



CGIAR

INDEPENDENT ADVISORY
AND EVALUATION SERVICE
EVALUATION FUNCTION



IAES Country Evaluation Series

Terms of Reference: Country Evaluation Pilot Kenya

April 2026

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List of Acronyms

CGIAR in the past stood for Consultative Group of International Agricultural Research, but now is a name in its own right, and not an acronym. Today, CGIAR is a global research partnership for a food-secure future, dedicated to transforming food, land, and water systems in a climate crisis, operating as a global network of 13 research centers, often referred to as the CGIAR Consortium of International Agricultural Research Centers.

		KM	Knowledge Management
ABC	Alliance of Bioversity and CIAT	MELIAF	Monitoring, Evaluation, Learning, Impact Assessment and Foresight
CABI	Centre for Agriculture and Bioscience International	MEL	Monitoring, Evaluation and Learning
CIMMYT	International Maize and Wheat Improvement Center	MER	Management Engagement and Response
CIP	International Potato Center	MR	Management Response
FAIR	Findable, Accessible, Interoperable, and Reusable	NARES	National Agricultural Research and Extension Systems
FAO	Food and Agriculture Organization	NARS	National Agricultural Research Systems
FGD	Focus Group Discussion	NGO	Non-governmental organization
GLT	Global Leadership Team	OECD–DAC	Development Assistance Committee
IAES	Independent Advisory and Evaluation Service	OIE	Outcome and Impact Evaluation
IDA	International Development Association	PORB	Plans of Results and Budget
IFAD	International Fund for Agricultural Development	PPT	Portfolio Performance Team
IFPRI	International Food Policy Research Institute	PRMS	Performance and Results Management System
IITA	International Institute of Tropical Agriculture	RIIs	Regional Integrated Initiatives
ILRI	International Livestock Research Institute	SC	System Council
IPB	Integrated Partnership Board	SG	Science Group
ISDC	Independent Science for Development Council	SO	System Organization
IWMI	International Water Management Institute	SIMEC	Strategic Impact, Monitoring and Evaluation Committee
KALRO	Kenya Agricultural and Livestock Research Organization	SPIA	Standing Panel on Impact Assessment
KII	Key Informant Interview	ToC	Theory of change
		UNDP	United Nations Development Program
		USAID	United States Agency for International Development
		WFP	World Food Program

Evaluation Identity Card

Table 1. Evaluation Identity Card

Title	Terms of Reference: Country Evaluation Pilot Kenya
Commissioned by	CGIAR System Council
Objectives	Piloting country evaluations will provide evidence at country level about the relevance, coherence, efficiency, and effectiveness of CGIAR Portfolio implementation through the integrated partnership model.
Key Evaluation Questions	<ol style="list-style-type: none">1. To what extent is CGIAR's de facto country level portfolio in Kenya aligned with national priorities? (Relevance)2. To what extent do CGIAR centers and programs operating in Kenya implement processes and mechanisms to coordinate their efforts, strengthen coherence, avoid redundancy and support the collective delivery of country-level outcomes? (Efficiency and Coherence)3. To what extent do CGIAR programs engage demand and scaling partners in the co-design, implementation and delivery of innovations, in ways that position these partners to assume a leading role in shaping scaling pathways in Kenya? (Effectiveness)
Evaluated	The evaluation will cover the last four years of CGIAR's Portfolio results in Kenya, including three years in the previous 2022–24 Portfolio and one year of the 2025–30 Portfolio.
Methods	Mixed methods design (desk review, single case study, bibliometric analysis)
Timeline	From February to December 2026
Execution	External independent evaluation team managed by Independent Advisory and Evaluation Service (IAES) Evaluation Function
Management Response	CGIAR management-liaison office for Africa
Key References	2026-27 Workplan and Budget for IAES and CGIAR Evaluation Framework and Policy
Contact	If you wish to engage with the Kenya pilot country evaluation, please contact iaes-evaluation@cgiar.org , copying the Evaluation Manager, Ibtissem Jouini i.jouini@cgiar.org

How to Read these Terms of Reference

This Terms of Reference (ToR) is structured to guide readers through the design and implementation of a process and performance evaluation in Kenya. The body is organized into five sections: (1) Background and Objectives; (2) Key Evaluation Questions; (3) Approach and Methodology; (4) Considerations and Limitations; and (5) Roles and Responsibilities. The main body is then complimented by fourteen appendices which are directly embedded in this document. In preparing this document, the Evaluation Function conducted an extensive desk review that generated substantial volume of background material. These proved too voluminous to include in a single readable ToR document. To keep the ToR focused and accessible, the team summarized the key findings of each extensive annex to a corresponding appendix embedded in this document, and compiled the full, extended versions of those analyses in a separate companion document of annexes. This companion document is available upon request and will be made available to the evaluation team.

1 Background and Objectives

Following the System Council (SC) approval of the 2026-27 [Workplan and Budget](#) for the Independent Advisory and Evaluation Service (IAES), the Evaluation Function is proceeding with the design of a process and performance (P&P) country evaluation.¹ This pilot evaluation follows a key recommendation from the high-level [review](#) of CGIAR’s advisory bodies, to align with the Monitoring, Evaluation, Learning, Impact Assessment and Foresight (MELIAF) Gates Foundation grant to CGIAR, namely ‘**country activator**’² and builds on findings and five formal recommendations³ in [Science Group \(SG\) Evaluations](#) (2024) for CGIAR to enhance coordination and leadership at country level, including better integration of thematic and geographic priorities. These recommendations echo an earlier recommendation from the [2021 Synthesis of Learning from a Decade of CGIAR Research Programs](#) to conduct regional and country-level assessments of CGIAR’s ability to meet stakeholder demand. Ultimately, the IAES country evaluation supports the objectives of the [2030 Research and Innovation Strategy](#) and the [2024 Engagement Framework](#).

Furthermore, as CGIAR continues its transition toward a stronger integrated partnership model, country-level evaluations will help CGIAR understand how Agricultural Research for Development efforts respond to contextualized, complex, and evolving challenges in the sector of food and agriculture transformation. They are also instrumental in highlighting whether CGIAR’s research agenda is relevant, coherent, efficient, and effective in supporting national goals for food and nutrition security, resilience, and sustainable development. Guided by the CGIAR Evaluation [Framework](#) and [Policy](#), this pilot evaluation aims to provide proof of concept for independent process and performance country evaluations complementing [country studies](#) conducted by the [Standing Panel on Impact Assessment](#) (SPIA)⁴ and other geographically specific impact assessments led by centers and partners.

Piloting country evaluations will provide evidence at country level about the relevance, coherence, efficiency, and effectiveness of CGIAR portfolio implementation through the integrated partnership model. The evaluation will cover the last three years of CGIAR’s Portfolio results in the selected country, including two years in the previous 2022–24 Portfolio and one year of the 2025–30 Portfolio. This work aims to support SC, Strategic Impact, Monitoring and Evaluation Committee (SIMEC), the CGIAR Integrated Partnership Board (IPB), which is also known as the future CGIAR Board-relevant management units, centers’ management and governance bodies, and key partners with context-specific evaluative learning.

On a parallel track to the evaluation, the Evaluation Function leadership will assess the opportunities and challenges of integrating findings and recommendations from independent evaluations within the MELIAF system, and compile learning on conducting mid-line Portfolio evaluations (2027).

1.1 Country Selection Criteria

The selected country for the pilot should meet the following core criteria:

1. Presence of at least four CGIAR centers operating in the country (with at least one center holding a host agreement). This will allow the evaluators to assess internal (among CGIAR centers) and external (CGIAR with non-CGIAR partners) collaboration.

¹ Under Objective 1, the Evaluation Function will complete one country evaluation, aligned with the MELIAF grant country accelerator and the pilot approach devised during country evaluation scoping in 2025.

² The Advisory Bodies’ workplan, as presented by the IAES Secretariat, should be annually updated to align with progress being made by the overall MELIAF Framework program (being led by System Office/Portfolio and Performance Unit in coordination with IAES and centers’ Monitoring and Evaluation Community of Practice).

³ Management Response (MR) and implementation status of the recommendations are available in the CGIAR [MR Tracker](#).

⁴ SPIA’s Country studies document the adoption and diffusion of agricultural innovations linked to CGIAR research.

2. Contribute to building FAIR⁵ data flows as part of the CGIAR MELIAF Project and impact research.
3. Good coverage⁶ by Areas of Work of the 13 Programs and Accelerators, as part of the [2025-30 Portfolio](#).
4. Security and accessibility of stakeholders, and absence of major disruptions in the last three years (e.g., environmental issues or political changes affecting policies relevant to CGIAR work). This is a convenient choice for a piloting phase. It will allow for a fair assessment of achievements, controlling as much as possible for external factors.

The IAES Evaluation Function selected **Kenya** as a pilot country. Regarding the second criterion, the Kenya Activator⁷ provides an excellent opportunity to pilot the country evaluation. A 2025 scoping exercise that IAES performed in Uganda helped to assess relevance and evaluability for a country level evaluation (see Appendix 7). Kenya is a major CGIAR hub for research implementation. The headquarters of the International Livestock Research Institute (ILRI) is in Nairobi, co-hosted with Ethiopia. Additional centers including the International Maize and Wheat Improvement Center (CIMMYT), International Food Policy Research Institute (IFPRI), the Alliance of Bioversity-CIAT, International Water Management Institute (IWMI), and International Potato Center (CIP) have offices or sub-regional presence in Kenya. In the 2025–30 Research Portfolio, Kenya is categorized as a priority country for focus and engagement. In addition, a vast majority of the Programs and Accelerators directors are based in Kenya, as well as CGIAR chief scientist. This concentration of institutional infrastructure positions Kenya as the primary coordination hub for CGIAR's work across East Africa and Southern Africa.

It is worth noting that stakeholder fatigue was identified as an important risk for the evaluation in Kenya. The Evaluation Function is mitigating this through extensive collaboration with other efforts going on in Kenya, including leveraging the works done by SPIA in the stocktaking exercise, and engagement with the Kenya Activator to avoid duplication of efforts. Also, the Science group evaluations (2024) offer a collection of evidence that can be readily used by the evaluators.

2 Key Evaluations Questions

Evaluation questions are organized around three distinct but complementary analysis dimensions: (1) the strategic alignment of CGIAR's *de facto* country level Portfolio with national priorities (Relevance); (2) the internal coordination processes among CGIAR centers and programs (Coherence and Efficiency); and (3) the external engagement with demand and scaling partners in the co-design and delivery of innovations (Effectiveness and Legitimacy). Key questions the evaluation aims to answer are:

Table 2. Key evaluation questions and criteria

Criteria	Key Question
Relevance	1. To what extent is CGIAR's de facto country level portfolio in Kenya aligned with national priorities?
Efficiency & Coherence	2. To what extent do CGIAR centers and programs operating in Kenya implement processes and mechanisms to coordinate their efforts, strengthen coherence, avoid redundancy and support the collective delivery of country-level outcomes?

