

# Policies, Institutions, & Markets

to Strengthen Food Security and  
Incomes for the Rural Poor

CGIAR Research Program 2

Proposal submitted by the  
International Food Policy Research Institute

## IFPRI

BIOVERSITY

CIAT

CIMMYT

CIP

ICARDA

ICRAF

ICRISAT

IITA

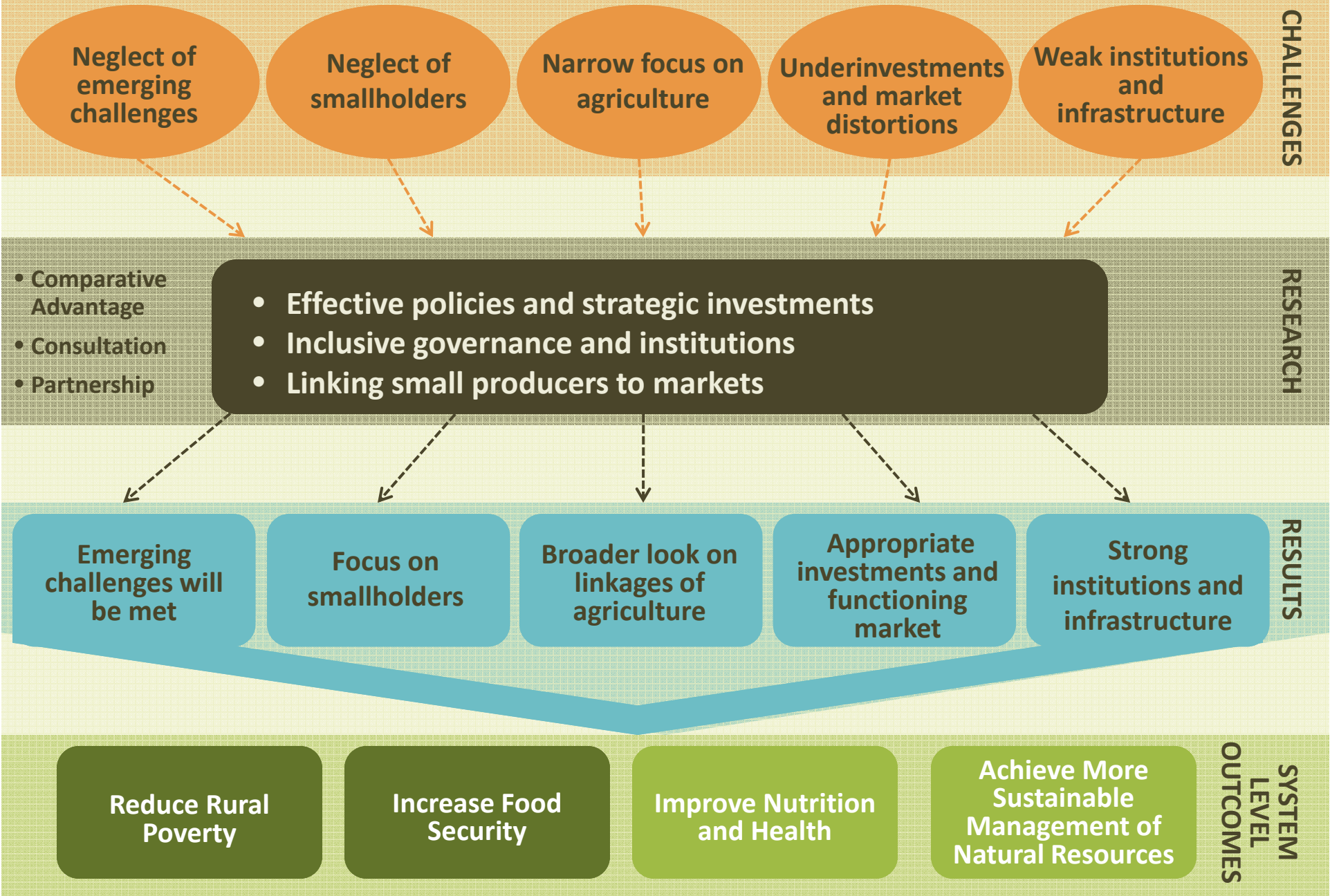
ILRI

IWMI

WORLD FISH



# From Challenges to Outcomes



# Research Portfolio

Building on Existing Strengths and Exploring New Frontiers  
More Focused • More Integrated

