



Independent
Advisory and
Evaluation
Service

Review of CGIAR Management Response System to Independent Evaluations – Annexes

Contents

Annex 1. Approach and Methodology	1
Annex 2. Executive Summary–Case Study & Digital Uptake	7
Annex 3. Executive Summary–MR System Tool(s) and Digital Aspects	10
Annex 4. List of Independent Evaluations Covered by the PPU Evaluations & MR Actions Tracker – as of 12/2024.....	15
Annex 5. Stakeholder Analysis	18
Annex 6. CGIAR Evaluation MR Template	24
Annex 7. MR System Review Matrix	25
Annex 8. List of Key Informants	36
Annex 9. Assessment of Implementation of Recommendations and MR Actions to Synthesis of Learning from a Decade of CGIAR Research Programs	39
Annex 10. List of Participants at Validation Meeting and Recommendation Refinement Meeting.....	41
Annex 11. List of References.....	43
Annex 12. Review Team Background and Declarations of Conflict of Interest	45

REPORT TITLE: [Review of CGIAR Management Response System to Independent Evaluations](#)

Annex 1. Approach and Methodology

This annex summarizes the approach and methodology applied for the review of CGIAR's Management Response (MR) System to independent evaluations. Aligned with the review's [Terms of Reference \(ToR\)](#), the design and implementation were guided by the [CGIAR Evaluation Framework and Policy](#) (2022). Operationalizing the Framework, the MR System review aligned to the specific principles for quality standards, principles and criteria.

As the exercise aimed to maintain an adequate balance between learning and accountability objectives, good practices, lessons learned, and recommendations were identified for learning, while review findings are structured by taking into consideration aspects related to:

1. the effectiveness and efficiency of the MR System to contribute to organizational learning and accountability (as in Review Question 1),
2. the follow-up to and use of evaluation recommendations (as in Review Question 2),
3. processes and mechanisms in place to ensure the uptake of lessons learned (as in Review Question 3), and
4. the required adjustments within independent evaluative activities to improve CGIAR's effectiveness (as in Review Question 4).

Scope of the review

In support of the [CGIAR Evaluation Framework and Policy](#), the CGIAR's [Management Engagement and Response \(MER\): Process and Performance Evaluations in CGIAR](#) (pre-read to 19th meeting of System Council) was developed to strengthen use and engagement with evaluations in CGIAR and facilitate formal MRs and use of recommendations. Subsequently, the [CGIAR internal Process Note](#) was developed by the Portfolio Performance Unit (PPU) for responsible business units and entities, to help ensure that recommendations from independent evaluations are systematically tracked, addressed, and implemented, thus fostering accountability and organizational learning.

PPU's Process Note (Version 1.0) specifies that the PPU is the System Organization business unit responsible for coordinating CGIAR's MR-related processes. The PPU tracks and reports on MR implementation in January and June of each year. The annual [CGIAR Internal Practice Change \(Type 3\) Report](#) (2022 as an example, a component of the CGIAR Technical Report) includes a section on the progress of implementation of MR actions (CGIAR PPU, 2024). In Q4 of 2022, PPU established a [MR Tracking Tool](#) (hereinafter referred to as [MR Tracker](#)) to track the status of implementing MRs to IAES' independent process and performance evaluations.

As of 15 December 2024, the [MR Tracker](#) covered **seven evaluations and reviews**: 1) the [2021 Synthesis](#); 2) the [four Platform Evaluations](#); 3) the [2023 Advisory Study on the PRMS](#)¹; and 4) the [Evaluability Assessment Review of Four Regional Integrated Initiatives](#). For these seven evaluative activities, the [MR Tracker](#) displays the status of 186 MR actions, categorized into five groups: 1) on track; 2) completed; 3) not started; 4) delayed; and 5) cancelled. Out of these 186 MR actions, more than half (53.2%; 99) of MR actions are on track, 28.5% (53) were completed, 8.6% (16) have not yet been started, 6.5% (12) were delayed, and 3.2% (6) were cancelled.

Aligned to the [ToR](#), the MR System components included: 1) Inputs (management engagement; recommendations from evaluation teams via IAES, MR template); 2) Process and Outputs (MR development, MR tracking, change management); and 3) Outcomes (implementation status, use of recommendations/evidence in decision-making). The review design and implementation were guided by the [CGIAR Evaluation Framework and Policy](#) (2022).

² The survey is Mapping of Effective Models for Evaluation Management and is currently being finalized. <https://iaes.cgiar.org/evaluation/news/survey-mapping-effective-models-evaluation-management>.

The review was conducted in an iterative manner, allowing for refinement of the data collection methods as the review progressed, and engaged with a variety of stakeholders to identify critical issues and good practices. A list for the type of stakeholders is presented in Annex 5, and a list of key informants can be found in Annex 8.

The review process was gender sensitive and balanced, ensuring the representation of women during interviews and focus group discussions. Particular attention was also given to gender specific evaluation recommendations in the selection of recommendations within the sampling process.

Data Collection Methods

The review adopted a **mixed methods design**, combining the strengths of quantitative methods with those of qualitative approaches. While quantitative data collection analysis made it possible to highlight general features and trends, qualitative methods allowed deeper understanding of stakeholders' perceptions on reasons behind successes or slow progress. Quantitative and qualitative information and data from primary and secondary sources were constantly triangulated to ensure consistency and credibility of results. The data collection process relied on the following data collection tools and activities.

The **document review** included documents supporting the [MR Tracker](#), other documents related to the MR System, all seven evaluation reports, that are currently covered by the [MR Tracker](#), as well as the three added Science Group (SG) evaluation reports. The review analyzed timeframes for MR development and implementation, the clarity and specificity of action plans, and evidence of organizational improvements linked to the MRs.

The document review also included internal CGIAR documents related to the MR System as well as external literature on MR Systems and best practices, including a benchmarking study conducted by the IAES in Q4 2024, as well as [United Nations Evaluation Group \(UNEG\) Norms and Standards](#) and the [MOPAN Methodology Manual](#).

Semi-structured interviews explored perceptions of the MR System effectiveness, efficiency, and contribution to organizational learning and accountability. They also identified barriers and enablers to effective MR development and implementation. Through interviews, the review also explored existing processes and mechanisms for promoting learning and improvement, to assess the organizational culture and attitudes towards learning from evaluations. Interviews were conducted with key stakeholders involved in the MR process, including management, Monitoring, Evaluation and Learning (MEL) and program staff across different levels, departments, centers, regions, and platforms. Please refer to the list of key informants in Annex 8.

For accuracy and documentation purposes, recording and transcribing of interviews was applied, considering that verbal consent was provided by the respective key informant and by ensuring that their verbal agreement was reflected on each recording.

To reduce bias, key informants were selected from a wide range of stakeholders that have informed knowledge of various processes within CGIAR's MR System. This included evaluation team leaders who drafted evaluation recommendations, evaluands who were responsible for developing the MR, PPU which is responsible for tracking the implementation, as well as representatives from CGIAR's Internal Audit, to learn from similar systems being used for implementing recommendations, among others.

As for the three added SG Evaluations, identified key informants were the respective evaluation team leaders and the evaluands who worked on the development of the MRs at the time this review was conducted.

An interview guide with clear questions to address the review questions and sub-questions and the respective indicators (as outlined in the Review Matrix in Annex 7) was developed and guided the discussion for the semi-structured interviews.

IAES conducted a **survey** on evaluation management models, current evaluation practices and their perceived utility² including the communication about results and tracking systems of the MRs to evaluation recommendations. It addressed independent evaluation offices at UN Agencies, international/regional development banks, donors, and other organizations. The results of this survey were utilized and fed into a systemic triangulation for this review.

The survey received a total of 84 responses, but these went through a process of data cleaning. The final number of valid responses amounts to 66.

The survey respondents were mostly female (53%), with males accounting for 44% and 3% preferring not to respond. Almost all participants were over the age of 30, with the largest demographic being those aged 41–50 years old (39%). This was followed by respondents aged 31–40 years (27%), those over 61 years (17%) and individuals aged 51–60 years (14%).

Responses were received from across all regions, providing a diverse range of perspectives. Most participants (55%) were based in Europe, Latin America and the Caribbean accounted for 18%, followed by 9% from Sub-Saharan Africa. A further 17% was equally distributed across South Asia, Middle East and North Africa and North America.

Over one-third (36%) are employed by a United Nations (UN) agency, making it the largest group represented. This is followed by individuals working for government entities, who account for 27% of the respondents, those affiliated with international research organizations make up 15%, while both donor organizations and implementing organizations each contribute 8% of the total. Additionally, 5% of respondents are from other multilateral organizations or funds, and a smaller group (2%) are employed by development banks.

Respondents of the survey reflect a mix of professionals at different points in their careers. Most respondents are mid-to senior evaluation managers, as over 60% have more than eight years of experience, including a significant 14% with over 20 years of experience. Additionally, 27% of respondents have between four and seven years of experience, while 11% are junior managers from no experience to three years of experience.

The complete survey results will be published during Q1 2025 as a standalone report.

Data Analysis

Process Mapping provided a visual representation of the MR System (based on the MR flow; see Figure 2 in main report document), which outlined roles, responsibilities, and escalation mechanisms. Targeted analysis methods included:

- Quantitative analysis using descriptive statistics on quality, implementation and use/adoption of recommendations, timeframes for MR development and implementation of recommendations (e.g., average time taken, progress over time).
- Content analysis determined clarity, specificity, and evidence of organizational improvements.
- Thematic analysis of interviews and documents understood how the accountability and learning system functions in practice, identify strengths and weaknesses, and pinpoint areas for improvement.
- Comparative analysis used the findings of the benchmarking study of the MR System to compare CGIAR's MR System with those of selected comparator organizations. This helped to identify best practices and areas where CGIAR can learn from the experiences of others, where applicable.

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

² The survey is Mapping of Effective Models for Evaluation Management and is currently being finalized.
<https://iaes.cgiar.org/evaluation/news/survey-mapping-effective-models-evaluation-management>.

argumentation of the conclusions and recommendations.

With aiming to assess the implementation of the actions recorded in the [MR Tracker](#) (particularly considering the recommendations applying to the case study for the purpose of this review) and to provide a comprehensive picture of the status of the implementation recommendations, a tailored instrument was designed, informed by peer organization's practices, UN Norms and standards for evaluation (Norm 14),³ and MOPAN Key Performance Indicator elements. It was planned for this Tailored Indicators' Matrix (TISM) Instrument to be tested and adjusted at the beginning of the data collection phase. However, the incompleteness and inaccuracy of available data did not allow for this instrument to be applied.

