



Independent  
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# **Synthesis: Evaluability Assessments Review of Four Regional Integrated Initiatives**

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# Table of Acronyms

AMD	Asian Mega Deltas
CIAT	International Center for Tropical Agriculture
EA	Evaluability Assessment
EoIOs	End of Initiatives Outcomes
FVC	Food Value Chain
F2R-CWANA	Fragility to Resilience in Central and West Asia and North Africa
GDI	Gender, Diversity and Inclusion
GESI	Gender and Social Inclusion
GTA	Gender Transformative Approaches
GAA	Gender Accommodative Approaches
HH	Households
IAES	Independent Advisory and Evaluation Services (of CGIAR)
IFPRI	International Food Policy Research Institute
ISDC	Independent Science for Development Council
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
MELIA	Monitoring, Evaluation, Learning, and Impact Assessment
PCU	Project Coordination Unit
PRMF	Performance and Results Management Framework
PRMS	Performance and Results Management System
QoR4D	Quality of Research for Development
RAFS	Resilient Agri-food Systems
RIIs	Regional Integrated Initiatives
SDG	Sustainable Development Goal(s)
SHD	Sustainable Healthy Diets
SPIA	Standing Panel on Impact Assessment
SMART	specific, measurable, accurate, relevant, and time-bound
TAFFSA	Transforming Agri-food Systems in South Asia
TICKS	Technology, innovation, communication, knowledge and stakeholder management
ToC	Theory of Change

ToRs	Terms of Reference
WCA	West and Central African Food Systems Transformation
WEAI	Women's Empowerment in Agriculture Index
WP	Work Package
WRDSS	Water and Land Resources Decision Support System



## Executive Brief

The [CGIAR 2030 Research and Innovation Strategy](#) focuses on addressing complex global agri-food system challenges through research and innovation, including by “Positioning regions, countries, and landscapes as central dimensions of partnership, worldview, and impact.”<sup>1</sup> The strategy outlines three research action areas (Science Groups), Systems Transformation, Genetic Innovation (GI), and Resilient Agri-food Systems (RAFS). Regional Integrated Initiatives (RIIs) are part of RAFS portfolio. Aligned to the [Terms of Reference \(ToRs\)](#) endorsed by System Council, in 2023–2024 an external independent team completed **evaluability assessments (EAs) of the following four RIIs**: Fragility to Resilience in Central and West Asia and North Africa (F2R-CWANA), Asian Mega Deltas (AMD), Transforming Agri-food Systems in South Asia (TAFSSA), and West Central African Food Systems Transformation (WCA). The purpose was to identify the extent to which the RIIs are evaluable and to make recommendations for sound and effective evaluation(s).

[CGIAR’s EA guidelines](#) refer to evaluability as the extent to which an intervention can be evaluated in a reliable and credible fashion. The concept is central to a culture of results. The team used CGIAR’s EA Framework, comprised of **six domains** and 40 questions to conduct the assessment: A) Intervention logic; B) MEL systems and resources; C) Gender, diversity and inclusion; D) Long-term evaluability; E) Context and environment; and F) Management and key stakeholder engagement and support.

The table below includes nineteen (19) recommendations, which were synthesized from the 100+ total recommendations across the four RII evaluability assessments and split into two types. The near-term recommendations focus on tasks to undertake in preparing for evaluation; while the long-term recommendations focus on larger systemic issues to address in supporting greater evaluability of the RII and CGIAR portfolio. Section

For the near-term in preparing for evaluation	For the long-term
1. Prioritize and focus an evaluation at the WP level.	5. Develop a comprehensive MEL framework.
2. Define an accurate depiction of the evaluand as reflecting actual work funded across the RIIs	7. Further define indicators as part of a developed MEL framework, particularly at the RII level.
3. Focus the evaluation to inquire into evidence behind specified assumptions.	8. In identifying data to be collected as part of the MEL framework, ensure there are specific uses and users for it.
4. Given the complexity of the Initiatives, determining contribution may be a more viable approach than determining attribution.	9. Provide MEL staff with a lead role in reviewing ToCs as part of “pause and reflect” workshops at the Initiative level, and/or RII-wide efforts, i.e., ToC development for RII.
6. Review the indicators and data collected (output and outcomes) to determine what can be of use and how in an evaluation or an impact assessment.	10. Better plan baseline and endline studies as part of a future MEL strategy.

<sup>1</sup> The other six ways of working include: (1) Embracing a systems transformation approach, seeking multiple benefits across five SDG-linked Impact Areas; (2) Leveraging ambitious partnerships for change in which CGIAR is strategically positioned; (3) Generating scientific evidence on multiple transformation pathways; (4) Targeting risk-management and resilience as critical qualities for food, land, and water systems; (5) Harnessing innovative finance to leverage and deliver research through new investment and funding models; and (6) Making the digital revolution central to our way of working.

For the near-term in preparing for evaluation	For the long-term
12. Consider, in developing criteria for evaluation, that equity and gender are included and reflect stakeholder values.	11. Further refine results statements and end-of-initiative outcomes, providing greater specificity in their formulation.
16. Consult early with relevant stakeholders at the national and regional levels on the ground to discuss the appropriate timing of the evaluation and possible risks to manage.	13. Develop a nuanced stakeholder analysis that supports sound development of a MEL framework.
17. Ensure adequate and early planning for the evaluation that considers logistics and prepares for stakeholder participation.	14. Better clarify data disaggregation by indicator within a comprehensive MEL framework and overall strategy.
18. Determine availability of RII/WP staff to contribute and participate in an evaluation given commitments to their centers and other activities.	15. Consider refining change pathways at the individual RII level, RII portfolio, <sup>2</sup> or country levels if Initiatives are funded beyond three years.
19. Consider CGIAR structures, including CGIAR's country conveners and regional directors as an explicit stakeholder to any evaluation.	

The EA team noted several themes across the results of the four EAs. First, there are **varying interpretations of and strategies around 'evaluation'**. Fully focused on reporting to the CGIAR's Results Dashboard via the Performance and Results Management System (PRMS), the monitoring approach adopted by the RIIs was only marginally aligned with an approach to evaluation, with limited likelihood to facilitate the use of monitoring data for management and course correction.

Secondly, the EA team observed **the unbalanced value for certain kinds of evaluative work over others, underscoring a lack of coherent purpose for MEL overall**. While CGIAR's institutional arrangement addresses a full range of evaluative work, a greater focus across the RIIs was placed on identifying causal relationships and evidence of impact, with minimal consideration for program performance evaluation.

A third theme involves the **problematic definition of the evaluand**, i.e., that which is to be evaluated. Center-specific administrative functions and unclear sources of funding hinder the clarity of specific inputs contributing toward identified country and/or regional outcomes. This lack of clarity hinders the extent of evaluability, making evaluation of efficiency and cost-effectiveness at a macro scale impossible.

A fourth theme was the **limited investment in MEL** during inception, following the design phase. The development of a full framework that is reflective and analytical in nature, and that details all aspects of the MEL process, would enhance robustness and clarity for program staff and stakeholders on the role of MEL in the Initiative.

The EA results hold the following **broad implications for other RIIs, RAFS, and CGIAR as a whole**:

- *Developing a full and comprehensive MEL Framework at the beginning of an Initiative to support MEL is a worthwhile and important endeavor.* Beyond reporting to PRMF, such a living document would enable mid-course adaptation and adjustment of activities and plans.
- *Planning for evaluability starts during the inception stage of an Initiative.* Analysis of the intervention logic can support developing monitoring, evaluation, and learning objectives and activities, and impact assessments. In addition to other tools, such as the Results Framework, articulating questions will help identify the data needed to answer these questions as part of MELIA activities.

<sup>2</sup> Potentially, as an example, Delivery & Scaling of CGIAR Offers (in national innovation systems) Megaprogram.

- *Clear parameters and inputs, e.g., units of analysis, funding, and the ToC under examination, are important to define for Initiative evaluation, particularly when an evaluation objective is to discern the extent of an evaluand's contribution or attribution to change.*
- *CGIAR structures and organization should be taken into consideration, despite their evolving nature, when identifying internal stakeholders for an evaluation (i.e. country conveners and regional directors).*
- *Effective and timely communications on the portfolio nature (delivery & scaling versus doing research) are equally important for internal and external audiences.*
- *Reconsider three-year project timeframes for any initiative that aims to achieve systems change, as the extent to which they are evaluable is low. Should additional funds be acquired beyond the 3 years, make a critical review of the project logic obligatory within CGIAR at the point of extension.*

# 1 Introduction and Background

## 1.1 Regional Integrated Initiatives at CGIAR

The [CGIAR 2030 Research and Innovation Strategy](#) focuses on addressing complex global agri-food system challenges through research and innovation. It aims to ensure that research provides real solutions for development. Seven implementation approaches are outlined in the 2030 Strategy, including “Positioning regions, countries, and landscapes as central dimensions of partnership, worldview, and impact.”<sup>3</sup>

The strategy outlines three research action areas (Science Groups), which build on the foundation of CGIAR’s traditional strengths in genetics, farming systems, and systems transformation, with an ambitious agenda around food, land, and water systems in a climate crisis. These are: Systems Transformation, Resilient Agri-food Systems (RAFS), and Genetic Innovation. These research action areas are implemented through global or thematic and Regional Integrated Initiatives (RIIs).

As of 2023, there were six RIIs within CGIAR managed under the RAFS research action area. They aim at addressing common national challenges, within the six CGIAR regions, prioritized by stakeholders. They function as a key vehicle for the co-designing and co-delivery of innovations, capacity development, and policy change, with local and regional partners.<sup>4</sup> Building on experience and lessons from systems research, RIIs in their first 1.5 years of implementation (2022–23), aimed to lay a foundation for on-the-ground research, coordination, and synergies across CGIAR to amplify impact at scale.

Four of these RIIs engaged in an evaluability assessment in the latter half of 2023–24, under the direction of the Independent Advisory and Evaluation Services (IAES) at CGIAR (Table 1).<sup>5</sup>

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<sup>3</sup> The other six ways of working include: (1) Embracing a systems transformation approach, seeking multiple benefits across five SDG-linked Impact Areas; (2) Leveraging ambitious partnerships for change in which CGIAR is strategically positioned; (3) Generating scientific evidence on multiple transformation pathways; (4) Targeting risk-management and resilience as critical qualities for food, land, and water systems; (5) Harnessing innovative finance to leverage and deliver research through new investment and funding models; and (6) Making the digital revolution central to our way of working.

<sup>4</sup> From *Regional Integrated Initiatives*. CGIAR. (<https://www.cgiar.org/portfolio-narrative/action-area-focus/regional-integrated-initiatives/>).

<sup>5</sup> From *Regional Integrated Initiatives*. CGIAR. (<https://www.cgiar.org/portfolio-narrative/action-area-focus/regional-integrated-initiatives/>).

**Table 1. Details of four CGIAR RIIs that engaged in Evaluability Assessments**

Code	Initiative name	Start date	End date <sup>6</sup>	Geographical focus
INIT-10	Fragility to Resilience in Central and West Asia and North Africa (F2R-CWANA)	Apr 2022	Mar 2025	Egypt, Lebanon, Morocco, Sudan, Uzbekistan
INIT-18	Asian Mega Deltas (AMD)	Apr 2022	Mar 2025	Bangladesh, Colombia, India, Myanmar, Vietnam
INIT-20	Transforming Agri-food Systems in South Asia (TAFSSA)	Jan 2022	Dec 2024	Bangladesh, India, Nepal, Pakistan

Each RII comprises Work Packages (WPs) that collectively contribute toward the realization of the regional-level RII objectives and desired outcomes. Most of these RIIs aim to achieve systems-level change across the multiple countries in which they work and build from previous research and evaluations conducted in their respective regions. Annexes 1-4 outline further details about each of the RIIs.

## 1.2 Evaluability Assessments at CGIAR

The IAES of CGIAR conducted evaluability assessments (EAs) of four RIIs at CGIAR during the latter half of 2023 and early 2024. These fully-fledged EAs are among the first conducted following the development of the CGIAR [Evaluation Framework](#) that was approved by the CGIAR System Council and Board in 2022, along with a revised [Evaluation Policy](#). These framing and guiding documents aim to integrate evaluation into CGIAR's decision-making processes, enhance accountability to funders, and necessitate advanced planning and high-quality inputs for evaluations. The Framework and Policy also aim to make evaluation fundamental to CGIAR in informing the design of interventions, providing substantive evidence to support management and governance decisions, and ensuring accountability to funders. Achieving these goals necessitates advanced planning, high-quality inputs, and staff commitment, with evaluability as one of the 15 standards and principles outlined in the CGIAR Evaluation Framework. They also aim to make evaluation fundamental to CGIAR in informing the design of interventions, providing substantive evidence to support management and governance decisions, and ensuring accountability to funders. The documents also emphasize that readiness for evaluation should not be assumed, even in the best scenario cases. Numerous factors, such as stakeholders' lack of interest or poor-quality data, can result in evaluations becoming a routine checkbox exercise. The most effective way to prevent this is by conducting a timely EA.

