Agricultural Research Management
New challenges, new strategies
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Unprecedented challenges

• Agriculture faces unprecedented challenges:
  – Population increase, urbanisation, migrations
  – Diet change
  – Climate change
  – Land degradation
  – Water scarcity
  – Emerging and disseminating diseases
  – Energy and natural resources management
  – etc
Unprecedented challenges

• Demographic growth as well as development of non food production imply a development of agricultural production
• Lessons drawn from the past
• The imperative and expectations of sustainable development
Unprecedented challenges

- Agricultural research is the basis on which responses can be provided through
  - Generation of new knowledge (development of new concepts and methods) and innovations
  - An improved access to and dissemination of knowledge and innovations
  - The support to adapted public and private policies
Research Management Strategies

• The question of “Quality” of research
  – The case of Agricultural Research

• Excellence and relevance
  – Research which issues come into being outside the laboratories in a societal context
  – The “Knowledge Society”
  – The “Global sustainability” and the MDG
Research Management Strategies

• The main drivers in thinking about research management strategy are
  – The role that research plays in society (What is expected from it? How is it expected?)
  – The evolution of research itself (scale and scope, tools and methods)
  – The new actors (in research and outside)
  – The evaluation
The new role of Agricultural Research

• Agricultural research is mission oriented research that requires both excellence and relevance
• Agricultural research has changed in scale (including globalisation of science) and scope (more integrative, more systemic, more multi/interdisciplinary)
• As such, agricultural research has a key role to play to respond to new challenges and has to adapt its governance
The conditions for relevance

• New challenges imply new research areas (environment, nutrition, food safety, social sciences)
• New research areas imply new partners and new stakeholders, e.g.:
  – Consumers, environmentalists, NGOs
  – Regulatory agencies
  – Health system
The conditions for relevance

• To be relevant agricultural research has to set up procedures to involve the stakeholders
  – in the designing of the programmes
  – in the setting of priorities
  – in the evaluation of research

• realisations in Denmark, the Netherlands, UK, CSO for the CGIAR, GFAR and INRA in France
Excellence and relevance

- Excellence and relevance together imply a change in scale and scope of agricultural research, i.e.:
  - the building of more integrative and more systemic research programmes
  - more multi/inter/transdisciplinary programmes
  - a larger geographic scale with many partners

- In that sense research institutions in that field are becoming more and more “brokers” and less in-house performers
Research Management Strategies (bis)

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The role of CGIAR Centres

- CGIAR Centres are fully a part of the global Agricultural Science and Technology System
- CGIAR Centres are at the interface of development needs and research promises
- In that position, CGIAR has to address the issue of mobilising (inside and outside) the best science available to respond the challenges its Centres have contributed to identify
Research Management Strategies

• As a part of the global system, CGIAR Centres have to face and to cope with the same issues as other Agricultural Research Organisations concerning
  – The globalisation of science
  – The broadening of scope
  – The involvement of stakeholders
Research Management Strategies

• Globalisation means that relevant science regarding the main focus of CGIAR Centres is more widely distributed than before
• All the scientific resources needed to address the broadening of the scope of Agricultural Research can no longer be made available at the scale of one Centre alone
• Priority setting must be opened and more widely shared
In response to this context and to achieve their objectives, CGIAR Centres have to develop jointly two complementary strategies to mobilise the best science available and to participate in science development:

- Internal capacity enhancement
- External openness and partnership
Internal capacity enhancement

• Human resources
  – Welcoming and training of young researchers
  – Balancing long term and temporary contracts

• Organisation and management
  – Research staff/technical staff
  – Partnership

• Technology platforms
External openness and partnership

• The partnership with Civil Society
  – From information to priority setting and evaluation

• Participation in the international debate on the future of Agricultural Science and Technology for development
  – IAASTD
  – Other fora
External openness and partnership

• Partnership within CGIAR
  – Challenge Programmes and others
• Partnership with ARIs
  – Strategic - medium and long term - cooperation
• Partnership with NARS
Evaluation

• Evaluation is part of the process (the coach model vs. the jury model)

• Evaluation of Research in Context (NL)
  – Self evaluation
  – Research embedment and performance profile
  – Stakeholder analysis
  – Feed back/discussion about future strategy
Research Management Strategies

• A research management strategy has to combine new questions with new scientific opportunities and new actors
• It has to draw a roadmap that will light the different possible ways
• In doing so it will help the institution to gain in flexibility, to be pro-active and to choose the best way at every moment