

## A Draft Note on Monitoring and Evaluation in the New CGIAR

### Types of Evaluation Needed

There will be need for two types of evaluation in the new CGIAR:

- evaluation of institutions and system bodies (Centers, Consortium, Fund Council, ISPC and the entire CGIAR System)
- evaluation of programs.

In all cases the evaluations would be conducted by independent, external panels of experts on a regular (perhaps 5-yearly) schedule. In addition each institution and system body would be encouraged to have 360 degree evaluations of their performance as part of their own learning and improvement plans.

### Needs for Monitoring

Performance of institutions and system bodies, as well as programs, will also need to be monitored on a more frequent basis than the independent evaluations (perhaps annually.) These will be based on agreed performance indicators (i.e., simple performance measurement systems) for institutions and system bodies as well as mega-programs (and other programs such as Challenge Programs, if they exist as separate system-level programs.)

### Responsibilities for Evaluation and Monitoring

Each institution, system body or program would be responsible for arranging its own 360 degree evaluation. Each institution, system body or program would also assemble the data required for performance monitoring and report these to the body or bodies it is accountable to. For example:

Centers	to	Consortium
Consortium	to	Fund Council and the Centers
Fund Council	to	Fund Donors
ISPC	to	Fund Council
Mega-Programs	to	Fund Council

Independent evaluations would be commissioned by the authority an institution, system body or program is accountable to. For example:

Centers	by	Consortium
Consortium	by	Fund Council
Consortium	by	Centers <sup>1</sup>
Fund Council	by	Fund Donors

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<sup>1</sup> For common services provided by the Consortium to the Centers.

ISPC	by	Fund Council
Mega-Programs	by	Fund Council <sup>2</sup>
CGIAR System	by	Fund Council and Consortium

### Independent Evaluation Arrangement Options

At AGM08 the CGIAR agreed that “an independent evaluation arrangement will periodically take place at the Program and System levels.” This could be in the form of Fund Council selecting and appointing a separate, independent review panel for the evaluations it is responsible for, supported by its Fund Office. Another option is for the Fund Council to delegate this responsibility to a competent group or body, as illustrated below:

1. Fund Council appoints a small independent panel (e.g., 3-person) to organize and commission separate, independent review panels for each periodic mega program evaluation and for the periodic evaluations of the Consortium and ISPC. Fund Office could provide support to this standing panel. (This is not a separate evaluation “unit”. It is a part-time arrangement which can be dismantled with greater ease if necessary.)
2. Fund Council contracts an outside entity to organize and backstop all evaluations (outsourcing arrangement). This could be a public or private entity specializing in evaluation (e.g., a management consulting company, think tank, international evaluation association, university institute, etc.)
3. The CGIAR enters into a sharing arrangement with an existing independent evaluation unit of a similar international body (e.g., GEF).

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<sup>2</sup> In case the Consortium delegates management responsibility for a mega-program to a Center or another entity, it may also need to commission its own evaluation.