### Box 1. Evaluability standard in the CGIAR Evaluation Framework

*Evaluability refers to the extent to which an intervention can be evaluated in a reliable and credible fashion; the concept is central to a culture of results. A strong focus on evaluability at the design stage facilitates overall measurability, monitoring, and subsequent evaluation.*

In 2022, the Evaluation Function of [IAES](#) of CGIAR released comprehensive [guidelines](#) to explain the purpose and methodology for EAs in CGIAR. These guidelines outline a six-step approach for EAs, as follows: 1)

<sup>6</sup> Regional Integrated Initiatives, Annual Technical Report, 2022

Defining purpose and scope; 2) Engaging stakeholders; 3) Applying the EA Framework 4) Gathering evidence; 5) Assessing readiness and making recommendations; and (6) Communicating and utilizing EA results. EAs in CGIAR aim to enhance evaluability, increase the cost-effectiveness of evaluations, and cultivate a culture of ongoing learning within the organization (Figure 1).

**Figure 1. Purpose of Evaluability Assessments in CGIAR**



Source: CGIAR IAES

### 1.3 Purpose of the RII Evaluability Assessments

The EAs of the four RIIs were completed in early 2024 as per the [EA Terms of Reference \(ToRs\)](#), with the following objectives:

- **Objective 1:** To assess the quality of the Monitoring, Evaluation and Learning (MEL) approach framework for each RII, including the theory of change (ToC), logic models, results framework, plans for evaluation and learning processes; as well as to assess the extent to which the MEL budget in place is sufficient to support the MEL framework implementation.
- **Objective 2:** To facilitate reflection with RII staff on MEL framework and capacity within each RII, readiness for sound evaluation, and areas for improvement, including resource needs, based on EA results.

Additional objectives below concern CGIAR-wide learning:

- **Objective 3:** To gain clarity on resources needed, going forward, for supporting cost-effective and impactful evaluation of the three Science Groups, including Quality of Research for Development (QoR4D) and their work at the regional/national level.
- **Objective 4:** To synthesize learnings across all four RII EA reports to promote organizational learning, specifically for other RIIs, in their effort to adjust their MEL framework and align with the ToC of RAFs.

The timeframe for each RII was three years, as shown in Table 1 above, and the EAs were conducted midway through program implementation. The EAs were not planned as part of any of the four RII MEL approaches developed at the start of initiative implementation. The endorsed decision to conduct EAs occurred after the EA guidelines were finalized, to align with the new evaluability standard of CGIAR's evaluation framework and the new implementation modality to CGIAR, a regionally focused initiative.

An independent team of evaluation consultants completed the EAs with and under the guidance of the Evaluation Function lead of IAES at CGIAR. The team bios and conflict of interest statements are found in Annex 13.

## 1.4 Purpose and Organization of the Synthesis Report

The purpose of the synthesis is to report on and explore the commonalities and differences in the evaluability results across the four RII EAs. Themes are identified as they relate to evaluability and the implications of the evaluability results for other RIIs, RAFS science groups, and CGIAR.

Guiding questions for the synthesis include:

1. To what extent are the four RIIs evaluable?
2. What are the commonalities in the evaluability results across the four EAs?
3. Where are the differences in the extent of evaluability across the four EAs, and what are the reasons for these differences?
4. What can be learned from the EA results of the four RIIs that may have implications for other RIIs, RAFS and/or CGIAR as an organization?

In answering the guiding questions, key EA findings are discussed in Section 3 in two parts: (1) By each of the eight domains found in the EA Framework, with a discussion of the commonalities and contrasts across the four RIIs; and a set of recommendations—the first for the planning of an upcoming evaluation, and the second for furthering MEL strategy over the long-term; and (2) By evaluability themes common across the four RIIs. Section 4 details the overall conclusions and recommendations of the four RII EA reports, followed by a discussion on their implication for other RIIs, RAFS, and CGIAR. The report concludes with initial reflections on the use of the EA Framework, which will be further addressed in a separate document.


## 2 Methods

### 2.1 Approach, Data Collection, and Analysis

The four RII EAs were conducted with the use of CGIAR’s EA Guidelines and embedded EA Framework (shown in Annex 6) comprised of 40 questions across the following six domains:

Evaluability Assessment Domains	
A. Intervention logic	<p>As part of its inquiry, the EA Team reviewed over 30 documents for each RII, including program documents, reports, and MEL tools. Each RII team also used the framework as a self-assessment tool and submitted their responses to the EA team. The EA team collected primary data through interviews with select RII and WP staff of each of the four RIIs and other CGIAR staff involved in coordinating and overseeing RIIs within CGIAR. A total of 38 CGIAR staff were interviewed during the EA exercise, including 35 representing the RIIs and their WPs; and three (3) representing other functions within CGIAR. Key stakeholders interviewed are listed in Annex 6.</p> <p>The EA team also administered an online survey to the staff of each RII, with 21 responses received out of 36 (59 percent response rate). See Annex 7 for the list of survey questions. Finally, the EA team used the stop-go approach featured in the EA Framework Guidelines, shown below in Table 2, to conclude the extent to which any RII and their WPs are evaluable and to underpin its recommendations. The 14 questions considered as core are highlighted in Annex 5.</p>
B. MEL systems and resources	
C. Gender, diversity and inclusion	
D. Long-term evaluability	
E. Context and environment	
F. Management and key stakeholder engagement and support	

**Table 2. Decision framework for level of evaluability**

	Indicator	Decision	Follow-up steps/recommendations
<b>EA criteria met</b>	<b>Yes</b> , to all 14 core questions	Proceed with evaluation	Feed-in lessons and evidence from EA in programming and/or evaluation design: adapt ToC and measurements and convene stakeholders in a decision-making committee to contribute to ToR for evaluation of RAFS science group.
<b>EA criteria partially met</b>	<b>Yes</b> , to all 14 core questions + Yes to at least half of the other questions, even if with caveats	Postpone the evaluation	Address issues raised, reassess and refine key evaluation design parameters (e.g., criteria/questions, timing, resources).
<b>None of the EA criteria are met</b>	<b>No</b> , to all 14 core questions + No to more than half of the other questions	Cancel the evaluation	The RII is not ready for an evaluation until deficiencies are remedied, e.g., institutional bottlenecks that could undermine the evaluation, data quality that is insufficient to support meaningful evaluative judgments, or external conditions that make conducting an evaluation too difficult or dangerous. In the meantime, the recommendations can inform MEL-related adjustments and any other aspects aligned to the lines of inquiry as per the framework.

The synthesis of the results of the four RII EA reports was conducted through a series of reflective meetings among the EA team members to draw out themes emerging from the data. The EA team also mapped results from the EA reports to identify patterns of commonalities and contrasts between and across the RIIs. Finally, the data collected as part of interviews during the RII EA data collection process supported the EA team in their broader understanding of programming within CGIAR and contributed toward shaping the synthesis findings.

The same EA team (see Annex 11) conducted both the RII EAs and the synthesis, working under the guidance of the Evaluation Function lead of IAES in CGIAR.

## 2.2 Definition of Monitoring and Evaluation Terms

Evaluative terminology may be adopted and used in diverse ways in different circumstances; it also varies across organizations. In supporting clarity and use for the EA exercise and synthesis, the EA team provides a list of definitions drawn from the CGIAR Evaluation Policy and Guidelines and the CGIAR Monitoring, Evaluation, Learning, and Impact Assessment (MELIA) Glossary.<sup>7</sup> These are found in Annex 8.

<sup>7</sup> From *Monitoring, Evaluating, Learning and Impact Assessment Glossary*. CGIAR Report No. 5. 2021. CGIAR ([https://drive.google.com/file/d/1v0O5wt4z3bgs\\_wCYa7H2FifTVSAXAVjl/view](https://drive.google.com/file/d/1v0O5wt4z3bgs_wCYa7H2FifTVSAXAVjl/view)).

## 2.3 Limitations

The limitations of the synthesis exercise are similar to those for the EAs of individual RII. These include:

- **The EAs were conducted virtually.** Given the timing of the EAs conflicted with other planned evaluations of the Science Groups, the EA team decided not to travel to the Initiatives' implementation sites in order to mitigate stakeholder fatigue within CGIAR. Greater nuance in primary data collected through in-person interviews and observation would have provided greater depth to the assessment.
- **There was no exposure to RII stakeholders to determine their interests and expectations for evaluation.** Due to the scope of the exercise and the resources available, data collection focused on RII staff's perceptions of stakeholders' interests.
- **The EA team did not have full access to the internal Performance and Results Management System (PRMS) and other systems to view elaborated ToCs used by the RIIs.** Data extracts and screenshots were shared, and PowerPoint slides were available as summarized versions. Thus, the EA team was limited in the amount of nuance in data collected specific to the ToCs and the logic models used by RIIs. The EA team tried to address this limitation through interviews and reviews of drafts prior to finalizing the report to ensure full comprehension.
- **The EA of the four RIIs represents the first application of the full EA Framework within CGIAR.** The EA team approached this EA as a learning opportunity, aiming to reflect on its process and output with the four RIIs. While first-time use of the EA Framework may be a limitation, the focus is strongly on learning for all parties involved.

## 3 Key Findings

### 3.1 Discussion by EA Domain

The EAs found that each of the four RIIs are evaluable at WP level, yet with considerable limitations that will influence the kind of evaluation that may be conducted. A synthesis of findings is discussed per domain below, followed by recommendations. The EA team found more commonalities than differences in the evaluability findings across the four RIIs.

#### 3.1.1 Intervention Logic

The EA team applied the definition and criteria regarding intervention logic from the EA Framework, as shown in Table 3:

**Table 3. Evaluability of intervention logic and criteria used**

Evaluability of intervention logic	Criteria used
<p>To be evaluable, an intervention must clearly describe what it hopes to achieve and how. Intervention logic represents the overall logical integrity of the intervention. This logic should be supported by a robust ToC and a body of evidence that lends credibility/plausibility to the ToC.</p>	<ul style="list-style-type: none"> <li>• Theory of change</li> <li>• Quality and quantity of evidence base presented</li> <li>• Clarity of intervention additionality, comparative advantage, and spheres of control</li> <li>• Complexity.</li> </ul>

Each of the RIIs used logical frameworks depicting multiple pathways of change at WP level, all based on research questions. These frameworks mapped out the pathways as outputs and outcomes, indicating how change occurs. The pathways were all based on evidence, given all Initiatives were previously engaged in similar work. Both previous evaluations and research provided support for the logical frameworks.

While a clear description of change was described at WP level, giving indication of how the WPs were to engage and interact in support of overall desired outcomes, there was minimal analysis at the RII level for all 4 RIIs. The diagram which was presented as a ToC was a summary of the end of initiative outcomes (EoIOs) achieved by each of the WPs, and their relevance and contribution toward various desired organization-wide outcomes, as well as the Sustainable Development Goals (SDGs). The program design was focused at the WP level with less analysis at the regional level, resulting in a missing rationale and approach to how the EoIOs at WP level interact and engage to contribute toward the desired systems-level change in a defined location. While the program logic was not fully depicted within the logical frameworks presented across all four RIIs, the proposal narrative did effectively put forward a problem statement and analysis, and a programmatic response involving systems-level change.

Each of the RIIs demonstrated clarity on their comparative advantage. Spheres of influence and control were identified in logical frameworks, yet their implication for program implementation and MEL was unclear. Assumptions, a critical part of the analysis of program logic, were featured in both the logical frameworks and the proposal narrative for all four RIIs. The assumptions identified and discussed were all critical to the success of the programs, yet common to each of the four RIIs, there was a depth not achieved, particularly in relation to human behavior and change, adoption of research results within political contexts, technological access and socio-economic realities, and long-term sustainability.

A clearly defined evaluand was a common challenge across the four RIIs. The RII mandate is to support other initiatives within their respective regions through facilitating with government partners and other stakeholders. The reference to these other Initiative activities and inputs was considered a contributing factor to the realization of the RII's desired outcomes. From an evaluability perspective, this was of concern given an unclearly defined parameter to the evaluand. Each RII was in fact a larger design than presented in its logical frameworks. Yet a further complicating factor from a budgetary perspective was the RII's opportunity to use pooled funds from other sources within CGIAR to contribute toward RII work. Both added funds and contributing programmatic inputs to the RII lead to confusion as to what the definition of the evaluand is and its full extent of inputs.

This lack of clarity about the parameters of the evaluand extends to reporting within CGIAR. It was widely acknowledged and documented that reported results and budgets integrate and reflect bilateral funding. While leveraging funding is a positive trend, especially with the fluctuating pooled funding in CGIAR, the inclusion of results at the aggregate level beyond RIIs, for CGIAR at large, would show an unbalanced picture in the [CGIAR Results Dashboard](#). The user assumption is that only results from pooled funded Initiatives are included.

Finally, while it was a common activity for the RIIs and their WPs to review the logical frameworks regularly and update them based on research results or other learning, they were not adjusted fully to account for less funding acquired as compared to the original design featured in the funding proposal. This questions the feasibility of achieving the RII objectives, and thus whether it is even worthwhile to evaluate at the RII level. The revisions adopted were reduced numbers of whole WPs and reduced targets, (e.g., less land covered, fewer numbers of farmers supported) as in the case of TAFSSA, CWANA, and AMD. For CWANA, several outputs were deleted from the frameworks that impacted its geographical coverage. Common across the four RIIs was the lack of attention to the program logic and rationale. A redesign of the program logic to better align with available funds was not considered.

