

IFPRI STRATEGY

2013–2018

FOOD POLICY RESEARCH

in a Time of Unprecedented Challenges

Research

Communications

Partnerships

Capacity Strengthening

A World Free
of Hunger and
Malnutrition



IFPRI

INTERNATIONAL
FOOD POLICY
RESEARCH
INSTITUTE

IFPRI STRATEGY

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Highlights of IFPRI Strategy 2013–2018: Food Policy Research in a Time of Unprecedented Challenges (8 pages)

At a Glance—IFPRI Strategy 2013–2018: Food Policy Research in a Time of Unprecedented Challenges (2 pages)

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Foreword

The global food policy landscape is rapidly changing. Food prices are increasingly volatile. Rising incomes, urbanization, and changing dietary preferences are transforming food supply chains. Climate change and weather-related shocks are escalating. And the growing scarcity of water, energy, and land means that in order to feed a growing global population, agricultural and food systems must do more with less. As the world faces unprecedented challenges, IFPRI has developed a new strategy to address the most critical food policy issues.

The new strategy identifies six research areas focused on ensuring sustainable food production, promoting healthy food systems, improving markets and trade, transforming agriculture, building resilience, and strengthening institutions and governance. The important role of gender is addressed throughout these research areas. Specific priorities are articulated for each major region where the Institute conducts its research. This is particularly important as the Institute has increased its country presence significantly to support country-led agricultural and food security strategies. There is also a sharp focus on achieving impact, with the recognition that evidence-based policies can help achieve high returns on investment, particularly for policymakers operating with limited financial resources.

Successfully implementing the strategic research areas during the next few years will require working across disciplines and sectors and relying on the new CGIAR Research Programs and our vast network of partners. The success of the strategy also hinges on building capacity for policy research within developing countries, as well as being able to clearly communicate IFPRI's research results to those who make decisions that affect the daily lives of the poor and malnourished.

IFPRI's strategy was developed through a year-long process that included a comprehensive landscape scan, research reviews, regional dialogues, and consultations with partners, trustees, and staff. IFPRI's Strategic Advisory Council offered valuable insights and advice. The IFPRI Board of Trustees adopted the strategy in December 2012.

I am confident that the strategy will help reinforce IFPRI's position as an evidence-based research organization that partners for impact and will help us achieve our vision of a world free of hunger and malnutrition.

— SHENGGEN FAN
Director General

IFPRI Strategy 2013–2018: Food Policy Research in a Time of Unprecedented Challenges

IFPRI's vision is a world free of hunger and malnutrition. IFPRI's mission is to provide research-based policy solutions that sustainably reduce poverty and end hunger and malnutrition. The Institute's vision and mission remain as critical as ever as the world faces unprecedented challenges in sustainably achieving food and nutrition security and hundreds of millions of people suffer the consequences. A new strategy is needed to tackle the emerging food policy challenges in a changing landscape. Evidence has shown that (1) investing in food policy research, with a particular focus on rural smallholders and women farmers, and (2) improving nutrition of children during their first 1,000 days (from pregnancy to age 2) are some of the best bets for achieving global food and nutrition security, alleviating poverty, and improving human well-being in developing countries. IFPRI will use this strategy to produce international public research goods on the policies, investments, and programs that are needed to shape a productive, sustainable, inclusive, and resilient agricultural and food system that is capable of achieving food and nutrition security for all.

A Changing Landscape

Climate change, an increase in the frequency and intensity of weather-related shocks, and natural resource scarcity (especially scarcity of water and land) pose great risks to the future global food supply. On the demand side, population growth, urbanization, rising incomes, shifting diets (including demand for high-value commodities), and trading patterns are transforming food supply chains and introducing new health challenges along the way. Many developing countries also face the “triple burden of malnutrition,” meaning the coexistence of energy deficiency, micronutrient deficiency, and excessive energy intake. Uneven economic growth continues to propel parts of the world out of abject poverty while leaving others behind and widening income inequalities. Conflicts and social movements, like those in Arab countries, have opened up new prospects for democratization in many areas, underlining the need for governments to ensure inclusive growth, especially for youth and the poor. Globalization has made countries increasingly vulnerable to unfavorable trade policies and the global agrifood system susceptible to transboundary animal and plant diseases. At the same time, globalization, with help from technology, has created new opportunities for growth, poverty reduction, and environmental sustainability. A focus on gender is increasingly recognized as essential to boosting agricultural productivity and converting those gains

into improved nutritional status. Translating this into policy and strategies, however, requires continued research.

New players—including Brazil, Russia, India, China, and South Africa (BRICS), global alliances, the private sector, large foundations, and development banks—are gaining increasing prominence in the food policy discourse. These are joined by other actors such as nongovernmental organizations, civil society networks, university research labs and networks, and research institutions in developing countries. And after decades of neglect, agriculture and food security are back at the forefront of global development and political agendas. Bilateral and multilateral agencies have launched major food and nutrition initiatives in recent years, and many are recognizing the links between agriculture, nutrition, and health. Successor arrangements for the Millennium Development Goals are already being designed. Additionally, many developing countries and emerging economies have expanded their own spending on food security and agricultural production and adopted national strategies and agricultural and food security investment plans. These developments have opened a window of opportunity to improve food and nutrition security, but the time to act is finite.

IFPRI is working within the reformed CGIAR as one of the centers of the newly constituted CGIAR Consortium. CGIAR's Strategic Results Framework, which IFPRI actively participated in developing, has defined four system-level outcomes: reduced rural poverty, improved food security, improved nutrition and health, and the sustainable management of natural resources. These outcomes mirror the Institute's desired development impacts and are largely consistent with IFPRI's vision and mission.

To deliver on the Strategic Results Framework, CGIAR, with IFPRI inputs, has developed a portfolio of research programs covering agricultural systems; policies, institutions, and markets; production and delivery of agricultural commodities; nutrition and health; and natural resource management. IFPRI leads two large CGIAR Research Programs: Policies, Institutions and Markets (PIM); and Agriculture for Nutrition and Health (A4NH). As a lead center, IFPRI oversees the programs' governance, research strategies, and performance and is accountable for the success of these two programs. It is also a partner in other CGIAR Research Programs, including Climate Change, Agriculture and Food Security; Water, Land and Ecosystems; and Forests, Trees and Agroforestry.

IFPRI has unique skills and experience within CGIAR that respond to cross-cutting needs for gender research, linking agriculture to the broader development agenda, and strategic foresight. While many of the Institute's strategic research issues can be linked to the CGIAR Research Programs, the Institute will address development challenges and pursue food policy research solutions that go beyond these programs. For example, research on building resilience and transforming agriculture is unique to the IFPRI strategy and found outside of the CGIAR Research Programs. IFPRI's regional priorities are also distinctive elements. Conversely, the CGIAR Research Programs also go beyond IFPRI's strategy in such areas of research, for example, as agriculture-associated diseases. Thus, while IFPRI's strategy is largely consistent with the CGIAR Strategic Results Framework, its research will address certain areas outside of it as well, allowing IFPRI to maintain its capacity to anticipate and respond to the dynamic new changes shaping food policy.

A New Strategy

Changes in the food and agricultural policy landscape underline the need for a new strategy to guide IFPRI's mission through 2018. Under this new strategy, IFPRI will reinforce its position as an evidence-based research organization that partners for impact. It will build on its comparative advantages, and on the international, regional, national, and local partnerships arising out of the CGIAR Research Programs it leads and participates in. New elements of the strategy include

- ▶ six new strategic research areas;
- ▶ more nuanced regional priorities; and
- ▶ a greater emphasis on partnerships, both within and outside CGIAR.

During the next five years, IFPRI's new strategic research areas will continue to address the most critical food policy issues in the major regions where the Institute conducts and communicates its research, forges partnerships, and builds capacities. The strategy will keep IFPRI relevant amid increasing demands to understand how research outputs translate into policy and development outcomes and impacts.

IFPRI's Comparative Advantages

IFPRI maintains a strong global reputation for high-quality, relevant food policy research and communication of research findings to diverse audiences. The Institute produces international public goods in the form of applied research that embeds academic methodology and theory within actual policy contexts. Much of IFPRI's research is interdisciplinary, drawing on the Institute's experience with designing multidisciplinary research teams. IFPRI excels in a number of research areas, especially modeling and impact evaluation. Within CGIAR, IFPRI is well positioned to provide leadership in economic and social-science research linked to policymaking and institutional arrangements and integrating it with (1) biological research in nutrition and public health and (2) biophysical research in crop and animal breeding, water, soil, and climate. By leading two of the CGIAR Research Programs and contributing to several of the others, IFPRI will continue to play a key role in agricultural and development foresight and gender research in addition to managing critical data platforms and information systems.

IFPRI is close to its stakeholders. The Institute has a strong regional and country presence. Its regional offices, country-based programs, and projects work to optimize the research process for achieving maximum impact. The Institute has long-term relationships with national agricultural research systems, as well as strong links to industrialized-country policymakers. These ties enable it to analyze the ways in which industrialized-country policies and agendas influence and impact developing-country policies and institutions. IFPRI has also built up useful regional knowledge networks such as the Regional Strategic Analysis and Knowledge Support Systems (ReSAKSS), which gives it a strong foundation with partners and a direct link to policymakers.

