



Evaluation of the CGIAR Research Program

“Policies, Institutions and Markets” (PIM)

Volume 2 – Annexes
April 2015



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Independent
Evaluation
Arrangement

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Annex A. Timeline of PIM and related events in the CGIAR

Date	PIM	CGIAR
2001		The CGIAR established a 21-member Executive Council to act on behalf of the Group on matters delegated to it by the Group. The Council facilitated decision-making by the Group, provided oversight during the implementation of the Group's decisions, and ensured continuity between annual general meetings.
2003		World Bank Meta Evaluation of the CGIAR issued.
2004		Adoption of the CGIAR Charter.
2005		Piloting of the new CGIAR Performance Measurement System (with data from 2004).
2006		Establishment of the Alliance of the CGIAR Centers.
2008		<p>(September) Conclusion of the independent review of the CGIAR system required by the World Bank and led by Elizabeth McAllister.</p> <p>(December) Reform proposals and recommendations of the independent review are approved at the Maputo AGM. Establishment of a transition management team.</p>

Policies, Institutions and Markets Evaluation

Date	PIM	CGIAR
2009		<p>(July) Establishment of the Independent Science and Partnership Council (ISPC).</p> <p>(December) The CGIAR Business Meeting endorsed the reforms that had been designed over the previous two years, and approved the founding documents of the reformed CGIAR — including drafts of the Constitution of the Consortium on International Agricultural Research Centers, the CGIAR Fund Framework, the joint declaration for outcomes between the Consortium and the Fund, and the monitoring and evaluation framework.</p>
2010		<p>(January) Approval of the establishment of the new CGIAR Trust Fund.</p> <p>(February) Consortium Board announced.</p> <p>(March) First meeting of the Consortium Board. The meeting addressed the development of the CRPs, including the definition of initial criteria to be used in selecting and approving CRPs.</p> <p>(March) First Global Forum on Agricultural Research (GFAR) held in Montpellier — where a draft of the SRF was presented. The draft included a preliminary description of eight CRPs, called mega-programs at that time.</p>

Policies, Institutions and Markets Evaluation

Date	PIM	CGIAR
		<p>(April) Establishment of the Consortium of International Agricultural Research Centers.</p> <p>(April) First meeting of the ISPC.</p> <p>(May) Dissolution of the Alliance Board, Alliance Executive and Alliance Office.</p> <p>(July) First Funders Forum recommends revisions on the CGIAR Strategy and Results Framework presented by the CGIAR Consortium Board.</p> <p>(July-August) Consortium and Fund Office agree on a process for the submission and approval of CRPs to improve coordination of the assessment of the CRPs. As part of this process, the Centers decided among themselves which would be the Lead Center for each CRP, based on an agreed set of criteria.</p> <p>(November) Approval of GRiSP and CCAFS.</p> <p>(November) CGIAR Principles and Governance Framework adopted by the Fund Council.</p>
2011	<p>(January) IFPRI submitted its initial proposal for the CRP2 on "Policies, Institutions and Markets."</p> <p>(March) ISPC commentary on the initial CRP2 proposal.</p> <p>(May) IFPRI submitted its revised proposal for the CRP2 on</p>	<p>(February) CGIAR Fund Council approves revised Strategy and Results Framework.</p> <p>(April) Approval of 2 CRPs (FTA and MAIZE).</p> <p>(July) Decision to establish of the Independent Evaluation</p>

Policies, Institutions and Markets Evaluation

Date	PIM	CGIAR
	<p>“Policies, Institutions and Markets.”</p> <p>(June) ISPC commentary on the revised CRP2 proposal.</p> <p>(October) IFPRI submitted its final proposal for the CRP on “Policies, Institutions and Markets.”</p> <p>(December) The Fund Council approved the establishment of CRP2 on “Policies Institutions and Markets.”</p>	<p>Arrangement of the CGIAR.</p> <p>(July) Approval of 2 CRPs (AAS and WLE).</p> <p>(November) Approval of 2 CRPs (RTB and WLE).</p> <p>(November) Approval of the Consortium-level Gender Strategy.</p> <p>(December) Approval of 3 CRPs (A4NH, PIM and WHEAT).</p>
2012	<p>(January) PIM launched, with Mark Rosegrant as Director.</p> <p>(February) Signature of PIM Program Implementation Agreement between Consortium and IFPRI (Lead Center).</p> <p>(January–June) Governance and management bodies established — Focal Points, Management Committee, Science and Policy Advisory Panel.</p> <p>April 17-19: First meeting of the Management Committee and Focal Points.</p> <p>(March-June) Process of allocating W1-2 funding to activities for 2012.</p> <p>(June) PIM website established.</p> <p>(July-September) First set of Program Participant Agreements (PPAs) signed with Centers.</p>	<p>(February 2012) Approval of the Evaluation Policy.</p> <p>(March) CGIAR attains international organization status.</p> <p>(March) Approval of 4 CRPs (Dryland Systems, Dryland Cereals, Grain Legumes and Humidtropics) and of the Genebanks CRP.</p> <p>(November) Funders Forum approved the Strategy and Results Framework Action Plan (also known as SRF Management update).</p> <p>(November) Decision that a CGIAR Governance Review will be jointly commissioned by the Fund Council and the Consortium.</p>

Policies, Institutions and Markets Evaluation

Date	PIM	CGIAR
	<p>(August) Karen Brooks appointed Director of PIM.</p> <p>(October) PIM issued “Statement of Partnerships.”</p> <p>November 8: First meeting of the Science and Policy Advisory Panel.</p>	
2013	<p>(March) PIM adopted a gender strategy, approved by the CGIAR Consortium.</p> <p>(June-October) PIM’s structure changes from themes and subthemes to a smaller number of flagship projects for added focus.</p> <p>(July-August) Supplemental W1-2 allocations decided — mostly add-on funding for deliverables that complemented already funded activities that could be completed by end-2013 (as opposed to new multi-year activities).</p> <p>(November) Issued “Policies, Institutions and Markets: The First Eighteen Months.”</p> <p>(November–December) W1-2 allocations decided for 2014.</p>	<p>(January) CGIAR Consortium and African Union sign a memorandum of understanding to align research priorities and for a collaborative science agenda.</p> <p>Decision to extend the current CGIAR Research Programs (CRPs) to the end of 2016 so that lessons learned from the first round of CRPs can be fed into the development of the second generation of research programs, along with recommendations emerging from the midterm review and the evaluation of each CRP.</p> <p>Consortium puts in place a new multiyear financing plan for 2014–15 to increase stability and transparency of CGIAR financing plans.</p> <p>(March) At the CRP outcome workshop in Cali — bringing together the IDO Working Group, Design Team and ISPC — 11 Common IDOs were proposed which were seen to cover most of the outcomes CRPs were working towards.</p> <p>(April) The CGIAR Fund Council commissioned an independent mid-term review (MTR) of CGIAR reform to assess progress and make recommendations for course correction.</p> <p>(June) The Consortium Office commissioned an external</p>

Policies, Institutions and Markets Evaluation

Date	PIM	CGIAR
		<p>appraisal of the status of gender research mainstreaming in the CRPs.</p> <p>(November) Open Access Policy was developed to address open access system-wide. The policy commits the CGIAR to provide open access within the next 5 years to its wealth of data, information and knowledge — including spatial, crop, socioeconomic and genomic datasets. All 15 Research Centers adopted the policy, which is now mandatory.</p>
2014	<p>(March) PIM Extended Team Meeting in Washington, DC, initiates planning and resource allocation for the extension phase, 2015–2016.</p> <p>(April) Draft proposal for the extension phase submitted to the Consortium Office.</p> <p>(June) Program branding guidelines adopted.</p> <p>(September) PIM January 2013 to June 2014 report “Stronger Evidence for Better Decisions.”</p> <p>(October) W1-2 allocations decided for 2015.</p>	<p>(March) IEA completes CRP governance and management review that included recommendations to streamline structures, strengthen the independence and legitimacy of decision-making, improve transparency, provide CRP leaders with the authority to manage for results, and sustain the institutional capacity of CGIAR Research Centers.</p> <p>(May) Endorsement of the 2014 SRF Management Update by the Fund Council.</p> <p>(November) The Fund Council approved budget allocations for the 2015-16 extension of all CRPs.</p> <p>(November) Report of MTR review of CGAR Reform submitted to Fund Council.</p> <p>(November) The Fund Council approved the proposal for an annual allocation of Window 1 funds to the CRPs based on</p>

Policies, Institutions and Markets Evaluation

Date	PIM	CGIAR
		<p>CGIAR Financing Plans for the CRP Portfolio rather than a quarterly allocation.</p> <p>(November-December) E-consultation on CGIAR's Draft SRF to seek feedback on key areas of the SRF organized around 8 questions..</p>
2015	<p>(January) PIM's new structure with 5 flagships takes effect.</p> <p>(March) PIM Extended Team Meeting in Washington, DC, focuses on planning for Phase 2.</p>	<p>(April) SRF is expected to be finalized</p> <p>(April) Call for submission of Pre-Proposals for CRP 2nd call.</p> <p>(August) Deadline for submission of Pre-Proposals for CRP 2nd call.</p> <p>(September) Assessment of Pre-Proposals.</p> <p>(December) Consortium Board and Fund Council determine which proposals, and/or key components, should be developed into full proposals.</p>
2016		<p>(April) Deadline for the submission of full CRP 2nd call proposals.</p> <p>(November) Consortium Board and Fund Council complete funding/approval.</p>

Annex B. Evaluation matrix

Evaluation Issues and Questions

A. Program Focus

1. **Supply-side relevance and design.** What are the objectives and strategies of each activity? How well are these aligned with the objectives and strategies of each Flagship and the program as a whole? To which System Level Outcomes (SLOs) is the activity contributing? How coherent are the PIM activities? How well has this been articulated in terms of a theory of change and impact pathways? How realistic and plausible are these? What is the validity of the assumptions underlying these impact pathways, including those relating to the external factors that are crucial for the intended outcomes and impacts?
2. **Demand-side relevance.** What is the rationale for each activity? How did each activity originate? How were the needs and priorities of intermediary users and ultimate beneficiaries taken into account, e.g. by means of a needs assessment, professional judgment, etc.
3. **Comparative advantage.** What are the comparative advantages of PIM, IFPRI, and the participating Centers in the global agricultural research system? To what extent are the research activities being conducted playing up to these comparative advantages?

B. Quality of Science

4. To what extent do PIM, IFPRI, and the participating Centers have internal **processes** in place and staff incentives to ensure high quality research?
5. What is the quality of the principal investigators, research staff, facilities, resources, and other **inputs** into the research process?
6. To what extent do the choices of research topics and research designs reflect a high quality of scientific thinking, state-of-the-art knowledge of the scientific literature, and novelty in research approaches?
7. What is the quality of the research **outputs** relative to appropriate comparators?

C. Inter-Center Collaboration

8. To what extent is research collaboration occurring among the participating Centers in each Flagship? To what extent are these relevant and likely effective in relation to each Flagship's objectives and in achieving the goal of the CRPs to bring about greater inter-Center collaboration in the System?

D. Gender

9. What has been the relevance and effectiveness of the program's gender-specific research activities — the Gender, Agriculture, and Assets Program (GAAP), the Women's Empowerment in Agriculture Index (WEAI), and the Sex-Disaggregated Data initiative — that are intended to create new tools and methods to clarify how gender enters into the pursuit of the SLOs, and ultimately to develop concepts and methods with broad application throughout the CGIAR System?
10. How effectively is the program mainstreaming gender issues throughout its portfolio of activities? To what extent is gender analysis being incorporated into research designs in terms of relevance to and effects on women? What accountability mechanisms are in place and being implemented to manage, monitor, and report on the gender dimensions of the program's activities?

Evaluation Issues and Questions

11. What lessons can be learned from the experiences with the program's gender-specific activities and with mainstreaming gender issues through the portfolio? Has there been an under-emphasis or over-emphasis on mainstreaming gender issues in terms of achieving the SLOs?

C. Partnerships and Impacts

Partnerships

12. To what extent do research, implementation, and outreach partners exist in PIM activities? To what extent are these relevant and likely effective in relation to each activity's objectives and design?
13. To what extent have research, implementation, and outreach partnerships been effective and efficient in achieving outputs and outcomes along the impact pathways of legacy activities? Have there been any obvious gaps in the activities' partnership frameworks?
14. To what extent have these research, implementation, and outreach partnerships contributed to long-term capacity building in partner institutions?
15. How do research, implementation, and outreach partners view the performance of PIM as a partner in relation to the eight partnership principles in PIM's partnership strategy?
16. What has been the effectiveness of the PIM Management Unit in facilitating the establishment and maintenance of relevant and effectiveness partnerships?

Effectiveness

17. What has been the progress towards outputs of the new research activities that have been started with W1-2 funding since PIM was approved in December 2011? What is the likelihood that these activities will achieve their planned outputs and outcomes?
18. What have been the achievements (outputs, outcomes, and impacts) of the legacy activities that are mapped to PIM and that have received W1-2 funding?
19. What constraints – both internal and external – have the new and legacy activities faced in implementing their activities? How have the activities addressed these constraints?
20. What factors – both internal and external – are influencing the achievement or non-achievement of the objectives of the program's legacy activities? How have these activities' objectives and strategies evolved, if any, in response to (a) learning from experience and (b) emerging risks and opportunities? Are there any activities that should be modified, discontinued, or added to the current portfolio in order to achieve the program's objectives more efficiently?

Capacity Strengthening

21. What has been the extent and nature of the program's capacity strengthening activities, both planned and actual, in the light of the program's stated approaches to capacity strengthening?
22. What evidence is there that these capacity strengthening activities are enhancing the sustainability of the benefits arising from PIM's research activities?
23. What lessons can be learned from the program's experience with capacity strengthening activities? Has there been an under-emphasis or over-emphasis on capacity strengthening activities in terms of achieving the SLOs?

Evaluation Issues and Questions

Impacts and Likely Sustainability

24. To what extent have previously completed impact assessments of activities now mapped to PIM yielded lessons regarding constraints to achieving impacts? To what extent have these been taken into account in designing PIM activities?
25. To what extent is research being conducted in IFPRI's Country Strategy Support Program (CSSP) countries having greater or more immediate impacts than in other countries?
26. To what extent are PIM activities, particularly those in CSSP countries, translating country-level research results into global public knowledge of benefit to a broad array of other countries at similar stages of development?
27. What is each activity's implicit theory of sustainability — the way in which it expects the benefits arising from its activities to be sustained in the future after the activities have been completed? What are the assumptions underlying these theories of sustainability? What are the expected roles and activities of other actors in this process?

