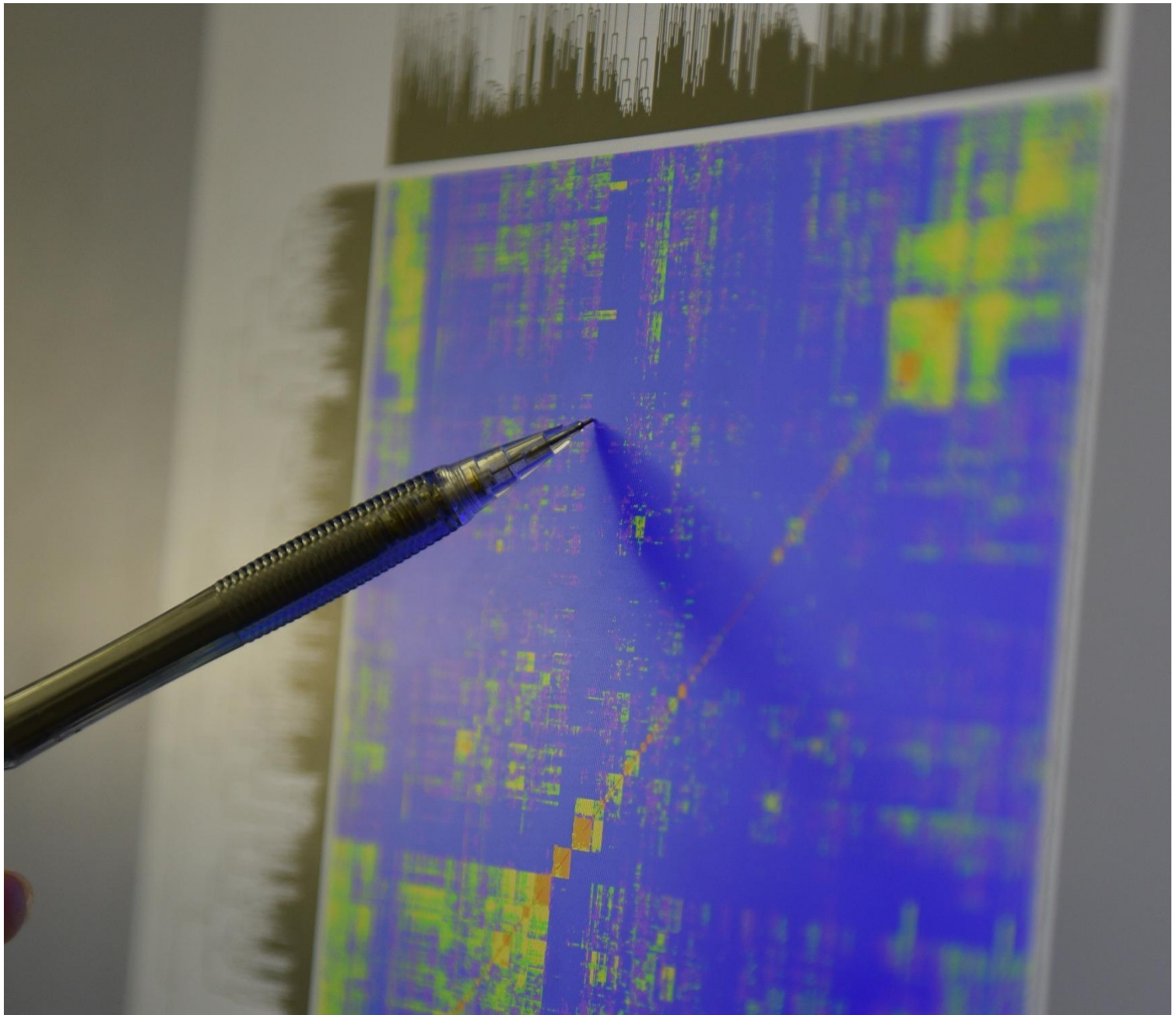




Standing
Panel on
Impact
Assessment



Evaluation of SPIA's 2019-2024 Program of Work: Final report

Authors: Nancy Johnson, Consultant to SPIA

Photo: 2017 CIAT/Neil Palmer

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Summary

In 2024, SPIA commissioned a light-touch evaluation of the effectiveness of its 2019-2024 work program. The evaluation consisted of a document review and an e-survey of key stakeholder groups. The document review focused on delivery of planned outputs. The e-survey focused mainly on the perceptions of stakeholder groups about changes related to SPIA's key outcomes: improving the evidence base for CGIAR impact and strengthening impact culture in CGIAR. The survey also asked specific questions and sought feedback on SPIA's outputs and activities. Results of the document review show that SPIA delivered the majority of its planned outputs on time, with some delays in the early years. According to the survey results, most respondents from three main stakeholder groups—System Council/SIMEC; CGIAR Research leaders; and Impact Assessment specialists from inside and outside CGIAR—felt that the outcomes had been achieved. While degree of support varied within and across groups on specific outcomes, there was overall high satisfaction with SPIA's activities and support for continuing them. Stakeholders had numerous suggestions for improvement. Response rates were generally low, which limited the ability to interpret responses for some stakeholder groups.

1 Introduction

SPIA's 2019-2024 program of work was its first following the 2018 advisory services reforms that led to a new mandate and higher profile for SPIA within CGIAR. As this workplan was coming to a close, SPIA wanted to confirm that it was on track for delivering what the System was expecting over this period. Given that the current workplan (2023-2030) resulted from extensive consultation with stakeholders, SPIA opted for a light-touch evaluation of the earlier workplan focusing on program effectiveness—delivery of promised outputs and contribution to intended outcomes—and on seeking operational feedback to improve the way SPIA implements its current workplan. The main audiences to be consulted include System Council, CGIAR research leadership (Global Science Directors, Initiative leads & co-leads, DDG-Rs), CGIAR researchers, CGIAR management (System Board, EMD, Centers DGs), and CGIAR partners. The evaluation was carried out between June and November 2024. The TOR for the evaluation can be found in Annex 1.

This report is organized as follows: Section 2 describes the methodology used. Section 3 presents the results of the analysis of outputs and the contribution to SPIA's high-level outcomes and impacts. Section 4 presents the results of the surveys of research leaders and IA specialists, focused on their involvement in specific SPIA activities and intermediate outcomes. Section 5 concludes with a discussion of the findings and recommendations for SPIA moving forward.

2 Methodology

The evaluation was structured around a standard program impact pathway (Figure 1).

Figure 1: Impact Pathway

Outputs produced → Reach intended users → Change knowledge, attitudes, skills → Change behavior → Impacts

A comprehensive assessment of delivery of output was conducted using annual workplans and reports as well as other documents such as multi-year proposals and progress updates. Outcomes and impacts were assessed via stakeholder e-surveys conducted between Sept 30 and Oct 14, 2024. The surveys focused on both parts of SPIA's mandate: 1) to expand and deepen evidence of the impact of CGIAR research investments and 2) to support CGIAR's commitment to embedding impact assessment into the system¹.

For the first part of the mandate, e-surveys focused on the sequence of expected outcomes: whether respondents were aware of impact evidence and, if so, whether it had changed their knowledge and behavior. For the second part of the mandate, respondents were asked directly about the desired impacts—the strength of CGIAR impact culture and the capacity within the system to conduct rigorous impact assessment.

The questions in the survey were nested in the sense that stakeholders with more responsibility for IA planning and implementation and more interaction with SPIA were asked more and more specific questions. For example, Center managers and research leaders, who often have responsibility for planning or budgeting for impact assessments as part of their overall research management responsibilities, were asked about their awareness of or involvement in the impact assessment community of practice that SPIA supports. IA specialists, who interact most directly and frequently with SPIA, were asked about a series of more granular outcomes that were defined in the workplan and

¹ As defined in [SPIA's terms of reference](#)

related to specific SPIA activities and outputs. Table 1 summarizes which stakeholder groups were asked about which outcomes. Copies of the e-surveys can be found in Annex 2.

Surveys contained both quantitative questions related to perceived achievement of outcomes and impacts and open-ended questions seeking detail on responses as well as suggestions for how SPIA can improve. Qualitative responses served to better understand the quantitative responses and to establish linkages along the impact pathways. All surveys were anonymous.

Table 1: Stakeholder groups and outcomes about which they were surveyed

Stakeholder group	Who is included in group	Which outcomes and other topics were they asked about?
1. System Council and SIMEC	SC plus members of SIMEC who are not also members of SC	SPIA Mandate outcomes: <ul style="list-style-type: none"> • greater awareness of CGIAR impacts • stronger impact culture
2. CGIAR system management	System Board; Executive Managing Director and Executive Director; Regions and Partnerships; Research, Development and Innovation	SPIA Mandate outcomes: <ul style="list-style-type: none"> • greater awareness of CGIAR impacts • stronger impact culture
3. Center management	DGs and DDGs-Research	SPIA Mandate outcomes <ul style="list-style-type: none"> • Center involvement in SPIA projects • Awareness of and participation in the impact assessment community of practice
4. CGIAR research leaders	Initiative Leaders and select platform leaders	SPIA Mandate outcomes <ul style="list-style-type: none"> • Center involvement in SPIA projects • Awareness of and participation in the impact assessment community of practice
5. IA specialists	IA specialists and others interested in IA, inside and outside CG. SPIA webinar list minus anyone in previous groups or people who work for SPIA or IAES.	SPIA Mandate outcomes <ul style="list-style-type: none"> • Use of SPIA guidance materials and data • Center involvement in SPIA projects • Participation in Webinar series • Participation in SPIA Matchmaking events

Mailing lists for the first three groups were obtained from the System Office. The list for the fourth group was compiled within SPIA. Response rates were low across the board and for groups two and three they were too low for systematic analysis (Table 2).

Table 2: Response rates by stakeholder group (grey = results not reported)

Target group	# of surveys sent	Responses
System Council and SIMEC	37	13.5%
CGIAR System management	21	1%
CGIAR Center management	23	0%
CGIAR Research leaders	31	1.3%
IA specialists	210	17.6%

3 Results on delivery of outputs and contribution to mandate outcomes

3.1 Delivery of outputs

Confirming the delivery of planned outputs was important not only for accountability but also as a basis for understanding and assessing SPIA's contribution to achieving its intended outcomes (effectiveness). SPIA's outputs are organized by workplan objective:

- Objective 1 Support CGIAR's strong commitment to embed a culture of impact assessment into the System
- Objective 2 Expand and deepen evidence of impact of CGIAR research investments on CGIAR SRF outcomes and associated Sustainable Development Goals
- Objective 3 Improve and institutionalize collection of data on diffusion and use of CGIAR innovations in national data systems designed to track progress on SDGs

Outputs were defined in SPIA's multi-year workplans (2019-2021 and 2022-2024) and updated in the annual plans. Achievement of outputs is generally reported in SPIA's annual reports and, in some cases, multi-year progress reports, which are available online. As the reporting procedures and formats for Advisory Services evolved over the years, the level of detail for specific outputs changed. In some cases, confirmation of delivery of outputs was clarified with the SPIA Secretariat.

