Summary

The FTA program is based on a clear understanding of how good science can lead to high-level development results. An interactive model of this theory is available at [http://tinyurl.com/FTA-TOC-13](http://tinyurl.com/FTA-TOC-13). Flagship projects feed into this program-wide theory of change, each flagship using different entry points and following specific impact pathways to achieve change. The five flagship projects represent an evolution of the program’s original, and successful approach and continue to be supported by a range of cross-cutting themes, such as gender, capacity building, communications, and Sentinel Landscapes. Effective coordination and a sophisticated approach to monitoring and evaluation across the program ensure project-level results are leveraged across the portfolio to contribute to System-wide objectives.

1. FTA Intermediate Development Outcomes, links to SLO and expected Sustainable Development Goals

The current situation and trajectories associated with the four CGIAR SLOs can be summarized in figure 1. Human kind has made significant progress regarding SLO 1,2 and 3. Overall food production has increased, hunger has been reduced and nutrition quality improved thanks in part to CGIAR research. Admittedly, this is not enough and there are still too many poor and hungry people but progress has been made. Unfortunately most of this progress has been achieved at the expense of natural resources (forests, grasslands, fisheries, land degradation, etc.). We do not regard continuation of this trajectory as either tenable or necessary, as it threatens the basis on which future food production and environmental service depend.

![Redirecting development pathways towards environmental integrity](image-url)

*Figure 1. Progress towards SLOs*

Our overarching goal is therefore to conduct research that will enable continued improvement in agricultural and forest production while enhancing, rather than degrading, the resource base shifting the trajectory toward the upper-right corner of figure 1, to avoid a "doomsday scenario" where production and environmental integrity collapse. We expect to make a critical contribution to SLO4 that adds a sustainability dimension to progress in the other three SLOs. We will also contribute to the achievement of several of the (still tentative)
SDG post-2015. These contributions will be achieved through the following seven intermediate development outcomes (IDOs):

1. Policies and practices supporting sustainable and equitable management of forests and trees adopted by conservation and development organizations, national governments and international bodies and the private sector.

2. Local institutions strengthened, and collective action enhanced for improved forest and tree management in landscapes.

The IDOs 1 and 2, are important in their own right and also means to the achievement of the remaining IDOs. As such they concern all SLOs and are directly aligned with the proposed SDG 10 (Good Governance and Effective Institutions)

3. Greater gender equity and women empowerment in decision-making and control over forest, tree and agroforestry resource use, leads to improved management and benefits sharing. All SLOs; SDG 2 (Empower Girls and Women and Achieve Gender Equity)

4. Income from goods and services derived from forestry and agroforestry systems enhanced. SLO 1; SDG 1 (End Poverty)

5. Production and availability of foods, fuel and other products from forestry and agroforestry systems increased. SLO 2 and SLO 3; SDG 5 (Ensure Food Security and Good Nutrition) and SDG 8 (Create Jobs, Sustainable Livelihoods and Equitable Growth)

6. Adaptive capacity to manage forestry, agroforestry systems and resilience to variability, shocks and longer term changes of rural communities enhanced. SLO 4; SDG 9 (Manage Natural Resource Assets Sustainably) and SDG 11 (Ensure Stable and Peaceful Societies)

7. Biodiversity and ecosystem services (including carbon sequestration) from forests, trees and agroforestry resources conserved or improved in key target countries. SLO 4; SDG 9 (Manage Natural Resource Assets Sustainably)

These IDOs will be complemented by a set of quantitative and qualitative targets being developed within the FTA in coordination with other CRPs (e.g. WLE, CCAFS) in regards to the various metrics to be used and their inter-operability to allow consolidation across several CRPs. Some examples of possible targets are illustrated below:

- **IDO: Production and availability of foods, fuel and other products from forests, trees and agroforestry systems increased (SLO2, SLO3)**
  - **Specific CRP targets (within 12 years):**
    - Enhanced management options for FTA based products generating production and collection benefits for at least 2 million producers and traders and their families;
    - At least 1.5 million producers or forest users benefiting from increased conservation efforts related to tree diversity;
    - Enhanced production and management technologies raising tree, land and labor productivity of target groups by at least 30%
• **IDO**: Income from goods and services derived from FTA systems enhanced. SLO 1;
  - **Specific CRP targets (within 12 years):**
    - At least 30% increase in incomes from forest and agroforestry products for target households (ca. 300,000 in 5 countries of dry Africa)
    - Increased revenue from rewards for conservation and provision of environmental services for 100,000 households in South-East Asia
    - Access and benefit sharing along 3 to 5 important tree-based products value-chains sustained and more equitably distributed among women and men.

