

# ILRI Science Plan – Consultation Process with Staff

## Synthesis of comments from Round 1

29 November 2013

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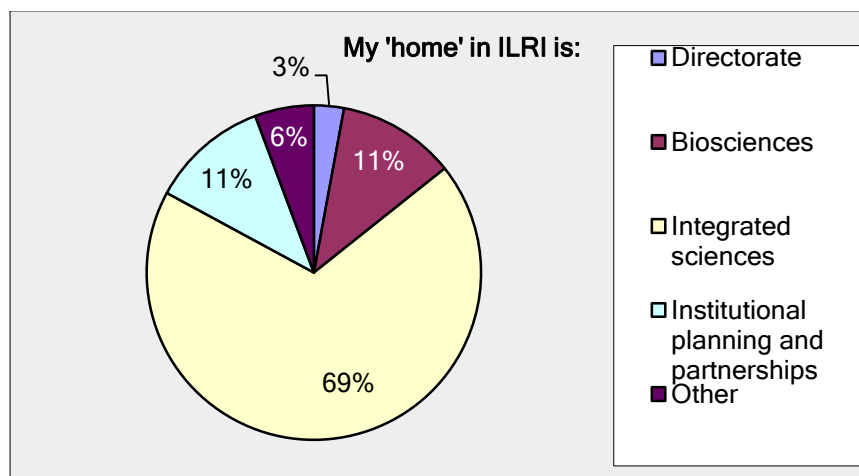
On 15 November, The Director General requested that staff provide inputs on the science plan developed in October for the Board. In this first round, we solicited general comments on the plan as a whole. The intention was to 'test the temperature' across the institute and identify key issues requiring deeper attention in round 2. See Annex for the overview of process that has been shared with all ILRI staff.

This note presents comments on the survey received by 0700 on 29 November 2013 (35 responses received). In addition to the survey responses, several individuals sent in comments on the document by email (some of these were also submitted in the surveymonkey).

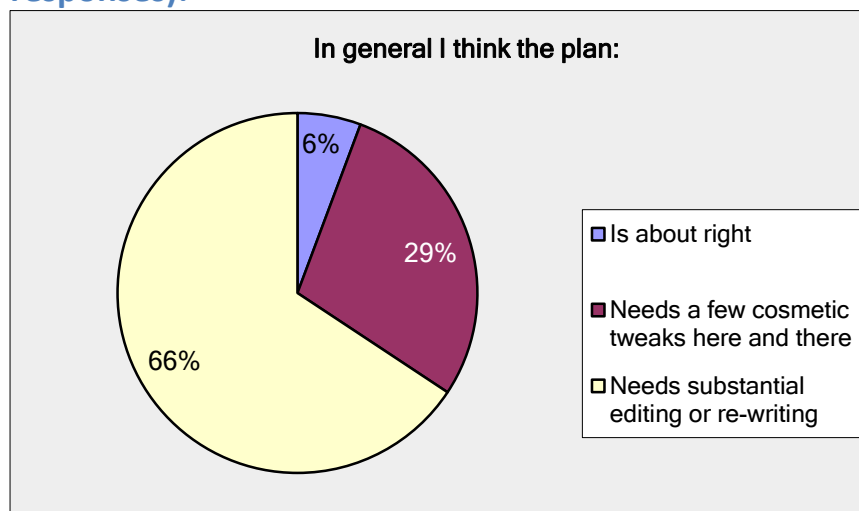
## Key Messages

1. **Strong points** of the plan include the **portfolio analysis**; the **two growth scenarios** and elements of the overall vision, particularly the **bioscience/technology** focus and the **regional** focus. However, the **rationale and argumentation** for both the bioscience and the regional focus is said to need much strengthening; the **data in the portfolio analysis** is much questioned and needs to be improved; and there needs to be more emphasis on the **impact pathways** (getting to outcomes).
2. **Major gaps** identified include: **Impact pathways** (adoption and uptake, participatory approaches, role of social sciences, value chains, partnerships); coverage of **innovation systems approaches**; specification of **ILRI comparative advantage**; deeper **analysis/rationale** for extra BioS focus and reduced IS focus; specification of the **livestock 'drivers'** (the wider context); **impact assessment**; **capacity development**; **value chains research**.
3. Areas to strengthen in the plan include: **Discussion on regions**; **Role of social sciences and IS**; **capacity development approach**; **resource mobilization**; **'Characterization' and policy research**; **Discussion of impact pathways**; **Analysis and rationale and evidence for the overall vision**; **the portfolio analysis**; **links to ILRI strategy**; **ILRI comparative advantage**; **gender focus**, **M&E**
4. Specific part of the plan to improve include: **Overall rationale and argumentation**; **characterization and policy research**; **species focus**; **partnerships**; **regions**; **environment**; **capacity development**; **gender research**; **impact assessment**; **links to ilri strategy**; **value chains**; **role of IS research**; **the portfolio analysis**.
5. On the presentation and format, comments were received on **structure**, **editorial improvements** and again on treatment of **content** (reflecting above points).

**Question 1: Respondents were asked to indicate which part of ILRI they 'belong' to (35 responses):**



**Question 2: Respondents were asked to give a general opinion on the plan (35 responses):**



### Question 3. What aspects of the plan are strong and well-argued, and why?

| Strong Points                | Weak Points                     |
|------------------------------|---------------------------------|
| CRP links                    | <i>Analysis/rationale</i>       |
| Links to CGIAR/ILRI          | <i>Vision – Impact pathways</i> |
| Plan growth scenarios        |                                 |
| Portfolio analysis           |                                 |
| Vision                       |                                 |
| Vision - Biosciences         |                                 |
| Vision – National capacities |                                 |
| Vision – Regions             |                                 |

| Comments  | Strength<br>Weakness   |
|---|--|
| ILRI growth scenarios is quite strong and well-articulated. Likewise the summary of ILRI research portfolios  | <ul style="list-style-type: none"> <li>• Portfolio analysis</li> <li>• Plan growth scenarios</li> </ul>                          |
| Maybe the allocation of projects among CRPs and their contribution to ILRI objectives or to SLOs.   |  |
| The growth scenarios are well laid out, ILRI (planned) responses to these are also explained but may need some more depth to the arguments for the plan's content/focus.  | <ul style="list-style-type: none"> <li>• Plan growth scenarios</li> <li>• Vision</li> <li>• <i>Analysis/rationale</i></li> </ul> |
| The overall vision, which appears mainly to focus on enhancing biosciences research, is clearly presented and strong arguments are made, however, the rationale for this vision is neither logical nor clearly justified.   | <ul style="list-style-type: none"> <li>• Vision - Biosciences</li> <li>• <i>Analysis/rationale</i></li> </ul>                    |
| The increased shift to bioscience is appropriate, although not entirely well argued.  | <ul style="list-style-type: none"> <li>• Vision - Biosciences</li> <li>• <i>Analysis/rationale</i></li> </ul>                    |
| The key result areas and how the road map to their achievement.   | <ul style="list-style-type: none"> <li>• Vision</li> </ul>   |
| There are some good arguments made regarding where we are and how we are now committed.   | <ul style="list-style-type: none"> <li>• Portfolio analysis</li> </ul>   |
| The analysis of our current funding and alignment is illuminating; Good arguments made to expand our global; presence. However, both lack any analysis, and seem to be subjective.  | <ul style="list-style-type: none"> <li>• <i>Analysis/rationale</i></li> </ul>  |
| Presentation of the current situation is quite clear but there is the missing 'and/so' after. Quantitative analysis to provide some evidence of the points is good, though data needs updating and e.g can consider only the ILRI money & not partners (re: top page 4 points become void) The general idea/overall plan of how to get the science right is good. | <ul style="list-style-type: none"> <li>• Vision</li> <li>• Portfolio analysis</li> <li>• <i>Analysis/rationale</i></li> </ul>    |
| The technology generation focus is strong and should actually be one of the prime foci of ILRI.   | <ul style="list-style-type: none"> <li>• Vision - Biosciences</li> </ul>   |
| Constraints associated with animal diseases is a major one for most livestock species and if ILRI can make a breakthrough in vaccine development it will be a MAJOR impact. The second constraint is associated with feed resources, therefore focus on animal health and feed resources is quite well argued.  | <ul style="list-style-type: none"> <li>• Vision - Biosciences</li> </ul>   |
| ILRI appears to have two core pathways to impact: through its scientific research and applying its innovations with partners to development problems. The plan is clearly geared toward the first, but barely scratches the second.   | <ul style="list-style-type: none"> <li>• Vision - Biosciences</li> </ul>   |
| Essentially, the strategic plan seems entirely based on an implicit program theory; questions around implementation theory (scaling issues) are not even recognized so it is impossible to know if staff and budget allocations are appropriate to achieving our ILRI SOs.  | <ul style="list-style-type: none"> <li>• <i>Vision – Impact pathways</i></li> </ul>  |

|  |  |
|--|--|
| Considerations around the need for increased BioSciences, and budget projections.  | <ul style="list-style-type: none"> <li>• Vision - Biosciences</li> </ul>                                     |
| I like the portfolio analysis as a snapshot of where we are. Maybe there should also be an 'end-portfolio' that we aim for?  | <ul style="list-style-type: none"> <li>• Portfolio analysis</li> </ul>                                       |
| The recognition of national partners' capacities (on the rise, certainly in South Asia and Latin America but also to a lesser extent in Africa).   | <ul style="list-style-type: none"> <li>• Vision – National capacities</li> </ul>                             |
| The case for more biosciences research seems to be strong but I can't judge that as compared with opportunities and past ILRI practices. But high level, niche work is certainly a useful area to invest in.   | <ul style="list-style-type: none"> <li>• Vision – Biosciences</li> </ul>                                     |
| The nesting of our activities in CRPs is the way forward, though perhaps a more thorough risk analysis might help in case CRPs fail to demonstrate anticipated impact (and leave ILRI totally dependent on the consequences of this).  | <ul style="list-style-type: none"> <li>• CRP links</li> </ul>  |
| I like the logic behind the strategic choices, looking at what is already strong in the national programs (and ILRI does not need to do much more about it) and also focusing staff in one region to have better impact  | <ul style="list-style-type: none"> <li>• Vision – National capacities</li> <li>• Vision - Regions</li> </ul> |
| The modest growth and rapid growth scenarios are OK, however we should aim at the latter which embraces all disciplines of ILRI's mandate  | <ul style="list-style-type: none"> <li>• Plan growth scenarios</li> </ul>                                    |
| The need to strengthen the work, i.e. to build critical mass, in West and South Africa.  | <ul style="list-style-type: none"> <li>• Vision – Regions</li> </ul>   |
| Different aspects of Biosciences are strongly motivated  | <ul style="list-style-type: none"> <li>• Vision - Biosciences</li> </ul>                                     |
| Growth scenarios   | <ul style="list-style-type: none"> <li>• Plan growth scenarios</li> </ul>                                    |
| Need for stronger focus on technology generation (well-articulated, good arguments)  | <ul style="list-style-type: none"> <li>• Vision - Biosciences</li> </ul>                                     |
| Emphasis on growth for Biosciences rather than integrated sciences is also well argued with reasons for putting more effort on Biosciences   | <ul style="list-style-type: none"> <li>• Vision - Biosciences</li> </ul>                                     |
| Contributions to CGIAR and ILRI strategic objectives because examples of how to read the tables in the annexes is given  | <ul style="list-style-type: none"> <li>• Links to CGIAR/ILRI</li> </ul>                                      |
| Emphasis on technical livestock issues for our future.   | <ul style="list-style-type: none"> <li>• Vision - Biosciences</li> </ul>                                     |
| Problem diagnosis is done very good.   | <ul style="list-style-type: none"> <li>• Vision</li> </ul>   |
| Info on CRP's - that's clear, known, ILRI is committed to deliver on this.   | <ul style="list-style-type: none"> <li>• CRP links</li> </ul>  |
| The analysis sounds acceptable, though may be argued from many aspects on how the data and figures were treated and allocated, however, it is still not clear how different research activities within ILRI could be better and logically aligned and organized to deliver higher impacts, e.g. CRP3.7 is separated into different 'chains' which seem not easy to share lessons or knowledge (lack of common backgrounds, e.g. swine in Uganda and pigs in Vietnam or small ruminants in Ethiopia and Burkina Faso) while different scientists are also segregated into different regions or countries following the 'chains'. Again it is hardly seen in the Plan how the issues on lack of research on primary production and productivity are going to be addressed. | <ul style="list-style-type: none"> <li>• Vision</li> <li>• <i>Analysis/rationale</i></li> </ul>              |
| Need for improvements in influencing policy  |  |

