Implementing Inclusive Market-Oriented Development (IMOD) in the CGIAR Research Programs

Frequently Asked Questions (FAQ) about IMOD

What is IMOD?
Inclusive Market-Oriented Development is a development pathway in which value-adding innovations (technical, policy, institutional and others) enable the poor to capture larger rewards from markets, while managing their risks. The larger rewards motivate the adoption and impact of these innovations.

How is IMOD different from the value chain approach?
Proactively including the poor, managing risks and including a development pathway all distinguish IMOD from conventional value chain approaches.
What is meant by ‘development pathway’?
The IMOD development pathway is a progression of development states in which the poor move from subsistence agriculture – characterized by poverty, food insecurity, malnutrition and land degradation - to market-oriented agriculture, characterized by prosperity, food and nutritional security, resilience and sustainable land management.

Where did IMOD originate?
IMOD emerged from wide consultations in ICRISAT’s strategic planning process during 2010-11 as a unifying conceptual model to guide research-for-development in the dry tropics of Africa and Asia. More details on IMOD’s roots are available in the Strategic Plan 2011-2020 at the web page http://www.icrisat.org/icrisat-sp.htm

How does IMOD relate to the new CGIAR Research Programs?
IMOD is just as relevant to the new CGIAR Research Programs as it was before those Programs were created. The dynamics of development have not changed. Most CGIAR Research Program proposals have already committed to work on value chains; IMOD strengthens those efforts by offering an enhanced model that is explicitly designed to help the poor transform their lives.

How does a development pathway like IMOD, differ from an impact pathway?
The two are complementary, but different; both are needed. IMOD illustrates why farmers change their development state: they respond to incentives offered by the marketplace, while managing the risks involved. Impact pathways, on the other hand, illustrate how R4D moves from the research stage to the impact stage – the actors and events involved – but are silent on what motivates those actors to participate, including what motivates farmers to adopt and use innovations for impact. Nor do impact pathways explain how one impact leads to another and another in a progression towards prosperity.

What do ICRISAT and partners contribute to IMOD?
ICRISAT and partners contribute innovations - technical, policy, institutional and others - that enable poor farmers to capture more value from markets, and to manage risks. Innovation fuels IMOD’s engine.

IMOD is a good concept – but how can it be implemented?
The starting point is to articulate how each activity (ongoing or proposed) contributes to IMOD – this can be facilitated by mapping activities to the most relevant IMOD processes (harnessing markets for the poor, managing risks, stimulating innovation) while also mapping to the relevant stage of the development pathway (subsistence to market-connected spectrum). Next, specify how these contributions will be measured, so the magnitude of their contributions can be assessed. These inputs – mapping and measurements – enable priority-setting, monitoring and assessment; which in turn enable IMOD to be planned and executed as effectively as possible. Please see the table ‘Map It – Measure It’.
## IMOD: Map It, Measure It

