



---

# CGIAR Evaluation Policy

MARCH 2022

---

# Contents

<b>1</b>	<b>Introduction</b>	<b>1</b>
<b>2</b>	<b>Scope and Applicability</b>	<b>2</b>
<b>3</b>	<b>Relevant Definitions</b>	<b>3</b>
<b>4</b>	<b>Policy Statement</b>	<b>4</b>
<b>5</b>	<b>Evaluation Criteria</b>	<b>6</b>
<b>6</b>	<b>Roles and Responsibilities</b>	<b>8</b>
<b>7</b>	<b>Implementation</b>	<b>10</b>
7.1	Evaluation Quality Assurance	10
7.2	Management Response to Evaluations	10
7.3	Periodic Assessment of CGIAR Evaluation Policy	10
<b>8</b>	<b>Related Documents</b>	<b>11</b>
8.1	Performance and Results Monitoring	11
8.2	Impact Assessments and Standing Panel on Impact Assessment	11
8.3	Audit and Risk	11
8.4	Intellectual Assets and Open Access	11
8.5	Ethics and Conflict of Interest	11
8.6	Gender, Diversity and Inclusion	11
	<b>Annex: CGIAR Standards, Guidance Notes, and Reference Materials</b>	<b>12</b>

## Boxes & Figures

Box 1: CGIAR Evaluation Criteria	7
Figure 1: Five pillars of CGIAR Evaluation Policy	4
Figure 2: Six CGIAR evaluation criteria and QoR4D elements	6
Figure 3: Three-line assurance model	8

## Related Documents

- CGIAR Evaluation Policy 2022
- CGIAR Evaluation Guidelines

## Abbreviations

AR4D	Agricultural Research for Development
CAS	CGIAR Advisory Services
ISDC	Independent Science for Development Council
MEL/IA	Monitoring, Evaluation, and Learning/Impact Assessment
MYEP	Multi-Year Evaluation Workplan
SRF	Strategy and Results Framework
PRMF	Performance and Results Management Framework
QA	Quality Assurance
QoS	Quality of Science
QoR4D	Quality of Research for Development
SDG	Sustainable Development Goal
SPIA	Standing Panel on Impact Assessment

CGIAR<sup>1</sup> is implementing its [2030 Research and Innovation Strategy](#) (The CGIAR Strategy), which is being operationalized through investment [prospectuses](#) and measured in accordance with the [Performance and Results Management Framework 2022–2030](#) (PRMF).

The CGIAR Strategy closely aligns with the Sustainable Development Goals (SDGs) and calls for CGIAR to transform the way it delivers research and innovation. This transformation must include a timely and effective adaptive management approach that incorporates a culture of reflection, continuous improvement, and problem solving. Evaluation plays a key role in generating evidence about what works and what does not in different contexts, and in identifying lessons for CGIAR stakeholders. The CGIAR Evaluation Policy positions CGIAR's evaluation practice within the CGIAR Evaluation Framework and internal governance and management frameworks, as well as within relevant global frameworks and international industry standards.

The purpose of the CGIAR Evaluation Policy (the Policy) is to update or establish:

- The collective aim of a CGIAR-wide evaluation practice
- Responsibilities related to evaluation, showcasing linkages with other assurance functions
- The criteria by which CGIAR is evaluated, in accordance with standards and principles that define a global approach
- Complementarity between evaluation and a PRMF, including the need for systems to respond to evaluation recommendations and monitor their implementation
- Enhanced attention to evaluation quality assurance across CGIAR
- Approaches that underpin evaluation utility and use.

The Policy and related evaluation guidelines will guide implementation within the CGIAR Evaluation Framework, which sets standards and principles and governs the overall evaluation approach.<sup>2</sup>

<sup>1</sup> CGIAR is currently transitioning to [One CGIAR](#). For consistency it is referred to as CGIAR throughout.

<sup>2</sup> The CGIAR Evaluation Framework and Evaluation Policy will come into effect upon the decision of the CGIAR System Council and will supersede the 2012 CGIAR Policy for Independent External Evaluation.

