



Independent
Advisory and
Evaluation
Service



Independent
Science for
Development
Council



Standing
Panel on
Impact
Assessment



2022 Consolidated Technical & Financial Report for Independent Advisory and Evaluation Service (IAES), Independent Science for Development Council (ISDC), & Standing Panel on Impact Assessment (SPIA)

**CGIAR's IAES provides operational support as the secretariat for ISDC and SPIA, and implements CGIAR's multi-year, independent evaluation plan as approved by the CGIAR System Council.*

February 2023

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Organization of this report: Within CGIAR, the Independent Advisory and Evaluation Services (IAES) provides operational support as the secretariat for the Independent Science for Development Council (ISDC), the Standing Panel on Impact Assessment (SPIA), and it implements CGIAR's multi-year, independent evaluation plan as approved by the CGIAR System Council. As such, this report compiles the 2022 technical and financial reporting for each of these areas, i.e., both of the supported independent bodies as well as the evaluation activities conducted under the auspices of IAES. The report is organized first with the presentation of the two independent supported bodies (ISDC and SPIA), and then proceeds to report the independent evaluation activities, and concludes with the operational support.

Cover image: Shelling beans Malawi IFPRI

Executive Summary

This report compiles the 2022 technical and financial reporting for CGIAR's Independent Science for Development Council (ISDC), Standing Panel on Impact Assessment (SPIA), and the Independent Advisory and Evaluation Services (IAES) in its capacity implementing CGIAR's multi-year, independent evaluation plan, and providing operational support as the secretariat for ISDC and SPIA.

Highlights of ISDC in 2022 include:

- Completion of 14 independent reviews of CGIAR Research Initiatives. The CGIAR 2022–24 Investment Prospectus comprises a set of CGIAR Research Initiatives supported with pooled CGIAR funding.
- Quality of Research for Development bolstered through four discrete sets of activities: (i) gathering lessons about the ISDC-moderated CGIAR Research Initiative review, (ii) ISDC literature review and commentary related to inclusive innovation, (iii) technical note on comparative advantage, and (iv) the return of the ISDC Science Forum in 2022.
- For ISDC, an enormous highlight of the year was the return to in-person meetings with governance bodies, among ISDC members, and with other stakeholder groups.

Highlights of SPIA in 2022 include:

- Two matchmaking events on CGIAR campuses brought together CGIAR and academic researchers to jointly develop impact assessment studies focused on testing key assumptions of the Theory-of Change of CGIAR's new research initiatives.
- SPIA provided technical guidance and close monitoring to the 19 impact assessment studies in the portfolio that are on track to deliver results by 2024 despite COVID delays, and results are being shared on ongoing basis through SPIA webinars.
- Data collection and analysis is ongoing at a national scale in four CGIAR priority countries (Ethiopia, Uganda, Vietnam, and Bangladesh) to document the reach of CGIAR-related innovations. Results of work-in-progress were shared and discussed with System Council, CGIAR leadership and researchers, including through in-person presentations at ILRI, IRRI, World Fish and ABC.

Highlights of IAES/Evaluation function in 2022 include:

- CGIAR governance bodies endorsed the new CGIAR-wide Evaluation Framework and Policy. To operationalize these documents, two evaluation guidelines were launched (i) *Conducting and Using Evaluability Assessments within CGIAR* (in English and in Spanish), and (ii) *Applying the QoR4D Framework to Process and Performance Evaluations*.
- Science Metrix (an Elsevier company) co-developed a technical note on the use of bibliometrics in evaluating CGIAR. Lessons from the 2020 independent evaluative reviews of 12 CGIAR Research Programs (CRPs) informed this effort.
- A brief, drawn from evaluations of Excellence in Breeding and Big Data in Agriculture platforms (2022 and 2021, respectively) featured evaluation learning and recommendations on cross-cutting themes, e.g., governance, gender, partnerships, and monitoring, evaluation and learning.

From an operational perspective, IAES concentrated on the full range of secretariat support to ISDC and SPIA and the Evaluation function, to enable the respective workplans, with a strong focus on the communication of relevant, accessible and timely independent advisory and evaluative products.

1 Independent Science for Development Council

The ISDC 2022 workplan spanned from 14 CGIAR Initiative proposal reviews to a range of products generated under four workstreams. The workstreams bolstered CGIAR's Quality of Research for Development (QoR4D) frame of reference. ISDC also farewelled and thanked Professor Chris Barrett who completed his three-year term as an ISDC Member.

