Questionnaire guide: agricultural RD&I institutions

Description: This questionnaire guide was designed to collect data from evaluators and RD&I evaluators and managers on how impact evaluation results are used to support management and strategic planning within agricultural research institutions.

question	option
Do you agree with the Informed Consent Form available at: https://bit.ly/45BurSr?	Yes; No
Identification	
Name	
Institution	
Your role and responsibilities within the institution Check all that apply	Researcher; Evaluator; Manager; Team/Group Leader; Project/Program Coordinator; Research Technician/Assistant; Communication/Outreach; Consultant; Data/Statistics Analyst; Decision Maker/Executive; Educator/Trainer
Department/Area of Expertise in your institution	Innovation/Technology Transfer and Partnership Management; Research and Development; Information Technology; Strategic Planning and Management; Communication and Scientific Outreach; Institutional Administration/Management;
Have you had direct experience conducting or being involved in impact evaluations?	Yes, I have conducted impact evaluations; Yes, I have been involved, but didn't directly conduct them; No, I haven't been involved in any impact evaluations; I am familiar with them, but haven't participated directly; Involved as an interviewee or data provider
If you were/are involved in impact assessments, please indicate your length of experience? Check "Not Applicable" if you have no experience	Not applicable; Between 1 to 5 years; 5 to 10 years; 10 to 15 years; 15 to 20 years; 20 years or more;
How important is impact measurement for agricultural RD&I?	Essential: Measuring impact is crucial for agricultural research to make informed decisions and ensure sustainable progress.; Very Important: Measuring impact plays a significant role, but there are other equally important considerations for agricultural research.; Moderately important: Although measuring impact provides useful information, agricultural research can work effectively using other evaluation methods as well.; Slightly important: Impact measurement is just one of many tools and agricultural research does not rely heavily on it.; Unimportant: Agricultural research has other more relevant evaluation methods and impact measurement does not significantly influence decisions.
About the evaluation in your institution	
In your opinion, which of the concepts below best defines the impact evaluation?	Process that aims to evaluate the effectiveness of an action, research outcome, or project.; Process that aims to understand and enhance the potential for effective outcomes from an action, research result, or project.; Process used to test and adapt innovations in the design of projects, programs, policies, or in the provision of services.; Process that validates and disseminates innovations derived from projects, programs, policies, and services, ensuring their practical utility and relevance.; Process

	that centers on engaging stakeholders and ensuring that evaluation findings are both understandable and directly usable in decision-making.
Does your institution conduct ex post evaluation, particularly impact evaluation?	Yes; No
If you answered "Yes" to the previous question, is the evaluation done by: Check all that apply	Internal team (employees of the institution); External team (external agents, hired); Both internal and external team (employees of the institution and contracted agents);
If you answered that evaluation is done internally, which department/area is responsible for conducting the impact evaluation of agricultural research? Check "Not applicable" if the evaluation is carried out externally	Not applicable; Institutional Administration/Management; Research and Development; Innovation/Technology Transfer and Partnership Management; Information Technology; I don't know;
If you answered that evaluation is done internally, how many people are responsible for conducting the impact evaluation of agricultural research? Check "Not applicable" if the evaluation is carried out externally	Not applicable; Only 1 person.; Small group (2-5 people); Medium group (6-10 people); Large group (11-20 people); More than 20 people; Not sure;
If your institution conducts evaluations, which of the following are typically evaluated? Check all that apply	Research projects; Developed technologies; Innovation programs; Technology transfer initiatives; Strategic partnerships
If your institution conducts evaluations, when are they most commonly carried out? Check all that apply	At the beginning of RD&I project/technology development; During a RD&I project/technology development; At the end of a RD&I project/technology development; It varies based on certain factors;
If you answered that evaluation is done externally, which type of organization or individual is typically hired for the task? Check "Not applicable" if the evaluation is done internally	Not applicable; Specialized Evaluation Organizations: Entities whose main objective and expertise is to conduct evaluations, usually with a multidisciplinary team and experience in various sectors.; Individual Consultants: Freelance professionals with expertise in evaluation, who can be hired for specific tasks or complete evaluations.; Academic or Research Institutions: Universities, research institutes, or academic centers that conduct evaluations as part of their research or extension projects.; Non-Governmental Organizations (NGOs): Entities that, in addition to their social or environmental projects, also conduct evaluations, often with a more participatory approach or focused on specific aspects such as human rights, sustainability, etc.; Management Consulting Firms: Companies that, in addition to consulting services in various areas (such as finance, strategy, operations), also offer evaluation services.; International Organizations: Such as development banks, UN agencies, among others, that may conduct evaluations as part of their assistance or cooperation programs.;
How long has the institution been conducting ex post evaluations?	Doesn't conduct; Between 1 and 5 years; 5 to 10 years; 10 to 15 years; 15 to 20 years; 20 to 25 years; 25 to 30 years; 30 or more
How often does your institution carry out evaluations?	Doesn't conduct; Bi-annually; Annually; Only for specific projects or initiatives; I don't know
Has your institution developed or adopted a specific methodology?	Yes; No
If you answered 'Yes' to the previous question, please specify the methodology used by your institution. If possible, provide links or titles to relevant reference materials or publications If the answer was "No" to the previous question, proceed to the next	