This Policy applies to all parts of CGIAR—namely, each of the legal entities and business units that, taken together, constitute CGIAR as an operating entity.<sup>3</sup>

Other forms of assessment that are complementary to evaluation and provide inputs to it, which are not the subject of this Policy, include:

- Impact assessments, including those funded and/or conducted by the Standing Panel on Impact Assessment (SPIA)
- Performance monitoring undertaken by management
- Reports and evidence from other internal and external assurance functions

---

<sup>3</sup> This includes the CGIAR System Organization, all CGIAR Centers (as defined in the CGIAR System Framework as amended and operable from 1 January 2022), and all the organizational business units being formed under One CGIAR.



In this Policy, the following specific definitions apply:<sup>4</sup>

**Evaluation** is a systematic and objective assessment of the design, implementation, and results of an ongoing or completed project, program, initiative, policy, or operational modality in CGIAR, in line with this Evaluation Policy and standards and principles under the Evaluation Framework.

**Key evaluation types** covered by this Policy include the following:

*Process evaluations* are evaluations of the organizational functioning, instruments, mechanisms, and management practices of institutional and procedural issues across CGIAR and assessments of experience with CGIAR frameworks, policies, criteria, and procedures.

*Performance evaluations* provide neutral assessments of organizational effectiveness and operating models by assessing progress toward the achievement of outcomes or processes by comparing performance data with the stated objective and reporting back on a predetermined schedule, to inform decision-making about how to best to use or invest financial or technical resources, resolve challenges, and support ongoing progress.

The [CGIAR System Framework](#) defines a **CGIAR Policy** as (1) a strategic, system-wide policy critical to maintaining the reputation of the CGIAR System, proposed by the System Board and approved by the System Council, or (2) any other policy that may be adopted by the System Organization in accordance with its procedures for the adoption of CGIAR policies<sup>5</sup>.

For other relevant definitions, consult the [CGIAR System Framework](#) and the most recent [PRMF/MELIA Glossary](#).

<sup>4</sup> These definitions are drawn from the Charter of the CGIAR System Organization (2016) and the CGIAR MELIA Glossary (November 2021).

<sup>5</sup> This definition is drawn from the CGIAR System Framework (2016).

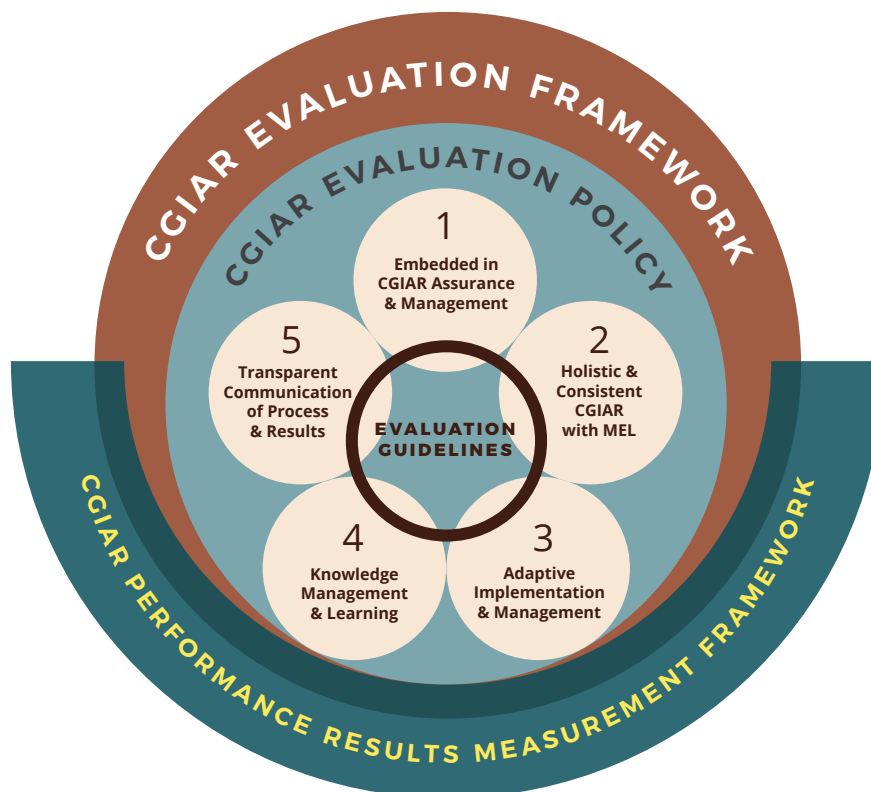
Evaluations assure effective and efficient research planning, decision-making, and management across CGIAR along the five policy pillars presented in Figure 1 and described below. **CGIAR evaluation practice** refers to all activities involved in performing independent process and performance evaluations across CGIAR, no matter who commissions and conducts these evaluations, as presented in the Evaluation Framework. A management response (MR) is required for every evaluation where CGIAR has had partial or complete decision-making power in the evaluation process or where CGIAR has fully or partially financed the evaluation.

