



**WorldFish**  
C E N T E R

# The WorldFish Strategy

How we will achieve our goals

*28th<sup>th</sup> May 2011*



# About this document

## Where Strategy Fits

An organization's strategy must be put in a broader context. It must be driven by the organization's fundamental purpose and values, it must be focused on its goals and it must be guided by the realities of the external environment. Once a strategy has been defined, the organization must then put in place the arrangements to deliver.

This document describes our Mission, Vision and Values. We have considered the key trends in the external environment that have a bearing on our intent and founded on this analysis we have derived our strategic objectives. Then, structured around five key strategic questions....

1. How, what and where do we contribute?
2. How will we succeed?
3. How will we get where we want to be?
4. What will be our speed and sequence of moves?
5. How will we mobilize the resources necessary to achieve our goals?

we have laid out our strategy.



# Our Mission, Vision and Values

**Our Mission** (The fundamental purpose of the organization):

**To reduce poverty and hunger by improving fisheries and aquaculture**

**Our Vision** (Our aspiration as an organization):

**To be the research partner of choice for delivering fisheries and aquaculture solutions in developing countries**

**Our Values** (The principles by which we will operate as an organization to achieve these ends):

- Our two most fundamental values are **integrity and trust**. We will trust each other to be honest and open, and hold one another accountable for honoring that trust.
- In the workplace, we will strive for **fairness and equity**. We will provide equal opportunities for all staff, recognize achievement, celebrate diversity, and respect individual dignity. We will strive to practice effective leadership at all levels and empower staff so that they can give their best.
- In our work, we will search for **excellence** and innovation in all that we do. We will continually seek to improve the quality and delivery of our products and services, and accept the need for risk taking and genuine mistakes as opportunities for learning.
- We will also value **teamwork** over individual effort, sharing knowledge amongst ourselves and our partners to build on our collective strengths and interdependencies

**What our Mission Vision and Values really mean is that we aim to be:**

- The place people think of first when they think about fisheries and aquaculture.
- Where the best people in our field want to work.
- Recognized as a friendly, open, flexible and responsive culture.
- Where we deliver lasting benefits for the poor AND have fun doing it.
- People who don't work with us wish that they did.
- First port of call for those with a problem to solve.
- The global commentator, the leading thinker and the most innovative problem solver on how fisheries and aquaculture can benefit the poor and hungry.

And above all - An organization that makes a lasting difference to the poor in developing countries.



# Strategic objectives

The outcomes of CGIAR change process represent a fundamental shift in our operating environment. As a research center in the CGIAR system we align our efforts with the CGIAR's new, results oriented Strategy and Results Framework (SRF) and the strategic objectives contained within it. We will do this by working with our sister centers and other research and development partners on the two fishery specific strategic objectives shown below. We believe these foci for fisheries and aquaculture are key for helping to realize the CGIAR's ambition to deliver development impact at scale.



## Strategic Objectives

- Create and accelerate sustainable increases in the productivity and production of healthy food by and for the poor (**Food for People**).
- Conserve, enhance and sustainably use natural resources and biodiversity to improve the livelihoods of the poor in response to climate change and other factors (**Environment for People**).
- Promote policy and institutional change that will stimulate agricultural growth and equity to benefit the poor, especially rural women and other disadvantaged groups (**Policy for People**).



## Strategic Objectives

1. Improve the livelihoods of those who are especially poor and vulnerable in places where fisheries and aquaculture can make a difference. (**Reduce poverty and vulnerability through fisheries and aquaculture**)
2. Achieve large scale, environmentally sustainable, increases in supply and access to fish at affordable prices for poor consumers in developing countries. (**Sustainably increase food and nutrition security through fisheries and aquaculture**)



**CGIAR Vision**



**WorldFish Mission**



Reflecting our long-term perspective

10 year time horizon.

The context within which our own strategy must fit.

10 year time horizon.

The objectives against which we align our efforts

# From strategic objectives to measurable results

The adoption by the CGIAR of a Strategy and Results Framework heralds a more explicit commitment to achieving development impact. The principle vehicles for achieving these are the large programmatic investments (CGIAR Research Programs, or CRPs) that will frame the joint efforts of CGIAR centers. Derived in turn from this ambition we identify two high level results that we seek to achieve through CRPs in the coming years.

## CGIAR Strategic Results



**Lift productivity and reduce poverty.** Increase annual agricultural productivity by 0.5% to help farmers meet the food needs of the future world population and to help reduce poverty by 15 percent by 2025, as part of an overall global agricultural R&D strategy.



