



RESEARCH
PROGRAM ON
Policies,
Institutions,
and Markets

Led by IFPRI



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Plan of Work and Budget 2020

CGIAR Research Program on Policies, Institutions, and Markets (PIM)

The [CGIAR Research Program on Policies, Institutions, and Markets \(PIM\)](#) is led by the International Food Policy Research Institute (IFPRI) and brings together [15 CGIAR centers](#) and many partners. External managing partners include KIT Royal Tropical Institute, Michigan State University (MSU), University of Oxford, Wageningen University and Research (WUR), and World Vision International.

Leadership of the program's flagships is as follows:

- Flagship 1: [Technological Innovation and Sustainable Intensification](#): CIAT, IFPRI, MSU
- Flagship 2: [Economywide Factors Affecting Agricultural Growth and Rural Transformation](#): IFPRI, MSU
- Flagship 3: [Inclusive and Efficient Value Chains](#): CIAT, CIP, IFPRI, WUR
- Flagship 4: [Social Protection for Agriculture and Resilience](#): IFPRI
- Flagship 5: [Governance of Natural Resources](#): CIFOR, IFPRI
- Flagship 6: [Cross-cutting Gender Research and Coordination](#): IFPRI, KIT, University of Oxford



Africa Rice Center



Bioversity International



Center for International Forestry Research (CIFOR)



International Center for Agricultural Research in the Dry Areas (ICARDA)



International Center for Tropical Agriculture (CIAT)



International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)



International Food Policy Research Institute (IFPRI)



International Institute of Tropical Agriculture (IITA)



International Livestock Research Institute (ILRI)



International Maize and Wheat Improvement Center (CIMMYT)



International Potato Center (CIP)



International Rice Research Institute (IRRI)



International Water Management Institute (IWMI)



World Agroforestry Centre (ICRAF)



WorldFish

External managing partners:



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1 Adjustments/ Changes to your Theories of Change

In 2019 PIM completed the participatory priority-setting exercise started in 2018 to update the priorities for the program’s final 2019-2021 period. As a conclusion of this exercise, the framework of the Phase 2 proposal as well as the flagships’ impact pathways were reaffirmed as highly relevant. At program level, five cross-cutting thematic areas were flagged as deserving more emphasis, mostly because (i) they are of key interest to policy makers, funding agencies, and CGIAR and/or (ii) they are addressed in multiple flagships of PIM and will benefit from more coordinated investments. These high-impact areas are: improved nutrition; effects of and responses to climate change; gender equality and women’s empowerment; employment opportunities for rural people, especially for the youth; and transformation of agrifood systems. In 2020 several new activities are developed in alignment with one or more of these areas. PIM’s targeted contribution to SLO2 on improved nutrition is becoming more significant, and work in this area – previously limited to Flagship 4 (social protection) – is expanding to almost all other flagships. For more information about the 2019-2021 priorities, see [here](#).

Building on a growing portfolio of activities on several commodities (vegetatively propagated crops, cereals, fish) and in response to interest from funders, PIM’s role in seed sector policy and regulation will be enhanced in 2020, with consolidation of work across CGIAR and building a CGIAR community of practice, strengthened external partnerships to increase policy impact, and support for positioning CGIAR research on seed system policies in the context of the post-2021 One CGIAR reform.

Finally, in 2020 the CGIAR Collaborative Platform for Gender Research is no longer hosted by PIM. Within Flagship 6 on gender, the area of work previously related to the platform’s activities is being reoriented towards support to strengthening integrated gender research in other PIM flagships. Flagship 6 will also be home to completion activities for the collaborative outputs initiated by the platform in 2017-2019 (CGIAR-wide publication on gender and agriculture, outputs of research calls, and activities related to CGIAR communities of practice).

More information about the theory of change for PIM and its flagships can be found on the [PIM website](#).

2 Plans and Expected Progress Towards Outcomes

In 2020 the teams will continue to generate syntheses of the work conducted in the first four years of Phase 2, as well as expand PIM's work on the five impact areas described in Section 1.

Flagship 1 - Technological Innovation and Sustainable Intensification

The foresight team will complete a cross-CGIAR Foresight Report aimed at informing CGIAR's 2030 Research Strategy and decision making among development partners. Improvements of the fish and livestock modules of the IMPACT model will continue in collaboration with CCAFS, FISH and LIVESTOCK, and modeling tools will be used to assess the costs of adaptation to climate change, explore projected demand for fish and livestock products, and analyze relationships between changes in animal source foods, employment and income.

PIM's enhanced research on seed systems will include work on seed market supply and demand across crops and policy contexts, as well as cross-country comparisons of the political economy drivers of seed system reforms in Ethiopia, Ghana, Kenya, Malawi, Mexico, Nepal, Nigeria, Tanzania, Uganda and Vietnam. The focus on vegetatively propagated crops will be expanded to cereals, fish and fodder species. Findings on regulatory policies for vegetatively propagated seeds will be discussed with policy makers in three countries. Collaboration with the [Integrated Seed Systems Development](#) (Africa) program and other CRPs will intensify.

Analyses of [extension approaches](#) will continue, with emphasis on evaluating the impact of ICT-enabled extension programs, including a global review of ICT-enabled extension methods and a study of how extension approaches reach the youth. Following on a [symposium](#) in November 2019, further investments will be made to disseminate lessons to stakeholders in Africa and globally.

