

IEA 2017 FINANCIAL AND ACTIVITY REPORT

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TABLE OF CONTENTS

SUMMARY OF 2017 ACTIVITIES AND HIGHLIGHTS	1
2017 ACTIVITY REPORT	2
1. Evaluations	2
Evaluation of Gender in CGIAR	2
Evaluation of Gender in CGIAR Research	2
Evaluation of Gender in CGIAR workplace	3
Evaluation of Partnerships in CGIAR	4
Evaluation of Capacity Development Activities of CGIAR	4
Evaluation of Genebanks (a CGIAR research support program)	5
Evaluation of the Independent Science and Partnership Council (ISPC)	6
Review of CGIAR Intellectual Assets Principles	6
Evaluations and reviews initiated IN 2017	7
Evaluation of Results Based Management in CGIAR (completed in 2018)	7
Review of Open Access/Data Management Policy (completed in 2018)	7
Recommendations from Cross-Cutting Evaluations: Focus, Responsibility, and Acceptance ...	8
2. Enhancing Evaluation Quality in CGIAR	9
IEA technical workshops – enhancing assessment frameworks and evaluation methods	9
Internal Review of Lessons Learned from Commissioning CGIAR Evaluations	10
Use and Usefulness of CRP Evaluations – a performance indicator of evaluations in CGIAR	10
Evaluating CGIAR: New Proposed Framework	11
Inputs into Performance Management System	12
Overview and Repository of Evaluative studies	12
Collaboration with System Entities	14
IEA FINANCIAL REPORT: 2017	15
SUMMARY TABLE OF MAIN ACTIVITIES, STATUS, AND OUTPUTS	16

SUMMARY OF 2017 ACTIVITIES AND HIGHLIGHTS

This report presents a summary of the activities and achievements of IEA for the year 2017, which marked the end of the first evaluation cycle for IEA of CGIAR activities and the approved 2014-2017 IEA rolling evaluation work plan. In 2016, IEA had finalized the evaluations of the entire CGIAR research portfolio, and commissioned a Synthesis study to capture patterns and lessons learned across the 15 CRP evaluations. Following this, IEA focused on issues beyond program and research specific topics to provide analysis and recommendations on collective issues for future action from a System-wide perspective. The 2017 evaluation schedule included cross-cutting topics (four thematic evaluations) and evaluations and reviews on CGIAR policies, institutions, and research support programs.

The evaluations and reviews assessed progress since the reform on each issue, and how implementation is supporting CGIAR's research agenda. Overall, significant progress was noted for each, however, the evaluation highlighted areas where issues have stalled or needed directed action and updates. As these are cross-cutting topics, the recommendations were addressed to several actors within the System: System Council, System Organization, System Board, as well as Centers and CRPs. For example, the Gender in Research and Gender in CGIAR workplace evaluations called for System Council to "adopt an overarching, high-level CGIAR Vision Statement on gender equity, covering both gender in research and gender at the workplace, in order to: a) enshrine the system's commitment to gender equity and b) provide an overall accountability framework on Gender." Of the 41 emerging recommendations across the seven evaluations and reviews, 13 recommendations were addressed to the System Organization; and 14 to the Center and CRP Management. This indicates the breadth of shared responsibility and collective action needed for success in the cross-cutting issues.

In 2017, IEA also conducted a self-assessment to review lessons learned of evaluating the first cycle of CRP research programs, both to have a better understanding of the influence of the CRP evaluations, as well as to improve the evaluation processes and approaches. A review of use and utility of evaluations across CRPs illustrates a significant number of changes as a result of the IEA evaluations to areas such as program strategy and priorities, quality of science and governance and management.

A summary of main highlights from 2017:

- **Finalized seven evaluations/reviews:**

- Gender in CGIAR workplace	- Independent Science and Partnership Council (ISPC)
- Gender in CGIAR Research	- Genebanks (a CGIAR research support program)
- Partnerships in CGIAR	- CGIAR Intellectual Assets Principles
- Capacity Development Activities of CGIAR	
- <i>Results Based Management in CGIAR</i>	
<i>(completed in 2018)</i>	
- **Organized technical workshop on "Development Use and Assessment of Theories Of Change (ToC) in research for development programs"**
- **Developed a concept note for a new evaluation framework and provided substantial inputs into further developing the performance management system.**

2017 ACTIVITY REPORT

The 2017 evaluation schedule and activities for IEA, approved by the System Council in November 2016, focused on components of CGIAR System that were established in the Reform and have been in place long enough to allow for its evaluability. These included evaluation of the two independent advisory bodies, IEA and ISPC, and evaluation of selected policies and functions. These evaluations were considered to be essential components of the System-wide evaluation, initially scheduled for 2018.

Below are summaries of the Evaluations finalized in 2017, mainly addressing three main cross-cutting topics through thematic evaluations; those on Capacity Development, Gender (in research and in the workplace), and Partnerships. IEA also finalized the Evaluation of Genebanks CRP, as well as the Review of Intellectual Assets Policy, also found below.

Due to System Council decision to review the role of its advisory bodies (IEA and ISPC) which started in May 2017, the Evaluation of IEA was put on hold by the System Council sub-Committee (SIMEC). In addition, IEA was requested to reduce the scope of the ISPC Evaluation, as well as postpone any activities for the System-wide Evaluation. As such, the Programme of Work and Budget (PWB) of IEA for 2017 was modified to respond to these requests.

