

CALL FOR EXPRESSION OF INTEREST

Team Leader

Evaluation of Gender in CGIAR Research and
In the CGIAR workplace

November 2015



Independent
Evaluation
Arrangement

Background to the evaluation

In the CGIAR, agricultural research for development (AR4D) is implemented by 15 research Centers and their partners through CGIAR Research Programs (CRPs). A new 2016-2030 CGIAR Strategy and Results Framework (SRF) was approved in April 2015. The SRF identifies three strategic goals of system level outcomes to guide the work of the CGIAR through the CRPs: i) reduced rural poverty; ii) improved food and nutrition security for health; and iii) improved natural resources systems and ecosystems services. Underneath these high level goals, a set of 10 Intermediate Development Outcomes (IDOs) set out the operational results framework for the CRPs.

In the CGIAR, the Independent Evaluation Arrangement (IEA) Office is responsible for System-level external evaluations. The main mandate of the IEA is to lead the implementation of the CGIAR Policy for Independent External Evaluations¹, through the conduct of strategic evaluations of the CGIAR CRPs and institutional elements of the CGIAR and through the development of a coordinated, harmonized and cost-effective evaluation system in the CGIAR. The IEA's first four-year Rolling Evaluation Work Plan (REWP) 2014-17, approved in November 2013 by the Fund Council, foresees three thematic evaluations in 2016. One of them is the evaluation of Gender in CGIAR research and in the CGIAR workplace.

This evaluation is being undertaken at the time when the first phase of CRPs is being completed and will end in 2016 and CRPs new proposals are being formulated.

Gender in the CGIAR

In 2010, the Consortium commissioned a Scoping Study on Gender to analyze the performance of the CGIAR system in gender research over the past 20 years, and draw lessons for future gender research by the CRPs. The results of the Scoping Study informed the development, in 2011, of a Consortium level gender strategy which seeks to provide essential tools, methods, and data sets for CRPs and CGIAR to strengthen understanding of the role of gender and other factors governing exclusion or inclusion of gender perspectives in development. The CRPs have developed four-year strategies aimed

¹ <http://iea.cgiar.org/sites/default/files/CGIAR%20Evaluation%20Policy%20-%20Final%20approved%20document%20effective%20February%202012.pdf>

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at delivering measurable benefits to women farmers in target areas. The Consortium Board made a CRP Gender Strategy and satisfactory implementation of this strategy in the CRP program of work and budget 2014 and 2015 prerequisites for CRPs to receive funding from Windows 1 and 2 in 2014 and beyond.

In 2013, the Fund Council requested the CGIAR Consortium to commission an Assessment of the Status of Gender Mainstreaming in CGIAR Research Programs in order to have an overview of the extent to which CRPs were mainstreaming gender in their research. The assessment concluded that “consideration of gender across the research cycle in the CRPs is mainly concentrated in the operational planning, testing and implementation stages of research while attention to gender in priority-setting and targeting is relatively weak.” Aspects of gender research and mainstreaming have been included in all CRP evaluations.

The new CGIAR SRF identifies gender as a crosscutting theme which requires full attention in CRPs in order to achieve the goals and target set out in the SRF. One IDO and three sub-IDOs have been identified to guide the work of CG system in gender.

Evaluation purpose and scope

The Evaluation will review the CGIAR Gender strategy and current CRP strategies and progress to date in their implementation. The results of the evaluation are expected to enhance the capability of the CRPs and the System as a whole to make research more gender-sensitive, promote gender equity and enhance research effectiveness through better understanding and targeting of different beneficiary groups. The evaluation will aim to provide qualitative and quantitative information on the extent to which CRPs (and system) have integrated gender analysis in their research and are engaged in appropriate gender research and impact analysis in order to achieve the Intermediate Development Goals in the latest Strategy and Results Framework (SRF) for 2016-2030.

The evaluation will focus on four dimensions:

- i. Gender in research: assessing the extent to which gender is systematically integrated into the CRPs’ research process and Theories of Change (priority setting, planning, design, implementation, monitoring and impact assessment and into the management of these processes).
- ii. Gender research. Assessing the targeting, quality and effectiveness of strategic gender research in CRPs. The evaluation will also collect evidence of positive results and early outcomes resulting from the CRP’s strategic gender research.
- iii. Gender capacity and expertise. Evaluate the CGIAR’s capacity for delivering on the two dimensions listed above. Staff capacity and expertise for gender research in the CRPs will

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be assessed, as well as the institutional framework supporting the implementation of CRP gender strategies.