SPIA delivered the vast majority of its promised outputs on time over the period (Table 3). Delays in the early years were largely related to institutional challenges in setting up the new Secretariat and then to Covid 19. Delayed outputs were, for the most part, delivered in subsequent years, however in a few cases changes in SPIA priorities resulted in outputs being changed or dropped. One such case involved the relative emphasis on broadening the impact assessment Community of Practice, in particular engaging research leaders (part of Obj 1). This was intended to be a major focus but was scaled back due to external considerations (e.g. covid) as well as internal changes in CGIAR. Another example was the decision to have SPIA continue to lead the country work (Obj 3) rather than seek another home for it within CGIAR, as it was originally envisioned. For the full list of outputs by year and their delivery status, see Annex 3.

Table 3: Percentage of promised outputs delivered on time, by year and workplan objective

	2019	2020	2021	2022	2023
Obj 1 Support CGIAR's strong commitment to embed a culture of impact assessment into the System	64%	75%	89%	86%	100%
Obj 2 Expand and deepen evidence of impact of CGIAR research investments	100%	100%	100%	100%	100%
Obj 3 Improve and institutionalize collection of data on diffusion and use of CGIAR innovations in national data systems	80%	50%	83%	75%	100%
Total	74%	71%	94%	85%	100%

3.2 Contribution to outcomes and impacts at SPIA mandate level

The outcomes that the evaluation sought to assess are summarized in Table 4. Outcomes highlighted in yellow are ones that were specifically mentioned in the initial workplan proposal. The others derived from the impact pathway as applied to the 2019-2024 workplan.

Table 4: Outcomes and impacts, by stakeholder group (grey =from original proposal)

	Evidence of CGIAR impact	Changes in Impact Culture
All stakeholder groups—SC/SIMEC, research leaders, IA specialists	<ul style="list-style-type: none"> Greater awareness of CGIAR impacts Change in thinking about CGIAR impact Use of evidence in decision-making 	<ul style="list-style-type: none"> Stronger impact culture in CGIAR Improved personal understanding of IA
Science leaders	<ul style="list-style-type: none"> Support from SPIA Benefits of support beyond SPIA activities 	<ul style="list-style-type: none"> Awareness of SPIA efforts to engage science leaders in IA community of practice Participation in IA community of practice Improved understanding of IA in R4D process Use of improved understanding
Impact assessment specialists	<ul style="list-style-type: none"> Support from SPIA Benefits of support beyond SPIA activities Use of SPIA data 	<ul style="list-style-type: none"> Awareness and use of SPIA guidance related outputs Awareness of webinars, participation in webinars, lessons from webinars Awareness of and participation in Matchmaking Overall improvement in capacity to design rigorous IA

As described in Section 2, SPIA's contribution to planned outcomes was assessed via e-surveys. Five groups of stakeholders were surveyed (Table 1), however due to low response rates we only report findings for three groups: SC/SIMEC, CGIAR science leaders, and IA specialists. Lack of response among Center leadership and management is an issue that SPIA should seek to understand moving forward, especially since this group has traditionally been engaged with and supportive of SPIA.

The remainder of this section reports the quantitative survey results by the stakeholder group and summarizes the qualitative responses. Full qualitative responses to open-ended questions can be found in Annexes 4 and 5. Regarding SPIA's mandate to expand and deepen the evidence base, respondents were asked a series of questions based on the impact pathway (Table 5). When asked whether they were more aware of the adoption and impacts of CGIAR innovations than they were pre-2019, most SC members and IA specialists responded that they were while only a quarter of research leaders said they were. Qualitative responses revealed that for some, increased awareness related to lack of previous knowledge of CGIAR while for others, especially IA specialists and research leaders, it was the result of more, better evidence. One SC member cited SPIA's new role in the system and accountability directly to SC.

Table 5: Survey results - Percentage related to changes in awareness and use of impact evidence, by stakeholder group

	SC (n=5)	IA specialists (n=37)	Initiative leaders (n=4)
Are you more aware of the adoption and impacts of CGIAR innovations than you were pre-2019? (Reach)	100%	68%	25%
Has the evidence from SPIA-related studies changed your thinking about the impacts of CGIAR research and how they should be measured? (Change in knowledge, attitude, skills)	100%	72%	0%
Have you used the evidence in your work, or do you intend to use it? (Change in behavior)	100%	79%	67%

Among those who had been reached by impact evidence, the majority of the SC and IA specialists reported that the evidence had changed how they think about CG impact and that they had used the evidence in their work. No research leaders reported that IA evidence changed their thinking, however a third said they used the new evidence. Qualitative responses revealed that an important way that respondents changed their thinking was in terms of scale of impact, and the Ethiopia report was specifically mentioned. SC members reported using the evidence both to justify past investments and to influence future investment. IA specialists reported using evidence for a wide range of purposes including research and proposal development.

According to respondents, in addition to doing more of what it is already doing, SPIA should deepen discussion around how impact happens, or doesn't happen, using evidence to enhance future impact. IA specialists emphasized continuing to strengthen linkages with external organizations and with natural scientists in CGIAR. Better outreach with simple summaries and recommendations, for example in the form of a newsletter, was something all respondents mentioned as a way to communicate results more broadly.

Regarding SPIA's mandate to support embedding impact assessment in the system, respondents were asked whether CG impact culture was stronger than it was in 2019 and whether their own understanding of impact and its role in CGIAR had improved (Table 6). The majority of respondents answered yes to both questions. Again, SC members were the most likely to feel that CGIAR impact culture was strengthened. All SC and research leader respondents reported that their own understanding of IA had improved over the period.

Table 6: Survey results related to changes in CGIAR's impact culture, by stakeholder group

	SC (n=3)	IA specialists (n=22)	Research leaders (n=4)
In your perception, does CGIAR have a stronger impact assessment culture now than it did in 2019?	100%	68%	50%
Have you personally improved your own understanding of impact assessment and its role in CGIAR over this period?	100%	82%	100%

Reasons respondents gave for the stronger impact culture include SPIA's expanded workplan and that SPIA is "providing rigorous evidence of the reach and causal impacts of CGIAR research and providing independent strategic advice to the CGIAR System on efficient and effective impact assessment methods and practices." In terms of how understanding has improved, "the long term, big-picture evidence" was mentioned, as were new methods and SPIA's role in setting global standards for IA. While some respondents, especially IA specialists, emphasized SPIA's role in setting standards, raising awareness of rigor and "establishing a brand" in IA, others cautioned that SPIA should be careful not to focus too much on developing methods but rather on applying existing cutting-edge methods. This tension is reflected in many of the comments throughout the survey.

In terms of how they improved their understanding of IA, IA specialists cited specific SPIA activities, especially events, but also mentioned that working directly with SPIA members exposed them to new ideas and to the rationale behind IA. People mentioned specific studies as well as an appreciation of different types of studies—large scale v small scale, different types of RCTs—and the importance of good planning and design and as well overall rigor. People new to the system gained an appreciation for the CG impacts and for what SPIA invests in understanding them.

4 Involvement in SPIA activities and contribution to intermediate outcomes

4.1 Research leader engagement in IA CoP

Steps SPIA undertook to integrate science leaders² into the impact assessment community of practice included: conducting Center and Program visits and events to facilitate interaction between researchers, research managers and impact assessment specialists; producing and disseminating guidance materials; and directly supporting Initiative design teams. When asked if they were aware of these efforts, 50% of respondents (2 of 4) said yes. All of those who were aware participated and reported improving their understanding of IA in the IAR4D process, though none said they had used the improved knowledge. The respondent who provided information on how he/she learned about SPIA efforts in this area said it was through a visit by SPIA to his/her center. When asked how SPIA could improve engagement with science leaders, responses included to engage with science leaders individually to understand challenges, bottlenecks and data needs that could be supported by IA studies, and to provide an online repository, launch meta-studies, and develop short briefs.

4.2 IA Specialist responses to questions about intermediate outcomes related to expanding and deepening evidence of impact

IA specialists were asked more detailed questions about their engagement with SPIA. Because this was such a large and diverse group, we asked some respondent information questions at the end of the survey (Table 7). The group contained slightly more CG than non-CG respondents. The share of impact assessment focal points (IAFPs) is likely similar to their share in the population surveyed (tbc)³. Nearly half of respondents had been associated with CGIAR more than 10 years. Given the small sample sizes, the main respondent information variable that was used in the analysis was whether or not the respondent worked in CGIAR.

Table 7: Respondent information for IA Specialists

Question	% Yes
Do you work for CGIAR? (n=21)	57
Are you an Impact Assessment Focal Point (n=21)	14
Association with CGIAR < 5 years? (n=21)	38
Association with CGIAR >10 years? (n=21)	48

Most respondents said their organizations had received support from SPIA (Table 8). In response to a request for feedback on SPIA's management of the process, the comments were overwhelmingly positive. SPIA's impact pathway hypothesizes that interaction of IA specialists and their teams with SPIA via projects would have lasting impacts beyond the specific projects, for example, in terms of building knowledge, relationships, etc. When asked whether they thought that there would be benefits to their organizations beyond the SPIA supported activities, the majority of respondents responded yes. CGIAR IA specialists were more likely to feel this way than non-CG IA specialists. CG IA specialists were also more likely to respond to the question for follow up detail and many cited the connections with universities and the potential for future collaborations as examples of continuing benefits. They also mentioned identifying new research questions, building on the evidence, and learning from what did and didn't work. One respondent mentioned how adding the long-term, large-scale focus complements their traditional plot-level focus. Some mentioned benefits in terms of accountability to donors and potential for future funding.

² In this report, as in many SPIA documents, the terms research leaders and science leaders are used interchangeably.

³ How many IAFPs are there. 15% is approx. 31. Are there more than that?

Table 8: IA specialist responses on their organizations' engagement with SPIA

	% Yes		
	All	CG	Non-CG
Did your organization receive support from SPIA? (n=27)	70	83	78
If your organization received support, do you think there will be benefits to your program beyond the SPIA supported-activities...? (n=18)	78	75	56
Have you accessed or used any SPIA-related data, either from impact assessment studies or from the country studies? (n=26)	35	17	56

When asked whether they had accessed or used any SPIA data, most respondents had not though the majority of non-CG respondents had. As part of SIAC, SPIA's previous multi-year work program, SPIA made an effort to make data from past studies available (via Dataverse) and encouraged its use. Use of data was an explicit outcome in the 2019-2021 work plan. For those who did not use SPIA data, the most common reasons given were lack of awareness and/or access, which is interesting given that this appears to have been a barrier to internal but not external IA researchers. Other reasons were lack of time or funds.

For those who did use SPIA data, a few people mentioned using them in surveys (baseline and endline), descriptive and literature reviews, funding proposals and publications. For most of the period covered by this evaluation (2019-2024), the main data available was from DIIVA or past IA studies. As more country-study data sets become available, use rates are likely to increase.

