

## Joint TOR for fit-for-purpose study on PRMS (with internal audit)

### Purpose

This document presents, for information purposes, a jointly-developed Terms of Reference for a fit-for-purpose advisory study on the Performance Results Management System ('PRMS'). The ToRs were jointly developed between CGIAR Internal Audit and CGIAR Advisory Services (CAS) Shared Secretariat Evaluation Function, pursuant to the request of System Council to include such evaluation in the multi-year evaluation plan (under the integrated [2022-2024 workplan and budget of CGIAR Advisory Services](#), approved by the System Council during its 14<sup>th</sup> meeting in December 2021).

These ToR have been consulted with key management stakeholders including the CGIAR Executive Management Team, were shared with CGIAR's Audit, Finance and Risk Committee (AFRC) and have been endorsed by the System Council's Strategic Impact, Monitoring and Evaluation Committee (SIMEC) in June 2022. The ToR integrates feedback received from these stakeholders.

### Approach

The CGIAR Internal Audit and CAS Secretariat Evaluation Function joined efforts on the advisory engagement to benefit from synergies and to realize efficiencies. In line with best practice in the fields of audit and evaluation, and to align timely advice with agreed deadlines set out for the development of the PRMS, the engagement aims to deliver up-front and contemporaneous advice on the process of the design and implementation of the PRMS and PRMS products. To that end, Internal Audit and CAS Secretariat/Evaluation teams have started engaging during the system build, with ongoing advisory reporting – as opposed to engaging ex post, potentially resulting in future re-works.

### Action Requested

No action is requested at this time. This material is provided as a background resource for the 16<sup>th</sup> meeting of the System Council for information purposes.

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Prepared by: CGIAR Advisory Services Shared Secretariat Evaluation Function; CGIAR Internal Audit.

## PERFORMANCE AND RESULTS MANAGEMENT SYSTEM

Original 16 May 2022  
Last amended 17 June 2022

### Terms of Reference for engagement M2C

This document sets out the approach and scope of a **joint Internal Audit and Independent Evaluation Advisory Engagement**, as approved by the common Audit, Finance, and Risk Committee for the One CGIAR Entities and the Strategic Impact, Monitoring, and Evaluation Committee to provide **up-front advice on the process of the design and implementation of PRMS and PRMS products**

**One CGIAR Internal Audit** in collaboration with **CGIAR's Independent Evaluation function** under CGIAR Advisory Services

# Context

In 2020, CGIAR embarked on an ambitious reformulation of its partnerships, knowledge, assets, and global presence to support the UN's Sustainable Development Goals. The aim is to have greater integration by all CGIAR Centers to face the interdependent challenges facing today's world through unified governance, institutional convergence, more and better funding, aligned mission, and transformative research programs. This institutional convergence, One CGIAR includes some aspects of harmonization of CGIAR's policies and internal business services in Human Resources, Information Technology, Finance, Procurement, Communications, and Resource Mobilization, and [Research Performance and Results Management](#).

In the same year, the CGIAR System Council approved the [Performance Results & Monitoring Framework 2022-2030 \(PRMF\)](#). In collaboration with Accenture, CGIAR System Organization conducted a fit-for-purpose assessment of its current PRMS (see description in the PRMF, section 7). The PRMS, a mechanism to deliver on PRMF, aims to integrate management information from various systems to deliver a [single, lean, annual 'report → reflect → plan' process](#) for CGIAR initiatives effective December 2022. The assessment's key conclusions indicate the need for [integrated business applications, standard data model/ definitions, and standardized data definitions to improve interoperability](#).

One inherent threat in changing to new integrated business solutions is the failure of the solution to achieve envisioned objectives. The request for inclusion of the PRMS review in the SIMEC-approved multi-year evaluation plan builds on lessons and recommendations from the CAS-commissioned independent evaluations across 2020-2021. Similarly, an advisory engagement on PRMS was included in the 2021 CGIAR Internal Audit plan as approved by the Audit, Finance and Risk Committee (AFRC) of the System Board.

One of the aims of the consultation version of CGIAR Technical Reporting Arrangement (March 30) is to provide a sufficient level of detail on the proposed arrangement so that "CGIAR Digital colleagues have clarity required to progress Performance and Results Management System (PRMS) design and delivery“.

Jointly the Program Performance Unit (PPU) and the Program Coordination Unit (PCU) with the support from Digital Services are responsible for the delivery on the reporting arrangements through PRMS with the following milestones agreed with System Council:

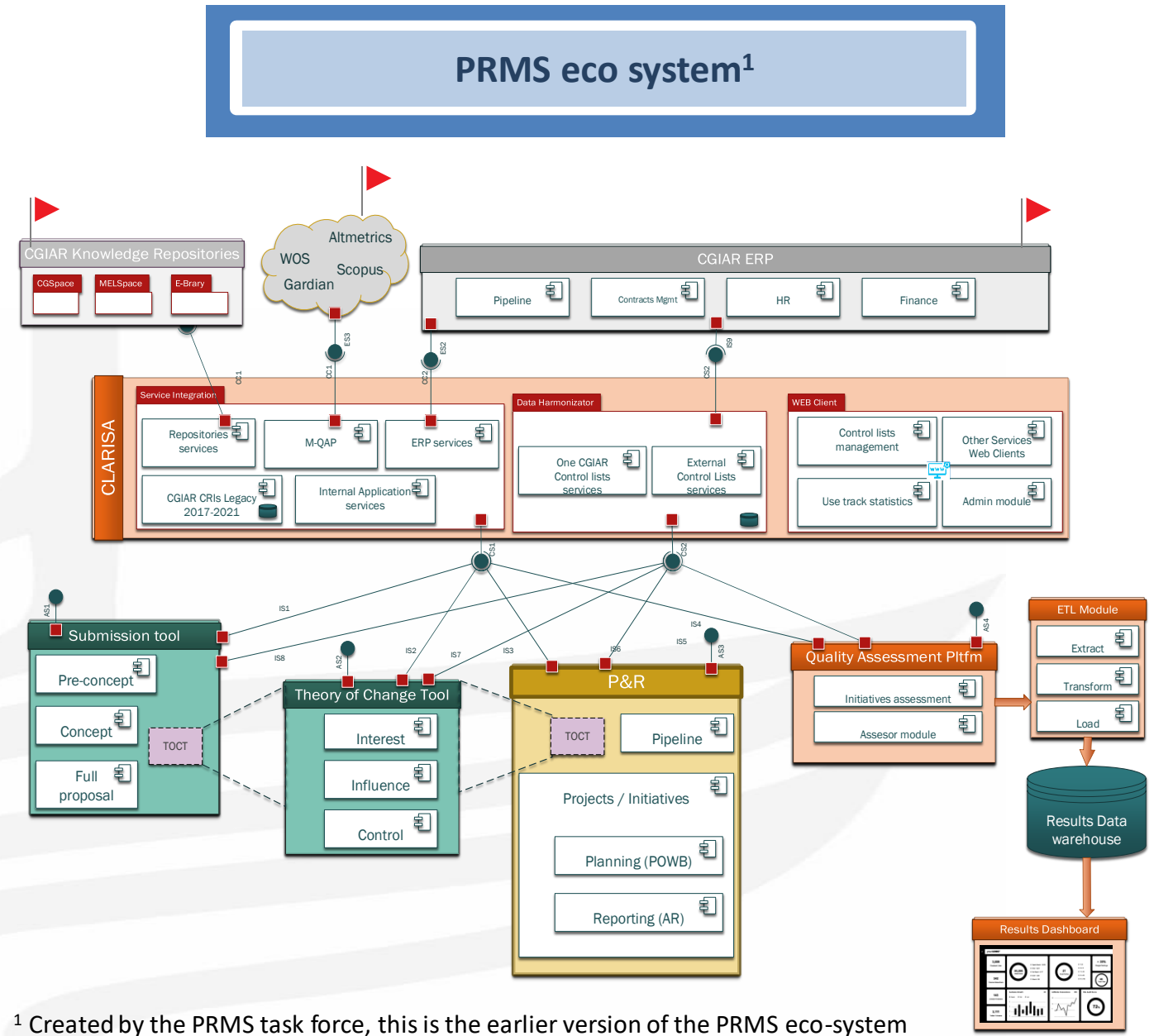
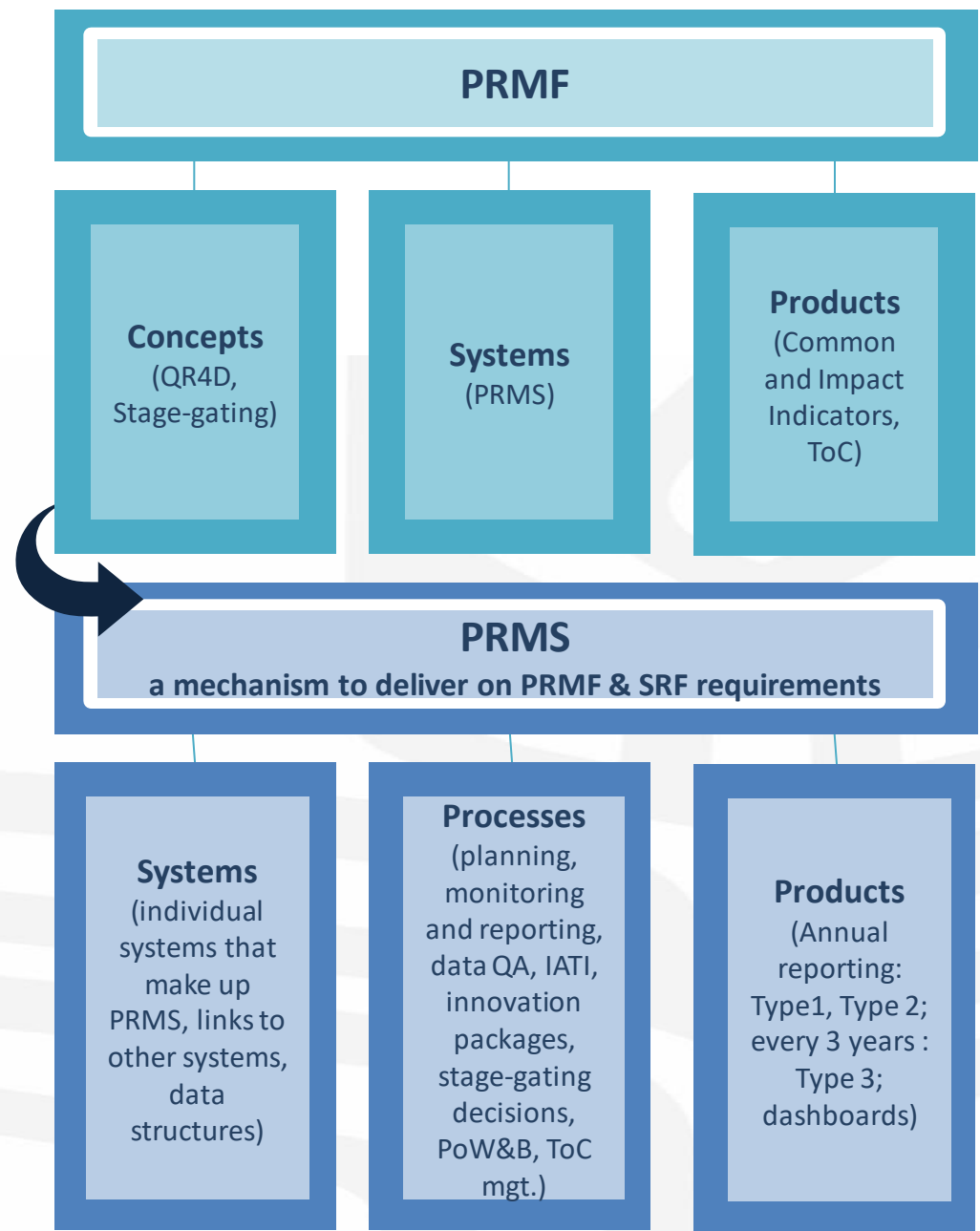
- [End June 2022](#): Initiatives are enabled to provide updates on core operational components
- [End December 2022](#): Initiatives are able to use a functional reporting system that has been tested to generate high-quality technical reporting on time.

