CGIAR GENDER Platform Evaluation: Inception Report

D. Podems, T. Stathers, L. Forsythe, L. Mbevi, C. Highet, E. Sweitzer, and S. Maharjan

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Abbreviations and Acronyms

ARI	advanced research institute
AGRF	Africa Green Revolution Forum
AR4D	agricultural research for development
AWARD	African Women in Agricultural Research and Development
BMGF	Bill and Melinda Gates Foundation
CapDev	capacity development
CAS	CGIAR Advisory Services Secretariat
CIAT	International Center for Tropical Agriculture
CoP	community of practice
CRP	CGIAR Research Program
CSA	climate-smart agriculture
CSO	civil society organization
DC	CGIAR Research Program on Dryland Cereals
EA	evaluability assessment
EGM	evidence gap map
EiB	Excellence in Breeding
FAIR	findability, accessibility, interoperability, and reusability
FAO	Food and Agriculture Organization of the United Nations
FE	feminist evaluation
FGD	focus group discussion
FISH	CGIAR Research Program on Fish
GARDIAN	Global Agriculture Research Data Innovation Acceleration Network
GDI	gender, diversity, and inclusion
GENDER	Generating Evidence and New Directions for Equitable Results
GIZ	Gesellschaft für Internationale Zusammenarbeit
GODAN	Global Open Data Initiative for Agriculture and Nutrition
GRC	gender research coordinator
GREAT	Gender-responsive Researchers Equipped for Agricultural Transformation
HER+	Harnessing Equality for Resilience in the Agri-food System
IAB	International Advisory Board
IAES	Independent Advisory and Evaluation Services (of CGIAR)
IDO	Intermediate Development Outcome
IDRC	International Development Research Centre
IEA	CGIAR Independent Evaluation Arrangement

IFPRI	International Food Policy Research Institute
KII	key informant interview
ISDC	Independent Science for Development Council
M&E	monitoring and evaluation
MEL	monitoring, evaluation, and learning
MELIA	monitoring, evaluation, learning, and impact assessment
MOPAN	CGIAR Multilateral Organization Performance Assessment Network
NGO	nongovernmental organization
NARES	national agricultural research and extension systems
OECD	Organisation for Economic Co-operation and Development
RHoMIS	Rural Household Multi-Indicator Survey
PCU	project coordination unit
PE	participatory evaluation
QA	quality assurance
QoR4D	quality of research for development
SAC	scientific advisory committee
SDG	Sustainable Development Goal
SIMEC	Strategic Impact, Monitoring, and Evaluation Committee
SLO	System-Level Outcome
SME	subject matter expert
SO	CGIAR System Office
SPIA	Standing Panel on Impact Assessment
TDE	theory-driven evaluation
ToR	terms of reference
UFE	utilization-focused evaluation
USAID	United States Agency for International Development
WEAI	Women's Empowerment in Agriculture Index

1. Introduction

Gender equality and social inclusion are at the forefront of the 2030 global development agenda. One of the 17 Sustainable Development Goals (SDGs) centers on gender equality, and the theme permeates the 169 SDG targets. Furthermore, gender equality is a critical lever and precondition for CGIAR to achieve its mission of advancing the transformation of food, land, and water systems in a climate crisis. Closing the gender gap will enable people, especially women, to better nourish their families and access interventions for improved food systems.

In 2017 an independent evaluation of gender in CGIAR research showed that CGIAR Research Programs (CRPs) varied in the extent to which they mainstreamed gender, with some CRPs and flagships outperforming others. The evaluation emphasized the need for clearer priorities for investments in gender research as well as more focused efforts at integrating gender in research.[1] While CGIAR had long undertaken research and activities related to gender, its efforts required consolidation and integration.

The 2019 CGIAR Multilateral Organization Performance Assessment Network (MOPAN)'s assessment noted that CGIAR's gender work was fragmented, with "pockets of good practice." The MOPAN report stressed the need to integrate an evidence-informed gender analytical lens across CGIAR's research and workplaces.

That same year, recognizing gender as a key component of the SDGs, CGIAR[2] decided to host a Gender Platform to catalyze research on gender in agriculture and issued a call for proposals. In November 2019 the System Council awarded the platform to the Generating Evidence and New Directions for Equitable Results (GENDER) proposal submitted by the International Livestock Research Institute (ILRI). The GENDER Platform was launched in January 2020, and in June the full-time director came on board. In that same year, the Platform reported progress on developing tools and mapping evidence gaps, introducing the relevant modules in October 2020.

The aim of the GENDER Platform was to "catalyze targeted research on gender equality in agriculture and effectively collaborate with decision-makers to achieve a new normal: a world in which gender equality drives a transformation towards equitable, sustainable, productive and climate-resilient food systems."[3] The GENDER Platform supports all CGIAR Research Centers and CGIAR Initiatives, and until the end of 2021, it supported all CGIAR Research Programs and CGIAR Platforms.

The launch of the Platform early in 2020 coincided with the COVID-19 crisis, which had several implications for the establishment of the Platform. Among other things, face-to-face meetings, often important when developing new relationships, were not possible. Administrative tasks were delayed because people were working from home, with often unstable Internet connections, in the beginning.

In light of the One CGIAR transition and the CGIAR 2030 Research and Innovation Strategy (the 2030 Strategy), the GENDER Platform followed an extended pathway. The 2030 Strategy identified five SDG-focused Impact Areas, each supported by a Platform through which CGIAR research and innovations aim to achieve "positive measurable benefits" and "transformative change." One of these Impact Areas and corresponding Platform is Gender Equality, Youth, and Social Inclusion.[4] Subsequently, the GENDER Platform of 2020–2021 evolved to encompass a larger vision as the CGIAR GENDER Impact Platform, serving the CGIAR Impact Area on Gender Equality, Youth, and Social Inclusion and running from October 2022 to 2030.[5] This Impact Area is committed to closing the gender gap and enhancing opportunities for youth in food, land, and water systems.

The One CGIAR reform has not only brought opportunities for the Platform but also introduced numerous changes across the system that had implications for CGIAR's gender agenda. At the same time, the GENDER Platform has provided technical resources, support, and advice on gender in designing CGIAR

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[1] *Report of Evaluation of Gender in CGIAR*, volume 1 and management response (2017).
[2] This Platform was also based on a previous platform/network; see https://gender.cgiar.org/about-us/history.
[3] CGIAR Gender Equality in Food Systems Research: Platform Proposal resubmission, 2020
[4] These Impact Areas were identified as the avenues through which CGIAR will contribute to collective global targets for the transformation of food, land, and water systems across local, regional, and global levels.
[5] Further information about the Impact Area on Gender Equality, Youth, and Social Inclusion is available here: https://www.cgiar.org/research/cgiar-portfolio/gender-equality-youth-social-inclusion/.

Research Initiatives.[6] It also led the development of one of CGIAR's 33[7] initiatives: Harnessing Equality for Resilience in the Agrifood System (HER+), now called the Gender Equality Initiative.

Box 1: CGIAR Impact Area on Gender Equality, Youth, and Social Inclusion: Objectives and Activities [8]

Objectives: Through research and innovation, CGIAR aims to address these challenges and contribute to collective global targets for gender equality, youth, and social inclusion:
- Close the gender gap in rights to economic resources, access to ownership, and control over land and natural resources for over 500 million women who work in food, land, and water systems
- Offer rewarding opportunities to 267 million young people who are not in employment, education, or training.

Activities: To contribute to these global collective targets, CGIAR Initiatives will:
- Focus on gender-transformative approaches, communication, and advocacy that lead to empowerment of women and youth, encourage entrepreneurship, and address the socio-political barriers to social inclusion in food, land, and water systems
- Develop and implement interventions designed to enable equal access to innovations and capacity development, as well as financial, informational, and legal services for women and young people to enable them to shape agri-food systems
- Supply improved varieties and breeds that are affordable and accessible to women, youth, and disadvantaged social groups, meeting their specific market requirements and preferences.

To enable CGIAR to achieve maximum impact, this Platform:
- Guides and amplifies CGIAR research, ensuring meaningful and lasting contributions to the global targets above
- Strengthens the performance of gender and social science research within and beyond CGIAR by identifying the highest standards and setting strategic direction
- Conducts independent research across the CGIAR portfolio, to synthesize evidence and fill gaps
- Engages a wide range of partners, builds capacity, and informs global policy discussions.

CGIAR recognizes the importance of addressing gender, diversity, and inclusion (GDI) not only in its research but also in its management structure and culture. To that end, CGIAR created a GDI function, which in 2020 developed a Framework for Gender, Diversity, and Inclusion in CGIAR's Workplaces (2020)[9] as well as an *Action Plan for Gender, Diversity, and Inclusion in CGIAR's Workplaces: Principles, Key Objectives, Performance Benchmarks, and Targets*.[10] Five guiding principles underpin the CGIAR GDI Framework and Action Plan (2020-2021):

1. Fostering diversity and inclusion

2. Providing fair, safe, and inclusive workspaces

3. Raising gender equity, diversity, and inclusion awareness and reducing bias, including unconscious bias, in the workplace

4. Improving accountability on workplace gender equity, diversity, and inclusion advancement

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[6] https://gender.cgiar.org/publications/annual-report-2021-cgiar-gender-platform
[7] As of January 2023.
[8] From the CGIAR website on gender equality, youth, and social inclusion: https://www.cgiar.org/research/cgiar-portfolio/gender-equality-youth-social-inclusion/.
[9] The Framework for Gender, Diversity and Inclusion in CGIAR's Workplaces (2020) is available here: https://www.cgiar.org/research/publication/framework-for-gender-diversity-and-inclusion-in-cgiars-workplaces/.
[10] The GDI Action Plan in CGIAR's Workplaces (2020-2021): Principles, Key Objectives, Performance Benchmarks and Targets is available here: https://www.cgiar.org/research/publication/action-plan-for-gender-diversity-and-inclusion-in-cgiars-workplaces-principles-key-objectives-performance-benchmarks-and-targets/

5. Progressing in partnership.[11]

The Platform collaborates with the GDI function without a formal mandate and hence has limited responsibility related to aspects of the GDI Framework and Action Plan. The 2017 evaluation of gender followed twin tracks: (1) gender in CGIAR research and (2) gender and diversity in the CGIAR workplace.

This summative and formative evaluation aims to assess the progress made by the GENDER Platform from January 2020 to October 2022, document lessons and good practices from its operation, and provide forward-looking recommendations for the newly transitioned GENDER Impact Platform.

1.1 Rationale and Background

Consistent with IAES's mandate, this independent external evaluation contributes toward institutional learning and provides evidence for steering and accountability for CGIAR to deliver on the Impact Area for Gender Equality, Youth, and Social Inclusion. Its scope will focus on the work of the GENDER Platform (January 2020 to October 2022) and draw insights and cross-cutting linkages from previous evaluations of platforms, particularly the CGIAR Excellence in Breeding and Big Data in Agriculture Platforms. The exercise will identify good practices and lessons upon which the Gender Equality, Youth, and Social Inclusion Impact Area Platform and other new impact area Platforms would build.

This evaluation targets the following three primary evaluation user groups, which have specific and sometimes nuanced evaluation needs:

- **The GENDER Platform**. The first group is the GENDER Platform (now the GENDER Impact Platform) and those responsible for expanding its mandate. The evaluation will support evidence-based decision-making that will inform the Gender Impact Platform's expansion and help it to be cutting edge and fit for purpose.
- **CGIAR System-wide users.** This groups includes those in CGIAR responsible for implementing and monitoring CGIAR's Impact Platforms. The evaluation is focused on lessons that can inform the new CGIAR Impact Area Platforms more broadly.[12]
- **CGIAR System Council and System Board.** The governance bodies are interested in higher-level findings for both accountability and learning. The Strategic Impact, Monitoring, and Evaluation Committee (SIMEC) under the System Council (SC) has requested this evaluation from IAES to provide succinct information on the GENDER Platform's successes and challenges.

This evaluation will aim to collect, analyze, and present information to meet diverse needs based on evaluation criteria selected from the CGIAR Evaluation Policy (2022). It will focus on the GENDER Platform's design and implementation, exploring its relevance, effectiveness, efficiency, coherence, and sustainability and assessing the GENDER Platform against its own operating principles. The evaluation design will recognize that the period under evaluation was during a global pandemic and the One CGIAR reform.

1.2 Purpose and Structure of the Inception Report

The inception report provides a transparent understanding among all key stakeholders regarding the evaluation focus, questions, methods, and valuing process. The evaluative process aligns with CGIAR guidance, specifically with the evaluation criteria and the CGIAR evaluation framework.[13]

1.3 Overview of the CGIAR GENDER Platform[14]

The CGIAR GENDER Platform (GENDER Impact Platform as of October 2022) "synthesizes and amplifies research, fills gaps, builds capacity, and sets directions to enable CGIAR to have maximum impact on

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[11] See also https://www.cgiar.org/how-we-work/accountability/gender-diversity-and-inclusion/
[12] To address that objective, the GENDER Platform will serve as a case study. Document reviews of previously evaluated platforms will provide additional insights.
[13] CGIAR's Evaluation Framework.
[14] A more detailed description of the CGIAR GENDER Platform appears in Annexes 8 and 9.

gender equality, opportunities for youth, and social inclusion in agriculture and food systems."[15] The Platform aimed not to undertake activities that were most effectively undertaken by Centers and CRPs. It is intended to demonstrate and uphold the relevance of strategic and integrative gender research in CRPs, Centers, and Platforms that do not necessarily have a core focus on achieving CGIAR gender equality objectives.

The CGIAR GENDER Platform had linkages with other phased-out CGIAR platforms such as Big Data, Excellence in Breeding (EIB), and Genebank.[16]

The aim of the GENDER Platform is to professionalize gender research in CGIAR. The Platform's strategic leadership and management team consists of a director, three module leaders and an implementation team. The Platform is led by the director, and the implementation team is made up of a communications specialist, a science manager, a full-time project manager, and administrative staff.[17] It is organized around three modules (Evidence, Methods, and Alliances) led by module leaders, based in Centers, who are responsible for research quality and relevance. The larger group consist of gender research coordinators, and, most crucially, gender researchers as the Platform's engine. Each CGIAR Center nominated a gender research coordinator to represent it within the Platform. CGIAR Initiatives also have focal points within the Platform. Altogether, there are 28 gender research coordinators and Initiative focal points.[18] For the purposes of the evaluation, a part-time specialist in monitoring, evaluation, and learning (MEL) joined the team part time in October 2022, replacing a previous MEL professional at ILRI, with selected responsibilities around the Platform and HER+ initiative.

1.4 Stakeholder Analysis

The Platform engages with multiple diverse stakeholders both inside CGIAR and beyond. Its stakeholders include national agricultural research and extension systems (NARESs), international organizations, academia, research institutes, nongovernmental organizations (NGOs), and civil society organizations. They come together in the Platform's listserv, which has about 216 members.[19]

The preliminary stakeholder analysis presented in Table 1 is based on the evaluation team's desk review and preliminary interviews.[20] Annex 3 provides further details. To the extent feasible given the time available, the stakeholder groups in Table 1 have been and will be consulted throughout the evaluation process through the relevant channels and using the appropriate tools. Evaluative sub-questions will be used to guide the in-depth stakeholder mapping to identify stakeholders to engage with.

Table 1: Overview of GENDER Platform stakeholders

Internal (CGIAR)	External (non-CGIAR)
CGIAR System Council and funders	Multilateral organizations: UN Women and Rome-based United Nations agencies (World Food Programme, Food and Agriculture Organization), World Bank
"CGIAR General Assembly"	
CGIAR Senior Leadership Team	Civil society organizations (CSOs), INGOs (i.e. Care International), NGOs or other organizations that engage in gender and agriculture and are aware of and/or engage with the Platform
GENDER Impact Platform's Management Committee	
GENDER Impact Platform's Strategic Leadership and Management Team (including module leaders)	Non-CGIAR researchers working on gender who interact with the Platform (via the listserv)
CGIAR gender researchers, non-gender researchers, and any other gender-related staff relevant to the Platform	National agricultural research and extension systems (NARESs) (gender scientists, non-gender scientists); national agricultural research institutes (NARIs)

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[15] CGIAR Gender Platform: About, accessed 13 December 2022.
[16] See Annex 8.
[17] As of February 2023.
[18] As of February 2023.
[19] As of 1 February 2023.
[20] See Annexes 8 and 9.

Internal (CGIAR)	External (non-CGIAR)
All three CGIAR Action Areas (though the Platforms are housed in the Action Area on system transformation)	African Women in Agricultural Research and Development (AWARD), Gender-Responsive Researchers Equipped for Agricultural Transformation (GREAT),
CGIAR Initiative design teams (project coordinators; monitoring, evaluation, learning, and impact assessment [MELIA] coordinators), Portfolio Performance Unit (PPU), Project Coordination Unit (PCU), non-gender scientists	Advanced research institutions (ARIs), including any identified policy-level institution that may have used the Platform
CGIAR scientists based at Centers working in Initiatives and other Impact Platforms, including non-gender researchers	

Source: Evaluation Team.

2. Evaluation Objectives, Criteria, and Questions

Consistent with the approved evaluation terms of reference (ToR)[21], this evaluation has three main objectives:

1. Assess the GENDER Platform's progress (January 2020–October 2022)
2. Document lessons and best practices that can be used to inform other Impact Platforms
3. Provide forward-looking recommendations for the Impact Platform.

The evaluation team will meet these objectives by collecting empirical data and applying transparent assessment and valuing criteria to them.

Table 2: Evaluation criteria and main questions for the GENDER Platform

CGIAR evaluation criteria[22]	Key evaluation questions[23]
Relevance: The extent to which the Platform's objectives and design respond to the needs, policies, and priorities of users/clients and global, regional, and country partners/institutions and continue to do so if circumstances change. Consistent with the Quality of Research for Development (QoR4D) framework, attention is given to the importance, significance, and usefulness of the work implemented in the problem context, associated with CGIAR's capacity to address the problems.	1. How did the GENDER Platform support CGIAR's continued relevance to deliver on gender equality?
Effectiveness: The extent to which the intervention achieved, and/or is expected to achieve, its objectives and its results, including any differential results across subgroups of users/clients. Consistent with the QoR4D framework and in the CGIAR context, this criterion	2. To what extent did the GENDER Platform achieve progress toward intended outcomes? 3. Across the GENDER Platform, what strategies, internal and external mechanisms (e.g., processes for allocating resources, overall

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[21] Annex 5

[22] In line with the CGIAR evaluation policy (2022), "decisions on which evaluation criteria are the most appropriate depend on the evaluation objective and the overall context." Like the other two Platform evaluations, and after extensive consultation with the evaluand, a deliberate decision was made not to use an explicit quality of science (QoS) criterion based on the objectives of the GENDER Platform. Unlike CRPs, the three CGIAR Platforms were not tasked with delivering science per se. Sub-questions on selected dimensions of QoS will be integrated as appropriate. For example, under the evidence module, a related inquiry would be made on process and outputs—i.e., what evidence was synthesized in evidence briefs. This approach was framed by final draft of the 'Evaluation Guidelines: Applying the CGIAR Quality of Research for Development Framework to Evaluations', to which the evaluation team was introduced.

[23] See the evaluation matrix in Annex 2 for an elaboration of questions and sub-questions.

CGIAR evaluation criteria[22]	Key evaluation questions[23]
considers the extent to which research is positioned for use and has generated knowledge, products, and services with high potential to address a problem and contribute to innovations, outcomes, and impacts.	decision-making structure, frequency of meetings among management team), and factors contributed to, or inhibited, timely and cost-effective achievement of outputs and outcomes, intended and unintended?
Efficiency: The extent to which the intervention delivers, or is likely to deliver, results in an economical and timely way—i.e., the overall use of resources. "Economical" refers to the conversion of inputs (such as funds, expertise, natural resources, and time) into outputs, outcomes, and impacts in the most cost-effective way possible compared with feasible alternatives in the context.	4. How did allocation of resources (such as funds, human resources, time, expertise) support the achievement of GENDER Platform outputs and outcomes?
Coherence: The compatibility of the intervention with other interventions in a country or a sector or within CGIAR—i.e., its overall fit. Internal coherence addresses the synergies and interlinkages between the intervention and other interventions carried out within CGIAR.	5. How has the research, evidence, and capacity agenda of the GENDER Platform complemented and strengthened related gender-focused work in CGIAR, including the new Initiatives? 6. How has the GENDER Platform filled a gap and/or engaged in vital linkages among key external organizations and relevant policy discourses?
Sustainability and learning: The extent to which the net benefits of the intervention continue or are likely to continue. This criterion focuses on the continuation of benefits, not on external funding, and highlights the multidimensional nature of sustainability.	7. What learning mechanisms have been built into the GENDER Platform and its strategy to facilitate the potential sustainability of positive gender outcomes?

Source: IAES

2.1 Overall Approach

The GENDER Platform evaluation's focus, questions, methods of inquiry, and data-gathering techniques are not merely technical decisions, nor are decisions about how to assess the intervention's merit, worth, and significance, how to draw conclusions and make recommendations (and with whom), and how (and with whom) to share the evaluation findings. Rather, the technical decisions are intertwined with value-laden ones. For that reason, this section begins by explaining the four value-laden theories that underpin the overall methodology and describing why they were selected.

While the approach to the GENDER Platform's evaluation is firmly grounded in the 2022 CGIAR evaluation framework and policy[24] (which bring in CGIAR's values and standards), the evaluation team suggests that the GENDER Platform evaluation requires further tailored evaluative guidance rooted in the CGIAR GENDER Platform's values. As such, the evaluation team selected four evaluation theories to guide the evaluation's management and technical decisions and inform the evaluation's practical implementation.

Aligned with the evaluation ToR (Annex 5), the four main evaluation theories that guide the evaluation approach are participatory evaluation, feminist evaluation, utilization-focused evaluation, and theory-driven evaluation. The evaluation interweaves the unique features of these theories and takes advantage of their core overlaps, resulting in a strong evaluative approach specifically designed for the GENDER Platform evaluation. Each theory is briefly described to make clear how these approaches inform the evaluative process, research design decisions, valuing framework, and final evaluation report.

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[24] One of the 15 standards and principles under the CGIAR Evaluation framework is "responsiveness to gender, diversity, and inclusion (GDI): Evaluation design and conduct, the commissioning of teams, and the reporting strive to fully address GDI parameters. Evaluations will consider who is engaged in the work and who benefits from it." Other related principles are "relevance, use, and utility, "fairness, confidentiality, and no harm," and "legitimacy and participation."

1. ***Participatory evaluation***. Participatory evaluation involves an intervention's stakeholders in some way at any stage of the evaluation. The jointly conducted evaluability assessment (Annex 5.2) identified that a participatory approach should be selected, and we infer that this approach was identified for two reasons. First, selecting a participatory approach is ethical; taking such an approach is often viewed as the "right thing to do." Second, a participatory approach is pragmatic; participatory approaches often improve the likelihood of having credible data and evidence and therefore more appropriate recommendations and better uptake of findings (i.e., credible evaluation). Participatory evaluation comes in many forms, and while feminist evaluation and utilization-focused evaluation incorporate aspects of participatory evaluation, they bring important nuanced differences.

2. ***Feminist evaluation***. Feminist evaluation encourages a reflective, empowering, collaborative process that actively supports social justice agendas. The evaluation team is guided by a feminist approach to evaluation, which incorporates feminist principles—including engaging with how power, politics, and gender influence an intervention—and is sensitive to context (e.g., system's influence, culture, values). FE emphasizes that the evaluation process is as important as the findings (and here overlaps with utilization-focused and participatory evaluation), calling for the entire process to engage with and listen to key voices, as well as those not often heard. is advocacy based on empirical data. For the GENDER Platform evaluation, this translates into an approach that identifies empirical evidence that can be used for advocacy and change. The feminist approach brings specific influences distinct from the other three approaches in terms of how questions are asked and how interviews are conducted. Further, it places the evaluator firmly in the role of an activist.

3. ***Utilization-focused evaluation***. Utilization-focused evaluation guides how our team engages with stakeholders, which then informs how the evaluation is focused and how the team writes the final report (i.e., puts processes in place so that the final report is more likely to be used). The shaping of the Inception Report provides an example of how we are informed by utilization-focused evaluation in practice for the GENDER Platform evaluation. The multiple informal and formal stakeholder meetings and interviews, such as engagements with funders and the GENDER Platform, heavily informed this Inception Report. Further, time and care were taken to engage with the key stakeholders to develop and refine the sub-questions to further guide the data collection.

4. ***Theory-driven evaluation***. Various types of theory-driven evaluation exist; each focuses in some way on using theory to collect data and assess an evaluand. The evaluation team selected a theory of change approach because it is consistent with the evaluation framework's emphasis on agricultural research for development (AR4D) evaluation.

In sum, feminist evaluation emphasizes participatory, empowering, and social justice agendas and will influence the process of how data are collected, analyzed, and interpreted. Utilization-focused evaluation will guide the overall process and decision-making, placing a high value on ensuring that the process and findings are useful to those involved (actionable). Participatory evaluation is embedded in both the feminist and utilization-focused approach and provides an overall ethic of involving stakeholders at key points in the evaluative process. Theory-driven evaluation will guide data collection and assess data against an explicit theory framework (i.e., the GENDER Platform's theory of change).

Box 2: Four Guiding Theories for the Platform Evaluation

> Four theories guide this evaluation: (1) participatory evaluation ensures that the process is collaborative; (2) feminist evaluation, which overtly engages with power dynamics, ensures that data are gathered in a sensitive, culturally appropriate manner and emphasizes the need to value findings from multiple viewpoints; (3) utilization-focused evaluation ensures that the evaluation process and findings are useful; and (4) theory-driven evaluation provides an explicit data collection framework rooted in the GENDER frameworks values.

2.2 Data Collection Methods

2.2.1 Methods of Inquiry, Data Triangulation, and Sampling

The evaluation team considered the evaluation questions, the users' preferences for data, and the cultural, political, and social context to identify the appropriate methods of inquiry. The evaluation approach will draw on mixed methods of social inquiry to invite multiple mental models (ways of thinking) into the inquiry process, bringing a stronger understanding to the evaluation questions. The mixed-methods approach brings a way of thinking that is open to multiple ways of seeing and hearing, multiple ways of making sense of the social world, and multiple standpoints on what is important and to be valued and appreciated. In short, a mixed-methods inquiry rests on the key assumption that there are multiple legitimate ways of making sense of the GENDER Platform.

The evaluation's guiding theories further informed methods choices. Participatory and feminist evaluation approaches encourage engagement with difference and diversity, and the mixed-methods design draws on structured participatory and collaborative methods that engage multiple stakeholder groups. Gathering data from different stakeholder groups, and interpreting those data, lifts up different voices and lived experiences, leading to critical and likely differing perceptions that will inform evaluation findings. For example, data from different sources (e.g., a survey and in-depth interviews with different groups of stakeholders) may provide different or even conflicting findings. During the data analysis stage, inconsistencies are then further explored, bringing higher-level insights to the evaluation questions.

Qualitative data will be collected using two methods. One method obtains data from people (primary data), and the other identifies data in written documents (secondary data). Each module study will be conducted by a member of the evaluation team, a subject matter expert. While the evaluation team aims to have two team members present at all interviews, constraints related to logistics, time, the preference of the person being interviewed, and budget (i.e., level of effort per team member) may preclude this.

