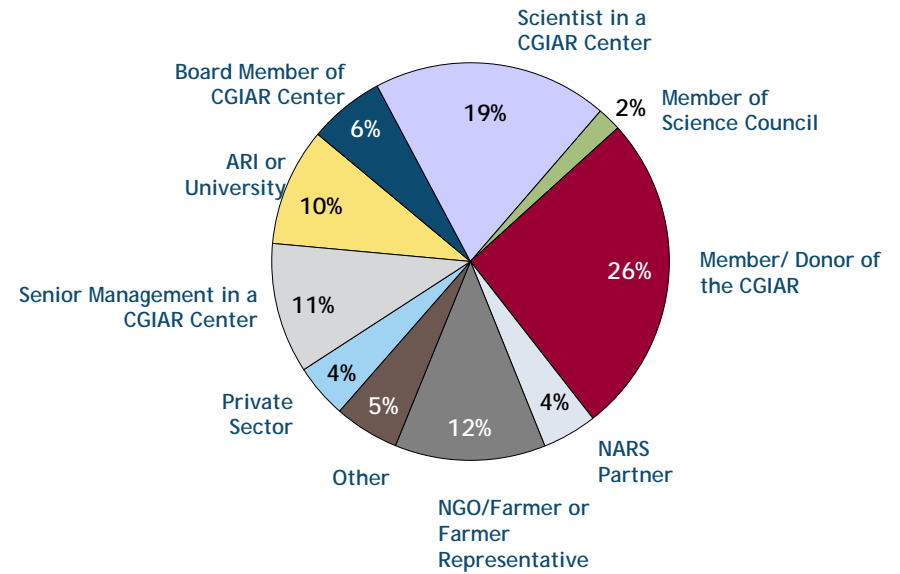
Executive Summary

- The Scoping Team tasked with designing the CGIAR change process to be carried out in 2008 conducted a survey of stakeholders from across the CGIAR system. This document summarizes the results.
- Except where noted, the comments are verbatim (or edited slightly to make them easier to read).
- Some key highlights:
 - The essential finding from the survey is that the respondents feel very connected to CGIAR. They also feel strongly that it needs to change but are willing to be a part of that process.
 - The five issue areas identified by the Scoping Team are roughly equal in importance.
 - The respondents felt that looking outward and bringing in fresh blood are key to revitalizing CGIAR.
 - While the mission remains relevant, becoming more quickly responsive to changing external circumstances is critical to CGIAR's future.
 - There is still a critical need - a "sweet spot" - for CGIAR left by the other institutions in agricultural research and development.

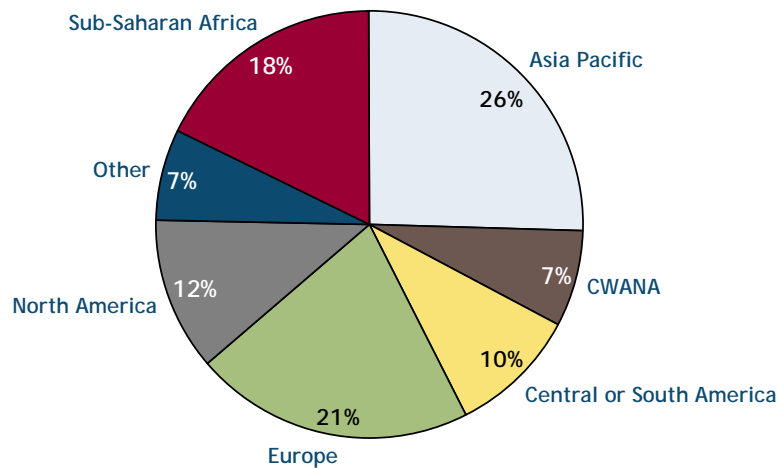
Methodology and respondents

- Type of survey:
 - Choice and qualitative questions
 - Anonymous, online survey
 - Sent out to 274 respondents
 - Carried out between: October 29 and November 12
- Response rate: 42%
- Respondents:
 - Broad representation of CGIAR stakeholders
 - Broad geographical representation
 - Broad tenure coverage