4.3 IA Specialist responses to questions about SPIA's workplan outcomes related to strengthening impact culture

4.3.1 SPIA guidance documents

Like use of SPIA data, awareness and use of SPIA guidance documents was an outcome specified in the original workplan. According to the survey, more than half of the respondents were aware of them and of those, 69% had used them (Table 9). Non-CG IA specialists were more likely to be aware of and use them than CG IA specialists, however all IA specialists agreed that SPIA should continue to produce such guidance.

Table 9: IA Specialist responses to questions about SPIA guidance documents

	% Yes		
	All	CG	Non-CG
Are you aware of SPIA's outputs related to impact assessment guidance, standards and protocols, or methods? (n=22)	59	50	78
For the output(s) you were aware of, did you use them? (n=13)	69	67	71
Do you think SPIA should continue to produce Guidance-related publications? (n=13)	100	100	100

Specific documents that respondents mentioned using include: Guidance for initiatives (Updated Guidance for Developing Impact Assessment Plans in One CGIAR Initiatives); Designing Quasi-Experimental Impact Studies of Agricultural Research at Scale; and the country studies. In terms of how they were used, people mentioned a wide range of uses from collaborating with program implementers to designing studies to managing research and IA. One respondent reported using them in management meetings and in meetings with M&E staff.

In terms of how respondents became aware of the guidance documents, people mentioned seminars, reading SPIA publications, the SPIA website, and a center visit by SPIA chair. One person who mentioned learning via SPIA seminars suggested that SPIA could learn from World Bank about how to do better seminars on this topic. For those not aware of SPIA's guidance-related materials, the most common way they wanted to become aware was via newsletter, followed by website, email, CoP and "an annual IAFP workshop as in the past."

4.3.2 SPIA Webinars

Regarding SPIA's webinar series, awareness and participation was high across CG and non-CG IA specialists (Table 10). Most people learned about the webinars by email though some became aware through colleagues or through invitations to present. Among those who were not aware, an external person commented that it would be good to get on other email newsletters like David McKenzie's blog of weekly links.

Table 10: IA Specialists responses to questions about SPIA's webinar series

	% Yes		
	All	CG	Non-CG
Are you aware of SPIA's webinar series? (n=22)	91	92	89
Did you participate in any of SPIA's webinars? (n=20)	95	100	88
Did you use what you learned in the webinar series? (n=19)	68	64	71
Do you think SPIA should continue to support the webinar series? (n=20)	100	100	100

Most people who participated reported using the knowledge gained. When asked what they learned, responses ranged from methods to study design to implementation. Also mentioned was learning from colleagues—including what people are working on related to CGIAR—and the collaborative atmosphere. One person said the feedback received from the audience was useful for their study design.

Support for continuing with the series was universal. More CG than non-CG respondents provided follow up comments. Several people mentioned that webinars are useful for sharing experiences, peer learning, networking and building community. Specific suggestions included: focus on the final results and reinforce with a workshop; divide into two, one technical and one focused on capacity development.

4.3.3 SPIA Matchmaking

Awareness of SPIA's matchmaking efforts was also relatively high, with participation slightly lower but still the majority of respondents (Table 11). People reported learning about the matchmaking by invitation, through the SPIA mailing list or from colleagues. When asked what participants learned about building links with external colleagues, responses included: approaching partners, importance of joint research via students, keeping existing links and expanding them.

Table 11: IA Specialists' responses to questions about SPIA's matchmaking activities

	% Yes		
	All	CG	Non-CG
Are you aware of the Matchmaking events that SPIA held to link external IA specialists to CGIAR researchers and research initiatives? (n=22)	77	75	89
Did you participate in a Matchmaking event? (n=17)	71	77	63
Should SPIA continue to support matchmaking events? (n=17)	94	100	88

Support was strong for continuing matchmaking. Feedback was generally positive. It was noted that matchmaking is a good way to involve grad students, so they are aware of CG early in their careers. One respondent thought that the events could be restructured to be more empowering to participants on both sides. Another thought could be to improve in terms of design and expectations management, from both sides. One external participant thought the matchmaking events were better for institutions than for individuals joining alone. In terms of content, one person suggested a focus on analysis of existing data while another, from CG, thought that capacity development for CG centers should receive greater attention. These comments are consistent with the feedback gathered from participants at the sessions.

5 Discussion

Contribution to key outcomes and lessons learnt

SPIA commissioned this light-touch evaluation to assess its contribution to the key outcomes of the 2019-2024 workplan and to learn lessons that can be applied to implementation of its current program of work. Results show that SPIA delivered most of its planned outputs on time, including under challenging external circumstances. SPIA was adaptive and responsive.

Recommendation: Continue to document delivery of outputs annually, as was done in the early years of the work program. Where this is not required by SPIA's planning and reporting processes via IAES, SPIA could do it internally for purposes of accountability and learning.

Delivery on mandate-level outcomes

Results of the e-survey suggest that SPIA delivered on its mandate-level outcomes to increase awareness of evidence and strengthen impact culture. These results are consistent with the strong support SPIA has received for the current program of work; however, the small sample sizes limit the ability to draw broad conclusions. The survey responses, especially qualitative comments, provide some insights into how different stakeholders view SPIA's role as well as suggestions for how SPIA might usefully engage with different parts of the system.

Recommendation: Follow up with key members of each stakeholder group to understand low response rates and to ensure that SPIA continues to be valued and supported by a broad range of stakeholders across the system, as it has been in the past.

Intermediate outcomes and specific workplan activities

In terms of intermediate outcomes and specific workplan activities, results were positive but mixed. The original three-year workplan specified engagement in the CoP by research leaders, use of SPIA guidance materials, and use of SPIA data as intermediate outcomes to be achieved by 2021. Only two of the three appear to have been achieved, based on the responses of most respondents. Among IA specialists inside and outside CGIAR, there was strong awareness, uptake and support for the key sets of workplan

activities that were included in the survey—production of guidance documents, webinars, and matchmaking events.

Recommendation: Given the importance of these intermediate outcomes, it would make sense for SPIA to continue to track them. In particular, the role of the IA CoP in SPIA’s current TOC should be clearly articulated.

Annexes

Annex 1: Evaluation Terms of Reference

Terms of Reference for consultancy with CGIAR Standing Panel on Impact Assessment (SPIA): Senior Advisor to manage the evaluation of SPIA for the workplan 2019-2024.

Objective to be achieved

The objective is to evaluate how SPIA is performing in delivering its mandate, through a light touch process of consulting different CGIAR stakeholders/audiences. The main audiences to be consulted include System Council, CGIAR research leadership (Global Science Directors, Initiative leads & co-leads, DDG-Rs), CGIAR researchers, CGIAR management (System Board, EMD, Centers DGs), CGIAR partners.

Activities

1. The evaluation will be carried out in 8 steps with a total estimated effort of 20 days.
2. Confirm delivery of outputs against workplan and map outputs to outcomes (Relevance)
Estimated time: 3 days
3. Define desired feedback from collaborators working with SPIA to implement the workplan (efficiency of SPIA) Estimated time: 1 day, with input from SPIA
4. Develop plan for data collection and analysis to validate mapping and solicit feedback Estimated time: 5 days
5. Implement data collection Estimated time: 2 days
6. Analyze data Estimated time: 2 days
7. Present draft findings to SPIA Estimated time: 2 days
8. Final report plus any requested follow-up Estimated time: 5 days
9. Outputs
10. Final evaluation report: due on 15 November 2024

Annex 2: Evaluation Surveys

Annex 2.1: Survey sent to groups 1 (System Council and SIMEC) and 2 (CGIAR management)

SPIA Evaluation Survey

2019 marked the beginning of a new phase for SPIA, with an updated mandate and a higher profile in the System reflecting the System's renewed commitment to rigorous, objective impact assessment and to embedding a culture of impact in CGIAR at all levels. In 2018, the System Council approved a six-year, \$15 million dollar program of work focused on strengthening the culture of impact assessment across the system and expanding and deepening evidence of the adoption and impact of CGIAR research investments on development outcomes.

This work program is now coming to an end. The outputs were largely delivered as expected and SPIA is undertaking a light-touch evaluation to document outcomes and seek feedback from key stakeholders across the system to inform the implementation of the recently-approved 2023-2030 operational model and workplan.

Evidence of CGIAR impact

Over the period, SPIA supported 19 impact assessment studies, both "accountability" studies on the long-term, large-scale impacts of CGIAR innovations on development outcomes and "learning" studies to test

key assumptions in the theories of change of innovations that currently being piloted and scaled. In addition, nationally-representative data on adoption of key CGIAR innovations are available for three countries, Ethiopia, Uganda, and Vietnam. SPIA researchers and partners also made important methodological contributions in a range of areas including measuring adoption, using secondary data for impact assessment and designing impact evaluations for different types of innovations. Information on the portfolio of studies, emerging findings and final results, as they became available, were shared in publications, presentations and, most recently, at SPIA Fest in Delhi in August 2024.

1. Are you more aware of the adoption and impacts of CGIAR innovations than you were pre-2019? Yes/no
 - a. If yes, please provide examples.
 - b. If not, please tell us how you would like to receive information from SPIA on evidence of CGIAR impact.
2. Has the evidence from SPIA-related studies changed your thinking about the impacts of CGIAR research and how they should be measured? Yes/no
 - a. If yes, please provide examples
 - b. If not, next question
3. Have you used the evidence in your work, or do you intend to use it?
 - a. If yes, please provide examples.
 - b. If not, next question
4. Do you have suggestions about how SPIA can strengthen the awareness, availability and use of impact evidence by System Council members?

Strengthening impact on culture

SPIA sought to strengthen impact culture in CGIAR by building technical capacity to do rigorous impact assessment and by improving and embedding an understanding of the role of impact assessment in the research process and the use of impact evidence in decision making at different levels. This was done through presentations and visits by the SPIA chair and others, in-person and online events, think pieces and other publications, webinars and networking activities.

5. In your perception, does CGIAR have a stronger impact assessment culture now than it did in 2019? Yes/no.
 - a. If yes, please explain, including any role that SPIA activities may have played
 - b. If not, go to the next question
6. Have you personally improved your own understanding of impact assessment and its role in CGIAR over this period?
 - a. If yes, please explain, including any role that SPIA activities may have played.
 - b. If not, go to the next question
7. Do you have suggestions about how SPIA could improve future efforts to strengthen CGIAR's culture of impact assessment?

Thank you very much for your responses.

Annex 2.2: Survey sent to groups 3 (CGIAR Center Management) and 4 (Science Leaders)

SPIA Evaluation Survey

2019 marked the beginning of a new phase for SPIA, with an updated mandate and a higher profile in the System reflecting the System's renewed commitment to rigorous, objective impact assessment and to embedding a culture of impact in CGIAR at all levels. In 2018, System Council approved a six-year, \$15 million dollar program of work focused on strengthening the culture of impact assessment across the system and expanding and deepening evidence of the adoption and impact of CGIAR research investments on development outcomes.