IFPRI maintains expert staff with a wide range of technical skill sets, including economists, nutritionists, engineers, crop scientists, research communications professionals, and administrative specialists. IFPRI staff is nationally diverse and gender balanced; the Institute is a truly international organization.

Strategic Research Areas

IFPRI's six new strategic research areas will support its vision and mission, respond to the most critical drivers affecting food security in developing countries, and address critical knowledge gaps and emerging trends. They are based on the comparative advantages of IFPRI and its partners and were determined after a yearlong evaluation that included research and literature reviews, input from stakeholders around the world, regional consultations, expert interviews, and priority-setting exercises. The strategic research areas are cross-disciplinary in their own right, relying on partnerships that cut across multiple academic fields and sectors, building ownership, capacity, and a common vision along the way. They are also connected with each other by design, supporting the vision of a dynamic, high-functioning food and agriculture system. They are as follows:

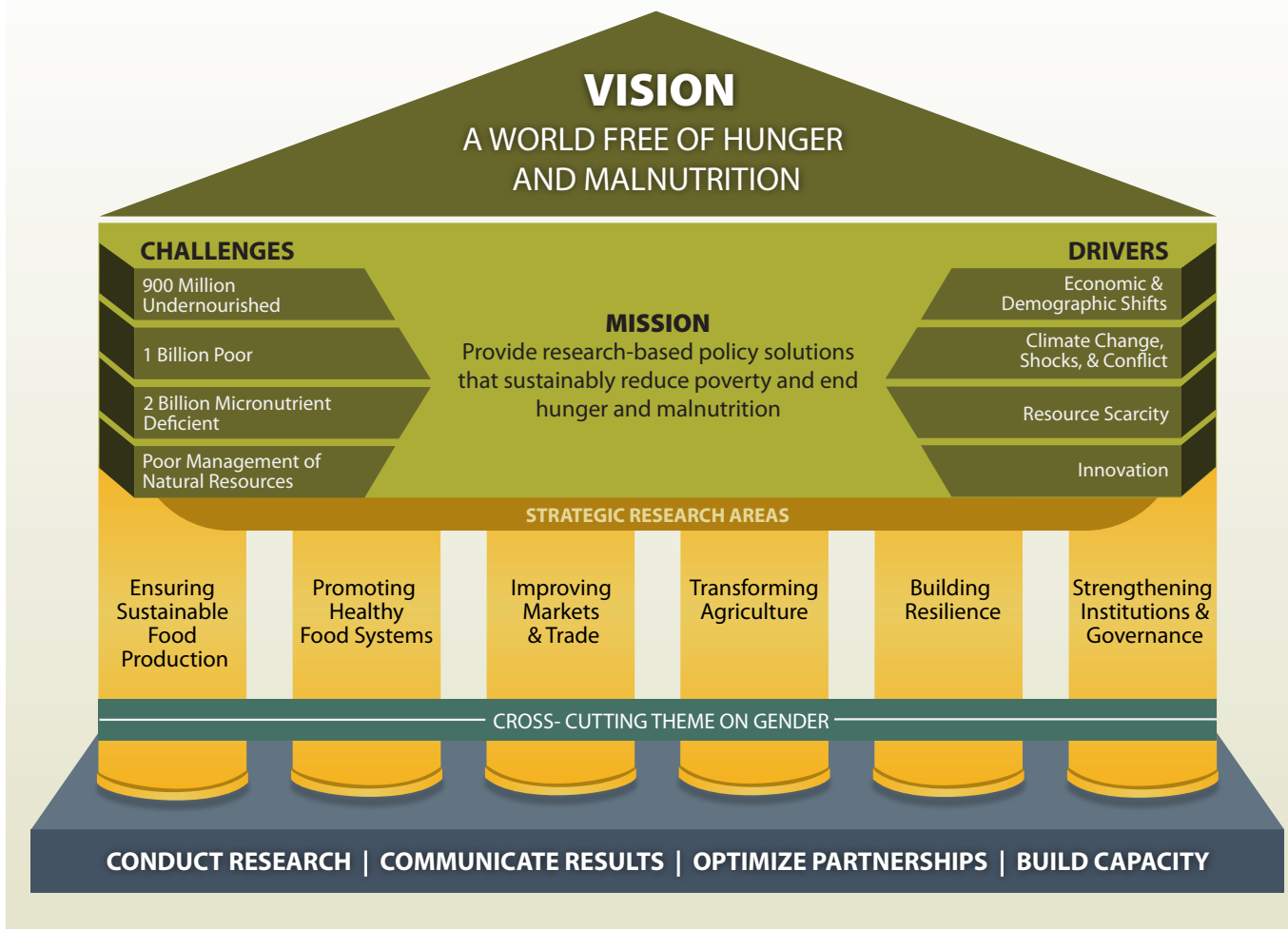
1. Ensuring Sustainable Food Production
2. Promoting Healthy Food Systems
3. Improving Markets and Trade
4. Transforming Agriculture
5. Building Resilience
6. Strengthening Institutions and Governance

IFPRI's strategic framework highlights the role of the six strategic research areas and the cross-cutting theme of gender in helping it to meet its vision and mission (Figure 1). The left side of the framework shows the challenges to food and nutrition security and the right side the drivers toward it. The strategic research areas will be implemented through IFPRI's day-to-day work in conducting and communicating research, enhancing partnerships, and building partners' capacity. The research areas explicitly address the challenges identified by IFPRI as being the most critical during the next 5 years and beyond (Table 1).

AREA 1: ENSURING SUSTAINABLE FOOD PRODUCTION

RATIONALE: Sustainable food production is a critical component in efforts to meet the demands and challenges faced by agriculture worldwide and to discover new opportunities for poverty reduction in the developing world. Agriculture's capacity to feed the world is being threatened by a combination of existing and emerging trends and challenges even as global hunger and malnutrition remain pervasive. Resources, especially water, are becoming increasingly scarce and biodiversity is being threatened, with climate change further exacerbating the situation. Meanwhile, during the next four decades, food production will need to increase substantially to meet growing demand: meat by 78 percent, cereals by 57 percent, and roots and tubers by 36 percent, according to IFPRI's IMPACT (International Model for

FIGURE 1 IFPRI Strategic Framework



Policy Analysis of Agricultural Commodities and Trade) projections. To ensure availability of food for all, sustainable intensification of food production must be achieved, based on well-designed, inclusive, and effectively implemented science, technology, and innovation policies.

RESEARCH PRIORITIES: Research in this area will look at policies, institutions, and innovations, and emerging food and agricultural technologies that can advance food and nutrition security while increasing resource-use efficiency, reducing wasteful resource use, ensuring biodiversity protection, and supporting poorer producers and consumers. Innovations in the areas of improved natural-resource-management policies, climate and energy policies, bio-safety systems, property rights, and collective action will be a top focus. Using a new integrated approach, IFPRI will analyze agricultural investments, regulations, policy options, and risk management strategies. This analysis will help improve the development and delivery of scientific knowledge, technology products, and best practices. It will also foster innovative approaches to improve gender equity; biodiversity; greenhouse gas emissions; efficient water, energy, and land use; the reduction of food waste and improved provision of services in poor

TABLE 1 Role of research areas in addressing global challenges

Strategic Research Area	Challenges Addressed
Ensuring Sustainable Food Production	Climate change, natural resource scarcity, population and income growth
Promoting Healthy Food Systems	Urbanization, rising incomes, shifting diets, triple burden of malnutrition, globalization
Improving Markets and Trade	Changing trade patterns, uneven economic growth, globalization
Transforming Agriculture	Urbanization, globalization, uneven economic growth, changing trade patterns
Building Resilience	Shocks, climate change, conflicts
Strengthening Institutions and Governance	Uneven economic growth, conflicts, social unrest

urban areas (a goal also linked to the *Promoting Healthy Food Systems* research area); and food, animal, and fishery production and productivity. Strategic foresight analysis will complement this policy research in order to discern future threats to food and nutrition security and help ensure that the right priorities are set and scarce budgetary resources are directed toward high-impact development areas. New research will cut across these themes to build a toolkit, unifying framework, and community of practice to analyze the impacts of changes in policies and institutions on the costs, benefits, and trade-offs associated with human and ecological landscapes—food, land, water, energy, biodiversity, environment, and people. The conclusions of this analysis will feed into the *Strengthening Institutions and Governance* research area's efforts to identify structures and arrangements that benefit smallholders in the long term. This research will use advances in integrated economic, bioeconomic, and institutional modeling and analysis; evaluation techniques that build stronger foundations at the household and community level, which can be scaled up to national and global levels; and integration of spatially explicit data and analysis across scales.

POTENTIAL IMPACT: IFPRI's work in this area can contribute to larger investments in and better policies on agricultural research, development, and natural resource policies—leading to the stabilization of global food prices. Work on sustainable intensification policies will help reduce land degradation and expansion and improve the efficiency of water and natural resource use. Supporting foresight studies will help ensure that scarce budgetary resources are directed toward high-impact development areas and that emerging threats to agriculture and food and nutrition security are identified early on.