D. Organizational Performance

Governance and Management

28. **Governance and management arrangements.** To what extent are these clearly articulated and understood among those involved in the governance and management of PIM?
29. **Legitimacy.** To what extent do the governance and management arrangements permit and facilitate the effective participation and voice of the different categories of stakeholders in the governance and management decisions, taking into account their roles and responsibilities?
30. **Efficiency of governance.** How efficiently is the program carrying out its governance functions without sacrificing quality?
31. **Accountability.** To what extent are the lines of accountability within the program well-defined, accepted, and being followed? Are there any significant gaps in either programmatic or fiduciary accountability?
32. **Transparency.** To what extent are the program's decision-making, reporting, and evaluation processes open and available to the general public, subject to confidentiality requirements in scientific research and in human resource management?
33. **Conflicts of Interest.** To what extent are conflicts of interests being identified and managed transparently?
34. **Host arrangements.** How well is the relationship working between the host organization (IFPRI) and the program in a way that balances the benefits and costs of such arrangements?
35. **Lessons learned.** What lessons can be learned to date regarding the effectiveness of the new governance and management arrangements for CRPs in general and for PIM in particular?

Efficiency

36. What have been the principal sources and uses of funds since the program started? What are the strategic, operational, and financial linkages between W1-2 funded activities and W3/bilaterally funded activities?
37. **Financial management, budgeting, reporting, and compliance.** To what extent does the program have good financial management, budgeting, and reporting?

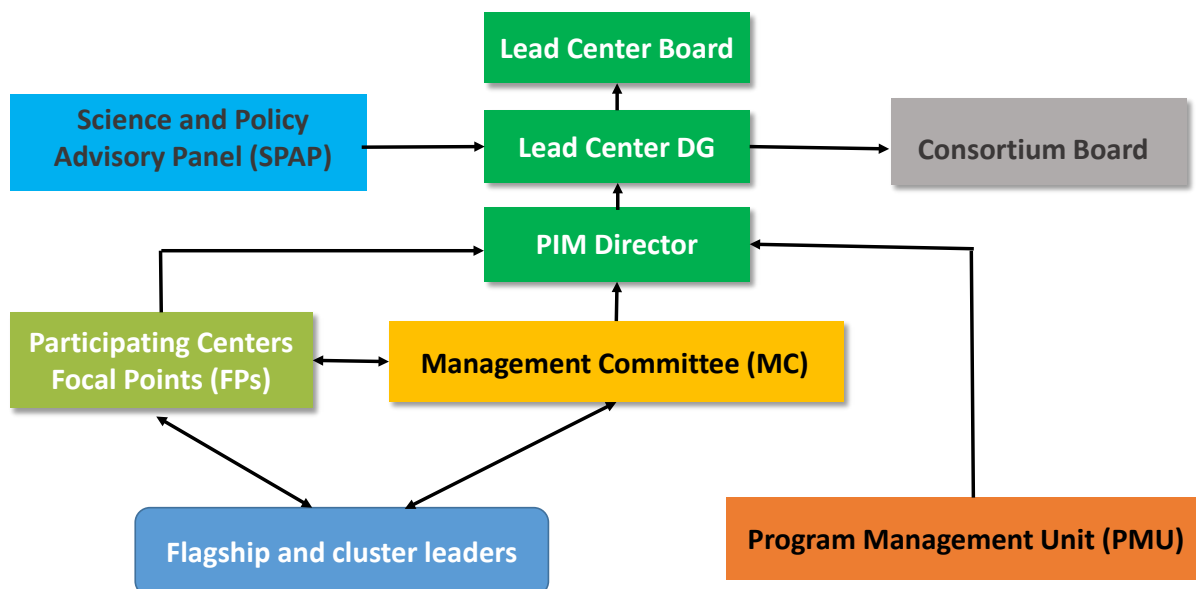
Evaluation Issues and Questions

38. **Resource allocation.** How effective and efficient have been the criteria and the procedures for allocating the program's resources? How have the resource allocation processes and timing affected the implementation of the program's research activities?
-
39. **Administrative costs.** How do the administrative costs of the program compare to the benchmarks that have been established by the CGIAR?
-
40. **Earmarked funding.** How has the degree of restricted vs. unrestricted funding affected the efficiency or cost-effectiveness of the program as a whole?
-
41. **Resource mobilization.** How effective has been the mobilization of financial resources for the program?
-
42. Have there been any areas of obviously inefficient use of resources, for example, in the use of facilities and services?
-
43. **Lessons learned.** What lessons can be learned to date regarding the efficient use of the System-level financial resources (W1-2)?
-

Monitoring, Reporting, and Learning

44. **Monitoring system.** To what extent has the program put in place, or plans to put in place (a) measurable indicators that meet the monitoring and reporting needs of program governance and management, (b) systematic and regular processes for collecting and managing data, including baseline data, and (c) feedback loops from monitoring and evaluation to decision-making? How relevant and useful are the indicators for assessing the effectiveness of individual activities — their progress, outputs, and outcomes?
-
45. **Reporting.** What have been the programmatic reporting requirements to the IFPRI and Consortium Boards to ensure adequate oversight of the program? To what extent have these requirements been reasonable, excessive, or inadequate? What has been the quality of the program's reports in relation to these requirements?
-
46. **Learning.** What progress has the program made in putting in place a knowledge management strategy and communications strategy to enhance learning, as outlined in the final program proposal submitted to the Consortium Board in October 2011?
-

Annex C. PIM: Core Structures



Source: PIM Management Unit

Science and Policy Advisory Panel (SPAP)

Role and responsibilities

The Science and Policy Advisory Panel (SPAP) provides independent advice to the PIM Management Committee (MC) and Lead Center Director General on strategic directions, research priorities and focus, and relevant management and partnership issues. The SPAP reports on its activities to the Lead Center Director General, who, in turn, reports to the Lead Center Board.

Specific tasks include:

- Review and provide advice on research priorities, quality of science, and research partnerships
- Review and provide advice on program outputs, outcomes and indicators to ensure their quality and relevance
- Review and provide advice on program impact pathways, progress in achieving these and progress in assessing impacts

- Review and provide advice on planning and implementation of cross-cutting issues, such as gender, partnerships, capacity strengthening and data management
- Review and provide advice on resource allocation, work plans and budgets
- Support the Management Committee, Lead Center and Consortium in promoting the program within different networks and to partners and donors
- Participate in SPAP meetings convened by the MC Chair
- Provide an annual report to the Lead Center Director General

Program Management Unit (PMU)

Role and responsibilities

The Program Management Unit (PMU) is in charge of assisting the PIM Director and Management Committee (MC). The PMU staff reports to the PIM Director.

The responsibilities of the PMU are as follows:

- Develop and manage work plans and timelines
- Coordinate reporting and monitoring activities
- Manage program budget
- Develop contracts and agreements with CGIAR bodies and PIM partners
- Organize meetings of the MC, Center Focal Points (FPs), and Science and Policy Advisory Panel (SPAP), and other meetings of PIM structures and partners
- Assist the PIM Director in coordinating research priority-setting processes
- Assist the PIM Director in coordinating cross-cutting activities (data management strategy, partnerships strategy, etc.)
- Liaise with the CGIAR Consortium, the members of the MC, the FPs, the communications team and other partners
- Take part in the management of the program website and internal collaborative platform
- Develop PIM-related presentation materials

Management Committee (MC)

The responsibilities of the MC are as follows:

- Assist the PIM Director in coordinating strategic planning of the program, and especially in
 - Determining research priorities
 - Advising on allocation of resources coming from the CGIAR Fund to the research flagships and clusters
 - Setting up processes for developing new phases of the program
- Assist the PIM Director in managing monitoring and evaluation activities, and especially in
 - Designing the program's results framework
 - Providing information to PIM evaluators
 - Providing guidance on commissioning of specific evaluations
 - Following up on the results of impact assessment and evaluations
- Assist the PIM Director in planning and implementation of the program gender, partnerships, capacity strengthening, data management and communications strategies
- Interface with
 - the Program Management Unit
 - the Center Focal Points
 - the Flagship and Cluster Leaders
 - the Science and Policy Advisory Panel
 - other partners
- Facilitate collaboration and partnerships across PIM partners
- In coordination with the PIM Director, and together with the Centers and other partners, interact with donors with the objective of raising adequate funding through the different windows and bilaterally
- Represent PIM at major events of the global, regional and national R&D and policymaking communities, and promote PIM publications, communications, data, and other outputs and outcomes
- Participate in MC meetings and meetings of the Science and Policy Advisory Panel

Focal Points (FPs)

Role and responsibilities

The Focal Points (FPs) are in charge of coordinating and facilitating interactions between the Lead Center and their center regarding PIM activities. They are appointed by their Centers and accountable both to their center management and to PIM management.

Their responsibilities are as follows:

- Closely linking with activity leaders in their Center, gather all relevant information on work plans, activities and interests of their center with respect to PIM, and share this information with PIM management
- Be aware of PIM activities conducted by other centers and partners, share corresponding information within their center
- Facilitate necessary contracts, agreements and administrative arrangements between their center and the Lead Center / PIM management
- Ensure that work plans, budgets, deliverables, and technical and financial reports are provided to the Lead Center / PIM management as required
- Participate in Focal Points meetings and share information from these meetings within their center and to its partners
- Facilitate cross-center collaboration and partnerships on PIM research, and facilitate interactions between their center and other centers
- Promote data sharing, publications and communications relevant to PIM within their center, and engage in how joint data, publications, communications and other outputs and outcomes are appropriately acknowledged and branded between their center and PIM

Meetings

The program management will convene in person and remote meetings with FPs as needed.

To the extent possible, the FPs are expected to attend each of these meetings. In case a FP is unable to attend a meeting, an alternate representative designated by the FP ahead of the meeting may attend the meeting subject to approval by the MC Chair.

The FP meetings will be facilitated by Program Management Unit (PMU) staff.

The program management is responsible for ensuring that the agenda of the meetings is made available to FPs in good time before the meetings. Suggested changes to the agenda must be sent by FPs to the MC Chair / PMU ahead of the meetings.

The costs of transportation, accommodation and meals directly related to the participation of FPs in the FP meetings will be covered by PIM according to the Lead Center policies.

Flagship Leaders

In cooperation with the PIM Director, Management Committee and Program Management Unit, and with the PIM Cluster Leaders within the Flagship, Flagship Leaders will carry out the following functions:

- Flagship leadership: Lead process to define strategic directions for the Flagship, communicate them clearly to PIM teams and partners, and work with the PIM Management Committee to ensure translation of strategic directions into work plans and budgets
- Flagship coordination: Monitor progress on research conducted by Program Participants under the Flagship, and coordinate actions to achieve coherent implementation of the Flagship. Alert the PIM Program Management Unit to any issues that require attention.
- Development of Flagship Products: Lead the development of Flagship Products (i.e. synthesis products designed to package coherent aggregative messages from each Flagship, to be used for communicating the results of PIM to implementers and supporters)
- Reporting: Contribute to timely reporting on the Flagship by liaising with Cluster Leaders within the flagship and conveying information to the PMU
- Monitoring and evaluation: contribute to developing PIM's results framework for the Flagship, and participate in monitoring, evaluation and impact assessment activities as needed
- Partnerships: Develop partnerships under the Flagship, both within and outside CGIAR
- Cross Flagship/Center coordination: Assist the PIM Director in coordinating implementation of PIM across Flagships and Participating Centers

Cluster Leaders

In cooperation with the PIM Director, Management Committee and Program Management Unit and with the PIM Flagship Leader, Cluster Leaders will carry out the following functions:

- Cluster leadership: Lead process to define strategic directions for the Cluster, communicate them clearly to PIM teams and partners, and work with the Flagship Leader and PIM Management Committee to ensure translation of strategic directions into work plans and budgets
- Cluster coordination: Monitor progress on research conducted by Program Participants under the cluster, and work with Flagship Leader as needed to coordinate actions to achieve coherent implementation of the Flagship. Alert Flagship Leader to any issues that require attention.
- Development of Cluster Products: Lead the development of Cluster Products (i.e. synthesis products designed to package coherent aggregative messages from the cluster and to contribute to Flagship summary products, to be used for communicating the results of PIM to implementers and supporters)
- Reporting: Contribute to timely reporting on the Cluster by conveying required information to Flagship Leader for aggregation and conveyance to the PIM Program Management Unit Monitoring and evaluation: contribute to developing PIM's results framework for the Cluster within the designated Flagship, and participate in monitoring, evaluation and impact assessment activities as needed
- Partnerships: Develop partnerships under the Cluster, both within and outside CGIAR
- Cross Cluster/Flagship/Center coordination: Assist the PIM Director in coordinating implementation of PIM across clusters, flagships and Participating Centers

Annex D. Membership of PIM core structures (as of January 2015)

Science and Policy Advisory Panel (SPAP)

Name	Position	Organization
Kym Anderson	George Gollin Professor of Economics and former Executive Director of the Centre for International Economic Studies	University of Adelaide
Lystra Antoine	DuPont Pioneer	Global Director, Sustainable Agriculture Development
Christopher Barrett	International Professor of Agriculture	Cornell University
Hartwig de Haen	Professor Emeritus, Department of Agricultural Economics and Rural Development	University of Göttingen
Jikun Huang	Director	Center for Chinese Agricultural Policy, Chinese Academy of Agricultural Sciences
Lindiwe Sibanda	Chief Executive Officer	FANRPAN
Johan Swinnen	Professor of Development Economics and Director of LICOS Center for Institutions and Economic Performance	University of Leuven
Sukhadeo Thorat	Professor of Economics Chairman	Jawaharlal Nehru University Indian Council for Social Science Research
Ann Tutwiler	Director General	Bioversity International
Alberto Valdes	Research Associate	Universidad Catolica de Chile

PIM Management Unit (PMU)

Name	Position
Anisimova, Evgeniya	Communications Specialist II
Brooks, Karen	Director
Fye, Nyillan	Program Assistant (20 percent, shared with A4NH)
Kieran, Caitlin	Senior Research Assistant on Gender
Place, Frank	Senior Research Fellow
Sabbagh, Pascale	Senior Program Manager
Tenorio, Maria Theresa	Senior Administrative Coordinator/Contracts and Grants Administrator

Management Committee (MC)

Name	Organization
BANTILAN, Cynthia	ICRISAT
BROOKS, Karen	IFPRI
BROWN, Douglas	World Vision International
DIAO, Xinshen	IFPRI
DOSS, Cheryl	Yale University
FRANZEL, Steven	World Agroforestry Center
GILLIGAN, Daniel	IFPRI
MEINZEN-DICK, Ruth	IFPRI
ROSEGRANT, Mark	IFPRI
TORERO, Maximo	IFPRI

Focal Points (FPs)

Name	Organization
STOIAN, Dietmar	Bioversity International
LUNDY, Mark	CIAT
MWANGI, Esther	CIFOR
GBEGBELEGBE, Sika	CIMMYT
HAREAU, Guy	CIP
AW-HASSAN, Aden	ICARDA
FRANZEL, Steve	ICRAF
BANTILAN, Cynthia	ICRISAT
DOROSH, Paul	IFPRI (Development Strategy and Governance Division)
GILLIGAN, Daniel	IFPRI (Poverty, Health and Nutrition Division)
ROSEGRANT, Mark	IFPRI (Environment and Production Technology Division)
TORERO, Maximo	IFPRI (Markets, Trade and Institutions Division)
ALENE, Arega	IITA
KATJIUONGUA, Hikuepi	ILRI
MOHANTY, Samarendu	IRRI
SOOD, Aditya	IWMI
KRUIJSSEN, Froukje	WorldFish

Flagship and Cluster Leaders

Seven Flagship Organization, as of March 1, 2014

(The organization on which this evaluation was based.)