## Question 4. What aspects are missing from the plan completely?

### Gaps

|   |                                      |
|---|--------------------------------------|
| ❑ <i>Soil-crop-livestock</i>                        | ❑ <i>Link to CGIAR SLOs</i>          |
| ❑ <i>Analysis/rationale</i>                         | ❑ <i>Links to ILRI SOs</i>           |
| ❑ <i>Capacity development</i>                       | ❑ <i>Livestock drivers</i>           |
| ❑ <i>Evidence base for vision</i>                   | ❑ <i>Partnerships</i>                |
| ❑ <i>Future portfolio analysis</i>                  | ❑ <i>Portfolio analysis</i>          |
| ❑ <i>ILRI comparative advantage</i>                 | ❑ <i>Purpose, goals, targets</i>     |
| ❑ <i>Impact assessment</i>                          | ❑ <i>Research quality</i>            |
| ❑ <i>Impact pathways – adoption and uptake</i>      | ❑ <i>SLO interactions</i>            |
| ❑ <i>Impact pathways – participatory approaches</i> | ❑ <i>Value chains research</i>       |
| ❑ <i>Impact pathways – social sciences</i>          | ❑ <i>Vision - Analysis/rationale</i> |
| ❑ <i>Impact pathways – value chains</i>             | ❑ <i>Resource mobilization</i>       |
| ❑ <i>Innovation systems approach</i>                | ❑ <i>Links to strategy</i>           |

| Comments   | Gaps   |
|--|--|
| Soil-crop-livestock interactions.  | <ul style="list-style-type: none"> <li>• <i>Soil-crop-livestock</i></li> </ul>   |
| , innovation systems approach for up-scaling and out-scaling of technologies and natural resource governance   | <ul style="list-style-type: none"> <li>• <i>Innovation systems approach</i></li> <li>• <i>Impact pathways</i></li> </ul>   |
| Here we are discussing around 55% of ILRI's budget (I think) what about the remaining 45%? Are they allocated to ILRI research & Development or not? What's their use? for what? Many tables are not clear enough or miss some information. For example: - In Table 3 the share of "Other ruminants" is around 21% (second ranked) but which are these other ruminants? - In Table 1 you can add a column to indicate the share of each Sector in comparison with all sectors' total (I think around 54.4% and not the overall ILRI budget). - Table in Annex 1 is not completely visible  | <ul style="list-style-type: none"> <li>• <i>Portfolio analysis</i></li> </ul>  |
| <p>The scientific bases for a number of positions that the document proposes are quite weak. In general, document quickly concludes that ILRI needs to emphasize Bio-sciences research over integrated Sciences. This will be a big step operationally and will have high benefits (or costs!) in terms of outcomes or impact. It may be a valid big step, but a stronger science basis is needed to push this agenda.</p> <p>Has there been any big impact in developing countries/regions of increased focus on livestock research? What types of research/investments constitute these "success stories", new technologies, opening up of markets, etc. How do the current conditions complement or contradict those that underlie the success stories, and how can we infer from the evidence that this is what/what not to do? Those types of evidence-to-recommendation links (and not leaps!) are needed.</p> <p>Might be helpful to add a section on ILRI science direction beyond the five year window. Will there be a need to revisit the portfolio and revise in 2018? or can some analysis today inform what the five-year plan will lead to (in terms of impact) and what that could mean for more long-term planning? This will be useful to prevent ILRI planning from running as five year oscillations (Biosciences to Integrated work focus, back to Bio-, etc)</p> | <ul style="list-style-type: none"> <li>• <i>Analysis/rationale</i></li> <li>• <i>Evidence base for vision</i></li> <li>• <i>Future portfolio analysis</i></li> </ul> |
| It is not clear how the SLOs will be met by the current science plan. The emphasis appears to be on the generation of technologies, specifically bioscience technologies; however, it is not clear how this will lead to reduced   | <ul style="list-style-type: none"> <li>• <i>Link to CGIAR SLOs</i></li> </ul>  |

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| rural poverty, increased food security, improved human nutrition and health or the sustainable management of natural resources.  |  |
| There is no mention of demand-led research or participatory research approaches which are clearly needed if research activities, particularly the development of technologies, are to meet the needs of intended beneficiaries (i.e. poor farmers) and be usable in real world contexts. This is critical as there is ample evidence to illustrate that science-led technology generation has not had the desired impact due to failure to consult with end-users and an overall lack of consideration for the contexts in which these technologies are to be used, particularly social, institutional and policy environments. There is almost no mention of work on innovation systems (apart from briefly in the section on capacity building) which offers a clear way of addressing these issues within a research context. | <ul style="list-style-type: none"> <li>• <i>Impact pathways – participatory approaches</i></li> </ul>                                |
| Value Chains There is some confusion as to the use of this term. We need to differentiate between value chain research on one hand, from VCs as a platforms for scaling research outcomes. VC research, which we have invested in quite a bit recently in new staff, is the application of specific sets of tools to understand VC performance and identify entry points. VC research is actually not mentioned in the text, and should be added to the Policy section, and some statement made as to its future in ILRI. VCs as platforms for development as used in L&F, on the other hand, is a concept borrowed from BMGF. The VC section reflects this concept, but then only focuses only the L&F sites, whereas the same concept is being applied in other programs. Suggest a more inclusive discussion.                 | <ul style="list-style-type: none"> <li>• <i>Value chains research</i></li> <li>• <i>Impact pathways – value chains</i></li> </ul>    |
| I support less relative emphasis on social science but have a few comments. Policy and Gender research are mentioned, but an area of social science that should be highlighted to my mind is more careful analysis of technology adoption processes, bio-economic modeling, ex ante assessment. Impact assessment is mentioned mainly in the context of some retrospective case studies, but we need on-going capacity. We tried to invest in that in recent years, but were only partially successful. Many improved livestock technologies such as forages suffer from low uptake, and we have not adequately tackled that in a systematic, rigorous manner. Bioscience impact will not occur without better understanding of uptake.  | <ul style="list-style-type: none"> <li>• <i>Impact pathways – adoption and uptake</i></li> <li>• <i>Impact assessment</i></li> </ul> |
| Needs an introduction that sets the global scene, how livestock systems are likely to evolve in the next 10-20 years and the driver of that change. Also needs to be set more firmly in the context of the ILRI strategy.  | <ul style="list-style-type: none"> <li>• <i>Livestock drivers</i></li> <li>• <i>Links to ILRI SOs</i></li> </ul>                     |
| The last mile -type of research tweaks and capacitating key stakeholders especially NARES and the private sector to realize outcomes at scale, especially for the new technologies that we aim to develop (i.e enabling adoption of new practice at scale) .<br><br>Links to Advance Research Institutes (ARIs) is not covered in depth  | <ul style="list-style-type: none"> <li>• <i>Impact pathways – adoption and uptake</i></li> <li>• <i>Partnerships</i></li> </ul>      |
| There is no analysis on global context: what are the big livestock science issues that need to be addressed in the next 20 years   | <ul style="list-style-type: none"> <li>• <i>Livestock drivers</i></li> </ul>   |
| There is no analysis on comparative advantage: who else is doing what; where would be our advantage; where should we aggressively expand and / or divest.  | <ul style="list-style-type: none"> <li>• <i>ILRI comparative advantage</i></li> </ul>  |
| I would like to see a purpose statement that says where our livestock science is going, and key aspirations; Goal and targets for instance   | <ul style="list-style-type: none"> <li>• <i>Purpose, goals, targets</i></li> </ul>   |
| There is no framework of judgement to say why certain choices are being made; the sense one gets from the plan that we will simply boost what we have, without looking at what we need.  | <ul style="list-style-type: none"> <li>• <i>Vision - Analysis/rationale</i></li> </ul>   |
| The 'and/so' from the assessment of the current situation Analysis of global trends and priorities then relating to what ILRI should do - some of this could be got from strategic plan - issues   | <ul style="list-style-type: none"> <li>• <i>Livestock drivers</i></li> <li>• <i>Analysis/rationale</i></li> </ul>                    |

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|---|---|
| Missing coherence & logical linkages between several discussion points & their 'conclusions' The role of research support in the plan, especially under capacity development & research quality   | <ul style="list-style-type: none"> <li>• <i>Capacity development</i></li> <li>• <i>Research quality</i></li> </ul>  |
| One of the aspect missing in the plan are explanations of the interactions between the SLOs. E.g. food security cannot be divorced from nutrition and health same to national resource management to food security.   | <ul style="list-style-type: none"> <li>• <i>SLO interactions</i></li> </ul>   |
| The socio-economic research linkages with technology generation is not at all indicated. As it is, the proposed plan seems to simply focus on the "hard sciences" without articulation of the importance of linkages with the softer sciences that try to understand human behaviour (economics, anthropology, sociology, etc). It seems more focused on the supply side without proper linkage with understanding of the demand side which actually acts as the pull to adoption of supply side technologies. As is, we may land in trouble by developing technologies that are good but cannot be adopted by the populace due to assumptions on the part of the researchers.  | <ul style="list-style-type: none"> <li>• <i>Impact pathways – social sciences</i></li> <li>• <i>Impact pathways – adoption and uptake</i></li> </ul>          |
| There is a strong bias towards technical research delivered in pipeline mode without acknowledgement of the major critique of this approach that is embodied in the Farmer First movement (work of Chambers et al) and more recently in innovation systems thinking (Nils Rolling, Andy Hall). The authors state: “Our chief argument for stronger technology generation efforts is that they have been consistently underfunded in the recent history of ILRI”. This rather goes against the impact logic set out in the opening sections of the Plan where research is meant to contribute to SLO’s. The fact that technology generation efforts have been underfunded in the past is no argument for increasing their funding. Underfunded according to whom? If we follow the impact logic we should be doing research, both technical and social, that contributes most to SLO’s. I would argue that the key constraints are institutional, often local, and that that is where we should be focusing our research effort. | <ul style="list-style-type: none"> <li>• <i>Impact pathways – participatory approaches</i></li> <li>• <i>Impact pathways – adoption and uptake</i></li> </ul> |
| Vision and convincing reasoning where we are going and why. Where is ILRI in the larger picture - how can the larger picture change in the coming years ?   | <ul style="list-style-type: none"> <li>• <i>ILRI comparative advantage</i></li> <li>• <i>Vision - Analysis/rational</i></li> </ul>                            |
| While it may be contrary to the big growth view, I am concerned about the over focus on very large grants. Any scientist knows that to develop innovation, rather than become too much of a manger (there is always a balance), smaller scale, more risky projects that are highly likely to succeed are necessary. There appears to be little explicit place for that kind of fund raising in the plan, and this will lead to a stifling of innovative ideas. I suppose it is more a university model with 1-2 young people working working hard for a scientist to develop something new. But even in a CG centre, it has a place; without it, we can't actually do much innovation.  | <ul style="list-style-type: none"> <li>• <i>Resource mobilization</i></li> <li>• <i>Project scale/size</i></li> </ul>   |
| How Integrated Sciences, particularly the Social Sciences will be strengthened.   | <ul style="list-style-type: none"> <li>• <i>Integrated sciences – role</i></li> </ul>   |
| How operational systems will support and enhance scientific research at ILRI.   | <ul style="list-style-type: none"> <li>• <i>Research support</i></li> </ul>   |
| Regional strategy for where and why ILRI works in other geographic locations. Need better justification for current and future locations.   | <ul style="list-style-type: none"> <li>• <i>Regional strategy - rationale</i></li> </ul>  |
| The 3 trajectories in the strategy are missing.   | <ul style="list-style-type: none"> <li>• <i>Links to ILRI strategy</i></li> </ul>   |
| I also miss a discussion of the impact/outcome pathways that will get our science outputs into outcomes. And what these imply for 'how' we do science and expertise/capacity needs.   | <ul style="list-style-type: none"> <li>• <i>Impact pathways – adoption and uptake</i></li> </ul>  |
| The science plan ought to deliver on all 3 ilri strategic objectives and relate to all 5 CSFs.  | <ul style="list-style-type: none"> <li>• <i>Links to ILRI strategy</i></li> </ul>   |
| Innovation science is totally missing from the plans, while it is mentioned in passing among capacity development activities and in attempts at making research management more efficient. Interesting, since the plan is talking about increasing (recognition of the) complexity of our sector and work. ILRI may not have to lead on all innovation and systems research but we need to keep abreast of those areas very closely.  | <ul style="list-style-type: none"> <li>• <i>Innovation system approaches</i></li> </ul>   |