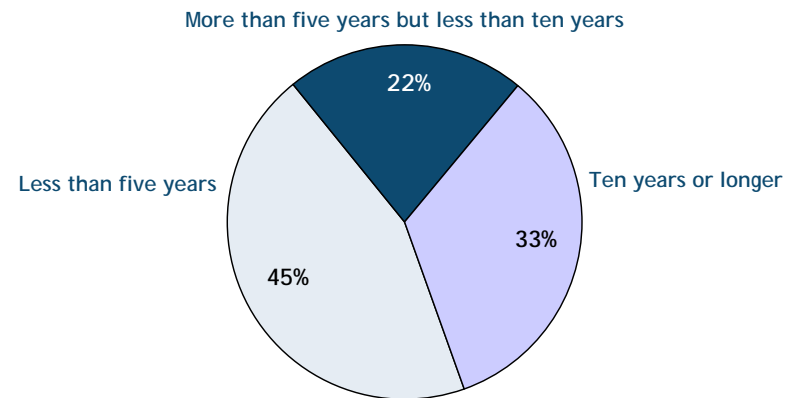
What is your role in the CGIAR?



Where is your main work location?



How long have you been affiliated with the CGIAR as described in the previous question?

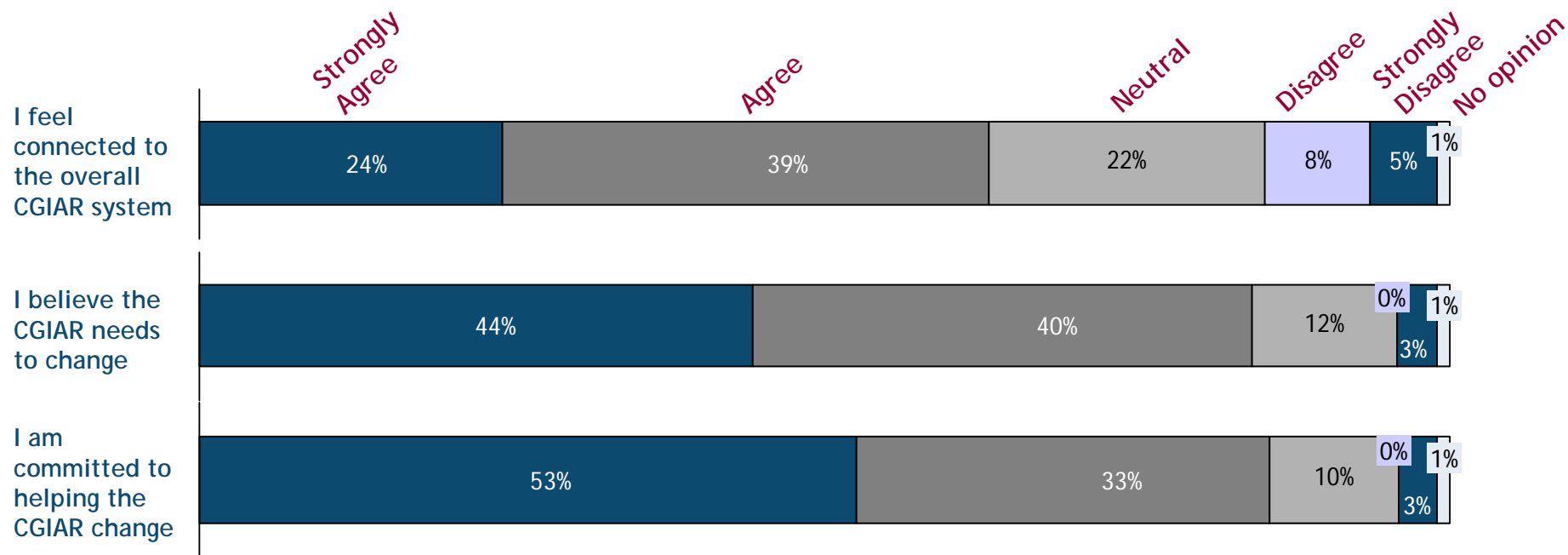


Some respondents may fall into multiple categories

Respondents feel connected to the system and are committed to help the system change

Please express your view on the following statements according to the following scale:

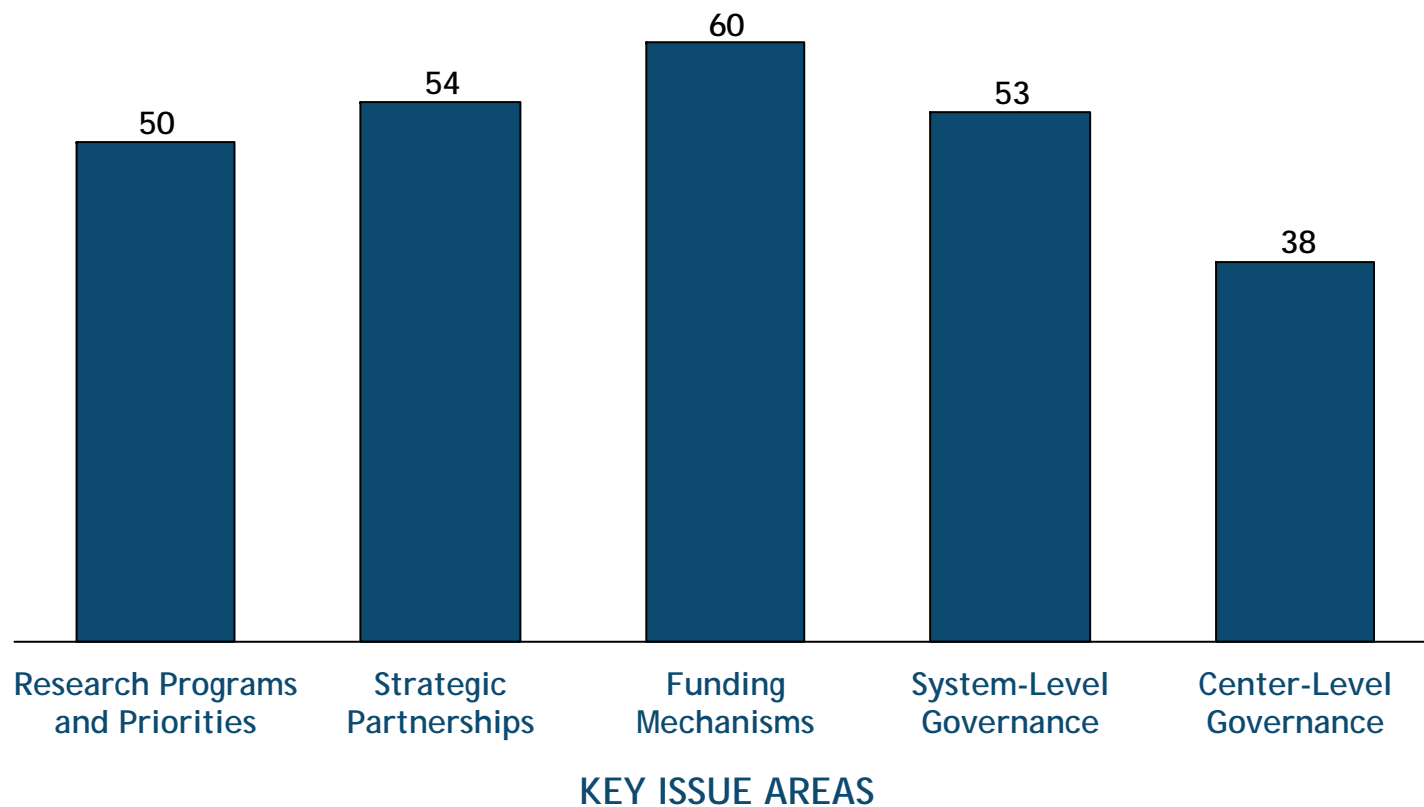
% of respondents



Respondents identified all issue areas as important areas for change for the CGIAR

Within these five issue areas, what do you believe are the top 1-3 problems or challenges facing CGIAR?

Number of respondents that identified each key issue area



Clarifying the vision and relevance, fostering collaboration with external partners and governance are seen by respondents as the areas the system should address in the change effort

What are the 1-3 most important actions the CGIAR could take to address the problems or challenges that exist in the current system?

Sample of respondent comments by main action area

1. REVITALIZE THE CGIAR BY CLARIFYING THE VISION AND MAKING IT MORE RELEVANT TO ITS MANDATE

- The CGIAR Centers have become inward looking and inbred and the decisions are based on personal feelings rather than professional judgments
- Articulate a vision for the future of the CGIAR - today we are still working off the original paradigm which is why our priorities are backward looking, not forward looking
- Be clear on the positioning and role of the CGIAR in the global research agenda. Be clear on how this role might be played in the sectors and regions of the world and commit to funding on a longer-term basis

2. FOSTER COORDINATION AND COLLABORATION WITH EXTERNAL PARTNERS

- Engage in long-term strategic dialogue with research users and stakeholders (e.g., community-based groups, farmers' organizations, industries, governments) and with local institutions relevant to the work. Spend more time on the field.
- Work with partners who can link the research results to development, especially adaptive research institutions, NGOs or civil society and relevant government ministries
- Operate in a more open and trusting environment. Provide the right incentives to make it happen. Determine the priorities and then define a System to implement them (Structure FOLLOWS Function)

3. GOVERNANCE

- Streamline the decision-making process; clarify roles and responsibilities (particularly that of the Science Council and CG Secretariat)
- Broader and more transparent processes for determining the research focus
- Form stronger partnerships within the regions

The CGIAR faces further challenges in addition to the three priorities mentioned above

What important challenges, if any, are missed by the five issue areas?

