



RESEARCH  
PROGRAM ON  
Policies,  
Institutions,  
and Markets

Led by IFPRI



Photo: UNICEF Ethiopia/Nahom Tesfaye

# 2021 Plan of Work and Budget

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

# 2021 PLAN OF WORK AND BUDGET

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](#): Alliance of Bioversity International and CIAT, IFPRI, MSU
- Flagship 2: [Economywide Factors Affecting Agricultural Growth and Rural Transformation](#): IFPRI, MSU
- Flagship 3: [Inclusive and Efficient Value Chains](#): CIMMYT, 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



Center for International Forestry Research (CIFOR)



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



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)

Alliance



The Alliance of Bioversity International and the International Center for Tropical Agriculture (CIAT)



World Agroforestry (ICRAF)



WorldFish

## External managing partners:



## Table of contents

1 Adjustments/ Changes to your Theories of Change .....	2
2 Plans and Expected Progress Towards Outcomes .....	3
Table 2A: Planned milestones by flagship .....	6
Table 2B: Planned evaluations/reviews, impact assessments and learning exercises.....	16
Table 2C: Major planned new collaborations.....	17
3 Financial Plan for the coming year, including use of W1/2 .....	23
Table 3: Planned 2021 budget, all funding sources .....	24
Table 4: 2020-2021 W1-2 budget by natural classification .....	24

## 1 Adjustments/ Changes to your Theories of Change

PIM's existing theory of change, including the 2021 milestones, 2022 outcomes and key thematic areas selected for emphasis since 2019 (improved nutrition; effects of and responses to climate change; gender equality and women's empowerment; employment opportunities for rural people, especially for the youth; transformation of agrifood systems) remain relevant for 2021.

PIM's work in 2021 will contribute to two additional impact pathways. First, PIM will respond to the demand from governments and other decision makers for analysis and advice on how to respond to the COVID-19 pandemic (ongoing activities funded through 2020 budgets pivoted to take account of the COVID-19 situation, as well as new 2021 investments). While this work is taking place within the existing set of PIM milestones, a significant part of the information disseminated to decision makers in 2021 will incorporate lessons on the direct and indirect effects of COVID-19.

The second pathway which is not explicit in the PIM theory of change is an internal one: informing priority research areas for One CGIAR. In each of the areas on foresight, seed systems, extension, political economy, value chains, agricultural risk management, social protection and resilience, natural resource governance, and gender, one or more 2021 synthesis product(s) will be targeted to One CGIAR decision makers.

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

The teams will finish syntheses of the work conducted in Phase 2 and expand PIM's work on the five impact areas (see [Section 1](#)). Global cross-flagship syntheses will be produced on migration, lessons learned from PIM partnerships, and the outcomes of PIM's research.

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

The [CGIAR Foresight Report](#) will be released in the first quarter. The associated web portal will provide a hub for presenting results and facilitating dialogues on alternative futures. A report on foresight capabilities and needs of One CGIAR and partners will be produced. Improvements of the IMPACT model for country-level analysis will continue. Implications of climate variability, land use change and dietary changes will be assessed at global, regional and national levels. Studies on implications of demand for animal-sourced foods will be published.

PIM will continue to convene the CGIAR Community of Excellence on Seed System Development initiated in 2020 and produce a series of synthesis products and a strategy for One CGIAR on this topic. Researchers will analyze seed market supply and demand across crops and policy contexts and perform cross-country comparisons of the political economy drivers of seed system reforms in Ethiopia, Ghana, Kenya, Malawi, Mexico, Nepal, Nigeria, Tanzania, Uganda, and Vietnam. Implications for policy and regulatory reforms will be discussed with decision makers in several countries. Collaboration with the [Integrated Seed Systems Development Africa](#) program will intensify. A new partnership with [Harvest Plus](#) will focus on evaluation of vegetatively propagated biofortified seed systems in Africa.

Analyses of extension approaches with focus on [ICTs and women's empowerment](#) will be finalized. Synthesis deliverables will include a review of ICT-enabled extension methods, insights from a study in partnership with FAO examining methods for increasing agricultural knowledge, a brief on integration of extension in national policies, and a synthesis of the lessons from PIM's body of work on advisory services.

PIM researchers will 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 continue to strengthen the capacity of [APAARI](#) to lead data collection and analyses in the Asia-Pacific region while collaborating with national stakeholders on selected national studies.

### [Flagship 2 - Economywide Factors Affecting Agricultural Growth and Rural Transformation](#)

Engagement with governments and implementing partners will continue, with a focus on designing policy and investment portfolios that reflect a broad food system perspective and the need for cost-effective market-led transformation. In addition to this medium-term focus, the ongoing effort to track government responses to the COVID-19 pandemic through the [COVID-19 Policy Response Portal](#) and to assess the impacts of COVID-19 and of the associated [policy responses](#) in a dozen countries will be sustained. To support this work, Social Accounting Matrices will be developed or updated in 11 countries. IFPRI will continue to lead the Asia Node of the [World Pandemic Research Network](#), an activity initiated in 2020 with PIM support PIM.