An expert analysis of the [MR Tracker](#) was performed in terms of usability beyond its first focus on management of the responses. FAIR (Ali et al., 2022; Top et al., 2022; Scheffler et al., 2022). aspects of the [MR Tracker](#) were interrogated, as a part of CGIAR's digital landscape and digital transformation strategy. A case study complemented further the findings including towards the place of the [MR Tracker](#) within the CGIAR 's digital strategy. Please find more information in Annex 2 and Annex 3.

Review Sample and Case Study

To identify the sample, the review exercise applied a purposeful (rather than random) approach, employing a user research funnel technique, moving from broad to narrow, in other words, from general to specific, refining the analysis as the sample reduces. The process started with the maximum sample size (population=111 recommendations with 140 dependent sub-recommendations in the seven evaluation reports), and then, sequentially introduced specific, narrowly scoped criteria, before reaching the minimum sample (aiming at 30% of the population⁴) of at least 33 recommendations with their dependent sub-recommendations. The criteria used for the sequencing and stratified sampling were the following:

- Representation of all type of evaluations (e.g. Synthesis, Evaluability Assessment).
- Representation of all categories of recommendations (based on categorizations by IAES/Evaluation and/or by PPU that also reflect strategic priorities within [CGIAR's new Portfolio 2025-30](#)).
- Recommendations that required no additional resources versus those needing resources.
- Recommendations with a single line of assigned responsibility versus multiple responsibilities.
- Evaluands that were continued versus discontinued, e.g., reflecting changed CGIAR structures.
- Specificity of recommendations and sub-recommendations (e.g. broad content, versus narrow).
- Status of previous assessment of implementation of recommendations (e.g., Genebank CRP versus Platform).
- Additionally, the MOPAN performance areas were included as another criterion, with the aim to address the areas where CGIAR was not rated as 'Highly Satisfactory' in the 2019 MOPAN assessment. Therefore, the areas Performance Management, Relationship Management, and Strategic Management were given more attention in the sampling.

The selection of these criteria was informed by the IAES benchmarking study⁵ which provided best practices from similar organizations subject to MOPAN and beyond. After reaching the minimum sample size (30% of the population, 34 recommendations in total), the review then conducted a case study to better understand how recommendations were being used to inform planning and decision-making (see Annex 2). The case study allowed a thorough analysis on challenges, opportunities, and processes across the MR System. This method fostered a deeper understanding of specific issues, providing content useful for the general analysis. Contents from the case study supported the triangulation for the main review findings, conclusions, and

³ The United Nations Norms and Standards for evaluation (NORM 1.4, Evaluation use and follow-up) stipulates that organizations should promote evaluation use and follow-up, using an interactive process that involves all stakeholders.

⁴ 30% is used as a rule of thumb for the minimum sample size, as it is the point at which the central limit theorem begins to apply.

⁵ The benchmarking study of MR systems and reviews is currently being finalized.

recommendations.

SG Evaluations were not included in the sample as their recommendations were not reflected in the [MR Tracker](#) at the time. Thus, focus inquiry was limited to the MR development process.

For the **case study**, the thematic area Data and Digital was selected for the following reasons:

- As Digital Revolution is one of the ways of doing business (2030 Research Strategy) and situated within the accelerator of Digital Transformation within CGIAR's [Portfolio 2025–30](#), this provided an opportunity to explore linkages to the use of evaluation recommendations to inform CGIAR's portfolio and strategic directions.
- One of the seven evaluations considered for this review, the [Evaluation of CGIAR Platform for Big Data in Agriculture \(published in 2021\)](#) focused on this thematic area and therefore provided a comprehensive set of data for the review. Since the MR is dated as February 2022, the 2.5 years provided a reasonable time for recommendations to be implemented and to review the implementation status.
- 46 recommendations in the [MR Tracker](#) apply to the primary category (as per the Tracker's categories) to Data Management and Digital Transformation. Out of these 46, 16 recommendations apply to the category Performance Management (as per the Tracker's category, aligned with the MOPAN 3.1 methodology). As performance management was the performance area with the lowest ratings within the 2019 MOPAN assessment of CGIAR (performance management having been rated as mostly highly unsatisfactory), these recommendations provided a good opportunity to address these areas again and investigate possible progress made.
- Lastly, one team member (Data Scientist) of this review and the IAES Review Manager were part of the evaluation team that conducted the evaluation of CGIAR Platform for Big Data in Agriculture, respectively in the role of subject matter expert and evaluation team leader. Therefore, they brought great insights into the thematic area and the evaluation itself as well as an understanding of the evaluation recommendations.

Differences Between Original Design and Planned Implementation

The following changes and refinements were made as compared to the ones stated in the [ToR](#). The proposed changes were in line with the key stakeholders and the commissioners, namely IAES.

- A MR review benchmarking study informed the design of the four key questions and its corresponding sub-questions in the ToRs, and stakeholders were consulted towards ToR and inception note development, further slight refinements in consultation with the same stakeholders as well as by the review team, have been made to, reflect the expansion of the review scope. See Annex 7.
- Furthermore, the scope was expanded from the ToRs in regard to the evaluations considered for the review. In addition to the seven independent evaluations and reviews (2021 through 2024) in the [MR Tracker](#) as of 23 October 2024, three Science Group (SG) evaluations (completed in 2024, including 35 recommendations) were added to the scope to assess the process component as the MRs were still under development at the time when this review was conducted. Including these evaluations and their recommendations at this stage helped to learn from the MR development process in real time, with the aim to inform strategic learning and create a larger overall population of recommendations/responses for this review. The focus in their inclusion was toward learning, and not on the accountability dimension, as they are fairly recent.
- Although the ToR suggested using a Most Significant Change (MSC) technique⁶ to capture changes expected or unexpected related to independent evaluations process, MRs and recommendations, it was determined in the inception phase, that the given time frame did not allow to include such technique.

⁶ The MSC technique is a tool for collecting, discussing and selecting stories about the significant changes that people experience as a result of your programs. It involves people at different levels of an organization discussing the stories and then selecting the stories they consider most significant. Source:

https://www.betterevaluation.org/sites/default/files/EA_PM%2526E_toolkit_MSC_manual_for_publication.pdf.

However, Review Question 3⁷ explored in depth the uptake of lessons learned and best practices from evaluations, as well as feedback loops and the extent to which they fed lessons into the design of programming and inform decision-making. Additionally, the case study aimed to provide insights on how evaluation recommendations are being used to inform planning and decision-making.

⁷ Review Question 3: To what extent are other processes and mechanisms in place to ensure the uptake of lessons learned and best practices from evaluations?

Annex 2. Executive Summary–Case Study & Digital Uptake

This annex summarizes a report concerning a deeper analysis for a case study of the [Big Data Evaluation Platform](#) and focusing digital strategy aspects, and in relation to uptake and learning. This complements the review on the MR system tool itself, looking at its design and functionalities towards the review questions– see Annex 3 on Management Response (MR) System tool(s).

Following the methodology of the Inception Note document, the focus here was more specifically on: (1) the digital content and particularly on alignment between recommendations to the actions plans through the responses; and (2) the uptake from the Big Data Platform evaluation to the Digital Transformation accelerator proposal. In terms of digital uptake an analysis of the current knowledge e-infrastructure in relation to the MR system was also investigated, particularly on the MR Tracker integration in terms of additional knowledge and learning feature.

Findings are in Table 1. Conclusions are presented in Table 2. C1-SME, C2-SME, C3-SME are mostly related to (Q1), C4-SME to (Q2), C5-SME to C7-SME to (Q3) and C8-SME to (Q4). Together with conclusions in Annex 3 on the MR System Tool(s), they call for a redesign of the MR System Tool based on needs and requirements, an integration of the MR System into a learning capacity, and a central role of IAES in developing this.

Table 1. Findings on the case study and digital uptake

Findings on the case study and digital uptake
F1 The logic of the Action Plan is limited to set up of an action for a recommendation and actions for sub-recommendations. For Eval-BDP this logic was well respected including the numbering 9, 9.1 and then 9.1.1 and 9.1.2 for extra actions reinforcing the idea of continuity from main to sub-recommendations. The supporting documentation field may be a way to give more details to the action plan or response (the Digital & Data was not clear how this field was to be used).
F2 The field Supporting Document had only 7/36, 20% non-missing entries for Eval-BDP but appears to refer to documents produced in 2023 and 2024, so related to tracking update not the initial action plan (supporting the update as 'on track').
F3 Even if a response is generic enough to illustrate a range of recommendations, as the recommendations themselves are addressing different specific points, those need to be addressed within specific responses and translated into specific actions too.
F4 The continuum of meaning and focus from main recommendation to sub-recommendations which usually exists, is not always respected in the response(s) and action plan. If a different agenda is planned, this would need to be specified and justified in the response (or in updates) for better coherence in the follow-up.
F5 A Recommendation asking for substantial actions is sometimes becoming out of scope to the current Initiative. Instead of tracking those as 'on track', (with a target of nine years in the MR system), it may be more appropriate to do something else, e.g., to create another category as 'postponed to' with details either on the response or in the field detailing the status.
F6 Some recommendations which have a target of nine years are not sufficiently well integrated in the next portfolio for Digital & Data, Digital Transformation Accelerator which are nonetheless underlying the success of this latter. For example, Recommendation 2.4 in Eval-BDP concerning semantic enrichment and semantic search engine would be a first important step before full leverage of AI. The AI-ready concept (not really defined in the document) would need to encompass Recommendation 2.4. Note that some of this is expressed briefly in the Interactions with Areas of Work and other Programs between areas of work (AoW) ² and AoW ¹ , but need more attention.

Findings on the case study and digital uptake

F7 Recommendations in the Eval-BDP linked to the 19 Actions classified as MOPAN Performance management, can be summarized as: 1) not sufficiently demand-driven and not involving enough the centers; 2) not demonstrating enough the benefits of the approach (using use-cases) including those linked to development outcomes; 3) not thinking enough on the integration of the different platforms; and 4) not including enough in the theory of change (ToC) linked to digital revolution the collaborations outside CGIAR as well as cross-cutting themes, for the Initiative to be efficient and effective. Most of these very aspects have been now brought forward and well-integrated into the new proposal, Digital Transformation accelerator.