⁵ Findable, Accessible, Interoperable, and Reusable.

⁶ At least eight of the thirteen implemented Programs and Accelerators and at least 85 country focus Key Performance Indicators.

⁷ The Kenya Activator was discussed as a country-level pilot for MELIAF integration, focused on developing a joint theory of change, aligning indicators, synthesizing Outcome and Impact Evaluations (OIEs), and hybrid work-in-progress seminars on OIEs in their design phase to facilitate coordination.

Effectiveness	3. To what extent do CGIAR programs engage demand and scaling partners in the co-design, implementation and delivery of innovations, in ways that position these partners to assume a leading role in shaping scaling pathways in Kenya?
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SIMEC members and the Evaluation Reference Group shared their input about the questions as part of their feedback about the evaluation Concept Note.

The Evaluation Matrix is a core element of this Terms of Reference (ToR). Based on the extensive desk review, sub-questions, indicators and sources of information are identified and structured around these key evaluation questions (see Appendix 1 for the Evaluation Matrix).

3 Approach and Methodology

This pilot country evaluation builds on the scoping exercise conducted in Uganda in 2025, which confirmed the feasibility of a country-level evaluation (see Appendix 7). It follows a mixed-methods design, combining qualitative and quantitative methods with systematic triangulation of evidence. Qualitative methods will include case studies, desk and portfolio reviews, and Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs). These will be complemented by a bibliometric analysis as the primary quantitative method. Secondary data sources, including previous impact assessments and a review of the relevant literature, will also be drawn upon.

Additional methods may be developed and applied during the inception phase, at the discretion of the external evaluation team. These could include event observation, online surveys targeting staff, partners, and innovation leads, as well as thematic and sentiment analysis of qualitative interview data to surface deeper insights.

Prior to developing the ToR, IAES conducted a review of standard country-level evaluation methodologies adopted by peer agencies (see Appendix 3). This design is consistent with common practice while being tailored to the unique structure and mandate of the CGIAR system. This pilot evaluation applies a dual analytical lens: (i) intervention- and innovation-level analysis to generate depth, and (ii) country-level portfolio analysis to assess collective performance.

The main outputs of the evaluation will include a country evaluation ToR (covering results of an extensive desk review-see Appendices 8,9,10,11 for Performance and Results Management System [PRMS] Dashboard data analysis), a case study report (see sub-section 3.3 and Appendix 12 for selection process and criteria) and a country evaluation report (containing up to ten recommendations).⁸ On a parallel track, the evaluation will explore opportunities to contribute and learn from the MELIAF⁹ Project and impact research (SPIA and other actors), aiming for FAIR data flows (see below sub-section 5.6).

The evaluation will adopt a participatory approach, through the mechanism of a consultative group and discussions with key stakeholders (see sub-section 3.6).

3.1 Desk Review

The team conducted an extensive desk review that informed the design of the evaluation. The desk review draws on a wide range of documentary sources, including CGIAR program and project documentation, PRMS Results Dashboard data, PRMS Financial Dashboard data, 2025–30 Portfolio Plans of Results and Budget (PORB) dashboards, national policy documents, science groups evaluations survey data, and center-led

⁸ This evaluation will not include an Inception Report. Instead, a detailed ToR will guide the work, allowing an adaptive management approach convenient for a pilot and providing the team with sufficient flexibility to align with the MELIAF grant implementation.

⁹ The Kenya Activator was discussed as a country-level pilot for MELIAF integration, focused on developing a joint theory of change, aligning indicators, synthesizing OIEs, and hybrid work-in-progress seminars on OIEs in their design phase to facilitate coordination.

literature. The key analyses undertaken as part of the desk review, together with their corresponding references and summarized appendices, are embedded in this ToR while the companion annexes document contains the extended annexes. Below is a list of the appendices and links to the corresponding annexes.

Table 3. Desk review analyses

Analysis	Where to find the analysis
Mapping of peer organizations methodologies of country level evaluations	Appendix 3
CGIAR Portfolio structure	Appendix 4
Kenya Portfolio overview	Appendix 5
Stakeholder mapping	Appendix 6
Feasibility of conducting P&P evaluations based on Uganda scoping	Appendix 7
Data analysis summaries covering bilateral projects	Appendix 8
Science Group survey results: Kenya (2024)	Appendix 9
PRMS Dashboard results	Appendix 10
Financial Dashboard analysis	Appendix 11
Case study selection process	Appendix 12
Bibliometric analysis indicators	Appendix 13
Skills of the evaluation team	Appendix 14

3.2 Bibliometrics Analysis

The Evaluation Function will contract a third-party supplier to collect **quantitative data** on CGIAR’s research footprint in Kenya using Scopus as the primary data source supplemented by advanced classification systems. This was identified as the most cost-effective way to integrate this method.¹⁰ The analysis will draw on publications associated with CGIAR centers with a presence in Kenya, benchmarked against Kenya’s broader non-CGIAR research output within comparable thematic areas. The bibliometric analysis will examine CGIAR Kenya publication outputs over a ten-year period (2016–25) using a set of selected indicators relevant to the objectives and scope of this evaluation, including research output volume, thematic distribution, specialization index, compounded annual group rate and normalized citation impact. It will also consider patterns of collaboration, geographic reach, and authorship characteristics, as well as the extent to which research outputs are referenced in policy-related documents and patents (see Appendix 13 for a full list of selected bibliometric indicators). Together, these elements provide insight into CGIAR’s contribution to scientific knowledge in Kenya and its engagement across scientific and policy-oriented domains. Specifically, bibliometric findings will contribute evidence across all three evaluation criteria: thematic distribution and the Specialization Index will inform assessments of alignment with national priorities (relevance); co-authorship patterns and bibliographic coupling will support analysis of inter-center coordination (coherence and efficiency); co-publication rates with national institutions, open access rates, and policy and patent citation shares will provide quantitative signals of external partner engagement and knowledge reach (effectiveness); and authorship characteristics, including the share of Kenyan-affiliated authors, disciplinary diversity, and gender representation among authors, will additionally serve as proxies for the inclusivity and legitimacy of CGIAR’s research processes in Kenya (legitimacy).

¹⁰ With a view to replicating the evaluation in other countries, the Evaluation Function would benefit from training to enable independent use of bibliometric analysis data, thereby reducing costs for subsequent evaluations.

The bibliometric component is intended to provide descriptive and diagnostic insights rather than comparative benchmarking. It will be used selectively within the review to complement other sources of evidence, including documentary materials and interviews, and to support triangulation in areas related to scientific credibility, relevance, and the contribution of outputs to knowledge and practice. As with other sources, the interpretation of bibliometric findings will be undertaken with due consideration of their scope and limitations.

Bibliometric findings will be treated as one piece of evidence and will not be used evaluatively in isolation. Given that bibliometrics primarily reflect scientific output rather than relevance or effectiveness, and that attribution remains inherently indirect, any bibliometric findings will require corroboration through interviews or document analysis before being used to draw conclusions. This triangulation requirement applies across all evaluative uses of the bibliometric component, and the evaluation team will refine the corroboration pathway at the inception phase.

3.3 Case Study

The evaluation will incorporate a **single case study purposefully selected** to generate in-depth, context-specific insights into CGIAR's country-level research in Kenya (see Appendix 5). The unit considered is 'innovation' or 'bundle of innovations' for the object of the case study (see Appendix). The innovation will be selected purposively from stocktaking inventory of innovations compiled by the Centre for Agriculture and Bioscience International (CABI), the SPIA contracted entity, and should be identified as having strong potential for adoption and scaling. CABI used a systematic, multi-method approach that combines desk-based research, stakeholder consultations, KIIs, and AI-assisted literature screening to compile the list of CGIAR-related innovations and policy contributions. The included innovations were based on documented evidence of development, dissemination, or policy influence in Kenya over the past two decades, with particular emphasis on indicators such as adoption, uptake, scaling potential, and demonstrated or plausible impact pathways.

The analysis will be grounded in a realist evaluation framework, explicitly addressing the core evaluation questions: what works, for whom, under what circumstances, and why. The case study is one strand of evidence, triangulated with the bibliometric analysis, Portfolio review, and other methods, which collectively speak to the broader Portfolio. It does not intend to generate any statistical generalization. This approach will enable the evaluation to unpack underlying mechanisms and identify the conditions under which a specific innovation has demonstrated effectiveness, relevance, and potential for sustainability.

The selection of an innovation with demonstrated adoption potential is a pragmatic choice for this pilot, offering a sufficient level of maturity and a traceable lifecycle and scaling pathway. However, the case study will not be treated as a success story or best practice showcase. Consistent with the process evaluation orientation, the case study will examine the full innovation pathway including stalled or underperforming elements, coordination breakdowns, and trade-offs to generate explanatory insights rather than confirmatory ones. The selection will go beyond data availability to reflect evaluative purpose; it will focus not only on development of innovations but also extent of contribution to scaling and delivery, hence we need a well-progressed (on scaling pathway) innovation bundle. Future country evaluations need not default to selecting cases on the basis of demonstrated success.

From a list¹¹ of 12 innovations identified by CABI as having reached sufficient scale to warrant inquiry through field data collection, the case study selection will follow six criteria aligned with the country's evaluation objectives and questions:

1. The innovation must demonstrate direct collaboration between at least two CGIAR centers operating in Kenya and at least one external partner, including cases that also show linkages with bilateral funding.

¹¹ The initial stocktaking inventory list had 71 policy contributions and 189 innovations.

2. Innovations that span the full co-design to scaling pathway, involving identifiable demand and scaling partners.
3. The selected innovation lifecycle should overlap with the 2022–24 Portfolio and/or into the current Portfolio.
4. The case should have clear potential to inform CGIAR Portfolio management and align with at least one national priority in the coming years.
5. The case study must not duplicate ongoing or planned MELIAF studies; innovations already under assessment will be excluded to ensure complementarity and efficient use of resources.
6. The case must be feasible to assess within the evaluation timeframe, key stakeholders' availability, and sufficient data availability.

Based on these criteria, the following list of innovations has been identified with great potential to focus on one of them.

Table 4. Short list of case study Innovations

S/no	Innovation	Focus	Year of Initiation	Year Completion	Lead Center(s)
1.	The Seed and Plant Varieties (vegetatively propagating seeds) regulations, 2023	Policy Innovation	2022	2023	CIP, IFPRI, IITA
2.	Improved bean varieties (biofortified high iron beans)	Technological Innovation	2017	2025	Alliance of Bioversity and CIAT (ABC), IFPRI
3.	Novel stress tolerant, highly productive and resource efficient forages. Urochola	Animal Productivity	2001	2024	ABC, ILRI
4.	A Living Lab for People	Knowledge co-production	2022	2024	IFPRI, ILRI

IAES Evaluation Function, together with the evaluation team lead, will further explore the final selection of the single case study. To guide the final selection, the team lead will operationalize criterion 6 on feasibility at a finer level of granularity; evaluability and data richness will be checked, where priority will be given to the innovation with the richest and most triangulable evidence base that exist across multiple data types including; peer-reviewed literature, grey literature, administrative records, and accessible key informants. This will be assessed by the evaluation team lead based on a rapid desk review prior to the consultative meeting. A detailed list of these innovations, including descriptions and others that were being considered but then excluded, can be found under Appendix 12.