2021 publications will build on previous findings on structural transformation processes in Africa and lead to better understanding of supply and demand factors behind growth in different sectors of the economy. Recently initiated research to model entire agri-food systems will continue, aiming to assess the overall contribution of different commodity value chains to various development objectives and to improve targeting of policies for agri-food system growth, with specific applications in Bangladesh, Ethiopia and Nigeria. Work on the implications of [Africa's changing farm structure](#) will wrap up and lead to policy recommendations for governments. The key findings of the PIM 2020 books on [mechanization](#) and on [Ethiopia's agricultural transformation](#) will be disseminated.

In line with a recommendation of the [PIM 2020 independent review](#), political economy studies will be carried out in the areas of food systems transformation, seed systems, urban food markets, land tenure policy and state-firm coalitions for agri-food transformation, and syntheses of work on [decentralization](#) and of lessons learned from political economy studies will be completed. The flagship team will also produce a cross-country analysis of public expenditures drawing upon an update of the [SPEED database](#). In-depth analyses of the performance of specific public services will wrap up in [Malawi](#) (on advisory services), Nigeria (on cold storage facilities), and Pakistan (on farm service centers).

PIM will continue to support the Cornell University-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 to national policies, including in [Rwanda](#) where an IFPRI country program office was established in late 2020.

### **Flagship 3 - Inclusive and Efficient Value Chains**

Researchers will continue to analyze agricultural trade distortions. This encompasses policy shifts in response to COVID-19, including updating the [COVID-19 Food Trade Policy Tracker](#). Support to the [Ag-Incentives](#) platform will continue and a synthesis of PIM work on the effects of distortions on economic, nutritional, environmental and gender outcomes will be produced. A paper on farm subsidies and how policies can address nutrition outcomes while fostering sustainable and inclusive agricultural transformation will be developed as an input to the 2021 United Nations Food Systems Summit. The team will continue to support the implementation of the Africa Continental Free Trade Agreement through assessing its expected impact on domestic economies and will develop background analyses for the 12<sup>th</sup> Ministerial Conference of the World Trade Organization.

A synthesis of studies on food waste at consumption stage will be published to complement the PIM synthesis on food loss during pre-consumption stages undertaken in [2019-2020](#). Background documents on this topic will be prepared for the United Nations Food System Summit. Research to assess national-level food loss in ten countries will be completed.

PIM's research on linking smallholder farmers to value chains will focus on synthesizing lessons, with the release of a book on the economics of agri-food value chains in Africa and reviews of PIM and CGIAR value chain research in the context of the broader literature on value chain research and development, with a focus on scaling and taking into account the needs of implementers. Analysis of [the effects of COVID-19 on a value chains](#) will continue – with a new set of value chains and countries to be added in 2021. Studies to test innovations for improving food quality in value chains (certification, storage technologies, soil management) in Ethiopia, Guatemala, Honduras, Kenya, Nigeria, Senegal, Tanzania and Uganda will be finalized.

Research on [innovative methods for agricultural insurance](#) will continue in India and Africa. A synthesis of PIM research on agricultural risk management will be completed. Research on improving finance in smallholder-dominated value chains in Indonesia, [Myanmar](#) and Vietnam will continue.

### **Flagship 4 - Social Protection for Agriculture and Resilience**

Researchers will wrap up the work on testing modalities of social protection programs and on the effectiveness of coupling social protection with other interventions for households to graduate from social protection. The effects of all these interventions are tested against outcomes such as improved nutrition, productivity, asset building and measures of gender equality. As in the past, the studies will be conducted in collaboration with the program's implementers to increase the likelihood of the recommendations being adopted.

More specifically, research will continue to focus on bundling cash or food transfers with behavioral change communications (BCC), including [long-term effects of such interventions in Bangladesh](#); a cross-country comparison of the effects of BCC will be published; evaluations of social protection programs will proceed in Bangladesh, Egypt, Ethiopia, [India](#), [Mali](#), Mozambique, Pakistan, and Sri Lanka; and further evidence will be generated on the impacts of a graduation model program in Ethiopia and of a job promotion program for social protection beneficiaries in Egypt.

Research on interventions in fragile contexts will continue, including on humanitarian aid response in Mali, on the national cash transfer program in Yemen and on cash transfers for displaced households in Somalia. The impact of value chain interventions to mitigate the effects of conflict in Burkina Faso will be studied.

Social protection interventions were found to be crucial to respond to the drop in incomes brought about by the COVID-19 pandemic. In 2020, some activities were reoriented to assess the [contribution of social protection to mitigating the effects of the pandemic](#) on poor households, especially in Ethiopia and Bangladesh. In 2021, the corresponding publications will come out. New research on the effects of COVID-19 on nutrition and health

programs will be carried out in Ethiopia and a publication on how social protection programming can be enhanced to deal with shocks such as pandemics will be produced.

### **Flagship 5 - Governance of Natural Resources**

Three syntheses of PIM research on tenure security, power and gender as well as seven forward-looking briefs – on tenure, governance and their links to each of CGIAR’s five impact areas – will be completed. Dissemination of methods and policy options for securing rights to rangelands in Africa will continue, with a synthesis of lessons learnt in this area. An assessment of the political economy factors behind tenure reforms will be completed. PIM’s contributions to the analysis of multistakeholder partnerships for improved governance of natural resources will be synthesized in a journal article. Lessons will also be shared on processes for successful cross-border natural resource management and development of payments for ecosystem services.

