



Plan of Work and Budget 2018



RESEARCH
PROGRAM ON
Policies,
Institutions,
and Markets

Led by IFPRI

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The CGIAR Research Program on Policies, Institutions, and Markets (PIM) leads action-oriented research for a food-secure present and future. Our research provides support for policies that help poor farmers, both men and women, improve their lives; produce nutritious and affordable foods; and protect the soil, water, and biodiversity in rural landscapes. PIM is led by the International Food Policy Research Institute (IFPRI), and brings together 15 CGIAR Centers and many international, regional, and national partners. www.pim.cgiar.org

Table of Contents

1. Expected Key Results	4
1.1 Adjustments/ Changes to Theories of Change.....	4
1.2 Expected CRP Progress Toward Intermediate Outcomes and SLOs	4
1.3 Obtaining Evidence on Relevant Outcomes and Impacts	6
1.4 Plans by CRP Flagships	6
1.5. Cross Cutting Dimensions	9
1.5.1 Gender, Youth, and Capacity Development	9
1.5.2 Open Data and Intellectual Assets	11
2. Planning for CRP Effectiveness and Efficiency	11
2.1 CRP Staffing in 2018	11
2.2 Financial Plan for 2018, including use of W1/2	12
2.3 Collaboration and Integration.....	12
2.3.1 New Key External Partnerships	12
2.3.2 New Contribution to and from Platforms	13
2.3.3 New Cross-CRP Interactions	13
2.3.4 Expected Efforts on Country Coordination	14
2.4 Monitoring, Evaluation, and Learning.....	14
3. CRP Management	15
3.1 Management of Risks.....	15
3.2 CRP Management and Governance	16
TABLES.....	17
Table A: Planned Outcomes and Milestones	17
Table A1: 2022 CRP outcomes mapped to sub-IDOs with contributing budget.....	17
Table A2: Planned milestones by flagship and assessment of risk to achievement	20
Table B: Planned Studies for Relevant Outcomes and Impacts.....	24
Table C: Cross-cutting Aspect of Expected Outputs or Deliverables	26
Table D: CRP Staffing.....	26
Table E: CRP Planned Budget	27
Table F: Main Areas of W1/2 Expenditure.....	28
Table G: New Internal (CGIAR) Collaborations among Programs and between the Program and Platforms	
30	
Table H: Planned Monitoring, Evaluation, and Learning Exercises.....	31
APPENDIX: PIM outputs in 2018	32

1. Expected Key Results

1.1 Adjustments/ Changes to Theories of Change

No significant adjustments to PIM's Theories of Change (ToC) are required for 2018. A modest adjustment has been made in the balance of the program in order to accommodate successful launch of the [CGIAR Collaborative Platform for Gender research](#) (hosted within PIM's Flagship 6). More W1-2 funds have been allocated to the Platform than was envisaged in the [PIM Phase 2 proposal](#). The funds support administration of the Platform and co-investment in competitive research grants. They are needed because the W3 and bilateral funds envisaged for the Platform have not yet materialized. Flagships 1-5 have accordingly contracted slightly. Adjustments in the composition of Flagships 3 and 4 (see section 1.4) do not entail material changes in the impact pathways. The PIM ToC and impact pathways can be found [here](#).

1.2 Expected CRP Progress Toward Intermediate Outcomes and SLOs

PIM tracks outcomes by monitoring milestones established in the design of the program. Some are linked to intermediate development outcomes (called IDO's) relevant at the program level, and some pertain to the system level (called system level outcomes, or SLO's). In 2018, PIM plans to reach 16 milestones toward IDOs and SLOs. In the narrative below, we present examples of activities that will contribute to eleven of the sixteen.¹

Flagship 1 milestones:

- ***In 3 countries, major constraints to adoption of technology and promising innovations to overcome them are identified with national stakeholders.*** Research on seed system policy constraints will be presented to policy makers in Kenya and Vietnam and partners in Ghana, Ethiopia, and Uganda will use research results on dissemination methods.
- ***Studies on impacts from increased investment and capacity in national agricultural research are used to support two regional research investments by multilateral donors.*** A team of PIM researchers will continue to assist preparation of the major World Bank investment for agricultural research and development in West Africa (P164810), and will also inform the development of the AfDB initiative [Technologies for African Agricultural Transformation \(TAAT\)](#).

Flagship 2 milestones:

- ***Tools and databases on public expenditure are used by policy analysts in 2 global, regional, and national institutes to assess investment options of governments.***
- ***Tools and databases on public service delivery are used by policy analysts in 2 global, regional, and national institutes to assess service delivery modalities of governments.***

Researchers will provide analytical support to policy and investment decisions in the agricultural sector including national agricultural investment plans in Rwanda, Ethiopia and Tanzania, to public

¹ Neither the activities, nor the selected milestones are comprehensive due to limitation of space.

extension reforms in Malawi, mechanization policies in Ghana and Nigeria, and to youth employment strategies of multilateral organizations.

Flagship 3 milestones:

- ***The main distortions or weaknesses in international and national markets and priority interventions for 5 additional major value chains in countries are identified.*** Findings on key distortions in major value chains in India, Nigeria, and Tanzania, as well as on how removing agricultural distortions in Nicaragua and Vietnam reduce poverty will be completed and disseminated.
- ***Use of insurance products developed by PIM expands in 1 country.*** A previous insurance product in Uruguay continues to be used by horticulture farmers. Researchers and Equity Bank in Kenya have successfully tested a product that provides insurance to farmer credit contracts in the event of drought and it will be more widely expanded in pilots.

Flagship 4 milestone:

- ***New social protection implementation mechanisms are tested in 3 countries.*** Social protection research will continue to inform the Productive Safety Net Program of Ethiopia and The Vulnerable Group Development program in Bangladesh, both with an increased interest in how social protection programs can reduce seasonal nutritional deficiencies. New research will provide the basis to improve social protection programs in Mali, Malawi, and Egypt.

Flagship 5 milestones:

- ***Evidence on tenure security synthesized and tailored to different regions and contexts is used by research and implementation partners in 3 countries.*** PIM research on land tenure in Ethiopia will continue to inform a parcel level land certification program that aims to reach more than 14 million parcels by 2020. Researchers collaborating with the African Union Commission (AUC) Land Policy Initiative developed a monitoring framework on land policy that is underway in 2018 in Tanzania, Malawi, and Madagascar.
- ***Collaborative research among CRPs leads to key lessons on landscape governance in at least 3 countries.*** Institutional innovations will be used by numerous forest boundary communities in Indonesia, Vietnam, Nepal, Guatemala, and Nicaragua and by pastoral communities in Tanzania and Tunisia.

Flagship 6 milestones:

- ***Researchers from all CGIAR centers use PIM gender research methods and guidelines.*** Researchers from CGIAR centers will present studies based on sex-disaggregated data at the 2018 Annual Scientific Conference for Gender Research.
- ***Research on effective interventions for empowering women in agriculture is used by 4 (cumulative total) implementation partners.*** Gender focused research on social protection programs that has led to uptake by the World Food Program of mechanisms that reduce intimate partner violence in Ecuador, Bangladesh, and Mali will continue. Research on contractual forms and modes of finance in Uganda that has led to a change in banking procedures allowing women participating in the study to open their first bank accounts will continue.

1.3 Obtaining Evidence on Relevant Outcomes and Impacts

A study of outcomes and impacts of IFPRI's decentralized and country-based programs will be completed. The study combines interviews with country program leaders to understand factors behind successful policy change, a multi-country and multi-year quantitative analysis of the effects of country programs on a suite of policy and development impact indicators, and an externally commissioned assessment of country program performance in Africa, with in-depth analysis in three countries. A synthesis of the three component studies will also be produced in 2018.

PIM will also begin an impact assessment study of recent research undertaken in the flagship on governance of natural resources (Flagship 5).

PIM will complete CRP-commissioned external assessments of outcomes emanating from four different bodies of work:

- [Statistics on Public Expenditure for Economic Development \(SPEED\)](#)
- [Agricultural Science and Technology Indicators \(ASTI\)](#)
- [Global Futures and Strategic Foresight](#)
- National Social Accounting Matrices (SAM) and associated models

Outcomes in terms of capacity strengthening, inputs to research products by non-CGIAR researchers and evidence for policy, development and research decision making will all be examined.

In addition to these major exercises, PIM will also invest in collecting evidence on self-reported outcomes by scientists. In 2018, these include uptake of value chain innovations facilitating access to markets by smallholders and women, contributions to land tenure policy reforms, and support for African national agricultural investment plans. A retrospective assessment of gender work in 2017 program will be undertaken, drawing on lessons from the [2016 review](#).

1.4 Plans by CRP Flagships

A list of deliverables for 2018 in the categories of books, articles, data, models, and tools providing insight into specific plans of the flagships can be found in the [Appendix](#).