- iv. **Gender at work.** The evaluation will assess mainstreaming of gender in human resource management practices across CGIAR Centers. In particular, it will look at gender balance in staffing, gender in competencies and performance appraisal, and promotion of equal opportunity policies (career development, life/work balance policies, etc.)

The evaluation will be partly desk based (document review, meta-synthesis and interviews), but will also include field visits for selected in-depth case studies, center and System entities visits as well as consultative workshops as appropriate.

The evaluation will be led by a senior consultant, with solid evaluation experience, supported by a team of two to three experts. All team members will have a solid professional background in gender issues and research. Further, they will bring together different areas of expertise in the technical fields related to the CGIAR.

Evaluation timing

The evaluation is scheduled to take place between March and December 2016, with a preparatory phase that will begin in January 2016 with the appointment of a team leader. The evaluation will consist of an inception phase (March-2016), an inquiry phase (March-August) and a reporting phase (September-November).

Phase	Period	Main outputs	Responsibility
Preparatory Phase	Dec 2015 – Feb 2016	Final ToRs Evaluation team recruited	IEA
Inception Phase	March 2016	Inception Report	Evaluation team
Inquiry phase	March 2016 – August 2016	Various reports and analysis products as defined in inception report	Evaluation team
Presentation of preliminary findings	Sep 2016	Presentation of preliminary findings Feedback from main stakeholders	Evaluation team IEA
Reporting phase			
Drafting of Report	Sep 2016 – Nov 2016	Draft Evaluation Report	Evaluation team
Final Evaluation Report	Dec 2016	Final Evaluation Report	Evaluation team

Full terms of reference for the evaluation are being developed by the IEA in consultation with stakeholders.

Team Leader profile

The IEA Office is looking for a **Team Leader** who will be responsible for leading the evaluation with the support of a team of 2-3 experts. The Team Leader will work closely with Head of the IEA, who will manage the evaluation and with an IEA research assistant who will provide support to the team.

The Team Leader's tasks will include:

- participation in the selection of the evaluation team members;
- preparation of a short inception report (max 10 pages) building on the ToRs;
- guidance and coordination of the team's analysis and work;
- interviews with key stakeholders in the CGIAR Centers, donors, partners and any other institution considered relevant;
- substantive technical lead to the overall analysis, findings, conclusions and recommendations of the evaluation for providing an assessment based on all the available information from documents, desk reviews, surveys, interviews, in accordance with the ToRs and the inception report.
- In consultation with IEA, preparation of the report outline, coordination of the inputs provided by the team members, preparation of the draft and final evaluation report;
- presentation of the evaluation findings to key stakeholders in various events.

The assignment of the Team Leader will require **approximately 90 working days**, including travel and work at home-station, spread over a period of approximately 11 months from the preparatory phase of the evaluation.

The tentative schedule for the evaluation with estimated time requirement is as follows:

- An inception phase (5 days) with the objective of refining the ToRs, clarifying the analytical frameworks, developing the methodological tools; preparation of an inception report;
- Collection and analysis of information (50 days) including center visits and field travel;
- Report drafting, final consultation, and dissemination events with stakeholders (35 days).

Qualifications of the Team Leader

- Experience in evaluating complex programs, including research, at international level;
- Knowledge of the issues, programs and policies related to gender in the context of agricultural research for development;
- Strong academic background and experience in an area relevant to CGIAR
- Extensive and proven experience as a team leader;
- Good knowledge of the main international institutions and mechanisms involved in the areas of agriculture research and development
- Excellent writing skills in English and good verbal communication skills.

Desirable Qualifications

- Experience working in agricultural research for development

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- Experience in evaluating gender programs
- Experience in developing countries

Application

Interested persons should send their CV and a short cover letter outlining their most relevant experience for this position by **15 December 2015** to Federica Coccia, Evaluation Analyst at the IEA: federica.coccia@fao.org