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. The partnership with the Intergovernmental Authority on Development to help countries monitor progress in land policy reforms will continue. Technical support will be provided to the Government of Ethiopia to enhance community rights over forests as part of the country’s recent Forest Act. [Research on strengthening water rights in Africa](#) will be disseminated. PIM will continue to work with [Collaborating for Resilience](#) to scale up participatory approaches, and with [IFAD](#) to identify priority tenure and governance components in future projects. With respect to the [common land restoration initiative in India](#) in collaboration with FTA, WLE and Foundation for Ecological Security, efforts will focus on scaling up the use of experimental games by beneficiary communities to improve collective management of common resources; support will also be provided to processes for multi-stakeholder involvement, with attention to gender dimensions and the valuation of ecosystem services provided by restored common lands.

### **Flagship 6 - Cross-cutting Gender Research and Coordination**

The team will continue to improve gender research methods and [tools to measure women’s empowerment](#). This work will produce information on the optimal ways to collect information on women’s time agency and [freedom of movement](#); qualitative methods for understanding women’s involvement in household decision making; and methods for [interpreting different responses to the same question by different household members](#). The [Pro-WEAI+MI](#) (Project Women’s Empowerment in Agriculture Index for Market Inclusion) tool (formerly WEAI4VC) will be further piloted and disseminated in collaboration with A4NH.

The drivers of women’s empowerment will be examined in Ethiopia, Kyrgyzstan, Mali, Myanmar, Nepal and Papua New Guinea, and work on opportunities for women’s empowerment and access to decent work opportunities in the MENA region will conclude. Researchers will continue to test interventions to strengthen women’s empowerment for agricultural and nutritional outcomes in Myanmar. Results from an empowerment experiment in the Ugandan sugar value chain will be published. Research on the impacts of migration on women’s empowerment in Bangladesh, India, Mali, Myanmar, [Nepal](#), Senegal, and Tajikistan will contribute to the PIM synthesis on migration. In Tajikistan, researchers will examine the effect of COVID-19 on women’s empowerment and measures of well-being. In Mali, researchers will conduct survey experiments using vignettes with women civil society leaders to understand how they can increase the government’s accountability to women. Analysis of [the influence of social protection on intimate partner violence](#) will continue in Bangladesh, Ethiopia, Ghana, Mali and Senegal and a second phase of the [Research Collaborative on Cash Transfers and Intimate Partner Violence](#) will provide lessons for program development.

The [flagship publication synthesizing CGIAR research on gender](#) (“Advancing gender equality through agricultural and environmental research”) will be published and widely disseminated. The three sets of collaborative studies funded through the CGIAR Collaborative Platform on Gender Research (hosted in PIM in 2017-2019) – on [gender dynamics in seed systems](#), [gender dynamics in value chains](#) and the “[feminization](#)” of agriculture – will be completed.

Table 2A: Planned milestones by flagship

FP	Mapped to sub-IDO	2022 outcomes	2021 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"> <li>{primary} CC Improved forecasting of impacts of climate change and targeted technology development</li> <li>CC Enhanced individual capacity in partner research organizations through training and exchange</li> </ul>	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 8 (cumulative total) research organizations, government agencies or global development organizations as inputs to their priority-setting	New/changed	Compilation of evidence of use by the various organizations done by PIM; external assessment of PIM's foresight work	0	0	1	1	Low	
1	<ul style="list-style-type: none"> <li>{primary} CC Conducive agricultural policy environment</li> <li>CC Enhanced institutional capacity of partner research organizations</li> </ul>	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 6 countries	New/changed	PIM reports, donor reports, other publications (e.g. research papers, discussion papers etc.), workshops and presentations	0	0	1	0	Medium	6. External environment (political, economic, legal, market)

FP	Mapped to sub-IDO	2022 outcomes	2021 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"> <li>{primary} CC Increased capacity of partner organizations, as evidenced by rate of investments in agricultural research</li> <li>CC Conducive agricultural policy environment</li> </ul>	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 7 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"> <li>{primary} Closed yield gaps through improved agronomic and animal husbandry practices</li> <li>Increased conservation and use of genetic resources</li> <li>CC Technologies that reduce women's labor and energy expenditure adopted</li> </ul>	In 3 countries, adoption of selected promising technologies and management practices is 20% above counterfactual without supportive technology dissemination innovations and policies	In 6 countries (cumulative total), innovations to increase adoption are used by government, development, or private sector organizations	New/changed	Impact assessment studies/ partner reports	1	0	1	0	Medium	6. External environment (political, economic, legal, market)



FP	Mapped to sub-IDO	2022 outcomes	2021 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"> <li>{primary} CC Conducive agricultural policy environment</li> <li>CC Gender-equitable control of productive assets and resources</li> <li>CC Enhanced institutional capacity of partner research organizations</li> </ul>	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	Government policy analysis units or other stakeholders in 4 countries (cumulative total) receive training on data and tools to evaluate the economy-wide factors affecting agricultural and rural policies	New/changed	Training reports; donor reports; interviews of stakeholders; impact assessment reports	0	0	2	0	Low	
2	<ul style="list-style-type: none"> <li>{primary} CC Conducive agricultural policy environment</li> <li>CC Increased capacity of partner organizations, as evidenced by rate of investments in agricultural research</li> </ul>	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 two countries (cumulative total) 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	Medium	6. External environment (political, economic, legal, market)

