

# IFPRI STRATEGY

## REFRESH 2018–2020

### INTRODUCTION

In 2012, IFPRI developed its 2013–2018 strategy to address unprecedented challenges in the food policy landscape. Five years later, many of those challenges persist while new threats and opportunities have arisen that will have fundamental impacts on future food security and nutrition. The Institute is refreshing its strategy to respond to these ongoing and emerging issues while continuing to deliver on its mission to provide research-based policy solutions that sustainably reduce poverty and end hunger and malnutrition. IFPRI's vision remains that of a world free of hunger and malnutrition.

The IFPRI Strategy Refresh: 2018–2020 outlines the strategic direction of the Institute for the next three years. It reviews the changing landscape of global developments as well as persistent issues that influence food policy. It also presents updates to IFPRI's research areas that will drive the Institute's efforts to reshape food systems and contribute to the achievement of the Sustainable Development Goals (SDGs). Partnerships, communications, capacity strengthening, and data and knowledge management will continue to be essential components for taking IFPRI's research from action to impact.

The strategy refresh was informed by consultations with IFPRI staff and trustees as well as by feedback from IFPRI's partners and collaborators.

### STRATEGIC RESEARCH AREAS

Global, regional, and national food systems face major challenges and require fundamental transformations (Figure 1). More than ever, responding to these challenges will require a systems-oriented, multidisciplinary approach to reshape food systems so they work for all people sustainably. These food systems should be nutrition- and health-driven; productive and efficient; environmentally sustainable and climate-resilient; inclusive; and business friendly. Food policy research will play a critical role in contributing to these food system transformations.

#### BOX 1 IFPRI'S COMPARATIVE ADVANTAGE

- › Independent and trusted authority in food and nutrition policy research and member of CGIAR
- › Leadership in evidence-based communications and capacity strengthening
- › Close proximity to and deep partnerships with regional and country stakeholders through field offices and extensive policy networks
- › Strong social science, modeling, and impact evaluation capacity with a focus on food policy
- › Expert staff from multiple disciplines with a wide range of technical skills
- › Development and management of critical data platforms and tools, datasets for public use, and information systems

This refreshed strategy builds on the strong base of work developed under IFPRI's 2013–2018 strategy. Key changes include:

- › Restructuring the six strategic research areas in the 2013–2018 strategy into five strategic research areas;
- › Scaling up investments in climate resilience and agri-food systems approaches to deliver improved health and nutrition outcomes;
- › Strengthening work on the food industry and on value chains between production and consumption, including issues such as processing, storage, and distribution;
- › Emphasizing data and knowledge management; and
- › Highlighting IFPRI's ongoing regional and country engagement.

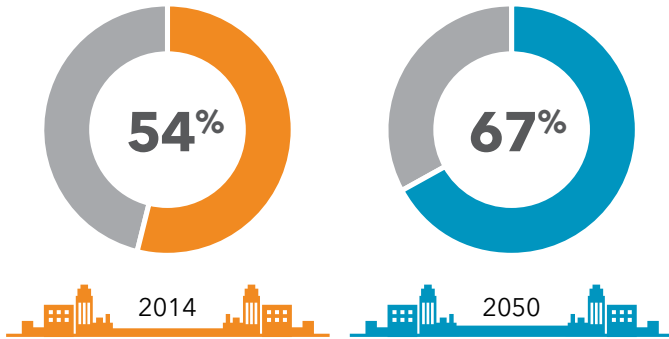
IFPRI expects to keep its current budget size around US\$150 million after rapid growth during the 2013–2018 period. The Institute will continue to invest in attracting and retaining the best talent to undertake work in its priority areas, keeping the total number of staff and researchers stable after 10 years of significant growth. IFPRI's strategic research areas and cross-cutting theme on

FIGURE 1 CHANGING LANDSCAPES

### ■ RAPID URBANIZATION

Rapid urbanization and a growing global population present threats and opportunities for global and national food systems.