1.1 Moderating the Initiative proposal external assessment

The first quarter of 2022 focused on the [review](#) of 12 Initiatives, with two additional Initiatives reviewed in May and September. The ISDC Chair presented the proposal assessment outcomes at the CGIAR System Council's 15th meeting in March.

1.2 A return to meeting in-person

ISDC was able to meet for the first time in-person for its semiannual meetings since the COVID-19 pandemic. To conserve resources, these meetings were held in tandem with the System Council meetings in Montpellier and Brisbane. The three-day meetings provided ISDC members time to reflect and strategize.



ISDC members at Science Forum, TropAg, Brisbane, Australia, 1 Nov 2022
Credit: Cultivate Communications

1.3 Bolstering Quality of Research for Development

1.3.1 Application of the QoR4D to Initiative reviews: Lessons learned

To improve future external reviews of CGIAR proposals, ISDC conducted an ex-post [analysis](#) of the Initiative review process through a reviewer survey, CGIAR stakeholder consultations, examination of QoR4D reviewer scoring divergence, and Initiative Design Team (IDT) responses to ISDC reviews. The report details the recommendations of the analysis grouped by: (1) QoR4D and its application to Initiatives, (2) insights for the design of the Initiative proposal template, and (3) areas for deeper consideration by IDTs and senior leadership in developing future proposals.

1.3.2 Transformation through inclusive innovation

Building on earlier work that highlighted CGIAR opportunities to boost inclusivity through internal capacity building, strategic engagement in partnership networks, and results-based investment, ISDC produced a [literature review and commentary](#) that outlined opportunities for CGIAR to enhance the relevance, scientific credibility, legitimacy, and effectiveness (the four QoR4D elements) of research.

1.3.3 Identifying and using CGIAR's comparative advantage

The QoR4D element of "relevance" calls for efforts to be associated with CGIAR's comparative advantage (CA). The ISDC Initiative proposal reviews found that the concept of CA was poorly understood, and most

Initiatives did not include a rigorous CA analysis. In response to a perceived need for guidance on identification and use of CA for CGIAR, ISDC developed [a framework](#) and illustrative examples to help define CA for CGIAR management and researchers

1.3.4 2022 Science Forum

The Science Forum (SF) returned with two targeted events, which totaled 250+ live attendees. The first event in October was a virtual side event at the FAO Science and Innovation Forum 2022 that discussed institutional innovation. The second event took place along with SC17 at TropAg and focused on inclusive innovation in international development. [Videos](#) of the events have been published online.

2 Standing Panel on Impact Assessment

The delivery of the SPIA six-year 2019–2024 workplan is on track. In 2022 System Council endorsed SPIA's development of a new workplan and reorganized the operational model to better respond to new asks directed at SPIA. A series of consultations with the Strategic Impact, Monitoring and Evaluation Committee (SIMEC), current and past SPIA panel members, colleagues working on related initiatives, and researchers from CGIAR and international advanced research institutes are planned for 2023.

Here we summarize progress made in the current workplan in 2022.

2.1 Progress towards strengthening the culture of impact assessment in the CGIAR

SPIA continued to engage with One CGIAR initiatives and organized several events to support the design of rigorous impact assessment (IA) around CGIAR research.

Two matchmaking events were held on the campuses of [ILRI \(Nairobi\)](#) and the [Alliance of Bioversity and CIAT \(Cali\)](#). These events brought together CGIAR and academic researchers to jointly develop impact assessment studies focused on key research questions for the initiatives. A total of 12 initiatives and 14 academic teams participated in both events, and [these new relationships are already bearing fruit](#).

To facilitate the interaction with SPIA, Initiatives have appointed impact assessment focal points (IAFP) that, together with centers' IAFPs, continues to be the backbone of the [impact assessment community in the CGIAR](#).

The series of [SPIA webinars](#) continued to bring early career IA researchers to present their ideas to design IA around CGIAR innovations and receive valuable feedback and advice. Some of the eight webinars shared lessons learned and challenges from past matchmaking experiences with academic partners to inform future collaborative work on IA.

