



Consortium

# SRF Consultation Email Contributions Synthesis

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

*15<sup>th</sup> December 2014*



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## 1. Jindra Cekan

Tue 11/25/2014 6:09 PM

Please focus on building national capacity in agriculture, self-sufficiency in farming and climate-smart (carbon-neutral, as you write) crops and farming systems.

Also please consider doing post-project evaluation - to see what communities could sustain themselves!

These two blogposts of ours could be of some assistance:

<http://valuingvoices.com/whats-likely-to-stand-after-we-go-a-new-consideration-in-project-design-and-evaluation/>

<http://valuingvoices.com/prospects-for-long-term-sustainability-or-lack-thereof-at-the-macro-level-part-2/>

Happy to give more input if helpful. Agriculture is THE KEY LIVELIHOOD....  
Thank you for asking.

## 2. Raul Vera Infanzon

Mon 11/24/2014 4:17 PM

Please find attached my comments on the November 20, 2014 version of the CGIAR Strategy and Results Framework.

Sincerely,

### CGIAR's Draft Strategy and Results Framework

#### Mission and Goals

The vision and mission contain partially inconsistent arguments. It is quite difficult to envisage carbon neutrality achieved by focusing on poor and women; at least in the ruminant livestock sector it is more likely to be achieved by focusing on small and medium cattle owners.

Again in the ruminant sector, efficiency in the use of green/blue water use is probably as, or more, important than carbon neutrality. Efficient use of green water leads to greater forage growth and water recycling, and may influence the carbon cycle as well. Nevertheless, water is ignored in this section. I suspect that the comment may apply to annual crops as well.

#### System Level Outcomes

The CGIAR has historically claimed Reduced Poverty as one outcome of its efforts. I posit that technology development (the strength of the system) is not necessarily related to reduction of poverty. There is a bit of wishful thinking in the system's claim.

#### CGIAR Niche

Number 2 is by far, the main niche and advantage of the system: genetic resources. This issue is totally under played in the rest of the document; with a world concentrating on fewer and fewer (and narrower) genetic resources, there should be a major effort aimed at increasing crop genetic diversity.

Number 3, "Convening power", constitutes an indulgent view of the system.

In regions such as LAC its importance and relevance has rapidly decreased (managers, directors and some others in national institutes may claim otherwise but the view of most down to earth, working, scientists differs). In the extreme, the convening power is even irrelevant given the ever increasing variety of communications tools, social media, etc.

Number 4 reads as if the system intends to be all things to all people and regions. It lacks focus and should concentrate on a limited number of things in which it can deliver above and beyond well meaning, civil, intentions. Do you really have infinite resources and time? Secondly, one can infer that the already inflated bureaucracy of the system (and huge transactions costs) will continue to grow at the expense of the researcher's time and of resources assigned to field and lab research. Thirdly, this statement is clearly biased by an African view of problems and constraints that may not apply elsewhere.

In summary, (1) and (2) are correct; (3) should be severely downgraded to facilitation of communications; (4) need serious, objective, humble, rethinking.

#### CGIAR Research Strategy

Statement 1 intends to focus on urgent issues; this is correct and contradicts the very ample Niche 3 and 4 statements

Statement 4 (renewed focus) is useful, as long as it does not increase bureaucracy which certainly seems to be the case with the proposed ISPC, etc

Statement 5 (big data) and its assertion is highly doubtful. As indicated above (being all things to all people) the proposal will most likely imply weakening of the true advantages of the system (genetic resources)

Statement 6 (system's perspective) is conceptually correct. Nevertheless, this writer is a systems analyst and considers that a "rigorous..characterization of key farming systems", may be extremely expensive and time consuming, again, at the expense of more immediate needs and priorities. The world experience shows clearly that these "rigorous" studies are frequently outdated by the time they are (finally) completed. A very small team of experienced field researchers can achieve pretty much the same characterization in a brief period of time, without the end focus of publishing attractive, well-illustrated papers and reports 5-10 years down the road. Characterization of farming systems cannot be a top to bottom exercise within institutes, and even more so, across institutes. By involving research scientists in the process, research priorities are immediately affected and internalized. More on the same issue: several CG institutes have produced global and regional analysis of land use systems using modern GIS and databank-based tools that make interesting reading but: do they really impact agricultural production, research priorities, allocation of resources????

Raúl Vera I.  
24 November 2014  
Chile



### **3. Johanna Jacobi**

Mon 11/24/2014 11:21 PM

Dear Sir or Madam,

Thank you for consulting about the new CGIAR's orientation. I made a few observations on the strategy in comments in the attached pdf document (now copied below). I am also happy to participate in the survey.

In general I suggest that the CGIAR steps away from the corporate food system's interests towards social movements such as La Via Campesina to make sure not to reproduce inequalities, biodiversity loss, and environmental damage of the Green Revolution but to democratize food systems and empower rural and urban communities to produce healthy food in a sustainable, decentralized way and to preserve agrobiodiversity.

With kind regards,  
Johanna Jacobi

Postdoctoral researcher  
Department of Environmental Science, Policy and Management  
University of California, Berkeley

University of Bern  
Centre for Development and Environment (CDE)  
National Centre of Competence in Research (NCCR) North-South

[www.cde.unibe.ch](http://www.cde.unibe.ch)  
[www.north-south.unibe.ch](http://www.north-south.unibe.ch)

Key elements in CGIAR's Draft Strategy and Results Framework

CGIAR Vision, Mission and Goals

Vision: A global food system which is **more productive**, **carbon neutral** and provides **nutritious** foods at **affordable prices**.

Mission: To harness science and innovation to meet the multi-sectoral challenges of the 21<sup>st</sup> 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.

Questions on: CGIAR Vision and Mission

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

System Level Outcomes (SLOs):

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

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

Questions on: System Level Outcomes (SLOs)

- Are these high level outcomes the **main domains of impact** that you see for the 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)?

CGIAR Niche

- 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 convenor of partners to incorporate the concept of a global "docking station", around which **world-class expertise** can 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 on: CGIAR Niche

- Do you agree with this statement?
- Do you agree that the CGIAR has an important role to play in maintaining these resources?
- Do you consider this an appropriate and useful way of expressing the CGIAR's role with respect to partners?
- Do you agree with this statement?