3.4 Key Informant Interviews and Focus Group Discussions

Semi-structured KIIs/FGDs will be instrumental in generating in-depth qualitative insights to complement the desk review and quantitative analysis. They will help to elicit stakeholder perspectives on the relevance, coherence, and effectiveness of CGIAR's country-level Portfolio, and to unpack coordination mechanisms, partnership dynamics, and contextual factors influencing the design, implementation, dissemination, and scaling of research outputs. They will further serve to validate and triangulate evidence gathered through other data collection methods.

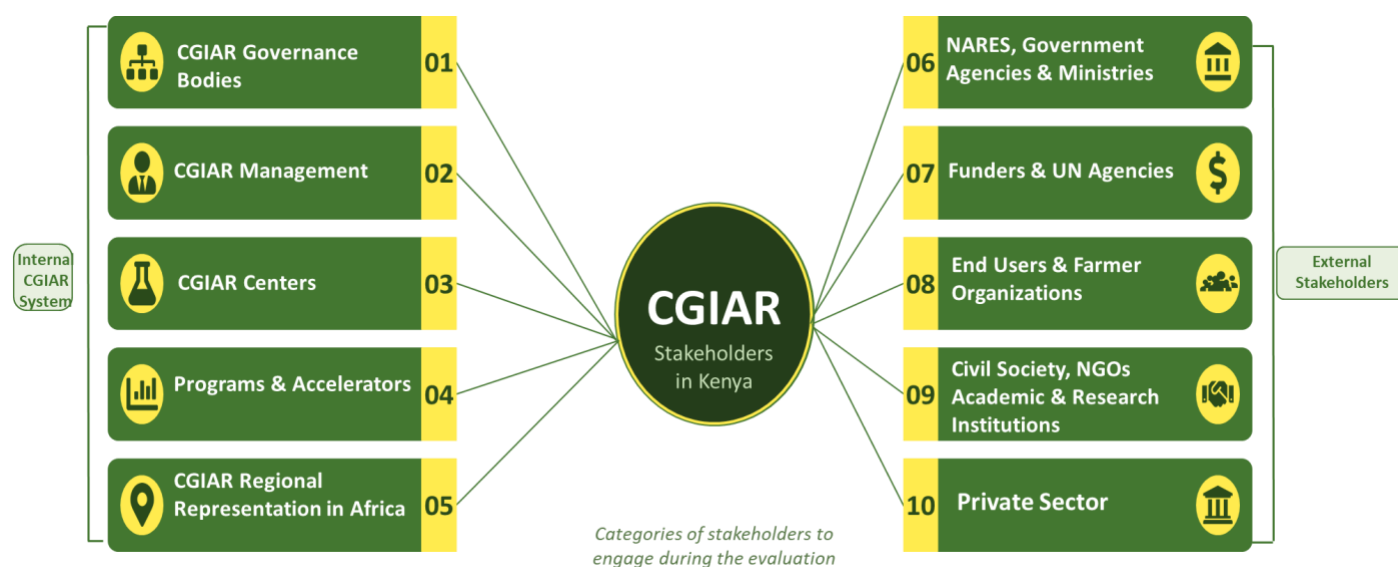
The evaluation team will engage a broad range of stakeholders, including representatives of CGIAR in Kenya, center staff and scientists, National Agricultural Research and Extension Systems (NARES), government agencies, development partners, non-governmental organizations (NGOs), and private sector actors involved

in or partnering with CGIAR on research and scaling activities. Stakeholder selection will follow a purposeful sampling approach to ensure adequate coverage of perspectives relevant to the evaluation questions. All interviews will be conducted on a voluntary basis, and participants will be assured of confidentiality and anonymity. Data analysis will be carried out in aggregate form to prevent the attribution of responses to individual informants. An estimated 70 interviews are planned, to be conducted through a combination of in-person and online modalities. Gender balance will be carefully checked. Interview transcripts and other desk review documents will be coded using [MaxQDA](#).

3.5 Stakeholder Mapping

Stakeholder mapping will enable the evaluation team to identify and systematically engage actors who influence, implement, fund, or benefit from CGIAR's work in Kenya. Given the multi-institutional and partnership-driven nature of CGIAR research and innovation, understanding the roles, relationships, and influence of different stakeholders is critical for assessing the relevance, effectiveness, and legitimacy of CGIAR engagement at country level. For this evaluation, stakeholders were categorized into two broad groups (see Appendix 6) internal to CGIAR System and External to CGIAR reflecting their roles within Kenya's agricultural research and development ecosystem.

Figure 1. Stakeholder mapping



Consult key users and stakeholders (see Appendix 6) for detailed descriptions of each category to engage and be involved in the evaluation. Other categories will be added after selection of the case study.

4 Considerations and Limitations

- CGIAR country-level activities are not systematically bounded, governed, or monitored as a unified whole, posing methodological challenges for the evaluation in terms of Portfolio delimitation, attribution of results, and coherent assessment of collective performance. Unlike conventional organizational portfolios, **CGIAR does not maintain a formally defined, standalone country-level Portfolio**. What constitutes CGIAR's *de facto* portfolio in Kenya is an aggregation of two distinct layers of activity: those implemented under the System Organization (SO)-managed portfolio, funded through Window 1 and 2 (W1&2) and with allocation to involved centers per agreed Portfolio priorities; and those driven by individual centers under W3 and bilateral grants, which fund center-

specific projects defined by donors and implemented largely through different arrangements.¹² The W1/W2 (pooled funding) Portfolio is not designed, managed, or reported on as a coherent country-level Portfolio. Compounding this, CGIAR does not have a country-level strategy nor a formally designated country convener in Kenya, nor other countries.

- Given the fragmented nature of CGIAR's *de facto* country-level portfolio and the pilot's time-bound scope, the evaluation applies selective depth focusing on a purposively chosen case study and a synthesis of available portfolio-level data rather than assessing all activities, projects, or bilateral grants in Kenya.
 - The evaluation will engage a broad range of stakeholders; however, **time and logistical constraints may limit the number of consultations and geographic coverage**. As CGIAR programs and governance structures operate largely at the global or multi-country level, some aspects of decision-making, priority-setting, and program design may not be fully observable at the country level.
 - The evaluation covers two successive portfolios (2022–24 and 2025–30). Potential transition delays and the still-emerging nature of current Portfolio outputs may affect availability of evidence. The bibliometric analysis extends over a ten-year period and given that publications from the current Portfolio are largely forthcoming, triangulation across data sources may be constrained. The pilot will create a replicable country evaluation model for CGIAR, due to the commonality of CGIAR monitoring systems in place in 2022–24 and 2025-onwards.
5. The evaluation focuses on the functioning of CGIAR's engagement in Kenya including partner collaboration, alignment with national priorities, and implementation processes and **does not seek to assess long-term development impacts**. By targeting one of the SPIA countries, the pilot seeks to establish complementarity with another independent advisory body *vis-à-vis* cross-reference to generated reach data. With a four-year scope, long-term development impacts would otherwise be premature. Broader contextual factors such as national policy processes and donor priorities may influence stakeholder perceptions in ways that are difficult to isolate. Variations in documentation and reporting practices across centers, as well as gaps in PRMS data quality and country-level disaggregation, will need to be addressed early in the process.
- To mitigate **stakeholder fatigue**, the evaluation will maximize use of existing data sources, limit new qualitative data collection to genuinely unexplored questions, and provide clear value to participants through timely sharing of findings, feedback workshops, and recommendations that reflect stakeholder input.

5 Roles and Responsibilities

5.1 CGIAR Management and SIMEC

The [SC](#) commissions and takes accountability for the evaluation. The [IAES](#) implements it through the [Evaluation Function](#). The System Board oversees the [Management Response](#) (MR), which is mandatory for all SC-commissioned evaluations. Management shares responsibility for the evaluation's conduct and use, consistent with the [CGIAR Evaluation Framework](#) and [Policy](#) (2022). CGIAR management structures of regional

¹² CGIAR Trust Fund contributions are channeled through three windows that differ in the degree of donor restriction and implementation modality. W1 funds are fully pooled and allocated at the discretion of the SC, giving centers maximum flexibility with no donor-imposed thematic or geographic conditions. W2 funds are earmarked by donors to specific CGIAR Initiatives or Research Programs and flow through the Trust Fund to lead centers responsible for implementation. W3 and bilateral projects involve funds negotiated directly between a donor and an individual center, often with highly specific geographic or thematic scope; these are subject to donor-defined Monitoring & Evaluation frameworks, reporting cycles, and audit requirements in addition to CGIAR's own policies, and are less integrated into the CGIAR-wide Portfolio.

representation and liaison are the effective management counterpart, in the absence of a country convener. Early engagement with members of SIMEC as part of *ad hoc* consultative group in the design phase facilitated the refinement of priority evaluation questions. The draft report will be circulated to SIMEC for endorsement before formal presentation to the SC. In parallel CGIAR management coordinates and prepares the MR, after which the MR and report are presented to SC for endorsement and then published on the IAES website. Portfolio Performance Team (PPT) tracks implementation of recommendations. The CGIAR Executive Management Director appointed the head of the liaison office for Africa as management representative for the evaluation.

5.2 Ad Hoc Consultative Group

An *ad hoc* consultative group was established to support the evaluation. It brings together representatives from the SC (through SIMEC), CGIAR management, the CGIAR Board, Kenyan partners, and relevant technical experts (see the list below). The group will meet twice: once to consult on the ToR and once to deliberate and refine the draft report and recommendations. Its role is to ensure the evaluation addresses the most relevant questions (to the stakeholder groups therein represented) and that recommendations are grounded in a strong understanding of CGIAR's strategic and operational context. The benefit of the multi-stakeholder modus operandi of this consultative group is for management SIMEC, partner and Board perspectives to be heard among these groups, as the evaluation is shaped.

Members of the consultative group are:

- Thomas Miethbauer, SIMEC member.
- Rachel Chikwamba, IPB member.
- Namukolo Covic, head, liaison office for Africa, CGIAR (management representative).
- Simeon Ehui, CGIAR regional champion for Africa; director general, IITA (management representative).
- Fred Gathogo, Head of Internal Audit (HoIA), ILRI (Internal Audit representative).
- Carolyne L. Minayo, assistant director, Public Relations & International Relations, KALRO (host country representative).
- Eliud Kireger, former director general, Kenya Agricultural and Livestock Research Organization (KALRO) & KALRO consultant (host country representative).
- Susan Godlonton, SPIA member; Associate Professor of Economics, Williams College.¹³
- Ravinder Kumar, Evaluation Reference Group member, IAES; Associate Professor of Monitoring and Impact, Natural Resources Institute, University of Greenwich.
- Berber Kramer, MELIAF Kenya Activator lead; senior research fellow, IFPRI, CGIAR.

