

A proposed approach for leading a consultative process for the development of an Integrated Framework for a Performance Management System for CGIAR Research

Purpose

This document outlines the approach for the consultative process required to be undertaken for the development of an Integrated Framework for a Performance Management System for CGIAR Research¹.

Recommended Action

The System Management Board ('Board') is requested to **endorse**, and recommend to the System Council for endorsement, the proposed approach particularly in relation to the following:

1. A proposed conceptual framework for the development of an Integrated Framework for a Performance Management System for CGIAR Research²
2. The process for developing and approving the interim POWB template and CRP Annual Report Template to be used for 2017 (which is anticipated to be submitted for approval by SMB, and SC if required, before the end of the year.
3. The process for developing and approving the interim high-level indicators to be used in 2017 for commencement of CRP Phase II (anticipated to be submitted for approval by SMB, and SC if required, before the end of the year), including the work of the Task Force on Indicators.³

If the approach is approved, the consultative process will be initiated and a first version of the Integrated PMS Framework can be expected to be delivered to the System Council in late 2017. The System Management Office anticipates it will be in a position in [Q4 2016] to provide the System Management Board an update regarding the phased approach including an action plan for the consultative process to be undertaken and the consultative structures it proposes to create in order to facilitate the consultative process.

¹ Pursuant to CGIAR System Charter and Framework.

² See Annex 1

³ See Annex 2 for the terms of reference and Annex 3 regarding progress in the development of high-level indicators

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1. Background

This background section below provides some summary information on the status of progress on a draft Integrated Framework for a Performance Management System for CGIAR Research to address the defined responsibility of the System Management Office under the Charter of the CGIAR System Management Organization:

(hh) lead a consultative process with the ISPC and other CGIAR System entities for the development of an integrated framework for a performance management system for CGIAR Research that provides feedback on progress and results and contributes to decisions on the allocation of resources.

Starting from the CGIAR Strategy and Results Framework 2016-2030 (SRF) that lays out the CGIAR body of work, such an integrated framework is needed to describe the CGIAR contribution to delivering against the aspirational System Level Outcome (SLO) targets identified for each of the three SLOs, Poverty, Health and Nutrition, and Natural Resource Management.

For Phase II it is key to operationalize the SRF for the CRP portfolio and an agreed Integrated Framework for a Performance Management System for CGIAR Research will be a key part of this. It is recommended that such a framework will be developed in a consultative and collaborative manner with all relevant CGIAR entities.

Such an Integrated Framework for a Performance Management System for CGIAR Research is anticipated to conceptualize and describe some areas for example like:

- A monitoring plan and evidence provision for CGIAR outcome delivery against the SRF
- Monitoring CGIAR financial and programmatic performance
- System Level Indicators
- Templates for Annual Reporting and Plan of Work and Budgets
- Towards assessing Value for Money

Currently there are ongoing initiatives within CGIAR to address a few of the mentioned areas. For example:

- Quality of Science Working Group led by the ISPC
- A working group composed of members from the Monitoring, Evaluation and Learning Community of Practice on designing interim templates for the CRPs' Plan of Budget and Work and Annual Report
- Task force on identifying and operationalizing the Strategy and Results Framework pathways and indicators

We would envision that further efforts will build on work that has been done and capitalize on available results and recommendations.

The work of the Task Force on identifying and operationalizing the Strategy and Results Framework pathways and indicators is one example of how the System Management Office would like to approach concrete tasks and issues that are arising within the development of the Integrated Framework for a Performance Management System for CGIAR Research itself and other arising challenges, issues or tasks that are related to this topic.

We have prepared the attached draft document that explains the intentions in more detail. The annex 4 gives the specific terms of references for the Task Force and a summary description of progress and preliminary available results. As you will note, the Task Force has found it important to describe the overall Framework for a Performance Management of CGIAR Research to set the context for key indicators and the roles of different actors in contributing to them. A draft description and illustration is shown in annex 3 and an initial draft proposition to develop the framework with wider inputs from CGIAR entities and donor representatives is show in the short strategy illustration below.

The way the Task Force approached the development of a solution to a system request could be an example process of how we propose to go about the development of the *integrated framework for a performance management system for CGIAR Research* and any performance related issues.