Page: 2

Number 1	Author: JJ Subject: Sticky Note	Date: 11/24/2014 6:46:35 PM
"more productive, SOCIALLY JUST, carbon neutral, AND SUSTAINABLE"		
Number 2	Author: JJ Subject: Highlight	Date: 11/24/2014 6:45:39 PM
Number 3	Author: JJ Subject: Sticky Note	Date: 11/24/2014 10:59:08 PM
"Nutritious, CULTURALLY MEANINGFUL, AND HEALTHY options"		
Number 4	Author: JJ Subject: Sticky Note	Date: 11/24/2014 10:59:22 PM
as well as fair prices for farmers that cover the costs of production and allow farmers and farmworkers a life in dignity.		
Number 5	Author: JJ Subject: Highlight	Date: 11/24/2014 6:46:40 PM
Number 6	Author: JJ Subject: Highlight	Date: 11/24/2014 7:21:19 PM
Number 7	Author: JJ Subject: Sticky Note	Date: 11/24/2014 11:02:12 PM
No, the approach must be to empower rural communities instead of turning them into functionaries of agribusiness which in the end displaces them, and, at the same time, the new approach MUST address international policies to prevent food dumping and land grabbing.		
Number 8	Author: JJ Subject: Sticky Note	Date: 11/24/2014 11:01:34 PM
"Growth in the agri-food sector" is not a good starting point because power relations and capitalism marginalize the poor and the powerless. The starting point should be resilient agroecological landscapes in which the communities can feed themselves and supply for local markets WITHOUT THE INVOLVEMENT OF LARGE-SCALE AGRIBUSINESS. We have to build many by-passes around the corporate food regime, such as local markets and seed exchange systems.		
Number 9	Author: JJ Subject: Highlight	Date: 11/24/2014 6:43:17 PM
Number 10	Author: JJ Subject: Sticky Note	Date: 11/24/2014 11:00:26 PM
"and especially women"		
Number 11	Author: JJ Subject: Highlight	Date: 11/24/2014 6:40:14 PM
Number 12	Author: JJ Subject: Sticky Note	Date: 11/24/2014 7:24:40 PM
also TAKING INTO ACCOUNT TRADITIONAL AGRICULTURAL KNOWLEDGE (which has a proven history of productivity and sustainability) and the problem of international policies destroying farmers' livelihoods e. g. with food dumping		
Number 13	Author: JJ Subject: Sticky Note	Date: 11/24/2014 6:50:05 PM
"Reduced poverty AND INEQUALITY"		
Number 14	Author: JJ Subject: Highlight	Date: 11/24/2014 6:49:48 PM
Number 15	Author: JJ Subject: Sticky Note	Date: 11/24/2014 6:49:45 PM
AND FOOD JUSTICE		
Number 16	Author: JJ Subject: Highlight	Date: 11/24/2014 6:49:29 PM
Number 17	Author: JJ Subject: Sticky Note	Date: 11/24/2014 6:50:27 PM
AND SOVEREIGNTY		
Number 18	Author: JJ Subject: Highlight	Date: 11/24/2014 6:50:18 PM
Number 19	Author: JJ Subject: Sticky Note	Date: 11/24/2014 7:03:39 PM
The main domain of impact should be research on traditional farming practices and agroecological techniques, blend them in participatory action research and help farmers to scale them out. The proposal focuses too much on agribusiness and global markets.		
Number 20	Author: JJ Subject: Highlight	Date: 11/24/2014 7:00:52 PM
Number 21	Author: JJ Subject: Sticky Note	Date: 11/24/2014 6:52:04 PM
"sustainable" instead of "enhanced" (not clear what "enhanced" means. Sustainable at least refers to resource conservation)		
Number 22	Author: JJ Subject: Highlight	Date: 11/24/2014 6:50:40 PM

Key elements in CGIAR's Draft Strategy and Results Framework

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- Do you consider this an appropriate and useful way of expressing the CGIAR's role with respect to partners?
- Do you agree with this statement?

Number 23	Author: JJ Subject: Sticky Note	Date: 11/24/2014 11:01:13 PM
"Scale-up of the corporate food regime on the CGIAR must be monitored, financial contributions must be anonymous and unconditional. Otherwise the CGIAR works for them and their profits for a few instead of the well-being for all."		
Number 24	Author: JJ Subject: Highlight	Date: 11/24/2014 7:06:02 PM
Number 25	Author: JJ Subject: Highlight	Date: 11/24/2014 7:06:36 PM
Number 26	Author: JJ Subject: Sticky Note	Date: 11/24/2014 7:10:09 PM
yes, if ensuring the in-situ conservation of agricultural biodiversity by engineering and encouraging local non-profit seed exchange mechanisms without the involvement of transnational seed companies.		
Number 27	Author: JJ Subject: Sticky Note	Date: 11/24/2014 11:03:30 PM
Does "world class expertise" include farmers' knowledge?		
Number 28	Author: JJ Subject: Highlight	Date: 11/24/2014 7:15:49 PM
Number 29	Author: JJ Subject: Sticky Note	Date: 11/24/2014 7:18:03 PM
yes BUT the partners must include social movements, especially farmers' movements, such as La Via Campesina.		
Number 30	Author: JJ Subject: Highlight	Date: 11/24/2014 7:17:31 PM

**CGIAR Research Strategy**

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

1. Research will address the most **critical** and **urgent** agricultural global issues, with a strong focus on **ensuring relevance to beneficiaries** through iterative consultation with a broad range of stakeholders well in advance prior to the launch of the next round of CGIAR Research Program (CRP).
2. Mechanisms will be established to ensure **strong alignment of funding to research priorities**. The new CRP portfolio will address **four priorities** in that program of work have clear strategic focus, research concentration and **clear goals** to ensure greater impact.
3. A modest allocation of funding will be sought to support scientific risk taking through the identification of high **risk/high potential** research areas. Funding will be awarded through competition for **high priority research**.
4. A research 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.
5. 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 analysis resides outside CGIAR. However, CGIAR has a central role in data generation, curation and exploitation that requires a global partnership in collaboration. There are significant opportunities for leveraging existing infrastructures and capabilities to **use data effectively**.
6. Research will respond to **global** national priorities and add value by placing them in the context of **global public goods** that include the response and sustainable characterization of key farming systems. **Interventions** to **improve** targeted scaling up and the production of **timely data** from which to assess progress towards impact.
7. In selected target environments, CGIAR research efforts will be coordinated and/or focused to **improve** **livings, cost effectiveness, efficiency and encourage multi-use facilities to promote water secure research**.

Questions on CGIAR Research Strategy

Do you have any **comments on these principles**?

Do you think the current partners **could see an advantage in taking the point of interaction with **Local Contexts Online** for **ICM****?

**CGIAR Partnerships**

The increased emphasis on partnerships as a vehicle for delivery of impact implies a different approach than in the past. 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 linkage or exchange ensures that efforts remain aligned and partners hold each other accountable.
3. Mutually reinforcing activities. Partners need to be differentiated, but they have to contribute through a mutually

Questions on CGIAR Partnerships

Do you agree with the above statement on principles of partnership?

How do you think the CGIAR should/shouldn't address and implement these principles?

**CGIAR Results Framework and Cross-cutting Issues**

The **ICDs** **agreed to deliver** **10** sub-ICDs underpinning each ICD are presented in the 3 sets of boxes in the table below.