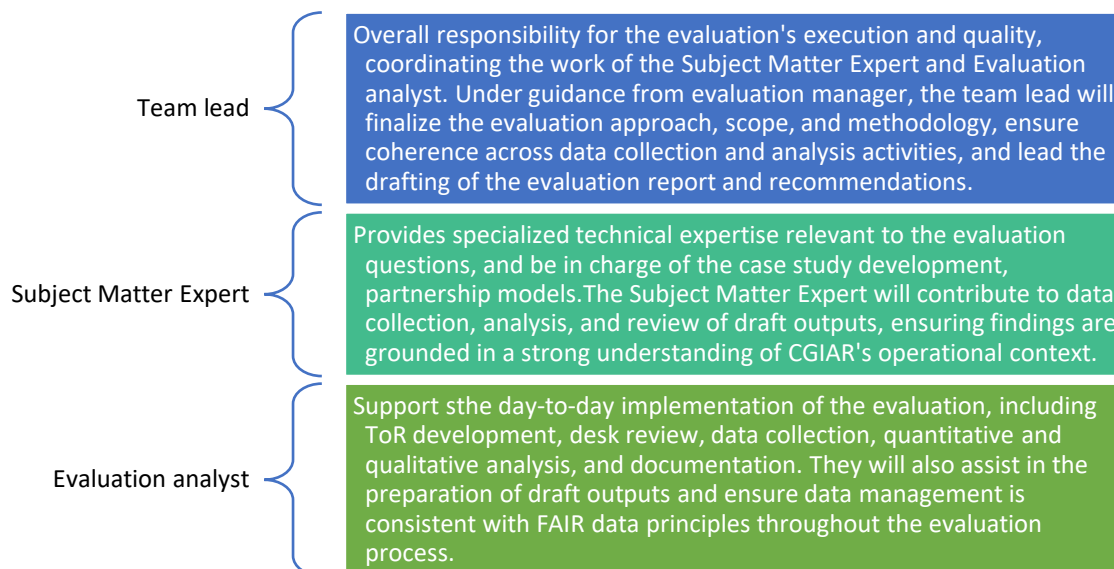
5.3 Evaluation Team

The evaluation will be conducted by an independent external team consisting of a team lead, a Subject Matter Expert and an evaluation analyst (see Appendix 14 on skills needed for the evaluation team) drawn from the established IAES rosters. The team will operate under the guidance of the appointed evaluation manager from the Evaluation Function with evaluation overall oversight resting with IAES director. All team members are

¹³ From advisory bodies, considering the role of SPIA country work, this evaluation sought a SPIA member as a representative to the consultative group.

vetted for conflicts of interest and complete declarations of interest according to IAES procedures. The responsibilities will be as follows:

Figure 2. Evaluation team



5.4 Independent Advisory and Evaluation Service

The IAES Evaluation Function is responsible for planning, managing, and providing technical oversight throughout the evaluation, ensuring quality, independence, and compliance with the [CGIAR Evaluation Framework](#) and [Policy](#) (2022). This includes managing evaluator selection and contracts, overseeing evaluation design, mitigating interviewee fatigue during data collection, and facilitating use of secondary evidence from previous evaluations, monitoring systems of CGIAR, and coordinating with other ongoing efforts in Kenya including the Kenya Activator of the MELIAF grant and SPIA contract to CABI. In addition, IAES is also responsible for obtaining, through a third-party supplier, bibliometric analysis data tables pertinent to the evaluation and to deliver the bibliometric dataset to the evaluation team by 31 May 2026. IAES is also responsible for holding key meetings, including the consultative group (convened twice by IAES director), the validation meeting (called by the evaluation manager), and further recommendation refinement (called by the evaluation manager). IAES is responsible to assist the evaluation team to source key pre-existing data, and lists for, e.g., interviews.

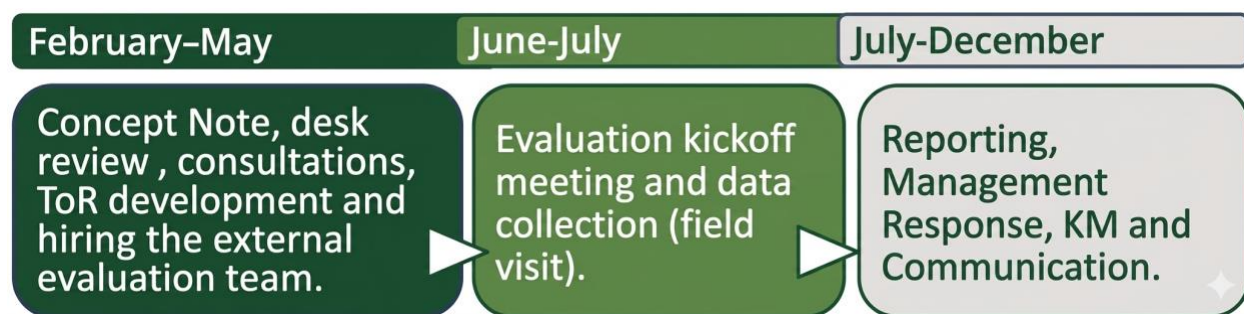
The appointed evaluation manager will provide technical guidance, ensuring strategic compliance across evaluation processes, and supporting timely delivery of high-quality outputs. Supported by the communications and Knowledge Management (KM) consultants, they will disseminate evidence-based insights to relevant stakeholders during and after the evaluation, in line with IAES's objective of supporting improved programming and operations through evaluative evidence.

IAES will apply its layered quality assurance system throughout, comprising: (1) internal peer review within the evaluation team; (2) second-level review by IAES director; and (3) external peer review and input from the [IAES Evaluation Reference Group](#).

5.5 Timeline, Execution and Deliverables

The main outputs of this evaluative activity will be a ToR,¹⁴ inception note, data collection tools, a case study, an evaluation report, and a brief. A validation meeting will be convened with key stakeholders and other intended users of the report to review and confirm the evaluation findings. To support recommendation refinement, a workshop will be organized between the management representatives, the consultative group, the evaluation consultant and organized by the Evaluation Function and convened by the IAES director.

Figure 3. Evaluation timeline



The substantive work of the evaluation will be conducted from May through December 2026. The IAES Evaluation Function will assign management of piloting the country evaluation project to the senior evaluation manager, with oversight from the IAES director. Deliverables and milestones are summarized below.

Table 5. Key milestones, deliverables and timeline

Milestones	Purpose/Content	First Responsible	Timeline (2026)
1 Concept Note (2 pages)	Details the rationale, scope, key evaluation questions, methodological approach, timeline, and budget.	IAES Evaluation Function	February–May
2 Evaluation ToR (15 pages + Appendices & Annexes)	Provides the operational framework guiding the evaluation and contains detailed appendices and a separate companion Annexes document.	IAES Evaluation Function	April consultative group first meeting scheduled for 28 April
3 Inception Note: desk review/data collection protocols	Explains any deviations or additions to the prescribed methods and tools, detail selection of the case study, and data collection protocols. The data collection tools will be designed to gather both quantitative and qualitative data.	Evaluation team	May/June
4 Data collection and filed visit	Three team members will conduct interviews and FGDs in Kenya	Evaluation team	Between 29 June to 3 July. ¹⁵
5 Evaluation Report 30 Pages + Annexes	Presents a comprehensive synthesis of findings, conclusions, and recommendations	Evaluation team	June–August

¹⁴ this will not be a generic ToR for all future evaluations. Each subsequent evaluation will assess the context of the selected country, and a country-specific ToR will be drafted considering the uniqueness of each country and the CGIAR portfolio in that country.

¹⁵ The evaluation will explore whether the budget allows for an extended mission of approximately 12 days. If budget constraints preclude this, the fact that at least one team member is Nairobi-based provides a practical alternative for supplementary interviews and follow-up consultations beyond the formal mission window.

		arising from the evaluation exercise. The case study will be a standalone document.		
6	Recommendation Refinement Workshop	Discusses and refines recommendations emerging from the evaluation (maximum ten recommendations, guidance will be provided to the evaluation team).	IAES Evaluation Function & Evaluation team	End of July or September (hybrid)
7	Validation Meeting	Formally presents the evaluation's key findings and recommendations, primarily to management and to key stakeholders, e.g., consultative group, PPT, IPB, Global Leadership Team (GLT).	Evaluation Function	End of September
8	Brief and other KM and communications products	Distills complex evidence tailored for high level stakeholders (e.g., IPB, GLT, SIMEC, SC) and decision-making partners. It will highlight strategic insights, lessons learned, and priority actions, supporting informed decision-making and wider dissemination of results.	Team lead/evaluation team	October to December
9	Reflections & After-Action Review	A concise note documenting reflections and the results of an after-action review on the pilot what worked, what did not, and recommendations for future country evaluations.	Evaluation Function & Evaluation Team	December

Table 6. Key stakeholders' engagement plan

#	Stakeholder / Type	Engagement Plan
1	SIMEC and SC	<ul style="list-style-type: none"> One SIMEC member to serve as member of the <i>ad hoc</i> consultative group, e.g., comment on ToR and report with recommendations. Committee was invited to provide feedback on Concept Note. SIMEC and SC endorse the evaluation report.
2	IPB and respective sub-committees	<ul style="list-style-type: none"> One Board member to serve as member of the <i>ad hoc</i> consultative group, e.g., comment on ToR and report with recommendations. Provide feedback on the evaluation report. Oversee MR¹⁶ to the evaluation.
3	CGIAR management <ul style="list-style-type: none"> Office of the chief scientist, including P/A directors, PPT and Project Coordination Unit (PCU) leads. Regional liaison officer/regional champion for Africa. 	<ul style="list-style-type: none"> The regional liaison officer and CGIAR regional champion for Africa to serve as members of the <i>ad hoc</i> consultative group, e.g., comment on ToR and report with recommendations. Participate in the recommendation refinement workshop. Participate in the report validation workshop. Coordinate (PPT) and provide the MR to evaluation recommendations (regional liaison, chief scientist office TBD).

¹⁶ For more information about Management Engagement and Response (MER) in CGIAR see the [MER Guidelines](#).