AREA 2: PROMOTING HEALTHY FOOD SYSTEMS

RATIONALE: While providing enough food and calories is fundamental to ensure survival, having access to nutritious and safe foods is critical for individuals to achieve their full physical and cognitive potential, maintain their health, ensure their economic productivity, and ultimately protect the health, development, and nutrition of their children. Creating synergies among agriculture, nutrition, health, and the other sectors that make up the entire food system—with consideration for gender differences in the process—can lead to great advances in tackling hunger and malnutrition.

RESEARCH PRIORITIES: IFPRI will undertake research that focuses on improving diet quality for the poor, particularly women and children who have high requirements for essential nutrients. Innovative approaches to improving nutrition and food safety in value chains will be identified and tested, in collaboration with other CGIAR centers and partners. This research includes the design of economic incentives and market institutions that can change behavior related to food safety and nutrition for the different actors along the value chain, including the successful marketing of biofortified and nutrient-rich foods. A unique focus of this work will be on informal markets within developing countries, where women often play a major role. IFPRI's research will also model how access to markets and economic growth shapes food choices and habits for the poor, with the goal of identifying how food policies can ensure that the needs of vulnerable populations for a healthy, safe, and nutritious food supply are met. Innovative approaches will also be developed to maintain the safety of nutrient-rich foods and protect or enhance their nutrient content as they move along the value chain, borrowing from the work of the *Improving Markets and Trade* research area on developing effective input and output markets. Work will also look at investments in other sectors that lead to better nutrition and health outcomes, such as water, sanitation, and education. Research will also be undertaken on the "demand side" to develop effective approaches to better understand dietary patterns and their determinants and to raise consumer awareness and change behavior about food safety and nutrition. Value chain research will be integrated in a global "food systems" approach in order to provide policy guidance on how to effectively address diet quality at scale.

The policy research will assess food systems using tools and metrics relevant to the agriculture, nutrition, and health sectors. This approach will also examine the link between agriculture and ecology, including the role of local and biologically diverse sources of food in nutrition and food security, with the goal of protecting the quality of natural resources, preserving biodiversity, and putting into place better agroecological management practices that, for example, ensure access to clean drinking water. This work will effectively link to the *Ensuring Sustainable Food Production* research area. IFPRI will also explore how food systems can better ensure that the needs of urban populations for a healthy, safe, and nutritious food supply are met, especially for children. This includes consideration of how the modernization of food retail markets affects food choices and diet quality, drawing especially on the experiences of the OECD (Organization for Economic Cooperation and Development) countries on shifting diets. IFPRI will continue to support biofortification research through the CGIAR Research Program on Agriculture for Nutrition and Health (A4NH), part of which seeks to develop and distribute varieties of food staples high in iron, zinc, and pro-vitamin A as a sustainable means to reach malnourished rural populations. Many biofortified varieties are being delivered in target countries, and researchers will confirm their efficacy in improving micronutrient status and monitor adoption and consumption among those suffering from micronutrient malnutrition.

POTENTIAL IMPACT: This work will help foster the development of food systems that provide more nutritious and safer food and improve diet quality; better nutrition and health pro-

grams; and better cross-sectoral policy, regulation, and investment—with the ultimate goal of improved nutrition and health, especially among women and young children.

AREA 3: IMPROVING MARKETS AND TRADE

RATIONALE: Efficient agricultural markets and trade can encourage agriculture-led economic growth and food security in developing countries. However, countries' efforts to move toward a market-oriented economy are hampered by ineffective policies, weak institutions, and inadequate infrastructure. Many smallholders in developing countries still do not have access to markets and benefit very little from trade liberalization or macroeconomic policies. The development, marketing, distribution, and use of agricultural inputs play a large role in determining yields, production, and access to markets. Similarly, delivery channels for agricultural outputs—through commodity value chains or local, regional, and international trade—depend on markets that are efficient and inclusive.

RESEARCH PRIORITIES: Research in this area will focus on market failures and how to correct them, as well as how to remove constraints to market access and enhance the benefits smallholders receive from market participation. This work will look at every component of the value chain. For example, researchers will examine how institutions and policies can improve efficiency and reduce transaction costs by providing favorable prices, financing, and symmetrical information for farmers, processors, traders, distributors, and consumers. Research will analyze how to manage risk, build social capital, enable collective action, redress missing markets, and prioritize public investments to reduce gaps in physical infrastructure. Researchers will weigh different market structures and examine market concentration, transportation, and infrastructure. They will look at the incentives for private-sector development and public and private roles in reducing input and output costs and ensuring fair distribution (including collaborative arrangements between smallholders and the private sector); the supply of and demand for modern inputs and outputs; and alternative nonfarm activities in areas where there is no agricultural potential.

Research will also analyze the potential causes of market shocks, looking at the underlying macroeconomic factors behind volatile food prices, financial crises, and shocks as well as possible coping mechanisms, including strategic grain reserves, financial instruments, and trade policies. This work will have strong links to the *Building Resilience* research area. IFPRI tools that test and validate innovative marketing arrangements using experimental approaches will help to design new institutional mechanisms that can provide smallholders with access to markets and information and improve business capacity and their risk-coping strategies. Particular attention will be given to examining and overcoming gender-related barriers and social barriers to participation in trade and value chains, feeding lessons into the *Promoting Healthy Food Systems*' work on nutrition-sensitive value chains. IFPRI will also use partial and general equilibrium models to examine the impact of trade liberalization on development, regional trade agreements, and preferential schemes, and the impact of rich-country domestic policies on development, with a special focus on biofuels and domestic support programs. It will monitor and evaluate multilateral trade activities. Finally, it will identify domestic policies that maximize the benefits of globalization and use regional and research networks in Africa,

Asia, and Latin America in an effort to strengthen the capacities of countries to assess the benefits and costs of different trade agreements.

POTENTIAL IMPACT: The public goods resulting from this research will help provide smallholders with access to dynamic markets at the local, regional, and global levels through the improvement of trade policies, efficient contract farming arrangements, horizontal coordination arrangements, better access to information and risk-coping tools, reduced costs of input and output distribution, greater opportunities for gender equity, and delivery of needed services such as agricultural extension. All of this will ultimately help to ease constraints for investment, diversify income-generating activities, and boost the livelihoods of the poor.

AREA 4: TRANSFORMING AGRICULTURE

RATIONALE: While there is consensus on the importance of agriculture in food security and the role of agriculture in economic growth and poverty reduction, the issue of what can be done to accelerate the transformation from low-income, rural, agriculture-based economies to high-income, more urbanized, industrial, and modern services-based economies continues to be debated. Research focusing on broad agricultural and agriculture-related policy issues will be critical to fostering policies that will allow agriculture and rural transformation to fully contribute to poverty reduction, food and nutrition security, and broad economic development.

RESEARCH PRIORITIES: Work in this area will focus on improving overall development strategies and sectoral policies for broad-based growth in rural economies, particularly in Africa south of the Sahara and South Asia. IFPRI will examine the structural factors and policies that have led to successful or failed rural and agricultural development outcomes in countries with differing agroecologies, agrarian structures (distribution of land between large and small farms), institutions (including land tenure and governance), terms of trade (to determine trends in profitability and growth of agriculture), and gender and social roles. Dynamic factors beyond the agriculture sector—such as changes in demographic structure, conflict, increased rural nonfarm opportunities, urbanization, macroeconomic policies, income inequalities, and changes in nonagricultural economies' structure—will also be analyzed, as will alternative growth options based on structural characteristics (such as natural resource endowment, population density, and geography) and countries' agricultural and overall development history and strategies. Research will look at whether these factors are contributing to a lack of transformation in certain countries and what can be done to jumpstart the process in these settings. Much of this work will involve detailed analyses of individual countries' experiences, particularly those of OECD countries and countries where IFPRI has country strategy support programs. These country-level findings can ground more theoretical conclusions on the process of agricultural transformation. Lessons from the *Strengthening Institutions and Governance* research area will be key in supporting these conclusions. Research will also focus on improving the allocation, sequencing, and efficiency of public investments and assessing the returns to different types of public investments, both in agriculture in particular and in rural areas (at the national, subnational, and regional levels) in

general. Special attention will be given to gender aspects of migration and employment, equal access to resources and public services, and investment behavior and development outcomes (including impacts on poverty, health, and nutrition, which are linked to the *Promoting Healthy Food Systems* research area). Public financial resources required to achieve specific development impacts will be estimated, and the poverty and rural development implications of financing public investment from different sources will be analyzed, with an emphasis on the role and impact of agricultural budgets in the context of decentralization reforms. The role that the private sector and public-private partnerships play in investing in agricultural transformation will also be analyzed. Investing in pro-poor, pro-smallholder policies and programs may call for re-engineered agricultural delivery systems. The success of this research will depend on developing countries' capacity to implement effective monitoring and evaluation systems for public investments. The importance of monitoring and evaluation underlines the need for effective partnerships and capacity strengthening.

POTENTIAL IMPACT: International public goods from country-specific studies will produce lessons for sharing and strengthen capacity in developing countries to use evidence to weigh different policy options. This will enhance strategy formulation and implementation and, in the long term, improve governance in developing countries as well as ensure that targeted agricultural and economic growth can lead to poverty reduction and food security.

