Consortium

SRF Consultation E-consultation Results Synthesis

Consultation on the CGIAR Strategy and Results Framework (SRF) - Phase 1 (November 20th-December 12th 2014)

15th December 2014

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Introduction to the e-consultation: Key elements and questions

The e-consultation was one of the channels available for people to participate in the first phase of the consultation on the CGIAR Strategy and Results Framework. The e-consultation was open for comments from Thursday 20th November to Friday 12th December 2014.

People from across the globe were invited to participate in this e-consultation on the main elements of the new (draft) Strategy and Results Framework (SRF). The questions below were formulated around some of the key areas of the SRF that people were asked to provide any feedback, thoughts and ideas on.

In the e-consultation, as opposed to the other channels available (email, survey), people had the opportunity to post a comment as well as to read and respond to the comments of others.

We thank everyone who participated in the e-consultation for their valuable contributions which will be made use of in the redrafting of the SRF expected to be completed by late January 2015. Another opportunity to engage with this process-Phase 2- which be initiated at the end of January 2015. See www.cgiar.org/srfconsultation for more information.

The e-consultation was structured around 8 key SRF elements and questions to comment on- as listed below, and this is how this document synthesizing the comments is also structured. There is a section in this report for each of the 8 which shows the element, question and the comments as they were posted.

1. The SRF proposes a Vision and Mission for CGIAR. What are your thoughts on the Vision and Mission?
2. As a goal for CGIAR to work towards, the SRF lays out three System Level Outcomes (SLOs). Find these here and let us know what you think of these?
3. The SRF lays out some statements on CGIAR's niche. Do you agree with these as an important role for CGIAR? What do you think the niche of CGIAR is or should be?
4. The SRF outlines some principles which inform and guide the development of CGIAR's research strategy. We invite you to look at these principles and discuss them.
5. The increased emphasis on partnerships as a vehicle for delivery of impact implies a different approach than in the past. The SRF proposes a set of factors that contribute to the success of partnerships that CGIAR should adopt. We invite you to look at these factors and discuss them.
6. The focus of CGIAR activities are being guided by a Results Framework which outlines the Intermediate Development Outcomes (IDOs) (as agreed by donors) and sub-IDOs underpinning each IDO. We invite you to discuss and prioritize these, especially at country level.
7. Three cross-cutting topics of global importance – women and youth; climate change; and capacity development- have been identified that will systematically strengthen and build coherence in research across all domains and Intermediate Development Outcomes (IDOs). Do you agree with the generic importance of the 3 cross-cutting topics?
8. An important consideration for guiding CGIAR is the desired delivery and eventual use of its research. We are interested in discussing what could be made more easily accessible from research and the mechanisms in place to make use of evidence from research. Please discuss here.

1. What are your thoughts on the Vision and Mission?

The SRF proposes a Vision and Mission for CGIAR. What are your thoughts on the Vision and Mission below?

Vision:

A global food system which is more productive, carbon neutral and provides nutritious options at affordable prices

Mission:

To harness science and innovation to meet the multi-sectoral challenges of the 21st century with a focus on enabling the poor and women to benefit from economic growth in the agri-food sector in the face of climate change

Question:

Do you think the vision is appropriate, exciting enough to attract investment and adequately supported by the mission?

19 Responses to: What are your thoughts on the Vision and Mission?

1. **Pietro De Marinis says:**

   DECEMBER 1, 2014 AT 4:33 AM (EDIT)

   Vision should be more concerned with final goal of eradicating greed and money-oriented approach to food production. Agriculture is not only food production. A global food system is meant to serve as human-Earth relationship.

   - **Gian Nicolay says:**

     DECEMBER 9, 2014 AT 6:57 AM (EDIT)

     I agree. This could be covered with a mention on “and provide livelihood and fair social conditions to all (stakeholders)” . Generally, the SRF has serious wholes on the societal dimension. The paper is very technocratic, not very different from the idea and interest of the last 30 years. Same business as usual.

2. **DG Blight says:**

   DECEMBER 1, 2014 AT 8:50 PM (EDIT)

   A global food system that omits the private sector, from farmers, processors, small to medium sized enterprises and multinational companies, is surely incomplete.

I would like to see a greater emphasis on drivers such as profitability as well as sustainability; on national programs as central to the food system; and a higher priority on global self-sufficiency that recognises the role of trade.

3. Sudhir Wanmali says:

DECEMBER 3, 2014 AT 12:22 PM (EDIT)

I personally believe that the Mission Statement should include some reference to why current science and innovations that are available on the shelf are not being used by the poor and the women so that they can benefit from the economic growth of the agri-food sector, and what regional imbalances exist, and why, in the growth of the agri-food sector in the world. The vision may be exciting but it may not be able attract investment to support the mission in its present form if it cannot be shown how the current levels of investment have failed in enabling the poor and the women to benefit from the economic growth of the agri-food sector, and how some regions of the world, and the poor and the women who live in these regions, are left untouched, if not lagging behind, by this economic growth of the agri-food sector.

- **Gian Nicolay says:**

  DECEMBER 9, 2014 AT 7:02 AM (EDIT)

  Drivers and so institutions are only mentionned indirectly in the paper, and particularly in the framework, as “enabling envronment”. Why is the system kept so close and not going beyond the farm and household? It is of course a startegic choice of CGIAR, GFAR and its financial partners. I would also recommend to open the scope, make drivers and institutions more visible and hence the startegy more pertinent.

4. Roger Leakey says:

DECEMBER 3, 2014 AT 12:32 PM (EDIT)

The vision leads to the question what needs to be done to be more productive? In the food crops sector, I think more emphasis needs to be put on developing better crop husbandry for poor smallholder farmers in the tropics who, despite the high potential yields from modern varieties, only manage yields of between 10-30% of the existing potential – ie. there is a huge Yield Gap which is due to social and environmental problems. So, if ways can be fund to fill this gap (and I have published my suggestions) production of staple foods can go up by several 100%; much more than any likely benefit of further crop breeding.

5. K. R.Ashok says:

DECEMBER 3, 2014 AT 9:00 PM (EDIT)

The vision statement is lopsided in the sense it looks only the demand side of the food system, ignoring the supply side. supply side relates to the production in millions of small farms, and for those small producers, food /non-food production is livelihood. When the mission is to provide food at affordable prices, does it favor some kind of production support/income guarantee to producers? If agricultural production structure change to large farms and scale economies can be reaped. Given the rigidities in land market, customs and traditions, attachment to land etc, transformation is not easy for at least few decades.

Mission is contradictory of the vision. how can we “enable the poor and women to benefit from economic growth” ? given the fact that for most of the poor are agricultural producers and derive their livelihood from agriculture, and the vision statement neglecting the production side

6. **Mohammed Boulif says:**

DECEMBER 6, 2014 AT 9:11 AM (EDIT)

I personally think that the vision is appropriate and exciting enough to attract investment in agriculture. In this regards we must think of drivers and incentives for promoting such investment. The marketing of agricultural produce should be given top priority if we are to improve direct income of farmers.

With regards to Mission, harnessing science and innovation to meet the multi-sectoral challenges of the 21st century is essential. But we must not forget that much of the current gaps can be filled just by applying basic science and current technologies to improve the livelihood of the rural people in difficult areas. In some difficult regions in Morocco, farmers do not know what a seed drill is. If we can improve production using appropriate existing technologies (suitable crops and varieties, sowing and planting techniques, fertizing, wheat, disease and pest control methods) we will increase agricultural production, therby improving farmers income. As for the empowerment of women for a greater participation in agricultural production systems, I think this will depend on the local culture and needs a global systems approach in certain areas.

○ **Gian Nicolay says:**

DECEMBER 9, 2014 AT 7:09 AM (EDIT)

I fully agree.
“Livelihood” should be mentioned in the vision, and “communities and society” in the mission. Also, to focus only on economic growth will not lead necessary to benefits for he poor, we know that from our sector as well from other sectors. We should add at least in he mission that innovations shall be of benefit to the poor. Food and agriculture is more than abstract production and economics. It will remain in the next 20 years the center of livelihood for at least 2 billion people, living in often precarious infrastructural and institutional set-ups. These “environments” have to be addressed more aggressively by CGIAR.

7. **Omari Mponda says:**

DECEMBER 8, 2014 AT 9:39 AM (EDIT)

Over the year CGIAR has concentrated its efforts on food crops but we have not solved the food problem at grass root level there is always complementarity between food and cash crops in terms of their contribution to food security, nutrition and income. I would like to see CGIAR also putting efforts in generating science solutions to help the poor increase productivity both in food crop and cash crops and therefore the vision should start reading Agriculture system… and not only food system…..

8. **Russ Freed says:**

DECEMBER 8, 2014 AT 9:48 AM (EDIT)

As a former CGIAR employee (40 years ago!), my vision for the CGIAR system is help national programs improve their agricultural systems to promote economic growth, environmental happiness and other important societal needs. Indigenous leadership is essential for development.

9. **Asiru Wahabi Bolanle says:**

DECEMBER 8, 2014 AT 9:48 AM (EDIT)

I think the vision should be more elaborate for a layman or non-scientist to figure out the meaning. It should capture agriculture as a means for affordable nutritious food for the vulnerable group

- **Gian Nicolay says:**

  DECEMBER 9, 2014 AT 7:16 AM (EDIT)

  Indeed. To assist national institutions should become more prominent. Why not include it in the framework apart from making it a crosscutting issue. Also the regional institutions need to be considered in such a way that we create a global architecture which provides a complementary design structure between GCIAR and the national and regional based structures. Again, we have to address the institutional blindness of the current proposal.