FP	Mapped to sub-IDO	2022 outcomes	2021 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"> <li>{primary} Increased livelihood opportunities</li> <li>Improved capacity of women and young people to participate in decision making</li> </ul>	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 5 countries to modify policies or expenditures that are better targeted towards raising agricultural growth and rural incomes	New/changed	External assessment of the use of SAMs and CGE models	0	0	1	0	Medium	6. External environment (political, economic, legal, market)
3	<ul style="list-style-type: none"> <li>{primary} CC Conducive agricultural policy environment</li> </ul>	Evidence is used to support changes in trade policy and/or regulations with global and regional implications in 3 instances	20 representatives of developing countries have strengthened capacity to represent their interests in trade negotiations related to agriculture	Identical to proposal	Interviews; PIM reports	0	0	2	0	Low	
3	<ul style="list-style-type: none"> <li>{primary} Reduce pre- and post-harvest losses, including those caused by climate change</li> </ul>	Research and development organizations use PIM tools to address postharvest losses in 10 countries	Research and development organizations use PIM methods and tools to address postharvest losses in 10 countries	New/changed	Donor/partners' reports; interviews with partners	0	0	1	0	Medium	6. External environment (political, economic, legal, market)

FP	Mapped to sub-IDO	2022 outcomes	2021 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"> <li>{primary} Reduced market barriers</li> <li>CC Gender-equitable control of productive assets and resources</li> <li>CC Enhanced institutional capacity of partner research organizations</li> </ul>	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 12 countries	New/changed	PIM Discussion Paper/policy brief on documenting achievement of PIM milestones on use of PIM value chain innovations	0	0	1	0	Medium	6. External environment (political, economic, legal, market)
3	<ul style="list-style-type: none"> <li>{primary} Improved access to financial and other services</li> <li>Reduced market barriers</li> </ul>	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 4 countries	New/changed	PIM Discussion Paper/policy brief on documenting achievement of PIM milestones on use of PIM value chain innovations	0	0	1	0	Medium	6. External environment (political, economic, legal, market)
3	<ul style="list-style-type: none"> <li>{primary} Improved access to financial and other services</li> <li>Reduced market barriers</li> </ul>	Implementation partners in three countries use analysis of approaches to scaling to increase numbers of beneficiaries by 50% in designated projects	Analyses of scaling models for value chain are shared with key actors in value chain development (2018 milestone, extended)	New/changed	Project reports	0	0	1	0	Medium	1. Research/ Science

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"> <li>{primary} Increased value capture by producers</li> <li>Increased livelihood opportunities</li> </ul>	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 4 countries	New/changed	PIM Discussion Paper/policy brief on documenting achievement of PIM milestones on use of PIM value chain innovations	0	0	1	0	Medium	6. External environment (political, economic, legal, market)
3	<ul style="list-style-type: none"> <li>{primary} Improved access to financial and other services</li> </ul>	New insurance products are being used by smallholder farmers in 3 countries	Insurance products developed by PIM are taken up by farmers in two countries	New/changed	Analysis of the use of PIM insurance products	0	0	0	1	Medium	6. External environment (political, economic, legal, market)
4	<ul style="list-style-type: none"> <li>{primary} Conducive environment for managing shocks and vulnerability, as evidenced in rapid response mechanisms</li> <li>CC Enhanced institutional capacity of partner research organizations</li> <li>CC Enhanced individual capacity in partner research organizations through training and exchange</li> </ul>	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 4 countries	New/changed	Quantitative impact estimates based on prior OICRs; analysis of documents of public agencies, interviews	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		
4	<ul style="list-style-type: none"> <li>{primary} Increased access to diverse nutrient-rich foods</li> <li>Increased household capacity to cope with shocks</li> <li>CC Gender-equitable control of productive assets and resources</li> </ul>	Improved social protection innovations provide food and nutrition benefits to poor households in 3 countries	Improved social protection innovations are adopted in 3 countries by at least 5 partner organizations in total	New/changed	Quantitative impact estimates based on prior OICRs; analysis of documents of public agencies, interviews	1	0	1	0	Low	
4	<ul style="list-style-type: none"> <li>{primary} Reduced smallholders production risk</li> </ul>	Program innovations improve the well being of the poor in fragile and conflict affected settings in 2 countries	Resilience or livelihood program innovations are adopted by government or other implementing organizations in 1 fragile or conflict affected country	New/changed	Project reports; interviews of stakeholders	1	0	0	0	Medium	6. External environment (political, economic, legal, market)

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"> <li>• {primary} CC Conducive agricultural policy environment</li> <li>• CC Enhanced individual capacity in partner research organizations through training and exchange</li> <li>• CC Increased capacity for innovation in partner development organizations and in poor and vulnerable communities</li> </ul>	Evidence informs natural resource governance and tenure policy processes/implementation in 12 countries	Evidence on tenure security and governance informs national level reforms in 6 countries	New/changed	External assessment of the outcomes of PIM Flagship 5's work; OICRs	1	0	0	0	Medium	6. External environment (political, economic, legal, market)
5	<ul style="list-style-type: none"> <li>• {primary} CC Conducive agricultural policy environment</li> <li>• CC Enhanced individual capacity in partner research organizations through training and exchange</li> <li>• CC Increased capacity for innovation in partner development organizations and in poor and vulnerable communities</li> </ul>	Evidence informs natural resource governance and tenure policy processes/implementation in 12 countries	An M&E system to track progress towards tenure security policy reforms is operationalized in 5 more African countries (2019 milestone, extended)	New/changed	Project reports	1	0	1	0	Medium	2. Financial

