



**Crawford
Fund** FOR A FOOD
SECURE WORLD



CRAWFORD FUND

STRATEGIC PLAN 2018-2023





The Crawford Fund is a not-for-profit organisation that raises awareness of the benefits to Australia and developing countries of Australia's engagement in international agricultural research and development; supports training programs for developing country scientists and farmers, drawing on Australian experience, and encourages and supports young Australians in their careers, studies and volunteering in agriculture for development.

We thank partners, mentors, trainers, trainees, volunteers and staff who have provided all the photos in this publication from their time in the field with us.

WHERE WE WORK

Since 1987 the Fund has provided training for about 12,000 individuals from 54 countries:





PREAMBLE

The Crawford Fund community shares a passionate belief that poverty and hunger can be reduced, regional security enhanced and the natural resource base improved through the vigorous engagement of Australia and Australians in collaborative international agricultural research, development and capacity building. We adhere strongly to the premise that agricultural development is a major driver of GDP growth in the poorer developing countries. We strongly endorse equality of opportunity and empowerment of women in agriculture because this leads to improved nutrition, better education of girls, and ultimately to reduced population growth.

Consequently, we promote and support international agricultural R&D activities in which Australian research organisations, companies and individuals are active participants. We support the work of the Australian Centre for International Agricultural Research (ACIAR), CGIAR and other international research centres.



Established in June 1987 by the Australian Academy of Technological Sciences and Engineering (ATSE), the Crawford Fund was named in honour of the late Sir John Crawford who was a remarkable Australian and a passionate supporter of international agricultural research for development. The key role for the Fund at its inception was to promote and increase public awareness of the benefits accruing to Australia and developing countries from involvement in international agricultural R&D, and to provide training that supports international agricultural R&D. These are still relevant today.

However, the world in which the Crawford Fund operates has changed substantially since its founding. Australian foreign policy has increasingly focused on the Indo-Pacific region, the system of international centres faces ongoing threats to funding, the contribution to international agricultural R&D from the BRIC countries (Brazil, Russia, India and China) has grown and the private sector has become increasingly important in managing and controlling food supply and value chains. Trade in agricultural commodities and food has increased dramatically and, with it, concerns about biosecurity.

The growing global population, particularly in developing countries, still sees almost 1 billion people undernourished, resulting in physical stunting and intellectual diminishment. Food insecurity can also lead to civil unrest in both rural and urban areas. Poor nutrition choices have also led to a further 2 billion people becoming overweight and obese in both developed and developing countries with concomitant increasing health care costs.





What, in the mid-to-late 20th century, was a global R&D quest to reduce numbers dying from starvation has today become a challenge to provide growing populations with safe and nutritious food in an environmentally sustainable manner. This has to be achieved under changing climatic conditions and in environments where water scarcity and competition for water from non-agricultural users are major factors.

The above drivers define the world in which the Crawford Fund is operating today. This strategic plan defines the role of the Crawford Fund in international agricultural R&D and establishes some key challenges and outcomes needed if the Fund is to have impact in this environment. Given our support from the Australian aid program through ACIAR, we endeavour to focus our efforts in the regions of greatest importance to Australian foreign policy. However, we also operate beyond these regions when and where a compelling case can be made for our support. Additionally, the Crawford Fund has long recognised gender inequality as a major inhibitor in improving agriculture outcomes. Consequently, we will continue to pursue fairness and equity for females in all our work.



VISION

Food and nutritional security, sustainable production systems and healthy diets in the developing world.

MISSION

To increase public awareness of mutual benefits of Australian support for, and involvement in, international agriculture and capacity building.

To demonstrate and use Australian know-how to enhance food security and nutrition and sustainable production systems via capacity building of overseas and Australian agricultural scientists and managers.

THE CRAWFORD FUND'S NICHE



Our focus is on translating Australian skills and knowledge of agriculture (including forestry and fisheries), food production and natural resources management into geographically, socio-economically and culturally different environments, to improve food and nutrition security. Simultaneously, we strive to increase awareness in Australia of the benefits flowing back to Australia at State and Federal levels from international agricultural research and pro-active involvement in capacity building. As well as contributing to national foreign policy outcomes, these benefits include improved trade, market access, farm productivity, biosecurity and environmental outcomes, and opportunities for Australian educational institutions.