Projected urban share of global population

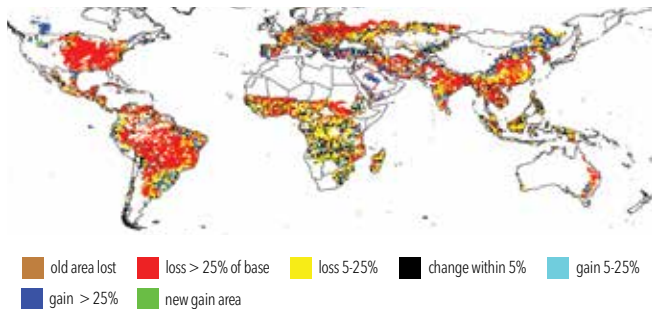


Source: UN 2014

### ■ CLIMATE CHANGE

Climate change is a significant and growing threat to food security. Agrifood systems will need to change to adapt to and mitigate the impacts of climate change.

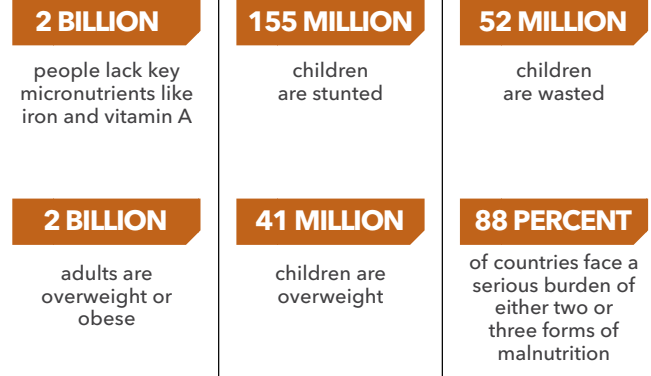
Without adaptation global maize yields projected **30% lower** in 2050 compared to no climate change



Source IFPRI DSSAT simulations

### ■ MALNUTRITION

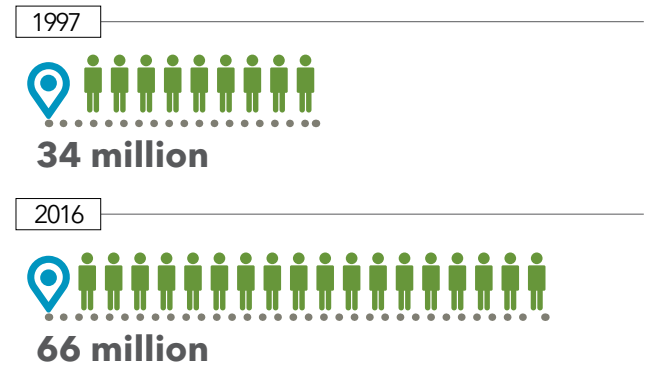
Persistent calorie and nutritional deficiencies alongside rising rates of overweight and obesity are creating a triple burden of malnutrition.



Sources: Global Nutrition Report, 2017

### ■ MIGRATION

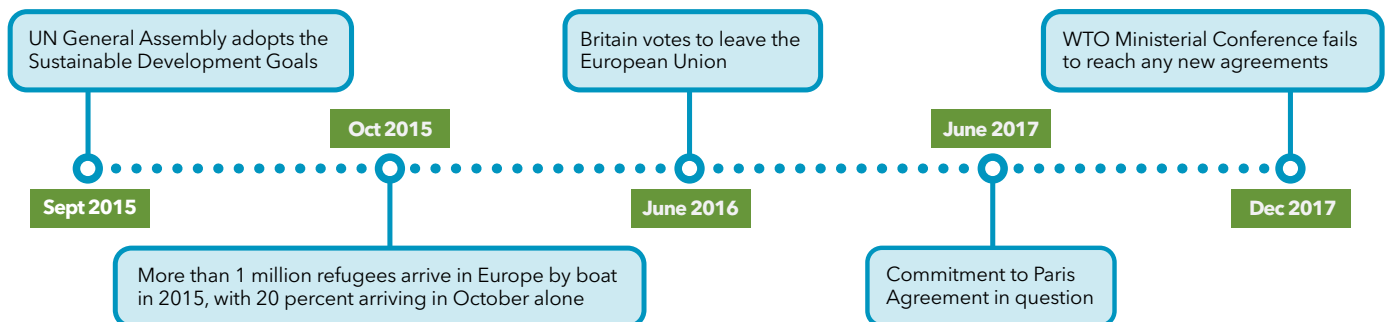
Persistent conflicts, food crises, and climate shocks are forcing people to migrate away from their communities at an unprecedented rate.