#	Stakeholder / Type	Engagement Plan
4	SPIA <ul style="list-style-type: none"> - SPIA Panel member - CABI - Country studies lead 	<ul style="list-style-type: none"> • SPIA Panel member to serve as member of the <i>ad hoc</i> consultative group as technical resource. • Share the stocktaking inventory for Kenya (CABI). • Participate in the recommendation refinement workshop.
5	MELIAF Grant <ul style="list-style-type: none"> - Kenya Activator team - Climate Change workstream - Lexicon workstream 	<ul style="list-style-type: none"> • Kenya Activator lead to serve as member of the <i>ad hoc</i> consultative group, and technical resource. • IAES evaluation manager and analyst to serve as members of the Kenya Activator theory of change (ToC) working group and other activities in Kenya. • Participate in the recommendation refinement workshop. • IAES leadership to contribute to the Lexicon workstream activities.
6	CGIAR centers operating in Kenya <ul style="list-style-type: none"> - Center representatives/Deputy Director Generals (DDGs) - Monitoring, Evaluation and Learning (MEL) staff and scientists 	<ul style="list-style-type: none"> • Participate in data collection through interviews and FGDs.
7	CGIAR Portfolio <ul style="list-style-type: none"> - Programs and Accelerators directors and representatives in Kenya - MEL staff 	<ul style="list-style-type: none"> • Participate in data collection through interviews and FGDs.
8	NARES-KALRO	<ul style="list-style-type: none"> • Two representatives of KALRO to serve as members of the <i>ad hoc</i> consultative group. • Participate in data collection through surveys and interviews.
9	Other external stakeholders <ul style="list-style-type: none"> - Relevant ministries and county governments - Farmers - NGOs and cooperatives 	<ul style="list-style-type: none"> • Participate in data collection through interviews, focus group discussions, and spontaneous conversations with farmers.

For stakeholders' members of the consultative group, see sub-section 5.2 for the engagement arrangement. The exact timeline for the engagement will be further discussed with key stakeholders.

5.6 Opportunities for Alignment with MELIAF and SPIA

To operationalize the high-level SIMEC review recommendation to align with MELIAF, the Evaluation Function leadership will explore ways to contribute and learn from the MELIAF project albeit on a parallel track. Specifically, the evaluation can do the following:

6. Provide clarity on how centers operate among and between each other to lead CGIAR outputs and outcomes at country level. This provides a holistic overview that combines process and performance, and it can be triangulated with existing causal impact assessments work delivered by SPIA and other bodies. This can be seen as a response to challenge 3 'Multi-center/Initiative collaboration: Contribution of other Initiatives and centers is often missing, not reported, or unclear' that the Kenya Activator project seeks to respond to.¹⁷

¹⁷ Adopted from an internal methodological note Collaborative Development of a ToC for CGIAR Innovations in Kenya" developed by the Kenya Activator team.

- There are numerous innovations that have potential for a deep dive with the pilot evaluation project. Discussions are already underway with the team leading the SPIA stocktaking exercise, and to build on synergies and not duplicate efforts, the Evaluation Function is studying the preliminary innovations inventory conducted by CABI to inform the case study selection.
- In general, findings from IAES Evaluation Function process and performance evaluations at the country level can serve **as inputs to an integrated MELIAF system** at country level. This effort can help bring qualitative insight to a discussion on the ToC to help validate assumptions and uncover performance and operational gaps that limit the achievement of outcomes.
- **The country ToC** will be an incredible source for process and performance evaluations. It will help the Evaluation Function ground the evaluation on agreed upon pathways for changes across programs and across CGIAR centers.

For main difference between different Initiatives, check questions and answers in Appendix 2.

5.7 Organizational Entry-Points and Pathway to Use

Under CGIAR's structure, the continental champion¹⁸ for Africa, supported by the liaison office, may represent the evaluand and serve as the main focal point for management engagement and response.¹⁹ Evaluation findings and recommendations will be relevant to CGIAR management, centers, Programs, and Accelerators operating in Kenya, and will inform their planning and coordination. The evaluation will also inform several ongoing and upcoming strategic processes, including: (1) the CGIAR Institutional Strategy, currently under discussion and planned for development in 2026 by CGIAR management; (2) the Africa Strategy, currently in draft and in circulation; and (3) ToCs for Programs and Accelerators in Kenya, including the country level ToC as part of the Kenya Activator. Finally, the Evaluation Function will conduct an **after-action review** upon completion of the pilot evaluation, with the dual purpose of capitalizing on lessons learned and assessing the level of alignment achieved with the ongoing MELIAF project.

¹⁸ A role that has been established to strengthen coordination and coherence across CGIAR Centers, regional partners, and continental institutions.

¹⁹ See [MER Resource Hub](#)-Learning for Steering and Accountability.

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Appendix 1. Evaluation Matrix (to be refined during the inception phase)

Table 7. Evaluation Matrix

Evaluation Criteria	Key Evaluation Question	Sub-Questions	Indicators	Data Sources and Methods
Relevance	1. To what extent is CGIAR's <i>de facto</i> country level Portfolio in Kenya aligned with national priorities?	1.1 To what extent do CGIAR <i>de facto</i> country level Portfolio align with national development and agricultural priorities articulated by the government of Kenya?	<ul style="list-style-type: none"> - Degree of alignment between CGIAR projects and national policy priorities, e.g., in Vision 2030, Bottoms Up Economic Transformation Agenda, Kenya Climate Smart Agriculture Strategy, Agricultural Sector Transformation and Growth Strategy (ASTGS). - National stakeholders' views about relevance triangulated with other sources and methods. - Specialization Index mapped against Kenya national priority themes, and temporal trend analysis showing thematic shifts over the ten-year window (bibliometric analysis). - Instances of Portfolio adjustments responding to policy changes. 	<ul style="list-style-type: none"> - Desk review (national strategies) - Bibliometric analysis: Thematic distribution and Specialization Index - Portfolio review- Performance and Results Management System (PRMS). - Key Informant Interviews (KII)/Focus Group Discussions (FGDs). - Listening Session reports (2024). - Focused literature review, e.g., Kenya agricultural development literature, CGIAR country level assessments, National Agricultural Research Systems (NARS) studies. - Results of the discussions part of MELIAF Kenya Activator on the theory of change (ToC) development (collected by IAES through its engagement with the Activator team). - Science Group (SG) evaluation: Survey results (secondary data).
		1.2 To what extent do CGIAR's five Impact Areas, as a programmatic construct, address Kenya's specific development challenges in food security, climate resilience, and agricultural productivity?		
Coherence & Efficiency	2. To what extent do CGIAR centers and	2.1 What coordination mechanisms (formal and informal) exist	- Number, types and quality of coordination mechanisms (frequency	- KII/FGDs with centers reps, programs directors, CGIAR

Evaluation Criteria	Key Evaluation Question	Sub-Questions	Indicators	Data Sources and Methods
	programs operating in Kenya implement processes and mechanisms to coordinate their efforts, strengthen coherence, avoid redundancy and support the collective delivery of country-level outcomes?	<p>among CGIAR centers and portfolio programs operating in Kenya?</p> <p>2.2 To what extent do CGIAR centers collaborate in planning and implementation of activities at country level?</p> <p>2.3 To what extent do coordination processes reduce duplication and enhance complementarity across CGIAR activities?²⁰</p> <p>2.4 To what extent do coordination mechanisms allow CGIAR centers to collectively adapt their activities in response to emerging national priorities?</p> <p>2.5 Are there any missed opportunities based on CGIAR 2030 Strategy's expectations for integrated portfolio delivery at country level?</p>	<p>of meetings, decision-making authority, and degree of cross-center participation).</p> <ul style="list-style-type: none"> - Evidence of joint efforts/Initiatives or collaborative projects. - Stakeholder views on coherence and coordination (sentiment analysis). - Degree of thematic and geographic overlap across CGIAR center activities in Kenya, assessed against evidence of deliberate complementarity (case study). - Diversity of co-authorship network, national publication rate Bibliographic coupling, Growth Ratio applied to co-authored outputs. - Resource utilization patterns across projects/programs. 	<p>liaison office staff and the Continental Champion for Africa and selected partners</p> <ul style="list-style-type: none"> - Bibliometric analysis - Desk review (e.g., SG evaluations of the previous portfolio) - Portfolio review- Performance and Results Management System (PRMS). - Discussions part of MELIAF Activator ToC development. - Financial dashboard analysis.
Effectiveness	3. To what extent do CGIAR programs engage demand and scaling partners in the co-design, implementation and delivery of innovations, in ways that position these partners to assume a leading role in shaping scaling pathways in Kenya?	<p>3.1 To what extent are demand and scaling partners engaged in the co-design of CGIAR research and innovation initiatives (agenda setting and methodology design)?</p> <p>3.2 To what extent are partners positioned to lead or support scaling pathways for CGIAR innovations?</p> <p>3.3 What evidence exists of scaling of CGIAR innovations through partner institutions in Kenya, including activated scaling pathways, documented adoption,</p>	<ul style="list-style-type: none"> - Number and diversity of partners engaged in co-design and implementation: type of partners, e.g., government, non-governmental organizations (NGOs), private sector, and National Agricultural Research and Extension Systems (NARES), geographic coverage within Kenya, and thematic alignment with CGIAR programs. - Partners holding formal roles in scaling governance, partners controlling resources for scaling, or partners having the technical capacity to continue without CGIAR support (formalized agreements, co-investment 	<ul style="list-style-type: none"> - Case study - Bibliometric analysis - KII/FGDS: demand and scaling partners, innovations leads, and government extension services. - Survey based on the consolidated list of innovations- Centre for Agriculture and Bioscience International (CABI)/Standing Panel on Impact Assessment (SPIA)- to be confirmed.

²⁰ This sub-question is **contingent on the quality and completeness of Portfolio data** available through PRMS and desk review.

Evaluation Criteria	Key Evaluation Question	Sub-Questions	Indicators	Data Sources and Methods
		<p>or handover of implementation responsibility?</p> <p>3.4 To what extent do CGIAR programs in Kenya integrate gender and youth considerations in the co-design and delivery of innovations with partners?</p> <p>3.5 To what extent do CGIAR programs in Kenya engage partners and stakeholders in ways that are perceived as legitimate, inclusive, and responsive to country-level priorities and needs?</p> <p>3.6 To what extent do CGIAR programs and innovations in Kenya demonstrate evidence of sustained relevance beyond project funding cycles, and are there indications of institutionalization within national systems (e.g., NARS, NARES, government policy frameworks)?</p>	<p>arrangements, or documented handover plans).</p> <ul style="list-style-type: none"> · Evidence of partner leadership roles in scaling Initiatives. · CGIAR–national institution co-authorship rate, Partner diversity index, International Co-publication rate disaggregated for Kenyan institutions, Open Access rate. - Proportion of co-design processes with documented gender and youth inclusion mechanisms as an indicator. 	<ul style="list-style-type: none"> - Cross check with PRMS for the last four years. - Partner documents and co-investment records: formal agreements, Memorandum of Understandings (MoUs), co-funding arrangements and handover documents.