Furthermore, of 14 papers that addressed new research questions using the 2019 Ethiopian Socioeconomic survey dataset, SPIA supported the presentation of four of them in the conference [Jobs, Innovations and Value Chains in the age of climate change](#), organized by IFAD.

The SPIA Chair visited ILRI (Nairobi), WorldFish (Penang), IRRI (Los Baños) and The Alliance of Bioversity and CIAT (Cali) and shared an update on the SPIA-supported study pipeline and the planning for future independent impact evidence and strategic advice to CGIAR with CGIAR researchers.

2.2 Progress towards expanding independent evidence of CGIAR research impacts

SPIA continued to follow closely alongside study teams of the 19 impact assessment studies in the portfolio, which, despite COVID delays, are on track to deliver results by 2024.

Several [studies designed to generate causal impact evidence of CGIAR research](#) started to deliver results in 2022. Three accountability studies and three pilot phases of learning studies were completed. Some of the findings follow.

- A study documenting long-term large-scale impacts of the Index-based Livestock insurance (IBLI), co-developed by ILRI, reported that shorter-term impacts previously documented in Kenya and Ethiopia are not sustained in the longer term. Another study, led by Cornell University, using innovative remote sensing methods to measure rangeland degradation, showed that IBLI had no adverse negative impacts on rangelands.
- A pilot study in Uganda documented high demand for mechanized paddy weeders but also raised some challenges around facilitating coordination for the use of these machines by groups.
- Likewise, in Mozambique, CIP piloted a video-enabled training to deliver advice on the management of sweetpotato vines in drought-prone areas and showed how gender-specific strategies were successful in improving technology dissemination. These strategies are now being scaled in Ghana.

Finally, SPIA approved a study designed by ICARDA and Tufts University to measure the long-term, large-scale impacts of the adoption of improved lentil varieties in Bangladesh.

2.3 Progress towards institutionalizing collection of diffusion data of CGIAR innovations

[Bangladesh became the fourth country](#) in the country study portfolio in 2022, initiating the stocktaking of CGIAR-related innovations and policy claims following the establishment of our team there. Ethiopia, Uganda and [Vietnam](#) were all operational in the field, with survey rounds being implemented through partnerships with the national statistical agencies.

Each country featured different modules developed by SPIA designed to measure adoption of specific CGIAR-related innovations. DNA fingerprinting for crop varietal identification was implemented for rice in Vietnam (VHLSS¹ – first round), maize in Ethiopia (ESS5 – second round of panel) and for six different crops in Uganda (UHS² – first round for banana, cassava, sweet potato, beans, maize, and groundnut).

In June, SPIA co-convened a [stakeholder workshop in Vietnam](#) with the Institute of Policy and Strategy for Agriculture and Rural Development (IPSARD) and IRRI. SPIA also carried out [detailed qualitative fieldwork](#) on sustainable rice management practices, to inform questionnaire design for nationally representative surveys.

¹ Vietnam Household Living Standards Survey

² Uganda Harmonized and Integrated Survey

3 IAES/Evaluation function

In 2022, the Evaluation function focused on operationalizing the new [CGIAR-wide Evaluation Framework and Policy](#), endorsed by System Council and Board. Commenced in 2021, the evaluation of [Excellence in Breeding \(EiB\) Platform](#) (2022) was completed, and extensive translation and management of evaluative knowledge from this and the previously completed evaluation of the [Big Data in Agriculture Platform](#) (2021) proceeded. Evaluation function provided Quality Assurance to the study on System Level Outcomes taken up by the Portfolio Performance Unit of CGIAR.³ The new modality of real-time evaluative and advisory engagement with Internal Audit was tested, providing valuable lessons for the role of independent and evidence-based advising to the CGIAR system. The evaluation reference group, piloted in 2021, ramped up peer review and related activities requests by IAES.

3.1.1 CGIAR Evaluation Framework and Policy

In February 2022, the 23rd Session of CGIAR System Board and 15th meeting of the System Council approved the [CGIAR-wide Evaluation Framework](#) and revised CGIAR [Evaluation Policy](#). They apply to CGIAR as an operating entity: CGIAR System Organization, all CGIAR Centers, and all the organizational business units under One CGIAR. IAES, as custodian of the independent evaluation policy, engaged in a consultative co-development. It revised the CGIAR 2012 external independent evaluation policy and proposed these changes to CGIAR governance. A dedicated video, [blog](#), and a [brief](#) were developed to augment awareness and compliance related to roles and responsibilities, standards and principles, evaluation criteria and the management response.