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

Questions on CGIAR Results Framework and Cross-cutting Issues

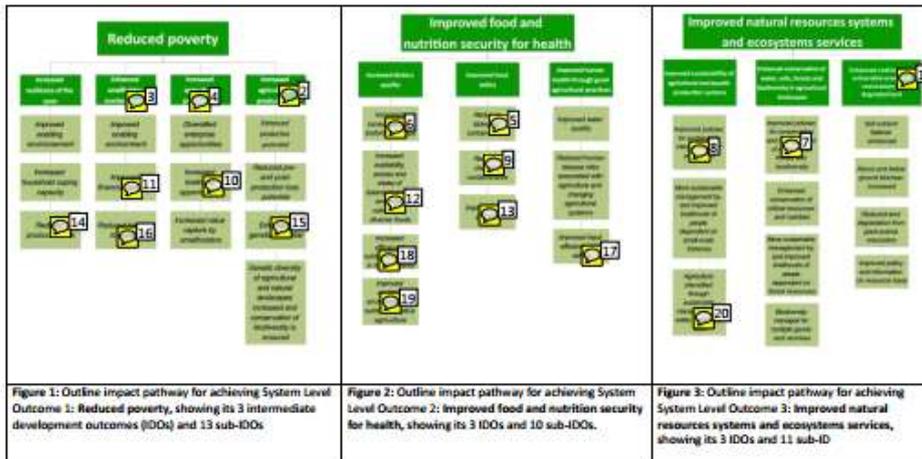
1. **Each of the ICDs are priority areas for your country/sector/business?**
2. Please rank the sub-ICDs (in terms of priority for your country/sector/business).
3. Do you agree with the **10** sub-ICDs in importance of the 3 cross-cutting topics?
4. Are there mechanisms in place in your country/sector/business for that you are aware of to make **use of evidence from research**?
5. **What types of data** in the CGIAR would you be interested in being made more widely available?

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Number 1	Author: JJ Subject: Sticky Note	Date: 11/24/2014 7:57:47 PM
Number 2	Author: JJ Subject: Highlight	Date: 11/24/2014 7:58:54 PM
Number 3	Author: JJ Subject: Sticky Note	Date: 11/24/2014 7:59:46 PM
Number 4	Author: JJ Subject: Highlight	Date: 11/24/2014 7:59:50 PM
Number 5	Author: JJ Subject: Sticky Note	Date: 11/24/2014 7:59:53 PM
Number 6	Author: JJ Subject: Highlight	Date: 11/24/2014 7:59:56 PM
Number 7	Author: JJ Subject: Highlight	Date: 11/24/2014 7:59:59 PM
Number 8	Author: JJ Subject: Sticky Note	Date: 11/24/2014 11:00:03 PM
Number 9	Author: JJ Subject: Sticky Note	Date: 11/24/2014 11:00:07 PM
Number 10	Author: JJ Subject: Highlight	Date: 11/24/2014 7:59:53 PM
Number 11	Author: JJ Subject: Highlight	Date: 11/24/2014 7:59:57 PM
Number 12	Author: JJ Subject: Sticky Note	Date: 11/24/2014 7:59:53 PM
Number 13	Author: JJ Subject: Sticky Note	Date: 11/24/2014 11:00:03 PM
Number 14	Author: JJ Subject: Highlight	Date: 11/24/2014 7:59:57 PM
Number 15	Author: JJ Subject: Sticky Note	Date: 11/24/2014 11:00:03 PM
Number 16	Author: JJ Subject: Highlight	Date: 11/24/2014 11:00:03 PM
Number 17	Author: JJ Subject: Sticky Note	Date: 11/24/2014 11:00:03 PM
Number 18	Author: JJ Subject: Highlight	Date: 11/24/2014 7:59:59 PM

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Number 1	Author: JJ Subject: Sticky Note	Date: 11/24/2014 11:00:57 PM
Number 2	Author: JJ Subject: Highlight	Date: 11/24/2014 7:50:43 PM
Number 3	Author: JJ Subject: Highlight	Date: 11/24/2014 7:52:05 PM
Number 4	Author: JJ Subject: Sticky Note	Date: 11/24/2014 7:52:48 PM
Number 5	Author: JJ Subject: Sticky Note	Date: 11/24/2014 7:56:14 PM
Number 6	Author: JJ Subject: Highlight	Date: 11/24/2014 7:54:57 PM
Number 7	Author: JJ Subject: Sticky Note	Date: 11/24/2014 7:54:32 PM
Number 8	Author: JJ Subject: Highlight	Date: 11/24/2014 7:53:13 PM



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- Number: 1 Author: JJ Subject: Sticky Note Date: 11/24/2014 10:57:38 PM  
 these goals seem only possible to achieve with agroecological methods: Polycultures, agroforestry, biodiversity, soil health, and others. How does this flow into the orientation of most IARCs towards biotec and monocultures (as "Sustainable Intensification" and "Climate-smart agriculture" suggest)?
- Number: 2 Author: JJ Subject: Sticky Note Date: 11/24/2014 8:19:19 PM  
 .of diversified farming systems
- Number: 3 Author: JJ Subject: Sticky Note Date: 11/24/2014 8:18:17 PM  
 ..strengthening local and national markets thereby building a by-pass to the corporate food regime
- Number: 4 Author: JJ Subject: Sticky Note Date: 11/24/2014 8:19:01 PM  
 taking into account the productivity of diversified farming systems, moving away from focusing only on a few cash crops
- Number: 5 Author: JJ Subject: Sticky Note Date: 11/24/2014 8:26:02 PM  
 by moving from an input-based to a process-based agriculture (away from chemical agriculture and monocultures)
- Number: 6 Author: JJ Subject: Sticky Note Date: 11/24/2014 8:27:48 PM  
 No. "increased consumption of a diversity of locally produced crops". "Biofortified" goes into the direction of "on-plant-does-it all biotec approaches which have not proven helpful at all)
- Number: 7 Author: JJ Subject: Sticky Note Date: 11/24/2014 8:36:09 PM  
 scale up agroecology
- Number: 8 Author: JJ Subject: Sticky Note Date: 11/24/2014 8:35:23 PM  
 improve policies for diversified farming systems
- Number: 9 Author: JJ Subject: Sticky Note Date: 11/24/2014 8:29:19 PM  
 moving away from chemical agriculture towards biological agriculture
- Number: 10 Author: JJ Subject: Sticky Note Date: 11/24/2014 8:20:44 PM  
 fair farm gate prices for farmers that cover production costs and allow for a life in dignity
- Number: 11 Author: JJ Subject: Sticky Note Date: 11/24/2014 8:20:16 PM  
 e. g. credits that don't come with a condition for monocultures of cash crops, moving away from incentivizing export-oriented agriculture
- Number: 12 Author: JJ Subject: Sticky Note Date: 11/24/2014 8:32:00 PM  
 enable farming families to produce a variety of crops, not only for the market but also for their subsistence
- Number: 13 Author: JJ Subject: Sticky Note Date: 11/24/2014 8:34:41 PM  
 control and restrict the use of agrochemicals, e. g. prohibit chemicals that harm pollinators
- Number: 14 Author: JJ Subject: Sticky Note Date: 11/24/2014 8:24:49 PM  
 by insurances for polycultures and other techniques in diversified farming systems
- Number: 15 Author: JJ Subject: Sticky Note Date: 11/24/2014 8:21:29 PM  
 by enhancing the in situ conservation and use of agricultural biodiversity and traditional varieties
- Number: 16 Author: JJ Subject: Sticky Note Date: 11/24/2014 8:24:14 PM  
 and increased control of large corporations
- Number: 17 Author: JJ Subject: Sticky Note Date: 11/24/2014 8:28:36 PM  
 reduce off-farm inputs and focus on on-farm inputs ==> agroecology
- Number: 18 Author: JJ Subject: Sticky Note Date: 11/24/2014 8:32:50 PM  
 education and awareness must go hand in hand with disincentives for unhealthy foods (e. g. taxing sugary beverages)
- Number: 19 Author: JJ Subject: Sticky Note Date: 11/24/2014 8:33:44 PM  
 national food policies oriented at food sovereignty and agroecology principles
- Number: 20 Author: JJ Subject: Sticky Note Date: 11/24/2014 8:37:10 PM  
 with agroecological techniques and according to agroecological principles