**Contribute to sustainability and resource efficiency.** Reduce the impacts of water scarcity and climate change on agriculture through improved land, agro-forestry, forestry, biodiversity and water management methods that increase yields with 10 percent less water, reduce erosion, and improve water quality by maintaining ecosystem services.



**Contribute to reduction of hunger and improved nutrition.** Reduce hunger and improve nutrition in line with Millennium Development Goal 1 (MDG 1) targets, cutting in half by 2015 (or soon thereafter) the number of rural poor who are undernourished, with a focus on contributing to a reduction in child under-nutrition of at least 10 percent.



## WorldFish Strategic Results



**Reduce poverty and vulnerability through fisheries and aquaculture.** Improve the lives of 15 million people in priority countries within 6 years, increasing to 50 million by 2022 through scale up and scale out. ❖



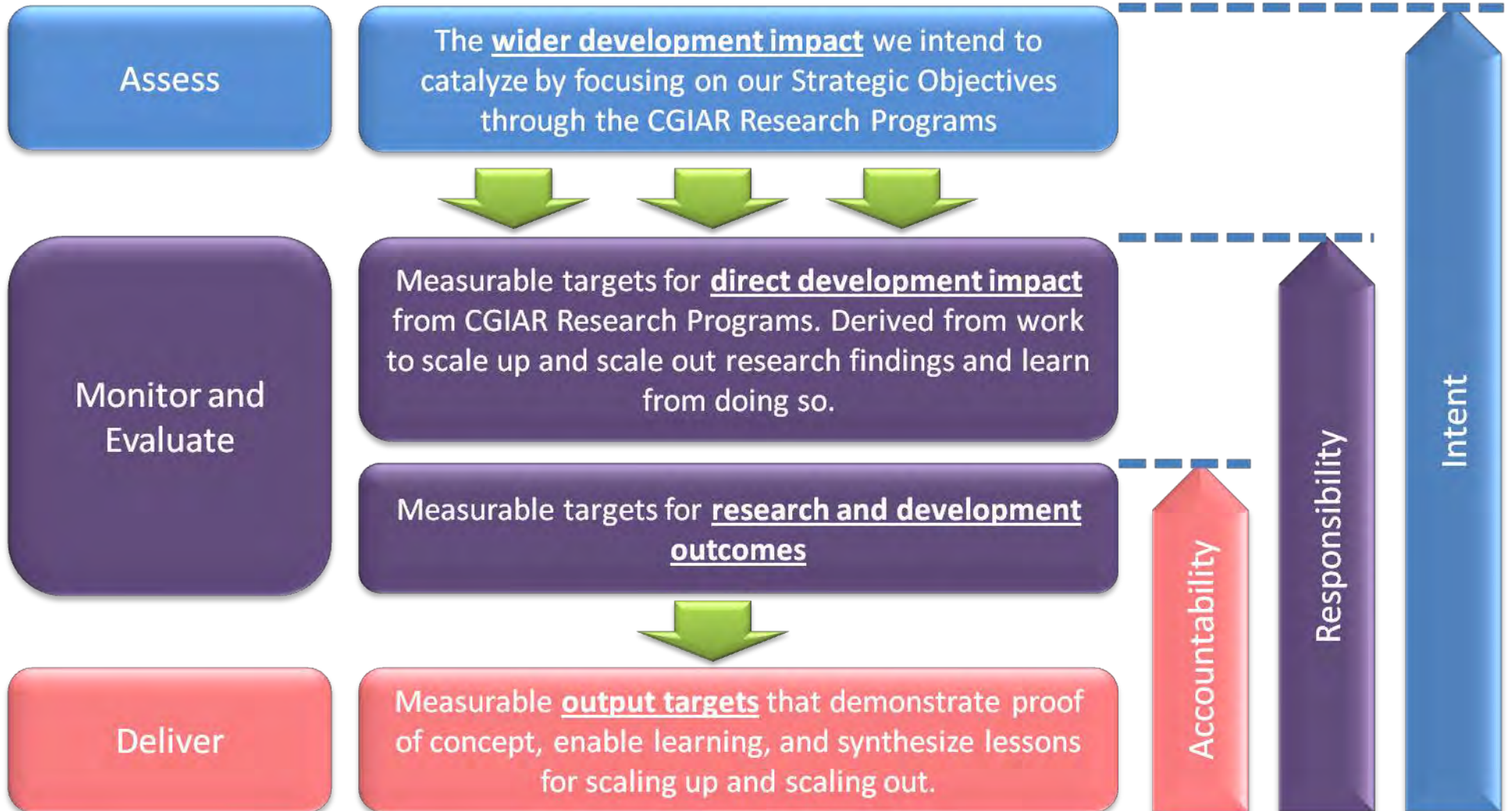
**Increase food and nutrition security through fisheries and aquaculture.** Achieve annual production growth rates of over 10% in priority countries, leading to gender equitable increases in per capita consumption by over 20% for 20m poor consumers by 2018 and contributing to reduced micronutrient deficiencies among these populations. ❖

❖ Note: Targets derived from impact calculations for CRP 1.3 and 3.7, respectively.