Synthesis of respondent comments

- Ensuring that centers are connected and retain individual flexibility and speed of execution
- Articulating a new vision for the essential value that the CGIAR offers its partners, members and centers
- Adopting organizational structures and processes that allow the system to develop the level of connection and flexibility to interact effectively with all relevant stakeholders in today's networked world
- Developing the ability to respond more quickly to challenges, threats and opportunities, such as bio-fuels, deforestation, loss of biodiversity and climate change
- Shifting the culture to be more oriented to external dynamics and events to avoid missing opportunities and responding to challenges in a timely and relevant fashion
- Deciding whether to integrate all centers into the mainstream CGIAR system; managing those that do not fit in
- Bringing in new voices so thinking does not become stagnant
- Implementing more consistent personnel practices across centers (including gender and diversity programs currently being implemented) and thinking more about the role of regional and national scientists in an international system

NOTE: Even though we asked for answers outside the issue areas, most of the answers fell within these themes

Respondents feel the mission of the CGIAR is still relevant in the current global environment

Today, what is the most compelling justification for the CGIAR system's existence?

Representative sample of respondent comments

THE CGIAR CONDUCTS UNIQUE, HIGHLY VALUABLE RESEARCH

- Developing countries still have very weak research and extension systems and the CGIAR may have a critical contribution to support them and help to develop strong local institutions
- The strong need for a public research system to address needs that are not priorities for many of the NARS.
- Serious challenges remain for sustaining and improving food security and poverty alleviation both in rural areas and urban (with the latter being served by the CGIAR mission through inexpensive food supplies) in SSA and Asia. Combine these with the threats posed by climate change and the competition with bio-fuels and there is an explosive mixture that could threaten global economic and social stability. In each of these areas there are substantial scientific and socio-economic research areas that must be addressed at regional and global levels. I am aware of no institutions equipped to address these challenges other than the CGIAR centers.

DEVELOPMENT OF CRITICAL POVERTY-REDUCING TECHNOLOGIES

- Two reasons - source of critical poverty reducing technologies and repository of significant human capital
- The need to ensure the availability of the best appropriate technology for the poorest farmers in the world to achieve food security
- Help the development of poor countries (more food, other agricultural products for domestic consumption and export). Create income in rural areas with better technologies
- The bridge between research and development. The function of acting as the transfer mechanism for translating research results by academically oriented research institutes like universities into application. Coming from the other end, identifying what research would contribute to speeding up development efforts. Setting an agenda for development driven research on demand

The comments below indicate a widespread willingness to engage in the change process

What can you do personally to support the CGIAR change process?

Representative sample of respondent comments

- I can provide the constructive perspective of a relative newcomer to the system, and lead my Center to contribute as appropriate to the reform effort
- Provide support to the centers to help catalyze and enable real change. Participate in the conversation to help define what the CGIAR of the 21st century should look like.
- Shareholders and stakeholders MUST become engaged in the change process, get a sense of ownership and recognition for the evolving change they can help accomplish. As a donor, we must engage and engage others in the change process. Also, be part of the task forces put in place to address the various change areas identified/agreed to, champion in a positive way the CGIAR, if critical be constructive at the same time. Help foster "positive thinking" as opposed to negative energy which unfortunately has become more the norm and feeds on itself in a downward spiral.
- Be involved in the working groups whenever necessary and be responsible as a donor/partner
- Get involved and engaged
- The decisions that need to be changed are well above my level; I would be willing to go to change management workshops to contribute to change.
- Participate in reviews at center and system level
- Participate in the discussions and bring suggestions
- Push for work in the areas where I feel change is needed at my center
- Take part in the discussion on the contents of the change. I think we need some workshops not for donor funding agencies but research community members and policymakers
- Provide feedback, and voice concerns/possible solutions to those managing the change process. For this to be effective, the channels for input to the process need to be specified and promoted
- Start implementing changes in my own Center