PIM researchers will continue to work with counterparts in Ethiopia, Nigeria and Uganda to conduct *ex ante* economic analyses of biotechnology innovations and engage with the CGIAR Genebank Platform on policy issues related to cross-country transfer of genetic resources. The Agricultural Science and Technology Indicators team will assess agricultural higher education capacities in Africa south of the Sahara, trends in funding for CGIAR, and the allocation of research resources by agricultural commodities/sub-sectors.

Flagship 2 - Economywide Factors Affecting Agricultural Growth and Rural Transformation

The findings of the 2019 [book](#) on youth in rural Africa will be disseminated, including to national policy makers in the region. A book on mechanization with focus on south-south learning from Asia for Africa will be published.

Engagement with national governments and funders will continue, with a focus on designing policy and investment portfolios that reflect a broader food system perspective, multiple development goals, and the need for cost-effective market-led transformation. New research will examine the role of firms in Africa's transformation and assist policy makers in issuing policies for creating more jobs. The impact of public expenditures will be assessed for the maize sector globally, for horticulture in India and for agriculture in Nigeria, and the effectiveness of public expenditures to crowd in private investment will be assessed in Ghana, Malawi, Nepal and Vietnam.

Work on the implications of the changing structure of African agriculture will continue, including on land markets and effects of emergent commercialized farmers on smallholders. Work in Nigeria will be added to ongoing work in Ethiopia, Ghana, Malawi, Tanzania and Zambia. A synthesis will be produced on land dynamics and land access for the youth in several African countries, with attention to the implications for land and agricultural policies.

Political economy studies will be carried out on seed systems, urban food markets, land tenure policy and state-firm coalitions for agri-food transformation. Drawing on the outcomes of a [PIM workshop](#) in September 2019, collaborations with other CRPs will be launched on the political economy of water management, food system transformation and inclusive development.

Social accounting matrices will be developed or updated for 23 countries. An updated version of the [Statistics on Public Expenditures for Economic Development](#) database will be made available. PIM will continue to support the Cornell-led [Structural Transformation of African Agriculture and Rural Spaces program](#), which strengthens capacity of young African researchers. IFPRI country program offices will continue to provide support for national policy reforms, with a new program opening in Myanmar and a planned book on Ethiopia's agriculture and food system transformation.

Flagship 3 - Inclusive and Efficient Value Chains

The team working on trade and macroeconomic policy will continue to analyze agricultural trade distortions. At the global level, support will be provided to the [Ag-Incentives](#) consortium, links between trade and nutritional outcomes will be analyzed, and a study will focus on how agricultural subsidies could be repurposed to achieve environmental outcomes. The team will engage with the African Union Commission and the United Nations Economic Commission for Africa to assess the impacts of the Africa Continental Free Trade Agreement on domestic economies. Regional briefs will be generated as inputs to the 2020 World Trade Organization Ministerial Conference.

Some of the ongoing work on interventions aimed at reducing food loss will be completed and disseminated to value chain actors. New work will assess national-level food loss based on micro-studies implemented earlier. At the global scale, models will be used to explore the impact of reductions in postharvest loss on farm income, prices, and poverty. Several studies will be completed on employment along agricultural value chains in Africa, including gender and age dimensions. Several new studies will test innovations for improving food quality in value chains in collaboration with other CRPs, including in Eritrea, Ethiopia, Nigeria, Senegal, Tanzania and Uganda. A study of the factors behind the high costs of nutritious foods in Ethiopia will be undertaken. The focus on the potential of certification will be enhanced, including a study of a third-party quality certification system for wheat in Ethiopia, an assessment of independent certification of groundnuts in Senegal, and an assessment of consumers' willingness to pay for certified maize and beans in Tanzania.

Research on innovative methods for agricultural insurance will continue in India and Africa, including new partnerships to enhance impact. New research on improving finance in smallholder-dominated value chains is being implemented in Indonesia, Myanmar and Vietnam.

Syntheses on tools for scaling value chain interventions and lessons from value chain analysis across CGIAR will be completed. PIM will also continue to develop the upgraded [Tools for Value Chains website](#) and host a third cross-CRP workshop to promote the work of the [CGIAR value chains community of practice](#).

Flagship 4 - Social Protection for Agriculture and Resilience

PIM researchers will test the impact of cash and food transfers to the poor on agricultural intensification, technology adoption and investment in Bangladesh and Ethiopia. Ongoing studies will assess the impact of social protection programs, often with complementary interventions in nutrition, on a variety of outcomes including poverty, income and assets, diets and nutrition, resilience, gender inequality, and education outcomes in Armenia, Bangladesh, Egypt, Ethiopia, India, Malawi, Mali and Pakistan, while new research on implications of social protection programs on education outcomes will be initiated in Mozambique and Tanzania. Further evidence will be generated on the sustainability of social protection impacts in Bangladesh and on the impact of a graduation model program in Ethiopia. Evaluations of the following programs will be launched: a program to promote employment among social protection beneficiaries in Egypt, a program to promote youth employment in Kazakhstan, and a "food for assets" program in Sri Lanka. Building on successful partnerships with governments through which PIM research

has already led to changes in the design of social protection programming, the dissemination of new research findings will contribute to continuation and/or modification of existing social protection programs in Bangladesh, Egypt and Mali. Two new studies will examine the environmental impacts (impacts on tree cover and agrobiodiversity) of the Productive Safety Net Programme in Ethiopia.