AREA 5: BUILDING RESILIENCE

RATIONALE: In the past decade, poor countries have been hard hit by a number of economic and environmental shocks, such as natural disasters, conflicts, the ongoing global financial crises, and the lingering volatility of food prices. Building resilience means developing coping strategies that help individuals, communities, regions, and countries cope with and recover from shocks and achieve food security, health, and well-being. Such resilience is a critical dimension of development, and it is crucial to build resilience to both sudden shocks and slower-moving stresses and strengthen social systems and ecosystems to cope with both natural disasters and human-induced crises. More resilient social systems and ecosystems cope better with variability and disturbances and enable transformation of livelihoods that depend on them.

RESEARCH PRIORITIES: IFPRI's research will define resilience and set benchmarks for achieving resilience at various levels—the individual, household, community, national, and global—and evaluate the relevance of resilience approaches for decisionmaking, contributing to a framework that clarifies the best investment areas. It will consider the trade-offs associated with achieving resilience, such as the tendency for stability to lead to loss of systemwide flexibility and resilience, and how to reconcile these. In considering these trade-offs, IFPRI research will draw on lessons collected by the *Transforming Agriculture* research area. It will also focus on the potential causes and impacts of shocks and vulnerabilities. Key research in this area will look at governance-related work on the causes of conflict (which links to the *Strengthening Institutions and Governance* research area), the complex relationships between conflict and “natural” disasters, how conflict affects food and nutrition security, and how

food insecurity can increase the threat of violent conflict. Also, IFPRI research will focus on resilient agriculture. This includes ways to make crops more resilient to extreme weather, pests, and diseases; how to handle conflict and disputes over land and water; and how to prevent the degradation of natural resources and biodiversity loss. Policies that target adaptation to and mitigation of shocks require microlevel research on options and community-level risk-coping strategies (such as safety nets, insurance, savings and credit schemes, nutrition interventions), and instruments for mitigation and adaptation to climate change. Research will also rely on participatory processes and feedback loops to assess interventions' integrated impact on livelihood resilience and ecosystems, as well as the distribution of interventions' costs and benefits by wealth and gender. Finally, IFPRI will analyze which policies can enhance long-term resilience through direct targeting of vulnerable areas and populations, investments in rural infrastructure, improved risk sharing and management, research investments focused on drought, heat, and tolerance to water submergence, linking farmers to carbon markets, and enhanced social safety nets. Connecting humanitarian relief efforts to long-term development goals will require mainstreaming the concept of resilience into IFPRI's general research and identifying synergies and trade-offs among different economic and social objectives, both of which can be augmented by the *Ensuring Sustainable Food Production* research area.

POTENTIAL IMPACT: IFPRI's research on building resilience will identify methods for reducing exposure to global and localized shocks, improving the functioning of food systems, building institutions for conflict prevention, and developing more effective risk-coping mechanisms. These instruments will ultimately reduce the vulnerability of poor populations to harmful shocks and stresses.

AREA 6: STRENGTHENING INSTITUTIONS AND GOVERNANCE

RATIONALE: Institutions are the systems of rules that constitute the environment within which policies, cooperation, and innovation occur. As defined by the United Nations Development Programme, governance is "the exercise of economic, political, and administrative authority to manage a country's affairs at all levels." Strong institutions allow for more effective management of common pool resources and environmental services, while good governance facilitates technical dynamism, inclusion of the poor in shared growth, gender equity, and mitigation of risk. Breakdowns in institutions and governance reduce returns to investments in agricultural technology and rural infrastructure, diminish resilience to a variety of shocks, worsen social and income inequalities, and, in extreme cases, contribute to social unrest. An understanding of the factors that shape institutions, governance arrangements, and policy processes and what informs the choices that can contribute directly to rural growth, poverty reduction, and food security is key. IFPRI's work recognizes that choices in this area result from complex processes of political economy in which outcomes that are technically best are often not politically feasible. IFPRI's substantial investment in the analysis of institutions and governance will take a new direction by strengthening IFPRI's engagement with implementation partners active in policy processes and with the skills required to navigate these processes.

RESEARCH PRIORITIES: Research on institutions will focus on both collective action in management of natural resources and farmer organizations. In the area of collective action, researchers will draw on mutual learning processes to identify the respective roles of the state, the private sector (including public-private partnerships), and local groups and the factors affecting their effectiveness in coordinating the management of natural resources (especially land and water) and mitigating weather- and health-derived risk. This research topic will link to the *Ensuring Sustainable Food Production and Building Resilience* research areas. Attention will be given to assessing different forms of farmer organizations, such as customary institutions, cooperatives, and producer companies, in terms of their inclusiveness and effectiveness for different objectives. Work on property rights will address formal land governance systems as well as customary rights over land, water, and other natural resources and how these systems of property rights affect the distribution of wealth as well as incentives for investment and long-term security. In the area of governance, research will examine the political economy of agricultural policymaking, identifying the factors that determine the political feasibility of policy options and the suitability of different governance arrangements, especially decentralized ones, for delivering more effective and equitable services to smallholders, women, the rural poor, and other socially excluded populations. In this regard, researchers will look at the decisionmaking process of smallholders and the noncost factors that they consider in adopting technological and organizational change, such as risk, time horizons, level of effort required, and employment.

Research will also identify how to build up the capacity and incentives to use research-based evidence as a basis for policymaking. The work on governance generally will provide insights on how to strengthen the assets of the poor and especially of women. The factors that make up informal institutions and governance settings, which include social and cultural customs and norms, will be included in the analysis to determine whether these play a role in excluding vulnerable groups from markets and inclusive policies. These lessons will feed into the work under the *Improving Markets and Trade* and *Promoting Healthy Food Systems* research areas. The Institute will look at human-resource capacity within all of these research topics with the understanding that knowledge and skills are integral to building effective institutions and governance systems.

POTENTIAL IMPACT: Work in this area will satisfy the growing demand for evidence that can inform the policymaking process and increase the political feasibility of pro-poor policy reforms; strengthen the role of local governmental institutions for rural development; improve governance arrangements to the advantage of smallholders, women, and the rural poor; address social and income inequalities; build the capacity of farmers' organizations; promote the adoption of improved technologies and the improved delivery of services; and strengthen women's empowerment, agency, and inclusion in the agricultural sector.

CROSS-CUTTING THEME: GENDER

Throughout the developing world, women play the dual roles of agricultural producers and household caregivers and are the key to securing household food security and nutrition. At the same time, women and girls are particularly vulnerable to undernutrition, micronutri-

ent malnutrition, poor health, and a general lack of time to accomplish their daily tasks. The six strategic research areas will weave gender into all of their research questions. Gender issues will also be accounted for in all phases of research, from participatory assessment and analysis to implementation of research interventions to monitoring, evaluation, and impact assessment. For example, researchers will identify gender differences in the priority given to different technologies, as well as in technologies' adoption rates, and propose ways to reduce the gender gap in agricultural productivity and assets that enable livelihood opportunities and resilience. Women's access to and control over assets and other means of production will be a key consideration, as will their inclusion in market development and trade processes. The impact of behavior-change communication methods that deliver health and nutrition messages through formal education and wider informal schooling channels will be considered. Research will also discern women's role in institution-building and decisionmaking processes and identify arrangements that ensure property rights and equitable natural resource management. Use of the Women's Empowerment in Agriculture Index will be supported to provide a mechanism for tracking changes over time and relating them to program and policy interventions. The expected impact of this research focus is gender equality alongside poverty reduction, agricultural growth, and overall economic development.

Regional Strategic Research Priorities

Table 2 presents the strategic research priorities in each major region.¹ IFPRI's regional offices will develop more detailed action plans as part of the strategy implementation to account for region-specific political, economic, and social factors as well as cross-cutting policy agendas, such as climate change and trade. Lessons will be shared across regions in order to enable South-South cooperation.

EAST AND SOUTHERN AFRICA

RATIONALE: Although many countries in the region have experienced faster growth during the past decade, several are still struggling while large areas face extreme hunger and vulnerability linked to low productivity and low incomes (especially among pastoralists). Research will need to focus on policy and strategy options to broaden growth to reach more countries and to promote successful structural transformation that can further sustain the recent recovery. Particular attention will be paid to the factors underlying vulnerability and how they can be influenced to improve resilience among pastoralist communities.

RESEARCH PRIORITIES: IFPRI research will address low agricultural productivity among vulnerable populations, evaluating the investments needed in emerging agricultural technologies, extension and advisory services, and upgrading of farmer organizations. The Institute will also evaluate the availability of credit and other farm inputs. This area will address low consumption of food (undernutrition) and consumption of unsafe food or food without

¹ The strategy does not include Russia, Ukraine, and the Pacific Islands, although some of IFPRI's research does cover these countries.