## THEME 1

Effective policies and strategic investments

**1.1**  
Foresight and scenarios

**1.2**  
Macroeconomic, trade, and investment policies

**1.3**  
Production and technology policies

**1.4**  
Social protection policies

## THEME 2

Inclusive governance and institutions

**2.1**  
Policy processes *New!*

**2.2**  
Governance of rural services

**2.3**  
Collective action and property rights

**2.4**  
Institutions to strengthen the assets of the poor *New!*

## THEME 3

Linking small producers to markets

**3.1**  
Innovations across the value chain *New!*

**3.2**  
Impact of upgrading value chains *New!*

**Strategic gender research**  
*Theme 1-3 cross cutting*

*New!*

# CGIAR Comparative Advantage vis-à-vis Alternative Suppliers

	CGIAR	Universities	NARS	International Orgs.	Private Sector/Consultants
Mandate (focus on food security)	★★★★	★	★★★★	★★★★	★
Blue-sky research	★★	★★★★	★	★★	★★
Cutting-edge models and tools	★★★★	★★★★	★	★★	★★
Scale (multi-disciplinary, long-term, global/national/ local)	★★★★	★	★★	★★★★	★★
Independence	★★★★	★★★★	★★	★★	
In-country presence	★★★★	★	★★★★	★★★★	★★

# Deriving CRP2 Research from CGIAR's Comparative Advantage

## RESEARCH FOCUS

Effective policies and strategic investments

Inclusive governance and institutions

Linking small producers to markets

Strategic gender research

## CGIAR COMPARATIVE ADVANTAGE

Unique combination of internationally recognized expertise at global and multinational nature

- Modeling capacity
- Data

Strong country presence

Multidisciplinary and close collaboration with local, national and global levels

Strong technical expertise on poor's crops and research capability on market chains

## SPECIFIC LINES OF RESEARCH

- Foresight and scenarios
- Macroeconomic, trade, and investment policies
- Production and technology policies
- Social protection policies
- Policy processes
- Governance of rural services
- Collective action and property rights
- Institutions to strengthen the assets of the poor
- Innovations across the value chain
- Impact of upgrading value chains
- Gender disaggregated analysis and data

# The intersection of CRP2 research programs with other CRPs

*Selected examples*

## CRP1

Integrated Systems

CRP2 will partner with CRP1 to target specific agricultural systems and shape development paradigms, policies, and investments for drylands, wetlands, and other production systems

## CRP3

Sustainable Production

CRP2 and CRP3 will work together to improve the policies, institutions, and market relationships that integrate producers of key commodities into value chains targeted by CRP3

## CRP4

Nutrition and Health

CRP4 will interface with CRP2 to conduct future Foresight research to shape agri-food systems for sustainability and better nutrition and health outcomes

## CRP5

Water, Land, and Ecosystems

CRP2 and CRP5 will work together to analyze and development of options for governance mechanisms, policies, and institutions that provide guidance on equitable and efficient allocation of water and land resources

## CRP6

Forests and trees

CRP2 will partner with CRP6 in the formulation of policies, institutions, and market-based strategies to reduce poverty, mitigate climate change, and reduce the degradation of environmental services