Significant attention to gender will continue. Researchers will test the impact of interventions carried out by World Vision International (e.g. livelihood activities and group therapy sessions) on several dimensions of women's wellbeing including access to markets, empowerment and mental health in Ethiopia. A review of the effects of behavioral change communication on intra-household resource allocation will identify lessons for gender inequality.

Existing research on fragile settings will continue, including on humanitarian aid response in Mali and on the national cash transfer program in Yemen. New research will examine the impact of cash transfers among displaced households in Somalia, and the impact of market systems and livelihood interventions for refugees and host populations in Ethiopia and in the conflict-prone areas of Burkina Faso.

Flagship 5 - Governance of Natural Resources

Researchers will continue to study the implementation and impact of tenure reforms affecting individual/household agricultural land in Ethiopia, Laos, Mozambique and Nigeria, collective rangelands in Ethiopia, Tanzania and Tunisia, and forest or other common lands in Colombia, Ethiopia, Guatemala, India, Indonesia, Madagascar, Mexico, Nepal, Peru and Uganda. A new method for securing land rights for pastoralists will be further disseminated for scaling up within East Africa, and options for better governance of rangelands will be discussed with policy makers in Tunisia. An assessment of the political economy factors that contribute to tenure reforms will be completed. The work with the African Union Commission on operationalizing a monitoring and evaluation system on land policy reforms in African countries will continue, with a new partnership with the Intergovernmental Authority on Development.

Multistakeholder partnerships have emerged as a major strategy for improving governance of landscape-level resources, and a synthesis of lessons on the effectiveness of such partnerships will be published, as well as a synthesis on the effectiveness of collective action games as instruments for improving management of shared natural resources. PIM will continue to work with [Collaborating for Resilience](#) to scale up participatory approaches for managing natural resources, and the partnership with IFAD will be deepened. The joint initiative with FTA and WLE in collaboration with Foundation for Ecological Security in India will expand to include more rigorous evaluation of Foundation for Ecological Security's landscape restoration approach, development of approaches to engage with stakeholders and be more inclusive of women, and scaling up of the use of experimental games by beneficiary communities to improve collective management of common pool resources.

Flagship 6 - Cross-cutting Gender Research and Coordination

The team will continue to develop and pilot gender research methods and tools to further understand women's empowerment and women's access to and control over resources. Among the expected insights are: knowledge of optimal ways to collect information on women's time agency and freedom of movement; development of indicators for monitoring and evaluating gender equity and equality in agriculture and rural development projects; finalization of the "[Women's Empowerment in Agriculture Index for value chains](#)" tool. Methods for understanding and interpreting different responses to the same question by different household members will be developed and applied in Colombia, Kyrgyzstan, Nicaragua, and Senegal, and a qualitative method for understanding women's involvement in decision making will be tested in Tanzania. Capacity building efforts will promote the use of these tools by a wide range of organizations. PIM research will provide a better understanding of the complex processes of joint decision making between household members and their impacts on rural livelihoods. The drivers of women's empowerment will be examined in Egypt, Ethiopia, Kyrgyzstan, Myanmar and Papua New Guinea. Analyses of the influence of social protection on intimate partner violence in Bangladesh, Ethiopia, Ghana and Mali will be expanded into Senegal, where the effect of edutainment on intimate partner violence will be tested. Researchers will complete an evaluation of an intervention to promote

women's market engagement in Uganda and launch a study to test interventions to strengthen women's empowerment in Myanmar. The impacts of migration on women's empowerment will be examined in India, Mali, Myanmar, Nepal, Senegal, and Tajikistan.

Although the CGIAR Collaborative Platform for Gender Research will no longer be hosted by PIM, PIM will continue to invest in the completion of work that was started by the Platform, namely the Gender and Agriculture report synthesizing CGIAR research on nine gender-related topics, a special issue on gender dynamics in seed systems, and completion of a set of [studies on the "feminization" of agriculture](#).

Table 2A: Planned milestones by flagship

FP	Mapped to sub-IDO	2022 outcomes	2020 milestones	Relationship to proposal milestone	Means of verification	Scores of cross-cutting markers (0=not targeted; 1=significant; 2=principal)				Assessment of risk to achieve that milestone (low, medium, high)	For medium or high risk: main risk
						Gender	Youth	CapDev	Climate change		
1	<ul style="list-style-type: none"> {primary} CC Improved forecasting of impacts of climate change and targeted technology development CC Enhanced individual capacity in partner research organizations through training and exchange 	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	Foresight models and results are used by 4 research organizations, government agencies or global development organizations as inputs to their priority-setting	New/changed	Documents showing the use of foresight in priority setting and investment planning (reports, e-mails, minutes of meetings...) and external assessment of PIM's foresight work	0	0	1	1	Low	
1	<ul style="list-style-type: none"> {primary} CC Conducive agricultural policy environment CC Enhanced institutional capacity of partner research organizations 	Studies on policies, regulations, and investment in support of agricultural science, technology, and innovation are used by key government entities in 3 countries	Genetic resource, biosafety, biotechnology or seed system policies, regulations, guidelines, standards, or procedures are improved in 3 countries	New/changed	PIM reports, donor reports, other publications (e.g. research papers, discussion papers etc.), workshops and presentations	0	0	1	0	Low	