To achieve greater value for CGIAR, the [CGIAR Internal Audit](#) and the CGIAR's [Independent Evaluation function](#) under CGIAR Advisory Services (CAS) collaborate [to provide combined upfront advice on the design and implementation of the PRMS and PRMS products](#).

## Expected value for One CGIAR from the engagement


- Increased agility and responsiveness as Internal Audit/Evaluation [flag risks and propose potential solutions](#)
- Application of innovative approaches and solutions to the PRMS design and implementation through Internal Audit/ Evaluation [bringing in best practice](#)

# Our understanding of PRMS




<sup>1</sup> Created by the PRMS task force, this is the earlier version of the PRMS eco-system which is evolving e.g. IPSR elements are not reflected


**Overarching risk:**  
**PRMS does not deliver on PRMF**  
**requirements with specific elements of:**

- 


Unavailability of quality data for first cycle of reporting

1
- 


Design and implementation costs outweigh the benefits

2
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It is not possible to meet all requirements laid out in the PRMF

3
- 

Poor design of PRMS

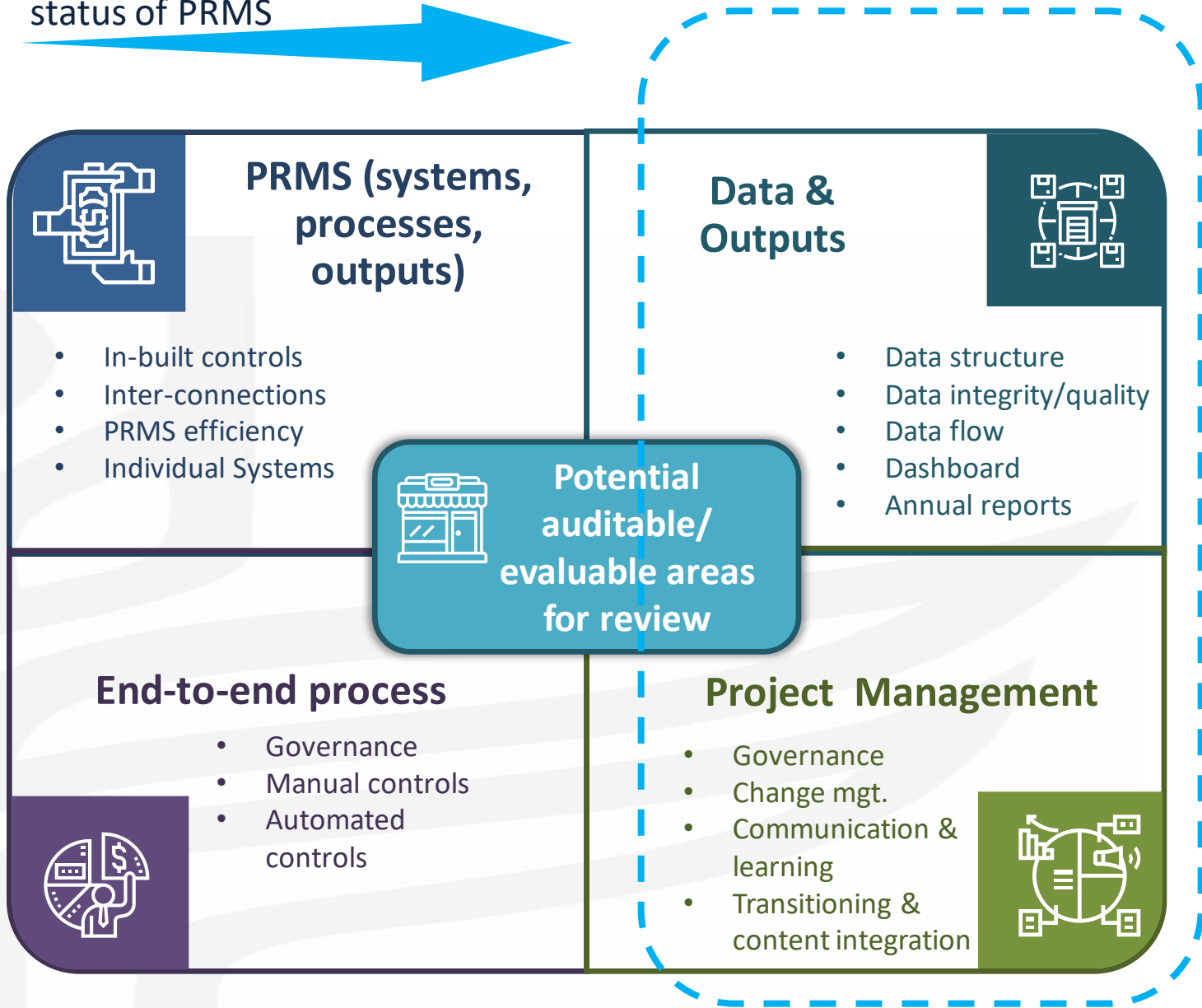
4
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Poor implementation of PRMS and PRMS products