10. **Edem Aklaku says:**

DECEMBER 8, 2014 AT 4:50 PM (EDIT)

The vision is on point and i believe in it.

Harnessing science and innovation and applying it to enable the poor and women to benefit from economic growth in the agri-food sector, is well understood and provides us the thoughts of researchers and individuals who have passion for a better tomorrow through Agriculture.

11. **Dr. Shah Nawaz Khuhro says:**

DECEMBER 8, 2014 AT 9:26 PM (EDIT)

GFAR mission should be to interact the global Agriculture Research as scientists exchange the ideas for to create/solve the global research issues which are facing the world in food security. Because population of the world is increasing day by day.

12. **Diana Brandes - van Dorresteijn says:**

DECEMBER 9, 2014 AT 12:00 AM (EDIT)

The vision should express (gender) equality as well to link the focus on the poor and women as mentioned in the mission. Adding the word equitable and a reference to capacity development of organisations and institutions should suffice.

“A global food system which is more productive, equitable, develops resilient organisations and institutions, and which is carbon neutral and provides nutritious options at affordable prices”.

- **Gian Nicolay says:**

DECEMBER 9, 2014 AT 7:23 AM (EDIT)

This proposed vision goes into the right direction. I suggest just to add “societies” and “fair” prices, in order to make it more inclusive and to see the price-dimension of the products also from the producers side.

My proposal the states: ““A global food system which is more productive, equitable, develops resilient institutions, organizations and societies, and which is carbon neutral and provides nutritious options at affordable and fair prices”.

13. Dr David Gibbon says:

DECEMBER 11, 2014 AT 7:42 AM (EDIT)

I think that the vision should be .more inclusive of the science, knowledge and experience of all stakeholders in agriculture, including poorer farmers running small farm systems.

The vision should refer to resilience and sustainability of food systems, not just growth.

Affordable prices should also imply fair prices to farmers and ethical standards.

14. Doug Merrey says:

DECEMBER 11, 2014 AT 9:15 AM (EDIT)

Very weak vision. No nutrition which is a critical dimension. No sustainable management of ecosystems. No conservation of natural resources. Carbon neutral is fine but way too narrow.

2. What are your thoughts on the SLOs?

As a goal for CGIAR to work towards, the SRF lays out three System Level Outcomes (SLOs). Find these here and let us know what you think of these?

The Results Framework identifies three System Level Outcomes (SLOs) [Note these will be linked to the emerging Sustainable Development Goals]

1. **Reduced poverty** (Agricultural and food systems contribute to equitable pro-poor economic growth in developing countries)
2. **Improved food and nutrition security for health** (Low income consumers have access to healthy and nutritious foods from enhanced food systems and agricultural practices)
3. **Improved natural resources systems and ecosystems services** (Protect, restore and promote sustainable use of land, water and biodiversity through interventions in production systems)

Questions:

- Are these high level outcomes the main domains of impact that you see for CGIAR?
- Do you consider them to be equally important for your government/sector/discipline?
- Do you think that this will change during the lifetime of the SRF (up to 2025)?

7 Responses to: What are your thoughts on the SLOs?

1. **Sudhir Wanmali says:**

DECEMBER 3, 2014 AT 12:36 PM (EDIT)

That agricultural and food systems contribute to pro-poor economic growth in developing countries is now well established. This has contributed to reduction of poverty in a large number of regions in the developing countries. What is somewhat doubtful is how, and why, some of these regions are lagging behind in contributing to pro-poor economic growth. One of the biggest bottlenecks in achieving the SLO of improved food and nutrition security is that food systems, and agricultural practices, cannot be enhanced because of a serious lack of infrastructures (physical, service, value-adding, and institutional) necessary for their development in these lagging regions. Because of this, both SLO 2 and SLO 3 will suffer in not being able to achieve their stated goals which, in their turn, will impact negatively on the achieving SLO 1. Unless these infrastructural constraints are addressed adequately, and vigorously, the SLOs will not be able to change anything by 2025.

- **Gian Nicolay says:**

DECEMBER 9, 2014 AT 7:39 AM (EDIT)

> I agree on this diagnosis and propose therefor to add within SLO 1:" and rural development". We cannot meaningfully separate agricultural development from rural development, particularly not if we want, as a society, to address the problems of poverty, hunger and joblessness. As stated elsewhere, the ag sector needs appropriate institutions (including policies, laws and mindsets) and infrastructure to make certain things happen (like an investment decision by a peasant or farmer or a consumption decision). We have to address the whole range of factors, which count in this complex sector and are needed for an organic growth. By mentioning "rural development" this is then included.

2. Mike Listman says:

DECEMBER 8, 2014 AT 8:42 AM (EDIT)

Dear colleagues:

The CGIAR should simply align its outcomes with the UN Sustainable Development Goals (http://sustainabledevelopment.un.org/?menu=1300).

It makes little sense to me that we should create an independent set of goals and, in essence, compete with the UN for global recognition of our outcomes when we could better pursue partnerships, obtain funding, and achieve and talk about impacts by aligning with the UN (not to mention strengthening the CG brand).

Finally, as a long-time CG communicator, I'll bet my bottom dollar that, if we go our own way, in most public presentations we'll end up having to explain how CGIAR outcomes map onto the UN SDGs.

Best regards,

Mike Listman

3. Asiru Wahabi Bolanle says:

DECEMBER 8, 2014 AT 10:03 AM (EDIT)

Yes these are good but need to be linked to energy and food system.The clamoring for RE and conflict with food crops need to be considered

4. Diana Brandes - van Dorresteijn says:

DECEMBER 9, 2014 AT 12:01 AM (EDIT)

The SLOs should be short and to-the-point, so no need to adjust them. The IDOs and sub-IDOs should be described from the equitability/fairness perspective regarding the focus on women and poor to keep emphasizing and establishing links between the vision and mission and the intended outcomes and impact.

The CapDev global CoP has circulated today a document on Proposed Capacity IDO and sub-IDO – I trust this will soon be shared with a wider group.

5. Inder Abrol says:

DECEMBER 9, 2014 AT 3:04 AM (EDIT)

While dependence of ‘reduced poverty’ goal on ‘improved food and nutritional security’ is well understood, this is not so with respect to latter’s dependence upon improvement of natural resource base. The two continue to be viewed as separate goals. Bringing about system wide institutional changes at the national level to view the problems in an integrated way will be a prerequisite to be moving significantly towards achieving our goals.

6. David Gibbon says:

DECEMBER 12, 2014 AT 9:43 AM (EDIT)

Reducing poverty is an admirable goal but cannot be an outcome that is only driven by CG activities and outputs. It can only work with many partners and a systemic understanding of the wider social, political and economic context.

It is not clear what is meant by “enhanced food systems and agricultural practices” which generate healthy and nutritious foods. How can international agricultural research systems target low income consumers for this to happen? Not clear for me.

Point 3. Practically all our “interventions in production systems” in the past 50 years have led to the exact opposite of this statement so we need a totally different paradigm in order to achieve these objectives.

3. What do you think the niche of CGIAR is or should be?

The SRF lays out some statements on CGIAR's niche. Do you agree with these as an important role for CGIAR? What do you think the niche of CGIAR is or should be?

Suggestions for articulation of the CGIAR niche are presented below:

- **International public goods:** The CGIAR community alone holds a global mandate for public goods agricultural research.
- The CGIAR community holds in trust **globally unique genetic resources** for a subset of agriculturally significant species of central importance to sustaining and advancing productivity and yield stability for the world's smallholders in the 21st century.
- **Convening power:** CGIAR can update its historic role as convener of partners to incorporate the concept of a global 'docking station', around which world-class expertise will be mobilized to accelerate innovation and the development of concrete products and services.
- **Informing participation of low and middle income countries in key global processes:** CGIAR's research on climate change, trade, food and environmental policy, trends in supply and demand, biosafety, and other issues assists low and middle income countries to develop their positions in global and national dialogue on key issues.

Questions:

Do you agree with these statements as reflecting CGIAR's niche?

And in particular:

- For No. 1, do agree with this?
- For No. 2, do you agree that the CGIAR has an important role to play in maintaining these genetic resources?
- For No. 3, do you consider this an appropriate and useful way of expressing the CGIAR's role with respect to partners?
- For No. 4, do you agree with this statement?

6 Responses to What do you think the niche of CGIAR is or should be?

1. **Sudhir Wanmali says:**

DECEMBER 3, 2014 AT 12:45 PM (EDIT)

For Number 1: Yes but in collaboration with the governments, private sector and the universities in developed and developing countries.
For Number 2: Yes but in collaboration with the governments, private sector and the universities in developed and developing countries.
For Number 3: Yes but with CGIAR as a convening, and coordinating, mechanism for its partners to incorporate the concept of a global "docking station" etc…
For Number 4: Yes.

2. Ann Waters-Bayer says:

DECEMBER 7, 2014 AT 5:29 PM (EDIT)

Re Statement 1: The public goods coming from agricultural research can and should include methods and approaches for conducting agricultural research in ways that enhance development processes to make them more equitable.

Re Statement 2: The CGIAR has indeed an important role to play in maintaining agricultural (including animal) genetic resources and should be doing this in partnership with partners – including farmers and natural resource managers – who can maintain resources in situ – not only the currently significant species but also species that could become more significant in the future, especially with a view to improved nutrition and adaptation to climate change.

Re Statement 3: The CGIAR should not confine itself to being merely a "convening power". When it convenes partners, it should do so in ways that foster mutual learning and institutional change within agricultural research and development so that new methods and approaches are applied and new relationships are developed based on recognition of the potential of all partners – especially the potential of women and youth in the agricultural sector.