2. **A general Theory of Change (ToC) for FTA**

Our general ToC¹ is based upon (a) generating good science to (b) inform and facilitate four interconnected research-to-action uptake streams (policy influence, market development, technology advances, institutional innovations), (c) underpinned by agenda setting, embedding research in uptake streams, priority capacity development and strategic communications, contributing to (d) progress towards FTA IDOs and to (e) the four SLOs. This ToC does not reflect a simple linear transition. Non-linearities, feedback loops, synergies and trade-offs will be the norm, requiring adaptive management, and active engagement with research and boundary partners to achieve our objectives.

FTA research contributes to change through a range of interactive processes. Knowledge creation is at the core of our work but we recognize that we cannot limit our work only to producing excellent research. Our research-to-action pathways involve multiple partnerships, networks and engagement with stakeholders ranging from small-scale resource managers through to national policy makers, private sector actors and international organizations. There are four primary, interlinked uptake streams through which research leads to change, and by which FTA contributes to achieving our IDOs.

Although the core of the ToC is about the linkages between outputs and outcomes, it is based on the generation of credible and relevant science. High quality science can be defined by its salience, legitimacy and credibility (as illustrated below). Salience is enhanced when research is focused on priorities, which fit into an impact pathway that is agreed upon by key stakeholders. Such stakeholders are involved through partnerships that legitimize the role of FTA in the research to development process and that help to realize the IDOs and SLOs. Credibility of the research is characterized by the use of appropriate data, collected and analyzed by the best methods, with emphasis on comparative analyses and generalizable results and recommendations. Results will be published in open access, peer-reviewed publications and transformed into media for other users/clients.

¹ The FTA outcomes model is available for viewing and download from [http://tinyurl.com/FTA-TOC-13](http://tinyurl.com/FTA-TOC-13)

The approach used to develop the outcomes model is based on the DoView visual M&E approach developed by Dr. Paul Duignan. See: [http://doview.com/outcomes-theory-simplified/](http://doview.com/outcomes-theory-simplified/)
Policy influence: The poverty-natural resources nexus is strongly influenced by the policies, instruments (and resulting practices and arrangements under which multiple interests are negotiated) of the many players involved both in and outside the sector. A key FTA strategy is to produce knowledge and share it while developing or strengthening partnerships and networks that contribute to improved policy at multiple levels (ID01). Policy influence may occur at various decision-making levels from the very local to the international. ‘Policy’ change covers the whole cycle of policy development and a wide range of instruments (strategies and plans, programmatic design and funding, regulatory frameworks and regulations, formal policies and laws). The actual pathways to change vary according to level and policy outcome, the particular context and the targeted institution. For example FTA may play a convening role to facilitate international policy discussions relating to forests and climate change mitigation. At the national level FTA may play a more supportive role, providing evidence to policy dialogues steered by national organizations for various sectors. Time scales in the policy influence pathways are difficult to predict but generally long, and much of the effort by FTA in policy influence is linked closely to the agenda-setting pathway, which helps to keep important issues on the ‘policy radar screen’.