[Flagship 1: Technological Innovation and Sustainable Intensification](#)

The PIM foresight team will continue to develop an integrated, global overview of a range of agricultural investment scenarios, evaluating potential CGIAR investment trajectories with respect to indicators of progress toward SLOs and IDOs, and incorporating climate change. In 2018 work will continue to inform major investments (for example, in Africa south of the Sahara and in the Philippines) in partnership with The World Bank, IFAD, and other national and international agencies. New research in 2018 will analyze changes in demand patterns for both animal products and crops. Work on seed systems conducted jointly with [RTB](#) and Michigan State University continues to emphasize policy and regulatory issues relevant to vegetatively and clonally propagated crops. Work on extension will emphasize ICT-based delivery systems, including gender dimensions, and the role of volunteer farmer trainers and social networking in extension.

The [ASTI](#) global and national data on public investments in agricultural research will be updated, and attention in 2018 will be given to indicators of agricultural higher education in Africa south of the Sahara. Technical assistance to countries improving biosafety regulations will continue. New research on policies and regulations for management of genetic resources will be launched.

Flagship 2: Economywide Factors Affecting Agricultural Growth and Rural Transformation

Research initiated last year is generating strong policy-relevant insights in 2018, including work on changing farm size and structure; mechanization; youth employment; investment options for multi-functional agriculture; and political economy of policy decisions in Africa south of the Sahara. A special issue of the *Journal of Development Studies* titled “Africa’s Unfolding Economic Transformation” will synthesize evidence since 2000 showing increased diversification of rural livelihoods and rapid expansion of rural nonfarm activities as spillovers linked to agricultural growth, with associated new opportunities for women and young people. The research on mechanization will inform ongoing policy debates in Ghana and Nigeria. Work on changing farm size in Africa south of the Sahara will focus on understanding who benefits, who loses, and by how much. Work on public expenditure to support rural growth and institutional arrangements to improve rural service delivery will continue, including analysis of public extension in Malawi. Research on the political economy will address decisions on land governance, input subsidies, and public investments in agricultural research in Ghana, Mali, Nigeria and Zambia. Additional attention will be accorded to the political origin of constraints to and interventions in urban informal food retailing in Ghana, Nigeria and Zambia, and options for constructive public policy regarding this sector so important to women as consumers and as traders. PIM has renewed support in 2018 for Cornell University’s [Structural Transformation of African Agriculture and Rural Spaces \(STAARS\) fellowship program](#) for early-career African researchers.

Flagship 3: Inclusive and Efficient Value Chains

With the [launch](#) in 2017 of the [website](#) of the Agricultural Incentives Consortium (PIM/IFPRI, OECD, FAO, World Bank, IDB), the data will be periodically updated, and used in 2018 for an assessment of the current status of global distortions and agricultural transformation. Work on agricultural trade will examine trade and climate change, trade and food security, and regional trade agreements (e.g ECOWAS). Work on measurement of postharvest losses and interventions to reduce them will continue with findings on maize and potato value chains of interest to the [Maize](#) and [RTB](#) CRPs and their partners. Graduate students from developing countries at Wageningen University will continue to progress with dissertation research on maize value chains in East Africa. Certification as an instrument to facilitate inclusion and value capture by smallholders (in general, and specifically in coffee and cocoa), will proceed. A new partnership with KU Leuven and national partners in Uganda, Ethiopia, Senegal, and Tanzania will explore how technological innovations affect the development of value chains for staples and high value products. The work on innovative insurance products previously placed in Flagship 4 has been moved to Flagship 3 because of its relevance to smallholder commercialization and access to finance. Work on picture-based insurance and bundling of insurance and credit products is proceeding well. The [Tools4ValueChains website](#) will be maintained, and value chain hubs in Latin America and Africa will facilitate outreach to the research community and development partners.

Flagship 4: Social Protection for Agriculture and Resilience

Work on social protection and agriculture will produce deliverables addressing social protection and agricultural investment, tradeoffs between social protection and agriculture, and social protection and vulnerability to climate change (including for RTB crops). The inclusion of the International Potato Center ([CIP](#)) in the research team augments the long-standing expertise of IFPRI, and is welcome. Ongoing work on design of programs of social protection will yield several deliverables on gender and youth in 2018. In recognition of the heightened concern about populations in highly fragile environments and food security among refugees, migrants, and people affected by conflict, Flagship 4 has introduced a new cluster on Improving Resilience for the Poor in Fragile and Low-income Settings. The new Cluster 4.2 replaces the work on insurance for the poor, which has shifted to Flagship 3 as noted above. Although the expanded work on fragility is new in 2018, the team has appropriately assigned to this cluster ongoing work on resilience and food security in fragile environments and post-conflict situations (Mali, Yemen, Rohingya in Bangladesh). An expanded partnership with World Vision International is under construction, benefitting from the presence of WVI on the [PIM Management Committee](#).

Flagship 5: Governance of Natural Resources

Work on tenure security of land, forests, aquatic resources, and rangelands will continue. Partnerships with the African Land Policy Centre, International Land Coalition, and Foundation for Ecological Security (India), among others, are strong and ongoing. The team continues to work with the African Union Commission's African Land Policy Centre (formerly the Land Policy Initiative) to measure land tenure security in Africa and advise on methods to monitor commitments of governments in this area. Research in the flagship will include assessment of the contribution of tenure security to rural transformation, food security, and decisions to migrate or stay in place. Work on land rights has a strong gender component. The Flagship 5 team has for several years explored the potential inherent in community-based forest tenure (in Guatemala), and several products will be released in 2018. Capacity building materials have been developed for new approaches to training community groups on decision making for collective action to manage natural resources; for example, using games and other simulation techniques. These materials have been successfully tested, and interest in scaling their application is strong. Additional tools to foster multi-stakeholder dialogue to address resource competition, increase tenure security, and strengthen landscape governance have also been developed, and training in their use through collaboration with the International Land Coalition will continue.

Flagship 6: Cross-cutting Gender Research and Coordination

Work on women's empowerment will address time use, aspirations, land ownership, and the impact of social protection programs on intimate partner violence. The team will explore how decisions on agricultural production are made within the household, and the implications of joint decision making for productivity. New work on the gender dimensions and implications of conservation agriculture in Eastern and Southern Africa will be presented. Work on gender and rural transformation will address mechanization, technological innovation, new modes of contracting, and migration. The CGIAR Collaborative Platform for Gender Research will enter its second year, and will continue to maintain the [website](#) and [newsletter](#), [webinar series](#), quarterly consultative calls with the CRP gender coordinators,

and two informational campaigns (for International Women's Day and the International Day for Rural Women). Last year's successful [scientific conference and capacity-building workshop](#) will be repeated. The [2017 grants on seed systems and gender will deliver outputs in 2018 and a new round of competitive grants](#) will be launched with a reduced level of funding reflecting resource constraints for the program as a whole. Efforts will intensify to secure W3 and bilateral support for the Gender Platform.

1.5. Cross Cutting Dimensions

1.5.1 Gender, Youth, and Capacity Development

Gender: The [Agricultural Science and Technology Indicators \(ASTI\)](#) team will maintain their time series of data on women in agricultural science, and will in 2018 focus on agricultural higher education in Africa south of the Sahara, including gender dimensions (Flagship 1). Work on extension systems, including volunteer farmer trainers and ICT-based delivery systems will assess the role of women in delivery and receipt of information through extension systems (Flagship 1). The work on policy and regulatory issues in seed systems for vegetatively propagated crops will include examination of the access of women to good quality seed (Flagship 1).

The work on youth employment in Africa south of the Sahara and the forthcoming volume (see more in "Youth") includes attention to the differing experiences of young men and women (Flagship 2). Work on rural transformation and employment opportunities in the off-farm small and medium enterprise sector will address gender (Flagship 2).

The trade team working on distortions in agricultural incentives will continue innovative analysis to determine whether distortions along value chains in a selected country (Uganda) have differential impacts on men and women (Flagship 3). Work on innovation in value chains for high value and staple crops in Senegal and Uganda will include findings on gender and innovation (Flagship 3). Newly validated value chain tools that include significant gender components will be made available to researchers and implementation partners.

The work on social protection, including links with agriculture, instruments for delivery, and implications for program design will continue the long-standing emphasis on high quality gender analysis (Flagship 4). The new work on resilience and vulnerability will be designed to capture gender dimensions (Flagship 4).

Work on security of land tenure, management regimes for forests, rangelands, and aquatic systems will continue to look at rights and responsibilities held separately by men and women, and those held jointly (Flagship 5).

Analysis of rural transformation will address gendered aspects of commercial production (in sugar and livestock), migration, and mechanization (Flagship 6). Development and application of the [Women's Empowerment in Agriculture Index](#) (WEAI) will continue (Flagship 6).

The post-doctoral gender researcher supported by PIM with a partial grant from the former Consortium Office has completed his three-year assignment with PIM, and will transfer to a research division at IFPRI to continue his work on women's empowerment.

[The CGIAR Collaborative Platform for Gender Research](#) will enter its second year, with emphasis on communications (website, newsletter, and two public education campaigns), capacity development (webinars and workshop on research methods), sharing of results (research conference and webinars), and, funding permitting, issuance of a second round of collaborative research grants. Findings from the [first round](#) of competitive grants (on the topic of gender dynamics in seed systems) will be made available. [Royal Tropical Institute \(KIT\)](#) will continue to provide coordination for the Platform together with PIM's Flagship 6 leadership and the PMU. As in 2017, PIM will provide more W1-2 funds to the Collaborative Platform than was foreseen in the approved proposal to facilitate a strong start, and in recognition that efforts to mobilize W3-bilateral funds continue. All CGIAR Centers and CRPs participate in the CGIAR Collaborative Platform for Gender Research.