TABLE 2 Regional strategic research priorities

Region	Ensuring Sustainable Food Production	Promoting Healthy Food Systems	Improving Markets & Trade	Transforming Agriculture	Building Resilience	Strengthening Institutions & Governance
East & Southern Africa	Emerging technologies Higher productivity for vulnerable groups Extension and credit	Zoonotic and infectious diseases Undernutrition and malnutrition among women and children	Smallholder-friendly input and output markets and trading systems Regional trade	Role of agriculture in economywide policies Role of agriculture in industrialization policies	Cross-regional lessons in social protection Labor productivity among poor households	Capacities for research-based policies Conflict among countries, ethnic groups, and clans Support for pastoralists
West & Central Africa	Emerging technologies Higher productivity for vulnerable groups Extension and credit	Undernutrition and malnutrition among women and children Food safety/quality in processing industries	Smallholder-friendly input and output markets and trading systems Role of agribusiness Regional trade	Role of agriculture in economywide policies Role of agriculture in industrialization policies	Cross-regional lessons in social protection Labor productivity among poor households	Capacities for research-based policies Farmer organizations' role in value chains
South Asia	Sustainable agricultural technologies Climate adaptation	Growth-nutrition disconnect Biotic constraints	Efficient input and output markets Trade and food prices	Pro-poor agricultural reforms Nonfarm income	Finance and insurance interventions for risk mitigation	Agricultural policy processes Grain management
East & Southeast Asia	Resource-efficient technologies	Public-private partnerships in food safety Financing of nutrition-sensitive value chains	Smallholder access to markets Strategic grain reserves Foreign direct investment Seed strategy	Migration and rural aging Transformation of value chains Emerging economies' development models	Integrated risk management for vulnerable people Climate impacts on agriculture and food	Village-level governance and services Agricultural research and extension systems
Central Asia	Higher food production and productivity	Integrated food markets	Collective action in input/output markets Rural finance and insurance markets	Welfare and growth effects of public investment	Impact of climate change and prices Migration and rural nonfarm employment	Property rights Collective action in natural resource management, especially water
Latin America & Caribbean	Productivity-focused and climate-sensitive technologies and extension	Food-safety and health compliance	Market failures in rural sector Access to high-end markets	Land and agroexport reforms Links between productive programs and safety nets	South-South lessons on safety nets	National fiscal frameworks for decentralization Public-private partnerships
Middle East & North Africa	Food, water, and energy linkages Climate change adaptation	Direct and indirect nutrition interventions Social protection Efficient supply chains	Labor market policies Rural-urban linkages	Inclusive growth, including youth employment	Resilience to food price shocks, natural shocks, and conflict Public stocks	Public services and allocation/efficiency of public spending Foreign direct investment
Central Europe and OECD Countries	Technology spillovers Investments in agricultural R&D Intellectual property rights	Nutrition-sensitive development policies OECD lessons in transforming diets	Global trade distorters (for example, agricultural subsidies) Impact of food safety standards on market access	Strengthening country capacity in agricultural research and policy Food aid reform	Provision of safety nets	Inclusive and accountable global governance arrangements Coherence in food policy toward developing countries

sufficient nutrients (malnutrition) among women and children, with the aim of providing research on how to lower high mortality rates among infants, children under five years, and pregnant women in the region. Research will analyze the lack of regionally agreed-upon standards among the three regional economic communities and several nontariff barriers that currently discourage regional trade. It will identify policies and interventions that promote sustainable and competitive input and output markets that are inclusive of small-holder farmers.

Work in this region will also look, with special attention to gender issues, at participatory governance and institutional arrangements in areas such as land tenure and irrigation. Appropriate arrangements in these areas can enable structural transformation of agriculture. The respective and combined roles of agriculture and industry in broader economic policies, the informal urban sector, and the rural off-farm sector will be weighed.

The effectiveness of safety nets such as conditional and unconditional cash and food transfers in building the assets and resilience of chronically vulnerable food-insecure and poor households, with particular attention to the impact of gender-specific distribution of assets, will be analyzed. Lessons and successes in social protection will be shared with the West and Central Africa region, as well as other regions.

The causes of conflicts between countries, ethnic groups, and clans and their impacts on agricultural production, food supply, and rural livelihoods will be studied. Lack of clear tenure rights, poor access to terminal markets and fair market prices, and lack of schools and health care facilities for pastoralists are also key areas of research. Underlying all these research areas will be an effort to develop government capacities for research-based policies. This effort will involve sharing knowledge on data collection (especially sex-disaggregated and rural-disaggregated data), data management and analysis, program evaluation, and gender analysis in agriculture.

POTENTIAL IMPACT: IFPRI's research will help ensure that the research and capacity building needs for continued successful implementation of the Comprehensive Africa Agriculture Development Programme (CAADP) are met, that the Maputo pledge (to allocate 10 percent of national budgets to agriculture) is realized, and that the benefits of both CAADP and the Maputo pledge—including food and nutrition security and resilience to shocks—are accrued by smallholders and other vulnerable people.

WEST AND CENTRAL AFRICA

RATIONALE: This region has enjoyed faster economic growth and above-average production in recent years, leading to much stronger economic capacities for many countries. At the same time, however, science and technology systems have not yet recovered from the decline they suffered during the structural adjustment period. In addition, many countries, especially in the Sahel, remain vulnerable to shocks, and public systems need to be rebuilt and refocused. Strategies in the coming decade should emphasize the need to sustain the recent recovery and transform national economies in order to broaden the recovery's impact.

RESEARCH PRIORITIES: Research will consider emerging technologies and innovations (especially biotechnologies) that can address low agricultural productivity among vulnerable groups, including women. IFPRI will analyze the institutional and human resource capacities needed to master these technologies, as well as the strategies that can best provide smallholders with inputs such as extension, advisory services, and credit. In the area of healthy food systems, interventions for addressing undernutrition and malnutrition among women and children will be analyzed, as will better management systems for food safety and food quality to support the fast-growing processing industry. As in the case of East and Southern Africa, research in the area of markets and trade will first look at how to overcome barriers to regional trade. Stronger fiscal capacities among African countries have created the risk of returning to rent-seeking and rent-distributing policies that for decades penalized smallholder farmers and retarded agricultural and economic growth. Researchers will identify policies and interventions that promote cost-competitive, fiscally sustainable input and output markets and trade policies that are private-sector friendly and supportive of the needs of smallholder farmers.

Research will focus on how to augment the ongoing recovery to promote successful structural transformation in the region. Specifically, it will address governance and institutional requirements, including issues related to responsive and participatory local governance, modernization of farmer organizations for better access to services, development of input and output markets, regional trade, irrigation policies, and land tenure and governance. In each of these cases, the specific needs of, as well as the different impacts, on men and women need to be explored. In order to enable transformation, research will also address the role of agriculture in economywide policies and rethink industrialization policies in light of the significant potential in the agribusiness sector, urban-based informal sector, and rural off-farm sector.

The transition to more democratic, pluralistic political systems, coupled with faster economic growth and a more vocal urban segment of the poor and vulnerable population, will raise future demand for social protection, which, if unmet, is likely to lead to political and social instability in the decade to come. Part of the research agenda is to help countries learn from successful programs in other regions, such as the East and Southern Africa region, identify success factors, and design effective interventions. Government capacity for research-based policies will be a key consideration of work in this region, with efforts made to mainstream research into policy processes, improve data collection, and establish effective monitoring and evaluation systems.

POTENTIAL IMPACT: As in East and Southern Africa, IFPRI's activities in West and Central Africa will focus on supporting the countries in the region in successfully implementing the Comprehensive Africa Agriculture Development Programme, sustaining and broadening the recent recovery process, and ensuring that growth is inclusive of smallholders and other vulnerable populations.

SOUTH ASIA

RATIONALE: South Asia has the largest concentration of poverty on the planet, alongside high rates of gender inequality and undernourishment, especially among children. Some pockets

of South Asian countries have witnessed dramatic increases in agricultural production of food grains and high-value commodities, though the share of agriculture in the gross domestic product has declined over time. Limited natural resources are already constraining agriculture, and it is projected that climate change and variability will pose additional dangers.

RESEARCH PRIORITIES: IFPRI's research in the South Asia region will focus on the agriculture-nutrition disconnect, in order to tackle the question of why high levels of malnutrition persist amid sustained economic and agricultural growth in the region. Research will identify strategies for accelerating agricultural production while ensuring that agricultural growth is pro-poor, pro-nutrition, and inclusive of women, youth, and other vulnerable groups. The triple burden of malnutrition will be assessed through nutrition-sensitive value chains and other systems-level analyses. Researchers will also look at how public expenditures, the dissemination and adoption of sustainable agricultural technologies, and other strategies affect the sustainable use of water and land, as well as adaptation to climate change. They will analyze the agricultural policy processes in the region, including the factors that contribute to status quo policies that are costly and against the spirit of reform, such as those geared toward national self-sufficiency in food staples. Research will explore how to use evidence to overcome political inertia and instead increase human capacity to execute reforms that are transparent and benefit vulnerable groups of people. IFPRI's work in the region will also weigh different finance and insurance interventions for the poorest to mitigate risk, especially from weather- and price-related shocks. In this regard, the effects of labor and rising wages on the prices of agricultural commodities will be of paramount importance.

POTENTIAL IMPACT: Research will help accelerate pro-poor and pro-nutrition growth through innovative, inclusive (especially of women), and transparent institutions and governance. It will also allow the poor in the region to take advantage of enormous opportunities related to high economic growth, increased demand for food commodities, and the opening of global trade.