1. EVALUATIONS

EVALUATION OF GENDER IN CGIAR

The "Evaluation of Gender in CGIAR", commissioned by IEA, is the first independent, System-wide Evaluation on this topic. It was originally conceived as a single evaluation covering both gender in research and gender at the workplace. While both contributing to the common objective of gender equity, these two dimensions relate to a distinct set of issues and actors, with different impact pathways. Therefore, the two dimensions were evaluated by different teams, using different methodologies, and the results are published in two separate volumes: "Volume I: Gender in CGIAR Research"; and "Volume II: Gender at the workplace". The two Evaluations were conducted in parallel, and findings and information were exchanged at key times during the evaluation process, which led to the formulation of a common recommendation.

EVALUATION OF GENDER IN CGIAR RESEARCH



Scope. The Evaluation of Gender in CGIAR Research is focused around four dimensions:

- Gender strategies and system level accountability;
- Gender mainstreaming in research;
- Gender research;
- Gender capacity and expertise.

This Evaluation was primarily focused on the period of the first round of CRPs (2011-16). Nevertheless, in order to better target key evaluation

recommendations, the Evaluation also took into account the new framework of the CRPII and substantial changes to the overall governance architecture of CGIAR during 2016.

Main findings and recommendations. The Evaluation found that there was significant progress towards gender equity in CGIAR since 2010, with key institutions strengthened and gender mainstreaming incorporated across all research programs, resulting in a growing body of gender research. Though much has been achieved, there is still more that CGIAR must do in order to achieve its objectives.

The Evaluation listed 11 recommendations for future action relating to clearer vision and action plan for gender equity; greater consistency in gender research; stronger systems for monitoring and evaluations of outputs and outcomes and support to gender capacity and expertise.

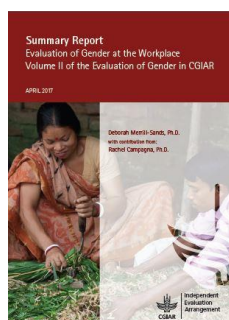
Resources

Report, Annexes and Response: <http://iea.cgiar.org/evaluating/cgiar-gender/>

Video summary of Evaluation highlights: (<https://vimeo.com/223789947>)

EVALUATION OF GENDER IN CGIAR WORKPLACE

Scope. The Evaluation of Gender at the workplace looked at profiles of, and trends in, the representation of men and women across different Centers and different roles and disciplines, drawing on a CGIAR Benchmark Survey from 2015; at human resources policies and practices; and at the organizational culture as well as decision-making structures and processes.



Main findings and recommendations. The Evaluation found that CGIAR has made a strong commitment to increasing the representation of women across all levels of the System and its Centers. The evaluation revealed that the centers have done well in establishing policies that foster gender equity although there is a significant gap between espoused values and policies and actual practice at the managerial and operational levels. While moderate progress in representation of women has been made since 2008, women remain under-represented in professional, scientific, and leadership roles in the Centers at least to a moderate extent. It also concluded that priority should be given to increasing the representation of women in groups that have the strongest bearing on the delivery of the Center's missions, which will require target-setting and proactive recruiting.

The Evaluation recommendations focused on prioritization, strategy, monitoring and management issues, offering areas of actions for improvement. The nine recommendations were addressed to CGIAR System (3 recommendations); Center management (3 recommendations); System Management Board (2 recommendations); and System Council (1 recommendation, shared with "Volume I: Gender in Research" on the need for a high-level vision statement on gender).

Resources

Report, Annexes and Response: <http://iea.cgiar.org/evaluating/cgiar-gender/>

EVALUATION OF PARTNERSHIPS IN CGIAR



This Evaluation was the first comprehensive assessment of partnerships in CGIAR and focused particularly on the extent the 2009 CGIAR reform has led to strengthening of strategic partnerships.

Scope. The Evaluation assessed the extent to which strategic partnerships in CGIAR have been strengthened and the System, including Center and CRPs, have responded to expectations of the reform. The focus was on partnerships for implementation of CGIAR's research agenda, with emphasis on external partnerships and the programmatic (Center and CRP) level. The evaluation did not assess individual Centers, CRPs or System-level entities, but considered the role that each part of the CGIAR System has played in partnerships, and the relationships between System and Center level with respect to partnerships.

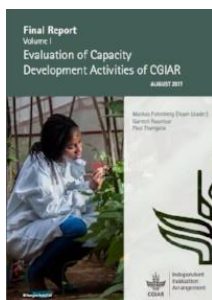
Main findings and recommendations. The Evaluation highlighted the role partnerships have historically played in CGIAR, and found that the reform has had positive effects. Main findings include evidence of more strategic relationships with an increased number of partners, illustrated by more explicit roles and clearly defined responsibilities. For private-public partnerships, the Evaluation found ambiguity in understanding the strategy and methods of engagement with the private sector, which has a role both in enhancement of science and delivery.