Evaluation modality in CGIAR refers to an external, completely or largely independent in-depth study that uses evaluation criteria in line with this Evaluation Policy

and with the standards and principles (meaning how evaluation is conducted) articulated in the overarching CGIAR Evaluation Framework. In this Policy, the evaluation criteria presented in section 5 set out the evaluative areas of investigation by which CGIAR is evaluated. These criteria and the elements of the Quality of Research for Development (QoR4D) framework<sup>6</sup> reflect the CGIAR context.

Evaluations must consider all 15 standards and principles and 3 items flagged for special consideration in agricultural research for development (AR4D) evaluation.<sup>7</sup> Decisions on which evaluation criteria are the most appropriate will depend on the evaluation objective and the overall context.

**Figure 1: Five Pillars of CGIAR Evaluation Policy**



<sup>6</sup> The elements of QoR4D are relevance, scientific credibility, effectiveness, and legitimacy.

<sup>7</sup> As elaborated in section 3 of the CGIAR Evaluation Framework, the 15 standards and principles are (1) relevance, use, and utility; (2) independence and lack of bias; (3) transparency; (4) legitimacy and participation; (5) responsiveness to gender, diversity, and inclusion (GDI); (6) ethics and equity; (7) evaluability; (8) credibility and robustness; (9) measurability; (10) mutual accountability; (11) efficiency; (12) comparative advantage; (13) fairness, confidentiality, and no harm; (14) system-framing and complexity awareness; and (15) capacity building. The three items for special consideration are (1) use of theories of change and theory-based approaches; (2) consideration of development impact; and (3) consideration of attribution and/or contribution.

### 1. Evaluation Embedded in CGIAR Assurance and Management

- Evaluation underpins a results-based culture where decision-making is evidence based.
- Evaluation recommendations are specific and actionable, with clear prioritization.
- Management response to recommendations informs operational and strategic, evidence-based decision-making.

### 2. A Holistic and Consistent CGIAR-wide Approach to MEL

- CGIAR follows a holistic and consistent approach to monitoring, evaluation, and learning (MEL) aligned with the evaluation standards and principles set out in the Evaluation Framework of CGIAR.
- Designs of initiatives, strategies, and policies consider how appropriate data and evidence can be collected to facilitate high-quality evaluations.
- Evaluations collect and/or use the best available primary and secondary data supplemented by other data as necessary.

### 3. Adaptive Implementation and Management

- Evaluations are conducted in a timely manner and according to the multiyear evaluation and related MEL plans.
- Evaluation planning is consultative, and terms of reference articulate identified areas of examination.
- Evaluative activities are systematic, iterative, and collaborative, using appropriate methods to draw on the knowledge and views of stakeholders, in line with evaluation standards and principles.<sup>8</sup>
- Funders, management, and other key stakeholders consider how to use evaluative evidence in decision-making to improve institutional and programmatic performance.

### 4. Knowledge Management and Learning

- CGIAR governance and management reinforce relevance, follow-up, knowledge management (KM), and learning from evaluations through their engagement with evaluation processes.
- Evaluation KM products are timely, differentiated, and tailored to meet the needs of targeted audiences, including end users and beneficiaries.