#### 4. Roger Leakey

Date: 21/11/2014 - 09:53 (GMTST)

Message 1:

I would like to see the CGIAR recognize that the big issue affecting food security, poverty and environmental degradation (including climate change) within tropical and sub-tropical agriculture is that there are serious constraints that prevent farmers from growing CGIAR signature staple food crops at anywhere near their biological potential. So average yield for maize in Africa is 2 tonnes/ha, while biological potential is 7-8 tonnes per hectare (in other words there is a Yield Gap). This has to be filled before new biotechnologies can have impact.

I have published a three step generic model to fill this Yield Gap which can be adapted to most if not all biophysical and socio-economic situations. In the attached document this model is fitted within a broader concept of Sustainable Intensification.

Best wishes

Roger

Prof RRB Leakey  
Vice Chairman, International Tree Foundation

Message 2:

I attach some reprints which may be of interest.

See also: the role of trees in agroecosystems in Annual Reviews of Phytopathology:

"I am pleased to provide you complimentary one-time access to my Annual Reviews article as a PDF file ([Author: place e-print URL here]), for your own personal use. Any further/multiple distribution, publication, or commercial usage of this copyrighted material requires submission of a permission request addressed to the Copyright Clearance Center (<http://www.copyright.com/>)."

**<http://arjournals.annualreviews.org/eprint/Nh5wjKC6mWziAA5BFbVP/full/10.1146/annurev-phyto-102313-045838>**

Best wishes

Roger

## 5. Emmy Simmons

I am attaching a more complete set of comments and suggestions, but basically think that the current SRF process is off-track. I may, of course, be wrong as I have not been party to the post-Mid-Term Review discussions and some consensus regarding next-step organizational reform issues may have been reached in those discussions.

However, I do not believe the circulated version of the SRF preparation document pays enough attention to the lessons learned in the past four or five years and to the changed environment for food and agriculture. So I suggest the following lessons and implications:

- The CGIAR vision/mission statements should be directly related to **research** — as that, rather than development, is in the CGIAR system's "manageable interest." Post-2008, funders are mobilizing a whole lot more tools and organizations (including other research organizations) to take on the bigger food/agricultural development/environmental/nutrition/poverty challenges. So the trick is to say how the CGIAR research will feed into those broader pathways that the funders have (apparently) agreed to.
- The global dispersion of independently-managed brick-and-mortar CGIAR research centers should be seen as an asset rather than a liability — giving the system a visible presence and providing a solid institutional base for researchers otherwise subject to the anxiety of short-term funding. But renewed attention to core funding of the centers and their success in building local partnerships is required.
- The CRPs are, however, making headway in building cross-center partnerships around important research objectives — so why not make the CRPs the "system level outcomes"? It might be time to tweak the CRPs but it might also be most sensible simply to sustain them while the overall CGIAR system governance decisions (including the proposals from the MTR) are made and external evaluations assess progress made in a year or two.
- The evidence is clear: CGIAR funders are not ready to pool (even most) of their resources. But they continue to call the shots on short-term priorities aligned with a roughly three-year outlook. NONE of them are willing to give up their independence to choose what projects to fund and with whom. These funding realities call for an adjustment of the relationship between centers and funders — toward partnership rather than contractual relationships — and establishment of more efficient ways for funders to channel funding and for centers to provide common financial and research performance data.

So I propose that the SRF process be converted into a more collaborative effort focusing on the research endeavor, using the e-consultation to define specific actions that need immediate attention if more effective (and cost-effective) progress is to be made toward already-identified desired research outcomes.

## Comments on the development of a CGIAR Strategy and Results Framework

Emmy Simmons, Dec 3, 2014

The consultation documents provided indicate that the CGIAR system has not yet learned the lessons of the last few “reforms.” In my view:

1. **It is time for the CGIAR to acknowledge that it is an international agricultural research system and to set its objectives accordingly.**

Sustained, excellent agricultural research is essential if the world’s growing population is to be fed equitably, efficiently, and in an environmentally sustainable way. Production agriculture has become a more knowledge-intensive enterprise in all countries; the CGIAR system must be committed to generating new knowledge relevant to producers. But market drivers are becoming ever more critical in shaping food and agriculture supply chains in all countries, so public policy and investments affecting food and agriculture continue to be important counterparts to private initiatives. Public policies and investments: provide incentives to private actors to ensure adequate food access and good nutrition for all; regulate markets to ensure transparency, competitiveness, and safety; and fund the institutions necessary for effective oversight, research, and education. The CGIAR system can – and must -- inform public policy and investment decisions.

*Recommendation: The CGIAR system’s “manageable interests” should be articulated in terms of research impacts, not/not development outcomes. The proposed system-level outcomes all need to be revised. The current CRP structure provides a good starting framework but may need modification based on experience to date.*

2. **The global dispersion of the CGIAR research centers should be seen as an asset rather than a liability.** The centers are “closest to the ground” – most located in regions where their research efforts are expected to make a difference. Dispersed CGIAR centers are able to: identify and respond to emerging issues and opportunities amenable to science and technology solutions; build operational partnerships with development organizations capable of turning “knowledge into action;” and find ways to address the challenges of specific populations of global concern (e.g., women farmers, food processors and mothers in Africa; smallholder farmers, fish producers, and livestock keepers around the world; producers affected by the extremes of climate change and other stresses). The CGIAR Research Programs (CRPs) seem to be succeeding in developing cross-center research teams, linking local analyses to the larger global challenges, and energizing center scientists around new

themes and challenges (e.g., A4NH, CCAFS). But brick-and-mortar centers throughout the world: enable scientists to have an institutional home; provide the infrastructure needed for excellent research; and serve as visible evidence of the global commitment to world-class agricultural research.