Re Statement 4: I suggest rewording "Informing participation of different stakeholder groups, including civil society, in low- and middle-income countries in key global processes." Referring only to "countries" suggests "national governments"; however, informed non-governmental groups are also needed that can hold their governments to account.

3. Diana Brandes - van Dorresteijn says:

DECEMBER 9, 2014 AT 12:12 AM (EDIT)

1. No. It is not only the CGIAR community that holds a global mandate for public goods on agricultural research (for sustainable development). It should not be limited as it is known that others conduct agricultural research as well. It would also hinder establishing partnerships if CGIAR would claim having the sole mandate.
2. Yes, as long as it is being made available and being transferred to the world's smallholders (especially poor and women) for sustaining and advancing their productivity and yield stability and if clear results are/will be mapped to the UN Sustainable Development Goals / SDGs.
3. Yes, but not only as convener but also to show leadership in ensuring that the acceleration of innovation and processes at global/regional levels (incl. with the likes if ASEAN, African Union, the BRACs, SAARC and the Corporate Private Sector etc.) and the co-design, and development of concrete products and services will happen in an equitable manner.
4. It is a must that low and middle income countries fully participate in key global processes (incl. design

and priority setting), including achieving gender equality. Part of developing their capacities is aimed at enabling them to contribute meaningfully (they have plenty of useful/local knowledge to share) and to benefit from concrete products & services and social change derived from these processes.

Results needs to clearly linked to National Strategies and overarching UN Sustainable Development Goals / SDGs.

- **Dyno Keatinge says:**

  DECEMBER 11, 2014 AT 11:08 PM (EDIT)

  Thank Goodness for Diana Brandes – van Dorresteijn's denial that the CG community alone has the exclusive right to produce global international public goods. As Chair of the AIRCA grouping of International Centers involved in Agriculture namely, AVRDC, CABI, CATIE, Crops for the Future, icipe, IFDC, ICBA, ICIMOD and INBAR, I cringe at either the CGIAR's tunnel vision in this instance or worse their seeming arrogance. Many institutions worldwide are contributing to global agricultural public goods and this should be fully understood and taken advantage of by the CGIAR.

4. **Gian Nicolay says:**

   DECEMBER 9, 2014 AT 7:56 AM (EDIT)

   No 1: skip the "alone". If not I would disagree
   No 2: add under "…holds in trust": together with its partners and transfer to the smallholders.
   No 3: Yes, but replace "products" by "tools" (as a research body, CGIAR is not dealing with ag products, but rather with research tools, methodologies and services). This reduces confusion between food products and research outcomes.
   No 4: Should this not be done by FAO or with FAO?

5. **David Gibbon says:**

   DECEMBER 12, 2014 AT 12:33 PM (EDIT)

   1. Incredibly arrogant statement! There are many other national, regional and global non-governmental agencies that are engaged in important public goods agricultural research which is just as important and significant than anything that the CG network is engaged in.
   2. Let us remember where the bulk of the "globally unique genetic resources" that the CGIAR community holds on trust for the world, came from. Many were collected from thousands of small farmers who have developed much of this material without any support. Many of these farmers continue to evolve and select these materials for unique environments and many need support from other networks, including the CG to continue and to enhance this work. As yields plateau and decline in formal research systems, these resources become even more important.
   3. The convening power and centralised role sounds a bit elitist to me. Perhaps the role of facilitator might sound a bit more collegiate and supportive and would be less likely to put off potential or emerging partners.
   4. This role needs to be carried out with great sensitivity as the dominant paradigm remains neoliberalism and trade agreements are invariably stacked against low and middle income countries. Acting in this arena inevitably requires great political skill in order to create level playing fields in these important global fora. Is the CG system able to face up to this?

4. What do you think of CGIAR's research strategy?

The SRF outlines some principles which inform and guide the development of CGIAR's research strategy. We invite you to look at these principles and discuss them.

The following principles inform and guide the development of CGIAR's research strategy:

- Research will address the most urgent and important agricultural global issues, with a strong focus on maximizing returns on investment. A systematic prioritization exercise involving consultation with a broad range of stakeholders will be undertaken prior to the launch of the next round of CGIAR Research Programs (CRPs).
- Mechanisms will be established to enable better alignment of funding to research priorities. The new CRP portfolio will address fewer problems, so that programs of work have clear strategic focus, research concentration and critical mass to ensure greater impact.
- A modest allocation of funding will be sought to support scientific risk taking through the identification of high risk/high reward research areas. Funding will be awarded through competition for appropriate high priority topics.
- A renewed focus will be brought to research excellence and scientific rigor by ensuring strong scientific oversight by the Independent Science and Partnership Council (ISPC) and a greater use of external independent peer review.
- Big data revolution is generating both opportunities and challenges. A system-wide strategy is needed which recognizes that most of the capacity and expertise for high performance computing, visualization and analytics resides outside CGIAR. However, CGIAR has a central role in data generation, curation and exploitation that requires a global partnership in ag-informatics. There are significant opportunities for leveraging existing infrastructure and capabilities in a cost-effective manner.
- Research will respond to local and national priorities and add value by placing them in the context of global public goods. This will include the rigorous and systematic characterization of key farming systems and landscapes, to facilitate targeted scaling up and the production of baseline data from which to assess progress towards impacts.
- In selected target environments, CGIAR research efforts will be coordinated and co- located to maximize synergy, cost-effectiveness, efficiency and encourage multi-use facilities to promote cross-centre-research.

Questions:

- Do you have any comment on these principles?
- Do you think in-country partners would see an advantage in having one point of interaction with multiple Centers (point 7)?

8 Responses to: What do you think of CGIAR's research strategy?

1. **Paterno Borlagdan says:**

DECEMBER 1, 2014 AT 8:16 PM (EDIT)

I worked with IRRI for 20+ years and have the following observations and experiences:
1. There is a great divide between basic and applied research i.e. some research activities are being done purely for science sake not directed towards field impact.
2. Activities toward dissemination of technologies (as a result of applied research) have very low priority and those involved literally beg for funding. Technology dissemination is the activity that generates real field impact when farmers really use those technologies.
3. Funding for collaborative research are normally consumed by formalities. The major challenge in research collaboration is to find a genuine collaborator: not a collaborator whose major target is to have a project in his name and the honorarium. How to eliminate corruption in collaboration is also a major challenge.
4. Real "success" in collaborative activities is very few. How to increase 'real success' remains a daunting challenge.
5. The IPR issue in public-private partnership is a major hindrance that needs to be resolved by the public sector and international NGOs such as IRRI. Otherwise it would be difficult for a private institution to invest knowing that the end result will be open to the public. Hence, return on investment cannot be realized.

Thank you for this opportunity to contribute our thoughts.

Best regard,
Engr. Pat Borlagdan, Ph. D.

- **Gian Nicolay says:**

DECEMBER 9, 2014 AT 8:25 AM (EDIT)

I agree with some critical points mentioned:
a) Research is not enough linked with development and too often done for the sake of academic prestige. There is a lack of R4D and particularly of Integrated Agricultural Research for Development (IAR4D). At least FARA in Africa promotes this concept in theory.
b) Dissemination is neglected and handed over too fast to the extension services (which have been mostly dismantled or privatized). Poor research is done on the link between farmer-researcher technology development and innovation promotion. Here is hardly any institutional capacity in the sector capable to cope with the challenges.
c) Difficulties to achieve success on collaborative research remains a challenge. I believe that more social science skills (including managerial science) combined with a clear approach on inter- and transdisciplinary research can make a big difference. Particularly the poor availability of social sciences skills and thinking, particularly sociology, leads often to poor results in the rather complex collaborative set-ups.

2. **Sudhir Wanmali says:**

DECEMBER 3, 2014 AT 1:00 PM (EDIT)

Broadly speaking, all the principles noted are valid and worth pursuing. However, I strongly believe that given the available technology, the processes of agricultural technology adoption, productivity increases, generation of surplus, marketing of surplus, processing of the marketed surplus, and consumption of agri-foods are all hampered by a serious lack of infrastructures necessary for their growth and development. In all the work that CGIAR has done, sufficient attention has not been paid to this issue of lack of infrastructural development in rural areas of developing countries. This issue is multi-disciplinary, multi-sector, and multi-level, and I think that it is time that CGIAR launches a CRP on "Rural Infrastructure" in order to help facilitate a proper integration of agricultural processes particularly in the regions of developing countries that are lagging behind others so that the poor and the women from these regions can benefit from the fruits of the available agricultural technology.

3. ALI SALEM IBRAHIM says:

DECEMBER 6, 2014 AT 8:21 AM (EDIT)

Hi the more supporting for agriculture research especilly at developing very imortant .

4. Ann Waters-Bayer says:

DECEMBER 7, 2014 AT 5:31 PM (EDIT)

Rather than seeking to address fewer problems, the CGIAR should attempt to recognise the linkages between numerous problems in a systems perspective and to identify the entry points that will have leverage in addressing several important and interrelated problems. If the CGIAR does not take such a systems perspective, there is great danger that it will select a small number of problems seen in relative isolation and have less impact than possible through working with a system perspective – and may even have negative impact overall.

High-priority topics may be better addressed through collaboration of good minds and a good mix of experienced stakeholders rather than obliging these to divide and compete – therefore, funding should be not exclusively through competition.

In the reformed CGIAR, a focus on "research excellence" would make sense only if this is referring primarily to excellence in interdisciplinary and transdisciplinary research in the midst of development or at least with a strong development orientation. The ISPC would therefore need a composition that ensures strong scientific and partnership oversight for this kind of research. If greater use is made of external independent peer review, then the peer reviewers would likewise need a good understanding of such transformative types of research.