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| Engagement and partnerships: I totally understand why we need to focus on science, but achieving development outcomes without investing heavily in partnership and engagement is simply not going to happen. Perhaps it's not covered in this science plan but I believe our Science plan has to explain in more details how we are thinking about building rapports with important players in our field, as it is one of the not so strong aspects of ILRI as of now and already and there is much more pressure on engagement with partners in the CRP age. | <ul style="list-style-type: none"> <li>• <i>Impact pathways – partnerships</i></li> </ul>                      |
| A plan normally sets a vision of what it is trying to achieve and what that will look like, and then explains how it will get there. This plan just seems to set off in a number of directions without well-supported rationale why it is needed. Similarly, reference is made to specific ongoing, short-term activities, whereas the plan should be focusing on looking beyond the end of our nose.   | <ul style="list-style-type: none"> <li>• <i>Vision – analysis/rationale</i></li> </ul>                         |
| Nothing much is mentioned about prospective / foresight science to help us adapt to opportunities and challenges along the way? I reckon we should have a small section of our institute (a small team) working on this very important area. This should not be limited to the 2 DDGs even though of course it's in their remit as well.  | <ul style="list-style-type: none"> <li>• <i>Foresight/futures/drivers</i></li> </ul>                           |
| I don't see any suggested process to review the validity of the 'assumptions' behind this science plan. This is important as these assumptions direct our investment and have major consequences on our programs and staff.   | <ul style="list-style-type: none"> <li>• <i>Vision – analysis/rationale</i></li> </ul>                         |
| I think staff retention is an important 'piece' that will be crucial for the implementation of the plan and should be considered  | <ul style="list-style-type: none"> <li>• <i>Staffing – retention</i></li> </ul>                                |
| The shares of budget distribution are done by ILRI teams and also by regions, but not clear what happens between Ethiopia and Kenya   | <ul style="list-style-type: none"> <li>• <i>Regions – Ethiopia/Kenya</i></li> </ul>                            |
| Its a pity to see that we are still focusing on India, which is one of the 8 countries in SA Bangladesh needs an equal support as with Fish under CRP 3.7   | <ul style="list-style-type: none"> <li>• <i>Regions – South Asia</i></li> </ul>                                |
| Donors' priorities are missing. This is a dream list.   | <ul style="list-style-type: none"> <li>• <i>Links to donors</i></li> </ul>                                     |
| Also missing are MLE support to project and partners. It is currently weak and this is an area where ILRI could have a major impact and deliver some strong research papers, on methodology.  | <ul style="list-style-type: none"> <li>• <i>Research support – Monitoring, evaluation, learning</i></li> </ul> |
| The role of East Africa (besides Ethiopia).   | <ul style="list-style-type: none"> <li>• <i>Regions – East Africa</i></li> </ul>                               |
| Also missing are work on forages diseases and identification of diseases resistant/ tolerant varieties or new species   | <ul style="list-style-type: none"> <li>• <i>Forage diseases</i></li> </ul>                                     |
| Under "Impacts" ILRI's comparative advantage in research is mentioned. Although implicit in the entire document, perhaps this could be a separate section?  | <ul style="list-style-type: none"> <li>• <i>ILRI comparative advantage</i></li> </ul>                          |
| How has ILRI been assessing/evaluating its impact - existing methodologies  | <ul style="list-style-type: none"> <li>• <i>Impact assessment</i></li> </ul>                                   |
| Improving livestock productivity though integrating animal genetics, health and feed (they are presented as rather independent activities)  | <ul style="list-style-type: none"> <li>• <i>Integrated livestock productivity research</i></li> </ul>          |
| Strategic vision on how small holder agriculture will look like in 20 years time and how we could contribute to that development.   | <ul style="list-style-type: none"> <li>• <i>Foresight/futures/drivers</i></li> </ul>                           |
| Projects like ELKS, IPMS, NAIP Assam project are not even considered for any kind of evaluation. As I heard from experts, the donors ask impact on ground. Contribution of small projects to overall impact on ground.  | <ul style="list-style-type: none"> <li>• <i>Impact pathways</i></li> </ul>                                     |
| the whole issue of how all those marvelous vaccines and technologies developed under Biosciences will reach the farmers. To me the plan shows a lack of understanding of the field situation by the persons that wrote this document. I've been working in various countries for the past years and in my view it's not the technologies that are missing it's the link to ensure that the farmers know about them and understanding the conditions that would favour their uptake.   | <ul style="list-style-type: none"> <li>• <i>Impact pathways – adoption and uptake</i></li> </ul>               |
| The document also states that partnerships are weak but in my view it will not be strengthened with such a plan. our national counterparts ask our support on value chain work, ignoring this aspect is shortsighted and will certainly not help you build partnerships.  | <ul style="list-style-type: none"> <li>• <i>Impact pathways - partnerships</i></li> </ul>                      |

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| Logic synergy of different research programmes/projects/activities within ILRI will certainly improve the efficiency of research and management of ILRI. However, almost no plan on how to address this important matter while ILRI is organized in so many small, separated pockets for management purpose. | <ul style="list-style-type: none"> <li>• <i>ILRI structure</i></li> </ul>          |
| A proper and thorough explanation of the logic of reducing Integrated Sciences.  | <ul style="list-style-type: none"> <li>• <i>IS – analysis/rationale</i></li> </ul> |

## Question 5. What aspects of the plan could be strengthened, and why?

Areas suggested to work on:

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| <input type="checkbox"/> <i>Animal nutrition bioscience</i>           | <input type="checkbox"/> <i>Regions – analysis/rationale</i>          |
| <input type="checkbox"/> <i>Bioscience-IS linkages</i>                | <input type="checkbox"/> <i>Regions – East Africa</i>                 |
| <input type="checkbox"/> <i>Capacity development</i>                  | <input type="checkbox"/> <i>Research support - MEL</i>                |
| <input type="checkbox"/> <i>Characterization research</i>             | <input type="checkbox"/> <i>Resource mobilization</i>                 |
| <input type="checkbox"/> <i>Focus on goats</i>                        | <input type="checkbox"/> <i>Role of IS</i>                            |
| <input type="checkbox"/> <i>Gender focus</i>                          | <input type="checkbox"/> <i>Social science- roles</i>                 |
| <input type="checkbox"/> <i>ILRI comparative advantage</i>            | <input type="checkbox"/> <i>Social sciences</i>                       |
| <input type="checkbox"/> <i>ILRI comparative advantage - results</i>  | <input type="checkbox"/> <i>Systems approach</i>                      |
| <input type="checkbox"/> <i>Impact pathways – adoption and uptake</i> | <input type="checkbox"/> <i>Vision – analysis/rationale</i>           |
| <input type="checkbox"/> <i>Impact pathways - partnerships</i>        | <input type="checkbox"/> <i>Vision – Biosciences</i>                  |
| <input type="checkbox"/> <i>Impact pathways – social sciences</i>     | <input type="checkbox"/> <i>Vision - Consistency and coherence</i>    |
| <input type="checkbox"/> <i>Integrated Sciences – roles</i>           | <input type="checkbox"/> <i>Vision – evidence</i>                     |
| <input type="checkbox"/> <i>Links to CRPs</i>                         | <input type="checkbox"/> <i>Vision – regions</i>                      |
| <input type="checkbox"/> <i>Links to ilri strategy</i>                | <input type="checkbox"/> <i>Vision – upstream/downstream research</i> |
| <input type="checkbox"/> <i>Links with CRPs</i>                       | <input type="checkbox"/> <i>Policy research</i>                       |
| <input type="checkbox"/> <i>Livestock –NRM</i>                        | <input type="checkbox"/> <i>Portfolio analysis</i>                    |
| <input type="checkbox"/> <i>Plan growth scenarios</i>                 | <input type="checkbox"/> <i>Portfolio analysis - regions</i>          |

| Comments  | Weaknesses   |
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| The premise for the envisaged reduction in research on integrated sciences is quite weak and a bit hastily arrived at for example the perceived growing strength of the national agricultural research systems in this domain in sub-Saharan Africa. Funding for agricultural research for NARS in many African countries is declining and likewise the capacity of the national research staff. Except this trend is reversed in the near future, the capacity of the NARS scientists in many sub-Saharan Africa will be worse than it is now. | <ul style="list-style-type: none"> <li>• <i>Integrated sciences – role</i></li> <li>• <i>Capacity development</i></li> </ul> |
| The question of loss of focus on animal production is not well articulated. yes, there have been loss of focus but what are the reasons. Are those factors responsible for loss of focus being sufficiently addressed? It should also be emphasized that increase in productivity does not necessarily translate into improvement in livelihood of the rural poor without the enabling institutional and policy environment.  | <ul style="list-style-type: none"> <li>• <i>Vision – analysis/rationale</i></li> </ul>                                       |
| The argument for ILRI shift of focus to Biosciences is not strong. Does ILRI actually have comparative advantage in this blue science? What about the funding?  | <ul style="list-style-type: none"> <li>• <i>ILRI comparative advantage</i></li> </ul>  |
| Backtracking to the ILRI Strategic Outcomes that inform the Science Plan: A focus on "producing compelling scientific evidence that better policies and   | <ul style="list-style-type: none"> <li>• <i>Vision – analysis/rationale</i></li> </ul>                                       |

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| <p>bigger livestock investments can deliver economic, health and environmental benefits to the poor and other vulnerable groups" could seem quite hard-lined and lacking of objectivity. We probably should not begin a Science Plan with the research outcomes so determined. A commitment to good science should allow us instead to aim to "produce the scientific evidence for/to support better policies and livestock investments for the delivery of economic, health and environmental benefits to the poor and other vulnerable groups"</p> <p>Regarding the Plan: Test the Theory of Biosciences versus Integrated Sciences research and investments using a more thorough quantitative and qualitative process specific for ILRI's (geographical and demographic) mandate; and use results from these as the bases for the Science Plan</p>  |   |
| <p>There seems to be a rather narrow definition of 'science' employed by the plan, with the role of social science playing a marginal role throughout the current plan, and even reducing over time due to minimal funding. This contradicts recommendations made by CGIAR reviews which emphasize the importance of social science for achieving the kind of research objectives stated in the ILRI science plan. 'The CGIAR's mission fundamentally concerns the well-being of humans – "to achieve sustainable food security and reduce poverty in developing countries" – and, secondarily, mitigation of adverse anthropogenic change in the natural environment. The System's core instrument for achieving its mission—research – turns entirely on human agency in the processes of discovery, adaptation, adoption and diffusion of new technologies, policies and institutions. The core mission and instrument are all social science topics. It is therefore hard to imagine how the CGIAR could possibly achieve its mission without strong social science to complement the natural science intrinsic to its thematic concerns with agriculture and the natural environment. (Stripe Review of Social Sciences in the CGIAR, 2009: 1).</p>  | <ul style="list-style-type: none"> <li>• <i>Social science- role</i></li> <li>• <i>Impact pathways – social sciences</i></li> </ul>                                       |
| <p>My hope is that with the time integrated science and bioscience will collaborate more closely to create a unicum allowing to complement each other. We have been seeing for long time economics attached to market and value chain, but economics could be used in many more creative ways. Bioscience could benefit from integrating an economic component in his projects to provide also donors an estimation of economic returns from implementing new feed varieties, introducing improved breeds etc. Again, economics could be widely applied to estimate impacts on environmental resources (where again impacts are not only GHG emissions) but more widely land use and other socio-economic components.</p>   | <ul style="list-style-type: none"> <li>• <i>Links Biosciences - IS</i></li> </ul>   |
| <p>Critical Mass in the Regions The approach to this seem to be somewhat piecemeal, without any clear strategy, beyond co-location. For a start, it is unfair and inaccurate to dismissively declare that "weak scientific and managerial leadership" in the regions led to lack of critical mass. We had dedicated regional leaders who have accomplished a lot and built programs, generally with minimal support from managers at HQ. Having sat in MC for years, I know that low critical mass primarily resulted from a lack of any real senior management commitment to moving staff to or establishing new programs in the regions. It is very unlikely that simply locating regional staff to adjoining offices will do much beyond increase the time spent in meetings. The frequent lack of effective integration between Nairobi based teams is evidence enough. Critical mass requires more actual mass, yet there is no mention of increasing the numbers of staff in the regions relative to the total, which is clearly what is required. In the data tables however, there seems some suggestion that regional staffing may grow. Annex 8 suggests that regional staff growth would comprise 56% of the total staff growth in the Minimal scenario to 2018, and 24% of the growth under the Modest and Rapid growth scenarios. However, it seems that Ethiopia has been included in the</p> | <ul style="list-style-type: none"> <li>• <i>Vision – regions</i></li> <li>• <i>Regions – analysis/rationale</i></li> <li>• <i>Portfolio analysis - regions</i></li> </ul> |

