

14-16 June 2023

**Eu-SPRI Annual Conference 2023:
Research with Impact**

Culture of Impact in Agricultural Research Organizations: What for and how? – Insights from a cross-analysis of Cirad, Embrapa, and Agrosavia institutes

Thursday, 15th June - 09:00: (JUB-G22) - Full paper presentation

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Research institutes experience increasing demands to analyze the multidimensional societal impacts of their research activities. This leads to more and more reflection around the integration of institutional strategies devoted to impact monitoring and evaluation of research. Such strategies aim to answer societal and funder's demands, but also improve research practices and make research and innovations more transformative to society. For some organizations, this trend has resulted in the establishment of a "culture of impact" whereby there is a general recognition within the organization that research needs to be thought through the eyes of the impacts it aims to generate. Understanding what motivates agricultural research institutes to develop a culture of impact, and the consequences of this culture on research practices is key to support change and improve how impacts are generated. A comprehensive reflection on organizational learning and structuring targeted to improving societal impacts within agricultural research organizations, and on how this can influence the essence and trajectory of an institution has, however, not been undertaken. Moreover, no work has focused on examining the changes that a culture of impact in agricultural research organizations generates. In this study, we aim to take stock of experiences in developing a culture of impact in three agricultural research organizations (the Brazilian Agricultural Research Corporation (Embrapa), the French Agricultural Research Centre for International Development (Cirad), the Colombian Agricultural Research Corporation (AGROSAVIA)), and critically assess the changes it entails. We compare their respective trajectories of development of a culture of impact including key drivers to its establishment. We conducted a survey among the population who has been in close interaction with the development of such a culture in order to understand the various changes this culture tends to generate at individual levels, in terms of perceptions, capacities, and practices. This way, we highlight common and diverging drivers and patterns in the way of building a culture of impact. This helps to

draw lessons on what makes “a conducive environment” for the development of a culture of impact, which will be of benefit to other research institutions having this impact ambition.