



INITIATIVE ON
Rethinking
Food Markets



Plan of results and budget 2024

CGIAR Initiative on Rethinking Food Markets



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Purpose

CGIAR has adopted the principle of adaptive management as a strategy which includes a re-planning process that recognizes that planning is an iterative process and plans need to be flexible enough to be adapted, incorporating the knowledge and learning gained from the reflect process into decision-making, allowing for changes to plans to achieve the expected results.

This document provides the 2024 refocused Plans of Results and Budget (PORB) for the Rethinking Food Markets initiative following the re-planning process that took place in February to June 2024. This updated 2024 PORB has considered the reflected changes for the 2024 budgets, implementation timelines and results to ensure the Initiative success.

Rethinking Food Markets | Consolidated

Work Packages (WP)/Results	Type	2024					
		Implementation Timeline				Budget	
		Q1	Q2	Q3	Q4	(%)	\$
Total Initiative							
Cross Cutting		X	X	X	X	5%	392,216
Work Package 1: Making globally integrated value chains inclusive, efficient, and environmentally sustainable		X	X	X	X	28%	2,208,116
Work Package 2: Innovation for inclusive and sustainable growth of domestic food value chains		X	X	X	X	18%	1,393,559
Work Package 3: Innovations and policy design for development for cross-value chain services to leverage new employment and income opportunities		X	X	X	X	19%	1,490,338
Work Package 4: Knowledge tools for policy coherence and market reform for inclusive and sustainable food market transformation		X	X	X	X	20%	1,541,148
Innovation packages & Scaling Readiness		X	X	X	X	9%	722,900
Total		X	X	X	X	99%	7,748,277
Cross Cutting							
MELIA studies	Cross Cutting	X	X	X	X	0%	-
Overall management of Initiative	Cross Cutting	X	X	X	X	100%	392,216
EOI 1. Farmers and workers in agrifood sectors benefited from innovations on vertical coordination, inclusive value chain contracting, export product quality and sustainability certification	EOI	X	X	X	X	0%	-
EOI 2. The piloted innovations in domestic market value chains benefited income, employment, farmers, workers and agrifood enterprises	EOI	X	X	X	X	0%	-
EOI 3. Digital logistics and financial services benefited workers in agrifood micro, small and medium enterprises	EOI	X	X	X	X	0%	-
EOI 4. Improved policies and scaling preparedness benefited smallholder farms and agrifood small and medium enterprises	EOI	X	X	X	X	0%	-
Subtotal		X	X	X	X	100%	392,216

Work Packages (WP)/Results	Type	2024					
		Implementation Timeline				Budget	
		Q1	Q2	Q3	Q4	(%)	\$
Work Package 1: Making globally integrated value chains inclusive, efficient, and environmentally sustainable							
WP1.1.1 - Export product quality and sustainability certification made available	OUTPUT	X	X	X	X	33%	728,678
WP1.2.1 - Improved vertical coordination, logistics and inclusive value chain contracting made available	OUTPUT	X	X	X	X	33%	728,678
WP1.2.2. Knowledge and insights about digital innovations made available	OUTPUT	X	X	X	X	34%	750,759
WP1.1. Smallholders and agrifood small and medium size enterprises benefited from innovative export product quality and sustainability certification	OUTCOME			X	X	0%	-
WP1.2. Innovations for vertical coordination and inclusive value chain contracting uptake	OUTCOME			X	X	0%	-
Subtotal		X	X	X	X	100%	2,208,116
Work Package 2: Innovation for inclusive and sustainable growth of domestic food value chains							
WP2.1.1 - Effective design of inclusive business models, improved logistics, and/or value chain contracting made available	OUTPUT	X	X	X	X	36%	495,706
WP2.1.2. Bundled innovations and policy support for scaling	OUTPUT	X	X	X	X	36%	495,706
WP2.2.1. Product quality upgrading and food standard certification made available	OUTPUT	X	X	X	X	29%	402,148
WP2.1. Inclusive business models adopted by smallholder farms and agrifood small and medium enterprises	OUTCOME			X	X	0%	-
WP2.2. Product upgrading and food standard certification benefited smallholder farms and agrifood small and medium enterprises	OUTCOME			X	X	0%	-
Subtotal		X	X	X	X	100%	1,393,559