1. **Semi-structured interviews (individual).** For each user group, a semi-structured interview guide will be developed, with open-ended questions that guide the interviews and aim to obtain data by engaging individually with people who bring different perspectives on, and insights and knowledge about, the GENDER Platform. Logistics may affect interview decisions, and planned individual interviews may take place as group interviews where appropriate. These group interviews are not focus groups; they simply address all the semi-structured questions in a group format. Focus groups focus on one to two key questions and generate in-depth discussions. For this evaluation, focus groups[25] will not be held during the data-gathering stage but rather during the data interpretation and recommendation stage. Semi-structured interviews will take approximately 45–60 minutes to complete.
2. **Document review.** A structured guide based on the evaluation questions will be developed to identify useful data in documents. Also called an archival document analysis, this process will identify secondary data that have previously been collected in relevant documents such as program documents, monitoring and evaluation (M&E) data, financial data, and other reports. The length of a document review depends on the length and detail of the document.

Quantitative data will be collected through three methods:

1. **Online structured survey.** Online structured surveys gather data and provide a structured data set, which allows the data collection to reach more people than the semi-structured qualitative approach. By allowing for anonymity, the surveys may gather more candid answers than the semi-structured

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[25] In a focus group, a few primary questions are asked (often one or two), and the facilitator probes participants for deeper responses as needed, with the hope that the group interaction will encourage richer reflection and insight (Krueger & Casey, 2009). In a group interview, although the facilitator is trying to gather information from the group, there is no encouraged group interaction; the evaluator is simply collecting data from several people at the same time (Podems, 2019).

interviews. The survey design will allow for capturing evidence from different types of stakeholders.[26] The survey will include closed-ended, multiple-choice, and Likert scale questions and will include a few open-ended questions. The survey will address evaluation questions that are quantifiable and do not necessitate in-depth probes, and it will take no more than 20 minutes to complete.

2. **Desk review of project-level financial data.** This will include a review of high-level budget and expenditure data, with two deeper dives into module-specific projects to review the use of finances. The evaluation will also assess the timeliness of funding and advanced notice of dispersal, among other financial indicators (see the evaluation matrix in Annex 2). Perspectives from both within the GENDER Platform and outside of it will be used to assess these findings. While some secondary data will be collected and analyzed qualitatively (e.g. through a review of secondary data), the financial data will be analyzed quantitatively.

3. **Desk review of GENDER Platform indicator data.** Monitoring data (secondary data) will be identified to assess progress on the Platform's quantitative indicators and their results (vis-á-vis their targets), as appropriate to the evaluation's timeframe. While the data are collected qualitatively (through a review of secondary data), the indicator data (consisting of numbers) will be analyzed quantitatively.

In sum, different ways of thinking (and therefore collecting data) bring stronger insights to answer the evaluation questions. Therefore, the evaluation team's mixed-methods design has strong potential to provide credible results that enable the development of concrete and practical recommendations.

2.2.2 Data Triangulation

Active engagement with difference and diversity necessitates triangulation to ensure credible and valid data. Towards that, the evaluation includes three kinds of triangulation:

- Investigator triangulation involves the use of different experts in data gathering and analysis[27] (see Annex 4: Evaluation Team Profiles). Over the course of multiple data reviews, different members of the evaluation team will review the same data and provide their interpretations. This process will also include key stakeholders' involvement in co-creating findings based on empirical data (see section 2.4.3 for details).
- Data triangulation uses a variety of data sources (e.g., funders, GENDER Platform management, NARES).
- Methodological triangulation occurs when two or more qualitative and/or quantitative methods are used (e.g., surveys and interviews).

The evaluation approach does not ignore outlier information—rather, we will engage with any outliers through data triangulation to better understand them. Engaging with outliers, often the voices less heard, is an example of how the feminist evaluation approach influences our data analysis decisions. Critical to the feminist evaluation approach is ensuring that all voices are heard, even those voices (data) that may not "speak" as loudly as others.

2.2.3 Sampling

Sampling strategies are used because it is not feasible, cost-effective, or even necessary to engage an entire population. Thus, evaluators select a sample from the relevant population to provide data that address the evaluation questions. Sampling decisions require a transparent strategy that clarifies the criteria used to select the sample.

Qualitative sampling is fundamentally different from quantitative sampling. In qualitative inquiry, evaluators select specific people, places, or things within the larger population because of the unique insight and rich information they bring to bear on a particular evaluation question. Purposive sampling is used in qualitative research to identify and select information-rich cases related to the phenomenon of interest. In an evaluation, it is not enough to say that purposive sampling will be used (there are

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[26] See examples of the survey design and learning from two CGIAR platform evaluations: the Big Data in Agriculture Platform (report) and Excellence in Breeding Platform

[27] Evaluation Guidelines on Applying the QoR4D Framework to Process and Performance Evaluations (2022).

approximately 32 types), and therefore the evaluation team specifies below which type of purposeful sampling will be applied.

Qualitative data. The evaluation will use two kinds of purposive sampling. (1) *Criterion sampling* selects the cases likeliest to provide the most useful information to answer the evaluation questions. That selection is based on a desk review (e.g., who is identified in the desk review). The overarching criterion is: What cases (documents, organizations, individuals, countries/projects) will address the evaluation questions and provide the most learning for the evaluation team? (2) *Chain sampling* is also known as snowball sampling. The evaluation team will engage with the initial key informant list which consisted of about 141 stakeholders across the groups, and then, from these key informants, seek details of other information-rich cases.[28] The chain sampling approach enables the evaluation team to continually seek additional data sources, which contributes to reaching data saturation. Chain sampling also provides an opportunity to identify disconfirming or deviant cases or examples that contribute to ensuring the trustworthiness of the data (equivalent to reliability in quantitative research).

Quantitative data. The core method is an electronic survey that will be rolled out to targeted stakeholders, including the entire CGIAR Gender listserv, CGIAR Initiative leads and non-gender specialists, CGIAR staff, and external partners (e.g., NARSs, NGOs, CSOs, multilateral development agencies, funders) who can speak to or have experience with specific aspects of the Gender Platform. Relevant data will be disaggregated by, for example, gender, age, area of speciality/role, region/country, and organization and/or research Center. Owing to the lengthiness of the Inception Report, the evaluation team has not expanded on quantitative data and its sampling. The evaluation questions addressed will be those most likely to be answerable with close-ended questions. However, some questions will be asked in multiple ways and be addressed in the desk review, through semi-structured interviews, and on the survey. That kind of data collection allows for rich data and deeper analysis.

Deep dives. As the evaluation team gathers data, special attention will be given to emerging narratives that can provide deeper insights into the overarching evaluation questions. The evaluation team will identify deep dives that align with two of the four CGIAR Impact Platform mandates[29] and the GENDER Platform's objectives:

- Capacity development in gender research, which aligns with the Impact Platform mandate to build internal capacity across the science groups (internal)
- Awareness raising and communication, which aligns with the goal of amplifying CGIAR's external profile and voice (external).

Owing to the need for timely evidence and related resource limitations, the evaluation team needed to prioritize focus areas. The evaluation team, in consultation with IAES, therefore selected these two areas based on their likelihood of offering depth of insight to the evaluation. Deep dives offer a focused look at a specific topic, where context can be explored more deeply.

Once a potential deep dive is identified that meets one of these two evaluation objectives, to be selected the potential deep dive must also meet at least one of the following criteria:

1.   Demonstrate a unique experience that highlights the advantages and/or challenges of a CGIAR Impact Platform
2.   Provide insight into the unique experiences of a GENDER Platform in the CGIAR
3.   Offer concrete insight that can be used to provide guidance to other Impact Platforms

The number of deep dives selected will be a practical decision, based on time and budget, the "deepness" of the dive, and the available data and evidence base. The final selection will be discussed with the

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[28] As of February 2023

[29] According to the Companion Document to the 2022–2024 CGIAR Investment Prospectus, the four mandates of a CGIAR Impact Platform are (1) work as global, intellectual hubs for their respective impact areas, fostering global critical thinking; (2) build internal capacity across the science groups; (3) advise management on the prioritization, design, and implementation of CGIAR initiatives and bilaterally funded projects through the membership of the Portfolio Performance Management Team; and (4) amplify CGIAR's external profile and voice.

GENDER Impact Platform and IAES, as needed. These deep dives bring additional contextual understanding to an evaluative question, but they do not by themselves answer an evaluative question.

The evaluation will aim to ensure data saturation (e.g., the same information is found repeatedly, thus suggesting a solid finding).

2.3 Limitations and Mitigation Actions

Any evaluation methodology has limitations. Methods are not infallible, and each has its own strengths and weaknesses. The selected evaluation approach, the changing CGIAR context, and combination of summative and formative aspects of evaluation create risks to mitigate. Nevertheless, by thoroughly understanding, documenting, and mitigating these limitations and risks, the evaluation results can be appropriately interpreted and used.

The selected approach to evaluation, relying on feminist, participatory, and utilization-focused evaluation theories, necessitates a greater focus on participation and inclusion as well as a recognition that while empirical data provide facts, interpretation of those data may vary by user group. Building stakeholder ownership of an evaluation requires additional time (e.g., extended consultations) and may lead to resistance from actors accustomed to more traditional evaluation approaches.

The IAES has aimed to mitigate these challenges through an extended scoping phase, adjusting timelines to allow for wide consultations. The IAES's layered quality assurance system, which draws on an evaluation peer review composed of internal and external stakeholders, provides opportunities for constructive criticism that aims to inform, refine, and strengthen the approach and its final products.

Qualitative research methods grant evaluation stakeholders and participants room for agency and expression of their thoughts and priorities. In doing so, qualitative methods can mitigate power imbalances by acknowledging the strict separation between the person asking the questions and those responding. Eliminating a structure that limits a person's response is useful for identifying a wide range of results or changes in complex contexts and exploring a variety of explanations.

At the same time, there are risks and challenges related to qualitative research methods that can compromise their potential benefits. Quantitative approaches have challenges of their own, although they are not often as highly contested as qualitative approaches. Tables 3 and 4 summarize key challenges and potential mitigation strategies.

Table 3: Key qualitative data challenges, risks, and mitigation strategies relevant to the GENDER Platform evaluation

Examples of qualitative data challenges relevant to the evaluation	Mitigation strategy
Unequal power relations between evaluators and participants that compromise the quality of dialogue and threaten the well-being of research participants	Evaluators usually maintain control over an evaluation (i.e., interview or focus group discussion) as they set the overall agenda, lead the conversation, and are aware of the study purpose and background. This inherent power imbalance vis-à-vis participants can raise ethical questions if it leads participants to reveal more information than they would have otherwise, either because they feel obliged to do so or because they haven't been made fully aware of the study purpose and audiences.
Inaccurate representations of participants' views by evaluators	After data collection, evaluators usually interpret the qualitative data without further input from participants. At this stage, evaluators face the challenge of representing participants' views accurately and fairly and maintaining the confidentiality of their responses.
Contradictions arising from diverse data sources	A diversity of data sources (e.g., people, documents) and types (qualitative and quantitative) may lead to difficulties in synthesizing the findings so that they form a coherent narrative. The research process may encounter significant contradictions in the analysis, particularly between various stakeholder groups.

Examples of qualitative data challenges relevant to the evaluation	Mitigation strategy
Gaps and weaknesses in the evidence base	Gaps and weaknesses in the evidence base may arise from difficulties with reaching key stakeholders, having sufficient time to engage, and/or accessing documents and data, or from seeking specific evaluative data where no or few data exist. Further, it is a relatively young platform that was launched during COVID and the One CGIAR reforms.

Source: Evaluation team.

Table 4: Key quantitative data challenges, risks, and mitigation strategies relevant to the GENDER Platform evaluation

Examples of quantitative data challenges relevant to the evaluation		Mitigation strategy
False, biased, misleading, or overly narrow interpretation of data	Quantitative data can reveal patterns that enable generalizations; they are less effective, however, in explaining context and linking to the how and why behind the numbers. Some techniques for analyzing quantitative data can introduce bias and misinterpretation, such as using averages that ignore diversity in responses or in context, and thus in experiences.	The evaluation team will triangulate using a variety of questions, data sources, collection tools and methods (particularly qualitative methods), and respondent/stakeholder types. The logic and reasoning behind the quantitative data presented, particularly the assumptions, will be made explicit in the analysis. Data will be disaggregated by gender, age, area of specialization/role, region/country, and organization and/or research center.
Low response to survey	Respondents may not feel encouraged to provide answers, leading to nonresponse or a low response rate. Respondents may not provide accurate responses owing to lack of knowledge, low recall of information, or even boredom.	The survey tool will be tested to ensure that it is focused and specific and allows for "skip" or "n/a" responses when the respondent does not have a solid response. The survey will be kept to a response time of under 20 minutes. How the data will be used and by whom will be made clear in the survey's introduction.
Lack of sufficient data to identify patterns and draw strong conclusions	Data collection may improperly represent the population or segments of the population (e.g., stakeholder group, demographic group), as revealed through small sample size and/or low response rate on surveys.[30]	The evaluation team will encourage the generation of larger data sets by supporting increased response rates to survey data collection. This effort involves using CG email distribution lists, asking management to encourage staff to complete the survey, and sending reminder emails. The survey will be limited in length and written in plain language to encourage completion. The team will consider, with the GENDER Platform, whether incentives can be used without introducing bias. If response rates are low and/or biased toward a particular group, the team will consider whether the data should be presented. If so, it will draw attention to the limitations of the data and display the *n* number. The team will ensure that the dataset includes variables on demographic characteristics and

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[30] Qualitative data collected in the Inception Report process suggest that gender researchers are a small subset of the CGIAR, which suggests a tiny sample size. Approximately 100 researchers work on gender, of which approximately 30 self-identify as gender researchers.

Examples of quantitative data challenges relevant to the evaluation		Mitigation strategy
		stakeholder type so that the diversity of respondents can be assessed.
Ineffective data collection tools	The articulation of questions used to garner data is important to ensuring high-quality data. Questions that are vague, have limited options, or lack relevance, for example, can distort responses and results and limit response rates. In addition, use of scores can risk oversimplifying results if respondents want to answer quickly.	The evaluation team will conduct a peer review of survey questions and pilot test questions and the survey. It will also triangulate data and include probing questions alongside scores.
Lack of quantitative M&E data	There may be few accessible quantitative M&E performance data.	The team will gather data through other sources, such as the qualitative interviews and the survey described in the methodology section.

Source: Evaluation team.

2.4 Phases of the Evaluation

A detailed description of evaluation phases follows the illustration in Figure 1.

Figure 1: Evaluation timeline by phase with key activities

2.4.1 Scoping Phase

At the request of SIMEC, the GENDER Platform team and IAES conducted a joint evaluability assessment (EA) based on the core parameters of the framework presented in the CGIAR guidelines on conducting an evaluability assessment [2022] (see Annex 5.2). The methodology included a self-evaluability assessment by the GENDER Platform team, facilitated and quality assured by IAES, as well as four scoping interviews by IAES. The EA confirmed the readiness of the evaluand (the GENDER Platform) for an evaluation. The EA's findings and conclusions suggested that evaluation should use a participatory approach to promote buy-in and learning and to ensure that the evaluation process meets the evaluation objectives and needs of the three stakeholder groups (see section 2.1 for a description of the participatory evaluation approach).

The scoping for the evaluation commenced in August 2022 after the GENDER Platform informally approached IAES about an evaluation. Subsequently, and independently, the director of the Systems Transformation Action Area requested that an evaluation to be conducted as soon as possible. Following an initial joint consultation between the GENDER Platform director and a representative of the Systems Transformation Science Group, IAES undertook several tasks:

a) Reviewed key internal documents to obtain contextual background
b) Broadly defined the scope and the evaluation focus
c) Refined the evaluation questions to meet the needs of the three core user groups
d) Consulted with SIMEC via an evaluation-focused process note (4 October 2022)
e) Guided onboarding and engagement of the Platform's monitoring, evaluation, and learning (MEL) focal point, critical for the evaluation design and implementation (see key tasks in Annex 5.4)
f) Developed the terms of reference (ToR) and consulted with SIMEC and stakeholder groups (Global Science Group director of the Systems Transformation Action Area, the GENDER Platform)
g) Selected the evaluation team leader early in the process based on past lessons on how to optimize engagements. The selection of the evaluation team leader was based on her international renown for implementing utilization-focused evaluations in gender-responsive evaluation contexts, combined with her experience as an evaluator in a 2020 WHEAT CRP review.

2.4.2 Inception Phase

In the inception phase, under the guidance of IAES, the evaluation team took several steps, which built on the Evaluability Assessment and the scoping:

a) The team engaged with the GENDER Platform to refine the evaluation questions and sub-questions, engaging with each of the modules for their insight and feedback.
b) They developed the evaluation methodology and framework.
c) An initial stakeholder analysis was conducted to identify key stakeholder groups, networks, and channels of communication.
d) Two members of the evaluation team and the designated IAES evaluation manager undertook a field mission to Nairobi to visit the Platform team; they conducted 11 preliminary interviews, which provided grounding and identified other stakeholders for further interviews.[31]
e) The team prioritized strategic issues of importance for emphasis in the evaluation.

The Inception Report was circulated within the GENDER Platform for their comments and factual corrections. To quality assure the Inception Report, external peer reviewers from the IAES/Independent Science for Development Council (ISDC) roster of subject-matter experts and Evaluation Reference Group were asked to review the evaluation approach and methodology and enhance the evaluation matrix. For additional validation, IAES circulated the draft inception report to SIMEC via its secretariat for comments or broad guidance on the evaluation design matrix, particularly to flag if the sub-questions posed will meet the needs of the System Council, the evaluation's commissioner. IAES ensured that the evaluation team incorporates the relevant feedback. The final Inception Report subsequently represents the contractual basis for the evaluation team's work and the evaluation deliverables. The Inception Report will be published on IAES's website.

2.4.3 Inquiry, Data Collection, and Analysis Phase

Data inquiry and data collection methods, which work hand in hand, are described in 2.2 above. After completing the data collection phase (which includes data cleaning), the analysis and interpretation of findings will continue for the qualitative data and begin for the quantitative data. (Qualitative data are analyzed iteratively throughout the entire evaluation process.) This section focuses on data analysis, data credibility, evaluative frameworks, valuing, and ethics.

Data analysis. Data analysis will be transparent and systematic, aiming to answer the key evaluation questions while protecting the anonymity of respondents. Appropriate data analysis methods will be used for qualitative and quantitative data, as methods vary for each.

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[31] See Annex 7 for the list of persons interviewed using the interview guide in Annex 6.

- *Qualitative data.* Content analysis is used to identify themes and patterns. Specifically, content analysis will be used to analyze documents, interview notes, and the survey's qualitative data (drawn from open-ended questions) to identify common themes and patterns for each key evaluation question, at all levels of analysis. From the themes and patterns, emerging issues and trends will be identified. Outliers will be detected (responses that are not consistent with other data) and analyzed based on the evaluative framework (Lincoln & Guba, 1985).
- *Quantitative data.* Descriptive statistics will be used to interpret quantitative data—in particular, financial data, evidence from the survey, downloaded statistics from the Platform, Gender listserv membership, and other sources. Primary survey data will be disaggregated by type of respondent, age, and gender, and secondary data will be analyzed from different perspectives, as feasible (i.e., disaggregation is out of the control of the evaluation team). As the evaluation team becomes more familiar with the survey respondent population, they may disaggregate with further data. As the team engages with the data, to the extent possible and where appropriate, appropriate test statistics will be used to build on the descriptive statistics and explore any group variation.

The qualitative and quantitative data will be analyzed separately where appropriate (e.g., some quantitative data may answer only one question, such as how many research papers were focused on a specific topic in 2021) and holistically where suitable (e.g., using qualitative data to further explain quantitative results and better understand decisions that were made).

Specifically, the evaluation team will engage in these systematic steps:

1. Data **collection** and analysis will be iterative, exploring patterns and themes that emerged from the previous analysis.
2. Data **analysis** will use *closed* (pre-determined codes) and *open coding* of data (to identify emerging key categories or themes), followed by *selective coding* (to shape the relationships between categories and concepts).
3. Data **interpretation** (i.e., what do the data mean?) is a participatory and collaborative process resulting in findings that are co-created (findings that represent more than one interpretation, or one finding that is informed by more than one interpretation).
4. Data interpretation conducted by the evaluation team and the collaborative interpretation (key stakeholders' interpretation) will be synthesized to produce a combined **evidence-based narrative** that explains the extent to which the GENDER Platform has worked well, how, why, for whom, under what conditions, and with what range of effects.

Describing how the evaluation team will analyze the data is not sufficient. Many evaluations face challenges during the data analysis stage because of a lack of transparency regarding the paradigm that informs that process.[32] Accordingly, the evaluation team seeks to be transparent; the qualitative data will be analyzed through a constructivist lens, which recognizes that people construct their own social realities. Through the data analysis, the evaluation team will seek to obtain an in-depth understanding that recognizes different perspectives and lived realities (supported by feminist evaluation; see section 2.1). These varied understandings, supported by empirical data, will be presented in the final evaluation report, ensuring that one voice will not drown out another.

At the same time, the type and amount of feedback received on the evaluation ToR and on the process of developing the evaluation indicate a high profile for the GENDER Platform evaluation. Therefore, critical theory will be used to ensure that we examine the GENDER Platform with overt attention to power and politics (supported by feminist and utilization-focused evaluation). Critical theory provides the theoretical underpinnings for acknowledging and seeking to understand power relations and patterns of dominance that may arise when assessing the GENDER Platform. For example, the evaluation team will include key informants in the data interpretation stage (an approach supported by utilization-focused, feminist, and participatory evaluation) and engage in discussions around factual versus political decisions and judgments.

Data interpretation. Interpretation means attaching significance to findings by making sense of those findings with explanations and conclusions, extrapolating lessons, making inferences, considering

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[32] Transparency is one of the 15 standards of the CGIAR Evaluation framework (2022).

meanings, and identifying disconfirming cases. Using a variation of a data walk (given preliminary interviews conducted so far), the evaluation team will engage with emerging themes, patterns, relationships, and explanatory findings to facilitate interactive discussions with three groups:

- GENDER Impact Platform (to elicit the Impact Platform perspectives; participants to be decided upon by the Platform)
- Independent Advisory and Evaluation Service of CGIAR, including ERG (to elicit evaluator perspectives)
- All key stakeholders (to elicit key stakeholder perspectives; all key stakeholders will be invited to engage in an open forum and participate in the process).

The conversations will be structured to capture potentially different explanations of and perspectives on empirical data from different key user groups (i.e., co-creation process). The process aims to ensure that interpretations by different user groups are engaged equally and are fairly represented in the final evaluation report. All voices will be given equal weight, whether from a funder, a gender researcher, a NARES or CGIAR Center representative, an Evaluation Reference Group (ERG) member, or a member of the Platform team.

Consistent with the CGIAR evaluation framework's principles of legitimacy and participation, this evaluation approach, informed by feminist and participatory evaluation, aims to ensure that the engagement is informative and collaborative and that findings based on empirical data are co-constructed. The data interpretation and co-creation step takes place prior to the validation workshop facilitated by IAES where preliminary findings, conclusions and recommendations will be discussed.

Before the interactive sessions, the data will be reviewed for completeness and accuracy. However, the interactive sessions will also provide an opportunity to identify issues and questions about the data. The three interactive sessions will be semi-structured online engagements, facilitated by the evaluation team. In advance of the facilitated sessions, attendees will receive the analyzed data, organized by evaluation question. These rich, structured, and collaborative discussions will provide insights and findings to represent various stakeholder perspectives, or their way of valuing a finding (e.g., the glass is half empty, the glass is half full). The evaluation team will facilitate discussions around the following topics:

- **Sources of heterogeneity**. The discussion will explore various narratives gleaned from different stakeholder groups, explore the qualitative data versus quantitative data, and investigate cultural sensitivities and other contextual factors.
- **Sources of bias.** The evaluation team will explore how particular types of data and information may be biased or may not provide a full picture (e.g., a viewpoint or data point is missing).

The evaluation team will use the information gathered to write three module reports for subsequent sense-making review by module leads. The validated module reports will then be combined and analyzed from a "holistic" perspective (the whole is more than the sum of its parts) to provide a comprehensive picture of the Platform.

The draft evaluation report, with its collaboratively developed findings, will then be circulated per the standard IAES process for the validation of findings.

2.4.4 Evaluative Framework and Valuing

Valuing is at the core of any evaluation and is what sets evaluation apart from research. The values and criteria used to assess and value the intervention are guided mainly by CGIAR and the GENDER Platform, as set out in the evaluation ToR.

The data are gathered, analyzed, interpreted, and valued against the GENDER Platform's results-based management framework, six key principles, and six evaluation questions:

1. The GENDER Platform's results-based framework reflects a mix of the GENDER Platform's values and the values of the larger CGIAR System.
2. The principles reflect the GENDER Platform's values and provide a framework to assess results using the Platform's values.

3. The evaluation questions reflect CGIAR's values, consistent with the evaluation criteria in the CGIAR Evaluation Policy. While framed slightly differently (statements and questions), the application of these valuing systems will be systematic and transparent.

Table 5 shows how the principles and standards of the CGIAR evaluation framework, which will guide the GENDER Platform evaluation, will be mainstreamed within the evaluation.

Table 5: CGIAR evaluation principles and standards: How they are (or will be) mainstreamed in the GENDER Platform evaluation

CGIAR evaluation standard/ Principle	How these are (or will be) mainstreamed in the GENDER Platform evaluation
Relevance, use, and utility	• Stakeholder engagement, participation, and feedback will be sought throughout the evaluation, commencing early in the scoping phase (see relevant sections). • The evaluation timeline is primed for use, consistent with key moments for user groups to ensure timeliness and use.
Independence and lack of bias	• IAES staff and members of the evaluation team involved in the Platform evaluations have signed statements related to potential conflicts of interest. None of the evaluation team has a conflict of interest. • Evaluation team members are independent external experts drawn from the jointly ISDC/Evaluation Function vetted roster of experts. • IAES has a layered quality assurance system (see relevant sections).
Transparency	• Evaluation approaches (participatory, utilization-focused, and feminist) foster stakeholder engagement with multiple perspectives and provide feedback loops, check-ins, and sense-making. • The evaluation outputs—reports, brief, and management response—will be published on the IAES website. • Stakeholders will be involved in review and evaluation validation processes (see relevant sections). • The evaluation knowledge management, communications, and dissemination plan will be co-created and included as a line item in the evaluation budget.
Legitimacy and participation	• Seeking and valuing representation of different voices are key to the evaluation (see relevant sections). • The evaluation will include stakeholder engagement and use of participatory methods.
Ethics and equity	• Ethical considerations, including confidentiality, anonymity, privacy, and the protection of sensitive information, will be prioritized throughout the evaluation process. • The evaluation will consider power dynamics and the inclusion of multiple perspectives/representation of groups in data collection and disaggregation (see relevant sections).
Evaluability	• Evaluation readiness was pre-informed by an evaluability assessment (see Annex 5.2).
Credibility and robustness	• Evaluation approaches and methods include data triangulation and valuing (see section on methodology and section 2.4.6). • Stakeholder engagement is key to the evaluation.
Measurability	• The evaluation matrix includes both quantitative and qualitative data (see section on methods).
Mutual accountability	• Mutual accountability is examined as part of the EA (see Annex 5.2).
Efficiency	• Previous evaluations of consequence (on the themes of gender equality, youth, and inclusion from the two CGIAR Platform evaluations [Excellence in Breeding and Big Data in Agriculture], and from the 2021 decadal synthesis of 43 CGIAR evaluations, along the relevant themes) will be explicitly linked, and evidence from these evaluations will be mined to ground the findings.