## **Recommendations**

For the near-term in preparing for an evaluation:

1. **Prioritize and focus on evaluation at WP level:** Given the complexity and long-term nature of the kind of systems-level change the RIIs aim to achieve across multiple countries, a smaller scale evaluation focused on one or more WPs within one or more countries of operation would be more viable than focusing on the entire RII intervention. The EA team recommends a more focused evaluation at WP level as a better use of evaluation resources for several more reasons. These include: (1) The challenge to define the parameters of the evaluand from multiple other CGIAR Initiatives and bilaterally funded activities in the region, which may contribute toward desired outcomes; (2) Limited baseline data collected; and (3) Less defined ToC analysis at RII level.
2. **Define an accurate depiction of the evaluand as reflecting actual work funded across the RIIs:** An objective during evaluation planning should be to obtain a clear understanding and definition of the evaluand that accurately reflects work funded. A helpful task during the inception period would be to revisit and develop a revised ToC—particularly if a theory-driven evaluation approach is adopted—that reflects the actual work on the ground.
3. **Focus the evaluation to inquire into the evidence behind specified assumptions:** Each of the RIIs developed assumptions as part of their analysis of the program logic. Yet there were some critical ones that relate to anticipated change, particularly those regarding human behaviors and decision-making in political contexts, that should be considered in developing the evaluation ToRs for each RII.
4. **Given the complexity of the Initiatives, determining contribution may be a more viable approach than determining attribution:** If understanding causation according to funding streams is of interest to CGIAR, a clear demarcation of funding sources must be determined. The continuum from the design of ToCs, results frameworks, and reporting against them should align with the CGIAR-wide approach for consistency in scope.

For the long-term in further development of MEL strategy:

5. **Develop a comprehensive MEL framework:** Given the likelihood of continued work beyond the three-year timeframe of the RIIs, and the ongoing collection of baseline data in 2024, develop a comprehensive MEL strategy outlining evaluation objectives and questions that is then taken into consideration in the development of monitoring plans for RIIs and/or WPs. Differentiate between units of analysis that may need different forms of attention, ranging from components of WPs up to the most macro-level objectives. The latter are often the most problematic but receive the least critical attention. Such a framework should also include further analysis of assumptions to inform both monitoring and evaluation plans. A comprehensive MEL framework should consider the reporting requirements to PRMF yet go beyond by addressing a MEL framework specific to each RII intervention with a comprehensive approach to monitoring and evaluation. The monitoring plan should be linked with the evaluation and learning plan, with specific evaluation approaches discussed. Such a MEL plan may include the following elements to form an outline:
 

<ul style="list-style-type: none"> <li>• Initiative description: history and context</li> <li>• Initiative analysis: theory and logic</li> <li>• Stakeholder analysis</li> <li>• Approach to MEL</li> <li>• Evaluation criteria</li> <li>• Evaluation questions</li> <li>• Monitoring plan</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation plan</li> <li>• Data collection and analysis strategy</li> <li>• Reporting strategy</li> <li>• Implementation strategy</li> <li>• Strategy for learning and reflection</li> <li>• Data collection tools</li> <li>• Budget</li> </ul>
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### 3.1.2 MEL Systems and Resources

The EA team applied the definition and criteria regarding MEL systems and resources from the EA Framework, as shown in Table 4:

**Table 4. Evaluability of MEL systems and resources, and criteria used**

Evaluability of MEL systems and resources	Criteria used
<p>To be evaluable, an intervention must have a credible plan to track its contribution to outcomes. It should reflect a vision of how monitoring and evaluation activities will fulfill accountability, delivery, and learning needs. The MEL system must generate relevant and quality data, most often by an intervention’s indicators. A baseline is a necessary starting point against which to assess intervention performance and results.</p>	<ul style="list-style-type: none"> <li>• Quality of MEL framework</li> <li>• Information resources and systems in support of MEL</li> <li>• Quality of approach to learning</li> <li>• Quality of indicators and other measures</li> <li>• Quality of baseline</li> <li>• Quality of results statements.</li> </ul>

Aligned to CGIAR’s PRMF approaches, a commonality across the four RIIs was a MEL approach that involved the development of tools, including a results framework identifying indicators for each output and outcome, and a description of indicators and means for sourcing data. Yet, for several RIIs, these tools were incomplete in their development with missing indicators and unclear baselines. Furthermore, there were examples of indicators that could have been better defined along the lines of “SMART”—specific, measurable, accurate, relevant, and time-bound. Finally, while there may have been sound internal communication for monitoring among RII staff for the reporting on indicators to the PRMF, the sourcing of data by whom and when was generally not well-documented.

As noted above, missing for all RIIs was the articulation of an overall MEL approach with a full analysis describing both monitoring and evaluation approaches. Such a framework would allow for a more in-depth analysis of the project logic as compared to a funding proposal. A further exploration of assumptions would help analyze project logic more robustly. It would also further contribute to the articulation of the desired outcomes, results statements, and indicators. Such a MEL framework would serve as a living document for the project and can be more easily revised and shared with stakeholders.

AMD and WCA RIIs were obtaining baseline data against their results frameworks at the country level. TAFSSA and CWANA RIIs did not complete a baseline for various reasons, ranging from budget constraints to the evolving nature of the project and inherent challenges in capturing specific values for outputs and outcomes. Overall, there appeared to be confusion about the purpose of baseline and endline studies within the context of a MEL strategy, and whether there was sufficient rationale for investing resources in such studies. Even with the Initiative level results framework, the general understanding leaned toward baselines for innovations toward impact assessments instead of WP or country-level activities under an Initiative, where national-level data from secondary sources could have been considered.

Further, in the case of some RIIs, notably CWANA, there was a gap between research efforts and project management, i.e., the use of ToC and RF for monitoring implementation. For example, MELIA studies planned to determine how learning processes are beneficial to CWANA’s work, were not linked to supporting the desired Initiative outcomes. Finally, noteworthy is the fact that no results frameworks were updated to include data from baseline studies, which raises questions about the purpose of the studies.

Overall, results statements are well developed and feature in the context of the logical frameworks, however, the EA team noted several areas of potential improvement could be made, including a re-wording of the statements to be more outcome oriented. More consistent use of MEL terminology would also help improve the quality of results statements, as it would better clarify who the actor (stakeholder) is within the result statement.

Each of the four RIIs featured an integral approach to learning with stakeholders as part of its design. Influencing work, capacity building, and the uptake of research results supported learning. Workshops known as “pause and reflect” also enabled the sharing of research results and were used to revisit the project’s ToCs. However, MEL staff are not active participants in these sessions.

### **Recommendations**

For the near-term in preparing for evaluation:

**6. Review the indicators and data collected (output and outcomes) to determine what can be of use, and how, in an evaluation or an impact assessment.** By focusing on the evaluation and defining evaluation questions, the identification of monitoring data that can be useful will be a key step in the planning phase. Additional clarity may come from categorizing questions by research, learning, and accountability.

For the long-term in further development of a MEL strategy:

**7. Further define indicators as part of a developed MEL framework, particularly at RII level:** Further refine indicators as part of a MEL strategy that is specific, measurable, accurate, relevant, and time bound. Further analysis of the program logic should unearth more assumptions that are relevant to the RIIs, and additional indicators can be based on this analysis. These additional indicators should contribute toward PMRF reporting requirements, yet also serve a developed MEL strategy for the Initiative.

**8. In identifying data to be collected as part of the MEL framework, ensure there are specific uses and users for it.** Data should have a clear rationale for use as part of both monitoring and evaluation activities, thus giving justification for resources invested.

**9. Provide MEL staff with a lead role in reviewing ToCs as part of “pause and reflect” workshops at the Initiative level, and/or RII-wide efforts, e.g., ToC development for RII.** Their participation will help bring together the multiple functions ToCs have within the RII activities, serving both research, monitoring, and evaluation purposes.

**10. Better plan baseline and end line studies as part of a future MEL strategy.** The RIIs should develop a better rationale for these studies, a clear means for collecting primary data and considering existing secondary data, and they should be contextualized within an overall MEL strategy for evaluation. If there is a sound rationale for not doing baseline and end line studies, then this should be clearly articulated and understood.

**11. Further refine results statements and end-of-Initiative outcomes, providing greater specificity in their formulation.** Greater specificity would facilitate considerations of feasibility, assist with indicator development, and contribute toward overall analysis. Further, those results statements that are particularly grander and more ambitious in their desired outcomes, deserve greater scrutiny in their analysis.

### **3.1.3 Gender, Diversity, and Inclusion**

The EA team applied the EA Framework definition and criteria regarding gender, diversity, and inclusion (GDI), as shown in Table 5:

**Table 5. Evaluability of gender, diversity, and inclusion, and criteria used**

Evaluability of gender, diversity and inclusion	Criteria used
CGIAR is committed to the inclusion of women, youth, and socially excluded and vulnerable groups. To be credible and legitimate, CGIAR research must be based on the inclusion of the end-users it hopes to reach.	<ul style="list-style-type: none"> <li>• Clarity of partners and end-user groups</li> <li>• Data disaggregation (gender, youth, other).</li> </ul>

The RIIs have clearly identified partners and end-user groups described in the proposal documents. Some of the RIIs categorize them as demand, innovation, and scaling. From an evaluative perspective, those groups, particularly marginalized groups, who are to benefit from the desired outcomes are of particular interest. These groups appear to fall under the demand group for some initiatives, although this economic approach to categorization also includes multiple kinds of stakeholder groups, such as governments, private groups, and non-governmental organizations.

While some of the RII WPs describe clear types, roles, and interests of stakeholders, each RII lacked a comprehensive stakeholder analysis to inform indicator development and data collection tools. The Results Frameworks for the RIIs and the underlying assumptions for the ToCs would be strengthened by such analysis, which would then in turn inform the detailing of SMART indicators, plans for data collection, and data disaggregation.

### **Recommendations**

For the near-term in preparing for evaluation: **12. Consider, in developing criteria for evaluation, that equity and gender equality are included and reflect stakeholder values.** Ideally, criteria development is done in a participatory manner, reflecting the range of values held by stakeholders, and in particular of those who are to benefit from the Initiatives' overall desired outcomes, to include marginalized groups.

For the long-term in further development of MEL strategy:

### **13. Develop a nuanced stakeholder analysis that supports the sound development of a MEL framework.**

Such an analysis would assist in developing greater nuanced thinking concerning various agendas stakeholders have regarding RII objectives and desired outcomes, and to help shape the MEL approach in monitoring its advocacy and influencing work. Such an analysis must consider those marginalized groups the Initiative aims to benefit or support through its desired outcomes of systems change. The results of a stakeholder analysis should be used to support indicator development and data collection tools. It should also enhance the quality of reporting on partnerships as part of annual results reporting and facilitate compliance to, and operationalizing principles of, the CGIAR-wide Partnership Framework (2022).<sup>8</sup>

**14. Better clarify data disaggregation by indicator within a comprehensive MEL framework and overall strategy (per recommendation 4).** Better clarify data disaggregation by indicator within a comprehensive MEL framework [for an intervention] and overall strategy. While the RIIs disaggregate data through their research activities, there does not seem to be a consistent adherence to PRMF requirement to disaggregate results data, e.g., capacity sharing, partner engagements, innovations users. An overall MEL approach that links data disaggregation according to each of its SMART indicators as part of an overall MEL strategy would both help strengthen MEL and better understand research within the M&E context.

<sup>8</sup> From *Toward Greater Impact: A CGIAR Engagement Framework for Partnerships & Advocacy*. 2022. (<https://storage.googleapis.com/cgiarorg/2022/03/CGIAR-Engagement-Framework-29-March-2022.pdf>).

### 3.1.4 Long-term Evaluability

The EA team applied the EA Framework definition and criteria for evaluability, as shown in Table 6:

**Table 6. Evaluability of long-term evaluability, and criteria used**

Evaluability of long-term sustainability	Criteria used
Many of the impacts of CGIAR research will not be recognized until long after intervention delivery.	Sustainability

The RIIs varied in their approach to developing indicators at the higher-level RII outcomes; some did while some did not. The indicators developed for each of the RIIs are largely appropriate to evidence its logical framework from outputs to outcomes for each WP.

**Recommendation** For the long-term further development of MEL strategy:

**15. Consider refining change pathways at individual RII level, RII portfolio, or country level, if Initiatives are funded beyond three years.** This would help better analyze the long-term desired outcome of systems change and contribute toward planning for summative or ex-post evaluation as part of a developed MEL strategy and framework. A systems-thinking approach using multiple ToCs may help to effectively capture the complexity of analysis at the RII level, and, in effect, support the evaluability of the Initiatives over the long term.

### 3.1.5 Context and Environment

The EA team applied the EA Framework definition and criteria for context and environment, as shown in Table 7:

**Table 7. Evaluability of context and environment, and criteria used**

Evaluability of context and environment	Criteria used
To be evaluable, an intervention must be accessible to evaluators and key stakeholders in the evaluation.	Accessibility

Apart from local weather conditions and elections, which should be anticipated and easily planned for, there are no other kinds of considerations identified for planning RII evaluations. With advanced planning in cooperation with local stakeholders, there should be a minimal risk of facing accessibility issues when conducting the evaluation.

**Recommendation** For the near-term in preparing for evaluation:

**16. Consult early with relevant stakeholders at national and regional levels on the ground to discuss the appropriate timing of the evaluation and possible risks to manage.** Planning in advance in close consultation with stakeholders would support a more effective process and result for the evaluation, including potentially greater buy-in and use of the evaluation results.

### 3.1.6 Management and Key Stakeholder Engagement and Support

The EA team applied the EA Framework definition and criteria for management and key stakeholder engagement and support, as shown in Table 8:

**Table 8. Evaluability of management and key stakeholder engagement, and criteria used**

Evaluability of management and key stakeholder engagement	Criteria used
To be evaluable, management and stakeholders must be active participants in the evaluation process.	<ul style="list-style-type: none"> <li>Return to management and other key stakeholders</li> <li>Demand from, and participation of, key stakeholders.</li> </ul>

CGIAR stakeholders to the EA process expressed interest in the evaluation, including specific learning objectives for the evaluation and an understanding of its results. There is also the belief that partners and other stakeholders will have an interest, yet believe that transparency in communicating about expectations, roles, and responsibilities will be important. A culture of critical reflection and learning across the RIIs and other CGIAR Initiatives with stakeholders should support openness to feedback, even when critical. Lastly, management across all four RIIs are keen to engage in the evaluation. IAES standard procedures provide for management engagement with each recommendation in a formal written response.