Source: UNHCR 2016

### ■ GLOBAL UNCERTAINTY

Growing uncertainty for trade and foreign direct investment have been heightened by recent political developments.



gender will contribute to multiple SDGs, including SDG 2: Zero Hunger; SDG 3: Good Health and Well-Being; SDG 5: Gender Equality; SDG 10: Reduced Inequalities; and SDG 13: Climate Action. The Institute will redouble its efforts to translate its research into policy implementation and impact. It will operationalize this strategy through its 4 research divisions, 3 regional programs, 10 country programs, and 2 IFPRI-led CGIAR Research Programs. IFPRI's strategic framework (Figure 2) presents the key elements of the strategy refresh.



## 1 FOSTERING CLIMATE-RESILIENT AND SUSTAINABLE FOOD SUPPLY

Increased production of healthy food will be critical for feeding the world's growing population; this must be based on the sustainable use of increasingly scarce and degraded resources and on the protection of biodiversity and ecosystem functions, while supporting the livelihoods of the poor. Equally important is reducing greenhouse gas emissions from agriculture and food production.

IFPRI will continue to assess policies, institutions, and emerging technologies that advance the production of healthy food in ways that are environmentally sustainable and resource-efficient, minimize postharvest loss, protect biodiversity and ecosystem health, and support poorer producers and consumers. Ongoing work will strengthen connections between agricultural risk management and resilience for smallholder farmers, evaluating systems approaches that promote risk diversification, identifying adaptive strategies, and paying particular attention to issues related to gender, youth, and nutrition. IFPRI will work to promote productivity gains through new technology and other innovations, as well as identifying policies to overcome barriers to their adoption. Strategic foresight analysis will evaluate the range of potential outcomes of policy changes and events to help discern and preempt future threats to food security and nutrition and ensure that scarce budgetary resources are directed toward high-impact priorities. The Institute will also continue to pursue biosafety capacity development, assess the impact of policies on the international exchange of genetic resources for food and agriculture, and contribute to larger investments in and better policies on agricultural research for development.

IFPRI will increase its investments to examine the impact of climate change and disrupted weather systems on food-system resilience and to identify technological, policy, and institutional innovations for transforming

agrifood systems to reduce greenhouse gas emissions and mitigate climate change. New work to harness the power of big data and digitization will build on decades of agricultural data to develop rapid, accurate, and compelling recommendations for farmers, researchers, and policy makers. This research area will also assess how much agricultural production in urban and peri-urban areas will contribute to meeting future food demand.