5



Proposed focus of the engagement vis-a-vis the risks and the current status of PRMS





Objectives

The **overall objective** is to provide up-front advice on the process of the design and implementation of PRMS and PRMS products. Specifically:

1. Independently identify and highlight inherent and emerging risks (to the PRMS' ability to meet stakeholder expectations) at each phase of the project of PRMS design and implementation, including assessing:
  - Existence and adequacy of PRMS **project management** mechanisms
  - PRMS' ability to produce **evidence** that meets the criteria of completeness, accuracy, and integrity
  - PRMS's ability to produce quality **data** when required efficiently
  - Governance and mechanisms for **Quality Assurance** of the PRMS content
  - Suitability of the PRMS **products** to facilitate evaluability i.e., CGIAR Results Dashboard
2. Highlight lessons learned, identify good practices, limitations, and areas of improvement



Approach

To achieve the engagement objectives, the activities will include:

1. **Project risk assessment** and provision of advice through:
  - **Pre-implementation review** of resources, project plans, timelines, system design and implementation plans, data conversion approach, and techniques
  - **Special purpose reviews** of functionality analysis against blueprint assumptions, independent testing of data migration for completeness and accuracy, review of interfaces and reports
  - **Go-Live assessment**, the performance of a health check (pre-go-live) to determine whether project plans, testing, change management, training, and other key implementation project activities have been successfully completed prior to the roll-out.
2. **Formative evaluative** approach will inform a design of PRMS that produces products that are feasible, appropriate, and acceptable for evaluability of CGIAR (Eval Framework, 2022<sup>2</sup>).



Methodology

In delivering the expected value best practice in system design and implementation and project management including PMBOK<sup>3</sup> / IIBA BOK<sup>4</sup> will be used as a benchmark.

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Evaluation standards and practices will guide this formative advisory work using mixed methods: survey, mapping, benchmarking, interviews, towards a case sub-study on PRMS products.

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The iterative **engagement modality** will be based on engagement with evolving (formal and informal) project management structures implemented by management and aligned with PRMS project timelines/milestones. The project materials will be reviewed as they are being developed for real time input.



Outputs

- **Monthly advisory statements** (as a minimum) with an independent advisory perspective on inherent and emerging risks at each phase of the project to the appointed project management governing body with interim recommendations
- **Mid-point presentation** to SIMEC towards SC16
- **Consolidated independent report** including advice provided to the PRMS project team throughout the duration of the engagement, issued to **AFRC and SIMEC**

<sup>2</sup> <https://cas.cgiar.org/evaluation/publications/cgiar-evaluation-framework>

<sup>3</sup> <https://www.pmi.org/pmbok-guide-standards/foundational/PMBOK>

<sup>4</sup> <https://www.iiba.org/career-resources/a-business-analysis-professionals-foundation-for-success/babok/>



# Engagement team and timeframes

Type engagement	ADVISORY: To provide up-front advice about the process of the design and implementation of PRMS and PRMS products					
Sponsor engagement	Managing Director Research Delivery and Impact					
Stakeholders:	Project managers: <ul style="list-style-type: none"><li>Project Coordination Unit (PCU) Lead</li><li>Portfolio Performance Unit (PPU) Lead</li></ul>	Digital Services (IS&S DS)	EMT/One CGIAR leadership	Initiative Management & MEL COP	AFRC	SIMEC
BU / Location / entity in scope	<ul style="list-style-type: none"><li>Project Coordination Unit (PCU)</li><li>Portfolio Performance Unit (PPU)</li><li>Digital Services</li></ul>					

High level timing	Planned Date	
Notification issued	May 2, 2022	
ToR issued	May 16, 2022	
Fieldwork start/finish	May 2022	December 2022
Monthly interim reports	June, July, August, September, October, November	
Mid-point report for SIMEC	October-November 2022	
Draft report issued	Q1/ 2023	
Final consolidated report issued	Q1/ 2023	

Team	Name	Email
Lead Head of Internal Audit(HoIA):	Madina Bazarova	<a href="mailto:m.bazarova@cgiar.org">m.bazarova@cgiar.org</a>
Peer HoIA	Antonio Villamor	<a href="mailto:a.villamor@cgiar.org">a.villamor@cgiar.org</a>
Lead Evaluation	Svetlana Negroustoueva	<a href="mailto:s.negroustoueva@cgiar.org">s.negroustoueva@cgiar.org</a>
Peer Monitoring and Evaluation	Gaia Gullotta	<a href="mailto:g.gullotta@cgiar.org">g.gullotta@cgiar.org</a>
Consultant	John Kieti	<a href="mailto:jkieti@gmail.com">jkieti@gmail.com</a>
Consultant	Geoffrey Nyakeriga	<a href="mailto:jeffnyakeriga@gmail.com">jeffnyakeriga@gmail.com</a>