While there was an overall interest to participate and learn from evaluation, the EA team notes potential challenges to participation among RII/WP staff. Given that RII staff at WP level are contracted by their respective centers and not to CGIAR or the RII, and their time is divided among different CGIAR or center-specific projects, there may be an issue regarding availability of staff to contribute and participate in an evaluation.

**Recommendations** For the near-term in preparing for evaluation:

**17. Ensure adequate and early planning for the evaluation that considers logistics and prepares for stakeholder participation.** This will involve determining viable dates and considering travel to multiple CGIAR centers against WP activities for process learning. In addition to logistics, the engagement of stakeholders in evaluation planning will be important to prepare for participation in the process. Understanding the purpose and objectives of process and performance evaluations, evaluation approach, objectives, the data collection process, and how they can engage with the evaluation's findings will be important to support the logistics of the evaluation and use of its results.

**18. Determine availability of RII/WP staff to contribute to, and participate in an evaluation, given their commitments to their centers and other activities.** While both WP and RII level staff expressed interest and enthusiasm to participate in the evaluation, it would be important to determine levels of commitment among WP staff to evaluation and their capacity to participate themselves as well as encourage stakeholder participation given their workload requirements.

**19. Consider CGIAR structures, including CGIAR's country conveners and regional directors as an explicit stakeholder to any evaluation.** For internal coherence of CGIAR interventions and to mitigate the potential of stakeholder fatigue, the alignment of roles, and resources of multiple structural layers of CGIAR would provide for a cost-effective and impactful evaluation. Clarity on the boundaries of partners and the desired scope of evaluative inquiry would be enhanced if evaluation scoping and design are grounded in CGIAR structures and evolving.<sup>9</sup> Meeting the needs of internal CGIAR stakeholders would provide them with evidence for advocacy internal and external to CGIAR.

<sup>9</sup> Between 2021-22, the following positions were created: One Managing Director, Regions and Partnership, CGIAR; Seven Regional directors (Director General CIP, Director General IRRI, Director General IWMI, Executive Director System Organization, Director General of the Alliance of Biodiversity and CIAT, and Director General World Fish); 37 country

## 3.2 Key Themes Impacting Evaluability

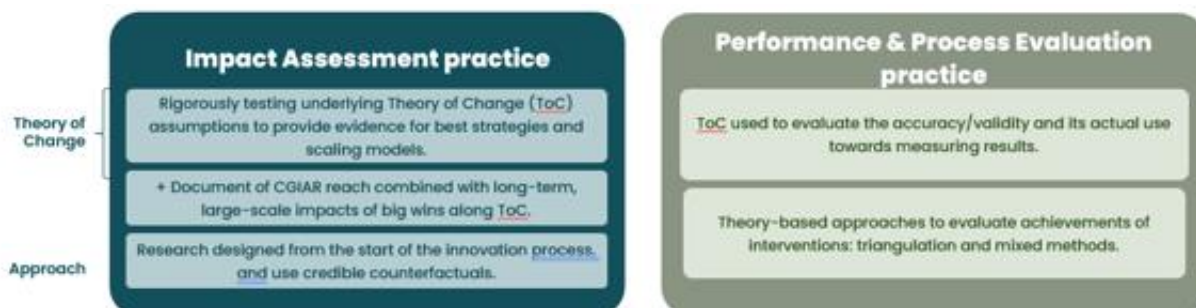
The following themes are drawn from the results of the EA discussed above, as well as from interviews with RII and WP staff and other CGIAR staff as part of the EAs.

### 3.2.1 Varying Interpretations and Strategies around ‘Evaluation’

The four RIIs considered their approach to monitoring as a means for collecting data for reporting results against the PRMF, and eventually to the [CGIAR’s Results Dashboard](#). A monitoring approach was only marginally aligned with an approach to evaluation or evaluability<sup>10</sup>, and to facilitate the use of monitoring data for management and course correction. There were, however, various tasks planned such as a baseline and end line exercise, as well as specific research activities, including the use of a counterfactual approach in proving a causal relationship between various factors within an initiative largely aligned to testing a ToC.

The EA team notes that CGIAR’s institutional arrangement addresses a full range of evaluative work, as identified in Figure 2. Yet a greater focus across the RIIs was placed on identifying causal relationships and evidence of impact, and minimal plans were in place for program performance evaluation. The EA team notes a disconnect between organizational values devoted to various kinds of evaluation and evaluative research within CGIAR, and the practice of these range of approaches incorporated into programming. The EA team observed a lack of coherent purpose for M&E, e.g., to improve performance in the first instance, and to communicate how to do this to others, in the second. As the testing of hypotheses using counterfactuals requires significant planning time to coincide with the implementation of programs, a fuller embrace of performance and process evaluation from the inception period is also needed to support better planning of both monitoring and evaluation, and thus to contribute toward greater evaluability and readiness for evaluation.

Figure 2. Varied evaluation approaches at CGIAR



### 3.2.2 Defining the Evaluand

The EA team found that each of the RIIs served as an administrative platform within CGIAR, having the responsibility for furthering programming within its region, through facilitating coordination of people, resources, and activities within CGIAR, across Initiatives and centers, and with government partners and other stakeholders. In this administrative role, the RII also presents itself as a regional program with a defined objective and overall desired outcome. Notably, reference to the explicit and documented

conveners (by August 2023); their breakdown across the four targeted Initiatives is as follows: (CWANA-1 for Uzbekistan, AMD-1 for Vietnam, TAFFSA-1 for Bangladesh, and WCA-2 for Tanzania and Ghana).

<sup>10</sup> From [Advisory Report](#), IAES Evaluation Function (<https://iaes.cgiar.org/>).

mechanism for engaging with regional directors<sup>11</sup> and/or country conveners or other RIIs was not systematic. RII administrative function assumes responsibility for the support and integration of other CGIAR interventions/projects in its region, which are also considered contributors to the RII's overall desired outcomes in the region. These are characterized by country-level interventions from non-RII portfolio of CGIAR and bilateral work of selected centers with their own country focal points. These responsibilities pose problems, especially with understanding the parameters selected by the evaluand in planning an evaluation, and in understanding what specific inputs are contributing toward identified outcomes.

Similarly, an understanding of the sources of funding, both bilateral funds raised by the RII and pooled funds from within CGIAR, is important for defining the parameters of the evaluand in planning for evaluation. Lack of clarity hinders evaluability, making evaluation of efficiency and cost-effectiveness at a macro scale impossible. Assessing effectiveness and overall results would not be fair without a clear picture of the budget dynamics behind an intervention.

### **3.2.3 The Need for Greater MEL Investments During Program Inception in Aiding Greater Evaluability**

MEL is invested in, and developed within, the context of funding proposals. While the presentation of a MEL approach was well detailed, there were some common deficits arising from such an approach. The proposal instrument is inherently argumentative, as a case made for funding to a potential donor. Investing in MEL during the inception phase of a program through the development of a full document that is reflective and analytical in nature, and that details all aspects of the MEL process, would support a more robust and sound approach. It would also give greater clarity to program staff and stakeholders on the role that MEL plays in their work.

An EA implemented in the early stages of the program could assist in further developing the MEL approach, making decisions about evaluation objectives and questions, linking monitoring and evaluation approaches, and resulting in improved evaluability. An EA can serve to bridge the need to go beyond selling proposals to detailing substantial workable plans grounded in real budgets.

## **4. Conclusions and Recommendations**

### **4.1 Conclusions and Recommendations for the four RIIs**

The EA team, using CGIAR's EA Framework, overall, assessed the four RIIs as evaluable at the WP level, should adequate funds be available for evaluation. The EA team advises focusing the evaluation on clear learning and accountability objectives at the WP level instead of focusing on the entirety of the RII. This is due to the complexity of the Initiatives, the general lack of analysis at the RII level in contributing toward overall desired systems change across the countries of operation, as well as practical budgetary reasons. A formative evaluation is advised given the short timeframe for implementation and due to the need for more work to be completed by the RIIs.

A realist theory-driven case study approach focused on different locations may be an effective means for learning about what works, for whom, and in what circumstances. It is an effective approach to dealing with diversity of contexts and activities, based on a systematic and transparent approach to case selection and comparison strategy. Through such an approach, multiple assumptions may be documented and addressed, such as research processes, the scaling and uptake of research outputs in diverse contexts among various stakeholders, change in behavior based on new knowledge, influencing

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<sup>11</sup> From *Senior Leadership*. CGIAR (<https://www.cgiar.org/senior-leadership/>). accessed February 2024.

decision-making at the policy level, and the collaboration between the WPs. In developing the cases, these may then be further addressed in a summative evaluation later.

Table 9 below provides the EA results of each RII (presented as the sum of a binary Yes/No response for 14 core and 26 additional questions), along with a recommendation, based on the decision-making tool from the EA framework. Originally, Annexes 9–12 featured the learning recommendations for each of the RII by domain from the individual EA reports. They have been redacted for the publishing of this report and are available upon request from IAES.

**Table 9. Overall Evaluability Assessments by RII**

	Scoring-core questions	Scoring-additional questions	No. of recommendations	Overall evaluability assessment recommendation
AMD	12 – Yes; 2 – No	19 – Yes; 7 – No	11	Criteria partially met; evaluation focused at WP level may proceed after the adoption of recommendations.
WCA	8 – Yes; 6 – No	19 – Yes; 7 – No	28	
F2R-CWANA	7 – Yes; 7 – No	18 – Yes; 8 – No	47	
TAFSSA	10 – Yes; 4 – No	19 – Yes; 7 – No	19	
Sub-total per RII/ <b>Total synthesis</b>		105/19		

Of the four RIIs, AMD scored the highest, receiving a “Yes” response for 12 of the 14 core questions in the EA Framework. There is a level of imprecision to the tool, however, as a clear “Yes” or “No” response is not easily discerned for all the questions. Thus, judgment on an overall evaluability rating is to be taken within context.

One reason for AMD’s higher scoring is found in its commissioning of an internal EA in 2022 to help refine the coherence and efficiency of its MEL System. The output of that exercise was a MEL Plan aligned with One CGIAR’s MELIA and Evaluation Framework, promoting greater accountability, transparency, and results orientation; and further integrating GDI considerations and enabling adaptive management. This supported greater evaluability for AMD, in comparison with the other three RIIs. Notably, AMD was the only initiative with a budget increase in 2023, in contrast to the other 3 initiatives which experienced budget decreases of at least 20%.

Tables 10.1 and 10.2 present different groupings of recommendations to facilitate uptake. Following the synthesis and individual EA report structures, recommendations are broken by domains of evaluability following the EA framework. Such a presentation would be particularly relevant for a systematic approach to planning for an evaluation and designing of a MEL system or MELIA plans for an intervention in CGIAR. Next, table 10.2 features the near- and long-term recommendations as a summary table of all four RII EA results. Recommendations discussed for each of the RIIs in their respective EA reports were redacted in Annexes 9–12. Implications uncovered from EA process for other entities within CGIAR, based on these synthesized results, are discussed in the next section.

**Table 10.1 Synthesized Recommendations from the EA process by Domain**

**Domain A: Intervention Logic**

1. Prioritize and focus on evaluation at WP level
2. Define an accurate depiction of the evaluand as reflecting actual work funded across the RIIs
3. Focus the evaluation to inquire into the evidence behind specified assumptions
4. Given the complexity of the Initiatives, determining contribution may be a more viable approach than determining attribution

## 5. Develop a comprehensive MEL framework

### Domain B: MEL Systems and Resources

6. Review the indicators and data collected (output and outcomes) to determine what can be of use, and how, in an evaluation or an impact assessment.
7. Further define indicators as part of a developed MEL framework, particularly at RII level.
8. In identifying data to be collected as part of the MEL framework, ensure there are specific uses and users for it.
9. Provide MEL staff with a lead role in reviewing ToCs as part of “pause and reflect” workshops at the Initiative level, and/or RII-wide efforts, e.g., ToC development for RII.
10. Better plan baseline and end line studies as part of a future MEL strategy.
11. Further refine results statements and end-of-Initiative outcomes, providing greater specificity in their formulation.

### Domain C: Gender, Diversity and Inclusion

12. Consider, in developing criteria for evaluation, that equity and gender equality are included and reflect stakeholder values.
13. Develop a nuanced stakeholder analysis that supports the sound development of a MEL framework.
14. Better clarify data disaggregation by indicator within a comprehensive MEL framework and overall strategy (per recommendation 4).

### Domain D: Long-Term Evaluability

15. Consider refining change pathways at individual RII level, RII portfolio, or country level, if Initiatives are funded beyond three years.

### Domain E: Context and Environment

16. Consult early with relevant stakeholders at national and regional levels on the ground to discuss the appropriate timing of the evaluation and possible risks to manage.

### Domain F: Management and Key Stakeholder Engagement and Support

17. Ensure adequate and early planning for the evaluation that considers logistics and prepares for stakeholder participation.
18. Determine availability of RII/WP staff to contribute to, and participate in an evaluation, given their commitments to their centers and other activities.
19. Consider CGIAR structures, including CGIAR’s country conveners and regional directors as an explicit stakeholder to any evaluation.