## CRP7

Climate Change

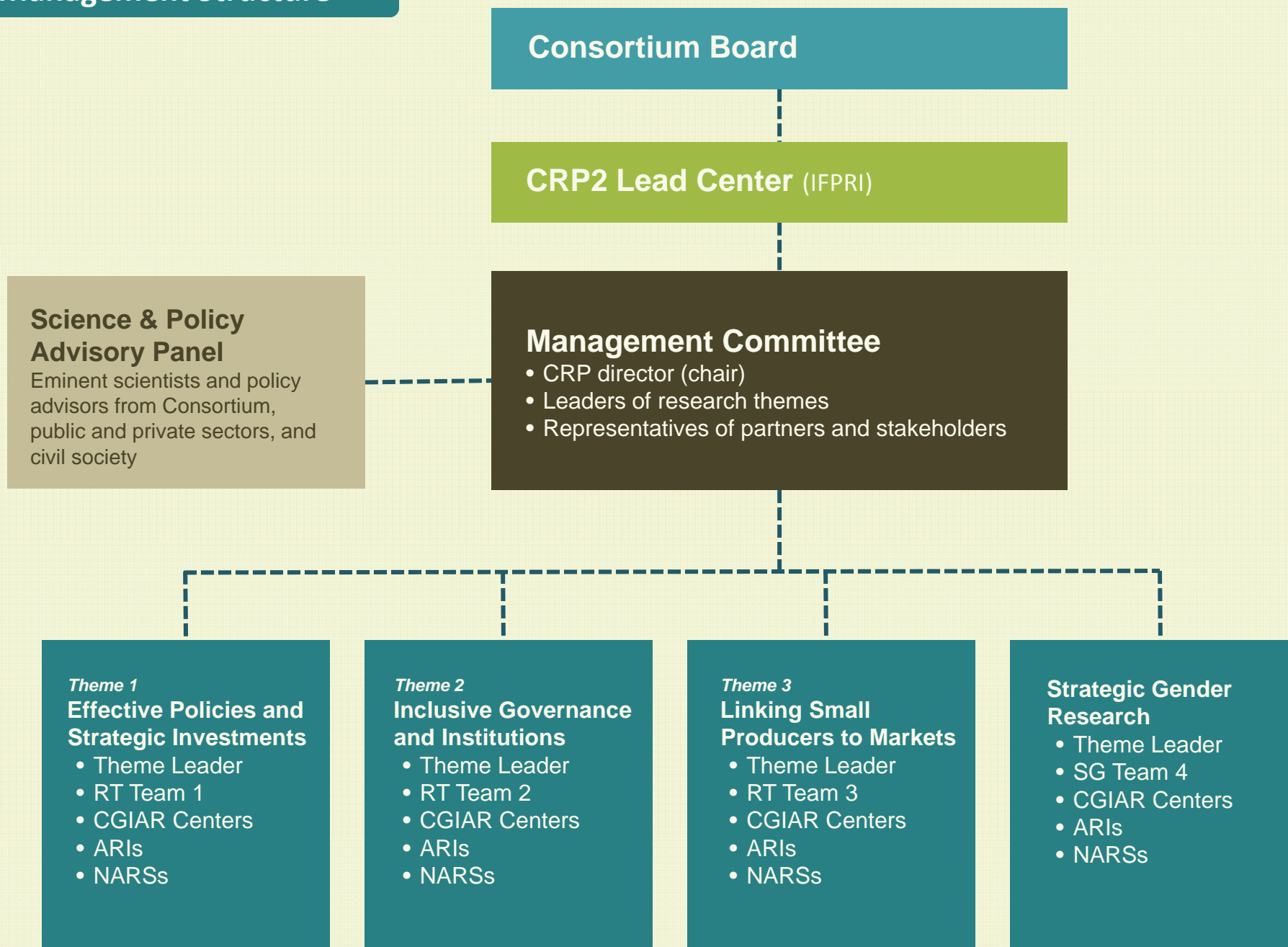
CRP7 and CRP2 will collaborate in the areas of information delivery; risk management through off-farm livelihood diversification, insurance, and collective action; and managing risk through the food delivery system

# Inclusive Partnerships for Impact



More than **500** partner organizations are ready to start and continue working on CRP2.

## Management Structure



# CRP2 Has Addressed All “Must-Haves” Requested by the ISPC and FC (April 2011)

- Presented clearly the development challenges and opportunities, and how CRP2 contributes to CGIAR system-level outcomes **(Sections 1, 2)**
- Articulated the priority-setting process **(Section 3)**
- Assessed CGIAR’s comparative advantage **(Sections 1, 7)**
- Consolidated program into fewer subthemes and activities **(Section 4)**
- Elaborated linkages among outputs, outcomes, and impacts **(Section 4)**
- Described roles of IFPRI, other CGIAR centers, non-CGIAR partners, and the synergies among them **(Section 4, Annex 4)**
- Reiterated independent role of the Science and Policy Advisory Panel **(Section 10)**

# Rationale and Strategic Results Framework

COMMENT: Identify and elaborate key problems and opportunities for research with greatest scope for measureable progress toward CGIAR goals.

**RESPONSE: Development challenges and opportunities motivating CRP2 now clearly presented and “Rationale” and “Strategic Framework” significantly revised (Sections 1, 2)**

COMMENT: Identify value-added of CRP2.

**RESPONSE: CRP2 contribution defined: overcoming important gaps and failures so that policies, institutions, and markets can effectively reduce poverty and improve food security, health, nutrition, and sustainability (Sections 1, 2, 4)**

COMMENT: Articulate priorities and rationale, assess alternative research providers and CGIAR comparative advantage, and focus on IPGs.

**RESPONSE: Priorities articulated based on potential benefits (poverty reduction, institutional) vs. potential costs (lag in policy adoption) (Sections 3, 4)**

**RESPONSE: Alternative providers seen as partners, not competitors (Section 1)**

**RESPONSE: Focus on IPGs enhanced (Sections 2, 3, 4)**

COMMENT: Apply strategic framework to develop a more focused program.