**John Kieti, Expert Information Communications Technology & Data Management, BSc Computer Science, MBA,**

Ph.D. candidate pursuing research on digital platforms for agriculture

John is passionate about digitalization and digital platforms to help solve social and economic problems. He has over twenty years of experience in management information systems and building digital entrepreneurship ecosystems: as a Data Manager, Analyst/Programmer, Head of Information Systems, Programs Director, and Chief Operations Officer in various organizations. He has designed and deployed information systems, gathering vast data for aggregation and analysis at national levels. With CGIAR Advisory Services he served as a subject-matter expert in the Evaluation of CGIAR Platform for Big Data in Agriculture and published a blog post on Evaluation Case Study: CGIAR Ontologies Community of Practice. John will support Evaluation component of the study carrying out a benchmarking study of methods, products and standards and conducting literature review.



**Gaia Gullotta, Data Analyst and GIS Specialist, BSc in Natural Resources Conservation, MSc in Biodiversity and Conservation of Nature**

- Gaia has over ten years of experience with the Alliance of Bioversity International and CIAT (ABC). She is passionate about biodiversity conservation, landscape analysis, and sustainability and is currently the ABC's Research Assistant for the Policy Unit conducting data analysis and data reporting. As an Evaluation Data Analyst, she supported the CAS team in developing a data analysis methodology for the CRP 2020 Review.

Her role in the engagement will be to provide coordination, analytical and content support to the Evaluation component of the PRMS study



**Antonio M. Villamor, Jr., MIEEE, CISA, CISM, CDPSE, CIA, CRMA, CBDA, AAC, CIPM, CSPM-Agile, CMA (Australia), B Accountancy, IBM Data Science Professional, Grad Cert**

International Relations, MSc Cybersecurity (Candidate)

Tony comes from varied educational and professional backgrounds. He provides inter-disciplinary approaches to organizational problems and has over 25 years of work experience in private and not-for-profit organizations. His previous professional engagements include business acquisitions, business development, project management, information security management and assurance, capacity development, operational and systems risk management, business analysis, and social compliance. Tony is currently the ICARDA's Head of Internal Audit Unit.

Tony will provide overall management of the Internal Audit component of the engagement.



**Geoffrey Nyakeriga, Technology, Strategy and Innovation Business Consultant, MBA, CISA, CISM, IMIS, and BSc. Electronics & Computer Engineering**

Geoffrey is a seasoned Management Consultant with over ten years of experience in project management, data analytics, business processes analysis, and re-engineering. He has supported clients across various industries in defining business cases, evaluation, selection, and project management of the end-to-end implementation of enterprise systems, including Enterprise Resource Planning (ERP) and other turnkey solutions.

Geoffrey will support the IA component of the engagement specifically to identify and highlight inherent and emerging risks at each phase of the design and implementation of PRMS through participation in project meetings, review of documents and processes.