The following break-down of recommendations in Table 10.2 is also featured in the executive summary and would be forwarded to management for their response. It was considered important in light of the reform ongoing at the time of finalizing the EA process.

**Table 1010.2 Synthesized Recommendations from the EA process by Application**

For the near-term in preparing for evaluation	For the long-term
1. Prioritize and focus an evaluation at the WP level.	5. Develop a comprehensive MEL framework.
2. Define an accurate depiction of the evaluand as reflecting actual work funded across the RIIs	7. Further define indicators as part of a developed MEL framework, particularly at the RII level.
3. Focus the evaluation to inquire into evidence behind specified assumptions.	8. In identifying data to be collected as part of the MEL framework, ensure there are specific uses and users for it.
4. Given the complexity of the Initiatives, determining contribution may be a more viable approach than determining attribution.	9. Provide MEL staff with a lead role in reviewing ToCs as part of “pause and reflect” workshops at the Initiative level, and/or RII-wide efforts, i.e., ToC development for RII.

For the near-term in preparing for evaluation	For the long-term
6. Review the indicators and data collected (output and outcomes) to determine what can be of use and how in an evaluation or an impact assessment.	10. Better plan baseline and endline studies as part of a future MEL strategy.
12. Consider, in developing criteria for evaluation, that equity and gender are included and reflect stakeholder values.	11. Further refine results statements and end-of-initiative outcomes, providing greater specificity in their formulation.
16. Consult early with relevant stakeholders at the national and regional levels on the ground to discuss the appropriate timing of the evaluation and possible risks to manage.	13. Develop a nuanced stakeholder analysis that supports sound development of a MEL framework.
17. Ensure adequate and early planning for the evaluation that considers logistics and prepares for stakeholder participation.	14. Better clarify data disaggregation by indicator within a comprehensive MEL framework and overall strategy.
18. Determine availability of RII/WP staff to contribute and participate in an evaluation given commitments to their centers and other activities.	15. Consider refining change pathways at the individual RII level, RII portfolio, <sup>12</sup> or country levels if Initiatives are funded beyond three years.
19. Consider CGIAR structures, including CGIAR's country conveners and regional directors as an explicit stakeholder to any evaluation.	

## 4.2 Implication for RIIs, RAFS Science Group, and CGIAR as a Whole

Based on the EA results and in alignment with the Evaluation Framework and Policy and Management Engagement and Response Evaluation Guidelines (2024), the EA team has identified the following broad implications for other RIIs, RAFS, and CGIAR as a whole:

1. **Developing a full and comprehensive MEL Framework at the beginning of an Initiative to support monitoring and evaluation is a worthwhile and important endeavor.** A full and sound analysis of the Initiative logic using logical frameworks and ToCs can support the identification of underlying assumptions. This analysis can then help focus monitoring and evaluation efforts and plan for these activities. A MEL framework should serve as a living document for the Initiative and should include a full analysis and plan for both monitoring and evaluation, as well as appropriate budgeting. Going beyond the function of reporting to PRMF, such a living document would enable mid-course adaptation and adjustment of activities and plans. It would also serve as a means for telling the story of an Initiative. Its use enables better preparation for more impactful evaluation, which serves as an important means for not only learning and accountability, but also for telling a story. The EA team recommends that it be a requirement for developing more sound and evaluable programming within CGIAR.
2. **Planning for evaluation starts during the inception stage of an Initiative.** Thinking through logical questions for evaluation based on analysis of the logic can support the development of both monitoring and evaluation objectives and activities. In addition to other tools, such as the Results Framework, articulating questions can help identify what data the initiative needs to collect to answer these questions as part of its monitoring activities, and what the evaluation can answer. Further, to make the most out of evaluation and to ensure it is not simply a check-box exercise, engaging

<sup>12</sup> Potentially, as an example, Delivery & Scaling of CGIAR Offers (in national innovation systems) Science Program in 2025-2030 portfolio.

stakeholders from the beginning about an Initiative's MEL approach and activities would help to build a culture of evaluation from within, would prepare for evaluation, and would make use of its results.

3. **Clear parameters, e.g., clarity on units of analysis and the ToC that are being examined, are important to define for Initiative evaluation, particularly when an evaluation objective is to discern the extent of an evaluand's contribution or attribution to change.** The evaluand, the entity, which is to be evaluated, needs clarity in the entirety of its inputs, including funding and activities as part of an overall initiative analysis, in order to then discern the extent to which it, as an Initiative of combined interventions, contributes toward outcomes achieved.
4. **Take into consideration CGIAR structures and organization, despite their evolving nature, when identifying internal stakeholders to an evaluation.** Involving those with important roles, such as country conveners and regional directors, as stakeholders to any evaluation conducted within CGIAR better ensures that evaluation is a cost-effective exercise for CGIAR, with the potential for more impactful decision-making for the organization.
5. **Effective and timely communications on the portfolio nature and the differences between types of interventions are equally important for internal and external audiences.** Clarity on whether an intervention on delivery and scaling are in focus, or doing research is key for internal and external audiences. Recognition of RILs with a different template for proposals was an important step in setting up for evaluability toward the evidence-based comparative advantage of such a modality within the CGIAR portfolio. However, further efforts in measuring different types of scaling-related results would help further showcase the difference, and it needs to be properly communicated for contextual awareness.
6. **Reconsider three-year project timeframes for any project that aims to achieve systems change, as the extent to which they are evaluable is low; and should additional funds be acquired beyond the three years, make a critical review of the project logic obligatory within CGIAR at the point of extension.** Change pathways should be refined if Initiatives are funded beyond three years. This would help better analyze the long-term desired outcome of systems change and contribute toward planning for summative or ex-post evaluation as part of a developed MEL strategy.

### 4.3 Reflections on the Implementation of the EA Framework

The EA team will engage in a process of reflecting on their use of the CGIAR's EA Framework and Guidelines, to be addressed in a separate document, with recommendations for improvement. Initial reflections point to its value for CGIAR in serving as a bridge between selling proposals and the development of a workable MEL plan based on clear budgets. EAs have the potential to support projects in defining a strong MEL purpose and provide greater capacity toward adaptive management through clear monitoring and evaluation strategies.

The limitations of this EA exercise may be better addressed in future EAs by prioritizing other stakeholders, beyond CGIAR staff, to participate in the process. Instead of surveying RIL/WP staff on their perceptions of other stakeholders' and partners' perceptions about evaluation, interviewing these actors as participants in the EA process will assist in a more credible and useful process and result. The EA team's engagement on-site with stakeholders will also be important for greater nuance in the data collected, as well as greater insight into the more elaborated ToCs used by the projects that were not virtually available to the EA team.

## Annex 1: AMD Summary Table

Work Package No	Work Package	Description of activities and approach	Guiding research questions	Associated EoIOs	Countries of operation
1	Adapting Deltaic Production Systems	WPI plays a crucial role in accelerating the adoption of climate-resilient diversified production systems by synthesizing existing research to identify and develop local strategies for creating agriculturally resilient packages and business models. These are specifically tailored to local conditions, fostering collaboration with farmers through learning alliances within value chains.	<ul style="list-style-type: none"> <li>Which forms of business case will motivate decision makers to support appropriate nutrition sensitive actions for different deltaic population sub-groups?</li> <li>What supply chain actor roles and capacities are required to support production systems diversification, and how can these be strengthened?</li> <li>How can learning alliances best facilitate inclusive social learning around agricultural innovations to support climate adaptation and resilience?</li> <li>How, where, and when can low carbon emission pathways support food system transformation?</li> <li>What are the best-bet production systems for deltaic-climate adaptation and mitigation?</li> </ul>	EoIO 1: By 2025, a network of inclusive learning alliances comprised of at least 200 stakeholders and 30 organizations in each delta and supported by at least three national/sub-national policies, actively scale up diversification of agri-food systems in deltas, to accelerate adaptation by 75,000 smallholders and improve management of 50,000 hectares of land.	<p>Ganges delta: Bangladesh, India</p> <p>Irrawaddy delta: Myanmar</p> <p>Mekong delta: Cambodia and Vietnam</p>
2	Nutrition-Sensitive Deltaic Agri-Food Systems	WP2 aims to encourage sustainable production and consumption of nutritious foods, by engaging institutional stakeholders in collaborative knowledge co-production. This collaboration supports the design of cost-effective nutrition-sensitive interventions, ultimately contributing to well	<ul style="list-style-type: none"> <li>How are deltaic food consumption patterns changing in a context of rapid socioeconomic and environmental change, and with what implications for human nutrition?</li> </ul>	EoIO 2: By 2025, national ministries and major NGOs in at least three countries use AMD co-produced knowledge and evidence to table at least three nutrition-	<p>Ganges delta: Bangladesh, India</p> <p>Mekong delta: Cambodia and Vietnam</p>

Work Package No	Work Package	Description of activities and approach	Guiding research questions	Associated EoIOs	Countries of operation
		nourished, healthy people and resilient agro-ecosystems.	<ul style="list-style-type: none"> <li>• How is the nutrient yield (quantity of micronutrients produced per unit area of land) of land- and water-based food production systems changing in response to drivers, with what implications for equity and gendered access and control?</li> <li>• Which forms of business case will motivate decision-makers to support appropriate nutrition sensitive actions for different deltaic population sub-groups?</li> <li>• How is the nutrient yield (quantity of micronutrients produced per unit area of land) of land- and water-based food production systems changing in response to drivers, with what implications for equity and gendered access and control?</li> <li>• How are climate change, ecosystem modification, and demand shifts altering deltaic agro-ecologies and cropping patterns, with what implications for supply of nutritious foods and nutrition security?</li> </ul>	sensitive interventions to reduce mortality, DALYs, and micronutrient deficiencies, for 10,000 producers (80% women) and 50,000 consumers.	
3	De-risking Delta-oriented Value Chains	WP3 plays a crucial role in reducing risks in key value chains linked to deltaic systems through collaborative development of tailored, cost-efficient, enhanced, and inclusive DCAS services (financing, input supply, market access, insurance).	<ul style="list-style-type: none"> <li>• How can DCAS be bundled with other services (financing, input supply, market access, insurance) to create viable business models?</li> </ul>	EoIO 3: By 2025, DCAS+ provided by public and private sector partners are used by at least 300,000 smallholders (at least 29% of them	Ganges delta: Bangladesh (and India- scoping studies) Irrawaddy delta: Myanmar

Work Package No	Work Package	Description of activities and approach	Guiding research questions	Associated EoOs	Countries of operation
		Additionally, WP3 works to institutionalize financing partnerships with both the public and private sectors, aiming to scale up and ensure the sustainability of service provision.	<ul style="list-style-type: none"> <li>• How can DCAS and bundled services be tailored to and targeted to last-mile end-users (especially women)?</li> <li>• What are the main climate risks among vulnerable groups from production to consumption and how can these be addressed through DCAS and complementing services?</li> </ul>	women), with at least one financing partnership plan established to assure sustainability and further scaling.	Mekong delta: Cambodia and Vietnam
4	Joined-up, Gender-Equitable, Inclusive Deltaic Systems Governance	WP4 actively facilitates the engagement of policy stakeholders in mega-deltas through collaborative efforts aimed at identifying actionable strategies. The primary focus is on fostering integration in the governance of natural resource-water food systems. This collaborative effort seeks to establish a framework that supports climate-resilient outcomes in food systems while also addressing gender and social inclusion considerations (GESI), by encouraging joint participation and strategic planning.	<ul style="list-style-type: none"> <li>• What forms of cross-sectoral, decentralized, institutional models, and coordination can enhance the efficacy, agency and inclusiveness of food systems governance coalitions in specific local contexts?</li> <li>• What forms of intervention and capacity strengthening in specific local contexts, will support more GESI and resilient food systems governance outcomes?</li> <li>• What forms of intervention and capacity strengthening in specific local contexts, will support more GESI and resilient food systems governance outcomes?</li> <li>• Will vertically and horizontally “joined up” governance approaches support more climate resilient and GESI-informed NR water, and agricultural policy outcomes</li> </ul>	EoIO 4: By 2025, at least three gender-equitable and socially inclusive natural-resources informed food systems governance policies or strategies have been co-designed in partnership with national and sub-national governments, international development partners, and grassroots actors.	Ganges Delta (Bangladesh) and Mekong Delta (Cambodia, Vietnam), Irrawaddy delta (Provisional)

Work Package No	Work Package	Description of activities and approach	Guiding research questions	Associated EoIOs	Countries of operation
5	Evidence-Based Delta Development Planning	WP5 plays a key role in shaping delta development planning and policymaking at the macro-level, ensuring inclusive and climate-proof approaches for food system transformation at both delta and national levels. WP5 actively promotes an increase in sustainable investments for delta development. Additionally, WP5 enhances resilience in communities involved in rice-based farming through regional foresight and science-based advice on long term-threats and opportunities.	<p>than traditional siloed approaches?</p> <ul style="list-style-type: none"> <li>• How can economic, environmental and social benefits of adaptation-mitigation options be maximized in deltaic food systems?</li> <li>• What are the future trends for climatic risks and social vulnerability risks in Mega-Deltas?</li> </ul>	EoIO 5: By 2025, high-level policymakers and development partners in at least two deltas involved in knowledge integration networks make public statements on the importance of One CGIAR and AMD and engage with AMD to help design climate adaptation-oriented policies, projects and investment plans with a nominal value of at least 900 million USD.	<p>Ganges delta: Bangladesh, India</p> <p>Irrawaddy delta: Myanmar (limited activities)</p> <p>Mekong delta: Cambodia and Vietnam</p>