Market development: markets and value chains for forest-based and agroforestry products are often poorly developed or non-existent, strongly biased in favor of large-scale players (e.g. timber, pulpwood, oil palm) or dominant groups (e.g. men or urban elites). Smallholders are unable to capture full or fair prices, or to procure necessary inputs (including basic management or market information). Under these conditions their livelihood options are compromised, incentives to manage agroforestry and forest resources sustainably are limited and alternative unsustainable options are used. FTA research identifies market flaws, especially those that disadvantage the poor and undermine sustainable resource management and seeks solutions to improve value chains and put in place more inclusive business models for agroforestry and forest products with special attention to gender equity issues. This pathway also relates to market improvements on the input side, notably
for germplasm, improving access to good planting material for farmers and extension services, but also responsible private companies that could help in the dissemination and uptake of the innovations.

**Technology advances:** Wild forest resource and agroforestry management has not benefitted from the same level of research and development as monoculture agriculture. There is scope for improvement in efficiency, sustainability and profitability through the development and adoption of improved and scalable technologies and practices. This covers a broad range of management options and importantly distinguishes between principles of management and specific practices that are designed to fit into specific contexts. The primary users of technology outputs in the area of germplasm and tree and forest resource management (and broader NRM) are extension systems in agriculture and forestry ministries, development and conservation organizations and private sector firms (for technologies or components of technologies with commercial potential such as improved fruit germplasm). In FTA we link the development of technology options with advances in delivery mechanisms (markets and extension), capacity development (collaborative research, learning tools and training), and the enabling environment (locally implemented policy and institutions), values local knowledge and addresses fine scale variation in context (biophysical, economic, social and cultural).

**Institutional innovations:** Rights and access to natural resources are often unclear and contested, which affects whether and how resources are used and managed. Many smallholder producers of tree and agroforestry products effectively compete against one another in systems that unfairly advantage downstream intermediaries in the value chain who have stronger bargaining positions in a way that perpetuates poverty and undermines efforts to achieve sustainable resource management. Developing principles and functional institutional models for forest and landscape management that favor collective action among multiple users and interests, including disadvantaged groups (e.g. women) is critical to improved resource management and more equitable livelihood and environmental benefits. Strong local collective action institutions can improve the bargaining positions of small-scale producers and provide a platform for improved management and marketing. Examples of important institutional innovations in FTA include property rights arrangements, community participation in forest and natural resource management, mechanisms for recognizing and rewarding environmental services from natural resource management, platforms for managing conflicts and negotiating decisions over land use, and sellers’ cooperatives.

These four uptake streams require precursors and supporting processes:

**Research processes:** Our research to action pathway recognizes that not all FTA outputs (research tools, methods, databases) have an immediate use by a development or private sector organization. Some of those outputs may still contribute to quick outcomes, e.g. adoption of monitoring methods by national research organizations for a REDD program. However, most will have slower, more complex routes to outcomes due to the time required to produce the results, and then find traction in one of the other research to action pathways at the country level. This FTA research to action pathway is however crucial because improved research methods applied in many countries have the potential to generate outcomes at significant scale and over long periods.

**Agenda setting:** As an international science-based coalition, FTA has the credibility and the legitimacy to influence research and policy agendas. This might mean simply raising the profile of an issue that is important to the poor or to the environment but that has been overlooked. In other cases science must challenge conventions, revisit old hypotheses and shift the nature of debates. Succeeding in this area means shining a light on neglected issues, contributing to the discourse and attracting new and additional resources and partners to solving problems. By identifying and conceptualizing key research problems, developing methodologies, training and networking, FTA works to multiply the scientific effort focused on key problems. By raising issues and providing science-based information, FTA work influences the dialogue and the policy agenda with partners using networks and other communication strategies to bring forth the required concerted effort.
Embedding research in uptake streams: Communication is relevant in all uptake pathways. It is critical at the stage of problem identification to ensure that stakeholder ideas and concerns are incorporated, to ensure the salience and the legitimacy of the research. Engagement and partnership with stakeholders also promotes co-generation of knowledge and direct action. Early communication of research methods is vital in seeking greater use by national research organizations. Developing an appropriate communication strategy is essential in helping to set agendas and to have policy influence, under the many contexts in which FTA engages in global and national debates. A different set of communication tools is needed to help support the dissemination of information on technology and institutional innovations.