EAST AND SOUTHEAST ASIA

RATIONALE: This region has enjoyed vibrant economic growth in the past few decades, partly because of its widespread adoption of Green Revolution techniques, which have increased food production, reduced hunger, and released labor from agriculture to more rapidly expanding sectors. Despite this growth, rural poverty remains a persistent challenge. Many East and Southeast Asian countries seek to accelerate their transformation from rural agriculture-based economies to more urbanized, industrial, and modern services-based economies.

RESEARCH PRIORITIES: Research will focus on rural aging, nonfarm employment, and improving governance and provision of public services at the village level. As countries in the region undergo a rapid economic transformation and shift from planned to market economies, the implications for agricultural and smallholder producers are significant. Research will assess the ways in which increased demand for food commodities and increased consumption of high-value and processed commodities are opening new income-augmenting avenues for

farmers and processors. The focus in this region will be to identify pro-poor policies and institutions that can help smallholders, especially women, benefit from global trade opportunities and have access to dynamic markets at the local, regional, and global levels. Toward this end, research will weigh how to improve trade policies and develop inclusive agrifood value chains.

As the population grows and becomes wealthier, it is demanding not only a greater quantity of food, but also a greater and more resource-intensive variety of foods. These foods require substantially more natural resources to produce than basic foods such as grains, vegetables, and fish, and demand resilience amid more extreme weather events. Research in the region will look at ways to achieve long-term environmental sustainability, in order to maintain natural resources that are essential for food production and human health. Related to this research is land policy, a reemerging issue that has serious implications for agriculture and livelihoods.

POTENTIAL IMPACT: Research focusing on agriculture-related policy issues will help foster policies, institutions, and infrastructure that allow agricultural and rural transformation to contribute to poverty reduction, food security, and economic development.

CENTRAL ASIA

RATIONALE: Central Asia has enjoyed vibrant economic growth in the past decade, owing to land reform and farm reorganization, liberalization of agricultural markets, and the development of market institutions in rural areas. This growth has allowed countries to mostly recover 1990s-era output losses in the economy and the agriculture sector. Nevertheless, poverty and malnutrition remain serious in select countries, and rural poverty, vulnerability to external shocks such as global commodity-price volatility and climate change, and increasing demand for food remain regionwide problems.

RESEARCH PRIORITIES: Agriculture in Central Asia is constrained by a lack of appropriate policies and institutions for raising agricultural productivity, effectively managing common water resources, and fostering regional cooperation and trade. IFPRI's strategy in the region will be to promote pro-poor inclusive growth and poverty reduction by conducting applied research and providing research-based policy options for agricultural growth and food security strategies. More specifically, research will focus on (1) assessing the welfare and growth effects of public investment and changes in systems of government support for agriculture; (2) advancing property rights and contractual arrangements that create proper incentives for farmers, especially women, and enable collective action in natural resource management and input and output markets; (3) encouraging the development of rural finance and insurance markets; (4) evaluating the impacts of external shocks such as climate change and global commodity-price volatility on agriculture and food security at the national, sectoral, and household levels; (5) analyzing institutional and infrastructure bottlenecks in developing integrated food markets and regional cooperation; and (6) identifying the opportunities for and limitations of risk mitigation through migration and expanded rural nonfarm

employment. Each of these areas of research will examine gender differences in participation and benefits.

POTENTIAL IMPACT: Research is expected to help improve agricultural efficiency and productivity and will help meet the growing domestic demand for food, smooth volatility, and increase the region's contribution to global food security.

LATIN AMERICA AND THE CARIBBEAN

RATIONALE: Since the late 1980s, increased economic openness in most Latin American countries has led to economic growth, a decline in inflation, and a large surge in foreign-capital inflows. Despite these positive results, virtually all Latin American countries continue to face similar economic problems: uneven economic growth, lagging agricultural growth, and high poverty and malnutrition rates. The recent food price crises have exacerbated these problems.

RESEARCH PRIORITIES: Research in the region will focus on four areas that can help it get back on track toward achieving the first Millennium Development Goal: more efficient input and output markets, agricultural technology, improved governance and institutions, and agricultural health and food safety. IFPRI research will help design policies for removing market failures in the rural sector and identify bottlenecks in the small-scale agricultural sector. This will put credit, insurance, land, and services markets to work in rural areas, leading to higher labor productivity and labor incomes. In order to close the productivity gap between the region and the rest of the world, research will also focus on productivity-specific interventions through agricultural technology and extension services that accommodate the diverse climate conditions and gender roles in the region and the trade agreements already in place.

During the past decade, the region has experienced a vast process of decentralization. Research in this area will identify (1) best practices in establishing required national fiscal frameworks for decentralization; (2) institutional designs needed to assure appropriate prioritization of public expenditures; and (3) mechanisms to improve the local provision of infrastructure and public services through public-private partnerships, with particular attention to the participation of men and women. Research will also examine compliance with international food-safety and agricultural-health standards, which can create opportunities for rural populations to engage in nonfarm employment and access high-end markets, increasing their income and labor diversification opportunities. Another research priority will be to draw lessons from specific country experiences with land reform, agroexport-oriented reform, and linking productive programs with safety-net programs. The evidence in Latin America and the Caribbean regarding the benefits of building resilience against shocks through different safety-net mechanisms is overwhelmingly positive, with clear links between strengthening resources under women's control and positive outcomes for households. Researchers will draw out South-South learning in this area and improve knowledge on the synergies among conditional cash transfers, agricultural policies, and food security.

POTENTIAL IMPACT: Research is expected to help the region make progress in meeting the first Millennium Development Goal by increasing agricultural productivity and rural incomes,

ensuring sustainable use of natural resources, improving local provision of public services and safety nets, and helping smallholders to access markets.

MIDDLE EAST AND NORTH AFRICA

RATIONALE: Food insecurity has been an important driver of the Arab Awakening, and improving food security will be essential for successful economic development and political change in many countries in the region. However, poverty and malnutrition levels have increased in several countries and the relative scarcity of development research and research-based policy advice complicates effective policymaking.

RESEARCH PRIORITIES: In order to support Arab countries and development partners in designing and implementing policies and programs, IFPRI and its partners have identified several key themes. Specifically, IFPRI will focus on measures to improve the resilience of countries, households, and individuals to food-price and natural shocks. It will address natural resource and food policies, such as water-basin agreements, to reduce the risk of and increase resilience to conflict. Economic transformation in the Middle East and North Africa has been slow: growth does not trickle down well to the poor and is not inclusive of women, and unemployment, especially among the youth, is growing. IFPRI research will focus on analyzing potential drivers of economic and agricultural transformation and sources of growth that improve food security; labor market policies and the potential new roles of agriculture; and rural development solutions, including improving women's status and rural links to urban areas. IFPRI research will also help find solutions to the triple burden of malnutrition, identifying strategies related to managing the nutrition transition, providing social protection and subsidies, and examining how nutrition links into other sectors. Research will address volatile global food prices by focusing on the role of public stocks (reserves), foreign direct investment in land, policies for improving the efficiency of food supply chains, and the role of regional and international trade and remittances. IFPRI researchers will help improve data in the fields of food security and public spending. They will also identify options on how to institutionalize cross-cutting issues such as food security and how to improve public services and the allocation and efficiency of public spending. The Middle East and North Africa is the most water-scarce region in the world and projected to be among the hardest hit by climate change. IFPRI research may help identify innovations that can boost sustainable food production, such as the adoption of promising technologies in the area of water use (for example, drip irrigation), assess trade-offs between domestic food production and food for export, and point to strategies and policies for climate-change adaptation.

POTENTIAL IMPACT: Region-specific policy research is expected to institutionalize food, nutrition, and environmental security within policymaking. This will improve resilience to shocks, ensure growth that is inclusive of the poor, and provide solutions for leveraging the links among food, nutrition, water, and energy for development.

CENTRAL EUROPE AND OECD COUNTRIES

IFPRI's research focuses on developing countries, but its work also analyzes how policies in Central Europe and OECD countries affect food and nutrition security and the well-being of the poor in developing countries. IFPRI will look at how, on the one hand, gains made by industrialized countries in agricultural and technological research and development can be exploited by developing countries in order to boost sustainable food production, and, on the other hand, how intellectual property policies hinder innovation. Research will also analyze how development policies can be oriented toward nutrition concerns and what lessons can be garnered from OECD countries' experiences with changing diets. On the market side, IFPRI will study the impact of global trade distorters such as agricultural subsidies and protectionist policies, as well as high food-safety standards, on developing countries' ability to access global markets. Researchers will also weigh the investments Central European and OECD countries need to make to build developing-country capacities in agricultural research and policy, as well as how to best reform food aid so that it sparks, instead of stifles, agricultural growth. IFPRI will include industrialized-country perspectives on how to best design effective social safety nets that shield poor populations from shocks, enabling them to build up long-term resilience. Finally, in the area of institutions and governance, IFPRI will look at how to ensure that global governance structures and arrangements are accountable to developing countries' needs, offering proper negotiation and dispute resolution mechanisms, and that industrialized countries provide coordinated and coherent leadership on ensuring food and nutrition security for poor populations around the world.