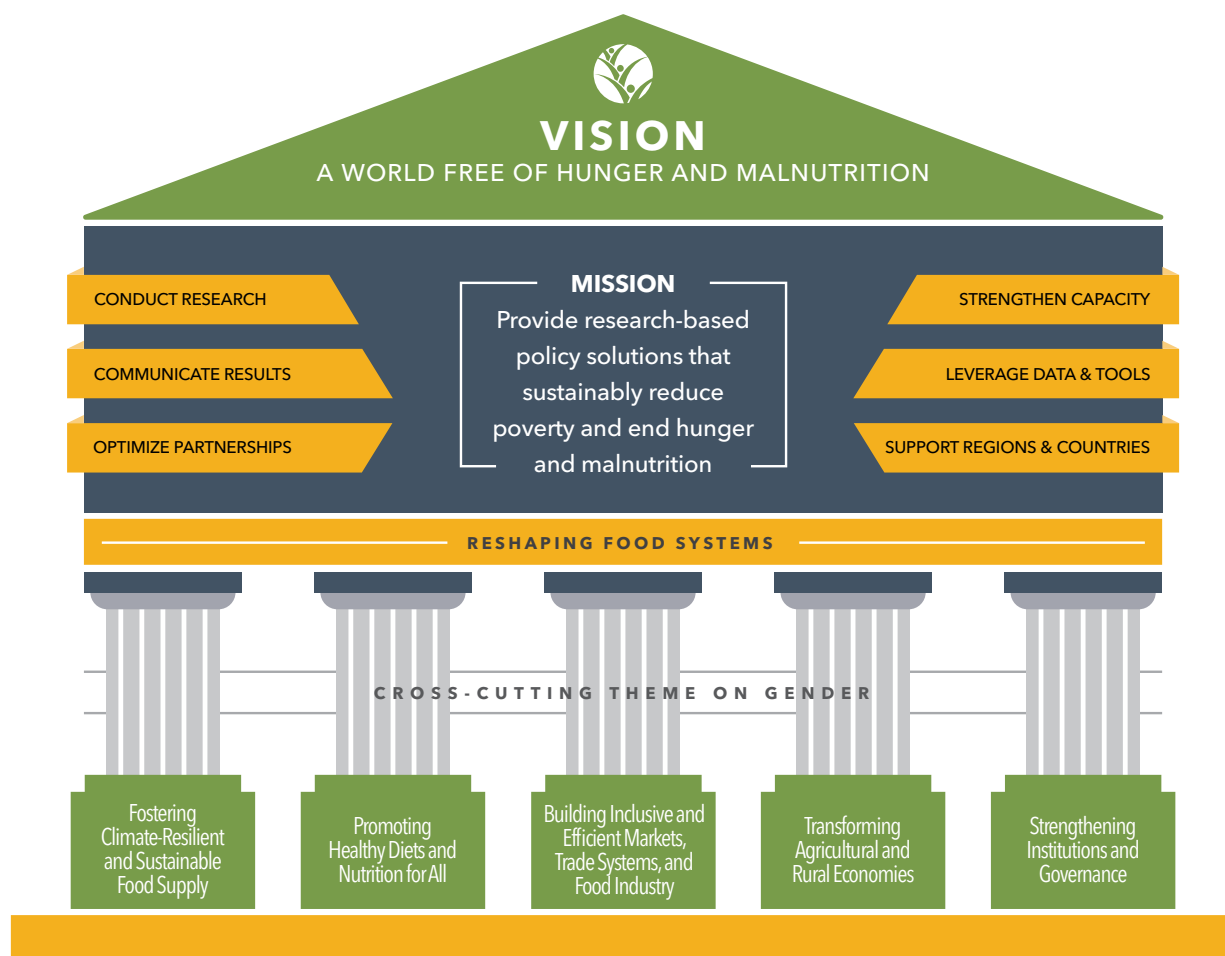


## 2 PROMOTING HEALTHY DIETS AND NUTRITION FOR ALL

Food systems must be reshaped to provide access to nutritious, affordable, and safe foods to enable all individuals to achieve their full potential as healthy, productive members of society and to ensure the health and nutrition of future generations.

IFPRI will continue its work on improving the diet quality of the poor—particularly women, adolescent girls, and children, who require high levels of essential nutrients. Ongoing work to protect and enhance the nutrient content of foods throughout the value chain will also include tackling food safety challenges. IFPRI will continue to investigate the role that behavioral change can play in achieving nutrition and health outcomes. The Institute will also continue to work on multisectoral programming and policy making. Doing so, it will engage with several sectors beyond agriculture, including health, water, sanitation and hygiene, education, and social protection, that are essential to tackling nutrition in a holistic way and improving nutrition and health outcomes at scale. Support for biofortification research and scaling up dissemination of biofortified staple foods will be strengthened.

In the refreshed strategy, IFPRI's work on food systems will put greater emphasis on the implications of rapid urbanization, such as the challenges and opportunities that urbanization creates for both rural and urban food security, health, and nutrition; how programs and policies can be better tailored to address the unique constraints and challenges faced by urban dwellers, including ensuring stable livelihoods, adequate food security, and access to safe and nutritious diets, empowering women, and achieving optimal health and nutrition; and how rural-urban linkages can be strengthened to prevent hunger and malnutrition and address inequality. This research area will add a focus on key issues related to changing diets, including factors driving diet and nutrition transitions, the size and implications of the health burden of

**FIGURE 2 IFPRI STRATEGIC FRAMEWORK: 2018-2020**

noncommunicable diseases, and actions needed to prevent the negative impacts of diet transitions.

### **RESEARCH AREA 3 BUILDING INCLUSIVE AND EFFICIENT MARKETS, TRADE SYSTEMS, AND FOOD INDUSTRY**

Ending hunger and malnutrition requires efficient and equitable markets that are accessible to smallholders, meet consumer demand, and are consistent with environmental sustainability objectives.