With this note we would like to take the opportunity to start engaging with your group, explore how to ensure that we capitalize on our respective expertise to design a system appropriate for AR4D and identify what is required.

2. Rationale of the proposed approach to the development of an Integrated Framework for a Performance Management System for CGIAR Research

The CGIAR System Organization is accountable to provide evidence of outcome-based progress and be credible to our donors and stakeholders in our performance reporting against the CGIAR Strategy and Results Framework (SRF) 2016-2030 and its aspirational outcome delivery promise. Effectiveness, efficiency, transparency and impact has been clearly identified as key performance criteria for the CGIAR System as part of the Guiding Principles for the Governance of the CGIAR System Organization (article 20).

Recognizing this important accountability role, Centers and CRPs have built capacity in performance management during CRP phase 1, including expertise in results-based management, monitoring, evaluation and learning, impact assessment, project and program performance assessment/management, often combined with experience from a wide range of scientific background. This expertise, which is currently brought together under many system entities (e.g., ISPC; IEA; SMO; Sciences Leaders, Monitoring, Evaluation and Learning Community of Practice (MEL CoP); and other communities of practice) will be essential in the development of a Performance Management System for the CGIAR Research.

3. Overview of responsibilities regarding the development and approval of the Integrated Framework for a Performance Management System

The System Framework and Charter of the CGIAR System Organization assigned specific roles to the System Management Office, System Management Board and System Council regarding the development and approval of an Integrated Framework as follows:

- 2.1 **System Management Office** to lead a consultative process with the ISPC and other CGIAR System entities for the development of Integrated Framework for a Performance Management System for CGIAR Research that provides feedback on progress and results and contributes to decisions on the allocation of resources (Article 11 (hh))^[1];
- 2.2 **System Management Board** to recommend a proposal to the System Council for an Integrated Framework for a Performance Management System for CGIAR Research developed by the System Management Office in coordination with other system entities (Article 8.1 (ii))^[2]; and
- 2.3 **System Council** to approve an Integrated Framework for a Performance Management System for CGIAR Research (Framework Article 6.1 (v)).

In addition to the above responsibilities, two other CGIAR system entities will have key roles in the development of the Performance Management System, namely the **Monitoring, Evaluation and Learning Community of Practice** (MELCoP) and the System Management Office-commissioned **Task Force identifying and operationalizing Strategy and Results Framework target pathways and indicators**.

4. Definition and Principles of the Performance Management System

- 3.1 A definition of an Integrated Framework for a Performance Management System for CGIAR Research:

A robust Integrated Framework for a Performance Management System for CGIAR Research will provide a consistent approach for strategic planning, management and reporting based on learning and accountability. This is accomplished by defining realistic expected results, monitoring progress toward the achievement of expected results, integrating lessons learned into management decisions and reporting on performance. The concept of integration would be realized with strong collaboration between all System entities involved in planning, management and reporting, including strategic contribution by each of these entities to support the System (e.g., ISPC; IEA; SMO; Sciences Leaders, MEL CoP; and other communities of practice).

- 3.2 The following principles will be followed:

The proposed approach for the Integrated Framework for a Performance Management System for CGIAR Research:

- a) will be aligned to the global **Sustainable Development Goals** (SDGs) work on indicators, monitoring and evaluation;
- b) will use skills and system-wide capacities already existing such as CGIAR expertise related to monitoring, evaluation and learning by inviting the **MELCoP** to co-lead the development of the proposed approach under the guidance of the SMO team;
- c) will build on recently created **cross-representative structures**, such as Task Forces/Working Groups, to facilitate a consultative process which maximizes efficiency and stakeholder alignment, while minimizing duplication and transaction costs, and ensures iterative and timely inputs from relevant CGIAR System entities (e.g. ISPC, IEA, IAU, Science Leaders, SMB, SC) and external CGIAR stakeholders;
- d) will focus on **strengthening linkages between programmatic performance and financial performance** including by building a more robust (bottom up) and improved (top down) 'value for money' operationalization aligned with the SRF;
- e) will minimize **transaction cost**
- f) will be developed and implemented through an **phased-step-wise action plan**