External partners for the gender research include *inter alia* FAO, World Bank, Nepal School of Social Sciences and Humanities, Oxford University, KIT, and the University of Arizona.

Youth: PIM will contribute a background paper "*Climate Change is a Youth Issue*" for the IFAD Rural Development Report 2019 (Flagship 1). The book "Youth and Jobs in Rural Africa: Stylized Facts and Beyond" is forthcoming in 2018 (Flagship 2) and will be a major contribution to this theme.

Capacity Development: Each of the flagships embeds training, new tools and methods, and strengthening partner institutions in the core research and outreach. The foresight modeling team holds periodic workshops to train colleagues from CGIAR and partner organizations, and these will continue in 2018 (Flagship 1). The Agricultural Science and Technology Indicators (ASTI) team will place emphasis in 2018 on partnership with the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) in efforts to raise capacity in agricultural higher education in Africa. ASTI will also spend 2018 working with partner regional organizations (for example, APAARI, CORAF) to facilitate their assumption of responsibility for collection, processing, and analysis of the data on investments in agricultural science within their regions, with backstopping by the ASTI team based at IFPRI (Flagship 1). The Program for Biosafety Systems will continue assisting partner governments and agencies to improve their biosafety frameworks (Flagship 1).

The Social Accounting Matrices (SAM's) in high demand for modeling policy options at the country level will be updated on a rolling basis, as in past years (Flagship 2). Diagnostic tools will be developed for identifying entry points for policy reforms (Flagship 2). Three early-career African researchers will be selected as [STAARS fellows](#) supported by PIM for mentoring at Cornell University (Flagship 2). At least one seminar will be held for embassy attachés engaged in trade negotiations, and an online modeling course will be developed for the United Nations Economic Commission for Africa (UNECA) to enhance capacity of African professionals in government and academia to evaluate policy alternatives and implications of proposed trade reforms (Flagship 3). The Value Chains Knowledge Clearinghouse website (<http://tools4valuechains.org/>) will be maintained and updated. Graduate students working on topics related to value chains will be supported at Wageningen University and KU Leuven (Flagship 3).

Assessment of design and performance of social protection programs in Mali, Bangladesh, Ethiopia, Pakistan, and Egypt will proceed in full partnership with local researchers, including training on methods employed (Flagship 4). Tools and methods to facilitate community engagement in managing natural

resources, reducing potential for conflict over them, and protecting tenure security will be developed for pastoral areas, forests, aquatic systems, and cropland (Flagship 5). PIM's gender researchers will continue to develop approaches to collecting and analyzing sex-disaggregated data and share experience through the CGIAR Collaborative Platform for Gender Research (Flagship 6). Through hosting of the Platform, and the capacity development and research conference included in the workplan for the Platform, PIM will contribute to enhancing capacity of CGIAR and partners to undertake relevant gender research. Through organizing and funding the [second CGIAR Social Science Research Conference](#) in Vancouver, Canada on July 28, PIM will contribute to capacity development of the social sciences within CGIAR. Many of the scientists supported to attend the second Conference will stay on to participate in the triennial International Conference of Agricultural Economists in Vancouver July 29-August 3, 2018.

1.5.2 Open Data and Intellectual Assets

The new information management system MARLO², which PIM will fully introduce in 2018, will facilitate implementation of FAIR³ data principles and ensure that PIM deliverables are compliant with the [CGIAR Open Access and Data Management Policy](#) (OADM). MARLO will also facilitate the systematic inclusion in the IFPRI digital repository (main home of PIM deliverables) of all CGIAR Participating Centers' outputs produced under PIM.

While CGIAR Centers remain responsible and accountable for day-to-day implementation of Open Access (according to [CGIAR Open Access and Data Management Implementation Guidelines](#)), PIM will continue to coordinate with IFPRI's Knowledge Management team on all matters related to the implementation of the OADM within the program and build on synergies with IFPRI's [Open access/Open data](#) policies.

2. Planning for CRP Effectiveness and Efficiency

2.1 CRP Staffing in 2018

No increase in the size of the [Program Management Unit](#) will occur in 2018. The PIM Director will complete a second three-year term of service in July 2018. A search for the next Director is under way. The PIM Program Head is on maternity leave for the first part of 2018, and is replaced by an interim Program Manager. The Associate Research Fellow (post doc) in gender assigned to the PIM Program Management Unit under provisions of the partial grant from the Consortium Office in 2015 will move to a research division of IFPRI. The [Management Committee](#) (MC) will have one anticipated change of Flagship Leader due to retirement. The representative on the MC from participating Centers has rotated from CIP to CIMMYT. Michigan State University, Wageningen UR, and World Vision International remain on the MC as managing partners. Six of the thirteen members of the MC are women. A new [Independent Steering Committee](#) was appointed in 2017 and will continue in 2018.

² Managing Agricultural Research for Learning and Outcomes

³ i.e. data will be Findable, Accessible, Interoperable, Reusable

2.2 Financial Plan for 2018, including use of W1/2

The CGIAR 2018 Financing Plan communicated to CRPs on January 29, 2018 shows an indicative amount of \$17.9M W1-2 funds for PIM, with a suggestion that CRPs program no more than 90% of this amount. PIM has elected to draw on unspent funds from 2016 and to program 93% of the indicative amount, or \$16.7M. The additional 3% over guidance is allocated to the CGIAR Collaborative Platform for Gender Research, which is hosted within PIM but serves the entire system.

The projected budget for PIM in 2018 including both W1-2 and W3-bilateral is \$60M, or about 2/3 of the amount approved in the proposal. PIM thus has ample room for expansion should additional funds become available. The allocation of funds between and among flagships is shown in [Table E: CRP Planned Budget](#). Flagships 1 and 3 will continue to receive the largest amounts of W1-2. They have many contributing Centers and develop strong linkages with other CRPs. Flagship 2 is the next largest recipient of W1-2. It has a high leveraging ratio as shown in the \$18M in bilateral-W3 funds. Flagship 4 is modest in size but essential for PIM and CGIAR, since it addresses extreme vulnerability—a topic of growing importance in light of recurrent food emergencies. Flagship 5, although smaller than Flagships 1 and 3, also brings together many CGIAR Centers and external partners. Flagship 6 has received a higher share of W1-2 than indicated in the proposal in order to support the CGIAR Collaborative Platform for Gender Research, in addition to the gender research undertaken directly by PIM.

The amount of bilateral-W3 funds (\$43.5M) reflects funding secured as of March 7, 2018 and proposals with a high probability of funding. The amount is in the interval between “funding secured” and “funding needed” for period 2 as expressed in the proposal (p.46), with a funding gap of \$31M.

2.3 Collaboration and Integration

2.3.1 New Key External Partnerships

PIM researchers will maintain existing external partnerships (for example, with [Michigan State University](#), [Wageningen University and Research](#), and [World Vision International](#) (WVI)) and develop them in new ways. WVI and PIM are developing an expanded joint work program under the revised Cluster 4.2 on Improving Resilience for the Poor in Fragile and Low-income Settings (Flagship 4). PIM and Cornell University are exploring potential expansion and new directions for the [STAARS program](#) of capacity development for early-career African social scientists (Flagship 2). The [Agricultural Science and Technology Indicators \(ASTI\)](#) team (Flagship 1) is working with the [Asia-Pacific Association of Agricultural Research Institutions \(APAARI\)](#) to strengthen capacity for collection and analysis of data on investments in agricultural science in ten Southeast Asian countries, with an expectation that in the future primary responsibility for continuation of the ASTI efforts will shift to national and regional partners. Similar partnerships are under discussion with [Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles \(CORAF\)](#) and other African sub-regional organizations. A new partnership on value chains with [KU Leuven](#) combines research on technological innovation along value chains with graduate training of students from developing countries at KU Leuven (Flagship 3). The agricultural insurance team is now partnering with the Centre for Agriculture and Biosciences International (CABI) in

South Asia to explore complementary products based on applications of smart phone photos. Work on monitoring of land tenure policy jointly with the [African Land Policy Center](#) of the AUC, AfDB, and UNECA will continue and new research has been launched with GIZ on tenure security for forest restoration in two African countries in 2018 (Flagship 5). The CGIAR Collaborative Platform for Gender Research included a number of interested potential partners in the [first research conference held in December 2017](#), and will pursue establishment of partnerships in 2018. PIM has linked the [second CGIAR Social Science Research Conference](#) to the 30th International Conference of Agricultural Economists as an official pre-conference workshop to facilitate networking of CGIAR social scientists with international professional peers. Ongoing partnerships with the key development agencies and international financial institutions will be maintained. New ways to strengthen linkage between the analytical capacity of PIM and the operational work of the development agencies will be explored. The presence of a senior staff member from the [Alliance for a Green Revolution in Africa \(AGRA\)](#) on [PIM's Independent Steering Committee](#) will facilitate strengthened partnership with AGRA in 2018.