Flagship/Cluster	Name	Organization
1. Foresight Modeling	Keith Wiebe	IFPRI
2. Science Policy and Incentives for Innovation	David Spielman	IFPRI
2.1. Biosafety regulatory policy	Judith Chambers	IFPRI
2.2 Tracking investments in agricultural research	Nienke Beintema	IFPRI
2.3 Science, technology, and innovation systems	David Spielman	IFPRI
3. Adoption of Technology and Sustainable Intensification	Frank Place	ICRAF
3.1 Advisory services	Kristin Davis	IFPRI
3.2 Tools for monitoring adoption of technologies	Frank Place	ICRAF
3.3 Impact of technology adoption	Frank Place	ICRAF
3.4 Tradeoffs in agricultural intensification	Siwa Msangi	IFPRI
3.5 Constraints to technology adoption	Frank Place	ICRAF
4. Policy and Public Expenditure	Xinshen Diao	IFPRI
4.1 Measuring distortions and incentives	David Laborde	IFPRI
4.2 Public expenditures: Measurements, drivers, and impacts	Tewodaj Mogues	IFPRI
4.3 Structural transformation: Tools and analysis	Xinshen Diao	IFPRI
4.4 Trade policy	Antoine Bouet	IFPRI
4.5 Policy options at national level and performance of programs	Paul Dorosh and Xinshen Diao	IFPRI
5. Value Chains	Maximo Torero	IFPRI

Flagship/Cluster	Name	Organization
5.1 Methods and tools for value chain analysis	Maximo Torero	IFPRI
5.2 Diagnosis of bottlenecks and design of interventions to address them	Maximo Torero	IFPRI
6. Social Protection	John Hoddinott	IFPRI
6.1 Design and performance of social protection programs	John Hoddinott	IFPRI
6.2 Insurance for the poor	Maximo Torero	IFPRI
7. Natural Resource Property Regimes	Ruth Meinzen-Dick	IFPRI
7.1 Collective action, property rights (CAPRI)	Ruth Meinzen-Dick	IFPRI
7.2 Water policy	Claudia Ringler	IFPRI
7.3 Land policy	Ruth Meinzen-Dick	IFPRI
7.4 Metrics for natural resource management (NRM)	Ehsan Dullo	Bioversity
7.5 Gender, Agriculture and Assets (GAAP)	Agnes Quisumbing	IFPRI
8. Cross-cutting Gender, Partnerships and Capacity Building		
8.1 Women's Empowerment in Agriculture Index (WEAI)	Ruth Meinzen-Dick	IFPRI
8.2 Sex-disaggregated data	Cheryl Doss	Yale University
8.3 Capacity strengthening	Suresh Babu	IFPRI
8.4 Other cross-cutting		

Five Flagship Organization, Effective January 1, 2015

Flagship/Cluster	Name	Organization
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1. Technological innovation and sustainable intensification	Mark Rosegrant	IFPRI
1.1. Global and regional foresight modeling tools	Keith Wiebe	IFPRI
1.2. Science policy and incentives for innovation	David Spielman	IFPRI
1.3. Technology adoption and sustainable intensification	Frank Place	IFPRI
2. Agricultural growth and transformation at the national level	Xinshen Diao	IFPRI
2.1. Public expenditure: Measurements, drivers, and impacts	Tewodaj Mogues	IFPRI
2.2. Structural transformation: tools and analysis	Xinshen Diao	IFPRI
3. Inclusive value chains and efficient trade	Maximo Torero	IFPRI
3.1. National, regional and global trade policies	David Laborde	IFPRI
3.2. Tools for assessing value chains	Mark Lundy	CIAT
3.3. Interventions to improve value chains	Hikuepi Katjiuongua	ILRI
4. Improved social protection for vulnerable populations	Daniel Gilligan	IFPRI
4.1. Safety nets: design and performance	Daniel Gilligan	IFPRI
4.2. Insurance for the poor	Miguel Robles	IFPRI
5. Property right regimes for management of natural resources and assets	Ruth Meinzen-Dick	IFPRI
5.1. Water and land policies	Claudia Ringler	IFPRI
5.2. Collective action, property rights (CAPRI)	Ruth Meinzen-Dick	IFPRI
Cross-cutting activities		
Sex-disaggregated data for gender analysis	Cheryl Doss	Yale Univ.
Monitoring and evaluation, and impact assessment	Frank Place	IFPRI
Capacity building, partnerships and other cross-cutting activities	Pascale Sabbagh	IFPRI

Annex E. PIM expenditures and allocations by flagship and center

Annex Table E-1. PIM Activities and Expenditures in 2013, by Flagship and Main Source of Funding (including CSSP activities)

Flagship	Number of Activities				2013 Expenditures (US\$)				W1-2 Share
	W1-2	W3/ Bilateral	CSSP Activities	Total	W1-2	W3/ Bilateral	CSSP Activities	Total	
1 Foresight Modeling	12	12		24	3,798,375	1,456,538		5,254,913	16.7%
2 Science Policy and Incentives for Innovation	1	50		51	94,229	6,628,414		6,722,642	0.4%
3 Adoption of Technology and Sustainable Intensification	12	37		49	3,649,587	6,231,423		9,881,010	16.1%
4 Policy and Public Expenditure	19	43	84	146	4,316,654	8,516,842	25,263,722	38,097,217	19.0%
5 Value Chains	21	29		50	5,963,078	4,730,849		10,693,928	26.3%
6 Social Protection	3	27		30	2,106,950	3,140,411		5,247,360	9.3%
7 Natural Resource Property Regimes	12	25		37	1,836,603	3,550,702		5,387,305	8.1%
8 Cross-cutting: Gender, Partnerships, and Capacity Building	6	15		21	933,064	942,324		1,875,388	4.1%
Undetermined		8		8		75,187		75,187	
Subtotal	86	246	84	416	22,698,540	35,272,690	25,263,722	83,234,951	100.0%
PIM Management Unit (PMU)	2			2	1,081,861			1,081,861	
Total	88	246	84	418	23,780,401	35,272,690	25,263,722	84,316,812	
Activities receiving W1-2 co-financing		104	49	153	2,523,551			2,523,551	
Overall Total					26,303,951	35,272,690	25,263,722	86,840,363	

Sources: IFPRI, Financial Statements and Schedules, December 31, 2013 and 2012; and PIM Management Unit.

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Annex Table E-2. PIM Activities and Expenditures in 2013, by Center and Main Source of Funding (including CSSP activities)

Center	Number of Activities				Total 2013 Expenditures (US\$)				W1-2 Share
	W1-2	W3	Bilateral	Total	W1-2	W3/ Bilateral	CSSP Activities	Total	
IFPRI	49	190	84	323	13,763,411	24,963,061	25,263,722	63,990,194	60.6%
ILRI	5	6		11	1,658,354	1,699,138		3,357,492	7.3%
ICRISAT	9	10		19	1,606,560	3,328,361		4,934,921	7.1%
Bioversity	5	13		18	1,118,080	1,423,232		2,541,312	4.9%
ICRAF	5	8		13	1,023,266	576,112		1,599,378	4.5%
CIAT	3	6		9	979,780	276,468		1,256,248	4.3%
CIP	2	5		7	881,028	2,357,167		3,238,195	3.9%
IITA	2	3		5	665,000	271,000		936,000	2.9%
ICARDA	3	2		5	418,780	58,192		476,972	1.8%
CIMMYT	1			1	300,000			300,000	1.3%
Worldfish	2	3		5	284,282	319,958		604,240	1.3%
Subtotal	86	246	84	416	22,698,540	35,272,690	25,263,722	83,234,951	100.0%
PMU	2			2	1,081,861			1,081,861	
Total	88	246	84	418	23,780,401	35,272,690	25,263,722	84,316,812	
Activities receiving W1-2 co-financing		104	49	153	2,523,551			2,523,551	
Overall Total					26,303,951	35,272,690	25,263,722	86,840,363	

Sources: IFPRI, Financial Statements and Schedules, December 31, 2013 and 2012; and PIM Management Unit.

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Annex Table E-3. Allocation of W1-2 Resources among Flagships, 2012–2015

Flagship	2012			2013			2014		2015	
	No. of Activities	Budget (\$ '000)	Expenditures (\$ '000)	No. of Activities	Budget (\$ '000)	Expenditures (\$ '000)	No. of Activities	Budget (\$ '000)	No. of Activities	Budget (\$ '000)
1 Foresight Modeling	6	1,980	1,105	12	4,039	4,024	12	4,661	13	3,780
2 Science Policy and Incentives for Innovation	1	154	134	1	84	99	1	350	3	501
3 Adoption of Technology and Sustainable Intensification	7	1,632	1,314	12	4,108	3,879	7	2,439	5	1,885
4 Policy and Public Expenditure	15	3,159	3,943	19	4,457	4,520	15	4,618	15	3,411
5 Value Chains	18	5,715	3,472	21	6,584	6,226	19	5,027	9	3,610
6 Social Protection	3	1,375	1,689	3	2,167	2,208	3	1,987	2	1,178
7 Natural Resource Property Regimes	9	1,719	1,977	12	1,886	1,934	9	1,705	7	800
8 Cross-cutting: Gender, Partnerships, and Capacity Building	5	335	453	7	1,174	993	6	1,302	6	1,725
Subtotal	64	16,068	14,087	87	24,500	23,885	72	22,089	60	16,890
Research Coordination										1,277
PIM Management Unit			516		2,097	1,069		2,265		2,082
Total	64	16,068	14,603	87	26,597	24,954	72	24,354	60	20,249
Co-financing of W3/Bilateral Activities						2,524		1,344		1,861
Grand Total	64	16,068	14,603	87	26,597	27,478	72	25,698	60	22,110

Sources: IFPRI, Financial Statements and Schedules, December 31, 2012 and 2011; IFPRI, Financial Statements and Schedules, December 31, 2013 and 2012; and PIM Management Unit.

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Annex Table E-4. Allocation of W1-2 Resources among Centers, 2012–2015

Center	2012			2013			2014		2015	
	No. of Activities	Budget (\$ '000)	Expenditures (\$ '000)	No. of Activities	Budget (\$ '000)	Expenditures (\$ '000)	No. of Activities	Budget (\$ '000)	No. of Activities	Budget (\$ '000)
Bioversity	4	970	640	5	1,090	1,119	5	867	1	468
CIAT	3	771	509	3	955	980	4	850	4	778
CIFOR										
CIMMYT				1	300	323	1	350	1	455
CIP	2	790	521	2	865	891	2	765	2.5	805
ICARDA	1	48	32	3	430	441	2	350	1.1	296
ICRAF	5	1,079	712	5	1,153	1,185	5	1,000	3.4	790
ICRISAT	10	1,705	1,125	9	1,679	1,720	7	1,350	2.9	840
IFPRI	31	7,708	8,570	50	15,456	14,409	37	13,708	36.2	12,322
IITA	2	627	414	2	644	666	2	600	2.4	300
ILRI	5	2,230	1,472	5	2,120	1,802	4	1,700	1.5	628
IRRI									1	150
IWMI							1	200	1	100
Worldfish	1	140	92	2	325	349	2	350	2	235
Subtotal	64	16,068	14,087	87	25,017	23,885	72	22,089	60	18,167
Program Management			516		1,580	1,069		2,265		2,082
Total	64	16,068	14,603	87	26,597	24,954	72	24,354	60	20,249
Co-financing of W3/ Bilateral Activities						2,524		1,344		1,861
Grand Total	64	16,068	14,603	87	26,597	27,478	72	25,698	60	22,110

Sources: IFPRI, Financial Statements and Schedules, December 31, 2012 and 2011; IFPRI, Financial Statements and Schedules, December 31, 2013 and 2012; and PIM Management Unit.