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"> <li>{primary} Increased access to productive assets, including natural resources</li> <li>CC Gender-equitable control of productive assets and resources</li> </ul>	Tenure security is improved for beneficiaries in 6 countries, with detailed documentation for 2	20 government or civil society organizations have strengthened capacity for tenure and governance work	Identical to proposal	External assessment of the outcomes of PIM Flagship 5's work; project reports	0	0	2	0	Low	
5	<ul style="list-style-type: none"> <li>{primary} More productive and equitable management of natural resources</li> <li>CC Gender-equitable control of productive assets and resources</li> </ul>	Improved landscape-level governance arrangements are implemented in 6 countries, with more productive and equitable management in at least 2	12 (cumulative total) landscape level governance institutions are operational in 6 (cumulative total) countries	New/changed	External assessment of the outcomes of PIM Flagship 5's work;	1	0	0	0	Medium	6. External environment (political, economic, legal, market)
6	<ul style="list-style-type: none"> <li>{primary} CC Enhanced individual capacity in partner research organizations through training and exchange</li> <li>CC Improved capacity of women and young people to participate in decision-making</li> <li>CC Enhanced institutional capacity of partner research organizations</li> </ul>	National researchers use improved gender research methods in 5 countries	PIM gender research methods and guidelines are used by partner research organizations in 5 countries	New/changed	Citations of PIM publications on gender research methods	2	0	2	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"> <li>{primary} CC Conducive agricultural policy environment</li> <li>CC Technologies that reduce women`s labor and energy expenditure adopted</li> </ul>	Gender dimensions of policies are strengthened in 4 countries	Gender dimensions of policies are strengthened in 2 countries	New/changed	Government documentation; OICRs	2	0	0	0	Medium	6. External environment (political, economic, legal, market)
6	<ul style="list-style-type: none"> <li>{primary} CC Gender-equitable control of productive assets and resources</li> </ul>	Indicators of women's empowerment in agriculture increase in 3 countries	Results from empowerment studies are used by 3 partner organizations 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	1, 2, 3	Ongoing	Impact assessment of the <a href="#">Ethiopia Direct Seed Marketing (DSM) program</a>	Ethiopia	PIM
PIM	2	Ongoing	Review of the contributions of PIM-supported social accounting matrices and related models and outputs to policy and program decision making	Global, with focus on Africa	PIM
PIM	3	New	Assessment of the use of PIM value chain innovations	Global	PIM
PIM	3	New	Assessment of the contribution of PIM to strengthened capacity of developing country representatives to represent their interests in trade negotiations related to agriculture	Global	PIM
PIM	3	New	Assessment of the outcomes and impact of PIM research on agricultural risk management	Global	PIM
PIM	4	New	Assessment of the quantitative impacts on poverty and nutrition of PIM's work on social protection	Global	PIM
PIM	5	Ongoing	Review of the contributions of PIM-supported research on resource tenure and governance to policy and program decision-making	Global	PIM
PIM	6	Ongoing	Assessment of the PIM 2018-2019 gender deliverables	Global	PIM
PIM	All	Ongoing	Analysis of CGIAR innovations and policy contributions	Global	PIM, SO
PIM	All	New	Overall review of PIM's outcomes and impacts across flagships	Global	PIM
PIM	All	New	Review to collect lessons from PIM's partnerships	Global	PIM

Table 2C: Major planned new collaborations

FP	Collaborators	Brief description of collaboration
1	All CGIAR research programs under CGIAR community of practice on foresight	CGIAR Foresight Report and Portal as input to the 2022-2030 CGIAR portfolio 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 2021.
1	Oxford University; Tufts University; United States Department of Agriculture; University of Nottingham	Analysis of the impacts of changing diets on livelihoods, health, and the environment.
1	Commonwealth Scientific and Industrial Research Organisation; University of Queensland	Modeling of changing demand for animal-source foods.
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	Africa Rice, Alliance of Bioversity International and CIAT, CIMMYT, CIP, ICARDA, ICRAF, ICRISAT, IFPRI, IITA, ILRI, IRRI and WorldFish under CGIAR community of excellence on seed systems development; Dutch Research Council; KIT Royal Tropical Institute; Wageningen University and Research	CGIAR strategy for accelerating research for development on sustainable and inclusive seed systems.
1	Roots, Tubers and Bananas (CGIAR research program); Department of Agricultural Research Services (Malawi); Instituto de Investigação Agrária de Moçambique; National Agricultural Research Organization (Uganda); National Root Crops Research Institute (Nigeria)	Evaluation and documentation of vegetatively propagated biofortified seed systems developed in Africa.
1	FISH (CGIAR research program); Council for Scientific and Industrial Research (Ghana); Crystal Lake Fish Limited (Ghana); Fisheries Commission, agency of the Ministry of Fisheries and Aquaculture Development (Ghana); KIT Royal Tropical Institute; S-HOINT Limited (Ghana); Water Research Institute (Ghana)	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	Local Initiatives for Biodiversity, Research and Development; Makerere University; Ministry of Agriculture (Uganda); Ministry of Foreign Affairs (Netherlands); National Agricultural Research Organization (Uganda); Wageningen University and Research	Collaboration in the design and implementation of policy-relevant research on seed systems for specific crops and commodities, in integrating local seed systems in national seed sectors, and in outreach to policy implementers and regulatory agencies in government and to seed providers in civil society and the private sector in Uganda.