question.	
The methodology adopted by your institution is characterized as Check all that apply	Experimental; Quasi-experimental; Non-experimental; I don't know;
Regarding the type, the methodology adopted by your institution can be classified as Check all that apply	Qualitative: focuses on deeply understanding experiences and perceptions, using detailed descriptions and interpretive analysis; Quantitative: focuses on collecting and analyzing numerical data, looking for measurable and statistical patterns; Mixed: combines qualitative and quantitative approaches to provide a more holistic understanding of the phenomenon studied.; I don't know;
When conducting impact evaluations, which kinds of impacts does your organization consider? Check all that apply	Economic Impact; Financial Impact; Social Impact; Environmental Impact; Institutional Impact; Governance Impact; Scientific Impact; We don't specifically focus on impacts.
Influence of the external environment on the evaluation process	
Is your institution subject to any political or regulatory processes related to evaluation in your country?	Yes; No
If you respondered "Yes" to the previous question, please indicate what kind of instrument it is	
Do stakeholders influences the realization of evaluation?	Yes; No
If you answered "Yes" to the previous question, in what ways do you believe stakeholders influence the direction and emphasis of evaluations in your institution (in terms of political, social, and professional aspects)? Source: Stockmann et al. (2020; 2022) Check all that apply Check "Not applicable" if your previous answer was "No"	Not applicable; Defining policies or regulations that require specific evaluations.; Assigning funding or resources for evaluations with specific focuses.; Establishing national or regional priorities that guide the focus of evaluations.; Mobilizing civil society or interest groups on specific issues requiring evaluation.; Media influence in promoting themes or issues that become the focus of evaluation.; Cultural or social pressures that highlight certain areas (e.g., health, education, environment) for evaluation.; Setting standards or professional guidelines for evaluations.
Does your institution actively and continuously involve all stakeholders in the evaluative process?	Yes; No
If you answered "Yes" to the previos question, indicate which benefits your institution has experienced by involving all stakeholders in ex post evaluation? Source: Adapted from Weiss (1998) and Mackay and Horton (2003) Check all that apply Check "Not applicable" if your previous answer was "No"	Not applicable; Improved decision-making: More informed and balanced decisions, considering various perspectives and experiences.; Increase in trust and transparency: Greater clarity and understanding among all parties, building an environment of mutual trust.; Broader identification of risks and opportunities: By listening to different parties, risks and opportunities that might have gone unnoticed can be perceived.; Strengthening of engagement and commitment: When stakeholders are involved, they tend to feel more committed to the process and results.; Promotion of innovation: Different points of view can inspire new ideas and approaches, driving innovation.; Increase in the legitimacy of actions: Broad involvement can confer greater legitimacy and acceptance to actions and decisions made.; Efficient resource allocation: Evaluate and adjust resource allocation for more effective results.
Who are the main stakeholders involved in the evaluation process? Check all that apply Marque "Não se aplica" se sua resposta anterior foi "Não"	Not applicable; Employees/Staff; Management/Leadership Team; Customers/Clients/Beneficiaries; Partners/Associates; Investors/Donors; Local community members; Regulatory bodies