Work Packages (WP)/Results		2024					
		Type	Implementation Timeline				Budget
Q1	Q2		Q3	Q4	(%)	\$	
Work Package 3: Innovations and policy design for development for cross-value chain services to leverage new employment and income opportunities							
WP 3.1.1. Innovations in logistics services increased employment and income	OUTPUT	X	X	X	X	33%	491,812
WP 3.1.2. Policies for logistics created opportunities in value chains	OUTPUT	X	X	X	X	33%	491,812
WP 3.2.1. Decision tool for policy makers and project implementers	OUTPUT	X	X	X	X	34%	506,715
WP 3.1. Uptake in logistics guidelines made available for policy and investment decisions to scaling	OUTCOME			X	X	0%	-
WP 3.2. Uptake of digital finance	OUTCOME			X	X	0%	-
Subtotal		X	X	X	X	100%	1,490,338
Work Package 4: Knowledge tools for policy coherence and market reform for inclusive and sustainable food market transformation							
WP 4.1.1. KISM web-based platform established	OUTPUT				X	28%	437,953
WP 4.1.2. Research syntheses and guidelines prepared and shared	OUTPUT	X	X	X	X	25%	385,287
WP 4.2.1. Agrifood market database and policy modeling framework for scaled interventions established	OUTPUT	X	X	X		23%	358,954
WP 4.2.2. Country and global assessments of scalability, impacts and trade-offs of value chain innovations	OUTPUT		X	X	X	23%	358,954
WP 4.1. Evidence on benefits of bundles of value chain innovations and the required policy support for scaling	OUTCOME				X	0%	-
WP 4.2. Farmers, agri-food small and medium enterprises and government stakeholders able to assess the potential for and trade-offs of scaling innovations	OUTCOME				X	0%	-
Subtotal		X	X	X	X	100%	1,541,148

Work Packages (WP)/Results	Type	2024					
		Implementation Timeline				Budget	
		Q1	Q2	Q3	Q4	(%)	\$
Innovation packages & Scaling Readiness							
Scaling Strategies (5)	IPSR	X	X	X	X	33%	238,557
Innovation Packages (7)	IPSR	X	X	X	X	33%	238,557
Innovation Profiles (19)	IPSR	X	X	X	X	34%	245,786
Subtotal		X	X	X	X	100%	722,900

Rethinking Food Markets | International Institute of Tropical Agriculture

Work Packages (WP)/Results	Type	2024					
		Implementation Timeline				Budget	
		Q1	Q2	Q3	Q4	(%)	\$
Cross Cutting							
Overall management of Initiative	Cross Cutting	X	X	X	X	100%	1,042
Subtotal		X	X	X	X	100%	1,042
Work Package 2: Innovation for inclusive and sustainable growth of domestic food value chains							
WP2.1.1 - Effective design of inclusive business models, improved logistics, and/or value chain contracting made available	OUTPUT	X	X	X	X	50%	105,386
WP2.1.2. Bundled innovations and policy support for scaling	OUTPUT	X	X	X	X	50%	105,386
WP2.1. Inclusive business models adopted by smallholder farms and agrifood small and medium enterprises	OUTCOME				X	0%	-
WP2.2. Product upgrading and food standard certification benefited smallholder farms and agrifood small and medium enterprises	OUTCOME				X	0%	-
Subtotal		X	X	X	X	100%	210,771