Annex F. Basic information about the portfolio of activities reviewed

Act #	Title	Flagship/ Cluster	Center	Principal Investigator	Legacy/ New	Start Year	Regions/ Countries	W1-2 Funding (US\$ '000)			Bilateral Funding (if known)	% Gender
								2012 Actual	2013 Actual	2014 Budget		
5	Assessment of possible futures of tropical agriculture, alternative technologies/management systems, and policy interventions; Add 2013: mapping of the CRPs	1.1	CIAT	Steve Prager (formerly Bernardo Creamer)	Legacy	2012	Mainly LAC Asia	204.6	325.0	275.0		20%
13	Development and enhancement of methods for targeting, impact assessment and priority setting of promising potato and sweet potato technologies	1.1	CIP	Guy Hareau (formerly Ulrich Kleinwechter)	Legacy	2012	LAC SSA Global	356.4	261.8	300.0		0%
17	Developing data and tools towards improved modeling of agroforestry and NRM in maize systems	1.1	ICRAF	Frank Place	New	2012	SSA: Ethiopia, Malawi, Rwanda, SSA Global	92.5	104.8	100.0	US agencies for collecting agroforestry data	0%
22	Assessment of plausible futures of dryland agriculture in Semi-Arid Tropics (SAT) and alternative technologies/management systems and policy interventions	1.1	ICRISAT	S. Nedu-maran	Legacy	2012	SA: India, Myanmar, SA global SSA: Ethiopia, Kenya, Mali, Niger, Tanzania, SSA global	331.6	306.2	350.0		20%

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Act #	Title	Flagship/ Cluster	Center	Principal Investigator	Legacy/ New	Start Year	Regions/ Countries	W1-2 Funding (US\$ '000)			Bilateral Funding (if known)	% Gender
								2012 Actual	2013 Actual	2014 Budget		
23	Development and enhancement of methods and tools for better targeting, impact assessment and priority setting for ICRISAT mandate crops; Add 2013: Development pathways and its determinants in rural Sahel: case of some villages in Burkina Faso and Niger	1.1	ICRISAT	Cynthia Bantilan, Jupiter Ndjeunga	Legacy	2012	SA: Bangladesh, India SSA: Burkina Faso, Ethiopia, Malawi, Niger Global	232.9	330.0	160.0		20%
78	Food supply and demand projections for IITA mandate crops under alternative drivers of change and R&D investments	1.1	IITA	Arega Alene	Legacy	2012	SSA: DRC, Ghana, Mali, Nigeria, Sierra Leone, Tanzania, Zambia, regional	243.0	306.0	350.0		20%
82	Global futures for agriculture	1.1	ILRI	Dolapo Enahoro, Signe Nelsen	Legacy	2012	Global SSA: Tanzania, Uganda, etc.		539.1	600.0	Gates Foundation	0%
90	Promising aquaculture technology scenarios from Asia and Africa and their analysis through IMPACT	1.1	World-fish	Tran Van Nhuong	New	2013	Global SA: Bangladesh SEA: Indonesia, Philippines SSA: Zambia		159.3	200.0		0%
94	Enhancing foresight and strategic futures for maize and wheat	1.1	CIMMYT	Sika Gbegbelegbe	Legacy	2013	SA SSA		300.0	350.0		0%
95	Strategic foresight of promising ICARDA's agricultural technologies and management systems	1.1	ICARDA	Aden Aw-Hassan	New	2013	MENA: Lebanon, Syria, MENA countries Global		222.7	300.0		20%

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Act #	Title	Flagship/ Cluster	Center	Principal Investigator	Legacy/ New	Start Year	Regions/ Countries	W1-2 Funding (US\$ '000)			Bilateral Funding (if known)	% Gender
								2012 Actual	2013 Actual	2014 Budget		
97	Global Futures and CGIAR Strategic Foresight Program	1.1	IFPRI	Keith Wiebe	Legacy	2013	Global		937.7	1,476.1		0%
	Dublin conference	1.1	IFPRI	Gerard Nelson	New	2013	Global		4.8			20%
125	A global study on linking food production with groundwater depletion and potential	1.1	IWMI	Karen Villholth	New	2014	Global with focus on SA, SEA and SSA			200.0		0%
49	Comparative science, technology, and innovation systems in developing-country agriculture	2.3	IFPRI	David Spielman	New	2012	Global	62.0	94.2	350.0		0%
18	Evaluation of innovative extension approaches	3.1	ICRAF	Steven Franzel	Legacy	2012	SSA: Cameroon, Côte d'Ivoire, Kenya, Malawi, Rwanda, Tanzania, Uganda	322.0	364.1	350.0	East Africa Dairy Development (EADD)	50%
83	Approaches for evaluating and increasing access to rural services by women and the poor	3.1	ILRI	Kathy Colverson	New	2012	SA: India SSA: Botswana, Tanzania, Uganda Global	107.8	169.9	0.0	USAID and Irish Aid to the Pig Value Chain project in Uganda	100%
103	Does agricultural training and female representation in extension foster investments among female farmers? Lessons from a policy experiment in Mozambique	3.1	IFPRI	Valerie Mueller	Legacy	2013	SSA: Mozambique	0.0	68.2	0.0	GDN (3ie), USAID-Mozambique, TFESSD, Belgium	100%

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Act #	Title	Flagship/ Cluster	Center	Principal Investigator	Legacy/ New	Start Year	Regions/ Countries	W1-2 Funding (US\$ '000)			Bilateral Funding (if known)	% Gender
								2012 Actual	2013 Actual	2014 Budget		
28	Strategies for sustainable intensification of increasing agricultural productivity in Semi-Arid Tropics India	3.2	ICRISAT	D Kumara Charyulu	Legacy	2012	SA: India	93.6	140.1	150.0	Gates Foundation	20%
45	Geospatial tools to support: Mapping of the work of the CGIAR CRPs, Development of the G8 Technology Platform, and alignment of investment to support agricultural growths)	3.2	IFPRI	Jawoo Koo	Legacy	2012	Global, with focus on SSA and SA	169.7	377.1	449.9	Linked to Harvest Choice activity	20%
98	Models and tools for sustainable agricultural intensification (BioSight); Add 2013: African drylands	3.2	IFPRI	Siwa Msangi, David Spielman	Legacy	2013	Global, SSA	0.0	1,826.2	1,247.2	Global Futures and Harvest Choice programs	20%
114	Mapping of CRPs	3.4	CIAT	Glenn Hyman	New	2014		0.0	0.0	25.0		0%
129	Will cutting post-harvest food losses significantly improve food security in developing countries? Phase 1.	3.4	IFPRI	Mark Rosegrant	New	2014	Global	62.0	94.2	350.0		0%
19	Policies and strategies to promote agroforestry and NRM for enhancing livelihoods of smallholder households in Africa and Asia	3.5	ICRAF	Frank Place	Legacy	2012	SA: India (25%) SSA: Burkina Faso, Kenya, Malawi, Southern Africa (75%) Global	322.0	364.1	350.0		33%
118	Monitoring agricultural price distortions	4.1	IFPRI	David Laborde	New	2014	Global SA: India			400.0		0%

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Act #	Title	Flagship/ Cluster	Center	Principal Investigator	Legacy/ New	Start Year	Regions/ Countries	W1-2 Funding (US\$ '000)			Bilateral Funding (if known)	% Gender
								2012 Actual	2013 Actual	2014 Budget		
119	Adding the gender dimension to the agricultural policy monitoring	4.1	IFPRI	David Laborde	New	2014	Global			202.0		50%
41	Impacts of and returns to public investments in agriculture in Africa; Add 2013: Measurement frameworks - follow up to OECD/PIM workshop	4.2	IFPRI	Tewodaj Mogues	New	2012	Mozambique, Uganda, Tanzania, Ethiopia, Malawi, Kenya, Pakistan, Ghana, Nigeria	117.5	576.2	550.0		20%
42	Analyzing the effects of decentralization and the governance environment on policy processes and outcomes	4.2	IFPRI	Katrina Kosec	New	2012	LAC: Brazil SA: India SSA: Ethiopia, Tanzania	122.8	334.6			50%
37	Databases and tools for analyzing pro-poor growth and food security in Arab countries	4.3	IFPRI	Clemens Breisinger	New	2012	MENA: Egypt, Iraq, Yemen, MENA global	174.8	328.0	306.5		33%
38	Case studies of country specific policies to promote agricultural transformation and poverty reduction in Africa	4.3	IFPRI	Xinshen Diao	New	2012	EA: China SSA: Ghana, Malawi, Nigeria, Rwanda, Tanzania	91.3	587.1	500.0		50%
40	The emergence of employment opportunities outside of agriculture for rural workers and its welfare implications: evidence from South and Central Asia	4.3	IFPRI	Valerie Mueller	New	2012	CA: Tajikistan SA: Bangladesh, Nepal, Pakistan	121.3	312.0	350.0		33%

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Act #	Title	Flagship/ Cluster	Center	Principal Investigator	Legacy/ New	Start Year	Regions/ Countries	W1-2 Funding (US\$ '000)			Bilateral Funding (if known)	% Gender
								2012 Actual	2013 Actual	2014 Budget		
58	Policy reform and income distribution: improving models and databases in global economic models	4.3	IFPRI	Antoine Bouet, David Laborde	Legacy	2012	LAC: Brazil, Peru, Uruguay SEA: Indonesia, Vietnam SA: India, Pakistan SSA: Senegal, Tanzania, Uganda Global	147.9	378.0	218.0		50%
96	Updating Social Accounting Matrices for African Countries	4.3	IFPRI	Xinshen Diao, James Thurlow	Legacy	2013	EA: China SEA: Vietnam SSA: Botswana, Kenya, Lesotho, Mozambique, Namibia, Rwanda, South Africa, Swaziland, Tanzania, Zambia		311.9	307.2	USAID, Global Development Network	33%
113	Demographic change, rural-urban migration, and China's agriculture and rural development	4.3	IFPRI	Kevin Chen	New	2014	China			150.0		33%
56	Integrated analysis of grain trade policy in East Africa	4.4	IFPRI	Nicholas Minot	New	2012	Kenya, Tanzania, Uganda	14.8	148.8	200.0		33%
57	Structural changes in the global trading system and consequences for agricultural markets	4.4	IFPRI	David Laborde	Legacy	2012	Europe MENA: Morocco USA Global	260.7	187.4	267.0	EC	0%
59	Price volatility transmission from international to local markets	4.4	IFPRI	Maximo Torero	Legacy	2012	Latin America, South Asia, Sub- Saharan Africa	9.5	261.0	232.8		0%

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Act #	Title	Flagship/ Cluster	Center	Principal Investigator	Legacy/ New	Start Year	Regions/ Countries	W1-2 Funding (US\$ '000)			Bilateral Funding (if known)	% Gender
								2012 Actual	2013 Actual	2014 Budget		
117	Improving demand parameters estimates	4.4	IFPRI	David Laborde	New	2014				101.0		0%
127	Support to the 2014 GTAP (Global Trade Analysis Project) conference on June 18-20, 2014 in Dakar on "New Challenges in Food Policy Trade and Economic Vulnerability"	4.4	IFPRI	Antoine Bouet	New	2014				30.0		0%
	Analysis of the Indirect Land Use Change Impact of Biofuels	4.4	IFPRI	David Laborde	New	2012	Global EU				EC, OECD, CEPII	0%
112	Central Asia Food Security	4.5	IFPRI	Kamiljon Akramov	New	2013	CA: Kyrgyzstan, Tajikistan, Uzbekistan		177.5	803.9	Russian Federation, A4NH	0%
1	Development of strategies and tools to expand the use of neglected and underutilized species	5.1	Bio- versity	Stefano Padulosi	Legacy	2012	LAC: Bolivia, Brazil, Ecuador, Peru (25%) SA: India, Nepal (25%) SSA (25%) Global (25%)	321.0	494.7	117.8	IFAD, EU	33%
6	Building R4D learning platforms in Latin America, Africa and Asia	5.1	CIAT	Mark Lundy	Legacy	2012	LAC: Honduras, Nicaragua, Peru SSA: Kenya, Ethiopia, Malawi, Tanzania, Zambia SEA	251.2	281.1	225.0	Howard Buffet Foundation CRS (Catholic Relief Services) USAID DFID Ford Foundation	0%

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Act #	Title	Flagship/ Cluster	Center	Principal Investigator	Legacy/ New	Start Year	Regions/ Countries	W1-2 Funding (US\$ '000)			Bilateral Funding (if known)	% Gender
								2012 Actual	2013 Actual	2014 Budget		
15	Adapting, consolidating and scaling out methods for equitable value chain upgrading; Add 2013: Compendium on multi-stakeholder platforms for innovation in value chain	5.1	CIP	André Devaux	Legacy	2012	LAC: Bolivia, Colombia, Ecuador, Peru SEA: Indonesia, Philippines SSA: Kenya, Tanzania, Uganda	336.0	619.3	465.0	EU World Bank IFAD	33%
21	Understanding the potential for addressing rural poverty through value chain development for underutilized fruits	5.1	ICRAF	Jason Donovan	Legacy	2012	LAC: Peru SSA: Cameroon, Kenya	63.2	346.1	350.0		33%
61	Assessing the performance of an innovative microfinance model: repayment and sustainability of women self-help groups in India and Bangladesh	5.1	IFPRI	Yanyan Liu, Manuel Hernandez	New	2012	SA: Bangladesh, India	92.7	139.5	249.5		100%
65	Web-based information and knowledge clearinghouse	5.1	IFPRI	Maximo Torero	New	2012	Global	2.9	299.5	283.4		33%
66	Advancing methodology for impact evaluations of interventions on marketed agricultural products	5.1	IFPRI	Alan deBrauw	New	2012	SSA (Mozambique, Malawi, Senegal)	126.0	310.2	361.1	USAID (Feed the Future), DFID	50%
68	Innovative financing for agriculture and food value chains in Asia	5.1	IFPRI	Pramod Joshi, Kevin Chen	Legacy	2012	EA: China SA: India	52.4	188.2	150.0	China, Asian Development Bank India	20%

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Act #	Title	Flagship/ Cluster	Center	Principal Investigator	Legacy/ New	Start Year	Regions/ Countries	W1-2 Funding (US\$ '000)			Bilateral Funding (if known)	% Gender
								2012 Actual	2013 Actual	2014 Budget		
86	Establishment and maintenance of a knowledge clearing house and learning cycle	5.1	ILRI	H. Katjuongua (main contributor is Jo Cadilhon)	New	2012	Global with focus on SSA (various countries)	203.0	481.2	400.0		20%
87	Measurement and analysis of value chain performance	5.1	ILRI	Hikuepi Katjuongua	New	2012	SSA: Botswana, Kenya, Tanzania Asia?	404.8	195.1	350.0	ACIAR	33%
88	Identification and design of value chain upgrades	5.1	ILRI	H. Katjiyungua	New	2012		289.5	273.0	350.0		20%
126	Food Value Chain Upgrading For Food Safety in Transforming Food Markets	5.1	IFPRI	Kevin Chen	New	2014	EA: China	0.0	0.0	150.0	None	20%
4	Enhancing agricultural value chains of underutilized crops through improved quality assurance and coordination mechanisms across actors	5.2	Bio- versity	Dietmar Stoian (previously Matthias Jager)	Legacy	2012	LAC: Bolivia, Peru SA: India SEA: Indonesia, Malaysia, Thailand	213.0	130.0	130.6	GIZ, IFAD	33%
7	Building sustainable trading relationships between smallholder farmers and buyers	5.2	CIAT	Mark Lundy	Legacy	2012	LAC: Colombia, Haiti, Honduras, Nicaragua, Peru SSA: Kenya, Ethiopia, Malawi, Uganda, Tanzania, Zambia	261.7	373.7	325.0	Howard Buffet Foundation CRS (Catholic Relief Services) USAID DFID Ford Foundation	33%

Policies, Institutions and Markets Evaluation

Act #	Title	Flagship/ Cluster	Center	Principal Investigator	Legacy/ New	Start Year	Regions/ Countries	W1-2 Funding (US\$ '000)			Bilateral Funding (if known)	% Gender
								2012 Actual	2013 Actual	2014 Budget		
31	Assessing contractual preferences between grain producers and processors of sorghum and pearl millet in Niger and Nigeria	5.2	ICRISAT	Jupiter Ndjeunga	Legacy	2012	SSA: Niger (50%), Nigeria (50%)	53.3	84.1	90.0	BMGF, NGO called HOPE (Harnessing Opportunities for Productivity Enhancement)	20%
32	Strategies to improve market access by small holders for dryland cereals and legumes in SA and SSA	5.2	ICRISAT	Jupiter Ndjeunga, Alistair Orr, P Parthasarathy Rao	Legacy	2012	SA: India SSA: Niger, Zambia, SSA global	278.5	178.2	200.0	BMGF, An NGO called HOPE	33%
52	AgriConnexions	5.2	IFPRI	Ousmane Badiane	New	2012	SSA (Ethiopia, Malawi, Senegal, SSA global)	55.6	329.0	0.0		20%
64	Understanding the constraints rural producer organizations face in linking farmers to markets	5.2	IFPRI	Tanguy Bernard	New	2012	SSA: Senegal	42.8	472.8	279.7		33%
80	Impact evaluation of upgrading cassava value chains through post-harvest engineering and processing research-for-development in sub-Saharan Africa	5.2	IITA	Tahrou Abdoulaye	Legacy	2012	Ghana, Nigeria, Cameroon, DRC, Malawi, Tanzania, Zambia	284.0	359.0	250.0	USAID (Regional Center for Southern Africa (RCSA))	20%

