

CALL FOR EXPRESSION OF INTEREST

Senior Consultants

Evaluation of Results-Based Management in CGIAR



Independent
Evaluation
Arrangement

Background to the evaluation

The CGIAR is a global agricultural research partnership which implements research through a network of 15 research centers and their partners.

The 2016-2030 CGIAR Strategy and Results Framework (SRF)¹ guides the work of the CGIAR through the CGIAR Research Programs (CRP). The SRF identifies three strategic goals of system level outcomes (SLOs): i) reduced rural poverty; ii) improved food and nutrition security for health; and iii) improved natural resources systems and ecosystems services.

The CRPs started their operations in 2010-12. The second phase of programs has been launched this year with a portfolio comprising both CRPs (agri-food systems and global integrating programs) and Platforms².

The CGIAR Independent Evaluation Arrangement (IEA) Office is responsible for System-level external evaluations of the CGIAR. After having completed the first round of CRP and thematic evaluations between 2013 and 2016, one of the evaluations planned for 2017 is the evaluation of Results-Based Management (RBM) in CGIAR.

Results-Based Management in CGIAR

As part of the Reform, CGIAR has started implementing Results-Based Management (RBM), by defining Program objectives and targets at the level of development outcomes rather than Program outputs, by developing impact pathways and theories of change for outcomes at the intermediate level and at the system level, and by monitoring and reporting on achievements and progress towards outcomes. This has involved the setting up of monitoring and evaluation systems at CRP level.

In 2014, five CRPs were funded for implementing trials in RBM.³ The CRP RBM trials provide a first experience and input into the use and implementation of RBM in a research for development program. For the second phase of CRP implementation, all CRPs are expected to develop and deliver on a RBM approach as described in the Guidance to CRP proposals⁴.

¹ <https://library.cgiar.org/bitstream/handle/10947/4069/CGIAR%20SRF%20Overview%20WEB.pdf?sequence=10>

² For more information please see: <http://www.cgiar.org/our-strategy/second-call-for-cgiar-research-programs/>

³ The five CRPs were: Roots, Tubers and Bananas: Climate Change, Agriculture and Food Security; Humid Tropics; Global Rice Science Partnership; and Aquatic Agriculture Systems.

⁴ See Guidance, pg 26-29: http://library.cgiar.org/bitstream/handle/10947/4127/CGIAR-2ndCall-GuidanceFullProposals_19Dec2015.pdf?sequence=1

Evaluation purpose and scope

The evaluation will systematically assess the experience from the pilot implementation of RBM. The evaluation will also assess design and approaches to monitoring and evaluation in CRPs that were not part of the RBM pilot to draw additional lessons. On basis of the experience and lessons it will assess the opportunities and challenges to incorporate performance information in program decision-making and adaptive management in a research context. These involve data management, quality and consistency, development and use of indicators, incentives and reward mechanisms, as well as linkages with the evaluation and impact assessment. The evaluation will assess the requirements that RBM sets on the monitoring, evaluation and learning systems in programs, and in terms of reporting, drawing specific lessons from the piloting.

Through review of instructions and planning for RBM in the second phase of CRPs, the evaluation will also provide guidance for implementation of RBM at different levels of decision-making, including the System level.

Evaluation approach

The evaluation will be done in a consultative manner engaging the Monitoring and Evaluation staff of the CRPs and the CGIAR System Management Office. The evaluation will be forward looking, using experiences from CGIAR and elsewhere in comparable contexts for identifying good practices and optimization necessary for implementing effective RBM in a research for development context.

The evaluation will include document review and interviews with key stakeholders in CGIAR, partner organizations and among management specialist familiar with RBM and performance management.

Evaluation process

This evaluation will be carried out by a team of two members that have expertise in organizational and program management and extensive experience in M&E, adaptive management and, to the extent possible, research performance management.

The evaluation is scheduled to take place between March and November 2017 and will include the following phases:

Phase	Period	Main outputs	Responsibility
Preparatory Phase	Feb – Mar 2017	Final ToRs Evaluation team recruited	IEA
Inception Phase	Apr 2017	Inception Report	Team leader and IEA
Inquiry phase	May 2017 – Sep 2017	Interviews, documents reviewed, field visits if needed	Evaluation team
- Analysis of data	Aug 2017	Analysis of qualitative and quantitative data gathered	Evaluation team IEA
- Presentation of preliminary findings	Sep 2017	Presentation of preliminary findings	Evaluation team IEA

		Feedback from main stakeholders	
Reporting phase			
Drafting of Report	Sep 2017 – Oct 2017	Draft Evaluation Report	Evaluation team
Final Evaluation Report	Nov 2017	Final Evaluation Report	Team leader and IEA

Senior Consultants profile

IEA is looking for **two Senior Consultants** (one team leader and one member). They will work closely with the Evaluation Manager (Senior Evaluation Officer at IEA) and IEA Evaluation Analyst.

Their tasks will include:

- preparation of a short inception report that presents the evaluation design building on the ToRs;
- interviews with key stakeholders in the CGIAR Centers, donors, partners and any other institutions considered relevant;
- field visits to centers and selected RBM pilot sites (as required)
- preparation of the draft and final evaluation report;
- presentation of the evaluation findings to key stakeholders.

The assignment of the Senior Consultants will require 60 working days (team leader) and 50 working days (team member), including travel and work at home-station, spread over a period of approximately 8 months from the preparatory phase of the evaluation.

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

- An inception phase (10 days) with the objective of refining the evaluation questions, clarifying the analytical frameworks, developing the methodological tools; preparation of an inception report;
- Collection and analysis of information (30 days) including travel;
- Report drafting, final consultation, and dissemination events with stakeholders (20 days).

Qualifications

- Experience in institutional and programme management and management for results
- Extensive experience with RBM and performance measurement systems in suitable contexts
- Extensive experience in monitoring and evaluation
- 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 research programmes and research management systems
- Experience in programs and institutes targeting development outcomes

Application

Interested persons should send their CV and a short cover letter/e-mail outlining their most relevant experience for this assignment by **25 February 2017** to Sophie Zimm, Evaluation Analyst at the IEA: sophie.zimm@fao.org