The Evaluation offered six recommendations focused on linking partnership strategies with research strategies, optimizing partnership models, addressing resource issues that influence partnerships and partners' roles in managing research. The Evaluation recommended that the strategic role of multi-stakeholder partnerships be explored and guidance be prepared for engaging in public-private partnerships. It was recommended that CGIAR at the System level clarifies how partnerships are expected to be funded and what are the implications of current funding trends on partnerships. The Evaluation also recommended better sharing of experiences about partnerships across CGIAR and more closely involving NARS with requisite capacity and commitment in research management.

Resources

Report, Annexes and Response: <http://iea.cgiar.org/evaluating/evaluation-of-cgiar-partnerships/>
Video summary: <https://vimeo.com/239100181>

EVALUATION OF CAPACITY DEVELOPMENT ACTIVITIES OF CGIAR



Scope. This Evaluation was the first comprehensive assessment of CGIAR's engagement in capacity development activities. It focused on Capacity Development (CD) activities from 2011-2016 targeted at individuals, organizations and institutions outside CGIAR. The evaluation purpose was to better understand the contribution CD has made, and can make in the future, to reaching CGIAR's aims and help CGIAR Centers, CRPs and the CGIAR system improve relevance, comparative advantage, and effectiveness of their CD activities and sustainability of results.

Main findings and recommendations. The main finding was that CGIAR continues to have a unique position in supporting individual capacity development of national scientists in developing countries.

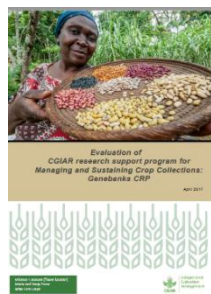
At the organizational and institutional level, several CGIAR Centers were found to have developed strong CD partnerships with NARS, but further efforts to enhance capacity of NARS in policy dialogues and development are needed. The Evaluation also found that there was little evidence of the effectiveness of CD activities targeted at primary producers, and clear guidance is needed on CGIAR's comparative advantage and how CD should be prioritized. The evaluation highlights two areas where CGIAR could be potentially moving beyond its comparative advantage: (1) in developing or building capacity in countries where it is seriously lacking, and (2) by providing training downstream.

Recommendations included the need for better planning and design of CD activities based on CGIAR's comparative advantages and strategic objectives, as many national partners are well placed to take on an active role on wide-scale CD at national levels. The Evaluation recommended that CGIAR program's build CD into their Theories of Change, and plan for transitions to other providers. The Evaluation also recommended for CGIAR to develop well-defined data collection and reporting tools for measuring effectiveness and impact and to support learning and decision-making.

Resources

Report, Annexes and Response: <http://iea.cgiar.org/evaluating/evaluation-of-capacity-development-activities-of-cgiar/>

EVALUATION OF GENE BANKS (a CGIAR research support program)



The CGIAR program for Managing and Sustaining Crop Collections (Genebanks CRP) is a research support program for the management and the sustainable funding of the crop collections held in the genebanks of 11 CGIAR Centers. The CRP is a partnership between the CGIAR Consortium and the Global Crop Diversity Trust, and represents a unique institutional arrangement for CGIAR because the "Program Manager", the Crop Trust, is a non-CGIAR entity, which together with the CGIAR Consortium has had responsibility for the dual governance of the CRP.

Scope. The Evaluation assessed the extent to which the Genebanks CRP has made progress towards achievement of its objectives, and has brought about positive changes in key areas of activity. It assessed the Genebanks CRP's governance and management, development and set-up, efficiency and effectiveness of implementation and funding.

Main findings and recommendations. Overall, the Evaluation concluded that the Center genebanks are now in a much better situation than before the Genebanks CRP. Resulting from the CRP and its set-up, Centers have developed long-term plans and, probably for the first time in the case of several genebanks, have been able to implement these plans without interruption, largely due to the stable funding for genebank operations. A significant success by the program has been the establishment of a Quality Management System for genebank management. While the governance and management of the Genebanks CRP has largely been effective, the Evaluation found areas in need of attention, especially for the representation of CGIAR on the Crop Trust Board, which was largely absent for the duration of the CRP. The Evaluation also called for the Crop Trust to clearly distinguish

the Genebanks CRP activities from other activities when reporting to the Crop Trust Executive Board for their oversight role, and in their communication efforts.

Resources:

Report, Annexes and Response: <http://iea.cgiar.org/evaluating/crp-evaluation-of-genebanks/>

EVALUATION OF THE INDEPENDENT SCIENCE AND PARTNERSHIP COUNCIL (ISPC)

Scope. The Evaluation of the Independent Science and Partnership Council (ISPC) - CGIAR's independent scientific advisory body was assessed against four criteria – value, relevance, functional performance and operational performance – to achieve two main objectives:

- i. to provide accountability to the System Council and CGIAR as a whole on the relevance, value-added and overall performance of the ISPC with respect to all dimensions of the ISPC's functions and work;
- ii. to draw lessons and make recommendations for the future, with a view for the ISPC to best serve the System Council and CGIAR as a whole in the context of the governance reform and the implementation of the Strategy and Results Framework (SRF) 2016- 30.

Main findings and recommendations. The Evaluation recognized the major achievements of ISPC over the past five years, including two rounds of CRP and platform proposal reviews, several strategic scientific studies, and its role in the development of the CGIAR 2016-2020 Strategy and Results Framework. The Evaluation provided several recommendations to enhance the role of the advisory body in meeting the needs of the CGIAR System.