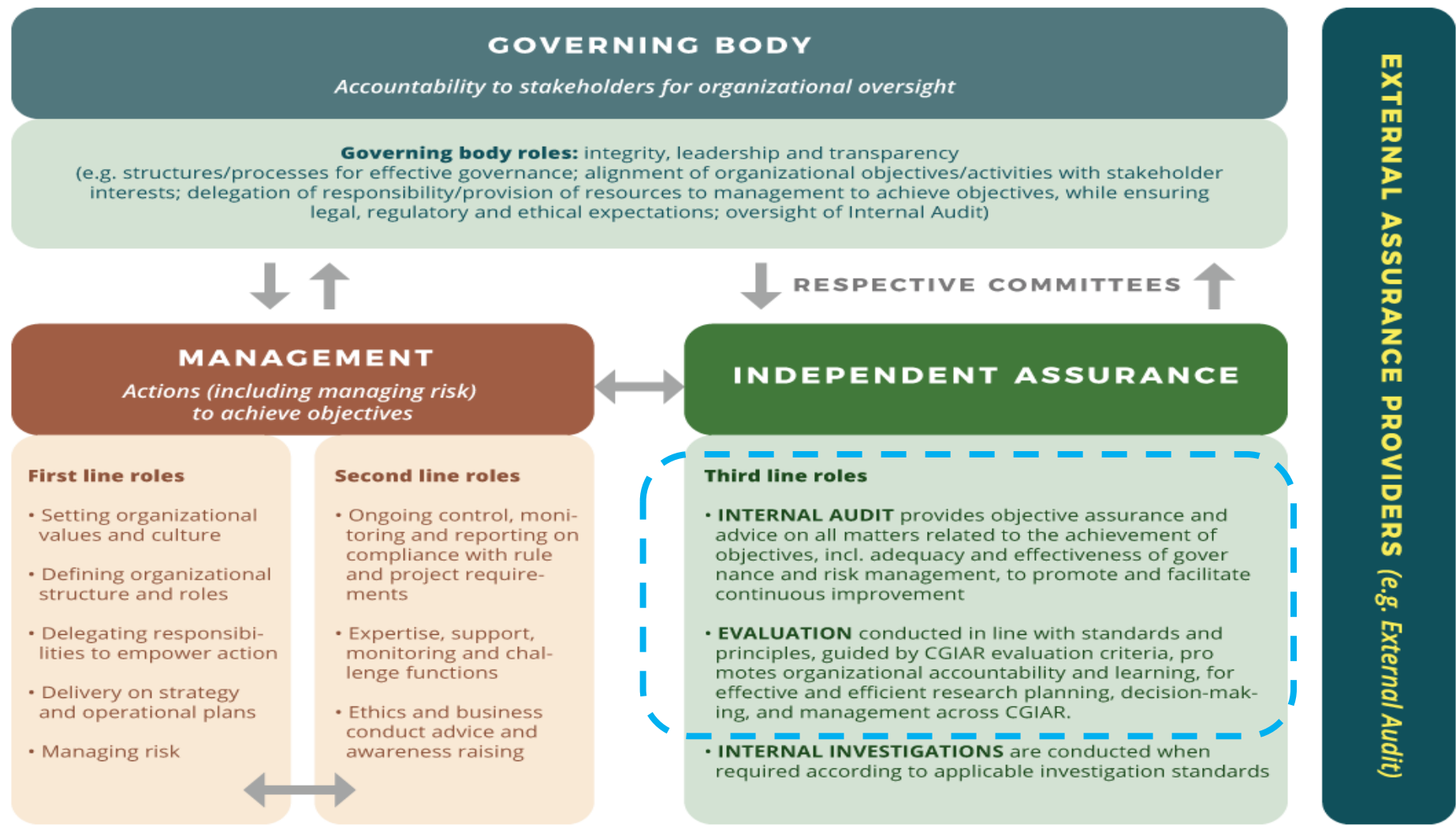
# Engagement Protocol

The report will be shared in the draft with the Sponsor and other stakeholders as appropriate; then Center Internal Audit functions, MEL COP and management for Center-specific matters. CGIAR Common Audit Finance and Risk Committee and the EMT will receive the report in its final version.

Activity	CGIAR System Board/ System Council	Audit Finance and Risk Committee	Strategic Impact, Monitoring and Evaluation Committee	EMT and Senior Mgmt.	Center Director General and Mgmt. On Center-specific results	Sponsor	Other Stakeholders involved in engagement (PPU, PCU, MEL COP, IS&S DS)
Annual Risk based audit plan	Approve <i>Overall Plan</i>	Endorse <i>Overall plan</i>	Endorse <i>MYEP plan</i>	Consulted <i>Input One CGIAR</i>	Consulted <i>Input Legal Entity specific items</i>		
Notification		Informed <i>Diligent Board</i>		Informed <i>Email out</i>	Informed <i>Email LE HoIA</i>	Informed <i>Email CAE</i>	
Terms of reference		Informed <i>Diligent Board</i>	Endorse	Informed <i>Email Chief Audit Executive (CAE)</i>	Informed <i>Email LE HoIA</i>	Consulted <i>Consultation + Email CAE</i>	Consulted <i>Consultation + Email CAE / LE HoIA; CAS ERG</i>
Opening meeting						Consulted <i>Presentation CAE</i>	Consulted <i>Presentation CAE / Lead HoIA</i>
Engagement implementation – fieldwork update meetings						Consulted <i>Updates CAE</i>	Consulted <i>Updates Lead HoIA, MEL COP</i>
Presentation of results			Endorse <i>Mid-way towards SC16</i>	Consulted <i>Escalation key issues if needed CAE</i>	Consulted <i>Escalation key issued if needed CAE</i>	Consulted <i>Presentation CAE</i>	Consulted <i>Presentation CAE / LE HoIA</i>
Draft report	Endorse (Eval)		Endorse			Endorsed <i>Factual presentation + comments</i>	Consulted <i>Factual presentation + comments; CAS ERG</i>
Final report	Informed (IA) <i>(high level results) Report Diligent Board</i>	Informed <i>(high level results) Report Diligent Board</i>	Endorse <i>Factual presentation + comments</i>	Informed <i>Final report CAE</i>	Informed <i>Final report LE HoIA</i>	Informed <i>Final report CAE</i>	Informed <i>Final report CAE</i>



## ANNEX: EVALUATIVE APPROACH AND METHODS



# PRMS Redesign Project Risks: joint assessment by IA and Evaluation

The formative advisory engagement is being designed around IDENTIFIED RISK CATEGORIES to accompany the re-design of the PRMS in 2022.

1

## Unavailability of quality data for first cycle of reporting

- 1.1 Lack of systems or guidance on data capture while the new system is designed
- 1.2 Lack of standardization of data
- 1.3 Lack of clarity of minimum viable product to facilitate reporting
- 1.4 Lack of clarity of sources and governance arrangement on who should create the facts and data dimension tables
- 1.5 Data not fully and easily accessible (e.g. POWB, partners, etc.)
- 1.6 Inadequate output QA
- 1.7 Data inconsistency over the years

2

## Design and implementation costs outweigh the benefits

- 2.1 Scope creep
- 2.2 Too many workarounds
- 2.3 Inappropriate project mgt approach
- 2.4 Lack of clarity of roles & responsibilities incl. ownership & governance
- 2.5 Lack of collaboration between CG Centers to develop the PRMS

3

## It is not possible to meet all requirements laid out in the PRMF

- 3.1 Requirements of PRMF may be incompatible/ complex to implement
- 3.2 Operational needs changed since the requirement definition