CGIAR evaluation standard/ Principle	How these are (or will be) mainstreamed in the GENDER Platform evaluation
	• The evaluation is streamlined to minimize the time and resources required and to optimize value.
Comparative advantage	• No key evaluation question addresses comparative advantage, but it is considered in the broader framing to inform and situate the findings.
Fairness, confidentiality, and no harm	• Ethical considerations are embedded in the evaluation processes (see section 2.4.5), including data collection. Evaluation approaches and methods promote multiple viewpoints and consider power relations to avoid harm to individuals, groups, and organizations (see relevant sections).
System framing and complexity awareness	• Stakeholder engagement, in-depth desk review, and interviews with stakeholders provide contextual grounding for the team; the evaluation approaches are predicated on these (see relevant sections).
Capacity building	• Capacity building will be mainstreamed through stakeholder engagement and collaboration. Capacity sharing will take place with user groups (e.g., points of engagement and tasks for the evaluand's MEL focal point; see Annex 5.4). Learning events linked to the knowledge management and dissemination plan will be developed in collaboration with user groups and the management response process.

Source: IAES.

Given that these valuing systems stem from different worldviews, with one no more important than another, the final evaluation report will provide equal weight to all valuing systems. Using the different valuing frameworks will provide added depth to the evaluation and provide triangulation by giving equal voice to more than one worldview (i.e., more than one definition of success, which reflects the co-creation process described in section 2.4.3). The key evaluation questions and the GENDER Platform principles do not map directly to each other; they are separate valuing frameworks that will provide different insights into the GENDER Platform's achievements. The GENDER Platform principles and evaluation questions are presented jointly in table 6 for practicality and to minimize length of the Inception Report. The GENDER Platform's results-based framework appears in Annex 5 and is not repeated here for the same reason.

2.4.5 Ethical Considerations

One of the standards listed in the CGIAR evaluation framework consists of ethics and equity: evaluations must consider questions of ethics in research and outcomes and integrate ethical and equity considerations in evaluation design and implementation. Guided by the feminist approach, the evaluation team acknowledges that an unequal power relation often exists between evaluators and those who are interviewed. That power imbalance can compromise data quality, the credibility of evaluation evidence, and the evaluation itself. To address that challenge, commonly found in any evaluation, the evaluation team will implement four mitigation strategies:

- The evaluation team is guided by a do-no-harm ethic (standard in all CGIAR evaluations).[33]
- Aligned with ethical principles and the CGIAR evaluation framework, a process for obtaining informed consent will be used. The informed consent will briefly describe who the evaluator is, the evaluation's purpose, how the information will be used, and the participant's rights (e.g., right to withdraw, time of withdrawal).
- The evaluation team will use semi-structured interview guides that have appropriate language, encourage a balanced conversation, and create, to the extent possible, a nonthreatening engagement. Similarly, the structured survey will provide opportunities for open-ended responses in which respondents can freely contribute their thoughts.

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[33] Fairness, confidentiality, and no harm: The evaluators and commissioning office(s) are responsible for ensuring and protecting the confidentiality and anonymity of information, as required. In line with a do-no-harm approach, "evaluators attend to actions, omissions, and unconscious choices throughout evaluation design and implementation." (CGIAR Evaluation Framework, 2022, Pg. 4).

- The evaluation team will encourage respondents to ask questions before the start of the interview and after the interview has concluded. When the interview is completed, the evaluation team will ask again for permission to use respondents' interview data in the evaluation report, clarifying that their name (for persons who so choose) will be attached in an annex but not linked to any statements or findings in the report.

Table 6: Mapping of the GENDER Platform principles with the key evaluation questions

GENDER Platform principle	Key evaluation question
Support: **Support all CRPs, Centers, and Platforms**	How did the GENDER Platform support CGIAR's continued relevance to deliver on gender equality?[34] How did allocation of resources (e.g., funds, human resources, time, expertise) support the achievement of the GENDER Platform's outputs and outcomes?
Inclusion: **Be inclusive to ensure diverse representation**	To what extent did the (GENDER) Platform achieve progress toward intended outcomes?
Responsiveness: **Ensure that activities under work packages are responsive and driven by the needs of the CGIAR System and the gender researchers within it**	How strategic and timely was allocation of resources (e.g., funds, human resources, time) toward achieving the GENDER Platform's outputs and outcomes?
Value addition: **Add value to work being done in CRPs, Platforms, and Centers**	Across the GENDER Platform, what strategies, internal and external mechanisms (e.g., processes for allocating resources, overall decision-making structures, frequency of meetings among management team) and factors contributed to, or inhibited, timely and cost-effective achievement of outputs and outcomes, intended and unintended?
Transparency and accountability: **Promote transparency and accountability**	How has the research, evidence, and capacity agenda of the GENDER Platform complemented and strengthened related gender-focused work in CGIAR, including the new Initiatives?
Reflection and Feedback: **Have regular critical reflections on how the GENDER Platform is functioning to remain relevant and effective**	How has the GENDER Platform filled a gap and/or engaged in vital linkages among key external organizations and relevant policy discourses?
Learning	What learning mechanisms have been built into the GENDER Platform and its strategy to facilitate the potential sustainability of positive gender outcomes?

Source: ToR questions and GENDER Platform Values.

2.4.6 Credibility of the Evaluation

Explicitly discussing credibility, a principle of the CGIAR evaluation framework, in a CGIAR Inception Report is critical to the overall process.[35] Evaluations are political, and this evaluation is no exception. It involves various actors who all bring their own understandings of evaluation, the GENDER Platform, an Impact Platform, and what constitutes success.

Three levels of credibility need to be addressed:

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[34] "Credibility and robustness: Methods employed are credible and replicable. The quality of an evaluation depends on the professional and methodological competency of the evaluators and the use of reliable, triangulated data." (CGIAR Evaluation Framework, 2022, Pg. 4).
[35] "Credibility and robustness: Methods employed are credible and replicable. The quality of an evaluation depends on the professional and methodological competency of the evaluators and the use of reliable, triangulated data." (CGIAR Evaluation Framework, 2022, Pg. 4)

- **Credible data**. This report has already described how applying the appropriate research criteria (qualitative or quantitative) to the data will ensure credibility. Evaluation does not have different approaches for ensuring data credibility, and the evaluation team includes senior social scientists who can design and/or modify all data collection instruments.
- **Credible evidence**. The evaluation team will ensure credible evidence in two ways. First, it will engage key stakeholders when developing the component evaluation question matrices for each of the Platform's modules. These matrices specify the kinds of questions to be asked, how to gather what evidence, and from whom. Decisions on what data are disaggregated, who is included in the sample, and who is not all influence the credibility of evidence. Second, the team will employ three approaches to triangulation.
- **Credible evaluation**. A credible evaluation needs to engage with contextual factors, such as being aware of how (and whose) values, power, politics, language, culture, and other contextual factors are likely to influence the evaluation and make them explicit. The evaluation team engaged intensely with key stakeholders about these themes before the evaluation and will continue to work closely with the GENDER Platform's MEL focal point to ensure that the team remains aware of these factors and how they influence the evaluative process.

2.4.7 Reporting Phase

In the reporting phase, the evaluation team will develop an evaluation report under the overall responsibility of the team leader. The overall evaluation report will be preceded by and based on the three module component reports validated by module leads, reflecting the Platform setup, and deep dives. Thereafter, the evaluation team will present preliminary cumulative findings (by evaluation criteria), conclusions, and recommendations to IAES and the Platform management and seek validation (via a validation workshop), factual corrections, and feedback.[36] Table 7 shows the minimum indicative elements that will constitute the evaluation report.

Table 7: Indicative evaluation report outline

Main body		Annexes (required)
Executive summary		References
Introduction		Component studies (executive summaries)
Methodology: Limitations		Deep dives (executive summaries)
Key findings by evaluation criteria:		Detailed methodology
• Relevance • Effectiveness • Coherence	• Efficiency • Sustainability and learning	
Conclusions		List of stakeholders consulted
Recommendations		List of documents reviewed
Lessons learned		Online survey (questionnaire, results)
		Evaluation deign matrix
		Evaluation team background, declarations of interest
		Terms of reference

Source: IAES.

The report will follow CGIAR evaluation reporting guidelines and quality assurance processes. IAES will be the first reviewer of the draft report, in line with CGIAR's guidelines.[37] The evaluation team will be required to provide a revised version of the draft report if the quality is not acceptable. If the quality of the draft report is satisfactory (in form and substance), the evaluation manager will circulate it to (1) the GENDER Platform team for comments and factual corrections and (2) external peer reviewers and the evaluation reference group members for review and comments. The evaluation team will be provided feedback, adjust as needed, and finalize the draft report. A discussion version of the report will be circulated by IAES to SIMEC for acceptance via its secretariat.

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[36] See also CGIAR Guidelines on Evaluation Final Report.
[37] Previous guidelines on the final evaluation report are currently under revision, to be used by evaluation team.

2.4.8 Management Response

In line with the CGIAR evaluation policy, a management response is mandatory for all System Council–commissioned evaluations in CGIAR.[38] During this phase, IAES will liaise with the GENDER Impact Platform management and as well as the PPU to coordinate the preparation of the management response within a stipulated timeframe. The draft management response will be circulated to SIMEC. Once formally presented to the CGIAR System Council, the management response and evaluation report are considered final and will be published on the IAES website. The PPU will oversee the procedure for tracking, monitoring, and outyear reporting against the implementation of evaluation recommendations.

3 Evaluation Workplan, Milestones, and Management

The evaluation team will conduct the Platform evaluation in the phases outlined in Table 8 (see also Figure 1).

Table 8: Evaluation workplan, by outputs and responsibilities

Evaluation phase	Tasks	Outputs	Responsible
Scoping	Stakeholder consultation	Process note on the GENDER Platform evaluation to SIMEC	IAES
	Selection of evaluation team	Evaluation team contracts	IAES
	Evaluability assessment	Evaluability Assessment report	IAES with participation of the Platform team
	Development of ToR	Draft and final ToR	IAES
Inception	IAES evaluation induction meeting	Slide decks, relevant resources	IAES
	Field trip (14–17 November)	Field mission report	IAES and evaluation team
	Evaluation kickoff meeting with Platform management	Slide presentation from the Platform	GENDER Platform team, with IAES team facilitating
	Development of the Inception Report with the evaluation matrix	Draft and final Inception Report with evaluation matrix	Evaluation team
Inquiry: data collection and analysis	Desk review	Content analysis notes	Evaluation team
	Survey	Survey instrument, survey results note	
	Interviews	Interview logbook/interview notes	
	Deep dives and module component analysis	Module component notes and reports	
Reporting	Data triangulation, analysis, and report development	Detailed evaluation report outline to IAES	
	Validation workshop with the Platform management and relevant stakeholders	Slide presentation of preliminary findings, emerging conclusions, and recommendations	Evaluation team; IAES/Evaluation to facilitate, the Platform team to provide feedback

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[38] The co-development of the management engagement and response guidelines is ongoing at the time of this evaluation.

Evaluation phase	Tasks	Outputs	Responsible
	Submission of draft Platform evaluation report to IAES for QA, circulation, and feedback	Draft GENDER Platform evaluation report	Evaluation team
	Incorporation of feedback from IAES and its Evaluation Reference Group (ERG), peer reviewers, and evaluand as relevant into the draft report	Draft discussion version of GENDER Platform evaluation report	Evaluation team
	Presentation of draft discussion version of the report to SIMEC for feedback	Slide presentation; compiled feedback on discussion version of evaluation report	IAES with evaluation team lead and selected subject matter experts
	Revision of the discussion version of the report integrating SIMEC's feedback	Final draft evaluation report	Evaluation team
	Circulation of the pre-final report and request for draft MR	Slide presentation, draft management response (MR)	IAES in coordination with Platform team, relevant user groups
	Presentation of the final draft report with management response to System Council	Slide presentation, final draft evaluation report	IAES and evaluation team with input from Platform team and user groups as needed
	Integration of any relevant feedback, if applicable	Final evaluation report	Evaluation team
Dissemination and knowledge management (KM)	Development of knowledge products and KM in line with the evaluation's dissemination and KM strategy	Evaluation briefs and knowledge products	IAES and evaluation team with input from Platform team and user groups

Source: IAES.

3.1 Evaluation-Associated Deliverables

The deliverables described in Table 9 are related to the above milestones and are crucial to implementing the evaluation.

At relevant phases in the workplan, slide presentations will be made as required in accordance with the knowledge management plan. Further derivative products (e.g., blogs, videos, and briefing notes) will also be developed.

Table 9: Evaluation deliverables

Key deliverable	Description	Date
Inception Report	Establishes a common basis of understanding for the overall approach, outlining the scope, the evaluation matrix, the methodological tools, and the agreed workplan for IAES to ensure that the process is streamlined going forward and according to the ToR and expectations. The inception report is based on the IAES template for the previous Platform evaluations, guided by IAES draft guidelines on inception report.	19 December 2022 (Draft)
		17 February 2023 (Final)

Key deliverable	Description	Date
Module component study reports and deep dives	One report per module (led by subject matter experts), and deep dives. The module reports will be approximately 15 pages, and include a 3-page briefing report in a template. The deep dives will vary in length, depending on their focus, content, and depth. These will likely form part of the module reports to provide more in-depth answers to an evaluative finding. If time and budget permit and the data are sufficient, the deep dive may also be a separate document. Decisions will be made based on its usefulness to final report (standalone or part of the module and/or final report).	10 March 2023 (Draft) 22 March 2023 (Final)
Evaluation report	25 pages, excluding annexes, bringing together the outputs from all subject matter experts, analyzed to answer the evaluation questions. It will describe the findings, conclusions, and recommendations, based on the evidence collected. The recommendations will be evidence-based, relevant, focused, clearly formulated, and actionable. They will be prioritized and addressed to the different stakeholders responsible for their implementation. The main findings and recommendations will be summarized in an executive summary. Supporting evidence used will appear in annexes.	5 April 2023 (draft) 30 April 2023 (revised draft with feedback integrated) April 2023 (TBD) (draft discussion version of the final report with SIMEC feedback integrated) June 2023 (final report with System Council feedback integrated)

Source: IAES.

3.2 Quality Assurance and Deliverables

To achieve the goals of the CGIAR GENDER Platform evaluation, a multilayered quality assurance system will be used throughout the evaluation lifecycle. This system will address all aspects of quality, including evaluation design, process, team, timeframes, and final deliverables.

Quality Assurance by IAES: IAES is responsible for the quality assurance of the evaluation process and outputs, and for the dissemination of the results. Throughout the evaluation, IAES will collaborate closely with the evaluation team and the evaluand to quality assure the process and procedures in accordance with the CGIAR evaluation framework and policy. Check-ins between IAES and the evaluation team at pivotal points and regular communication between the evaluation team and IAES will be conducted.

External peer reviews: For each evaluation, IAES quality assurance of evaluations includes external peer review with relevant expertise drawn from (1) a roster of experts vetted jointly by ISDC and the evaluation function and (2) some members of IAES's Evaluation Reference Group. Both groups will be called upon to interrogate the evaluation approach and methodology, enhance the evaluation matrix, and review the draft inception report. They will also review the module component studies, deep dives, and draft evaluation report, considering the programmatic and technical findings and assessing whether the design is valid for the methodology and for answering the evaluation questions, whether the sampling and data analysis are appropriate, and whether the results and conclusions are valid for the sample and context. At each stage, the drafts will be circulated for review and comments from the external peer reviewers will be compiled and addressed in a matrix to be provided to the evaluation team.

The team leader (TL): The team leader is responsible for the overall product, including undertaking the first level of quality assurance of the work by team members, checking the quality and promptness of all outputs, and ensuring that the evaluation complies with 2022 CGIAR evaluation framework and policy and with broader international evaluation standards. The team leader will also assure the quality of the

processes and products generated by the subject matter experts. This oversight function will be a critical role for the team leader in ensuring the consistency and quality of the overall evaluation.

Quality assurance checklists: IAES will provide quality assurance checklists for the Inception Report, module component reports, and final report to serve as tools for self-assessment and to facilitate intrateam coordination and communication. When used by the team leader and subject matter experts, these checklists will help ensure the team is focused on delivering on the Platform evaluation's desired objectives. The checklists cover and support:

- Interactions between the TL and SMEs: communication, understanding of the methodology, clarity on roles and responsibilities, mutual reliance, coordination and collaboration, etc.
- Team interactions with IAES and stakeholders: constructive engagement, coordinated approach of the team, sharing data, etc., as required; constructive stakeholder interviews, etc.
- Tracking progress in data collection and analysis: to ensure that the scope of work and report template are well understood and followed, evidence basis is understood, and qualitative and quantitative analyses are integrated appropriately.
- Anchoring the preliminary findings and conclusions to ensure they are clearly and logically presented, objectively determined, and supported by documented evidence.
- Grounding the final findings to ensure they are derived directly from the Platform evidence and logically described in ways that answer the evaluation questions and sub-questions.
- Grounding the recommendations to ensure they are directly derived from specific conclusions and be realistic and actionable within the parameters of the 2030 CGIAR Research and Innovation Strategy.

With regard to the module component reports from the SMEs, the self-assessment and check-in by the TL and IAES (final dates to be confirmed by IAES) will provide a structured point for the TL and SMEs to discuss progress and to facilitate the successful execution of the evaluation. It will supplement regular discussions between the TL and the evaluation manager. The quality assurance checklist for the module component reports from the SMEs will be the basis for the discussion.

By April 30th, the evaluation team will submit its second draft report (integrating feedback from peer reviewers) to IAES first. It will then discuss any further clarifications needed with Platform stakeholders and relevant user groups. The QA checklist for the draft report provides further guidance to the review team. Challenges and opportunities identified in these discussions will be resolved in the report. The quality assurance checklists for the evaluation reports set out, among others, the following requirements:

- Reports must exhibit clarity and logical flow.
- A concise executive summary should briefly describe the scope and purpose of the evaluation, the key questions addressed, the methods used, the main findings and conclusions, and key recommendations
- A clear and concise introduction and background must describe the scope of the review methodology, the organization of the review team, and the evaluation's limitations
- A methodology section should outline the approach used and rationale, the data analysis methods used, and the limitations and mitigation of the evaluation
- Findings sections must clearly and logically describe results based on evidence and limited to what has been observed, collected, mined or calculated from the reference materials and data sources, answering the evaluation questions. Charts and tables must be easy to read and interpret, and the discussion of evaluation findings must be objective and balanced, covering both positive and negative findings and clearly addressing all evaluation questions and sub-questions, with explanations for those that cannot be answered.
- Conclusions must be clearly derived from stated findings and formulated to answer the evaluation questions and sub-questions. Recommendations must derive directly from these.
- All recommendations must be relevant, realistic, and actionable and must clearly indicate who is responsible for taking recommended actions and at what level.
- In style, the reports should be written clearly and in an active voice to make them clear and engaging to non-experts; the IAES style guide must be used.

Final check: As a final step, an ultimate check will allow IAES to review the weaknesses and strengths of the report. This will be facilitated by the IAES's final report quality assurance checklists. Here, the

executive summary will be cross-checked and the entire report checked to ensure it follows the agreed IAES template. The final report must be well written and must systematically consider relevant fact-checks from the Platform, feedback from IAES and peer reviewers, and suggested changes from the draft version, with these changes documented and retained in the designated IAES's SharePoint. The checked version will be professionally copyedited by an editor engaged by IAES.

Templates: The TL and SMEs should follow the templates for reports and slide presentations in the IAES style guide.[39] Feedback from the TL and IAES (evaluation manager) will ensure that SMEs revise their outputs where necessary to align with the report template, IAES's quality assurance checklists, and the style guide for reports and communications.

After the evaluation team submits the discussion version/pre-final report to IAES, the final report will be copyedited and reviewed to ensure that quality standards are met.

3.3 Evaluation Management and Roles

3.3.1 Role of the IAES Evaluation

Through the designated evaluation manager, IAES will guide the evaluation team in the design and implementation of the evaluation to ensure compliance with the CGIAR evaluation framework and policy. To ensure quality, the evaluation team through the team leader will submit all intermediate deliverables to the evaluation manager for first review, comments, and suggestions.

Throughout the process, the evaluation team and IAES will ensure adequate consultations with evaluation stakeholders, with debriefings on key findings held at various stages of the evaluation. The evaluation manager will ensure transparent and open communication with stakeholders during each of the key evaluation phases.

3.3.2 Platform Management

The Platform's management in coordination with focal persons (for instance, the Platform's MEL focal point) will respond to the evaluation team's needs for information throughout the evaluation: documentation and data, access to partners and staff, and information on partners and stakeholders. These actors will also be responsible for giving factual feedback on the inception report, the module component reports and deep dives, and the draft evaluation report. IAES will liaise with the GENDER Impact Platform management as well as the CGIAR's System Organization's PPU to coordinate the preparation of the management response (from the Platform team and relevant user groups) within a stipulated timeframe.[40]

3.3.3 Team Leader Role

The **evaluation team leader** has final responsibility for the evaluation report deliverable to IAES and all findings and recommendations, subject to adherence to the CGIAR evaluation framework and policy. The primary responsibilities of the team leader will be:

- Providing technical input into the evaluation ToR
- Elaborating and setting out the methodology and approach in the inception report
- Guiding and managing the evaluation team during the evaluation phases
- Overseeing the preparation, and assuring the quality, of data collection outputs by other members of the team
- Consolidating team members' inputs to the evaluation products (inception report, deep dives, and module component studies as needed, as well as the evaluation report)
- Convening the team toward a jointly authored and agreed set of findings and recommendations
- Where necessary, representing the evaluation team in meetings with stakeholders
- Delivering the inception report, draft, and final evaluation reports; ultimately, the team leader is

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[39] All available templates will be provided in the designated folder in the SharePoint.
[40] See also CGIAR Guidelines on Evaluation Engagement and Management Response.

responsible for ensuring the quality, consistency, and soundness of all evaluation deliverables to IAES

- Immediately reporting any incidents that would have impacts on the evaluation at any stage to the evaluation manager; if this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated in these terms of reference.

Specific tasks of the TL through the phases of the evaluation include the following:

Scoping
1. Familiarizing oneself with the background reading specified in the ToR and other documents as required, to contribute to the development of the ToR.
2. Contributing to the onboarding of evaluation team members by IAES.

Inception
1. Elaborating and setting out the methodology and approach in the inception report. Leading the refinement of the evaluation questions, and elaborating the Platform evaluation methodology with quantitative and qualitative approaches, including deep dives, through an evaluation design matrix. Ensuring that the evaluation design matrix identifies the means of addressing the questions, including an outline of the data collection methods and instruments, to feed into the development of the inception report.
2. Leading the stakeholder analysis by identifying groups of interlocutors and the Platform's internal and external partners, a preliminary list of interviewees, and possible surveys to be conducted with the division of roles and responsibilities between the team leader and the SMEs.
3. Leading the development of the inception report with a peer-reviewed evaluation approach as well as framework, workplan, limitations, and other key domains in line with the Independent Evaluation Arrangement (IEA) *Guidance on Evaluation Inception Reports.*
4. Leading the preparation of the Platform evaluation report outline in line with the IEA's *Guidance on Evaluation Reports*, in close collaboration with IAES.

Inquiry
1. Coordinating and providing guidance to the evaluation team's analysis and work.
2. Providing substantive leadership to the overall analysis, findings, conclusions, and recommendations of the Platform evaluation and module component studies and deep dives.
3. Coordinating review and meta-analyses and compiling preliminary evidence along the evaluation matrix.
4. Coordinating the compilation of reflections on the preliminary evidence.
5. With SMEs, coordinating and participating in interviews with internal and external Platform stakeholders, as needed, using interview guide(s).

Reporting
1. Leading the preparation of the detailed report outline, coordinating the inputs provided by the team members, and preparing the draft Platform evaluation report.
2. Leading the preparation of the comprehensive discussion version of the Platform Evaluation Report for System Governance; coordinating the validation consultation workshop with IAES Evaluation Function.
3. Managing the integration of relevant feedback into the discussion version of Platform Evaluation Report for System Governance.
4. Coordinating the development of materials for selected presentations and learning events around the launch of the Final Platform Evaluation Report (slide presentation, brief, others).

3.3.4 SMEs' Role and Management

Subject matter experts (SMEs) will report through the team leader to IAES. The TORs for the SMEs direct them to focus on the CGIAR areas of work for which they have specific expertise. The SMEs were assigned to lead the development of designated module component study reports. To achieve this, the SMEs will address the questions set out in the evaluation design matrix described (Annex 2), as they relate to the designated modules within their purview.

The executive summaries of the module component study reports will be annexed to the Platform evaluation report, with extracts presented in the evaluation report as applicable in answering the evaluation questions. The TL will ensure a consistent approach between the experts and alignment with the evaluation ToRs and will be responsible for their ultimate collation as a unified evaluation report.

Role of Evaluation Analysts: The evaluation analysts are expected to conduct the bulk of the desk data collection and analysis, including conducting a review of all extant documentation provided by the Platform via the designated IAES SharePoint, identifying any additional information needs, and requesting further documents. They provide content analysis of qualitative data and analyze quantitative data using relevant software where necessary and report back to the TL. More generally, they support the TL with data analytics and data visualization aligned with the evaluation design matrix.

Internal Communication: Within the geographically dispersed evaluation team, effective communication, collaboration, and knowledge sharing are paramount. Thus, the following communication and knowledge management procedures will be maintained:

a) Regular meetings (remote) and communication will help ensure that the findings are discussed from both SME and evaluation perspectives and that ground-truthing will enable the analyses required.
b) Access to the designated IAES SharePoint will allow for synchronous storage, sharing, and co-creation of data and documents across the team.
c) The evaluation team will engage regularly with IAES to provide updates and seek guidance on decisions at critical points.
d) All team members are aware of the timelines involved as well as the need to keep to the calendar and to conform to IAES guidelines for preparation of reviews and the IAES Style Guide.

The CGIAR evaluation framework and policy will guide all aspects of the Platform evaluation. Communication will be open and two-way, allowing for feedback loops. Communication and interaction will be shaped by transparency and ethics in a multicultural environment to promote constructive collaboration and learning. *Example,* in the process of data collection, the TL and SMEs will communicate with selected key stakeholders under the guidance of the evaluation manager.

3.4 Management Risks and Mitigation Actions

Under guidance from IAES, the TL will manage the work and delivery of the quality-assured outputs from the evaluation team through regular communication and feedback loops aided by the designated IAES evaluation manager. There will be a focus on content and contractual issues. The TL will ensure the necessary clarity and support on specific aspects of the assignment. Table 10 presents the management risks and some mitigation measures provided by IAES in coordination with the evaluation team.

Table 10: Management risks and mitigation actions

Risk	Likelihood	Impact	Mitigation actions
Significant data gaps or lack of timely data provision	Low–medium	High	Access to extant project documentation is available on the designated IAES SharePoint. The evaluation team will establish direct contact with the GENDER Platform Team as needed. Secondary data from extant documentation will be supplemented through data collection to ensure key information is collected in a consistent format. Challenges with SharePoint raise their own risks; the IT interface presented challenges to the team during the inception phase. Mitigation measures include working offline and alerting other team members via WhatsApp and email. Data gaps will be identified and explained. The evaluation team cannot mitigate for lack of data or lack of sufficient data to draw an empirical conclusion.