FP	Mapped to sub-IDO	2022 outcomes	2020 milestones	Relationship to proposal milestone	Means of verification	Scores of cross-cutting markers (0=not targeted; 1=significant; 2=principal)				Assessment of risk to achieve that milestone (low, medium, high)	For medium or high risk: main risk
						Gender	Youth	CapDev	Climate change		
1	<ul style="list-style-type: none"> {primary} CC Increased capacity of partner organizations, as evidenced by rate of investments in agricultural research CC Conducive agricultural policy environment 	Budget allocations for agricultural research exceed projections of the 2012-2016 trend in 5 countries	Studies on impacts from increased investment and capacity in national agricultural research are used in strategy and programming decisions by governments in 5 countries (cumulative total)	New/ changed	PIM reports, donor reports, other publications (e.g. research papers, discussion papers etc.), workshops and presentations, external assessment of ASTI	1	1	1	0	Low	
1	<ul style="list-style-type: none"> {primary} Closed yield gaps through improved agronomic and animal husbandry practices Increased conservation and use of genetic resources CC Technologies that reduce women`s labor and energy expenditure adopted 	In 3 countries, adoption of selected promising technologies and management practices is 20% above counterfactual without supportive technology dissemination innovations and policies	In 3 countries, innovations to increase adoption are used by government, development, or private sector organizations	Reworded/ rephrased from proposal	Impact assessment studies/ partner reports	1	0	1	0	Low	

FP	Mapped to sub-IDO	2022 outcomes	2020 milestones	Relationship to proposal milestone	Means of verification	Scores of cross-cutting markers (0=not targeted; 1=significant; 2=principal)				Assessment of risk to achieve that milestone (low, medium, high)	For medium or high risk: main risk
						Gender	Youth	CapDev	Climate change		
2	<ul style="list-style-type: none"> {primary} CC Conducive agricultural policy environment CC Gender-equitable control of productive assets and resources CC Enhanced institutional capacity of partner research organizations 	Governments in at least 3 countries 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	Stakeholders and researchers in 3 countries use political economy tools and analysis on policy processes in order to influence government receptivity to evidence-based policy recommendations related to agricultural growth	Reworded/rephrased from proposal	Policy assessment studies; interviews of stakeholders	0	0	1	0	Low	
2	<ul style="list-style-type: none"> {primary} CC Conducive agricultural policy environment CC Increased capacity of partner organizations, as evidenced by rate of investments in agricultural research 	Governments and other investors in at least 3 countries use empirical evidence and quantitative methods to modify their allocation of public resource towards better targeted investments favoring inclusive agricultural growth and rural transformation	Public sector agencies in 1 country adapt their institutional and organizational mechanisms to improve public resource allocation for service delivery	New/changed	Information obtained from public sector agencies	0	0	0	0	Low	

FP	Mapped to sub-IDO	2022 outcomes	2020 milestones	Relationship to proposal milestone	Means of verification	Scores of cross-cutting markers (0=not targeted; 1=significant; 2=principal)				Assessment of risk to achieve that milestone (low, medium, high)	For medium or high risk: main risk
						Gender	Youth	CapDev	Climate change		
2	<ul style="list-style-type: none"> {primary} Increased livelihood opportunities Improved capacity of women and young people to participate in decision making 	Agricultural growth and rural incomes are increased (above counterfactual trend) in 3 countries implementing evidence-based policies and/or public expenditure allocations	Tools and evidence on the economywide factors affecting rural transformation are used by 3 countries to modify policies or expenditures that are better targeted towards raising agricultural growth and rural incomes	New/changed	External assessment of SAMs and CGE models	0	0	1	0	Medium	6. External environment (political, economic, legal, market)
3	<ul style="list-style-type: none"> {primary} Reduce 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	Tested innovations to reduce postharvest losses are used by development organizations in 2 countries	New/changed	Donor/partners' reports	0	0	1	0	Low	
3	<ul style="list-style-type: none"> {primary} Reduced market barriers CC Gender-equitable control of productive assets and resources CC 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 countries	Value chain innovations are tested in 8 countries	New/changed	PIM CGIAR value chains website; PIM annual reporting	0	0	1	0	Low	

FP	Mapped to sub-IDO	2022 outcomes	2020 milestones	Relationship to proposal milestone	Means of verification	Scores of cross-cutting markers (0=not targeted; 1=significant; 2=principal)				Assessment of risk to achieve that milestone (low, medium, high)	For medium or high risk: main risk
						Gender	Youth	CapDev	Climate change		
3	<ul style="list-style-type: none"> {primary} CC Conducive agricultural policy environment 	Evidence is used to support changes in trade policy and/or regulations with global and regional implications in 3 instances	Evidence is used to support changes in trade policy and/or regulations with global and regional implications in three instances (cumulative total)	New/changed	Interviews, PIM reports	0	0	0	0	Medium	6. External environment (political, economic, legal, market)
3	<ul style="list-style-type: none"> {primary} Improved access to financial and other services Reduced market barriers 	Implementation partners in three countries use analysis of approaches to scaling to increase numbers of beneficiaries by 50% in designated projects	Value chain innovations are used by public and private sector agents in 2 countries	New/changed	PIM CGIAR value chains website; interviews of stakeholders	0	0	1	0	Medium	6. External environment (political, economic, legal, market)
3	<ul style="list-style-type: none"> {primary} Increased value capture by producers 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 countries	Value chain innovations are used by public and private sector agents in 2 countries	New/changed	PIM CGIAR value chains website; interviews of stakeholders	0	0	1	0	Medium	6. External environment (political, economic, legal, market)
3	<ul style="list-style-type: none"> {primary} Improved access to financial and other services 	New insurance products are being used by smallholder farmers in 3 countries	New insurance products are developed for offer to farmers in 3 countries	New/changed	Insurance companies' websites, donors/PIM reports	0	0	1	1	Low	