FP	Collaborators	Brief description of collaboration
1	Forests, Trees and Agroforestry (CGIAR research program); Gobierno Regional de San Martin; National Forest and Wildlife Authority (Peru); Solidaridad	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; Groots Kenya; Self-Employed Women's Association (India); University of Hohenheim	Reaching smallholder women with information services and resilience strategies to respond to climate change.
1	Forests, Trees and Agroforestry (CGIAR research program); Arizona State University; Lilongwe Dairy Ltd; Ministry of Agriculture, Irrigation and Water Development (Malawi); Shire Highlands Milk Producers Association	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	GENEBANK (CGIAR platform); University of Naples	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; Ministry of Agriculture, Livestock and Fisheries (Kenya); Ministry of Environment and Forestry (Kenya)	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	Centre for Food Policy, City University London; Wageningen University and Research	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	Central University of Finance and Economics; Guangdong University of Foreign Studies; Harbin Institute of Technology; Peking University; Shanghai University of International Business and Economics	Leadership of Asia Node of World Pandemic Research Network.
2	Australia High Commission; Department of Agriculture and Livestock (Papua New Guinea); International Fund for Agricultural Development; Papua New Guinea Women in Agricultural Development Foundation	IFPRI Papua New Guinea Food Policy Research Program.
2	Kachinland Research Centre; Michigan State University; Ministry of Agriculture, Livestock and Irrigation (Myanmar); Myanmar Development Institute; Yezin Agriculture University	IFPRI Myanmar Strategy Support Program.

FP	Collaborators	Brief description of collaboration
2	Economic Policy Research Network (Rwanda); Ministry of Agriculture and Animal Resources (Rwanda)	New IFPRI Rwanda Strategy Support Program.
3	Food and Agriculture Organization of the United Nations; United Nations Environment Programme; World Bank	Synthesizing and scaling up methods to measure and address postharvest losses.
3	FISH and Roots, Tubers and Bananas (CGIAR research programs); Big Data (CGIAR platform); Agriculture Genetics Institute (Vietnam); Bangladesh Agricultural University; Directorate General of Food (Bangladesh); Economic Policy Research Centre (Uganda); Federacion de Cooperativas Agricolas de Productores de Café de Guatemala; Institute of Agricultural Sciences for Southern Vietnam; Mariano Gálvez University; Michigan State University; Ministry of Agriculture (Ethiopia); Ministry of Agriculture, Animal Industry and Fisheries (Uganda); Seafood Solutions; Secretaria de Seguridad Alimentaria y Nutricional (Guatemala); Twiga Foods Ltd.; USAID, World Bank	Assessment of the impacts of COVID-19 on value chains in Bangladesh (fish, potato, rice), Burkina Faso (dairy, horticulture), Cambodia (cassava), Ethiopia (coffee), Guatemala (coffee), India (fish), Kenya (fresh fruits and vegetables), Nigeria (fish), Uganda (dairy, maize), and Vietnam (cassava).
3	Agricultural Transformation Agency; Digital Green; Ethiopian Grades and Standards Authority; Ethiopian Wheat Millers Association; Ministry of Agriculture (Ethiopia); Wageningen University and Research	Study on quality certification along the wheat value chain in Ethiopia to determine if local farmers can meet the national demand for high quality wheat.
3	Rural Cooperative for the Local Development of Sibassor (Senegal); Rural Cooperative for the Development of the Arrondissement of Djilor (Senegal); University of Wisconsin-Madison	Testing if offering farmers contracts to produce low-aflatoxin groundnuts (Aflasafe) will result in increased adoption of Aflasafe and lower levels of toxicity in groundnuts in Senegal.
3	Agriculture for Nutrition and Health (CGIAR research program)	Review of food system and value chain research approaches and methods.
3	Agricultural Climate Risk Enterprise Africa; AgriFood Economics Africa Limited (Kenya); APA Insurance (Kenya); Equity Bank (Kenya); Kenyan Agricultural and Livestock Research Institute; University of Greenwich	Developing and testing innovative risk management products in Kenya.
3	Agriculture for Nutrition and Health (CGIAR research program); Michigan State University	Leadership of CGIAR COVID-19 Hub working group on “Addressing value chain fractures” along with members drawn from across CGIAR.