Capacity development: Capacity development is both a valued outcome in its own right and a means for achieving other outcomes and impacts over the long term. There are few if any circumstances in which outcomes and impacts could be achieved at scale without greater strengthening of capacity of the many actors involved whether that be for research partners, grass-root organization, development organizations or policy makers. Most of the sites/countries where FTA will operate have a significant capacity gap: too few trained field foresters and agroforestry specialists; multidisciplinary expertise, spanning the biophysical, social, economic and political sciences, is rare. Increased awareness of the global importance of forest and natural resource issues presents an opportunity to develop a new generation of professionals able to address the breadth of challenges and opportunities that forests, trees and agroforestry provide. We recognize the need for more sophisticated multi- and transdisciplinary expertise, increased numbers of trained people within and across disciplines and more capable institutions.

Gender: Gender (or gender-relevant) research is embedded in each Flagship, with guidance and training by gender specialists. Gender analysis generates an understanding of key institutional, cultural and attitudinal contexts that entrench inequity and squander opportunities to improve women’s lives, an essential element to achieve sustainability and our IDOs. This work is supported by our cross-cutting ‘Gender’ theme that provides the support processes, tools and approaches needed to improve the quality and volume of gender-responsive research in FTA, providing a road map for scientists, their managers and partners and a more systematic approach to designing and implementing gender-responsive research.

FTA ‘Sentinel Landscapes’ initiative is developing a linked network of sites where FTA and partners generate comparable results and identify long term patterns based on a standardized set of research instruments. This provides a framework for greater cohesion, interdependence and alignment of the operational plans across the entire FTA research portfolio, with the SRF and the development needs of partners in landscapes. One of the intended outcomes is a network of sites for long-term co-located socio-ecological research sites to assess the impact of management and use of forests, agroforestry and tree genetic resources on livelihood outcomes. While focusing on developing and implementing methodologies to derive key indicators important to FTA themes the sentinel landscapes will also provide key monitoring and evaluation data sets for FTA. Sentinel landscapes also provide excellent locations to foster capacity development and dialogue among stakeholders and to test models, thus facilitating consensus on contentious issues such as the sustainable use of a disputed natural resource.
3. Detailed Impact Pathways for the five CRP FTA themes/flagships

The general ToC underpins Theme/flagship-level impact pathways detailed below. All flagships make use of multiple research to action uptake streams in order to achieve intended outcomes and policy influence is important in all of them. This section reflects our current state of thinking for the continuation of FTA but will continue to evolve to accommodate learning-by-doing, feedback loops, societal demands and actual resources. As such the presented impact pathways remain valid but might change in their actual details while the general ToC will likely stay stable. All flagship impact pathways are available at http://tinyurl.com/FTA-TOC-13.

Theme/Flagship 1: Enhancing the contribution of forests, trees and agroforestry to production and incomes of forest dependent communities and smallholders

Flagship 1 delivers eight key outputs (see figure below) related to tree germplasm improvement and access, tree and forest management options, value chain innovations, extension methods and policy options. These feed through various research to action uptake streams, but particularly policy influence, market development and technology advances. These produce outcomes such as improved markets for tree products and adoption of forest and tree management practices for improved productivity from trees, crops and livestock.

Although global, there is a particular focus in Flagship 1 on sub-Saharan Africa, where trees and forest resources play vital roles in crop and livestock production systems. Tree management options for enhancing soil fertility and cereal crop production are prioritized for the semi-arid and sub-humid regions of west, east and southern Africa. Agroforestry tree crop systems (e.g. rubber, coffee, cocoa) are also a priority of the flagship and this research is taking place in the humid tropics in Asia, Africa, Latin and Meso America. Fodder tree options are prioritized in emerging smallholder dairy systems in east Africa and southern Africa (e.g. in Kenya and Uganda).
Management options for enhancing productivity and income from tree products themselves (e.g. timber, non-timber products, and services) are being explored in a range of conditions in all three continents.