2.3.2 New Contribution to and from Platforms

PIM hosts the [CGIAR Collaborative Platform for Gender Research](#), and PIM program management unit (PMU) works closely with the Platform's coordinating unit at KIT. A member of the PIM PMU is on the advisory committee of the Platform. The first set of collaborative studies supported by the platform, on gender and seed systems, will continue into 2018 with close collaboration with PIM's Flagship 1 project on seed systems. Depending on realization of funding, a second call for collaborative research in the 2018-19 period on another topic of high interest to CGIAR will be launched. A PIM-funded [research area](#) exploring how farmer photos from smart phones can be used to develop improved agricultural insurance and advisory products won an award from the [CGIAR Platform for Big Data in Agriculture](#) and will be implemented in 2018 with collaborators in South Asia. PIM is participating in talks between the Gender and Big Data platforms to facilitate attention to gender in planning the work of the Big Data Platform. PIM is also exploring collaboration with the [CGIAR Excellence in Breeding Platform](#) to undertake a prioritization exercise that would guide the Platform in its resource allocation decisions. Researchers supported by PIM contribute to the policy module of the [CGIAR Genebank Platform](#).

2.3.3 New Cross-CRP Interactions

PIM fulfills its functions as an integrative program in several ways. PIM Management is working closely with KIT Royal Tropical Institute to assure success of the [CGIAR Collaborative Platform for Gender Research](#), and has allocated W1-2 in excess of the amount approved in the Phase 2 proposal (Flagship 6). A portion of the additional funds is used to support [five studies on gender and seed systems](#) co-funded by the [Livestock](#), [GLDC](#), [PIM](#), [Rice](#), and [RTB](#) CRPs (as well as other partners). The Platform actively reaches out to support interactions across all CRPs. The invitation to submit proposals for the [second CGIAR Social Science Research Conference](#) (in Vancouver on July 28, 2018) was extended to all CRP Directors and DDG-R's, and selected papers include researchers from across the system. The foresight modeling team has transitioned to a model of co-investment, and studies of the demand side of food systems will proceed in 2018 in collaboration with [GLDC](#), [FISH](#), [Livestock](#), [MAIZE](#), [RTB](#), [Rice](#), and [WHEAT](#) (Flagship 1). Collaboration with RTB on seed systems for vegetatively propagated crops is ongoing (Flagship 1). Collaboration with

MAIZE on improved grain storage and with RTB on reduction of post-harvest loss is established and will continue (Flagship 3). Collaboration with [FTA](#) on certification schemes as a mechanism to add value and increase inclusion is under discussion. PIM and [CCAFS](#) are discussing potential continued collaboration on insurance (Flagship 3). PIM collaborates with FISH and Livestock on natural resource management in aquatic systems and pastoral areas respectively (Flagship 5). PIM co-finances work on insurance with the [CGIAR Platform for Big Data in Agriculture](#). The Gender and the Big Data platforms are exploring how to organize and fund partnership on engendering relevant data made available through the Big Data Platform.

2.3.4 Expected Efforts on Country Coordination

PIM continues to support CGIAR country collaboration processes in several African countries. Late in 2017, staff held discussions with several CGIAR centers based in Malawi and launched a study to assess methods and approaches used by research and development organizations to scale up agricultural technology in the country. A short term objective is to inform the new EU-funded [KULIMA project in Malawi](#), which will provide a grant to CGIAR centers for technical support to scale up the most promising new technologies. This research will continue into early 2018. PIM participates in the CGIAR collaboration process in Nigeria and will earmark resources to follow up on priority actions agreed upon at the April 10-12 consultation. Ongoing discussions with the CGIAR country collaboration leader in Ethiopia have identified potential collaboration on outreach events around themes of common interest to the Ethiopian government and PIM. This awaits decisions at an upcoming CGIAR consultation with the government. Lastly, PIM plans to produce country briefs summarizing activities in several countries (e.g. Ethiopia, Nigeria, Tanzania) to facilitate communications within and outside CGIAR.

2.4 Monitoring, Evaluation, and Learning

Several activities in addition to the studies noted in section 1.3 will be undertaken. PIM will strengthen technical and communication support to flagship teams to plan, track, and communicate outcomes. Discussions will be held with all flagship teams to assess progress in achieving milestones and outcomes; where appropriate, new courses of action will be agreed. PIM will continue to focus on creating high quality outcome notes. PIM will implement the MARLO management information system in 2018 and train researchers to use the system for management and learning. PIM will engage with the CGIAR entities (e.g. the SMO, SPIA) to strengthen performance management at the system level. PIM will work with gender researchers to identify a monitoring system for gender research that extends beyond the current reporting template to provide more useful information for the gender research community. PIM will continue to be a strong participant in the Monitoring, Evaluation and Learning community of practice and will serve on its steering committee in 2018.

3. CRP Management

3.1 Management of Risks

PIM faces three types of risks: (i) those internal to the program and remediable through compliance with established procedures (institutional risks); (ii) those arising in pursuit of objectives of the program (programmatic risks); and (iii) those inherent in the external context (contextual risks).

- *Institutional risks:* Important among these are assurance of research quality, adherence to appropriate ethical standards in research involving human subjects, and assurance that allocated monies are spent for the intended purpose. To address the first, PIM looks forward to issuance of systemwide indicators that can be used to monitor research quality. In the absence of such indicators, PIM monitors numbers of peer reviewed publications and outcomes of action-oriented research self-reported in outcome notes. Where a cluster or a project appears to be lagging in delivery, the PMU works directly with the team to take appropriate action. With regard to ethical standards, PIM has conveyed to research teams that all work involving human subjects must secure Institutional Review Board (IRB) clearance ([see memo](#)). Regarding financial accountability, PIM works with the Finance and Administration Department of the Lead Center to monitor spending at IFPRI, and seeks periodic financial reports from the participating Centers.
- *Programmatic risks:* In 2018 we are adjusting relationships with several partners in ways that entail risk. The ASTI ([Agricultural Science and Technology Indicators](#)) team is incrementally enhancing the roles of regional partners ([APAARI](#) and [CORAF](#)), and their capacity to assume additional responsibility is not yet fully tested. Efforts to develop new relationships with operational entities of the international financial institutions (for example, with the World Bank) entail new approaches and expectations on both sides. Partnership with World Vision International to develop a new line of research addressing acute vulnerability among hard-to-reach clients and communities requires careful management of security risks, and raises questions about the added value of research in such settings. Hosting of the CGIAR Collaborative Platform for Gender Research within PIM carries risks that the Platform will be perceived as of lesser priority to CGIAR than are the free-standing platforms. Hosting presents an additional risk that funds for the Platform, within the constraints of the CRP financing plan, will result in reduced allocations to the other five flagships of PIM.
- *Contextual risks:* The decision of several major donors to earmark W1-2 funding by flagship puts at risk the strategic coherence of the CRP. Uncertainty about funding levels and the need to pre-finance work due to very late receipt of funds result in conservative budgeting. Holding our research effort accountable for development results shifts attention toward short-term limited but trackable outcomes, and away from longer-term findings with potentially broader applications. Finally, there are always risks that policy outcomes do not materialize from research, because of the complexities of policy processes. PIM tries to manage this through improved understanding of policy processes, developing research with key partners, including with decision makers, and investing in outreach activities.

3.2 CRP Management and Governance

The PIM Director completes her second term of service in July 2018, and an open and competitive search is under way for the new Director. The Leader of Flagship 1 on [Technological Innovation and Sustainable Intensification](#) retires in April 2018, and a replacement will be chosen according to the usual process (nomination by the flagship team members and no objection from the PIM Management Committee). The newly appointed [Independent Steering Committee \(ISC\)](#) for Phase 2 is in place. The position on the [PIM Management Committee \(MC\)](#) representing participating Centers has rotated from CIP to CIMMYT. The PIM [Program Management Unit \(PMU\)](#) reports regularly to the IFPRI Board, and the IFPRI Board reviews the ISC recommendations and the MC response annually. With increased empowerment of flagship leadership teams to shape and assure quality of the research within the flagships, researchers have asked for improved communication within the teams. The PMU supports this request, and encourages regular communication and occasional face to face meetings of the flagship teams. Also, to facilitate communication, the agendas and minutes of Management Committee meetings are circulated to the Center representatives in a timely manner.

TABLES

Table A: Planned Outcomes and Milestones

Table A1: 2022 CRP outcomes mapped to sub-DOs with contributing budget⁴

FP	Mapped and contributing to Sub-DO	2022 CRP outcomes for each FP	2018 Budget, USD	
			W1/2	W3/bilateral
1	CC1.1.3 Improved forecasting of impacts of climate change and targeted technology development	Foresight models and results are used by 12 regional and national research organizations or government agencies in Africa, Asia and Latin America and global development organizations as inputs to their priority-setting (includes capacity development)	1,200,883	1,800,000
1	CC3.1.3 Conducive agricultural policy environment	Studies on policies, regulations, and investment in support of agricultural science, technology, and innovation are used by key government entities in 3 CGIAR countries of collaboration (includes capacity development)	969,000	6,071,091
1	CC3.1.2 Increased capacity of partner organizations, as evidenced by rates of investment in agricultural research	Budget allocations for agricultural research exceed projections of the 2012-2016 trend in 5 CGIAR countries of collaboration (includes capacity development)	678,500	2,549,000
1	1.4.2 Closed yield gaps through improved agronomic and animal husbandry practices	In 3 CGIAR countries of collaboration, adoption of selected promising technologies and management practices is 20% above counterfactual without supportive technology dissemination innovations and policies (includes capacity development)	859,000	1,914,000

⁴ Outcomes can map to more than one sub-DO. This table displays only the main mapping and is not comprehensive.