The CGIAR has an important role to play in enhancing the capacities of national partners i) to characterise key farming systems, focusing on those involving smallholder farmers/herders/fishers, as well as ii) to conduct exploratory forms of research within the dynamics of these systems – and, in the process, learn more about how the systems function and change. The CGIAR and its partners will also have to learn how to recognise significant change to which they could contribute greatly but which cannot be measured in quantitative terms, e.g. improvement in the capacity of the system to innovate and adapt to new challenges and opportunities.

5. **Diana Brandes - van Dorresteijn says:**

DECEMBER 9, 2014 AT 12:04 AM (EDIT)

Ad principle 1: maximizing may not be the right word; optimizing has a better and more sustainable connotation to it. The word maximizing often coincides with achieving the maximum at the expense of something else. Therefore “optimizing returns on investment while considering environmental sustainability and social equality” would be preferred.
Ad principle 3: The word “modest” takes the importance out of the initiative to support risk taking which is often related to achieving innovative solution to high priority topics which is very important to support. Gender is also a topic which needs such support because it means changing status quo of power dynamics while studies show that achieving gender equality will bring high returns.
On point 7 and having one point of interaction with multiple centers, this requires existence of strong collaborative capacities (and incentives and accountability mechanisms) between centers and with other partners (and between the partners) and in-depth knowledge and skills on multiple disciplines including strong gender analysis and strategizing capacities. It will be critical to develop these capacities within CGIAR and of partners.

Additionally, there used to be a 8th principle in the SRF (latest October 2014 version) on “The particular niche of CGIAR in the global R4D arena will be exploited and further strengthened by smart specialization of its research which will:
o attract, diversify and leverage innovative sources of additional funding to support cutting edge science facilities, infrastructure and research investments;
o balance the need for the rapid delivery of impact with more long-term and strategic research;
o foster and promote gender equity”, which should be maintained.
New CGIAR Research Strategy could be: Each research project should apply a gender analysis when it is under design and development, and address gender inequitable findings in its implementation.

Furthermore, though “women and youth, nutrition and health, and climate change” are considered cross-cutting issues, in chapter 6 of the SRF (latest October 2014 version) they have not been taken as such while describing the sections of the three broad domains (addressing commodities within agrifood value chains, managing agro-ecosystems and landscapes, and enhancing voice and participation of low and middle income countries on global issues). It is commendable that the cross-cutting issues have been described in separate sections after the description of the three broad domains, but it would show real purpose when these cross-cutting issues would also be ‘mainstreamed’ in the descriptions of the three broad domains and provide the importance of the three cross-cutting issues that they deserve. The role of climate change has been somewhat described in some parts of the three broad domains, but gender (or women and youth) certainly has not.
In this summary document, the three cross-cutting topics of global importance are “women and youth, climate change, and capacity development”. As mentioned in the previous paragraph above, capacity development has also not been mainstreamed as a cross-cutting issue in the three broad domains. Even though capacity development was mentioned as a strategic enabler later in the chapter, it should be mainstreamed in the three broad domains to show its role there.

6. **Gian Nicolay says:**

DECEMBER 9, 2014 AT 8:42 AM (EDIT)

I would support most of the propositions made before by Borlagdan, Waters-Bayer and Brandes- van Dorestejin. This would mean to add at least 5 principles on the following topics:
• Systems approach (but going beyond the science system and the ag production system i.e. farming systems)
• Inter- and transdisciplinary research
• R4D, and particularly be active in the dissemination process
• Mention of women and youth
• More cooperation and less completion between the research bodies (effectiveness, organizational resilience)

7. David Gibbon says:

DECEMBER 12, 2014 AT 12:54 PM (EDIT)

There is some extremely vague and rather poor English in these bullet points which should immediately re-written by an English language editor – please.
There are a large number of embedded value judgements here which make the meanings difficult to tease out. The immediate questions that they prompt are: who makes the judgements about “the most important agricultural global issues? Who decides on these “fewer priorities?” (Is this a good strategy anyway – do we not need more and greater flexibility?) Who decides on “research excellence and scientific rigour”? Is “strong scientific oversight” necessarily always the best way of determining relevance and effectiveness?
On the issue of characterising farming systems and landscapes, we have been engaged in these exercises over 40 years and there are people and institutions who are possibly better placed to continue to refine this important work.
We have also been toying with the idea of carrying out systemic farming systems research for about 40 years also. This has a very checkered history and has created many futile and un-necessary battles within and between Centres. In the long run this can only be resolved by better systems training of agricultural scientists .
Cross centre research is an admirable objective, but requires exceptional leadership of local and international teams to succeed.

5. Look at the factors proposed by the SRF for successful partnerships and discuss whether these work for CGIAR

The increased emphasis on partnerships as a vehicle for delivery of impact implies a different approach than in the past. The SRF proposes a set of factors that contribute to the success of partnerships that CGIAR should adopt. We invite you to look at these factors and discuss them.

CGIAR will draw on a relevant set of lessons drawn from the past on factors that contribute to the success of partnerships:

1. **A common agenda.** All partners share a vision for change, including a common understanding of the problems and a joint approach to solving them through agreed actions.
2. **Shared measurement.** Collecting data and measuring results consistently across all partners in a large and complex landscape or oceanscape ensures that efforts remain aligned and partners hold each other accountable.
3. **Mutually reinforcing activities.** Partners must be differentiated, but they have to coordinate through a mutually reinforcing plan of action.
4. **Continuous communication.** Consistent and open communication lines are critical across a large and diverse partnership, in order to build trust, assure realization of mutual objectives and create common motivation.
5. **Backbone support.** Creating and managing collective impact requires a designated entity with staff and specific skill sets, to serve as the backbone for the entire partnership, and to coordinate partner organizations

CGIAR will mobilize its partnerships and foster policy dialogue to achieve change at scale, and develop capacities of CGIAR and its partners at individual, organizational and institutional levels.

Questions:

- Do you agree with the above statement on principles of partnership?
- How do you think CGIAR could/should address and implement (the principles of) partnerships?

7 Responses to: Look at the factors proposed by the SRF for successful partnerships and discuss whether these work for CGIAR

1. **Sudhir Wanmali says:**

DECEMBER 4, 2014 AT 8:21 AM (EDIT)

The Principles of Partnership are well conceived.
In addressing and implementing these, it would be helpful and advantageous if the CGIAR involves national governments, regional specialist organisations, national agricultural research systems, national universities, national research centres, relevant national NGOs, and relevant private sector from the countries. These must “buy in” in the sense that these principles are “tailored” to suit, and reflect, the national and regional priorities. It is only then that these will be acceptable to all stakeholders within the developing countries.

- **Alain Vidal says:**

  DECEMBER 4, 2014 AT 11:51 AM (EDIT)

  Thanks Sudhir for your comments. Indeed, when building partnerships to deliver at scale in countries and regions, these principles only make sense if “tailored” to the agriculture development needs and context of those countries and regions. We even plan, through the national and regional consultations that will follow this SRF consultation process, to engage with stakeholders at these levels to ensure our research is aligned with development priorities.

2. **Ann Waters-Bayer says:**

   DECEMBER 7, 2014 AT 5:33 PM (EDIT)

   The CGIAR need not always be the kingpin or leader of a partnership and should be prepared to play the role of supporting partner in an innovation process driven by other actors.

   A further important principle of partnership is sharing resources and credit for outputs and outcomes.

- **Gian Nicolay says:**

  DECEMBER 9, 2014 AT 8:44 AM (EDIT)

  I fully agree.

3. **Diana Brandes - van Dorresteijn says:**

   DECEMBER 9, 2014 AT 12:05 AM (EDIT)

   Ad principle 5: is the consortium office anticipated to be that designated entity? Putting such responsibility on one of the research centers will not be functional. The research centers need to have the capacity to lead CRPs when it concerns partnerships with other CGIAR centers and external partners and the capacity development of these partners.

   Link here to the partnership goal in the UN Sustainable Development Goals / SDGs.

   I would prefer to see the different modalities and types of “Partnership” being made explicit here.

4. **Gian Nicolay says:**

   DECEMBER 9, 2014 AT 9:01 AM (EDIT)

The 5 principles mentioned are useful within the CGIAR community. But the challenge, which is not at all addressed, is on the principles directed towards the partners OUTSDE CGIAR, particularly the UN system (including FAO), the regional and national bodies, the private and NGO/Foundation-based research institutions and the farmer organizations and civil society. Again: this is a strategic decision and depends on ideas, interests and political will.

I would highly suggest to state principles addressing the partnerships with “external” organizations and institutions. If his can be done, it becomes obvious that CGIAR will not need to be the leader and coordinator, but rather a facilitator and networker, promoting innovation platforms at strategic and regional level at best and particularly fostering dialog and clarity of complex phenomena of the sector and its context.

5. David Gibbon says:

DECEMBER 12, 2014 AT 1:06 PM (EDIT)

1. I am not sure that a common agenda is all that clear. There are important regional differences in political, social and economic contexts which call for different emphases in different circumstances.
2. Shared measurement: implies quantitative rather than qualitative indicators of change. I agree that he principles might be similar, but qualitative assessment of change has to be local and contextural.
3. I am not clear about this one. It implies a degree of compulsion – “must” and “have to ” ?
4. Agreed with this.
5. This implies that CGIAR is the vital, overall component of any structure and partnership. This might not be always to best or effective strategy and there is a need for a more collegiate attitude here

6. What do you think about the IDOs, their relevance and priority, particularly on a country level?

The focus of CGIAR activities are being guided by a Results Framework which outlines the Intermediate Development Outcomes (IDOs) (as agreed by donors) and sub-IDOs underpinning each IDO. We invite you to discuss and prioritise these at country level.