*Recommendation: Centers are more than "docking stations." Center scientists (and their support technicians, survey specialists, etc.) constitute a research community that serves as vital connective tissue between national and global research organizations. The provision of core or unrestricted funding for centers needs to be re-thought in terms of sustaining center capacities and fostering excellence in performance.*

- 3. While funders drive CGIAR research programs and priorities, funding decisions rarely exceed a three-year commitment and funders have shown that they are not ready to pool funding resources around relatively high-level program objectives.** Funders have made it clear through their actions that they want to support the CGIAR system (and, indeed, at increased levels of funding) but that they prefer to retain the right to define and negotiate their funding arrangements on an annual basis -- with individual centers if they unilaterally decide that is the best way to go. Support for CGIAR research programs, after all, is but one of many funding decisions that funding organizations make to address the challenges of agricultural growth and poverty reduction, food and nutrition security, and natural resource management and the sustainable provision of ecosystem services, especially in the face of climate change.

*Recommendation: Recognize reality. Centers need predictable funding (including core/unrestricted funding) and long-term research and development partnerships as well as focused and term-limited project funding (probably within a "program" or "theme" structure as provided by the CRPs). Funders want flexibility for funding research that supports their evolving objectives but want to know that there is some common commitment among funders for complementary support. Both centers and funders need each other as they look ahead to rising challenges in food and agriculture. Rethinking the "pillar" design of the recent reform is a priority; agreement on a partnership-based approach is required.*

**The purpose of the current exercise**, then, should be to:

- **facilitate agreement on a five- to ten-year *research vision*** for the CGIAR system (see suggestion below). Room should be left for new funders to propose modifications as they join and as research programs evolve;
- **confirm the CRP approach** as a useful way of fostering collaboration within the CGIAR system while recognizing that individual centers may continue to undertake smaller research initiatives (subject to their Board's direction)—and agree on a process for assessing and modifying the current line-up of CRPs in the next three years;
- **establish a mechanism for soliciting and managing collaborative or pooled funding** either at a program level and/or to establish “core /unrestricted funding” for specific centers – with attention to the role of the World Bank in this process and consideration as to whether a “backbone” organization for the centers is needed;
- **articulate the principles for conduct** of CGIAR system research and the development of both research and development partnerships (with some of the elements on page 3 to be included); and
- **agree on advisory, monitoring, evaluation, and reporting mechanisms** that will ensure quality, relevance, and cost-effectiveness (value for money) of CGIAR research as well as the use and impact of the knowledge generated (co-created with partners, disseminated through conventional means) in advancing sustainable agricultural development and improving the food and nutrition situation, especially for low-income producers and consumers. Establish appropriate funding mechanisms for these system-wide functions.

### **Specific suggestions for the current SRF exercise.**

#### **Proposed vision re-statement:**

The CGIAR system envisions the development of food and agricultural systems that are suited to the challenges of the 21<sup>st</sup> century (e.g., growing populations, urbanization, climate change, and changing dietary preferences) and are profitable for producers, environmentally-sustainable, and provide broad access to a diversity of nutritious foods at affordable prices.

#### **Proposed mission re-statement:**

The CGIAR system conducts research to generate new knowledge that is relevant, high-quality, and attentive to the CGIAR vision and the food and nutrition security, agriculture, and environmental challenges faced by low- and middle-income countries and specific populations within those countries. The CGIAR system is committed to working in partnership with national and global

research enterprises and with organizations capable of translating knowledge-into-action (aka "R4D").

### **Proposed revised System Level Outcomes (based on current CRPs):**

1. Scaling up of the applications of existing knowledge on agricultural science and technologies by developing a better understanding of specific agro-ecological systems in low- and middle-income countries with regard to their capacities for sustainable intensification of production, strengthening of food security, and providing growing income opportunities for producers (especially smallholders, women, and disadvantaged groups).
2. Policies, institutions, and markets that support greater food security, sustainable and inclusive agricultural development, and other objectives critical to low- and middle-income countries as they face the challenges of the 21<sup>st</sup> century.
3. Increased productivity, quality, and sustainability of diverse crop and livestock (including fish) systems.
4. Improved nutrition and health outcomes associated with agriculture and the operation of food systems.
5. More sustainable and productive uses of natural resources (soil, water) in providing livelihoods, especially for smallholders, while conserving ecosystem quality and services.
6. Enhanced management and use of forests, agroforestry, and tree genetic resources across the landscape from forests to farms for the benefit or poor people, particularly women and other disadvantaged groups
7. New options for adapting to the emerging impacts of climate change and mitigating its effects through a "carbon-friendly" agriculture that also strengthens food security and reduces poverty.

I don't think the "niche" discussion is particularly useful.

### **Principles Guiding CGIAR System Research in the Coming Years (revised)**

1. CGIAR centers will continue to serve as the core structure of the CGIAR system but collaboration both within the system and with external partners will be a critical objective for the coming years. This will include:
  - Strengthening the program collaboration among CGIAR research centers (as in the CRPs) as well as the brick-and-mortar network of dispersed centers where facilities are shared by several centers -- without duplicating or displacing national institutions.
  - Considering the potential for CGIAR centers to serve as regional centers for demonstration projects conducted with development partners, hosts for research conducted by private sector or international partners, and as locations for highly-specialized infrastructure (e.g., gene sequencing, biometrics, computing facilities/databases, etc.) that can be more broadly shared.
  - Expanding partnerships with national and global research institutions for effective and efficient research efforts. Research partnerships with national institutions should strengthen capacities of both CGIAR scientists/programs and national scientists/programs.
  - Building partnerships with local, regional, and international development organizations to focus on the challenge of taking "knowledge to action." Use of rigorous methods for evaluating the effectiveness of interventions based on new knowledge will be an important goal. Fostering "co-creation" with partners should help to accelerate and advance research and development impacts.
2. Research excellence and quality of science of the CGIAR system will be the joint responsibility of the CGIAR centers (and their boards), the CRP directors, and the Independent Science and Partnerships Council (ISPC). The system-wide Independent Evaluation Unit will also play an important role in this regard.
3. Research relevance and identification of new directions for the CGIAR system will be the subject of periodic consultations with the Global Forum for Agricultural Research (GFAR) and inputs from external review panels, professional organizations, and others. Research relevance to women farmers and youth/entering farmers, for example, is likely to be a recurring topic.
4. Opportunities for "blue sky" research that could result in new initiatives or redesign of CRPs should be proposed and agreed by center scientists, the ISPC and funders. The emergence of new research techniques, data

sensing equipment, or data management technologies, for example, may enable CGIAR centers to undertake more cutting-edge research.

5. Opportunities for realizing cost-efficiencies will be a continuous and joint responsibility of the centers, the CRP Directors, and other oversight groups (to be determined). Maximizing return on short-term investments is an important criterion for funders. Managing long-term research organizations in an uncertain funding environment is an important goal for the CGIAR centers.
  
6. The CGIAR system remains committed to capacity development by opening up professional opportunities for young researchers, partnering with other research organizations to develop capacities to address specific problems, and providing training where relevant to research-to-development efforts or to introduction of specific concepts or skills. The broader challenge of building capacity of national research institutions lies outside of the CGIAR system as currently constituted.

