Terms of Reference of
CGIAR's Independent Advisory and Evaluation Service[1]

1.   Context

1.1   CGIAR's Independent Advisory and Evaluation Service provides operational support as the secretariat for CGIAR's Independent Science for Development Council ('ISDC') and CGIAR's Standing Panel on Impact Assessment ('SPIA'), and implements CGIAR's multi-year, independent evaluation plan as approved by the System Council.[2]

1.2   Within this strategic context, the System Council has agreed that the following operational principles[3] guide the role and operations of CGIAR's Independent Advisory and Evaluation Service:

a.   **Independence of advice**, being neither Funders nor implementers of CGIAR research programs and/or platforms and avoiding other potential conflicts of interest;

b.   **Improved efficiency**, with a view to providing advice that maximizes CGIAR's impact while reducing overall costs;

c.   **Improved communication**, such that various assessments and evaluation workstreams in the System are aligned with CGIAR Business Plan cycles;

d.   **Improved and systematic linkage between science and development through innovation and effective partnerships**, such that innovation and partnerships are embedded in all aspects of CGIAR's advisory services;

e.   **Higher ownership and improved coordination of the advice by the System itself**, such that the advice provided by the advisory services needs to be communicated to and formally discussed by the System Council on a regular basis.

1.3   These terms of reference shall be effective on 1 January 2019.

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[1] With effect from 20 July 2022, and following a decision of the CGIAR System Council (Decision Ref: SC/M16/DP5), any and all references to 'CGIAR Advisory Services Shared Secretariat' were amended to 'CGIAR's Independent Advisory and Evaluation Service' in this document. This change does not affect the substantive content or operational effect of the document.

[2] In respect of the evaluation plan, refer to Article 6.1(cc) of the CGIAR System Framework

[3] Outlined in 'The Future of CGIAR's Advisory Bodies SIMEC Thinkpiece' tabled at the 6th System Council meeting, 16-17 May 2018, Berlin, Germany, https://www.cgiar.org/wp/wp-content/uploads/2018/05/SC6-05_SIMEC_ThinkPiece_SC-AdvisoryBodies.pdf

2.   Key Terms

2.1   As used in these terms of reference, the capitalized terms or acronyms have the meanings set out below:

    a.   **Assurance Oversight Committee ('AOC')**, as defined by the *CGIAR System Framework,* is a standing committee of the System Council, with a majority of external independent members, the purpose of which shall be to provide:

        i.   The System Council with assurance of the completeness and effectiveness of the Internal Audit Function and the independence of external audit functions;

        ii.   A structured reporting line between internal and external auditors and the System Council; and

        iii.   Oversight of System-wide governance, risk management and internal controls.[4]

    b.   **CGIAR Business Plan** is a 3-year implementation plan that provides a common planning framework to ensure better alignment in how CGIAR operates as a System, and successive 3-year plans are intended by the System to provide that alignment through to delivery against CGIAR's end-2030 System Level Outcomes.

    c.   **CGIAR Research** means the research carried out by the Centers and CGIAR System Partners in support of the CGIAR 2030 Research and Innovation Strategy.[5]

    d.   **CGIAR System Organization** ('System Organization'), as defined by the *Charter of the CGIAR System Organization* ('Charter'), is the international organization governed by the Charter, with its organs being the System Management Board and System Management Office.[6]

    e.   **Strategic Impact, Monitoring and Evaluation Committee** ('SIMEC'), as defined by the *CGIAR System Framework*, is a standing committee of the System Council, with members representing System Council members, the "purpose of which shall be to assist the System Council in review of the research program evaluations, oversight of the strategic direction of the System Organization and efficiency, effectiveness and impact off CGIAR Research"[7]

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[4] Article 8.2(a) of the CGIAR System Framework.

[5] Definition from the CGIAR System Framework. CGIAR Research was defined this broadly to incorporate all the sources of funding for such research, whether from the CGIAR Trust Fund or bilateral.