Appendix 2. Differences Between Country Evaluation and Ongoing MELIA Efforts in Kenya

Table 8. Questions & Answers

No.	Question	Answer
1.	What is the fundamental difference in purpose between the Country Evaluation and the Monitoring, Evaluation, Learning, Impact Assessment and Foresight (MELIAF) Kenya Activator?	<p>The Country Evaluation is an independent assessment conducted by the IAES Evaluation Function focused on accountability and learning examining relevance, coherence, effectiveness, and performance of CGIAR's country level Portfolio.</p> <p>The MELIAF Kenya Activator is a system-strengthening project, managed by CGIAR SO management through the PPT, aimed at developing tools, frameworks, and processes-e.g., theory of change (ToC), indicators-to support ongoing monitoring, learning, and impact assessment.</p>
2.	How do their roles differ in terms of data and evidence generation?	<p>The Country Evaluation collects and triangulates evidence independently from, document review, interviews, case studies, bibliometrics analysis, and partner surveys. It also quality assures monitoring data used in the evaluation.</p> <p>The Activator focuses on building the data infrastructure, in this case developing a country-level ToC, defining indicators, and supporting synthesis of impact evidence across projects.</p>
3.	Do the two processes operate jointly or separately?	<p>They operate in parallel but independently.</p> <p>There is no joint data collection, interviews, or analysis, ensuring the credibility and impartiality of the evaluation. However, coordination exists to avoid duplication and improve efficiency.</p>
4.	How do they differ in terms of independence and governance?	<p>The Country Evaluation is fully independent, conducted by external evaluators with safeguards such as confidential interviews and independent reporting lines.</p> <p>The Activator is an internal CGIAR project, implemented through the MELIAF Framework and aligned with system-wide learning and coordination objectives.</p>
5.	How do they each contribute to learning within CGIAR?	<p>The Country Evaluation embeds learning throughout the evaluation process, generating findings and formal recommendations object of a management response.</p> <p>The Activator institutionalizes learning by creating systems and platforms that enable continuous synthesis, dissemination, and use of evidence.</p>
6.	Is there overlap or duplication between the two?	<p>No. The design explicitly avoids duplication:</p> <p>The Activator leads on ToC development and system building and the Evaluation focuses on independent analysis and evidence generation</p> <p>Coordination ensures complementarity without interference.</p>

Appendix 3. Mapping of Typical Country Evaluations Methodologies

To align with industry standards, the development of this Terms of Reference (ToR) sought to find out how peer organizations conduct and deliver evaluations. A selection of recent country-level evaluations were reviewed, from Food and Agriculture Organization (FAO), World Food Programme (WFP), United Nations Development Programme (UNDP), and International Fund for Agricultural Development (IFAD), reviewing their executive summaries and, where necessary, annexes. Publicly available evaluation reports were reviewed, including [IFAD](#)

[Country Strategy for Program Evaluation \(CSPE\)](#) for Uganda, WFP Country Portfolio Evaluation, [UNDP Independent country program evaluation: Namibia](#), [FAO Final Evaluation of the Global Climate Change Alliance \(GCCA-Uganda: Agricultural Adaptation to Climate Change project. Ethiopia: An evaluation of WFP's Portfolio \(2012-17\)](#). In addition, the [Mapping Management Practices study](#) conducted by the Evaluation Function was also looked at.

Majority of the evaluations employed **a mixed methods approach combining both quantitative and qualitative data collection methods. Desk/document reviews, Key Informant Interviews (KIIs), focus group discussions (FGDs), field missions with site visits and Portfolio data analysis were employed (UNDP, 2023; FAO, 2017; WFP, 2019)**. ToCs and use of logical frameworks were focal to the evaluations especially on the FAO evaluation to assess the degree to which interventions logically connected inputs to outputs and outcomes. Evaluations further adhered to a set of evaluation standards including [Organization for Economic Co-operation and Development Assistance Committee \(OECD-DAC\) criteria](#), [United Nations Evaluation Group's Norms & Standards \(UNEG\) evaluation standards](#), [Evaluation Quality Assurance System \(EQAS\) guidelines for country portfolio evaluations](#). These were reinforced by the specific agency results framework.

Most of the evaluations spanned an average of nine to twelve months, with the modal period being seven to twelve months from inception to final reporting. However, more complex multi-country evaluations extended beyond two years (Toma et al, 2025). Team composition comprised a core international team led by a senior evaluation specialist supported by thematic experts and national consultants for context specific fieldwork and stakeholder engagement. Across the reviewed documents, team sizes ranged from small teams of one to three experts for project specific evaluations, and to eight – ten members for country evaluations and over 20 members for multi-country or thematic studies (Toma et al, 2025). In terms of report structure, introduction and background, methodology and evaluation framework, findings, conclusions and recommendations were the most recurring chapters.

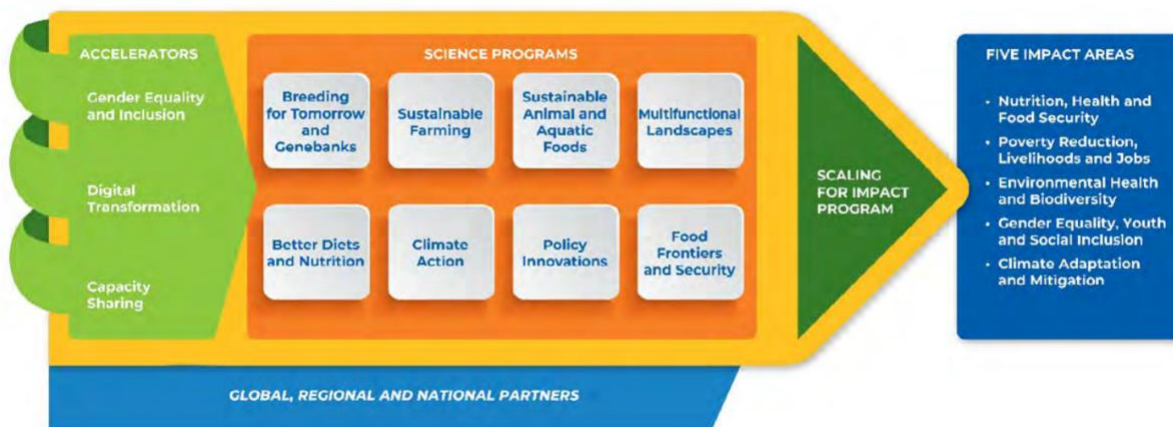
Appendix 4. CGIAR Portfolio Structure

CGIAR Current Portfolio (2025-30)

Aligned to the 2030 Research and Innovation Strategy, the 2025-30 [Portfolio Narrative](#) of CGIAR aims to address significant global challenges, including climate change, gender and social inequalities, poor-quality diets, rural poverty, environmental degradation, as well as fragility, conflict, and violence. In doing so, it considers the ways in which those challenges are affected by [megatrends](#) (ISDC).

Figure 1 presents the Portfolio, directed towards five Sustainable Development Goal (SDG)-focused impact areas: eight Science Programs (SPs), a Scaling for Impact Program,⁸ and four Accelerators, which aim to aggregate expertise and partnerships around critical areas, and to collectively deliver against CGIAR's theory of change (ToC). The [ISDC Review of 2025-30 Research and Innovation Portfolio Proposals](#) mentions realignment in the [2025-30 Portfolio](#) with a shift from a "traditional linear, technologically focused research agenda" to what is regarded as a "contemporary, systems approach, and impact-oriented research culture."⁹ In making this shift, the intent is to enable the best possible science in support of intended development outcomes across [CGIAR centers](#) as governed by its Integration Framework Agreement (IFA) ([2022](#), updated [2023](#)). The Programs/Accelerators (P/As) aim to frame and provide greater coherence and complementarity across different sources and [types of funding](#) (CGIAR Trust Fund Windows 1-2 [W1/2], Window 3 [W3], and bilateral funding), with the intent that greater impact will be achieved.

Figure 4. CGIAR 2025-30 Portfolio-13 P/As



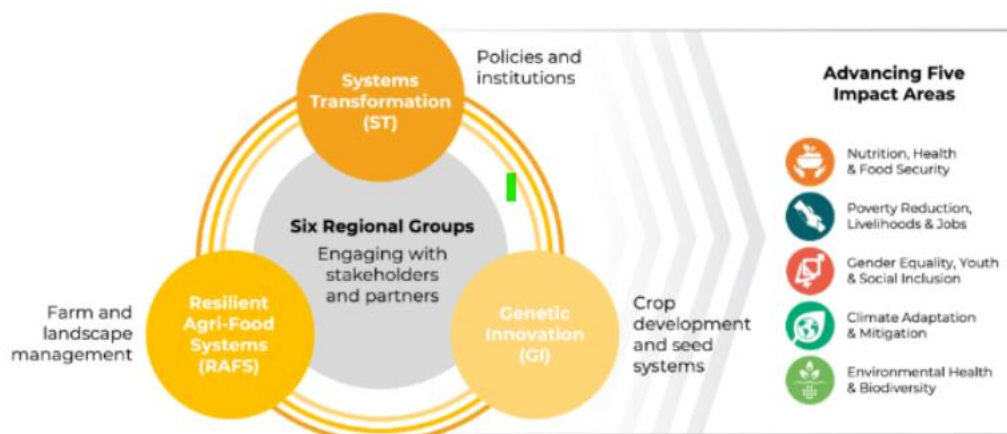
Source: [CGIAR Portfolio Narrative: 2025-30](#)

By the time of writing this ToR, genebanks is a standalone program.

CGIAR’s Portfolio 2022-24

Priorities set out in the [CGIAR 2030 Research and Innovation Strategy](#) were delivered through 33 Initiatives grouped within three [Action Areas](#): Systems Transformation (ST), Resilient Agrifood Systems (RAFS), and Genetic Innovation (GI). Under the unified management and governance approach, CGIAR scientists were organized into three SGs that corresponded to these three Action Areas. The Portfolio aimed to achieve impact across CGIAR’s five Impact Areas: (1) Climate adaptation and mitigation; (2) Environmental health and biodiversity; (3) Gender equality, youth, and social inclusion; (4) Nutrition, health, and food security; and (5) Poverty reduction, livelihoods, and jobs. Five Impact Area platforms were organized, managed under the ST Science Group (SG) and providing platform service to the entire Portfolio. Regional Integrated Initiatives (RIIs) functioned as a key vehicle for the co-design and co-delivery and scaling of innovations, capacity development, and policy change with local and regional partners. All Action Areas and the RIIs work together, drawing on the capabilities of multiple SGs and five cross-cutting Impact Area platforms.

Figure 5. Three SGs delivered integrated research and innovation solutions



Source: [CGIAR Science Groups](#)

Appendix 5. CGIAR Portfolio in Kenya

Kenya is one of the most strategically significant countries of CGIAR engagement, functioning simultaneously as a major hub for research implementation and as home to several CGIAR Centre headquarters. The main campus of International Livestock Research Institute (ILRI) is in Nairobi, co-hosted with Ethiopia. The Center for International Forestry Research and World Agroforestry (CIFOR-ICRAF) is headquartered in Gigiri, Nairobi. Additional centers including International Maize and Wheat Improvement Center (CIMMYT), International Food Policy Research Institute (IFPRI), the Alliance of Bioversity-CIAT, International Water Management Institute (IWMI), and International Potato Center (CIP) maintain offices or sub-regional presence in Kenya. This concentration of institutional infrastructure positions Kenya as the primary coordination hub for CGIAR's work across East and Southern Africa. In the 2025–30 Research Portfolio, Kenya is categorized as a priority country for focus and engagement.

