

# Independent Process & Performance Evaluation for One CGIAR

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Mandate: ensure that the evidence from System Council-commissioned **independent evaluations is informing decision-making** across the System at strategic opportunities.



CAS TORs (2018): Supporting implementation of the CGIAR System's multi-year evaluation plan in a manner that meets the CGIAR System's need for **rigorous, high-quality independent evaluations**.



- ✓ *CAS Secretariat 2021 Workplan*
- ✓ *CAS Secretariat TORs (pp 5-6)*
- ✓ *CGIAR Management Response to MOPAN 2019 (pp 6-7)*
- ✓ *2012 CGIAR Policy for Independent External Evaluation*



## *CGIAR Management Response to MOPAN 2019 (pp 6-7)*

*...the vital self-assessment question for CGIAR is "how do recommendations from independent evaluations, when used, improve the overall CGIAR offering?"*

*Incorporate novel approaches for structuring evaluations, quality assurance, managing knowledge, and communicating results for uptake*

*CAS Secretariat employ a range of knowledge management, data availability, and planning practices to enhance uptake*

*Promote demand for and use of evaluations; and to the extent its mandate and resources allow, CAS Secretariat will assume an active role building an evaluation culture in One CGIAR*

*Managing risks related to independence of function: expert roster, peer review and reference group*



Efficient practice →  
Triangulation calling upon  
PRM System data



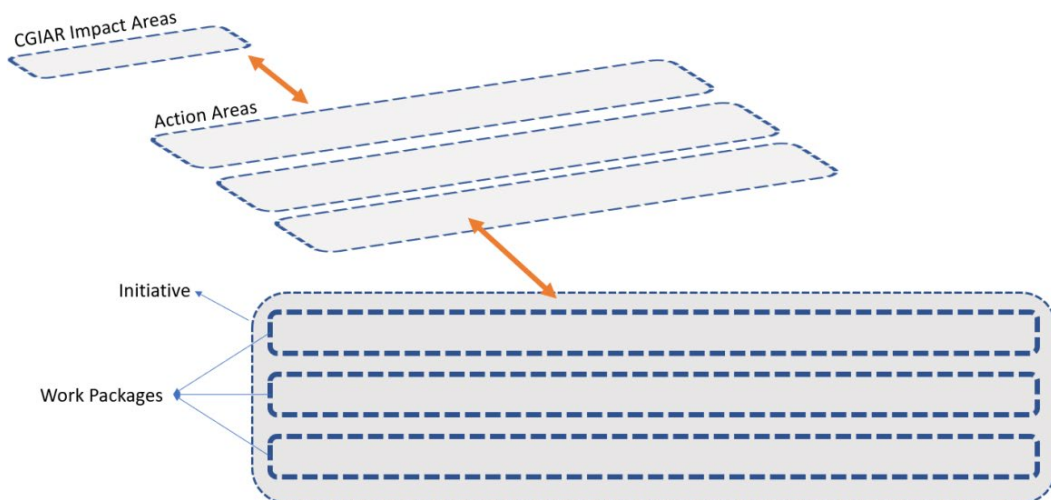
External evaluative evidence  
to decision-making →  
Stagelating procedures



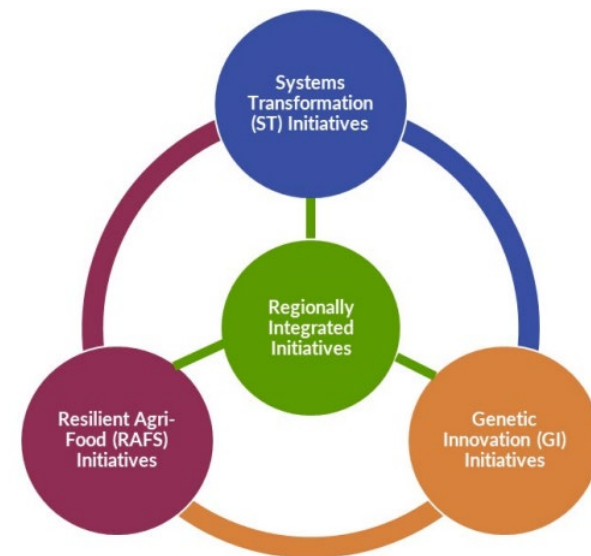
Evaluability of pooled funded  
projects → Common Results  
Framework