### 5. Transparent and Effective Communication of Evaluation Process and Results

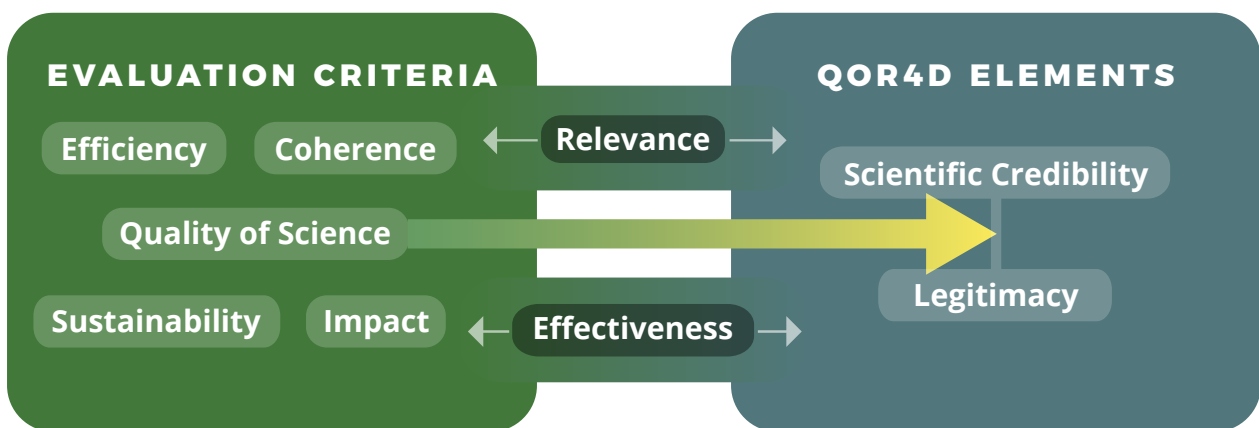
- Effective communication mediums, channels, and formats around evaluation processes and results are used to target key stakeholders to improve institutional and programmatic performance.
- Transparency and confidentiality considerations around evaluations follow related policies on ethics, open access, and others as applicable, according to the evaluation principles and standards outlined in the Evaluation Framework.

---

<sup>8</sup> See Evaluation Framework for detail on standards and principles.

Evaluation criteria serve as the basis upon which evaluative judgments are made to assess CGIAR interventions and processes. Evaluation criteria frame and provide structure to the substantive focus of key evaluation questions. The evaluation criteria of this Policy adhere to the [2019 OECD Development Assistance Committee \(OECD/DAC\) evaluation criteria](#) and also reflect the characteristics of research for development in the CGIAR context, consistent with the QoR4D framework elements. Figure 2 presents relationship between the criteria and QoR4D elements, explained in detail in Box 1.

**Figure 2:** Six CGIAR Evaluation Criteria and QoR4D Elements



The evaluation objectives drive the selection and application of the evaluation criteria. This selection must take into account applicable results measurement framework requirements. Specific engagement may employ additional criteria in line with evaluation industry standards and CGIAR needs.<sup>9</sup>

<sup>9</sup> Examples may include criteria for evaluating transformation (interconnectedness, adaptive sustainability, diversity/equity/inclusion, full cost accounting, transformation fidelity); other criteria for evaluating research; or connectedness, coverage, and coordination (from the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) Evaluation of Humanitarian Action Guide [2016]).



## 5 Evaluation Criteria

### Box 1: CGIAR Evaluation Criteria<sup>10</sup>

**Relevance:** The extent to which the intervention's objectives and design respond to the needs, policies, and priorities of users/clients and global, regional, and country partners/institutions and continue to do so if circumstances change. Consistent with the QoR4D framework, attention is given to the importance, significance, and usefulness of the work implemented in the problem context, associated with CGIAR's capacity to address the problems.

**Effectiveness:** The extent to which the intervention achieved, and/or is expected to achieve, its objectives, and its results, including any differential results across subgroups of users/clients. Consistent with the QoR4D framework and in the CGIAR context, this criterion considers the extent to which research is positioned for use and has generated knowledge, products, and services with high potential to address a problem and contribute to innovations, outcomes, and impacts. Effectiveness, therefore, implies that research has been designed, implemented, and positioned for use within a dynamic theory of change, with appropriate leadership, capacity development, diversity of research skills, and support to the enabling environment to translate knowledge into use and to help generate desired outcomes.

**Coherence:** The compatibility of the intervention with other interventions in a country or a sector or within CGIAR; its overall fit. Internal coherence addresses the synergies and interlinkages between the intervention and other interventions carried out within CGIAR, and the consistency of the intervention with the relevant international norms and standards to which CGIAR adheres. External coherence considers the consistency of the intervention with other actors' interventions in the same context—that is, its complementarity, harmonization, and coordination with others, its value-added, and its avoidance of duplication of effort.