Policies, Institutions and Markets Evaluation

Act #	Title	Flagship/ Cluster	Center	Principal Investigator	Legacy/ New	Start Year	Regions/ Countries	W1-2 Funding (US\$ '000)			Bilateral Funding (if known)	% Gender
								2012 Actual	2013 Actual	2014 Budget		
102	Understanding gender dimensions of high value commodity chains in Southwestern Morocco	5.2	ICARDA	Aden Aw-Hassan, Patricia Biermayr, Shinan Kassam	New	2013	MENA: Morocco	0.0	136.3	0.0		100%
30	Impacts of social protection policies on income, food security and livelihood assets of the program participants in Semiarid Tropics of India	6.1	ICRISAT	Madhusudan Bhattarai	New	2012	SA: India	123.2	189.6	230.0	Gates Foundation	33%
69	Social protection for food and nutrition security, asset creation and agriculture	6.1	IFPRI	John Hoddinott	Legacy	2012	LAC: Brazil, Ecuador MENA: Yemen SA: Bangladesh SSA: Ethiopia, Niger, Uganda	624.8	1,474.2	1,489.6	World Bank, USAID, WFP, DFID, CIDA	50%
63	Improving the quality of scalable agricultural insurance for smallholder farmers	6.2	IFPRI	Ruth Vargas-Hill	Legacy	2012	LAC: Uruguay SSA: Burkina Faso, Ethiopia, Senegal	115.2	443.2	267.7	USAID Inter-American Development Bank	20%
2	Collective action, incentive mechanisms and policies to strengthen conservation, sustainable use and governance of agrobiodiversity	7.1	Bio- versity	Adam Drucker	Legacy	2012	Europe: Slovenia LAC: Bolivia, Ecuador, Peru SA: India, Nepal	232.0	203.5	214.6		50%

Policies, Institutions and Markets Evaluation

Act #	Title	Flagship/ Cluster	Center	Principal Investigator	Legacy/ New	Start Year	Regions/ Countries	W1-2 Funding (US\$ '000)			Bilateral Funding (if known)	% Gender
								2012 Actual	2013 Actual	2014 Budget		
3	Collective action in the creation, maintenance and use of common genetic resources pools	7.1	Bio- versity	Michael Halewood	Legacy	2012	CA: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan LAC: Costa Rica, Guatemala SA: Bhutan, Nepal SSA: Burkina Faso, Cote D'Ivoire, Rwanda, South Africa, Tanzania, Uganda Global	204.0	137.9	153.5		33%
20	Property rights, power relations and benefit sharing in common lands in Asia and Africa	7.1	ICRAF	Delia Catacutan	Legacy	2012	SEA: Indonesia, Philippines, Vietnam (80%) SSA: Cameroon (20%)	115.9	112.8	100.0		50%
50	Understanding the provision and multidimensional benefit of ecosystem services and implications for natural resource management in Nigeria	7.1	IFPRI	Wei Zhang	Legacy	2012	SSA: Nigeria	272.8	140.8	0.0		33%

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Act #	Title	Flagship/ Cluster	Center	Principal Investigator	Legacy/ New	Start Year	Regions/ Countries	W1-2 Funding (US\$ '000)			Bilateral Funding (if known)	% Gender
								2012 Actual	2013 Actual	2014 Budget		
89	Engaging policy stakeholders across scales through community-based action research	7.1	Worldfish	Blake Ratner	Legacy	2012	Pacific: Solomon Islands SA: Bangladesh SEA: Cambodia, Philippines SSA: Zambia Global	69.7	125.0	150.0	GIZ, USAID, EC	50%
	Collective Action and Property Rights (CAPRI)	7.1	IFPRI	Ruth Meinzen-Dick	Legacy	2002	Global	–	–	–	Norway Italy World Bank	???
16	Water policies for efficient water use technologies, improved productivity and better livelihoods in the CWANA region	7.2	ICARDA	Aden Aw-Hassan	New, focus on Morocco	2012	CA: Kazakhstan, Kyrgyzstan Europe: Turkey MENA: Egypt, Iran, Jordan, Morocco, Tunisia SSA: Ethiopia	15.6	59.8	50.0		33%
44	Land tenure security and land policy in selected African countries	7.3	IFPRI	Hosaena Ghebru Hagos	Legacy	2012	SSA: Ethiopia, Ghana, Malawi, Mozambique, Nigeria, Rwanda, Senegal, Uganda, SSA global	159.7	433.7	500.0		50%
101	Methodology for systematic in situ monitoring of Agricultural Biodiversity	7.4	Bio- versity	Ehsan Dulloo	New	2013	LAC: Bolivia, Ecuador MENA: Jordan SA: India, Nepal Global	0.0	152.0	250.0		33%

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Act #	Title	Flagship/ Cluster	Center	Principal Investigator	Legacy/ New	Start Year	Regions/ Countries	W1-2 Funding (US\$ '000)			Bilateral Funding (if known)	% Gender
								2012 Actual	2013 Actual	2014 Budget		
73	Strengthening women's assets for better development outcomes (GAAP)	7.5	IFPRI	Agnes Quisumbing	Legacy	2012	SA: Bangladesh, India SSA: Burkina Faso, Kenya, Mozambique, Tanzania, Uganda	156.2	198.7	186.5		100%
34	Women's empowerment in rural India: micro-level evidences on labor participation, institutions and food security	8.2	ICRISAT	Cynthia Bantilan and R. Padmaja	Legacy	2012	India	207.3	184.9	170.0	Probably the Global Futures project that started in 2009	100%
	Women's Empowerment in Agriculture Index	8.1	IFPRI	Ruth Meinzen-Dick	Legacy	2011	SA: Bangladesh LAC: Guatemala SSA: Uganda Global	–	–	–	USAID	100%
	Sex-Disaggregated Data and Tools for Gender Analysis	8.2	IFPRI	Cheryl Doss	New	2014	Global	0.0	0.0	354.1		100%
76	The importance of partnerships in food policy research: understanding what works	8.4	IFPRI	Teunis Van Rheenen	New	2012	Ghana, Kenya, Indonesia	104.6	163.6	50.0		0%

Annex G. In-depth analyses of selected research activities

Act. #	Flag-ship	Principal Investigator	Center	Activity Title	Countries Visited
97	1	Keith Wiebe	IFPRI	<i>Global futures and strategic foresight program</i>	None
18	3	Steven Franzel	ICRAF	<i>Evaluation of innovative extension approaches</i>	Kenya, Malawi, Uganda
103	3	Valerie Mueller	IFPRI	<i>Does agricultural training and female representation in extension foster investments among female farmers? Lessons from a policy experiment in Mozambique</i>	Mozambique
45	3	Jawoo Koo	IFPRI	<i>Geospatial tools to support: Mapping of the work of the CGIAR CRPs, Development of the G8 Technology Platform, and alignment of investment to support agricultural growth</i>	Malawi, Mozambique, Uganda,
37	4	Clemens Breisinger	IFPRI	<i>Databases and tools for analyzing pro-poor growth and food security in Arab countries</i>	None
38	4	Xinshen Diao	IFPRI	<i>Case studies of country specific policies to promote agricultural transformation and poverty reduction in Africa</i>	None
118	4	David Laborde	IFPRI	<i>Monitoring agricultural price distortions</i>	None
N/A	4	David Laborde	IFPRI	<i>MIRAGE Global Trade Model</i>	None
N/A	4	David Laborde	IFPRI	<i>MIRAGE BioF Model for assessing the indirect land use consequences of European biofuel policies</i>	None
15	5	André Devaux	CIP	<i>Adapting, consolidating and scaling out methods for equitable value chain upgrading; Added 2013: Compendium on multi-stakeholder platforms for innovation in value chain</i>	Colombia, Ecuador, Kenya, Peru
21	5	Jason Donovan	ICRAF	<i>Understanding the potential for addressing rural poverty through value chain development for underutilized fruits</i>	Kenya, Peru
4	5	Dietmar Stoian	Bio-versity	<i>Enhancing agricultural value chains of underutilized crops through improved quality assurance and coordination mechanisms across actors</i>	India, Peru
7	5	Mark Lundy	CIAT	<i>Building sustainable trading relationships between smallholder farmers and buyers</i>	Colombia, Kenya, Uganda
N/A	7	Ruth Meinzen-Dick	IFPRI	<i>Systemwide Program on Collective Action and Property Rights (CAPRI)</i>	India
89	7	Blake Ratner	World-Fish	<i>Engaging policy stakeholders across scales through community-based action research</i>	Cambodia
44	7	Hosaena Ghebru Hagos	IFPRI	<i>Land tenure security and land policy in selected African countries</i>	Ethiopia

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Act. #	Flag-ship	Principal Investigator	Center	Activity Title	Countries Visited
73	7	Agnes Quisumbing	IFPRI	<i>Strengthening women's assets for better development outcomes</i>	Bangladesh, Kenya, Mozambique, Uganda
N/A	8	Ruth Meinzen-Dick	IFPRI	<i>Women's Empowerment in Agriculture Index</i>	Bangladesh, Kenya, Malawi, Uganda

Annex H. Expert review of 25 randomly selected PIM publications

	Author(s)	Year	Title	Source Publication
1	Anderson, Weston; You, Liangzhi; Wood, Stanley; Wood-Sichra, Ulrike and Wu, Wenbin.	2014.	A comparative analysis of global cropping systems models and maps.	IFPRI Discussion Paper 1327. Washington, D.C.: International Food Policy Research Institute (IFPRI).
2	Bouët, Antoine; Cassagnard, Patrice. 2013.	2013.	Strategic trade policy under asymmetric information with screening.	Economic Modelling 32(May 2013): 286-293
3	Breisinger, Clemens; Ecker, Olivier; Maystadt, Jean-François; Trinh Tan, Jean-François; Al-Riffai, Perrihan; Bouzar, Khalida; Sma, Abdelkarim and Abdelgadir, Mohamed.	2014.	Building resilience to conflict through food-security policies and programs: Evidence from four case studies.	2020 Conference Paper 3. May 17-19, Addis Ababa, Ethiopia. Washington, D.C.: International Food Policy Research Institute (IFPRI).
4	Dorosh, Paul A.; and Rashid, Shahidur.	2013.	Trade subsidies, export bans and price stabilization: Lessons of Bangladesh–India rice trade in the 2000s.	Food Policy 41(August 2013): 103-111.
5	Gan, Li; Hernandez, Manuel A.; and Liu, Yanyan.	2013.	Group lending with heterogeneous types.	NBER Working Paper 18847. Cambridge, MA, USA: National Bureau of Economic Research (NBER).

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	Author(s)	Year	Title	Source Publication
6	Gyau, Amos; Franzel, Steven; Chiatoh, Maryben; Nimino, Godwill; Owusu, Kwadwo.	2014.	Collective action to improve market access for smallholder producers of agroforestry products: Key lessons learned with insights from Cameroon's experience.	Current Opinion in Environmental Sustainability 6 (February 2014): 68-72.
7	Halewood, Michael.	2013.	What kind of goods are plant genetic resources for food and agriculture? Towards the identification and development of a new global commons.	International Journal of the Commons 7(2): 278-312
8	Halewood, Michael; Andrieux, Elsa; Crisson, Léontine; Gapusi, Jean Rwihaniza; Mulumba, John Wasswa; Koffi, Edmond Kouablan; Dorji, Tashi Yangzome; Bhatta; Madan Raj; and Balma, Didier.	2013.	Implementing 'mutually supportive' access and benefit sharing mechanisms under the plant treaty, convention on biological diversity, and Nagoya Protocol.	Law, Environment and Development Journal (LEAD) 9/2: 68-98.
9	Hill, Ruth Vargas; Hoddinott, John F.; and Kumar, Neha.	2013.	Adoption of weather-index insurance: Learning from willingness to pay among a panel of households in rural Ethiopia.	Agricultural Economics 44(4-5): 385-398.

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	Author(s)	Year	Title	Source Publication
10	Hoddinott, John F.; Sabates-Wheeler, Rachel; Berhane, Guush; Handino, Mulugeta; Kumar, Neha; Lind, Jeremy; Taffesse, Alemayehu Seyoum; Tefera, Mulugeta.	2013.	Implementing large scale food security programs in rural Ethiopia: Insights from the Productive Safety Net Program.	In Food security, safety nets and social protection in Ethiopia, ed. Dessalegn Rahmato, Alula Pankhurst, Jan-Gerrit van Uffelen. Pp. 173-218. Addis Ababa, Ethiopia: Forum For Social Studies (FSS).
11	Horton, Douglas; Rotondo, Emma; Paz Ybarnegaray, Rodrigo; Hareau, Guy; Devaux, André; Thiele, Graham.	2013.	Lapses, infidelities, and creative adaptations: lessons from evaluation of a participatory market development approach in the Andes.	Evaluation and Program Planning 39 (August 2013): 28-41.
12	Krishna, Vijesh V.; Drucker, Adam G.; Pascual, Unai; Raghu, Prabhakaran T.; King, E.D. Israel Oliver.	2013.	Estimating compensation payments for on-farm conservation of agricultural biodiversity in developing countries.	Ecological Economics 87(March 2013): 110-123.
13	Lybbert, Travis J.; Magnan, Nicholas; Spielman, David J.; Bhargava, Anil K. and Gulati, Kajal.	2013.	Targeting technology to reduce poverty and conserve resources: Experimental delivery of laser land leveling to farmers in Uttar Pradesh, India.	IFPRI Discussion Paper 1274 Washington, D.C.: International Food Policy Research Institute (IFPRI).