[6] Article 2 (j) of the Charter of the CGIAR System Organization or 'Definition' (i) of the CGIAR System Framework

[7] Article 8.2 (b) of the CGIAR System Framework

3.   Mandate

3.1   CGIAR's Independent Advisory and Evaluation Service is responsible for delivery of the following functions in a manner that ensures maximum efficiency and cost-effectiveness and alignment to successive CGIAR Business Plans:

a. Supporting the Independent Science for Development Council ('ISDC')
b. Supporting the Standing Panel on Impact Assessment ('SPIA')
c. Supporting implementation of CGIAR's multi-year, independent evaluation plan in a manner that meets the CGIAR System's strong need for rigorous high quality independent evaluations to inform decision making across the System.

3.2   **Support to ISDC operations**: Aligned to successive multi-year CGIAR Business Plans and in line with the System Council approved multi-year workplan and budget for ISDC, CGIAR's Independent Advisory and Evaluation Service will support ISDC in carrying out its work, with responsibilities including but not limited to:

a. Supporting delivery of the four major pillars of ISDC's role as set out in its terms of reference, namely:

    i.   Supporting ISDC foresight[8] activities at relevant intervals, to inform deliberations by the System Council, in consultation with the System Management Board, on future critical agricultural research for development areas for which CGIAR has a comparative advantage.

    ii. Supporting ISDC horizon scanning[9] activities to put before the System emerging issues and trends for potential incorporation into the CGIAR Research portfolio at strategic opportunities.

    iii. Supporting ISDC priority setting exercises and analyses to inform periodic proposal development and assessment processes as necessary.

    iv. Providing strategic guidance and oversight to periodic proposal assessment processes to ensure a robust impartial assessment of the focus, scientific excellence, adequacy of scientific and institutional research resource capacity, and potential for impact of funding requests for research proposals, but with the ISDC not themselves being involved in the technical review of the proposals.

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[8] Foresight studies are periodically (typically each 6 – 10 years) commissioned by the System Council to inform the development of CGIAR's longer term research strategy, with a view to ensuring that CGIAR's research agenda is resilient to the future.
[9] Horizon scanning exercises are periodically (each 3 years) commissioned by the System Council to provide analysis on how emerging trends and developments might potentially affect CGIAR's current research agenda.

b. At relevant junctures in successive CGIAR Business Plan cycles, taking the relevant actions to provide effective, digestible information to inform System Council deliberations, and as requested by the System Council, System Board deliberations, on ISDC foresight and horizon scanning advice.

c. Maintaining a register of external subject matter experts to undertake independent proposal assessments that are moderated by the ISDC, and taking the necessary actions to contract that expertise at relevant junctures. In this regard, CGIAR's Independent Advisory and Evaluation Service works under the direction of the ISDC to assemble relevant expertise associated with tasks being carried out regarding research, science partnerships, and links to broader development agendas and Funder needs.

d. Supporting the search, selection, and onboarding process for ISDC members, working in close collaboration with the System Council Secretary in regard to required System Council approvals.

e. Providing a visible, effective conduit for representatives of the System Organization, Centers, CGIAR projects and platforms to have a formal channel of communication to ISDC on inputs and/or matters of concern in respect of ISDC operations, in a manner that adheres to the ISDC's agreed rules of practice regarding the maintenance of the ISDC's independence and impartiality.

f. Providing content to maintain up-to-date online mechanisms for communication and access of information relevant to the operations of ISDC on the System's www.cgiar.org website.

g. Such other additional tasks and responsibilities as may be approved by the System Council as key focus areas within each multi-year Independent Advisory and Evaluation Service workplan arising from System Council decisions.

3.3 **Support to SPIA operations**: Aligned to successive multi-year CGIAR Business Plans and in line with the System Council approved multi-year workplan and budget for SPIA, CGIAR's Independent Advisory and Evaluation Service will support SPIA in delivery against its mandate[10] with responsibilities including but not limited to:

a. Supporting the two major pillars of SPIA's role as set out in its terms of reference, namely:

i. Expand and deepen evidence of impact of CGIAR research investments on the five CGIAR impact areas including through conducting or commissioning impact assessment research and syntheses, advising the CGIAR on how impact assessment data can be integrated, and developing and testing new impact assessment methods; and

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[10] primarily through operational support team members of SPIA's Professional Team

ii. Support CGIAR's strong commitment to embed impact assessment into the System, with particular effort focused on supporting CGIAR Centers and programs to build their own capacity for impact assessment, and identify strategic impact assessment opportunities and design strong studies.