This work program is now coming to an end. The outputs were largely delivered as expected and SPIA is undertaking a light-touch evaluation to document outcomes and seek feedback from key stakeholders across the system to inform the implementation of the recently-approved 2023-2030 operational model and workplan.

Evidence of CGIAR impact

Over the period, SPIA supported 19 impact assessment studies, both “accountability” studies on the long-term, large-scale impacts of CGIAR innovations on development outcomes and “learning” studies to test key assumptions in the theories of change of innovations that currently being piloted and scaled. In addition, nationally-representative data on adoption of key CGIAR innovations are available for three countries, Ethiopia, Uganda, and Vietnam. SPIA researchers and partners also made important methodological contributions in a range of areas including measuring adoption, using secondary data for impact assessment and designing impact evaluations for different types of innovations. Information on the portfolio of studies, emerging findings and final results, as they became available, were shared in publications, presentations and, most recently, at SPIA Fest in Delhi in August 2024.

1. Are you more aware of the adoption and impacts of CGIAR innovations than you were pre-2019? Yes/no
 - a. If yes, please provide examples.
 - b. If not, please tell us how you would like to receive information from SPIA on evidence of CGIAR impacts. Go to Question 6
2. Has the evidence from SPIA-related studies changed your thinking about the impacts of CGIAR research and how they should be measured? Yes/no
 - a. If yes, please provide examples
 - b. If not, next question
3. Have you used the evidence in your work, or do you intend to use it?
 - a. If yes, please provide examples.
 - b. If not, next question
4. Did your organization receive support from SPIA to design or conduct an impact assessment?
 - a. If yes, do you have any feedback, from your perspective as a research manager, on the way SPIA designed and managed the process?
 - b. If not, go to question 6
5. Do you think there will be benefits to your program beyond the initial SPIA supported-activities, for example new research questions identified, future collaborations with external partners, changes in how your team thinks about the role of impact assessment, more funds available for impact assessment, etc?
 - a. If yes, please describe.
 - b. If not, next question.
6. Do you have suggestions about how SPIA can strengthen the awareness, availability and use of impact evidence by CGIAR science leaders?

Strengthening culture of impact assessment in CGIAR

SPIA sought to strengthen impact culture in CGIAR by building technical capacity to do rigorous impact assessment and by improving and embedding an understanding of the role of impact assessment in the research process and the use of impact evidence in decision making at different levels. This was done through presentations and visits by the SPIA chair and others, in-person and online events, think pieces and other publications, webinars and networking activities.

7. In your perception, does CGIAR have a stronger impact assessment culture now than it did in 2019? Yes/no.
 - a. If yes, please explain, including any role that SPIA activities may have played
 - b. If not, go to the next question
8. Have you personally improved your own understanding of impact assessment and its role in CGIAR over this period?
 - a. If yes, please explain, including any role that SPIA activities may have played.
 - b. If not, go to the next question
9. Do you have suggestions about how SPIA could improve future efforts to strengthen CGIAR’s culture of impact assessment?

While SPIA seeks to strengthen the impact of culture across the system, the 2019-2024 work program had a specific focus on building engagement with science leaders. Not only are science leaders important users of impact evidence, but they also often play a key role in evidence generation through their responsibilities in the design, budgeting, and management of the research programs in which impact studies are carried out. Steps SPIA undertook to integrate science leaders into the impact assessment community of practice included: conducting Center and Program visits and events to facilitate interaction between researchers, research managers and impact assessment specialists; producing and disseminating guidance materials; and directly supporting Initiative design teams.

10. Are you aware of any of SPIA's efforts to engage science leaders in the impact assessment Community of Practice?
 - a. If yes, which ones?
 - b. If not, go to question 14
11. Did you participate in any of them?
 - a. If yes, which ones?
 - b. If not, why not? To question 14
12. Did you improve your understanding of impact assessment in the research for development (R4D) process?
 - a. If yes, how?
 - b. If not, go to question 14
13. Have you used your improved understanding to inform your decisions and actions?
 - a. If yes, please explain
 - b. If not, go to the next question
14. Do you have suggestions for how SPIA could better engage and support science leaders?

Thank you very much for your responses!

Annex 2.3: Survey sent to group 5 (Impact Assessment Specialists)

SPIA Evaluation Survey

2019 marked the beginning of a new phase for SPIA, with an updated mandate and a higher profile in the System reflecting the System's renewed commitment to rigorous, objective impact assessment and to embedding a culture of impact in CGIAR at all levels. In 2018, System Council approved a six-year, \$15 million dollar program of work focused on strengthening the culture of impact assessment across the system and expanding and deepening evidence of the adoption and impact of CGIAR research investments on development outcomes.

This work program is now coming to an end. The outputs were largely delivered as expected and SPIA is undertaking a light-touch evaluation to document outcomes and seek feedback from key stakeholders across the system to inform the implementation of the recently-approved 2023-2030 operational model and workplan.

Evidence of CGIAR impact

Over the period, SPIA supported 19 impact assessment studies, both "accountability" studies on the long-term, large-scale impacts of CGIAR innovations on development outcomes and "learning" studies to test key assumptions in the theories of change of innovations that currently being piloted and scaled. In addition, nationally-representative data on adoption of key CGIAR innovations are available for three countries, Ethiopia, Uganda, and Vietnam. SPIA researchers and partners also made important methodological contributions in a range of areas including measuring adoption, using secondary data for impact assessment and designing impact evaluations for different types of innovations. Information on the portfolio of studies, emerging findings and final results, as they became available, were shared in publications, presentations and, most recently, at SPIA Fest in Delhi in August 2024.

1. Are you more aware of the adoption and impacts of CGIAR innovations than you were pre-2019? Yes/no
 - a. If yes, please provide examples.

- b. If not, please tell us how you would like to receive information from SPIA on evidence of CGIAR impacts. Go to Question 6
2. Has the evidence from SPIA-related studies changed your thinking about the impacts of CGIAR research and how they should be measured? Yes/no
 - a. If yes, please provide examples
 - b. If not, go to the next question
3. Have you used the evidence in your work, or do you intend to use it?
 - a. If yes, please provide examples.
 - b. If not, go to the next question
4. Did your organization receive support from SPIA to design or conduct an impact assessment?
 - a. If yes, do you have any feedback, from your perspective as an impact assessment specialist, on the way SPIA designed and managed the process?
 - b. If not, why not? Go to question 6
5. Do you think there will be benefits to your program beyond the initial SPIA supported-activities, for example new research questions identified, future collaborations with external partners, or changes in how your team thinks about the role of impact assessment?
 - a. If yes, please describe.
 - b. If not, next question.
6. Have you accessed or used any SPIA-related data, either from impact assessment studies or from country studies? Yes/no
 - a. If yes, how?
 - b. If not, why not?
7. Do you have suggestions about how SPIA can strengthen the awareness, availability and use of impact evidence in CGIAR?

Strengthening impact culture

SPIA sought to strengthen impact culture in CGIAR by building technical capacity to do rigorous impact assessment and by improving and embedding an understanding of the role of impact assessment in the research process and the use of impact evidence in decision making at different levels. This was done through presentations and visits by the SPIA chair and others, in-person and online events, think pieces and other publications, webinars and networking activities.

8. In your perception, does CGIAR have a stronger impact assessment culture now than it did in 2019? Yes/no.
 - a. If yes, please explain, including any role that SPIA activities may have played
 - b. If not, go to the next question
9. Have you personally improved your own understanding of impact assessment and its role in CGIAR over this period?
 - a. If yes, please explain, including any role that SPIA activities may have played.
 - b. If not, go to the next question
10. Do you have suggestions about how SPIA could improve future efforts to strengthen CGIAR's culture of impact assessment?

An important objective of SPIA's 2019-2024 work program was to continue strengthening capacity to conduct rigorous impact assessment. To support this objective, SPIA undertook a range of activities, including publications about impact assessment methods and approaches, webinars, matchmaking events, fellowships, and feedback on proposals and study designs.

11. Are you aware of SPIA's outputs related to impact assessment guidance, standards and protocols, or methods?
 - a. If yes, please indicate which and how you learned about them?
 - b. If not, how would you like to receive this type of information? Go to question 14
12. For the output(s) you were aware of, did you use them?
 - a. If yes, how?
 - b. If not, go to question 13
13. Do you think SPIA should continue to produce Guidance-related publications? Yes/no and room for comment
14. Are you aware of SPIA's webinar series?
 - a. If yes, how did you learn about it?

- b. If not, how would you like to receive information SPIA webinars? Go to question 18
- 15. Did you participate in any of SPIA's webinars?
 - a. If yes, what did you learn?
 - b. If no, go to question 17
- 16. Did you use what you learned in the webinar(s)?
 - a. If yes, how?
 - b. If no, go to question ...
- 17. Do you think SPIA should continue to support the webinar series? Yes/no and why?
- 18. Are you aware of the Matchmaking events that SPIA held to link external IA specialists to CGIAR researchers and research initiatives?
 - a. If yes, how did you become aware?
 - b. If no, go to question go to question 21
- 19. Did you participate in a Matchmaking event?
 - a. If yes, what did you learn about how to build links with external partners?
 - b. If not, why not?
- 20. Should SPIA continue to support matchmaking events? Yes/no, why?
- 21. Overall, do you feel that SPIA's activities have strengthened your capacity to better design rigorous impact studies? Y/N, If yes, please provide details
- 22. Do you have any suggestions on how SPIA can strengthen the capacity of impact assessment specialists to do rigorous impact assessment in CGIAR? Y/N, If yes, please provide details

Respondent information

- 23. Do you work for CGIAR? Y/N
- 24. Are you an SPIA Impact Assessment Focal Point (IAFP) for a CGIAR center or program? Y/N
- 25. How long have you worked for or with—for example as a collaborator, project partner, a participant a CGIAR workshop or training, etc—CGIAR?
 - a. Fewer than 5 years
 - b. 5-10 years
 - c. More than 10 years

Annex 3: Analysis of SPIA outputs

Table 12: Outputs under Objective 1 (Support CGIAR's strong commitment to embed a culture of impact assessment into the System) by year, sub-objective and whether achieved.