FP	Collaborators	Brief description of collaboration
4	World Food Programme	Partnership on social protection and complementary interventions for nutrition and other outcomes (evaluation of WFP's nutrition-sensitive Food for Assets program in Sri Lanka; study of the effects of complementary agricultural measures on graduation from social protection programs in Somalia; study of the impacts of COVID-19 on school feeding services and food security in Nigeria).
4	World Vision International	Assessing the impacts of social protection and complementary programs on wellbeing and resilience in Ethiopia; study on the provision of nutrition and learning support to improve human capital outcomes and improve resilience in Mozambique; Daniel Gilligan (leader of Flagship 4) serves on the Research Advisory Council for World Vision US and Sheri Arnott (World Vision) serves on the PIM Management Committee.
4	Innovations for Poverty Action; University of Michigan; University of Rome	Remittances, social protection, and COVID-19: Evidence from Filipino migrants in Dubai.
4	Indonesian Center for Agricultural Socio Economic and Policy Studies; SMERU Research Institute; University of Illinois	Study on informal insurance and social protection in extended kin networks in response to shocks in Indonesia.
4	University of Maryland; World Bank	Study on the impacts of cash transfers on women's agency in Nigeria.
4	Institut de Recherche pour le Développement (Mali); Ministry of Economics and Finance (Mali); University of Kiel	Impact evaluation of the Mali government's "Jigisemejiri" national cash transfer program.
4	Ministry of Social Solidarity (Egypt)	Evaluations to measure the impact of Egypt's national Takaful cash transfer program on poverty, livelihoods and women's empowerment; evaluation of a new graduation model social protection program that will provide asset transfers or employment to help households transition off of the cash transfer program and graduate to sustainable livelihoods.
5	LIVESTOCK (CGIAR research program); International Fund for Agricultural Development	Collaborative research and capacity building program on pastoralism and natural resource and land governance.
5	AgroParisTech; Collaborating for Resilience; International Land Coalition; Welthungerhilfe; Yale University	Assessment of and good practices for multi-stakeholder forums for more inclusive governance of natural resources.
5	Forests, Trees and Agroforestry, and Water, Land and Ecosystems (CGIAR research programs); Foundation for Ecological Security; University of Colorado	Technical support for the Promise of the Commons Initiative, which seeks to identify ways for expanding the area of common property restored or enhanced in India from 5 to 20 million acres over five years. This partnership takes advantage of PIM's expertise in governance and WLE and FTA's expertise in technical interventions.

FP	Collaborators	Brief description of collaboration
5	DAI; Eduardo Mondlane University; Ethiopia Policy Studies Institute; Intergovernmental Authority on Development; Michigan State University; Ministry of Agriculture (Ethiopia); Norwegian University of Life Sciences; United Nations Economic Commission for Africa; World Bank	Study of the effects of reforms of land tenure in Africa.
5	Forests, Trees and Agroforestry (CGIAR research program); Association of Forest Communities of Petén; National Council for Protected Areas; Rainforest Alliance; United Nations Development Programme	Study on natural resource governance and integrated tenure in the Maya Biosphere Reserve in Petén, Guatemala.
5	University of Antananarivo; Deutsche Gesellschaft für Internationale Zusammenarbeit; Rights and Resources Initiative; International Land Coalition	Building knowledge on customary tenure for policy reform in Madagascar.
5	Ministry of Environment and Forestry (Indonesia); Kemitraan-Partnership for Governance Reforms in Indonesia; SAFIR (NGO); Working Group on Forest-Land Tenure (NGO)	Technical assistance to government in formalizing processes for improved tenure security in Indonesia.
5	Federal Environment, Forests and Climate Change Commission (Ethiopia); Forest Environmental Protection and Wildlife Authority of Amhara Regional State (Ethiopia); Regional Environment, Forest, and Environmental Protection Agency of the Southern Regional State (Ethiopia)	Facilitating the implementation of Ethiopia's 2018 Forest Proclamation.
6	All CGIAR research programs; KIT Royal Tropical Institute	CGIAR flagship publication "Advancing Gender Equality through Agricultural and Environmental Research: Past, Present and Future" (effort launched in 2019, with publication early 2021).
6	Johns Hopkins Bloomberg School of Public Health; London School of Hygiene and Tropical Medicine; UNICEF Office of Research-Innocenti; University of North Carolina	Cash Transfer and Intimate Partner Violence Research Collaborative.
6 (and 1)	Grain Legumes and Dryland Cereals, LIVESTOCK, Roots, Tubers and Bananas (CGIAR research programs); CGIAR Collaborative Platform for Gender Research (2017-2019); KIT Royal Tropical Institute; Wageningen University and Research	Coordinated studies and special section of a journal on gender dynamics in seed systems (from 2017 research call of CGIAR Collaborative Platform for Gender Research).
6	Climate Change, Agriculture and Food Security, Forests, Trees and Agroforestry, MAIZE, Water, Land and Ecosystems, and Roots, Tubers and Bananas (CGIAR research programs); CGIAR Collaborative Platform for	Coordinated studies on the "feminization" of agriculture (from 2018 research call of CGIAR Collaborative Platform for Gender Research).

FP	Collaborators	Brief description of collaboration
	Gender Research (2017-2019); International Development Research Center; KIT Royal Tropical Institute	
6 (and 3)	Roots, Tubers and Bananas (CGIAR research program); CGIAR Collaborative Platform for Gender Research (2017-2019); Agriculture Genetics Institute (Vietnam); Australian Center for International Agricultural Research; Ghana Oil Palm Development Corporation; Global Affairs Canada; Indonesian Center for Agricultural Socio Economic and Policy Studies; Institute of Agricultural Sciences for Southern Vietnam; Institute for Policy and Strategy for Agriculture and Rural Development (Vietnam); KIT Royal Tropical Institute; Ministry of Agriculture (Honduras); Obooma Farm Products Ltd.; Oil Palm Research Institute of Ghana; Serendipalm; Solidaridad; Sub-Institute of Agricultural Engineering and Post-Harvest Technology (Vietnam); Swisscontact (Honduras); Tanager; University of Ghana	Coordinated studies on gender and value chains (from 2019 research call of CGIAR Collaborative Platform for Gender Research).
6	Bill and Melinda Gates Foundation; International Rescue Committee; Oxford University; World Bank	Development and use of survey tools for measuring time-use agency.
6	Agriculture Genetics Institute (Vietnam); Institute of Agricultural Sciences for Southern Vietnam; International Institute for Rural Reconstruction; Sub-Institute of Agricultural Engineering and Post-Harvest Technology (Vietnam)	Understanding gendered impacts of COVID-19 on migration in Southeast Asia.