FP	Mapped to sub-IDO	2022 outcomes	2020 milestones	Relationship to proposal milestone	Means of verification	Scores of cross-cutting markers (0=not targeted; 1=significant; 2=principal)				Assessment of risk to achieve that milestone (low, medium, high)	For medium or high risk: main risk
						Gender	Youth	CapDev	Climate change		
4	<ul style="list-style-type: none"> {primary} Conducive environment for managing shocks and vulnerability, as evidenced in rapid response mechanisms CC Enhanced institutional capacity of partner research organizations CC Enhanced individual capacity in partner research organizations through training and exchange 	National social protection programs and policies are modified based on evidence in 4 countries	National social protection programs and policies are modified based on evidence in 3 countries	New/changed	Project reports and government documentation	1	0	0	0	Low	
4	<ul style="list-style-type: none"> {primary} Increased access to diverse nutrient-rich foods Increased household capacity to cope with shocks CC Gender-equitable control of productive assets and resources 	Improved social protection innovations provide food and nutrition benefits to poor households in 3 countries	Improved social protection innovations are adopted in 2 countries by at least 4 partner organizations in total	New/changed	Partners' reports, PIM outcome notes	1	0	1	0	Low	

FP	Mapped to sub-IDO	2022 outcomes	2020 milestones	Relationship to proposal milestone	Means of verification	Scores of cross-cutting markers (0=not targeted; 1=significant; 2=principal)				Assessment of risk to achieve that milestone (low, medium, high)	For medium or high risk: main risk
						Gender	Youth	CapDev	Climate change		
4	<ul style="list-style-type: none"> {primary} Reduced smallholders production risk 	Program innovations improve the well being of the poor in fragile and conflict affected settings in 2 countries	Resilience or livelihood program innovations are tested through collaboration with government or other implementing organizations in 1 fragile or conflict affected country	New/changed	Project reports	1	0	0	0	Low	
5	<ul style="list-style-type: none"> {primary} CC Conducive agricultural policy environment CC Enhanced individual capacity in partner research organizations through training and exchange CC Increased capacity for innovation in partner development organizations and in poor and vulnerable communities 	Evidence informs natural resource governance and tenure policy processes/implementation in 12 countries	Evidence on tenure security informs African land reform process through African Union Commission, national government, and International Land Coalition member organizations	Reworded/rephrased from proposal	Partner reports (e.g., African Union Commission, International Land Coalition)	1	0	0	0	Low	

FP	Mapped to sub-IDO	2022 outcomes	2020 milestones	Relationship to proposal milestone	Means of verification	Scores of cross-cutting markers (0=not targeted; 1=significant; 2=principal)				Assessment of risk to achieve that milestone (low, medium, high)	For medium or high risk: main risk
						Gender	Youth	CapDev	Climate change		
5	<ul style="list-style-type: none"> {primary} Increased access to productive assets, including natural resources CC Gender-equitable control of productive assets and resources 	Tenure security is improved for beneficiaries in 6 countries, with detailed documentation for 2	<i>(no 2020 milestone)</i>								
5	<ul style="list-style-type: none"> {primary} More productive and equitable management of natural resources CC Gender-equitable control of productive assets and resources 	Improved landscape-level governance arrangements are implemented in 6 countries, with more productive and equitable management in at least 2	6 landscape level governance institutions are operational in 3 countries	New/changed	Reports of implementation partners	1	0	1	0	Low	

FP	Mapped to sub-IDO	2022 outcomes	2020 milestones	Relationship to proposal milestone	Means of verification	Scores of cross-cutting markers (0=not targeted; 1=significant; 2=principal)				Assessment of risk to achieve that milestone (low, medium, high)	For medium or high risk: main risk
						Gender	Youth	CapDev	Climate change		
6	<ul style="list-style-type: none"> {primary} CC Enhanced individual capacity in partner research organizations through training and exchange CC Improved capacity of women and young people to participate in decision-making CC Enhanced institutional capacity of partner research organizations 	National researchers use improved gender research methods in 5 countries	PIM gender research methods and guidelines are used by partner research organizations in 3 countries	New/changed	Citations of PIM publications on gender research methods	2	0	2	0	Low	
6	<ul style="list-style-type: none"> {primary} CC Conducive agricultural policy environment CC Technologies that reduce women`s labor and energy expenditure adopted 	Gender dimensions of policies are strengthened in 4 countries	Gender dimensions of policies are strengthened in 1 country	New/changed	Government documentation, PIM outcome notes	2	0	0	0	Medium	6. External environment (political, economic, legal, market)
6	<ul style="list-style-type: none"> {primary} CC Gender-equitable control of productive assets and resources 	Indicators of women's empowerment in agriculture increase in 3 countries	Results from empowerment studies are used by 1 partner organization in a development initiative	New/changed	Partner reports	2	0	0	0	Low	

