

Outlook

This framework is an attempt to synthesize present experiences. It is a learning frame and we hope that more experiences will be processed and contribute to its further development.

Much of what has been considered in this document is also generically important to the planning of the new Challenge Programs. The planning (negotiation) and operational implementation of large consortia-led programs is also an area which could benefit from discussions amongst the CGIAR and its research managers and the establishment of best practices.

The Workshop, and the commonality of priority setting requirements and processes which emerged, underscore the great scope for collaboration in the development of the future CGIAR agenda. The need for appropriate planning methods is common to all, and such strategic

planning should not just be thought of as a Center responsibility, but as a system-level responsibility. Strategic planning must be applied to all levels of the system (at the Center level, for System-wide and Challenge Programs, and across the CGIAR portfolio to determine what those Challenge Programs should be). Indeed, it will not be possible to move to a more programmatic approach to the CGIAR unless the system as a whole develops a rational and transparent approach to priority setting for the portfolio of research to be undertaken by the consortium of Centers. Planning for, and addressing challenges one by one provides no indication that these are the right challenges for the CGIAR to undertake, particularly when the approach of alleviating poverty through improved agricultural productivity and resource use has still to be completed.