5. Overview of the phases of a proposed approach

Below is a more detailed description of the anticipated three phases for the proposed approach

4.1 First phase (2016) focuses on development of **priority components** on an interim basis while SMB and SC are developing TORs for their Working Groups and Committees, including:

- a) Implementation of an SMO-commissioned cross-representative **Task Force** to facilitate the development of high level **indicators**
- b) Development of an interim **Annual Program of Work and Budget (POWB) template**
- c) Development of an interim **CRP Annual Reporting (AR) template**; and
- d) **Design of an actionable plan** for implementing the proposed approach to the development of an Integrated Framework as a 24-month project. This would need to include a more coordinated way of capitalizing on Centers and CRPs MEL capacities in a well-facilitated manner and consideration of additional expertise needs in the system.

4.2 Second phase (2017) will tentatively focus on the following:

- a) **Implement a first full annual program cycle** including planning, reporting, evaluation, performance assessment, learning and adaptation at the CRP and portfolio level.
- b) **Potential forming and convening of a Multistakeholder Working Group** to facilitate the consultative process required to finalize core components of the Integrated Framework on Performance Management System in an integrated and consultative manner that

ensures iterative and timely input from relevant CGIAR stakeholders (TORs and deliverables of such Task Forces/ Workgroups to be endorsed by SMB and SC). These components include but are not limited to:

- System-level annual financial and programmatic reporting template;
- Implementing approach for the monitoring plan, including proper linkages to national systems;
- On line interoperable platforms for planning, monitoring, reporting and learning tool, such as MARLO (Managing Agriculture Research for Learning and Outcomes) setup by CCAFS and currently implemented by five other CRPs (PIM, A4NH, WLE, MAIZE and WHEAT)
- Strengthened CGIAR's value for money analysis;
- Results-based management approach; and

4.3 Third phase (Q1 2018)

Review and, if necessary, **revise the proposed indicators, and planning and reporting templates** after one-year cycle of planning and reporting and potential implications for **finalizing final CGIAR Integrated Framework** on Performance Management System and recommend improvements for endorsement and approval by the SMB and SC.

6. Cost Implications

Supplementary resources will be required to effectively support this proposed initiative.⁴ A **detailed costing implications** will be included in the action plan for the development of this CGIAR Integrated Framework on Performance Management System, which will be presented for approval to the SMB and SC before the end of 2016.

⁴ Based on the experience from the Task Force on Indicators and MEL CoP, which is mainly coordinated with minimal budget from the SMO (including part-time human resources of a Senior Science Officer from SMO and 50% of a senior consultant) and some time of MEL staff from CRPs and Centers (either unpaid time or funded from W1/2), and the extensive work that will be required to develop the proposed Integrated Framework,

Annex 1: A Proposed Conceptual Framework for the Development of a Performance Management System for CGIAR Research

*Note: this document has been formulated by the **Task Force on Indicators** and validated by the **CGIAR MELCoP** to place each of these within one framework, highlight gaps, and start a discussion on a more holistic conceptualization of the various ongoing CGIAR activities, initiatives and entities related to Performance Management within the CGIAR system and accountability to its stakeholders.*

CGIAR dedicates itself to advancing agricultural science and innovation to ultimately reduce poverty, enhance food and nutrition security, and improve natural resources and ecosystem services. As a research for development organization, CGIAR’s work starts with scientific advancements and research outcomes, and leads to international development outcomes for the world’s poor. As this work moves along a causal chain of impact from research and testing, to behavioral change and adoption, to the creation of tangible development impacts such as reduced poverty, there are different monitoring, evaluation, learning and impact assessment (MELIA) needs and purposes that need to be satisfied. At this moment in time, there are several different MEL entities and processes in place at different levels of the CGIAR system, but there has not been one framework to align each of these levels with its different methods, users, owners and purposes.