Resources

Report, Annexes and Response: <http://iea.cgiar.org/evaluating/evaluation-of-the-independent-science-and-partnership-council-ispc/>

REVIEW OF CGIAR INTELLECTUAL ASSETS PRINCIPLES

The Intellectual Assets Principles, approved in March 2012, provide a common position and framework for governing the production, acquisition, management, and dissemination of intellectual assets (IA) and use of Intellectual Property Rights (IPR) with an aim of maximizing global accessibility of CGIAR IA for achieving broadest possible impact on target beneficiaries. They stipulate a periodic review of the Principles to reflect lessons learned.

Scope. The Review assessed the IA Principles with respect to their coverage, adequacy, and appropriateness. It assessed the extent to which IA Principles and its implementation have been effective in enhancing efficiency and transparency.

Main findings and recommendations. The Review found that the implementation of the IA Principles has proceeded systematically with a number of improvements, including a notable increase in legal staffing at each Center, development of a review and oversight process, a robust reporting process and launching of the CGIAR Legal/IP Network (CLIPnet) community of practice. The Review also found some inadequacy of resources and capacity. The review team concluded that the IA Principles

were not being used to their full capacity, partly due to inadequate understanding of what the Principles prescribe. While the IA Principles were considered important for negotiating partnership arrangements, particularly with the private sector, the review team concluded that competencies beyond legal were necessary to develop partnerships.

The Review included four recommendations: (1) update and revise the IA implementation guidelines; (2) support a uniform understanding in CGIAR on the space and opportunities available for entering into partnerships to enhance impact; (3) encourage Centers to undertake IA audits to better understand their assets; and (4) develop a centralized interdisciplinary IA management and support function.

Resources

Report, Annexes and Response: <http://iea.cgiar.org/evaluating/review-of-intellectual-assets-principles-of-cgiar/>

EVALUATIONS AND REVIEWS INITIATED IN 2017

Evaluation of Results Based Management in CGIAR (completed in 2018)

The System-wide Evaluation of Results Based Management was designed to learn lessons from the experience of introducing and implementing different aspects of RBM in CGIAR. The objectives of the Evaluation were to provide evidence and lessons and recommendations as an input to implementing an RBM framework for CGIAR Research Programs (CRPs), and for increasing the relevance, efficiency, and effectiveness of further RBM iterations.

Review of Open Access/Data Management Policy (completed in 2018)

The purpose of the review is to assess the appropriateness of the Open Access/Data Management Policy in terms of achieving its intended purpose of maximizing global accessibility of CGIAR research. Given that the Policy is still being rolled out and full implementation is not expected until end of 2018, the review aimed to assess the intent, relevance, clarity and coverage of the Policy and its Implementation Guidelines and the effectiveness of support provided during the transitional period.

RECOMMENDATIONS FROM CROSS-CUTTING EVALUATIONS: FOCUS, RESPONSIBILITY, AND ACCEPTANCE

Focus of Cross-Cutting Evaluation Recommendations:

15 recommendations focused on strategy, prioritization, and partnerships, such as:

On CGIAR Gender

- Adoption of a CGIAR high-level vision statement for gender equity by System Council
- SMB development of a time-bound policy on Gender in CGIAR research setting out expectations and shared commitments of both Centers and CRPs; and for SMB to appoint a 'Gender in Research Champion' on the board

On Capacity Development

- Strategic planning of CD should be based on needs assessments done jointly with research and development partners, especially internal CGIAR partners, and take into account alternative providers of CD and CGIAR's comparative advantage in different situations

On Partnerships

- Emerging and developing country NARS with strong capacity should be more closely involved in research management in CRPs;

17 recommendations focused on management, reporting, funding and capacity issues, including:

On CGIAR Gender

- System Management Board should require reporting from the Centers every two years to the System Management Board on progress against the key performance indicators defined in the Gender and Diversity Policy and the System-Level Gender at the Workplace Strategy

On Capacity Development

- CD-related reporting requirements should be revised to put emphasis on reporting against strategic and annual planning in a manner that reflects intended purpose, type and modality of CD, specifying stakeholder groups targeted

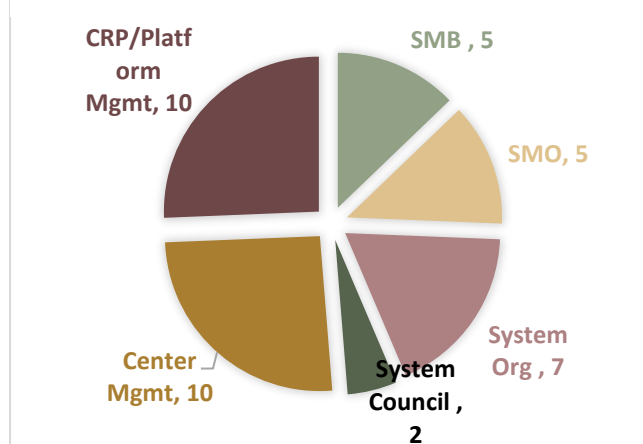
On Partnerships:

- A position paper on funding should be prepared and used for influencing discussion and decisions on funding of partnerships.

