



RESEARCH
PROGRAM ON
Policies,
Institutions,
and Markets

Led by IFPRI

CGIAR Research Program on Policies, Institutions, and Markets

Phase 2 Proposal: 2017-2022 (July 31, 2016)

IFPRI is pleased to present the **revised proposal for Phase 2 (2017-2022) of the CGIAR Research Program on Policies, Institutions, and Markets (PIM)**.

This proposal responds to comments from the Independent Science and Partnership Council (ISPC) on the March 31 draft. The PIM team thanks the ISPC for the comments, as well as the many people who have contributed to the revisions.

PIM's **theory of change** is presented more clearly and with more disaggregation by steps in the new Figure 1.0.3.1. PIM's role as an integrating CRP working in conjunction with other programs for facilitating achievement of impact is highlighted in the new Figure 1.0.3.2. The presentation of the flagships' theories of change has been aligned with the overall program's theory of change, and assumptions are now more explicitly covered in each flagship.

The definition of **comparative advantage** used in design of the PIM program encompasses technical excellence of the research teams, relevance of the work to the SLOs, and uniqueness of the contribution. Each flagship narrative carries a statement of how the work responds to these three dimensions; this information is summarized in Table 1.0.8.1.

PIM's **collaboration with other CRPs** has been described in greater detail. PIM's strategy to enhance the integration of social science research across the CRPs has five components: (a) continued discussions with CRP Directors and Science Leaders to identify social science research within their programs and points of potential collaboration with PIM; (b) continuation and expansion of the communities of practice for foresight modeling, adoption and ex post impact assessment of technology, value chain research, and natural resource management; (c) collaboration in social science research and support for policy analysis in selected CGIAR countries of collaboration, for example through Country Strategy Support Programs; (d) leadership of the CGIAR Collaborative Platform for Gender Research; and (e) convening of an annual conference of CGIAR social scientists. Specific work to be done collaboratively with other CRPs is discussed in the flagship narratives, and presented in summary form in Annex 3.7. The new Figure 1.0.7.1 "PIM's contributions to engagement of CGIAR with Ethiopian partners" shows connections between and among flagships in PIM and links with other CRPs to enhance the enabling environment for the work of CGIAR in one country of collaboration.

A **matrix of the ISPC comments and PIM responses** is appended to this proposal (titled "5_PIM_Addenda_Responses to the Full proposal ISPC Commentary and other adjustments"). Included in the same document is a **guidance document showing the location of the material relevant to the evaluation criteria of the Fund Effectiveness Working Group**.

PIM leads impact-oriented research to equip decision makers with the evidence needed to support food and agricultural policies serving the interests of poor producers and consumers, both men and women.

PIM's research results and capacity development contribute to poverty reduction, better nutrition and health, and good stewardship of natural resources, the three System-Level Outcomes of CGIAR. The portfolio of work proposed by CGIAR for Phase 2 achieves impact through informing policy reforms and institutional innovations, as well as facilitating technological change. Strong synergies between policy and institutional changes and agricultural research can transform the wealth and health of millions of poor people. The work presented in this proposal will make a demonstrable contribution to the challenges of global food security and environmental management in the 21st century.

PIM is one of four CGIAR Integrating Programs that address issues cutting across the eight commodity-specific Agrifood System Programs. PIM has six areas of emphasis called flagships. **Flagship 1 on Technological Innovation and Sustainable Intensification** addresses foresight modeling and the policy underpinnings of technological innovation in agriculture. **Flagship 2 on Economywide Factors Affecting Agricultural Growth and Rural Transformation** focuses on rural income generation, public investment, and the political economy of agricultural and rural policy. **Flagship 3 on Inclusive and Efficient Value Chains** examines the policy and enabling environment in which value chains function, designs interventions to strengthen them and make them inclusive, and develops measures to facilitate adoption of interventions at scale. **Flagship 4 on Social Protection for Agriculture and Resilience** contributes to evaluating and strengthening mechanisms for social protection and risk management for the poor. **Flagship 5 on Governance of Natural Resources** analyzes tenure security and institutional arrangements for governance of shared landscapes. **Flagship 6 on Cross-cutting Gender Research and Coordination** works to enhance gender equity and agricultural performance, and hosts the CGIAR Collaborative Platform for Gender Research.

The main **outcomes** of the program are:

- improved prioritization of agricultural research for development;
- increased and more effective investment in agricultural research;
- increased and more rapid adoption of improved technologies and management practices, including in response to climate change;
- conducive environment for inclusive and sustainable growth;
- reduction in price- and trade-related distortions that penalize producers and raise prices for consumers;
- better functioning value chains, with increased opportunities for participation;
- improved design and coverage of social protection programs to facilitate agricultural development and enhance resilience;
- increased security of rights to natural resources, particularly for women and members of marginalized groups;
- gender equity in rural development, and strategic coherence of CGIAR's work on gender;
- better tools and methods for research on policy, institutions, markets, and gender dimensions of each, and coordinated work on these topics across the CGIAR portfolio and among partners.