3.1.2 Evaluation Guidelines to Operationalize Evaluation Framework and Policy

Toward CGIAR-wide sensitization and capacity strengthening, the two guidelines were co-developed to operationalize evaluation standards and criteria of the [CGIAR Evaluation Framework and Policy \(2022\)](#).

- (1) The flagship guidelines on [Applying the QoR4D Framework to Process and Performance Evaluations](#) build on rich experience and extensive engagements with internal and external stakeholders, including:
 - [The Technical Note on Use of Bibliometrics in Evaluating CGIAR](#) in mixed-methods evaluations of Quality of Science (QoS). Co-developed with Science Metrix (an Elsevier company), it combines bibliometric expertise with input from CGIAR stakeholders and lessons from the 2020 [evaluative reviews of the CGIAR Research Programs \(CRPs\)](#).
 - Co-hosted an online discussion entitled [How to evaluate science, technology and innovation in a development context?](#) and prepared a [blog](#) about it.
- (2) Guidelines on [Conducting and Using Evaluability Assessments within CGIAR](#) operationalize the principle of *evaluability* of the Evaluation Framework. New to CGIAR but widely used outside, evaluability assessments (EA) prepare CGIAR managers for evaluations, and to effectively use them for learning and steering, towards accountability. For better uptake and wider reach the EA guidelines were also made available in [Spanish](#).

³ Responding to the evolving context and CGIAR reform, changes were made to the workplan, viz, shift from IAES implementing the CGIAR System-Level Outcomes validation study to quality assurance of a management commissioned study.

3.1.3 Real-time, joint evaluative and advisory engagement on PRMS redesign with Internal Audit

The IAES Evaluation function supported the CGIAR transition with its first real-time evaluative and advisory engagement, conducted with Internal Audit (IA), a peer assurance function (see [Evaluation Policy](#), 2022). The value proposition of operating through a joint engagement with IA was twofold: the leveraging of complementary competencies between the IA and IAES, and coherence across two assurance functions. Collaboration between Evaluation function and Internal Audit will continue to amplify the role of the two functions in holding the CGIAR system accountable to donors, while facilitating real-time learning in the evolving context of CGIAR reform.

3.1.4 Management and Translation of Evaluative Knowledge to Enhance Uptake and Learning

Engagement with One CGIAR processes and management and translation of evaluative knowledge have been implemented with, and for, a wide range of internal and external stakeholders:

- Evaluation learning and recommendations on cross-cutting themes, i.e. governance, gender, partnerships, and MEL, were featured in a [brief](#), informed by the evaluations of [Excellence in Breeding \(EiB\) Platform](#) (2022) and [Big Data in Agriculture Platform](#) (2021).
- Expert [blog](#) and evaluation briefs in [Spanish](#) and [French](#) from the [Big Data Platform](#) evaluation.
- Engagements with and joint blogs with members of the CGIAR Monitoring, Evaluation and Learning community of practice, and external experts, i.e. [partnerships](#) and [social network analysis](#)
- Steering and engagement with the [EvalForward](#) community of practice (CoP), of the evaluation offices of UN Rome-based agencies and CGIAR with national ministries of agriculture and NARS
- Presenting at the European Evaluation Society 2022: six sessions including with UN Rome-based Agencies, Adaptation Fund and Green Climate Fund, and the IAES [Evaluation Reference Group](#) members

4 IAES/Operational Support

IAES is the shared secretariat for ISDC and SPIA as well as the institutional home executing the independent Evaluation function (reported in section 4). Thus, for deliverables and activities listed in sections 1–3, the nine professional staff of IAES supply, *inter alia*, **project management** service (e.g., management of

commissioned studies and management of external evaluation projects); **governance** support (e.g., implementing IAES Conflict of Interest Policy and onboarding induction for new members); supporting the drafting, revision and dissemination of **advisory and evaluative documents**; **administration** (e.g., rostering of experts, contracting and procurement, event planning, and meeting reports); and **finance** (e.g., sub-grant payments, honoraria, budgeting, and transaction monitoring).