## Theory-based evaluation

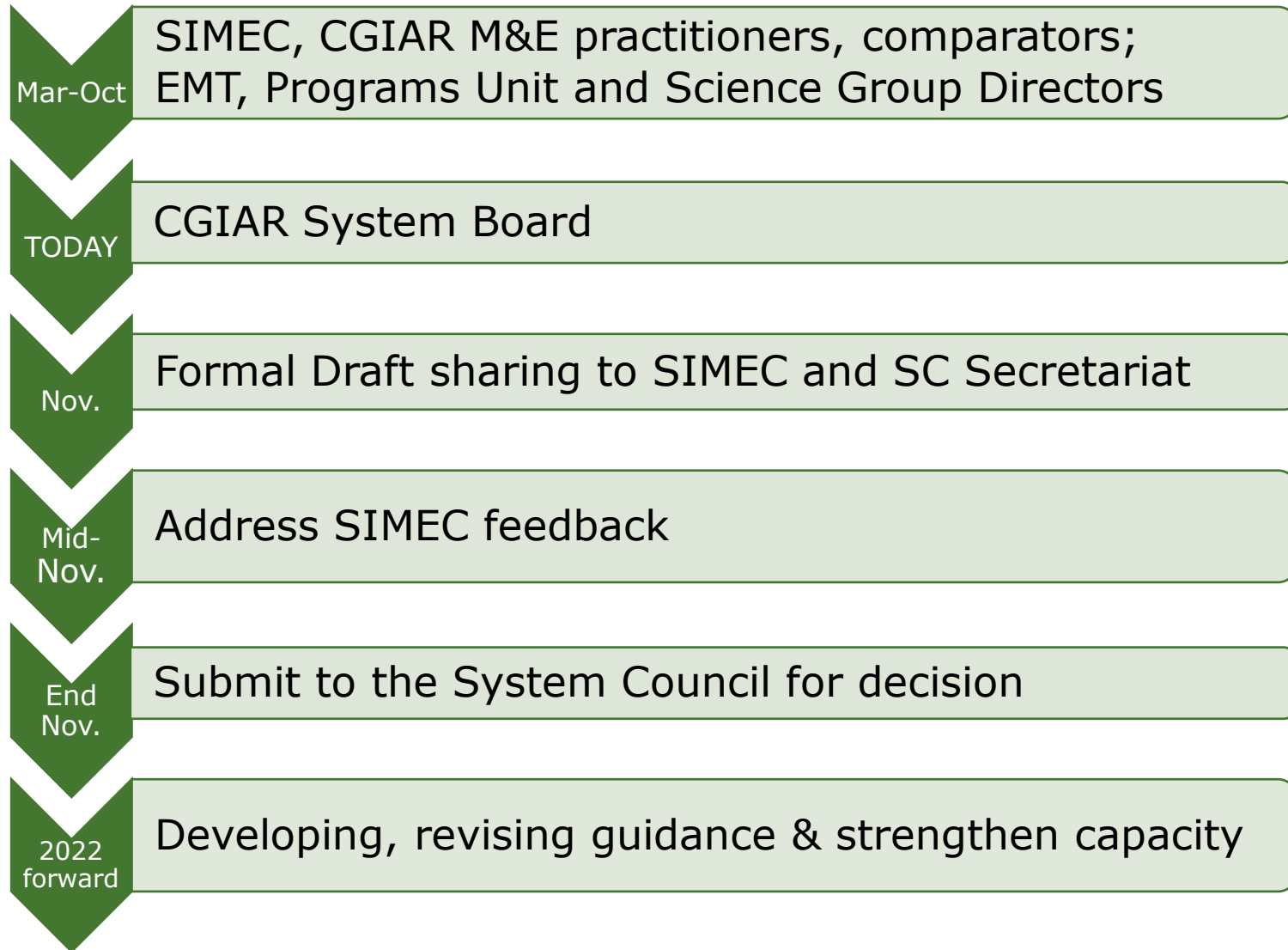
### Nested TOCs



## Context-specific evaluation



# Policy Consultation & Development Timeline





2012 policy is being substantially revised and shortened



One CGIAR Framework + Policy style with accompanying Standards and Guidelines



Scheduled to issue Framework + Policy for System Council approval December 2021

# Content Changes: One CGIAR Eval Policy

## Purpose

Consolidate under **Evaluation Framework**, align with One CGIAR systems and structures