	2019	2020	2021	2022	2023
Target audience: users of evidence, including SC and research leaders	SPIA strategy aligned to CGIAR's longer-run 2019-2030 work programming	SPIA IA strategy aligned to CGIAR Strategy to 2030			
	Elements of IA Guidance document identified	Expanded IA guidance available online	Issue guidance: Continue sharing and developing impact assessment (IA) guidance to CGIAR Engage in One CGIAR reform process on stage-gating and measurement for five impact areas.	Webinars targeted to IA researchers, to support the design of rigorous studies ;Publish guidance documents on methodological advances for IA in One CGIAR	Implement a series of activities/events to strengthen the impact assessment capacity of the CGIAR system. Some activities (webinars, fellowships) will support early career scientists
	Synthesis documents (Results across SLOs; DNA Fingerprinting) finalized		Engage CGIAR managers in a broader use of IA results and to support investments in IA research.;		
	SPIA communication and influence strategy developed	Communications (including publication) strategy finalized and implemented	Communications (including publication) strategy finalized and implemented		
	Communication of results, in the form of presentations, reports or think pieces, to target audiences inside and outside CGIAR (including System Council)	Communication of results, in the form of presentations, reports or think pieces, to target audiences inside and outside CGIAR (including System Council)	Communicate: Reach out to multiple audiences (Funders, EMT, Monitoring-Evaluation-Learning Community of Practice/MEL-COP) to engage them in the use of rigorous evidence to challenge conventional wisdom and influence future directions.	Engage One CGIAR research leaders in a broader use of IA results and reach new, relevant audiences to share evidence and methods	Implement a series of activities/events to strengthen the impact assessment capacity of the CGIAR system... some other activities aim to facilitate the use of rigorous evidence of CGIAR research
	Plan for an expanded IA Community of Practice (CoP) developed	IA community of practice formally established and at least two events held	Convene SPIA event: Hold a workshop with key external stakeholders to evaluate progress on the multi-year workplan.	Convene One CGIAR stakeholders to share evidence and reflect on how to strengthen IA capacity and improve the	
Target audience: CG IA specialists	Feedback on 20 center/CRP studies and strategies Draft standards and protocols			Guide new impact assessment methods development and broader use for causal impact assessment studies to	
	Plan for fellowships (delayed to 2020)	plan initiated and cohort selected	Launch fellowship program and continue matchmaking: Facilitate interactions of CGIAR early-career IA researchers and academic institutes	Support early career CGIAR IA researchers and graduate students to work with external impact assessment experts in rigorous studies and ...	Implement a series of activities/events to strengthen the impact assessment capacity of the CGIAR system. Some activities (webinars, fellowships) will support early career social science researchers to design rigorous impact assessment studies, and ...
	Workshop bringing together eminent IA researchers and CGIAR researchers	IA training held	Conduct capacity strengthening: Support conceptualization and design of IA studies by CGIAR IA specialists.	Support One CGIAR initiatives to design rigorous impact assessment studies and to identify opportunities to contribute to long-term, large-scale impact studies of CGIAR	
Target audience: data users, including IA specialists, inside and outside CG	Guidance for data management and data publication				
	Subgrant mechanism set up to enable further analysis of SPIA data	events and subgrants done	Implement small grants program: Engage early career CGIAR researchers and graduate students, to support access and	Support early career CGIAR IA researchers and graduate students to ... conduct new analysis of data from SPIA	

Table 13: Outputs under Objective 2 (Expand and deepen evidence of impact of CGIAR research investments on CGIAR SRF outcomes and associated Sustainable Development Goals) by year and whether achieved.

2019	2020	2021	2022-2024	2023
Accountability studies: Rolling call for long-term studies launched; two studies funded for implementation and two others identified for further development of both the design and team (including external links)	4-6 studies of the long term, large scale impacts ("big wins") of CGIAR research on SLO/SDG outcomes funded and underway; At least 4 studies funded from the call for proposals on the "environmental impacts of research on agricultural intensification",	Support Accountability Studies: Technical and operational support to study teams (9 current) approved under Long-term, large-scale impacts and Environmental impacts calls	Support the completion of the current portfolio of accountability, learning and methods development studies to generate independent evidence of CGIAR impacts	Independent evidence of CGIAR research impacts – Support the completion of accountability, learning and methods development studies in the SPIA portfolio and continue facilitating the development of partnerships with external researchers working in impact assessment and interested in CGIAR relevant research questions.
Learning-oriented studies: Based on consultations conducted in 2018, issue a call for expressions of interest around key topics; review potential studies; planning workshop(s) conducted	At least 4 studies funded from the call for proposals on adapting diffusions strategies to scale and sustain adoption of CGIAR innovations	Support Learning Studies: Organize an inception meeting with study teams of approved proposals and facilitate revision and resubmission of promising but not approved proposals under the call to study Adapted diffusion strategies and the impact of adapted strategies on uptake (>6 proposals).		
		Design and launch a call on CGIAR Digital Decision Tools		
Methods development: Background analysis conducted, consultations to support prioritization of topics and launch of a call for proposals	At least 2 methods develop papers (with focus on using new technologies for IA) published	Promote new methods: Support the development and use of new methods in remote sensing among study teams (onboard Remote Sensing/GIS expert by the beginning of 2021; •Facilitate the implementation of additional studies to support the development of new methods for under- evaluated areas in the CGIAR		
	Project development grants funded			Support the synthesis, dissemination and reflection of independent evidence of CGIAR impacts from the portfolio of SPIA funded studies to speak to One CGIAR research agenda.
	At least 1 implementation workshop for funded studies		Facilitate partnerships between CGIAR researchers and external IA experts to design rigorous IA studies and exploit dissemination data of CGIAR innovations and tracing of CGIAR policy engagements for long-term large-scale studies (reinforcing Objective 1 capacity strengthening)	

Table 14: Outputs under Objective 3 (Improve and institutionalize collection of data on diffusion and use of CGIAR innovations in national data systems designed to track progress on SDGs) by year and whether achieved.

2019	2020	2021	2022-24	2023
Complete data collection and carry out DNA fingerprinting analysis of wheat, maize and sorghum data in Ethiopia (with CIMMYT and ICRISAT)	Samples collected and sent for DNA fingerprinting analysis (maize, sweet potato and beans in Uganda with CIMMYT, CIP and CIAT);		complete a panel data collection for Ethiopia to demonstrate dynamic changes of CGIAR reach in this country (while down-scaling SPIA participation)	
Test new methods for gathering data on adoption/use of key innovations and related outcomes	Test new methods for gathering data on adoption/use of key innovations	Test methods and develop protocols and standards on community surveys and use of M&E data in various IA studies in priority countries		Provide guidance on methods and metrics, as part of the measurement agenda, to improve the documentation of reach and impacts of CGIAR innovations and policy engagement at national level.
Preparations for national collection another LSMS-ISA country	Comprehensive data collection on diffusion and use of CGIAR innovations for Uganda.	•Implement Uganda National Panel Survey: Collaboration with World Bank and Uganda Bureau of Statistics to implement the 2021 wave of Uganda National Panel Survey; integrate accurate measures (including DNA fingerprinting) of CGIAR-related innovations in national survey.		
Initiate consultations and background analysis for selection of two additional countries	Additional countries identified, through scoping exercises, field visits, and events	Scope Vietnam as third country for country-level approach: pursue exploratory activities and assess the feasibility to implement nationally-representative data collection in Vietnam in 2021 or later; •		
Initiate consultations on institutionalization strategy	Draft framework for institutionalizing Objective 3	Expand country work: Consultation and analysis to identify fourth priority country	Identify different models to engage statistical agencies, external partners and CGIAR stakeholders to institutionalize data collection of agricultural innovations at national level	
	Dashboard of all significant CGIAR-derived innovations in both Ethiopia and Uganda			
	Results on diffusion and use of key CGIAR innovations for Ethiopia disseminated	Communicate Ethiopia synthesis report: Further disseminate Ethiopia synthesis report, data, and lessons learned.	Provide independent evidence of the reach of CGIAR innovations and policy influences in Uganda, Vietnam and Bangladesh,	The reach of CGIAR innovations in priority countries – Provide rigorous independent evidence of the reach of CGIAR-related innovations in Uganda at the System level and update the existing evidence for Ethiopia. Likewise, SPIA will continue to implement activities in Vietnam and Bangladesh aiming to provide evidence of reach of CGIAR innovation in these two countries by 2024
	Complementary (community & remote sensing) data sets for Ethiopia			
		Expand guidance for CGIAR for institutionalizing the use of new standards and protocols in the regular collection of adoption/diffusion data at scale	Facilitate the use of new methods and metrics to improve the documentation of reach and impacts of CGIAR innovations and policy engagements at national level	

Annex 4: Responses from Research Leaders and IA Specialists to open-ended questions about expanding the evidence base

Annexes 4.1: Part 1 - Research Leaders

Question 1: Are you more aware of the adoption and impacts of CGIAR innovations than you were pre-2019? (n=4, 25% responded yes).

If yes, please provide more details about your increased awareness:

Answers

My awareness increased thanks to two recent studies, i.e. Alston et al. (2022) and Fuglie and Echeverria (2024).

If not, how would you like to receive this information?

Answers

Newsletter with links to available information (papers and datasets). Newsletter should show short visual summary of results to enthuse readers and highlight the type of info available in the paper/dataset.

More webinars, more in-person country visits and meetings. SPIA could do more for in country engagement.

Question 2: Has the evidence from SPIA-related studies changed your thinking about the impacts of CGIAR research and how they should be measured? (n=4; 0 responded yes)

Question 3: Have you used the evidence in your work, or do you intend to use it? (n=4; 66.7% responded yes)

If yes, please provide examples of how you used the evidence in your work:

Answers

I have not yet explored SPIA-related studies specifically, but I will definitely use them in my work if I come across them.

Recent science program reviews were useful in the development of the Programs for 2025-30.

Question 4: Please provide suggestions for improving awareness, availability and use of impact evidence in CGIAR

Answers

Evidence is much more valued when it leads to concrete action and learning. Suggest you formulate specific recommendations or present existing data in challenging ways. We don't only need to know if there was an impact or not but also how that impact could be enhanced, how that impact reaches different population groups and why.

Develop an online repository where CGIAR science leaders can browse impact studies.

Simply engage far more. SPIA has a lot of talent but should seek to integrate and work more closely with scientists on the ground rather than fully independently, with only a limited in-country presence and follow up. SPIA is also not at all integrated with national partners, which is a missed opportunity

Question 5: Did your organization receive support from SPIA? (n=4; 0 answered yes)

Annexes 4.2: Part 2 – Responses from Impact Assessment Specialists

Question 1: Are you more aware of the adoption and impacts of CGIAR innovations than you were pre-2019? (n=37; 68% responded Yes)

If yes, please provide more details about your increased awareness

Answers	Organizational Role
That experimental designs provide more robust and credible estimates of adoption and impacts.	IAFP
More studies show evidence of the adoption of CGIAR innovations. increased awareness through published adoption papers	IAFP
We have had exchanges with SPIA on methodologies for more rigorous assessments	CGIAR
I joined the CGIAR in 2021. Since then, I have been exposed to SPIA work through seminars and work of colleagues that were supported by SPIA.	CGIAR
Supply of documented impacts of international agricultural research, both theoretical and empirical.	CGIAR
I think there has generally been an increased attention to impacts of CGIAR research (going beyond just adoption)	CGIAR
Events like SPIAfest and various matchmaking events gave me more exposure to some of the innovations being tested within the CGIAR	CGIAR
SPIA- led webinars Kosmowski, F., Alemu, S., Mallia, P., Stevenson, J., Macours, K. (2020). Shining a Brighter Light: Comprehensive Evidence on Adoption and Diffusion of CGIAR-Related Innovations in Ethiopia. Rome: Standing Panel on Impact Assessment (SPIA).	CGIAR
I am in CGIAR since 2010 hence I am aware of the role and functions of SPIA	CGIAR
While I was mostly aware of global-level evaluation of green-revolution technologies, I was much less aware of country-specific or center-specific studies before 2019. Since then, I have been following quite closely the work undertaken by SPIA in Ethiopia, I have also been invited to a match-making meeting (Nairobi) - which led to the development of an on-going study - and related follow-up seminars, and one of my students was also awarded a PhD support grant (...)	IA Specialist
I am part now of the ISDC and participate actively of the process	IA Specialist
I was able to join multiple seminars organized by SPIA to hear about the impact evaluations undertaken	IA Specialist
I now know country level impacts of CGIAR different commodities	IA Specialist
Increased awareness on a series of projects related to food crops intensification, water harvesting and conservation, and others.	IA Specialist

If not, how would you like to receive this information?