The IDOs (as agreed by donors) and sub-IDOs underpinning each IDO are presented in the 3 sets of boxes in the table below.

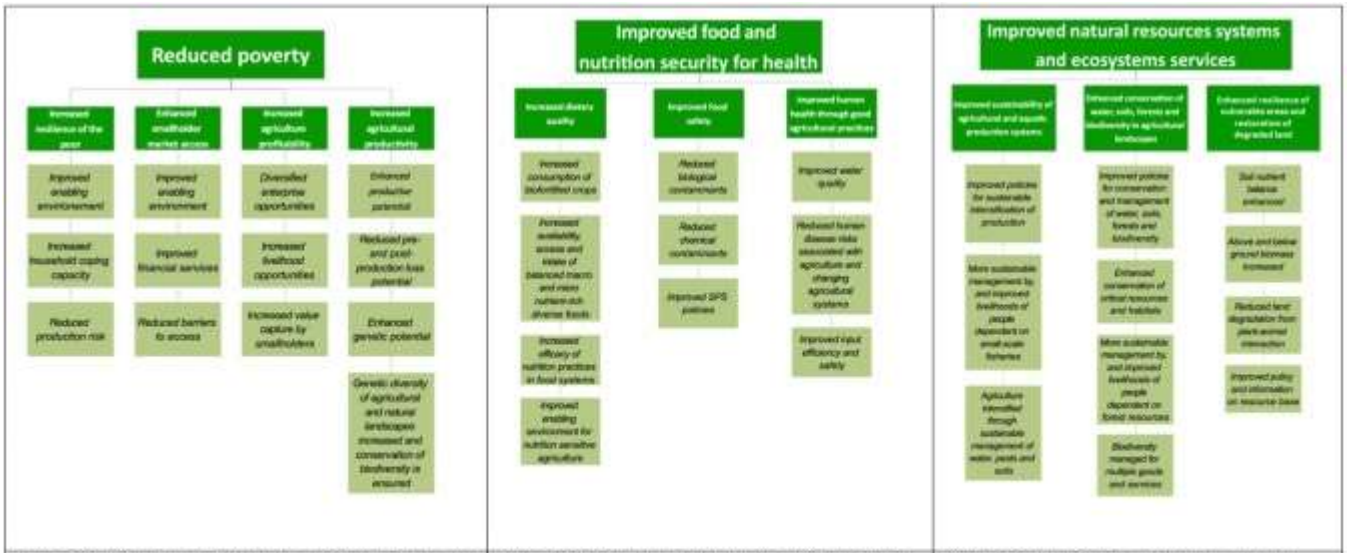

Figure 1: Outline impact pathway for achieving System Level Outcome 1: **Reduced poverty,** showing its 3 intermediate development outcomes (IDOs) and 13 sub-IDOs

Figure 2: Outline impact pathway for achieving System Level Outcome 2: **Improved food and nutrition security for health,** showing its 3 IDOs and 10 sub-IDOs.

Figure 3: Outline impact pathway for achieving System Level Outcome 3: **Improved natural resources systems and ecosystems services,** showing its 3 IDOs and 11 sub-ID

click to enlarge

Questions:

- Which of the IDOs are priority areas for your country/sector/business?
- Please rank the sub-IDOs in terms of priority for your country/sector/business

10 Responses to: What do you think about the IDOs, their relevance and priority, particularly on a country level?

1. **Sudhir Wanmali says:**

DECEMBER 4, 2014 AT 9:16 AM (EDIT)

The first question is actually not appropriate. It seems that the CGIAR is still thinking in terms of three “silos” of Reduced Poverty, Improved Food and Nutrition Security, and Improved Natural Resources Systems and Ecosystems Services. In reality, and there is enough scientific and data based evidence to suggest that all these are vitally interlinked. In all, the priorities will point to addressing a serious lack of

development of rural infrastructure (enabling environment if CGIAR wishes to call it by another name). In almost all developing countries the attainment of MDGs goals fell short of achieving their own targets, I would argue, is because of the fact that there is, in their respective rural areas, a serious lack of systems of roads and railways, system of surface and groundwater irrigation, agricultural input distribution systems, agricultural output marketing systems, agricultural and animal husbandry extension systems, credit and finance systems, urban consumer goods distribution systems, health systems, education systems, electricity distribution systems, cold storage systems, agri-foods processing systems, and decentralized governance systems (to name just a few). Besides, wherever these exist, these are highly centralized and inaccessible to the rural populations that mostly include the poor, the vulnerable, the marginalized, and the women and children. The SDGs that are now being spoken about, whether these are to be achieved by 2025 or 2030, are also set for failure because these infrastructural systems will continue to be poorly developed. Besides, one must realize that if there is no food available, there is no food accessible, no food gets used, and there is no food security; if there is no diversified food produced at the household and community levels, there is no diversified (nutritious) food consumed at these levels; this diversified food production will only be possible through, for example, better soil and water management at the household and community levels; better crop rotations; better inter-cropping; better conservation agricultural practices; better farm/livestock management practices; better water harvesting technologies; better afforestation and agro-forestry practices; better climate risk management practices; and so on and so forth. All of this is high priority. A new CRP on “Rural Infrastructure” encompassing all the possible angles of the above plus some other relevant interventions such as local capacity-strengthening and communications, should be launched, on as a “pilot project” basis in, for example, two major regions of the world, where most of the poor, the vulnerable, the marginalized and the women and children live. These two regions are South Asia and Sub-Saharan Africa which hold both promises and challenges for an integrated approach that is multi-disciplinary, multi-sectoral, and multi-level in order to reduce poverty, improve food and nutrition security, and improve natural resources systems and ecosystems services. If not done in an integrated fashion, we will still be operating in our respective thematic “silos” of IDOs and sub-IDOs, and be tinkering at the margins of the most important challenges of our time, until 2025 or 2030. Do we know at all whether or not these rural infrastructures are available, accessible, and used by the rural populations in South Asia and Sub-Saharan Africa? I doubt very much. I am not interested in the what and the why of the state of rural infrastructures in these two regions but in the how to improve their availability, and subsequently their accessibility and use at the household and intra-household levels besides at the community levels.

- **Gian Nicolay says:**

  DECEMBER 9, 2014 AT 9:07 AM (EDIT)

  I fully agree. The silo thinking has itself become a factor impeding development and resilience on all levels. This MUST be corrected NOW. We are discussing since 20 years the same problems without making progress.

2. **Ann Waters-Bayer says:**

   DECEMBER 7, 2014 AT 5:37 PM (EDIT)

   In order to achieve the IDOs and thus the SLOs, it will be essential to increase the capacity to innovate at all levels within agricultural systems. For example, increased resilience of the poor will be attained through increased capacity of the poor to adapt to change and to make the most of existing resources

and new opportunities. Increased household “coping” capacity refers only to adjusting to negative events and does not reflect the positive creative energies that can be unleashed with the appropriate enabling environment.

The IDOs reflect primarily material outcomes, but of much greater significance as outcomes will be the capacities that are developed by doing research in ways that transform the institutions of agricultural research and development. This will also sustain and improve the way material outcomes are generated. If people and organisations involved in agricultural systems can understand how change comes about and can engage in interaction in ways that improve system functioning, then they will have gained an enhanced capacity to innovate within the system. This enhanced capacity should be both a development outcome in its own right as well as an enabler of material system outcomes.

Among the material IDOs, there is too little attention to improving livelihoods through livestock – which has been shown to be a key pathway for the poor, and especially for women, to escape from poverty.

- **Gian Nicolay says:**

  DECEMBER 9, 2014 AT 9:17 AM (EDIT)

  I agree with Ann and particularly with the proposition: “The IDOs reflect primarily material outcomes, but of much greater significance as outcomes will be the capacities that are developed by doing research in ways that transform the institutions of agricultural research and development”. CGIAR will have to learn to do the double task: make research, which the national bodies cannot do and capacitate the national researchers and assist to build research and development institutions in order to advance the sector. Therefore, I recommend having in each SGO one IDO with the aim to build capacity.

3. **Andy Hall says:**

   DECEMBER 8, 2014 AT 6:30 PM (EDIT)

   The current intermediate development outcomes IDO’s provide a useful set of indicators for factors that everybody wants to see continuously improving as a pathway to system level outcomes. However as this stands right now, it leaves unanswered (and indeed unquestioned) what is going to be required to continuously deliver these indicators.

   Notice that I use the word continuously. The nature of, for example, food security and pathways to achieving it are not static entities. Instead changing societal aspirations and norms, and the whole range of unpredictable climate, ecological, market, political, demographic and other local and global scale phenomena and events, shapes these. Coping with such unpredictable and dynamic ecological, social and economic systems clearly needs an adaptive capacity that allows continuous innovation. In other words, an ability or capacity to marshal ideas and resources in new ways that are suited to the needs of the hour and that can create the technological, institutional and policy innovations needed to achieve higher order goals under constantly changing conditions.

   In terms of IDOs, a key indicator of progress has to be the development of this adaptive capacity to innovate. In practice this means more effective embedding of science and other sources of knowledge in an evolving network of social, economic and policy action. Some people say this is an innovation systems perspective. As currently presented the IDOs make the implicit assumption that such arrangements are in place and working effectively in the CGIAR’s sphere of work. It’s a bold assumption.

It leaves unquestioned the perennial challenge for all of us in the international agricultural research domain, including the CGIAR: what are the capacities, arrangements and modalities needed to make science part of development delivery in a constantly changing world. This surely has to be a key question for a performance management system such of the Strategy and Performance Framework.

