

Synthesis Report: Evaluability Assessments of CGIAR's Portfolio 2025–30: Management Response

Evaluation title: Synthesis Report: Evaluability Assessments of CGIAR's Portfolio 2025–30 – ToR:

<https://iaes.cgiar.org/evaluation/publications/terms-reference-evaluability-assessments-cgiars-portfolio-2025-2030>

Date Evaluation Report was shared: 02 December 2025

Management Response Coordinator / Focal Point: Jules Colomer, Leader, Portfolio Performance and Results, Office of the Chief Scientist

Units Responsible for Implementing Recommendations: Office of the Chief Scientist; Programs and Accelerators; IAES (advisory role toward mid-line evaluations); Business Operations, Finance, and Digital Solutions; and the CGIAR Integrated Partnership Risk & Internal Controls Executive.

Other Units Consulted in the Management Response Process: *Center MEL Focal Points*

Date of Submission of Management Response: 2 February 2026

Overall Management Response Summary: *Management thanks the Evaluation Team for their engagement with Programs and Accelerators through the Inception process, and their diligence in identifying core Portfolio-level findings and Recommendations, while ensuring that Programs and Accelerators are provided with rich, context-specific findings to improve evaluability.*

Management agrees with Recommendations #1 and #4, and partially agrees with Recommendations #2 and #3, and in response has defined a pragmatic, meaningful and achievable set of Actions to be completed over the 2026–2027 period.

Management notes the significant evolution of the Portfolio since the Inception Phase, as set out in [SC23-04](#) and looks forward to demonstrating progress in Program and Accelerator evaluability in support of the mid-point portfolio review.

Synthesis Report: Evaluability Assessments of CGIAR’s Portfolio 2025–30: Management Response

RECOMMENDATIONS and ACTIONS			
<p>Recommendation 1: Strengthening causal clarity and operational feasibility will improve contribution analysis, enable judicious resourcing, and create a coherent pathway from research outputs to measurable change. To address this, CGIAR should adopt simplified, operational ToC templates, require explicit articulation of realistic intermediate outcomes, and embed assumptions and contribution logic directly into design and MELIA cycles.</p> <p>Please, take into consideration the non-binding suggestive measures within the report.</p>			
Management Response (MR) to Recommendation acceptance status	Fully accepted <input checked="" type="checkbox"/>	Partially accepted <input type="checkbox"/>	Not accepted <input type="checkbox"/>
Management Commentary	<p><i>CGIAR has a functional and Theories of Change (TOC) – results architecture. Since 2022, Initiative & P/A TOCs have been formally linked to performance and results management functions through the Performance and Results Management Framework and Technical Reporting Arrangement (2022-24, and 2025-30). In practice, TOCs are developed and housed in a common digital tool (the Performance and Results Management System) using standard rules and building blocks, linked to the quality-assured results reported through CGIAR dashboards and Technical Reports, and integrated into the annual adaptive management cycle. In Q4 2025 P/As defined more granular Key Performance Indicators (KPIs) within evolved TOCs to generate 2026 Plans of Results and Budget (PORBs), and P/A targets and underlying assumptions were reviewed as part of a portfolio-level Projected Benefits exercise which informed WI allocation.</i></p> <p><i>Management agrees that there is scope to strengthen the use and selection of quantitative and qualitative indicators and data, particularly on GESI; as well as the quality of TOC design and the effectiveness of TOC use.</i></p> <p><i>During 2026–27, upgrades to the Performance and Results Management solutions/approach will include a revised CGIAR Results Framework and strengthened TOC. These will be underpinned by more consistent use of quality indicators, enhanced target setting, common impact pathway component use, and capacity growth on quality TOC design and effective use.</i></p>		
<p><i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally to be initiated within 12 months of the date the recommendation was issued</i></p>			

Synthesis Report: Evaluability Assessments of CGIAR's Portfolio 2025–30: Management Response

RECOMMENDATIONS and ACTIONS						
Action point title	Action point text	Due date [month/year]	Lead implementing unit [only one per action point]	Lead implementing and reporting staff owner [specify one per action point only; title and unit]	Additional units involved in implementation (if any)	If additional funding is required – how much and what is to be done if no funds are available?
1.1: Revised Results Framework	Deliver an improved CGIAR Results Framework including qualitative and GESI indicators as appropriate	Q2 2026	Office of the Chief Scientist	Jules Colomer, Leader, Portfolio Performance and Results	GST, MEL, IA, F COPs	
1.2: TOC target and indicator guidance	Develop guidance for target setting and indicator selection at portfolio, P/A, and project TOC levels	Q3 2026	Office of the Chief Scientist	Jules Colomer, Leader, Portfolio Performance and Results	IFPRI Foresight and Policy Modeling Unit MEL, IA, F COPs	
1.3: TOC building blocks	Develop common Theory of Change pathways and guidance on their use	Q4 2026	Office of the Chief Scientist	Jules Colomer, Leader, Portfolio Performance and Results	MEL, IA, F COPs	
1.4 Strengthened capacity	Strengthen P/A and Center capacity on TOC design and effective use, including qualitative and	Q4 2027	Office of the Chief Scientist	Jules Colomer, Leader, Portfolio	MEL, IA, F COPs	

