

CALL FOR EXPRESSION OF INTEREST

Team Leader and Team Members
Evaluation of the CGIAR Research Program
on Roots, Tubers and Bananas (RTB)
September 2014



Independent
Evaluation
Arrangement

Background to the evaluation

In the CGIAR agricultural research for development is implemented by 15 research Centers and their partners through CGIAR Research Programs (CRPs). The Strategy and Results Framework (SRF), approved in 2011, determines the CGIAR's comparative advantage in the context of international agricultural research and sets four high-level goals for the CGIAR research in the CRPs, termed System-Level Outcomes: reduction of rural poverty, increase in food security, improving nutrition and health, and more sustainable management of natural resources. An update of the SRF, forthcoming in end-2014, will elaborate on intermediate level outcome goals for the CRPs and include targets for outcome oriented planning. Thus, the SRF provides the broad rationale and content for CGIAR research for the development, implementation and evaluation of the CRPs.

The Independent Evaluation Arrangement (IEA) of the CGIAR is responsible for external evaluations of the CRPs. The IEA's first four-year Rolling Evaluation Work Plan 2014-17, approved in November 2013 by the Fund Council, foresees the evaluation of up to 10 CRPs over 2013-2015. The order in which the CRPs will be evaluated was established on basis of multiple criteria including the starting date of the CRP, and donor feed-back.

One of the CRPs to be evaluated in 2015 is the CRP on Roots, Tubers and Bananas (RTB).

The CRP on Roots, Tubers and Bananas

The CRP RTB, which began in its current form in January 2012, holds its objective as: "to more fully realize the potential of [mandate crops roots, tubers and bananas] for improving nutrition, income generation, and food security—especially among some of the world's poorest and most vulnerable populations."¹

RTB is led by the International Potato Center (CIP) in Peru and includes close collaboration and participation of three other CGIAR Centers: International Center for Tropical Agriculture (CIAT); Bioversity International; and International Institute for Tropical Agriculture (IITA).

¹ "Roots, Tubers and Bananas." Final Revised Proposal, 9 September 2011.

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Its cross-cutting mandate is thematically organized around its crops: “The RTB [mandate] crops—banana, plantain, cassava, potato, sweetpotato, yams, and other tropical and Andean root and tuber crops, sometimes termed ‘vegetatively propagated staple crops’—are linked by common management aspects. Most notably, the linkages are in seed and postharvest issues and by the frequency with which women are involved in their production and postharvest use.”²

Since its inception in 2012, RTB has consisted of seven Themes: (1) *in-* and *ex-situ* plant genetic resource management; (2) crop variety improvement; (3) plant pathology; (4) farmer access to quality inputs; (5) decision tools and models for crop management; (6) postharvest technologies, value chains and marketing; and (7) partnerships. Its eighth Theme is a pilot phase of Results-Based Management (RBM).

After concluding a lengthy priority-setting exercise in 2013—which included stakeholder workshops and surveys, agroecological mapping, constraints analysis, and impact modeling—RTB has begun to reorganize its program structure on axes of delivery (by cropping system/region); discovery (global); and learning (both). Further CRP reform will include implementation of 2013’s RTB Gender Strategy document.

The geographical scope of RTB’s project portfolio includes research sites on three continents; its largest investment is in Sub-Saharan Africa. RTB also has a substantial investment in “global” research, whose objectives are not limited to a single region (e.g., genebank collections, technological innovation of plant breeding tools).

The approved budget for RTB in 2012-13 was \$136 million, of which \$124 million had been spent by end 2013 (\$55 million in 2012 and \$69 million in 2013). In terms of funding, CIP is by far the largest partner in the RTB partnership, followed by IITA, Bioversity, and CIAT. In the year 2013 RTB projects subcontracted \$12 million to 155 different partner organizations.

For more information on the CRP on Roots, Tubers and Bananas, please see the program webpage: <http://www.rtb.cgiar.org/>

Evaluation purpose and scope

The primary purpose of this evaluation is to enhance the contribution that the CRP on Roots, Tubers and Bananas is likely to make towards reaching the CGIAR goals on reducing poverty, improving food security and nutrition, and managing agroecological resources sustainably.

As for all CRP evaluations, the purpose is to provide essential evaluative information for decision-making by Program management and its funders on issues such as extension, expansion and structuring of the program and adjustments in some aspects of the program.

The results of the evaluations are expected to provide inputs for the 2nd call of CRP proposals for funding in 2016 contributing both to program proposal development and generating evaluative information for the appraisal of the proposals.

² “Roots, Tubers and Bananas.” Final Revised Proposal, 9 September 2011.

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The evaluation will be both summative and formative. The dimension of the evaluation that will cover past, “transferred” research (thus continued and carried on within the CRP) is summative and will assess the extent to which results were achieved and look at early results from the current program. As the CRP on Roots, Tubers and Bananas was formally launched only in the beginning of 2012, the dimension of the evaluation that will focus on the new and evolving programmatic approach is formative. Research will be evaluated for relevance, quality of science, efficiency, likely effectiveness, impact and sustainability.