F8 The Digital Transformation accelerator has made good use of recommendations in writing up the proposal, particularly for the four AoW (AoW 1– AoW 4)–see also **F20–Subject Matter Expert (SME)**, with key aspects raised in F7–SME. Firstly, this proposal was done from a team of contributors, including the centers' representatives (unfortunately the document is not authored by a list of contributors), then it is taking on board the past evaluation Eval-BDP, and on Digital Initiatives. **AoW1** is showing open FAIR data, standards, workflow analytics, digital capacity development, **AoW2**: priority on use-cases, inclusivity, **AoW3**: integrated framework and platforms with a well-defined focus on a development outcome, **AoW4**: enabling environment of digital hubs for collaborative partnership.

F9 Metadata on data quality, from quality assurance (QA) and meta-quality (quality of the metadata), raised during the Eval-BDP are not sufficiently integrated in the next portfolio. QA for data quality including metadata QA and reporting QA are not well documented, e.g., metrics used, process. The metadata records when present are not well expressing the data quality in the sense of QA.

F10 MELIA and the capacity sharing component in the Digital Transformation accelerator do not sufficiently make use of the digital capacity developed in AoWs. The role of past evaluation and lessons learned are not embedded in a knowledge system, enabling cross-queries between new portfolio proposals, past portfolio proposals and the set of evaluation reviews performed on them.

F11 The MR system as it is now, is not providing any learning capacity. Moreover, the MR Tracker dashboard is not widely known from CGIAR staff, particularly new staff, for whom it would be an entry point for learning from past evaluations.

F12 If the MR Tracker dashboard gives a summary statistic of actions classified in the Digital & Data category (38 actions), it does not allow any deeper understanding of what the recommendations were or what the actions are, besides browsing these in the tabular presentation.

F13 Evaluations were felt very useful (Digital & Data and other evaluations) but somehow the tracking of actions is something disconnected from scheduled activities (e.g., day to day, project and Initiatives management). Without a well-integrated action plan with Key Performance Indicators (KPIs) the MR System is useless (interviews).

Table 2. Conclusions on the case study and digital uptake

Conclusions [by number(s) of conclusion]	Findings [by number of finding]
C1 Action plans are often a very short summary not giving enough information on the series of steps to be done. A short summary is nonetheless useful, if accompanied by an outline plan of actions. The Eval-BDP mode of responding is inclined in this direction, for example in adding extra actions namely 9.1.1 and 9.1.2 for sub-recommendation 9.1. The current design of the MR is forcing one action per sub-recommendation. This reduces efficiency from lack of clarity in the system and reduces effectiveness as not sufficiently understanding the content of actions.	F1–SME, F2–SME, F1–SME
C2 Responses provided for Eval-BDP are not specific enough to the recommendations. The MR System (QA) should make sure a different response and action plan are provided and that this is corresponding to the recommendation (including in the sense a continuum of	F3–SME, F4–SME, F4–SME

Conclusions [by number(s) of conclusion]	Findings [by number of finding]
meaning from the main recommendation to sub-recommendation), i.e., from recommendation and sub-recommendation to the responses and then to actions: a clear aligned agenda.	
C3 For Digital & Data, some responses and actions may imply substantial work that even when fully accepted may not be feasible for various reasons: budget, time, out of scope of the current Initiative evaluated. In that case a different status than the one proposed would need to be set, e.g., 'postponed to', with details in the response.	F5-SME, F4-SME, F4-SME, F6-SME, F7-SME
C4 The MR System is not efficiently providing a follow-up and learning use for CGIAR staff, particularly new staff who are not informed about it. Digital & Data recommendations are not sufficiently summarized in one place, as well as actions implemented to provide a follow-up.	F7-SME, F10-SME, F11-SME, F12-SME, F15-SME
C5 The Digital Transformation accelerator made good use of previous evaluations and recommendations (e.g., Eval-BDP). This is apparent in the four AoWs.	F8-SME, F19-SME, F20-SME
C6 AI-ready, mentioned through the Digital Transformation accelerator document, is not defined in this document; it is nonetheless often associated with FAIR data principles. In fact, AI will require even more FAIR-ness in the data, i.e., FAIR carried out seriously on all aspects including semantic enrichment as part of the metadata (systematically an ontology adoption for semantic descriptions) as well as metadata on data quality. AI-ready means that the data and the context of the data can be better understood and well-structured (machine readable). Then semantic engines, Natural Language Processing, and generative AI can operate with effectiveness and efficiency, ensuring greater accuracy.	F6-SME, F12-SME, F14-SME, F17-SME
C7 Data Quality and relevance are mentioned in The Digital Transformation accelerator, but no specific QA system, neither metadata about quality including meta quality were mentioned in the proposal (Recommendations made in the Eval-BDP).	F9-SME, F3-SME, F4-SME, F10-SME
C8 Evaluations are useful, however benefits from the progress towards current Initiatives from the MR System are limited and disconnected-they are mostly useful in the long-term (next portfolio).	F13-SME, F1-SME, F9-SME, F19-SME

Annex 3. Executive Summary–MR System Tool(s) and Digital Aspects

This annex summarizes a report concerning the set of tools and digital aspects linked to the MR system with an approach focusing mostly on the functionalities and less on the content. A deeper analysis for a case study of the [Big Data Evaluation platform](#) will give the opportunity to express more findings concerning other digital aspects, particularly in relation to uptake and learning (see Annex 2 on Case study and Digital uptake).

Following the methodology of the Inception Note, the focus here was specifically on: 1) the expert analysis of a set of available documents and the tools themselves; and 2) the interviews of nearly 40 stakeholders (evaluands, evaluators, key informants). A thorough analysis was done on the links between the data used for the MR System (Excel file), the tool and the reports (Evaluation Report and Response Report)–in other words, the content of the data feeding the tool, in particular: missing data, discrepancies across successive data use, data model, and data collection. This followed an analysis of the tool design, from available documents to interface and integration into the CGIAR knowledge system.

The list of findings is collected in Table 3. The conclusions are presented in Table 4. C1–SME to C12–SME is mostly related to (Q1), C13–SME and C14–SME to (Q2), C15–SME and C16–SME to (Q3) and C17–SME to C20–SME to (Q4). Together with Annex 2 on Case Study and Digital Uptake, the findings call for a re-design of the MR System tool based on needs and requirements, an integration of the MR System into a learning capacity, and a central role of IAES in developing this.

Table 3. Findings on the MR system tool(s)

Findings [by number of findings]
F1 Data identifiers for actions are not easily tractable across the different documents and the tools.
F2 Missing data is inherent to compiled datasets, but the impact can be important for proper analysis. Some missing information can be non-existent information, i.e. not a mistake.
F3 The progress of an action is not detailed, and some measures of success are missing. The quality assurance (QA) in place for the MR System (initial set-up and updates) are difficult to apply (e.g., weak description of the action plan). This is mostly due to data not being formatted well enough to input and lacking guidance for evaluands to submit their update. There is no tracking or recording for metadata of the QA results.
F4 The cohesion of the responses and actions linked to sub-recommendations within the framework of a main recommendation are not always clear. Moreover, the quality of a response, then of an action in terms of coherence with the recommendation or sub-recommendation, is questionable (example 23% of Eval-BDP). This raises the question if a response without action is acceptable, e.g., cannot be implemented in the timeframe left for the Initiative, or would need a major reconsideration for a future renewal of the Initiative.
F5 Some missing actions are not explained, even when the response is 'fully accepted' or 'partially accepted', as 17 to 21 missing actions: 10 (or size) in PRMS, 5 in EIB, 5 Eval-GBK, 1 in GBK. Note that systematically associating an action with a main recommendation, even if this is only controlling that sub-recommendations actions are acting in concert, would avoid the missing data problem.
F6 There are a wide range of durations of actions. The range of set of completion is <one to nine years and on average one year to five and a half years per evaluation with an overall median of three years. It is understandable that some actions need substantial time to be fulfilled, but this raises a question on how relevant an action is in relation to the current Initiative.

Findings [by number of findings]

F7 Qualifiers such as 'on track' do not easily inform what the current status of a response (action) is, for example when actions started a long time ago. Eval-GBK has **11** 'not started' for **15** 'on track' and no 'completed'. Eval-BDP has only **5/36** or **14%** 'completed'.

F8 The impact of missing data is not only affecting a particular evaluation (for which the impact of the evaluation is not fully met), but also at macro level when looking at specific parameters such as MOPAN or primary category classes.

F9 The timing of the evaluation itself was questioned in several interviews. When recommendations were well-received, the process of writing the responses was not clearly expressed. The update was sometimes felt as a ticking the box exercise, including the six-months updates.

F10 Multiple tools are either in service or in development, and a process to find the best solution(s) is ongoing, including one data collection tool. A risk management tool from CGIAR internal Audit team with a focus on the top five risks for an Initiative is also used by PPU, PCU and Initiative leaders with quality checks that could be complementary or could be integrated with the internal view dashboard. Despite this, the MR system has been developed without proper specification; no documentation reflects the needs and requirements and design of a solution after an analysis of existing applications (Open source or commercial). The MELIA framework and tooling, as it stands (from its website), does not convey the evaluation and learning capabilities that would be desirable for the MR system.

F11 The timing of three to six weeks to formulate responses and actions is evaluated (by the SME) and felt (by interviewees) as very tight in comparison to the duration of the actions (<one year to nine years, median of three years). This encourages a ticking exercise, right from responding to the recommendations, which does not contribute to ownership or accountability and to potential benefits for CGIAR.

F12 There is no evident integration of the Annual Type 3 Report in the MR Tracker. This confirms the already existing evidence that progress was missing data.

F13 No document concerning the specific needs a tool would provide to PPU, IAES, and Audit concerning the MR was made available to this review (aside from Article 7.2 of [the GIAR Evaluation Policy](#)).

F14-SME Links between the MR Tracker are not efficiently pointing to the knowledge system, only links to pdf files. Links to the metadata page or CGIAR web pages with the metadata of the document and links to other CGIAR pages (with metadata) would be useful to properly reference the different documents linked to an evaluation and possible, actions (set during tracking). In the meantime, having a link back to the MR Tracker from the CGIAR website of a particular evaluation would also be useful.