2	CC3.1.3 Conducive agricultural policy environment	Governments in at least 3 CGIAR countries of collaboration use tools and evidence on the economy-wide factors affecting rural transformation to develop policies that are better targeted towards raising agricultural growth and rural incomes (includes capacity development)	1,181,000	10,400,000
2	CC3.1.3 Conducive agricultural policy environment	Governments in at least 3 CGIAR countries of collaboration use empirical evidence and quantitative methods to modify their allocation of public resource towards better targeted investments favoring inclusive agricultural growth and rural transformation (includes capacity development)	1,015,000	5,398,599
2	1.3.2 Increased livelihood opportunities	Agricultural growth and rural incomes are increased (above counterfactual trend) in 3 CGIAR countries of collaboration implementing evidence-based policies and/or public expenditure allocations (includes capacity development)	384,036	2,367,000
3	CC3.1.3 Conducive agricultural policy environment	Evidence is used to support changes in trade policy and/or regulations with global and regional implications in 3 instances (includes capacity development)	626,000	1,500,000
3	1.4.1 Reduced pre- and post- harvest losses, including those caused by climate change	Research and development organizations use PIM tools to address postharvest losses in 10 countries, including 5 CGIAR countries of collaboration (includes capacity development)	511,000	159,000
3	CC4.1.1 Enhanced institutional capacity of partner research organizations	Research and development organizations use PIM tools for value chain analysis and development in 20 instances in 6 CGIAR countries of collaboration (includes capacity development)	880,000	1,820,104
3	1.2.1 Improved access to financial and other services	New insurance products are being used by smallholder farmers in 3 countries, including 2 CGIAR countries of	433,000	899,000

		collaboration (includes capacity development)		
3	1.2.2 Reduced market barriers	Implementation partners in three countries use analysis of approaches to scaling to increase numbers of beneficiaries by 50% in designated projects (includes capacity development)	368,654	745,000
3	1.3.2 Increased livelihood opportunities	Earnings of smallholder male and female farmers from specific value chains increase by 20% as a result of interventions in these value chains in 3 CGIAR countries of collaboration (includes capacity development)	386,000	730,000
4	CC3.1.4 Conducive environment for managing shocks and vulnerability, as evidenced in rapid response mechanisms	National social protection programs and policies are modified based on evidence in 4 countries, including 3 CGIAR countries of collaboration (includes capacity development)	704,700	2,199,546
4	2.1.2 Increased access to diverse nutrient rich foods	Improved social protection innovations provide food and nutrition benefits to poor households in 3 countries (includes capacity development)	550,000	1,796,000
5	CC3.1.3 Conducive agricultural policy environment	Evidence informs natural resource governance and tenure policy processes/implementation in 12 countries, including 6 CGIAR countries of collaboration (includes capacity development)	925,000	1,250,000
5	1.4.5 Increased access to productive assets, including natural resources	Tenure security is improved for beneficiaries in 6 countries, with detailed documentation for 2 (includes capacity development)	390,000	551,171
5	3.2.1 More productive and equitable	Improved landscape-level governance arrangements are implemented in 6 countries, with more productive and	445,000	428,000

	management of natural resources	equitable management in at least 2 (includes capacity development)		
6	CC4.1.2 Enhanced individual capacity in partner research organizations through training and exchange	National researchers use improved gender research methods in 5 CGIAR countries of collaboration (includes capacity development)	550,000	0
6	CC3.1.3 Conducive agricultural policy environment	Gender dimensions of policies are strengthened in 4 CGIAR countries of collaboration (includes capacity development)	291,234	300,000
6	CC2.1.1 Gender equitable control of productive assets and resources	Women's empowerment in agriculture increases in 3 CGIAR countries of collaboration (includes capacity development)	513,000	639,521

Note: Totals for W1-2 reflect allocations to the flagships and exclude management costs and unallocated reserve.

Table A2: Planned milestones by flagship and assessment of risk to achievement

FP	2022 CRP outcomes for each FP	Milestones	Means of verification	Assessment of risk to achievement (L/M/H)
1	Foresight models and results are used by 12 regional and national research organizations or government agencies in Africa, Asia and Latin America and global development organizations as inputs to their priority-setting (includes capacity development)	Foresight models are used within CGIAR to help set priorities at Center, CRP, and System level	References in CRP and partner organization plans assembled by PIM foresight project.	L
1	Studies on policies, regulations, and investment in support of agricultural science, technology, and innovation are used by key government entities in 3 CGIAR	In 3 countries, major constraints to adoption of technology and promising innovations to overcome them are	PIM seed system and decision support project reports.	L

	countries of collaboration (includes capacity development)	identified with national stakeholders		
1	Budget allocations for agricultural research exceed projections of the 2012-2016 trend in 5 CGIAR countries of collaboration (includes capacity development)	Studies on impacts from increased investment and capacity in national agricultural research are used to support two regional research investments by multilateral donors	PIM deliverables submitted to World Bank and APAARI and acknowledgements/citations from them.	L
2	Governments in at least 3 CGIAR countries of collaboration use empirical evidence and quantitative methods to modify their allocation of public resource towards better targeted investments favoring inclusive agricultural growth and rural transformation (includes capacity development)	Tools and databases on public expenditure are used by policy analysts in 2 global, regional, and national institutes to assess investment options of governments	PIM external outcome assessment report.	L
2	Governments in at least 3 CGIAR countries of collaboration use empirical evidence and quantitative methods to modify their allocation of public resource towards better targeted investments favoring inclusive agricultural growth and rural transformation (includes capacity development)	Tools and databases on public service delivery are used by policy analysts in 2 global, regional, and national institutes to assess service delivery modalities of governments	PIM outcome note, building on 2017 external outcome assessment report.	L
3	Evidence is used to support changes in trade policy and/or regulations with global and regional implications in 3 instances (includes capacity development)	Evidence is used to support changes in trade policy and/or regulations with global and regional implications in two instances (cumulative total)	PIM outcome note.	M

3	Research and development organizations use PIM tools to address postharvest losses in 10 countries, including 5 CGIAR countries of collaboration (includes capacity development)	Postharvest losses are assessed for additional commodities and countries, leading to further actions to address major losses in 3 countries	PIM post-harvest loss project reports.	L
3	Research and development organizations use PIM tools for value chain analysis and development in 20 instances in 6 CGIAR countries of collaboration (includes capacity development)	The main distortions or weaknesses in international and national markets and priority interventions for 5 additional major value chains in countries are identified	Annual reports and deliverables from PIM value chain distortions projects.	L
3	New insurance products are being used by smallholder farmers in 3 countries, including 2 CGIAR countries of collaboration (includes capacity development)	Use of insurance products developed by PIM expands in 1 country	PIM insurance project report.	M
4	Improved social protection innovations provide food and nutrition benefits to poor households in 3 countries (includes capacity development)	New social protection implementation mechanisms are tested in 3 (cumulative total) countries	PIM social protection project report.	L
5	Evidence informs natural resource governance and tenure policy processes/implementation in 12 countries, including 6 CGIAR countries of collaboration (includes capacity development)	Evidence on tenure security synthesized and tailored to different regions and contexts is used by research and implementation partners in 3 countries	PIM external outcome assessment report.	L

5	Evidence informs natural resource governance and tenure policy processes/implementation in 12 countries, including 6 CGIAR countries of collaboration (includes capacity development)	The toolbox of methods for landscape governance is used by researchers and development practitioners in 3 countries	PIM external outcome assessment report.	M
5	Evidence informs natural resource governance and tenure policy processes/implementation in 12 countries, including 6 CGIAR countries of collaboration (includes capacity development)	Formal mechanisms are established for CGIAR to provide analytical support to key tenure and resource policy processes at regional and country level	PIM governance project reports.	M
6	National researchers use improved gender research methods in 5 CGIAR countries of collaboration (includes capacity development)	Researchers from all CGIAR centers use improved gender research methods and guidelines	PIM/Platform analysis of gender deliverables in CGIAR reported by the Platform.	M
6	Gender dimensions of policies are strengthened in 4 CGIAR countries of collaboration (includes capacity development)	Gender equity enhancing recommendations from case studies are synthesized and discussed with policy makers in 4 (cumulative total) countries	PIM gender project reports	M
6	Women's empowerment in agriculture increases in 3 countries (includes capacity development)	Research on effective interventions for empowering women in agriculture is used by 4 (cumulative total) implementation partners	PIM gender project reports and acknowledgement by partners.	M