The **knowledge management (KM) and communications** surrounding ISDC, SPIA and Evaluation function products are another core activity in IAES. The relevance, accessibility and timeliness of the independent advisory and evaluative evidence to concerned stakeholders is a multi-year priority for IAES. A cross-functional team comprising ISDC secretariat, SPIA secretariat and Evaluation function staff has boosted the communications and KM efforts, whilst assuring the tailoring of messages appropriate for the disaggregated ISDC, SPIA and Evaluation function key audiences. There was a materially expanded reach in the IAES newsletter



Two one-day IAES retreats supported team dialogue on the extent that supporting collaboration and sharing of resources shared cross-functionally. (Credit: Marco Noordeloos, facilitator)

readership. The number of subscribers doubled since 2021, to 552, and an open rate (of newsletter emails) close to 60%. Social media activity was also strong, with 28% more followers (across all Twitter accounts and LinkedIn), an 181% increase in total engagement (meaning, for instance, “likes” of tweets). Activity on the website demonstrated less progress, year on year. Page views were down by 10% and downloads halved. The diagnostics of this decrease attribute the downward shift to the multi-year nature of the ISDC, SPIA and Evaluation function planned deliverables –close to 15% fewer new deliverables were completed and published in 2022 compared to 2021, and this had a knock-on effect on website traffic.

Given that resources (personnel, physical space, communication channels, and policies) are shared cross-functionally, IAES conducted two one-day retreats, complemented by two 2-hour all-team coffee conversations on operational matters. The first retreat concentrated on optimizing IAES systems and physical space, internal and external communications. The second employed the DiSC to support intergroup understanding and as a professional growth opportunity for colleagues to leverage their own and other work styles. DiSC® is an assessment tool “to help improve teamwork, communication, and productivity in the workplace.” IAES also benefited from a coffee conversation on CGIAR partnership and engagement (with guest Juan Lucas Restrepo).

5 Financial Report (pre closure)

Table 1. IAES Financial Report 2022 (in USD 000)⁴⁵

Workstream	Original Budget	Final Budget*	Expenditure	Balance	Variance to Final Budget
ISDC	1,017	640	627	13	1%
SPIA	3,898	3,018	3,040	-22	0%
Evaluation	840	370	315	55	7%
Shared Services	1,906	1,861	1,874	-13	-1%
GRAND TOTAL	7,661	5,889	5,856	33	0%

*Annually in third quarter, CGIAR finance director invites the recalibration of budgets, leading to final projected budgets per annum.

5.1 Notes

In 2022, IAES reported a total expenditure of USD 5.86 million, expending very close to the recalibrated budget for the year of USD 5.89 million. (The original projected budget of USD 7.66 million budget approved

⁴ This is a consolidated financial report prepared by IAES for expenditures incurred in 2022 under several hosting agreements (Alliance of Bioversity & CIAT, System Organization (SO), IFPRI, ILRI and IRRI). It is understood that it is the responsibility of the System Organization to submit the formal (audited) financial report that may differ from the above, depending on whether costs incurred were accounted for in the SO's books by year-end closure.

⁵ IAES Financial report has been updated 27 January 2023 after most post-closing entries of 2022 were included.

by System Council was officially revised downward in third quarter 2022). Therefore, in 2022, IAES met its internal target of <10% variance on the final budget.

The following notes explain the causes for any downward revision in the three functional budgets (ISDC, SPIA, Evaluation function) and budget for the IAES operational support, i.e., material revisions to the original budget reflected in the final budget column are noted in this report.

5.1.1 ISDC

The ISDC-approved budget for 2022 was USD 1.017 million of which ISDC spent USD 627,000, which is very close to its final projected budget. The material revision in the third quarter related to the full-fledged Science Forum. Instead of a full, face-to-face forum, ISDC adopted a hybrid format in 2022, using a series of digital interactions coupled with one face-to-face symposium (at TropAg, aligned with the occasion of the 17th meeting of System Council).

5.1.2 SPIA

The SPIA-approved original budget for 2022 was USD 3.898 million of which SPIA spent USD 3.040 million, which is practically a 0% variation from the third quarter budget revision. Unspent budget is mainly attributable to delays in implementing studies (several no-cost extensions had to be granted due to delays caused by COVID-19 and/or other technical problems in the field) and to a shift in implementing the fellowship program (SPIA has started to undertake several matchmaking events with the new CGIAR Initiative teams and academics and will continue to do so in 2023).