## Annex 2: TAFSSA Summary Table

Work Package No	Work Package	Description of activities and approach	Guiding research questions	Associated EoIOs	Countries of operation
1	Facilitating agri-food systems through inclusive learning data platforms, public data systems and partnerships	WPI focuses on building existing learning platforms built in CGIAR projects and develop new ones to support equitable, evidence-based dialogue, and improve the evidence-based decisions, actions by firms, farmers, and policymakers. It's research on the availability and accessibility of quality data and the value of creating integrated agri-food systems dataset will address the data gaps exists across the production to consumption continuum.	<ul style="list-style-type: none"> <li>How can multi-scale learning platforms support, engage, and connect existing but siloed knowledge networks to accelerate the uptake and diffusion of data and evidence informing agri-food systems?</li> <li>How can an integrated data effort-cutting across farms, markets, prices, consumers, and environmental issues- improve agri-food system decisions and actions across diverse sectors?</li> </ul>	<p>EoIO 1: Partners co-develop knowledge systems and engage with networks reaching at least 1,000 stakeholders and decision-makers to inform at least four policies/programs and/or market interventions supporting agri-food systems transformation.</p> <p>EoIO 2: Data informed actions supporting agri-food systems are implemented by sub-national governments, donors, the private sector, and/or development partners encouraging agri-food systems change in at least four of TAFSSA's learning locations.</p>	Bangladesh, India, Nepal, and Pakistan
2	Transforming agroecosystems and rural economies to boost income, generate jobs, and support diversified food production	WP2 works to generate linkages between farmers, landscapes, and markets to diversify agriculture production, increase farmer's income, and foster rural entrepreneurship. It focuses on poverty, malnutrition, and ecological degradation, rice-based systems in Indo-Gangetic Plains, mixed farming in eastern India and rice-fallow in southern Bangladesh. Insights on sustainable and nutrition sensitive landscapes, developing business models, and policies supporting income generation are provided through research.	<ul style="list-style-type: none"> <li>At the farm level, can crop diversification, biofortification, and animal components be managed to increase production of nutritious foods and improve women's and men's livelihoods while conserving resources and mitigating GHG emissions?</li> <li>How can agricultural landscapes be managed to increase crop diversification, nutritional yields, and agrobiodiversity, while maintaining or augmenting ecological services?</li> <li>Within the emerging culture of agricultural entrepreneurship in</li> </ul>	<p>EoIO 4: Innovations in rural service provision markets and public and private extension systems accelerate uptake of improved farm management practices and diversification by &gt;1.16 million farmers.</p> <p>EoIOs 3 and 10: Farmers implement improved farming practices and/or diversify production systems on at least 2.52 million hectares, averting GHG emissions by 16.24 million tons CO2 equivalent.</p>	Bangladesh, India, and Nepal

Work Package No	Work Package	Description of activities and approach	Guiding research questions	Associated EoOs	Countries of operation
3	Improving access to, and affordability of, sustainably produced healthy foods through evidence and actions across the food systems	WP3 works on creating favorable environments by linking smallholders, emphasizing women, and marginalized groups to supply chains through aggregation models. The research generates insights to improve access to inputs and marketability of sustainably produced and nutritious food. It also focuses on improving access to healthy food for the poor through changed in food retail environment.	<p>South Asia, how can public-private partnerships and rural service provision markets be made socially inclusive to support innovations that generate income and lower production costs for farmers diversifying their enterprises?</p> <ul style="list-style-type: none"> <li>Given the challenges smallholders face with input and output markets, how can we strategically link and improve the participation of hundreds of millions of small and marginal farmers including women and youth in the agri-food value chain, while supporting the sustainable production of nutritious crops and animal-based foods?</li> <li>How can key food supply chains in South Asia be made more sustainable in terms of supplying sustainably produced healthy foods?</li> <li>Acknowledging that most of the food consumed in South Asia is bought in markets, and that research on food environments in the region is near absent, what factors in the food environment influence access to, and purchase of, nutritious food for poor consumers (with</li> </ul>	<p>EoIO 5: Business models supporting farm product aggregation, better pricing for farmers at the farmgate, and/or shortened value chains benefit at least 190,000 farmers</p> <p>EoIO 6: At least three food product supply chains are targeted to reduce food waste and/or financial losses for food distributors, processors, and/or retailers</p> <p>EoIO 7: Research evidence catalyzes at least ten local governments to promote reshaping of rural food environments to support access to affordable nutritious food.</p>	Bangladesh, India, Nepal, and Pakistan

Work Package No	Work Package	Description of activities and approach	Guiding research questions	Associated EoOs	Countries of operation
4	Tackling the behavioral and structural determinants of sustainable healthy diets	WP4 studies dietary practices of food consumers and determinants of food choices, synthesizes evidence shaping dietary behaviors, and test innovations to support consumption of Sustainable Healthy Diets (SHDs). It also works on gendered and structural constraints and affordability due to poverty and inequity in the region.	<p>emphasis on women) and how can these environments be improved?</p> <ul style="list-style-type: none"> <li>• What are the primary determinants of current dietary patterns, especially the consumption of diverse diets and unhealthy foods?</li> <li>• How can behavior change programs in South Asia help to shape dietary behaviors that shape human and planetary wellbeing?</li> <li>• How can programs in other sectors tackle major structural drivers of dietary choices?</li> </ul>	<p>EoIO 7: Data-informed actions supporting agri-food systems implementing by partners encouraging agri-food systems change in at least four of TAFSSA's learning locations.</p> <p>EoIO 8: At least two nutrition behavior change programs provide evidence-based guidance on SHDs, reaching one million people (all women).</p> <p>EoIO 9: Gender and equity focused nutrition approaches are included in 2+ large programs focused on agri-food systems linkages and/or social protection programs.</p>	Bangladesh, India, Nepal, and Pakistan
5	Building resilience and mitigating environmental impact	WP5 works to provide actionable insights on the ecological consequences of South Asia's agri-food systems, transition pathways to avoid groundwater over and under use across water-scarce and abundant regions. It focuses on policy to mitigate GHG emissions and air pollutions by limiting agricultural residue burning contributions. It provides an important role to overcome bottlenecks for climate-service based crop, animal management advisories, and drought and flood insurance products.	<ul style="list-style-type: none"> <li>• What are the ecological footprints of current agri-food systems in South Asia, how do these change with changing diets, and how did the current agri-food systems evolve historically due to changes in policies and institutions?</li> <li>• How can South Asia produce healthy and sustainable diets by keeping within ecological boundaries by managing water, soil, and air resources in a world where climate has already changed?</li> </ul>	<p>EoIO 1: Partners co-develop knowledge systems and engage with networks reaching at least 1,000 stakeholders and decision-makers to inform at least four policies/programs and/or market interventions supporting agri-food systems transformation.</p> <p>EoIOs 3 &amp; 10: Farmers implement improved farming practices and/or diversify production systems on at least 2.52 million hectares, averting GHG emissions by 16.24 million tons CO2 equivalent (shared WP 2 target).</p>	Bangladesh, India, Nepal, and Pakistan

Work Package No	Work Package	Description of activities and approach	Guiding research questions	Associated EoOs	Countries of operation
				EoO 4: Innovations in rural service provision markets and public and private extension systems accelerate uptake of improved farm management practices and diversification by >1.16 million farmers (0.40 million women).	

## Annex 3: WCA Summary Table

Work Package No	Work Package	Description of activities and approach	Guiding research questions	Associated EoOs	Countries of operation
1	Sustainable intensification and diversification for nutritious and resilient food production through sustainable seed and management system	WP1 promotes nutritious foods obtained from roots and tubers, cereals and pulses, vegetables and fish breeds: co-designs cost effective, diverse and sustainable food production systems to assure food and nutrition security; promotes good agricultural practices to address climate change and eroding soil fertility; and improves seed systems. It will create sustainable impact through gender transformative approaches with support from CORAF and WP5 team.	<ul style="list-style-type: none"> <li>• What are the critical factors that incite consumer demand for biofortified and other nutritious foods (such as traditional African vegetables varieties and fish)?</li> <li>• How can smallholder farming systems be made more productive and adaptive to climate change?</li> <li>• Which institutional and capacity support mechanisms will enhance smallholder farmers' access to markets?</li> </ul>	<p>EoO 1: At least 80,000 smallholder households (HH) will have access to climate resilient nutrient-dense crop varieties, with at least 16,000 of them using five climate resilient, nutrient-dense crop varieties and six good agricultural practices.</p> <p>EoO 2: An increase of at least 30% in household dietary diversity scores will be attained.</p>	Nigeria, Congo, Cote d'Ivoire, Ghana, Rwanda, and Burundi
2	Informed digital agriculture for climate resilience: Managing climate risks and	WP2 will improve, create new and contextualize and complement existing digital services for small farmers, value chain actors, and governments for informed decision-making through data harmonization, governance, analysis for tailored advisory. It will	<ul style="list-style-type: none"> <li>• How will demand-led digital services and GAP at landscape level lead to more climate adaptive production systems?</li> <li>• What are key determinants for farmers and agricultural actors to seek for and adopt digital-</li> </ul>	EoO 3: Three million farmers, 30 value chain actors, and three governments will be using timely climate information and early warning systems for improved decision-making.	Ghana, Nigeria, Rwanda, Congo, Burundi, Cote d'Ivoire, Cameroon, and Liberia

Work Package No	Work Package	Description of activities and approach	Guiding research questions	Associated EoOs	Countries of operation
	accessing services	provide climate and agronomic advice, early-warning systems for pest and disease management, relevant commodity price data, data on access to finance and real-time deforestation monitoring data.	based knowledge information systems?		
3	Inclusive landscape management: Pathways for scaling land and water innovations for resilient agri-food systems	WP3 co-develops and implements inclusive landscapes that enabled sustainable scaling of bundled land, water, aquaculture, and climate smart agronomic and digital innovations. It focuses on co-establishing the landscape management for sustainable intensification, designing socio-ecological landscape management plans that are One Health Sensitive, developing real-time water resources decision support system, deploying context specific integrated land, water, fish, crop and agronomic innovations, and deploying market driven circular bio-economic innovations.	<ul style="list-style-type: none"> <li>How can participatory water and land resources decision support system (WRDSS) strengthen landscape resilience planning for enhanced production of nutrient rich crops and fish?</li> <li>How can innovations be One Health-sensitive and scaled to contribute to healthy and productive environment for livelihood improvement?</li> <li>How can ecosystem services/functions and biodiversity be sustained, management of water, soil and biomass flow improved, and resilient agri-food systems supported, for improved communities' livelihoods?</li> </ul>	EoIO 7: At least four governments will use inclusive approaches toward landscape management, and informed and inclusive land and water management plans will have been developed by 100 rural communities that will diversify income from agriculture and increase production to create jobs and stability.	Nigeria, Ghana, Cote d'Ivoire, Rwanda, Burundi, and Congo
4	Youth and women entrepreneurship models in food value chains	WP4 promotes and prepares youth and women in developing and managing agribusiness models for food value chains while addressing social barriers. Scaling readiness framework will be used to increase productivity and reduce post-harvest losses. Women and youth will link to credit and	<ul style="list-style-type: none"> <li>What are the appropriate mechanisms and policy advocacy tools to facilitate access to finance and market linkages to youth and women?</li> <li>What are the social constraints to gender and generational equality that affect gender equality in agribusiness?</li> </ul>	<p>EoIO 4: An increase of at least 20% in the Women's Empowerment in Agriculture Index (WEAI) will be attained.</p> <p>EoIO 5: At least 20,000 youth and 15,000 women will be engaged in value-added activities related to agriculture, with at least 50% of them having access to credit.</p>	Nigeria, Ghana, Cote d'Ivoire, Congo, Rwanda, and Burundi

Work Package No	Work Package	Description of activities and approach	Guiding research questions	Associated EoOs	Countries of operation
		insurance service through evidence-based policy options.	<ul style="list-style-type: none"> <li>• What gender-transformative technologies and digital tools can enhance sustainability of women and youth agribusiness hubs?</li> <li>• What are the efficient post-harvest technologies to reduce post-harvest losses in biofortified and other nutritious food crops varieties and fish?</li> </ul>		
5	Technology, innovation, communication, knowledge and stakeholder management (TICKS) for accelerating impact investments and catalyzing impact at scale	WP5 utilizes multiple state of art evidence-based management solutions to articulate demand for research and innovations, increase impact investments in research and innovations portfolios, CGIAR and long-term impact partners and integrate into a TICKS management system for catalyzing the Initiative's impact.	<ul style="list-style-type: none"> <li>• Which management system architecture (workflows, methods, tools) would increase the contributions of Scaling Readiness and partnership management tools to accelerate impact investments in research and innovation interventions and catalyze the impact of the R&amp;Is at scale?</li> <li>• Which are the most effective use of advocates and media systems for mobilizing knowledge and community engagement, stimulating demand and investment, and changing behaviors for reaching different target groups?</li> <li>• Which monitoring, learning and evaluation tools are most suited for rapid diagnosis and response to emerging concerns, and which contribute cost-</li> </ul>	EoIO 6: At least ten key partners in the next phase implementation plans will be consistently using three validated scaling tools.	Nigeria, Ghana, Cote d'Ivoire, Congo, Rwanda, and Burundi

Work Package No	Work Package	Description of activities and approach	Guiding research questions	Associated EoIOs	Countries of operation
			effectively to monitoring progress, evidence building for impact, and designing future scaling efforts?		