Table B: Planned Studies for Relevant Outcomes and Impacts

Planned topic of study	Geographic scope	Relevant to Sub-IDO, or SRF target if appropriate	Comments
Policy successes and contributing factors in IFPRI decentralised country-based programs	Global, but emphasis on Africa where more country programs have taken place	Relevant to several Sub-IDOs, key ones being conducive agricultural policy environment, enhanced individual capacity in partner research organizations, reduced market barriers, improved value capture by producers, and increased access to diverse nutrient-rich foods. One part of the study examines effect of research on SLO targets of productivity, poverty and malnutrition.	
Resource tenure and governance outcomes	Global	Sub-IDOs on increased access to productive access, including natural resources, gender equitable control of productive assets and resources, more productive and equitable management of natural resources, and	This will cover Flagship 5 on governance of natural resources; study initiated in 2018.
Contribution of the Statistics on Public Expenditures for Economic Development (SPEED) databases and outputs to policy and program decisionmaking	Global	Sub IDOs on increased capacity of partner organizations as evidenced by rates of investment in agricultural research	
Contribution of Agricultural Science and Technology Indicators (ASTI) databases and outputs to policy and program decisionmaking	Global, but with focus on Africa	Sub IDOs on increased capacity of partner organizations as evidenced by rates of investment in agricultural research, enhanced institutional capacity of partner research organizations	
Contribution of foresight tools and outputs to policy	Global	Sub-IDOs on improved forecasting of impacts of climate change and	

and program decisionmaking		targeted technology development, enhanced individual capacity in partner research organizations	
Contribution of SAMs databases, tools and outputs to policy and program decisionmaking	Global, but focus on Africa and Asia	Sub-IDOs on enhanced individual capacity in partner research organizations; conducive agricultural policy environment	
Outcome note (brief) on Ag-incentives consortium for more effective monitoring of agricultural policy distortions	Global	Sub-IDOs on reduced market barriers and conducive agricultural policy environment	
Outcome note (brief) on PIM contribution to value chain innovations scaled up by the Ethiopian Agricultural Transformation Agency	Ethiopia	Sub-IDOs on reduced market barriers and more efficient use of inputs	
Outcome note (brief) on contribution to land tenure policies and programs in African countries	Africa	Sub-IDOs on increased access to productive access, including natural resources, gender equitable control of productive assets and resources	
Outcome note (brief) on contributions to social protection program interventions to reduce intimate partner violence	Ecuador, Bangladesh, Mali	Sub-IDO on improved capacity of women and young people to participate in decision making	
Evaluation of check off system (input credit received against future milk delivery) in dairy sector to feed into the ex-post impact assessment study of Livestock CRP.	Kenya	Sub-IDO on increased livelihood opportunities	PIM is contributing to the study through Flagship 3: Inclusive and Effective Value Chains

Table C: Cross-cutting Aspect of Expected Outputs or Deliverables

Cross-cutting	Number (%) scored 2 (Principal)	Number (%) scored 1 (significant)	Number (%) scored 0	Total overall number of deliverables
Gender	11.18%	25.29%	63.53%	170
Youth	2.94%	18.82%	78.24%	
CapDev	6.47%	21.18%	72.35%	

Explanatory note:

Table C reflects deliverables in the categories “articles and books” and “data, models, and tools.” More ephemeral or intermediate deliverables, such as blogs, posters, and presentations are not included. The total number of deliverables reflects entries into MARLO as of March 26, with an estimate of deliverables from cluster 2.4, for which entry was not yet complete. The scoring of entries includes both single tags and those tagged in more than one category (e.g., youth and gender). The confidence level of tagging for items scored 2 (principal) is higher than for those scored 1 (significant). We are working with teams to clarify criteria for scoring, with particular focus on the “1” score.

Table D: CRP Staffing

Category	Female (FTE*)	Male (FTE)	Total FTE	% female (FTE)
Program director & flagship leaders	7	7	14	50%

*FTE= Full Time Equivalent

Table E: CRP Planned Budget

	Planned budget 2018, USD			Comments on major changes
	W1/2	W3/bilateral	Total	
FP1 Technological Innovation and Sustainable Intensification	3,707,383	12,334,091	16,041,475	
FP2 Economywide Factors Affecting Agricultural Growth and Rural Transformation	2,580,036	18,165,599	20,745,636	
FP3 Inclusive and Efficient Value Chains	3,204,654	5,853,104	9,057,758	
FP4 Social Protection for Agriculture and Resilience	1,254,700	3,995,546	5,250,246	
FP 5 Governance of Natural Resources	1,760,000	2,229,171	3,989,171	
FP6 Cross-cutting Gender Research and Coordination	1,374,234	939,521	2,313,754	Includes PIM gender research and funding for CGIAR Collaborative Platform for Gender Research
Strategic Competitive Research Grant	0	0	0	Competitive grant for gender work included in budget for FP6
CRP Management & Support Cost	2,844,070	0	2,844,070	Includes PMU, M&E, 2 nd CGIAR Social Science Research Conference
Other (Residual of Financing Plan, unallocated)	1,174,923	0	0	The amount not allocated due to uncertainty about realization of the Financing Plan.
CRP Total	17,900,000	43,517,033	60,242,110	Gap of \$31M compared to PIM proposal for period 2, Phase 2.

Table F: Main Areas of W1/2 Expenditure⁵

Expenditure area	Estimated percentage of total W1/2 funding in 2018	Comments
Planned research: principal or sole funding source	49%	Primary activities of flagships 1-5. Gender work embedded in flagships is included, and not assigned to the gender classification. All of FP6 (gender) is excluded for assignment to gender below. All work undertaken through co-investment with other CRPs is excluded and assigned to partnership below.
Planned research: Leveraging W3/bilateral funding	12%	Much of this supports client-responsive country and regional engagement. Main expenses are covered by W3-bilateral, and complementary co-funding supports publications (public goods), additional surveys, and cross-national comparisons.
Catalyzing new research areas	3%	New program on fragility, developed jointly with WVI; new work on certification within value chains, new work on regulatory issues associated with new agricultural technologies
Gender	8%	All of FP6 on gender, including the CGIAR Collaborative Platform for Gender Research
Youth	1%	Continued work on youth employment in Africa south of the Sahara. New work on climate change as a youth issue.
Capacity development	5%	An estimate, since capacity development is embedded in many research efforts. Specific new training on trade for UNECA.
Start-up or maintenance of partnerships (internal or external)	13%	Includes all contracts with MSU, Wageningen; co-funding of W3 project with KU Leuven; co-investment with other CRPs on foresight modeling

⁵ Many categories are overlapping. We have constrained entries to sum to 100%.

Monitoring, learning and self-evaluation	1%	Introduction of MARLO, input of data, analysis of deliverables and milestones, ex post assessment of gender work.
Evaluation studies and Impact Assessment studies	1%	3 planned evaluation studies and impact assessment (see Table B)
Emergency/contingency	1%	A contingency held by the PMU to release should important initiatives with likely high impact emerge in the course of the year
Other (Residual of Financing Plan, unallocated)	7%	The amount not allocated due to uncertainty about realization of the Financing Plan.
TOTAL FUNDING (AMOUNT)	\$17,900,000	

Table G: New Internal (CGIAR) Collaborations among Programs and between the Program and Platforms

Name of CRP or Platform	Brief description of collaboration (give and take among CRPs) and value added*	Relevant Flagship (FP)
CGIAR Collaborative Platform for Gender Research with Livestock, PIM, RICE, RTB, and GLDC	5 competitive grants approved on gender and seed systems, drawing on \$200K of W1-2 from PIM matched by contributions from Livestock, PIM, RICE, RTB, and GLDC. Work was initiated in late 2017 and will be substantially completed by end 2018, with a workshop to integrate summary findings.	FP 6
Livestock, MAIZE, RTB, Rice, WHEAT, GLDC, FISH	The foresight modeling team is co-investing with seven CRPs on studies of changing demand for the core products of these CRPs.	FP1
Big Data	The CGIAR Collaborative Platform for Gender Research is joining with the Big Data Platform to consider how best to embed sex disaggregation in selected dimensions of the work of Big Data. Another area of collaboration will address application of ICT to insurance.	FP6, FP3
MAIZE, RTB	The value chains team is co-investing with MAIZE on hermetic storage bags in Ethiopia and with RTB on managing post-harvest losses in potatoes and sweet potatoes.	FP3
WLE, FTA	PIM will collaborate with WLE and FTA to work on landscape restoration. For example, PIM will provide analyses of governance and tenure reforms that promote implementation of restoration and conservation options that are being evaluated by FTA and WLE.	FP5
A4NH	PIM will collaborate with A4NH on value chain analysis and study of food loss and waste. The two CRPs will continue to collaborate in work on social protection programs and the Women's Empowerment in Agriculture Index (WEAI).	FP3, FP4, FP6

*e.g. scientific or efficiency benefits

Table H: Planned Monitoring, Evaluation, and Learning Exercises

Planned studies/learning exercises in 2018	Comments
See Table B for list of impact assessments and evaluations.	There are many planned assessments in 2018 as per Table B
Additional MEL Exercises:	
Training of PIM research team on the MARLO system	
Reviews of impact pathways and planned outcomes with all flagship teams	
Review of PIM deliverables in 2017 for gender focus and level of analysis	
Along with other CRPs, test the new common indicators, especially the ways in which policy options and outcomes are tracked	