How are stakeholders engaged in the evaluation process? Check all that apply	Regular feedback sessions; Interviews; Surveys/questionnaires; Focus group discussions; Participatory workshops; Observations; Review of submitted comments/feedback; Involvement in decision-making committees
About skills and resources	
Are you or any members of your institute's evaluation team (if such a team exists) affiliated with professional associations, committees, boards, or other representative bodies related to the field?	Yes; No
If you answered "Yes" to the previous question, please specify the association, board, or committee you or members of your evaluation team are affiliated with. If your previous answer was "No", go to the next question	
Have you published in specialized reviews related to evaluation?	Yes; No
What are the competencies more important an evaluator must have when you think about evaluation? Check the top three (3)	Being able to analyze data; Being able to collect data effectively; Being able to recognize and define problems to be investigated; Understanding and recognizing the needs of the institution conducting the evaluation; Supporting and developing RD&I initiatives; Understanding and applying appropriate evaluation methodologies; Communicating evaluation results in a clear and accessible manner; Working collaboratively with various stakeholders; Adapting to emerging changes and challenges during the evaluation; Having critical thinking skills to interpret results and make recommendations;
In your opinion, which phase of the evaluation process do you find the most challenging Check the top three (3)	Scope Definition: Determine the evaluation objectives, key questions, indicators, and targets.; Data Collection: The process of gathering relevant information to answer the evaluation questions.; Data Analysis: Evaluate and interpret the collected data to gain insights.; Report and Communication: Prepare and present the evaluation results to stakeholders.; Use and Application of Results: Integrate the evaluation results into management decisions.; Feedback and Adjustment: Review and adapt processes based on the evaluation outcomes.; Continuous Monitoring: Track progress and results over time after the initial evaluation.; Reevaluation: Periodically assess to ensure objectives are still being met and new challenges are identified.
Which types of resource is the most important to conduct high-quality impact evaluation in your institution? Check all that apply	Recursos financeiros; Recursos humanos; Recursos técnicos
Does the institution have adequate resources (financial, human, technical) to conduct high-quality impact evaluation?	Yes; No
If you answered 'No' to the previous question, which resources are lacking? Check all that apply If your answered to the previous question was "Yes" check "Not applicable"	Not applicable; Financial resources; Human Resources; Technical features

Which of the following strategies does your institution adopt to develop evaluative competencies? Check the top three (3)	Training and Workshops: Offers regular courses, seminars, and workshops on best practices in evaluation, methods, and tools.; Mentoring and Coaching: Pair less experienced professionals with evaluation specialists for ongoing guidance and support.; Interdepartmental Collaboration: Establish interdisciplinary teams to conduct evaluations.; Participation in Networks and Associations: Membership in evaluation professional networks and organizations.; Development of Internal Guides and Manuals: Creation of standard documentation on recommended practices.; Case Studies and Literature Reviews: Regular analysis of relevant case studies and academic literature.; Certification Programs: Encourage the acquisition of professional certifications in evaluation.; Peer Review Evaluations: Implement peer reviews of conducted evaluations.; Utilization of Technological Tools: Adoption of specialized software and platforms.; Partnerships with Academic Institutions: Collaboration with universities and research centers.; Pilot Evaluations: Conducting pilot evaluations to test new methodologies.
Do you consider these strategies effective?	Very effective; Effective; Slightly effective; Ineffective
Is there regular training for the staff involved in the evaluations?	Yes; No
If your answer to the previous question was "Yes", indicate which trainings occur and are most effective in your opinion. If your answer was "No", indicate what type of training would be most relevant	
Use of evaluation results	
Regarding the application of the ex post evaluation (particularly impact evaluation), do you believe it serves to Check the top two (2)	Provide transparency to society about resources applied to public research; Assist in planning research and development (RD&I); Assist in strategic planning of your institution; Assist in organizational learning; None of the above options
Are the results of the evaluations currently used in your institution?	Yes; No
If you answered "Yes" to the previous question, indicate how impact evaluations results are mainly used Source: Morgan et al. (2017) Check the top two (2) If you answered "No" to the previous question, check "Not applicable"	Not applicable; Allocation: Using impact evaluations to inform strategy and make investment decisions to achieve higher returns. This involves strategically allocating resources, aligning the organization's capabilities with client and stakeholder needs; Accountability: Leveraging impact evaluations to be accountable to legislative bodies, clients, and the public. This ensures transparency and adherence to requirements set by funding bodies and applicable laws; Analysis: Examining impact evaluations for deeper insights into collective actions and achieved impact. The goal is to identify patterns, trends, and lessons to inform future programs, strategic planning and decision-making; Advocacy: Employing impact evaluations to evidence-based communication of the institution's value. This aims to build stakeholder trust by showcasing the positive impact of the organization's research and innovation activities
How are the results of impact evaluations typically communicated in your institution? Check all apply	Formal reports; Meetings or workshops; Email or digital communications; Not communicated
Does your institution actively promote an organizational culture focused on evaluation and evidence-based decision-making?	Yes; No