Given the Crawford Fund's limited size and resources, our role has to be complementary to other Australian research agencies and funding bodies. Our key activities include capacity building for Australian and overseas research institutions and research professionals, and public outreach. Capacity building is achieved through subject-focused Master Classes; targeted training for professional, technical and managerial staff from developing countries, mentoring and the support of Australian students and early-to-mid career researchers and managers. Public outreach is achieved through communication and engagement activities. Where possible, we aim to synergistically support ACIAR objectives through complementary training, workshops and the development of alumni networks, and public awareness activities.

Our unique characteristic is the large network of scientists and agricultural policy makers and managers throughout Australia that we can call on via our State and Territory Committees and Central Office. These are complemented by our growing network of young scientists in RAID (Researchers in Agriculture for International Development), interested in careers in international agricultural R&D. These networks enable us to be flexible and agile in response to emerging issues. This is reflected in our ability to raise emerging issues in policy fora and via our Annual Conference and to respond to knowledge gaps via focused and brief Master Class and training activities held overseas and in Australia. These complement longer-term degree and diploma courses offered by universities.

Similarly, our ability to view and analyse agriculture, food and nutritional issues from a multi-disciplinary perspective because of the above networks gives us a degree of comparative advantage over many other subject focused non-government organisations and educational institutions.



OVERARCHING PRINCIPLES

Our objectives are established via consultation with stakeholders and partners. They are cognisant of:

- ◆ Emerging issues and risks to agriculture in our region.
- ◆ The need to assist Federal and State governments and the private sector facilitate agricultural trade.
- ◆ The need to consider food security and nutrition simultaneously.
- ◆ Australia's foreign policy objectives including development aid, trade and economic diplomacy.
- ◆ The need to improve gender equity, and create dignity and opportunity for women and girls in agriculture.

Both women and men play a central role in the farming, food and health, and natural resource management systems of low and medium income countries. But women's contribution is often undervalued or unrecognised—and they are often disproportionately affected by poverty. We strongly endorse the principles of gender equity and the empowerment of women in agriculture in our work. This approach is sensible development as it addresses the needs of both women and men, while recognising and addressing the unequal access to resources and differential levels of productivity between women and men. We have a long and proud history of recognising that discrimination and lack of opportunity for women has hindered better agricultural outcomes. Consequently, we will continue to ensure greater access for women to our training programs, as well as trying to ensure gender issues are included in determining pathways to successful implementation of change and innovation.

KEY OBJECTIVES



PUBLIC AWARENESS OBJECTIVES

With respect to public awareness, we aim to ensure that the mutual benefits to Australia and developing countries from international agricultural R&D and capacity building are communicated to politicians, policy makers and the general public via:

- ◆ Our Annual Conference, public fora, occasional, but timely policy and discussion papers, briefings and extensive media coverage.
- ◆ Recognising and publicising achievement in international agricultural R&D through presentation of the Crawford Medal and Derek Tribe Awards and the appointment of patrons.

- ◆ Engaging more people in agriculture by raising public awareness about career pathways, personal and professional benefits, and the importance of international agricultural research for development through our Researchers in Agriculture for International Development (RAID) Program - placement of end bracket, Student Awards, Scholar Program and providing volunteer opportunities.
- ◆ Increasing media awareness of the impact and benefit of the work underway around food and nutrition security through our journalism award and 'seeing is believing' journalist visits, and bringing a media focus to international visitors and events related to food and nutrition security.
- ◆ Liaising with ACIAR to develop synergistic training and public awareness programs that add value to ACIAR projects and build alumni networks that enhance soft diplomacy outcomes.



CAPACITY DEVELOPMENT OBJECTIVES

With respect to capacity development, we aim to enhance capability to tackle emerging agricultural and food/nutrition related issues in developing countries, to ensure Australian scientists understand how to operate overseas and to equip the emerging generation of Australian agricultural scientists to work internationally via:

- ◆ Building on our 2014 Review of Master Classes to increase the number of Australian and overseas women and men receiving early and mid-career professional development in high priority areas including research leadership and management, biosecurity and market access, agribusiness, sustainable intensification (including soil, land and water management) and cross-cutting issues such as communication. A key role for Master Classes is to help mid-career scientists understand emerging issues, technological developments, new methodologies and innovative policy/regulatory approaches.