APPENDIX: PIM outputs in 2018

Includes: books, book chapters, journal articles, data, models, and tools

Deliverable Title	Deliverable Type	Flagship
Flagship 1: Technological Innovation and Sustainable Intensification		
2050 Climate Change Monograph	Book	F1
Climate change and agriculture in Central Asia	Book	F1
Climate change and agriculture in Latin America and the Caribbean	Book	F1
Africa's fisheries and aquaculture: Challenges and prospects for addressing food and nutrition security	Journal Article (peer reviewed)	F1
Agricultural growth and employment in Africa: Future perspectives under different Research and Development investment scenarios	Journal Article (peer reviewed)	F1
Article - Evaluation of soil fertility training program in Ghana	Journal Article (peer reviewed)	F1
Article on Impact evaluation of volunteer farmer trainers	Journal Article (peer reviewed)	F1
Article on measurement of coffee Yields	Journal Article (peer reviewed)	F1
Changes in food management, technology and diets to stay within planetary boundaries of the food system	Journal Article (peer reviewed)	F1
Climate change impacts on nutrient composition of crops	Journal Article (peer reviewed)	F1
Crop productivity projections under alternative socioeconomic and climate scenarios	Journal Article (peer reviewed)	F1
Effects of income growth and climate change on global nutrient security to mid-century	Journal Article (peer reviewed)	F1
Identifying key agriculture development opportunities in Africa south of the Sahara	Journal Article (peer reviewed)	F1
Impact of changing climate and diets on global health	Journal Article (peer reviewed)	F1
Investment options for sustainable growth of livestock production in South Asia and sub-Saharan Africa	Journal Article (peer reviewed)	F1
Policy Options to accelerate varietal change among smallholder farmers in SAS and SSA	Journal Article (peer reviewed)	F1
Special issue of a peer reviewed journal (Global Food Security) - Introduction article	Journal Article (peer reviewed)	F1
Thinking big for smallholder agriculture; realizing agricultural potential in changing times	Journal Article (peer reviewed)	F1
Trade-offs in Achieving Food and Nutrition Security at Global and Regional Scales	Journal Article (peer reviewed)	F1
Understanding the consequences of changes in the production frontiers for RTB crops	Journal Article (peer reviewed)	F1
Using rural transformation to understand the future of cereal-based agri-food systems	Journal Article (peer reviewed)	F1
A model for policy simulation and analysis of the livestock sector	Data portal/Tool/Model code/Computer software	F1

IMPACT model - Fish module improvement	Data portal/Tool/Model code/Computer software	F1
IMPACT model - Livestock module development	Data portal/Tool/Model code/Computer software	F1
IMPACT webtool	Data portal/Tool/Model code/Computer software	F1
Improvement of the African Agricultural Higher Education Capacities and Research Activities portal (AgHEd)	Data portal/Tool/Model code/Computer software	F1
Additional datasets and assessments on output indicators in SA (2016)	Database/Dataset/Data documentation	F1
Additional datasets on output indicators in SSA for 2013/14 (and their assessment)	Database/Dataset/Data documentation	F1
Comprehensive datasets on investment, capacities, and institutional developments on public agricultural R&D in SA (2016)	Database/Dataset/Data documentation	F1
Comprehensive datasets on investment, capacities, and institutional developments on public R&D in SSA (2016/2017)	Database/Dataset/Data documentation	F1
Database - IFAD ASPIRE Program	Database/Dataset/Data documentation	F1
GM Economic assessments in Nigeria, Ethiopia and Uganda - initial Dream model results	Database/Dataset/Data documentation	F1
Productivity and GDP changes simulated through the link IMPACT-Globe	Database/Dataset/Data documentation	F1
Survey data - Evaluation of Soil fertility training program in Ghana	Database/Dataset/Data documentation	F1
Update values of GLDC crops into IMPACT	Database/Dataset/Data documentation	F1
Flagship 2: Economywide Factors Affecting Agricultural Growth and Rural Transformation		
Country chapters (Bangladesh, China, India, Myanmar, Nepal, Sri Lanka, Vietnam, Ethiopia, Ghana, Kenya, Nigeria, Tanzania)	Book	F2
Future of Ethiopian Agriculture	Book	F2
Smallholder Agricultural Mechanization: The Role of Service Hiring Market in Developing Countries	Book	F2
Youth Employment in Rural Africa	Book	F2
Employment and Productivity Growth in Tanzania's Service Sector	Book chapter	F2
Returns to agricultural public spending in Ghana: cocoa versus noncocoa subsector	Book chapter	F2
The Recent Growth Boom in Developing Economies: A Structural-Change Perspective	Book chapter	F2
Africa's Unfolding Economic Transformation	Journal Article (peer reviewed)	F2

Agricultural Labor Productivity and Industrialization: Lessons for Africa	Journal Article (peer reviewed)	F2
Cities and Rural Transformation: A Spatial Analysis of Rural Livelihoods in Ghana	Journal Article (peer reviewed)	F2
Cost-effectiveness of community-based gendered advisory services to farmers: Analysis in Mozambique and Tanzania	Journal Article (peer reviewed)	F2
Cross-National Drivers of Policy Change: Input Subsidies in Ghana, Nepal, and Zambia	Journal Article (peer reviewed)	F2
Determinants of land values and participation in land markets in Tanzania	Journal Article (peer reviewed)	F2
Devolution and Bureaucratic Discretion in Ghana's Agricultural Sector	Journal Article (peer reviewed)	F2
Do Delivery Units change Policy Processes?	Journal Article (peer reviewed)	F2
Does Decentralization Improve Policy Accountability? The Ghanaian Experience	Journal Article (peer reviewed)	F2
Effects of tractor ownership on returns-to-scale in household maize production: Evidence from Ghana	Journal Article (peer reviewed)	F2
Establishing a Common Standard for Social Accounting Matrices for African Countries	Journal Article (peer reviewed)	F2
Gendered advisory services to farmers in Tanzania	Journal Article (peer reviewed)	F2
How comparable are cross-country data on agricultural public expenditures?	Journal Article (peer reviewed)	F2
Impact of competition on publicly provided goods in Pakistan	Journal Article (peer reviewed)	F2
Measuring Employment in the Agri-Food System	Journal Article (peer reviewed)	F2
Mechanization and smallholders' incomes when some smallholders self-select to exit farming: Multiple-treatment-effects model for lowland Nepal	Journal Article (peer reviewed)	F2
Nigerian Land Governance Reforms: What Explains Subnational Variation in Implementation?	Journal Article (peer reviewed)	F2
Power, contestations and collective actions issues in reforming water management in complex rural economies	Journal Article (peer reviewed)	F2
Private investment in maize technologies through contract farming in Ghana	Journal Article (peer reviewed)	F2
Prospects for Job Creation in Africa's Transforming Agri-Food System	Journal Article (peer reviewed)	F2
Public expenditure on social protection and its effect on access to public services and on welfare in Tanzania	Journal Article (peer reviewed)	F2
Public investment's potential to crowd out private investment in agriculture in Ghana	Journal Article (peer reviewed)	F2
Small Firms, Structural Change and Labor Productivity Growth in Africa: Evidence from Tanzania	Journal Article (peer reviewed)	F2

The effect of extension services to men and women on food security in Malawi	Journal Article (peer reviewed)	F2
The impact of agricultural extension when inputs are heavily subsidized in Malawi	Journal Article (peer reviewed)	F2
The Rapid Rise of Mechanization in Myanmar: Drivers and implications	Journal Article (peer reviewed)	F2
Toward an Understanding of Economic Growth in Africa: A Reinterpretation of the Lewis Model	Journal Article (peer reviewed)	F2
Understanding the Role of Rural Nonfarm Enterprises in Africa's Economic Transformation: Evidence from Tanzania	Journal Article (peer reviewed)	F2
Unpacking the 'Black Box' of Public Expenditure Data in Africa: Quantification of Agricultural Spending Using Mozambique's Budget Reports	Journal Article (peer reviewed)	F2
Urban Informality, Taxation, and Accountability in Zambia	Journal Article (peer reviewed)	F2
Urbanization and Economic Development in Sub-Saharan Africa	Journal Article (peer reviewed)	F2
Who owns the streets? The Politics of Crackdowns on Africa's Urban Informal Vendors	Journal Article (peer reviewed)	F2
Special issue on Rural Economic Transformations in Africa	Special issue	F2
Methodological tool on how to prioritize public agriculture expenditure, with application to Kenya	Data portal/Tool/Model code/Computer software	F2
Offline economywide rural investment and policy analysis tool for selected MENA countries	Data portal/Tool/Model code/Computer software	F2
Lusaka Market Traders Survey	Database/Dataset/Data documentation	F2
NEW SAMs for two Sub-Saharan African countries (e.g. Senegal, Mali or Niger) and two Asian countries (Bangladesh, Nepal)	Database/Dataset/Data documentation	F2
Updated SAMs for five additional African countries (for Ghana, Nigeria, Ethiopia, Kenya, Tanzania, Uganda, Malawi, Egypt or Mozambique)	Database/Dataset/Data documentation	F2
Updated SPEED tool	Database/Dataset/Data documentation	F2
Flagship 3: Inclusive and Efficient Value Chains		
Latin American experiences on the application of the value chain approach. Compendium of articles presented in the SEPIA conference 2017.	Book	F3
Agricultural Trade and Food Security	Book chapter	F3
Role of good modeling in tax reform discussions	Book chapter	F3
The Free Flow of Goods and Food Security and Nutrition	Book chapter	F3
Africa-wide diagnostic of quality certification schemes	Journal Article (peer reviewed)	F3
An Agenda for Agricultural Research	Journal Article (peer reviewed)	F3