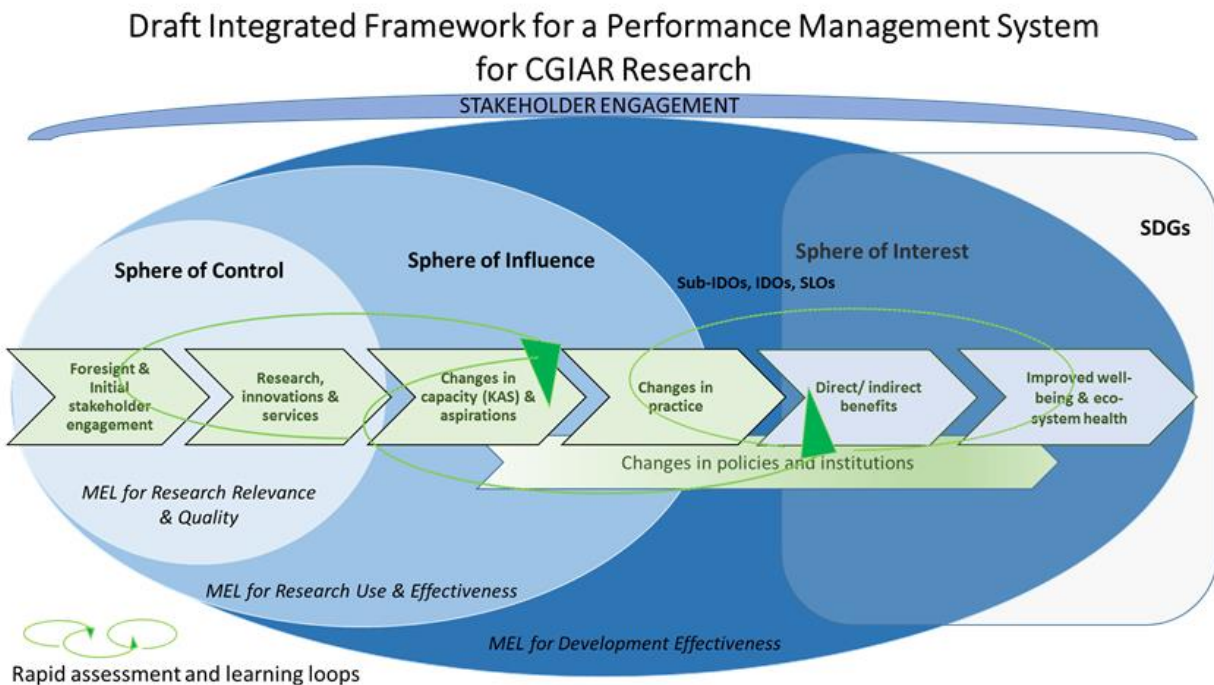


Figure 1 Draft Integrated Framework for a Performance Management System for CGIAR Research

Figure 1 below depicts the reach of CGIAR research and the different spheres of influence that the CGIAR system works in, how these different spheres can be measured, and who is responsible for monitoring each one. These three spheres of reach (adapted from IDRC Canada, Research Quality Plus, 2016) are labelled sphere of control, sphere of influence and sphere of interest.

Each of these three spheres corresponds with some monitoring, evaluation and learning (MEL) aspect. For example, the sphere of control, which is directly influenced by the CGIAR, is focused on research quality and relevance of what the CRPs and centres are doing. In the sphere of influence, research use and its effectiveness are measured while in the sphere of interest, the MEL is focused on Development Effectiveness, which is the furthest away from the CGIAR's direct control. The graphic has been designed to illustrate the fact that CGIAR has direct accountability and control over its own research, and as that research is taken to scale and one moves along the impact pathway of the system's work, the CGIAR has less control over how its outputs are delivered to final users and their associated impacts.

For each sphere, we consider users and uses of information and measurement issues (what to measure, data collection responsibilities and methods for analysis).

Sphere 1: Research quality and relevance

Research quality and relevance are at the core of the CGIAR and important to all stakeholders, inside and outside the system, for a range of purposes from performance management to resource allocation to partnership selection.

How science quality is measured is complex, and is the subject of ongoing work led by the ISPC, with involvement of other System level organizations such as IEA. IEA's evaluations currently look at science quality in terms of inputs (staff, labs, and other infrastructure), outputs (technologies, knowledge, capacity development, stakeholder engagement) and processes (peer review of proposed research, ethical review/IRB). Many aspects of science quality are in the domain of CGIAR centers, who measure them regularly and use the results as part of annual performance assessments of staff and through center management and governance. CRPs may have input into these processes, and compile information from centers for their own reporting. CGIAR compiles at the level of the system. Periodic external evaluation commissioned by CRPs and by IEA often analyze data collected by Centers and CRPs and may supplement that information with their own data collection and analysis.