- ◆ Developing a strong mentoring program which will see the linkage of senior professionals from Australia with key overseas agencies to enhance capacity development of overseas professional agricultural researchers and managers.
- ◆ Developing and supporting RAID to enhance opportunities in the public and private R&D sectors for young researchers interested in international agricultural research. RAID's specific objectives are to:
 - Connect researchers involved in international agricultural research for development by facilitating networking and knowledge sharing.
 - Support career development of early to mid-career researchers through targeted capacity building initiatives.
- ◆ Maintaining our scholar program and student awards to further assist our efforts in developing the current and next generation of Australian agricultural researchers.
- ◆ Increasing focus on training along the entire agricultural value chain (from natural resource base to food companies) to help enhance benefits to poor farmers and improve dietary outcomes for consumers in developing countries.
- ◆ Building improved linkages with the Australian agricultural (including horticulture, fisheries and forestry) private sector to assist them in improving international competitiveness.

THE ROLE OF OUR STATE AND TERRITORY COMMITTEES



Our State and Territory Committees, whilst sharing the overall strategic directions of the Fund, also have specific local mandates that are based on discussions with State and Territory government funding agencies, industry partners and researchers.

A key role for the committees is to liaise with State/Territory government agencies to establish common ground that will lead to enhanced biosecurity, and agricultural industry opportunities to engage internationally.

Linkages between our State and Territory Committees and local institutions mean that the Crawford Fund can call on a wide range of scientists skilled in agriculture and natural resource management from wet tropics to arid to sub-humid regions to assist with training and knowledge dissemination.

A generic activity impacting all committees is the facilitation of active involvement of young researchers and scholars in international agricultural R&D during their professional development. State and Territory Committees play a fundamental role in selecting and funding young scholars to attend the Annual Conference and associated training events as well as supporting our Student Awards enabling individuals to add an international component to their studies.

State and Territory Committees also run locally based Crawford Fund fora, which highlight their activities and promote opportunities for engagement by government, industry, researchers and media with the Fund.

RESEARCHERS IN AGRICULTURE FOR INTERNATIONAL DEVELOPMENT (RAID)

RAID is an Australia-based network, bringing together early to mid-career researchers with an interest in agriculture and international development. RAID was founded by a group of young Australian researchers who saw an opportunity to establish a network through which they could CONNECT with their peers and share knowledge, experiences and opportunities working internationally. The group believe that by raising awareness about career pathways into international agricultural research, more young Australians will ENGAGE in agriculture. The group also want to SUPPORT career development through targeted capacity building initiatives. RAID has been a program of the Crawford Fund since 2016.

KEY PARTNERSHIPS

The Crawford Fund partners with a range of organisations involved in agricultural R&D, and overseas development. We operate under an MoU with the Australian Government via our key funder, ACIAR. We aim to value-add to ACIAR projects where possible via training and capacity building and public awareness activities. Our mentoring program is being shaped to align with ACIAR programs in specific countries. Similarly, we work to ensure that Crawford trainees and the ACIAR alumni networks are better connected. We further support ACIAR by public awareness and communication strategies that highlight the benefits to Australia from involvement in and support of international agricultural R&D and capacity building. Similarly, we endeavour to work with the Federal Departments of Foreign Affairs and Trade and Agriculture and Water Resources to contribute expertise to key emerging problems and to facilitate interactions with key international visitors to Australia involved in agricultural development issues.

Principal overseas partners include CGIAR Research Centers, non-CGIAR Research Centers, national agricultural and natural resources agencies, the Asia Pacific Association of Agricultural Research Institutions (APAARI) and the Global Forum on Agricultural Research (GFAR). With respect to mentoring programs, we seek to place volunteers from the AVI-administered Australian Volunteer Program with specific mentors in overseas locations.

In Australia we partner with research providers including the CSIRO, universities, State and Territory agricultural and natural resource management departments, CRCs, the R&D Corporations, non-government organisations and peak industry bodies. Alignment of foci of our State and Territory programs with the objectives of State and Territory governments and other sponsors/agencies is an important means to increase benefits to Australia from involvement in the international agriculture sector. A challenging goal for the next few years is to also further build partnerships with the Australian private sector not only to enhance their understanding of the benefits accruing from international agricultural R&D, but also to help them improve their international competitiveness.