Table 2B: Planned evaluations/reviews, impact assessments and learning exercises

CRP	FP	Status	Planned studies/learning exercises	Geographic scope	Who is commissioning this study
PIM	2	Ongoing	Contribution of social accounting matrices and related models and outputs to policy and program decision making	Global, but largely Africa	PIM
PIM	1, 2, 3	Ongoing	Impact assessment of the Ethiopia Direct Seed Marketing (DSM) program	Ethiopia	PIM
PIM	5	Ongoing	Contribution of recent research on resource tenure and governance to policy and program decision-making	Global	PIM
PIM	All	Ongoing	Analysis of CGIAR innovations and policy contributions	Global	PIM, SMO
PIM	All	New	Retrospective assessment of gender work in 2018-2019	Global	PIM

Table 2C: Major planned new collaborations

FP	Collaborators	Brief description of collaboration
1	All CGIAR research programs	CGIAR Foresight Report, as an input into the 2030 CGIAR Plan and to inform global agricultural research priorities of development partners. Combines PIM tools with tools from other CRPs on foresight and <i>ex ante</i> analyses. Effort launched in 2019, with planned completion in 2020.
1	FISH (CGIAR Research Program)	Study of fish consumption demand to 2050.
1	LIVESTOCK (CGIAR research program)	Study of the effect of climate change on pasture and livestock in Southern Africa. PIM provides support for staff time and travel; LIVESTOCK provides support for staff time for data processing and model building using expertise from previous work.
1	Roots, Tubers and Bananas (CGIAR research program)	Policies and regulations in support of seed systems and markets for vegetatively propagated crops, with an emphasis on RTB-mandate crops, countries, and partners. In 2020 the focus is on outreach to policy makers.
1	FISH (CGIAR Research Program); Water Research Institute (Ghana); Council for Scientific and Industrial Research (Ghana); Fisheries Commission, agency of the Ministry of Fisheries and Aquaculture Development (Ghana); S-HOINT Limited (Ghana); Crystal Lake Fish Limited (Ghana); KIT Royal Tropical Institute	Collaboration in the design and implementation of policy-relevant research on breed systems for fish, as well as collaboration in outreach to policy implementers and regulatory agencies in government and to breed providers in civil society and the private sector in Ghana.
1	Wageningen University and Research; Wageningen Centre for Development Innovation; Makerere University (Uganda); National Agricultural Research Organization (Uganda); Netherlands Ministry of Foreign Affairs	Collaboration in the design and implementation of policy-relevant research on seed systems for specific crops and commodities, including seed systems for potato, legumes, and maize, as well as collaboration in outreach to policy implementers and regulatory agencies in government and to seed providers in civil society and the private sector in Uganda.
1	Forests, Trees and Agroforestry (CGIAR research program)	Study on scaling up methods for agroforestry concessions schemes in Peru. Adds to PIM's portfolio of studies on dissemination approaches and enables FTA researchers to interact more formally with other scientists working on similar issues.
1	African Institute for Strategic Services and Development; University of Hohenheim; Self-Employed Women's Association (India); Groots Kenya	Reaching smallholder women with information services and resilience strategies to respond to climate change.

FP	Collaborators	Brief description of collaboration
1	Forests, Trees and Agroforestry (CGIAR research program); Shire Highlands Milk Producers Association; Arizona State University; Malawi Ministry of Agriculture, Irrigation and Water Development; Lilongwe Dairy Ltd	Promoting fodder tree technology adoption for increased milk production, nutrition, and income in Malawi. The partnership with PIM allows for the testing of inducements to promote technology adoption.
1	University of Naples; Genebank platform	Understanding the implications of the revision of the Multilateral System for Benefit-Sharing on CGIAR.
1	Forests, Trees and Agroforestry (CGIAR research program); Busara Institute for Behavior Economics; Kenya Ministry of Agriculture and Irrigation	Understanding user preference in terms of data visualization in support of development of the 2020 Kenya National Agroforestry Strategy.
2	Agriculture for Nutrition and Health (CGIAR research program)	Study of how changing food demand patterns create new markets and jobs for smallholders and the working poor.
2	LIVESTOCK (CGIAR research program)	Developing a livestock systems model integrated within a national economywide model.
2	Wageningen University and Research; Centre for Food Policy, City University London	Political economy of protein transition.
2	Agricultural Sector Working Group (Ghana); Savanna Agricultural Research Institute (Ghana)	Nutrition-sensitive food environments: Unpacking state, market and civil society failures to catalyze food system transformation.
2	Michigan State University; Myanmar Ministry of Agriculture, Livestock and Irrigation; Yezin Agriculture University; Myanmar Development Institute; Kachinland Research Centre	New IFPRI Myanmar Strategy Support Program.
2	Papua New Guinea Women in Agricultural Development Foundation; Australia High Commission; Papua New Guinea Department of Agriculture and Livestock	IFPRI Papua New Guinea Food Policy Research Program.
3	RICE (CGIAR research program)	Study of distortions in the rice sector and identification of priority policies for improving rice value chains; global databases and models of PIM complement other data and analyses of RICE.
3	LIVESTOCK (CGIAR research program)	Research on the links between feed, productivity and competitiveness of livestock markets in West Africa. PIM's support to markets research is combined with LIVESTOCK's analytical capacity within the frame of a larger study that aims to strengthen livestock production systems.