Assessment of PHL in the potato value chain in Peru and Ecuador	Journal Article (peer reviewed)	F3
Dealing with attribute non-attendance in choice experiments: Lessons from willingness to pay estimations for livestock market services in Ethiopia	Journal Article (peer reviewed)	F3
Financial inclusion and risk management among the rural poor	Journal Article (peer reviewed)	F3
Fit for purpose? A review of guides for gender-equitable value chain development	Journal Article (peer reviewed)	F3
From the Andes to Africa and Asia: Linking small producers to value chains: Lessons for the development of value chains	Journal Article (peer reviewed)	F3
Measuring Agricultural Incentives at the Global level	Journal Article (peer reviewed)	F3
Options for scaling sustainable cocoa in Ghana	Journal Article (peer reviewed)	F3
Options for scaling sustainable coffee in Nicaragua	Journal Article (peer reviewed)	F3
Paper "Assessing the productivity and economic impacts of bundling input and outputs through interlocking of input and output transactions in emerging dairy landscapes in Kenya"	Journal Article (peer reviewed)	F3
Pilot Interactive Voice Response (IVR) work in Uganda	Journal Article (peer reviewed)	F3
Presidential address for the International Association of Agricultural Economists	Journal Article (peer reviewed)	F3
Tool for developing a Gender and Social Inclusion strategy for agricultural value chains developed and piloted in two value chains in southern Honduras	Data portal/Tool/Model code/Computer software	F3
Ag incentives database satellite account for GTAP 10	Database/Dataset/Data documentation	F3
Annual update of MIRAGRODEP baseline	Database/Dataset/Data documentation	F3
Dataset from formative evaluation of picture-based insurance	Database/Dataset/Data documentation	F3
Historical database on agricultural distortions	Database/Dataset/Data documentation	F3
Participating to build a socio-economic ontology under CGIAR Platform of Big data in agriculture CRP by providing a list of concepts of value chains domain	Database/Dataset/Data documentation	F3
Randomized controlled trials for testing and impact assessment of hermetic storage bags to reduce food losses in Ethiopia	Database/Dataset/Data documentation	F3
Update of the Ag-Incentives database with new indicators	Database/Dataset/Data documentation	F3

Flagship 4: Social Protection for Agriculture and Resilience		
Safety nets for agriculture and nutrition (chapter of IFPRI book: "Agriculture for Improved Nutrition: Seizing the Momentum")	Book chapter	F4
Agricultural production and marketing during conflict in Mali: Quasi-Experimental Evidence on the Impact of Food Assistance	Journal Article (peer reviewed)	F4
Ambition Meets Reality: Reflections on the Taro Boom in Nicaragua	Journal Article (peer reviewed)	F4
Impact of cash transfers on food security and child health during conflict in Yemen	Journal Article (peer reviewed)	F4
Introduction to Special Issue: Smallholder Value Chains as Complex Adaptive Systems	Journal Article (peer reviewed)	F4
Political Activism as a Determinant of Clientelistic Transfers: Evidence from an Indian Public Works Program	Journal Article (peer reviewed)	F4
Randomized control trials demonstrate that nutrition sensitive social protection increases the use of Sprinkles and other iron supplements in rural pre-school Bangladeshi children	Journal Article (peer reviewed)	F4
School feeding or general food distribution? Quasi-Experimental Evidence on the Educational Impacts of Emergency Food Assistance during Conflict in Mali	Journal Article (peer reviewed)	F4
Session at Global Food Security Conference, to explore paper publication from legacy data set	Journal Article (peer reviewed)	F4
Shocks and adaptation in the value chain of asaí palm products in Bolivia	Journal Article (peer reviewed)	F4
Smallholder Value Chains as Complex Adaptive Systems: A Conceptual Framework	Journal Article (peer reviewed)	F4
The impact of humanitarian aid on nutrition during conflict in Mali	Journal Article (peer reviewed)	F4
Welfare and Poverty Impacts of Mahatma Gandhi National Rural Employment Guarantee Scheme: Evidence from Andhra Pradesh, India	Journal Article (peer reviewed)	F4
Flagship 5: Governance of Natural Resources		
Action research with GIZ on implementation of forest tenure reforms necessary to implement forest landscape restoration in Madagascar and Ethiopia	Journal Article (peer reviewed)	F5
Assessing the Total Economic Value of Threatened Crop Varieties in Peru: Implications for Conservation and Sustainable Use Policy	Journal Article (peer reviewed)	F5
Customary tenure system under scrutiny - how social and economic transformations are re-defining the status quo: the case of Mozambique	Journal Article (peer reviewed)	F5

Effects of Land Access on youth migration and employment in Ethiopia	Journal Article (peer reviewed)	F5
Effects of rangeland tenure reforms in Tunisia	Journal Article (peer reviewed)	F5
Exploring the relationship between land tenure security and sustainable land investments in pastoral areas	Journal Article (peer reviewed)	F5
Fostering multi stakeholder dialogue on investment in Nepal's forestry sector	Journal Article (peer reviewed)	F5
Green Development and REDD+: do they work toward inclusive land use planning?	Journal Article (peer reviewed)	F5
Identifying community-level factors impeding forest and landscape restoration initiatives and factors	Journal Article (peer reviewed)	F5
Investment and livelihood effects of Nepal's forest rights devolution policies	Journal Article (peer reviewed)	F5
Legal Pluralism: A Terrain of Contestation for Rights-Based Land Governance in Myanmar	Journal Article (peer reviewed)	F5
Leveraging responsible finance and public-private policy change for biodiversity and sustainable development goals: Insights from Guatemala, Nepal and Ghana	Journal Article (peer reviewed)	F5
Links between tenure security and Food Security: case of Ethiopia	Journal Article (peer reviewed)	F5
Measuring learning from interventions through participatory processes	Journal Article (peer reviewed)	F5
Participatory Rangeland Management: Tracking stock and measuring impacts	Journal Article (peer reviewed)	F5
Playing Games to Save Water: Collective Action Games for Groundwater Management in India	Journal Article (peer reviewed)	F5
Projected ecological and economic benefits of integrated tree-based landscape management	Journal Article (peer reviewed)	F5
Scrutinizing the status quo: Rural transformation and land tenure security in Nigeria	Journal Article (peer reviewed)	F5
Shifted discourse, shifting power: how climate change mitigation and justice are negotiated in Indonesia	Journal Article (peer reviewed)	F5
Study of the investment effects of forest rights devolution, including case studies of 4 countries	Journal Article (peer reviewed)	F5
Success and failure of community forestry: Evidence from Guatemala and Nicaragua	Journal Article (peer reviewed)	F5
The contribution of community seed banks to socio-ecological resilience of highland communities: the case of the Sierra de los Cuchumatanes in Guatemala	Journal Article (peer reviewed)	F5
The impact of alternative payment systems on the behavior in experimental games.	Journal Article (peer reviewed)	F5
The Politics of Land Use Planning and the Logic of Land Tenure Security in Laos	Journal Article (peer reviewed)	F5
The Politics of Legal Pluralism and the Shaping of Spatial Power in Myanmar's Land Governance	Journal Article (peer reviewed)	F5

Trends and challenges of agro-pastoral systems in MENA and implications on rangeland sustainability.	Journal Article (peer reviewed)	F5
What factors determine the success of socially and gender-inclusive forest tenure reforms?	Journal Article (peer reviewed)	F5
Securing livestock routes for building resilience in Africa and Asia	Special issue	F5
Development of a prototype for a tool box of participatory social learning instruments for sustainability including all required materials and manuals.	Data portal/Tool/Model code/Computer software	F5
Flagship 6: Cross-cutting Gender Research and Coordination		
Analysis of data comparing land ownership, management and control of outputs in SSA	Journal Article (peer reviewed)	F6
Measuring ownership, control, and use of assets	Journal Article (peer reviewed)	F6
Measuring Time Use in Development Settings in Bangladesh and Uganda	Journal Article (peer reviewed)	F6
Productive inefficiency and cooperation between spouses: evidence from dairy farming in Senegal	Journal Article (peer reviewed)	F6
Understanding the Measurement of Women's Autonomy: Illustrations from Bangladesh and Ghana	Journal Article (peer reviewed)	F6
WEAI Resource Center	Data portal/Tool/Model code/Computer software	F6
Multi-flagship publications		
Demographic transition and inequality in China	Journal Article (peer reviewed)	F1, F2, F3, F6
Give a Man a Fishpond: Local Economywide Impacts of Aquaculture in Myanmar	Journal Article (peer reviewed)	F1, F2, F3, F6
Post-disaster aid and development of the manufacturing sector: Lessons from a natural experiment in China	Journal Article (peer reviewed)	F1, F2, F3, F6
Roads to innovation: Firm-level evidence from People's Republic of China (PRC)	Journal Article (peer reviewed)	F1, F2, F3, F6