Answers	Organizational Role
Through involvement of the CGIAR IAF in the activities and organizing conference	IAFP

Answers	Organizational Role
Information via email on the synthesis of the results and, in case I am more interested, go to the link of the document.	CGIAR
Newsletter and website with compilation of studies	CGIAR
Email	IA Specialist
Newsletter	IA Specialist
Methodology, results and impact analysis for LAC region	IA Specialist
SPIA was very visible during the pre-1CG period. It has gone down now.	IA Specialist

Question 2: Has the evidence from SPIA-related studies changed your thinking about the impacts of CGIAR research and how they should be measured? (n=29; 72.4% responded yes))

If yes, please provide examples of how evidence has changed your thinking?

Answers	Organizational Role
Impact assessment using RCT for instance	IAFP
Rigorous evaluation of impacts promoted by SPIA. Some examples are the long-term, large-scale impact studies	IAFP
Through support from SPIA, we had documented the plot-level impacts of improved lentils, but those impacts don't seem to have translated into long-term and large-scale impacts. It is now generating discussions on whether the absence of large-scale impacts necessarily diminishes the plot and household level impacts.	IAFP
I am closely associated with one of SPIA supported IA study in India (Short-duration Chickpea Improved Technology for Legume Resilience in India)	CGIAR
I really appreciate SPIA's emphasis on mixed methods. I've learned about the potential (and limitations) of GIS data for impact assessment, and how qualitative research can complement quantitative.	CGIAR
I was surprised to learn the extent to which farmers had believed that they had adopted a new technology when they had not and, more importantly, that they did not report adoption but that it was found that their seeds were improved.	CGIAR
SPIA-related studies reflect the diversity CGIAR research impacts using a range of methodologies.	CGIAR
The use of genotyping of new innovations where relevant in addition to standard adoption survey tool	CGIAR
Use of rigorous methodology and data	CGIAR
I could list examples such as measurement, identification, and using secondary data in impact evaluation.	IA Specialist
In countries such as Ethiopia, SPIA has demonstrated both the breadth of technologies developed by the CGIAR, but the comparatively limited number that effectively reach farmers. For the main ones that were effectively promoted in the field, the extent of their diffusion is sometimes remarkably high. These results obtained through measurement innovations (such as DNA fingerprinting) were an important contribution that previous studies oftentimes based on farmers' own assessments were unable to obtain.	IA Specialist
Need to include assessment in early dissemination	IA Specialist

Answers	Organizational Role
Raises the possibility of rebound effect for staple crops intensification in a rather remote, marginal region	IA Specialist
The evaluation process has illuminated the need for the program implementers to work with the impact evaluators early enough. Example- When evaluating the impact of a program, the social scientist sometimes asks for information/ data that would be key, but such data/ information has not been maintained by the program implementer.	IA Specialist
Use of DNA genotyping provided more reliable evidence. Sampling is key in understanding national wide-scale adoption and impacts, and collaboration with other experts in impact analysis provides additional interpretation, increasing meaning and confidence in the evidence.	IA Specialist

Question 3: Have you used the evidence in your work, or do you intend to use it? (n=28; 78.5% responded yes)

If yes, please provide examples of how you used the evidence in your work:

Answers	Organizational Role
plan to use evidence of impact in developing new proposal for R&D fundraising	IAFP
The evidence of positive plot-level impacts both in terms of yield and income gains are being used in proposals for promoting legume-based rotations.	IAFP
To assess the impact of other innovations	IAFP
Genotyping of livestock to identify specific breeds	CGIAR
Having rigorous estimates on the impacts of CGIAR interventions is useful to support resource mobilization, contextualize own research.	CGIAR
I am more aware of the importance of impact assessment studies, but not necessarily because of the papers or working papers, but by approaching people from SPIA and constantly talking to them. I would use the evidence to review actions against interventions.	CGIAR
Referencing outputs from SPIA-funded outputs	CGIAR
The study of the impact of CGIAR work on the commons with FES in India is being used to reflect on the pathways to impact and how to have a more measurable impact, especially the intensity and uniqueness of treatment.	CGIAR
Use the impact evidence to develop proposals and inform government about the impact	CGIAR
I am currently developing a stream of research based on crop and grain samples which will leverage approaches developed by SPIA through DNA finger-printing, and further seek to expand it to other dimensions including nutritional content, processing quality, food safety issues.	IA Specialist
I intend to use the results for in-house reflection on design and implementation of interventions, review and updating of breeding TPP and seed systems monitoring of reach and varietal promotional efforts	IA Specialist
Main use is: we use the evidence for research as part of SPIA. Then, I've also used this in teaching, presentations	IA Specialist
Still in the process of doing an IE study which will hopefully inform policy - future interventions.	IA Specialist
Technology adoption trends from Ethiopia	IA Specialist

Question 4: Please provide suggestions for improving awareness, availability and use of impact evidence in CGIAR

Answers	Organizational Role
Collaborate more with the center IAFP	IAFP
If possible, preparing and disseminating periodic newsletters might help in strengthening the awareness of many.	IAFP
more webinar; engagement with centers; provide adequate funding to conduct IA	IAFP
Change their language to speak to a broader audience, not just researchers with quantitative and causal inference backgrounds. This implies simplifying messages and ideas.	CGIAR
Collaborate with natural science colleagues. Assess key components of selected initiatives.	CGIAR
Develop a website to compile and disseminate all impact studies and data.	CGIAR
I will say that often SPIA brings in outside researchers from Western institutions to "assist" teams with researchers who are mostly based in the Global South. I am in the CG and from a Western institution, but I will say sometimes the way these interactions are arranged feels like we are just reinforcing colonization and Western-centric perspectives in CG research. I think SPIA can be a little more mindful in how these interactions are set up to make sure everyone is seen as an equal partner and to bring in more external researchers from the Global South.	CGIAR
I wonder if strengthening ties to the World Bank Development Impact blog could help raise awareness of SPIA/CG impact assessments... I think the CGIAR should make much more use of SPIA findings, both to publicize outcomes and to encourage high-quality impact assessments	CGIAR
I would have SPIA-related events at CG centers where your event brings in CG and non-CG people to learn about SPIA research while also providing an opportunity for the SPIA projects at those CG centers to show off their work to their peers and supervisors.	CGIAR
SPIA should build the capacity of IA scientists (new methods/tools) of CGIAR periodically. SPIA should announce grants to engage CGIAR centres for documenting different research innovations and impacts.	CGIAR
To publish a book gathering theories and CGIAR-related empirics/evidences.	CGIAR
webinars covering broader teams	CGIAR
As mentioned previously, I feel that apart from a few exceptions, non-social science CGIAR researchers (apart from centers' management teams) could be further engaged with SPIA-promoted impact studies. As also mentioned, I tend to think that connections between CGIAR centers and local universities are still improving and could be further encouraged.	IA Specialist
Be less dogmatic about the use of RCTs in impact evaluation. Observational studies have a clear role and are probably more important than RCTs in ex-post impact assessment. Many of the RCTs produced little useful evidence (or changed anyone's minds)	IA Specialist
Collaboration with researchers in countries where programs are implemented - including in dissemination workshops	IA Specialist
It'd be interesting to know if other SPIA evaluations were more successful, and what were the reason why some projects succeeded and others failed. My personal feeling is that differing incentives between academics and CG researchers is a major issue, as well as capabilities within CG centers to conduct rigorous surveys.	IA Specialist
LinkedIn could be used more frequently.	IA Specialist
No clear idea	IA Specialist
SPIA can strengthen the awareness and uptake of its impact assessment products by organizing more seminars for result dissemination with each CGIAR. This will attract more participants at decision making level and provide undivided attention, promote transparency when discussing results that led to action points as the outcome of the workshop	IA Specialist

Question 5: Did your organization receive support from SPIA? (n=27; 70.4% responded yes)

If yes, please provide any feedback, from your perspective as an impact assessment specialist, on the way SPIA designed and managed the process.

Answers	Organizational Role
I think SPIA has maintained a good balance between small scale (plot/household-level) studies and long term, large-scale impact studies. I believe this should continue. Moreover, it would be good to fund studies which will compare the results from RCTs and those from non-experimental observational data both carried out in the same place and for the same technology. I wonder how much we are gaining in terms of accuracy of estimates and if the larger investments in RCTs are worth the cost.	IAFP
The process was well designed, and it went well. The fund allocated were too small to consider large scale impact assessment	IAFP
SPIA can collaborate more with the centers for the implementation. SPIA can focus on cross cutting innovations (varieties and recently digital tools) to assess large scale impact of the CGIAR	IAFP
I was involved in SPIA supported research myself, but I know that my colleagues were.	CGIAR
SPIA has twice provided support for projects I'm involved with. In one case it was a SPIA project, and in another case they advised us on an impact assessment we were conducting on a project (not funded by SPIA). In both cases SPIA provided very helpful expertise in advising us how to do a rigorous impact assessment, with specific advice on both the quantitative and qualitative methods. They showed high expertise but were also collegial and helpful	CGIAR
SPIA managed process is good.	CGIAR
Support from SPIA was key as it provided funding that enabled us to design and pilot the intervention before roll out. There were a lot of lessons drawn in the process.	CGIAR
The funding helped to collect data and generate evidence on impact. Also, it helped in capacity building on impact assessment.	CGIAR
The small grants from SPIA have been helpful in allowing us to complete key research activities that work toward larger evaluations. I think earlier on these grants were unnecessarily strict on what could be covered (money is fungible and the logistics of the process were just made unnecessarily difficult), but later rounds have been made much easier!	CGIAR
Well done. Smoother and more helpful than other donors.	CGIAR
Great support has been received- in the form of scoping funds and supplementary funds for the I E	IA Specialist
I think it was overall well organized. I cannot suggest anything at the moment.	IA Specialist
It is very good. The call is open to everyone and very interactive in the process.	IA Specialist
Not much specific comments. Support from SPIA was highly appreciated, and I highly appreciated the flexibility and genuine support	IA Specialist
Our project was not successful. We tried very hard to set up a rigorous evaluation, but ultimately the project failed. There are probably various reasons for this, which are hard to fully explicate in a short response like this.	IA Specialist
The match-making meeting I attended was well calibrated (a reasonably small number of participants) and well targeted (most CGIAR centers were represented by clearly defined innovations amenable to the type of impact evaluation approach that was encouraged by the meeting organizers). On the non-CGIAR academic side, I had expected more colleagues to join physically (I believe that being there made a large difference in the interactions with the CGIAR teams). The idea of bringing a PhD student together with his/her adviser was well	IA Specialist

Answers	Organizational Role
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thought out and worked very well in our case. One minor comment that spans across some SPIA-supported interactions that I have had with CGIAR centers is that external social-science academics tend to mostly interact with social-science counterparts within the CGIAR. At various occasions I was not fully convinced that CGIAR scientists from other fields (e.g. breeders) were fully engaged in studies that were promoted under SPIA's initiative.