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	Author(s)	Year	Title	Source Publication
14	Ratner, Blake D.; Cohen , Philippa; Barman, Benoy; Mam, Kosal; Nagoli, Joseph; and Allison, Edward H.	2013.	Governance of aquatic agricultural systems: Analyzing representation, power, and accountability.	Ecology and Society 18(4): 59.
15	Ringler, Claudia; and Anwar, Arif.	2013.	Water for food security: Challenges for Pakistan.	Water International 38(5): 505-514. Special Issue on Water for food security: Challenges for Pakistan.
16	Rosegrant, Mark W.; Koo, Jawoo; Cenacchi, Nicola; Ringler, Claudia; Robertson, Richard D.; Fisher, Myles; Cox, Cindy M.; Garrett, Karen; Perez, Nicostrato D.; and Sabbagh, Pascale.	2014.	Food security in a world of natural resource scarcity: The role of agricultural technologies.	Washington, D.C.: International Food Policy Research Institute (IFPRI).
17	Rosegrant, Mark W.; Tokgoz, Simla; and Bhandary, Prapti.	2013.	The future of the global food economy: Scenarios for supply, demand, and prices.	In Food security and sociopolitical stability, ed. Christopher B. Barrett. Chapter 2. Pp. 35-63. Oxford, UK: Oxford University Press.
18	Saenger, Christoph; Qaim, Matin; Torero, Maximo; and Viceisza, Angelino.	2013.	Contract farming and smallholder incentives to produce high quality: Experimental evidence from the Vietnamese dairy sector.	Agricultural Economics 44(3): 297-308.

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	Author(s)	Year	Title	Source Publication
19	Spielman, David J. and Zambrano, Patricia.	2013.	Policy, investment, and partnerships for agricultural biotechnology research in Africa: Emerging evidence.	In Genetically modified crops in Africa: Economic and policy lessons from countries south of the Sahara. Eds. Falck-Zepeda, José Benjamin; Gruère, Guillaume P. and Sithole-Niang, Idah. Chapter 7 Pp. 183-205. Washington, D.C.: International Food Policy Research Institute (IFPRI).
20	Vandeplass, Anneleen; Minten, Bart; Swinnen, Johan.	2013.	Multinationals vs. cooperatives: The income and efficiency effects of supply chain governance in India.	Journal of Agricultural Economics 64(1): 217-244.
21	Verduzco-Gallo, Íñigo; Ecker, Olivier and Pauw, Karl.	2014.	Changes in food and nutrition security in Malawi: Analysis of recent survey evidence.	MaSSP Working Paper 6. Washington, D.C.: International Food Policy Research Institute (IFPRI).
22	Ward, Patrick S.; Ortega, David L.; Spielman, David J. and Singh, Vartika.	2013.	Farmer preferences for drought tolerance in hybrid versus inbred rice: Evidence from Bihar, India.	IFPRI Discussion Paper 1307. Washington, D.C.: International Food Policy Research Institute (IFPRI) http://ebrary.ifpri.org/cdm/ref/collection/p15738coll2/id/127956

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	Author(s)	Year	Title	Source Publication
23	Yang, Jin; Wang, Hui; Jin, Songqing; Chen, Kevin Z.; Riedinger, Jeffrey; Chao, Peng.	2014.	Migration, local off-farm employment, and agricultural production efficiency: Evidence from China.	IFPRI Discussion Paper 1338. Washington, D.C.: International Food Policy Research Institute (IFPRI).
24	Yang, Jun; Zhang, Wei; and Tokgoz, Simla.	2013.	Macroeconomic impacts of Chinese currency appreciation on China and the rest of world: A global CGE analysis.	Journal of Policy Modeling 35(6): 1029-1042.
25	Zander, Kerstin K.; Mwacharo, Joram M.; Drucker, Adam G.; Garnett, Stephen T.	2013.	Constraints to effective adoption of innovative livestock production technologies in the Rift Valley (Kenya).	Journal of Arid Environments 96 (September 2013): 9-18.

Annex I. Suggested improvements in the project proposal and annual progress report forms

Project Proposal Form

- The form should provide for a clearer distinction between the higher-order goals – such as the SLOs and IDOs to which the activity is contributing – and the specific objectives and outputs for which the activity is accountable for delivering.
- The form should request more information about how the research activity originated, in addition to the rationale for the research. For example, did the proposal originate:
 - (a) From outside the CGIAR Center proposing the research – such as discussions at the G7, G20, or a specific request from a donor?
 - (b) From the top-down with the Center or the CRP – such as from the Board of Trustees, Senior Management, or CRP Management?
 - (c) From the bottom-up – from the researchers themselves, or from discussions with their Center or Flagship colleagues based on their own assessment of scientific interest, priorities, needs, and knowledge gaps.
 - (d) From specific requests of external partners, clients, or beneficiaries, such as a developing country Ministry of Agriculture.
- The form should request the type of research that is envisaged, whether blue sky, strategic, applied, adaptive, scaling-up/out, or technology transfer.¹
- The form should request more information about the desired outcomes of the research outputs, the postulated impact pathways to achieving these outcomes, and the role of partners in achieving these outcomes. Which one of the five impact pathways in the PIM Extension Proposal for 2015–2016 is the most applicable to this research? What are the most important assumptions underlying the pathway from outputs to outcomes and to impacts?
- The form should request information on the comparative advantage of the CGIAR System or Center in undertaking this research relative to other organizations capable of doing this work. How does this research play up to the comparative advantage of the CGIAR, for example, in relation to the list of comparative advantages in the final PIM proposal to the Consortium Board in October 2011? How does this relate to or build upon previous research conducted by the CGIAR Center or CRP? To what extent is this essentially a continuation of a legacy activity?
- The form should request information on the strategic, operational and financial linkages with other activities. To what extent is the proposed activity part of a larger research effort funded from W1-2, W3, or bilateral sources? How is it contributing to that larger research effort, and how it is distinct from other components of that effort? Why won't those other sources of funds finance this component? Has there been some kind of agreement among the donors to fund the different components of the larger research effort?

Progress Report Form

- The form should request information on any changes that have occurred during the implementation of the research, such as the objectives and outputs, geographic focus or scope

of the research, the research and implementation partners.

- The form should request more complete citations for the outputs that have been produced, including authors, titles, and status (such as submitted to or accepted by a particular journal). This should include all types.
- The form should request more information on who has used the research outputs (depending, of course, on the progress of the research), and where the findings have been presented.
- Simply asking the principal investigators to “highlight their capacity building achievements” produces a mixed bag of responses, some of which are simply service activities and others of which are aimed at achieving some long-term benefit after the project has finished. It would be more useful to require a more structured response to this question that distinguishes among other things capacity strengthening for (a) development actors such as Ministries of Agriculture staff or value chain participants, and (b) researchers such as research partners and students.

1. Definitions:

Basic or “blue sky” research involves the search for knowledge and understanding of basic organism functions, physical phenomena, or human’s economic and social interactions. This is “curiosity-driven” research without a clear goal and for which “real-world” applications are not immediately apparent.

Strategic research is the mission-oriented application of basic scientific knowledge to produce global or regional public goods. It is aimed at solving specific problems that may be of interest to developing countries and has broad application over several areas using known methodologies and techniques to produce new knowledge, principles, and understanding of critical needs in developing countries.

Applied research develops tangible tools, models or approaches by adapting basic and strategic research to solve or meet particular problems or needs that have been identified in more than one country or locality.

Adaptive research is applied research to produce national or local public goods and the evaluation of policies, institutions and markets to assess their performance in a particular country or agricultural system and then to adjust the policies, institutions, or markets to fit the specific needs identified.

Scaling up or scaling out refer to the expansion of beneficial impacts from agricultural research and rural development. Scaling up/out relate to expanding, replicating, adapting, and sustaining successful policies, programs, or projects in geographic space or over time to reach a greater number of people. Scaling is typically preceded by piloting the model, idea, or approach initially in a small scale. While the terms are used nearly inter-changeably in agricultural development, “scaling out” may refer specifically to the adoption and adaptation to local circumstances by users, while “scaling up” may refer to the extension and institutional support related to scaling.

Technology transfer to farm households utilizes institutions such as national extension and outreach services, the private sector, NGOs, cooperatives, and rural development programs to inform the clientele in the use of the new knowledge or technology. Techniques include on-farm demonstrations, incubator labs, adoption networks, and farmer-to-farmer exchanges. The importance of extension increases in situations of poor communications infrastructure and low levels of education among farmers.

Annex J. Persons Consulted

Persons Interviewed in Washington, DC

Name	Position	Organization
Shenggen Fan	Director General	IFPRI
Rajul Pandya-Lorch	Chief of Staff in the Director's General Office	IFPRI
Stacy Roberts	Head, Donor Relations and Secretary to the Board of Trustees.	IFPRI
Kym Anderson, SPAP	George Gollin Professor of Economics and former Executive Director of the Centre for International Economic Studies	University of Adelaide
Christopher Barrett, SPAP	International Professor of Agriculture	Cornell University
Hartwig de Haen, SPAP	Professor Emeritus, Department of Agricultural Economics and Rural Development	University of Göttingen
Alberto Valdes, SPAP	Research Associate	Universidad Catolica de Chile
Jonathan Wadsworth	Executive Secretary and Head of Fund Office	CGIAR Fund Council
Karen Brooks	CRP Director	PIM Management Unit
Evgeniya Anisimova	Communications Specialist II	PIM Management Unit
Caitlin Kieran	Senior Research Assistant	PIM Management Unit
Frank Place	Senior Research Fellow and Flagship 3 Leader	PIM Management Unit
Pascale Sabbagh	Senior Program Manager	PIM Management Unit
Maria Theresa Tenorio	Senior Admin Coordinator/Contractor & Grants Administrator	PIM Management Unit
James Fields	Director of Finance and Administration	IFPRI
David Governey	Former Director of Finance and Administration	IFPRI
Luz Marina Alvare	Head, Knowledge Management	IFPRI
Indira Yerramareddy	Information and Knowledge Specialist	IFPRI
P. K. Joshi	Director	IFPRI Asia
Paul Dorosh	Division Director	IFPRI DSG

Name	Position	Organization
Xinshen Diao	Deputy Division Director and Flagship 4 Leader	IFPRI DSG
Kamiljon Akramov	Research Fellow	IFPRI DSG
Kevin Chen	Senior Research Fellow	IFPRI DSG
Hosaena Ghebru Hagos	Associate Research Fellow	IFPRI DSG
Athur Mabiso	Senior Program Manager	IFPRI DSG
Valerie Mueller	Research Fellow	IFPRI DSG
James Thurlow	Senior Research Fellow	IFPRI DSG
Mark Rosegrant	Division Director	IFPRI EPT
Ruth Meinzen-Dick	Senior Research Fellow and Flagship 7 Leader	IFPRI EPT
David Spielman	Senior Research Fellow and Flagship 2 Leader	IFPRI EPT
Keith Wiebe	Senior Research Fellow and Flagship 1 Leader	IFPRI EPT
Patty Arce	Senior Admin Coordinator/Contract & Grants Administrator	IFPRI EPT
Linsey Jaco	Senior Administrative Coordinator	IFPRI EPT
Jawoo Koo	Research Fellow	IFPRI EPT
Daniel Mason-D'Croz	Research Analyst	IFPRI EPT
Siwa Msangi	Senior Research Fellow	IFPRI EPT
Gerald Nelson	Retired	IFPRI EPT
Claudia Ringler	Deputy Division Director	IFPRI EPT
Sherman Robinson	Senior Research Fellow	IFPRI EPT
Ioannis Vasileiou	CCAFS Program Coordinator	IFPRI EPT
Wei Zhang	Research Fellow	IFPRI EPT
Maximo Torero	Division Director and Flagship 5 Leader	IFPRI MTI
Tanguy Bernard	Research Fellow	IFPRI MTI
Alan de Brauw	Senior Research Fellow	IFPRI MTI
Manuel Hernandez	Research Fellow	IFPRI MTI
David Laborde	Senior Research Fellow	IFPRI MTI
Nicholas Minot	Senior Research Fellow	IFPRI MTI
Miguel Robles	Research Fellow	IFPRI MTI

Name	Position	Organization
John Hoddinott	Senior Research Fellow and Flagship 6 Leader	IFPRI PHN
Agnes Quisumbing	Senior Research Fellow	IFPRI PHN
Suresh Babu	Senior Research Fellow and PIM Leader for Capacity Strengthening portion of Flagship 8.	IFPRI PIC
Jenna Ferguson	Senior Research Analyst	IFPRI PIC
Teunis van Rheenen	Head of Partnerships/Business Development	IFPRI PIC
Cheryl Doss	Senior Lecturer and Flagship 8 Gender Leader	Yale University
Aden Aw-Hassan	Focal Point	ICARDA
Patricia Biermayr		ICARDA
Shinan Kassam	Georgetown University	ICARDA
Cynthia Bantilan	Research Program Director and Focal Point	ICRISAT
Jupiter Ndjeunga		ICRISAT
Parthasarathy Rao	Assistant Research Program Director and Principal Scientist	ICRISAT
Padmaja Ravula	Scientist – Gender Research	ICRISAT
Derek Baker		ILRI
Jo Cadilhon	Agricultural Economist	ILRI
Mohamadou Fadiga	Senior Scientist	ILRI
Hikuepi “Epi” Katjiuongua	ILRI Focal Point	ILRI
Nadhem Mtimet		ILRI
Mitch Renkow	Professor	North Carolina State University
David Atwood	Food Policy Advisor; Head, Policy Team, BFS	USAID
Jeff Hill		USAID
Roger Slade	Retired	World Bank
Derek Byerlee	Retired	World Bank

Persons Interviewed in Rome (Dec 15–20), or remotely

Name	Position	Organization
Adam Drucker	Senior Economist	Bioversity

Ehsan Dulloo	Research Program Leader	Bioversity
Michael Halewood	Head, Policy Research and Support Unit	Bioversity
Stefano Padulosi	Senior Scientist	Bioversity
Esther Mwangi		CIFOR
Gregg Traxler	Senior Program Officer	Gates Foundation
Delia Catacutan		ICRAF
Signe Nelgen	Associate Research Fellow	ILRI
Tim Kelly	Senior Agricultural Research Officer	ISPC
Peter Gardner	Executive Director	ISPC
Robin Bourgeois	Senior Foresight and Development Policies Expert	GFAR
Ana Paula dela O Campus	Gender Policy Officer, Social Protection Division	FAO

Persons Interviewed in Bangladesh

Name	Position	Organization
Akhter Ahmed	Chief of Party, PRSSP	IFPRI
Ricardo Hernandez	Associate Research Fellow, PRSSP	IFPRI DSG
Md. Zobair	Director	DATA (Data Analysis and Technical Assistance)
Zahidul Hassan	Director	DATA (Data Analysis and Technical Assistance)
Mahabub Hossain	Advisor to Executive Director	BRAC
Mark Tegenfeldt	Deputy Director, Office of Economic Growth	USAID Bangladesh
Rozina Haque	Program Manager, Ultra Poor Program and Urban Street Children Program	BRAC
Nurul Amin Siddiquee	Program Manager, Agriculture and Value Chain Works	CARE Bangladesh