Synthesis Report: Evaluability Assessments of CGIAR’s Portfolio 2025–30: Management Response

RECOMMENDATIONS and ACTIONS			
	GESI aspects where relevant		Performance and Results
<p>Recommendation 2: CGIAR could establish an integrated MELIA-F and Finance mechanism to harmonize indicators, strengthens qualitative and GEI metrics, link MELIA with financial systems, and supports systematic evidence use across the Portfolio. A unified system would demonstrate proportionality between investments and outcomes, track differentiated benefits, to help ensure consistent use of evidence in management decisions. Stronger MELIA and finance integration – i.e. TRA-aligned cost pathways – is a foundational step toward enabling future long-term cost-benefit and VfI analysis.</p> <p>Please, take into consideration the non-binding suggestive measures within the report.</p>			
Management Response to Recommendation acceptance status		Fully accepted <input type="checkbox"/>	Partially accepted <input checked="" type="checkbox"/>
Management commentary		<p><i>On MELIAF-Finance links: Management notes that the approved 2025-30 Technical Reporting Arrangement aims to ‘establish a fit for purpose solution that provides intelligence on how financial inputs connect to different types of outputs, outcomes and impacts across CGIAR’s Portfolio’, and that significant progress was made on linking technical and financial planning and reporting systems, processes and products through the 2026 planning process. Evolved P/A TOCs were used to generate System Council-approved 2026 PORBs based on costed KPIs, underpinning Center Decision Letters. From 2026, KPI delivery and spend will be reported on through existing Technical and Financial reporting at a) the KPI technical delivery level, and b) the aggregate per-Center Area of Work (AoW) financial level. This will enable strengthened return on investment (RoI) and value for money (VfM) assessments. Internal Audit’s planned 2026 assessment of Centers’ management of WI/2 funds will provide valuable inputs to further optimize this established link between technical and financial systems, processes and products.</i></p> <p><i>On adaptive management: The Management Action Plan in response to ISDC reviews of Inception Reports recognizes the need to further systematize existing adaptive management practice. Updated guidance is being developed, capacity is being strengthened and systematic reflection on adaptive management will be included in the updated annual Technical Reporting template (replacing the 2022-24 Section 7: Adaptive Management), including actions taken by P/As to address P/A-specific EA findings.</i></p> <p><i>On qualitative indicators and data, and Gender Equality, Youth and Social Inclusion indicators: this is being addressed in MR Actions under Recommendation #1</i></p>	

Synthesis Report: Evaluability Assessments of CGIAR's Portfolio 2025–30: Management Response

RECOMMENDATIONS and ACTIONS						
			<p><i>On MELIA standards guide: Management agrees that consolidating and updating existing guidance (including on indicator use) across the performance and results management cycle is needed. The existing CGIAR MELIA Institutional Integration "MELIAF" project will provide significant inputs to this deliverable, e.g. through the establishment of a MELIAF Framework and Hub.</i></p>			
<p><i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally to be initiated within 12 months of the date the recommendation was issued</i></p>						
Action point title	Action point text	Due date [month/year]	Lead implementing unit [only one per action point]	Lead implementing and reporting staff owner [specify one per action point only; title and unit]	Additional units involved in implementation (if any)	If additional funding is required – how much and what is to be done if no funds are available?
2.1 Adaptive Management Guidance	Develop and use updated adaptive management guidance	Q1-2 2026	Office of the Chief Scientist	Nancy Ajima, Senior Manager, Portfolio Planning and Adaptive Management		
2.2 Adaptive Management Reporting	Include systematic reflection on adaptive management in Annual Technical Reporting	Q1-2 2026	Office of the Chief Scientist	Nancy Ajima, Senior Manager, Portfolio Planning and Adaptive Management		

Synthesis Report: Evaluability Assessments of CGIAR’s Portfolio 2025–30: Management Response