F15 The MR Tracker was mentioned as useful but limited, and from an SME perspective, some simple improvements could make it more usable as a more integrated dashboard. For example, the MR Tracker is not listed in the drop-down list of dashboards on the web page menu.

F16 The PPU internal tracking tool focuses on deadlines of actions with alerts and current time within the timeframe of an action, all with a focus on quantitative achievement and less on qualitative achievement. However, some effort into categorization of recommendation is taking place using AI. A textual analysis or AI query on a selection of recommendations (e.g., for a given primary category) could inform on the most frequent raised concerns, i.e., grouping recommendations per themes (statistical summaries per themes for performance management) (SME expertise and interviews).

This is an internal tool which could benefit more stakeholders in the process.

F17 The section on lessons learned from an evaluation report is not used in the MR Tracker (MR Tracker Dashboard, PPU internal tracking tool).

F18 Searching for one particular Initiative that was evaluated using the CGIAR search engines (Gardian, CGIAR) does not sufficiently retrieve easily digestible information or generate an integrated view. In CGspace, one can find two different pages with the Big Data Platform evaluation –and only one with the MR Report, and none contain a link back to the MR Tracker. The impression is: "I may have missed some essentials?" or "Where do I need to start looking?" "I prefer using Google instead" (interviews).

Findings [by number of findings]

F19 During interviews, some mentioned reusing the evaluation recommendations and the responses in the proposal without referencing them.

F20 Concerning Digital & Data, the results of the evaluation of the Big Data Platform were taken onboard within the Digital Transformation accelerator proposal, with key aspects transparent in the four AoW (AoW 1- AoW 4).

Table 4. Conclusions on the MR system tool(s)

Conclusions	Related Findings
C1 More rules ensuring the integrity of the data are needed, as well as improvement of the data model. Moving from an Excel file (unique table) to a more elaborated database could resolve this, e.g., (1) forcing a response with a qualifier for 'full acceptance', partial acceptance to 'not accept', before a worded response field; (2) tracking simultaneously a response to a sub-recommendation with its main recommendation; and (3) enabling without loss of information multiple actions for a given sub-recommendation. Timing is important for a tracking system, so checking for no missing information here is crucial. Timeframe formatting is also important, along with a description of when the efforts are more likely to happen. Having a short status is practical, but a detailed version of it would be expected to understand the progress (this was planned in the Process Note document).	F1-SME, F2-SME, F3-SME, F4-SME
C2 For guides and referring documents on the describing categories, e.g., primary categories, MOPAN is needed, as well as the algorithms or methodology used to derive them. F7-SME. The status description could contain a % of achievement and a description of what has been done what is left to be done.	F4-SME, F5-SME, F6-SME, F7-SME
C3 data modelling the progress needs improvement, along with data integrity. Possibility of a response acknowledging a recommendation but envisaging a response without action planned would be a long-term action. Links to evidence during the tracking should be compulsory for effective purposes.	F1-SME, F3-SME, F7-SME, F12-SME, F17-SME
C4 No specific needs and requirements were produced. Data modelling was not sufficiently elaborated on in response to specific needs.	F13-SME, C1-SME, C2-SME, C3-SME
C5 Data entry is problematic but perhaps in progress to be resolved due to the current development of a dedicated data entry tool (web-app tool).	F1-SME, F2-SME, F10-SME, C1-SME
C6 The presence of missing information completely diminishes the purpose of the MR Tracker, including in terms of tracking and linking recommendations, responses and actions.	F2-SME, F3-SME, F5-SME, F8-SME
C7 Actions present in the MR Tracker could be possibly the ones with fewer issues (than the missing ones). The whole performance monitoring is impacted (8% of actions missing) and other missing information for the actions in the tracking (e.g., due date, measure of success).	F2-SME, F8-SME, F12-SME, F13-SME
C8 The presentation of the data in the public view is informative for different stakeholders; different filtering and categories provide an overview <i>via</i> the pie chart and bar charts of the evaluation, as well as responses that can be seen in the table below. However, the first summary page is not needed, as well there are issues when clicking on a particular action and refreshing the MR Tracker.	F15-SME, F16-SME
C9 Links provided for each evaluation (in the table below for the MR Tracker) should be the web page of that evaluation, containing the web page presentation of the metadata (with	F14-SME

Conclusions	Related Findings
download links there, including the download of the metadata). This web page should also contain a link back to this dashboard (with the corresponding filtering) or any other dashboard (with the corresponding filtering) concerning the program or its evaluation. Including web-analytics on the MR Tracker page would help CGIAR to capitalize on the efforts put into the MR System.	
C10 The focus of the PPU internal view dashboard on timeframe and due date (with a four-month alert) meet certain needs on results but may not provide an efficient leverage (1) a strict four-month alert before deadline may not fit all; (2) no tracking on quality, relevancy, of the evidence of being on track. The work engaged towards ranking and prioritizing the recommendations or their responses would add value to the tool as well as contribute to increased ownership and accountability.	F16-SME, F13-SME, F9-SME, F11-SME, F12-SME
C11 Making the PPU internal tracking tool available to Initiative leaders may increase the ownership and accountability in the response process.	F15-SME, F16-SME, F10-SME, F12-SME
C12-SME The timing of evaluation (during an initiative), to formulate a response to an evaluation (currently three to six weeks according to the Process Note) are constraining factors to make the most of evaluations and responses, i.e., to make the process useful, with uptake, ownership and accountability. Moreover, without proper referencing on the progress (evidence), evaluands may not be willing to spend enough time in managing the responses and actions.	F9-SME, F11-SME, F12-SME
C13 The public MR Tracker provides the basis of reporting the current state of implementation progress, but on a very basic level with questionable accuracy (missing information, or no verification of information). The PPU internal facing tool provides a more focused reporting on the timing and deadlines of actions (however, using the same incomplete dataset).	F2-SME, F4-SME, F5-SME, F7-SME, F8-SME, F12-SME
C14 In terms of monitoring the progress, the status indicator (cancelled, completed, delayed, not started, on track) is not enough on its own. There is no % of achievement or evidence of progress, i.e., both tools do not express the progress qualitatively towards completion. Moreover, an update every six month is not enough for completion duration ranging from <one year to nine years (on average <i>per</i> evaluation: one year to five and a half years, and an overall median of three years). The issue is both quantitative and qualitative due to missing information, e.g., measure of success (83% missing), progress (99% missing), start date (86% missing), due date (9%), timeframe (formatting issue). Comment on C14-SME In terms of qualitative progress monitoring, this would need some expertise, at least from someone with an evaluation background. PPU, focusing more on quantitative results and control, would need support with this. Note that if the digital tools were accessible from different stakeholders with controlled permissions for different sections, the same tool(s) could be used to get the correct information from the right people: e.g., evaluands, evaluators, PPU, IAES, Audit. Automatic reporting (producing a PDF) may be something to look into for evaluations after filtering, and on a single evaluation (providing more engaging information), and also possibly with different focuses.	F1-SME, F3-SME, F5-SME, F6-SME, F7-SME, F12-SME
C15 Due to a lack of harmonization in presenting the recommendations in the Evaluation Report, and harmonization in presenting the responses together with actions in the MR Report, tools cannot have the full benefits of well-structured clear information, which would give continuity from a main recommendation (with its sub-recommendations), to responses and associated actions for implementation.	F1-SME, F2-SME, F3-SME, F4-SME, F7-SME, F12-SME, F14-SME
C16 The MRS Tracker does not adequately reflect the tight relation between the actions, their recommendations, and their responses, i.e., the Tracker does not highlight key actions or key innovative aspects brought by a response.	F3-SME, F4-SME, F12-SME, F14-SME

Conclusions	Related Findings
<p>C17 There is a missed opportunity to supply CGIAR's knowledge system with lessons learned from evaluations reports. The lessons learned section from an evaluation report is not used in the MR Tracker. The fact that Initiatives, evaluation reports and MR reports can be found on the same CGIAR website is a starting point, but is it well utilized? Only hard links to pdf files allow the MR Tracker to link to the evaluation reports. Interoperable linkage between this dashboard and the Initiatives' web pages and with metadata records, with back-links, would allow better navigation as well enable any digital knowledge management tool to automatically generate tangible summaries on a particular evaluation or set.</p>	<p>F17-SME, F14-SME, F15-SME</p>
<p>C18 The MR Tracker is not listed in the dashboard drop-down menu of the CGIAR page. The dashboard philosophy is appealing, similar to widgets to render specific self-contained information that can be combined for a more insightful picture (a collection of information). The opportunity for different dashboards managed by different units (PPU, Audit, IAES), and share information for internal or external purposes, would contribute to enriched knowledge.</p>	<p>F10-SME, F14-SME, F15-SME</p>
<p>C19 The knowledge management system in place is not sufficiently integrating Initiatives and their evaluations, together with their MRs. Dispersed and multiple information that are not well-connected leaves users of the CGIAR knowledge system with an impression of either "I may have missed some essentials" or "Where do I need to start looking?" or "I prefer to use Google instead".</p>	<p>F17-SME, F18-SME</p>
<p>C20 The reuse of results from evaluation (learning, recommendations) and actions taken as responses is observed in a few cases, but more because of an individual endeavor rather than facilitated by a mechanism from CGIAR's knowledge management system. In terms of learning capacity, no induction for new staff is provided.</p>	<p>F18-SME, F19-SME, F20-SME</p>

Annex 4. List of Independent Evaluations Covered by the PPU Evaluations & MR Actions Tracker – as of 12/2024

Source: Analysis from IAES Evaluation Reports and Respective Management Responses to Evaluation Reports⁸

The three Science Group (SG) Evaluations are included. However, their recommendations were not included in this review as the Management Responses (MRs) were still under development at the time this review was conducted. The review therefore only assessed the process of coordinating and developing the MRs for these three SG evaluations.

#	Title	Year	Type	Report and annexes	Management Response	#Rec.	#Sub-Rec.	#Fully accepted as per MR	#Partially accepted as per MR	#Not accepted as per MR
1	Evaluability Assessment Review of Four Regional Integrated Initiatives	2024	Synthesis of four Evaluability Assessments	Synthesis	Link	19	0	6	2	1
2	CGIAR Genebank Platform Evaluation	2024	Evaluation	Report; Annexes;	CGIAR Management MR Link; Crop Trust MR	11	21	16	0	0
3	GENDER (Generating Evidence and New Directions for Equitable Results) Platform Evaluation	2023	Evaluation	Report; Annexes; Brief	Link	11	22	17	5	0
4	Study of the PRMS Project Management Approaches and Fit-for-Purpose Information Products	2023	Evaluative Review	Advisory Report	Link ⁹	10	25	5	5	0

⁸ Publication available <https://iaes.cgiar.org/evaluation/publications/review-cgiar-management-response-system-independent-evaluations>

⁹ The MR can be found in the table on page 6, which is part of the Executive Summary of the Advisory Report.