Risk	Like-lihood	Impact	Mitigation actions
Falling behind schedule	Medium	Medium	The TL will monitor performance on the timeline and work plan weekly and report to the designated IAES evaluation manager to allow for joint agreement on any remedial steps needed to minimize the likelihood of slippage in the process of delivery. However, it is acknowledged in the Inception Phase that implementing evaluative processes during December can be a challenge, especially for those living in low-and middle-income countries. The data collection phase also coincides with the scheduled annual reporting period, with attendant time demands, which may impede the availability of some stakeholders and impact the schedule. The evaluation team will ensure coordination with the evaluand to optimize time availability and reduce evaluation fatigue.
Conflict of interest	Low	High	All IAES staff and members of the evaluation team involved in the Platform evaluation have signed statements related to potential conflicts of interest, and these are on file with IAES. Any new interests to declare will be communicated promptly from the TL to the evaluation manager and assessed. For interests already declared, risks will be managed through transparent sharing of information across the team and documented in the final report. When necessary, specific SMEs will recuse themselves from discussions in which they may have an interest.
Divergence in opinions and difficulty in reaching consensus on key findings	Low	Low	Rigor in the validation process will be adhered to through triangulation of evidence to support a systematic and methodological approach while considering potentially conflicting views to produce consensus. The review of evaluation reports by external peer reviewers and relevant internal stakeholders will be provided. The feminist evaluation approach does not, however, require consensus. Rather, the approach values different interpretations of the empirical data, and it is the interrogation of these differences that yields stronger findings and solid recommendations. Further, representing different voices is key to the evaluation. Where differences emerge, both voices will be represented in the report, with one voice not given more weight than another.

Source: IAES.

3.5　Knowledge Management and Dissemination

The core dissemination and knowledge management around the evaluation are expected to occur from June 2023 onward. The evaluation report, the executive summary, the evaluation brief, and other knowledge products, along with the management response, will be published on the IAES website. In line with the dissemination and knowledge management strategy to be developed at the inception phase, tailored presentations will be made to targeted stakeholders, and learning events will be organized with internal and external stakeholders. Consistent with the utilization-focused and participatory evaluation approaches, the development of the strategy will take place in collaboration with the Platform team and relevant user groups.

User-friendly and visual communications products tailored to specific audiences will be developed to create awareness and promote utility, accessibility, dialogue, follow-up, and reach to support organizational learning and use for decision-making. The potential for additional derivative products picking up on specific issues will be assessed based on the strength of evidence in the technical report.

3.5.1 Knowledge Management

The GENDER Platform evaluation dissemination and knowledge management (KM) approach has two components. First, the internal communication and dissemination strategy will focus on the IAES internal stakeholder groups and key evaluation users. Second, an external plan will target engagements with key external stakeholders. The type and number of knowledge management events and products to be produced from the evaluation will be identified iteratively.

The evaluation team will ensure that knowledge management processes are documented and that the relative quality and independence of different source materials used are recognized. This documentation will include all analysis and notes from the interviews and surveys as required. Confidential access has been provided to the extant documentation relating to the Platform. Confidentiality is expected as spelled out in contracting documents. Access to internal files will terminate when contracts conclude.

3.5.2 External Communication and Dissemination

The following are the key evaluation products: the ToR, the inception report, the module component reports and deep dives, and the GENDER Platform evaluation report.

Other products throughout the implementation of the Platform evaluation and afterward may include the following:

- Evaluation brief (three-page brief highlighting findings and recommendations)
- Module component report brief (three-page brief highlighting curated findings for each of the GENDER Platform modules: evidence, methods, and alliances)
- Slide presentations (tailored to specific target audiences)
- Infographics
- Audiovisual material (three minutes highlighting key findings and recommendations)
- Supplementary dissemination products, depending on the needs of target audiences.

Other ideas can be elaborated.

Annexes

Annex 1: References

Articles, Reports, and Documents

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Annex 2: Evaluation Matrix

The Evaluation Design Matrix provides high level guidance. The evaluation design matrix presented below provides high-level questions that: (1) set boundaries for the evaluation, (2) are used to thematically analyze evaluative data, and (3) organize how the process will provide feedback and the final report will provide findings.

The overarching evaluation Design Matrix (table A2 below) will be supplemented by sub-matrices that draw from the overall Evaluation Questions and provide specific information for each of the Platform's modules.[41] The Inception Report will identify the overlap amongst the components and provide a logical approach to addressing these questions. For example, the same questions will not be repeated to the same stakeholder by different evaluators; the evaluation team will collaborate to gather data.

During the evaluative process, additional methods may be added, as required to obtain credible data. For example, logistics may necessitate that the evaluation team conducts a group interview in place of a planned semi-structured individual interview. Findings could arise during data gathering that suggest the need for a broader discussion and reflection that can only be gathered through a focus group.

All qualitative sampling is purposive, of which there are more than 16 approaches. For the evaluation, the evaluation team will use criterion-based sampling. The sampling approach aims to ensure a mix of voices is heard. Where appropriate, we will identify people who bring different experiences and viewpoints through their work with the Platform and their sex, ages, experience levels, regions, topic of study, place of work, cultural background and/or ethnicity, and educational background (e.g., western trained researcher), to the extent possible. Different questions may suggest a sample with criteria that are appropriate to the inquiry. Chain sampling, also known as snowball sampling, will also be used. See details in the methodology section.

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[41] Each Module has specific sub-questions. The evaluation team (at the time of submitting the IR) is revising these sub-questions to the component-focused matrices incorporating feedback from the GENDER Platform as deemed necessary.

Table A2: Overarching Evaluation Matrix

Question	Sub-question	Data Collection Methods	Data Source	Definitions and clarifications
Relevance				
1. How did the Platform support CGIAR's continued relevance to deliver on gender equality?	1.1 How did the GENDER Platform's <u>objectives</u> meet CGIAR's needs? 1.2 What does CGIAR consider significant about the platform? 1.3 How did its <u>design</u> meet CGIAR's needs? 1.4 What, if anything, needs to change, and how, to meet the CGIAR and the Platform's new expectations for the expanded platform? 1.5 How did the GENDER Platform's activities and outputs (research, evidence, and capacity building) respond to evolving "target users" needs in the face of megatrends and grand challenges?	Semi structured interviews Document review Online survey	Interviews: CGIAR gender platform strategic leadership and management team, CGIAR Gender Researchers, Gender Research Coordinators. Documents: 2019 Platform Proposal, Theory of change, log frame, annual report, mission and vision statements, Platform's website Listserv: Gender Platform's Newsletter and its' Dgroup	The questions focus inwards, on CGIAR. Need to clarify who is the "CGIAR" in terms of positions and individuals. Need to clarify whose needs did the platform intend to meet, and whose needs were met, how, and to what extent. CGIAR's needs are defined by CGIAR documents and as specified in the Gender Proposal. The concept will be further probed during interviews. Significant is defined as an action or output that is unique and/or critical to supporting CGIAR'S mission to deliver science and innovation that advance the transformation of food, land, and water systems in a climate crisis. Identify (clarify/define) megatrends and grand challenges for which target users, addressed by the Gender Platform (e.g., Climate change)
	1.6 How did the GENDER Platform's objectives meet the gender researcher's needs? 1.7 What do CGIAR gender researchers consider significant about the platform? How did the Platform's design meet gender researchers' need? 1.8 What, if anything, needs to change, and how, to meet the Gender researchers and the	Semi structured interviews Document review Online survey	Interviews: CGIAR Gender Researchers as identified by the Gender Platform, who have engaged in some way with the platform since its inception. Documents: Theory of change, log frame, annual reports, documents (e.g., needs assessment) that reflect CGIAR gender researchers needs, the researcher's outputs and/or other documents that describe their work/experience	The questions focus on CGIAR gender researchers. Gender researcher's needs are defined by the gender researchers and as specified in the Gender Proposal. The concept will be further probed during interviews. Significant is defined as an action or output that is unique and/or critical to supporting agriculture. The questions focus on CGIAR gender researchers.

Question	Sub-question	Data Collection Methods	Data Source	Definitions and clarifications
	Platform's new expectations for the expanded Platform? 1.9 How did the GENDER Platform's activities and outputs (research, evidence, and capacity building) respond to evolving "target users" needs in the face of megatrends and grand challenges?		Listserv: Gender Platform's Newsletter and its' Dgroup	Gender researcher's needs are defined by the gender researchers and as specified in the Gender Proposal. The concept will be further probed during interviews, and exploration for any needs assessments or other similar documents that provide insight. Significant is defined as an action or output that is unique and/or critical to supporting agriculture.
	1.10 How did the GENDER Platforms' objectives meet <u>partners' and funder's needs</u>? 1.11 What do partners, and funders consider significant about the Platform? 1.12 What, if anything, needs to change, and how, to meet the CGIAR and the Platform's new expectations for the expanded platform?	Semi structured interviews Document review Online survey	Interviews: GIZ, Gates Foundation, USAID, AWARD, GREAT, IDRC. Documents: Theory of change, log frame, annual reports, mission and vision statements, grant award documents or other documents and communication specific to each partner/donor Listserv: Gender Platform's Newsletter and its' Dgroup	Partner and funder needs are defined by partner and funder documents, as specified in the 2019 Gender Proposal. The concept will be further probed during interviews. Significant is defined as an action or output that is unique and/or critical to supporting agriculture and/or gender in agriculture themes.
Effectiveness				
2. To what extent did the (GENDER) Platform achieve progress toward intended	2.1 To what extent has the Platform increased the visibility of CGIAR gender research within CGIAR and beyond?	Semi structured interviews Document review Online survey	Interviews: Gender platform strategic leadership and management team, Centers, gender researchers, funders, and partners Document review: Platform reports, if possible, website stats such as visits/hits/downloads	Beyond: 'Beyond' is a broad concept and will be probed for a concrete understanding during the interviews; we need to set a boundary for the concept, likely done through an agreement on what stakeholders should be aware of the platform. The concept will also be investigated for a better understanding in the documents, to see if the Platforms' reach is more clearly defined

Question	Sub-question	Data Collection Methods	Data Source	Definitions and clarifications
			Listserv: Gender Platform's Newsletter and its' Dgroup	
	2.2 To what extent has the Platform been able to support quality of gender research coming out of the CGIAR?	Semi structured interviews Document review Online survey	Interviews: Gender platform strategic leadership and management team, centers, gender researchers, funders and partners Document review: Platform reports, if feasible Listserv: Gender Platform's Newsletter and its' Dgroup	Quality of science will be reviewed with a contextual understanding, guided by the GIAR QoS document. The question also probes the extent to which the Gender Platform can influence quality of science and the extent to which the Platform can take responsibility for QoS.
	2.3 To what extent has the Platform increased use/uptake of CGIAR gender research?	Semi structured interviews Document review Online survey	Interviews: The Platform's Management Committee, CGIAR Center DGs, gender platform strategic management unit, gender researchers Documents: Platform, reports, annual reports, website downloads (if feasible) Listserv: Gender Platform's Newsletter and its' Dgroup	The question refers to internal and external uptake of CGIAR gender research, such as for what specific topics, areas and for whose use.
	2.4 To what extent has the Platform been able to fulfill its identified role of meeting gender evidence and research gaps not done at center level? 2.5 To what extent has the Platform leveraged work by co-funding research?	Semi structured interviews Document review Online survey	Interviews: Gender platform strategic leadership and management team, Centers, funders and partners Documents: Platform, reports, annual reports, website downloads (if feasible) evidence briefs	The gender proposal will be used to identify what gaps were aimed to be filled and then assess results against those identified in the Gender Proposal; the questions will also seek to identify any additional gaps not mentioned in the in the gender proposal that the Platform filled (i.e., unintended results).

Question	Sub-question	Data Collection Methods	Data Source	Definitions and clarifications
			Listserv: Gender Platform's Newsletter and its' Dgroup	
	2.6 How effective has the Platform been in building capacities and partnerships supporting gender integration and gender transformative research for CGIAR and its partner organizations?	Semi structured interviews Document review Online survey	Interviews: Gender platform strategic leadership and management team, centers, identified stakeholders who have participated in capacity building Documents: Annual reports, training report Listserv: Gender Platform's Newsletter and its' Dgroup	How capacities were built will be described (e.g., online training, mentoring) and assessed in terms of their contribution towards building capacities. The question also explores the Platform's partnerships and how these partnerships have supported gender integration and/or transformative research to take place in CGIAR and/or in the partner organization.
	2.7 To what extent has the Platform followed or strengthened research ethics and good practice in its own portfolio?	Semi structured interviews Online survey	Interviews: Gender platform strategic leadership and management team, Centers, funders and partners. Documents: Examples of research ethics and/or good practice, Gender ethics and standards toolkit Listserv: Gender Platform's Newsletter and its' Dgroup	The question needs to explore what research ethics needed to be strengthened, and if this in terms of gender/feminist approaches or research ethics in general. Defining and clarifying the question will be part of the initial interviews.
	2.8 How do the gender platform outputs contribute to advancing social and gender equality research?	Semi structured interviews Document review Online survey	Interviews: Gender platform strategic leadership and management team, Centers, funders and partners Documents: Theory of change; Identified research outputs, i.e., evidence briefs	No clarifications.

Question	Sub-question	Data Collection Methods	Data Source	Definitions and clarifications
			Website statistics downloads (proxy) Listserv: Gender Platform's Newsletter and its' Dgroup	
3. Across the GENDER Platform, what strategies, internal and external mechanisms (e.g. processes for allocating resources, overall decision-making structure, frequency of meetings among management team) and factors contributed to, or inhibited, timely and cost-effective achievement of outputs and outcomes, intended and unintended?	3.1 What were the Platform-specific enabling factors and constraints, if any?	Semi structured interviews Document review Online survey	Interviews: Gender platform strategic leadership and management team, centers, funders and partners Documents: The 2019 gender proposal, Annual report, ToC Listserv: Gender Platform's Newsletter and its' Dgroup	No clarifications.
	3.2 What were the Center-specific enabling factors and constraints, if any?	Semi structured interviews Document review Online survey	Interviews: Gender platform strategic leadership and management team, Centers, funders and partners Documents: Annual report, theory of change, 2019 Gender proposal Listserv: Gender Platform's Newsletter and its' Dgroup	No clarifications
	3.3 What were CGIAR-system-wide enabling factors and constraints, if any?	Semi structured interviews Document review Online survey	Interviews: Gender platform strategic leadership and management team, Centers, funders and partners Documents: Annual report, theory of change, Gender proposal Listserv: Gender Platform's Newsletter and its' Dgroup	The question looks at the shift to one CGIAR and the enabling and constraining factors related to that shift.
Efficiency				

Question	Sub-question	Data Collection Methods	Data Source	Definitions and clarifications
4. How did resource allocation (funds, human resources, time) allocation support the achievement of towards the GENDER Platform outputs and outcomes?	4.1 What were the enabling factors and constraints from partnership with non-CGIAR actors that contributed to or inhibited timely and cost-effective achievement of output and outcomes?	Semi structured interviews Document review Online survey	Interviews: Gender platform strategic leadership and management team, Centers, non CGIAR partners	For 4.1:We would like to simplify and focus the question to ask: How did partnerships with non CGIAR actors influence the Platforms results? Then specific interview or survey questions would focus on enabling factors and constraints that positively or negatively influenced cost and time. For the draft IR we have left the question as requested, only moving it from the suggested Key question to a sub-question.
	4.2 How does the GENDER Platform identify and set its priorities for Research and Development? How could this be done differently, if at all? 4.3 Describe the GENDER Platform's allocation of its financial resources across Research and Development. How are these decisions made? 4.4 Describe the financial resources across 3 Modules. How are these decisions made? How could this be done differently, if at all?	Semi structured interviews Document review Online survey	Interviews: Gender platform strategic leadership and management team, CGIAR Gender Researchers etc., Documents: Theory of Change, Log frames for GENDER Platform outcomes and output, financial documents, Platform reports Listserv: Gender Platform's Newsletter and its' Dgroup	No clarifications
	4.5 How did human resources influence the GENDER Platform's achievement of intended results? 4.6 How did time (timeframes) influence the achievement of intended results? 4.7 What specific financial resource supported or constrained	Semi structured interviews Document review Online survey	Interviews: Gender platform strategic leadership and management team, Centers Documents: Theory of Change or Log frames for GENDER platform outcomes and outputs Listserv: Gender Platform's Newsletter and its' Dgroup	No clarifications

Question	Sub-question	Data Collection Methods	Data Source	Definitions and clarifications
	the Platform towards achieving its results?			
	4.8 How well have the Platform's grant-making mechanisms supported the achievements of results?			
Coherence				
5. How has the research, evidence and capacity agenda of the Platform complemented and strengthened related gender focused work in CGIAR, including the new Initiatives?	5.1 What work done through the GENDER platform has been practically translated into the Gender, Diversity and Social Inclusion Impact Area? What has not been translated? 5.2 What gaps are identified in the Platform's agenda (strategy), and what needs improvement?	Semi-structured interviews Document review Online survey	Interviews: Gender platform strategic leadership and management team, centers Document review: GENDER Platform Website Listserv: Gender Platform's Newsletter and its' Dgroup	We need to clarify what new initiatives focus on. Does this include the strategy currently being developed? We suggest that the new strategy falls outside of the evaluation scop and welcome a decision on that. Our understanding is that we need to focus only on Her+ as it is the only new initiative that can provide any in-depth information at this time. 5.2: We need to understand what we are assessing and if these are two different items. Further, if there was a gap when there was a Gender focus only, would there likely be new gaps with a new focus for the Platform? We welcome further clarity.
6. How has the Platform filled a gap and/or engaged in vital linkages among key external organizations and relevant policy discourses?	6.1 Describe the specific policy discourse gaps filled by the Platform. 6.2 What external linkages were initiated or strengthened by the Platform? 6.3 How do CGIAR gender and non-gender researchers use (or not) (Gender) tools and methods to guide their work?	Semi structured interviews Document review Online survey	Interviews: Gender platform strategic leadership and management team, centers, Partners. Document review: Website, relevant project descriptions, Annual Report Listserv: Gender Platform's Newsletter and its' Dgroup	No clarifications
Sustainability and learning				

Question	Sub-question	Data Collection Methods	Data Source	Definitions and clarifications
7. What learning mechanisms have been built into the Platform and its strategy to facilitate the potential sustainability of positive gender outcomes?	7.1 Describe the mechanisms that have supported (1) pathways to gender outcomes and (2) results of the gender platform (results) that are likely sustainable?	Semi structured interviews Document review Online survey	Interviews: Gender platform strategic leadership and management team, Centers Document review: Platform Proposal, Design documents, Annual Report Listserv: Gender Platform's Newsletter and its' Dgroup	Given the newness of the platform, how well these mechanisms work to produce sustainable results is not likely to be identified with empirical evidence. The question seeks to describe what is in place, demonstrating the consideration given to learning and sustainability.
	7.2 How and which new initiatives are best positioned to help the Gender Platform to deliver on its role and objectives?	Semi structured interviews Document review Online survey	Interviews: Gender platform strategic leadership and management team, centers Document review: Evaluability assessment data Listserv: Gender Platform's Newsletter and its' Dgroup	For 7.2, not clear where this request came from: Identify a sample of new initiatives will be the focus (e.g., Her+). Initial interviews with the GENDER Platform suggest that the focus may be limited to Her+ as it is the only new initiative that can provide information/data on which to make a judgement.
	7.3 What GENDER Platform mechanisms, tools, and/or approaches support an Impact Platform?	Semi structured interviews Document review Online survey	Interviews: Gender platform strategic leadership and management team, centers Document review: Platform Proposal, Design documents, Annual Report Listserv: Gender Platform's Newsletter and its' Dgroup	

Annex 3: GENDER Platform Stakeholders

Table A3: Preliminary Format for Mapping the Platform's Stakeholders

Stakeholder type	Category	Stakeholder Group	Composition	N	Role
CGIAR	Leadership, Management and Governance	CGIAR System Council & Funders	Representatives of funders and developing countries. 20 voting members, one (or two) leadership ex-officio non-voting member(s), 6 ex-officio non-voting members and two active observers	30	Keep under review the strategy, mission, impact and continued relevancy of the CGIAR System.
CGIAR	Leadership, Management and Governance	CGIAR System Board	8 voting and 2 non-voting ex-officio members	10	Keep under review the effectiveness of the CGIAR System, its reputation for excellence, and adopts and monitors compliance with CGIAR policies, procedures, and guidelines, with a view to ensuring results and the continued relevance of CGIAR's agricultural research for development.
CGIAR	Leadership, Management and Governance	Senior Leadership Team	Includes the Executive Managing Director, and six Managing Directors — and key leadership positions comprising Global, Regional and Senior Directors.	24 (TBC)	Advise on the overall CGIAR research and innovation portfolio
CGIAR	Leadership, Management and Governance	Initiative Design Teams (IDTs)	TBD	TBD	Led the design of the new CGIAR Initiatives
CGIAR	The GENDER Platform – Management	The GENDER Platform's Management Committee	Seven members, two of them ex-officio (the Platform director and an ILRI representative, as the lead Center).	7	Make all strategic decisions on the management of the Platform, including overall direction, work plans and resource allocations.
CGIAR	The GENDER Platform – Management & Governance	Gender Platform;Strategic Leadership and Management Team	The Platform's Director, three Module leads, a communications specialist, a science officer, a global engagement and policy specialist, a full-time project manager and administration support	9	Strategic leadership and management Module leaders provide scientific leadership and coordinate the work being done within each of the modules
CGIAR	The GENDER Platform Team	Gender Research Coordinators and Initiatives focal points	Nominated from each CGIAR Center and Initiative respectively to represent it.	28	Guide the Platform's leadership as priorities are set for each of the modules and in ensuring scientific quality.

Stakeholder type	Category	Stakeholder Group	Composition	N	Role
CGIAR	The GENDER Platform Team	Gender Researchers	CGIAR researchers working of Gender	100 (TBC)	The Platform depends on Gender Researchers to add value to the gender research of CGIAR
CGIAR	CGIAR All Staff	CGIAR All Staff	CGIAR staff	TBC	User group – the Platform's products, resources, tools.
Non-CGIAR	Partners	NARES	TBC	TBC	TBC
Non-CGIAR	Partners	AWARD	TBC	TBC	TBC
Non-CGIAR	Partners	GREAT	TBC	TBC	TBC
Non-CGIAR	Partners – Multi-lateral Organizations	FAO	TBC	TBC	TBC
Non-CGIAR	Partners	UN Women	TBC	TBC	TBC
Non-CGIAR	Partners – CSOs	Africa Group of Negotiators Expert Support (AGNES)	TBC	TBC	TBC

Annex 4: GENDER Platform Evaluation Team Profiles

Evaluation Team Leader	Donna Podems
Professor Podems is a researcher and evaluator with more than 23 years' experience. She holds a doctorate in interdisciplinary studies focused on Program Evaluation and Organizational Development. She is an Associate Professor at Michigan State University where she teaches Research Theory and Stellenbosch University where she sits in the Center for Research and Science Technology. Her research focuses mainly on gender and feminist poverty interventions which often links to researching programs situated in the environment, agriculture, and education sectors. Her scientific research has resulted in publishing multiple papers, books chapters, books and journal articles. Further, Dr. Podems serves on the editorial board of the American Journal of Evaluation. She is a former National Board Member for the American Evaluation Association (AEA), the National Board Member for the South African Monitoring and Evaluation Association (SAMEA), and currently serves on an international evaluation Board and the International Evaluation Academy. Dr. Podems has worked with multiple organizations, such as various UN organizations, SIDA, DFID, USAID, the World Bank, the Gates Foundation, and the CGIAR. For example, for the CGIAR in 2020, Dr Podems served as the evaluation team lead to assess to what extent WHEAT (1) delivered quality of science, and (2) demonstrated effectiveness in relation to its own Theories of Change (ToC). Some of her relevant feminist and gender focused field work in the last few years includes reviewing the World Bank Gender Policy, serving as the Senior MEL Advisor for the Urgent African Fund, serving as the methodology advisor for the Global Affairs Canada for their global feminist evaluation, and she is currently evaluating a global program that examines the global backlash against the feminist movement.	

Subject Matter Expert	Lydia Mbevi
Lydia Mbevi has more than 19 years of experience as a gender equality and social inclusion expert in agricultural development, humanitarian assistance, and livelihoods. Lydia has provided support to projects and clients in Kenya, Uganda, Tanzania, Ethiopia, Zambia, South Sudan, Rwanda, Liberia, Sierra Leone, Mozambique, Nigeria, Lesotho, Afghanistan, Kyrgyzstan, and the Philippines. Her main role is using an integrated approach to transform opportunities for women, youth and other marginalized populations is realized in different projects. She also mentors and coaches project gender and social inclusion specialists to ensure that they have skills and tools to provide technical support to their teams. Lydia works with private sector organizations to ensure inclusive agricultural market systems. She also provides technical expertise on climate resilient agriculture. Lydia has a Masters in Gender and Development.	

Subject Matter Expert	Catherine (Katie) Highet
Catherine is a gender and digital development specialist with over 12 years of experience working on women's economic empowerment initiatives, with FHI 360, the GSMA, IREX, UN Women, and other partners. She has particular interest and experience in using digital financial services to improve rural women's livelihoods and currently works with the World Bank Group, on several programs in this space. She recently served as an external peer reviewer for the evaluation of CGIAR's Platform for Big Data in Agriculture.	

Subject Matter Expert	Tanya Stathers

Dr Tanya Stathers, Professor of Sustainable Agri-food and Postharvest Systems and Practice at the Natural Resources Institute (NRI), University of Greenwich, UK.

Tanya's research has focused on supporting sustainable agri-food systems across sub-Saharan Africa, with particular emphasis on the reduction of and quantification of food losses at and after harvest. She has worked within transdisciplinary teams on deepening understanding of a broad range of agricultural development issues including: urbanizing food systems, rural-urban interdependencies, drivers of food choice, agricultural adaptation to climate change, innovative finance, seed systems, agricultural innovation systems, experiential and multi-stakeholder social-learning processes, poverty impacts of market certification standards, gender and diversity aspects of agri-food systems, as well as field and laboratory research trials into pre and postharvest constraints across a variety of tropical grain, root and tuber, and tree crops. She has lived and worked long-term in Tanzania, Kenya and Papua New Guinea. She has evaluated and monitored projects and reviewed proposals for the EU, DFID, CGIAR and philanthropic organizations, and led systematic evidence syntheses and meta-analyses. She has also co-developed several hands-on agricultural training programs, and teaches and co-supervises postgraduate students registered at African and UK universities.

Subject Matter Expert	Lora Forsythe

Lora Forsythe is Associate Professor of Gender, Inequalities and Food systems at the Natural Resources, University of Greenwich. Lora leads the Gender and Social Difference Research Group and is a specialist in social inequalities in the context of agriculture, food systems and natural resource-based livelihoods. Lora has expertise in gender-based violence and food systems; vulnerability and adaptive capacity to climate change; land and natural resources rights, management and governance; food and nutrition security; agricultural livelihoods and market participation, and food cultures. She is a mixed-method interdisciplinary researcher with experience in high-level policy-oriented research, with competencies in in-depth, survey and longitudinal interviewing; case studies; participatory action research; research co-design; capacity strengthening, and monitoring, evaluation, learning (MEL) and impact methodologies.