b. As relevant to the delivery of System Council approved multi-year work plans and budgets, stewarding the delivery of a mid to longer-term impact assessment strategy and/or implementation plan that delivers for the CGIAR System a shared, cost-effective strategic vision to enhance CGIAR Center capacity to be the main source of robust impact assessments on CGIAR Research through to end-2030.

c. Contributing to the Independent Advisory and Evaluation Service's register of external subject matter experts with persons/groups that can undertake studies, syntheses, and other activities as moderated by SPIA, ensuring that the pool of expertise includes persons who can assess effective linkages with Funder needs and the development relevancy analog.

d. Taking the necessary actions to contract expertise and consortia at relevant junctures and manage the workflows of these contracts.

e. Supporting the search, selection and onboarding process for SPIA members, working in close collaboration with the System Council Secretary in regard to required System Council approvals.

f. Providing a visible, effective conduit for representatives of the System Organization, Centers, CGIAR projects and platforms to have a formal channel of communication to SPIA on inputs and/or matters of concern in respect of SPIA operations.

g. Providing content to maintain up-to-date online mechanisms for communication and access of information relevant to the operations of SPIA on the System's www.cgiar.org website.

h. Such other additional tasks and responsibilities as may be approved by the System Council as key focus areas within each multi-year workplan of the Independent Advisory and Evaluation Service arising from System Council decisions.

3.4 **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 to inform decision making across the System**: Aligned to successive multi-year CGIAR Business Plans and in accordance with a CGIAR multi-year evaluation framework that enhances accountability and learning to inform the formulation of new (and course corrections of ongoing) CGIAR Research and other cross-System

actions, ensure that the evidence from System Council commissioned independent evaluations is informing decision making across the System at strategic opportunities. CGIAR's Policy for Independent Evaluation, as may be amended from time to time sets out the detailed role of how the multi-year evaluation plan will work. Major functional responsibilities include:

a. Developing, in consultation with CGIAR Centers, project and platform staff, and the System Organization, a cost-effective multi-year evaluation work plan for approval by the System Council, taking into account current and future Center and CGIAR projects and/or platform evaluation frameworks, strategies and/or plans, and strategic guidance from the System Council and the System Management Board in the preparation of the evaluation work plan.

b. Maintaining a database and roster of external evaluation specialists that can be commissioned to undertake independent evaluations, including specialists that can be engaged to undertake periodic governance and management reviews that the Centers may wish to commission through the coordination support of the System Management Board.[11]

c. In coordination with relevant bodies, ensuring the effective use of available information from appraisals and monitoring of progress of programs/projects for external independent evaluations.

d. For System Council commissioned independent evaluations, managing evaluator selection and contracts with the procurement support of the System Management Office, and evaluation workflows in a way that ensures quality and independence of the evaluation process and evaluation reports, to ensure timely delivery of high-quality key outputs.

e. Serving as a quality assurance mechanism for System-wide independent program and other on-demand evaluations that are to be undertaken by externally commissioned evaluators.

f. Providing for System Council endorsement, and implementation thereafter, a communications protocol for System-wide evaluation outputs that ensures clarity of communication channels and ensuring that recommendations from System-wide independent evaluations are made available in clear-cut, comparable and easy to digest formats.

g. Coordinating the timely provision of System-wide evaluation materials to CGIAR's key governing bodies in line with the agreed reporting lines and agreed information flows.

h. As relevant to evaluation findings and recommendations, and System Council, System Board and/or Center or project and platform actions agreed thereon, coordinating with the business unit responsible for monitoring implementation of agreed actions to facilitate the provision of an annual statement to the AOC of the status of implementation of evaluation recommendations.

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[11] Article 6.1(cc) of the CGIAR System Framework provides for the System Council to endorse plans for such reviews.

i. Periodically reporting to SIMEC on the ongoing relevance of the CGIAR Policy for Independent External Evaluation according to best practice international standards, and as required, presenting proposed revisions for System Council approval after consultation across the CGIAR System.

j. Providing content to maintain an up-to-date online mechanism for communication and access of evaluation information on the System's www.cgiar.org website.

k. Managing additional on-demand evaluation requests arising from formal decisions of the System Council.