**Efficiency:** The extent to which the intervention delivers, or is likely to deliver, results in an economical and timely way—that is, the overall use of resources. "Economical" refers to the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes, and impacts in the most cost-effective way possible compared with feasible alternatives in the context. "Timely" delivery is within the intended timeframe or a timeframe reasonably adjusted to the demands of the evolving context. This criterion may include assessing operational efficiency (how well the intervention was managed).

**Quality of Science:** The QoS evaluative criterion pertains to scientific credibility and legitimacy. The definition of the criterion derives from the QoR4D frame of reference, which records CGIAR's System-wide agreement on the nature and assessment of research quality. The QoR4D describes research quality according to four key elements: relevance, scientific credibility, legitimacy, and effectiveness.<sup>11</sup> Relevance and Effectiveness are treated as separated evaluation criteria above.

**Sustainability:** The extent to which the net benefits of the intervention continue or are likely to continue. This criterion focuses on continuation of benefits, not on external funding, and highlights the multidimensional nature of sustainability.

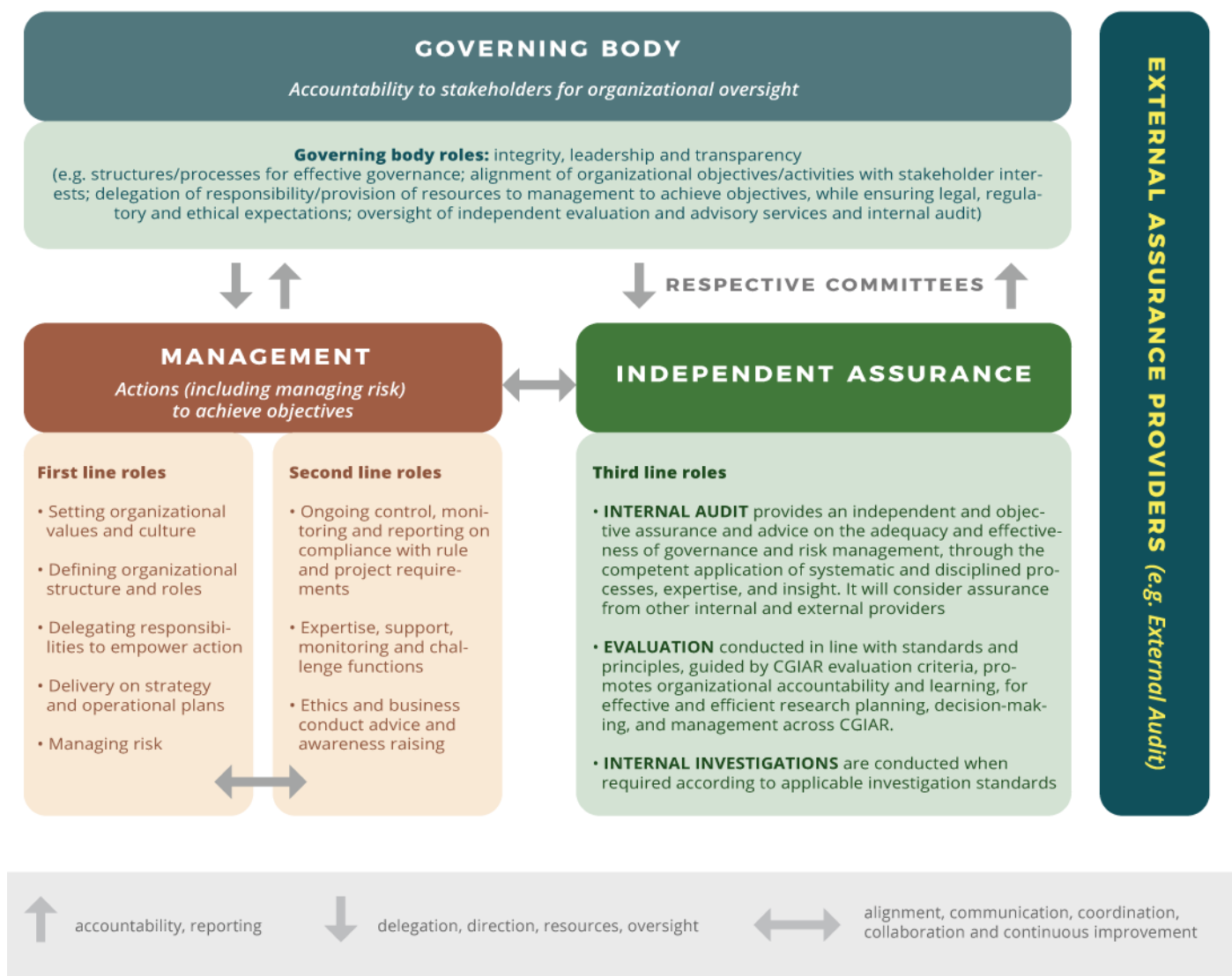
**Impact:** The extent to which the intervention has generated or is expected to contribute to generating significant positive or negative, intended or unintended higher-level effects. Impact addresses the ultimate significance and potentially transformative effects of the intervention.