If you answered "Yes" to the previous question, explain what actions are carried out by your institution. Otherwise, go to the next question	
Does your institution actively and continuously involve all interested parties in the evaluation process?	Yes; No
If you answered "Yes" to the previous question, explain what actions are carried out by your institution. Otherwise, go to the next question	
Does your institution collect feedback of the evaluations?	Yes; No
Is the feedback used to adapt and improve the evaluative processes?	Yes; No
Does your institution have a formalized Strategic Plan (SP)?	Yes; No
If you answered "Yes" to the previous question, is the evaluation integrated to the SP? Otherwise, go to the next question	Yes; No
If you answered "Yes" to the previous question, what kind of integration is specified in SP. Otherwise, go to the next question Source: FTeval (2003); Wilzow et al. (2019) Check the top two (2)	Evaluations should guide RD&I decisions (Management); Evaluations must legitimize the use of public resources (Legitimation); Evaluations should provide information on how public funds are being used and to what effect (Information); Evaluations should serve as learning for funders, decision makers in the field of science, innovation or technology policy, intermediaries, universities, research institutions, companies, consultants and scientists (Learning); Evaluations should serve to mediate the conflicting interests of different actors (Mediating); Evaluations should serve to anticipate critical issues (Tactical); Evaluations must be carried out systematically at certain intervals/on certain occasions (Ritual).
Do you believe that this integration significantly influences decisions and priorities?	Highly influential; Influential; Slightly influential; No influence
If your institution uses the results of ex post evaluations, select the two main ways of use. If not, choose "Not applicable". Check the top two (2) Source: Weiss (1998)	Not applicable; In an instrumental manner, geared towards practical and concrete actions (Instrumental); Conceptually, for enriching and developing theoretical understanding (Conceptual); Persuasively, aiming to convince or shape opinions (Persuasive); For influence purposes, guiding policy decisions (Influence); The institution doesn't utilize the results of ex post evaluations
Does your institution actively monitor the implementation of recommendations from impact evaluations?	Yes; No
If you answered "Yes" to the previous question, do you consider this monitoring effective in ensuring the practical implementation of the suggestions and proposed improvements? Check "Not applicable" if your previous answer was "No"	Not applicable; Very effective; Effective; Slightly effective; Ineffective
How relevant do you consider impact evaluations to be for the overall success of an RD&I project?	Essential; Very relevant; Moderately relevant; Slightly relevant; Irrelevant
In your opinion, which are the main barriers to implementing insights from ex post evaluations in RD&I management or RD&I projects? Check the top two (2)	Lack of resources (time, money, etc.); Lack of understanding or training on impact evaluation; Lack of institutional support; Evaluation results are not clear or applicable;

What is the main factor that, in your opinion, influences the use of evaluation results in your institution? Check the top three (3)	Organization's values: The organization values the use of evidence in decision-making.; Institutional mandate: There is an institutional directive or mandate to use evaluation results.; External pressures: There are external pressures or requirements to use evaluation results.; Quality of evaluation: The quality of the evaluation conducted is high.; Timeliness: The evaluation results are available at the right time to influence decisions.; Relevance: The evaluation topics and findings are directly relevant to the needs of decision-makers.; Capacity to use: The staff have the capacity and knowledge to use evaluation results effectively.; Credibility: The evaluation results are perceived as credible.; Involvement of stakeholders: The stakeholders were actively involved in the evaluation process.; Accountability: There's an expectation of accountability for the use of evaluation results.
How relevant do you consider impact assessments to the overall success of an RD&I project?	Essential; Very relevant; Moderately relevant; Slightly relevant; Irrelevant
To what extent are evaluations integrated with marketing, financial, or operational decisions in your institution?	Fully integrated; Partially integrated; Rarely integrated; Not integrated
On a scale of 1 to 10, indicate the confidence you believe people have in the results of impact assessments	Escala de 1 a 5
Coments / Additional Thoughts	