FP	Collaborators	Brief description of collaboration
3	Tanzania Agricultural Research Institute; Tanzania Bureau of Standards	Analysis of consumers' willingness to pay for certified maize and beans.
3	Ethiopia Ministry of Agriculture; Agricultural Transformation Agency; Ethiopian Grades and Standards Authority; Digital Green; Ethiopian Wheat Millers Association; Wageningen University and Research	Quality certification along the wheat value chain in Ethiopia.
3	University of Wisconsin-Madison; COOPEDELSI (Rural Cooperative for the Local Development of Sibassor, Senegal); COORDID (Rural Cooperative for the Development of the Arrondissement of Djilor, Senegal)	Testing if offering farmers contracts to produce low-aflatoxin groundnuts (Aflsafe) will result in increased adoption of Aflsafe in Senegal.
3	Roots, Tubers and Bananas (CGIAR Research Program); KIT Royal Tropical Institute; National Agricultural Research Organization of Uganda	Understanding upgrading opportunities and competitiveness in the cooking banana value chain in Uganda.
3	Agriculture for Nutrition and Health (CGIAR research program); Ethiopian Institute for Agricultural Research; Addis Ababa University	Study of the factors causing high costs of nutritious foods in Ethiopia.
3	All CGIAR research programs	Review of CGIAR contributions to the discourse on value chains development, CGIAR value chains community of practice, annual cross-CRP workshop, expansion of the Tools for Value Chains website.
3	Kenyan Agricultural and Livestock Research Institute; Agricultural Climate Risk Enterprise Africa; AgriFood Economics Africa Limited (Kenya); Equity Bank (Kenya); APA Insurance (Kenya); University of Greenwich	Developing and testing innovative risk management products in Kenya.
4	Mali Ministry of Economics and Finance; Institut de Recherche pour le Développement (Mali)	Impact evaluation of the Mali government's "Jigisemejiri" national cash transfer program.
4	Cornell University; Michigan State University; Indira Gandhi Institute of Development Research	The role of social network, political activism and female leadership in public good allocation: Evidence from the National Rural Employment Guarantee Scheme in India.

FP	Collaborators	Brief description of collaboration
4	World Bank; University of Illinois; Swarthmore College; Kazakhstan Ministry of Education and Sciences	Impact of cash grants and non-cognitive skills training on labor force engagement for youth.
4	World Bank; Center for Global Development; Harvard University; Tanzania Social Action Fund	Community-based cash transfers in Tanzania: Impacts on informal social support networks and educational outcomes.
4	World Vision International	Testing social protection program interventions in Ethiopia (livelihood, nutrition and women's empowerment) and Mozambique (school feeding and literacy).
4	World Food Programme; United Nations Children's Fund; UN Refugee Agency; Danish Refugee Council; Federal Government of Somalia	Effectiveness of cash-based transfers to achieve sustainable improvements in well-being among internally displaced people and urban poor in Mogadishu, Somalia.
5	Eduardo Mondlane University (Mozambique); World Bank; Michigan State University; Ethiopia Policy Studies Institute; Ethiopia Ministry of Agriculture; United Nations Economic Commission for Africa; Intergovernmental Authority on Development; Norwegian University of Life Sciences; DAI	Reforms of land tenure in Africa.
5	University of Antananarivo (Madagascar); Deutsche Gesellschaft für Internationale Zusammenarbeit; Rights and Resources Initiative; International Land Coalition	Building knowledge on customary tenure for policy reform in Madagascar.
5	Forests, Tree and Agroforestry (CGIAR research program); Association of Forest Communities of Petén; National Council for Protected Areas; Rainforest Alliance; United Nations Development Programme	Natural resource governance and integrated tenure in the Maya Biosphere Reserve in Petén, Guatemala.
5	Forests, Trees and Agroforestry, and Water, Land and Ecosystems (CGIAR research programs)	Collaboration on landscape restoration, with joint outputs and support for implementation partners in India (and potentially other countries).
5	Foundation for Ecological Security; University of Colorado	PIM provides technical support to Foundation for Ecological Security in their new land restoration scaling up initiative "Promise of the Commons", particularly to foster social inclusion and gender equality.
5	LIVESTOCK (CGIAR research program); International Fund for Agricultural Development	Collaborative research and capacity building program on pastoralism and natural resource and land governance.