These views emerge from the long established tradition of soft systems thinking. They are by no means new or heretical, particularly in the CGIAR. To have them missing from this framework seems to be a missed opportunity to demonstrate the CGIAR's leadership around systems practice.

Gian Nicolay says:

DECEMBER 9, 2014 AT 9:46 AM (EDIT)

I agree what you say, Any Hall. The problem could be that the CGIAR system is designed (constructed) to have a too narrow scope and focus due to lack of scientific openness. If only production and narrow value chains, going hardly beyond farming systems are part of the system (or body of observation), and phenomena like laws, infrastructure, communities, societal aspirations and norms and civil society are outside the boundaries, then the research process will never capture these phenomena adequately, as the appropriate disciplines will not be involved.

We all have to admit that agriculture is much more complex than we would like; and understand, that it has been constructed over the last 200 years based on very different rationalities, which together lead to irrational and destructive processes. CGIAR still works under the paradigm of the supremacy of the national state, efficient markets and rationality. It is time to acknowledge the other realities (globalization, complexity of differentiated function systems like civil society, politics, economy, laws, media, culture, science etc.) and build them into our research agenda. Agriculture science has to reflect these processes and become more robust and complex in order to better understand the realities- and reduce complexity.

It is still time to re-construct our science body in order to make it fit for doing its job. Adaptive management is just one simple expression for it. May be these discussions here can contribute and open the windows and doors for new air and thought…? If not, the CGIAR will hardly contribute significantly to solve the many challenges and it will soon disappear or change its status and reputation as a global player for the sector.

4. **Diana Brandes - van Dorresteijn says:**

DECEMBER 9, 2014 AT 12:07 AM (EDIT)

Ad 3: In order to provide the importance to the three cross-cutting issues, they should be mainstreamed into the description of the broad domains as well as being separately described. That would provide everyone with the opportunity to understand how these cross-cutting issues are related to the broad domains (and which investments will be made available), and the direct role they can play to improve the assessed situation and achieve the outcomes and impact identified. More prominence of the cross-cutting issues in the SRF will show the seriousness CGIAR puts into these issues and it will provide opportunities for links with and ideas for resource mobilization.

It is important that the IDOs and sub-IDOs are gender sensitive and/or their progress will be measured through gender sensitive indicators and/or gender-disaggregated data as has been done in the CRP on Livestock and Fish lead by ILRI.

(I have shared an attachment, ANNEX 1, through the email e-discussion list as I could not upload it here).

5. Gian Nicolay says:

DECEMBER 9, 2014 AT 9:59 AM (EDIT)

Additionally what I have just said above and to summarize, I propose to include into each SGO one (1) IDO dealing with Institutional building at national and regional level. This has to be dealt with in the larger scientific sense, including the relevant social systems affecting a given phenomenon or problem to be solved. It will not be enough to provide some trainings to individuals and to abstract from social systems and complex intuitional arrangements. Only scientists trained in social and cultural or historic sciences can add value and contribute together with the classical agricultural scientists (= interdisciplinary) and with key stakeholders outside science- i.e. the farmers, peasants, social and cultural leaders, economic partners, politicians etc.- meaning within a transdisciplinary approach, today also commonly organized within innovation platforms, to solve a given concrete problem.

To keep the framework lead, I propose to merge:
• IDO2 and 3 of SLO 1
• IDO 1 and 2 from SLO 2
• IDO 2 and 3 from SLO 3

6. Iddo Dror says:

DECEMBER 10, 2014 AT 2:59 AM (EDIT)

Capacity Development: Please be explicit!

As the consultations on the new CGIAR Strategy and Results Framework (SRF) under way and active, a push for capacity development to be included was heard from various parts of the consultation. For instance, in the survey it received the largest number of respondents indicating they ‘strongly agree’ with it as a cross-cutting topic.

The latest proposed SRF diagram of Intermediate Development Outcomes (IDOs) also recognizes capacity development as a cross-cutting area. However, is there a danger with this classification? Perhaps.

Remember the saying “What isn’t counted doesn’t count”? By leaving Capacity Development (and other cross cutting areas) implicit and merely assuming that all other IDOs and sub-IDOs will somehow effectively incorporate capacity development elements, we are potentially taking a big risk.

The ability of CRPs to achieve impact at scale — measured in terms of ‘material’ IDOs — relies upon individual and team capacities and the broader capacities of the systems in which they work. Enhanced capacities are therefore an enabling prerequisite for achievement of the SLOs and impact at scale. Notwithstanding the cross-cutting nature of this IDO, its achievement would require making capacity explicit, including by tracking it against quantitative and qualitative indicators. This IDO details three dimensions of capacity to allow CRPs to build the necessary enabling conditions for sustained impact on other IDOs.

Making our capacity development outcomes explicit in an IDO provides us a framework to support learning and research into how to effectively develop capacity that enables impact at scale.

On 7 December, a group of representatives from the “Capacity Development” and “Capacity to Innovate” communities of practice, met in Rome to discuss the possibility of making capacity development explicit by having an “Enhanced Capacity” IDO along with three specific sub-IDOs, namely the enhanced capacity:
• To lead research in development in the future,
• To implement along CRP impact pathways, and
• Of system actors to innovate

Our initial thoughts and proposal can be found in the attached text. We hope you’ll join us in asking that we make capacity development not just cross-cutting – but also explicit – so that it can be held accountable for results using the same rigorous standards to which we’re planning to hold the rest of the SRF elements accountable.

Capacity Development: Cross-cutting? Yes, but please be explicit!

On behalf of the working groups

Iddo Dror and Boru Douthwaite

Proposed IDO on “Enhanced Capacities”
The ability of CRPs to achieve impact at scale — measured in terms of ‘material’ IDOs — relies upon individual and team capacities and the broader capacities of the systems in which they work. Enhanced capacities are therefore an integral part of the process for achievement of the SLOs and impact at scale. Notwithstanding the cross-cutting nature of this IDO, its achievement would require making capacity explicit, including by tracking it against quantitative and qualitative indicators. This IDO details three dimensions of capacity to allow CRPs to build the necessary enabling conditions for sustained impact on other IDOs.

Proposed sub-IDO 1: Enhanced capacity to lead research in development in the future
A critical mass of new research in development leaders is essential to the sustained delivery of development outcomes in a large diversity of settings. Youth need to be engaged and inspired into considering a career in agriculture, and talents from different genders and ethnicities need to be attracted and nurtured into pursuing areas of MSc, PhD and postdoctoral research that are central to the SRF. In addition, higher level staff need to be encouraged to exchange experiences and work across organizations and settings. This capacity should involve training and mentoring in disciplinary, interdisciplinary and transdisciplinary research approaches, in addition to introducing appropriate incentives and organizational spaces that support the use of new research frameworks.

Proposed sub-IDO 2: Enhanced capacity to implement research along CRP impact pathways
The reformed CGIAR is expected to engage in research to achieve development outcomes rather than only to produce research outputs. This requires developing the capacity of the CGIAR CRPs, Centres and partners to interact in new ways to conduct research in development along the jointly defined pathways toward impact. The capacities of the individual implementation team members and of each team as a whole to accomplish their tasks need to be enhanced in order to enable the achievement of the necessary research outputs and of the desired development outcomes. These teams should look at

all nine elements of capacity development outlined in the CGIAR Capacity Development Framework for the second round of CRPs and identify the right mix for their specific purposes.

Proposed sub-IDO 3: Enhanced capacity of system actors to innovate
Reorienting the dynamics of systems in favor of realizing desirable outcomes for the rural poor is essentially about changing the way people interact with each other and respond to their changing environment. This requires capabilities at the level of individuals, communities, organizations and networks, and those that have a mandate to catalyze and support innovation processes in society. This requires improved capacity of systems actors to:
1. identify and prioritize systems problems and opportunities;
2. invest, test, experiment and adapt;
3. assess tradeoffs between alternative social and technical options; network, learn and share knowledge; and
4. collaborate and partner.

See CGIAR Capacity Development Framework:https://library.cgiar.org/bitstream/handle/10947/3414/CGIAR Capacity Development Framework Working Draft.pdf?sequence=1

See Brief on Capacity to Innovate: http://www.worldfishcenter.org/worldfish-publications/capacity-innovate-system-cgiar-research-program-perspective

7. David Gibbon says:

DECEMBER 12, 2014 AT 1:24 PM (EDIT)

As I am not “in the system“ I cannot really comment constructively here. However, judging by the comments already made above, the Framework has created some confusion and resulted differences of interpretation.

I agree that there is a great deal of overlap and potential interplay between these areas which makes the management of these programmes difficult.

As Ann says, the framework prompts the need for a big effort to develop the research skills and capacities – particularly in inter and trans-disciplinary modes of working within and between teams to develop greater resilience and sustainability among household livelihood systems. Many young natural scientists do not have the background or experience to work effectively in these areas and it will require a commitment to undertake some exceptional and continuous training and learning of new skills.

7. Do you agree with the generic importance of the 3 cross-cutting topics?

Three cross-cutting topics of global importance – women and youth; climate change; and capacity development- have been identified that will systematically strengthen and build coherence in research across all domains and Intermediate Development Outcomes (IDOs).

Question:

Do you agree with the generic importance of the 3 cross-cutting topics?