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| <p>Regional category, so it is unclear how much of that growth would occur outside of E Africa. (note this assumes that staff are not double counted in research programs and regions) Obviously, anything less than 50% of new staff assigned to the non-E Africa sites will increase our concentration in E Africa. I recognize that the shift to increase Bioscience might require some of that concentration. I suggest that for Integrated Sciences at least, a strategy is developed for &gt;50% growth in Regional staff of the total, and as discussed in last IRMC, new position requests that are planned for Nairobi are required to justify why they cannot be located elsewhere. We will never achieve critical regional mass until the relative numbers of staff there increase, in order to allow more effective engagement with regional partners and donors and to develop regional experience and credibility.</p> <p>Comments on the regional data tables: In the growth scenarios, there is no budget for SE Asia in one, and only a budget for Vietnam pigs in the other two. This ignores the expanding work of Humidtropics and CCAFS in the region, and continued work of A4NH. It does not make sense to separate Res for Dev in Regions from the research programs, IS and Bios, since nearly all these people sit in those research programs. We need separate tables to see regional vs HQ trends that are based on location only.</p> <p>Science in the Regions The heading of “Research for Development in Regional Programs” suggest that all the work in the Regions is meant to be more downstream, although that is not explicitly stated. I suggest that is clarified and how that differs from Integrated Sciences, for example.</p> <p>I generally welcome the shift to more Bioscience and livestock science in general, as that has been needed for some time. However, we need to ensure that we don’t assume that all new bioscience occurs simply in Nbi and Addis, although that should be the case where appropriate. We should be exploring opportunities for new livestock science work in the regions. This is particularly true in Asia, where we already have science hubs in Beijing and Hyderabad, and where there is strong national capacity for joint development of new technology, and where Africa-Asia linkages can be developed. Lets have a science strategy for the Regions that takes advantage of regional opportunities.</p> |  |
| <p>The emphasis on capacity development looks rather weak. Building capacity of partners to apply improved livestock technologies/practices is key to achieve outcomes. The document does not clarify how ILRI plans to pursue its capacity building effort. Will it be that ILRI will conduct regular modular trainings on specific knowledge/skills or will it be that trainings will be given as needed? Will there be regular budget allocated to sustain the capacity building effort? The relative emphasis given to capacity building is also low. In order to realize the impact of our effort to generate practices/technologies, capacity of our partners remains critical.</p>  | <ul style="list-style-type: none"> <li>• <i>Capacity development</i></li> </ul>  |
| <p>The plan argues for more investment in the Biosciences but it is not clear if this refers only to the Biosciences as defined by the ILRI BioS programs or if it includes the applied biological research in IS on animal feeding, breeding and health. What is the evidence that more investment in biosciences will pay off. ILRAD invested in this for 20 years with no impact. The key question and the one that has been causing most discussion is: What is the appropriate balance of investment in ILRI across the different areas of research and in particular what should the balance be across the biological sciences dealing with breeding, feeding and health and the systems research (in its broadest sense).</p> <p>Also what is the appropriate balance between upstream and applied research.</p>  | <ul style="list-style-type: none"> <li>• <i>Vision – Biosciences</i></li> <li>• <i>Vision – analysis/rationale</i></li> <li>• <i>Vision – evidence</i></li> <li>• <i>Vision – upstream/downstream research</i></li> <li>• <i>Portfolio analysis</i></li> <li>• <i>Resource mobilization</i></li> <li>• <i>Links to CRPs</i></li> </ul> |

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| <p>These questions need to be answered in the context of: 1. The expectations of the CGIAR to tackle the 4 SLOs 2. The ILRI strategy 3. The need to provide value for money. What investments are likely to give the highest rates of return, impact the largest number of people, etc etc etc 4. The size of ILRI. The balance will depend on how big we are. The smaller the institute the more focused it needs to be. 5. Our comparative advantage, compared to other research suppliers– advanced research institutes, NARS, private sector</p> <p>The analysis of current allocation of resources is useful but most of it should be in an annex (including the methodology). There is also a strange mixture of species, countries, regions which are not mutually exclusive. This may be because of data limitations. There is too much emphasis on the value of the different livestock products. That is only one targeting criteria. Others include geographical distribution target populations, tractability of the research problems, ILRI's comparative advantage compared to other research suppliers and of course availability of funds.</p> <p>The plan in many places reads like a plan for an old core funded institute - what will we do with the money we get. It needs to be much clearer on the priorities for the W1/W2 funds from the different CRPs (and apart from CRP 3.7 the others are hardly mentioned), and what we will seek restricted funds for and who we will target. This needs to link to the resource mobilisation plan. There needs to be a much clearer idea of what the different ILRI programs will contribute to the different CRPs and how we will influence the CRP agendas.</p> |  |
| <p>Capacity development and links with regional and national research systems as well as the private sector Because that is the only way we can realize outcomes at scale and how we will be able to bring new science to bear on what we do, by attracting ARI collaborators, graduate fellows and post doc.</p>   | <ul style="list-style-type: none"> <li>• <i>Capacity development</i></li> </ul>  |
| <p>The plan makes assumptions that are potentially dangerous; serious ones include - Rural poverty will be reduced with better technology for poor farmers. This is unlikely to hold true, for technology is only one element of wider complex livestock system dynamics. We might in fact achieve the opposite through singular focus on technology if we are silent on non-technological work. I would want to see science contextualized, with substantial work on how we would do this.</p> <p>Our future is determined only by our past; the plan does not forecast or look at where trends might be going, and assumes that current funding ratios are reflective of our future portfolio. This is invalid as an assumption, yet the whole document seems to be predicated on this.</p> <p>Capacity development is defined as pedagogic transfer. This ignores system relationships and the potential for whole system capacity development. Aside from these assumptions, strengthen explicit linkages to the wider CGIAR systems thinking; make explicit the relationships between technical and social sciences, and where the respective contributions should be made</p>   | <ul style="list-style-type: none"> <li>• <i>Vision – biosciences</i></li> <li>• <i>Plan growth scenarios</i></li> <li>• <i>Capacity development</i></li> <li>• <i>Social sciences</i></li> </ul> |
| <p>The whole logic of: this is the global environment, this is current situation, this is what we need to do and this is how we're going to do it. For the specific programmatic areas input from staff in those areas will be good The 'analysis' can be improved with more appropriate data and linking the analysis back to what this means for what we should be doing The articulation of how we want to influence the CRP's and focus bilateral fund raising to achieve what ILRI wants to do The role of IS, assumption on characterization but missing the link between the bioscience technologies and value of these are in scaling, integrating etc - it reads like the value of this is low but our comparative advantage is on being able to research and provide solutions for the system as</p>  | <ul style="list-style-type: none"> <li>• <i>Portfolio analysis</i></li> <li>• <i>Systems approach</i></li> </ul>   |

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| <p>The interdisciplinary research linkages between the BIOS and IS need to be strengthened and visible and not assumed.</p> <p>The contribution of livestock to NRM and nutrient cycling.</p> <p>Partnerships with private sector, NGOs, etc to ensure scaling out and up of generated technologies in order to have impact - after all impact is what donors are looking for.</p>   | <ul style="list-style-type: none"> <li>• <i>Bioscience-IS linkages</i></li> <li>• <i>Livestock –NRM</i></li> <li>• <i>Impact pathways - partnerships</i></li> </ul>   |
| <p>There is too much simplification of the ILRI research agenda into simple categories which present false dichotomies. For example, drawing on the ILRI Strategic Objectives the research programme is categorized as falling into 3 categories: practices, policy and capacity strengthening. Taking “practices” as a case in point, the full SO talks about the need “to develop, test, adapt and promote science-based practices”. So practices is about much more than generating technologies (a biosciences function) and includes a whole range of adaptive research including on existing practices. This is somehow lost in the strong emphasis on biosciences in the Science Plan.</p> <p>Another false dichotomy is between “technology generation” on the one hand and “characterization and policy influence research” on the other. To characterize the work of the Integrated Sciences programme as being only about characterization and policy influence misses a whole raft of adaptive research on the process of development and how to improve it. This is what the funders and the rest of the world seems interested in and where ILRI is well placed to contribute. It also misses the fact that smallholder systems are dynamic and that characterization work can never be “completed”.</p> | <ul style="list-style-type: none"> <li>• <i>Portfolio analysis</i></li> <li>• <i>Impact pathways – adoption and uptake</i></li> <li>• <i>Integrated Sciences – roles</i></li> <li>• <i>Characterization research</i></li> </ul> |
| <p>Impact and M&amp;E more broadly are consistent refrains throughout the document, but receive very little in the way of concrete strategic guidance as part of the plan. One gets the impression that their inclusion is more formulaic than welcome, even though they are surrounded by lofty rhetoric.</p>   | <ul style="list-style-type: none"> <li>• <i>Research support - MEL</i></li> </ul>   |
| <p>Its very fragmented with a lot of potential silos around. No visible institutional coherence. Sometimes no strategy that deserves this description at all. For example lamenting concentration of investment in East Africa and arguing that major capacity building will be in Nairobi and Ethiopia.</p>   | <ul style="list-style-type: none"> <li>• <i>Vision - Consistency and coherence</i></li> </ul>   |
| <p>There is an implicit distinction between a new focus on biosciences and future stagnant focus in terms of growth on integrated science. This might be an opportunity to better develop the integration between these two units, where one part of the future is more joint work and joint funding.</p>  | <ul style="list-style-type: none"> <li>• <i>Bioscience- IS linkages</i></li> </ul>  |
| <p>Additional funds needed and how the CRP's will be integrated more efficiently into ILRI's work. Demonstrate what is ILRI's competitive advantage compared to universities and NGO's to support the Science Plan arguments.</p>  | <ul style="list-style-type: none"> <li>• <i>ILRI comparative advantage</i></li> </ul>   |
| <p>The strategic challenge should go back to our strategy and present the mission and vision and the 3 objectives as the basis for this science plan. The science plan should be about the whole strategy and not just the science CSF.</p> <p>The whole logic behind some of the big priorities/changes (biosciences, regional capacity,etc) needs to be better presented; in relation to our strategy, to the demands out there, to the potential opportunities....</p> <p>I think there should be something explicit about how the science plan will contribute to each ilri strategic objective (beyond the weighted numbers). What will we do (differently), where, how, and how measure it.</p>  | <ul style="list-style-type: none"> <li>• <i>Links to ilri strategy</i></li> <li>• <i>Vision – analysis/rationale</i></li> </ul>   |
| <p>The plan mentions socio-economic components in our research but is weak in showing the importance of integrating these components into biosciences for the latter to be effective. It is very weak in showing social science research as</p>  | <ul style="list-style-type: none"> <li>• <i>Social science- roles</i></li> </ul>  |