## 6. Shobana Kailash

Many thanks for the wonderful opportunity provided and for consulting on the SRF. I have summarized my thoughts below and I hope it is helpful

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

**FEEDBACK** : **Very matter of fact, does not evoke emotion and not inspirational at all. Can we please make it obviously and unashamedly passionate ? Some great vision statements that are liked by a lot of people in the non-profit world are ;**

**Kiva**: We envision a world where all people – even in the most remote areas of the globe – hold the power to create opportunity for themselves and others. (26 words)

**The Nature Conservancy**: Our vision is to leave a sustainable world for future generations. (11 words)

**Oxfam**: A just world without poverty (5 words)

**Feeding America**: A hunger-free America (4 words)

**World Vision**: For every child, life in all its fullness; Our prayer for every heart, the will to make it so (19)

**charity: water** believes that we can end the water crisis in our lifetime by ensuring that every person on the planet has access to life’s most basic need — clean drinking water. (28)

**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

**FEEDBACK** **Appears too verbose. Very difficult for our own staff to remember and share it with others. Can we please simplify ?**

**Kiva**: We are a non-profit organization with a mission to connect people through lending to alleviate poverty. (16)

**Oxfam**: To create lasting solutions to poverty, hunger, and social injustice. (10)

**Feeding America**: To feed America’s hungry through a nationwide network of member food banks and engage our country in the fight to end hunger. (22)

**CARE**: To serve individuals and families in the poorest communities in the world. (12)

PRINCIPLES FOR STRATEGY Questions:

- Do you have any comment on these principles?

Looks good as a starting point. My question back to the team is when the CG level strategies are defined, will we then define the MUST WINS for 2015 and beyond for each individual centers based off of the strategy? What is the plan to ensure that we are guided by the same principles and share the same mission, vision and strategy? If the must wins are developed, they have to be defined in a SMART way (Specific, Measurable, Achievable, Realistic and Time-bound)

- Do you think in-country partners would see an advantage in having one point of interaction with multiple Centers (point 7)?



Yes, this would be immensely beneficial as this would avoid partners getting overwhelmed by repeated solicitations of the various centers under the one umbrella of CGIAR. The process and mechanics of how then the SPOC (Single point of Contact) will triage and pass the leads on to the individual centers truly based on the merits of “who is the best to deliver on the request” needs to be worked out. This will also involve having a system wide review and ranking of center performance and center strengths and weaknesses. Further this SPOC could also develop into a “partner intelligence wing” by itself catering to all the individual centers

Finally, we talk about Capacity building in an externally (capacity building in research) focused way mostly, whereas we need to realize that external capacity building has to be seen through the lens of “internal capacity” . If we do not increase organizational capacity that will help build community capacity, we will always fall short.

I am happy to clarify any of the above, if you need me to.

Best Regards,

**Shobana Kailash**

**Director – Human Resources, IWMI**

## 7. Dr. Lorenz Bachmann

Mon 12/8/2014 6:52 PM

Dear all concerned with setting new priorities for international agricultural research,

In the last year our team funded by GIZ IITTAC programme worked from Nairobi and consulted all CGIAR centers in Africa to collect information on all current top innovations and compare these with needs of African farmers across the continent. We presented the findings at stakeholder conferences in Feldafing-Germany, South Africa, West Africa and in Nairobi in May.

Here the direct link to the relevant document

<http://www.icipe.org/itaacc/index.php/2013-12-03-07-06-24/2013-12-03-07-07-26/final-gfa-itaacc-workshop>

Recalling some key findings of what farmers in Africa need we can contribute the following list:

1. Farmers need good varieties adapted to their diverse climatical conditions. Varieties need to be available and affordable and preferably not require high input systems.
2. CGIAR had rather little to offer for difficult and smaller environments (high mountain agriculture, drier areas). Thus, more should be done for neglected areas.
3. Many current innovations are rather expensive for farmers. Without subsidies many farmers cannot access these. So research needs to focus on making solutions cheaper.
4. It turned out quite clearly that farmers lack a good link to extension and services.

So research per se is not farmers number one concern. It is how to get access to any new findings. Translating this "non research issue" into a research programme, it means research should find ways how to get research findings off the shelf. How to link farmers into the needed innovation processes? So innovation studies need to be a focal point of future research programmes. It seems necessary that the process of innovation becomes a central pillar similar to the debate on cross cutting issues as it is central to any new research endeavor.

Wishing for a fruitful debate on how to determine new international research agenda.

Cheers,

Lorenz Bachmann

## 8. Iddo Dror (ILRI) and Boru Douthwaite (AAS)

### **Capacity Development: Please be explicit! The case for an “Enhanced Capacities” IDO.**

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.

On 7 December 2014, 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 (also reproduced below). 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 communities of practice

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 [Brief on Capacity to Innovate](#)

## 9. Richard Tinsley

Sun 12/14/2014 10:10 PM

### Comments on the CGIAR Strategy

As I review my total career with the extensive interaction with the CGIAR institutions both as an employee (IRRI) and as development collaborator assisting host governments (CIMMYT, ICARDA), I have always been impressed with the effort and accomplishments, particularly regarding variety development. I consider the CIGAR as perhaps the most effective organization for assisting host country national research program (NARS). Having said as much there are a couple areas that the CGIAR might better address.

#### **Operational Limitation of Smallholder Farmers**

I think of the CGIAR as being primarily a biological technology research organization that develops technology for the benefit of smallholder producers, but then more or less drops it as a job completed. This is typical of academic research organization with their referred journals for their peer audience. Unfortunately, the CGIAR is really intended as a development organization and thus needs to continue facilitating technology until it is integrated into the farming systems and widely accepted by the intended smallholder beneficiaries. The big problem is in the limits of agronomy. That is agronomy output, based on small plot results, does an excellent job of determining the physical potential of an area, but says nothing about the operational needs to extend that technology across an entire field, farm or smallholder community. It just assumes it is not a problem, and the farmers' failure to fully realize the physical potential is often attributed to being risk averse. This needs a serious review. It really doesn't make sense as with the yield potential decline associated with deliberately delayed planting would severely jeopardize food security.

The problem is the operational limits fall at the junction between biological and social sciences for which the agronomists and biological scientists are uncomfortable addressing and the social scientists have failed to fill the gap, but for CIGAR to be successful it needs to address the issue. For example, who at the CGIAR or other development projects is responsible to determine the labor, machinery or other operational needs to extend the small plot result across the field, farm, or community in sufficiently timely manner to take full advantage of the technology promoted? Or even more important how available these operational resources are, and what are the appropriate compromises on the develop technology that farmers should rationally make as they attempt to apply recommended technology to their specific farming activity, including integrating the technology across several diverse farm enterprises, including both plant and animal enterprises. The economist might come the closes in determining what is needed as part of a cost/benefit analysis, but rarely will address the issue of availability and compromises farmers make. This would mostly be in time of planting and plant populations as well as overall quality of land preparation and weeding. The result of this analysis could might show the farmers current practice that appear out of compliance with recommendations are really the optimization of recommendations to their restricted operational resource base. An example of this would be one of the major successes attributed to the CGIAR. That is the success of the "Green revolution" for rice in Asia. My question is how