# Our accountabilities

Where do WorldFish's accountabilities and responsibilities reside when it cannot achieve impact alone? The diagram below seeks to answer this question, by distinguishing between intent to deliver large scale impact, responsibility for impact in more restricted geographic domains through engagement in CGIAR Research programs, and accountability for the outcomes and outputs needed to achieve these impacts








# How, what and where do we contribute

- Our added value
- Our core technologies, products and services
- Our geographic and research focus

# Adding value through Research in Development

In 1971 the development challenge of the CGIAR was to increase crop productivity. With the advances in development thinking we recognize the challenge today as much broader and more complex. While new and improved technologies are certainly still needed, **many of the most important research challenges lie less in developing new technologies, and more in understanding how best to bring these to the poor in integrated and cost-effective ways that recognize the multiple dimensions of poverty and make a difference to people's lives.**

From our strategic analysis we identified the “Research in Development” approach as a new game-changing action that WorldFish will adopt to meet this challenge.

Research in Development			
<p><b>Recognizes the wider development context</b></p>	<p><b>Recognizes that poverty has several dimensions</b></p>	<p><b>Works through new partnerships for financing and implementation</b></p>	<p><b>Seeks impact at various levels</b></p>
			 <p><b>Localized impact</b> - through direct engagement in specific research sites in focal countries</p> <p><b>Extensive impact</b> - via primary partnerships – by improving their programs and impacting their target groups in focal countries</p> <p><b>Widespread impact</b> – via secondary partnerships at national, regional and global levels - that disseminate and foster use of technologies, methodologies and learning</p>



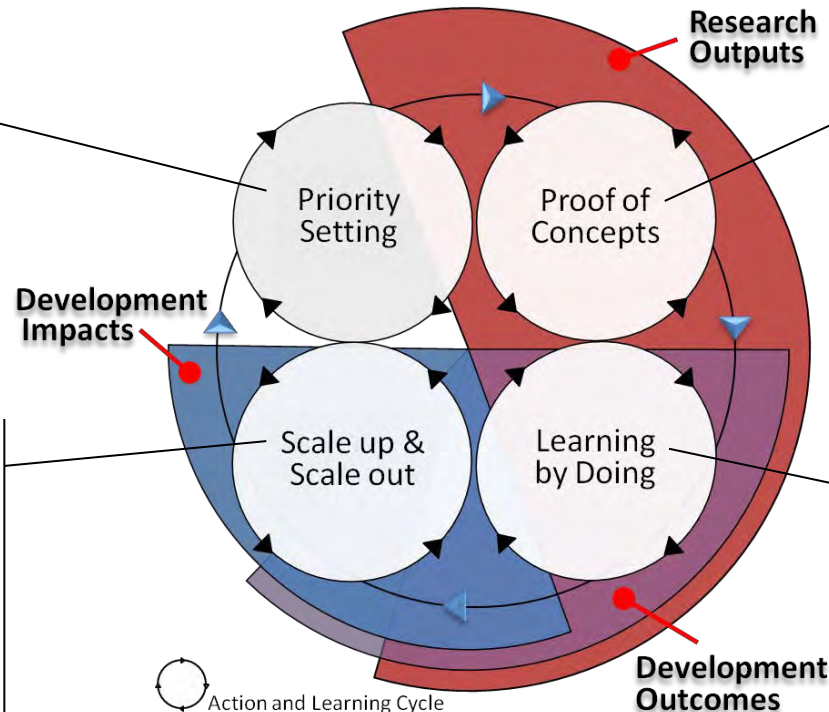
# Adding value by helping make development happen

## Our Role in brief

- **Bridging** research into action
- **Brokering** and **Catalyzing** relationships and change

- Participating in global regional and national dialogues (eg GCARD).
- Brokering more specific dialogues as needed.
- Undertaking environmental scanning and priority setting exercises with stakeholders.
- Undertaking *ex ante* impact assessment and review *ex post* impact lessons.
- Undertaking strategic agenda-setting research to inform development partner priorities.

- Brokering and catalyzing the development and policy partnerships needed to deliver impact at scale.
- Supporting dissemination of international public goods and services to deliver development impact.
- Providing technical back-stopping to development and policy partners.