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| an important field for AR4D in its own right.  |   |
| Policy research remains quite vague, which I think reflects our general lack of institutional capacity at that level, when it is becoming a fundamental aspect of our work to 'Influence'.   | <ul style="list-style-type: none"> <li>• <i>Policy research</i></li> </ul>  |
| <p>The discussion of the funding is misleading and naïve. It assumes that ILRI is just given funding and does not operate in a market. It proposes diverting CRP funding to the biosciences which have a weak history of using such funding to leverage bilateral funding, and thereby starving the integrated sciences which have a much better record. ILRI's biosciences are not underfunded intentionally -- it reflects the funding reality and its ability to attract funding. There is insufficient discussion/strategy related to what our record has been in resource mobilization and its implication for our ability to grow our programs, regardless of what happens with W1/2 funding. In the end, the funding scenarios with hyper-precise budget allocations make little sense given over half the budget relies on the ability of the research teams to raise most of the funds themselves. The budgets would need to be disaggregated by the W1/2 funding, which is more predictable, versus bilateral funding.</p> <p>The links between ILRI research strategy and the CRPs is not clearly explained -- at times the CRPs are just a source of funds, at other times, they dictate what ILRI must do, and other times it seems that ILRI needs to shape the CRPs. It would be good to clarify expectations vis-à-vis ILRI's role in the CRPs</p> | <ul style="list-style-type: none"> <li>• <i>Resource mobilization</i></li> <li>• <i>Links with CRPs</i></li> </ul>            |
| It should be clear how are we planning to reduce budgets of IS and perhaps re-allocate scientists to other programs? or are we going to reduce scientists in IS? we may be giving the wrong message with the statements there  | <ul style="list-style-type: none"> <li>• <i>Role of IS</i></li> </ul>   |
| The worlds treasure on Goat breeds is in Pakistan, and except under AIP Pakistan, nothing much is emphasized in the strategies   | <ul style="list-style-type: none"> <li>• <i>Focus on goats</i></li> </ul>   |
| System approach is not well articulated. We've learned that focusing on e.g. genetics as suggested in this plan, will not result in increase in productivity.  | <ul style="list-style-type: none"> <li>• <i>Systems approach</i></li> </ul>   |
| What about East Africa? The region exists in some tables, but in the text only Ethiopia is highlighted. West Africa and Southern Africa are discussed. Is East Africa somehow included in SA? Or simply omitted?   | <ul style="list-style-type: none"> <li>• <i>Regions – East Africa</i></li> </ul>  |
| I would like to see a section on ILRI's key achievements so far - some nice bullets that stand out about what's the quantifiable evidence of ILRI's research so far  | <ul style="list-style-type: none"> <li>• <i>ILRI comparative advantage - results</i></li> </ul>                               |
| Integration with current ILRI structure. For example, under the integrated sciences budget paragraph (page 15) it states "we only propose to seek limited new funding in integrated sciences .... because we believe that new money should focus on animal genetics, animal health etc", however ASSP (which hosts the animal breeders) is part of integrated sciences.  | <ul style="list-style-type: none"> <li>• <i>Vision – consistency and coherence</i></li> </ul>                                 |
| When the three growth scenarios are first presented on p10, a short explanation on how these different scenarios are accomplished in terms of finding new funding to allow different types of growth and their assumptions would be helpful, as well as a link to the section further in the report where the staffing plan of the different scenarios is discussed.   | <ul style="list-style-type: none"> <li>• <i>Resource mobilization</i></li> <li>• <i>Plan growth scenarios</i></li> </ul>      |
| Not sure if animal science and feed and forage bioscience takes account of animal nutrition bioscience   | <ul style="list-style-type: none"> <li>• <i>Animal nutrition bioscience</i></li> </ul>  |
| Too much attachment to big money. As sometimes its small works that lead to inclusion in bigger national (dairy) programmes. why people would like to include ILRI in big programmes when ILRI has no model to show?   | <ul style="list-style-type: none"> <li>• <i>Resource mobilization</i></li> <li>• <i>ILRI comparative advantage</i></li> </ul> |
| gender - talking about gender in Africa and not talking about goats is not right. in my view it shows again the lack of understanding of the field situation. goats are mostly kept by women and they manage the money of the sales. Many children go to school because the sales of goats pay their school fees. ignoring this is not right.  | <ul style="list-style-type: none"> <li>• <i>Gender focus</i></li> </ul>   |
| There is a CRP1.3 led by World Fish, in which Bangladesh is included as one of   | <ul style="list-style-type: none"> <li>• <i>ILRI-WorldFish links</i></li> </ul>   |

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| the five major targeted countries while this centre is also leading the aquaculture value chains in both Egypt and Bangladesh as part of the CRP3.7 which ILRI leads. There would be a big risk for ILRI to continue its partnership with World Fish to develop next phase CRP because it is hardly seen the efficient synergy among the research activities on livestock and fish in CRP3.7. As what was claimed and expected, the genetics and genomics components could have a cross-cutting and shared value between livestock and fish, both are animals, however, the World Fish itself has already recruited world class geneticists leading its programme while investment in ILRI's genomics research platform is rather limited, it is not clear how such claim and expectation could be realized. If this Plan is solely for internal use with a 'Business Secret', then this issue must be discussed and analyzed carefully at high level within ILRI while keeping this point as part of the secret. |  |
| How to achieve the influencing policy. There seems to be a disconnect here between the aim and proposed plans and priorities.   | <ul style="list-style-type: none"> <li>• <i>Influencing</i></li> </ul> |

## Question 6. Are there specific issues in the plan (sections, paragraphs or chapters) that require further discussion or clarification, and why?

### Areas for action

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| <ul style="list-style-type: none"> <li>❑ <i>Biosciences focus – analysis/rationale</i></li> <li>❑ <i>Capacity development</i></li> <li>❑ <i>Cattle versus small ruminants and poultry</i></li> <li>❑ <i>Characterization and policy research</i></li> <li>❑ <i>Demand-driven vision and purpose</i></li> <li>❑ <i>Environmental framework</i></li> <li>❑ <i>Flagships?</i></li> <li>❑ <i>Forage breeding</i></li> <li>❑ <i>Gender research</i></li> <li>❑ <i>Genetic platform</i></li> <li>❑ <i>Impact assessment</i></li> <li>❑ <i>Influencing indicators</i></li> <li>❑ <i>IS – roles</i></li> <li>❑ <i>IS and Biosciences consistency</i></li> <li>❑ <i>Kapiti</i></li> <li>❑ <i>Links among SLOs</i></li> <li>❑ <i>Links to ILRI strategy objectives</i></li> <li>❑ <i>Links with CRPs</i></li> <li>❑ <i>Livestock-environment research</i></li> <li>❑ <i>LSE budgets</i></li> </ul> | <ul style="list-style-type: none"> <li>❑ <i>M&amp;E</i></li> <li>❑ <i>new biotechnologies for animal nutrition</i></li> <li>❑ <i>Partnerships</i></li> <li>❑ <i>Portfolio analysis</i></li> <li>❑ <i>Regions</i></li> <li>❑ <i>Regions – East Africa</i></li> <li>❑ <i>Regions - Ethiopia</i></li> <li>❑ <i>Regions - India</i></li> <li>❑ <i>Regions – Southern Africa</i></li> <li>❑ <i>Regions – West Africa</i></li> <li>❑ <i>Reproductive efficiency and faster multiplication and delivery of improved genetics</i></li> <li>❑ <i>Research on forages</i></li> <li>❑ <i>Research on pigs</i></li> <li>❑ <i>Role of IS research</i></li> <li>❑ <i>Small ruminant research</i></li> <li>❑ <i>Target beneficiaries</i></li> <li>❑ <i>Value chains</i></li> <li>❑ <i>Value chains as research framework</i></li> <li>❑ <i>Vision</i></li> </ul> |
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| Comments  | Issues  |
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| Yes. The strategies for the regions where ILRI operate are still fluid, incoherent and opportunistic. | <ul style="list-style-type: none"> <li>• <i>Regions</i></li> </ul>            |
| Clarity needed on how the Portfolio ratios are calculated (they seem to be                            | <ul style="list-style-type: none"> <li>• <i>Portfolio analysis</i></li> </ul> |



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| based entirely on budget shares bit this is not clear), and what they mean. What can be inferred/not inferred from these ratios - Section on ILRI portfolio by value-added of major livestock products is not very clear. What does table 4 show? Projected value added in the regions/species in which ILRI has interest?  |   |
| Document asserts that what can be known on characterization and policy influence research is more or less all known (paraphrasing). This refers to the third argument for scaling down on IS research. Is this statement valid? On the contrary, there seem to be persisting gaps in this research area that institutes like ILRI are uniquely placed (and motivated?) to fill, particularly with respect to marginalized stakeholders in the livestock sector. May need some more discussion.  | <ul style="list-style-type: none"> <li>• <i>Characterization research</i></li> </ul>                                  |
| The section which mentions Feed and Forages Biosciences proposes work on developing new forages, however, major constraints affecting smallholders are related to fodder management and livestock management practices, but there is very little mention of research in this area. The focus seems to be on plant production rather than plant utilization. Despite the years of work that ILRI and other CGIAR centers have spent on developing fodder technologies, there is little evidence of their impact on farmer livelihoods and there are indications that these technologies could have had more impact if more attention had been given to building institutional linkages between international research organizations, national research organizations and extension systems, as well as building the capacity of end users to adapt and utilize the technologies in local contexts.   | <ul style="list-style-type: none"> <li>• <i>Research on forages</i></li> </ul>  |
| The section which discusses work under integrated sciences requires further discussion and clarification. The proposal to seek limited funding for economics, value chains, gender and impact related research runs contrary to current research for development trends which indicate that research in these areas can play a fundamentally important role in achieving development outcomes. The lack of emphasis on these research areas will have significant implications for ILRI's ability to achieve the stated system level outcome objectives. The justification for this, namely 'that there is now much greater capacity in the national and regional programs in Africa and South Asia, so that ILRI's relative advantage has diminished' is not evidence based. Research conducted with national partners in East Africa (e.g. Ethiopia) demonstrates that there is limited capacity within the national programs, particularly in the areas of in systems, process, participatory and applied research. In fact, national partners repeatedly request assistance in these areas. Applied research approaches conducted in partnership with national institutions and an emphasis on capacity building would play a major role in enhancing national research (as well as extension). | <ul style="list-style-type: none"> <li>• <i>Role of IS research</i></li> <li>• <i>Capacity development</i></li> </ul> |
| The section which discusses value chains is problematic. Value chains seem to have been interpreted as mechanisms for delivering research results to partners, rather than a collaborative process to develop solutions with partners.  | <ul style="list-style-type: none"> <li>• <i>Value chains</i></li> </ul>   |
| The mention of pipeline technologies seems rather outdated.   |   |
| The section on policy research is very vague and requires more detail. The plan seems resigned to the fact that the proposed Gender Flagship project will receive insufficient resources under the minimal growth scenario which indicates that this is not considered as an important research area. Gender and equity issues are high on the global research for development agenda. Women and marginalized groups (i.e. pastoralists) play a key role in livestock management and research on gender dynamics and equity will have important implications for appropriate technology generation and policy choices, as well as for sustainable resource management.  | <ul style="list-style-type: none"> <li>• <i>Gender research</i></li> </ul>  |