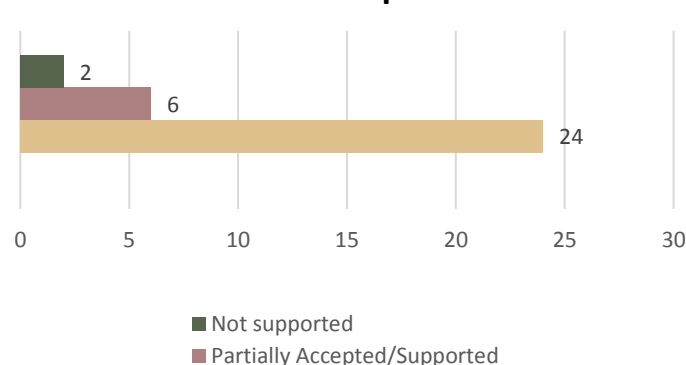
All evaluation reports, Management and/or SMB Responses are available online:

<http://iea.cgiar.org/evaluations>

Recommendations from Cross-Cutting Evaluations: Addressed to



Recommendations from Cross-Cutting Evaluations SMB Response



2. ENHANCING EVALUATION QUALITY IN CGIAR

IEA TECHNICAL WORKSHOPS – ENHANCING ASSESSMENT FRAMEWORKS AND EVALUATION METHODS



IEA organizes technical workshops to inform and improve evaluation approaches and methods for evaluating agricultural scientific research for development. Through technical workshops, and building and learning from experiences gained through the evaluations, IEA develops Guidance Notes for use in CGIAR evaluations at all levels, and enhances the harmonization of concepts and approaches on shared areas of work across CGIAR.

In 2017, IEA organized a second technical workshop focusing on the ‘Use and Assessment of Theories of Change in CRPs’. With participants from CRP senior leadership, ISPC, external experts and IEA, the workshop was designed to cover aspects of Theories of Change (ToC) in terms of (1) development, (2) use, and (3) assessment. The workshop aimed to consolidate and strengthen the IEA’s approach to evaluating ToC in relation to the evaluation framework, evidence used, and interpretation of findings. It also sought to enhance the conceptualization and use of ToC in a research for development framework.

A summary of the IEA technical workshop is available online (see link below). The workshop report summarizes the rich discussions on the approaches used by CRPs and Centers for developing and using ToC, and on the framework and criteria used by ISPC and IEA in assessing them. The report also explores the challenges and draws lessons learned on developing robust ToC in the context of research for development programs. Lessons include the need for multiple, nested, ToC for complex research programs, and the importance of consultations and inclusion of partners in their development. An infographic summarizing the main points is also available (see below).

Resources

Summary report:

http://iea.cgiar.org/wp-content/uploads/2017/10/IEA_Report_ToCWorkshop2017.pdf

Infographic on TOC:

<http://iea.cgiar.org/wp-content/uploads/2017/10/Lessons-learnt-from-CGIAR-infographic.pdf>

INTERNAL REVIEW OF LESSONS LEARNED FROM COMMISSIONING CGIAR EVALUATIONS

In 2017 IEA organized an internal workshop to review processes and capture lessons from commissioning and managing evaluations over the past four years. Initially seen as an exercise in preparation for the external evaluation of IEA scheduled for 2017¹, the workshop reviewed and captured lessons on the following aspects:

- evaluation processes;
- analysis of evaluation recommendations, management responses and evaluation uptake;
- relationships with Primary Stakeholders;
- communications and Community of Practice engagement;
- costs of Evaluation.

The self-assessment provided an opportunity for IEA to discuss way to improve the processes and approach to evaluations, and identify potentials for increasing cost-efficiency in conducting evaluation as well as the effectiveness of each evaluation. Lessons from the self-assessment have been documented and were used to develop a position paper on a new framework for evaluation (see below). In 2018, plans for revising the evaluation policy as well as the evaluation standards and guidelines will reflect further on the lessons captured for CGIAR-wide use.

USE AND USEFULNESS OF CRP EVALUATIONS – A PERFORMANCE INDICATOR OF EVALUATIONS IN CGIAR

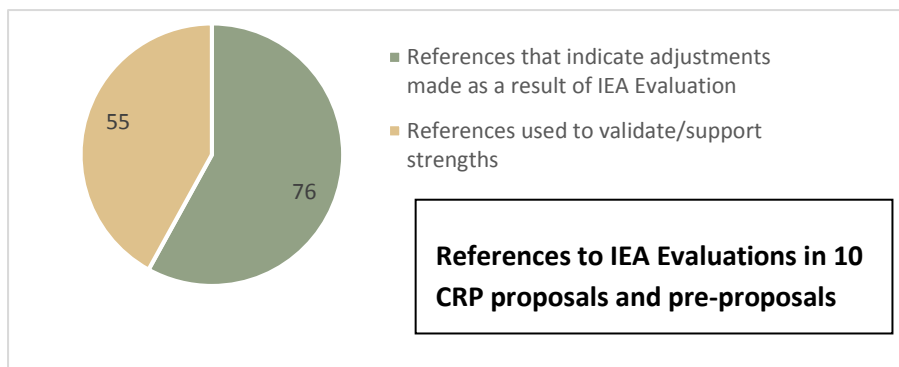
With the completion of 10 CRP evaluations in 2016, IEA conducted a self-assessment to measure the use and usefulness of IEA evaluations. Using the CRPII approval process as a source of information, IEA reviewed the official documentation from the CRP pre-proposals, full proposals and ISPC assessments.