FP	Collaborators	Brief description of collaboration
5	Water, Land and Ecosystems (CGIAR research program); Farmer Managed Irrigation System Promotion Trust (Nepal)	Migration and gender dynamics in irrigation governance in Nepal.
5	Forests, Tree and Agroforestry (CGIAR research program); Organización Nacional de Mujeres Indígenas Andinas y Amazónicas del Perú; Pontificia Universidad Católica de Perú; Universidad Nacional Agraria La Molina; National Service for Protected Natural Areas (Peru)	Designing and implementing gender-responsive adaptive learning processes to support more equitable and meaningful participation of marginalized groups in multi-stakeholder forums.
6	RICE CGIAR research program	An analytical framework, with methods and tools, to explore the process and outcomes of male out-migration in rice value chains in South Asia. PIM support facilitates a collaborative approach and synthesis on impacts of migration on gender.
6	Agriculture for Nutrition and Health (CGIAR research program)	Resurveying ANGeL participating individuals/households to investigate the sustainability of the impacts and whether they provide protection from future shocks.
6	Action Aid Myanmar; Innovations for Poverty Action; World Bank	Improving women's empowerment in Myanmar through women-only "action committees" and irrigation schemes.
6	Climate Change, Agriculture and Food Security (CGIAR research program)	Study to inform monitoring, evaluation and learning in agricultural and rural development projects on gender equity and equality.
6	Climate Change, Agriculture and Food Security, Forests, Trees and Agroforestry, LIVESTOCK, MAIZE, Roots, Tubers and Bananas, and Water, Land and Ecosystems (CGIAR research programs)	Feminization of agriculture and gender roles: implementation of research grants awarded under the 2018 call from the Gender Platform.
6	Big Data platform; KIT Royal Tropical Institute; Dalberg Data Insights	Leveraging mobile network metadata to examine women's economic empowerment.
6	Roots, Tubers and Bananas (CGIAR research program); Cornell University	Systematization of experiences from the Gender and Breeding Community of Practice.
6	Water, Land and Ecosystems (CGIAR research program); Australia National University; Institute of Development Studies	"Sustainable inclusive" intensification: beyond women, beyond fragmented water interventions: developing a water-inclusion community of practice.
6	All CGIAR research programs	Gender and Agriculture Report – effort launched in 2019, with publication of outputs in 2020.

3 Financial Plan for the coming year, including use of W1/2

The CGIAR 2020-2021 Financing Plan shows an indicative amount of \$14.526M W1-2 funds for PIM in 2020. To draw down PIM's W1-2 resources by the end of 2021, PIM has also programmed \$0.739M from previous years' unallocated/unspent funding, for a total allocation of \$15.265M (Column 1 of [Table 3](#)). In addition, \$1.026M of unspent 2019 funds have provisionally been approved for carryover into 2020 (Column 2 of [Table 3](#)), so that the total available 2020 W1-2 funding is \$16.291M (Column 3 of [Table 3](#)).

The projected W3/bilateral budget (which reflects funding secured as of December 31, 2019 and proposals with a high probability of funding) is close to \$40M (Column 4 of [Table 3](#)), and the overall PIM budget across all sources of funds is thus \$56.5M (Column 5 of [Table 3](#)).

The allocation of funds among flagships is shown in [Table 3](#). Flagships 1 and 3, which have many contributing centers, will continue to receive the largest amounts of W1-2. Among the planned 2020 outputs of these allocations are a CGIAR Foresight Report on the future of agriculture and food (Flagship 1) and a set of nine coordinated activities to improve food quality in value chains in collaboration with other CRPs (Flagship 3). Flagship 2 is the next largest recipient of W1-2 funds, with a consistently high W3/bilateral leveraging ratio (\$20M in W3/bilateral funds). Planned uses of W1-2 funding within this flagship include support to prioritization of national investments and new political economy studies with other CRPs. Flagship 4's funding will complement W3/bilateral grants to generate publications and briefs on improving effectiveness of social protection programs, with a focus on integrated graduation approaches and expansion of the work in fragile areas. Flagship 5 will continue to invest in cross-CRP research on landscape restoration and improved resource governance. In 2020 the CGIAR Collaborative Platform for Gender Research will no longer be hosted by PIM's Flagship 6, leading to a reduction in W1-2 funding for this flagship compared to previous years. Flagship 6 will host completion activities for the collaborative outputs initiated by the platform in 2017-2019, including the CGIAR Gender and Agriculture Report, and investments to develop improved research methods and to test interventions that increase women's empowerment will continue within this flagship.

Table 3: Planned budget

	Planned budget 2020				
	W1-2			W3/bilateral	Total
	New 2020 funding	2019 carryover to 2020*	Total		
Flagship 1 - Technological Innovation and Sustainable Intensification	3,430,000	316,384	3,746,384	7,722,778	11,469,162
Flagship 2 - Economywide Factors Affecting Agricultural Growth and Rural Transformation	2,500,000	210,812	2,710,812	20,224,168	22,934,980
Flagship 3 - Inclusive and Efficient Value Chains	2,910,000	281,911	3,191,911	9,495,110	12,687,021
Flagship 4 - Social Protection for Agriculture and Resilience	1,060,000	85,991	1,145,991	873,953	2,019,944
Flagship 5 - Governance of Natural Resources	1,650,000	30,000	1,680,000	961,431	2,641,431
Flagship 6 - Cross-cutting Gender Research and Coordination	1,020,000	80,401	1,100,401	959,155	2,059,556
Management and support (PMU, governance, communications, partnerships, flagship management support)	1,868,185		1,868,185		1,868,185
Monitoring and Evaluation	452,742	20,463	473,205		473,205
Cross-cutting investments (capacity building, site integration, support to CGIAR social science events, strategic investments)	374,073		374,073		374,073
Total	15,265,000	1,025,962	16,290,962	40,236,595	56,527,557

* PIM implemented a policy allowing carryover of up to 10% of each participating center's 2019 budget by flagship upon justification. Amounts to be finalized after audit confirmation of 2019 expenses.