<sup>10</sup> Apart from Quality of Science evaluation criterion, extended guidance on other criteria is available under the OECD DAC Network on Development Evaluation (EvalNet) <https://www.oecd.org/development/evaluation/>

<sup>11</sup> A co-designed guideline on evaluating the quality of science in CGIAR details the approach and methods for operationalizing the QoS evaluation criterion of this Policy.

The roles and responsibilities in the conduct and use of evaluation in CGIAR lie at different levels. [The Risk Management Framework of the CGIAR System](#) depicts independent evaluation at CGIAR within the three-line model, as one element of independent assurance (Figure 3).<sup>12</sup> Other evaluation-related activities and functions may be present in first- and second-line roles.

**Figure 3: Three-line assurance model**



<sup>12</sup> Revision of the Risk Management Framework of the CGIAR System for One CGIAR to be undertaken in 2022.

## 6 Roles and Responsibilities

Specifically, the broad evaluation-related responsibilities of key stakeholders in the CGIAR System are as follows:

- **CGIAR System Council and Strategic Impact, Monitoring and Evaluation Committee (SIMEC):** SIMEC supports the System Council in the discharge of the System Council's responsibilities as set out in the CGIAR System Framework Article 6, regarding evaluations and impact assessment, in the context of the System Council's role in supporting and guiding the CGIAR System's contribution to the United Nations SDGs and other related global initiatives.<sup>13</sup>
- **CGIAR System Board:** The CGIAR System Board is responsible for providing strategic oversight and direction to CGIAR management concerning the effective and efficient implementation of CGIAR's Strategy and Results Framework and the results achieved through CGIAR's operations. In discharging its responsibilities under the Charter of the CGIAR System Organization<sup>14</sup>, the System Board relies and draws on all sources of monitoring and evaluation across the CGIAR System.
- **CGIAR Management:** CGIAR management is responsible for encouraging a robust culture of accountability and desire for learning and continuous improvement, and for ensuring that there are adequate resources for monitoring, evaluation, and related learning across CGIAR. This includes adequate resources to ensure the proactive consideration of findings and recommendations from evaluations, the preparation of management responses, and timely follow-up and implementation of agreed actions. Specifically, in relation to evaluation, CGIAR's executive management is responsible for:
  - Leading the integration of evaluative evidence into the design of CGIAR activities and decision-making
  - Ensuring that the necessary and appropriate resources are allocated to evaluations
  - Assigning responsibility at appropriate levels within CGIAR for responding to recommendations from the independent evaluations conducted at the request of the System Council

- Ensuring implementation of and compliance with policies, including this Evaluation Policy, and procedures, and suggesting improvements to manage changing risks, also considering available and relevant evaluative evidence
- Maintaining continuous dialogue with CGIAR governing bodies and reporting on planned, actual, and expected outcomes linked to CGIAR's objectives.