RECOMMENDATIONS and ACTIONS						
2.3 MELIAF guidance	Consolidate and update existing MELIAF guidance	Q4 2026	Office of the Chief Scientist	Jules Colomer, Leader, Portfolio Performance and Results	MEL, IA, F COPS	
2.4 GESI P&RM status	Assemble and deliver a GESI P&RM status overview	Q2 2026	Office of the Chief Scientist	Jules Colomer, Leader, Portfolio Performance and Results	Gender, Youth and Social Inclusion Accelerator.	
<p>Recommendation 3: CGIAR should embed anticipatory, context-responsive planning into annual cycles and MELIA architecture, requiring Science Programs, Accelerators and S4I to conduct structured environment scans, risk assessments, and long-term evidence planning, with minimum standards for baseline design, time-bound data continuity strategies, and explicit evaluability criteria informing scheduling and resource allocation. Systematizing readiness will reduce evaluation disruption and costs, improve credibility with evidence, and meet CGIAR’s ambition for institutional and behavioral change.</p> <p>Please, take into consideration the non-binding suggestive measures within the report</p>						
Management Response to Recommendation acceptance status			Fully accepted <input type="checkbox"/>	Partially accepted <input checked="" type="checkbox"/>		Not accepted <input type="checkbox"/>
Management Commentary				<p><i>As per the MR for Recommendation 4, actions towards formalization of evaluation readiness will be directed by a Performance and Results Management Steering Group (PRMSG). Pursuant to the targets and actions determined by the Steering Group, accompanying guidance would be made available to Programs and Accelerators to follow through in meeting targets.</i></p> <p><i>To address longer-term evaluability and organisational learning concerns the Portfolio Performance and Results Team in the Office of the Chief Scientist will lead a process to ensure that critical Project and Program data such as TOCs, PORBs, reported results, Technical Reports, Budgets and Financial Reports, are curated in a machine readable</i></p>		

Synthesis Report: Evaluability Assessments of CGIAR’s Portfolio 2025–30: Management Response

RECOMMENDATIONS and ACTIONS						
				<i>format for future use in proposal development, TOC design, activity planning, technical reporting, and MELIAF studies including ROI/VfM.</i>		
<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally to be initiated within 12 months of the date the recommendation was issued</i>						
Action point title	Action point text	Due date [month/year]	Lead implementing unit [only one per action point]	Lead implementing and reporting staff owner [specify one per action point only; title and unit]	Additional units involved in implementation (if any)	If additional funding is required – how much and what is to be done if no funds are available?
3.1 Persistent P&RM data	Curate, connect and make accessible key Performance and Results Management data across business cycles to strengthen evaluability	Q4 2027	Office of the Chief Scientist	Jules Colomer, Leader, Portfolio Performance and Results	Business Operations, Finance, and Digital Solutions	
<p>Recommendation 4: CGIAR should establish a system-wide evaluability integration mechanism to synchronize progress on evaluability reforms, maintain coherence across MELIA, Finance, Program design, and learning governance, and support collective decision-making on evaluability standards for the 2027–2030 period. This mechanism is not a new structure but an organizing function that brings together existing capabilities – IAES, PPU, MELIA focal points, Finance, and Program/Accelerator leadership – to ensure that evaluability remains visible, coordinated, and actionable at system scale. Because evaluability is a collective responsibility, not an attribute of individual interventions, an annual joint process is needed to monitor progress, recalibrate standards, and ensure evaluability maturity across the Portfolio.</p> <p>Please, take into consideration the non-binding suggestive measures within the report</p>						
Management Response to Recommendation acceptance status			Fully accepted <input checked="" type="checkbox"/>	Partially accepted <input type="checkbox"/>		Not accepted <input type="checkbox"/>

Synthesis Report: Evaluability Assessments of CGIAR's Portfolio 2025–30: Management Response

RECOMMENDATIONS and ACTIONS						
Management Commentary		<p><i>Evaluability will be included in the TOR of a newly formed Performance and Results Management Steering Group led by the Chief Scientist and including other CGIAR decision-makers. The remit of the Steering Group will include the Performance and Results Management System, The Technical Reporting Arrangement and the MELIAF project. Through that group, an evaluability target will be set along with the establishment of key milestones and actions.</i></p>				
<p><i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally to be initiated within 12 months of the date the recommendation was issued</i></p>						
Action point title	Action point text	Due date [month/year]	Lead implementing unit [only one per action point]	Lead implementing and reporting staff owner [specify one per action point only; title and unit]	Additional units involved in implementation (if any)	If additional funding is required – how much and what is to be done if no funds are available?
4.1 PRM-SG established	Establish Performance and Results Management Steering Group (PRMSG)	Q1 2026	Office of the Chief Scientist	Jules Colomer, Leader, Portfolio Performance and Results		
4.2 Evaluability targets established	Identify evaluability targets, milestones and actions for CGIAR inc. quant/qual/GESI	Q3 2026	Office of the Chief Scientist	Jules Colomer, Leader, Portfolio Performance and Results		

Synthesis Report: Evaluability Assessments of CGIAR's Portfolio 2025–30: Management Response

RECOMMENDATIONS and ACTIONS						
4.3 Evaluability Progress tracking	Conduct timebound reviews of evaluability progress of the portfolio	Q1 2027	Office of the Chief Scientist	Jules Colomer, Leader, Portfolio Performance and Results		