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| <p>The environmental framework would need to be more articulated. the way is framed now it looks like it has one leg and one arm chopped. he can perhaps still "walk" and "write" but it could do much more and be more functional using all "his limbs".</p> <p>the framework is pretty 'value chain' oriented which minimize the potential of the environmental component to be extended beyond value chains (on land uses for example). it should be also better articulated (including socio-economic component).</p> <p>Working on environmental impacts: we need to recognize impacts are not only GHG, this is extremely reductive. our capacities of assessing impacts goes (has to) beyond that. Again, PES is one of the measure to contrast environmental impacts from livestock keepers. one of the measure. we should recognize that and explore what else could be done to reduce environmental impacts (e.g. a nice framework would include also simulations of impacts that would derive from changing diets, feeds, breed..etc)</p> | <ul style="list-style-type: none"> <li>• <i>Environmental framework</i></li> <li>• <i>Livestock-environment research</i></li> </ul>                |
| <p>The reason why ILRI focuses disproportionately on cattle is not very apparent. The System Level Outcomes of poverty and food security would suggest better emphasis on small ruminants and poultry.</p>   | <ul style="list-style-type: none"> <li>• <i>Cattle versus small ruminants and poultry</i></li> </ul>   |
| <p>Another aspect not clarified very well is the issue of partnership. ILRI has been struggling with its partnership development efforts. ILRI's approach to build partnership needs better elaboration.</p>   | <ul style="list-style-type: none"> <li>• <i>Partnerships</i></li> </ul>  |
| <p>It is not clear if there are plans for a forage breeding program or not. The argument is made that the NARS are much stronger than in the past and therefore the role of ILRI needs to change. This is true in many countries but not in others.</p>  | <ul style="list-style-type: none"> <li>• <i>Forage breeding</i></li> </ul>   |
| <p>Failure to recognize that small ruminants are important and that Ethiopia and Kenya, especially the former should be focal centers for research on these species.</p>   | <ul style="list-style-type: none"> <li>• <i>Small ruminant research</i></li> </ul>   |
| <p>Failure to recognize that pigs are important and research</p>   | <ul style="list-style-type: none"> <li>• <i>Research on pigs</i></li> </ul>  |
| <p>Strengthening the poultry science, and livestock genetics and genomic are (i.e need for additional staff) is urgently needed in order for the proposed genetic platform to realize the desired goals</p>  | <ul style="list-style-type: none"> <li>• <i>Genetic platform</i></li> </ul>  |
| <p>Failure to recognize that development /adaption of reproductive technologies aimed at improving the reproductive efficiency and faster multiplication and delivery of the improved genetics is worth focus on. Innovative application and adaptation of IT phenotyping/ and information sharing, especially feedback would be an important influencing behavior towards better recording. This should be an integral part of the proposed livestock and fish genetic platform.</p>  | <ul style="list-style-type: none"> <li>• <i>Reproductive efficiency and faster multiplication and delivery of the improved genetics</i></li> </ul> |
| <p>Value chains: this section portrays value chains as a means for delivering research results into development outcomes. I think this is a mistake. Value chains offer potential to be a framework within which systemic work is conducted, and where complex interactions between science, society and economics are observed. Here, we might observe system patterns that we could engage with as a basis for researching IPGs. By presenting value chains as a mere vehicle for the delivery of our research, we subordinate the parts of the system that we do not control, to the domain that we do. This is prejudices analysis to the domain of our own abilities, and stops us from moving to make sense in parts where we need to become more capable. In other words, we define ourselves by our constructs, not by the issues at hand. This is symptomatic of why the plan appears to be random and disconnected. It comes from within a subjective sense of ILRI's worth, not an objective sense</p>                                    | <ul style="list-style-type: none"> <li>• <i>Value chains as research framework</i></li> </ul>  |

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| of where we must go.   |  |
| The rationale for investing in strong technology is very subjective. I personally agree that there does need to be more investment in technology generation, but not for the reasons stated. If we are to invest in technology, it must be because the world needs it; and we must show how and why this is. To build a science capability, we must know where we want to be in 10 years from now, what alternatively enables and stops us from getting there, and what we are going to do to exploit and address these respectively.  | <ul style="list-style-type: none"> <li>• <i>Demand-driven vision and purpose</i></li> </ul>  |
| Translation of ILRI SO's blurry (probably because the objectives in strategy are themselves not so clear - especially 2) Justification for page 10 is missing Don't understand page 24 on strengthening impact analysis  | <ul style="list-style-type: none"> <li>• <i>Links to ILRI strategy objectives</i></li> </ul>   |
| Page 1: Explanation of the SLOs: need to indicate the linkages between some of the SLOs e.g. NRM and food security through nutrient cycling  | <ul style="list-style-type: none"> <li>• <i>Links among SLOs</i></li> </ul>  |
| Table 3: The large share on unspecified livestock species - may need a note to explain this.   | <ul style="list-style-type: none"> <li>• <i>Portfolio analysis</i></li> </ul>  |
| The NPV exercise should consider ILRI's potential to change NPV rather than being simply related to absolute NPV.  |  |
| The Flagship "Developing new biotechnologies for animal nutrition" is a fantasy. The private sector are investing millions if not billions in this for biofuel purposes and it is naïve to suppose that ILRI could add anything meaningful to such research even if it does become biological reality. Similarly the proposed work on Feed and Forage Biosciences is addressing the wrong constraint – the most notable gains to forage production are surely simple management measures and agronomic improvements most of which we already know about. There could be some scope for improved biophysical targeting of forages but applying molecular tools to forage improvement is not what we currently need. | <ul style="list-style-type: none"> <li>• <i>new biotechnologies for animal nutrition</i></li> </ul>  |
| The division of the ILRI research programme into categories is simplistic and often rather odd. Incompatible categories appear in the same table. For example in Table 1 categories include topics and projects e.g. "Climate", "LIVES". Also, many projects contribute to multiple research topics and it is not clear how that is dealt with.  | <ul style="list-style-type: none"> <li>• <i>Portfolio analysis</i></li> </ul>  |
| Regional work in Ethiopia: is it fair to state that other CG centres have bought into the idea of reinventing the Ethiopia campus as a "feed and forage biosciences hub"?  | <ul style="list-style-type: none"> <li>• <i>Regions - Ethiopia</i></li> </ul>  |
| There are many unsupported statements in the Plan e.g. "A second reason for a relative decline in Integrated Sciences funding is that there is now much greater capacity in the national and regional programs in Africa and South Asia, so that ILRI's relative advantage has diminished". Not so. In my experience there is very limited capacity in systems research and process research within the national programmes. That is where ILRI can help both through conducting research and building capacity.   | <ul style="list-style-type: none"> <li>• <i>Capacity development</i></li> </ul>  |
| The whole discussion about ILRI East Africa and the global rest of ILRI is ambiguous and inconsistent and needs more discussion and justification  | <ul style="list-style-type: none"> <li>• <i>Regions – East Africa</i></li> </ul>   |
| Weighting of ILRI's current work to the SLO's - definitions of Practices, Influencing and Capacity need to be clarified.   | <ul style="list-style-type: none"> <li>• <i>Portfolio analysis</i></li> </ul>  |
| How Integrated Sciences (particularly the cross cutting issues of gender, M&E and CapDev) will support and strengthen the overall research at ILRI. Gender Flagship project must be supported under both minimal and modest growth scenarios to achieve overall ILRI strategic objectives and the SLO's. What are donors willing to support? There is no evidence to indicate they will support the proposed plan. Will they be involved?  | <ul style="list-style-type: none"> <li>• <i>Gender research</i></li> <li>• <i>IS – roles</i></li> </ul>  |
| The arguments for a stronger focus on technology generation (under 'biosciences') are weak. First, the text seems to argue that we need to prioritize technology generation versus other fields overlooking the evidence that technology is better generated when integrated with other sciences.  | <ul style="list-style-type: none"> <li>• <i>Biosciences focus – analysis/rationale</i></li> <li>• <i>IS – roles</i></li> <li>• <i>Characterization and policy</i></li> </ul> |

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| Second, the argument 'Our third argument for a stronger absolute and relative effort in technology generation from BioSciences is that much of the characterization and policy influence research, which could be done in Integrated Sciences, has been completed' is hard to defend. It seems difficult to argue that a research such as that on policy can be 'completed' given that policy is a continuously evolving field. This is the case also for social and gender sciences: they focus on continuously evolving issues and therefore research is ongoing. Moreover, they have only recently been given new space in the CG research and much work is needed.' Under 'integrated sciences' it is suggested that the share of the budget needs to decline. However, because integrated sciences are necessary for technology development, it is difficult to argue that the one budget needs to increase and the other to decline. The paragraph 'A second reason for a relative decline in Integrated Sciences funding is that there is now much greater capacity in the national and regional programs in Africa and South Asia, so that IRLI's relative advantage has diminished' needs supporting evidence. Also, has the capacity grown only in the integrated sciences and not in the biosciences? | <i>research</i>  |
| The Next Five Years: the dichotomy between 'major research' and 'research for development work' is unsettling: isn't all of ILRI's research meant to have development impact? Developing new biotechnologies for animal nutrition: presumably increasing lingo-cellulolytic biomass availability would the El Dorado of the private sector, which puts significant R&D investment to this -- can we demonstrate that we have done our due diligence to make the case for what we can contribute in relation to private sector investment? Biosciences: Would need to provide convincing evidence that 'much of the characterization and policy influence research...has been completed'.   | <ul style="list-style-type: none"> <li>• <i>Characterization and policy research</i></li> <li>• <i>Vision</i></li> </ul> |
| We talk about focus in specific areas of ILRI as well as geographically focus. It would be good to also specify which areas/commodities are we going to focus more or less. Tables 1, 2 and 3 give a nice view of the current situation from different perspectives. Table 5 gives a nice projection of possible scenarios for data from table 2. The same would be interesting to show also for data from tables 1 and 3 (research, shares and species shares) It would be good to have an idea of how flexible or rigid this plan will be? What major changes will happen in consequence of this plan? Correction: annual budget for genebank CRP is 0.9M and not 1.76   | <ul style="list-style-type: none"> <li>• <i>Portfolio analysis</i></li> </ul>  |
| Way back in early 80's CSIRO Australia did some pioneering work on bio-fuels using highly ligno-cellulosic crop wastes and saw milling wastes. We should revisit their research work and the lessons learnt.   |  |
| India dairy. How sure are we India wants ILRI inputs? NDDB has advocated a one-size-fits-all-approach for decades and didn't seem to appreciate much work on other aspects, like informal milk marketing. I believe we need to work more in India dairy, but the suggested approach may not be the best.   | <ul style="list-style-type: none"> <li>• <i>Regions - India</i></li> </ul>   |
| Why flagships under Biosciences and not under Integrated Sciences? (Besides the Gender Flagship – this, on the other hands, is the only Flagship that is mentioned!).  | <ul style="list-style-type: none"> <li>• <i>Flagships?</i></li> </ul>  |
| The section on animal BS p 16 puzzles me; work on 'Delivery of animal health interventions' fits in IS.  | <ul style="list-style-type: none"> <li>• <i>IS and Biosciences consistency</i></li> </ul>                                |
| How were the projects allocated to capacity building etc? it is unclear  | <ul style="list-style-type: none"> <li>• <i>Portfolio analysis</i></li> </ul>  |
| I also disagree with the gender paragraph p 19. Such work is on going and we can't afford not to do it in the minimal and modest growth scenarios.   | <ul style="list-style-type: none"> <li>• <i>Gender research</i></li> </ul>   |
| Why are the budget lines in Annex 4, 5 and 6 not consistent for LSE? I.e. why called LSE in the minimal, and "reducing environmental costs" in the medium and high growth. And why is the budget dropping from 8.5 million to 5.7 million? At the same time as 40% is said to go to the partners (which is given as 2.3 in all three tables).  | <ul style="list-style-type: none"> <li>• <i>LSE budgets</i></li> </ul>   |
| M & E and impact analysis - what's already documented? How will this be  | <ul style="list-style-type: none"> <li>• <i>M&amp;E</i></li> </ul>   |