Links with CGIAR

The strategic research areas and regional priorities are consistent with the CGIAR Strategic Results Framework. A number of the six research areas will be pursued within PIM and A4NH, the IFPRI-led CGIAR Research Programs. The strategic areas on *Ensuring Sustainable Food Production*, *Strengthening Institutions and Governance*, and *Improving Markets and Trade*, for example, fit within PIM while *Promoting Healthy Food Systems* aligns with A4NH.

One of the great expected benefits for IFPRI's research from the CGIAR Research Programs is the opportunity to combine IFPRI's strengths in social science, economic, nutrition, and gender research with the agricultural and biological sciences capacity of other consortium centers and partners. The strategic areas on *Building Resilience* and *Transforming Agriculture* cut across many CGIAR Research Programs that IFPRI participates in. In this area, for example, IFPRI will combine its capacities in economic valuation, markets and institutions, and policy and decisionmaking with the skills of other centers in accelerating progress in sustainable agricultural development. There are synergies with other areas as well. At the same time, many research issues under *Building Resilience* and *Transforming Agriculture* go beyond CGIAR's Research Programs. For example, *Transforming Agriculture* research analyzes options for agriculture to achieve broader development outcomes, such as overall economic growth and employment, which indirectly contribute to food security and poverty reduction. Similarly, *Building Resilience* research analyzes options for poor households, com-

munities, and countries to reduce their vulnerability to shocks, so that they can remain stable as they grow. Another IFPRI research area that may go beyond the CGIAR Strategic Results Framework is IFPRI's work on a variety of poor and malnourished populations, including the urban poor, the elderly, and landless laborers, which is in contrast to CGIAR's sharp focus on smallholder productivity.

Just as IFPRI's strategy will help to pursue the CGIAR Research Programs, the CGIAR Research Programs will also help to pursue IFPRI's research areas and regional priorities. They will accomplish this by (1) commissioning research on questions posed in this strategy; (2) maximizing IFPRI's ability to maintain and expand its array of international public goods such as datasets; information systems; tools; models; and monitoring, evaluation, and impact assessment processes, all of which will contribute to continued innovation in applied research; and (3) working with IFPRI's regional and country offices to foster partnerships that can add to IFPRI's knowledge and skill base and extend the reach of IFPRI's research impact to development settings. IFPRI will strive to enhance its impact by linking its strategic vision to that of its partners, in order to capture the benefits of strategic integration of its capacities with those of others. This will increase the Institute's impact and help it make a valuable contribution to the larger CGIAR system.

From Strategy to Action

IFPRI's work is guided by four components or tools: research, partnerships (a new component identified by this strategy), communications, and capacity strengthening. The latter three components exist to put the first component—high-quality, relevant policy research—into practice and to help IFPRI reinforce its role as an evidence-based research organization that partners for impact.

IFPRI will prepare a strategy implementation plan for 2013–2018, which will establish research goals and priorities (in line with the six research areas and regional priorities), roles and responsibilities, and a system for monitoring and evaluating the Institute's level of success in implementing the strategy. IFPRI management will align its current and future human resources with the strategic research areas and the tools needed to pursue them, alongside the needs of the CGIAR Research Programs. This effort includes defining roles and responsibilities and creating the appropriate incentives, training, accountability mechanisms, partnership tools, and information-sharing platforms, so that the Institute can excel in these research areas. The research areas, regional priorities, and CGIAR Research Programs will be used to guide major resource mobilization and allocation decisions within IFPRI. IFPRI will review its organizational structure and appropriately refine it so that it can effectively implement its strategy.

PARTNERSHIPS

IFPRI's commitment to long-term, inclusive, and transformational partnerships is of paramount importance for producing more interdisciplinary research and public goods, widening the Institute's geographic scope, and transforming its overall impact. IFPRI's research relies

on partners all along the research life cycle. Optimizing partnerships with enablers, researchers, development implementers, the private sector and public-private partnerships, and farmers' and women's organizations, among others, is vital to the success of the two CGIAR Research Programs IFPRI leads as well as the Institute's other research lines. These research lines deal with increasingly complex topics and issues that cannot be solved by any one discipline, sector, or institution. In moving forward, IFPRI will strengthen existing partnerships and establish new ones with a wide range of stakeholders, ensuring that each partnership is optimal: that is, the partnership avoids duplication and is characterized by a shared vision, knowledge sharing, and mutual respect and accountability.

IFPRI's approach to the partnership process incorporates strategic thinking, innovative behaviors and resources, monitoring and evaluation, and implementation of best partnership performance practices. Additionally, at the core of IFPRI's partnership approach is the perception that partner relationships as well as partner roles change over time as different disciplines become more entwined, new research areas evolve, capacity needs are identified, and research programs move forward in their implementation.

The Institute will take five actions with respect to partnerships:

1. **Reach out to new players** such as the private sector, BRICS, Association of Southeast Asian Nations (ASEAN), and developing-country communities to help ensure they use their full potential to influence global efforts to reduce poverty and hunger through food policy research. In this regard, partnership selection and phasing-out criteria will be developed under the master partnership plan.
2. **Assess the state of its partnerships** to optimize the strategic planning of future partnerships in geographic regions and thematic areas, particularly where collaboration is currently limited. This action involves identifying potential opportunities for collaboration at the country, regional, and international levels with such organizations as the Food and Agriculture Organization of the United Nations.
3. **Monitor and evaluate** partnerships' activities, performance, costs and benefits, and impacts to inform alternative courses of action where and when needed.
4. **Create a master partnership plan** that will cover key issues, research activities, and anticipated outcomes and specify both current and future partners along the research cycle from inception to impact.
5. **Invest in food policy partnership research** to better understand what works and what does not as far as partnerships with various actors, institutes, and organizations are concerned.

COMMUNICATIONS

Innovative, rigorous, policy-relevant research forms the basis for evidence-based policy solutions. High-quality research will not have impact, however, if it is not communicated to those who can use it, share it, learn from it, build upon it, and adapt it.

IFPRI's communications activities add value by helping generate and maximize the uptake of a broad range of institutional research products (*outputs*), contributing to changes in policies, programs, and investments (*outcomes*) that can ultimately lead to improved food and nutrition security, poverty reduction, and sustainable natural-resource management (*impact*). Communications is the driving force behind the diffusion—and ultimate adoption—of any innovation.

TARGET AUDIENCES: IFPRI currently undertakes successful direct communication with the following audiences but will also forge partnerships to reach wider audiences:

1. **Research Community:** Those who are knowledgeable about international development and interested in the research approach, the scientific methodology, and the results.
2. **Policy and Development Community:** Those who create and influence policy and are interested in how research findings can be translated into solutions for specific problems.
3. **General Public:** Those who are interested in learning about issues related to international development but are not specialists.

COMMUNICATIONS FUNCTIONS: The target audiences are not only recipients of IFPRI's research, but also contributors to it. These essential functions guide the process of their contribution:

1. **Support the creation of knowledge at IFPRI** by collecting and connecting with the knowledge of others via open data and publications repositories, collaborative team spaces, and training opportunities for researchers in the tools and techniques relevant to the scholarly communication of their work.
2. **Promote continuous dialogue and interaction** with diverse groups of stakeholders and communities of practice to help generate knowledge that is relevant to those who can benefit from it. This interaction can take place through face-to-face and virtual policy seminars, conferences, and workshops, as well as local, regional, and international gatherings and meetings.
3. **Present IFPRI's research in various formats** so that it is meaningful and understandable to diverse audiences. These formats include technical books, papers, reports, briefs, brochures, flagship publications, a magazine, social media, and datasets for public use. All of these materials are generally available in print and electronic form.
4. **Make IFPRI's knowledge freely available** via multiple communications channels so that different audiences can access it, engage with it, and use it to create new knowledge. Channels include IFPRI's main website (www.ifpri.org) and its community platform (www.ifpri.info); institutional, program, and project blogs; social and academic networks; media activities; podcasts and videos; e-bookstores; libraries around the world; and translation into multiple languages.

CAPACITY STRENGTHENING

To fulfill its mission, IFPRI depends on its collaborators and partners and their capacity to design and lead development strategies, policies, and programs. With regard to strengthening collaborators and partners' capacity, the Institute's role has been shaped by two recent shifts. First, development partners, researchers, and democratizing governments are demanding greater access to tools and knowledge for policy and strategy formulation, implementation, monitoring and evaluation, and impact assessment. Second, the adaptive capacity of national agricultural and policy-research systems is increasing, in part because of the new CGIAR orientation toward ensuring results and cost-effectiveness from the CGIAR Research Programs. IFPRI's capacity-strengthening activities have two objectives:

1. **To develop the capacity of selected individuals and organizations**, relying on partners where needed, by generating evidence, best practices, and research and analysis from institutional transformation, organizational management, and policy dialogues and debates.
2. **To mainstream capacity-strengthening research** and activities within each of IFPRI's divisions, offices, and the IFPRI-led CGIAR Research Programs in order to generate international public goods that can also build IFPRI's own capacity.