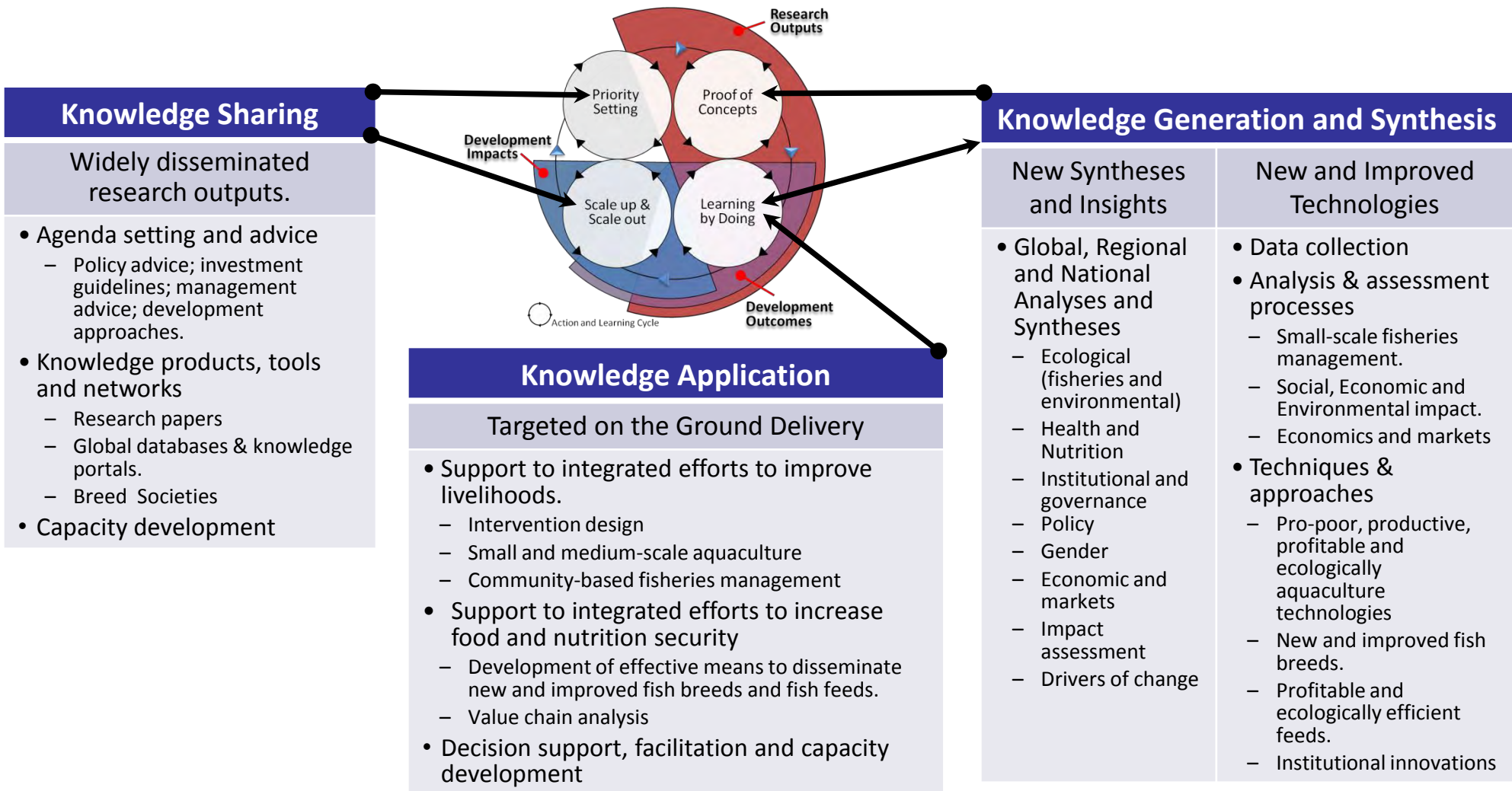


- Brokering and catalyzing research for development partnerships.
- Developing or improving technologies, techniques, approaches and arrangements to deliver development impact.
- Generating new syntheses and insights.
- Developing and supporting knowledge platforms.
- Catalyzing evidence-based debate and dialogue to align and focus development investment.
- Developing and communicating policy advice.