IFPRI will continue building the evidence base on how to correct market failures and remove barriers to market access while making market participation and macroeconomic policies more beneficial for smallholders and consumers and aligning these with incentives for the adoption of sustainable farming and food production, processing, and distribution practices. Work in this research area will also examine how to overcome gender-related and social barriers to participation in trade and value chains. The Institute will continue investigating the factors that

contribute to volatile food prices, financial crises, and shocks and provide evidence-based policy options that minimize negative impacts. Work on how agricultural subsidies in developed and developing countries impact international trade will continue. This research area also includes work on rural labor and financial markets as well as land, water, input, and agricultural insurance markets. IFPRI will continue to identify strategies and innovations to prevent and reduce food loss and waste.

New research in this area will address the changing landscape of international trade, including winners and losers in trade and antiglobalization trends, the value of trade for food security and nutrition, and the links between competition, environmental protection, and trade policies. IFPRI will scale up work on the food industry and on improving the operation of value chains between production and final consumption, such as issues related to processing, transportation, storage, distribution, risk management, pricing, and private-sector engagement. This research area will examine the outlook

of the food industry in different countries including competition and performance of global, regional, and local players; quality assurance and food safety risks including antimicrobial resistance; contracts and value chain coordination; marketing and labeling; and the impacts of refrigeration and electricity in the food chain for perishable products. IFPRI will provide leadership in international efforts to monitor agricultural incentives and the policy environment for agriculture. Work will explore how to develop technologies to enable developing country farm and food industry sectors to compete in global markets and how to develop inclusive market reforms so that smallholders can effectively participate. This research will also focus on how international trade and concentrated life science and food processing firms are shaping diets—positively and negatively—and how policy makers’ capacity to assess and implement international trade and market regulation can be enhanced.

## RESEARCH AREA 4 TRANSFORMING AGRICULTURAL AND RURAL ECONOMIES

Inclusive economic growth requires a better understanding of the drivers of agricultural change and strategies for rural transformation that can contribute to poverty reduction, food security, and nutrition.

IFPRI will continue to focus on development strategies and agricultural policies that encourage inclusive rural growth, using “on-the-ground” research and engagement with policy makers in developing countries. Research in this area will analyze the demographic and economic forces driving changing farm sizes and labor costs, including gender issues, and consider impacts on land access and farmers’ decisions to adopt technologies, including mechanization and information and communication technologies. IFPRI will continue to assess rural transformation, focusing on the role of rural towns and “growth corridors” in creating more jobs within and beyond agriculture, as well as policy options to enable private investment in these areas. Assessments of the returns to public investments in agriculture and rural areas will continue to help governments and international organizations decide where and how scarce resources should be invested and distributed.

New research will address knowledge gaps regarding the factors driving migration (such as conflicts and climate change) within and between countries, the effects of migration in both origin and destination communities and on migrants themselves, and how remittances impact agricultural and rural development. This work will

also investigate the potential for win-win solutions for refugees and their hosting communities. Research will identify strategies to involve youth in agriculture, raise labor productivity, and create rural nonfarm job opportunities. Attention will be paid to urban economic growth, persistent inequality, and industrialization and automation of agrifood systems, as well as the role of smallholders—particularly women farmers—and public-private partnerships in these processes. Work on public investment will include the energy and other infrastructure needed for rural transformation, and will reflect the opportunities created by recent technological advances. Innovative institutional arrangements within the public sector will also be analyzed to enhance rural service delivery and ensure efficient use of limited resources. These new research topics will further IFPRI’s goal of identifying policies to accelerate rural transformation and make it more inclusive and economically sustainable.

## RESEARCH AREA 5 STRENGTHENING INSTITUTIONS AND GOVERNANCE

Stable and legitimate governance structures are a fundamental prerequisite for achieving growth, food security, and equality.