#	Title	Year	Type	Report and annexes	Management Response	#Rec.	#Sub-Rec.	#Fully accepted as per MR	#Partially accepted as per MR	#Not accepted as per MR
5	Evaluation of CGIAR Excellence in Breeding Platform	2022	Evaluation	Report; Annexes;	Link	9	39	16	α3	0
6	Evaluation of CGIAR Platform for Big Data in Agriculture	2021	Evaluation	Report; Annexes; Brief	Link	10	33	31	12	0
7	2021 Synthesis of Learning from a Decade of CGIAR Research Programs	2021	Synthesis	Report; Annexes	Link	41	0	No clear indication in MR template but action plans are provided for all 41 recommendations.		
Three Science Groups Evaluations										
8	SG Evaluation on Resilient Agrifood System	2024	Evaluation	Report Annex	Link	15	11	Note: At the time of finalizing this review's report, the MRs for the three SG evaluations were just completed and not yet embedded in the MR Tracker. Most of the recommendations for the SG evaluations (n=63) were only 'partially accepted', and 20 were 'fully accepted'. While no recommendations were 'not accepted', a new category of response, 'deferred', was used for a small number (n=5), of which all apply to the MR for the SG evaluation on System Transformation. It is stated (see Finding 11 in the main report), that the high proportion of 'partially accepted' responses, and the use		
9	SG Evaluation on Genetic Innovation	2024	Evaluation	Report Annex	Link	9	35			
10	SG Evaluation on System Transformation	2024	Evaluation	Report Annex	Link	11	12			

#	Title	Year	Type	Report and annexes	Management Response	#Rec.	#Sub-Rec.	#Fully accepted as per MR	#Partially accepted as per MR	#Not accepted as per MR
								of the new 'deferred' category, is due to the need for input from specific functions such as the Chief Scientist, and the need for CGIAR's new operational structure and management arrangements to first be operationalized to develop the final MRs. The new operational structure will be in effect in January 2025.		

Annex 5. Stakeholder Analysis

Stakeholder	Rationale for prioritizing them	Envisioned objectives for them	Stage/phase of involvement	Importance to involve them in the review? (High, medium, low)
CGIAR System Council (Commissioner, funder)	The System Council commissions all independent and external evaluations that IAES executes.	Accountability Steering Learning	Inception phase, data collection, reporting, dissemination	High
Portfolio Performance Unit (PPU)	PPU is responsible for coordinating CGIAR's development of MR. PPU monitors and reports on MR implementation. PPU supports evidence-based decision-making.	Accountability Steering Learning	Throughout all stages of this review, including inception phase, data collection, validation of findings. PPU will also provide the management response to the review.	High
Project Coordination Unit (PCU)	PCU supports evidence-based decision-making. PCU is responsible for steering capacity building on project and portfolio management.	Learning Steering	Inception phase, data collection, dissemination	High
Global Leadership Team	See One CGIAR . CGIAR's Integration Framework Agreement (2022) , signed by all centers in 2023.	Learning Steering	Inception phase, data collection, dissemination	High
Internal Audit	Internal audit reports findings to EMT, Legal Entity Management and the Board through the common Audit, Finance, and Risk Committee (AFRC) to promote and facilitate continuous improvement. They have an internal system where advice and recommendations from internal audit are tracked. Prior to PPU's tracker EF envisioned to merge tracking of recommendations with those of IA.	Learning	Inception phase, data collection, dissemination	High

Stakeholder	Rationale for prioritizing them	Envisioned objectives for them	Stage/phase of involvement	Importance to involve them in the review? (High, medium, low)
IAES and IAES/Evaluation	IAES Evaluation Function is responsible for the management and QA of independent evaluations (commissioned by SC via SIMEC) including 'recommendations (see ToR). SPIA provides impact assessments and other evaluation studies to the system. Learning from the results of the MR review can be beneficial to promote the use of their recommendations. ISDC as a receiver of evaluation results and recommendations. they also rely on consultants of the same roster as evaluation function for the <i>ex-ante</i> reviews of CGIAR portfolio and programs.	Accountability Learning Steering	As the Evaluation Function at IEAS is executing this review, it will be involved in every stage at this review, including inception phase, data collection, reporting and dissemination.	High
External partners (Peer organizations, Policymakers, National Governments, Evaluators, Subject Matter Experts)	External partners illustrate the use of evaluations and evidence-based decision-making for advocacy. CGIAR has confidence in their learning approaches and how they take accountability for their Initiatives and actions.	Learning	Inception, data collection, dissemination	Medium
Strategic Impact Monitoring and Evaluation Standing Committee of System Council (SIMEC)	SIMEC ¹⁰ assists the System Council by providing advice and guidance on the gaps, challenges, and synergies relating to the System Council Advisory Bodies (SPIA, ISDC, and IAES), including their relationship with CGIAR's internal Portfolio Performance (PPU) and Project Coordination Units (PCU), and on the approval of CGIAR policies	Learning	Data collection, dissemination	Medium

¹⁰ SIMEC is currently comprised of eight members, for a maximum of nine seats, as appointed by the System Council. Members are appointed until 30 June 2026, unless earlier determined by the System Council. These eight members are: African Development Bank, Bill and Melinda Gates Foundation, Canada, Germany, South Asia, United Kingdom, United States, West Asia & North Africa.

Stakeholder	Rationale for prioritizing them	Envisioned objectives for them	Stage/phase of involvement	Importance to involve them in the review? (High, medium, low)
	<p>related to strategic impact, monitoring, and/or evaluation.</p> <p>SIMEC is fundamentally involved in defining the details of commissioned evaluations and advising SC about how to use these evaluations and management's responses to them.</p>			
<p><u>Integrated Partnership Board</u> (given its role to approve the MR)</p>	<p>CGIAR's Integrated Partnership Board, as the governing body of both the CGIAR System Organization and the Integrated Partnership, provides dynamic leadership and governance to advance CGIAR's mission.</p> <p>The Integrated Partnership Board is accountable to the CGIAR System Council for overseeing the implementation of the Integrated Partnership's vision, strategic direction, partnership strategy, governance and financial and programmatic performance.</p>	<p>Accountability Steering Learning</p>	<p>Data collection, Management Response</p>	<p>High</p>
<p>Evaluation Reference Group (<u>ERG</u>) to IAES</p>	<p>CGIAR has confidence in their expertise and learning approaches.</p>	<p>Learning</p>	<p>Will contribute to the review processes by providing inputs and feedback throughout all the phases of the review.</p>	<p>High</p>

Annex 6. CGIAR Evaluation MR Template

Evaluation title: Date of MR: Overall response to the evaluation: Person-in-charge for Follow-up to Management Response:

RECOMMENDATIONS and ACTIONS:					
Recommendation 1 (copied from the Evaluation Report):					
Management Response		Fully accepted <input type="checkbox"/>		Partially accepted <input type="checkbox"/>	Not accepted <input type="checkbox"/>
Management Response (commentary):					
Brief explanatory statement if recommendation is rejected or partially accepted:					
Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
			Yes <input type="checkbox"/>	No <input type="checkbox"/>	

Recommendation 2 (copied from the Evaluation Report):					
Management Response		Fully accepted <input type="checkbox"/>		Partially accepted <input type="checkbox"/>	Not accepted <input type="checkbox"/>
Management Response (commentary):					
Brief explanatory statement if recommendation is rejected or partially accepted:					
Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
			Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Recommendation 3 (copied from the Evaluation Report):					
Management Response		Fully accepted <input type="checkbox"/>		Partially accepted <input type="checkbox"/>	Not accepted <input type="checkbox"/>
Management Response (commentary):					
Brief explanatory statement if recommendation is rejected or partially accepted:					
Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
			Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Recommendation 4 (copied from the Evaluation Report):					

Management Response		Fully accepted <input type="checkbox"/>		Partially accepted <input type="checkbox"/>	Not accepted <input type="checkbox"/>
Management Response (commentary):					
Brief explanatory statement if recommendation is rejected or partially accepted:					
Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
			Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Recommendation 5 (copied from the Evaluation Report):					
Management Response		Fully accepted <input type="checkbox"/>		Partially accepted <input type="checkbox"/>	Not accepted <input type="checkbox"/>
Management Response (commentary):					
Brief explanatory statement if recommendation is rejected or partially accepted:					
Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation		If further funding required – how much and what is to be done if no funds available?
			Yes <input type="checkbox"/>	No <input type="checkbox"/>	

IAES (2022)

Annex 7. MR System Review Matrix

Questions that were adjusted/slightly changed in a consultative process (including key stakeholders) throughout inception from the questions set out in the Terms of Reference (ToR), are highlighted in grey.

The four main review questions are the following:

- Q1. How **effectively and efficiently** is the MR System contributing to organizational effectiveness, learning, and accountability?
- Q2. To what extent does the MR System ensure **responses and follow-up to and use of evaluation** recommendations?
- Q3. To what extent are other processes and mechanisms in place to ensure the **uptake of lessons learned and best practices** from evaluations?
- Q4. What **adjustments** in the independent evaluative activities would **improve CGIAR's effectiveness** to inform evidence-based planning and decision-making based on best practices?