Evaluation Analysts

Elizabeth (Lizzy) Sweitzer

Elizabeth is a Monitoring and Evaluation Specialist with over 7 years' experience in measuring performance of international development programs and research programs across private, public, and social sectors. She is a certified Project Management Professional, a former Fulbright Fellow to Brazil, and has 4 years of experience with the CGIAR. She has lived and worked for ~4 years in Latin America, is fluent in English, Spanish and Portuguese. She possesses a Masters of Public Administration with a focus in International Agricultural Development from Cornell University.

Samriti Maharjan

Samriti has 4 years of experience working on Gender Equality, Research and Evaluation. She worked as Junior Consultant to support the "Real-Time Evaluation of Gender Integration in the UNICEF COVID-19 Response in South Asia". She has supported conducting quantitative and qualitative research and drafting evaluation reports. Further, she has gained knowledge on Gender Equality, Women Empowerment and Social Inclusion while doing Internships in UNICEF South Asia and UN Women Nepal. Further, she has Master's degree in International Cooperation and Development from Nepal. She has also won Cooperating and Development Network Grant 2021/2022 to conduct her Master's thesis in "Socio-Economic Impacts of COVID-19 on Healthcare Workers in Kathmandu Based Hospital".

Annex 5: Terms of Reference for the Evaluation

A5.1 Rationale and Background

Gender equality and social inclusion are at the forefront of the 2030 global development agenda. They are included as one of the 17 Sustainable Development Goals (SDGs) and permeate the 169 targets. Gender equality is a critical lever and precondition for CGIAR to achieve its mission of delivering science and innovation that advance the transformation of food, land, and water systems in a climate crisis. Closing the gender gap will enable people, especially women, to better nourish their families and access interventions for improved food systems.

CGIAR has undertaken long-standing research and activities related to gender. Its efforts required consolidation and integration. The 2019 CGIAR Multilateral Organization Performance Assessment Network (MOPAN)'s assessment noted that CGIAR's gender work was fragmented with "pockets of good practice." The MOPAN report stressed the need to integrate an evidence-informed gender analytical lens across CGIAR's research and workplaces. Before the MOPAN assessment, the 2017 evaluation of CGIAR gender in research indicated variability in mainstreaming gender across the CGIAR Research Programs (CRPs), with some CRPs and flagships outperforming others. The evaluation emphasized the need for clearer prioritization of investments in gender research, and more focused efforts at integrating gender in research.[42]

In 2019, to address these needs in research programs, CGIAR issued a call for proposals to host an gender platform. In November 2019, the System Council awarded the platform to the Generating Evidence and New Directions for Equitable Results (GENDER) proposal. The GENDER Platform aims to "catalyze targeted research on gender equality in agriculture and effectively collaborate with decision-makers to achieve a new normal: a world in which gender equality drives a transformation towards equitable, sustainable, productive and climate-resilient food systems." Launched in January 2020, the GENDER Platform parlayed a wealth of research and learning generated by the CGIAR Gender Network and the Collaborative Platform for Gender Research (2011–2019). The GENDER Platform supports all CGIAR Research Centers and CGIAR Initiatives and until the end of 2020, it supported all CGIAR Research Programs and CGIAR Platforms. 2020 marked its first operational year with the director coming on board full-time in June 2020. It was also the first year where progress was reported in the development of tools, and mapping of evidence gaps. With the start of One CGIAR, the GENDER Platform has been instrumental in providing technical resources, support, and advice on gender in designing CGIAR Research Initiatives.[43] It also led the development of CGIAR's new gender Initiative, Harnessing Equality for Resilience in the Agrifood System (HER+).

In light of the transition to One CGIAR and the CGIAR 2030 Research and Innovation Strategy, the CGIAR Platforms on Big Data in Agriculture (Big Data) and Excellence in Breeding were phased out in 2021 or channeled into related Initiatives starting March 2022. Taking a different route, the GENDER Platform followed an extended pathway.[44]

The CGIAR 2030 Research and Innovation Strategy identified five SDG-focused impact area Platforms via which CGIAR research and innovations aim to achieve 'positive measurable benefits' and 'transformative change;' one of these impact Platforms is gender equality, youth, and social inclusion.[45]Consequently, the GENDER platform (2020-21) is evolving to encompass a larger vision as the Impact Area Platform for Gender Equality, Youth, and Social Inclusion (2022 – 2030).

To achieve their ambitious objectives, evaluative evidence and learning from this evaluation will contribute to the coherent and effective construction and operation of nascent impact area platforms: considering what worked and did not work from previous CGIAR platforms, if the same operating modalities are applied, what can still work, and why? Thus, this evaluation is

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[42] https://iaes.cgiar.org/sites/default/files/pdf/REPORT-CGIAR-Gender-in-Research-Vol-I-1.pdf
[43] https://gender.cgiar.org/publications-data/cgiar-gender-platform-annual-report-2021
[44] CGIAR's IAES coordinated evaluations of two of the now phased-out Platforms: Big Data in Agriculture and Excellence in Breeding.
[45] These impact areas were identified as the avenues through which CGIAR will contribute to collective globaltargets for the transformation of food, land, and water systems across local, regional, and global levels.

both formative and summative. It focuses on the GENDER Platform (2020-2022), connecting the dots with two recent platform evaluations (Excellence in Breeding and Big Data), and other relevant evaluations, while looking towards the future operation of an Impact Platform for Gender Equality, Youth, and Social Inclusion.

The evaluation aims (1) to assess the progress made by the GENDER Platform towards the achievement of GENDER Platform outputs and other planned results, (2) to document lessons and good practices in Platform operation, and (3) to provide forward-looking recommendations for the Gender Equality, Youth, and Social Inclusion Impact Platform. Further, alongside the two other Platform evaluations (2021, 2022), this third platform evaluation will provide fit-for-purpose learning to inform the development of new Impact Area Platforms.

A5.2 Purpose, Scope, Users

Consistent with IAES mandate, the independent external evaluation will contribute towards institutional learning and provide evidence for steering and accountability for CGIAR to deliver on impact areas for gender equality, youth, and social inclusion. Its scope will focus on the work of the GENDER Platform (Jan. 2020 – Oct 2022), and draw from insights from previous evaluations, especially of the CGIAR Excellence in Breeding and Big Data platforms. The exercise will identify good practices and lessons upon which the Gender Equality, Youth, and Social Inclusion Impact Area Platform and other new impact area platforms can build. There are three targeted **users of the evaluation**:

- **The GENDER Platform**. The first group is the GENDER Platform and those responsible for expanding its mandate. The evaluation will support evidence-based decision-making that informs the GENDER Platform's expansion and supports it to be cutting edge and fit for purpose.
- **CGIAR System-wide users.** The second group is the CGIAR System Board and those in CGIAR responsible for implementing the CGIAR's Impact Area Platforms and other system-wide users.[46] The evaluation is more focused on lessons and aims to provide findings that can inform the new CGIAR Impact Area Platforms more broadly.[47]
- **CGIAR System Council.** The third group is the System Council of CGIAR. This group is interested in the higher-level findings for both accountability and learning, therefore the evaluation will aim to provide succinct information on the GENDER Platform's successes and challenges.

A5.3 Evaluation Objectives and Criteria with Key Evaluation Questions

The three primary evaluation user groups have specific, and sometimes nuanced evaluation needs. Consistent with the evaluation objectives, the evaluation will aim to collect, analyze, and present the information to meet the diverse needs along the evaluation criteria (Evaluation Policy, 2022). The evaluation will focus on the GENDER Platform's design and implementation exploring its relevance, effectiveness, efficiency, coherence, and sustainability. A5.3 presents the Key Evaluation Questions.

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[46] CGIAR System-wide users (and other stakeholders) will be mapped during the stakeholder analysis in the inception phase, and will include key stakeholders e.g in the systems transformation science group, Portfolio Performance Unit (PPU), Project Coordination Unit (PCU) et al.. The systems transformation group has been engaged in design of key evaluation questions to ensure learning from this evaluation for design and roll-out of other impact platforms. An appropriate sampling strategy will be explicated in the evaluation design matrix annexed to the inception report.

[47] To address that objective, the Gender Platform will serve as the case study. Additional document reviews of previously evaluated platforms and evidence feeding from the 2021 decadal synthesis will provide additional insight.

Table A5.3. Key Evaluation Questions by Evaluation Criteria

CGIAR Evaluation Criteria[48]	Key Evaluation Questions[49]
A. Relevance (The extent to which the Platform's objectives and design respond to the needs, policies, and priorities of users/clients and global, regional, and country partners/institutions and continue to do so if circumstances change. Consistent with the Quality of Research for Development [QoR4D] framework, attention is given to the importance, significance, and usefulness of the work implemented in the problem context, associated with CGIAR's capacity to address the problems).	1. How did the GENDER Platform support CGIAR's continued relevance to deliver on gender equality?
B. Effectiveness (The extent to which the intervention achieved, and/or is expected to achieve, its objectives, and its results, including any differential results across subgroups of users/clients. Consistent with the QoR4D framework and in the CGIAR context, this criterion considers the extent to which research is positioned for use and has generated knowledge, products, and services with high potential to address a problem and contribute to innovations, outcomes, and impacts)	2. To what extent did the GENDER Platform achieve progress toward intended outcomes? 3. Across the GENDER Platform, what strategies, internal and external mechanisms (e.g. processes for allocating resources, overall decision-making structure, frequency of meetings among management team), and factors contributed to, or inhibited, timely and cost-effective achievement of outputs and outcomes, intended and unintended?
C. Efficiency (The extent to which the intervention delivers, or is likely to deliver, results in an economical and timely way – that is, the overall use of resources. 'Economical' refers to the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes, and impacts in the most cost-effective way possible compared with feasible alternatives in the context).	4. How did allocation of resources (such as funds, human resources, time, expertise) support the achievement of GENDER Platform outputs and outcomes?
D. Coherence (The compatibility of the intervention with other interventions in a country or a sector or within CGIAR; its overall fit. Internal coherence addresses the synergies and interlinkages between the intervention and other interventions carried out within CGIAR).	5. How has the research, evidence, and capacity agenda of the GENDER Platform complemented and strengthened related gender-focused work in CGIAR, including the new Initiatives? 6. How has the GENDER Platform filled a gap and/or engaged in vital linkages among key external organizations and relevant policy discourses?
E. Sustainability and Learning The extent to which the net benefits of the intervention continue or are likely to continue. This criterion focuses on the continuation of benefits, not on external funding, and highlights the multidimensional nature of sustainability).	7. What learning mechanisms have been built into the GENDER Platform and its strategy to facilitate the potential sustainability of positive gender outcomes?

Source: IAES

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[48] In line with the CGIAR evaluation policy (2022), "decisions on which evaluation criteria are the most appropriate depend on the evaluation objective and the overall context." Like the other two Platform evaluations, and after extensive consultation with the evaluand, a deliberate decision was made not to use an explicit quality of science (QoS) criterion based on the objectives of the GENDER Platform. Unlike CRPs, the three CGIAR Platforms were not tasked with delivering science per se. Sub-questions on selected dimensions of QoS will be integrated as appropriate. For example, under the evidence module, a related inquiry would be made on process and outputs—i.e., what evidence was synthesized in evidence briefs. This approach was framed by final draft of the 'Evaluation Guidelines: Applying the CGIAR Quality of Research for Development Framework to Evaluations', to which the evaluation team was introduced.

[49] See Annex A6.11 for expanded version of the table including sub-questions.

A5.4 Approach and Methodology

The CGIAR Evaluation Framework and Policy (2022) will guide the evaluation design and implementation. As the GENDER Platform followed a theory-led implementation strategy (theories on gender and feminism, power dynamics, agency, gender transformative change, behavioral change etc.), it is fitting that the evaluation should apply a theory-based methodological approach. This evaluation approach, where counterfactuals are not pragmatic, permits the unpacking of complex theory-based interventions, including the assumptions and mechanisms that intervene with the achievement of results. [50]

The evaluation will incorporate feminist, utilization-focused, complexity-responsive, and learning design approaches. By emphasizing user participation throughout the evaluation process, the utilization-focused approach promotes intended use by users. The feminist evaluation approach [51] broadly guides the evaluation with eight feminist principles.

Eight Feminist Evaluation Principles:

1. **Acknowledge** and take into account that **evaluation is a political activity**; an evaluator's personal experiences, perspectives and characteristics come from and lead to a particular political stance.
2. **Frame** gender inequities as one manifestation of social injustice. Discrimination cuts across race, class and culture and is inextricably linked to all three.
3. **Examine** how discrimination based on gender is systematic and structural.
4. **Act** on opportunities to create, advocate and support change, which are considered to be morally and ethically appropriate responses of an engaged feminist evaluator.
5. **Be cognizant** that research methods, institutions and practices are social constructs.
6. **Contextualize** evaluation because knowledge is culturally, socially and temporally contingent. Knowledge should be a resource of and for the people who create, hold, and share it.
7. **Generate** and use knowledge as a powerful resource that serves an explicit or implicit purpose.
8. **Respect** multiple ways of knowing. Some ways are privileged over others.

The CGIAR Evaluation Framework standards and feminist evaluation principles were found to be largely aligned with the six principles guiding the GENDER Platform (per the proposal):

1. *Support:* Support all CRPs, Centers, and Platforms.
2. *Inclusion:* Be inclusive to ensure diverse representation.
3. *Responsiveness:* Ensure that activities under its work packages are responsive and driven by the needs of the CGIAR system and the gender researchers within it.
4. *Value addition:* Add value to work being done in CRPs, Platforms, and Centers.
5. *Transparency and accountability:* Promote transparency and accountability
6. *Reflection and Feedback:* Have regular critical reflections on how the GENDER Platform is functioning to remain relevant and effective.

Furthermore, the following will be considered in analyzing and synthesizing evaluation data:

✓ *Relevant gender analytical framework(s)* – To facilitate a more nuanced assessment of the emerging gender outcomes achieved, relevant gender frameworks such as the Longwe framework, Social relations framework, the Gender at Work, or other relevant frameworks [52] should be considered in analyzing/synthesizing data. These and other relevant frameworks can be consulted by the evaluation to assess the extent to which the GENDER Platform is contributing to changing gender norms.
✓ *Content analysis* – to analyze documents, interviews, group discussions and focus group notes, and qualitative data from the survey to identify emerging common trends, themes, and patterns for each key evaluation question, at all levels of analyses. The emerging issues and trends provide the basis for preliminary observations and evaluation findings.

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[50] Birckmayer, J. D., & Weiss, C. H. (2000). Theory-based evaluation in practice: what do we learn? *Evaluation review*, *24*(4), 407-431.
[51] Podems, 2010; https://www.academia.edu/21946752/Feminist_evaluation_for_nonfeminists_donna_Podems
[52] See link to some of the stated gender frameworks.

✓ *Descriptive statistics* – to interpret quantitative data, in particular financial data, evidence from the survey, download statistics for materials from the platform, Gender listserv membership, and other sources.

Data will be disaggregated by relevant criteria (country, age, sex, etc.)[53] wherever possible. The evaluation team is welcome to use innovative approaches in data collection, analysis, and dissemination (as applicable) throughout the evaluation. The evaluation will be sensitive to fair power relations amongst stakeholders and apply reflexivity, examining the power of evaluation teams and how that influences an evaluation.

A5.5 Considerations and Expected Limitations to the Evaluation

Any evaluation approach has limitations. Understanding of the necessary consideration and expected limitations is grounded in the scoping exercise towards developing this TOR, and the results of the Evaluability Assessment (see Annex 5.2). The following should be considered during the evaluation design implementation, and analysis of results:
- The evaluation design will recognize that the period under evaluation was during a global pandemic and the One CGIAR reform. Based on initial scoping, there is an understanding that the Gender Platform made relevant adjustments in the plans of work and budget (POWBs). These are areas of inquiry during the evaluation and will be considered, in for instance, analyzing fidelity to the Platform's proposal and considering facilitating and inhibiting factors.
- As per consultation with the evaluand, fieldwork is not part of this evaluation: the objective and nature of the Platform work does not require work with farmers themselves and therefore that sort of field work was not within the remit of the evaluation. To formally transition from scoping to inception, travel for the evaluation manager and evaluation team leader to meet face to face with the principals is geared to build rapport with the evaluand and assure a complete understanding of the evaluative exercise. Lessons from the IAES-coordinated lean evaluations and reviews during the COVID pandemic (which afforded no travel) indicate a need for this early-stage face-to-face meeting.
- Priority will be given to virtual interviews and focus group discussions, and a far-reaching online survey.
- Due to the transition to the GENDER Impact Platform and set-up of new CGIAR platforms, the timing of this evaluation is of the essence. A slightly extended timeline would help mitigate for potential accessibility of core evaluation stakeholders and provide real time learning.

These and other considerations and limitations should be elaborated **in the Inception Report** with suggested mitigation strategies.

A5.6 Evaluation Phases and Timing

Evaluations are process-driven and typically divided into phases (see Figure A5.1, consistent with IEA's Guidance). During the preparatory/scoping phase, a Terms of Reference (ToR) document is drafted and finalized by the commissioning evaluation unit (IAES as an executing office of System Council commissioned evaluations), and an evaluation team is identified to conduct the evaluation.

The preparatory/scoping for this evaluation commenced in August 2022; after the Platform informally approached IAES about an evaluation. The evaluation will take place between November 2022 and May 2023 for transmission to the System Council, System Board, and Executive Management in June 2023, after endorsement by the Strategic Impact, Monitoring and Evaluation Committee (SIMEC). See figure A5.1 for the timeline. A precise timeframe for the evaluation and expected deliverables will be further elaborated in the Inception report. This may change depending on the prevailing context and considering the ongoing CGIAR reform.

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[53] To the extent that disability and age-disaggregated data and other characteristics appropriate to the context e.g. ethnicity are available, data analysis and synthesis will be performed at these levels.

Figure A5.1: Evaluation timeline by phases with key activities

AUG - DEC 2022	NOV. 22 - FEB. 23	NOV. 22 - MAR. 23	MARCH - JUNE 23	JUNE 2023 & Onwards
SCOPING	**INCEPTION**	**INQUIRY**	**REPORTING**	**DISSEMINATION & USE**
• Stakeholder Consultation • Process Note • Selection of Evaluation Team • Evaluability Assesment • ToR (Draft and Final)	• Field trip • Briefings • Inception Report (Draft & Final)	• Document Review • Interviews • Survey • Deep Dives • Module Sub-studies • Evidence mining • Data analysis	• Preliminary findings • Validation workshop • Report developement • Draft report • Report Quality Assurance • Report Finalization Process	• Targeted Webinars • Targeted Knowledge Products

(1) Preparatory scoping phase

The scoping for evaluation commenced in August 2022; after the GENDER Platform informally approached IAES about an evaluation. Subsequently, independently the Director of Systems Transformation requested an evaluation to be done as soon as possible. Following the initial joint consultation between the GENDER Platform Director and a representative of the Systems Transformation Science Group, IAES, carried out the following tasks:

- Reviewed key documents, to define the scope and issues surrounding the evaluation.
- Engaged the Evaluation Team Leader early in the process based on lessons from past practice of how to optimize engagements. The Evaluation Team Leader was selected in part based on international renown implementing Utilization Focused and gender-responsive evaluations combined with previous experience in evaluating a 2020 CRP review
- Refined the evaluation questions to meet the needs of the three core user groups (completed)
- Consulted with SIMEC via a process note about the evaluation (4 October 2022)
- Selected and contracted the evaluation team leader and the evaluation team (completed)
- Guided onboarding and engagement by the MEL focal point, critical for the evaluation design and implementation; see key tasks in Annex 5
- Developed the Terms of Reference (ToR) and consulted the ToR with SIMEC and stakeholder groups (SIMEC, Global Science Group Director Systems Transformation, the evaluand).

As per the request of SIMEC, a **joint evaluability assessment** was conducted based on the core parameters of the EA framework in the CGIAR guidelines on conducting an evaluability assessment [2022].[54] The methodology included: (1) self- Evaluability Assessment by the GENDER platform team (2) discussion facilitated by IAES with the GENDER platform team on key parameters for Quality Assurance; and (3) four scoping interviews by IAES. The EA result is highlighted in figure 2 below (see Annex 5.2 for the EA executive summary). **The principles of triangulation and internal coherence** of the GENDER Platform and external IAES perspectives were employed during analysis to build responses against the EA questions, make assessments and identify areas for attention and further inquiry **during the evaluation.** The Evaluability Assessment confirmed the readiness of the evaluand (the GENDER Platform) for evaluation, with selected caveats.

Figure A5.2: Evaluability assessment result: GENDER Platform evaluation (November 2022)

🟢🟡🔴	**Indicator**
Evaluability assessment criteria met	**'Yes' to 11** core questions, with limited caveats
Evaluability assessment criteria partially met	**'Maybe' to 3** with caveats

In response to the EA's findings and conclusions, in proceeding, the evaluation should deploy a

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participatory approach to promote buy-in and learning and ensure a repository of documents to support the evaluation process to meet the evaluation objectives and needs of the three stakeholder groups.

(2) Inception phase

In terms of process, the inception report and its related communication activities culminate the inception phase. The inception phase entails an initial review of existent program documentation, related evaluative evidence, and relevant external literature. In this evaluation, in line with the standard evaluation practice, the development of an inception report will be a co-creative journey among the Gender Platform, IAES, and the evaluation team, coordinated by the evaluation team leader. The inception report sets the basis for the final evaluation report. Equally important, the purpose of an inception report is to help ensure a shared understanding of the evaluation conduct between the commissioner (with its needs represented by SIMEC, executing office (IAES) and the external evaluation team, as well as among key stakeholders. It serves as a roadmap and as a guiding document in the evaluation process for all the stakeholders involved including the evaluation team members themselves and the evaluand, steering proper implementation, monitoring, and mutual quality assurance in all its stages.[55]

The inception report is a standard key output of an evaluation's inception phase focused on the following:[56]
- Refinement of the evaluation questions and sub-questions, elaboration of evaluation methodology including quantitative and qualitative approaches through an **evaluation design matrix**.
- A reconstruction of the intervention logic or theory of change of the GENDER Platform
- **A stakeholder analysis** identifying key stakeholders, including NARES who benefit from other CGIAR research to better understand how GENDER Platform activities impacted their capacity and ability to embrace GENDER products, networks, and channels of communication. This information should be gathered from the GENDER Platform documents and discussion with the team.
- Prioritization of strategic issues of importance for emphasis during the inquiry phase, should they have changed
- **An evaluation report outline** as well as the division of roles and responsibilities between the evaluation team leader and other members of the evaluation team, people to be interviewed identified and possible surveys to be conducted, and a debriefing and reporting timetable.

The cornerstone of the inception report, **the evaluation design matrix,** will be circulated with the evaluand for feedback, with a crucial role to be played by the MEL focal point. The inception report is also circulated with the evaluand for comments and factual corrections. An inception report is not meant to be a conceptual straitjacket, the evaluation methodology and work plan should be adaptive and flexible enough to allow for new and emerging issues throughout the evaluation.

To quality assure the inception report, and other evaluation outputs, IAES's layered QA system will draw from two of its external independent evaluation stakeholder groups: (i) external peer reviewers with relevant expertise, from the IAES/ISDC roster of subject-matter experts (ii) Some members of IAES's Evaluation Reference Group. Both groups will be called up to interrogate the evaluation approach and methodology, enhance the evaluation matrix and review the draft inception report. In terms of validation, IAES will circulated the draft inception report to SIMEC via its secretariat, for comments or broad guidance on the evaluation design matrix – particularly to flag if the sub-questions posed will meet the needs of System Council, being the commissioner of the evaluation. IAES will ensure QA and that the evaluation team incorporates the relevant feedback. The final inception report subsequently represents the contractual basis for the evaluation team's work and deliverables of the evaluation, and it will be published on IAES's website.

(3)   Inquiry, Data Collection and Analysis phase

The inquiry, data collection, and analysis phase are grounded in *the **inception report***. The evaluation team will collect and analyze data and evidence according to the evaluation design matrix detailed in the

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[55] See also blog on IAES's approach to evaluation inception reports.
[56] Example from Big Data evaluation; and IAES blog. Forthcoming is the CGIAR Evaluation Guidelines on Evaluation Inception Report

inception report, complete its analysis, and prepare a preliminary list of findings and conclusions. Data collection will follow mixed methods, leveraging both qualitative and quantitative data from primary and secondary sources to understand operating environments and track contextual and programmatic assumptions.

At a minimum, data collection will comprise:

- *Gender-responsive stakeholder analysis:* including a beneficiary/client typology, analyzing them according to roles – programmatic roles, gender roles, etc. It is expected that a stakeholder analysis will be performed to better understand the evaluand's ecosystem and the uses of the evaluation relative to each stakeholder group.
- *ToC Analysis*: An analysis of the GENDER Platform's ToC (the outgoing GENDER platform and how it dovetails into the overarching Gender equality, youth, and social inclusion Platform) and reconstruction of its intervention logic, will play a central role in the design of the evaluation, in the analysis of the data collected, in the reporting of findings, and the development of conclusions and relevant and actionable recommendations.
- *Synthesis of Evidence:* Contextual framing and system-wide evidence will be offered by evidence mined along the themes of *Gender equality, Youth, and Inclusion* from the two CGIAR Platform evaluations, CGIAR Excellence in Breeding (EiB), Big Data in Agriculture, and from the 2021 decadal synthesis of 43 CGIAR evaluations, along the relevant themes.
- *Electronic Survey:* Online survey of the targeted stakeholders, including but not limited to the Platform's partners, gender research coordinators, gender focal points, and participants of training, leadership and mentorship programs.
- *Document Review:* The evaluation team will analyze the relevant documentation; a component portfolio analysis will be performed by relevant subject matter experts from the evaluation team, this will be differentiated by each module. Relevant gender frameworks will be considered to facilitate a more nuanced assessment.
- *Semi-structured Key informant interviews and Focus Group Discussions* (tentative) with different segments of the stakeholders identified in the stakeholder analysis and mapping[57].
- *Deep dives will likely be conducted in two thematic areas* (i) Internal capacity development in gender research and (ii) External profile – awareness raising and communication- related to the Module 1 study on 'Alliances'. Unlike case studies, which have a specific planned methodology and sampling framework, specific narratives will emerge for deep dives during the data collection within these two thematic areas. The topics for deeps dives will be selected based on one more of the following criteria (1) innovative approach to achieving an outcome, (2) unique story that brings lessons that are relevant to other impact platforms and/or (3) an example that highlights the Gender Platform's role in One CGIAR.

Where required, for relevant methods, an appropriate sampling strategy should be detailed in the inception report. Stakeholder groups to be interviewed would be elaborated during the inception phase and include key Platform partners, the Platform's focal points at all Centers (gender research coordinators) and Initiatives, and users of the Platform. The evaluation team will determine whether to seek additional information and opinions from representatives of any of the external thought partners to the Platform.

Evidence from multiple data sources will be triangulated to ensure transparency and independence of judgment and to minimize bias. To increase credibility, particular value will be placed on the triangulation of the data and solid argumentation of the conclusions and recommendations.