14 Responses to: Do you agree with the generic importance of the 3 cross-cutting topics?

1. **Suresh Babu says:**

NOVEMBER 25, 2014 AT 7:58 AM (EDIT)

Agree with the generic importance given to capacity development. But, it would be useful to see capacity development not just as a cross cutting element to strengthen research but also as a tool to make impact on the ground with the national systems, organizations and researchers who can take IPGs further to make difference in their own food and agricultural systems. More strategic thinking is needed in how to effectively use the national capacity to translate the IPGs into IDOs that we are looking for. Capacity development still remains an afterthought in most of the CRPs and in some as a token area to satisfy the funders. Clear strategy is needed for each of the CRPs for effective strengthening and use of national capacities for making impact with the IPGs coming out of the CRPs. This will require incorporating CD activities and the goals early on in the CRP development process.

- **Nicholas Mati says:**

DECEMBER 11, 2014 AT 12:05 AM (EDIT)

I endorse the three cross cutting themes identified by CGIAR. My short experience at ICRAF has opened a myriad of thoughts on CapDev. Fellows recruited to ICRAF SDs have contributed immensely to agroforestry research and development. Their impact on rural smallholder livelihoods and sustainability across the agricultural landscape is well documented.

2. **Zoumana Bamba says:**

DECEMBER 3, 2014 AT 7:47 AM (EDIT)

I agree with the generic importance given to these topics. The CGIAR needs to put more resources in capacity development. Securing an adequate supply of suitably skilled researchers is important for optimizing agricultural productivity and outputs. The skills gaps in Sub-Saharan Africa is impacting the

discovery of new technology and rural growth and jeopardizing agricultural development. Investments need to be made in graduate training to strengthen human resource capacity, in particular in the scientific fields that are at the cutting edge: biotechnology, food safety, intellectual property rights, and biodiversity, agribusiness and information systems. Investments are also needed to strengthen relationships between research, extension, higher education, civil society, the private sector and farmer organizations to enhance innovation.

3. Mehmood Hassan says:

DECEMBER 3, 2014 AT 10:37 PM (EDIT)

Indeed all three cross-cutting themes are much required and truly cut across the research to development continuum of what CGIAR intends to focus on.

A greater emphasis now on Capacity Development matches with, for example, the capacity needs identified through the initial formative evaluation of FTA. While actual capacity development interventions are generally embedded within CGIAR research portfolios of CRPs, these need to be seriously based on and designed through structured or semi-structured participatory capacity needs assessments that each of the CRPs must undertake at an early stage of CRPs that go into round II.

One caution that we all need to be aware of is the distinction between developing capacity in research (for NARES staff, our research partners in developing countries etc) vs developing capacities of development actors and our own scientists in CGIAR for co-designing research to improve relevance, ownership and targeting of research for development needs. Too often, we come up with research questions that are either too abstract for development actors to relate to, or too scientific to apply in a real life development context. This all can change by engaging in capacity needs assessment (of each other) process at an early stage within CRPs.

4. Sudhir Wanmali says:

DECEMBER 4, 2014 AT 9:24 AM (EDIT)

I agree with the three cross-cutting themes that have been noted by CGIAR. My only worry is that CGIAR may think of these more as afterthoughts rather than being central to the IDOs and sub-IDOs listed. It appears that Poverty Reduction as an independent cross-cutting theme has now been centrally subsumed under the three IDOs. It will be appropriate for CGIAR to subsume the above three cross-cutting themes centrally under its three IDOs.

5. Ann Waters-Bayer says:

DECEMBER 7, 2014 AT 5:19 PM (EDIT)

“Women and youth” are “target groups”, whereas “gender and diversity” would refer to issues, which would probably be a better way of expressing a cross-cutting theme and more likely to lead to addressing these issues in an inclusive (also of men) and system-oriented way across all IDOs.

Capacity development is both an outcome and an enabler of other outcomes and would be more likely to receive the attention it deserves if it were integrated into the results framework as an enabling IDO.

6. **Diana Brandes - van Dorresteijn says:**

DECEMBER 9, 2014 AT 12:10 AM (EDIT)

See my previous answer and please refer to this manual for inspiration:

Kidoido, M.M., Child, K., Teufel, N. and Brandes, R. 2014. Livestock and Fish research program core and medium term intermediate development outcome (IDO) indicator manual. Nairobi, Kenya: ILRI. Accessed on 8 December 2014 via https://cgspace.cgiar.org/handle/10568/42448

GENDER SPECIFIC INDICATORS IN THE IDO MANUAL of CRP Livestock and Fish

IDO1: INCREASED LIVESTOCK AND FISH PRODUCTIVITY IN SMALL -SCALE PRODUCTION SYSTEMS FOR THE TARGET COMMODITIES.
1.1.1 Annual milk yield – disaggregated by sex of household head
1.2.1 Adoption of new or improved technologies and management practices – disaggregated by sex of household head

IDO2: INCREASED QUANTITY AND IMPROVED QUALITY OF THE TARGET COMMODITY SUPPLIED FROM THE TARGET SMALLSCALE PRODUCTION AND MARKETING SYSTEMS.

2.1.1 Quantity of target commodity supplied from small -scale producers – disaggregated by sex of household head

IDO3: INCREASED EMPLOYMENT AND INCOME FOR LOW -INCOME ACTORS IN THE TARGET VALUE CHAINS, WITH AN INCREASED SHARE OF EMPLOYMENT FOR AND INCOME CONTROLLED BY LOW -INCOME WOMEN

3.1.1 Total household income (cash and non-cash) for low-income value chain participants – disaggregated by sex of household head
3.1.2 Total household income in value chain actors' households controlled by women
3.1.3 Employment in value chain actor households – disaggregated by gender
3.2.1 Household income of value chain actor household from target commodity – disaggregated by sex of household head

IDO4: INCREASED CONSUMPTION OF TARGET COMMODITY RESPONSIBLE FOR FILLING A LARGER SHARE OF THE NUTRIENT GAP FOR THE POOR, PARTICULARLY FOR NUTRITIONALLY VULNERABLE POPULATIONS (WOMEN OF REPRODUCTIVE AGE AND YOUNG CHILDREN)

4.1.1 Indicator: Women's Dietary Diversity Score (WDDS)
4.1.2 Indicator: Consumption of target commodities by women of reproductive age

IDO5:LOWER ENVIRONMENTAL IMPACTS PER UNIT OF COMMODITY PRODUCED IN THE TARGET VALUE CHAINS

IDO6: POLICIES (INCLUDING INVESTMENTS) AND DEVELOPMENT ACTORS RECOGNIZE AND SUPPORT THE DEVELOPMENT OF THE SMALL -SCALE PRODUCTION AND MARKETING SYSTEMS, AND SEEK TO INCREASE THE PARTICIPATION OF WOMEN WITHIN THESE VALUE CHAINS.

6.2.1 Indicator: Group actions supporting smallholder farmers by advocating for effective policies – with special attention to poor and women.

7. Iddo Dror and Boru Douthwaite says:

DECEMBER 10, 2014 AT 3:01 AM (EDIT)

Capacity Development: Please be explicit!

As the consultations on the new CGIAR Strategy and Results Framework (SRF) under way and active, a push for capacity development to be included was heard from various parts of the consultation. For instance, in the survey it received the largest number of respondents indicating they 'strongly agree' with it as a cross-cutting topic.

The latest proposed SRF diagram of Intermediate Development Outcomes (IDOs) also recognizes capacity development as a cross-cutting area. However, is there a danger with this classification? Perhaps.

Remember the saying "What isn't counted doesn't count"? By leaving Capacity Development (and other cross cutting areas) implicit and merely assuming that all other IDOs and sub-IDOs will somehow effectively incorporate capacity development elements, we are potentially taking a big risk.

The ability of CRPs to achieve impact at scale — measured in terms of 'material' IDOs — relies upon individual and team capacities and the broader capacities of the systems in which they work. Enhanced capacities are therefore an enabling prerequisite for achievement of the SLOs and impact at scale. Notwithstanding the cross-cutting nature of this IDO, its achievement would require making capacity explicit, including by tracking it against quantitative and qualitative indicators. This IDO details three dimensions of capacity to allow CRPs to build the necessary enabling conditions for sustained impact on other IDOs.

Making our capacity development outcomes explicit in an IDO provides us a framework to support learning and research into how to effectively develop capacity that enables impact at scale.

On 7 December, a group of representatives from the "Capacity Development" and "Capacity to Innovate" communities of practice, met in Rome to discuss the possibility of making capacity development explicit by having an "Enhanced Capacity" IDO along with three specific sub-IDOs, namely the enhanced capacity:
• To lead research in development in the future,
• To implement along CRP impact pathways, and
• Of system actors to innovate

Our initial thoughts and proposal can be found in the attached text. We hope you'll join us in asking that we make capacity development not just cross-cutting – but also explicit – so that it can be held accountable for results using the same rigorous standards to which we're planning to hold the rest of the SRF elements accountable.

Capacity Development: Cross-cutting? Yes, but please be explicit!

On behalf of the working groups

Iddo Dror and Boru Douthwaite

Proposed IDO on “Enhanced Capacities”
The ability of CRPs to achieve impact at scale — measured in terms of ‘material’ IDOs — relies upon individual and team capacities and the broader capacities of the systems in which they work. Enhanced capacities are therefore an integral part of the process for achievement of the SLOs and impact at scale. Notwithstanding the cross-cutting nature of this IDO, its achievement would require making capacity explicit, including by tracking it against quantitative and qualitative indicators. This IDO details three dimensions of capacity to allow CRPs to build the necessary enabling conditions for sustained impact on other IDOs.