This analysis provides a good performance indicator of evaluation effectiveness, whereby the utility of an evaluation can be illustrated through reference to evaluations made by CRP management, as well as references made in expert at entry- assessments of programs.

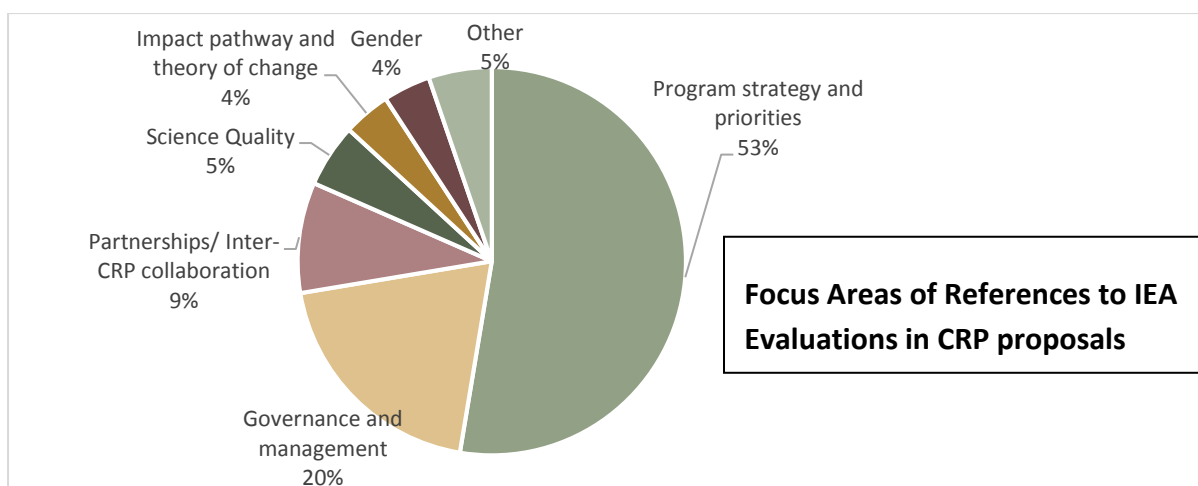
The analysis captured references of use distinguishing between:

- References that indicate adjustments made as a result of IEA Evaluation, which were then grouped by area according to their content (e.g. Program strategy and priorities, Governance and Management, Science quality, etc.)
- References where the results of the evaluation have been used to validate and support areas of strength of the program.

¹ As mentioned earlier, the plans for an external evaluation were postponed by System Council sub-committee.



The results of the analysis indicate that IEA evaluations are being used, especially in areas of program strategy and prioritization (53%), and governance and management 20% (see chart below). In total, 129 references to IEA evaluations were made across the 10 proposals and pre-proposals, and 61 references made in ISPC Reviews.



EVALUATING CGIAR: NEW PROPOSED FRAMEWORK

POSITION PAPER: DEVELOPING A COST-EFFECTIVE AND UTILITY-FOCUSED EVALUATION SYSTEM FOR CGIAR

IEA drafted and shared a position paper proposing a revised evaluation approach and system for CGIAR, which builds on lessons learned from the first phase of evaluations². The proposed evaluation framework combines independent evaluations and auto-evaluations, acknowledging that more effective learning and enhanced cost-effectiveness is realized through a judicious and well-coordinated combination of independent and auto-evaluations. Auto-evaluations are a suitable modality that complement independent external evaluations (to be conducted by an independent

² Position paper is available for internal review (not to be circulated):
https://www.dropbox.com/s/5t9bnnwmg85k9sg/Position%20Paper_Evaluation%20System-July2017.pdf?dl=0

unit or body) in a more realistic manner than was envisioned in the CGIAR Evaluation Policy. The proposed evaluation system has the following components:

- **independent external evaluation at System level** is based on prioritized needs and covers both programs and centers in a complementary way and gives greater visibility to Centers as managers and implementers of research;
- introduction of **auto-evaluation at Center and program level** as a main evaluation tool for enhancing learning through greater ownership; auto-evaluations become part of Center and program M&E system and form building blocks for external independent evaluation.

The proposed system was presented to, and well-received by, CRP and Center representatives and management including CGIAR Science Leaders. Plans for developing a performance management system are still ongoing and the discussion on the future of the advisory bodies of CGIAR, including Terms of Reference (ToR) of IEA, has not been concluded yet. Once this is finalized, the proposed evaluation framework can be revisited and finalized. The Evaluation Policy, the standards and the guidance notes for evaluation will also be revised in 2018 accordingly.

IEA has also proposed a schedule for the upcoming CRPII evaluations, the planning of which is proposed to start mid- 2018. Program evaluations will initiate following the new approach and guidelines to be developed by IEA in early 2018. The new approach will reflect a streamlined process and evaluation scope on targeted questions. The proposed schedule will be finalized following prioritization by System Council/SIMEC.