Rethinking Food Markets | International Center for Tropical Agriculture

Work Packages (WP)/Results	Type	2024					
		Implementation Timeline				Budget	
		Q1	Q2	Q3	Q4	(%)	\$
Cross Cutting							
MELIA studies	Cross Cutting					0%	-
Overall management of Initiative	Cross Cutting	X	X	X	X	100%	50,139
EOI 1. Farmers and workers in agrifood sectors benefited from innovations on vertical coordination, inclusive value chain contracting, export product quality and sustainability certification	EOI	X	X	X	X	0%	-
EOI 2. The piloted innovations in domestic market value chains benefited income, employment, farmers, workers and agrifood enterprises	EOI	X	X	X	X	0%	-
EOI 3. Digital logistics and financial services benefited workers in agrifood micro, small and medium enterprises	EOI	X	X	X	X	0%	-
EOI 4. Improved policies and scaling preparedness benefited smallholder farms and agrifood small and medium enterprises	EOI	X	X	X	X	0%	-
Subtotal		X	X	X	X	100%	50,139
Work Package 1: Making globally integrated value chains inclusive, efficient, and environmentally sustainable							
WP1.1.1 - Export product quality and sustainability certification made available	OUTPUT	X	X	X	X	33%	228,658
WP1.2.1 - Improved vertical coordination, logistics and inclusive value chain contracting made available	OUTPUT	X	X	X	X	33%	228,658
WP1.2.2. Knowledge and insights about digital innovations made available	OUTPUT	X	X	X	X	34%	235,587
WP1.1. Smallholders and agrifood small and medium size enterprises benefited from innovative export product quality and sustainability certification	OUTCOME			X	X	0%	-
WP1.2. Innovations for vertical coordination and inclusive value chain contracting uptake	OUTCOME			X	X	0%	-
Subtotal		X	X	X	X	100%	692,902

Work Packages (WP)/Results	Type	2024					
		Implementation Timeline				Budget	
		Q1	Q2	Q3	Q4	(%)	\$
Work Package 2: Innovation for inclusive and sustainable growth of domestic food value chains							
WP2.1.1 - Effective design of inclusive business models, improved logistics, and/or value chain contracting made available	OUTPUT	X	X	X	X	33%	80,816
WP2.1.2. Bundled innovations and policy support for scaling	OUTPUT	X	X	X	X	33%	80,816
WP2.2.1. Product quality upgrading and food standard certification made available	OUTPUT	X	X	X	X	34%	83,265
WP2.1. Inclusive business models adopted by smallholder farms and agrifood small and medium enterprises	OUTCOME			X	X	0%	-
WP2.2. Product upgrading and food standard certification benefited smallholder farms and agrifood small and medium enterprises	OUTCOME			X	X	0%	-
Subtotal		X	X	X	X	100%	244,897
Work Package 3: Innovations and policy design for development for cross-value chain services to leverage new employment and income opportunities							
WP 3.1.1. Innovations in logistics services increased employment and income	OUTPUT	X	X	X	X	33%	52,695
WP 3.1.2. Policies for logistics created opportunities in value chains	OUTPUT	X	X	X	X	33%	52,695
WP 3.2.1. Decision tool for policy makers and project implementers	OUTPUT	X	X	X	X	34%	54,292
WP 3.1. Uptake in logistics guidelines made available for policy and investment decisions to scaling	OUTCOME			X	X	0%	-
WP 3.2. Uptake of digital finance	OUTCOME			X	X	0%	-
Subtotal		X	X	X	X	100%	159,683

Work Packages (WP)/Results	Type	2024					
		Implementation Timeline				Budget	
		Q1	Q2	Q3	Q4	(%)	\$
Work Package 4: Knowledge tools for policy coherence and market reform for inclusive and sustainable food market transformation							
WP 4.1.1. KISM web-based platform established	OUTPUT				X	75%	53,443
WP 4.1.2. Research syntheses and guidelines prepared and shared	OUTPUT	X	X	X	X	25%	17,814
WP 4.1. Evidence on benefits of bundles of value chain innovations and the required policy support for scaling	OUTCOME				X	0%	-
WP 4.2. Farmers, agri-food small and medium enterprises and government stakeholders able to assess the potential for and trade-offs of scaling innovations	OUTCOME				X	0%	-
Subtotal		X	X	X	X	100%	71,257