**Flagship 2: Managing and conserving forest and tree resources for today’s and tomorrow’s needs**

Flagship 2 research aims to improve: a) the conservation, availability and sustainable use of forest and tree resources, including priority tree genetic resources, across the forest to farm gradient; b) the management of forests and woodlands for multiple products and services, including food; and c) the restoration of diverse forest ecosystems on degraded lands. Research with partners focuses on understanding the response of trees and other forest resources to harvesting, climate change and other threats; developing strategies to address those threats (including tools for tracking timber); evaluating and promoting approaches for resolving conflicts over rights to and benefits from forest and woodland resources and incentives and policies to favor better management (e.g. certification); and determining how to sustainably restore diverse forest ecosystems for increased and equitable benefits to women and men. We prioritize tree species and populations, forests and woodlands of value to people, concentrating on the FTA Sentinel Landscapes.

We promote co-created knowledge, indicators, tools, methods, practices and policy options through appropriate packaging and dialogues about guidelines, standards, management arrangements and policies with partners at multiple levels. Target adopters include forest and woodland managers from smallholders to concessionaires; government agencies responsible for forest and woodland management; conservation, development and advocacy organizations; industry; and certifying bodies and multilateral fora that determine the standards for timber production and trade. We produce educational materials and provide capacity building through fellowships, training courses and collaboration with universities.

Improved management for multiple resources and more equitable benefit sharing from production forests and woodlands contributes to improved livelihoods for local people, notably women, who are often involved in collecting and processing fuelwood and non-timber products, as well as enhancing both biodiversity conservation and environmental services. Along with restoration of degraded lands and the adoption of improved conservation practices across the forest to farm gradient these will lead to an increased availability of tree resources and services for current and future generations, and their sustainable use will improve the well-being of people living in areas of high poverty.

**Flagship 3: Co-management of forests, agroforestry and trees in multifunctional and dynamic landscapes**

Flagship 3 conducts research to increase understanding of patterns and drivers of tree cover transitions and other land use change, quantification of the livelihood and environmental consequences of land use and its change, policy options to sustain and maximize environmental and social benefits from multifunctional landscapes, institutional innovations for managing multifunctional landscapes and the strengthening of learning processes to enhance negotiated decision making in landscapes. All of these outputs help to support decision-making processes in and about landscapes with a view to recognizing all of the benefits derived from trees and natural resources at a landscape level. Immediate outcomes would be improved decision making processes, which are evidence based and inclusive, supported by research and development organizations who embrace learning approaches while interacting with communities; local land managers and policy makers are trained in the use of tools and data to help make decisions on landscape management and that policy options are considered in discussions by policy makers at local and national levels.

A specific function of forests, trees and agroforestry at landscape level is the contribution to food security, dietary diversity and nutrition (provisioning services). Complementing analysis and technology development at farm level in Flagship 1, the landscape food security and nutrition focus is using the various stages of forest (tree
cover) transition as its starting point for understanding the consequences for achieving food security through quantity (calories) and quality (dietary diversity and adequate nutrition) and the possible interventions.

If successful, these immediate outcomes lead to observed changes in the areas of more empowered local decision making using inclusive negotiated and evidence based processes, increased adoption of institutional innovations that strengthen management of multifunctional landscapes and improved policies for recognizing multiple benefits from agricultural and forest landscapes. These in turn lead to better coordination in the management of landscapes with reduced conflict and subsequently contributing to the CRP-FTA IDOs in ways that aim to accentuate synergies and minimize tradeoffs between IDOs as described in Figure 1.

Flagship 4: Climate change adaptation and mitigation

Flagship 4 aims to reduce emissions of greenhouse gases and augment carbon stocks through better management of forest- and tree-based sources while increasing local and societal resilience through forest-, agroforestry- and tree-based adaptation measures. The research and related activities focus on: harnessing forest, trees and agroforestry for climate change mitigation; enhancing climate change adaptation through forests, trees and agroforestry; and engagement and training activities to build knowledge and capacity on the role of forest-sector and related markets, trade and investment on climate.