4. CGIAR's Independent Advisory and Evaluation Service leadership and appointment processes

4.1 **Independent Advisory and Evaluation Service leadership**: CGIAR's Independent Advisory and Evaluation Service will be led by an experienced director-level position on par with senior-level leadership of the CGIAR and titled in a manner consistent with the human resources policies of the hosting organization (accordingly, titled "Director, Independent Advisory and Evaluation Service").

4.2 **Leadership responsibilities**: The Director, Independent Advisory and Evaluation Service, is responsible for all functions of CGIAR's Independent Advisory and Evaluation Service, including ensuring strategic execution of the deliverables of CGIAR's Independent Advisory and Evaluation Service in a manner that adds value to the CGIAR, and managing the personnel and budget of CGIAR's Independent Advisory and Evaluation Service in consultation with the respective Directors of the hosting organization(s) responsible for human resources and finance, ISDC and SPIA Chairs. In exercising their role, the Director, Independent Advisory and Evaluation Service follows their hosting organization(s)' administrative and financial policies and procedures.

4.3 **Operational reporting line**: The Director, Independent Advisory and Evaluation Service, reports to the ISDC Chair regarding overall execution of the work plan and budget of CGIAR's Independent Advisory and Evaluation Service. The Director, Independent Advisory and Evaluation Service makes day-to-day decisions regarding execution of the Independent Advisory and Evaluation Service's mandate according to that formal reporting line, whilst also taking into consideration specific technical guidance from the SPIA Chair in regard to SPIA-focused operational support activities. Specifically, concerning strategic guidance on the development and execution of the CGIAR's multi- year evaluation plan, the Director, Independent Advisory and Evaluation Service carries out the Independent Advisory and Evaluation Service's responsibilities under the broad oversight of SIMEC, in addition to reporting to the ISDC and SPIA Chair on the status of workplan and budget execution.

4.4 **Compliance with administrative policies**: The Director, Independent Advisory and Evaluation Service acts with operational independence from the System Board and management of the System Organization and hosting organization(s) while complying

with hosts' administrative policies. The Director, Independent Advisory and Evaluation Service has an administrative report to the executive director (or equivalent) of the hosting organization concerning compliance with internal operational and administrative policies.

4.5 **Selection process**: The position will be filled through a merit-based, open and competitive selection process incorporating the following elements:

a. The **terms of reference** for CGIAR's Independent Advisory and Evaluation Service and the **job description for its Director** will be formally endorsed by the System Board as the legally responsible governing body of CGIAR, following approval by the System Council. Development of the terms of reference will be undertaken by SIMEC, based on consultations with the System Council members and other key stakeholders including the ISDC and SPIA Chairs.

b. An appropriate **job advertisement** reflecting the agreed job description for the Director, Independent Advisory and Evaluation Service and outlining key competencies required will be issued publicly by the hosting organization on behalf of the System Organization.

c. The **search and appointment process** of the Director, Independent Advisory and Evaluation Service will be undertaken according to the recruitment procedures of the hosting organization, supported by a selection panel of up to five (5) members that is chaired by the ISDC Chair, as follows:

   i. The ISDC Chair or her/his designated representative
   ii. The SPIA Chair or her/his designated representative
   iii. The Chair of SIMEC or another SIMEC member designated on her/his behalf
   iv. The SIMEC chair may determine to appoint an independent person with extensive experience in robust external independent evaluation processes at the international level
   v. An appropriate member of the hosting organization.

4.6 **Employment terms**: The Director, Independent Advisory and Evaluation Service will be employed according to the Personnel Policy Manual (PPM) of the Hosting Organization and its operational practices.

4.7 **Performance assessment** for the Director, Independent Advisory and Evaluation Service is undertaken by a panel comprising the ISDC Chair, the SPIA Chair and the Chair of SIMEC or their delegate, being an independent person nominated by SIMEC with extensive experience in robust external independent evaluation processes process and performance evaluation at the international level. The panel will be chaired by the ISDC Chair, to which the position substantively reports on overall work execution. The performance assessment will be carried out according to the host organization personnel policies consider 360-degree inputs including inter alia from representatives of CGIAR Centers, projects, and platforms, the System Organization, other ISDC/SPIA members, other SIMEC members, independent persons with

extensive experience in independent evaluation, and the System Council, as the panel sees fit. Decisions on the renewal or separation of the Director, Independent Advisory and Evaluation Service shall be made by the panel, in consultation with the executive director of the Hosting Organization regarding human resources and other operational policies of the Hosting Organization. For the avoidance of doubt, the Executive Director is not a decision maker regarding the technical skills or overall performance of the Director, Independent Advisory and Evaluation Service.