Review question	Sub-questions	Dimension/high-level indicator	Sources of data	Data collection method	Analysis method
Q1.	SQL.1 To what extent does the CGIAR Management Response (MR) template facilitate to address the recommendations in the evaluation report?	Extent to which the MR template facilitates to address the recommendation in the evaluation report, including main recommendations as well as sub-recommendations.	CGIAR Evaluation Policy, MR template, IAES internal QA documents to be determined (tbd); interview data	Document Review, interviews/FG	Qualitative analysis – document review triangulated with interview data
	SQL.2 How appropriate is the timeframe for developing, approving and communicating MRs to governance bodies?	Extent as to how appropriate the timeframe for developing the MR is. Extent as to how appropriate the timeframe for approving the MR is. Extent as to how appropriate the timeframe for communicating MRs to governance bodies is.	PPU Process Note, MER Guidelines; interview data; Benchmarking study	Document Review, Interviews/FG	Qualitative and quantitative analysis – document review triangulated with interview data
	SQL.3 For agreed/accepted recommendations, how concrete, objectively verifiable, time-bound, are actions and clear responsibilities assigned?	Extend as to how concrete actions are assigned for agreed/accepted recommendations. Extent as to how objectively verifiable actions are assigned for agreed/accepted recommendations. Extent as to how time-bound actions are assigned for agreed/accepted recommendations.	PPU Process Note, MER guidelines. MR Tracker, MRs, Action Plans; interview data	Document Review, Interviews/FG	Qualitative analysis – document review triangulated with interview data

Review question	Sub-questions	Dimension/high-level indicator	Sources of data	Data collection method	Analysis method
		Extent as to how concrete clear responsibilities are assigned for agreed/accepted recommendations.			
	SQL.4 To what extent does the tracking tool meet the key stakeholder's needs (platform design and use)?	Extent to which the tracking tool meets the key stakeholder's needs, regarding Tracker platform design. Extent to which the tracking tool meets the key stakeholder's needs, regarding platform use. Extent to which recommendations are clearly identifiable and trackable.	MR Tracker, MRs, other internal CGIAR documents such as ToRs for designing the tracker tool; interview data	Document Review, Interviews/FG	Qualitative & quantitative analysis – document review triangulated with interview data
	SQL.5 To what extent are recommendations, management responses, plans, and other components clearly identifiable and trackable?	Extent to which management responses are clearly identifiable (and trackable). Extent to which action plans are clearly identifiable and trackable. Extent to which other components are clearly identifiable and trackable.	PPU Process Note, MR Tracker, MRs, Action Plans, other internal CGIAR documents tbd; interview data	Document Review, Interviews/FG	Qualitative analysis – document review triangulated with interview data

Review question	Sub-questions	Dimension/high-level indicator	Sources of data	Data collection method	Analysis method
	<p>SQL.6 To what extent have action plans been implemented as planned? What are the reasons for non-implementation of agreed recommendations?</p> <p>SQL.7 What are the key factors that facilitate/hinder the implementation of evaluation recommendations? Where are higher levels of implementation observed?</p> <p>SQL.8 Are roles and responsibilities for developing, implementing, and monitoring the MR clearly defined, understood, executed and complied with?</p>	<p>Extent to which action plans have been implemented as planned.</p> <p>Reasons for non-implementation of agreed recommendations. (Possible patterns)</p> <p>Key factors that facilitate the implementation of evaluation recommendations.</p> <p>Key factors that hinder the implementation of evaluation recommendations.</p> <p>Evidence for higher levels of implementation.</p> <p>Extent to which roles and responsibilities for developing the MR are clearly defined, understood, executed and complied with.</p> <p>Extent to which roles and responsibilities for implementing the MR are clearly defined, understood, executed and complied with.</p>	<p>MR Tracker, Action Plans, other internal CGIAR documents tbd; interview data</p> <p>MR Tracker, Action Plans, other internal CGIAR documents tbd; interview data</p> <p>MR Tracker, Action Plans, other internal CGIAR documents tbd; interview data</p>	<p>Document Review, Interviews/FG</p> <p>Document Review, Interviews/FG</p> <p>Document Review, Interviews/FG</p>	<p>Qualitative & quantitative analysis – document review triangulated with interview data</p> <p>Qualitative & quantitative analysis – document review triangulated with interview data</p> <p>Qualitative analysis – document review triangulated with interview data</p>

Review question	Sub-questions	Dimension/high-level indicator	Sources of data	Data collection method	Analysis method
Q2.		Extent to which roles and responsibilities for monitoring the MR are clearly defined, understood, executed and complied with.			
	SQ 2.1 How effective is the MR System in addressing non-compliance with MR implementation?	Extent as to how effective the MR System is in addressing non-compliance with MR implementation.	interview data; PPU Process Note, MR Tracker, MRs, Action Plans, other internal CGIAR documents tbd	Document Review, Interviews/FG	Qualitative analysis – document review triangulated with interview data
	SQ2.2 To what extent does the MR tracking system provide a basis for subsequently assessing and reporting the implementation progress of recommendations?	Extent to which the MR tracking system provides a basis for subsequently assessing the implementation progress of recommendations? Extent to which the MR tracking system provides a basis for subsequently reporting the implementation progress of recommendations?	PPU Process Note, MR Tracker, MRs, Action Plans, other internal CGIAR documents tbd; interview data	Document Review, Interviews/FG	Qualitative & quantitative analysis – document review triangulated with interview data
	SQ2.3 How effectively and efficiently is progress reporting on MR implementation	Extent as to how effective progress reporting on MR implementation is communicated to relevant stakeholders.	PPU Process Note, MR Tracker, MRs, Action Plans, other internal CGIAR documents tbd; interview data	Document Review, Interviews/FG	Qualitative & quantitative analysis – document review triangulated with interview data

Review question	Sub-questions	Dimension/high-level indicator	Sources of data	Data collection method	Analysis method
	communicated to relevant stakeholders and other feedback loops to feed lessons and recommendations from evaluations into the design of new programs?	<p>Extent as to how efficient progress reporting on MR implementation is communicated to relevant stakeholders.</p> <p>Extent as to how reporting on implementation of evaluation recommendations (and MR implementation) feeds into organizational feedback loops?</p> <p>Extent as to how reporting on implementation of evaluation recommendations (and MR implementation) feeds into design of new programs?</p>			
	<p>SQ2.4</p> <p>What is the evidence that the implementation of recommendations informed decision-making and led to improvements in the implementation of CGIAR's portfolio?</p>	<p>Evidence that the implementation of recommendations informed decision-making.</p> <p>Evidence that the implementation of recommendations led to improvements of CGIAR's portfolio.</p>	PPU Process Note, MR Tracker, Action Plans, other internal CGIAR documents tbd; interview data	Document Review, Interviews/FG	Qualitative analysis – document review triangulated with interview data

Review question	Sub-questions	Dimension/high-level indicator	Sources of data	Data collection method	Analysis method
Q3.	SQ2.5 To what extent and how are evaluation practices and the MR System designed to take into account CGIAR's integrated partnership structure; to what extent is there clarity on who is directly responsible for responding to recommendations, and taking subsequent actions defined in the MRs?	Extent as to how evaluation practices are designed to take into account CGIAR's integrated partnership structure. Extent as to how the MR System is designed to take into account CGIAR's integrated partnership structure. Extent as to which there is clarity on who is directly responsible for responding to recommendations. Extent as to which there is clarity on who is directly responsible for taking actions to the implementation of evaluation recommendations.	Evaluation Policy, PPU Process Note, MR Tracker, Action Plans, other internal CGIAR documents tbd; interview data	Document Review, Interviews/FG	Qualitative analysis – document review triangulated with interview data
	SQ3.1 Beyond MR tracker, is there a Knowledge Management system for capturing, documenting, and disseminating lessons learned from evaluations within CGIAR	Evidence for a Knowledge Management System in place, that captures and documents lessons learned from evaluations within CGIAR (including center-led evaluations).	Internal CGIAR documents tbd (e.g. Knowledge Management Strategy, Annual Reports); interview data	Document Review, Interviews/FG	Qualitative analysis – document review triangulated with interview data

Review question	Sub-questions	Dimension/high-level indicator	Sources of data	Data collection method	Analysis method
	(including center-led evaluations)? What is the role of Monitoring, Evaluation and Learning Community of Practice (MEL COP)?	Evidence for a Knowledge Management System in place, that disseminates lessons learned from evaluations within CGIAR (including center-led evaluations). Definition of objectives of MEL COP (within the process of uptake of lessons learned and best practices).			
	SQ3.2 How are evaluation findings and lessons learned integrated into CGIAR's Knowledge Management systems and reporting (TRA)?	Extent as to how evaluation findings and lessons learned integrated into CGIAR's Knowledge Management systems. Extent as to how evaluation findings and lessons learned are integrated into CGIAR's reporting.	Internal CGIAR documents tbd (e.g. Knowledge Management Strategy, Annual Reports); interview data	Document Review, Interviews/FG	Qualitative analysis – document review triangulated with interview data
	SQ3.3 To what extent do evaluations contribute to a culture of learning and continuous improvement within CGIAR? How do stakeholders perceive the value and	Extent to which evaluations contribute to a culture of learning and continues improvement of CGIAR. Extent stakeholders perceive the value of the MR process to a culture of learning.	Internal CGIAR documents tbd (e.g. Knowledge Management Strategy, Annual Reports); interview data	Document Review, Interviews/FG	Qualitative & quantitative analysis – document review triangulated with interview data

Review question	Sub-questions	Dimension/high-level indicator	Sources of data	Data collection method	Analysis method
	contribution of the MR process to this culture?	Extent as to how stakeholders perceive the contribution of the MR process to a culture of learning.			
	SQ3.4 How coherent is the MR System and processes with other assurance mechanisms in CGIAR, such as that of Internal Audit?	Extent as to how coherent the MR System and processes are with other assurance mechanism in CGIAR, such as that of Internal Audit.	PPU Process Note, Internal CGIAR documents tbd (e.g. Annual Report, Audit Reports); interview data	Document Review, Interviews/FG	Qualitative analysis – document review triangulated with interview data
	SQ3.5 To what extent do assurance service providers (e.g., Internal Audit) engage and align with recommendations from independent evaluations into their audit activities?	Extent to which assurance service providers (e.g., Internal Audit) engage and align with recommendations from independent evaluations into their audit activities.	Internal CGIAR documents tbd (e.g. Annual Report, Audit Reports); interview data	Document Review, Interviews/FG	Qualitative analysis – document review triangulated with interview data
	SQ3.6 How effective are existing mechanisms for assessing the use and influence of evaluation recommendations?	<p>Extent as to how effective existing mechanisms are for assessing the use of evaluation recommendations.</p> <p>Extent as to how effective existing mechanisms are for assessing the influence of evaluation recommendations.</p>	Internal CGIAR documents tbd; interview data	Document Review, Interviews/FG	Qualitative & quantitative analysis – document review triangulated with interview data

Review question	Sub-questions	Dimension/high-level indicator	Sources of data	Data collection method	Analysis method
Q4.	SQ3.7 What adjustments to the MR process and system would improve evidence-based planning and decision-making?	Adjustments to the MR process and system, that would improve evidence-based planning and decision-making.	Internal CGIAR documents tbd; interview data	Document Review, Interviews/FG	Qualitative analysis – document review triangulated with interview data
		Extent as to how the design of independent evaluative activities can be improved, to maximize the use of evaluative evidence for CGIAR portfolio planning and decision making.			
	SQ4.1 How can the design, management and reporting of independent evaluative activities be improved, to maximize utility of evaluative evidence for decision-making CGIAR portfolio planning and decision making?	Extent as to how the management of independent evaluative activities can be improved, to maximize the use of evaluative evidence for CGIAR portfolio planning and decision making.	Evaluation Policy, IAES QA documents, other internal CGIAR documents tbd, documentation from similar exercises (reviews) from similar organizations including UN Norms and Standards documents; interview data and survey data	Document Review, Interviews/FG, Survey	Qualitative analysis – document review triangulated with interview data. Quantitative analysis – comparison with data collected from similar organizations, including document review and survey data
		Extent as to how the reporting of independent evaluative activities can be improved, to maximize the use of evaluative evidence for CGIAR portfolio planning and decision making.			