## Theory of Change

**ToC** for One CGIAR's Evaluation practice

## Dissemination

**Enhance learning;** Focus on real-time learning, uptake and use of recommendations for decision-making

## Criteria

Relevance, efficiency, **quality of science**, effectiveness, **coherence** and sustainability, impact

## Quality Assurance and Support

**CAS Evaluation function, reference group, external peer-reviewers, Other?**

## Use of Findings

Incorporate lessons in strategic planning, decision-making and assurance processes; bolster CGIAR accountability to stakeholders

## Scope

CGIAR-wide policy; this *includes but not limited to*, pooled funding initiatives, impact platforms, operational structure/themes; **project-commissioned + SC-commissioned evaluations**

## Defined Target Audiences

**System Council; System Board; Other funding partners & investors; CGIAR management at multiple levels; evaluands;** partners and reps of end-users

**New** **Revised**





Advisory  
Services

# Multi-Year Plan: Independent Evaluation





1. External **evaluative activities** CAS commissions for the System



2. Issuing and supporting **standards and guidance** to underpin the framework



3. Engaging with **CGIAR system**



4. **Knowledge management** and communicating about evaluation

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Exploit existing monitoring data and impact evidence (PRMF, Impact Studies)

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Establish and facilitate common standards with a cross-CGIAR policy

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Implement real-time evaluative engagements (23) and sampling strategies (24)

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Build up joint assurance activities (with Internal Audit)

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Protect investment through a common assurance system (build on IA System)

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Test evaluability and data usability from the start

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Include Efficiency criterion in learning-oriented thematic engagements (M&G)

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Crowd-in capacity through partnerships, reference group and peer review

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Demand and Utilization-focused – active, periodic consultations with multi-stakeholder governance, management and implementer user groups



# External Evaluative Activities

2022

2023

2024

## 1. External process & performance evaluative activities

<p>a. Scope joint engagements (with Internal Audit)</p> <p>b. Perform evaluability and scoping studies towards Gender equality youth and social inclusion platform/ GDI evaluation</p> <p>c. Study of PRMS: fit-for-purpose for independent evaluation</p> <p>d. Validation exercise on reported outcomes (i.e., related to SDGs) to support CGIAR's baselining exercise</p>	<p>a. Evaluability and scoping studies towards Regional Initiative evaluations</p> <p>b. Evaluation of the gender (equality youth and social inclusion) &amp; GDI practice (n.b., joint activity with Internal Audit)</p> <p>c. Evaluation of conservation &amp; use of genetic resources Initiative</p> <p>d. Selected testing of real-time evaluative engagements TBD</p>	<p>a. Initiative process evaluations, strategically sampled</p> <p>b. Quality Assurance of project-commissioned evaluations</p> <p>c. Learning-oriented external M&amp;G assessment (last external mgt and governance review was 2014)</p>
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2022

2023

2024

## 2. Evaluation guidance

✓ **Sensitization, engagement and capacity strengthening (CS)** around revised CGIAR Evaluation Framework and Policy

a. CS on Evaluation (MEL Practitioners) of the new initiatives: evaluability assessment, GDI, etc.		a. Evaluative-evidence gap mapping: towards revision of the new cycle multi-year evaluation plan
b. Development of guidance notes: evaluating QoS, evaluability assess't	b. Development of guidance notes on MEL of GDI in the context of AR4D	
c. Refresh pre-existing Guidance Notes		
d. Nested theory of change for Evaluation practice (multilevel)		



2022

2023

2024

## 3. Engagement with CGIAR system

- ✓ **Engagement with One CGIAR:** bringing independent evaluative evidence to CGIAR governance (Council & Board) and management entities of One CGIAR
- ✓ **Engagement with CGIAR MEL practitioners:** annual events, presentations of eval results, learning events

- a. Align on Joint Assurance system (i.e., with Risk Management, Audit business units)
- b. Coordinate with PCPM Unit(s) on response to Eval recommendations

- a. Engage on Joint Assurance (ongoing)
- b. Furnish early-stage evaluative evidence to support portfolio management

- a. Furnishing evaluative evidence to support portfolio management/ CGIAR decision processes
- b. Recommendations to support next phase initiative design