Evaluation timing

The evaluation is scheduled to take place between February 2015 and January 2016 with an intensive phase for the conduct of the evaluation foreseen between May and October 2015.

Table 1: Preliminary schedule

Phase	Period	Main outputs	Responsibility
Preparatory Phase	Sep 2014 – Jan 2015	Final ToR Evaluation team recruited	IEA
Inception Phase	Feb 2015 – Apr 2015	Inception Report	Evaluation team
Inquiry phase	May 2015 – Sep 2015	Various reports and analysis products as defined in inception report	Evaluation team
Presentation of preliminary findings	Oct 2015	Presentation of preliminary findings Feedback from main stakeholders	Evaluation team IEA
Reporting phase			
Drafting of Report	Oct 2015 – Nov 2015	Draft Evaluation Report	Evaluation team
Final Evaluation Report	Dec 2015	Final Evaluation Report	Evaluation team
Management and CGIAR Consortium Responses	Feb 2016	Management and Consortium Responses	CRP Management Consortium Board

Team Leader profile

The IEA Office is looking for a **Team Leader** who will be responsible for leading the evaluations with the support of a team of experts. The Team Leader will work closely with the evaluation manager (the Head of the IEA) and IEA Evaluation Analyst 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 the inception report;
- guidance and coordination of the team’s analysis and work;

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- 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 inception report.
- preparation of the report outline, coordination of the inputs provided by the team members, preparation of the draft evaluation report;
- preparation of a comprehensive evaluation report;
- presentation of the report through different means and in different fora 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 9-11 months from start of the CRP evaluation.

The indicative stages for a CRP evaluation with estimated time requirement are as follows:

- An inception phase (10 to 15 days) with the objective of defining the scope of the evaluation, clarifying the analytical frameworks, developing the methodological tools; preparation of an inception report;
- Collection and analysis of information (45 to 50 days) including center visits and field travel;
- Report drafting and final consultation with stakeholders (25 to 30 days).

Essential Qualifications of the Team Leader

- Strong academic background in areas relevant to the CRP on Roots, Tubers and Bananas: management practices and crop improvement for RTB mandate crops; economics of value chains and postharvest technologies; agroecosystems; and agricultural research partnership governance;
- Extensive evaluation experience of complex programs, including research, at international level;
- Extensive and proven experience as a team leader;
- Excellent understanding and knowledge of the international debate on the key issues related to the CRP to be evaluated;
- Good knowledge of the main international institutions and mechanisms involved in the areas of research and development that are focus of the CRP to be evaluated;
- Excellent writing skills in English and good verbal communication skills.

Desirable Qualifications

- Experience in managing major research programs, including policy aspects;
- Knowledge of the CGIAR.

Team members' profile

The Team Leader will be supported by a team of likely **four team members** who will work under the direct supervision of the Team Leader and overall guidance of the Evaluation Manager and cover the subject areas relevant to the CRP on Roots, Tubers and Bananas.

The Team Members' tasks will include:

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- Collect, review and analyze relevant materials with support provided by the IEA
- Support the Team Leader in designing evaluation instruments
- Conduct interviews with CGIAR and non CGIAR informants by phone or Skype
- Conduct research site visits (as decided during inception phase) and face to face interviews with program staff, partners and beneficiaries;
- Conduct analysis of the research theme of responsibility
- Contribute to team discussions and analysis of overall CRP performance.

The assignment of the Team Members will require **approximately 50-60 working days**, including travel and work at home-station, spread over a period of 9-11 months from start of the CRP evaluation.

Essential Qualifications

- Strong academic background in area relevant to the CRP on Roots, Tubers and Bananas: management practices and crop improvement for RTB mandate crops; economics of value chains and postharvest technologies; agroecosystems; and agricultural research partnership governance;
- Understanding and knowledge of the international debate on the key issues related to the CRP on Roots, Tubers and Bananas;
- Good knowledge of the main international institutions and mechanisms involved in the areas of research and development that are mentioned above;
- Excellent writing skills in English and good verbal communication skills.

Desirable Qualifications

- Knowledge of the CGIAR;
- Experience working in agricultural research for development;
- Evaluation experience;
- Experience in developing countries.

Application

Interested persons should send their CV by **31 October 2014**, to Matt Fisher-Post, Evaluation Analyst (matthew.fisherpost@fao.org), with CV and cover letter including information on applicant's:

- Experience in evaluation;
- Demonstrated expertise in the technical research areas relevant to the CRP on Roots, Tubers and Bananas, listed in order of priority;
- Expected daily fee rate (exclusive of travel expenses, demonstrable with evidence of rates on previous employment);
- Gender, age, and nationality;
- Availability over the evaluation period January through December 2015.