Review question	Sub-questions	Dimension/high-level indicator	Sources of data	Data collection method	Analysis method
	<p>SQ4.2</p> <p>What best practices or innovative approaches from similar organizations subject to MOPAN and beyond could CGIAR adopt to enhance the value of MR System and the use of independent evaluations including recommendations?</p>	<p>Best practices or innovative approaches from similar organizations, subject to MOPAN and beyond, that CGIAR could adopt to enhance the value of MR System.</p> <p>Best practices or innovative approaches from similar organizations, subject to MOPAN and beyond, that CGIAR could adopt to enhance the use of independent evaluations including recommendations.</p> <p>Number and structure of recommendations compared with best practices from similar organizations.</p>	<p>Evaluation Policy, IAES QA documents, other internal CGIAR documents tbd, documentation from similar exercises (reviews) from similar organizations including UN Norms and Standards documents; interview data and survey data</p>	<p>Document Review, Interviews/FG, Survey</p>	<p>Qualitative analysis – document review triangulated with interview data.</p> <p>Quantitative analysis – comparison with data collected from similar organizations, including document review and survey data.</p>

Annex 8. List of Key Informants

#	Key Informant	Gender	Location	Position	Affiliation with Organisation, Department
1	ABDALLAHI, Ahmedou	M	Mauritania	Team Leader – Evaluability Assessments Review of Four Regional Integrated Initiatives	Independent Consultant
2	ADEBAYO, Atilade Solomon	M	Nigeria	Manager, MELIA	CGIAR, PCU
3	AJIMA, Nancy	F	Kenya	Global Head, Project Coordination Unit (PCU)	CGIAR, PCU
4	AL-MOUSLY, Ahmad	M	Egypt	Head of Digital Solutions for Integrated Management	ICARDA, CGIAR center, Digital & Data
5	ASH, Andrew	M	Australia	ISDC Member	CSIRO Agriculture and Food, ISDC
6	ATTWA, Fatma	F	France	Data Analyst	CGIAR, Financial and Digital Services
7	BEAUDREAULT, Amy	F	Italy	Lead, Independent Science for Development Council Secretariat (ISDC)	CGIAR, ISDC
8	BELBASE, Krishna	M	USA	Team Leader –SG Evaluation on System Transformation	Independent Consultant
9	BONAIUTI, Enrico	M	Italy	Research Team Leader – Monitoring, Evaluation and Learning and CIP-Program Management Officer	ICARDA, CGIAR center
10	CARON, Patrik	M	France	Vice Chair, CGIAR System Board	CGIAR, Executive Director's Office
11	COLOMER, Jules	M	France	Director Portfolio Performance Unit	CGIAR, PPU
12	COOMBS, David	M	Canada	Co-Team Leader – Genebank Evaluation	Independent Consultant
13	DE HAAN, Nicoline	F	Kenya	Director – GENDER Platform	ILRI, CGIAR center, CGIAR Gender Platform
14	ECHEVERRIA, Ruben	M	USA	SIMEC Member	Representing Bill and Melinda Gates Foundation
15	ERIKSENHAMEL, Nikita	M	Canada	SIMEC Member	Representing Government of Canada

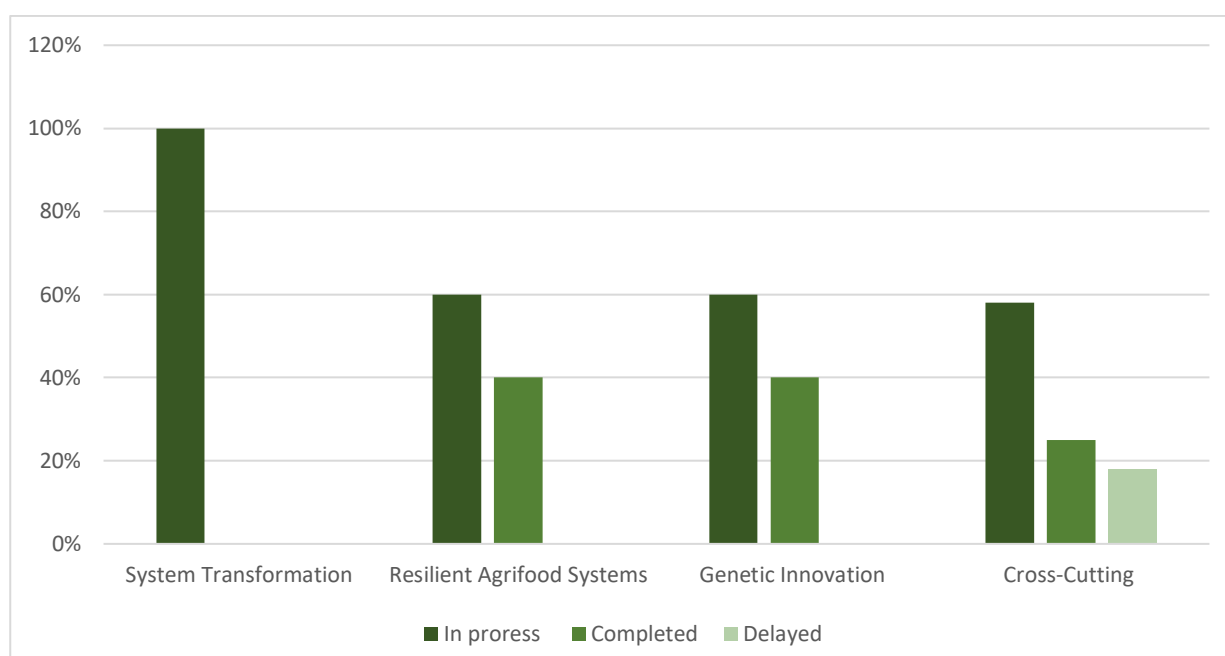
#	Key Informant	Gender	Location	Position	Affiliation with Organisation, Department
16	GETACHEU, Muluhiwot	F	Ethiopia	Process Management Officer	CGIAR, PPU
17	GROVE SMITH, Allison	F	Italy	Director, CGIAR Independent Advisory and Evaluation Service	CGIAR, Independent Advisory and Evaluation Service
18	HAMMOND, Jim	M	UK	Senior Scientist – Farming Systems Analysis – RAFS SG Management	ILRI, CGIAR center, Livestock, Climate and Environment
19	HANKE-LOUW, Nora	F	South Africa	DCR & Project Coordinator	IWMI, CGIAR center, Services Staff – Regional
20	HIDDING, Elbert	M	France	Senior Officer	CGIAR, Internal Audit Support Service
21	HOLDERNESS, Mark	M	United Kingdom	Team Leader – 2021 Synthesis of Learning from a Decade of CGIAR Research Programs	Independent Consultant
22	HOWARD, Julie	F	USA	Subject Matter Expert – 2021 Synthesis of Learning and SG Evaluation on System Transformation	Independent Consultant
23	HUMPHREY, Sarah	F	England	Co-Team Leader – Genebank Evaluation	Independent Consultant
24	JERSILD, Amy Catherine	F	USA	Advisor to Evaluability Assessment	Independent Consultant
25	JORDAN, Tania	F	Italy	Business Analysis Officer	CGIAR, Financial and Digital Services
26	KABAJI, Faith	F	Kenya	Manager, Project Planning	CGIAR, PCU
27	KING, Brian	M	Colombia	Senior Manager	CIAT, Technology Integration
28	LUSTY, Charlotte	F	France	Senior Director, Genebanks	CGIAR, Genebanks
29	LYBBERT, Travis	M	USA	Chair of SPIA, Professor of Agricultural and Resource Economics	University of California Davis, SPIA
30	MARIANI, Mariagiulia	F	Italy	Consultant	CGIAR, PPU
31	MIETHBAUER, Thomas	M	Germany	SIMEC Member	Government of Germany, GIZ
32	NEGROUSTOUEVA, Svetlana	F	Italy	Evaluation Function Lead	CGIAR, IAES

#	Key Informant	Gender	Location	Position	Affiliation with Organisation, Department
33	ODEH, Khuloud	F	France	Global Director Digital & Data	CGIAR, Digital & Data
34	ORTIZ, Oscar	M	Peru	Senior Director, Crop Based Systems	CGIAR, Crop Based Systems
35	PALMIERI, Natascia	F	Italy	Team Leader – SG Evaluation on RAFS	Independent Consultant
36	PAZ BARNEGARAY, Rodrigo	M	Chile	Team Leader – SG Evaluation on GI	Independent Consultant
37	PLACE, Frank	M	USA	Senior Advisor	IFPRI, CGIAR center, DGO
38	PODEMS, Donna	F	South Africa	Team Leader – GENDER Platform Evaluation	Independent Consultant
39	POULOS, Allison	F	Italy	Manager, Technical Reporting and Transition	CGIAR, PCU
40	QUINN, Michael Gavin	M	Australia	Director, Breeding Innovation and Modernization	CYMMIT, CGIAR center, Science and Innovation Chapter/BMI
41	RAJASEKHARAN, Maya	F	Colombia	Senior Director for Integrated Systems and Scaling + Managing Director, Africa	CIAT, CGIAR center, Integrated Systems and Scaling
42	REUMANN, Laura	F	Cuba	Consultant	CGIAR, PPU
43	ROCHA, Correa Roberto	M	Mexico	Senior Manager and Coordinator of Advisors to the Director of RAFS SG	CYMMIT, CGIAR center, RAFS SG
44	SABBAGH, Pascale	F	Belgium	Senior Program Manager	CGIAR, SG ST Management
45	SOLOMOS, Georgios	M	France	Senior Advisor, Risk Management	CGIAR, Board and Council Relations
46	SUNDSTROM, Roland	M	France	Director, Office of the Executive Managing Director	CGIAR, EMT Support Unit
47	VAN EPP, Marissa	F	Italy	Consultant	CGIAR, PCU
48	VILLAMOR, Jr. Antonio M.	M	Egypt	Internal Auditor	ICARDA, CGIAR center, IA
49	YASSIN, Lina	F	France	Director, Digital and Data Product Management	CGIAR, Digital Services
		F=24 M=25			

Annex 9. Assessment of Implementation of Recommendations and MR Actions to Synthesis of Learning from a Decade of CGIAR Research Programs

This table summarizes the status of the implementation of MR action plans from the [2021 Synthesis of Learning from a Decade of CGIAR Research Programs](#), sourcing from reviews that were conducted prior to the three Science Group (SG) evaluations. The figure below reflects the summary of the implementation status by action area.