EXPECTED OUTCOMES

- ◆ Increasing Australian support for and involvement in international agricultural research and capacity building.
- ◆ Improved capability amongst our overseas agency partners to plan, implement and manage R&D programs, and to publish and communicate the results of their work.
- ◆ Increased involvement of the private sector in targeted Crawford Fund programs.
- ◆ The development of improved knowledge, leadership and management capability at local levels associated with mentoring programs.
- ◆ Increased awareness of the benefits accruing from Australia's involvement in international R&D as the result of our public awareness activities.
- ◆ Increasing support for and awareness of the Crawford Fund's work.
- ◆ Improved understanding of the importance of existing and emerging international agricultural and food and nutrition security issues in Federal, State and Territory government policy.
- ◆ A new mentoring model that combines experienced researchers with Australian volunteers to assist Australian and overseas agencies in tackling emerging issues and improving research capacity.
- ◆ The development of improved mentoring and alumni networks in the Indo-Pacific region.
- ◆ An increased cohort of young Australian scientists with enhanced skills and capability to work in international agricultural R&D.
- ◆ Increasing numbers of developing country women trained in advanced scientific methodologies and leadership and management skills.
- ◆ A growing alumni of young Australians with an interest in entering or becoming involved in international agricultural research.



ANTICIPATED IMPACT

- ◆ A contribution to regional food security, improved nutrition and poverty reduction, with flow on public health benefits.
- ◆ Increased Australian influence in international agricultural R&D and capacity building that improves opportunities for Australian industry and service providers.
- ◆ International alumni willing to engage with Australian researchers, service providers and food exporters.
- ◆ Improved supply chains linked to the private sector and leading to improved farmer prosperity in focus project areas.
- ◆ Enhanced research capacity in overseas agencies where we have trained and mentored individuals.
- ◆ Changes in approach to and enhanced capacity in leadership and management of research in overseas agencies via attendance of their staff in our Leadership and Development Master Class.
- ◆ A contribution to improved sustainability of agricultural and environmental systems, and biosecurity in partner countries.
- ◆ Improved decision making in agriculture and nutrition because of more high level involvement of women.
- ◆ A contribution to Australia's foreign policy objectives of an open, inclusive, prosperous and secure Indo-Pacific region.



HOW TO ENGAGE WITH THE CRAWFORD FUND

The Crawford Fund is keen to engage with agencies, companies, the farming community and individuals interested and involved in issues of importance to Australia's agricultural aid programs in order to help us inform policy makers and the general public about critical issues and to develop new training and capacity building programs.

At the national level please contact relevant central office staff (see Key Contacts, Page 15) .

For State and Territory issues, please contact the relevant coordinator for your jurisdiction.

To learn more about RAID, or to join for free, check out www.raidaustralia.net, or contact the Crawford Fund Central Office.



DONATIONS

We are also pleased to accept donations that can be used to support general, or specific nominated activities. The Crawford Fund is registered with the Australian National Charities and Not-for-Profits Commission (ACNC), operates under the Australian Securities and Investment Commission (ASIC) regulations and is governed by a highly experienced Board of Directors, chaired by The Honourable John Anderson, past Deputy Prime Minister of Australia.

KEY CONTACTS

CENTRAL OFFICE:

Dr Colin Chartres	Chief Executive Officer	– colin.chartres@crawfordfund.org
Prof Shaun Coffey	Director of Capacity Building	– shaun.coffey@crawfordfund.org
Ms Cathy Reade	Director of Outreach	– cathy.reade@crawfordfund.org
Ms Lilian Mellink	Office Manager	– lilian.mellink@crawfordfund.org
Mr Phil Jackson	Financial Controller	– pjackson@crawfordfund.org
Mr Jack Hetherington	RAID President	– jack.hetherington@adelaide.edu.au

Address: Building 7, Unit 7, 1 Dairy Road, Fyshwick ACT 2609

Phone: 02 6280 8611

COORDINATORS

ACT	Dr Tony Fischer	– tony.fischer@crawfordfund.org
NSW	Dr Helen Scott-Orr	– helen.scott-orr@crawfordfund.org
NT	Tania Paul	– tania.paul@crawfordfund.org
QLD	Prof Bob Lawn	– bob.lawn@crawfordfund.org
SA	Roger Wickes	– roger.wickes@crawfordfund.org
TAS	Dr Neville Mendham	– neville.mendham@crawfordfund.org
VIC	Ted Hayes	– ted.hayes@crawfordfund.org
WA	Lynne Abbott	– lynne.abbott@crawfordfund.org



**Crawford
Fund** FOR A FOOD
SECURE WORLD

Building 7
Unit 7, 1 Dairy Road
Fyshwick ACT 2609
ABN 86 141 714 490
+61 (0)2 6280 8611

✉ crawford@crawfordfund.org

🌐 www.crawfordfund.org

📘 @crawfordfund

▶ CrawfordFund