In keeping with SPIA's commitment to reach its planned deliverables in its six-year workplan (2019-2024), the unspent funds have been reprogrammed into the approved 2022-24 workplan/budget.

The SPIA expenditure includes the reported hosting costs of SPIA researchers at IFPRI, ILRI, and IRRI as of 31 December 2022 through hosting agreements with the System Organization and the Alliance of Bioversity & CIAT, regardless of whether these costs had already been accounted for in the books or not. The expenditure furthermore includes accruals of USD 14,000 for payments of studies plus related overheads. For the studies it is assumed that progress and/or final reports due in January 2023 for work carried out in 2022 will be approved by SPIA and payments made.

5.1.3 IAES Evaluation Function

The Evaluation function-approved budget for 2022 was USD 840,000 of which EF spent USD 315,000. The material revisions between the original approved and final budget entailed the removal of the validation of the reported System Level Outcomes, the revision to the PRMS advisory engagement, and the extension of the consultation processes for some of the ongoing guideline developments in support of the Evaluation Policy and Framework, to best assure fit-for-purpose and responsiveness to CGIAR reform.

5.1.4 IAES Operation

The IAES operational budget entails the full suite of professional staff providing operational support to ISDC, SPIA and implementing the Evaluation function, and a small number of targeted cross-cutting services, such as facility cost and hosting fees and communications. The approved budget for 2022 was USD 1.9 million revised down moderately to USD 1.86 million based on the spending trajectory, of which IAES expensed all.

6 2022 deliverables and resources linked in report

Note: Not an exhaustive list; further resources available on <https://iaes.cgiar.org/>

ISDC

- **ISDC web pages**

ISDC (Independent Science for Development Council). 2022. *Reform advice*
<https://iaes.cgiar.org/isdc/reform-advice>

ISDC. 2022. *Science Forum events*
<https://iaes.cgiar.org/isdc/science-forum-2022-events>

ISDC. 2022. *Towards a Comparative Advantage Framework for One CGIAR*
https://iaes.cgiar.org/isdc/comparative_advantage

- **ISDC technical notes**

ISDC. 2022. *Transformation through inclusive innovation*. Rome: CGIAR Independent Advisory and Evaluation Service.
<https://iaes.cgiar.org/isdc/publications/transformation-through-inclusive-innovation-literature-review-and-commentary>

ISDC. 2022. *Application of the quality of research for development framework to initiative reviews: Lessons learned*. Rome: CGIAR Independent Advisory and Evaluation Service.
<https://iaes.cgiar.org/isdc/publications/application-quality-research-development-framework-cgiar-initiative-reviews>

SPIA

- **SPIA web pages**

SPIA (Standing Panel on Impact Assessment). 2022. *Impact Assessment Matchmaking Event – Cali, Colombia*.
<https://iaes.cgiar.org/spia/events/spia-matchmaking-event-cali-colombia>

SPIA. 2022. *Webinar series*.
<https://iaes.cgiar.org/spia/events/2021-spia-webinar-series>

SPIA. 2022. *Grants*. (Studies designed to generate causal impact evidence of CGIAR research.)
<https://iaes.cgiar.org/index.php/spia/impact-evidence>

- **SPIA blogs**

Bach, T.T.N. & Stevenson, J. 2022. Vietnam's dramatic agricultural transformation: Discussion on CGIAR's role.
<https://iaes.cgiar.org/spia/news/vietnams-dramatic-agricultural-transformation-discussion-cgiars-role>

Biradavolu, M., Nguyen, P.T.M. & Bach, T.T.N. 2022 *Finding the right words: qualitative study to design a survey module for measuring a natural resource management package in Vietnam*. (Detailed qualitative fieldwork.)

<https://iaes.cgiar.org/spia/news/finding-right-words-qualitative-study-design-survey-module-measuring-natural-resource>

Emerick, K. & Stevenson, J. 2022. *SPIA'S workflow reaches the land of rivers*. (Bangladesh became the fourth country.)

<https://iaes.cgiar.org/spia/news/spias-workflow-reaches-land-rivers>

Kosmowski, F. & Nguyen, O.T.T. 2022. *The year of the tiger and a leap into action*. (Vietnam.)