Proposed sub-IDO 1: Enhanced capacity to lead research in development in the future
A critical mass of new research in development leaders is essential to the sustained delivery of development outcomes in a large diversity of settings. Youth need to be engaged and inspired into considering a career in agriculture, and talents from different genders and ethnicities need to be attracted and nurtured into pursuing areas of MSc, PhD and postdoctoral research that are central to the SRF. In addition, higher level staff need to be encouraged to exchange experiences and work across organizations and settings. This capacity should involve training and mentoring in disciplinary, interdisciplinary and transdisciplinary research approaches, in addition to introducing appropriate incentives and organizational spaces that support the use of new research frameworks.

Proposed sub-IDO 2: Enhanced capacity to implement research along CRP impact pathways
The reformed CGIAR is expected to engage in research to achieve development outcomes rather than only to produce research outputs. This requires developing the capacity of the CGIAR CRPs, Centres and partners to interact in new ways to conduct research in development along the jointly defined pathways toward impact. The capacities of the individual implementation team members and of each team as a whole to accomplish their tasks need to be enhanced in order to enable the achievement of the necessary research outputs and of the desired development outcomes. These teams should look at all nine elements of capacity development outlined in the CGIAR Capacity Development Framework for the second round of CRPs and identify the right mix for their specific purposes.

Proposed sub-IDO 3: Enhanced capacity of system actors to innovate
Reorienting the dynamics of systems in favor of realizing desirable outcomes for the rural poor is essentially about changing the way people interact with each other and respond to their changing environment. This requires capabilities at the level of individuals, communities, organizations and networks, and those that have a mandate to catalyze and support innovation processes in society. This requires improved capacity of systems actors to:
1. identify and prioritize systems problems and opportunities;
2. invest, test, experiment and adapt;
3. assess tradeoffs between alternative social and technical options; network, learn and share knowledge; and
4. collaborate and partner.

See CGIAR Capacity Development Framework:https://library.cgiar.org/bitstream/handle/10947/3414/CGIAR Capacity Development Framework Working Draft.pdf?sequence=1

See Brief on Capacity to Innovate: http://www.worldfishcenter.org/worldfish-publications/capacity-innovate-system-cgiar-research-program-perspective

8. Simone Staiger-Rivas says:

DECEMBER 10, 2014 AT 6:13 AM (EDIT)

Boru, Iddo: It makes total sense to get Cap dev out of the implicit. Question: The 3 IDOs, which are very important, sound very inward looking. All 3 IDOs are focused on process. Have we asked partners if they identify themselves with those? I would imagine that they 'would like to have an IDO that includes the leverage of their technical how-to knowledge. Can you comment on this? Have I overseen it somewhere?

Another comment is about putting under one umbrella gender, cap dev and climate change. While climate change is in fact cross-cutting, it is of very different nature. Is it a potential opportunity for cap dev and gender to get lifted up or a risk to get drowned under climate change priorities? Can we hear a bit about the discussion that went on and let to the inclusion of those 3 pieces? Is it good / beneficial / useful to mix issues that are 1) totally research focused like climate change; 2) very much research focused, like gender; 3) up to know very much support focused like cap dev?

Thank you in advance to whoever wants to comment.

9. Simone Staiger says:

DECEMBER 11, 2014 AT 7:13 AM (EDIT)

Hi again, I just wanted to say that I find this consultation really poorly "furnished". I actually do not know who I am talking to! Will anybody respond to my questions? Why is there no facilitator, somebody who connects peopel and ideas? I don't see much benefit in posting some isolated ideas and it's bizarre because all the people who posted know each other. Too bad that nobody is bouncing back.

- **Nadia Manning-Thomas says:**

DECEMBER 12, 2014 AT 3:52 AM (EDIT)

Hi Simone,
Thank you for this comment and push.
I am sorry that you feel that you are talking in a vacuum. The intention was for people to talk to each other in this forum–so that ideas can be together generated which can influence the SRF.
The e-consultation is being facilitated behind the scenes in that comments that come up in different topics are forwarded to various people who have either already made comments on those particular areas or who are working on such areas that comments and questions come up. We have also been sharing some summaries from the e-consultation and other channels to encourage people to particularly join these discussions. There is no official body that can give all the answers. The writers of the SRF are 'listening' to all that is being said and will be taking this into account as they work on developing the next versions of the SRF. Results of the consultation will also be presented to donors and various CGIAR bodies at a meeting in January in Berne.
Results from all the various channels for participating in the consultation will be shared on this webspace.

> But your comment is taken as good advice- and we will use lessons such as this as we design the second Phase of consultation on the SRF which will take place end of January to early March 2015–and for future consultations that are organised as part of the longer term engagement in GCARD3.
> Thank you

10. Boru Douthwaite says:

DECEMBER 12, 2014 AT 5:42 AM (EDIT)

Simone: It is true that the enhanced capacity sub IDOs operate at different scales. “Enhanced capacity of system actors to innovate” operates at the scale of the innovation systems — the domains and geographies in which CRPs operate, and scales below that. It is not at all inward looking. It has been developed over the last year and a half with several of non CGIAR partners.

I think Gender, Climate Change and Enhanced Capacities should all be expressed in terms of IDOs, with Gender and Capacity understood as enabling IDOs that enable the other IDOs. The set of CRP IDOs includes ones for Gender and Climate Change. Work has been done on both in terms of definition and indicators over the last year and a half.

11. Simone Staiger-Rivas says:

DECEMBER 12, 2014 AT 6:55 AM (EDIT)

Hi Nadia, you reply is very much appreciated. As you well know it is easier to engage if somebody facilitates. Going a lot behind the scenes gives us little insight on the usefulness of our comments. Each question could have had a person in charge who 1) acknowledges receipt, 2) links visibly the different comments and commenters when appropriate, and 3) provides in-between summaries. Those three suggestions could help create trust in the process and interest in the follow up, right? Those are my suggestions.

Thank you for listening!

12. David Gibbon says:

DECEMBER 12, 2014 AT 1:48 PM (EDIT)

The three topics are qualitatively rather different and so it is difficult to comment as a group of cross cutting topics. Of course, all are important. “Women” might be better expressed as gender and in the context of the many gender related tasks, responsibilities, decision -making, roles (etc) , and in relation to power relations at the household an community level. Also the continuing importance of both women’s and youth group actions and learning in many rural and urban communities. There are many individuals and institutions (outside the CG network) that have many years of gender-related research experience that might be well placed to work in partnership with CG staff teams, although I recognise that this has been going on already for many years .

Climate change has to be approached across centres and regions. Here I would suggest that the knowledge of farmers and professionals who have lived and work within environments that have experienced significant fluctuations in climatic and weather patterns (perhaps particularly in seasonally dryland farming areas) over many hundreds of years, will have a lot to contribute to knowledge and learning on adaptation.

Capacity development. I think that the CGIAR Network has to do a lot more to support National Agricultural Universities and National Agricultural research Systems to train and develop the capabilities capacities of future research scientists . This includes supporting, not only excellent in scientific training, but in ensuring that natural scientists are given training in systems theory and practice as they relate to farming and livelihood systems development. This can best be done by supporting continuous partnerships, secondments (both ways) and joint team programmes.

8. What could be made more easily accessible from research and the mechanisms in place to make use of evidence from research?

An important consideration for guiding CGIAR is the desired delivery and eventual use of its research. We are interested in discussing what could be made more easily accessible from research and the mechanisms in place to make use of evidence from research.

Questions:

- Are there mechanisms in place in your country/sector business (or that you are aware of) to make use of evidence from research?
- What types of data from the CGIAR would you be interested in being made more easily accessible?

4 Responses to: What could be made more easily accessible from research and the mechanisms in place to make use of evidence from research?

1. **Sudhir Wanmali says:**

DECEMBER 4, 2014 AT 9:34 AM (EDIT)

Barring the crop research, livestock research, and marine resources research institutes of the CGIAR, other research institutes are more inclined to work on the what and the why of the specific problems under considerations. The how to do it gets a very short shrift in their scheme of things. I think that it would be very useful if these other research institutes suggest more strongly, based on their own research, how a specific problem can be solved, or tackled, by a developing country. When undertaking such research, emphasis should be given to how that research can be put into use by developing countries. A road map of how to do it would be an extremely useful part of such research.

2. **Asiru Wahabi Bolanle says:**

DECEMBER 8, 2014 AT 10:08 AM (EDIT)

I think CGIAR need to work closely with National institutes in developing countries to come up with what type of data needs to be generated from their experience instead of using emprical methods. The way and manner the data is to be distributed can also be discussed in same forum. Then a common ground can be derived.

3. **Gian Nicolay says:**

DECEMBER 9, 2014 AT 10:06 AM (EDIT)

The better the regional and the national research capacities and institutions – both within the NARS and the universities- the better the research agenda and the results and its usefulness.

There is often plenty of (scientific and technologic) knowledge, but nobody around picking it up. Lack of institutions and poor investments in operational and performing and accountable organizations.

4. David Gibbon says:

DECEMBER 12, 2014 AT 2:04 PM (EDIT)

I agree with Sudhir that one of the most useful outputs would be research methodologies (the how) that are applicable to different local contexts. Often the Centres are working with levels of research facilities that are way beyond the reach of many national programmes. Some effort could be put into the adaptation of research methodologies that can be easily adopted by ngos or national programmes. These could emerge from joint research programmes.
Also, the Centres have more than 40 years of working with farmers on applied research principles and practice. There is wealth of experience out there, not only on how this might be done, but how not to do it! There are important lessons here, particularly on the growing importance (it has always been important- just not recognised) of farmer innovation and independent research.

One final suggestion: if this is not happening already, there should be more space within the CG Centres for farmers to come to the Centres to give seminars on their own learning and practices.

On the other hand, research scientists could be regularly running joint seminars on their results in villages with local communities. (I am sure that this is happening in many places, but it could be more widely publicised and practised)