

CALL FOR EXPRESSION OF INTEREST

Team leader and team members

Evaluation of partnerships in the CGIAR
DEC 2015



Independent
Evaluation
Arrangement

Background to the evaluation

The CGIAR is a global agricultural research partnership which implements research programmes (called CRPs) through a network of 15 research centers and their partners.

The latest CGIAR Strategy and Results Framework (SRF) was approved in April 2015 for the period 2016-2030. It 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.

The Independent Evaluation Arrangement (IEA) Office which is based in Rome, is responsible for System-level external evaluations of the CGIAR. One of the thematic evaluations IEA will conduct in 2016 is the evaluation of partnerships in the CGIAR (the others being evaluations of gender and capacity development).

The evaluation of partnerships in the CGIAR will be conducted at a time when the first phase of CRPs will come to an end (and evaluations of them have been completed) and new proposals for the second phase are being formulated.

Partnerships in the CGIAR

Within the CGIAR there exist a variety of partnerships: CRPs are partnerships between different CGIAR centers, CRPs are partnering with other CRPs, centers and CRPs have external partners (both private and public sector) which can be research and development partners, the latter being more involved in the scaling up and delivery of research.

Multi-stakeholder partnerships have played and continue to play a very important role in the CGIAR. The current Strategy states as one of its core principles “seeking out selected strategic partnerships, including public-private partnerships that add value and leverage new sources of funding” and in several places mentions how critical partnerships are for the achievement of CGIAR’s goals.

The CGIAR has conducted numerous reviews and studies on the topic of partnerships, which are all listed in a recently published Guidance Paper, titled “Good practice in AR4D partnership” by the

Independent Science and Partnership Council (ISPC), which also identified changing rationales and contexts for partnerships.

From the above it is clear that neither the definition and concept of partnerships nor the types of partnerships are straight forward and that partnerships in the CGIAR is a very complex issue.

Evaluation purpose and scope

At a time when the first phase of CRPs is ending, the evaluation's primary purpose is to take stock of experiences with partnerships in the new structure and to identify lessons on what has worked and not worked and why. It will look at three different levels:

- External (non-CGIAR) partnerships with research and development partners (the focus of the evaluation)
- Internal partnerships among CG centers and CRPs
- CGIAR System-level mechanisms for partnership

The evaluation will conduct a mapping of different partnerships and assess, among others, the following aspects:

- Drivers for partnerships (including system level guidance, donor expectations, funding, CRPAs as a vehicle to encourage partnerships, etc)
- CGIAR and CRP partnership strategies and purposes
- Management of partnerships and engagement
- Partnerships' performance along the impact pathway (and their effects on relevance, effectiveness and quality of science) and aspects of capacity development

Evaluation approach

The evaluation will have summative and formative aspects, with an emphasis on taking a forward looking perspective. It will aim to identify best practices as well as constraints to effective partnerships and how they can be addressed.

The evaluation will draw to the extent possible on the findings of the completed CRP evaluations relating to partnerships (2013-2015), on the recent Guidance paper by the ISPC on "Good practice in AR4D partnership" (2015), on the CGIAR Stakeholders Perception Survey conducted by the Consortium Office (2012) and work conducted by the Institutional Learning and Change Initiative (ILAC), which includes CRP network mapping.

The evaluation will be mostly desk based and will include document review (including the above mentioned studies). It will start by mapping current types of partnerships and strategies within the system and establishing a theory of change of partnerships. Interviews with key stakeholders (CRP level, CGIAR system level; current and potential external partners) will be an important component.

CEI – TEAM LEADER AND MEMBERS – Evaluation of Partnerships

As a next step it will identify different types of partnerships and partnership modalities which can be used for in depth analysis and case studies. Some travel will be included for work among the team and related to case studies.

NOTE:

Key criteria and possible evaluation questions, as well as further details on the scope will be included in the Terms of Reference which are being drafted.

The actual scope, approach and methodology applied in the evaluation will be outlined in the inception report, which will be drafted by the team leader together with IEA during the inception phase.

Evaluation process:

A team of three members (including one team leader) will carry out this evaluation. The team should include competences on evaluation of extensive experience on partnerships and innovation platforms and agricultural research systems or related fields.

The evaluation is scheduled to take place between March and December 2016 and will include the following phases:

Phase	Period	Main outputs	Responsibility
Preparatory Phase	Jan – Feb 2016	Final ToRs Evaluation team recruited	IEA
Inception Phase	Mar - Apr 2016	Inception Report	Team leader and IEA
Inquiry phase	May 2016 – Aug 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 – Oct 2016	Draft Evaluation Report	Evaluation team
Final Evaluation Report	Nov 2016	Final Evaluation Report	Team leader and IEA

Team leader profile

IEA is looking for a **Team Leader** who will be responsible for leading the evaluation and will work closely with the Senior Evaluation Officer, who will manage the evaluation and IEA Evaluation Analyst who will provide support to the team.

The Team Leader's tasks will include:

- participation in the selection of two evaluation team members;
- design (together with IEA) approach and methodology of evaluation
- preparation of a short inception report 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 80 working days**, possibly including travel for selected case studies, spread over a period of approximately 10 months from the preparatory phase of the evaluation.

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

- An inception phase (15 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 (40 days) including center visits and field travel;
- Report drafting, final consultation, and dissemination events with stakeholders (25 days).

Qualifications of the Team Leader

- Strong academic background and experience in an area relevant to CGIAR
- Experience in evaluating complex programs, including research, at international level;
- Knowledge of the issues related to partnerships in the context of agricultural research for development;
- 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 partnerships
- Experience in developing countries

Team members profile

IEA is looking for **two team members** who will work under the overall guidance of the IEA and the Team Leader.

The main tasks of the team members will include:

- support of the Team Leader in refining evaluation methodology and instruments
- collection, review and analysis of relevant materials with support provided by the IEA
- conduct interviews with CGIAR and non CGIAR informants by phone or Skype
- contribute to team discussions and analysis
- participate in formulating preliminary evaluation findings, conclusions and recommendations
- draft parts of the evaluation report

The assignment of the team members will require **approximately 50 working days**, possibly including travel, spread over a period of approximately 10 months from the preparatory phase of the evaluation.

Qualifications of the Team members

- Strong academic background and experience in an area relevant to CGIAR or to partnerships in research/development
- Experience in the area of partnerships in the context of international agricultural research and development
- 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 in evaluation
- Experience in developing countries
- Experience in working in multi-partner programmes

Application

Interested persons should send their CV and a short cover letter indicating whether they apply as team leader or team member and outlining their most relevant experience for this position by **17 December 2015** to Sophie Zimm, Evaluation Analyst at the IEA: sophie.zimm@fao.org