- Brokering and catalyzing the development and policy partnerships needed for action learning.
- Piloting with research and development partners improved technologies, approaches and arrangements to deliver development impact in specific geographies.
- Advocating and catalyzing action to develop and maintain a suitable enabling environment for success.
- Working with development partners to design interventions that optimize learning.
- Undertaking *ex post* outcome and impact assessments






# Core technologies, products and services








# Our research foci and how they will have impact

Direct Impacts	Outcomes	Research outputs	Key research question	Focal Area
Income and food production maintained in target sites, despite climate shocks	Measures promoting increased adaptive capacity implemented.	<b>Analyses of vulnerability for countries and basins; Guidance on approaches to building adaptive capacity</b>	How will climate change affect fisheries and aquaculture in developing countries and how can adaptive capacity be built?	<b>Climate change vulnerability and adaptation</b> 
Increased production and consumption of fish in target sites; increased income for producers, processors and traders	New and upgraded value chains; improved enterprises and market information; more equitable participation.	<b>Identification of key value chains in selected countries and locations; Approaches for improving value chains successfully tested and documented</b>	How can we improve input and output value chains to increase the value of aquaculture and fisheries?	<b>Improved value chains</b> 
Increased consumption of fish in low income communities; improved nutrition and health of target groups	Fish and fish products incorporated into government and NGO nutrition programs; improved availability of nutritious fish.	<b>Demonstration of the contribution of different fish species to human nutrition and health; demonstrated approaches for improving fish availability and consumption</b>	How can investments in fisheries and aquaculture best improve human nutrition and health?	<b>Nutrition and health</b> 



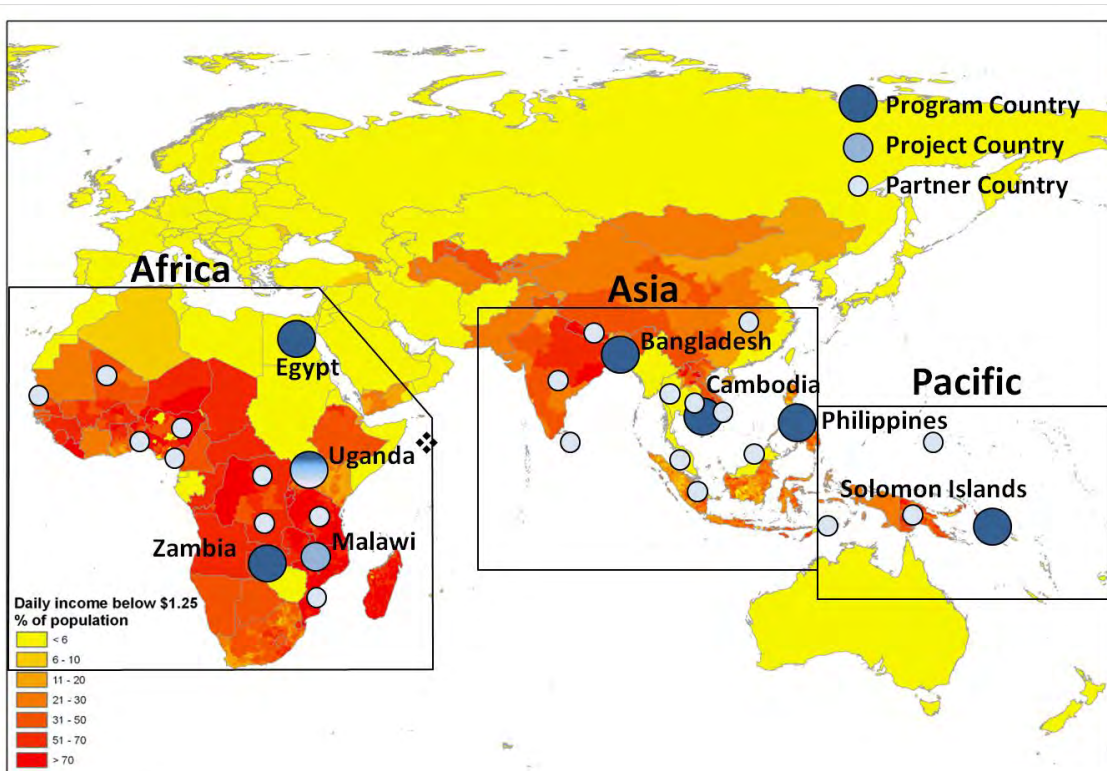
# Our research foci and how they will have impact