<https://iaes.cgiar.org/spia/news/year-tiger-and-leap-action>

Laajaj, R. & Karasalo, M. 2022. *Academic expertise in impact assessment for One CGIAR initiatives – reflections on the SPIA matchmaking event in Nairobi*

<https://iaes.cgiar.org/spia/news/academic-expertise-impact-assessment-one-cgiar-initiatives-reflections-spia-matchmaking>

Evaluation function

- **IAES/Evaluation function web pages**

IAES (Independent Advisory and Evaluation Service). 2022. CGIAR evaluation framework and policy

<https://iaes.cgiar.org/cgiar-evaluation-framework-and-policy>

- **IAES/Evaluation function blogs**

De Col, V., Garrett, K. & Thiele, G. *Alone we can do so little; together we can do so much*.

<https://iaes.cgiar.org/evaluation/news/alone-we-can-do-so-little-together-we-can-do-so-much>

Kieti, J. & Leibovici, D. 2022. *Promoting data annotation for semantic interoperability – CGIAR Big Data Platform's Ontologies Community of Practice (COP)*

<https://iaes.cgiar.org/evaluation/news/evaluation-case-study-cgiar-ontologies-community-practice>

Negroustoueva, S. & Ash, A. 2022. *Evaluating Quality of Research for Development in Process and Performance Evaluations: CGIAR approach*. <https://iaes.cgiar.org/evaluation/news/evaluating-quality-research-development-process-and-performance-evaluations-cgiar>

Negroustoueva, S. & Ogunyinka, O. 2022. *Towards unified accountability and joint learning: A new evaluation framework and policy for One CGIAR*.

<https://iaes.cgiar.org/evaluation/news/towards-unified-accountability-and-joint-learning-new-evaluation-framework-and>

Place, F. & Templeton, D. 2022. *A decade later. Evaluative evidence on how CGIAR partnerships improve livelihoods and environments around the globe*.

<https://iaes.cgiar.org/index.php/evaluation/news/decade-later-evaluative-evidence-how-cgiar-partnerships-improve-livelihoods-and>

Sellitti, S. 2022. *What emerged from the online discussion on evaluating quality of science?*

<https://iaes.cgiar.org/evaluation/news/what-emerged-online-discussion-evaluating-quality-science>

- **IAES/Evaluation function guidelines**

IAES. 2022. *Conducting and using evaluability assessments in CGIAR: CGIAR evaluation guidelines*. Rome: Independent Advisory and Evaluation Service.

<https://iaes.cgiar.org/evaluation/publications/conducting-and-using-evaluability-assessments-cgiar-cgiar-evaluation>

IAES. 2022. *CGIAR evaluation guidelines. Conducting and using evaluability assessments within CGIAR*. Rome: Independent Advisory and Evaluation Service.

(English) <https://iaes.cgiar.org/index.php/evaluation/publications/conducting-and-using-evaluability-assessments-cgiar-cgiar-evaluation>

(Spanish)

https://iaes.cgiar.org/sites/default/files/pdf/CGIAR%20Evaluation%20Guidelines_Evaluability%20Assessments_Spanish_FNL%202022_2.pdf

- **IAES/Evaluation function reports, briefs and technical notes**

CAS Secretariat (CGIAR Advisory Services Shared Secretariat). 2021. *Evaluation of CGIAR Platform for Big Data in Agriculture*. Rome: CAS Secretariat Evaluation Function.

(English) <https://iaes.cgiar.org/evaluation/publications/evaluation-cgiar-platform-big-data-agriculture>

(Spanish) [https://cas.cgiar.org/sites/default/files/pdf/Eval%20brief-](https://cas.cgiar.org/sites/default/files/pdf/Eval%20brief-%20BDP%20evaluation%20report_27Jan%20FINAL%20CLEAN_SPANISH%20%28formatted%29.pdf)

[%20BDP%20evaluation%20report_27Jan%20FINAL%20CLEAN_SPANISH%20%28formatted%29.pdf](https://cas.cgiar.org/sites/default/files/pdf/Eval%20brief-%20BDP%20evaluation%20report_27Jan%20FINAL%20CLEAN_SPANISH%20%28formatted%29.pdf)

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CGIAR's Independent Advisory and Evaluation Service (IAES) provides operational support as the secretariat for the Independent Science for Development Council (ISDC) and the Standing Panel on Impact Assessment (SPIA), and implements CGIAR's multi-year, independent evaluation plan as approved by the System Council.