According to the Central Bank of Kenya Survey in January 2024,²¹ agriculture contributes about 20% of the Gross Domestic Product (GDP) and employs over 40% of the total population and more than 70% of the rural population.

The 2022–24 Portfolio coincided with One CGIAR reform process which restructured CGIAR research delivery from center-led programs into a unified portfolio of 33 time bound Initiatives organized around five Impact Areas: (1) Poverty Reduction, Livelihoods and Jobs; (2) Nutrition, Health and Food Security; (3) Gender Equality, Youth and Social Inclusion; (4) Climate Adaptation and Mitigation; and (5) Environmental Health and Biodiversity. During that time, 16 CGIAR Initiatives worked in Kenya in 2022 with the country serving as an anchor country for several of them particularly those with East and Southern Africa regional focus. Key Initiatives with significant Kenya engagement included: Climate Resilience ([ClimBeR](#)), Accelerating Impacts of CGIAR Climate Research for Africa ([AICCRA](#)), [One Health, Seed Equal](#), Low-Emission Food Systems (Mitigate+), [Accelerated Breeding](#), Agroecology (AE-I), [Ukama Ustawi](#) (Diversification in ESA), [Nature-Positive Solutions](#) (NATURE+), and the [National Policies and Strategies \(NPS\) Initiative](#). The primary reference for the overall CGIAR Portfolio in Kenya was the CGIAR 2030 Research and Innovation Strategy. The system appointed a country convener to coordinate among Initiatives and foster engagement with in-country partners, providing information on national priorities and ensuring that Initiatives aligned with the national agenda.

The Kenya Policy Innovations Hub (now under Policy Innovations Science Program) served as the primary institutional vehicle for translating CGIAR research into policy uptake, with [Ministry of Agriculture and Livestock Development \(MoALD\)](#), [Kenya Agricultural and Livestock Research Organization \(KALRO\)](#), [Kenya Institute for Public Policy Research and Analysis \(KIPPRA\)](#), and the [Council of County Governors](#) as primary government counterparts.

From 2025, CGIAR transitioned to a restructured Research Portfolio organized around Science Programs, with the Kenya Policy Innovations Hub serving as the primary institutional anchor for sustained policy engagement under the new architecture. The Hub's mandate is to integrate CGIAR research into [Bottom-up Economic Transformation Agenda for Inclusive Growth](#) (BETA) and [Vision 2030](#) provides a direct bridge between the Initiative-era portfolio and the 2025–30 Program period and will be an important reference point for assessing continuity of policy alignment.

Appendix 6. Stakeholders Mapping

The stakeholder groups identified for this evaluation were developed through a structured mapping process drawing on previous engagement during the Science Groups (SGs) Evaluations (2024), the Evaluability Assessment Review of the Programs and Accelerators conducted by the IAES Evaluation Function (2025), a review of CGIAR Kenya Program documentation (2026), and consultations with other stakeholders working in Kenya including the Monitoring, Evaluation, Learning, Impact Assessment and Foresight (MELIAF) project. Groups were organized according to their functional relationship to CGIAR distinguishing internal system actors from external

²¹ [Central Bank of Kenya](#).

national and international partners and will be further refined in consultation with CGIAR and country-level counterparts during the inception phase.

Internal CGIAR System

- **CGIAR Centers** constitute a primary stakeholder group as they are responsible for implementing research programs, generating innovations, and coordinating partnerships in Kenya. Engagement with these centers will provide insight into inter centers collaboration, partnership modalities, and the alignment of centers research activities with CGIAR Portfolio.
- **CGIAR Programs and Accelerators** Directors and representatives in Kenya hold leadership and coordination roles within the CGIAR Portfolio, overseeing the strategic direction and operational delivery of research programs across regions and thematic areas. Engagement with this group will shed light on inter programs collaboration and alignment between centers' bilateral projects.
- **Africa Regional Representatives** serve as senior leaders responsible for driving engagement and partnerships across CGIAR's geographic region. They lead the engagement process, expanding and deepening partnerships to accelerate progress across CGIAR Impact Areas. They are well positioned to testify about the opportunities and challenges specific to the regional and national context.
- **CGIAR Governance Bodies** include the System Council (SC) and the Integrated Partnership Board and their respective specialized committees. These bodies provide strategic oversight, dynamic leadership, and governance accountability across the CGIAR system.
- **CGIAR Global Leadership Team (GLT)** incorporates institutional integration and coordination to more aligned management across the CGIAR centers.
- **CGIAR Management** includes the office of the Executive Managing Director, the office of the chief scientist, including Portfolio Performance Team (PPT) and Project Coordination Unit (PCU). These offices provide executive leadership and coordinate the scientific and programmatic delivery across the CGIAR system and portfolio reporting.

External Partners; NARES and Government Agencies

- **National Agricultural Research and Extension Systems (NARES)** include national research institutions including Kenya Agricultural and Livestock Research Organization (KALRO), Kenya Forestry Research Institute (KEFRI), Kenya Plant Health Inspectorate Service (KEPHIS) and technical bodies responsible for agricultural research within Kenya. These institutions play a key role in co-developing technologies, adapting CGIAR innovations to local contexts, scaling innovations, and supporting knowledge dissemination.
- **Government Agencies** represent ministries including Ministry of Agriculture and Livestock Development (MoALD), Ministry of Fisheries Development, regulatory bodies such as the National Irrigation Authority, Agriculture and Food Authority, National Drought Management Authority and public institutions involved in agricultural policy, food systems governance, and national development planning. Their perspectives will be critical for assessing policy alignment, institutional collaboration, and the uptake of research outputs into public policy and national programs.

External Partners; International and Civil Society Organizations

- **Funder agencies** including the World Bank, Gates Foundation (Africa regional office), International Fund for Agricultural Development (IFAD) among others are key actors providing financial support for CGIAR programs and agricultural development initiatives. Engaging donors will help the evaluation understand funding priorities, expectations regarding impact, and perceptions of CGIAR's effectiveness in delivering development outcomes.
- **United Nations agencies** including Food and Agriculture Organization (FAO) and World Food Program (WFP), among others, are important partners involved in food security, rural development, and sustainable agriculture initiatives in Kenya. Collaboration between CGIAR and UN agencies often occurs through joint programs, knowledge sharing, and policy engagement.

- **Academic institutions** include universities such as University of Nairobi (UoN), Egerton University, Jomo Kenyatta University of Agriculture and Technology (JKUAT) and research institutions that contribute to scientific collaboration, capacity development, and knowledge generation. These institutions often partner with CGIAR in joint research initiatives, training programs, and postgraduate research supervision.
- **Civil society organizations and non-governmental organizations (CSOs/NGOs)** contribute to advocacy, community engagement, capacity building, and the promotion of inclusive agricultural development. These organizations act as intermediaries between research institutions and communities helping translate innovations into locally relevant practices and frequently collaborate with CGIAR centers to pilot and scale interventions at community level. In Kenya, examples include Netherlands Development (SNV) Organization, CARE International, World Vision Kenya.

End-Users

- **Grassroots and Farmer Organizations** represent farmers, producer groups, and community-based organizations that directly engage with agricultural technologies and innovations. Their perspectives will provide critical insights into the accessibility, and practical relevance of CGIAR-supported interventions. This group is maintained as a distinct analytical category, given its role as the primary beneficiary constituency in the evaluation. However, only a small group will be interviewed as part of this evaluation.
- **Private Sector Enterprises** act as the bridge between CGIAR's research outputs and real-world impact by ensuring that agricultural innovation systems, particularly in areas such as seed systems, agricultural technologies, input supply, and value chain development are not only developed but also adopted, financed, and sustained within functioning agricultural markets. Engagement with private sector actors will help assess the extent to which CGIAR innovations are being scaled, commercialized, or integrated into market systems. In Kenya, notable actors include Seed Co, East African Seed Company, Twiga Foods, among others.

Appendix 7. Feasibility of Conducting a Process and Performance Evaluation at Country Level

In June 2025, the Evaluation Function conducted a scoping exercise in Uganda, among the objectives of the field visit, IAES Evaluation Function team assessed the feasibility of undertaking a country-level process and performance evaluation of CGIAR engagement. The exercise combined stakeholder consultations with a desk review of relevant literature. These consultations were part of broader efforts to inform the design of future evaluations conducted by the IAES and explore the viability of assessing CGIAR engagement at the country level. These insights provide a useful guide for conducting an evaluation in Kenya.

The Uganda mission, documented in the blog [From Uganda to the Drawing Board: Listening, Learning and Shaping Evaluations](#) included consultations with a wide range of stakeholders, including CGIAR center staff, national agricultural research partners, private sector actors working with CGIAR centers, development partners, and farmer organizations. These discussions, complemented by the desk review, helped the evaluation function team understand how CGIAR centers collaborate within the country, how programs are implemented through different project modalities, the nature of partnerships with NARES, and how bilateral projects interact with CGIAR Research Portfolio.

The consultations shed light into the volume of information that can be obtained through qualitative methods to analyze the functioning of CGIAR's Portfolio in a country context. Confidential interviews with researchers, program leads, national partners, and other stakeholders provided insights into the nature of collaboration among CGIAR centers, the role of NARES, and the extent to which bilateral or project-based funding supports or complements program-level objectives. Desk review of project proposals, reporting documents, and Performance and Results Management System (PRMS) Dashboard data we consulted during the scoping exercise. Further partnership agreements could be used to identify linkages between CGIAR centers, Programs and Accelerators and other stakeholders operating in the country. The Uganda experience demonstrated that even within complex

research portfolios, meaningful conclusions can be drawn about institutional collaboration, program alignment, and CGIAR contributions through a structured combination of document analysis and targeted stakeholder interviews. However, to obtain a deeper and more comprehensive understanding, stakeholder interviews can be complemented by quantitative methods that provide additional evidence on the scope and impact of CGIAR engagement.

Drawing on this experience and considering recommendations from Strategic Impact, Monitoring and Evaluation Committee (SIMEC) on the country evaluation Concept Note, the country evaluation in Kenya will adopt an enhanced methodological approach that incorporates a quantitative component; a bibliometric analysis of CGIAR related publications in Kenya in the last ten years. The evaluation will interrogate CGIAR Initiatives, Programs and Accelerators and associated projects operating in Kenya and examine how different CGIAR centers collaborate in the implementation and delivery of research outputs. Through an extensive desk review of programs publications, project documentation, and relevant reports complemented by interviews with CGIAR staff, implementing partners, and national stakeholders, the evaluation will assess how programmatic objectives are translated into research outputs and by extension how bilateral or externally funded projects and initiatives contribute to the broader CGIAR Research Portfolio. Given the strong presence of CGIAR centers and their partnerships with national research institutions and other partners in Kenya, there is a substantial base of documentation and knowledgeable stakeholders to support this approach. The Uganda consultations demonstrated that such a methodology is both practical and effective for generating evidence on collaboration, program coherence, and funding dynamics within CGIAR's country-level Portfolio.