Persons Interviewed in Cambodia and Malaysia (WorldFish project activity #89)

Name	Position	Organization
Blake Ratner	Research Director	Worldfish
Julie Tsatsaros	CRP Research Coordinator, Greater Mekong Region	Worldfish

Name	Position	Organization
Alan Brooks	Director of Worldfish, Cambodia	Worldfish
Mam Kosal	Research Analyst	Worldfish
So Sovannarith	Senior Research Fellow	CDRI (Cambodian Development Research Institute)
Meng Um	Chief	Phat Sanday, Fishery Community
Lang Sok	Deputy Chief	Phat Sanday Commune
Chheng Kim Heng	Vice-chair	Coalition of Cambodian Fishers
So Dane	Program Associate	ADIC (Analyzing Development Issues Centre)
Om Savath	Executive Director	FACT (Fisheries Action Coalition Team)
Gareth Johnstone	Country Manager	Aquatic Agricultural Systems, Worldfish
Kaing Khim	Deputy Director General	Fisheries Administration

Persons Interviewed in Ethiopia (IFPRI activity #44) n=18

Name	Organization
Bart Minten	IFPRI ESSP
Nahume Yadene	IFPRI ESSP
Alemayehu Seyoum	IFPRI ESSP
Guush Berhane	IFPRI ESSP
Kalle Hirvonen	IFPRI ESSP
Hosaena Ghebru	IFPRI DSG
Godfrey Bahigwa	IFPRI, Head, Eastern and Southern Africa Office
James Warner	IFPRI
Anne Bossuyt	World Bank
Mezgebe Meheretu	EDRI
Hashim Ahmed	Prime Minister's Office
Tigistu G/Meskel	LAUD, MoA
Zemen Haddis	USAID LAND
Solomon Bekure	USAID LAND
Furgassa Hirpa Amena	MFI
Teshome Deyesso	MFI

Name	Organization
Berhanu Lakew	DFID
Shewit Emmanuel	DFID

Persons Interviewed in India (CAPRI partnership with Foundation for Ecological Security)

Name	Organization	Place
NGO Representatives (12)		
B. Kristappa	KREDS	Penukonda, AP
M. Narayanaswamy	HANDS	Goouty, AP
P. Balaram	Jana Jaagriiti	O.D.C, AP
J. Premchand	VOICE	Dharmavaram, AP
Y. Hannumanthreddy	MGYS	Narpala, AP
Natraj	MYRADA	Kadri, AP
A. Narayanareddy	RISES	N.S. Gate, AP
P. Veeranjanyulu	HARITA	Kadri, AP
G. Chantrappa	TOT	Ananthapur, AP
B. Murau	TOT	Ananthapur, AP
Y. Nageshareddy	TOT	Ananthapur, AP
T. Govivderajulo	TOT	Ananthapur, AP
National NGO Representatives (15)		
Rahul Chaturvedi	FES	Anand, Rajasthan
Jagdeesh Rao	FES	Anand, Rajasthan
Rajesh Tete	FES	Jaipur, Rajasthan
Shantanu Sinha	FES	Bhilwara, Rajasthan
Sanjeet Yadev	FES	Mandelgerh, Rajasthan
Rupendar Kumar	FES	Bhilwara, Rajasthan
Alka Tirkey	FES	Bhilwara, Rajasthan
D. Vinkatrach	FES AP	Mandanpalle, AP
Dean Karishala	FES AP	Mandanpalle, AP
K. Sandeep	FES AP	Mandanpalle, AP
P.K. Rabaka	FES AP	Mandanpalle, AP
Udesh Shandra	FES Hyderabad	Hyderabad, Tenengana

Name	Organization	Place
Phadvana	WOTR	Hyderabad, Tenengana
C. Bhanuja	REDS	Kadri, AP
State Government Representatives (5)		
Dr. Nagubashny	NREGA director for Ananthapur district	Ananthapur, AP
S. Chellapthy	NREGA Consultant Ananthapur District Administration	Ananthapur, AP
C. Suvaranna	Special State Commissioner for Watersheds in Andhra Pradesh	Hyderabad, Tenangana
Pradeep Singh	Ex MLA, Mandalgarh	Barundani, Rajasthan
Nimesh	NREGA Officer, Bhilwara District Administration	Bhilwara, Rajasthan
ACADEMICS (2)		
Ashwini Chhatre	Hyderabad Institute of Business	Hyderabad, Tenengana
Harini Nagendra	Bangalore Ajim Bimji University	Bangalore, Kalakatan
Village Representatives (18)		
Community Council Leaders (7)		Khoda Ganesh, Rajasthan
Community Council Leaders (6)		Barundani, Rajasthan
Community particip., FES project (5)		Petapalli, AP

Persons Interviewed in Kenya

Name	Position	Organization
Ann Degrande	Senior Scientist	ICRAF - Cameroon
Jason Donovan	Marketing Specialist	ICRAF
Steve Franzel	CG Researcher (Principal Investigator)	ICRAF
Ernest Gatoru	Manager, Budget, Regions, and Corporate Reporting	ICRAF
Amos Gyau	Scientist and Research Leader	ICRAF
Evelyn Kiptot		ICRAF
Josephine Kirui	Senior Dissemination Facilitator	ICRAF
Margaret Kroma	Assistant Director General, Capacity Development, Impact and Extension	ICRAF
Godfrey Kundhlande	Agricultural/Natural Resource Economist	ICRAF - Malawi
Mercy Mbugua		ICRAF

Name	Position	Organization
Judith Oduol	Agricultural Economist	ICRAF
Judith Oduol	Agricultural Economist	ICRAF
Keith Shepherd	Principal Scientist, Land Health Information Systems	ICRAF
Betty Tuei	Ph. D. Student	ICRAF and Egerton University
Thomas Zschocke		ICRAF
Eliud Birachi	Scientist	CIAT
Isabelle Baltenweck		ILRI
Elizabeth Waithanji	Gender Consultant	ILRI
Gem Argwings-Kodhek	Agribusiness Advisor	Africa Enterprise Challenge Fund
Richard Jones	Chief of Party	AGRA/SSTP
Jemimah Njuki	Senior Program Officer	IDRC (formerly ILRI - Kenya)
Field trip to West Kieni, Nyeri County		
Sylvia Wafula	Dissemination Facilitator	ICRAF - Eldoret, Kenya
Moses	Dissemination Facilitator	ICRAF
Richard Kahumburu	Livestock Production Officer	Kieni West Division, Kieni Sub-Country, Nyeri County
George Mutai	Plant Manager	Kieni Dairy Products Limited
David Gathuma	Volunteer Farmer Trainer	
Esther Nyawira	Farmer	
Joseph Gakinya	Farmer	
Peter Gichini	Farmer	

Persons Interviewed in Malawi

Name	Position	Organization
Alex Namaona	Director, Department of Planning	MoAIWD
Readwell Musopole	Chief Economist, Department of Planning	MoAIWD
Maureen Mwawa	Economist, Department of Planning	MoAIWD
Emmanuel Mwanaleza	Statistician, MoAIWD (on secondment from the National Statistics Office)	MoAIWD
Thokozani Sentala	Economist, Budgeting and Planning Unit	MoAIWD

Name	Position	Organization
Stanley Khaila	Former Director for CARD and retired Dean of Faculty of Development Studies at LUANAR	CARD/LUANAR & Malawi Forum for Agricultural Advisory Services
Abel Nyoni	ME&L Specialist, Sustainable Economic Growth Office	USAID-Malawi
Robert Chizimba	Deputy Chief of Party and BCC Specialist, Feed the Future (FTF), Integrating Nutrition in Value Chains (INVC) Project	INVC-Malawi
Jim Phillips	M&E Specialist FTF-INVC	INVC-Malawi
Karl Pauw	Country Program Leader, MaSSP	IFPRI-Malawi
Mariam Kadzamira	Researcher, MaSSP	IFPRI-Malawi
Noora-Lisa Aberman	Country Program Coordinator	IFPRI-Malawi
Chance Mwabutwa	Researcher/Collaborator, MaSSP	IFPRI-Malawi
John Mazunda	Researcher, MaSSP	IFPRI-Malawi
Athur Mabiso	Policy Analyst, MaSSP	IFPRI-Malawi
Geoffrey Kananji	Country Coordinator, Scaling Seeds and Technologies Partnership in Africa	AGRA-Malawi
Grace Malindi	Senior Advisor on Gender and Agriculture Programs, UN-Malawi and former Director of Agriculture Extension Department in Ministry of Agriculture and Member of Malawi Forum for Agricultural Advisory Services	UN-Malawi & Malawi Forum for Agricultural Advisory Services

Persons Interviewed in Mozambique

Name	Position	Organization
Rafael Uaiene	Assistant Professor and In-country coordinator	Michigan State University - Mozambique
Anabela Manhica	Country Coordinator	AGRA, Mozambique
Benvindo Verde	Deputy Country Coordinator	SSTP/AGRA
Fidel O'Donovan	Chief of Party	Land O'Lakes, Mozambique
Marinho Nhambeto	Provincial Technical Coordinator	Sofala, Land O' Lakes project
Isabel Cossa		National Directorate of Rural Development

Name	Position	Organization
Beatriz Massuunganhe		National Directorate of Rural Development
Mário Paulo Falcão	Professor	Eduardo Mondlane University, Maputo
Matthew Brooke	Head of Rural Development Section	Delegation of the European Union to Mozambique
David Radcliffe	Policy Officer	Rural Development, Food Security, Nutrition, EU, Brussels
Surendra Bhatta	Feed the Future Coordinator	USAID-Mozambique
Furqua Ahmad Saleem	Financial Management Sector Leader	World Bank
Pedro Arlindo	Agricultural Economist	World Bank-Mozambique
Natasha Sharma	Economist	World Bank

Persons Interviewed in Uganda

Name	Position	Organization
Jane Kugonza	Feeds Team Leader	ICRAF, EADD
Ronald Wabwire	Livestock Feeds Advisor	ICRAF, EADD
Judith Oduol	Agricultural Economist	ICRAF, EADD
Susan Atyang,	Interim Country Programme Manager,	Heifer International, EADD
William Matovu,	Country Director, Heifer International (formerly EADD Project Manager)	Heifer International, EADD
Max Olupot	Technical Assistant	AFAAS
Beatrice Luzobe	Focal Person	UFAAS
Lydia Jemba,	Trainer of Trainers (VFT)	EADD
Sarah Narukuma	Trainee/Farmer	EADD
Joyce Semambo	Trainee/Farmer	EADD
Elizabeth Chirwa	Trainee/Farmer	EADD
Teo Pista	Trainee/Farmer	EADD
Edith Bombo	Trainee/Farmer	EADD
Godfrey Chizito	Extension Officer	BUBUSI Dairy Society
Retired Lt. Edward Sebuwufu	Deputy Chairperson	BUBUSI Dairy Society

Name	Position	Organization
Agnes Luwezi	VFT and Treasurer	BUBUSI Dairy Society
Rodgers Musoke	Former Secretary and Advisory Committee member	BUBUSI Dairy Society
Umaru Kalamazu	Representative Member of BUBUSI Dairy Society	BUBUSI Dairy Society
Ibrahim Quattara	Research Field Coordinator	Paris School of Economics
Monica Karuhanga,	Professor and AWARD beneficiary	Makerere University
Sarah Mayanja	Research Associate	CIP-Uganda
Herbert Kamusiime	Executive Director	Associates Research, Uganda
Bjorn van Campenhout	USSP Team Leader	IFPRI-Uganda
Gian Nicola Francesconi	Leader of CIAT activities for Eastern and Southern Africa	CIAT-Uganda
Piet van Asten	Systems Agronomist and Country Representative	IITA-Uganda
Andrew Mckim,	Feed the Future Coordinator	USAID-Uganda
May Mwaka	Head, Monitoring and Evaluation	FTF, USAID-Uganda
Swaibu Mbowa	Senior Research Fellow	EPRC, Makerere University
Theodora Hyuha	Associate Professor	Makerere University
William Ekere		Makerere University
Peter Lusembo	Director of Research	MUZARDI
Damalie Babirye Magala	Rural Sociologist	MUZARDI
Losira Masirumbi Sanya	Planning, Monitoring and Evaluation Officer	MUZARDI
Tom Muga	Head of Information and Communication Technology	ASARECA
David Nielson	Lead Economist	World Bank

Persons Interviewed for Value Chains Flagship In-Depth Case Studies

Name	Organization	Place
Activity 4: Enhancing Agricultural Value Chains Of Underutilized Crops Through Improved Quality Assurance And Coordination Mechanisms Across Actors (led by Bioversity)		
Esau Hildago del Aguila	APE Pimental	Ucayali, Peru
Fanny Luz Cuellar Bautista	CODESU	Pucallpa, Peru
Stefan Bederski	AgroExport Topara	Lima, Peru

Name	Organization	Place
Matthias Jager	CIAT	Lima, Peru
Kirti Patel	INIA	Lima, Peru
Karla Peña Pineda	INIA	Lima, Peru
Rosario Rojas	Universidad Peruana Cayetano Heredia	Lima, Peru
Lourdes Quiñones Ruiz	Center of Investigation and Rural Development in the Peruvian Amazon)	Pucallpa, Peru
Dietmar Stoian	Bioversity	Montpellier, France
Silverio Trejo	APE Pimental	Ucayali, Peru
Fernando Davila Voysest	Ajies Corporation	Lima, Peru
Activity 7: Building Sustainable Relationships Between Smallholder Farmers And Buyers (led by CIAT)		
Alexandra Amrein	CIAT	Cali, Colombia
Chris Claese	VECO, Belgium	Lima, Peru
Jhon Jairo Hurtado	CIAT	Cali, Colombia
Matthias Jager	CIAT	Cali, Colombia
Mark Lundy	CIAT	Cali, Colombia
Paola Mercado	VECO, Peru	Lima, Peru
Gladys Navarro	VECO, Peru	Lima, Peru
Miguel Quispe	PRISMA	Lima, Peru
Jaime Romero	IICA	Lima, Peru
Justin Tait	Unilever/Oxfam	Oxford, UK
Activity 15: Adapting, consolidating and scaling out methods for equitable value chain upgrading		
Oscar Delgado Araoz	CAPAC Peru	Lima, Peru
Ruben Flores Agreda	OfiAgro	Quito, Ecuador
Sylvia Barone	CIP	Quito, Ecuador
Andre Devaux	CIP	Quito, Ecuador
David Ellis	CIP	Lima, Peru
Nancy Medina Flasco	CIP	Quito, Ecuador
Cristina Fonseca	CIP	Lima, Peru
Luis Montesdeoca	CONPAPA	Ambato, Ecuador
Gladys Navarro	VECO, Peru	Lima, Peru
Miguel Ordinola	CIP	Lima, Peru
Oscar Ortiz	CIP	Lima, Peru