Figure 1. Summary of the implementation status by action area



Source: Compilation conducted by the review team based on SG evaluations.

Summary of Highlights of Implementation Status by Action Area—subsequently called SGs:

1. **System Transformation (ST): Status:** Primarily ‘in progress’

- Work is underway to integrate Initiatives targeting climate change, nutrition, and Natural resources management, with challenges in achieving cross-sectoral analysis and trade-offs.
- Poverty reduction efforts are ongoing with gender-focused success, though progress on coordination with platforms remains limited.

- Environmental sustainability and resilience linkages are in progress, but lack of technical support and resources limit progress.
2. **Resilient Agrifood Systems (RAFS): Status:** Mostly ‘in progress’ with some recommendations completed.
- Gender and vulnerability considerations are well integrated, though short project cycles and budget constraints impact outreach to vulnerable groups.
 - Innovations and resilience metrics are being developed, although these metrics are not fully utilized in assessing vulnerability.
 - Engagement with stakeholders in foresight processes is existing, though limited stakeholder ownership in research agendas remains a concern.
 - Completed: Development of theories of change (ToCs) across Initiatives and tailoring metrics to align with CGIAR’s comparative advantage.
3. **Genetic Innovation (GI): Status:** Largely ‘in progress’ with advancements in specific areas.
- Efforts in breeding modernization are progressing well, involving national program partners with examples of successful innovation.
 - Climate resilience integration is noted in breeding prioritization, although formal collaboration mechanisms with RAFS need reinforcement.
 - Completed: risk and resilience frameworks integrated into breeding program design and priority setting.
4. **Cross-Cutting (CC): Status:** Mostly ‘in progress’, with notable progress in system-wide strategy areas.
- Progress in big data integration, though data management policy is still being established across Initiatives.
 - Efforts to improve MELIA metrics, establish nested ToCs, and strengthen social science capacities continue, yet gaps in interdisciplinary integration remain.
 - Stakeholder engagement and local capacity-building strategies are advancing but exit strategies for partner-led research are delayed.
 - Completed: Expansion of Monitoring, Evaluation, Learning and Impact Assessment (MELIA) technical assistance and incorporation of cross-cutting themes in evaluation.

Annex 10. List of Participants at Validation Meeting and Recommendation Refinement Meeting

Two subsequent meetings took place on 17 December 2024 in Montpellier and online to validate the findings of the review in the first meeting, and to then collectively discuss the suggested recommendations and possible measures to implement these suggested recommendations.

Name of Participant	Gender	Presence	Position	Participated in
ADEBAYO, Atilade Solomon	M	Online	Manager, MELIA, CGIAR, PCU	Both meetings
AJIMA, Nancy	F	In person	Global Head, PCU	Both meetings
AL-MOUSLY, Ahmad	M	Online	Head of Digital Solutions for Integrated Management, ICARDA, CGIAR center, Digital & Data	Both meetings
BONAIUTI, Enrico	M	Online	Research Team Leader, Monitoring, Evaluation and Learning and CIP-Program Management Officer, ICARDA, CGIAR center	Validation meeting
CEKOVA, Diana	F	Online	Project Assistant, CGIAR Independent Advisory and Evaluation Service	Both meetings
GETACHEW, Muluhiwot	F	Online	Process Management Officer, PPU	Both meetings
GROVE SMITH, Allison	F	Online	Director, CGIAR Independent Advisory and Evaluation Service	Both meetings
HIDDING, Elbert	M	Online	Senior Officer, CGIAR, Internal Audit Support Service	Both meetings
HOFER, Silke	F	Online	Independent Consultant, Team Leader for MR System Review	Both meetings
JOUINI, Ibtissem	F	Online	Senior Evaluation Officer, CGIAR Independent Advisory and Evaluation Service	Both meetings
LEIBOVICI, Didier	M	In person	Independent Consultant, Subject Matter Expert, MR System Review team	Both meetings
MOLINARI, Marta Maria	F	In person	Research Analyst, Consultant at IAES, MR System Review team	Both meetings
NEGROUSTOUEVA, Svetlana	F	In person	Evaluation Function Lead, CGIAR Independent Advisory and Evaluation Service	Both meetings

Name of Participant	Gender	Presence	Position	Participated in
PLACE, Frank	M	Online	Senior Advisor, IFPRI, CGIAR center, DGO	Recommendation refinement meeting
ROOVERS, Michiel	M	In person	CGIAR Senior Director, Governance and Institutional Risk	Both meetings
SUNDSTROM, Roland	M	In person	Director, Office of the Executive Managing Director, EMT Support Unit	Validation meeting
VILLAMOR, Antonio	M	Online	Internal Auditor, ICARDA, CGIAR center, IA	Both meetings

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Annex 12. Review Team Background and Declarations of Conflict of Interest

Team Leader

Silke Hofer is an international development expert with 18 years of experience at global and country level with different types of organizations (including multilateral, bilateral, and academia) in the design of organizational reviews, assessments, and research studies. Her work is focused on generating knowledge through evaluative and analytical work and on ensuring that evaluative processes contribute to organizational learning and a strategic focus and direction. Before working as an independent consultant, Silke worked in internal oversight offices and independent evaluation offices across three UN organizations (UNDP, UN Women, IAEA). As an independent consultant since 2018, Silke advises organizations on policies, strategy plans, and results, and she evaluates development interventions and operational structures. Assignments include assessments of multilateral effectiveness (e.g., MOPAN assessments and studies to inform the latest MOPAN methodology), institutional reforms (e.g., UN reform), and bilateral efforts on gender and social inclusion within the humanitarian-development-peace nexus. Silke is a mixed methods researcher, designing inquiries that blend participatory and qualitative methodologies with quantitative data analysis, engaging across multiple contexts and with diverse stakeholder groups. Her work is grounded in an understanding of structural inequalities and inequities. Her academic background is in social and policy sciences, development studies and literature.

Team Member

Didier Leibovici's expertise is in geospatial data analytics and after 15 years of research in leading UK universities (Oxford, Leeds, Nottingham, Sheffield), five years at IRD (France), two years at Sanofi-Recherche (France), and four years at INSERM (France). Working within interdisciplinary and international contexts for European research programs with UK, France, LMIC (in Africa and South-Asia), he is setting up GeotRYcs, a geo-spatial-temporal data scientist consulting service. Didier has a PhD in Biostatistics and a Master's degree in Computer Science; his scientific production in data analysis and geospatial science are on spatiotemporal data modelling and analysis within different contexts, such as epidemiology, public-health nutrition, agriculture, and agro-ecological monitoring, dynamics in population studies, location-based citizen crowdsourcing of environmental information within interdisciplinary projects. Didier's interests are in challenging the potential of interoperability developments to manage cross-domains scientific modelling involving geolocated data from heterogeneous sources. Didier acted as subject matter expert for the Evaluation of CGIAR Big Data Platform (2021).

Research Analyst

Marta Maria Molinari is an Evaluation Analyst Consultant who has been with the Evaluation Function of the CGIAR Independent Advisory and Evaluation Service (IAES) since 2023. She recently contributed to the 2024 Science Groups Evaluations [portal], as a research analyst within the RAFS Science Group Evaluation team. The evaluation provided real-time feedback and recommendations to help CGIAR align its portfolio with the 2030 Strategy, supporting learning and evidence-based decision-making across the

organization. Prior to CGIAR, Marta worked as a Junior Evaluation Analyst at the Office of Evaluation (OED) of the Food and Agriculture Organization (FAO), where she led data collection and conducted portfolio analyses for country and thematic evaluations, including SDG14. Marta holds a Bachelor's degree in Political Science for Cooperation and Development from Sapienza University of Rome, followed by a Master's degree in Development and International Cooperation Sciences from Roma Tre University, and an international second-level Master's degree in Development Economics and International Cooperation from Tor Vergata University. Her academic journey has been enriched by two exciting international exchange experiences—one in Sweden during her bachelor's studies and another in Buenos Aires, Argentina, during her first Master's degree—broadening her global perspective and deepening her understanding of international development. She is fluent in English, Spanish, and Italian.

S/N	Conflict of Interest Statements	Silke Hofer	Didier Leibovici	Marta Maria Molinari
		Independent Consultant	Independent Consultant	Consultant to IAES
1	Main employer and any other organization that provides you with remuneration (which may be named participants in the project/ program/ proposal you are being asked to review/evaluate).	No	No	No
2	Are you aware whether a relative, close friend, close colleague or someone with whom you have financial ties is receiving funding from or giving advice to a project/program/proposal you are being asked to review/evaluate?	No	No	No
3	Does any project/program/proposal you are being asked to review/evaluate cite any of your own current research?	No	No	No
4	Does any project/program/proposal you are being asked to review/evaluate name researchers with whom you have active collaborations, recently published joint papers or are in regular email correspondence?	No	No	No
5	Does any project/program/proposal you are being asked to review/evaluate name any of your past PhD students are active participants?	No	No	No
6	I declare that the information provided on this statement is true and complete.	Dated: 22 Oct. 24	Dated: 22 Oct. 24	Dated: 22 Oct. 24



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