If not, why not?

Answers	Organizational Role
I am not conducting impact assessments in my daily work.	CGIAR
None	IA Specialist
Not yet needed	IA Specialist
Project from matchmaking event never materialized.	IA Specialist
We haven't implemented any yet.	IA Specialist

Question 6: If your organization received support from SPIA, do you think there will be benefits to your program beyond the initial SPIA supported-activities, for example new research questions identified, future collaborations with external partners, changes in how your team thinks about the role of impact assessment? (n=18; 77.8% responded yes)

If yes, please describe the benefits

Answers	Organizational Role
Collaboration with external teams is always beneficial	CGIAR
In the past, our focus has been in documenting only the plot and household-level impacts. However, documenting long-term and large-scale impacts also provides another perspective where we see the impacts of our innovations at larger scales. We have learned that depending on the importance of the crop, positive plot/house-level impacts don't necessarily imply positive national impacts.	CGIAR
There are numerous benefits. Evidence of impact will show accountability to donors' investment.	CGIAR
I think it is useful to make connections with other researchers both within and outside of the CGIAR and SPIA facilitates this.	IAFP
More funding will help to analyze research questions. The partnership should be encouraged between CGIAR and NARES. Also, funding should be available for capacity building on new methodology.	IAFP
Provided the opportunity to work with US universities and explored new collaborations and opportunities with partners.	IAFP
Research is always a sort of snowball where research leads to more research. So, the work I did with SPIA has led to more work on related topics	IAFP
The collaboration between the CG and external partners strengthened for joint IA studies	IAFP
The SPIA study laid the basis for further follow on impact assessments. In addition, the findings from the studies give us a lot to think about--both where we have and have not had an impact, and how to improve.	IAFP

Answers	Organizational Role
I believe that SPIA's efforts have helped make or strengthen connections between the CGIAR centers and academics, but less so with African universities. As co-coordinator of the IPORA research network (www.ipora.africa) I intend to leverage connections that were made (and those that will come) to further promote collaborations between Africa-based CGIAR centers and non-CGIAR colleagues from various disciplines and universities in the region.	IA Specialist
New evidence on identifying adoption is important	IA Specialist
The work we've been doing in Mali is linked to other work we're doing in Africa, on smallholders, labor, field delineation, and so on.	IA Specialist
There is a chance to do follow-ups in the future for more rigorous I E and a chance to collaborate with the program evaluators better in the next phase of the programs' implementation	IA Specialist

Question 7: Have you accessed or used any SPIA-related data, either from impact assessment studies or from the Country Studies? (n=26; 34.6% responded yes)

If yes, how have you use the data?

Answers	Organizational Role
In funding proposals	CGIAR
The additional livestock modules in the panel survey will be useful for IA studies in livestock	CGIAR
Baseline and ex-post surveys for impact evaluation	IA Specialist
For descriptive and literature review.	IA Specialist
Publications	IA Specialist
So far, I have essentially used SPIA-related data collected as part of studies that I was involved in. I have not YET used other SPIA-related data.	IA Specialist

If not, why not?

Answers	Organizational Role
Unaware about what is available.	CGIAR
Too busy with other studies/ not working where the country studies are being conducted	CGIAR
Please see the previous answer.	CGIAR
Its not easily available on one platform.	CGIAR
I don't know where this data lives or what it contains.	CGIAR
I am not aware of the SPIA related-data.	CGIAR
CGIAR scientists are not supported with any funding to use this country-level data	CGIAR
We didn't see data collected from the countries of our interest.	IAFP
It is not available	IAFP

Answers	Organizational Role
It is not available	IAFP
Not required it so far for the current study	IA Specialist
I work with LAC	IA Specialist
As mentioned before, our collaboration was not successful.	IA Specialist

Annex 5: Responses from Research leaders and IA Specialists to open-ended question on strengthening impact culture

Annex 5.1: Part 1 – Research leaders

Question 1: In your perception, does CGIAR have a stronger impact assessment culture now than it did in 2019? (n=4; 50% responded yes)

Answers
SPIA is setting global standards for impact assessment.

Question 2: Have you personally improved your own understanding of impact assessment and its role in CGIAR over this period? (n=4; 100% responded yes)

Answers
The involvement of SPIA with a broad community of actors has been instrumental and should be continued.
SPIA encouraged me to think more about the rigor of impact assessment studies.

Question 3: Are you aware of any of SPIA's efforts to engage science leaders in the impact assessment Community of Practice? (n=4; 50% responded yes)

If yes, please indicate which and how you learned about them.

Answers
SPIA visited the CGIAR Center where I am working.

If you participated, did you improve your understanding of impact assessment in the research for development (R4D) process? (n=1; responded yes). Please explain briefly.

Answers
More focus on rigor.

Question 4: Please provide any suggestions you have for how SPIA could better engage and support science leaders.

Answers

Engage with science leaders individually to understand challenges, bottlenecks and data needs that could be supported by IA studies. This survey is a good way to engage but, in some cases, individual interactions with some Science Leaders could probably generate more information.

Provide online repository, launch meta-studies and develop short briefs.

Annex 5.2: Part 2 – Impact Assessment Specialists

Question 1: In your perception, does CGIAR have a stronger impact assessment culture now than it did in 2019? (n=22; 68% said yes)

If yes, please explain, including any role that SPIA activities may have played in strengthening impact culture.

Answers	Organizational Role
Engagement to raise awareness	IAFP
I think SPIA's matching CG-centers with advanced research institutions (ARIs) including universities has mostly worked well.	IAFP
Diversity of SPIA activities (methods, topics, regions)	CGIAR
SPIA has provided strong support, both through the expertise of the SPIA team and through the webinars, connecting CGIAR impact assessment people to each other and to outside experts	CGIAR
The country studies are eye openers and has brought different centres together	CGIAR
I am uncertain of not having enough evidence from within the CGIAR. From where I work most (including Ethiopia), I tend to think that SPIA is now better known across CGIAR scientists and that the country-level study that was done and disseminated across centers was a potentially important for each center to know more about others' activities while engaging a collective reflection regarding CGIAR's impact at country-level.	IA Specialist
Online webinars, match-making workshops	IA Specialist
To me, SPIA has clearly established its "brand" and from that the notion of IA in the CGIAR landscape.	IA Specialist

Question 2: Have you personally improved your own understanding of impact assessment and its role in CGIAR over this period? (n=22; 82% said yes)

If yes, please explain, including any role that SPIA activities may have played in improving your understanding of the role of IA

Answers	Organizational Role
Attended various seminars and events	CGIAR
Attending SPIA webinars	CGIAR
I have appreciated the importance of generating evidence on specific innovations and the importance of rigor in IA study designs	CGIAR
I have learned a lot through the India studies	CGIAR
Increased exposure to speaking with SPIA partner staff and attending workshops and events where they explain the rationale for impact assessment	CGIAR
Joined in 2021. Learned more about CG system	CGIAR
SPIA funding helped to conduct impact studies and generate knowledge	CGIAR
SPIA regular webinars and SPIA FEST helped to enhance knowledge and networking	CGIAR

Answers	Organizational Role
Credible evidence on adoption and impacts is very important both for increasing the visibility of our center and for fund mobilization. Moreover, the SPIA-funded study on long-term and large-scale impacts that we conducted recently has helped us broaden our understanding of the complementarity of the evidence from small- and large- scale studies was evident from both studies carried in Bangladesh through SPIA funds.	IAFP
Support	IAFP
I have gained additional understanding on planning and designing impact assessment, I have also been exposed to different ways of design Random control treatment methodology. I learnt these through directly working with experts in SPIA on some research tasks together, attending conferences sponsored by SPIA	IA Specialist
match making workshops- leading to collaboration in I E study	IA Specialist
more clear vision about the challenges of IA when projects were not initially designed for that (with unclear documentation of selection biases, not fully adequate baseline surveys...)	IA Specialist
SPIA helped me see that CGIAR dedicates significant funds to understanding the impacts of projects and ways to improve them.	IA Specialist

Question 3: Are you aware of SPIA's outputs related to impact assessment guidance, standards and protocols, or methods? (n=22; 59% said yes)

If yes, please indicate which and how you learned about them.

Answers	Organizational Role
Seminars and publications obtained from the SPIA website including: Updated Guidance for Developing Impact Assessment Plans in One CGIAR Initiatives; Designing Quasi-Experimental Impact Studies of Agricultural Research at Scale;	IAFP
I have been involved in discussions of the guidelines for impact assessment in CGIAR Initiatives, as they apply to 2 Initiatives I'm involved in	CGIAR
Ressources published in SPIA website.	CGIAR
Some of the country-level eval studies I know of from a presentation at my institution from the SPIA chair at the time	CGIAR
I have participated in online seminars. However, overall, I think the World Bank data group is doing better than SPIA here.	IA Specialist
I regularly read material by SPIA. Most of my awareness comes from direct notice from SPIA.	IA Specialist
Match-making workshop	IA Specialist
No in-depth knowledge, but I know that these exist and I can refer to when needed	IA Specialist

If not, how would you like to receive this type of information?

Answers	Organizational Role
Email	IA Specialist
Monthly newsletter	CGIAR
Newsletter, website, and communities of practice	CGIAR

Answers	Organizational Role
On email	CGIAR
Through annual workshop of IAFP as before	IAFP

Question 4: For the output(s) you were aware of, did you use them? (n=13; 69% said yes).

How did you use them?

Answers	Organizational Role
I don't know if I understood the question right, but we applied a strict rule for attribution in our latest study.	IAFP
Indirectly--I'm not primarily responsible for impact assessment in the Initiatives, but im on the Management Committee, so this was discussed in our Pause and Reflect meetings, and in my bilateral discussions with one of the M&E leads	CGIAR
Collaboration with program implementers to evaluate the impact of their programs	IA Specialist
To work on our SPIA project	IA Specialist

Question 6: Do you think SPIA should continue to produce Guidance-related publications? (n=13; 100% said yes)

Please explain briefly.