(4)   Reporting phase

In the reporting phase, the evaluation team will develop an evaluation report under the overall responsibility of the team leader. The overall evaluation report will be preceded by and based on the development of the three module component reports, reflecting the Platform set-up. The Module component reports will be shared with Platform director and module leads for optional review. Thereafter, evaluation team will present preliminary cumulative findings by evaluation criteria, to debrief the IAES

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[57] Consistent with the approach and in the two CGIAR platform evaluations, number of key informant interviews is not expected to exceed 70, reflecting results of the stakeholder mapping.

and the Platform Management and seek validation (via a validation workshop), factual corrections, and feedback.[58]

The report will follow CGIAR evaluation reporting guidelines and quality assurance processes. The first reviewer of the draft report will be IAES in line with CGIAR's guidelines on final evaluation report.[59] The evaluation team will be obliged to provide a revised version of the draft report if the quality is not acceptable. If the quality of the draft report is satisfactory (in form and substance), the evaluation manager will circulate it to (i) the GENDER Platform team for comments and factual corrections (ii) external peer reviewers and the evaluation reference group members for review and comments. With the feedback from the relevant stakeholders, the evaluation team will finalize the draft report considering comments according to the team's judgment. A discussion version of the report will be circulated by IAES to SIMEC for acceptance via its secretariat.

(5) Dissemination and Use, and Knowledge Management

The core dissemination and knowledge management around the evaluation would be expected from May 2023 onwards. The evaluation report, the executive summary, the evaluation brief, and other knowledge products along with the management response, will be published on the IAES website. In line with the dissemination and knowledge management strategy to be developed at the inception phase, tailored presentations will be made to targeted stakeholders, and learning events organized with internal and external stakeholders.

A5.7 Evaluation Management, Roles and Responsibilities

The CGIAR System Council as commissioner via IAES takes accountability for the evaluation. In line with the CGIAR Evaluation Framework and Policy (2022), CGIAR management share leadership and mutual responsibility for the conduct and use of evaluation.

A5.8 CGIAR Management Engagement and Response

Consistent with principles and standards in the Evaluation Framework, *utility and use* guide the evaluation engagement with the evaluand, CGIAR management and other key intended users throughout the evaluation design and implementation. To stimulate the uptake of the evaluation results and learning, early management engagement began in the scoping and design phase. Engagement also facilitated reflection on evaluation readiness via the evaluability assessment (Annex 5.) and focused co-development of the priority evaluation questions for user groups. The evaluand's MEL focal point will play a role in facilitating the use of an evaluation.[60]

In line with the CGIAR Evaluation policy, management responses are mandatory for all System Council-commissioned evaluations in CGIAR.[61] In line with the guidelines under development, during the management response phase, IAES will liaise with the GENDER (Impact) Platform Management as well as the Portfolio Performance Unit (PPU) to coordinate the preparation of the management response within a stipulated timeframe.[62] The draft MR will be circulated to SIMEC. Once formally presented to the CGIAR System Council, the management response and evaluation report are considered final and will be published on the IAES website. PPU oversees the procedure for tracking, monitoring and outyear reporting against the implementation of evaluation recommendations.

Towards mutual responsibility, throughout the evaluation, the GENDER Platform's management, MEL and other core focal points (actors) would respond to the Evaluation team's requests: documentation and data, access to partners and staff for engagement with the evaluators, and information on partners and stakeholders. These actors will also be responsible for giving factual feedback on the draft evaluation report, module component reports, and deep dives as required.

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[58] See also CGIAR Guidelines on Evaluation Final Report
[59] Old guidelines on the final evaluation report are currently under revision – IAES to provide final version to the evaluation team when published.
[60] See annex A5.4 on the requested points of Engagement and Tasks for the Evaluand's MEL Focal Point.
[61] The co-development of the Management Engagement and Response guidelines is ongoing at the time of this evaluation.
[62] See also CGIAR Guidelines on Evaluation Engagement and Management Response.

A5.9 IAES Management and Responsibilities

By its mandate, IAES is responsible for planning, initially designing, managing evaluator selection and contracts, initiating, and managing workflows of the evaluation in a way that ensures quality and independence of the evaluation process and evaluation reports, the timely delivery of high quality key outputs, and otherwise to ensure compliance of processes and products with CGIAR Evaluation Framework and Policy (2022). The IAES evaluation manager will ensure transparent and open communication with stakeholders during each of the evaluation phases.

One staff member of IAES/Evaluation Function will be the assigned **evaluation manager**, responsible for (1) selecting, contracting, and convening the evaluation team, (2) contractual arrangements, (3) monitoring and supervision of the evaluation team against agreed terms of reference and contracts, (4) facilitating access to the evaluand so the team may proceed to data collection, (5) coordinating quality assurance and validation, (6) guidance and support on documentation (e.g., required templates; editorial and graphics), and (7) developing knowledge management approach and products. Adequate consultations with evaluation stakeholders will be ensured by the evaluation team and the evaluation manager throughout the process. IAES will facilitate a validation workshop on preliminary findings with core stakeholders.

IAES will follow its layered quality assurance QA system that involves first a peer-to-peer internal review by evaluation team members, a second-level review by IAES, and an external peer review mechanism supported by peer reviewer(s) and the evaluation reference group. All reports will be proofread and copyedited by a native English speaker and formatted by IAES. The IAES Director is ultimately accountable for the work and makes a final determination about the release of the report, advised by the IAES Evaluation Function Lead.

A5.10 Evaluation Team

The evaluation will be conducted by an evaluation team of multidisciplinary experts with substantial subject-matter expertise, including gender-responsive evaluations. Under the oversight, management and guidance by the IAES, they are being commissioned to conduct this independent and external evaluation. The team will comprise seven members drawn from the IAES's standing Subject Matter Expert (SME) and Evaluator roster: One (1) Evaluation team leader-Evaluator; four (4) SMEs with strong expertise differentiated across the relevant themes: (a) digital capacity development ecosystems and alliances, (b) gender evidence and methods in the context of agricultural research for development, and (c) gender and development. The team will be supported by two mid-level evaluation analysts (consultant) for data collection, analysis, and knowledge management. The evaluation team will conduct the evaluation in conformity with the CGIAR Evaluation Framework and Policy. Each evaluation team member is carefully vetted for any conflicts of interest (COI).

The **Evaluation Team Leader** has final responsibility for the evaluation report deliverable to IAES and all findings and recommendations, subject to adherence to CGIAR Evaluation Framework and Policy. The primary responsibilities of the team leader will be:

- Technical input into evaluation Terms of Reference
- Elaborating and setting out the methodology and approach in the **Inception report**
- Guiding and managing the evaluation team during the evaluation phases
- Overseeing the preparation of, and quality-assuring, data collection outputs by other members of the team
- Consolidating team members' inputs to the evaluation products (inception report, deep dives, module component studies as needed, and the evaluation report)
- Convening the team towards a jointly authored and agreed set of findings and recommendations
- Where necessary, representing the evaluation team in meetings with stakeholders
- Delivering the inception report, draft, and final evaluation reports. Ultimately, the team leader is responsible for ensuring the quality, consistency, and soundness of all evaluation deliverables to IAES.
- Should incidents arise at any stage of the evaluation, the team leader must immediately report the same to the evaluation manager. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated in these terms of reference.

The **team leader** will have a minimum of 20 years of experience in evaluation, with extensive experience in conducting gender-responsive and feminist evaluations and with demonstrated experience working on gender equality, youth, and social inclusion issues globally. The team leader must have experience in leading teams, excellent analytical, synthesis and communication skills (written and verbal), and demonstrated skills in mixed qualitative and quantitative data collection and analysis techniques. The team leader will manage the team of three subject-matter experts and an evaluation analyst with the following qualifications:

- At least a master's degree in social sciences or a related field
- Extensive expertise, knowledge, and experience in the field of evaluation of development programs
- Proven experience in working with international agricultural research for development organizations
- Experience in program formulation, monitoring, and evaluation
- Experience in designing, developing, implementing, and evaluating technology-assisted projects
- Skills in high-quality analysis, reporting in English, and time management for timely deliverables submission
- Proven experience coordinating program activities with governmental, nongovernmental, and private-sector partners.

All the evaluation team members are responsible for contributing to the deliverables in the evaluation timeline, to be organized by the team leader, these include but are not limited to:

- An inception report in a template provided by IAES
- Quality and timely inputs into module reports and deep dives; to be elaborated upon in the Inception report
- A brief presentation of preliminary findings for validation by the Platform management and IAES in a template provided by IAES
- Draft evaluation report, N.B IAES will provide a template for the draft and final reports
- A final evaluation report following the report template with a maximum of 25 pages (excluding executive summary), and written in plain English in line with IAES's style guide
- A 2-3 page executive summary, and a set of annexes with additional information to justify and supplement the main body of the report
- Blog and other knowledge management/dissemination material
- PowerPoint presentations covering the main points of the evaluation, including purpose, methods, findings, conclusions, recommendations, and additional notes relevant to the evaluation. IAES will provide the relevant templates.

Another interim product: brief updates to the evaluation manager every two weeks.

All deliverables that will be published on the IAES website are subject to proof reading revision by an editor engaged by IAES.

A5.11 Evaluation Deliverables, Knowledge Management and Dissemination

The inception report: the inception report, which builds on the terms of reference for the evaluation, outlines the evaluation team's proposed approach to the main phase of the evaluation. Following the CGIAR guidelines on evaluability assessments, it will explicate and integrate an evaluability assessment of the GENDER Platform as an integrated part of the inception phase as well as (i) elaborate the scope and focus of the evaluation; (ii) develop the methodological tools for gathering evidence; (iii) provide a detailed evaluation matrix, clarifying the analytical frameworks to be used by the evaluation; and (iv) provide a detailed work plan for the evaluation in line with CGIAR Guidelines on Evaluation Inception Report.[63]

The draft evaluation report: the main output of this evaluation will be in line with CGIAR's guidelines on the evaluation final report and aligned with IAES's style guide. It will describe findings and conclusions, based on the evidence collected in the evaluation framework defined in the inception report, and make recommendations logically following the conclusions. The recommendations will be evidence-

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[63] See CGIAR Guidelines on Evaluation Inception Report

based, relevant, focused, clearly formulated, and actionable. They will be prioritized and addressed to the different stakeholders responsible for their implementation. The main findings and recommendations will be summarized in an executive summary. The main report should be concise (no longer than 25 pages – excluding the Executive Summary and Annexes) and written in plain English. The deep dives and three module component study reports will be annexed to the report. The evaluation team will be expected to produce a three-page brief of key findings and lessons, following a template provided by IAES. [64]

Review and finalization of the evaluation report: the evaluation team will submit a draft report by email to the evaluation manager in electronic editable form (MS Word) aligned with IAES's style guide. The evaluation report will follow a standardized structure and template to be provided by IAES. Upon the acceptance of a draft of adequate quality, IAES will share this first draft report with a team of (I) external peer reviewers with relevant expertise called up from IAES's vetted roster and (ii) Some members of IAES's evaluation reference group. The first draft report will also be shared with the Platform team for their review and comments- for any errors of fact and to highlight the significance of any such errors in any conclusions. The evaluation team will integrate the collective feedback received into a discussion version of the report which will be professionally copy-edited. Subsequently, the discussion version will be presented to SIMEC for acceptance. With the feedback of SIMEC integrated, the discussion version of the report will be presented to System Council for their endorsement. The final evaluation report will be published on the IAES's website.

Presentations: The team leader and evaluation team, where necessary, will present the evaluation results to targeted audiences via various communication channels upon request by the IAES evaluation manager.

A5.12 Contract and Payment

CGIAR's IAES is hosted by CGIAR System Organization through an arrangement with the Alliance of Bioversity International and CIAT at its offices in Rome, Italy. Contracting will be carried out by its hosting entities and under their name on behalf of the IAES/Evaluation Function. The members of the evaluation team are expected to abide by the Conflict-of-Interest policy of the IAES and must maintain independence in fact and appearance from the Gender Platform throughout the assignment. Each evaluation team member must complete and return declarations interest and their understanding and compliance with the policies of the IAES and its host institutions. All contracting fees and conditions will be administered in line with the approved policy for consultants. Confidentiality and non-disclosure provisions are covered in these contracts. All collected data must be anonymized and kept within the IAES SharePoint repository; informants should be duly notified to adhere to ethical evaluation principles.

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[64] See CGIAR Guidelines on Final Evaluation Report

Table Annex 5.1: Evaluation Questions and Sub-questions by Evaluation Criteria (original)

CGIAR Evaluation Criteria	Key Evaluation Questions	Sub-Questions [65]
A. Relevance	1) How did the Platform support CGIAR's continued relevance to deliver on gender equality?	i. How did the GENDER Platform's objectives meet CGIAR's needs? What does CGIAR consider significant about the platform? How did its design meet CGIAR's needs? What, if anything, needs to change, and how, to meet the CGIAR and the Platform's new expectations for the expanded platform? ii. How did the GENDER Platform's objectives meet the gender researcher's needs? What do CGIAR gender researchers consider significant about the platform? How did its design meet their needs? What, if anything, needs to change, and how, to meet the Gender researchers and the Platform's new expectations for the expanded Platform? iii. How did the GENDER Platforms' objectives meet partners' and funder's needs? What do partners and funders consider significant about the Platform? What, if anything, needs to change, and how, to meet the CGIAR and the Platform's new expectations for the expanded platform? *iv.* How did the GENDER Platform's activities and outputs (research, evidence, and capacity building) respond to evolving "target users" needs in the face of megatrends and grand challenges?
B. Effectiveness	2) To what extent did the (GENDER) Platform achieve progress toward intended outcomes?	i. To what extent has the Platform increased the visibility of CGIAR gender research within CGIAR and beyond? ii. To what extent has the Platform been able to support quality of gender research coming out of the CGIAR? iii. To what extent has the Platform increased use/uptake of CGIAR gender research? iv. To what extent has the Platform been able to fulfill its identified role of meeting gender evidence and research gaps not done at center level, or fulfill that role by leveraging work by co-funding research? v. How effective has the Platform been in building capacities and partnerships supporting gender integration and gender transformative research for CGIAR and its partner organizations? vi. To what extent has the Platform followed or strengthened research ethics and good practice in its own portfolio? vii. How do the gender platform outputs contribute to advancing social and gender equality research?
	3) Across the GENDER Platform, what strategies, internal and external mechanisms (e.g. processes for allocating resources, overall decision-making structure, frequency of meetings among management team) and factors contributed to, or inhibited, timely and cost-effective achievement of outputs and	i. What were the Platform-specific (if any) enabling factors and constraints? ii. What were the Center-specific enabling factors and constraints? iii. What were CGIAR-system-wide enabling factors and constraints?

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[65] The sub-questions remain broad. The inception phase will allow to narrow down and subsequent Inception Report will provide more specificity on the questions. For example, for EQ 1.1 and 1.2, it would dig deeper, which objectives? In what way were needs met? Whose needs were met, and whose were not? What needs to change, and how?

CGIAR Evaluation Criteria	Key Evaluation Questions	Sub-Questions [65]
		outcomes, intended and unintended?	
F. Efficiency	4) How did allocation of resources (such as funds, human resources, time, expertise) support the achievement of GENDER Platform outputs and outcomes?	i. What were the enabling factors and constraints from partnership with non-CGIAR actors (country governments, NARES, etc.,) that contributed or inhibited timely and cost-effective achievement of outputs and outcomes? i. How have the Platform's grant-making mechanisms supported results? i. How does the GENDER Platform identify and set its <u>priorities for Research and Development</u>? How could this be done differently, if at all? *To be elaborated in the evaluation design matrix and, subsequently, Inception report.*
G. Coherence	5) How has the research, evidence and capacity agenda of the Platform complemented and strengthened related gender focused work in CGIAR, including the new Initiatives?	i. What were the gaps in the Platform's agenda (strategy), and what needs improvement? ii. How do CGIAR gender and non-gender researchers use (or not) (Gender) tools and methods to guide their work? *To be further elaborated in the evaluation design matrix and, subsequently, Inception report.*
	6) How has the Platform filled a gap and/or engaged in vital linkages among key external organizations and relevant policy discourses?	*To be elaborated in the evaluation design matrix and, subsequently, Inception report.*
E. Sustainability and Learning	7) What learning mechanisms have been built into the Platform and its strategy to facilitate the potential sustainability of positive gender outcomes?	i. Describe the mechanisms that have supported (1) pathways to gender outcomes and (2) results of the gender platform (results) that are likely sustainable? *To be further elaborated in the evaluation design matrix and, subsequently, Inception report.*

Annex 5.2: Evaluability Assessment – Executive Summary

To operationalize the 'evaluability' principle, and in line with other relevant standards and principles, the IAES recently launched Conducting and Using Evaluability Assessments In CGIAR: CGIAR Evaluation Guidelines.

As per SIMEC's request (October 2022), an Evaluability Assessment (EA) was conducted for the evaluation of the GENDER Platform, to assure them of its readiness for the independent external evaluation by IAES, given that it formally completed its first year in 2021. An evaluability assessment served as a pre-evaluation tool, which allowed the presence and status of key MELIA components related to performance to be checked.

The specific objectives of the evaluability assessment of the GENDER Platform were to:

- Clarify the feasibility and scope, and thus ensure a cost-effective and timely evaluation
- Provide a reflective learning process on the importance of MEL-related inputs for the evaluative process
- Enable consensus building among the core stakeholders, i.e., GENDER Platform management and funders, to manage expectations of what an evaluation will produce
- Inform evaluation design and solidify lines of inquiry; i.e., evaluation criteria and ToR
- Map and identify the availability of additional documentation for evaluation
- Ensure alignment with the Evaluation Framework's standards
- Provide management evidence to advocate for necessary MEL resourcing and capacity.

Methodology

The overall EA approach was collaborative and learning-focused. In line with the objectives and the estimated timing of the GENDER Platform evaluation, the EA was guided by a core analytic framework. The fourteen questions were answered across the following five assessment domains: 1) Intervention logic; 2) MEL systems and resources; 3) Gender diversity and inclusion; 4) Context and environment; 5) Management and stakeholder engagement and response. The EA exercise took one week, including integration into the evaluation TOR.

The EA was jointly carried out by the GENDER Platform team, with facilitation and Quality Assurance (QA) from IAES, and included:

- Self- Evaluability Assessment was conducted the GENDER platform team, including the Director, Consultant - Program Management Specialist, and the MEL focal point.
- IAES facilitated a reflection discussion on the self-assessment document, to clarify selected questions and the information that is required for an evaluation.
- IAES conducted four (4) scoping interviews towards EA: two with CGIAR donors; and two with internal CGIAR stakeholders of the GENDER platform, one being a module lead.

The principles of triangulation and internal coherence of the GENDER Platform and external IAES perspectives were employed during analysis to build responses against the EA questions, make assessments and identify areas for attention and further inquiry **during the evaluation**. Limitations of the exercise were associated with the newness of the MEL expert to the GENDER Platform, and the newness of Evaluability Assessment in the CGIAR context. Given that the EA was conducted as part of evaluation scoping, it was also a challenge to guide consultations away from evaluation-oriented issues of achievements and challenges to evaluability-related questions of data and systems for monitoring; and the larger context of CGIAR reform.

Findings and conclusions

The EA results show readiness of the evaluand (the GENDER platform) for evaluation. More specifically:

A. Across the 5 domains, 11 out of 14 questions were assessed as Yes/green; and 3 questions were assessed 'May be'/orange. Three 'May be'/orange ratings related to the quality of indicators, data disaggregation, and accessibility – with caveats, to be considered in the evaluation design and data collection (Figure 2 and Table A1).
B. Across the 14 responses the following overarching needs were identified:
    - To strengthen the capacity on understanding and use of the EA
    - To explicate key MEL-related and broader inputs and processes, for a common understanding i.e., records of and typology of partners of the GENDER platform

- To enhance understanding of the CGIAR Evaluation criteria as per the CGIAR Evaluation Framework and Policy, aligned to the QoR4D framework. This evaluation does not cover the evaluation of the QoS criteria based on scoping exercise.
- Further inquiry and recommendations related to TOC revision, the profile of a full-time MEL expert, and guidance on how to more specifically monitor continued comparative – in response to specific requests from the Platform.

C. The EA process encouraged reflection by the GENDER Platform and learning by IAES on the utility of the tool; towards assuring the cost-effective and smooth design and implementation of the evaluation.

Table A5.2 GENDER Platform – EA results and recommendations

Core Evaluability Domains and Assessment Criteria; by Key findings	Cumulative Rating based on joint assessment	Follow-up needed/ inquiry integrated into the evaluation design/limitation noted
A. Intervention logic: To be evaluable, an intervention must clearly describe what it hopes to achieve and how. Intervention logic represents the overall logical integrity of the intervention and should be supported by a robust ToC and a body of evidence that lends credibility/plausibility to the ToC.		
1. **Theory of change:** A clear logic across the proposal's narrative in relation to figures and annexes diagrams and frameworks, including a ToC and a result framework impact pathway linked to indicators.	Y	Theory-based evaluation approach.
2. **Quality and quantity of evidence base:** 'Final' Annual report (AR2022) includes relevant summaries, evidence, and the GENDER Platform website and newsletter cover relevant deliverables for outputs and outcomes. ToC needs updating and given the expansion context to include youth and other socially disadvantaged groups.	Y	*Eval design and potential learning/ recommendation:* Exploration of how to update ToC due to expansion context to include youth and other socially disadvantaged groups.
3. **Clarity of intervention additionality, comparative advantage[66] , and spheres of control:** Partners as part of the bid and their extended partnerships are the Platform's comparative advantage in terms of experience and expertise. No framework developed to track or measure.	Y	*Potential learning/ recommendation:* guidance by the evaluators on how to more specifically monitor continued comparative advantage.
4. **Feasibility:** Feasibility of the ToCs' causal logic should be framed in the context of funding, the type of funding, and expenditure percentage. The GENDER Platform proposal was developed with a longer-term vision in mind, and so primary outcomes are expected to be reached as far into the future as 2028 and 2030.	Y	*Evaluation design:* Elaborate context, explication under efficiency, and facilitator and inhibitors to implementation.
5. **Complexity:** There are complex relationships as with most CGIAR-wide interventions, especially as gender research has not been taken on board as clearly as with climate change and other platforms. Any guidance on how to enhance the platform's impact within this complex situation would be appreciated.	Y	*Evaluation design and implementation:* Attention to complexity is one of the principles of the Eval Framework. Proper analysis and sampling framework will be used to contextualize and capture.
B. MEL systems and resources: To be evaluable, an intervention must have a credible plan to track its contribution to outcomes. It should reflect a vision of how monitoring & evaluation activities will fulfill accountability, delivery, & learning needs. The MEL system must generate relevant and quality data, most often by an intervention's indicators. A baseline is a necessary starting point against which to assess intervention performance & results.		
6. **Quality of MEL Framework:** The Platform has a results framework, (proposal Annex 2). Each year	Y	*Potential learning/ recommendation*: any suggestions emerging from the

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[66] Towards the development of the related concept note, at the time of finalizing the EA guidelines the following blog was considered https://iaes.cgiar.org/isdc/news/effectively-using-concept-comparative-advantage-within-cgiar

Core Evaluability Domains and Assessment Criteria; by Key findings	Cumulative Rating based on joint assessment	Follow-up needed/ inquiry integrated into the evaluation design/limitation noted
the POWB was developed according to the CGIAR format and reported on using the CGIAR Annual Report format. The development of a MEL plan for the GENDER Platform was to be the first activity of the MEL staff to be hired (as noted in the MELIA section of the AR 2020 and 2021) but that hire has not yet taken place.		evaluation as to whether these documents were sufficient to monitor and assess progress against the results framework.
7. **Information resources and system in support of MEL:** The designated MEL person is recruited for 50 days specifically for the entire evaluation. A 2021 round of recruitment was unsuccessful, and a second round is starting up, advice on the type of person and role would be appreciated	Y	*Potential learning/recommendation*: IAES advised to recruit a designated person (not an FTE) based on needs identified during the two Platform evaluations. The evaluand further requests to prioritize MEL and advice on the type and role of the person to be recruited for the Platform.
8. **Quality of indicators or other measures:** Annual Reports were generated from MARLO Data entry. The results framework includes indicators, which the evaluators should review and consider, taking into account that many of the outputs are intended to be achieved in the years to come, far beyond the period of this evaluation.	May be	*Eval design:* In the M&E continuum assessing pathway form outputs to impacts along the TOC is key. Uptake and quality of selected outputs would be subject to inquiry: relevance for example.
9. **Quality of Baseline:** Doing research through grants for partners should follow those gaps for example. The narrative of the proposal describes gaps to be identified by the Platform, in terms of evidence (module 1), methods and tools (module 2), and capacity needs (module 3). Documented reviews of these needs and gaps can be considered as baselines in each area.	Y	*Eval design:* Module-specific baseline documents exist; to be considered in interview guides and online survey design for comparability and measurement[67]. The quality of baselines is subject to inquiry during an evaluation.
C. Gender, diversity, and inclusion: The CGIAR is committed to the inclusion of women, youth, and socially excluded and vulnerable groups.		
10. **Clarity of partners and end-user groups:** Partners are defined in the proposal, with new partners also added each year in the annual reports, listed in two tables (CGIAR and non-CGIAR partners)	Y	*Eval design/implementation:* Typology is not clear, related to the Platform's comparative advantage and value – added to internal and internal partners and stakeholders.
11. **Data disaggregation (sex, youth, other):** Related to largely sex-disaggregated data, one of the roles of the Platform is to foster an environment where gender is a high priority and therefore the disaggregation of data by gender would be the norm across the whole CGIAR. This question does not seem as relevant for the Gender Platform itself but for example, where training has taken place, numbers of male/female participants will be identified.	May be	*Eval design:* Availability of sex-disaggregated data to be established, as well as other relevant dimensions of data measurements around representation and inclusion, i.e., in partnerships.
E. Context and environment: To be evaluable, an intervention must be accessible to evaluators.		
12. **Accessibility:** The availability assessment will take longer then by Nov 4 and we would like to reach out with the final ToR and possibly **other** explanatory document to make the discussions fruitful. Otherwise online as needed by agreed and realistic deadlines. Before the evaluation officially	May be	*Eval design:* The timing of evaluation considered for in-person with remote interviews, to enhance accessibility of stakeholders. Due to the set-up of new platforms, and considering Christmas break, evaluation timing is of the essence.

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[67] Unlike CRPs, all CGIAR Platforms were not subject to the same and formal baseline requirements. Responsive to the context, acknowledgement of the existing baselines is warranted for each of the 3 modules.

Core Evaluability Domains and Assessment Criteria; by Key findings	Cumulative Rating based on joint assessment	Follow-up needed/ inquiry integrated into the evaluation design/limitation noted
starts to schedule accordingly with sufficient time for organization provided.		It will be considered as a limitation, with mitigation being a slightly extended data collection timeline.
F. Management and key stakeholder engagement and support: To be evaluable, management and stakeholders must be active participants in the evaluation process.		
13. **Return to management and other key stakeholders:** Evaluation criteria and key questions address the issues of importance to stakeholders. The criteria of relevance, effectiveness, efficiency, and sustainability portrayed through the questions is being reviewed for a final version. It is understood that QoR4D criteria as a global component with very specific definitions will not be part of the evaluation criteria but rather some partial terminology (relevance and effectiveness) somehow differently defined in addition to efficiency and sustainability.	Y	*Eval design/inception report:* Complementing core questions, sub-questions for coherence, efficiency, and sustainability criteria will be elaborated during inception phase. Evaluation criteria are guided by the CGIAR Evaluation Policy, which frames CGIAR evaluation criteria: based on QoR4D and OECD/DAC evaluation criteria. The decision not to use Quality of Science evaluation criteria, aligned with the QoR4D framework has evolved during the scoping.
14. **Demand from and Participation of Key Stakeholders:** During the latest workshop after mid-October, the GENDER Platform Director made a clear statement addressed to all staff subject to this evaluation to take their time and effort to respond well and honestly. The partners of the Platform are spread across the world so most interviews will be virtual. Please do make allowances for the fact that the evaluation spans the end of the year period and set realistic deadlines accordingly.	Y	*Eval design:* Scoping exercise has illustrated demand for and confirmed openness to the process, i.e. module lead interview. The snowball method would need to be used to identify selected partners internally and externally when needed.