Name	Organization	Place
Gordon Prain	CIP	Lima, Peru
Miguel Quevedo	MINAGRI	Lima, Peru
Celfia Obregon Ramirez	ADERS Peru	Lima, Peru
Ivan Reinoso	INIAP	Quito, Ecuador
Manuel Taolombo	CONPAPA	Ambato, Ecuador
Barbara Wells	CIP	Lima, Peru
Activity 21: Understanding the potential for addressing rural poverty through value chain development for underutilized fruit		
Carlos Abanto	IIAS	Ucayali, Peru
Roger Basquez	National University of Ucayali	Ucayali, Peru
Trent Blare	ICRAF	Ucayali, Peru
Jonathan Cornelius	ICRAF	Lima, Peru
Olivier Deheuvels	ICRAF	Lima, Peru
Jason Donovan	ICRAF	Lima, Peru
Jersson Gonzalez Saldana	Ministry of Agriculture, Ucayali, Peru	Ucayali, Peru

Persons Interviewed for Value Chains Flagship Portfolio Analysis

Name	Organization	Place
Tahrou Abdoulaye	IITA	Ibadan, Nigeria
Aden Aw-Hassan	ICARDA	Amman, Jordan
Ousmane Badiane	IFPRI	Washington DC, USA
Derek Baker	UNE	Armidale, Australia
Tanguy Bernard	IFPRI	Dakar, Senegal
Jo Cadilhon	ILRI	Nairobi, Kenya
Kevin Chen	IFPRI	Beijing, China
Alan de Brauw	IFPRI	Washington DC, USA
Andre Devaux	CIP	Quito, Ecuador
Jason Donovan	ICRAF	Lima, Peru
Mohamadou Fadiga	ILRI	Addis Ababa, Ethiopia
Manuel Hernandez	IFPRI	Washington DC

Name	Organization	Place
Matthias Jager	CIAT	Cali, Colombia
Pramod Joshi	IFPRI	New Delhi, India
Hikuepi Katjuongua	ILRI	Nairobi, Kenya
Yanyan Liu	IFPRI	Cornell University
Mark Lundy	CIAT	Cali, Colombia
Jupiter Ndjeunga	ICRISAT	Niamey, Niger
Stefano Padulosi	Bioversity	Rome, Italy
Alastair Orr	ICRISAT	Nairobi, Kenya
P. Parthasarathy Rao	ICRISAT	Patancheru, India
Dietmar Stoian	Bioversity	Montpellier, France
Maximo Torero	IFPRI	Washington DC, USA

Persons Interviewed in Half-day Workshop for Value Chain Flagship (Nov. 2014)

Name	Organization
Tahirou Abdoulaye	IITA
Jo Cadilhon	ILRI
Andre Devaux	CIP
Jason Donovan	ICRAF
Guy Hareau	CIP
Matthias Jager	CIAT
Girma Tesfahun Kassie	ICARDA
Mark Lundy	CIAT
Alastair Orr	ICRISAT
Pingali Parthasarathy Rao	ICRISAT
Dietmar Stoian	Bioversity
Soonho Kim	IFPRI
Betina Dimaranan	IFPRI
Chris Marciniak	IFPRI
Lucian Delgado	IFPRI
Summer Allen	IFPRI

Name	Organization
Simla Tokgoz	IFPRI

Persons Interviewed for Agricultural Economic Modeling Reports and Synthesis

Name	Position	Organization
IMPACT		
Grethe, Harald	Professor, Agricultural Policy and Market analysis	University Hohenheim, Bonn
Obersteiner, Michael	Program Director of the Ecosystems Services and Management (ESM) Program	IAASA, Laxenburg, Austria
Ringler, Claudia	Researcher, Focus on river basin modelling	IFPRI
Schmidhuber, Josef	Deputy Director, Statistics Division; format HoU Global Perspective Unit	FAO
Verburg, Peter	Professor, Land Use Modelling	University Amsterdam, The Netherlands
von Lampe, Martin	Senior Scientist	OCED
Wiebe, Keith	Senior Research Fellow	IFPRI
Wood, Stanley	Senior Program Officer, Agricultural Development Program	Gates Foundation
MIRAGE		
Chavas, Jean-Paul	Professor, Agricultural and Applied Economics	University of Wisconsin, Madison
Frohberg, Klaus	Professor, Institut für Lebensmittel- und Ressourcenökonomik	Landwirtschaftliche Fakultät Universität Bonn
Hertel, Tom	Professor, Agricultural Economics	Purdue University, GTAP
Martin, William	Research Manager, Agriculture and Rural Development	World Bank
van der Mensbrugghe, Dominique	Director and Research Professor, Center for Global Trade Analysis	Purdue University
Valin, Hugo	Research Scholar, Ecosystems Services and Management	Ilasa, Austria
CGE		

Name	Position	Organization
Channing Arndt	Senior Research Fellow	UNU-WIDER
Céline Bignebat	Research Fellow	INRA
Clemens Breisinger	Senior Research Fellow	IFPRI
Xinshen Diao	Deputy Division Director and Senior Research Fellow	IFPRI
Hans Lofgren	Senior Economist	World Bank
Terry Roe	Professor	University of Minnesota
James Thurlow	Senior Research Fellow	IFPRI
Distortions		
Balie, Jean	MAFAP Manager	FAO
Byerlee, Derek	Retired	World Bank
Gourichon, Hélène	Economist	FAO
Josling, Tim	Retired	Stanford University
Laborde, David	PI	IFPRI
Mulat, Demeke	Economist	FAO
Martin, William	Research Manager, Agriculture and Rural Development	World Bank
Pierre, Guillaume	Economist	FAO
Valdes, Alberto	Retired	World Bank

Annex K. Profiles of evaluation team members

Chris Gerrard, Team Leader

Chris Gerrard is an independent consultant in international development evaluation and training, based in the Washington, DC, metro area. Recently retired from the Independent Evaluation Group (IEG) of the World Bank, he coordinated IEG's evaluation and review work on global and regional partnership programs from 2005–2013. He was the principal author of the IEG and OECD/DAC *Sourcebook of Indicative Principles and Standards for Evaluating GRPPs*, 2007. He also led a World Bank Institute in-service training program from 1994–99 on agricultural policy and institutional reform for sustainable rural development, focusing primarily on Africa. A Canadian national, he has degrees from the Universities of Saskatchewan, Oxford, and Minnesota. He had an academic career in Canada before joining the World Bank in 1994.

Krister Andersson, PIM's work on Natural Resource Property Regimes (Flagship 7)

Krister Andersson studies the governance of natural resources in developing countries. He received a PhD in Public Policy from Indiana University in 2002 and currently holds a faculty position in Political Science at the University of Colorado at Boulder. His work has been published in four books and some 50 articles in journals such as *World Development*, *Global Environmental Change*, and *Comparative Political Studies*. In 2007, he was awarded the Giorgio Ruffolo Fellowship in Sustainability Science from Harvard University.

Flora Nankhuni, PIM's work on adoption of technology and sustainable intensification (Flagship 3); Social protection (Flagship 6) and Gender

Flora Nankhuni has a Ph.D. degree in Agricultural Economics and Demography and a Masters' degree in Economics from the Pennsylvania State University. She has 12 years of significant evaluation and agricultural economics and development experience gained from working in various World Bank Group departments. Flora has co-authored the World Bank Independent Evaluation Group's (IEG) Agriculture and Agribusiness evaluation and was a core team member on three other IEG evaluations of: Social Safety Nets and Gender Equality, Health, Nutrition and Population Programs; and the Africa Action Plan (AAP), where she analyzed, among other factors, the extent to which the CAADP's goal of increasing agricultural productivity in Africa had been achieved. She has also contributed to several other prominent World Bank publications including: the Malawi Poverty and Vulnerability Assessment Report; *Toward Gender Equality and Development in East Asia and the Pacific* (a companion publication to the World Development Report 2012); and the *Moving in-and-out of Poverty* publication. In 2003,

Flora was awarded the T.W. Schultz Prize for best contributed paper to the 25th International Association of Agricultural Economists (IAAE) conference and the Gerald T. Gentry award for best graduate student research paper in the School of Agricultural Sciences at the Pennsylvania State University. She was also awarded the David E. Bell Fellowship in Population and Development Studies from Harvard University in 2005. Flora is a Malawian national. Before her doctoral studies, she was a Lecturer in Economics at the University of Malawi.

John Spriggs, PIM's work on Value Chains (Flagship 5)

John Spriggs obtained a Bachelor of Agricultural Economics degree (1970) from the University of New England, Australia and then a PhD in agricultural economics from the University of Minnesota (1977) as a student of the late Professor James Houck. From there he went to Purdue University and then the University of Saskatchewan where his research interests were in agricultural marketing and price analysis. During this time, his interest in developing country work was stimulated by his involvement in research and workshops in Indonesia, Iran, Poland and Zambia. In 1999, he returned to Australia to become Foundation Professor of Agribusiness at Charles Sturt University and while there established a graduate teaching and research program in agricultural value chains. In 2002, he moved to the University of Canberra (UC) where he became research professor in the Australian Institute for Sustainable Communities. At UC, he further developed his interest in agricultural value chains within a developing country context, using a participatory action research (PAR) framework and principles of community development. Through the generous support of ACIAR (Australian Centre for International Agricultural Research) he has undertaken a number of agricultural value chain projects in Papua New Guinea, Cambodia and now Pakistan. These projects have been increasingly multi-stakeholder and multi-discipline and have afforded him the opportunity to explore the use of PAR involving communities of both the multiple stakeholders and the multiple researchers. The most complex of these projects is the current one in Pakistan which he is co-leading (with Barbara Chambers) entitled *Social Research to Foster Effective Collaboration and Strengthen Pro-Poor Value Chains*.

Expert Panel on Global Agricultural Modeling

Willi Meyers, Panel Chair

Willi Meyers is the Howard Cowden Professor of Agricultural & Applied Economics, Division of Applied Social Sciences (DASS), and Director of CAFNR International Programs, University of Missouri. He previously was Professor of Economics at Iowa State University (1979-2003) and Service Chief and later Director, Agriculture and Economic Development Division of FAO-Rome (1999-2002). He served as Senior Fellow at University of Bologna (2011), Visiting Consultant at the World Bank (1999), and Visiting Professor at University of Kiel (1991). He co-founded the

Food and Agricultural Policy Research Institute (FAPRI), led FAPRI-Iowa State for 15 years and was Co-Director of FAPRI-University of Missouri (2003-2010).

His PhD in agricultural economics with Willard Cochrane at the University of Minnesota and MS with Randy Barker at the University of the Philippines both instilled a strong emphasis on practical applications and policy analysis. Willi's career has been devoted to quantitative analysis of agricultural trade and policy interactions and impacts for the US and internationally; policy reforms and economic development in Europe's transition economies; and international agricultural and rural development policy. He has published widely in journals, books and proceedings as well as in CARD and FAPRI reports and other publications that serve the public.

Over his career, he has engaged in many policy evaluation, decision-making support, and technical assistance projects in Central and Eastern Europe, Asia, Latin America and Africa with funding from USAID, USDA, EU, FAO, Templeton Foundation, World Bank and the ADB.

Wolfgang Britz, Panel Member

Wolfgang Britz is senior researcher and lecturer in a tenured position at the Institute for Food and Resource Economics, University Bonn, where his research focus is on the impacts of agricultural, environmental and trade policies on the agricultural sector, the environment and rural areas based on quantitative analysis with different types of economic simulation models.

Dr. Britz regularly consults governments and international organizations such as the EU Commission, OECD or FAO based on quantitative impact assessments and in methodological matters relating to economic simulation models.

He developed the first versions of the CAPRI modelling system and since then contributed to its evolution as a global economic simulation model for trade in agricultural and food products combined with detailed bio-economic supply models for European agriculture. CAPRI is widely used for quantitative impact assessment of policies targeting the agricultural sector and applied in many research projects. Dr. Britz coordinated large-scale EU funded research projects focusing on CAPRI.

Stan Johnson, Panel Member

Dr. Stanley R. Johnson is recently retired from the position of Vice Provost for Extension and Charles F. Curtiss Distinguished Professor, Department of Economics, Iowa State University (ISU). Dr. Johnson has been highly active in leadership positions with the National Association of State Universities and Land-Grant Colleges (NASULGC). These have included Policy Board of Directors/Board on Agriculture Assembly (PBD/BAA), Chair of the Task Force negotiating

extended cooperation with the Department of Energy (DOE), and past Chair of the NASULGC Legislative Committee and the Farm Bill Task Force for NASULGC.

Before being appointed as Vice Provost for Extension, Dr. Johnson was the Director of the Center for Agricultural and Rural Development (CARD) at ISU. Prior to his appointment at ISU in 1985, he held faculty positions in Economics and/or Agricultural Economics at the University of Missouri-Columbia, the University of California-Berkeley, Purdue University, the University of Georgia, the University of California-Davis, and the University of Connecticut.

Dr. Johnson is a Fellow of the American Agricultural Economics Association, Foreign Member of the Former Soviet Union Academy of Agricultural Sciences, the Russian Academy of Agricultural Science, the Ukraine Agricultural Academy of Science, and the Hungarian Academy of Sciences. He is also Honorary Professor of the Center for Rural Development Research, Chinese Academy of Sciences; and Honorary Professor of the National Ukrainian Agricultural University. He has received the American Agricultural Economics Association Award for Outstanding Policy Contribution, the ISU Wilton Park International Service Award, the International Honor Award of the Office of International Cooperation and Development, United States Department of Agriculture, and the Hall of Fame Award from the U.S. Department of Energy. He has an Honorary Doctorate from Western Illinois University and Alumni Awards from Texas Tech University and Texas A&M University.

Mohamed Ali Marouani, Panel Member

Mohamed Ali Marouani is Associate Professor in Economics at Paris1-Panthéon-Sorbonne University and Director of the Master Program “Economic Expertise in Development Policies”, of the Institute of Development Studies (IEDES). He is also Research Fellow of the Economic Research Forum, Research Associate of DIAL, Secretary General of the *Cercle des économistes Arabes*, member of the Editorial Board of the Review of Middle East Economics and Finance and member of the DREEM network. He has been an Invited Professor of Cairo University, the *Université Libanaise* and the University of Tunis. His research focuses on the impact of public policies on employment and poverty, on the interactions between trade policy and development and on the interactions between economic research and policy making. He is consultant for various International Organizations, mainly the World Bank, the International Development Research Center (IDRC), the ILO/ITC and the UNDP. Mohamed Ali Marouani is a Tunisian citizen and was born in 1973.