Appendix 8. CGIAR Bilateral Projects Kenya

The data retrieved from the Dashboard explorer for the 2025–30 Plan of Results and Budget (PORB) shows that the CGIAR 2025–30 Research Portfolio in Kenya comprises 44 bilateral projects²² totaling USD 221.2 million, representing at least 80% of each center's Portfolio by value. The **Gates Foundation** is the single largest bilateral funder at USD 69.9 million, followed by **UK-FCDO** at USD 44.6 million and **Germany-BMZ** at USD 16.7 million. Other notable contributors include International Development Association (IDA), USAID, and the European Commission, each contributing just under USD 10 million. Additional funders such as Euroconsult Mott MacDonald, the University of Edinburgh, and the Swiss Agency for Development Cooperation also feature among the top donors. At center level, ILRI leads with USD 74.4 million across 12 projects, followed by WorldFish (USD 54.4 million) and CIMMYT (USD 27.4 million). Bill & Melinda Gates Foundation (BMGF) is notable for funding over 50% of CGIAR centers, while most other bilateral funders channel resources to an average of two centers. Bilateral project activity is concentrated among a small number of centers, with International Center for Agricultural Research in the Dry Areas (ICARDA) recording no bilateral engagement in the dataset.

Appendix 9. Science Groups Evaluation: Kenya Survey

In 2024, IAES conducted evaluations of CGIAR's three Science Groups (SGs): Systems Transformation, Resilient Agrifood Systems, and Genetic Innovation supported by an online survey in which Kenya had the largest national cohort at 54 respondents (12.4% of the total). Respondents comprised 40 internal CGIAR staff, primarily scientists (41%) and management (24%), alongside 14 external partners including NAREs and donors. A slight gender majority of female respondents (54%) was recorded. Key findings highlight that co-developing policy pathways and producing scalable outputs are CGIAR's greatest perceived strengths, with 80% of respondents agreeing outputs can be scaled. The most pressing challenges are financial constraints, followed by operational, managerial, and procedural issues. Water emerged as the weakest thematic area in terms of strategy articulation. Alignment with national priorities is notably weaker than with global or regional agendas, with only 49%

²² The Dashboard explorer for the 2025–30 PORB is still being updated. The figures reported might vary depending on the time of Dashboard access.

agreement at national level compared to 74% globally. Co-design with external partners is perceived as weak, and principles of learning culture and calculated risk received the lowest endorsement in guiding partner engagement.

Appendix 10. PRMS Results Dashboard Data Analysis

Between 2022 and 2024, CGIAR reported 1,540 results across all 17 Sustainable Development Goals (SDGs). The vast majority, 89%, were outputs, with knowledge products accounting for 58% of these, followed by capacity sharing (18%) and innovation development (10%). Nearly all knowledge products (95%) were open access, averaging an 80% FAIR²³ score. Of the 11% classified as outcomes, innovation use (39%) and policy change (34%) were predominant. Capacity-sharing activities reached over 51,800 trainees through partnerships with 262 organizations, though long-term trainees including master's and PhD students remained a small proportion. Approximately 1.67 million actors used CGIAR innovations, over 95% of whom were farmers. More than 50 organizations reported policy changes attributable to CGIAR engagement, with the Ministry of Agriculture and Livestock Development leading with eight changes. Across Science Groups (SGs), Systems Transformation generated the highest number of results (367). Climate Change and Gender Inclusion were the most strongly articulated thematic areas, while Poverty Reduction was the most broadly embedded Impact Area across the Portfolio.

Appendix 11. Financial Dashboard Data Analysis

Between 2022 and 2025, CGIAR signed 331 contracts totaling \$630.8 million USD, with a clear declining trend in new contracts from 154 in 2022 to just 42 in 2025. Most contracts (53%) were bilateral, with 35% under Windows 1 & 2 unrestricted funding and 11% under Window 3. At center level, CIMMYT was the dominant recipient at USD 276.5 million (44% of total), followed by CIAT (USD 92.2 million) and IFPRI (USD 88.4 million), with ILRI, CIP, and Bioversity International also receiving substantial allocations. The leading funders over this period were the **CGIAR Trust Fund** (USD 247.6 million), **USAID** (USD 143.3 million), and the **Bill & Melinda Gates Foundation** (USD 100.6 million), with additional contributions from International Development Association (**IDA**), **Mexico's Secretariat de Economía**, and a diverse mix of bilateral, multilateral, philanthropic, and academic partners. By program, Resilient Agri-Food Systems received the largest allocation (USD 209.4 million), followed by Systems Transformation (USD 98.8 million) and Genetic Innovation (USD 75 million), with the remaining funds distributed across more than 20 thematic Initiatives covering areas such as Climate Resilience, Digital Innovation, Plant Health, and Gender Equality.

Appendix 12. Case Study Selection Process

The selection followed a two-phased, sequential approach. The starting point was the innovations inventory compiled by Centre for Agriculture and Bioscience International (CABI) through the SPIA stocktaking exercise (2025 and 2026). This inventory documented a draft of past and ongoing innovations associated with CGIAR activities in Kenya, providing a systematic and structured baseline for the selection of the case study, covering one innovation or a bundle of innovations. This Inventory, listing a total of 71 policy contributions and 189 innovations, served as a primary base for assessing at least two criteria; whether an innovation involved direct collaboration between at least two CGIAR centers operating in Kenya and at least one external partner; If the Innovation had been Identified as having potential for adoption and reach by CABI/SPIA. A prioritization category ranging from 1-3 was used to identify Innovations that showed greatest relevance to the evaluation scope and objectives. Innovations that passed the initial screening proceeded to a desk review. This phase examined additional dimensions of each candidate innovation to assess alignment and strategic fit, focusing on the following:

²³ Findable, Accessible, Interoperable, and Reusable.

- Relevance to national priorities in Kenya, drawing on publicly available policy documents and strategic frameworks.
- Mapping of the innovation within the CGIAR 2025–30 Innovation Strategy.
- Funding modality, distinguishing between Window 1 and Window 2 (pooled/institutional funding), Window 3 (restricted/earmarked funding), and bilateral funding arrangements.
- Preliminary assessment of data availability and implementation timeline (relevant to criterion 5 on feasibility).
- No overlap with Monitoring, Evaluation, Learning, Impact Assessment, and Foresight (MELIAF) studies; participants confirmed whether any candidate innovation was already under assessment through ongoing or planned MELIAF studies. Innovations with confirmed or anticipated MELIAF coverage were excluded to ensure complementarity and avoid duplication of analytical effort.

The list full list of the Initial Innovations can be accessed here: [Case Study Mapping.xlsx](#).

Appendix 13. Bibliometric Analysis

As mentioned earlier, the evaluation will use a bibliometric analysis as primary source for quantitative data to triangulate qualitative data. The evaluation function will contract Elsevier via Science-Metrix to collect quantitative evidence on CGIAR's research footprint in Kenya over a ten-year period (2016–25). The analysis draws on publications associated with CGIAR centers with a presence in Kenya, benchmarked against Kenya's broader non-CGIAR research output within comparable thematic areas. Where data volumes permit, results will be disaggregated by individual CGIAR center. Major data sources will include Scopus as the primary bibliographic database, supplemented by the LexisNexis patent database and the Overton policy document index. All impact indicators are field- and year-normalized to the global average, enabling meaningful comparison across disciplines and with other entities.

All citation-based indicators will be field- and year-normalized to the global average, enabling meaningful comparison across disciplines and with other entities. Citation-based indicators will be used as proxies for scientific contribution, with normalization applied to account for disciplinary differences. References to policy documents will be interpreted as signals of engagement with policy processes.

A mapping of indicators with the evaluation questions and sub questions can be found in the evaluation Matrix (Appendix 1).

Table 9. Bibliometric indicators

Dimension	Indicator
Research Output	Publication counts (full & fractional counting)
	Compound annual growth rate
	Specialization Index (SI)
	Thematic distribution
Scientific Impact	Average Relative Citations (ARC), field- and year-normalized Citation Distribution Index (CDI)
Knowledge Transfer	Share of publications cited in policy documents (Overton)
	Share of publications cited in patents (LexisNexis)
Collaboration	Share of internationally co-authored publications
	Share of nationally co-authored publications
	North–South and South–South co-publication shares
	Share of publications co-authored with private sector
	Share of publications co-authored with NGOs
	Disciplinary diversity of authors (DDA)
Workforce & Inclusivity	Total unique authors affiliated with CGIAR Kenya centers
	Career stage distribution (early-, mid-, senior-career)

Share of women authors
Median publishing age of authors

Appendix 14. Skills of the Evaluation Team

To successfully deliver this evaluation, the evaluation team will possess the following core competencies:

Team lead

- Demonstrate experience leading complex multi-stakeholder evaluations ideally within international agricultural research or development organizations.
- Possess strong expertise in mixed methods evaluation design with the ability to triangulate qualitative and quantitative evidence effectively.
- Demonstrate strong facilitation skills including the ability to lead multi-stakeholder workshops, recommendation refinement sessions and validation meetings.
- Demonstrate strong track record of producing high quality evaluation reports that synthesize complex evidence into clear findings and actionable recommendations.
- Possess solid project management skills with experience in managing evaluation processes across timelines of between seven to twelve months.
- Demonstrate strong understanding of the Kenyan food and agriculture context, with prior evaluation experience in Kenya considered an asset.
- Have experience integrating gender, youth, and social inclusion considerations into the assessment of research design and delivery.

Subject Matter Expert

- Have expertise in the main topic subject of the case study (TBD later).
- Have a sound understanding of Kenya's food and agricultural context.
- Have deep technical expertise in agricultural research for development, with a strong understanding of how research processes translate into development outcomes.
- Be knowledgeable about CGIAR's Portfolio structure, center mandates, and integrated partnership model, including how coordination occurs across centers and Programs.
- Have experience integrating gender, youth, and social inclusion considerations into the assessment of research design and delivery.
- Show strong experience in qualitative methodologies including Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), and strong case study development skills.

Evaluation analyst

- Have strong data management skills including data cleaning, coding, transcription, storage, and analysis.
- Be competent in both quantitative and qualitative data analysis, with the ability to organize and interpret evidence from multiple sources.
- Have the ability to support in design of data collection tools (survey instruments, interview guides).
- Can conduct in-depth desk and literature and Portfolio reviews, document analysis, organizing folders.
- Can prepare initial analysis sections, annexes, and technical inputs into reports.
- Can support the drafting and documentation of evaluation outputs, including data summaries, analytical notes, and sections of the Evaluation Report.



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