Direct Impacts	Outcomes	Research Outputs	Key research question	Focal Area
Increased income and food security of target groups	Gender mainstreaming in policy; gender equitable decision-making; women's and marginalized community groups mobilized	<b>Analyses of how marginalization because of gender, ethnicity or other reasons compromises the development impact of investment in fisheries and aquaculture; demonstrated approaches to improve development impacts through changing norms.</b>	How can strengthening the rights of marginalized fish dependent people reduce inequality and poverty?	<b>Gender and equity</b> 
Increased production and consumption of farmed fish by target groups.	Widespread use of high quality seed from productive strains; widespread availability and use of profitable feed; reduction in ecological footprint of aquaculture.	<b>Improved strains of selected fish species; effective, efficient systems for distribution of improved strains; profitable and ecologically efficient feeds; energy efficient and low waste aquaculture systems.</b>	How do we increase productivity, resilience and development impact from small and medium scale aquaculture?	<b>Sustainable aquaculture technologies</b> 
Increased income from fisheries for poor communities; sustained productivity of wild fisheries.	Property rights reform; local government accountability; judicial system strengthening.	<b>Recommendations to reduce or remove governance constraints to poverty reduction through fisheries and aquaculture; documented results of testing new approaches to fishery management.</b>	What policy and management investments will increase the resilience of small-scale fisheries and increase their contribution to reducing poverty and hunger?	<b>Policies and practice for resilience</b> 



# Geographic segments

Our activities over the next 3-5 years will be focused primarily on Africa, Asia and the Pacific. Africa and Asia because of the large absolute numbers of poor people and the Pacific because many countries in the region have high levels of poverty and few alternatives to providing livelihoods from aquatic resources.



**Program Countries:** long term presence of staff and infrastructure with sustained investment of core resources

**Project Countries:** Staff and facilities maintained for the duration of major projects

**Partner Countries:** no permanently based staff or facilities

Program Country	Relative Strategic Emphasis
Uganda ❖	
Zambia	
Egypt	
Bangladesh	
Cambodia	
Philippines	
Solomon Is.	

Strategic Objective 1.

Securing livelihoods and reducing poverty in vulnerable communities.

Strategic Objective 2

Achieving food and nutrition security through large-scale sustainable increases in fish production.

❖ Intended for program country status by 2012



# How we will succeed – our value proposition

## Reducing poverty and hunger by improving fisheries and aquaculture

We believe our value lies in bringing innovative approaches to research in development that accelerate learning and increase the probability of development impact using fisheries and aquaculture as the entry point. We can do this because we bring a global perspective and insight to local problems.

The foundations for our approach are:

- A dedicated staff with the right mix of expertise and skills to make us the research partner of choice.
- A suite of networks and partnerships at global, regional and national scale.
- Insights distilled from a broad range of cultures, ecosystems and capabilities.
- A structured process for bringing global insights to bear on local problems and taking local lessons to other places.

We are expert in understanding and comfortable working in complex and difficult systems and do not believe in silver bullets or blue-print solutions.

With our partnerships, our expertise and our experience we have the credibility that grants access and facilitates collaboration to improve the lives of millions of people dependent on fish.



# How we will get there

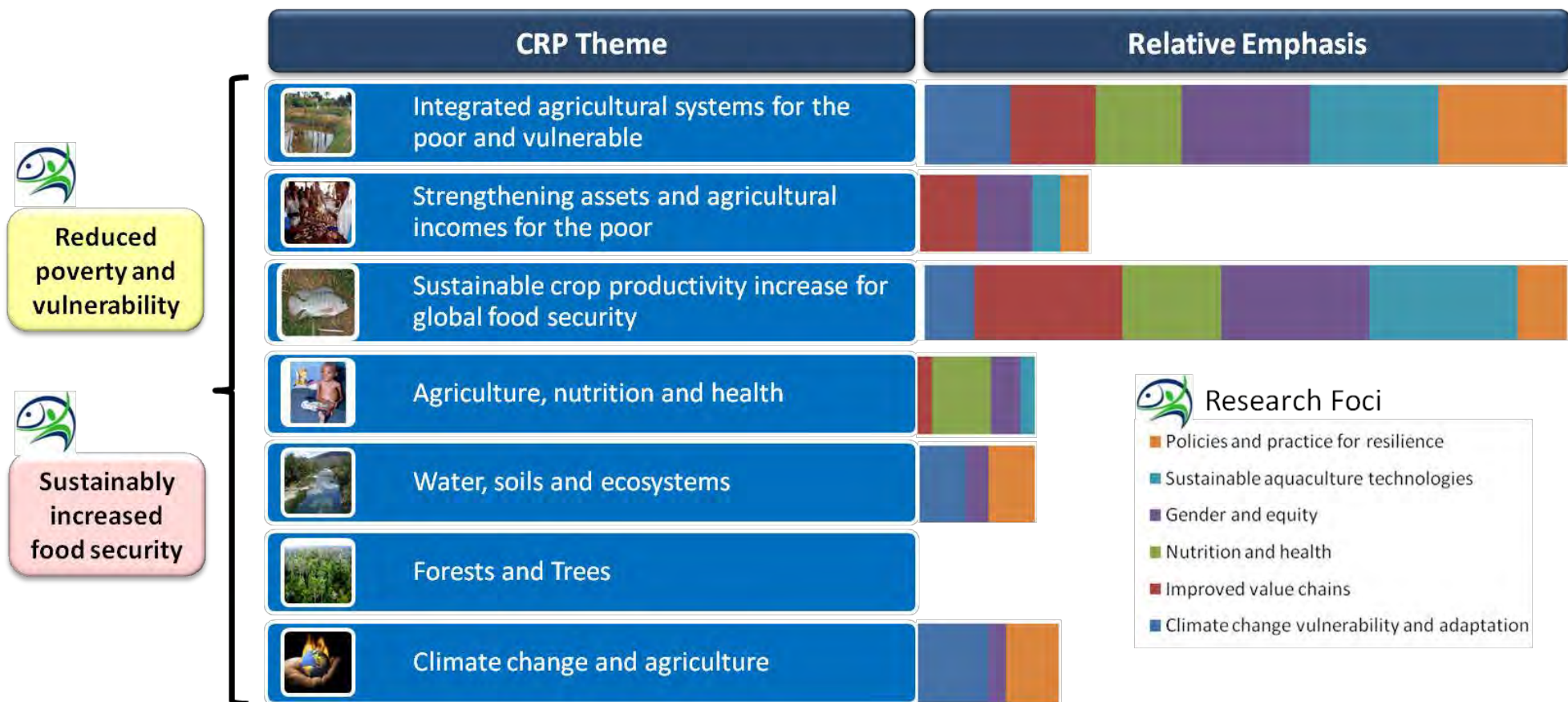
Our decisions about where we will be active must also be accompanied by decisions about how we will achieve results. Without asking how we will occupy our chosen arenas, we risk the possibility of serious delay, wasted resources, flawed execution or failure. We have identified three vehicles that we will use.