5. CGIAR's Independent Advisory and Evaluation Service staff

5.1 **Staff profile:** CGIAR's Independent Advisory and Evaluation Service is intended to be a small group of up to nine (9) regular staff, aiming for an appropriate balance between personnel with skills in science, development and innovation systems; evaluations; and impact assessment, and for carrying out related reporting and administrative duties. Each Independent Advisory and Evaluation Service staff member will be employed according to a job description that sets out the specific skills, experiences and competencies required to deliver on their functional responsibilities, with scope for the flexible allocation of staff time across the functional responsibilities of CGIAR's Independent Advisory and Evaluation Service as relevant to skills and experience. Any increase of staff requires approval of the System Council based upon a clear proposal linked to System Council requested deliverables.

5.2 **Supervision**: The Director, Independent Advisory and Evaluation Service is responsible for the recruitment, management and mentoring of Independent Advisory and Evaluation Service staff in line with the Hosting Organization's PPM and in consultation with the Hosting Organization's staff with responsibility for human resources. The Director, Independent Advisory and Evaluation Service may consult with and involve others, particularly technical specialists, in delivering on these responsibilities. For recruitment of senior functional "Program Leader" or "Lead" positions in the Independent Advisory and Evaluation Service, to be titled in a manner consistent with the human resources policies of the host, the ISDC Chair, SPIA Chair or a person with experience in process and performance evaluation in international settings will be invited, or be able to nominate a designate, to join a selection panel as relevant to senior positions being recruited.

5.3 **Operational independence**: CGIAR's Independent Advisory and Evaluation Service staff are operationally independent from the Hosting Organization(s)' management, including its operational and policy units and decision-making.

5.4 **Internal operations**: Delivery of the three functional responsibilities of CGIAR's Independent Advisory and Evaluation Service will be coordinated by appropriately qualified staff with responsibilities for delivering against the work plan for the respective workstreams and within the budget approved by the System Council. Engagement with System Council, System and Center Boards, and System Council's AOC and SIMEC will primarily be through the Director, Independent Advisory and Evaluation Service. Independent Advisory and Evaluation Service staff will interact regularly with ISDC and SPIA Chairs in the execution of their duties. For specific technical

matters, and in some instances, for activities and outputs in support of the multi-year evaluation plan, interactions may include a direct relation of functional "Leads" to the System Council and its Committees.[12]

5.5 **Employment terms:** Staff of CGIAR's Independent Advisory and Evaluation Service will be employed under CGIAR hosting Organization(s) contracts and shall comply with the hosting Organization(s)' PPM.

5.6 **Performance assessment** of Independent Advisory and Evaluation Service staff is undertaken by the Director, Independent Advisory and Evaluation Service according to the Hosting Organization(s)' PPM, considering 360-degree inputs from, as relevant to functional responsibilities, inter alia, the Chairs of ISDC and/or SPIA, representatives of Centers and CGIAR Research projects and platforms, and the System Organization. Decisions on the renewal or separation of Independent Advisory and Evaluation Service staff are taken by the Director, Independent Advisory and Evaluation Service in consultation with the ISDC Chair, and SPIA Chair as relevant, the Executive Director of the Hosting Organization and Hosting Organization staff with management responsibilities regarding Human Resources.

6   Ethics and management of conflicts of interest

6.1 All Independent Advisory and Evaluation Service staff are subject to the Hosting Organization(s)' provisions on acceptable office conduct, mitigating conflicts of interest, and such additional provisions as may be internally agreed by and among Independent Advisory and Evaluation Service, ISDC and/or SPIA, or as approved by the System Council in the CGIAR Evaluation Framework and Policy.[13]

6.2 In addition, all Independent Advisory and Evaluation Service staff have a responsibility to avoid or manage situations that may lead to conflicts of interest that compromise the independence and impartiality of ISDC's advice to the System Council and the evaluative work of CGIAR's Independent Advisory and Evaluation Service. Independent Advisory and Evaluation Service will maintain a conflict of interest policy and system applicable to Independent Advisory and Evaluation Service, ISDC, SPIA members and all of the external experts working with them.