4

## Poor design of PRMS

- 4.1 Crucial requirements are not addressed/ or considered
- 4.2 Inadequate consideration of business process to answer the required business questions
- 4.3 Design too complex and hard to comprehend/ does not incorporate considerations for efficiencies
- 4.4 The components of PRMS Ecosystem are not interoperable or integrated (e.g., financial data and related reporting systems, employee data and related reporting systems, etc.)
- 4.5 Poor data entry quality controls, poor access security controls. Inadequate inputs
- 4.6 The learning is not incorporated/legacy issues remain unresolved
- 4.7 Lack Standardization e.g., typology of inputs (indicators, partners, etc.)
- 4.8 No alerts or notifications for critical data changes
- 4.9 Incomplete user testing

5

## Poor implementation of PRMS and PRMS products

- 5.1 Unrealistic timelines for reporting-timelines and system not ready for 2022 reporting cycle
- 5.2 Insufficient adoption and training for data entry
- 5.3 Transition from MEL to MARLO

6

## PRMS information products are not accurate, timely and accessible for the evaluability of CGIAR

- 6.1 PRMS products do not align to Reporting Requirements (schedule and accessibility)
- 6.2 The quality of PRMS products (accuracy)
- 6.3 PRMS does not provide adequate information on impact pathways
- 6.4 PRMS does not provide adequate information on relationships between outputs, milestones, outcomes, innovations, impact areas, etc.
- 6.5 PRMS unable to track partnerships

Link to the potential auditable /evaluable components:

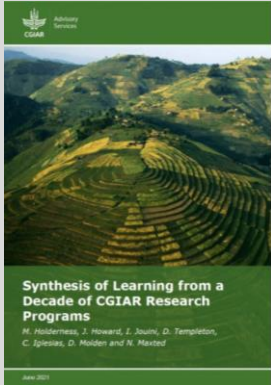
- **Project Management**
- **Data & Outputs**

[CRP REVIEWS 2020](#)



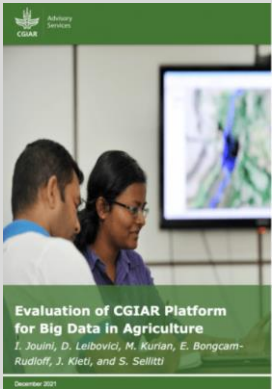
**CRP-level and CGIAR-wide level recommendations to consider**

[2021 SYNTHESIS OF LEARNING FROM A DECADE OF CGIAR RESEARCH PROGRAMS](#)



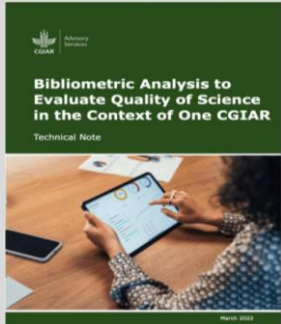
**N of relevant recommendations TBC during inquiry stage**

[EVALUATION OF CGIAR PLATFORM FOR BIG DATA IN AGRICULTURE](#)



**4 recommendations to consider**

[BIBLIOMETRIC ANALYSIS TO EVALUATE QUALITY OF SCIENCE IN THE CONTEXT OF ONE CGIAR](#)



**3 recommendations to consider**



## Standards and Principles: CGIAR Evaluation Framework (2022)

- Relevance and use
- Independence
- Transparency
- Legitimacy
- GDI
- Ethics
- **Evaluability**
- **Measurability**
- Credibility
- Mutual accountability
- Efficiency
- Comparative advantage
- Fairness, confidentiality
- System-framing
- Capacity building

**EVALUABILITY:**  
Can an intervention be evaluated in a reliable and credible fashion?  
A concept central to a culture of results  
Needs a strong focus at the design stage

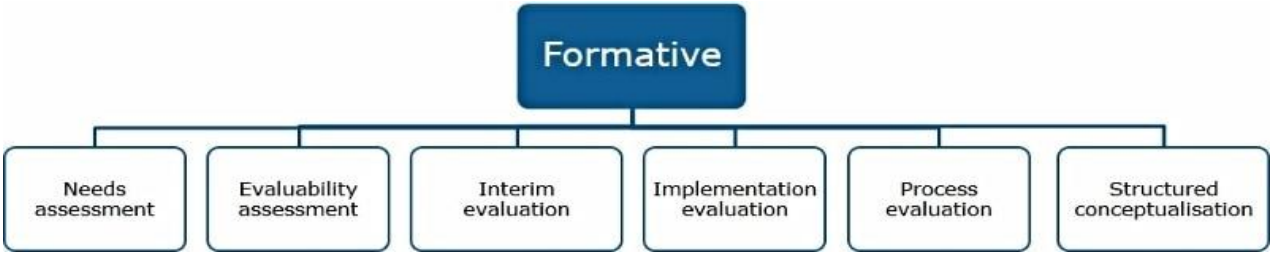
### Evaluability

**MEASURABILITY:**  
Sound methods underpin measurability and replicability. To the extent possible, evaluations measure, using quantitative and/or qualitative methods, the performance of CGIAR.  
Measurability provides comparability between time frames, groups, or alternative theories.