much of that should be attributed to IRRI's development of high yielding varieties and associated technology, and how much should be attributed to the mass of farmers concurrently shifting from water buffalo to power tillers, all in the second half of the 1970s? A question I put to Bob Ziegler (IRRI's current DG) during his recent webinar at USAID and he basically flub the response. He also showed a lot of water buffalo during his presentation as they were more picturesque than the power tillers, but also showing IRRI appearing nearly 30 years out of date with its smallholder rice farmer beneficiaries. Yes, IRRI did a great job of getting the potential yield dramatically increased, but did nothing to get the crop planted in a sufficiently timely manner to take advantage of the technology. That could only be done by shifting from buffalo to power tillers. If not it would take the farmers some 8 weeks or more just to get the initial crop established at which point the improved technology would be rendered mostly null and void. Thus I would allocate the "Green Revolution's" success in Asia to 25% to IRRI technical breakthrough, and 75% to the farmers shifting to the power tiller. Do you have any better allocations? Unfortunately, since the CIGAR and the rest of the development community was not involved in this operational shift, its contribution is completely overlooked. The result was a fortuitous success of the green revolution in Asia, but when the effort is transferred to Africa, the idea is that the "green revolution" for Africa can be solely knowledge based, with no need to address the operational limits of what is traditionally a manual agrarian society. I don't think that is possible.

The problem with the operational limitations is that no one appears willing to acknowledge or address the issue. In my retirement I spend a lot of time blogging on various LinkedIn and other forums and promoting a closer look at the operational limits, but few seem interested. However, I don't see how we can make substantial progress in rural poverty alleviation without addressing this issue. Thus, if not the CGIAR, who should address this? Perhaps IFPRI as the most social science based center could take the lead? If not addressed will we continue to develop great technologies, mostly involving more intensive labor, badger farmers with training programs and beautiful demonstration, that they have a good basic knowledge of, but not the resources to fully utilize, without realizing they have optimized this very technology to their limited resources? Will we be patting ourselves on the back for a job well done in developing the solid technology, but without getting it accepted over a major part of the intended area? Won't that be a major waste of research funds?

One thing that highlights the issue is the calorie energy balance of smallholders where they appear to have diets in the order of 2000 kcal/day, which is barely enough to meet recommended basic metabolism need, without engaging in heavy manual agronomic field labor. To engage in that you need in excess of 4000 kcal/day. Somehow we can recognize that smallholder farmers are poor and hungry, but do not relate that to limited capacity to undertake extensive field labor and an impediment to the acceptance of research results the CGIAR is developing for their benefit.

Please review the following webpages from the [www.smallholderagriculture.com](http://www.smallholderagriculture.com) website:

<http://lamar.colostate.edu/~rtinsley/BasicPremise.htm> .  
<http://lamar.colostate.edu/~rtinsley/Adoptors.htm> .  
<http://lamar.colostate.edu/~rtinsley/Integration.htm> .  
<http://lamar.colostate.edu/~rtinsley/DietPoster.pdf> .  
<http://lamar.colostate.edu/~rtinsley/EthiopiaDiet.html> .

**Capacity Building w/o financial support.**

My other major concern is capacity building. I think we have been involved with that for some 40 or more years with no end in sight. The problem is that we are concentrating on the technical capacity of host staff, but overlooking the financial capacity of the host government to sustain the technical capacity we develop. At some point we much appreciate that we are dealing with what I call financially suppressed economies serving impoverished societies in which consumer prices may be only a fraction of the US or EU prices but wages are even more suppressed so that most of population has to spend up to 80% of their income for food. Since the tax base to provide revenue that will fund civil services including agriculture research and extension has to come for income other than that spent on food, the tax base of most host countries is virtually nonexistent. No taxes no services, including research, extension and other support services like certified seed or soil testing. The leave the civil services virtually financially stalled with what revenue are available being spent on contract obligations to the civil officers including salary, pensions, health and often housing. This leaves nothing for the operational expenses to undertake agriculture support services. I think a close look at current agriculture research undertaken by host governments is varietal improvement done in collaboration with CGIAR centers for which the financial support is from donor supporting the CGIAR collaboration leaving the host research officer mostly in a supporting role. Varietal substitutions is also an impact with very little of the operational requirements mentioned above, and thus one of the more effective inputs available to improve the well-being of smallholder producers.

The problem is that when we promote capacity building in excess of what can be financially sustained we could be doing a major disservice to the smallholder intended beneficiaries, as it can often result in some low level of corruption or informal income for the officers involved by accepting payments for services rendered only on paper. I think this is the case for the Certified Seed program in Kano State, Nigeria where they have only one seed certification team for the entire state, with no transport support, to make the three field visits per season and the field often being less than a hectare. Thus they are entirely dependent on the seed producers for logistic support. I can only see the certification program being on the honor system supported by some gratuities. I doubt if the certified seed is any better than the market seed that accounts for over 90% of the seed planted. The need here might be to look at way to get reasonable quality seed into the market seed distribution system.

Please review the following webpages:

<http://lamar.colostate.edu/~rtinsley/FinancialSuppressed.htm> .

<http://lamar.colostate.edu/~rtinsley/ConsumerPriceComparison.htm> .

<http://lamar.colostate.edu/~rtinsley/FinanciallyStalled.htm> .

<http://lamar.colostate.edu/~rtinsley/VarietyImprovement.htm> .

<http://lamar.colostate.edu/~rtinsley/InformalIncome.htm> .

[http://c.ymcdn.com/sites/www.echocommunity.org/resource/collection/F6FFA3BF-02EF-4FE3-B180-F391C063E31A/The\\_Crop\\_Genetic\\_Pump.pdf](http://c.ymcdn.com/sites/www.echocommunity.org/resource/collection/F6FFA3BF-02EF-4FE3-B180-F391C063E31A/The_Crop_Genetic_Pump.pdf) .

Just a couple ideas to consider in developing the CGIAR Strategy.

Thank you,  
Dick Tinsley

## 10. Monica Kaporiri

### VISION

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

Comment:

1. Carbon neutral implies it will not deplete the natural resources/ environment but what about improving the Natural resources base? It is an outcome so should be mentioned at this level as well
2. Affordable prices imply all can access, but does not specify who? The low income consumers mentioned in the outcomes

**Revision:** A global food and [natural resources](#) system which is more productive, carbon neutral and provides nutritious options at affordable prices [for the world's poor](#)

### MISSION

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

Comments

1. The emphasis on women has become a clique that for years has not really changed their plight. If I recall, gender was supposed to be cross cutting and not women. Over the years, I have become convinced that youths are more vulnerable than "women", and that it is the vulnerability of female youths that perpetuated that of women. I see that Women and Youths are cross cutting, but that leaves too much to change, gender on the other hand considers specific roles the different categories of women and youths need enabling to effectively engage. Specifying the poor also helps focus although it introduced the need for defining who the poor are under each challenge that the CG ends up tackling.
2. Again the general natural resource base is assumed but not specified YET are an output