IFPRI will continue to build on its traditional research strengths by examining how institutional settings, including fragile contexts, affect the decisions of citizens and policy makers. This includes how the state, private sector, organizations such as farmer cooperatives, and local citizens can effectively manage natural resources through collective action and coordination across agencies. Ongoing work on property rights and access to credit—including their gendered dimensions—will address formal land governance systems as well as customary rights to land, water, and other natural resources. Similarly, work will continue analyzing the impacts of devolution on service delivery—including extension—and how public-sector reforms could incentivize civil servants to better design and implement agricultural, food, and nutrition policies. Research and tools examining the political economy of agricultural and food policy making will identify entry points for informing policy options that have broad benefits for smallholders, women, youth, and the poor.

IFPRI will increase its focus on identifying governance challenges to improving urban food security and facilitating agrifood system transformation. Additional work will integrate political-risk tools to help stakeholders better anticipate how political developments and system shocks,

including conflict, may affect policy volatility and undermine food security goals, especially for the most vulnerable groups. This research area will also explore issues related to rising inequality, including the causes and sources as well as the consequences of different types of inequality, and how inequality within countries and across countries can be addressed. Work on resilience will include assessing what types of public and private programs best help households respond to shocks; investigating potential mechanisms for safety-net programs, including food assistance to support sustained improvements in food security and graduation from humanitarian assistance; and evaluating potential ways to improve the quality and impact of current responses to famine and conflicts. New research will also include more in-depth analyses of the sources of government finance, including domestic revenue mobilization and foreign borrowing, and their implications for policy sustainability. IFPRI will seek to respond to growing demand for guidance on how to translate research into policy and how to speed up, scale up, and improve implementation of policies. Analysis will aim to better understand why good policies are not being implemented or not having their intended impact, and how to avoid reverting to unsound policies rather than supporting counterproductive ones. Finally, more consideration will be given to how regional and global institutions may promote greater transnational cooperation to implement efficient and equitable agricultural and nutrition policies.

## CROSS-CUTTING THEME: GENDER

Each of the five strategic research areas will consider gender within all research questions and throughout the research process. Across its research, IFPRI examines the gendered impacts of institutions, policies, programs, and projects as well as the influence of gender on a range of development outcomes, including nutrition, health, agricultural productivity, natural resource management, market development, land and resource governance, and economic development and poverty reduction more broadly. In addition, IFPRI focuses particularly on the drivers and implications of women's empowerment in agriculture. Factors such as women's access to and control over assets and other means of production, their inclusion in market development and trade processes, their roles in building institutions and making decisions, and their ability to effectively improve health and nutrition will be examined across the Institute. Linkages between gender, climate change, and nutrition will be examined to improve

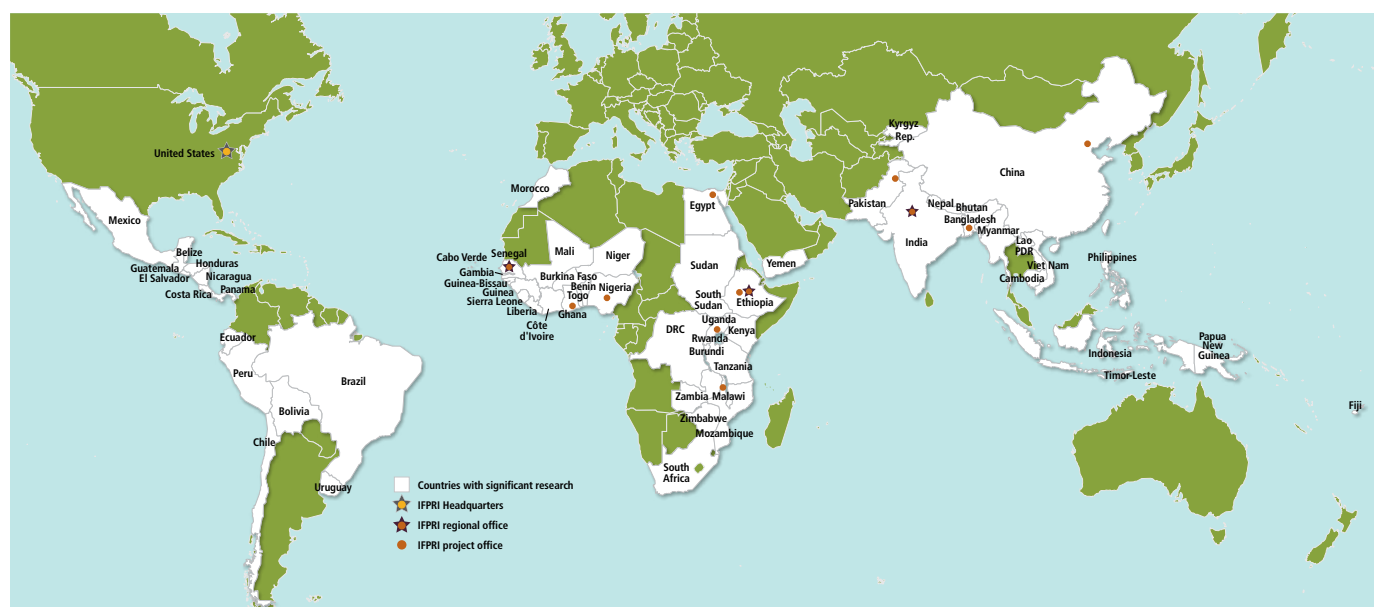
programming. IFPRI will continue to support the use of the Women's Empowerment in Agriculture Index and the development of variations of the Index as a mechanism for tracking gender-related changes that result from interventions or policies. Ongoing work will examine women's participation in the governance of rural services and legal institutions, and will continue to investigate the interaction between social protection and violence against women.