INPUTS INTO PERFORMANCE MANAGEMENT SYSTEM

An important component of the second phase of CRPs is the ongoing development of a common performance management system for CGIAR. IEA has provided substantive inputs to the integrated performance management framework (PMF) for CGIAR approved by the System Council at its 4th session. This has included participating in regular meetings to discuss realistic and appropriate methods to measure and assess CGIAR performance, and its linkages to evaluation. Formal inputs have also been shared with System Management Office leadership and CGIAR representatives.

Findings from the Evaluation of Results-Based Management, which IEA has commissioned for 2017/18, have also offered important lessons and guidance for developing a credible, effective and useful framework.

OVERVIEW AND REPOSITORY OF EVALUATIVE STUDIES

As part of an effort to centralize all evaluative information across CGIAR, IEA collected evaluative studies from CRPs and Centers, and requested from Center and CRP focal points to share their studies and reports. The master database of studies collected from all CGIAR Centers comprised of over 600 entries. This list was reviewed and categorized through an initial screening to exclude double entries and non-applicable studies, resulting in a final database of over 250 evaluative studies.

These studies were reviewed by IEA to:

- provide a comprehensive overview of the coverage of evaluative studies in CGIAR, classifying evaluations/reviews and impact studies;
- identify evaluative gaps as well as areas that are suitable to conduct synthesis and meta-analysis;
- provide input into next round of CRP evaluations and possibly directions for SPIA;
- provide a better understanding of the quality of evaluations conducted in CGIAR

Of the over 250 studies, 43³ were classified as evaluations/reviews, and remaining (200) classified as impact studies. Following the screening and classification of the studies, IEA conducted an analysis of those classified as evaluations/reviews. Due to the limited number of studies, the analysis focused mainly on topics covered by the studies, as well as main criteria assessed.

IEA also commissioned a separate more detailed mapping exercise of the impact studies, to be completed in 2018, looking at types of outcomes and mapping to CGIAR Intermediate Development Outcomes (IDOs).

Findings from the review of evaluative studies will be shared with the relevant stakeholders in CGIAR, as well as inform IEA's planning for the second round of evaluations. In addition, the database of evaluative studies will be further developed with the necessary meta-data to make it a resource for CGIAR staff, partners, stakeholders, and donors.

COORDINATION WITH EVALUATION FOCAL POINTS IN CGIAR

Since its establishment in 2013, IEA initiated and led an annual gathering of evaluation focal points, to share information and experiences, enhance capacities, and coordinate activities. The annual meetings provided the first opportunity, across CGIAR, for representatives to share experiences and plans, and share information and updates on evaluations in CGIAR.

In 2016/2017, IEA conducted consultations with evaluation focal points to discuss how to enhance the cooperation and collaboration across the community, and best methods and approaches to do so. During the consultations, members highlighted the need for continued support in planning for and managing evaluations, and called for increased linkages with monitoring and reporting requirements. Members also expressed the need for training and guidance on evaluation management and methodologies, as well as for IEA to clarify the role of Centers and CRPs in the evaluation system. Members also expressed the need for guidance on developing evaluation plans for their CRPs, as well as need for a defined quality assurance process for evaluations.

IEA developed a proposed position paper for a new evaluation framework for CGIAR, which called for a shift from scheduled and regular CRP commissioned evaluations to a new "auto-evaluation system" for CRPs.

³ These do not include the 21 IEA commissioned evaluations. In the analysis, both IEA and CRP/Center commissioned evaluations were reviewed for an overall assessment on coverage, methodologies used, and criteria assessed.

IEA co-organized a session during the 2017 annual meeting of Monitoring Evaluation and Learning (MELCoP), and presented the proposed new framework to evaluation focal points. In addition, IEA organized a session on the emerging findings and conclusions from the ongoing Evaluation of Results Based Management in CGIAR. The results of the consultations and feedback received from members will inform the work of IEA moving forward.

COLLABORATION WITH FOOD AND AGRICULTURE AGENCIES: DESIGN OF A COMMUNITY OF PRACTICE (EVALFORWARD)

In November 2015, IEA co-organized with the evaluation offices of FAO, IFAD, and WFP a technical seminar on “Enhancing the Evaluability of Sustainable Development Goal 2 (SDG2)” to identify actions needed to enable future evaluations of SDG2 through the United Nations system, other international organizations and the countries themselves. Discussions highlighted challenges with data availability, indicators and monitoring and evaluation (M&E) systems. The seminar discussed how national governments could develop their statistical and national evaluation capacities to monitor and learn from progress made under SDG2.

IEA is serving on a secretariat committee with representatives from the evaluation offices of WFP, FAO, and IFAD to identify concrete follow up and support to evaluating SDG2. One of the efforts identified was the development of a community of practice focused on evaluation in relation to food security. This joint effort will focus on developing an international network open to evaluators, development practitioners, policy-makers and researchers across national and international institutions to share evaluative information and knowledge on food security-related interventions.

Continued collaboration with FAO, IFAD and WFP will continue in 2018, and will seek to ensure the evaluative knowledge and experience of CGIAR (including Centers and CRPs) are shared and networks built.

