

# CALL FOR EXPRESSION OF INTEREST

Team Leader

Evaluation of Capacity Development in the  
CGIAR

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 Evaluations<sup>1</sup>, 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 Capacity Development in the CGIAR.

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.

## Capacity Development in the CGIAR

Capacity development in the CGIAR has evolved considerably over the last decades: in the 1970s and 1980s many Centers established training units; this was followed by establishing 'research support services' which embedded training directly into research programs, as well as approaches

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

incorporating capacity development work under the care of new knowledge management or communication teams. The International Service for National Agricultural Research (ISNAR), the CGIAR center that had a mandate on institutional capacity development, was closed in 2004. In the run up to the first Global Forum on Agriculture Research (GFAR) in 2010, new lines of thinking emerged on Capacity Development, with a growing focus on agricultural research for development, with an emphasis on social learning and innovation.

A Capacity Development Community of Practice (CoP) was created at the end of 2012 with the purpose of sharing ideas and capture lesson learned, as well as identifying a pathway to operationalize Capacity Development across the CGIAR. In 2015, the CoP drafted a Capacity Development Framework intended to provide guidance on the integration of Capacity Development activities into the second round of CRP proposals.

The new CGIAR SRF identifies “developing the capacity of national partners and beneficiaries” as a crosscutting theme on which CRPs need to focus in order to achieve the goals and target set out in the SRF. One IDO and fur sub-IDOs have been identified to guide the work of CG system in Capacity Development.

### Evaluation purpose and scope

The primary purpose of this evaluation is to provide accountability on what has been achieved so far and also to learn on what has worked and not worked and why. The evaluation will draw lessons with respect to CGIAR’s comparative advantage, role and work on Capacity Development for the future, and in particular for the second cycle of CRPs.

The evaluation will address Capacity Development at multiple levels—individual, organizational and institutional— taking into account that Capacity Development is intended to go beyond the mere transfer of knowledge and skills through training. The evaluation will assess strategies, approaches and relevance of capacity development in CRPs at its multiple levels and the extent to which Capacity Development has been effective. It will look at broad range of Capacity Development interventions that are carried out across the CGIAR, including internal capacity development at CGIAR centers and CRPs. The evaluation will focus on determining the availability, quality and reach of those capacities the CGIAR centers are seeking to develop through their support and whether they have appropriate resources to develop these capacities.

Importantly, this evaluation will assess where the CGIAR’s efforts are best placed given its comparative advantage and limited resources, including how the CGIAR is positioned to work on developing capacities for national development institutions and their management and what is its comparative advantage, relative to other organizations.

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The methodology will include desk review of documents, including the 2006 evaluation and impact assessment of training in the CGIAR, case studies and field visits to a selection of CGIAR Centers, interviews, consultative workshops, and attendance at the Capacity Development Community of Practice meetings.

This evaluation will be carried out by a team of three members: an evaluator with extensive experience on capacity development in research; and experts on agriculture research, management and governance, system analysis, communication and partnerships.

## Evaluation timing

The evaluation is scheduled to take place between March and December 2016. A preparatory phase will commence with the appointment of a team leader in January 2016. 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         |
|--------------------------------------|--------------------------|-------------------------------------------------------------------------|------------------------|
| <b>Preparatory Phase</b>             | Dec 2015 – Feb 2016      | Final ToRs<br>Evaluation team recruited                                 | IEA                    |
| <b>Inception Phase</b>               | March 2016               | <b>Inception Report</b>                                                 | Evaluation team        |
| <b>Inquiry phase</b>                 | 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<br>Feedback from main stakeholders | Evaluation team<br>IEA |
| <b>Reporting phase</b>               |                          |                                                                         |                        |
| Drafting of Report                   | Sep 2016 – Nov 2016      | <b>Draft Evaluation Report</b>                                          | Evaluation team        |
| Final Evaluation Report              | Dec 2016                 | <b>Final Evaluation Report</b>                                          | 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 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;

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- 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.

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 capacity development and capacity strengthening 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
- Experience in evaluating capacity development interventions
- 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 **11 December 2015** to Manuela Bucciarelli, Evaluation Analyst at the IEA: [manuela.bucciarelli@fao.org](mailto:manuela.bucciarelli@fao.org)