While some people consider relevance to be an aspect of science quality, given the CGIAR AR4D mandate it is worth looking specifically at relevance. IEA defines relevance as "the extent to which the objectives of a development intervention are consistent with global and national priorities and policies, as well as those of intended beneficiaries, partners and donors. In these Standards, it also refers to the extent to which the program is consistent with the goals, the System Level Outcomes, comparative advantage and reform agenda of the CGIAR, and program

activities are consistent with the objectives of the program and its Intermediate Development Outcomes". In the CGIAR, relevance can be broadly understood as contributing to the outcomes in the SRF. As with science quality, all stakeholders have an interest in research relevance. Demonstrating research relevance means providing evidence that the research being undertaken in CRPs is likely to contribute to improvements in development outcomes. This is achieved through having a credible theory of change that is supported by evidence, including ex ante impact assessment to inform prioritization. Responsibility for developing and regularly updating the ToC and evidence base lies — as part of an overall learning agenda-- with CRPs, with periodic review and validation by external evaluations (IEA) and internal advisory bodies. Exactly how CRPs can assess relevance and show improvements in the ToC, and how this can be reported to external stakeholders, is an active area of work within CRPs and MEL CoP.

Sphere 2: Research use and effectiveness

Measures of research use and effectiveness are important for different types of stakeholders for learning, decision-making, performance assessment and accountability.

Use refers to use of research outputs by others, whether they be other researchers using CRP-developed tools; methods or data; development implementers using CRP-generated evidence on program design or delivery; policymakers using data and evidence in policy processes; or farmers using CRP-development technologies. Anticipating, planning for and documenting outcomes is an important responsibility for CRPs. It is closely related to CRP plans regarding the stakeholder identification and engagement, partnerships, and capacity strengthening activities needed to achieve their target outcomes. Documenting outcomes is not a new concept in the CGIAR but is higher priority in CRP, both in terms of the rigor used to document outcomes and focus on setting outcome targets in advance and document their achievement.

While revision of outcomes and standardization of indicators is likely, PIM Table D represents the CRPs initial attempt to identify outcomes for which they agree to be held accountable during Phase 2. These outcomes will be part of CRP annual planning and reporting. It's possible that in some cases outcomes related to use and effectiveness might be collected by secondary sources (e.g. national statistics) but in most cases it will be the responsibility of CRPs and partners. It is important to note that the degree to which specific outcome are outside the control of researchers may vary by program. Where CRPs have funds and a mandate to implement development activities (e.g., seed multiplication and distribution) these would be considered outputs rather than outcomes. Where CRPs need to rely on partners to do these things, then they would be outcomes that are outside the control but not the influence of researchers. Additional outcomes may be defined by other processes (e.g. TFI?) or documented by external evaluations.

Research effectiveness looks at whether research outputs perform as expected. This is assessed during the research process as well as when research outputs are being taken up and used in

pilots and at scale. Rigorous evidence on effectiveness, whether experimental studies, theory-based or participatory approaches, should be conducted as part of research to fill gaps in the evidence underlying the ToC (link to research relevance). Effectiveness should also be assessed as part of documenting outcomes, validating experimental evidence of effectiveness (where available) in different contexts.

Sphere 3: Development Effectiveness

The CGIAR's Strategic Results Framework and CRP portfolio are designed to ultimately meet three system level outcomes (SLOs) which are at the same level as the Sustainable Development Goals. These are long term development effectiveness goals of 1) Reducing poverty, 2) Increasing food and nutrition security for health, and 3) Improved natural resources and ecosystem services. The system has also developed a set of specific targets for a sub-set of outcomes for 2022 and 2030 that should lead to the achievement of these three system level outcomes. The CGIAR's research is expected to contribute to these development outcomes over many years, but recognizes that these impacts fall beyond their spheres of control and influence in their sphere of interest where research outputs have been taken to scale. In addition, there are many other donors, governments, organizations and individuals working towards these same outcomes, so the CGIAR system's impacts represent only direct or indirect contributions in the global context. Nevertheless, it is important that the CGIAR system as a whole acknowledges its accountability in first clearly describing how its work will contribute to these goals, and measuring progress and contributions to these impacts for its own accountability and learning, and for accountability to donors and to national governments that it works with. Furthermore, this information is expected to support donors in building an investment case for the CGIAR and serve as a resource mobilization tool.