Answers	Organizational Role
Any research best practices are of course useful to know about	CGIAR
The guidance provides a standard that can be applied across the CGIAR and also saves a lot of time for the CGIAR M&E specialists.	CGIAR
To further develop and widespread this knowledge.	CGIAR
Continue supporting the center. Arrange the match making for research collaboration	IAFP
I think guidance on best practices for experimental and quasi-experimental studies which incorporates latest conceptual and methodological advances would be useful.	IAFP
SPIA should embrace the notion that there are many ways to conduct "rigorous" impact assessment. SPIA does not have a monopoly on rigor, but then again, one of the dictionary definitions of rigor is "the quality of being unyielding or inflexible".	IA Specialist
It is useful to have guidance tailored to the kind of projects that CGIAR performs. See previous point: guidance should especially include supports to identify and describe the selection biases	IA Specialist

Question 7: Are you aware of SPIA's webinar series? (n=22; 91% said yes)

If yes, how did you learn about it?

Answers	Organizational Role
By emails.	CGIAR
Email	CGIAR
Email	CGIAR
Invited to participate	CGIAR
invited/participated	CGIAR
Our center	CGIAR
Through colleagues	CGIAR
announcement	IAFP
Through email for invitation	IAFP
Via SPIA emails	IAFP
Co-PIs; also, I believe some members of our team presented in it.	IA Specialist
I am on the mailing list.	IA Specialist
I usually receive email and links for the webinars	IA Specialist
Invitation to present	IA Specialist
Invitations sent by SPIA	IA Specialist
Newsletters	IA Specialist
Through SPIA	IA Specialist

If not, how would you like to receive information about SPIA webinars?

Answers	Organizational Role
Emails, getting on other email newsletters like David McKenzie's blog of weekly links.	IA Specialist

Question 8: Did you participate in any of SPIA's webinars? (n=20; 95% said yes)

If yes, what did you learn?

Answers	Organizational Role
Important questions to ask while designing experiments and conducting quasi-experimental studies. I also learned that designs will not be the same for all kinds of studies. The topic/technology and the outcome variables, among other things, will determine the design.	CGIAR

Answers	Organizational Role
No that much. Surveys were still at early stage	CGIAR
About new research, as with any seminar I use it to stay up to date with developments in my field	IAFP
Impacts assessment methodologies and applications.	IAFP
Insights from colleagues' work	IAFP
Interesting work is being done on impact assessment across CGIAR. I've enjoyed the discussions, which seem quite collaborative.	IAFP
knowledge of impacts, methods, tools, etc	IAFP
The various levels of randomisation and analytical methods	IAFP
A lot about impact evaluations and methods.	IA Specialist
impact assessment methods for more complex interventions have been share in the webinars	IA Specialist
Improvement of research methodology	IA Specialist
Other on-going SPIA-supported studies	IA Specialist
Several case studies of IA of CGIAR projects	IA Specialist

Question 9: Did you use what you learned in the webinar series? (n=19; 68% said yes)

If yes, how did you use this information?

Answers	Organizational Role
I think I have learned a lot and one of the things that I have already used is on the choice of instruments.	IAFP
PhD student research	CGIAR
To design and implement impact studies	CGIAR
To inform my perspectives and overall knowledge	CGIAR
As general knowledge	IA Specialist
Improved methodology in I E study	IA Specialist
In designing RCT for evaluating use of Socia media in variety dissemination efforts	IA Specialist
The seminar feedback was very useful to improve the study design that we presented then.	IA Specialist

Question 10: Do you think SPIA should continue to support the webinar series? (n=20; 100% said yes)

Please comment on your answer.

Answers	Organizational Role
The webinars help foster a community of practice among impact assessment people in CGIAR, in addition to some interesting findings and approaches	CGIAR
There could be a more technical series (for colleagues proficient in impact assessment) and a more general series (introduction to tools and methods) for a wider audience	CGIAR
To widespread and deepen knowledge and applications.	CGIAR
Very critical for learning - new IA methodologies	CGIAR
Webinar is useful to learn impact methods, tools, and knowledge	CGIAR
financial support	IAFP
SPIA can continue but focus on final results and reinforce with annual workshop	IAFP
These seminars provide good insights on the challenges faced during the design and implementation of different studies and share the experience of other researchers on how they managed them.	IAFP
I think it helps build a community across CGIAR and external academic partners.	IA Specialist
The series provides insights for the practitioner.	IA Specialist
These webinars provide opportunities for peer learning and networking as well as researchers come to meet online	IA Specialist
Useful way to build a culture on IA	IA Specialist

Question 11: Are you aware of the Matchmaking events that SPIA held to link external IA specialists to CGIAR researchers and research initiatives? (n=22; 77% said yes)

If yes, how did you become aware?

Answers	Organizational Role
During the meeting	IAFP
I was a focal point	IAFP
SPIA email	IAFP
colleagues	CGIAR
I heard of it from colleagues	CGIAR
Invitation to attend	CGIAR
Invited	CGIAR
Our center hosted one such event	CGIAR
I am on the mailing list.	IA Specialist
I participated in several.	IA Specialist
I was invited to attend one of them in Nairobi	IA Specialist
I was invited.	IA Specialist

Answers	Organizational Role
Invitation to attend	IA Specialist
Newsletters	IA Specialist

Question 12: Did you participate in a Matchmaking event? (n=17; 71% said yes)

If yes, what did you learn about how to build links with external partners?

Answers	Organizational Role
Commitment	IAFP
It is excellent and this should continue	IAFP
Keeping the link with those with which SPIA linked us and trying to expand it to others which are engaged in rigorous IA studies through seminars and exchange of information.	IAFP
Being my first event with AI researchers, it seemed to me that they were close-minded to understand the complexities of the projects being handled at CGIAR. My perception was that they were more interested in looking at a small part of the projects where it was possible to get data and do a study	CGIAR
I mean I met more partners	CGIAR
Importance of joint research through studentships	CGIAR
Approaching partners to discuss program goals and needs for Impact Assessment	IA Specialist
I learned how excited partners can be to work with academics when previously I thought that partners mostly were interested in performing their processes without the extra burden researchers can put on them.	IA Specialist
My application was not approved.	IA Specialist

If not, why not?

Answers	Organizational Role
I joined too late (2021), matchmaking had already happened by the time I became aware	CGIAR
Other colleagues were attending	CGIAR
I have my own networks	IA Specialist
Wasn't invited	IA Specialist

Question 13: Should SPIA continue to support matchmaking events? (n=17; 94% said yes)

Please comment on your answer

Answers	Organizational Role
Like I said earlier, those matching events will be more effective if they emphasize on capacity building for centers.	IAFP
This is very good. it should continue	IAFP
This should continue and intensify	IAFP
I mean maybe. I think they could be restructured a bit in ways that are more empowering to researchers from both sides of the partnership.	CGIAR
I think so, but I didn't attend myself, so I don't know the cost/benefit of this activity	CGIAR
It helps to actualize IA studies withing CG centres	CGIAR
The event itself is important; however, substantial improvements need to be made in its design and expectations of attendees, both from the GC and universities.	CGIAR
There is huge potential. Many centers have a wealth of data but no time for analysis. Matchmaking could address this bottleneck, if it is thought of as matchmaking for analyzing existing data.	CGIAR
Fantastic way to introduce graduate students to the CGIAR network, you want to get graduate students early in their careers so that they aren't already oversubscribed though.	IA Specialist
I wanted to answer, "I don't know". I would not let me. Since I didn't participate, I am hardly in a position to answer this.	IA Specialist
It was easier for institutions to benefit from this matchmaking event. However, individuals joining alone like me could not benefit much.	IA Specialist
See previous comment - the well-targeted and prepared event I attended led to the development of several interesting studies that would not have happened otherwise.	IA Specialist

Question 14: Overall, do you feel that SPIA's activities have strengthened your capacity to design rigorous impact studies? (n=22; 77% said yes)

Please provide details.

Answers	Organizational Role
I learned a lot from SPIA	IAFP
In the past, design issues, attribution, and selection of instruments were loosely dealt with, and our focus have been only on small scale impacts. Now, all of these things are changing.	IAFP
Capacities benefited from the diversity of methods and applications.	CGIAR
IA methodologies - especially in design	CGIAR
In addition to the support and advice from SPIA members on 2 projects I've been involved in, I think knowing that there is a group with high standards but that is trying to help us achieve strong impact assessments, and is willing to go beyond RCTs, has really been encouraging	CGIAR
Learned new methodology. Literature to enhance knowledge	CGIAR

Answers	Organizational Role
I keep gaining insights on the innovations developed by CG centers, which contribute to deepen/expand my on-going/future research activities	IA Specialist
I learned a lot from SPIA.	IA Specialist
I was able to learn from other people's work directly without having to search for publications and reading	IA Specialist
See my previous response, by fostering a culture of IA	IA Specialist
The speed-dating part of the matchmaking event confronted me with many different constraints and objectives all at once and thinking through how to approach so many problems at once was really fun and challenging. I wish more experiences in graduate school had been like that.	IA Specialist
Through collaboration with other researchers in the network	IA Specialist

Question 15: Please provide suggestions on how SPIA can strengthen the capacity of impact assessment specialists to do rigorous impact assessment in CGIAR.

Answers	Organizational Role
Provide sufficient funding	IAFP
SPIA should work more with the center. SPIA recruiting and place in countries is not a good strategy	IAFP
Workshops and training events on specific pertinent topics as well as experience sharing events would be useful.	IAFP
Fellowships or mentorship for CG researchers	CGIAR
Funds for researchers to learn about new methods or maybe even to have short term visits to other institutions. Like there have been courses on the latest in diff-in-diffs that I would love to take. It could be cool to offer things like that, though idk if feasible	CGIAR
Hold an annual meeting/ dedicated/ deep dive workshop during which new methods are introduced/ applied	CGIAR
Organize training in global south	CGIAR
Technical advice, funding, and matchmaking are all great contributions	CGIAR
To partner with more diverse International Organizations, Universities and NARES.	CGIAR
As before: I think that stronger connections with local universities would help strengthen a local community of practice.	IA Specialist
Engage different institutions and new young faces/researchers to contribute to impact evaluation.	IA Specialist
I was disappointed when a partner organization showed up to the matchmaking event not really realizing they were supposed to be sharing early-stage projects that still needed support. I learned after being matched that there was no room/capacity for me to implement my vision and that was sad but of course understandable. I think it could've been avoided had there truly been early-stage work shared.	IA Specialist
Stop using the word "rigorous", stop insisting on a single path to rigor, and engage more actively the IA focal points.	IA Specialist
Support them for accessing CGIAR data and knowledge	IA Specialist



Advisory
Services

CGIAR Advisory Services – SPIA

Via di San Domenico 1, 00153 Rome, Italy

Email: spia@cgiar.org

URL: <https://cas.cgiar.org/spia>