### MEASURABILITY:

*Formative evaluation is primarily diagnostic; it aims to improve the design and performance of an intervention. It is usually conducted when a new program or activity is being developed or when an existing one is being adapted or modified. Formative evaluation engagement ensures that a program or program activity is **feasible, appropriate, and acceptable** before it is fully implemented. It involves collecting qualitative and quantitative data to identify problems and their causes in the design and make real-time recommendations.*

### Formative:



Objectives: Evaluation-related Questions and Methods

	Specific objectives	Evaluative Key Questions	Evaluation – specific Methods 
<b>Overall objective :</b> To provide up-front advice on the process of the design and implementation of PRMS and PRMS products	1. Independently identify and highlight inherent and emerging risks (to the PRMS’ ability to meet stakeholder expectations) at each phase of the project of PRMS design and implementation <ol style="list-style-type: none"><li>Existence and adequacy of PRMS <b>project management</b> mechanisms</li><li>PRMS’ ability to produce <b>evidence</b> that meets the criteria of completeness, accuracy, and integrity</li><li>PRMS’s ability to produce quality <b>data</b> when required efficiently</li><li>Governance and mechanisms for <b>Quality Assurance</b> of the PRMS content</li><li>Suitability of the PRMS <b>products</b> to facilitate evaluability i.e., CGIAR Results Dashboard</li></ol>	<ol style="list-style-type: none"><li>How effective, efficient and coherent is the PRMS re-design process in support of PRMF (considering context structures, processes, and resources)?</li><li>What elements of the PRMS are most likely to facilitate robustness and reliability of PRMS products: stable and consistent data collection processes and analysis methods over time?</li><li>How suitable are PRMS products to towards evaluability i.e., CGIAR Results Dashboard: ‘timelines, robustness, transparency’, reliability, accessibility,</li><li>To what extent does interoperability of contributing sub-systems affect ‘timelines, robustness, transparency’ of PRMS products? Feasible towards comparability between time frames, groups, or alternative theories (measurability)</li><li>What elements underpin quality of PRMS products? (data standards, data integrity, completeness, and data annotation using ontologies, metadata and related documentation)?</li><li>How well do existing QA mechanisms for selected PRMS products underpin its quality? Traceability of aggregate data authentic sources?</li><li>What MELIA structures, processes, and resources exist to reinforce ownership, agility and use of the PRMS’s data outputs in line with One CGIAR reporting arrangements?</li></ol>	<ul style="list-style-type: none"><li>- <b>Skills and Needs assessment:</b> assessment of capacities and needs towards preparedness to meet reporting requirements in MEL, to consider awareness of PRMS objectives, lessons learnt and reporting requirements, purpose.</li><li>- <b>Interviews/focus groups</b> about PRMS usability, building on previously identified gaps.</li><li>- <b>Case studies:</b></li><li>- o <b>Data Quality Assessment:</b> Selected initiative-level indicator that continue (Genebanks) and/or a system-level indicator from PRMF also present in previous SRF; and/or an OICR.</li><li>- o CLARISA based case study to identify risks and opportunities for enhanced data interoperability</li><li>- Review alignment to indicators/reporting requirements</li><li>- Document review PRMS project resources/documentations</li></ul>
	2. Highlight lessons learned, identify good practices, limitations and areas of improvement and make forward-looking recommendations to reinforce agility and usefulness of the PRMS in line with One CGIAR governance arrangements.	<ol style="list-style-type: none"><li>What is the degree of uptake of lessons and recommendations learnt from previous studies (PRMS) through IA and Eval? Why?</li><li>What are the internal and external practices and mechanisms that can enhance quality of PRMS products towards evaluability (MELIA or not)?</li><li>How is process learning from PRMS redesign for One CGIAR governance arrangements?</li><li>What limitations and risks should be further mitigated for evaluability of the CGIAR portfolio?</li></ol>	<ul style="list-style-type: none"><li>- <b>Literature review and benchmarking</b> against comparators</li><li>- <b>Mapping</b> of recommendations for alignment to decision-making in redesign: external and internal to CGIAR (CRP/other and independent, evaluations)</li><li>- <b>Synthesis</b> of CGIAR-wide learning on bibliometrics data</li></ul>



## Assumptions

- The targeted scope of this IA/CAS engagement covers (i) PRMS management process (both to build and to run) and (ii) information products PRMS is being designed to emit.
- Risk assessment is based on the best available knowledge
- All relevant stakeholders will be consulted
- Key stakeholders will share relevant documents and information during the study in a timely manner
- Key stakeholders will meet their major 2022 milestones as part of PRMS redesign
- Timeline and outputs in this TOR will be respected
- AFRC and SIMEC are kept abreast and engage to consider and act on recommendations real time



## Limitations

- Lack of clarity on roles and responsibilities, and overall governance in PRMS project
- Limited understanding among key stakeholders of Internal Audit (IA) and Evaluation role in the PRMS study
- Evolving status of documentation on PRMS project by One CGIAR units
- The evolving resourcing (financial/human) towards implementation of One CGIAR initiatives
- Degree of IA/Evaluation engagement depends on the commitments to the PRMS study of the main stakeholders involved

**Main challenge: Dealing with time and information constraints**



## Mitigations

- Beyond this advisory engagement during the system design/build, it is recommended that CGIAR consider an additional phase of work in late 2022/early 2023. This phase would entail a comprehensive peer review of the fully-built PRMS.\*
- Iterative and ongoing meetings with all stakeholders to explain IA and Evaluation engagement and its objectives framed around risk areas agreed with evaluand.
- Consulting diverse range of stakeholders to the PRMS project
- Implementation of a robust communication process (e.g. monthly status update reports)

*\*A supplier who has deep familiarity with the full scope of such systems would offer CGIAR valuable peer review once the system is built. Such review can be commissioned independently or commissioned directly by CGIAR management, to be determined. An expected level of effort for peer review from a specialized firm would be approx. 20 to 30 person days, to be ascertained on the basis of a standard procurement process.*