### Implementing IMOD in the CGIAR Research Programs

<table>
<thead>
<tr>
<th>IMOD process</th>
<th>Map IMOD*</th>
<th>Measure IMOD</th>
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<tr>
<td><strong>Development stage, 1-5 scale:</strong> 1 = subsistence (left side of IMOD diagram), 5 = highly market-connected (right side)</td>
<td>Examples (not an exhaustive list)</td>
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<tr>
<td>M (Harnessing Markets for the Poor – the curved arrow in the IMOD diagram)</td>
<td>Outputs that should be mapped to M include basic gains in productivity that bring farmers above subsistence level (M-1), inclusiveness innovations such as improved collective action models (M-2), slightly more fertilizer-responsive varieties (M-2), organize farmers to improve grain cleaning/ grading to capture higher prices (M-3), high-performance millet/pigeonpea hybrids (M-4), new high value specialty crops (M-5), novel processed snack foods (M-5). (These are just examples, not prescriptive; use your best judgment for particular Outputs).</td>
<td>Inclusiveness measures: farm size, income, assets (e.g. landed vs landless), infrastructure (roads, electricity, communications), literacy, education level, access to social services, empowerment (legally or by custom), childhood malnutrition, Outputs that especially help women, collective action mechanisms (contracts, platforms etc), improved engagement with marketers, increased percent of total market value captured by the poor, capture of additional links in the value chain by the poor, increased % of smallholder’s total farm value sold into markets, new/ improved/ better quality products, smallholder engagement in high value niche markets, smallholder production efficiency gains, increased access to and use of inputs, improved market information flows to poor farmer groups (prices, demand volumes etc).</td>
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<td>E (Innovation Engine of Growth – the wheel)</td>
<td>Outputs that foster the innovation process should map to E. Examples: upstream research, improved basic R4D methodologies such as those coming from our Critical Focus Areas, improved knowledge-sharing and outreach platforms, foresight activities, innovation partnerships of various kinds, strengthened human and institutional capacities. Some may not map clearly to the 1-5 scale.</td>
<td>Number and impact (past or future) of innovations spun off from these processes, e.g. databases, novel enterprises and value chains, decision support systems, models, GIS maps, genome maps, innovation platforms such as agri-incubators, HPRC, PTTC, partnerships, networks, people trained to innovate, South-South knowledge-sharing that stimulates innovation, best practice knowledge-sharing, etc.</td>
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<td>R (Managing Risks – the bottom rectangle)</td>
<td>Outputs that improve social assistance (whether public or private or other form), improving safety nets, early warning to avoid droughts or emergency aid to recover from droughts, actions to improve resilience such as increasing stocks of livelihood capital (human, social, natural, financial, physical) in order to improve resilience, increasing the biophysical resilience of the system – should map here. Possible examples: emergency food reserves (R-1), policy advocacy for food aid vouchers (R-2), stress-resistant germplasm (R-2), crop insurance (R-3), microdosing and conservation agriculture (R-3), climate-proofing crops, systems (R-4), sustainably-intensified watershed management (R-4).</td>
<td>Access to and effectiveness of assistance programs &amp; safety nets such as emergency food reserves, disaster-recovery programs, family/ friend/ community networks the poor can draw upon during crisis, farmer groups, women’s self-help groups, land, water and nutrient improvements e.g. watersheds, diversified crops/animals, diversity of income streams, increased value of farmer asset base, savings and loan associations, warrantage, microcredit, crop and rainfall insurance, reinvestments in the farm that build resilience, improvements in infrastructure like roads, electricity, communications, housing, farm equipment…</td>
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*Map each Output to the single strongest-fit element (M, E, or R), not to multiple elements. Likewise, map each Output to the median best-fit development stage (i.e. to just one single number), not to a range of stages.*
Proactively Benefiting Women through IMOD in the CGIAR Research Programs

IMOD proactively includes the poor. Women are especially important. They have less access to land and capital, employment opportunities and are less empowered in decision-making. Yet they are the backbone of many smallholder farming families. Improving women’s lives also improves the lives of the children they care for, especially combating the scourge of childhood malnutrition.

These are reasons why the CGIAR prioritizes a gender focus in research. While we strengthen our gender knowledge base, we will vigorously pursue near-term concrete impacts that benefit women in four strategic opportunity areas:

1) Women’s home advantage: Women often face duties such as child-rearing that restrict their activities mainly to the household and its close surroundings. This challenge, though will be converted into opportunity. The land around the home is where soils are richest and the highest-value crops are cultivated and livestock are raised. We will innovate new/improved home-based activities and enterprises that deliver large benefits to poor women.

2) Strength in numbers: When organized, women are able to gain access to resources and opportunities that are otherwise unavailable to them. We will innovate collective action models and enterprises that empower women to access more resources and benefit more from markets.

3) Leading and learning: Although women are expert farmers, men tend to be chosen for training opportunities. To counteract this bias we will proactively seek and engage women in our partnership, knowledge-sharing and other capacity-strengthening activities.

4) Reducing drudgery: Women carry out laborious, time-consuming household tasks, such as milling, shelling and cleaning grains, and collecting and carrying firewood and water. We will work with partners to devise appropriate labor-saving innovations that ease women’s burden.

About ICRISAT
The International Crops Research Institute for the Semi-Arid-Tropics (ICRISAT), is a non-profit, non-political organization that conducts agricultural research for development in Asia and sub-Saharan Africa with a wide array of partners throughout the world. Covering 6.5 million square kilometers of land in 55 countries, the semi-arid tropics have over 2 billion people, and 644 million of these are the poorest of the poor. ICRISAT innovations help the dryland poor move from poverty to prosperity by harnessing markets while managing risks – a strategy called Inclusive Market Oriented Development (IMOD).

ICRISAT is headquartered in Patancheru near Hyderabad, Andhra Pradesh, India, with two regional hubs and five country offices in sub-Saharan Africa. It is a member of the CGIAR Consortium. CGIAR is a global agriculture research partnership for a food secure future.

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