**CGIAR Group Operational Units:** Instrumental MEL-related services are provided by professionals in CGIAR group operational units, which are responsible for project coordination, and portfolio performance reporting. These units ensure "compliance to CGIAR and external performance standards, monitoring and reporting within CGIAR systems (the PRMF), and final close-down of projects"<sup>15</sup> and engage with science groups for the effective delivery of projects via the provision of coordination and project- and portfolio-level MELIA services and actionable insights. They set and provide (1) direction (policies, standards) for the effective and efficient management of pooled and non-pooled projects; (2) common standards, processes, systems, tools, and capacity building; and (3) key performance indicators for monitoring project performance. Further, these units ensure effective and efficient coordination of One CGIAR's pooled and non-pooled projects, and serve as custodians of the relevant results measurement framework and performance management data.

**Evaluation Function, CGIAR Advisory Services (CAS) Shared Secretariat:** The CAS Secretariat is responsible for discharging its independent evaluation functions as set out in its terms of reference. As the custodian of this Policy, CAS/Evaluation will handle any questions pertaining to this Policy from MEL professionals across the CGIAR and others, to facilitate learning, accountability, and enhance synergies.

<sup>13</sup> See Articles 6.c and 6.cc-6.hh in the CGIAR System Framework.

<sup>14</sup> Ibid.

<sup>15</sup> One CGIAR Integrated Operational Structure (2021), p. 13.

### 7.1 Evaluation Quality Assurance

Evaluation quality assurance (QA) processes and mechanisms facilitate compliance and enhance the quality, rigor, and credibility of an evaluation, as follows:

- The terms of reference for every evaluation should describe the engagement's QA approach—for instance, commissioning qualified subject-matter experts and peer reviewers knowledgeable about research for development in CGIAR and larger AR4D contexts.
- An evaluation reference group should be used to inform the design and conduct of individual or groups of engagements.
- Accessible and quality-assured performance-monitoring data should be available for evaluators' use, preferably supported and furnished by the evaluator and the MEL expert.
- Evaluation findings, learning, and recommendations should be transparently disseminated, with full and timely electronic publication of independent evaluations and management responses.

### 7.2 Management Response to Evaluations

Management response (MR) to evaluations underpins evaluation quality, rigor, and credibility. MR is a formal mechanism that helps ensure that evaluations are used to contribute to organizational effectiveness, learning, and accountability. The MR strengthens the use of evaluations by CGIAR management, governance bodies, and, to the maximum extent possible, partners, thus fostering greater ownership over the process of change and ultimately ensuring accountability for results. It does so by facilitating strategic engagement on evaluation findings and appropriate follow-up actions through a formal process that includes:<sup>16</sup>

- Holistic consideration of the evaluation report, in its entirety
- A timely indication of whether management agrees, partially agrees, or disagrees with the recommendations in the evaluation report
- A publicly disclosed written formulation of time-bound action plans, and those responsible for ensuring their implementation
- Implementation and monitoring of the planned actions.

A management response tracking system<sup>17</sup> would document MR and follow-up actions to evaluations covered under the scope and applicability of this Policy (see section 2). It would provide a written record of what actions are planned in response to evaluations and, after a suitable interval, a record of the implementation of those actions.<sup>18</sup> In this way, MR will strengthen organizational accountability for results and transparency in the process of determining how results will be achieved.

### 7.3 Periodic Assessment of CGIAR Evaluation Policy

The CGIAR System Council and its relevant standing committee(s) will regularly assess the effectiveness of this Policy and its implementation, bringing any concerns to the attention of the System Board. The CGIAR Advisory Service Shared Secretariat may recommend amendments to the Policy, as appropriate, to the System Council and Board for approval. Policy revisions will be undertaken in compliance with CGIAR's prevailing policy adoption rules and procedures.

<sup>16</sup> A co-designed guideline supporting management engagement and response establishes a clear road map to operationalize sections 6 and 7 of this Policy.

<sup>17</sup> As this tracking system is planned, it should be aligned with the CGIAR joint assurance system.

<sup>18</sup> Actions, which would vary by commissioner, evaluator, and other factors, would be specified in the evaluation terms of reference.

Evaluation-related terms can be found in the most-recent [PRMF/MELIA Glossary](#) in CGIAR. CGIAR-wide definitions can be found in the relevant CGIAR frameworks and policies, as well other guiding documents of the functions that interact with this Policy, evaluation practice and evaluation function; key documents are mentioned below. Related CGIAR resources should be consulted in the relevant System Framework<sup>19</sup> and a range of policy and guidance documents that set the overall environment for the CGIAR system and how it operates supplied by CGIAR.