Annex 5.3: CGIAR GENDER PLATFORM - overview

A5.3.1 Purpose and Objectives

The CGIAR GENDER Platform builds on a rich legacy. First, of the CGIAR Gender and Agriculture Research Network (2012–2016) and second of the collaborative Platform for gender research within one of the Flagships in CGIAR Research Program on Policies, Institutions, and Markets (PIM)-2017–2019. It now stands as a cross-center Platform.[68]

Goals:
1. Become the go-to place for high-quality evidence, knowledge, methods, tools and alliances around gender that foster transformational change for inclusive and equitable food systems within planetary boundaries.
2. Use tools and evidence to support CGIAR and its partners in transforming local and global food systems through improved gender equality.
3. Change the organizational cultures and enhance capacities for achieving gender outcomes within CGIAR and its partner institutions, such that gender equality becomes a core principle in priority setting, research and day-to-day activities.

Strategic objectives:
I. Generate the high-quality research evidence needed to influence the broader AR4D ecosystem and to integrate gender to achieve gender-equal outcomes from AR4D.

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[68] https://gender.cgiar.org/about–us/history

II. Create an enabling environment within which gender equality is embraced as a core principle in priority setting, research and day-to-day activities within CGIAR and its partners.

III. Develop the capacity of CGIAR and its partner organizations to carry out gender integrated and gender strategic research that is transformative and strengthens global, regional and national food systems.

Outcomes:

I. The global food system's development agenda, including that of CGIAR and its partners, governments, regional bodies, donors and multilateral organizations, is informed by gender research and evidence generated by CGIAR and partners.

II. Gender equality and transformative thinking is integral to the CGIAR system and to NARES, universities and NGOs, and it is a key criterion for priority setting, targeting and managing AR4D at all levels.

III. Partnerships for achieving gender equality are developed and/or strengthened, including linkages with existing CGIAR initiatives and external activities relating to gender equality and food systems development, to reach scale and impact lives.

A5.3.2 Management and Governance

Figure A5.3.2: The GENDER Platform's Governance
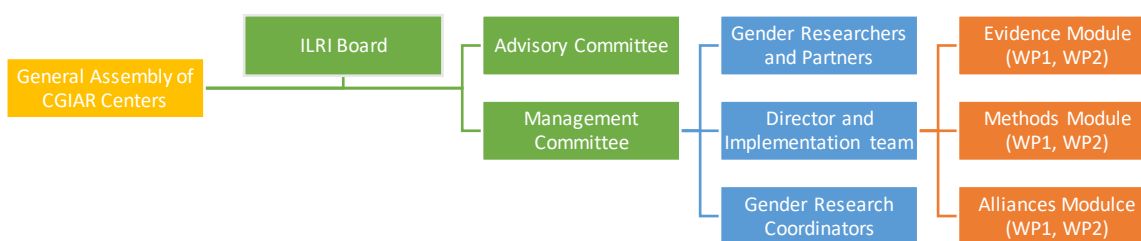
Source: The Platform proposal, 2019

The Platform operates a lean-nested structure. By its design, it was linked directly to the CGIAR general assembly, once a year during the assembly's annual meeting, as CGIAR Centers are the main stakeholders of the GENDER Platform. The advisory committee comprises five persons including three slots external to CGIAR and the remaining two internal to CGIAR; the committee provides scientific and strategic guidance to the management committee. The Platform's director serves as a secretary to the advisory committee. The management committee is made up of seven members with two of them ex-officio (the Platform director and an ILRI representative, as the lead Center). The management committee is responsible for overall strategic decisions on the management of the Platform; it ensures a constant link and collaboration with the Centers.

Gender research coordinators guide the Platform's leadership in priority setting for the modules and ensuring scientific quality. They were initially nominated by CGIAR Centers to ensure CRP coverage and represent other gender researchers in the CRPs, Platforms and Centers as well as partner organizations. Gender researchers link with the implementation team of the Platform, with module leaders and work package coordinators. These gender researchers form a crucial component of the Platform as they drive the gender research agenda of the CGIAR which the Platform seeks to add value to. In addition, the CGIAR portfolio of Initiatives includes 33 initiatives with a specific initiative targeted to Gender titled Harnessing Gender and Social Equality for Resilience in Agrifood Systems (HER+). Presently, each of these initiatives has a gender focal point through which the Platform works with and engages with its wealth of partners.

Per implementation, the Platform is led by a program director who provides day to day management, and oversees the strategic leadership and management team, formerly known as the program management unit (PMU). The PMU comprises (i) each of the three module leaders, (ii) a science officer responsible for facilitating science quality and the implementation of specific research projects, (iii) a program manager

responsible for budgeting and administration, (iv) a global engagement and policy expert who drives engagement, policy and learning processes with partners and (v) strategic communications and content experts. The strategic leadership and management unit meet weekly, and meet weekly with module leaders.

Each of the three modules is led by a module leader operating out of a CGIAR Center, supported by a limited amount for staff to facilitate the module implementation. Each module is made up of a series of work packages that align with the module's research agenda and activities.

A5.3.3 CGIAR GENDER Platform - Structure and Modules

The Platform's work is organized into three interdependent and interwoven modules; Evidence, Methods and Alliances. These modules were anticipated to cover issues that could not be addressed by a single CGIAR Center, and thus achieve collaboration and potential economies of scale.

Module 1, Evidence: focuses on delivering new evidence, identifying emerging issues and closing data gaps. It will identify solutions and trajectories to reduce gender inequalities within the dynamics of a changing food system. Its two objectives:
a. to support the development of a diverse gender research portfolio and contribute to filling evidence gaps, in alignment with the priorities set in the CGIAR Strategy and Results Framework (SRF), by other multilateral bodies, such as the Sustainable Development Goals, and by other regional frameworks, such as the Comprehensive Africa Agriculture Development Program in Africa and the Association of Southeast Asian Nations (ASEAN)'s 2025 Framework in Southeast Asia.
b. The module aims to facilitate the identification and implementation of strategic research on emerging issues to generate evidence on global gender gaps and on the empowerment of women in agriculture, and to develop effective ways of addressing such gaps. It will take a critical look at evidence needed (retrospectively) and develop a robust evidence base and new directions (prospectively) on women's empowerment, identifying solutions and trajectories to reduce gender inequalities.

Module 2, Methods: stimulates critical thinking on gender in agricultural research for development (AR4D) and develops robust methodologies that can support gender equality outcomes. Its' two objectives:
a. to stimulate critical thinking and reflexivity on gender in AR4D and
b. to strengthen the integration and value-addition of gender analysis in AR4D and reduce transaction costs, through assessment, development and promotion of good practices, methods and standards for gender integrated and strategic research.

Module 3, Alliances: builds linkages among scientists and engages with external partners to strengthen their gender work and outcomes and includes elements of capacity building. Its two objectives:
a. to explore, facilitate and develop approaches for interdisciplinary/transdisciplinary synergies between gender researchers and with other scientists within CGIAR, and,
b. to catalyze and strengthen capacities on gender integration and institutional change within CGIAR and its partners for improved uptake of gender research in an evolving global food system.

A5.3.4 Platform Principles and Partnership Ecosystem

According to the Proposal, the Platform is guided by the following six principles:
1. *Support:* Support all CRPs, Centers and Platforms.
2. *Inclusion:* Be inclusive to ensure diverse representation
3. *Responsiveness:* Ensure that activities under its work packages are responsive and driven by the needs of the CGIAR system and the gender researchers within it.
4. *Value addition:* Add value to work being done in CRPs, Platforms and Centers.
5. *Transparency and accountability:* Promote transparency and accountability and:
6. *Reflection and Feedback:* Have regular critical reflections on Platform functioning to remain relevant and effective.

In line with Platform governance and principles, CGIAR gender research coordinators, gender scientists, and post-doctoral fellows are important contributors to the CGIAR GENDER Platform. The Platform also collaborates with external partners, including national agricultural research and extension systems like

MANAGE in India, university partners including Makerere University, Cornell University, other institutions AGRA in Kenya, nongovernmental organizations, multilateral institutions, and governments.

A5.3.5 The GENDER Platform's Module Impact Pathways and Results Framework

Figure A5.3.5a: The Module's Impact Pathways
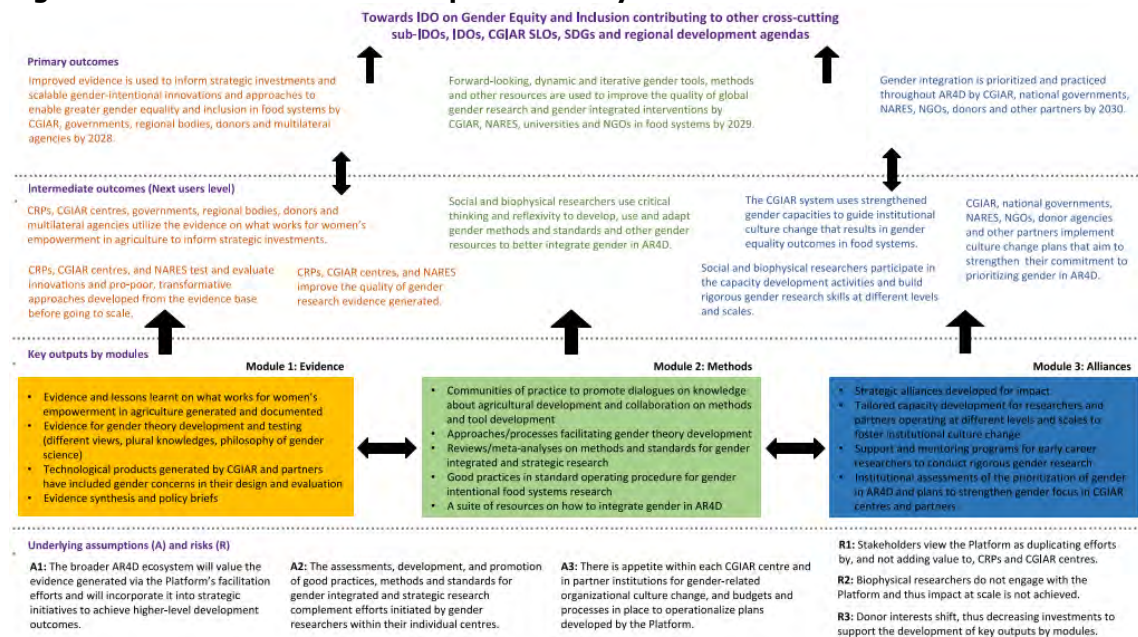
Figure A5.3.5b: The GENDER Platform's Results Framework

PLATFORM VISION, GOALS, OBJECTIVES, & HIGH-LEVEL OUTCOMES
VISION
- A world in which gender equality drives a transformation towards equitable, sustainable, productive and climate-resilient food systems.
GOALS
1. Become the go-to place for high-quality evidence, knowledge, methods, tools and alliances around gender that foster transformational change for inclusive and equitable food systems within planetary boundaries.
2. Use tools and evidence to support CGIAR and its partners in transforming local and global food systems through improved gender equality.
3. Change the organizational cultures and enhance capacities for achieving gender outcomes within CGIAR and its partner institutions such that gender equality becomes a core principle in priority setting, research and day-to-day activities.
OBJECTIVES
1. To generate the high-quality research evidence needed to influence the broader AR4D ecosystem and to integrate gender to achieve gender-equal outcomes from AR4D.
2. To create an enabling environment within which gender equality is embraced as a core principle in priority setting, research and day-to-day activities within CGIAR and its partners.
3. To develop the capacity of CGIAR and its partner organizations to carry out gender integrated and gender strategic research that is transformative and strengthens global, regional and national food systems.
HIGH-LEVEL OUTCOMES
1. The global food system's development agenda, including that of CGIAR and its partners, governments, regional bodies, donors and multilateral organizations, is informed by gender research and evidence generated by CGIAR and partners.
2. Gender equality and transformative thinking is integral to the CGIAR system and to NARES, universities and NGOs, and it is a key criterion for priority setting, targeting and managing AR4D at all levels.
3. Partnerships for achieving gender equality are developed and/or strengthened, including linkages with existing CGIAR initiatives and external activities relating to gender equality and food systems development, to reach scale and impact lives.
MODULES
MODULE 1 (EVIDENCE) OBJECTIVES
1. To support the development of a diverse gender research portfolio that aligns to the priorities set in the CGIAR Strategy and Results Framework (SRF), by other multilateral bodies, such as the SDGs, and by other regional frameworks, such as CAADP in Africa and the Association of Southeast Asian Nations (ASEAN)'s 2025 Framework in southeast Asia.
2. To facilitate the identification and implementation of strategic research on emerging issues to generate evidence on global gender gaps on the empowerment of women in agriculture and to develop effective ways of addressing them.

MODULE 1: EVIDENCE	EXPECTED RESULT	INDICATOR	TENTATIVE TARGETS	Data Source of Verification

PRIMARY OUTCOME 1	Improved evidence is used to inform strategic investments and scalable gender-intentional innovations and approaches to enable greater gender equality and inclusion in food systems by CGIAR, governments, regional bodies, donors and multilateral agencies by 2028	# of strategic investments and # of scalable gender-intentional innovations and approaches informed by the evidence	By 2028, 10 strategic investments made and 20 scalable gender-intentional innovations and approaches developed and used by CGIAR, governments, regional bodies, donors and multilateral agencies that were informed by the evidence generated	Yearly surveys administered with CGIAR centres and a sample of other institutions
INTERMEDIATE OUTCOME 1.1	CRPs, CGIAR centres, governments, regional bodies, donors and multilateral agencies utilize the evidence on what works for women's empowerment in agriculture to inform strategic investments.	# of CRPs, CGIAR centres, governments, regional bodies, donors and multilateral agencies using the evidence when making strategic investments	By 2026, 15 CRPs, CGIAR centres, governments, regional bodies, donors and multilateral agencies used the evidence when making strategic investments	Yearly surveys administered with CGIAR centres and a sample of other institutions
OUTPUT 1.1.1	Evidence and lessons learnt on what works for women's empowerment in agriculture generated and documented	# of science and communications outputs documenting new evidence and lessons learnt	By 2024, 70 science and communications outputs developed documenting new evidence and lessons learnt	Hyperlinks to all outputs
OUTPUT 1.1.2	Evidence for gender theory development and testing (different views, plural knowledges, philosophy of gender science)	# of science and communications outputs documenting new evidence for gender theory development and testing	By 2023, 20 science and communications outputs developed documenting new evidence for gender theory development and testing	Hyperlinks to all outputs
INTERMEDIATE OUTCOME 1.2	CRPs, CGIAR centres, and NARES test and evaluate innovations and pro-poor, transformative approaches developed from the evidence base before going to scale	# of CRPs, CGIAR centres, and NARES who tested and/or evaluated innovations and approaches developed from the evidence generated	By 2026, 20 CRPs, CGIAR centres, and NARES tested and/or evaluated innovations and approaches developed from the evidence generated	Reports, briefs, working papers, journal articles, blogs, etc. documenting the innovations and approaches tested and/or evaluated
OUTPUT 1.2.1	Technological products generated by CGIAR and partners have included gender concerns in their design and evaluation	# of products developed that included gender concerns from the evidence generated in their design and evaluation	By 2025, 40 products developed that included gender concerns from the evidence generated in their design and evaluation	Reports, briefs, working papers, journal articles, blogs, etc. documenting the products
INTERMEDIATE OUTCOME 1.3	CRPs, CGIAR centres, and NARES improve the quality of gender research evidence generated	% of gender studies generating evidence that underwent quality control screenings by expert panels	By 2026, 50% of gender studies generating evidence underwent quality control screenings by expert panels	Documentation of quality control screenings by expert panels of gender study protocols, methods, analysis strategies, and science outputs
OUTPUT 1.3.1	Evidence synthesis and policy briefs	# of evidence syntheses and policy briefs documenting good practices in gender research generating new evidence	By 2025, 40 evidence syntheses and policy briefs generated	Hyperlinks to all outputs

MODULE 2 (METHODS) OBJECTIVES
1. To stimulate critical thinking and reflexivity on gender in AR4D.
2. To strengthen the integration and value-addition of gender analysis in AR4D and reduce transaction costs, through assessment, development, and promotion of good practices, methods and standards for gender integrated and strategic research.

| **MODULE 2: METHODS**	**EXPECTED RESULT**	**INDICATOR**	**TENATIVE TARGET**	**Data Source of Verification**
PRIMARY OUTCOME 2	Forward-looking, dynamic and iterative gender tools, methods and other resources are used to improve the quality of global gender research and gender integrated interventions by CGIAR, NARES, universities and NGOs in food systems by 2025	# of tools, methods, and other resources used by CGIAR, NARES, universities and NGOs to improve the quality of gender research and integrated interventions	By 2029, 85 tools, methods, and other resources used by CGIAR, NARES, universities and NGOs	Reports, briefs, working papers, journal articles, blogs, etc. documenting the use of the tools, methods, and other resources by CGIAR, NARES, universities and NGOs
INTERMEDIATE OUTCOME 2.1	Social and biophysical researchers use critical thinking and reflexivity to develop, use and adapt gender methods and standards and other gender resources to better integrate gender in AR4D	% of social and biophysical researchers who use critical thinking and reflection processes to develop and/or adapt gender tools, methods, and other resources	By 2027, 40% of social and biophysical researchers use critical thinking and reflection processes to develop and/or adapt gender tools, methods, and other resources	Sample of researchers surveyed each year to determine how they developed and/or adapted gender tools, methods, and other resources
OUTPUT 2.1.1	Communities of practice to promote dialogues on knowledge about agricultural development and collaboration on methods and tool development	# of communities of practice developed and/or supported by the Platform to promote dialogues	By 2026, 5 communities of practice developed and/or supported by the Platform to promote dialogues	Database of all communities of practice and how the Platform assisted in their development and/or support
OUTPUT 2.1.2	Approaches/processes facilitating gender theory development	# of approaches or processes set up to facilitate the	By 2025, 15 approaches or processes set up to facilitate	Database of all workshops, trainings, communities of

		development of gender theory in AR4D	the development of gender theory in AR4D	practice, etc. set up to facilitate the development of gender theory in AR4D
OUTPUT 2.1.3	Reviews/meta-analyses on methods and standards for gender integrated and strategic research	# of reviews or meta-analyses on methods and standards for gender integrated and strategic research	By 2024, 5 reviews or meta-analyses carried out on methods and standards for gender integrated and strategic research	Hyperlinks to all outputs
OUTPUT 2.1.4	Good practices in standard operating procedure for CGIAR gender equality in food systems research	# of good practices in standard operating procedure for CGIAR gender equality in food systems research	By 2026, 15 good practices in standard operating procedure for CGIAR gender equality in food systems research used by researchers in and outside the CGIAR	Sample of researchers surveyed each year to determine the practices they used in standard operating procedures for CGIAR gender equality in food systems research
OUTPUT 2.1.5	A suite of resources on how to integrate gender in AR4D	Repository linked to the GENDER Platform website that contains resources on how to integrate gender in AR4D	By 2022, repository updated each year with new resources on how to integrate gender in AR4D	Repository linked to the GENDER Platform website

MODULE 3 (ALLIANCES) OBJECTIVES
1. To explore, facilitate and develop approaches for interdisciplinary/transdisciplinary synergies between gender researchers and with other scientists within CGIAR.
2. To catalyse and strengthen capacities on gender integration and institutional change for improved uptake of gender research in an evolving global food system.

MODULE 3: ALLIANCES	EXPECTED RESULT	INDICATOR	TARGET	Data Source of Verification
PRIMARY OUTCOME 3	Gender integration is prioritized and practiced throughout AR4D by CGIAR, national governments, NARES, NGOs, donors and other partners by 2030	# of CGIAR, national governments, NARES, NGOs, donors and other partners who prioritized and practiced gender integration in AR4D	By 2030, 30% increase from baseline in the number of CGIAR, national governments, NARES, NGOs, donors and other partners who prioritized and practiced gender integration in AR4D	Baseline assessment of a large sample of institutions on whether they prioritize and practice gender integration in AR4D Yearly survey of a sub-sample of institutions on how they prioritize and practice gender integration in AR4D
INTERMEDIATE OUTCOME 3.1	The CGIAR system uses strengthened gender capacities to guide institutional culture change	# of institutional culture change processes set up and implemented after gender capacities were strengthened via a Platform-led or supported event	By 2028, 5-8 institutional culture change processes set up and implemented	Follow-up surveys administered after Platform-led or supported events designed to strengthen gender capacities to determine how such efforts led to or sparked institutional culture change (or not)
OUTPUT 3.1.1	Strategic alliances developed for impact	# of strategic alliances developed by the Platform or via Platform-supported efforts	By 2027, 10 strategic alliances developed	Database of strategic alliances by type and level of intended or delivered impact
OUTPUT 3.1.2	Tailored capacity development for researchers and partners operating at different levels and scales to foster institutional culture change	# of tailored capacity development trainings carried out for researchers and partners, by level and scale	By 2026, 15 tailored capacity development trainings carried out to foster institutional culture change	Database of training and hyperlinks or soft copies of the training guides available via the Platform or a Platform-supported initiative
INTERMEDIATE OUTCOME 3.2	Social and biophysical researchers participate in the capacity development activities and build rigorous gender research skills at different levels and scales	# of social and biophysical researcher participating in capacity development activities led or supported by the Platform, by level and scale Pre- and post-assessments of gender capacities of social and biophysical researchers attending capacity development activities led or supported by the Platform	By 2028, 250-500 social and biophysical researchers participated in capacity development activities led or supported by the Platform On average, 85% of researchers after attending capacity development activities led or supported by the Platform increased their gender capacities	Database of all researchers who participated in capacity development activities led or supported by the Platform Results from assessments entered into the database for each participant
OUTPUT 3.2.1	Support and mentoring programs for early career researchers to conduct rigorous gender research	# of Platform support and mentoring programs designed and implemented for early career researchers to conduct rigorous gender research	By 2027, 5-10 support and mentoring programs designed and/or implemented for early career researchers	Database of all programs designed and implemented Hyperlinks to blogs or other communications outputs on the programs and program

				protocols, implementation plans, etc.
INTERMEDIATE OUTCOME 3.3	CGIAR, national governments, NARES, NGOs, donor agencies and other partners implement culture change plans that aim to strengthen their commitment to prioritizing gender in AR4D	# of institutional culture change plans implemented that aim to strengthen commitments to prioritizing gender in AR4D	By 2028, 5 institutional culture change plans implemented	Evidence of plans being implemented (via work plans, milestones achieved, etc.)
OUTPUT 3.3.1	Institutional assessments of the prioritization of gender in AR4D and plans to strengthen gender focus in CGIAR centres and partners	# of assessments carried out # of plans developed	By 2026, 15 assessments carried out By 2027, 8 plans developed	Hyperlinks to (or soft copies of) each assessment Hyperlinks to (or soft copies of) each institution's culture change plan

A5.3.6 GENDER Platform Funding and Budget

The Platform's funding falls under two streams, management and research. Research is undertaken in via three modules, where Module one takes up a substantial proportion (50%), module 2 METHODS 30% and module 3 ALLIANCES 20%.

Figure A3.6: GENDER Platform's Funding and Budget by Modules
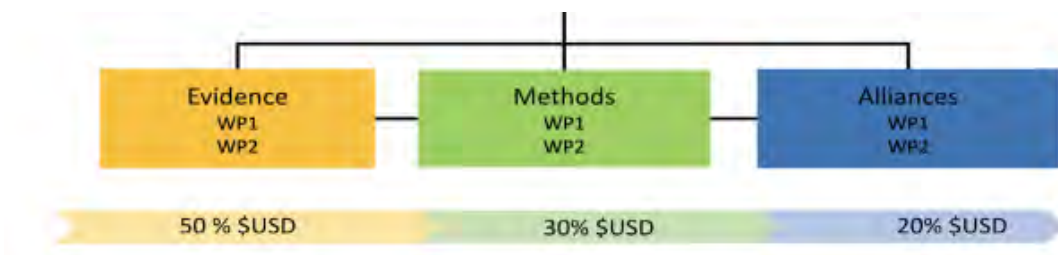
According to the Platform proposal, the management costs of the Platform were expected to be 23% of the budget and anticipated to create new opportunities for gender researchers in Centers.

A5.3.7: Gender Equality, Youth and Social Inclusion Impact Area Platform

The CGIAR impact area platforms are considered key mechanisms for internal (and external) coherence, guiding the CGIAR portfolio towards effective investments and activities to achieve CGIAR's ambitious 2030 targets.[69] Operationally, the Impact Area Platforms were purposed as networks within the CGIAR system, modelling the communities of practice approach, rather than standalone dimensions of a matrix structure. This implies that they cut across the three CGIAR Action Areas (Systems Transformation, Resilient Agrifood Systems and Genetic Innovation) and will include staff from all divisions as appropriate, including from all three Action Areas, as well as key external partners.[70]

The five Impact Area Platforms are required to work across the three science groups (that implement the Action Areas). According to the CGIAR Investment Prospectus, the key roles of the Impact Area Platforms, including that of the gender equality, youth and social inclusion, will be to:
1. work as global, intellectual hubs for their respective impact areas, fostering global critical thinking.
2. build internal capacity across the science groups.
3. advise management on the prioritization, design, and implementation of CGIAR initiatives and bilaterally funded projects, through membership of the Portfolio Performance Management Team; and
4. amplify CGIAR's external profile and voice.

The Gender equality, youth and social inclusion Impact Area Platform while being interrelated with the other Platforms was projected to follow a different track and budget, as an expansion of the GENDER Platform agreed by the System Council in 2020.

> *"The Platforms will play a critical role in impact-oriented cohesion across the CGIAR Science Groups, Regional Directors' team, Partnerships and Advocacy Global Group (GE&I) and relevant staff in the IS&S Division. The Platforms will help CGIAR to offer a coherent and effective approach to achieve the targets described in the CGIAR Performance and Results Management Framework. They will be tasked with assisting a joined-up approach across the portfolio (both pooled and non-pooled funded) by identifying critical gaps and overlaps in effort and intended results, in order to allocate investments in the best way possible to achieve the collective targets across the five impact areas."* Article 48, Companion Document to the 2022-2024 CGIAR Investment Prospectus.