**RESPONSE: Strategic framework revised and activities integrated into fewer subthemes (Section 4)**

# Outcomes and Impacts

COMMENT: Elaborate key outcomes and impacts by subthemes and their impact pathways narratives.

**RESPONSE: Outcomes and impacts revised (Section 3)**

**RESPONSE: Impact pathways more clearly shown (Figure 3.1)**

**RESPONSE: Linkages among outputs, outcomes, and impacts spelled out more clearly for each subtheme (Section 4)**

COMMENT: Move from generic to measurable outputs.

**RESPONSE: Measurable outputs, the difficulty of quantifying the impacts of policy research, and how CRP2 will manage these difficulties addressed by CRP2's M&E framework (Section 3)**

COMMENT: Describe how research outputs will become development outcomes.

**RESPONSE: Identified key partners that will help translate outputs into development outcomes**

**RESPONSE: Role of Country Strategic Support Programs in converting outputs into outcomes emphasized (Sections 3, 4)**

# Partnerships

COMMENT: Elaborate on roles/synergies of IFPRI and CGIAR partners, and independence of the Scientific Advisory Panel.

**RESPONSE: Section on categories of partners and modes of collaboration extended (Sections 4, 7); 500 current partners of CRP listed (Annex 4)**

**RESPONSE: Independent role of Scientific Advisory Panel (with members from outside the CGIAR) reiterated (Section 10)**

COMMENT: Articulate how the Consortium will partner with commodity CGIAR centers.

**RESPONSE: Nearly all of the CGIAR centers are formal members of CRP2 and social scientists from these centers were heavily involved in its preparation; other centers will be represented on the management committee (Section 7; Annexes 1, 2, 4); mode of collaboration with other CRPs detailed (Section 7)**

COMMENT: Form partnerships with platforms through GFAR and regional bodies.

**RESPONSE: Plans for collaboration with GFAR, Regional Fora, and GCARD detailed (Sections 1, 7; Annexes 1, 2, 4)**

COMMENT: Clarify boundaries of foresight work relative to the ISPC.

**RESPONSE: Foresight and modeling work in Subtheme 1.1 to be used by ISPC (Section 4)**

# Comparative Advantage

COMMENT: Focus on core competencies and comparative advantage of CRP2.

RESPONSE: Social Science Stripe Review (SSSR) says combination of mandate, independence, scale, and credibility unique to CGIAR adds credibility for policy research spelled out in more detail (Sections 1, 4, and under “Partnerships” in Section 7)

# Data Strategy

COMMENT: Identify data gaps and how to increase efficiency in collecting data in different countries.

RESPONSE: Supporting the emergence and online publication of datasets as IPGs continuously addressed in the proposal

RESPONSE: Provision for continuous panel data collection in key countries on asset accumulation and its implications for managing food security, risk, and vulnerability included (Subtheme 2.4)

RESPONSE: Section on “Innovative Methods and Data Development” developed (Section 6)

RESPONSE: Creation of a Knowledge Clearinghouse for impact evaluation and best practices

# Rural Urban Linkages

COMMENT: Consider research areas that seek to better understand the rural-urban poor interface.

RESPONSE: Research on rural–urban linkages fully described (Subtheme 1.2)

# Time is Ripe: Costs of Delay Outweigh Benefits of Perfection

ISPC acknowledges that all 14 “must-haves” in the Fund Council commentary have been addressed.


Consortium Board approved and forwarded the revised proposal to Fund Council.

CRP2 proposal was prepared by CGIAR with many other partners outside the CGIAR.

The world is waiting for the work in this program to begin and intensify.

- **G20:** Action Plan committed to improving agricultural production and productivity, increasing market information and transparency, strengthening international policy coordination, and improving risk management tools
- **CAADP:** seeks to reach annual agricultural growth rate of 6 percent by 2015
- **India, Brazil, China:** support South-South cooperation and significantly scale-up agricultural investments

CGIAR must be in the center of this work and engaged in responding to such policy processes at the global, regional, and national levels.

 CGIAR must be dynamic, nimble, and flexible in responding to emerging global challenges.

# CRP2 Response to ISPC June 2011 Comments

# ISPC

**COMMENT 1: Analysis and articulation of major problems and opportunities for research related to agricultural and rural development policies, institutions and markets**

**RESPONSE:** Sections 2 and 3 are necessarily generic because the relative importance of these key problems varies by location and changes over time. The subthemes provide more detailed analysis of these key problems. A full-scale analysis and presentation of the thinking behind the identified gaps and failures and how they contribute to the SLOs will be undertaken in conjunction with the priority-setting exercise that will be implemented upon approval and funding of CRP2.