7   Engagement modalities

7.1 **Representative role of Director, Independent Advisory and Evaluation Service**: The Director, Independent Advisory and Evaluation Service represents CGIAR's Independent Advisory and Evaluation Service in dealing with others regarding the

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[12] It is the responsibility of the Director, Independent Advisory and Evaluation Service to ensure that minimum essential capacity is provided to discharge each of the three functional responsibilities, with an individual staff member in the lead for each.

[13] Upon approval by the System Council, and in the event of inconsistency with the CGIAR Evaluation Framework and – (2022), these terms of reference supersede that policy.

functional responsibilities under its mandate. The Director, Independent Advisory and Evaluation Service may designate representation of a specific functional area to an appropriate person within CGIAR's Independent Advisory and Evaluation Service.

7.2 **Engagement with the System Organization:** Without compromising the Independent Advisory and Evaluation Service's operational independence in regard to delivery of its functional responsibilities, staff of CGIAR's Independent Advisory and Evaluation Service will maintain consistent contact with System Organization and the business units of One CGIAR, so that the respective views of each are considered in delivery of the organizationally independent multi-year work plans, and that maximum opportunity for alignment and coordination is achieved in regard to delivery against CGIAR System objectives as set out in successive CGIAR Business Plan.

7.3 **ISDC and SPIA:** Modalities to facilitate effective linkages and engagement of ISDC and SPIA areas of focus with the System Council are as outlined in the respective Terms of Reference of ISDC and SPIA. The Director, Independent Advisory and Evaluation Service has a standing invitation to attend all ISDC and SPIA meetings unless otherwise determined by the respective Chairs relevant to specific agenda items.

7.4 **Evaluation plan linkages with the System Council:** To facilitate effective linkages and engagement with the System Council in respect of implementation of the CGIAR System's multi-year evaluation plan, the following modalities apply:

a.   Relevant to a standing agenda item at an annual System Council meeting, the Director, Independent Advisory and Evaluation Service or her/his designated representative will be invited to present information regarding the status of implementation of the CGIAR independent evaluation plan. The Director, Independent Advisory and Evaluation Service is the responsible officer within CGIAR's Independent Advisory and Evaluation Service for the delivery of externally commissioned independent evaluation reports and the quality of them.

b.   SIMEC is the key forum for preparatory conversations with the Independent Advisory and Evaluation Service and its evaluation function on annual work programs and budgets, evaluation design and approach, to facilitate alignment with System Council workplans and priorities.

c.   As final outputs of external independent evaluations or other agreed activities are available, SIMEC will foster the forum for discussing the evaluations and other reports to facilitate structured consideration and endorsement by the System Council on effective responses to such evaluations or reports, to strengthen decision making processes. In its capacity as liaison between the Advisory Bodies and the System Organization, SIMEC will engage also during the processes of management response to evaluation, further to the policies of System Organization and in keeping with the CGIAR Evaluation Framework and Policy that requires management response to all evaluations commissioned by System Council.

7.5   **Engagement with SIMEC:** As determined by the SIMEC Chair relevant to agenda items, the Director, Independent Advisory and Evaluation Service and other Independent Advisory and Evaluation Service staff as relevant, may be invited to participate in SIMEC meetings. To facilitate effective meeting management, such participation will be advised to the Secretary of SIMEC as early as possible prior to commencement of the relevant meeting.

7.6   **Coordination with other CGIAR System accountability and assurance bodies**: Relevant members of CGIAR's Independent Advisory and Evaluation Service will participate in periodic consultations with other CGIAR assurance providers, including the Chair of the System Council's Assurance Oversight Committee, the CGIAR System Internal Audit Function, the System Council's Intellectual Property Group and such other stakeholders, for the purposes of seeking synergies and efficiencies, and ensuring the effective management of opportunities and risks according to the CGIAR System Risk Management Framework under the oversight of the System Council Assurance Oversight Committee.