## Annex 4: F2R–CWANA Initiative Summary Table

Work Package No	Work Package	Description of activities and approach	Guiding research questions	Associated EoIOs	Countries of operation
1	Innovations in partnerships, policies and platforms for the efficient, inclusive and climate resilient transformation of agri-food systems	WPI actively engages with key regional stakeholders through the setting up of National Alliances of Stakeholders and understanding institutional constraints as a key factor in enabling CGIAR scientific innovations to reach farmers at scale, through setting up new National Innovation Platforms, or strengthening existing ones.	<ul style="list-style-type: none"> <li>• What are the main challenges and opportunities to make national agri-food systems more efficient, inclusive, and resilient?</li> <li>• How can policy design and implementation in fragile and conflict-affected situations be made more effective, inclusive, and resilient?</li> <li>• What gender transformative approaches (GTAs) and gender accommodative approaches (GAAs) can lead to the empowerment of women in CWANA and address gender-specific bottlenecks (limited access to technologies, information, land rights)?</li> <li>• What institutional innovations are needed to achieve the transformation of efficient, inclusive, and resilient agri-food systems?</li> </ul>	EoIO 1: Government, civil society, private sector, and INGOs jointly develop strategies and policies to create more efficient, inclusive, and resilient national agri-food systems.	Egypt, Lebanon, Morocco, Sudan, and Uzbekistan

Work Package No	Work Package	Description of activities and approach	Guiding research questions	Associated EoOs	Countries of operation
2	Genetic innovation, seed systems and agrobiodiversity conservation for climate resilient food and nutrition security	WP2 facilitates the availability of Genetic Innovations explicitly developed to meet the demand of the region. It focuses on an inclusive and efficient seed system for quick varietal turnover, and on farm management and <i>ex-situ</i> conservation of agrobiodiversity underpinned by facilitating strengthened and more effective enabling environments.	<ul style="list-style-type: none"> <li>How can the Global Genetic Innovations most suitable for CWANA be developed and brought to demand partners?</li> <li>How can seed systems be made more efficient, inclusive, and resilient?</li> <li>How can the unique agrobiodiversity of the CWANA region be better conserved?</li> <li>What are the major policy related challenges and opportunities for promoting Genetic Innovations and genetic resources in CWANA?</li> </ul>	<p>EoO 2: Government supports and facilitates the use of best-bet genetic innovations developed for CWANA.</p> <p>EoO 3: Government supports and facilitates the on-farm and <i>ex-situ</i> conservation of agrobiodiversity in CWANA.</p>	Egypt, Lebanon, Morocco, Sudan, and Uzbekistan
3	Sustainable intensification of farming systems for climate resilience reduction of yield gaps	WP3 works on the sustainable intensification of principal farming systems to build resilience to climate risks and close the yield gaps within planetary boundaries.	<ul style="list-style-type: none"> <li>What is the current state of the natural resource base (soil and water), which act as determinants of yield gaps?</li> <li>Which evidence-based agronomic management practices, inclusively adapted to different user groups, can be used as bundled solutions to bridge the yield gaps in diverse farming systems?</li> <li>What management targeted varieties/genotypes are needed to support resilient and sustainable farming systems?</li> <li>What are the challenges and opportunities for scaling sustainable, resilient and gender</li> </ul>	EoO 4: Government, civil society, and private sector scale up bundled solutions to decompose yield gaps.	Egypt, Lebanon, Morocco, Sudan, and Uzbekistan

Work Package No	Work Package	Description of activities and approach	Guiding research questions	Associated EoOs	Countries of operation
4	Integrated food, land, water and energy systems for climate resilient landscapes	WP4 works on sustainable, resilient and inclusive water, energy and landscape management policies, design and practices at the regional, national and landscape scales. It also works on improving the long-term potential for sustainable livelihoods, scaling up alternative water resources, maintaining productivity of saline landscapes and strengthening inclusive policies and governance for integrated management across the food-land-water-energy nexus.	<p>and youth responsive farming practices?</p> <ul style="list-style-type: none"> <li>• What is the current and long-term potential and extent for sustainable livelihoods at the landscape scale (basin and country) within a climate change context?</li> <li>• How can beyond water (Nexus: water-energy-food (NexusWEF)) governance be improved to strengthen resilience of food, land and water systems and improve productivity at country and basin level?</li> <li>• How can water productivity be improved through water recycling and re-use at country and regional/watershed scale?</li> <li>• How can water availability and reliability be sustainably improved through integrated water storage management at country and basin level?</li> <li>• How can the productivity of marginal and saline landscapes be maintained or improved at watershed and country level?</li> </ul>	EoIO 5: Government, civil society, and private sector put into practice the integrated management of food, land, water, and energy systems.	Egypt, Lebanon, Morocco, Sudan, and Uzbekistan
5	Scaling innovation and digital tools for climate resilient food value chains	WP5 focuses on accelerating and scaling digital climate services, financial solutions and other technologies that improve the climate resilience of food value chains (FVCs). It supports, enhances and scales the use of digitally innovative solutions to	<ul style="list-style-type: none"> <li>• What climate information data and services do FVC actors need to manage climate risks in the CWANA region?</li> <li>• How can agri- and market advisory scaling up strategies for climate-resilient FVCs be</li> </ul>	EoIO 6: Government, civil society and private sector scale up innovations and digital tools for FVC climate risk management.	Egypt, Lebanon, Morocco, Sudan, and Uzbekistan

Work Package No	Work Package	Description of activities and approach	Guiding research questions	Associated EoOs	Countries of operation
		address climate change induced challenges across FVCs.	<p>socially inclusive, effective, and sustainable?</p> <ul style="list-style-type: none"> <li>• How can the enabling environment for the efficient and inclusive adoption of the best digital agri-climatic digital bundled services and solutions be improved to accelerated scaling?</li> <li>• How can digital innovations that support the creation of climate resilient FVCs be scaled out for maximum durable impact?</li> </ul>		

## Annex 5: Evaluability Assessment Framework

Evaluability domains	Assessment question <sup>13</sup>
<p><b>A. Intervention logic:</b> To be evaluable, an intervention must clearly describe what it hopes to achieve and how. Intervention logic represents the overall logical integrity of the intervention. This logic should be supported by a robust ToC and a body of evidence that lends credibility/plausibility to the ToC</p>	<p><b>a. Is there an explicit ToC (or logical Framework) that describes the intervention's expected results and impact pathways? b. Are the ToC model and narrative well aligned? (e.g. the narrative explains the model and elaborates the causal logic with examples).</b></p> <p>c. Have ToC assumptions that are essential to the working of the ToC been explicitly stated, in sufficient detail that they can be assessed?</p> <p>d. Are there sufficient causal linkages to plausibly suggest that intervention activities are sufficient to produce desired outcomes (e.g., End of Initiative outcomes)?</p> <p><b>e. Is the ToC supported by a credible body of evidence (primary or secondary)?</b></p> <p><b>f. Has evidence been provided around specific claims made about the intervention's comparative advantage and contribution, and that of other actors, to the achievement of the desired results (spheres of control and influence of an intervention) which could be assessed?</b></p> <p><b>g. Are the ToCs' causal logic realistic and feasible to achieve within the timeframe and resources allocated?</b></p> <p><b>h. Are there complex relationships between different intervention components that will make the attribution of results difficult to assess?</b></p> <p>i. Is the ToC appropriately aligned and linked with other nested ToCs to realize broader strategic goals (e.g. organization, country)?</p> <p>j. Is there an explicit written acknowledgment of how complex change processes are expected to occur (i.e. nonlinearity, emergence, adaptation, feedback loops, etc.)?</p>
<p><b>B. MEL systems and resources:</b> To be evaluable, an intervention must have a credible plan in place to track its contribution to outcomes. The plan should include a unified vision of how M&amp;E activities will fulfill accountability, delivery, and learning needs.</p> <p>The MEL system must generate relevant and quality data. Most often, this data is defined by an intervention's indicators. Having appropriate indicators that are aligned with desired results is essential. A baseline is a necessary starting point against which to assess intervention performance and results.</p>	<p><b>a. Does the intervention have a MEL framework in place that is fit to generate evidence to support all the key events in the ToC and generate the data in support of the Results Framework and PRMF?</b></p> <p>b. Does the MEL framework specify a monitoring plan for indicators (specifying who, when and how indicator data will be collected)?</p> <p><b>c. Are there designated MEL personnel at the level of evaluand?</b></p> <p>d. Is the MEL system generating the data in support of the Initiative/intervention Results Framework and PRMF (information system, excel)?</p> <p>e. Are there mechanisms in place for making use of findings from MELIA products (reviews, evaluations, impact assessments) for decision-making?</p> <p>f. What evidence is there about quality (strategy, uptake) and use of learning opportunities in the past?</p> <p><b>g. Does the intervention results framework include indicators that are appropriate to evidence its ToC from outputs to impacts?</b></p> <p>h. Do indicators include both human/social and environmental qualities?</p> <p>i. Are there indicators around science delivery and quality?</p> <p>j. Are the indicators SMART?</p>

<sup>13</sup> The 14 core questions in the EA Framework are highlighted in bold colors.

Evaluability domains	Assessment question <sup>13</sup>
	<p><b>k. Does the intervention have baseline evidence against its targets toward its objectives?</b></p> <p>l. Is baseline data related explicitly to the results framework of an intervention (i.e. indicators)?</p> <p>m. Are results statements for the evaluand (output, outcome, et al., statements) sufficiently clear for success to be recognizable?</p> <p>n. Do the result “types” make sense?</p> <p>o. Are elements framed correctly? (e.g. outcome statements are actor-specific and presented in active language: i.e., answers the question ‘who is doing what differently?’)</p>
<p><b>C. Gender, diversity, and inclusion:</b> CGIAR is committed to the inclusion of women, youth, and socially excluded and vulnerable groups. To be credible and legitimate, CGIAR research must be based on the inclusion of the end-users it hopes to reach.</p>	<p><b>a. Are partners and other stakeholders clearly defined, within spheres of control and/or influence, along with how their interests may coincide or conflict?</b></p> <p>b. Have important differences between end-user groups been identified, concerning differences in their expected roles and results?</p> <p><b>c. Does existing data allow for data disaggregation according to targeted cross-cutting groups?</b></p> <p>d. For assessing inputs to QoS-is evidence in place about young and mid-career researchers?</p>
<p><b>D. Long-term evaluability: Many of the impacts of CGIAR research will not be recognized until long after intervention delivery.</b></p>	<p>a. Have the expectations about the nature and duration of the sustainability of the intervention and/or its effects been made clear enough to be evaluable?</p> <p>b. Is there clarity on the linkages across the ToC toward the potential and actual sustainable development impact, as appropriate?</p> <p><b>a. Is there anything about the timing of a planned evaluation that would make it difficult/impossible to conduct (e.g., seasonality, budget allocations, public holidays, local elections)?</b></p>
<p><b>E. Context and environment:</b> To be evaluable, an intervention must be accessible to evaluators and key stakeholders in the evaluation.</p>	<p>b. Are there security or political issues that would make a planned evaluation difficult/impossible to conduct?</p> <p>c. Are there any geographical constraints on accessibility, either by the evaluation team or by local stakeholders in the intervention</p>
<p><b>F. Management and key stakeholder engagement and support:</b> To be evaluable, management and stakeholders must be active participants in the evaluation process.</p>	<p><b>a. Do evaluation criteria and potential questions address the issues of importance to stakeholders?</b></p> <p>b. Is there a commitment to learning from evaluation findings by any of the stakeholders?</p> <p>c. Do stakeholders have mechanisms and the capacity to learn from potentially negative evaluation findings?</p> <p>d. Is there likely to be a process for ensuring management engagement and response to the evaluation findings?</p> <p><b>e. Do stakeholders understand expectations about their role and potential contribution to an evaluation?</b></p> <p>f. Are stakeholders available and ready to participate in an evaluation?</p>

## Annex 6: List of Key Stakeholders Interviewed

No.	Name of Staff	Gender	Role in RII /Official Title	CGIAR Center	Country Convener	RII /CGIAR
2	Tehmina Lalani-Sheriff	F	Regional Director, South Asia and Southeast Asia and the Pacific	CGIAR		CGIAR
5	Maya Rajasekharan	F	RII Coordinator - Managing Director	Alliance Bioversity & CIAT		CGIAR
7	Nancy Ajima	F	Global Head, Project Coordination Unit (of initiatives)	CGIAR		CGIAR
9	Bjoern Ole Sander	M	Lead/Director	IRRI		AMD
10	Khondker Murshed-e-Jahan	M	Co-Lead and WP2 Lead	World Fish		AMD
11	Yuji Enriquez	M	MEL (IA)	IRRI		AMD
12	Justin Dela Rueda	M	MEL (IA)	IRRI		AMD
13	Valerian Pede	M	MEL (IA)	IRRI		AMD
14	Shahnewaz Parvez	M	MEL (IA)	IRRI		AMD
21	Michael Baum	M	Lead/Director	ICARDA		CWANA
22	Maha Al-Zu'bi	F	Co-Lead and WP4 Lead	IWMI		CWANA
23	Rhiannon Crichton	F	Project Coordinator	ICARDA		CWANA
24	Innocent Bikara	M	MEL (IA)/ M&E Specialist	ICARDA		CWANA
25	Kamiljon Akramov	M	WP1 Co Lead	IFPRI		CWANA
26	Boubaker Dhehibi	M	WP1 Lead	ICARDA		CWANA
27	Zewdie Bishaw	M	WP2 Lead	ICARDA		CWANA
29	Oytüre Anarbekov	M	WP5 Lead	IWMI		CWANA
30	Debashis Chakraborty	M	WP3 Co Lead	CIMMYT		CWANA
32	Vakhtang Mshvidobadze	F	WP3 Co Lead (from 2023)	CIP		CWANA
33	Akmal Akramkhanov	F	WP5 Lead	ICARDA	Uzbekistan	CWANA
34	Aminou Arouna	M	Lead/Director	Africa Rice		WCA
42	Wilfried Yergo	M	Data Analyst	Africa Rice		WCA
43	Tankpinou Remy Gbede	M	Market Analysis/Research Assistant	Africa Rice		WCA
44	Abel-Gautier Kauakou	M	Visiting Scientist	IITA		WCA