The CGIAR's Taskforce for Indicators is responsible for identifying relevant international indicators (primarily at the national level) that will help the system as a whole to tell a story about how it's collective work is contributing to reducing poverty, supporting food and nutrition security, and improving natural resources and ecosystem services. In order to do this, the taskforce is developing generic impact pathways that represent how diverse CGIAR CRPs are individually expected to contribute to these three development outcomes along their specific impact pathways. Then, indicators will be selected to measure outcomes along these impact pathways and at the end of these pathways within CGIAR's sphere of interest to monitor how the system is eventually contributing to development impacts. It is expected that the system will collect this monitoring data through SPIA, through national governments' own data collection, and from other large international organizations that are collecting data on the SDGs. As the impact pathway moves in the sphere of interest, the relevant data are expected to be at a scale of collection that are well beyond the capacity and mandate of the System, and hence the expectation that the indicators and the data underpinning them will increasingly be drawn from existing indicators maintained by other actors.

In addition to this system level work, individual centers and CRPs will be conducting impact assessments to document the impact of their research on development outcomes. Each CRP submitted a plan for impact assessments as part of the Phase 2 proposal.

SPIA supports impact assessment in centers/CRPs and commissioned impact assessment to fill priority gaps in the evidence base on ex-post impact of CGIAR research (see website for SPIA workplan).

Annex 2 Term of Reference for the Task Force for identifying and operationalizing Strategy and Results Framework (SRF) target pathways and indicators

Background

1. The [Charter of the CGIAR System Organization](#) explicitly provides for the development of an *integrated framework for a performance management system for CGIAR Research* with specific roles assigned to the System Management Office, System Management Board and System Council as follows:
 - a) System Management Office to lead a consultative process with the ISPC and other CGIAR System entities for the development of an integrated framework for a performance management system for CGIAR Research that provides feedback on progress and results and contributes to decisions on the allocation of resources (Article 11 (hh));
 - b) System Management Board to recommend a proposal to the System Council for an integrated framework for a performance management system for CGIAR Research developed by the System Management Office in coordination with other system entities (Article 8.1 (ii));
 - c) System Council to approve an integrated framework for a performance management system for CGIAR Research (Article 6.1 (v)).
2. As one element of the development of an integrated framework for a performance management system for CGIAR Research, the System Management Office, with the endorsement of the Centers, has commissioned a Task Force to identify and operationalize SRF target pathways and indicators.

Purpose

3. The purpose of this Task Force is to come up with an approach as to how CGIAR and its Research Programs can credibly provide evidence and means to measure their progress and contribution towards delivering against the aspirational outcome targets set in the CGIAR Strategy and Results Framework 2017-2030.

Structure

4. The Task Force is coordinated by the System Management Office and the co-chair of the Monitoring, Evaluation and Learning Community of Practice. Facilitation will be provided by an independent consultant to the System Management Office.
5. The Task Force(s) is structured into two groups: (1) Core Group, and (2) Resource Group.
6. The Core Group include Monitoring, Evaluation and Learning Community of Practice members representing both Agri-Food Systems and Integrating CRPs, and Center representatives, CRP Leaders and other international organizations and is responsible for the development of the deliverables assigned to the Task Force (see articles 7.).
7. The Resource Group consists of CGIAR and non-CGIAR members, including but not limited to Monitoring, Evaluation and Learning Community of Practice Members, Representatives from

formal and informal CGIAR Communities of Practices, Representative from the System Management Office, Representative from the Independent Evaluation Arrangement, Representative from Standing Panel on Impact Assessment. This group's responsibilities are:

- a) reviewing and providing feedback on draft deliverables and progress made by the Core Group with their technical expertise and system perspective. They help to ensure that any disagreement or misalignment with other CGIAR bodies is avoided at an early stage of development of the deliverables.
- b) validating progress made by the Core Group, identifying best practices aligned to other global initiatives and synergies, bringing in non-agricultural and non-CGIAR examples, council against unforeseen risk, and providing an outside perspective. They help to ensure that any disagreement or misalignment with key non-CGIAR bodies is avoided at an early stage of development of the deliverables.
- c) sharing key and relevant information with their respective networks.