PIM researchers use **four primary channels of influence to achieve outcomes:**

- Contributing to global agenda setting, via major outputs and reports, participation in global events, and long-term partnerships with development organizations.
- Supporting regional and national policy making in response to specific requests or through development of analytical tools and data sets for national researchers.

- Designing and piloting innovations at the local level for direct use by partners, including national entities in partnership with development agencies, private firms, farmer organizations, and NGOs.
- Enhancing the quality of research via capacity building and communities of practice.

For its contributions at the global level, PIM draws on inputs from the fifteen CGIAR Centers and external partners that participate in the program, and supports CGIAR engagement in the global arena. The three other channels include collaboration between PIM and other CRPs at the national, regional, and local levels. **PIM's integrative function within the CGIAR portfolio** is presented with greater emphasis in this version of the proposal.

PIM works with **partners** in different capacities and at varying levels of intensity. **Managing partners** are large contributors and may play roles in flagship and cluster leadership. They include three external organizations (Michigan State University, Wageningen University and Research Centre, World Vision International), and five CGIAR Centers: CIAT, CIFOR, CIP, ICRAF, and IFPRI. **Strategic partners** contribute more selectively to the program's agenda, and do not participate in program management. Among those are external partners (for example, ASARECA, CCARDESA, CORAF, FAO, FARA, IFAD, OECD, World Bank) and CGIAR Centers (Bioversity, CIMMYT, ICRISAT, and ILRI). **Collaborative partners** are the hundreds of organizations with which PIM works, including CGIAR Centers with a valued but limited role in PIM (AfricaRice, ICARDA, IITA, IRRI, IWMI, and WorldFish). During Phase 2 PIM will have strong linkages with other CRPs; areas of inter-CRP collaboration are described in the proposal.

The work proposed for Phase 2 benefits from **the [very considerable accomplishments in Phase 1](#)** and **from lessons learned, including conclusions from the [evaluation](#) of the program** conducted under the auspices of the Independent Evaluation Arrangement.

PIM is a **\$574 million** six-year program, of which **\$116 million (20%) is sourced through Windows 1 and 2** of the CGIAR Fund, and the remainder through Window 3 and bilateral contracts. The presentation of the budget data has been revised relative to the March 31 draft to avoid misinterpretation of the shares of the budgets for the Lead and Participating Centers. The indicative budget presented in this proposal shows 96% for research and associated capacity development, and 4% for management and support functions performed by the Program Management Unit. Of the Window 1-2 funding for research, 35% is budgeted for CGIAR Centers other than the Lead Center and for the three external managing partners. The share of Window 3 and bilateral funds mobilized by Participating Centers during Phase 2 is expected to increase over the six years to match the Participating Centers' shares of Window 1-2 funding. Of the funds allocated to all Centers, approximately 25% flow through to external partners on a contractual basis for research, capacity development, and monitoring of impact. **Gender, youth, capacity development, impact assessment, and communications** are key cross-cutting themes representing respectively 30 percent, 16 percent, 19 percent, 6 percent, and 4 percent of the budget from all sources of funding.

The IFPRI Director General (DG) and IFPRI Board of Trustees are responsible for the performance of PIM. The Program Director manages a small Program Management Unit (PMU) within IFPRI, chairs the Management Committee (MC), and is accountable to the DG of the Lead Center and the Lead Center Board. The current Science and Policy Advisory Panel (SPAP) will be replaced by an Independent Steering Committee consisting of 8 to 11 eminent scientists and policy advisers. **Flagship leaders for Phase 2 have been selected through a merit-based competitive process, and are drawn from CIFOR, IFPRI, Michigan State University, Oxford University, and Wageningen University and Research Centre.** In three cases in which leaders are new to PIM, they have been paired with experienced partners as co-leaders.

The PIM Program Management Unit has led development of this proposal with input from Phase 1 flagship leaders, the wider PIM team, IFPRI Director General's Office, the PIM Science and Policy Advisory Panel, the IFPRI Board of Trustees, the CGIAR Science Leaders (CRP Directors and DDGs Research), the ISPC, the Consortium Office, and representatives of external partners too numerous to name. IFPRI expresses thanks to the many people who have contributed to the preparation.

IFPRI also thanks in advance all involved in consideration of the proposal, as well as supporters and partners who will join forces with us to implement this exciting program. Questions about this submission should be addressed to Shenggen Fan, Director General of IFPRI, and Karen Brooks, Director of PIM.