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

The CGIAR 2021 Financing Plan shows a planned allocation of \$14.38M W1-2 funds for PIM in 2021. To draw down PIM's W1-2 resources by the end of 2021, PIM has also programmed \$1.05M from previous years' unallocated/unspent funding and \$3.88M of unspent 2020 funds for carryover into 2021, which brings the total available 2021 W1-2 funding to \$19.30M ([Table 3](#)).

The projected W3/bilateral budget (which reflects funding secured as of December 31, 2020 and proposals with a high probability of funding) is \$42.6M, and the overall PIM budget across all sources of funds is thus \$61.9M.

The allocation of W1-2 funds by natural classification is shown in [Table 4](#). In the last year of PIM, W1-2 funds will be used to support four major undertakings (more details in [Section 2](#) of this POWB): (1) continuation of work on key thematic areas (improved nutrition; effects of and responses to climate change; gender equality and women's empowerment; employment opportunities for rural people, especially for the youth; transformation of agrifood systems); (2) strategic research on responses to the COVID-19 pandemic (roughly \$1M of W1-2 funding is programmed for COVID-related work); (3) development of products synthesizing PIM contributions and their implications for future research, targeted to One CGIAR decision makers and general audiences; and (4) evaluations, impact assessments and other reviews undertaken for the purposes of accountability and lesson learning.

Flagships 1 and 3, which have many contributing centers, will continue to receive the largest amounts of W1-2. Flagship 1 will provide inputs to One CGIAR through the upcoming CGIAR Foresight report and associated web portal. Flagship 3 will invest in synthesis of studies on food waste and agricultural risk management, publication of a book on the economics of agri-food value chains in Africa, and analyses of the effects of COVID-19 on value chains. As in previous years, Flagship 2 is the next largest recipient of W1-2 funds, with a consistently high W3/bilateral leveraging ratio (\$17M in W3/bilateral funds). Planned uses of W1-2 funding within this flagship include political economy studies in partnership with other CRPs, continued support to prioritization of national investments, and assessment of the impacts of the COVID-19 pandemic. W1-2 funding for Flagship 4 will continue to 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. In addition, the Flagship 4 team will continue to study the effects of the COVID-19 pandemic on poor households, especially in Ethiopia and Bangladesh. Flagship 5 funding will allow to synthesize cross-CRP research on landscape restoration and improved resource governance funded by PIM in Phase 2, in the form of briefing papers, briefs and blogs. Under Flagship 6, the CGIAR publication on gender and agriculture will be released and the work on gender research methods and interventions that increase women's empowerment will wrap up.



Table 3: Planned 2021 budget, all funding sources

	Planned 2021 budget				
	W1-2			W3/bilateral	TOTAL
	New 2021 funding	2020 carryover to 2021*	Total		
Flagship 1 – Technological Innovation and Sustainable Intensification	3,135,459	1,335,922	4,471,381	8,441,617	12,912,998
Flagship 2 – Economywide Factors Affecting Agricultural Growth and Rural Transformation	2,292,420	933,317	3,225,737	16,941,839	20,167,576
Flagship 3 – Inclusive and Efficient Value Chains	2,660,112	1,192,651	3,852,763	7,505,351	11,358,114
Flagship 4 – Social Protection for Agriculture and Resilience	968,976	363,250	1,332,226	6,149,471	7,481,697
Flagship 5 – Governance of Natural Resources	1,508,311	580,332	2,088,644	1,546,467	3,635,111
Flagship 6 – Cross-cutting Gender Research and Coordination	932,411	517,927	1,450,338	1,430,374	2,880,712
Management and support (PMU, governance, communications, partnerships, flagship management support)	2,312,853	0	2,312,853	0	2,312,853
Monitoring and Evaluation	290,934	0	290,934	0	290,934
Cross-cutting investments (capacity building, site integration, support to CGIAR social science events, strategic investments)	275,124	0	275,124	612,409	887,533
<b>CRP Total</b>	<b>14,376,600</b>	<b>4,923,400</b>	<b>19,300,000</b>	<b>42,627,528</b>	<b>61,927,528</b>

\* Amounts to be finalized after audit confirmation of 2020 expenses.

Table 4: 2020-2021 W1-2 budget by natural classification

	2020 W1-2 forecast *	2021 W1-2 budget	Comments on major changes
Personnel	7,715,200	9,181,388	
Consultancy	213,649	284,801	
Travel	152,978	740,814	COVID-19 limited travel in 2020. There is a backlog of dissemination events and other travel plans in addition to new travel plans that can hopefully take place in 2021.
Operational Expenses	5,866,133	6,832,699	
Collaborators & Partnerships	1,893,979	2,200,297	
Capital & Equipment	1,369	0	
Closeout cost	0	60,000	
<b>CRP Total budget</b>	<b>15,843,309</b>	<b>19,300,000</b>	

\* Amounts to be finalized after audit confirmation of 2020 expenses.