Tentative Deliverables

8. The following tentative **deliverables** are to be developed by the Core Group of the Task Force:

- a) Phased work plan, complemented with a Risk mitigation and Communication plans
- b) Inventory of relevant CGIAR and external documents
- c) Approach to identify a suitable set of indicators that link the aspirational System Level Outcome (SLO) targets in the SRF with the CRPs / flagships Theories of Change including a review after one year of implementation.
- d) Selected impact pathways for SLO targets, building on existing relevant CRPs' impact pathways and theories of change
- e) Selected indicators linked with impact pathways
- f) Documentation of the approach, progress and insights
- g) Briefings and feedback sessions with Science Leaders, General Assembly of Centers, System Management Board, Standing Committee on Strategic Impact, Monitoring and Evaluation, System Council, Independent Science and Partnership Council, Independent Evaluation Assessment

Governance Framework

9. The Task Force leaders keep the Science Leaders, System Management Board and System Council updated on its progress.

10. The System Management Board and System Council will approve the deliverables of the Task Force articles 7. d) and 7. e) on behalf of the CGIAR System inline with the new System Charter (see article 1.)

Time Commitment

11. The Task Force work is planned for until after the review and recommendations for adjustment after the end of one planning and reporting cycle (Approximately until Mid-2018).
12. The time commitment of the Resource Group is approximately 20 hours from August to April 2017, with an additional 5 hours in the second quarter of 2018 for the review process to incorporate lessons and experience after one year of implementation.

Resources

13. System Management Office will cover the costs for the face-to-face meetings of the Task Force Core Group (travels, accommodation, and venue).
14. CGIAR colleagues and entities will cover time commitments from their own budgets.

Annex 3: Summarized Progress of the Task Force for identifying and operationalizing Strategy and Results Framework target pathways and indicators

The Task Force on Indicators (TFI) was put together in April 2016. In a first phase (Apr-Jun) an approach was developed and approved to be tried for identifying a small set of indicators that could measure the CGIAR system's development impact at a high level taking the new proposed portfolio into account towards an operationalization of the Strategy and Results Framework (SRF) 2016-2030.

The second phase (Jul-Sep) the TFI made significant progress in testing the approach and developing products drafts to share for wider consultation. These include:

- a) Consolidated generic pathways of work which will outline and link the portfolios proposed work and contribution to the defined System Level Outcomes (SLO) described in the SRF (p. 7)
- b) Derived at a set of 25 high level indicators, from the consolidated outcomes of the identified key pathways under each SLO (1 Poverty, 2 Nutrition and 3 Health, Natural Resource Management) mapped with the sub-Intermediary Development Outcomes of the SRF (p. 22, 31).
- c) Tested the robustness and quality of the SLO 1 (Poverty) identified indicators against a set of criteria: annually measurable, aggregable, affordable/ feasible to measure, and
- d) Mapped the test indicators with the three spheres of control, influence, and interest to ensure that they are high level.
- e) Near full fleshed example for SLO 1 (Poverty)

The task force identified the following steps to take this work further:

- f) Refine products described above and follow the same process for SLO 2 and 3.
- g) Consult with CRP and flagship leaders to ensure technical appropriateness and quality for the indicators
- h) Provide further detail on each indicator, including a definition for each, caveats and limitations, standardized methodologies to measure them (where available, draw from expertise within CGIAR and beyond, e.g. building on SDSN)
- i) Clarify system-wide roles and responsibilities on MEL
- j) Provide an update at the MEL CoP meeting in October and see if we can get some further validation through the MEL expertise
- k) Explore developing a handbook for these outcomes and indicators and some other strategies for socializing the indicators product, e.g. webinar, ppts
- l) Present to the System Council and System Management Board in November