### 8.1 Performance and Results Monitoring

[CGIAR 2022–2030 Performance and Results Management Framework](#). This companion document to the 2030 Strategy provides the conceptual framework and systems for effective measurement, learning, and accountability from performance and results.

### 8.2 Impact Assessments and Standing Panel on Impact Assessment

Impact assessment (IA) research results are an integral part of the inputs for independent external evaluation. Impact assessments should be designed from the start as an integral part of the CGIAR research process to causally test the assumptions underlying the theory of change governing the research. This practice would help strengthen the research and increase its impact. Impact assessments also causally test the impacts of CGIAR research on SDG targets and other indicators in the five impact areas. Although process and performance evaluations include impact assessments, when available, in their key evidence inputs, this Policy does not address the conduct and use of impact assessments. Thus, while the Evaluation Policy encourages the use of high-quality impact assessments to inform evaluations, this Policy does not apply to the impact assessments.

The Standing Panel on Impact Assessment (SPIA) is an external, impartial panel of experts in impact assessment appointed by the System Council and accountable to it. SPIA's mandate includes provision of rigorous independent evidence of CGIAR impacts and strategic advice to strengthen the CGIAR System's impact assessment capacity and its use of impact assessment results.

### 8.3 Audit and Risk

#### Internal Audit

Charter(s) of internal assurance functions(s), encompassing [internal audit](#). Internal audit reports its findings to EMT, Legal Entity Management and the Board through the common Audit, Finance, and Risk Committee (AFRC) committee to promote and facilitate continuous improvement.

#### Risk Management

- [CGIAR System Risk Management Framework](#)
- [CGIAR System Risk Appetite Statement](#)

### 8.4 Intellectual Assets and Open Access

- [CGIAR Open and FAIR Data Assets Policy](#) (2021). CGIAR is committed to sharing outputs of its research in ways that are as open as possible and always “findable, accessible, interoperable, and reusable” (FAIR).
- [CGIAR Principles on the Management of Intellectual Assets](#)

### 8.5 Ethics and Conflict of Interest

All staff, external experts, and members of governing bodies are required to act in accordance with applicable policies, procedures, and guidelines regarding ethics and conflict of interest matters. Policies, procedures, and guidelines may be tailored to particular operational groups or decision makers. CGIAR adheres to the core ethical values of integrity, dignity, respect, sustainability, excellence, innovation, and partnership, as set out in the [CGIAR Ethics Framework](#) (2019). Examples of such documents include the following:

- [CGIAR System Board Framework for Declarations of Interest](#) (2020)
- [CGIAR Code of Conduct for Governance Officials](#) (2020)
- [CGIAR Advisory Services Conflict of Interest Policy](#) (2021). This document describes related considerations and procedures for all individuals working for and with the CAS Secretariat, including the evaluation function.

### 8.6 Gender, Diversity and Inclusion

[Framework and Action Plan for Gender, Diversity, and Inclusion in CGIAR's Workplaces](#) (2020). This document provides the targets, strategy, and mechanisms to improve diversity in CGIAR workplaces.

<sup>19</sup> CGIAR System Framework (2016).



## Annex: CGIAR Standards, Guidance and Technical Notes, and Reference Materials

Title	Date Issued / Expected
<a href="#">Guidance on Evaluation Terms of Reference (ToR)</a>	2015
<a href="#">Guidance on Evaluation Inception Reports</a>	2015
<a href="#">Guidance on Evaluation Reports</a>	2015
<a href="#">Development, Use, and Assessment of Theories of Change in Agricultural Research Programs: Lessons Learnt from CGIAR</a>	2017
<a href="#">Guidance on Evaluating Quality of Science in CGIAR to build on IEA Workshop on Evaluating Quality of Science (2015)</a>	2022
<a href="#">Guidance on Evaluability Assessments</a>	2022
<a href="#">Guidance on Management Engagement and Response, to replace IEA commissioned evaluations: process for feedback, finalization &amp; decision-making (2017)</a>	2022
<a href="#">Guidance on Integrating Gender, Diversity, and Inclusion (GDI) Aspects in Evaluations in CGIAR</a>	2023
<a href="#">Guidance on Evaluation-related Knowledge Management and Learning</a>	2023