**COMMENT 2A: Analysis and elaboration of CGIAR's comparative advantage in addressing specific development issues through research on policies, institutions and markets, against the backdrop of relevant alternative suppliers**

**RESPONSE:** The arguments mentioned in the proposal for CGIAR comparative advantage have been taken mainly from the CGIAR Social Science Stripe Review. A key aspect noted in this review is that "other institutions may possess some of these characteristics, but the combination of all of them is unique to the CGIAR institutions." This combination is powerful, as it adds up to credibility for policy research and to the ability to achieve our mandated goals more efficiently.

**RESPONSE:** CRP2 provides the vehicle for CGIAR institutions to collaborate with top universities, NARES, and NGOs. These "alternate suppliers" are not seen as competitors, but collaborators. CRP2 is a boundary-spanning entity; it provides the vehicle for integrative work across "alternative suppliers" as well as a forum for jointly determining the work programs to best meet comparative advantage across suppliers

# ISPC

**COMMENT 2B: Articulation of the major priorities and rationale for them**

**RESPONSE:** The priorities were developed in extensive consultation with partners, for example in the Addis consultation and the e-consultation

About two-thirds of the program in the first year is composed of ongoing work, to which the centers are obligated to donors, and which reflect mutually agreed upon priorities with donors. Priorities in subsequent years will be further tested in priority setting exercise, and through interaction across management, donors, and the evolving environment for agricultural policy.

**COMMENT 3: Enumeration of the value-added of this CRP over existing work, particularly via collaborations within the CGIAR**

**RESPONSE :** Moving toward a more integrated CGIAR policy and institutions and markets research agenda, and exploiting synergies among the various types of expertise available within and outside the CGIAR is the intention of CRP2, and there is considerably more collaborative work going on than reflected in the proposal. CRP2 is one of the few CRPs that involves more than 10 CG centers. Building meaningful collaboration requires time and opportunities, and this process will continue during CRP2 implementation.

# ISPC

## **COMMENT 4: Description and reasonable expectations about outcomes and impact pathways**

**RESPONSE:** Engagement in high-level policy processes, partnerships with policymakers and national collaborators, and capacity building of national researchers are key to maximizing the probability of policy-decision uptake. Country strategy support programs will also improve the possibility of policymakers using CRP 2 research results given strong presence in countries, close collaboration with national partners, and focus on capacity strengthening.

**RESPONSE :** Partnerships with high quality universities in the US, Europe, and also in developing countries are a key part of CRP2. The research will be regularly presented at international scientific conferences, as well as through peer reviewed publications. The Science and Policy Advisory Panel will also provide quality control.

# Fund Council

**COMMENT Theme 1:** It is anticipated that the policy research program will be linked to the scientific and technical CRPs on a continuous basis, particularly under sub-theme 1.3

**RESPONSE:** Annex 2 illustrates linkages between CRP2 and other CRPs for each subtheme. Regular meetings between CRPs will help increase synergies.

**COMMENT Theme 2:** Collaborative R&D with NARs will be an integral component of research capacity building efforts.

**RESPONSE:** CSSPs have a large capacity building component that aim to strengthen capacity in research, policymaking, and policy implementation. Collaborative research partnerships with NARS will be integrated into the capacity building activities under this theme.

**COMMENT Theme 3:** It is important to address modern value chain impacts and more traditional markets.

**RESPONSE:** the proposed research to address both traditional and modern markets.

# Fund Council

**COMMENT:** It will be necessary for this CRP to be aware that with the growth of urban populations in developing countries the plight and interests of urban poor and consumers will become increasingly a growing feature of poverty and food security.

**RESPONSE:** We recognize major constraints faced by urban poor, but the focus will remain on rural poor given their high numbers, especially in developing countries, and they provide enormous opportunity to feed the increasing world population. Tackling challenges of urban populations would go against prioritization of CRP2. However research results will benefit the urban poor.

**COMMENT:** Links to NARES is still a bit understated but mentioned. This observation together with linkage to the regional research bodies (APAARI, GFAR etc) will be a necessary engagement issue.

**RESPONSE:** The proposal emphasizes linkages with GFAR, Regional Fora, and GCARD. We worked with GFAR on several components and plan to strengthen collaboration. NARES are listed as key partners in subthemes and Annex 4.

**COMMENT:** It is unlikely that all the subject issues raised in this CRP can progress simultaneously. Budget limitations in absence of growth in overall donor contributions may force such prioritization.

**RESPONSE:** Prioritization within subtheme activities is reflected in each subtheme description. More global and continuous prioritization efforts will be the focus of the priority setting process described in Section 3 of the proposal.