COLLABORATION WITH SYSTEM ENTITIES

- IEA is actively participating in various system-wide consultation regarding the development of an integrated performance management system through the Task force set up in late 2016, and provided weekly inputs into the SMO-led discussion on business model including allocation tool and performance-based management. These discussions continued well into 2018.
- IEA participated in ISPC’s bi-annual meetings and in April and in September 2017
- IEA participated in the Science leaders’ meeting in Montpellier in June 2017:
In those meetings, IEA Head presented its vision on a cost-effective and utility-focused evaluation system in CGIAR – paper which was later on submitted to SIMEC as an input for their discussion on the future of advisory services.
- IEA participated in the Board Orientation Program (BOP) meeting in Montpellier in September 2017
- IEA participated in the MEL COP meeting that took place in Addis Ababa in October 2017

IEA FINANCIAL REPORT: 2017

CGIAR System Entity - IEA
Budget 2017 and Actual 2017 Expenditure
 in US\$ 000

Budget Header	OCS Budget Line	Actual Expenditure 2016	Budget 2017	Year-End Forecast (Q3) as of 30 Sep. 2017	Actual 2017 as of 30 Mar. 2018	Budget 2018 compared to Q3 2017
		(a)	(b)	(c)	(d)	(e=d/b) %
Personnel	M100	711.9	800.0	715.0	722.0	90%
Board Fees & Insurance	M120					0%
Consultants (Eval and non Eval)	M150	1,189.8	965.0	465.0	425.0	44%
Travel	M200	48.0	75.0	30.0	55.0	73%
Operating Expenses	M300	22.3	25.0	7.5	10.0	40%
Site Mgmt. and Operation	M350					0%
Communication	M400		15.0	15.0	14.0	93%
Capital	M500					0%
Depreciation	M550					0%
Partners	M600					0%
Capacity Building	M700					0%
Meetings and Workshops	M750	11.6	0.0			0%
Overhead	M800					0%
Contingency	M900	0.0	0.0			0%
Total		1,983.7	1,880.0	1,225.0	1,226.0	65%

SUMMARY TABLE OF MAIN ACTIVITIES, STATUS, AND OUTPUTS		
Main Activities	Status	Comments and Links to outputs (if applicable)
EVALUATIONS		
Evaluation of Gender in CGIAR Research	Report completed: 10 April 2017 SMB management received: 26 July 2017 Submitted to SIMEC for review and consideration in advance of SC meeting:	Report, Annexes, and Response: http://iea.cgiar.org/evaluating/cgiar-gender/ Video summary: https://vimeo.com/223789947
Evaluation of Gender at CGIAR workplace	Report completed: 10 April 2017 SMB management received: 26 July 2017 Submitted to SIMEC for review and consideration in advance of SC meeting	Report, Annexes, and Response: http://iea.cgiar.org/evaluating/cgiar-gender/
Evaluation of Partnerships in CGIAR	Report completed: 10 August 2017 SMB management received: 12 December 2017 Submitted to SIMEC for review and consideration in advance of SC meeting:	Report, Annexes, and Response: http://iea.cgiar.org/evaluating/evaluation-of-cgiar-partnerships/ Video Summary: https://vimeo.com/239100181
Evaluation of Capacity Development Activities of CGIAR	Report completed: 12 September 2017 SMB management received: 12 December 2017 Submitted to SIMEC for review and consideration in advance of SC meeting:	Report, Annexes, and Response: http://iea.cgiar.org/evaluating/evaluation-of-capacity-development-activities-of-cgiar/ Video Summary: https://vimeo.com/240988067
Evaluation of Genebanks (a CGIAR research support program)	Report completed: 14 April 2017 CRP management response: 5 May 2017 SMB management received: 26 July 2017 Submitted to SIMEC for review and consideration in advance of SC meeting:	Report, Annexes, and Response: http://iea.cgiar.org/evaluating/crp-evaluation-of-genebanks/

Evaluation of the Independent Science and Partnership Council (ISPC)	Report completed: 13 October 2017 Management response: 26 October 2017	Report, Annexes, and Response:
Review of CGIAR Intellectual Assets Principles	Report completed: 13 October 2017 SMB management received: 12 December 2017 Submitted to SIMEC for review and consideration in advance of SC meeting:	Report, Annexes, and Response: http://iea.cgiar.org/evaluating/review-of-intellectual-assets-principles-of-cgiar/
Enhancing Quality of Evaluations		
Mapping evaluation coverage in CGIAR	Repository developed of all evaluative studies (both impact studies and evaluations) across CGIAR. Analysis of evaluations completed in Dec 2017, work on mapping impact studies initiated in January 2018.	Discussions in 2018 with CGIAR Communications and SPIA on next steps
Supporting Community of Practice of evaluators in CGIAR	Participation/ presentation at MELCOP in October 2017	NA
Technical workshop – Using and Assessing Theories of Change in CRPs	IEA workshop held in January 2017 attended by selected CRP Leaders, DGs, CRP reps, external experts, ISPC reps	Report: http://iea.cgiar.org/wp-content/uploads/2017/10/IEA_Report_ToCWorkshop2017.pdf Infographic on results: http://iea.cgiar.org/wp-content/uploads/2017/10/Lessons-learned-from-CGIAR-infographic.pdf