New research in this area will build evidence on ways to reduce the gender gap in agricultural productivity and assets that enable livelihood opportunities and resilience. Women's roles in institution-building and technological preferences will also be further emphasized. Additional research on adolescents will be included in the gender research portfolio and linked with nutrition research.

## REGIONAL AND COUNTRY PROGRAMS

IFPRI's regional and country programs (Figure 3) play a critical role in responding to demand for food policy research and in delivering holistic support for country-led development. IFPRI's on-the-ground presence facilitates close partnership with agricultural and other key ministries, national policy research institutes, and other stakeholders, enabling the Institute to respond to regional and country priorities and to help strengthen in-country technical and institutional capacity to take on development challenges. Regional programs in Africa, Latin America and the Caribbean, and South Asia engage with regional bodies, policy makers, and key country stakeholders to contribute to food policy research, capacity strengthening, and policy dialogue. Country Strategy Support Programs currently spanning 10 countries build evidence and capacity for agricultural transformation at the country level that help improve the design and implementation of development strategies. Different challenges and opportunities exist in different regions and countries, and IFPRI adapts its research approaches by context accordingly. Sustained engagement with policy makers, backed by empirical, evidence-based research and analysis, has proven to be effective in contributing to major policy changes and successful agricultural investments. IFPRI will continue to engage in these areas and will strengthen its regional presence with several new regional programs being established. IFPRI's five strategic research areas and cross-cutting theme on gender are informed by and will continue to respond



**FIGURE 3 WHERE IFPRI WORKS**

to regional and country priorities as the Institute works toward more healthy and sustainable food systems.

## LINKING TO CGIAR/CRPS

This strategy refresh continues to align with the CGIAR Strategic Results Framework (SRF) and with the SRF's goals or system-level outcomes to reduce poverty, improve food and nutrition security, and improve natural resources and ecosystem services. Many of the Institute's five strategic research areas, cross-cutting theme on gender, and regional priorities are delivered as part of the flagships of the IFPRI-led CGIAR Research Programs—Policies, Institutions, and Markets (PIM) and Agriculture for Nutrition and Health (A4NH)—which began their second phase in January 2017. IFPRI also plays a key role in providing expertise on policy and nutrition to the CGIAR system through its leadership of these programs. IFPRI's strategy refresh contributes to several other CGIAR Research Programs, particularly Climate Change, Agriculture and Food Security (CCAFS), and Water, Land and Ecosystems (WLE). IFPRI co-leads the CGIAR Platform for Big Data in Agriculture, designed to collect, share, and analyze enormous amounts of data to inform recommendations for farmers and policy makers. IFPRI is also engaged in the CGIAR Genebank Platform, which enables the CGIAR Research Centers to fulfill their legal obligation to conserve and make available 750,000 accessions of crops and trees on behalf of the global community under the International Plant Treaty. IFPRI plays a key

role in supporting the integration of gender and equity issues throughout A4NH and PIM research and activities, and PIM hosts the CGIAR Collaborative Platform for Gender Research. This strategy refresh will guide IFPRI's work in contributing to the vision that it shares with the CGIAR of a world free of hunger.