- Programs
- Partnerships
- Dialogue



# CGIAR Research Programs

The CGIAR Research Programs (CRPs) will be the primary vehicles for achieving our strategic goals. We will contribute research to six of the CRPs. However, because they align so closely with our two strategic objectives, the majority of our effort will focus on two: CRP 1.3 'Harnessing the development potential of aquatic agricultural systems for the poor and vulnerable' and CRP 3.7 'More meat, milk and fish by and for the poor.'





# Partnerships

Partnership is at the absolute core of what we do and is central to our concept of “research in development”. The complementary skills and resources of ourselves and our partners are the key to ensuring that together, we achieve impact. In view of this:

1. Partnership will continue to be the primary vehicle for achieving our goals.
2. We will continue to nurture and sustain over the long-term existing partnerships that add value to our efforts and to develop new ones that will increase our impact on poverty and hunger.
3. We commit to the partnership principles outlined below.






<b>Equality</b>	Equality requires mutual respect between partners irrespective of size and power. Partners must respect each other's obligations, independence, constraints and commitments. Mutual respect must not preclude organizations from constructive dissent.
<b>Transparency</b>	Transparency is achieved through dialogue (on equal footing), with an emphasis on early consultations and early sharing of information. Communications and transparency, including financial transparency, increase the level of trust among organizations.
<b>Results orientation</b>	Effective action must be reality-based and action-oriented. This requires result-oriented coordination based on effective capabilities and concrete operational capacities.
<b>Responsibility</b>	Partner organizations have an ethical obligation to each other to accomplish their tasks responsibly, with integrity and in a relevant and appropriate way. They must make sure they commit to activities only when they have the means, competencies, skills, and capacity to deliver on their commitments.



# How we will work with partners

Saying that partnerships are important is one thing. Acting to ensure that we make the most of our partnerships and deliver value through them is quite another. We will seek to take an adaptive learning approach to our engagement to learn more about the development process and what works. To do this we will test different approaches for working with partners and communicating the results of our research to partners in research sites and focal countries, and at regional and global levels.

## How we will approach partnerships

<b>Local and National</b> 	For designing and delivering programs
<b>Regional</b> 	For rapid dissemination to inform and influence the policies and practices of regional bodies, as well as for scaling out to other countries and addressing regional trans-boundary issues.
<b>Global</b> 	To leverage the achievements of national and regional partnerships and help change development thinking and policy globally.

## How we will leverage impact through partnerships

<b>Outputs</b>	Design and implement projects with NARS, ARIs and NGOs
<b>Outcomes</b>	Improved capacity of partners to address fishery and aquaculture issues, increased level of collaboration with NARS, line agencies, NGOs and the private sector to develop and target policy products and technologies that respond to agreed priorities
<b>Direct impacts</b>	Implement projects in partnership with investors, NARS and NGOs; develop learning networks between projects to foster transfer and scaling out of research products to wider areas
<b>Wider impacts</b>	Work with NGOs and supporting aid agencies to communicate impacts of research and development engagement in target sites; lobby for wider uptake of the successful approaches in other development programs in focal countries and elsewhere



# Dialogue

Encouraging open and honest dialogue with our stakeholders to both learn their needs and develop a shared vision of what to do and how to do it.