No.	Name of Staff	Gender	Role in RII / Official Title	CGIAR Center	Country Convener	RII / CGIAR
45	Tahirou Abdoulaye	M	Director	IITA	Mali/ Burkina Faso/ Niger Cluster	WCA
46	Timothy Joseph KRUPNIK	M	Lead/Director and WP2 Lead	CIMMYT	Bangladesh	TAFFSA
47	Purnima Menon,	F	Co-Lead and WP4 Lead	IFPRI		TAFFSA
48	Tania JAHAN	F	Project Coordinator	CIMMYT		TAFFSA
49	Celeste Sununtnasuk	F	Project Coordinator	IFPRI		TAFFSA
50	AKM Saiful ISLAM	M	MEL (IA)	CIMMYT		TAFFSA
51	Avinash Kishore	M	WP1 Co-Lead	IFPRI		TAFFSA
52	Mahesh Kumar Gathala	M	WP2 Co-Lead	CIMMYT		TAFFSA
53	Prakashan Chellattan Veettil	M	WP3 Lead	IRRI		TAFFSA
54	Samarendu Mohanty	M	WP3 Co-Lead	CIP		TAFFSA
55	Sampriti Barauh	F	WP3 Co-Lead	CIP		TAFFSA
56	Neha Kumar	F	WP4 Co-Lead	IFPRI		TAFFSA
57	Tek Bahadur Sapkota	M	WP5 Lead	CIMMYT		TAFFSA
58	Shreya Chakraborty	F	WP5 Co-Lead	IWMI		TAFFSA
	Total	38 M= 25 F=13				

## Annex 7: Survey Questions

Questions	Type	Options
1. What is your role?	Multiple choice	WP Lead WP Co-Lead Coordinator
2. What is your designated time analysis for this RII?	Multiple choice	25–49% 50–75% More than 75%
3. Are you aware of the baselines for your WP level?	Multiple choice	Yes No I don't know
4. What would you consider as WP baselines against which WP achievements and progress toward stated WP-level outcomes would be measured? Please elaborate.	Comment box	Open-ended
5. To the best of your knowledge, what are the data sources for baseline(s) against which the RII-level achievements are measured? Please describe.	Comment box	Open-ended
6. How useful are the MELIA products (reviews, evaluations, impact assessments) in supporting the implementation of your WP activities?	Multiple choice	Not useful Marginally useful Largely useful
7. To the best of your knowledge, are there any mechanisms at the WP level for making use of findings from MELIA products (reviews, evaluations, impact assessments), for decision-making and/or for learning purposes?	Multiple choice	Yes No I don't know
8. If "Yes", please describe the mechanisms at the WP level for making use of findings from MELIA products.	Comment box	Open-ended
9. Are there mechanisms in place at the RII Coordination or RAFS science group for making use of evidence/knowledge from MELIA products (reviews, evaluations, impact assessments) for learning and/or decision-making?	Multiple choice	Yes No I don't know
10. If "yes" please describe the mechanisms in place at the RII Coordination or RAFS science group to facilitate learning and/or decision-making from MELIA products.	Comment box	Open-ended
11. Is there a performance/process (i.e., midterm evaluation) planned at the RII level involving your WP?	Multiple choice	Yes No I don't know
12. If "yes", is there anything about the timing of the evaluation that would make it difficult or impossible to conduct (e.g., time of year, budget allocations, public holidays, local elections)? Please explain.	Comment box	Open-ended
13. Does your WP have a budget set aside for the performance/process evaluation?	Multiple choice	Yes No I don't know

Questions	Type	Options
14. If “yes”, is it sufficient to cover the related evaluation cost? Please explain.	Comment box	Open-ended
15. Are there any contextual (i.e., geographical, political or security constraints) issues that would make an evaluation difficult or impossible to conduct?	Multiple choice	Yes No I don't know
16. If “yes”, please describe the contextual issues that would make an evaluation.	Comment box	Open-ended
17. What would you want to learn from an evaluation of your WP or an RII-level?	Comment box	Open-ended
18. Are you aware of an evaluation planned to address your learning interests?	Multiple choice	Yes No I don't know
19. If “no”, why?	Comment box	Open-ended
20. Do you anticipate other stakeholders to the evaluation interested in participating and learning from the results?	Multiple choice	Yes No To some extent
21. If “yes” please describe which stakeholders, and why and in what way you believe they would be interested.	Comment box	Open-ended
22. Do you believe stakeholders to the evaluation of your RII understand expectations about their role and potential contribution?	Multiple choice	Yes No To some extent
23. If “yes”, please elaborate on how you believe stakeholders to the evaluation understand expectations about their role and potential contribution.	Comment box	Open-ended
24. Would your WP/RII colleagues and other stakeholders have the ability to learn from constructive critical/negative evaluation findings?	Multiple choice	Yes No I don't know
25. Would your WP/RII colleagues and other stakeholders have the ability to learn from constructive critical/negative evaluation findings?	Multiple choice	Yes No To some extent
26. Are you confident that the evaluation results will be used?	Multiple choice	Yes No To some extent
27. Please elaborate on the reason of your choice of response above.	Comment box	Open-ended

## Annex 8: List of MEL Terms and Definitions

Terms	Definitions
<b>Monitoring</b>	A process of continuous or periodic collection and analysis of data to compare how well an intervention (project, program), or policy is being implemented against expected progress and results, in order to track performance against plans and targets, and guide necessary actions to improve performance.
<b>Evaluation</b>	The systematic and objective assessment of an ongoing or completed project, program, initiative or policy, its design, implementation or results.
<b>Evaluated</b>	The “thing” or program, policy or organization that is being evaluated. <sup>14</sup> The evaluation theorist Michael Scriven notes that if it is a person, the more appropriate word would be “evaluate”. <sup>15</sup>
<b>ToC</b>	An explicit, testable model of how and why social change is expected to happen along an impact pathway in a development context. A basic research-for-development ToC identifies the context and key actors in a project, program or initiative and specifies the causal pathways and mechanisms by which the research aims to contribute to outcomes and impacts. This model can be used for: (1) designing and planning project logic including assumptions; (2) monitoring and evaluation of processes and results including risk identification and mitigation; and (3) testing assumptions and identifying lessons learned, reflection for accountability and Results Based Management, and using finding for evidence-based decision making for learning and accountability.
<b>Logic model or logical framework</b>	Management tool used to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, outputs, outcomes, impact) and their causal relationships, indicators, and the assumptions or risks that may influence success and failure. It thus facilitates planning, execution and evaluation of a development intervention. <sup>16</sup>
<b>Risks</b>	The possibility of external negative events occurring that could jeopardize the success of the program.

## Annexes 9–12: Recommendations from the evaluability assessments of 4 RIIs– redacted

Available upon request

<sup>14</sup> Eval Academy (accessed on [February 2024](#)).

<sup>15</sup> Scriven, Michael (1981). *Evaluation Thesaurus*, 3<sup>rd</sup> Edition, Edgepress.

<sup>16</sup> Other similar definitions of logic model and ToC are from Rogers, Patricia and S Funnell (2011). *Purposeful Program Theory: Effective Use of Theories of Change and Logic Models*. A logic model is defined as “a conceptual way of representing a program logic, which often details the operational aspect of the program and the linkages between inputs, outputs and outcomes and impact” and a ToC as “a causal model of a program, conceptualized around “if...then” statements that outline how change is believed to happen.”

## Annex 13: EA Team with COI Statements

### EA Team with COI Statements

#### EA Advisor

#### Amy Jersild

**Amy Jersild** is a PhD candidate in interdisciplinary evaluation studies at Western Michigan University, USA, where she is conducting research on the globalization and professionalization of evaluation. Her international career includes 25 years in the development sector as an official with the UN's International Organization for Migration, a senior program manager with INGOs, and as faculty teaching evaluation courses in a MA degree program on sustainable development at School for International Training Graduate Institute in Washington, DC. As an independent evaluation consultant, she has worked with a wide range of donors and implementing agencies, including US Department of Labor, UN agencies, The Rockefeller Foundation, and FCDO designing evaluations, conducting evaluations, and advising on evaluation, as well as conducting syntheses and meta-evaluations. She previously worked on evaluability assessments with the Adaptation Fund in Washington DC. She resided in the Global South for 20 years (Cambodia, Kosovo, Lao PDR, Thailand) and is currently based in the USA



#### EA Team Leader

#### Ahmedou Abdallahi

**Ahmedou El Bah** is senior evaluation expert with 15 years of experience working on relevant development issues, including evaluation of public policies and programs, public sector governance and financing for development. He worked in different institutional settings such as government administration, investment banking, management consulting, international financial institution, and UN technical agency. Overall, he worked in six countries, across different regions, and led evaluation missions in more than 40 countries in Africa and the Middle East. Recently he worked as a Principal Evaluation Specialist with UNESCO where he managed thematic evaluations in the Natural Sciences, Education and Social and Human Sciences sectors and contributed to the promotion of evaluation use in the Organization. Ahmedou speaks fluently Arabic, English and French, has strong analytical skills, and a good understanding of the multidimensional nature of development.



#### Evaluation Analyst

#### Gaia Gullotta

**Gaia Gulotta** is a Data Analyst and GIS Specialist with an academic background in biodiversity conservation and natural resource management. During the past ten years of working experience within Bioversity International, she was involved in different research projects. She also contributed to developing a methodology to assess 'on-farm biodiversity' in Latin America and Asia as part of the research activity of UNEP-GEF projects. Currently, she is Research Assistant for the Policy Unit conducting data analysis on ex situ conservation. A collaboration with the CGIAR Independent Advisory and Evaluation Service (IAES) started in 2019. As Evaluation Data Analyst she supported the IAES team in developing a robust data analysis methodology as part of the independent evaluative review of the CGIAR Research Programs. She also provided coordination, analytical and content support to the Evaluation component of the [Performance and Results Management System \(PRMS\) Study](#). Gaia is passionate about biodiversity conservation, landscape analysis and sustainability.



#### Evaluation Analyst

#### Samriti Maharjan

**EA Team with COI Statements**

**Samriti** has 4+ years of experience. She has been working with Evaluation Function under CGIAR’s IAES from December 2022: CGIAR GENDER Platform and evaluation tasks. Prior, she worked as Gender Equality and Social Inclusion Officer in Nepal and a Junior Consultant to support the “Real-Time Evaluation of Gender Integration in UNICEF COVID-19 Response in South Asia”, conducting qualitative and quantitative research and drafting evaluation reports. Further, she gained knowledge on Gender Equality, and Women’s Empowerment while working as Intern in UNICEF South Asia and UN Women Nepal. She holds master’s degree in international Cooperation and Development. She won Cooperating and Development Network 2021/2022 Grant to conduct her master’s thesis on “Socio-Economic Impact of COVID-19 on Health Care Workers in Kathmandu Based Hospital”.



**Evaluation Function, Independent Advisory and Evaluation Service, CGIAR**

**Svetlana Negroustoueva**

**Svetlana Negroustoueva** is an Evaluation Function lead at CGIAR, where she spearheaded work on Evaluability Assessments, design of the EA’s guidelines and has been leading work on evaluating Quality of Science. She has worked for 20+ years at MEL across the African Development Bank, the Climate Investment Funds and the Global Environmental Facility at the World Bank; and USAID-funded projects. She has worked on M&E activities at the intersection of R4D, sustainable landscapes, energy, health, food security, gender and social inclusion, and has been an active member of evaluation associations (AEA, EES) and communities of practice, i.e. Gender and Evaluation, EvalFORWARD.



S/N	Conflict of Interest Statements	Amy Catherine JERSILD	Ahmedou Abdallahi	Gaia Gullota	Samriti Maharjan
		Independent Consultant	Independent Consultant	Position: Evaluation Analyst	Position: Evaluation Analyst
1	Main employer and any other organization that provides you with remuneration (which may be named participants in the project/ program/ proposal you are being asked to review/evaluate.	No	No	No	No
2	Are you aware whether a relative, close friend, close colleague or someone with whom you have financial ties is receiving funding from or giving advice to a project/program/proposal you are being asked to review/evaluate?	No	No	No	No

S/N	Conflict of Interest Statements	Amy Catherine JERSILD	Ahmedou Abdallahi	Gaia Gullota	Samriti Maharjan
3	Does any project/program/proposal you are being asked to review/evaluate cite any of your own current research?	No	No	No	No
4	Does any project/program/proposal you are being asked to review/evaluate name researchers with whom you have active collaborations, recently published joint papers or are in regular email correspondence?	No	No	No	No
5	Does any project/program/proposal you are being asked to review/evaluate name any of your past PhD students are active participants?	No	No	No	No
6	I declare that the information provided on this statement is true and complete.	Dated: 28 September 2023	Dated: 11 October 2023	Dated: 2 November 2023	Dated: 19 December 2022



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