Rethinking Food Markets | International Maize and Wheat Improvement Center

Work Packages (WP)/Results	Type	2024					
		Implementation Timeline				Budget	
		Q1	Q2	Q3	Q4	(%)	\$
Cross Cutting							
Overall management of Initiative	Cross Cutting	X	X	X	X	100%	43,087
Subtotal		X	X	X	X	100%	43,087
Work Package 2: Innovation for inclusive and sustainable growth of domestic food value chains							
WP2.1.1 - Effective design of inclusive business models, improved logistics, and/or value chain contracting made available	OUTPUT	X	X	X	X	33%	131,534
WP2.1.2. Bundled innovations and policy support for scaling	OUTPUT	X	X	X	X	33%	131,534
WP2.2.1. Product quality upgrading and food standard certification made available	OUTPUT	X	X	X	X	34%	135,520
WP2.1. Inclusive business models adopted by smallholder farms and agrifood small and medium enterprises	OUTCOME			X	X	0%	-
WP2.2. Product upgrading and food standard certification benefited smallholder farms and agrifood small and medium enterprises	OUTCOME			X	X	0%	-
Subtotal		X	X	X	X	100%	398,588
Work Package 4: Knowledge tools for policy coherence and market reform for inclusive and sustainable food market transformation							
WP 4.1.1. KISM web-based platform established	OUTPUT				X	75%	25,556
WP 4.1.2. Research syntheses and guidelines prepared and shared	OUTPUT	X	X	X	X	25%	8,519
WP 4.1. Evidence on benefits of bundles of value chain innovations and the required policy support for scaling	OUTCOME				X	0%	-
WP 4.2. Farmers, agri-food small and medium enterprises and government stakeholders able to assess the potential for and trade-offs of scaling innovations	OUTCOME				X	0%	-
Subtotal		X	X	X	X	100%	34,074

Rethinking Food Markets | International Food Policy Research Institute

Work Packages (WP)/Results	Type	2024					
		Implementation Timeline				Budget	
		Q1	Q2	Q3	Q4	(%)	\$
Cross Cutting							
Overall management of Initiative	Cross Cutting	X	X	X	X	100%	293,698
Subtotal		X	X	X	X	100%	293,698
Work Package 1: Making globally integrated value chains inclusive, efficient, and environmentally sustainable							
WP1.1.1 - Export product quality and sustainability certification made available	OUTPUT	X	X	X	X	33%	324,402
WP1.2.1 - Improved vertical coordination, logistics and inclusive value chain contracting made available	OUTPUT	X	X	X	X	33%	324,402
WP1.2.2. Knowledge and insights about digital innovations made available	OUTPUT	X	X	X	X	34%	334,232
WP1.1. Smallholders and agrifood small and medium size enterprises benefited from innovative export product quality and sustainability certification	OUTCOME				X	0%	-
WP1.2. Innovations for vertical coordination and inclusive value chain contracting uptake	OUTCOME				X	0%	-
Subtotal		X	X	X	X	100%	983,036
Work Package 2: Innovation for inclusive and sustainable growth of domestic food value chains							
WP2.1.1 - Effective design of inclusive business models, improved logistics, and/or value chain contracting made available	OUTPUT	X	X	X	X	33%	177,970
WP2.1.2. Bundled innovations and policy support for scaling	OUTPUT	X	X	X	X	33%	177,970
WP2.2.1. Product quality upgrading and food standard certification made available	OUTPUT	X	X	X	X	34%	183,363
WP2.1. Inclusive business models adopted by smallholder farms and agrifood small and medium enterprises	OUTCOME			X	X	0%	-
WP2.2. Product upgrading and food standard certification benefited smallholder farms and agrifood small and medium enterprises	OUTCOME			X	X	0%	-
Subtotal		X	X	X	X	100%	539,303