Table A5.3.7: Collective 2030 global targets across the Gender Equality, Youth and Social Inclusion impact area (SDG-related and other 2030 targets to which CGIAR will contribute, and assess impact against)

Collective 2030 global targets across the Gender Equality, Youth and Social Inclusion impact area (SDG-related and other 2030 targets to which CGIAR will contribute, and assess impact against)	
Collective Global Targets	**Common Impact Indicators**
Close the gender gap in rights to economic resources, access to ownership and control over land and natural resources for over 500 million women who work in food, land, and water systems.	women's empowerment and inclusion in the agricultural sector #women benefiting from relevant CGIAR innovations # women assisted to exit poverty
Offer rewardable opportunities to 267 million young people who are not in employment, education or training	# Youth benefiting from relevant CGIAR innovations

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[69] https://storage.googleapis.com/cgiarorg/2021/10/Companion-Document-to-2022-2024-CGIAR-Investment-Prospectus.pdf
[70] https://storage.googleapis.com/cgiarorg/2021/10/Companion-Document-to-2022-2024-CGIAR-Investment-Prospectus.pdf

Annex 5.4: Requested points of Engagement and Tasks for the Evaluand's MEL Focal Point

S/N	Evaluation Phase	MEL Focal Point Key Tasks
A	Scoping/Pre-Planning	• Assemble relevant and reliable extant program documentation and data for the evaluation against the requested detailed list of required documentation. This will constitute the evaluation repository. • Provide access to a designated, secure Sharepoint (SP) folder for the evaluation document upload OR upload to designated SP folder of IAES. • Review key evaluation questions.
B	Inception	• Participate in the evaluability assessment; namely, provide the supporting documentation and reliable data. Complete the spreadsheet based on the condensed core parameters of the CGIAR guidelines on conducting an evaluability assessment (2022) and provide supporting documentation where necessary.[71] • Review the evaluation design matrix and comment on the methods/and data sources (example, Annex 2 in an inception report from evaluation of Big Data Platform). • Co-facilitate engagement(s)/meetings as needed, with evaluation team members. • Review the evaluation inception report, developed based on the TOR, see above example for Big Data. • Review questionnaire for online survey, if applicable. • Contribute to the review of the stakeholder analysis.
C	Inquiry/Data Collection & Analysis	• If needed, support/facilitate access to interviewees/key informants to answer questions (from the evaluation team). • Serve as a key informant (about MEL system) for an interview and respond to online survey if applicable.
D	Reporting/ Dissemination & Use	• Participate in the validation of preliminary findings, conclusions, and recommendations. • Coordinate comments (from the Platform team) on the draft evaluation report and any sub-studies (deep dives, module component studies) and ensure they are sent to IAES within the stipulated time. • Contribute to the development of the Management Response, example from Big Data Platform Evaluation. • When the evaluation is finalized and the management response is available, they support the use of findings to ensure that key actions are implemented and learning is woven into programming.

Source: IAES

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[71] In line with the CGIAR Evaluability Assessment guidelines, this follows if the evaluability assessment was conducted as an integrated part of the inception phase.

Annex 6: Interview Guide

GENDER Platform Evaluation (GENDER Impact Platform as of 10/2022)

The semi-structured interview guide presented in Annex 6 is a generic guide that will be used by the evaluation team to further focus and develop their questions. The top section (up to the Questions) will be used by all evaluators. However, the questions will be focused and modified for specific stakeholders based on the knowledge and experience that they will be likely sharing in the interview.

Semi-structured Interview Guide

Date	
Location	
Interviewer Name	
Interviewer Gender	
Interviewee Name	
Interviewee Gender	
Organization	
Role in organization	
Start time	
End time	

Dear Colleague,

We[72] invite you to participate in an evaluation of CGIAR GENDER Platform.

The evaluation aims:

a) to assess the progress made by the GENDER platform towards the achievement of GENDER platform outputs and other planned results,
b) to document lessons and good practices in platform operation, and
c) to provide forward-looking recommendations for the Gender Equality, Youth, and Social Inclusion Impact Platform.

The GENDER platform (2020-22) is evolving to encompass a larger vision as the Impact Area Platform for Gender, Youth and Social Inclusion (2022 – 2030). We hope that you can assist in this evaluation by participating in an interview with some members of the evaluation team.

Confidentiality:

We will use the information you share to help understand more about the Platform, its successes and challenges and seek your insight on the Platform's shift to its new mandate. Your interview responses are confidential, and will only be shared among team members, for analysis. The Evaluation team/CGIAR's Independent Advisory and Evaluation Service (IAES) will have access to your anonymized comments solely for the purpose of this evaluation. While we aim to use the information and perspectives that you provide, should information from your interview be used in any report or publication, all identifying information would be anonymized. This would ensure that you or your organization would not be individually identifiable in any way. Your name will only be listed as a person interviewed, in the evaluation report annex (if you so choose).

Consent and voluntary participation
Your participation in this interview is completely voluntary, and you may choose not to participate. The interview will take place at your preferred location, Zoom/Skype or face-to-face, depending on your location and preferences and will take about one hour. If you agree to participate, you can choose to stop at any time or to skip any questions that you do not want to answer.

1. **(Transition)** Do you have any questions for me before we start?
2. **Note oral consent given: YES | NO**

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[72] See profiles of the interviewers in page 4.

Questions

(1) (Background question). We would like to learn a bit about you and your interaction with the Platform before we begin.

    a. Can you please tell us about your interaction with the platform? (*Probe: role, length of time*)
    b. Is there any specific Module, project or activity that you engage with? (*Probe: research, capacity building. Use that answer to focus the remainder of the questions*)

(2) (Context question). Thank you for telling us a bit about your engagement. We are at the very beginning of our evaluation/review. While we have read a lot of documents about the Platform, we have a lot to learn to better understand the Platform.

    a. Based on your familiarity with the Platform, what are some context or background knowledge that we need to understand about the Platform? (*Probe: Context specific such as politics, culture; history that needs to be understood, challenges*)

(3) We would like to ask 2 specific questions about the Platform's achievements.

    a. What would you say has been the Platform's greatest achievement(s), if any?
    b. What would you say has been an achievement that not many people know about, or that is often overlooked but is critical? (*Probe: undersold, not given enough credit, what makes you say that?*)

(4) We are interested in learning a bit more about how the Platform purpose-fits within the CGIAR.

    a. You have talked about the Platform's achievements. What do you think makes the platform relevant, and for whom?
        i. *What makes the platform necessary in the CGIAR? Why?*

        ii. Who needs the platform? Why?
        iii. *Who needs the platform, but they do not realize that they need it?*

        iv. *What can we do to ensure they are accessing/using the Platform?*
    b. How has the Platform filled a gap? (*Probe: What gap? How was the gap filled?*)

(5) We would like to talk a bit about the quality of research.

    a. What do you think is the Platform's role in ensuring the quality of gender research, if any at all? (Probe: If it's not the Platform's role, who should ensure quality of gender research?)
    b. If you think the Platform has a role to play to improve quality research, how has the Platform done this? (Probe: What can be improved or changed? Can you provide any examples of where the quality of gender research has improved?)

(6) We would like to talk about the Platform shifting to its new mandate.
    a. What should the Platform continue doing? (*Probe: engagement, strategies, approaches. The question, if it needs to be rephrased, is about what worked well and should be continued*).

    b. What do you see as opportunities for the Platform as it transits to encompass Youth and Social Inclusion? (Probe: For One CGIAR? For your own organization?)
    c. You have listed some opportunities, what do you see as the priority areas in moving forward? (Probe: What makes you say this?)
    d. What challenges might arise? (*Probe: the scope of the platform, management, focus, resources (human, etc.)*)

(7) We spoke about quite a few topics, thank you. Sometimes we don't always ask the right questions. Is there anything you would like to share with us that we didn't ask, and you think is critical to explore or talk about in the evaluation?

    Thank you so much for your time. We might contact you again during the evaluation if we have further questions. Would that be ok? YES | NO

(8) As we want to ensure that we interview groups and people who can provide in-depth insights about the Platform. Who else do we need to engage with to ensure a credible evaluation? *(Probe: group, organization, person, that if we didn't' speak with them, the evaluation will not be as credible? Whose perspectives matter? Whose voices need to be heard?).*

Many thanks,

Interviewers (from the Evaluation Team Members)- See 4

Catherine Highet (Subject Matter Expert)

Katie Highet is digital inclusion and gender specialist, with over 10 years of experience working to improve gender outcomes through innovation. Within her role at CGAP, Katie is part of the Women in Rural and Agricultural Livelihoods team, including the lead on Papua New Guinea. She also leads the digital workstream for FinEquity, a global community of practice on women's financial inclusion; this workstream is focused on digital literacy, climate resilience through DFS, and gender-intelligent design. She recently served as an external peer reviewer for the evaluation of CGIAR's Platform for Big Data in Agriculture.

Lydia Mbevi (Subject Matter Expert)

Lydia Mbevi has more than 19 years of experience as a gender equality and social inclusion expert in agricultural development, humanitarian assistance, and livelihoods. Lydia has provided support to projects and clients in Kenya, Uganda, Tanzania, Ethiopia, Zambia, South Sudan, Rwanda, Liberia, Sierra Leone, Mozambique, Nigeria, Lesotho, Afghanistan, Kyrgyzstan, and the Philippines. She mentors and coaches project gender and social inclusion specialists to ensure that they have skills and tools to provide technical support to their teams. She works with private sector organizations to ensure inclusive agricultural market systems. She also provides technical expertise on climate resilient agriculture. Lydia has a Masters in Gender and Development.

From the CGIAR IAES/Evaluation Function team

Erdoo Karen Jay-Yina.

Erdoo has worked with IAES for about two years as a senior evaluation officer. She has over a decade's experience with M&E, research, knowledge management - translating evaluative evidence into action for multi-sectoral programming including food and agriculture, policy and advocacy, climate change, health systems among others. She has served with the United Nations Industrial Development Organization, in the private sector-led development space, the academia and research centres, using quantitative and qualitative approaches to inform the evidence-based strategy of action for adapting development programmes. Before joining IAES, she worked as an Action Researcher with the International Fertilizer Development Centre, as a part of the Partnership Resource Centre team. An alumnus of the United Nations Executive Leadership Program in Evaluation and Sustainable Development Goals, she has developed expertise in mainstreaming the 2030 Agenda for Sustainable Development. She has a background in Public Health and holds an MBA.

Annex 7: Number of Persons Interviewed to Inform the Inception Report

Figure A7: Number and Sex- Disaggregation of Stakeholders Interviewed to Inform the Inception report
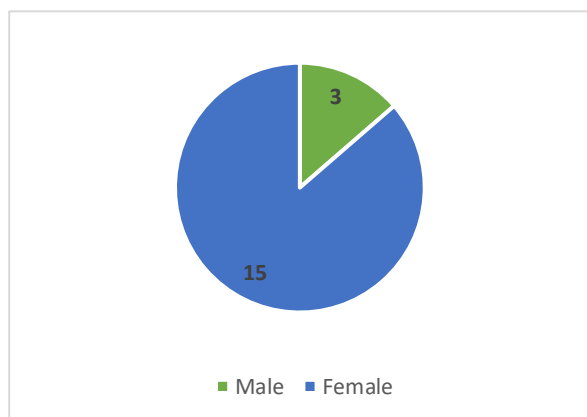
Table A7: Stakeholders Interviewed (including in the scoping phase and Nairobi Field Trip) to Inform the Inception Report

Stakeholders Interviewed to Inform the Inception Report					
(a) **Field Mission Trip 14 to 17 November 2022**					
S/N	Date of Interview	Person Interviewed	Role	Organization	Sex (Female -F/Male -M)
1	14 November 2022	Alessandra Galie	Team Leader, Gender, Policies Institutions & Livelihoods (PIL) Program - ILRI	CGIAR	F
2	14 November 2022	Esther Njuguna-Mungai	Senior Scientist – Gender Policies Institutions & Livelihoods (PIL) Program - ILRI	CGIAR	F
3	14 November 2022	Jimmy Smith	Director General ILRI	CGIAR	M
4	15 November 2022	Eileen Nchanji	Scientist, Crops for Nutrition and Health- Alliance Bioversity-CIAT	CGIAR	F
5	15 November 2022	Rachel Voss –	Associate Scientist – Gender and Agriculture Researcher CIMMYT Kenya	CGIAR	F
6	15 November 2022	Meredith Soule	USAID – (Funder)	Non-CGIAR	F
7	16 November 2022	Annet Mulema	International Development Research Centre (IDRC) – Funder	Non-CGIAR	F
8	17 November 2022	Iain Wright –	Deputy Director General (DDG) Research and Development Integrated sciences, ILRI	CGIAR	M
9	17 November 2022	Nicoline de Haan	Director, GENDER Platform	CGIAR	F
10	17 November 2022	Rachael Mwanji	Program Manager, Gender Platform	CGIAR	F
11	17 November 2022	Renee Bullock - Senior Scientist	Gender, Livestock and Environment Sustainable Livestock Systems (SLS) Program - ILRI	CGIAR	F
(b) Other Stakeholders (Besides the Field trip)					

		Stakeholders Interviewed to Inform the Inception Report			
12	27 October 2022	Hanna Ewell	Technical Advisor, M&E & Gender Focal point	GIZ	F
13	5 December 2022	Frank Place	Focal Contact: Systems Transformation Action Area	CGIAR	M
14	22 September 2022	Vivian Polar	Gender & Innovation Senior Specialist	CGIAR- International Potato Center (CIP)	F
15	11 November	Vicky Wilde	Director of Gender	Gates Foundation	F
16	1 December 2022	Ranjitha Puskur	Evidence Module Leader; Gender research coordinator	CGIAR-International Rice Research Institute (IRRI)	F
17	30 November 2022	Marlène Elias	Alliances Module Leader; Gender research coordinator	CGIAR-Alliance of Biodiversity International and CIAT	F
18	1 December 2022	Elizabeth Bryan	Senior Scientist	CGIAR-International Food Policy Research Institute (IFPRI)	F

Annex 8: GENDER Platform Description and Linkages with Other (phased-out) CGIAR Platforms

A 8.1   Platform Purpose and Objectives

The information provided in this section is taken directly from the 2019 proposal, which was guided by an internal template. While the evaluation team will seek to update the Platform's description, the evaluation team is using the data provided at the time of writing the Inception Report.

The CGIAR GENDER Platform (CGIAR GENDER Impact Platform as from October 2022) "synthesizes and amplifies research, fills gaps, builds capacity and sets directions to enable CGIAR to have maximum impact on gender equality, opportunities for youth and social inclusion in agriculture and food systems."[73] The Big Data Platform EIB and Genebank were informed that would end early in 2021, and therefore the Gender Platform had little opportunity to engage with them.

A 8.2 Platform Structures and Modules[74]

One of the GENDER Platform's roles was to make sure that the whole is greater than the sum of the parts. Each center is to advance gender research at the center level. To enable this, those with responsibility for strengthening gender research were to use the Platform to link with gender researchers in other CRPs, Platforms and Centers. The Platform aimed to support, leverage and amplify gender research. It will not undertake activities that are most effectively undertaken by centers and CRPs. It was intended to demonstrate and uphold the relevance of strategic and integrative gender research in CRPs, centers and platforms that do not necessarily have a core focus on achieving CGIAR gender equality objectives. See Table 1 (below) for envisioned engagement with existing platforms (phased out in 2021).

Table A 8.2: CGIAR GENDER Platform's Linkages with other CGIAR Platforms (up to 2021)[75]

BIG DATA	EiB	GENEBANK
Link to module 1 to generate and collate data and evidence. The GENDER Platform, in collaboration with BIG DATA, will ensure that all relevant data are hosted on an open platform subject to maintaining conditions of confidentiality and privacy. The data will be structured such that it can be easily tracked, is not lost, and has clear data use dictionaries. The Platform and centers can collaborate with BIG DATA to train researchers and encourage them to follow data guidelines. The issue of regulating the use of data that are openly available and guide how to properly acknowledge the source will be taken up in the Platform charter.	The GENDER Platform will link with the CGIAR Gender and Breeding Initiative hosted by CIP and EiB hosted by CIMMYT, and it will seek more active engagement with other centers to ensure more gender integration into breeding and the stage gate systems for advancing breeding materials. EiB and GENDER will hold joint knowledge sharing events and produce joint communications products to further accelerate genetic gains in an equitable manner to transform food systems. The platforms will exchange relevant gender data, evidence, methods and tools. The platforms will jointly test tools and methods developed by the GENDER Platform.	Gender research can facilitate access to traditional accessions maintained by women through cultivation on their farms. These unique accessions can contribute to GENEBANK's efforts to add such germplasm to long-term collections, and the on-farm cultivation of them by women farmers can help maintain these unique genetic resources for future generations. The GENDER Platform could link up with GENEBANK to help support efforts related to gender integration in-situ conservation and utilization and document the process for lessons learnt. Gender research can also add value to GENEBANK beyond the characterization of accessions; it can link traits with choices and preferences of women, and vice versa, i.e., provide materials that include the preferred quality and nutritional traits desired by women.

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[73] CGIAR Gender Platform website: About. Accessed 13 December 2022

[74] This section was excerpted from the 2019 GENDER Platform Proposal

[75] Pg 13 Final GENDER proposal.pdf

Annex 9: GENDER Platform Progress toward Outputs, 2020–2021

The section below borrows heavily from the 2020 annual report submitted by the GENDER platform and it helps establish the foundation for this evaluative exercise. It will be probed and updated as part of the evaluation report, and may not represent all accomplishments that will be identified through the evaluation process.

A 9.1 GENDER Platform progress in 2020:

Kicking off with a face-to-face meeting of CGIAR Gender Research Coordinators in January 2020, priorities and actions were agreed for the start-up phase, and the Platform's vision was reaffirmed and paths toward it identified.

With a permanent Platform Director appointed in June 2020, the Platform went on to establish a team, an identity, and an expanded presence—virtually and with partners—while incorporating experiences from previous years. In late September 2020, leaders of the Platform's three modules were appointed. Throughout the year, as CGIAR progressed toward one integrated institution, the Platform also provided thought leadership, envisioning a newer aim in which food systems transformation and gender equality reinforce one another, as well as support for CGIAR's renewed focus on gender and its impact area on Gender, Youth and Social Inclusion.

One top priority of 2020 was laying the foundation to ensure that improved evidence is used to inform strategic investments and scalable gender-responsive and -transformative innovations and approaches to enable greater gender equality and inclusion in food systems by CGIAR, governments, regional bodies, funders and multilateral agencies. Through a series of exchanges, starting with a face-to-face meeting in January and followed by virtual workshops in July and December, the Platform, across its three Modules, and CGIAR gender researchers identified and refined the priority areas within which the Platform was expected to synthesize and develop evidence, methods and tools. The two presented below are focal areas for the Methods Module review papers. The focal topics may differ for the Platform overall and the other modules, though there is likely overlap:

- Transformation of gender norms at scale
- Gender and climate-smart agriculture for enhanced resilience
- Institutions and governance for gender-responsive food systems transformations
- Equitable nutrition and health
- Gendered labor dynamics and time use
- Gender equality through agricultural value chains, markets and entrepreneurship
- Impact of agricultural technologies and innovation on gender equality and empowerment

Identified priority areas also informed the creation of the GENDER resource hub, which is designed to provide evidence, methods, tools and insights that enable CGIAR researchers and others to conduct gender research or development in food systems. The design of the GENDER resource hub was informed by a review of existing resource hubs and synthesis of best practices. To kick off, the Platform provided a "resource hub grant" to each CGIAR Center (14 in total) in late 2020 to support the completion of gender-focused outputs around the themes listed above. These outputs ranged from reports and papers to training modules and websites.

In parallel, the Platform, in consultation with funders, identified several significant evidence gaps. This led to additional Windows 2 funding from the International Development Research Centre (IDRC) to research climate hotspots and gender inequalities and from the Bill and Melinda Gates Foundation (BMGF) to develop future gender research in agriculture, including with a climate change lens. The Food and Agriculture Organization (FAO) approached the Platform to seek collaboration on a seminal report on gender and climate change. Finally, an initial review of existing research on gendered impacts of COVID-19 in agriculture and food systems revealed important evidence gaps. Four new projects were commissioned in early 2021 to generate evidence on COVID-19's gendered effects. Based on the EGM and identified Evidence gaps, call for research proposals from CG centers was developed and through a

competitive process and review by external experts, five evidence generation grants were provided in 2022. Five Systematic Reviews and an Evidence Gap Map were also commissioned in 2022.

Building on the same seven themes listed above, the Platform initiated work to ensure that forward-looking, dynamic and iterative gender tools and methods are used to improve the quality of global gender research and gender-responsive and -transformative interventions by CGIAR and its partners. Seven working groups were established to identify and harvest tools and methods to be evaluated, refined and shared. So far, nine initial, long-standing and/or renowned tools and methods have been shared on resource hub. In addition, two calls for proposals were prepared to develop and validate innovative methods and tools for gender research and integrate women's empowerment and nutrition methods and tools in CGIAR research. The projects (4 innovation grants and 3 learning grants) were launched in Q2 2021. The Methods module also launched communities of practice in 2021/22 on validating measures of women's empowerment (WE-Validate), sharing resources on the application and development of gender research tools and methods (EnGendering Data—adopted from PIM), and gender-transformative methodologies (GTM). Finally, work on a gender research ethics toolkit was completed in 2022, intended to provide guidance on ethical considerations for CGIAR and other researchers.

To ensure that gender integration is prioritized and practiced throughout sustainable and inclusive food systems, the Platform aspires to become the global one-stop-shop for resources on gender in agriculture. Therefore, building visibility, credibility and partnerships was a top priority in 2020.

The Platform launch took place during the Africa Green Revolution Forum (AGRF), where many of the Platform's key investors and stakeholders were present. Further visibility was achieved at the African Union's dialogue event, Cultivate Africa, where the Platform led the "women in agriculture" track. At a Platform-hosted session, UN Food Systems Summit Special Envoy Agnes Kalibata joined a panel of young women. Evidence that efforts to build partnerships and reputability paid off included invitations for the Platform Director to speak at several high-level panels; invitation for the Platform to be represented on the technical task team developing voluntary guidelines on gender equality and women's empowerment under the Committee on World Food Security; and requests from the Food and Agriculture Organization (FAO) to collaborate on gender, climate and COVID-19 research.

Building capacity is another essential cornerstone to ensure gender integration across the agricultural research for development ecosystem, and the Platform undertook several activities in this area: first, its webinar series was revived with a conversation on gender considerations in agriculture during crises. In addition, gender researchers were supported to engage with other CGIAR Platforms (Big Data) and initiatives such as the CGIAR COVID-19 hub. Preparing for more long-term capacity-building efforts, a roadmap for a capacity-building program was developed with African Women in Agricultural Research and Development (AWARD) and with Gender-responsive researchers equipped for agricultural transformation (GREAT), which kicked off in 2021. Within CGIAR, a preliminary needs assessment was conducted among gender researchers, which was subsequently complemented by a more thorough CGIAR-wide capacities and needs assessment in 2021. Both informed the Platform's future capacity-building efforts, which from the Platform's inception, were already slated to include a series of trainings for researchers on the Women's Empowerment in Agriculture Index (WEAI)and nutrition. Finally, an institutional culture change initiative was developed, proposing to design and pilot institutional change processes that allow a focus on gender equality and social inclusion to shape research priority setting, design, planning and implementation in CGIAR.

A 9.2 GENDER Platform progress in 2021 (excerpted from the 2021 report)

To become the go-to place for high-quality evidence, knowledge, methods, tools and alliances around gender that foster transformational change for inclusive and equitable food systems within planetary boundaries, the Platform initiated activities to fill evidence gaps, synthesize available evidence and validate and develop new methodologies. It collaborated with a variety of partners, including Global Environmental Fund, OECD, and UN Foundation. The Food and Agriculture Organization (FAO) approached the Platform to collaborate in four areas of work, a compendium of climate-smart agricultural practices; six background papers for an update to the 2011 State of Food and Agriculture report ; a manual to measure impacts of gender-transformative approaches, and an assessment of COVID-19 mitigation policies through a gender lens. The Platform launched the GENDER Platform working Paper Series, with the first four issues in the series focused on gender research methods assessments. The virtual GENDER resource hub was launched on International Women's Day 2021, with evidence, tools, methods and manuals, training materials and 3,036 publications. The Platform continues to work with and through CGIAR gender research coordinators and gender researchers, connecting with them through a quarterly CGIAR-wide GENDER townhall meeting. Finally, the Bill and Melinda Gates Foundation (BMGF)

and International Development Research Centre (IDRC) continue to support the Platform via CGIAR Windows 2 funding to develop future gender research in agriculture with a climate change lens, and research on climate hotspots and gender inequalities, respectively.

In line with the goal of using tools and evidence to support CGIAR and its partners in transforming local and global food systems through improved gender equality, the Platform has furthered the CGIAR Impact Area on Gender Equality, Youth and Social Inclusion by actively engaging in the development of CGIAR's 33 new Research Initiatives. The Platform a) ensured that gender statements became an integral part of the initiative templates, b) shared gender research resources with all Initiatives, c) reviewed and advised on integration of gender in the 33 Initiative proposals; and d) offered support through a dedicated person to integrate gender into the Theory of Change of Initiatives; 10 initiatives took advantage of this. In addition, Gender Research Coordinators and gender researchers in the Platform's network have been (co-)leading Initiative proposals, are work package leaders or are Initiative team members. The Platform also led the development of the HER+ Initiative, which represents an important milestone for CGIAR because it is dedicated to strategic gender research. Further, the GENDER Platform engaged with CGIAR leadership throughout the year to ensure that the Platform would transition into a CGIAR Impact Platform. The planned development of a Theory of Change for the Impact Area was delayed while CGIAR pursued the development of terms of references (TORs) for the Impact Areas as well as the establishment of the Initiatives. In November 2021, the Impact Platforms were presented to the System Council, and Platform ToRs have been agreed. The Impact Area Theory of Change is now set to be developed in 2022 as part of a new gender strategy. As part of the target setting within CGIAR, the Platform worked with the monitoring and evaluation (M&E) team of the Systems Management Office to develop the gender-targeted benefits in the initiatives. This was used by all new Initiatives in the development of their research plans.

Partnerships for achieving gender equality are essential to achieve the goal of changing the organizational cultures and enhance capacities for achieving gender outcomes within CGIAR and its partner institutions such that gender equality becomes a core principle in priority setting, research and day-to-day activities. The Platform continued many partnerships and entered into new ones, as described in Section 2.2 and Tables 8 and 9, such as with FAO; MANAGE (National Institute of Agricultural Extension Management) in India; and the Alliance for Green Revolution for Africa. The Platform also partnered with Gender at Work to develop an approach to ensure gender gets embedded into and that transformative work becomes a part of CGIAR.

Communications, outreach and engagement achievements in 2021 included launch of the virtual GENDER resource hub. In the ten months between its launch and the end of the year, the resource hub had a total of 50,263 visits, exceeding by 151% the visits garnered by the now-retired GENDER website during the same period in 2020. In 2021, 3036 publications and 356 news posts (including historical content), 96 expert profiles, 18 events and 52 introductions to tools, methods, manuals and training courses were published on the hub. Content highlights include 12 gender evidence explainers and 26 gender insights. Subscribers to the GENDER newsletter grew by 248%, and a total of five newsletters featured more than 200 contributions provided by CGIAR partners. On Twitter, GENDER's followers grew from 3,143 to 4,852, and the profile garnered a total of 1,007,600 impressions. GENDER also placed five op-eds in mainstream media, reaching audiences in South Asia, sub-Saharan Africa, Latin America and globally. In 2021, GENDER published 107 publications, including four working papers and grey literature as well as 150+ contributions to GENDER's annual conference.

The annual conference virtually brought together over a four-day period from across the globe. Thanks to a robust communication plan, 1,277 people (350 men and 927 women) registered for the conference; and 591 people from 80 countries attended one or more of the conference's 60 sessions in real time. Other events organized by the Platform included seven webinars with more than 500 participants with discussions and dissemination of the latest research and recommendations on topics such as gender-based violence. The Platform supported the United Nations Food Systems Summit regional dialogues on the gender lever thereby engaging with various institutions (Rome-based agencies and others) through participating and facilitating the discussions. Through a DevEx Future of Food Systems campaign series, the Platform contributed an op-ed and participated in a Twitter chat.