8   Operations and Budget

8.1   **Location:** CGIAR's Independent Advisory and Evaluation Service will be hosted under agreements between the CGIAR System Organization and CGIAR office(s), serving as Host Organization(s) at suitable locations. The CGIAR System Organization is responsible for identifying the host(s) providing appropriate office accommodation for CGIAR's Independent Advisory and Evaluation Service in a manner that ensures the day-to-day operational independence of CGIAR's Independent Advisory and Evaluation Service.

8.2   **Operational support:** CGIAR's Independent Advisory and Evaluation Service will draw on operational support provided through the hosting organization(s) and from System Office on areas not limited to procurement, human resources, and financial systems and processes, with responsibilities as dictated in terms of hosting agreements. A key goal in the use of this operational support is to support increased overall efficiency in the delivery of System focused activities.

8.3   **Work plan:** CGIAR's Independent Advisory and Evaluation Service will operate according to a multi-year work plan comprising ISDC, SPIA and Evaluation function plans with underpinning operational support, with objectives and deliverables aligned to the CGIAR Business Plan. The multi-year work plan is prepared by the Director, Independent Advisory and Evaluation Service with ISDC and SPIA sections introduced under the direction of the ISDC and SPIA Chairs respectively, and in consultation with SIMEC, the System Organization, and where appropriate the One CGIAR management, staff and Centers. A key focus of the consultation process is achieving alignment with the key objectives set out in successive CGIAR Business Plans.[14] Any proposed major revisions to the approved Independent Advisory and Evaluation Service workplan

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[14] Article 6.1(u) of the CGIAR System Framework, and Articles 8.1(ee) and 11(z) of the Charter of the System Organization

during a CGIAR Business Plan cycle must be approved by the System Council, based upon a review by SIMEC. For the avoidance of doubt, neither the System Organization, nor the hosting organization(s), determine the work plan priorities of CGIAR's Independent Advisory and Evaluation Service and do not oversee its implementation.

8.4 **Budget preparation and allocation of amounts between functional responsibilities**: The Independent Advisory and Evaluation Service's budget for delivery of its functional responsibilities is prepared by CGIAR's Independent Advisory and Evaluation Service as an identifiably independent section of the multi-year consolidated System entities work plan and budget. The Director, Independent Advisory and Evaluation Service will work in coordination with the Director, Finance of the System Organization to ensure presentation of the budget in line with the agreed format for System entity budgets and appropriate accounting for the administrative and staff costs of CGIAR's Independent Advisory and Evaluation Service according to System Organization policies and procedures. Within the Independent Advisory and Evaluation Service budget, operational costs to deliver on the three functional responsibilities will be identified separately, such that there is clarity on the costs associated with delivering on the mandate of each of ISDC, SPIA and implementation of the CGIAR System's multi-year evaluation plan as approved by the System Council.

8.5 **Approval**: The System Council shall approve the workplan and budget for CGIAR's Independent Advisory and Evaluation Service as part of the System entities multi-year budget and work plan.[15] The budget for delivery of the Independent Advisory and Evaluation Service's functional responsibilities will be met from the 'System Council' sub-group of System entity accounts. It will be paid from Unrestricted Funding as defined in the *Charter of the CGIAR System Organization.*

8.6 **Budget management**: Day to day management of the Independent Advisory and Evaluation Service budget is the responsibility of the Director, Independent Advisory and Evaluation Service under the oversight of the ISDC and SPIA Chairs for the respective ISDC and SPIA budgets, and SIMEC in respect of implementation of the evaluation work plan. Any material variations in the budget must be approved by the System Council taking into consideration inputs from the ISDC and SPIA Chairs, and the System Board.

9   Review of arrangements

9.1 **Periodic review of arrangements:** SIMEC will review the effectiveness of the organizational arrangements of CGIAR's Independent Advisory and Evaluation Service every three years in consultation with the ISDC and SPIA Chairs, Director, Independent Advisory and Evaluation Service and the Executive Managing Director of CGIAR, or at other time periods should capacity needs or other circumstances require, providing updates and recommendations to the System Council to ensure optimal performance and arrangements.

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[15] As for footnote 14