Work Packages (WP)/Results		2024						
		Implementation Timeline				Budget		
	Type	Q1	Q2	Q3	Q4	(%)	\$	
Work Package 3: Innovations and policy design for development for cross-value chain services to leverage new employment and income opportunities								
WP 3.1.1. Innovations in logistics services increased employment and income	OUTPUT	X	X	X	X	33%	439,116	
WP 3.1.2. Policies for logistics created opportunities in value chains	OUTPUT	X	X	X	X	33%	439,116	
WP 3.2.1. Decision tool for policy makers and project implementers	OUTPUT	X	X	X	X	34%	452,423	
WP 3.1. Uptake in logistics guidelines made available for policy and investment decisions to scaling	OUTCOME			X	X	0%	-	
WP 3.2. Uptake of digital finance	OUTCOME			X	X	0%	-	
Subtotal		X	X	X	X	100%	1,330,655	
Work Package 4: Knowledge tools for policy coherence and market reform for inclusive and sustainable food market transformation								
WP 4.1.1. KISM web-based platform established	OUTPUT				X	25%	358,954	
WP 4.1.2. Research syntheses and guidelines prepared and shared	OUTPUT	X	X	X	X	25%	358,954	
WP 4.2.1. Agrifood market database and policy modeling framework for scaled interventions established	OUTPUT	X	X	X		25%	358,954	
WP 4.2.2. Country and global assessments of scalability, impacts and trade-offs of value chain innovations	OUTPUT		X	X	X	25%	358,954	
WP 4.1. Evidence on benefits of bundles of value chain innovations and the required policy support for scaling	OUTCOME				X	0%	-	
WP 4.2. Farmers, agri-food small and medium enterprises and government stakeholders able to assess the potential for and trade-offs of scaling innovations	OUTCOME				X	0%	-	
Subtotal		X	X	X	X	100%	1,435,817	

Work Packages (WP)/Results	Type	2024					
		Implementation Timeline				Budget	
		Q1	Q2	Q3	Q4	(%)	\$
Innovation packages & Scaling Readiness							
Scaling Strategies (5)	IPSR	X	X	X	X	33%	60,288
Innovation Packages (7)	IPSR	X	X	X	X	33%	60,288
Innovation Profiles (19)	IPSR	X	X	X	X	34%	62,115
Subtotal		X	X	X	X	100%	182,690

Rethinking Food Markets | International Water Management Institute

Work Packages (WP)/Results	Type	2024					
		Implementation Timeline				Budget	
		Q1	Q2	Q3	Q4	(%)	\$
Cross Cutting							
MELIA studies	Cross Cutting	X	X	X	X	0%	-
Overall management of Initiative	Cross Cutting	X	X	X	X	100%	
Subtotal		X	X	X	X	100%	
Innovation packages & Scaling Readiness							
Scaling Strategies (5)	IPSR	X	X	X	X	33%	178,269
Innovation Packages (7)	IPSR	X	X	X	X	33%	178,269
Innovation Profiles (19)	IPSR	X	X	X	X	34%	183,671
Subtotal		X	X	X	X	100%	540,210

Rethinking Food Markets | International Center for Agricultural Research in the Dry Areas

Work Packages (WP)/Results	Type	2024					
		Implementation Timeline				Budget	
		Q1	Q2	Q3	Q4	(%)	\$
Cross Cutting							
Overall management of Initiative	Cross Cutting	X	X	X	X	100%	1,594
Subtotal		X	X	X	X	100%	1,594
Work Package 1: Making globally integrated value chains inclusive, efficient, and environmentally sustainable							
WP1.1.1 - Export product quality and sustainability certification made available	OUTPUT	X	X	X	X	33%	175,619
WP1.2.1 - Improved vertical coordination, logistics and inclusive value chain contracting made available	OUTPUT	X	X	X	X	33%	175,619
WP1.2.2. Knowledge and insights about digital innovations made available	OUTPUT	X	X	X	X	34%	180,941
WP1.1. Smallholders and agrifood small and medium size enterprises benefited from innovative export product quality and sustainability certification	OUTCOME				X	0%	-
WP1.2. Innovations for vertical coordination and inclusive value chain contracting uptake	OUTCOME				X	0%	-
Subtotal		X	X	X	X	100%	532,178



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