IFPRI's work in this area has three major components, with a principal focus on individuals, organizations, and the processes involved in food system transformation:

1. **Undertaking capacity-strengthening research and innovation.** IFPRI will conduct (a) empirical and tool-building research, including the development of a cross-country database to assist countries in understanding their food security research-capacity strengths and weaknesses; and (b) action research, including capacity-needs assessment; strategy development; organizational studies of policy, research, educational, and extension systems; analyses of monitoring and evaluation systems; impact assessments of capacity-strengthening programs; and case studies of institutional and organizational reform efforts and policy process overhauls in support of the IFPRI research, country, and regional programs. IFPRI will partner with universities and other relevant partners to carry out theoretical and conceptual research to better understand what capacity is needed where and how to cost-effectively build and sustain such capacity in food systems.
2. **Strengthening policy research and advocacy capacity** through collaborative research and learning programs. IFPRI will partner to develop and deliver demand-driven, collaborator- and partner-focused programs. It will assist partners in developing course curricula; engage in student advising and graduate thesis supervision; undertake joint research projects, publications, survey instruments, and design and implementation of data collection; and organize workshops and targeted short courses. IFPRI will maintain a repository of training materials and share them with potential users to have multiplier effects on local capacity and to help low-capacity areas use IFPRI's research. The Institute will prioritize sharing materials that incorporate work conducted under the strategic research areas. Ensuring that the delivery of these materials will result in sustainable

improvements in developing-country capacity at the national level will require partnerships with other institutions.

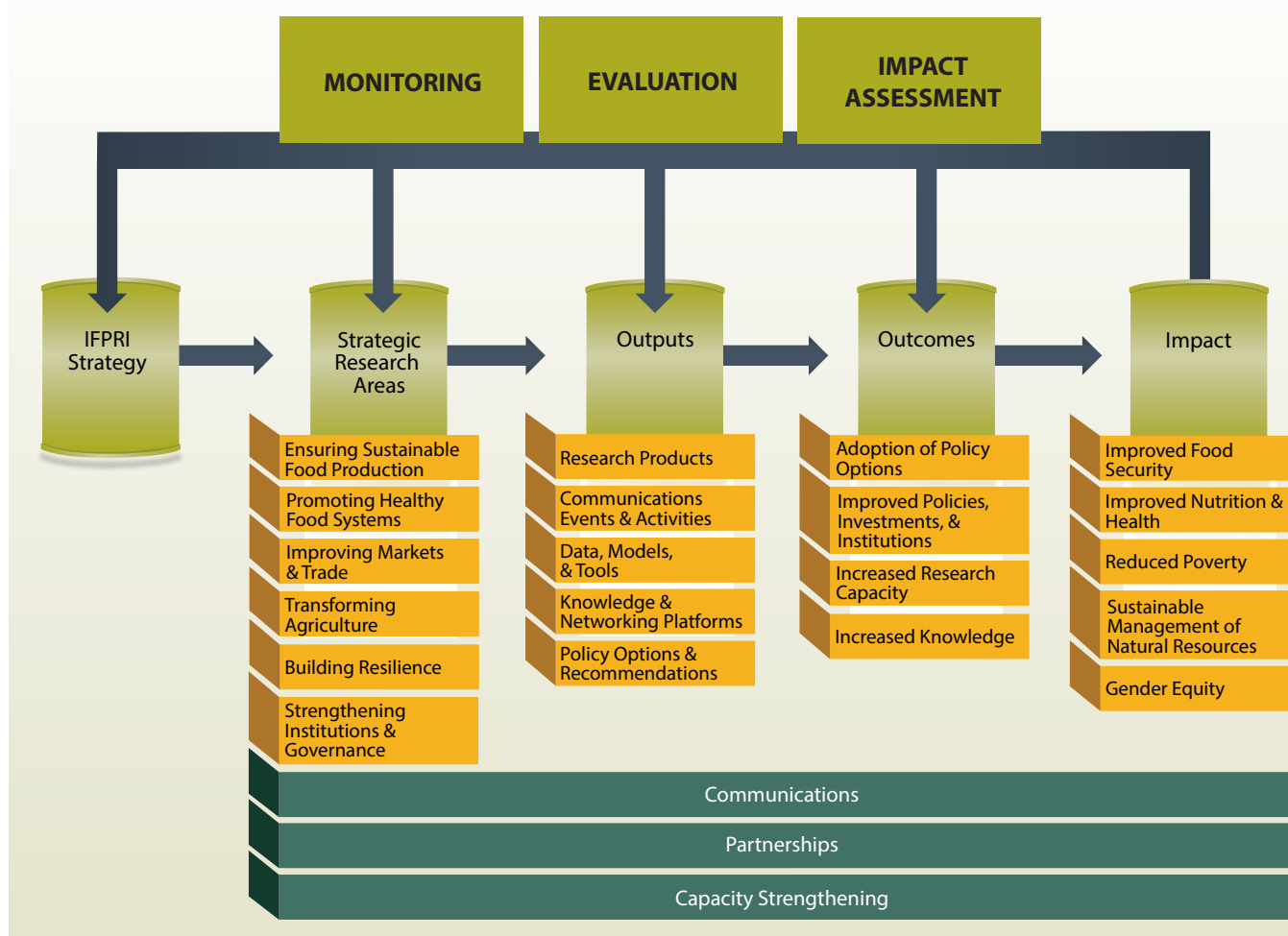
3. **Building a framework for capacity-strengthening within CGIAR.** For the CGIAR Research Programs it currently leads or participates in, IFPRI will collaborate with strategic partners to identify how to make current research results oriented. Making research results oriented involves building a framework for effective priority setting, organization, monitoring, evaluating, and impact assessment of capacity-strengthening activities within CGIAR. This will be accomplished through strategic partnerships with regional and sub-regional organizations that help national agricultural research centers and other collaborators develop long-term research and capacity-strengthening programs on their own.

From Action to Impact

The ultimate goal of IFPRI's research is to have an impact on people's lives. IFPRI strives to ensure that its research outputs are communicated and translated into knowledge and capacity in the short term and into development impacts in the long term. IFPRI's commitment to monitoring and evaluation helps strengthen internal processes for converting strategy into impact, a process shown in Figure 2.

To ensure that its work stays high-quality and relevant, IFPRI engages in annual planning, periodically updates its strategy, and sharpens its strategic research areas. The Institute then communicates the findings from the priority research areas via critical outputs such as publications, datasets, information systems, models, and events, all of which build research capacity in individuals and organizations. These outputs are international public goods. They add to the research base on and knowledge of agriculture and rural development; offer research-based policy options to local, national, and global decisionmakers and research-based program evaluations to the international development community; and help improve the capacity of individuals, organizations, and institutions to produce high-level research themselves. The resulting outcomes are improved knowledge and awareness of effective policies, tools, programs, and investments in agriculture and rural development, leading to impact: improved food security, improved nutrition and health, reduced poverty, gender equity, and sustainable management of natural resources. These desired impacts are designed to directly contribute to the system-level outcomes of the CGIAR Strategic Results Framework.

Donors, stakeholders, and clients are supporting IFPRI in its drive for impact. This collective undertaking is being formalized within the new CGIAR, with IFPRI input, through the formation of an Independent Evaluation Arrangement and a new Performance Management System, both of which will track CGIAR's Strategic Results Framework and CGIAR's research program portfolio as well as the 15 individual CGIAR research programs. To better measure its desired outcomes and track whether its social science research has influenced decisions and had impact, IFPRI will develop indicators in coordination with the CGIAR Research Programs and will also continue to monitor its performance in terms of research deliverables and financial health. IFPRI's monitoring and evaluation activities and impact indicators will be routinely reviewed by senior management and by IFPRI's Board of Trustees.

FIGURE 2 Process to transform strategy into impact

Because monitoring and evaluating policy research are more complex than, for example, monitoring and evaluating technology adoption research, IFPRI will ensure that its staff uses the best available approaches, methods, and tools. This effort includes applying IFPRI's strengths in program impact assessment to its own research and to measurements of poverty reduction and livelihood improvement. In addition, IFPRI will conduct research on new methods and tools for formally monitoring policy processes and pathways and testing policy options.

A Food-Secure Future

IFPRI's six strategic research areas and cross-cutting gender research represent the latest thinking on what kind of research can deliver the most impact for as many people as possible. They respond to critical drivers of change in today's world—financial and natural shocks, resource scarcity, and climate change—and build upon IFPRI's comparative advantage as an

interdisciplinary institute with cutting-edge methods and models, as well as expert, motivated staff all over the world.

By applying the research areas to regional contexts and aligning them to the realities of a changing food and agricultural policy arena, IFPRI will be able to maintain its excellence in research and communications and effectively translate its research findings into real and measurable impacts on food security, nutrition and health, poverty, and the environment. In addition, IFPRI's cross-cutting theme on gender highlights the continued importance of integrating gender concerns into all research and the emphasis that IFPRI will continue to place on gender equality as an objective in itself as well as a key contributor to other goals. The CGIAR Research Programs will operate in tandem with these innovative strategic research areas, which will benefit from the programs' progress on monitoring and evaluation, impact assessment, and coordination of data. A renewed focus on transformational partnerships will also enable IFPRI to communicate its key messages to and interact with larger audiences, including global policy forums, and also to increase capacity in national agricultural research centers, government ministries, and other key developing-country institutions, creating sustainable arrangements for effective food policy research in the future. With all of these components in place, it is IFPRI's hope that this strategy will reinforce its position as an evidence-based research organization that partners for impact and will help achieve its vision of a world free of hunger and malnutrition.

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