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| done systematically  | <ul style="list-style-type: none"> <li>• <i>Impact assessment</i></li> </ul>              |
| Under 'Building a livestock and fish genetics platform' Note that under 'Livestock Genetics' proposal being by Steve / Gabrielle there are plans to perform targeting exercises on 'what genetic interventions where' and this should feed into the platform. It is not clear why trypanotolerance in sheep and goat of West Africa was given as a specific example. Some of the activities named here (e.g. "delivery of genetics to smallholders") are also covered under genomics ("gene delivery pipeline"). Further clarification of the relationship between these two (L&F genetic platform and genomics) is required.  |   |
| The BECA-ILRI hub. Paragraph on page 20 stated '...to better support CRPs (beyond CRP Livestock and Fish and CRP A4NH)'. I find the term 'beyond' here vague - it could be better to just state what CRPs they will contribute to. Some attention should also be given to improving collaboration between BECA-ILRI and ILRI scientists.   | <ul style="list-style-type: none"> <li>• <i>Links with CRPs</i></li> </ul>                |
| Paragraph on West Africa page 21. This is quite short in comparison to the other regions, and could be expanded.   | <ul style="list-style-type: none"> <li>• <i>Regions – West Africa</i></li> </ul>          |
| Capacity development section page 19, the paragraph starting 'The third type of capacity development consists of the impact of ILRI research and partnerships'. I am not sure exactly what this refers to - it would help to include some examples or expand the text. Also capacity development should include training of 'non-young' scientists working in disciplines where methodologies are rapidly advancing.   | <ul style="list-style-type: none"> <li>• <i>Capacity development</i></li> </ul>           |
| Kapiti Ark - I have serious reservations about the concept of 'ex-situ live' conservation as it is an extremely expensive conservation process and also because keeping animals outside of their natural habitat may result in loss of their adaptive genetics. I also feel it is not sending the right conservation messages to our national partners.  | <ul style="list-style-type: none"> <li>• <i>Kapiti</i></li> </ul>                         |
| Animal biosciences paragraph page 13. This description overlaps with that of the vaccine platform, And further mentions 'delivery of animal health interventions' which I imagine would also involve ASSP and thus integrated sciences. This paragraph requires further detail, and clarification of fit with ASSP / integrated sciences activities  | <ul style="list-style-type: none"> <li>• <i>IS and Biosciences consistency</i></li> </ul> |
| p6, Table 1: review numbers or add correct unit for the numbers in share of total budget. These are obviously not percentages  | <ul style="list-style-type: none"> <li>• <i>Portfolio analysis</i></li> </ul>             |
| p8, top paragraph on citation impact as indicator of policy influence. I wonder if that is really an indicator of influencing policy. I would say that is rather an indicator for getting the science right. To measure our impact on policy formulation, it would be more relevant to track the citations of ILRI's work in reports by World Bank and other development banks, UN system technical agencies, and strategic plans and white papers of national governments. One could also count the number of requests ILRI researchers get to provide technical assistance to workshops targeting policy makers or for reviewing project documents for funding agencies p18. | <ul style="list-style-type: none"> <li>• <i>Influencing indicators</i></li> </ul>         |
| The plan keeps on emphasising the poor, in my opinion we should focus on small holders which are in a transformation process from subsistence to commercial agriculture  | <ul style="list-style-type: none"> <li>• <i>Target beneficiaries</i></li> </ul>           |
| I disagree with the orientation of not using W1/W2 funds for system characterization. Actually, it is likely that bilateral projects will not want to allocate money to system characterization, preferring to focus funds on the actual research needed to respond to a development problem. A small share of W1/W2 funds should be allocated to field-test the on-going relevance of   | <ul style="list-style-type: none"> <li>• <i>Characterization research</i></li> </ul>      |

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| past system characterizations in sites where we are likely to start new work on responding to a specific development problem when some external project is secured.   |  |
| It is clear that the authors are biased towards BioSciences. This is a view that perhaps was applicable in the 90's but the world has evolved and more people realize (except the authors) that it's not all about vaccines (although they are needed). A more objective view on things would have been more appropriate.   | <ul style="list-style-type: none"> <li>• <i>Vision</i></li> </ul>                    |
| Building Critical Mass in the Regional programs. Having 70% of its staff in Addis and Nairobi and less than 10% of its budget outside Africa is not right for an organization that claims to be international. In addition, the statements about the regions are offensive; stating that the Southern Africa program is not cohesive is also not true in my view. There is a clear focus on red meat value chains which is highlighted in the IFPRI study that should be the focus area. Thinking of the work in Mozambique as development and not research is shortsighted as we have been able to produce a number of research products (peer reviewed publication, research and policy briefs etc). The IFAD funded imGoats project has also informed a 9m USD loan to the government of Mozambique to enhance the red meat value chain in Southern Mozambique. This is the first time that there is such a loan for many years in Mozambique and also the first time since 20 years that there has been this investment in the livestock sector. ILRI together with SNV has submitted a project proposal to implement this project, if successful, ILRI will have an opportunity to work long time on value chain research. | <ul style="list-style-type: none"> <li>• <i>Regions – Southern Africa</i></li> </ul> |
| We need to project the consequence of enhanced regional scientific mass, would this lead further fragmentation within ILRI? Rather ILRI should be analyze the trends in research on livestock development in different regions, identify its critical partners in each region and then decide what scientific mass should ILRI develop based on its comparative advantage and also long-term funding strategy in specific regions.  | <ul style="list-style-type: none"> <li>• <i>Regions</i></li> </ul>                   |

## Question 7. Which specific sections of the plan would you be willing to directly contribute to? How?

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| Volunteers for sections/issues:   |
| <ul style="list-style-type: none"> <li>• Animal production</li> </ul>   |
| <ul style="list-style-type: none"> <li>• About integrated science and value chains</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Willing to provide feedback through a review process that allows for a few scientists to sign up to provide responses to the document as it is being developed.</li> </ul> |
| <ul style="list-style-type: none"> <li>• I would be willing to contribute to developing the section on integrated sciences.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Environmental Framework</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Developing socio-economic component for bioscience</li> </ul>  |
| <ul style="list-style-type: none"> <li>• I would be willing to help with Regional Strategy, and Impact Assessment</li> </ul>  |
| <ul style="list-style-type: none"> <li>• I would be willing to contribute to the section on capacity building by contributing ideas.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• The development and implementation of the livestock genetic platform and capacity development in general.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Building strategic arguments Redefining value chain work Redefining capacity development work</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Support to the data &amp; analysis underpinning the plan The logical flow &amp; overall connections - but many can do this</li> </ul>                                      |
| <ul style="list-style-type: none"> <li>• I can contribute to the economic research and value chain components.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Happy to contribute to brainstorming sessions with peers to improve the Theory of Change.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Anything to do with M&amp;E</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Whole next five years discussion. Thing through how this silo scenario can be avoided</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Contribute to developing a more integrated "systems approach" for the Science Plan that equally incorporates</li> </ul>  |

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| Biosciences and Integrated Sciences.  |
| <ul style="list-style-type: none"> <li>the ones related to better integrating the social and gender component in the text</li> </ul>  |
| <ul style="list-style-type: none"> <li>All, as reviewer</li> </ul>  |
| <ul style="list-style-type: none"> <li>Feeding strategies for ruminants (ration formulation) , in particular Crop residues in year-round feeding plans.</li> </ul>  |
| <ul style="list-style-type: none"> <li>Some editing of the Environmental Section</li> </ul>   |
| <ul style="list-style-type: none"> <li>Strengthening impact analysis - I can take part in focus group discussions or help in further research if required.</li> </ul>   |
| <ul style="list-style-type: none"> <li>Any components dealing with animal genetics / genomics, or livestock productivity in general. Link between biosciences and integrated sciences.</li> </ul>   |
| <ul style="list-style-type: none"> <li>Building Critical Mass in the Regional programs</li> </ul>   |
| <ul style="list-style-type: none"> <li>Value Chains</li> </ul>  |
| <ul style="list-style-type: none"> <li>Integration of different research topics in biosciences where ILRI has its own capacity and comparative advantage to improve primary production and productivity; regional business plan etc.</li> </ul> |

### Question 8. Do you have any comments on the structure, flow, or form of the plan?

| Comments  | Implication |
|---|-------------|
| There is a lack of consistency and coherence. There is a (seemingly) random mix of broad research themes intermixed with a few very specific research topics. It is not clear why these specific examples are highlighted compared with others.   | Content     |
| The plan does not hang together as a convincing document. It needs to flow from a point of reason to define coherent action It needs to describe context It needs to articulate purpose, goal level intentions action It needs to be quite short  | Content     |
| I think there should be a learning section on where we are coming from. E.g. ILRAD/ILCA. What were the advantages and disadvantages of having a center only focusing on Animal Diseases. Were we able to generate vaccines to curb the challenges of livestock diseases? How does the proposed plan build on the strengths and overcome the weakness of such?                                   | Content     |
| There is a need for a well-thought through Theory of Change.  | Content     |
| Fragmented, too ILRI centric in that no larger picture emerges  | Content     |
| Tremendous focus on what currently is, not enough and why and how we will create a more dynamic, impactful, relevant science research agenda that truly is R4D and not just Research.   | Content     |
| It's actually really quite readable for a 43 (or 26)-page document. Well done on that. I like the idea of minimal and rapid growth scenario. It is something which, as part of foresight work, is important to help us evolve dynamically, as opposed to following a set course that may not be the right one for us...   | Content     |
| Would expect a more evidence-based section to present our analysis of what science is needed, together with a good evaluation of ILRI's comparative advantage vis-à-vis other suppliers.  | Content     |
| It is not very clear how the CRP integrate within the ILRI structure. The ILRI structure and the project structure is somehow a bit mixed up (CRPs, LIVES, BecA)?   | Content     |
| need to explain better that IS will evolve in parallel with BS  | Content     |
| Biosciences section has a list of what seems to be proposed new flagship projects under modest and rapid growth scenarios, whereas integrated sciences section describes general research areas including one flagship. More consistency on how these sections are presented would likely help the reader. Further it is not clear how biosciences will 'look' under a minimal growth scenario. | Content     |
| Would start with a vision   | Content     |
| I don't think the headings under "the next five years" make sense. it mixes technical and issues of M&E. there should be a clear plan to which different part of the organization contribute to. not the way it is written now.   | Content     |

|   |                              |
|---|------------------------------|
| The analysis of budget shares and contribution to SLOs, etc. is extremely weak and not very informative. Given the questions about the expertise in ranking, reporting to 3 decimals places oversells the accuracy. More importantly, no targets are ever proposed, so it seems a major exercise to tell readers that we do a bit of everything... the little interpretation attempted appears to be meaningless without reference. The fact that the results in the later table indicate relative insensitivity of the results to major re-allocations of resources suggests it may not be a very useful exercise.   | Content - Portfolio analysis |
| Important explanatory notes or references often omitted. E.g, references to Windows 1, 2, 3 funding with no explanatory notes (footnotes?) that describe what these are. Their differences not always clear, esp to new scientists - Minor grammar and text editing needed ---- Incomplete or unclear sentences (e.g., Sentence starting Para 2 on Pg. 9 "Completing Phase 1 of the CRPs starts from the fact that ..." is not clear ) ---- Improper use of pronouns (e.g., Sentence on Pg 26. "This is done through the organization of ILRI's .... to outputs and outcomes in these... which are being ..." it is not clear what this, these, which, ... refer to ) ---- Misinformation/Errors (e.g., Annex 2 and 3 titles are switched; Table 3 shows ILRI focus as 0.356 not specified species, 0.087 Cattle and 0.209 other ruminants but text says ILRI portfolio is predominantly Cattle)) - IRLI instead of ILRI. | Editorial                    |
| Seems ok. It's a little dry, but it's an institutional planning document, so that's probably normal!  | Editorial                    |
| It needs editing/formatting, Table of contents, etc to make it more readable and easier to follow the logic. It is structured rather classically around the organization structure; maybe it could be around our strategy objectives or trajectories or ...   | Editorial                    |
| I like the short format that makes it easier to read and the short paragraphs with main points. It should be good however to have some extra clarifications on the meaning/details of some terms/ideas.   | Editorial                    |
| It would help if the headings were numbered - so that main headings and sub-headings can be distinguished while reading. And table contents could then preferably include also these sub-headings – so that the structure of the document becomes clearer.  | Editorial                    |
| Need some proofreading and editing. The layout could also be improved to make it more readable. I would like to see some visual presentation of information e.g. flow diagrams. Avoid the use of 1st person in sentences as its an ILRI document.   | Editorial                    |
| The structure of the plan breaks the various research components into discrete areas of work, with very little connectivity between them. More could be done to enhance the inter-relationships between the various work described and demonstrate more clearly how they will achieve the SLOs.   | Structure                    |
| It would be useful to structure the research program sections/heading around the existing programs, as currently they no match very closely, and some pieces are thus missing, as in comments above   | Structure                    |
| Afraid it lacks structure and flow, I can see the different components but they are not linked very well and missing some of the 'this is X and hence we should do Y'   | Structure                    |
| And why is e.g. BECA not a subheading under Biosciences? Perhaps the structure should be improved, like: Timeline, Processes and Scenarios // Biosciences // Integrated Sciences // Regions and Partners // Improved management and capacity building.  | Structure                    |
| More editing in both English and formatting is required if it is to be printed and shared in wide audience.   | Editorial                    |
| The balance now has too much emphasis on analysis (all the tables parsing current activities/spending in different ways) and not enough on laying out the logic for and contents of a strategy.   | Content                      |