## Key Action Areas

### Partnership



Invest time and resources in key networks, forums, platforms and communities of practice that will raise critical questions, incite new thinking and achieve alignment on how best to make development happen.

### Learning



Use monitoring and evaluation and impact assessment consciously and systematically as vehicles for mutual learning.

### Systems



Use innovative and wide-ranging communication channels to facilitate two-way dialogue and influence audiences to achieve impact

### Policy



Engage pro-actively with policy debates to support evidence-based decision making.



# How we will mobilize resources

At the heart of any strategy must be a clear picture of how we will attract the resources to achieve our objectives. Our economic logic will be founded on two over-arching strategic imperatives:




Capture demand

Invest to improve and grow



# Capture demand

Our investment in strategic dialogue with development partners is designed to understand the evolving perspectives and approaches of the international development community and help focus our work on the right issues. By working to identify common cause and align our efforts with those of partners we will also help investors find out where and how our services and products can best help meet agreed development outcomes. To show why and how we can make a difference we will focus on three key messages.

Communicate	Rationale
 <p><b>“Why Fish?”</b></p> <p>Show leadership in defining the place of fisheries and aquaculture in the development agenda</p>	<p>For many countries, ensuring stable and adequate supplies of affordable fish for poor consumers is an essential element of the government’s food and nutrition security strategy. And the land beside rivers, lakes, deltas and coasts where aquatic productivity dominates is home for approximately 250 million of the world’s poor. Yet, for many investors, fisheries and aquaculture is viewed as offering only limited opportunities for achieving development impact. We need to correct this misunderstanding.</p>
 <p><b>“Why WorldFish?”</b></p> <p>Explain our value proposition</p>	<p>We need to explain clearly why it pays to invest in, and work with us, and why our innovative approaches to research in development can accelerate learning and increase the chances of achieving development impact.</p>
 <p><b>“Our track record”</b></p> <p>Show our impact</p>	<p>We need to show quantitatively how past investments have delivered concrete reductions in poverty and hunger and tell the stories that explain how we have improved people’s lives.</p>



# Invest to improve and grow

No organization can stand still. We need to continually strive to improve our efficiency and effectiveness. WorldFish must also grow if we are to expand our reach to new program and partner countries and achieve the scope and scale of impact we desire. Key to both improvement and growth will be the wise investment of resources in the next 2-3 years. All decisions will be guided by the potential for impact based on alignment with our strategic objectives.

Investment Area	Indicative Priorities
 <b>Partnership and dialogue</b>	The importance of dialogue was emphasized earlier in this document. We need to invest to strengthen our efforts in this area. Among the investments we will explore is the establishment of a biennial International Forum on Aquatic Agricultural Systems.
 <b>Research and Management Capacity</b>	The foundation for building our research and science management capacity will be through our investment in monitoring and evaluation and impact assessment. Investment in these areas is a priority because it will support both organizational learning and communication and marketing.
 <b>People and Capabilities</b>	We need to increase our staff complement and help existing staff to acquire new skills and competencies. Specific investment in new people will be based on our strategic staffing plan and an annual training plan will guide investment in existing staff.
 <b>Communications and Marketing</b>	If we are to increase demand, investments in communications and marketing are essential. We will look especially at innovative new ways to capture attention and focus interest on our agenda and our organization.
 <b>Improving efficiency</b>	Using resources wisely is a continual challenge, but it is one we must continue to focus on. Central to our efforts will be investments in new management systems that will reduce the time spent on administrative tasks. We will also invest in achieving independently verified carbon neutrality by 2012.



# Staging

Year	Strategic Dimension
<b>2011</b>	Consolidate our presence in current Program Countries
	Scope Uganda for transition to a Program Country
	Finalize and initiate the CGIAR Research Programs once approved by the Fund Council
	Initiate a campaign to promote the importance of fish
	Undertake a skills audit and recruit, based on its findings, to ensure our ability to effectively implement the CGIAR Research Programs
	Fully develop impact assessment systems, emphasizing gender
	Initiate One Common System initiative
<b>2012</b>	Review all geographic engagements
	Begin developing Uganda as a Program Country
	Establish international Aquatic Agricultural Systems Forum
	Initiate data management system and quality assurance system for project design
<b>2013</b>	Scope options for further expansion of Program Countries



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