## ENGAGING TO ACHIEVE IMPACT

Enhancing partnerships, communicating research, strengthening partners' capacity, and leveraging data and analytical tools are critical to implementing and achieving impact through IFPRI's strategic research areas.

### PARTNERSHIPS

Strategic partnership cultivation and engagement remain a focus of IFPRI, as does the development and pursuit of innovative and sustainable business development opportunities. IFPRI works with partners to inform and enhance the impact of its research—for example, designing impact evaluations to assess the impact and cost-effectiveness of specific interventions and providing policy analysis tools and resources. The Institute will continue to work with key partners, including governments, multilateral organizations, civil society, the private sector, and universities and research institutions, and will seek new partners to expand its efforts to reduce hunger, malnutrition, and poverty. IFPRI pursues partnerships to cover relevant research areas, regions, and phases along the research and policy cycle.

## COMMUNICATIONS AND PUBLIC AFFAIRS

Communications at global, regional, country, and local levels are essential for the Institute to ensure that research results reach the decision makers whose policy choices affect the daily lives of the poor and malnourished. As understanding and appreciation of evidence-based science and analysis declines, these communications and public affairs activities are increasingly important. At the global level, IFPRI's communications work translates complex concepts into accessible language, conveys IFPRI's research findings, and engages the media. In-country, IFPRI provides support to strengthen policy communications, engage journalists and beneficiaries, and communicate cross-country lessons. The Institute will look to scale up engagement with policy makers and influential decision makers in key policy-making settings to support efforts to translate IFPRI's research into policy design, implementation, and impact.

## CAPACITY STRENGTHENING

Strengthening the capacity of individuals and institutions for policy research, analysis, design, and implementation is a critical component of IFPRI's effort to make a measurable and sustainable impact on food policy. The Institute's capacity-strengthening activities include long-term efforts to strengthen institutional capacity and country-led development processes; collaborative research with partner institutions such as universities and national agricultural research systems; and individual and group training activities.

## DATA AND KNOWLEDGE MANAGEMENT

IFPRI manages several data platforms and analytical tools as well as its knowledge repository. It is committed to making this knowledge openly available and accessible as international public goods. The Institute will continue to pursue best practices for data management, compliance with the CGIAR open access and open data policies, and FAIR principles (Findable, Accessible, Interoperable, and Re-usable). IFPRI will also work to expand the coherence and interoperability of its datasets and tools for increased use and impact (Box 2).

### BOX 2 IFPRI ANALYTICAL MODELS

No single model does everything, so IFPRI maintains a suite of models that examine a range of economic and policy issues. The five main models are:

- › International Model for Policy Analysis of Agricultural Commodities and Trade (IMPACT)
- › Modeling International Relationships in Applied General Equilibrium (MIRAGRODEP)
- › Rural Investment and Policy Analysis (RIAPA)
- › Economywide Multi-Market (EMM)
- › Local Economywide Impact Evaluation (LEWIE)

## IMPACT ASSESSMENT

The Institute continues to monitor its research performance and impact and works to develop better tools to measure the pay-offs of policy-oriented social science research. Overseen by an external impact assessment coordinator, IFPRI conducts integrated assessments of past research and works with projects from the initiation stage to develop an evidence base to determine how the Institute's work influences country-level and international policy-making processes.

## RESHAPING FOOD SYSTEMS TO WORK FOR ALL PEOPLE SUSTAINABLY

New developments in the food policy landscape have increased the demands on food systems while a number of entrenched issues persist. IFPRI will remain responsive to emerging issues while addressing the core challenges of food security and nutrition by drawing on its multidisciplinary staff, established relationships with regional and country stakeholders, and quality research, communications, and capacity strengthening initiatives. The Institute will contribute to multiple SDGs through its strategic research areas and Compact2025 initiative to end hunger and undernutrition by 2025. Guided by this strategy refresh, IFPRI will continue its work of providing research-based policy solutions to reshape food systems to sustainably reduce poverty and end hunger and malnutrition.

INTERNATIONAL FOOD POLICY RESEARCH INSTITUTE

*A world free of hunger and malnutrition*

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