2022

2023

2024

## 4. Knowledge Management (KM) and Eval Communications

- ✓ **Engagement with EvalForward** community of practice: joint publications, events, etc., directed towards NARS
- ✓ **Tailored comms content** on eval engagements for CGIAR target audiences

a. Enhancement of CAS KM and learning system for uptake of evaluative evidence and contextualized evaluation

a. Adaptive maintenance and management of the KM and learning system towards uptake of evaluation results

b. Positioning CGIAR’s know-how on evaluating QoS in the evaluation industry: Better Evaluation, Global Eval Initiative, professional associations

b. Liaise and tailor evaluative knowledge and products for ISDC Science Symposium

b. Internal and external facing KM and Eval Comms opportunities  
TBD

# Thank You

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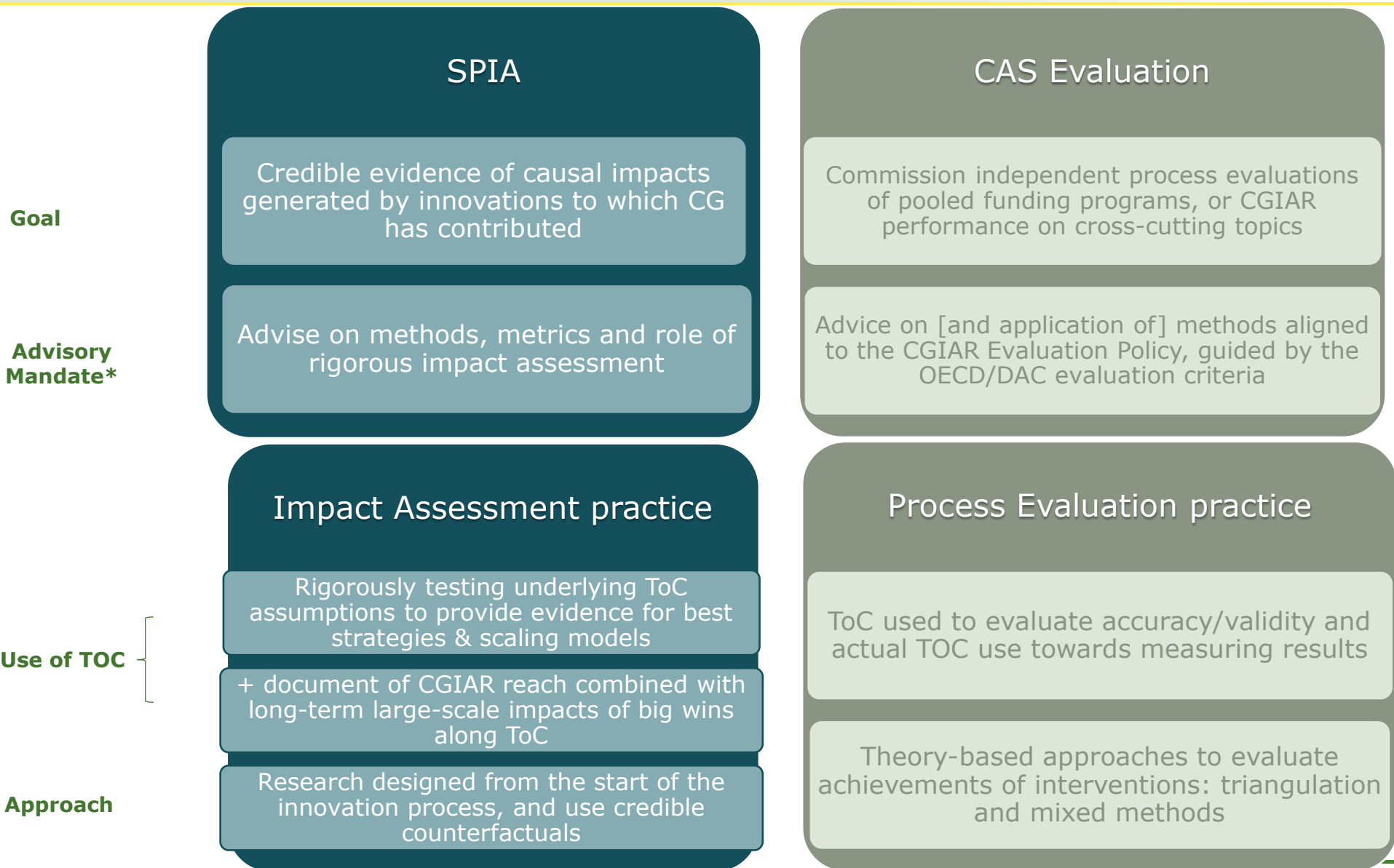
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Advisory  
Services



\*full SPIA and CAS Evaluation mandates elaborated elsewhere