### Revision

To harness science and innovation to meet the multi- sectoral challenges of the 21st century with a focus on enabling the [poor among all gender groups](#), to benefit from economic growth in the agri-food and [natural resources sectors](#) in the face of climate change

## OUTCOMES

### Comments

1. Good statements
2. However the realization will depend on identifying and targeting those among the poor gender groups categories, equipping and working with them, monitoring and recording lessons, learning and fine-tuning. Partnerships will be critical for the CG- centers.  
Under market access – what about partnerships for value addition?  
Competitiveness in the value chains, market literacy and wisdom..?  
Under NR, exploration of ecological options for agriculture and NRMgt

## CGIAR Niche

### Comments

1. Statements read well, the question is in the HOW implied in statements 3 and 4
2. Specifically under 4, issues of trade, environmental safety have been concerns for the poor nations for a long time, how does the CG system specifically intend to address these,

## CGIAR Partnerships

### Comments

1. I like the headings: A common agenda; Shared measurement; Mutually reinforcing activities; Continuous communication and Backbone support
2. The challenge has always been in the choice of partners and details of how these work out in reality. Partnerships should be strategic, and as the principle is to work on a few critical problems, partners should be selected per challenge, and since the in “thing” these days is value chain, partnerships also could take on a value chain approach.

## CGIAR Results Framework and Cross-cutting Issues

### Comments

- **Women and youth:** I would go with [gender categories](#) because even among the women, roles are different, for instance among the women farmers, there are land owners, and laborers; among the youths there are different categories of roles they play based on their access to and freedoms as regards productive resources. If the CG is to make a real difference, there is need to identify specific gender categories among the youths and women that need lifting up to realize the vision above. Otherwise programs these days take women and youths to be homogenous, which defeats the aim of focusing on the poor. Gender will bring out the heterogeneity among the women and youths.

- **Climate change:** Rightly put under the outcomes, it is about enhancing the resilience of systems under which the poor operate. That is why it will be an added advantage if the CG explores ecological options to improved resilience rather than focus on inorganic inputs only
- **Capacity development:** Looks right on paper, the question is how this is done in a way that progress can be measured against challenges identified probably jointly with partners. The questions of scalability and sustainability of knowledge and skills.....

### Responses to the final questions

Being freelance, I do not really have a constituency but based on the various clients I work with, below are some feelers;

1. Which of the IDOs are priority areas for your country/sector/business?  
Poverty reduction especially the enhanced resilience of the poor; and enhanced access to markets; These are important because of what I am learning from working with various agencies on the ground.
2. Please rank the sub-IDOs in terms of priority for your country/sector/business
3. Do you agree with the generic importance of the 3 cross-cutting topics? **Yes but with modifications as indicated above**
4. Are there mechanisms in place in your country/sector business (or that you are aware of) to make use of evidence from research? **Yes**
5. What types of data from the CGIAR would you be interested in being made more easily accessible? **Technologies, tailor made information for practitioners (not publications in peer reviewed journals); tool kits for knowledge application**

## 11. Gian Nicolay

### **1. Vision and mission**

Drivers and so institutions are only mentioned indirectly in the paper, and particularly in the framework, as “enabling environment”. Why is the system kept so close and not going beyond the farm and household? It is of course a strategic 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 strategy more pertinent.

Therefore, “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 the poor, we know that from our sector as well from other sectors. We should add at least in the 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.

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.

To summarize: this proposed vision goes into the right direction. I suggest just adding “societies” and “fair” prices, in order to make it more inclusive and to see the price-dimension of the products from the producer’s side.

**My proposal for the vision then 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”.**

**Mission:** ...to meet the multi-sectorial challenges of communities and societies of the 21<sup>st</sup> century...and to benefit from economic growth and innovation in the agri-food sector...”

### **2. SLO**

I propose 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.

⇒ **SLO 1:** "Rural poverty and rural development (...economic growth and resilient societies...)"

### **3. Niche**

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?

### **4. Research strategy**

- 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.

I propose 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 competition between the research bodies (effectiveness, organizational resilience)

## **5. Partnership principles**

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 OUTSIDE 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 this 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.

## **6. IDO**

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.

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.

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 the global public agriculture 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.

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

**Cross-cutting** issues: ok, but capacity development should become more explicit within the IDOs

⇒ **Research framework:** it unfortunately does not reflect the socio-economic dimension (see above). If the interest and idea of CGIR is to correct this fact, then we recommend to include under each SGO one (1) IDO dealing with Institutional building at national and regional level.

## 7. How to make use of the research

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.

## 12. Diana Brandes – van Dorresteijn

8 September 2014

### CGIAR Vision, Mission and Goals

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

*Questions on: CGIAR Vision and Mission*

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

Response:

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 organisation and institutions**, and which is carbon neutral and provides nutritious options at affordable prices".

System Level Outcomes (SLOs):

The RF 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 on: System Level Outcomes (SLOs)*

*(i) Are these high level outcomes the main domains of impact that you see for the CGIAR?*

*(ii) Do you consider them to be equally important for your government/sector/discipline?*

*(iii) Do you think that this will change during the lifetime of the SRF (up to 2025)?*

Response:

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.

### **CGIAR Niche**

1. International public goods: The CGIAR community alone holds a global mandate for public goods agricultural research.
2. 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.
3. 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.
4. 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 on: CGIAR Niche*

1. *Do you agree with this statement?*
2. *Do you agree that the CGIAR has an important role to play in maintaining these resources?*
3. *Do you consider this an appropriate and useful way of expressing the CGIAR's role with respect to partners?*
4. *Do you agree with this statement?*

Response:

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 of 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 need to be clearly linked to National Strategies and overarching UN Sustainable Development Goals / SDGs.

### **CGIAR Research Strategy**

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

1. 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).
2. 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.
3. 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.
4. 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.

5. 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.

6. 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.

7. 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.

*Question on: CGIAR Research Strategy*

*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)?*

Response:

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.

### **CGIAR Partnerships**

The increased emphasis on partnerships as a vehicle for delivery of impact implies a different approach than in the past. 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 CGIAR Partnerships 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 on: CGIAR Partnerships*

*(i) Do you agree with the above statement on principles of partnership?*

*(ii) How do you think the CGIAR should/could address and implement these principles?*

Response:

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.

### **CGIAR Results Framework and Cross-cutting Issues**

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

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

Questions on: CGIAR Results Framework and Cross-cutting Issues

1. Which of the IDOs are priority areas for your country/sector/business?
2. Please rank the sub-IDOs in terms of priority for your country/sector/business
3. Do you agree with the generic importance of the 3 cross-cutting topics?
4. Are there mechanisms in place in your country/sector business (or that you are aware of) to make use of evidence from research?
5. What types of data from the CGIAR would you be interested in being made more easily accessible?

Response:

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 CRP 3.7 (see attached ANNEX 1).

## **ANNEX 1: GENDER SPECIFIC INDICATORS IN THE IDO MANUAL of CRP 3.7<sup>1</sup>**

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.

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<sup>1</sup> 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>

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.