## Question 9. What other overall or specific comments do you have on the plan?

### Main focus

- *Flagships - Terminology*
- *Format/audience*
- *ILRI comparative advantage – more than research*
- *Impact pathways - partnerships*
- *Link to ILRI strategy - trajectories*
- *Process*
- *Regions – analysis/rationale*
- *Vision*
- *Vision – analysis/rationale*
- *Vision - Biosciences*
- *Vision - Timeframes*

| Comments  | Issue  |
|---|--|
| Please please can we drop the term 'flagship projects'. Is now taken up by CRPs...unfortunately and will lead to lots of confusion. Can't we stick with program or program focus  | <i>Flagships - Terminology</i>                         |
| We need to decide whether this will be for external audience, in which case the language used will have to be changed to ensure that we don't use internal reference that would not be understood by others.  | <i>Format/audience</i>                                 |
| We need to be clear who the audience for this version of the plan is. Is this for ILRI staff only. If so how do we produce versions that are targeted at donors, partners etc.  | <i>Format/audience</i>                                 |
| I think the above represent more than 'cosmetic tweaks here and there'. They also don't turn this plan out or upside down, but the discourse and related practice around this plan need to pay attention to very important elements of the ILRI approach in the age of CRPs. We no longer work as 'just' a research institute.  | <i>ILRI comparative advantage – more than research</i> |
| Even though we are operating the CRPs for about 2 years, even within the countries where it is operated not much publicity is given. It might be good to have an International symposium, at least with the CROs ILRI is leading/contributing and share the findings in the regions.  | <i>ILRI results - illustrate</i>                       |
| ILRI existence in the CG is because of animals. Animal productivity, animal economics ( have we done enough?). Why people do not do...exemplary work like- Delgado livestock revolution, John McIntyre crop-livestock interaction, which become kind of bible for younger generation. Why ILRI is shy of publicity? Jeff Mariner has done great job eradicating rinderpest? direct impact on ground...why don't we talk about these guys? | <i>ILRI results - illustrate</i>                       |
| Most donors would want to fund R4D projects. How does the plan ensure that the development component is achieved? As it is there is no articulation on how to scale out adoption of the technologies through strategic partnerships.  | <i>Impact pathways - partnerships</i>                  |
| I would have expected the plan to be better linked to the ILRI Strategy in terms of the logic of what science is needed for the 3 situations described there: low growth, high growth potential, after growth problems. These are never treated systematically.   | <i>Link to ILRI strategy - trajectories</i>            |
| The process for the drafting of the plan should have been more participatory.   | <i>Process</i>   |
| We need consensus from all interested and involved stakeholders across ILRI to build and support the Science Plan. I am concerned that no partners or donors are involved in the overall process since they are critical to its success.  | <i>Process</i>   |

|   |                                     |
|---|-------------------------------------|
| I think this form of feedback is a good idea and avoids personal views or comments that may influence others. It should also be easier to compile from your side! It is also quite short which makes it easier to provide feedback.   | Process                             |
| Its a good start but the consultation exercise is a good idea to strengthen the different arguments already presented.  | Process                             |
| The plan as it is is unacceptable. I'm glad that the BoT told ILRI management to do wider consultations within the organization. I know that through this process the document will improve.  | Process                             |
| Is there any real justification for the regional presence? Although it is small, it already feels bloated, and I'm sure savings could be made by cutting it and focussing on core activities.   | <i>Regions – analysis/rationale</i> |
| p15: add AfricaRice as a CG partner on rice along with IRRI, especially if we are still focusing our work on Sub-Saharan Africa   | Small detail                        |
| There are some elements that resonate with me. Specifically 1) we do need to invest in good science 2) we do need to decentralize and build peripheral presence and critical mass   | Vision                              |
| One at time has the feeling of watching a pendulum as far as research paradigms are concerned. This plan could have been written 10 to 20 years ago essentially   | <i>Vision</i>                       |
| Will like to commend the writer(s) for a draft that shows a lot of thought, covering points and sections that are most relevant to the current discussion. Will like also to emphasize the need to utilize evidence-based arguments in (determining? and) supporting priorities highlighted in the Plan.  | <i>Vision - analysis/rationale</i>  |
| I like that the plan makes definite proposals and sets out higher-level priorities and actions. These need to be much-better argued, as opposed to just described.  | <i>Vision – analysis/rationale</i>  |
| I think the plan was very interesting and presented some good ideas but I did not find it convincing. In particular I was troubled by: a) the portfolio analysis; b) the justification for research on projected value; c) the focus on technology development rather than technology adoption or evidence generation; d) the marginalisation of the CRPs; e) the belief that biosciences is a priority investment. | <i>Vision – analysis/rationale</i>  |
| I think that some arguments are not really clear and objective especially why the budget for Integrated Science should decrease or at most remain the same. I don't agree about that at all.  | <i>Vision - Biosciences</i>         |
| We need to recognize that, although primary focus on bio sciences is appropriate for ILRI, achieving impact in this area will take time. So, better to focus on short and medium terms technologies/practices during the initial years. Example is feed/forages and feeding technologies.   | <i>Vision - Timeframes</i>          |

## Other comments received

### Issue areas:

- *Characterization research*
- *ILRI comparative advantage*
- *Impact assessment*
- *Links Biosciences and IS*
- *Links with CRPs*
- *Livestock-environment - Analysis/rationale*
- *Portfolio analysis*
- *Regions*
- *Systems approach*

| Comments  | Issues  |
|---|---|
| The strategy still misses a view on how biosciences and integrated sciences can work together, profiting from each others' knowledge. Technological approaches to interventions often fail because a lack of systems perspective. Would be fabulous if ILRI is actually capable of making this link, that would be strong towards partners and would make ILRI activities much more useful. And overall why so much impact on biosciences and neglect of integrated sciences?   | <ul style="list-style-type: none"> <li>• <i>Links Biosciences and IS</i></li> <li>• <i>Systems approach</i></li> </ul>    |
| The statement around 'no more characterization' is ill advised at best...as systems evolve we continue to need to understand their dynamics in order to design interventions and assess their impact.   | <ul style="list-style-type: none"> <li>• <i>Characterization research</i></li> </ul>                                      |
| The livestock and environment section is weak. Everything is focused around livestock and GHG and possible consequences on climate. This is very limited. Major livestock environment challenges are actually in their use of water, and land use in general (deforestation, overgrazing, etc.) rather than the current hype around GHG. Land use change because of expansion and intensification (e.g. feed) of livestock production will have much more negative environmental consequences (diversity, water, and emissions) than the direct emissions by livestock themselves. To cite one paper around african livestock futures as a major output is weak for a strategic document (given all the other work ILRI has done and is doing). | <ul style="list-style-type: none"> <li>• <i>Livestock-environment - Analysis/rationale</i></li> </ul>                     |
| The strategy is missing a view of impact assessment (really viewed in the document from a large scale perspective) versus small scale on which technology evaluation and adoption needs to take place. The fact that ILRI can work across scales should be mentioned as a strong point.   | <ul style="list-style-type: none"> <li>• <i>Impact assessment</i></li> <li>• <i>ILRI comparative advantage</i></li> </ul> |
| ILRI works on multiple CRPs and these are integral to much of LSE's research (WLE, CCAFS, DS and HT) and this merits recognition.   | <ul style="list-style-type: none"> <li>• <i>Links with CRPs</i></li> </ul>  |
| The approach to regions merits more thought (reflecting on Steve Staal's email).  | <ul style="list-style-type: none"> <li>• <i>Regions</i></li> </ul>  |
| Finally, I would caution using the following rationale for investing less in social sciences, lest we expose ourselves to ridicule: "much of the characterization and policy influence research, which could be done in Integrated Sciences, has been completed." (page 15). It is clear that rapidly changing and dynamic production systems, technology and policy contexts, and market systems require ongoing analysis to address new challenges that will certainly emerge.  | <ul style="list-style-type: none"> <li>• <i>Characterization research</i></li> </ul>                                      |

|  |   |
|--|---|
| <p><b>Comments on the portfolio analysis</b></p> <p>This clearly shows the mismatch between the research and strategy – where objective on capacity development is not well covered!</p> <p>ILRI's traditional focus, again like that of its predecessors, is on ruminants, chiefly cattle, with very little work done on swine, poultry, or plant species. ILRI should revisit this imbalance on species of animals and feed resources.</p> | <ul style="list-style-type: none"> <li>• <i>Portfolio analysis</i></li> </ul> |
|--|---|

## LGI team

### Comments on the current version

The plan does not take into account the evidence that technology development needs to be integrated with other sciences to be effective. Achievement of the desired R4D outcomes cannot be gained by biosciences alone, particularly 'employment, equity and local knowledge' that entail research in the social sciences.

What is the supporting evidence for "there is now much greater capacity in the national and regional programs in Africa and South Asia, so that IRLI's relative advantage has diminished" How does it relate to integrated sciences and not biosciences i.e. the capacity has grown only in the integrated sciences?

"There would not be sufficient resources for the Gender Flagship Project under the *Minimal Growth* or *Modest Growth* Scenarios; it could only be funded under the *Rapid Growth* scenario." Concerns around this statement based on the recent Consortium Knowledge Day event and the increased demand/focus on gender research among donors and the CRP's, with possible requirement of 10% of CRP budgets dedicated to gender research.

Focusing on the supply side alone in isolation of the demand side may not achieve much – is that not where we are coming from e.g. the days of ILRAD? For instance in the pig value chain I agree totally that focusing on animal health issues especially African Swine Fever, parasites and feeds would go a long way to generate impact in the value chain, but not in isolation of the demand side as there would be no incentive for uptake. Are donors willing to finance pure research projects without a development angle?

## Annex: Process

In August 2013, as part of its work on developing the critical success factors, IMC agreed on ILRI's core identify and sketched out a framework to help focus the institute's work (refer to 'CSFs overview oct13'). Following on from this, in October, the science plan was developed and discussed at IRMC (with follow-up email correspondence) and then presented to the ILRI Board in November.

As a follow up to discussions with the board, and feedback provided through the IRS staff council, we would like to undertake a process of further internal consultation on the science plan, to provide more opportunity for input and ownership of the final plan which will be presented to the board at the April 2014 board meeting.

The process calls for strong support from program and other institute leaders to engage staff in constructive discussions of the plan. It calls for strong involvement from IRMC members, in particular to encourage and promote contributions and critical discussions.

The aim is to have a draft version of the plan ready to send to the board in mid-February 2014. Given that the period between now and mid-January contains several public holidays, time is tight. We need to start the process as soon as possible.

### Process

We propose to use a process that combines electronic with face to face interaction. We also seek a mix of individual and group inputs.

It will have three phases:

**First**, we will invite general reactions to the plan, electronically, from individuals across ILRI. This should pinpoint 'hotspots' and sections of the plan that require further attention. Basically, this is an agenda-setting phase to map what needs to be done and give us a sense of priorities. We will produce a short summary/synthesis – that could be considered by IMC at its early December meeting.

**Second**, we will invite discussion on the high priority issues and questions arising from the first phase. This will have both electronic and face to face elements. Ideally, programs and teams will convene group discussions on the hotspots and issues that concern them – producing a set of recommendations. We encourage teams to consider and provide evidence to support their recommendations. We will produce a synthesis of these various contributions which will be used to frame discussions in the third phase.

**Third**, IRMC will meet on 15, 16 January 2014 in Nairobi to discuss and conclude on the key topics as input into the final revision of the science plan.