The emphasis of research in this Flagship is on climate change mitigation action, exemplified in our research on forestry sector policy and governance such as REDD+ (Reduced Emissions from Deforestation and Forest Degradation and Enhancing Carbon Stocks), and adaptation to climate change, across all continents. Two aspects are important: Successful forest resource conservation and climate change mitigation policies need to be landscape based to address the many key drivers of deforestation and forest degradation that are rooted outside the forestry sector, avoid spillover/leakage of problems and underpin efforts towards low-carbon-sequestration ‘green’ development. The study of REDD+ governance at multiple levels, of innovative, reliable monitoring and verification of carbon and non-carbon benefits, and of benefit sharing mechanisms offers valuable lessons for effective, efficient and equitable policies in that regard. And to the extent that mitigation and adaptation go hand in hand, we are emphasizing a research agenda that integrates mitigation and adaptation by looking at trade-offs and synergies between these two objectives which are often pursued by different actors and agendas.

Through research collaboration and networks, and well-targeted communications efforts, the work will inform and influence NGOs and civil society organizations, national and international policy makers, as well as funders, proponents and implementers of various conservation and development projects (e.g. REDD+ / Bio-Carbon practitioners; PES projects). The aim is to improve the enabling environment through scientifically informed policy and practice that will lead to improved resource management and poverty reduction.

Flagship 5: Enhancing the contribution and reducing the negative impacts of globalized trade and investment

Flagship 5 research aims to enhance the positive contribution and reduce the negative impacts of globalized trade and investment on forests and people’s livelihoods linked to food, fiber and energy supply. This through supporting innovative approaches to corporate governance, alternative financing mechanisms, and improved investment and business models that articulate more effectively the efforts from public and private sector, as well as multi-stakeholder processes, at different levels, to achieve more inclusive and sustainable forestry and agricultural development in the context of broader landscape management. This involves improved consideration among key decision makers, in consumer and producer countries, of the contribution and impacts of trade and investment, more informed corporate actors on the likely options for improving responsible investment and advancing sustainability in commodity supply chains, and improved understanding of the
limitations and potentials from adopting diverse sustainability standards and policies promoted by multi-stakeholder initiatives, financial institutions, and national governments in consumer and producer countries.

The research activities focus on assessing, on the one side, the ways through which investments aimed at expanding the supply of timber and agricultural commodities to the global markets (e.g. oil palm, soybean, beef) place pressures on forests and affect people’s livelihoods, and the nature of their social and environmental impacts and trade-offs. On the other side, it looks at the effectiveness and shortcomings of existing policy and legal frameworks to promote more sustainable forestry and agricultural development. What is more important, however, it assesses the potential of current corporate actor’s efforts, emerging public-private arrangements, market regulations adopted in consumer markets (e.g. FLEGT, Lacey Act, EU-RED) and multi-stakeholder initiatives (e.g. FSC, RSPO), to manage the impacts from large-scale investments and globalized markets.

4. Estimated financing needs

Based on the actual implementation for 2 years and the prevision till the end of phase 1 (2011-2014) we expect to achieve at least 100% of the approved budget (232 million USD). This approved budget for the first phase was based on a “business as usual” scenario and not on the “what it takes” to really achieve the expected targets and impacts. Taking this into account, our actual fundraising for 2012-2013, actual expenditures for 2011-2012 and the estimates of the what it takes scenario developed in 2011, we estimate our financial needs (all windows and bilateral) at about 1 billion USD for the following phases (9 years in 3 phases).

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Estimated financing needs in USD millions
(Values will change as the actual program of work and budget are developed)

The overall program is coordinated by a small Management Support Unit (MSU) keeping structural costs to a minimum and assisted by the Monitoring, Evaluation and Impact Assessment (MEIA) team. The multi-center MEIA team works with international experts in outcomes theory, mapping, and evaluation to identify indicators, track progress and aggregate results of over 120 active research grants focused on different aspects of the FTA research program in support of the CGIAR System Level Outcomes. Gender, capacity building and communication mainstreaming are the task of cross-cutting support teams that help achieve the mainstreaming of the issues in our overall portfolio of activity through providing support, methods and training for scientists and partners. The budgets presented in the respective lines do not therefore reflect directly our total effort and financial allocation to these themes in the flagships.