



Fund

## **Fund Council**

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### ***WORKING DOCUMENT***

*DRAFT TERMS OF REFERENCE  
INDEPENDENT REVIEW OF INTEGRATED  
DELIVERY AT THE CGIAR*

*Submitted by:*  
*Fund Office*



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*CGIAR Fund Office, April, 2014*

## DRAFT TERMS OF REFERENCE INDEPENDENT REVIEW OF INTEGRATED DELIVERY AT THE CGIAR

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### *Background*

As the world's leading agricultural research institution, the CGIAR has generated the technology and practices that have spurred agricultural development and reduced rural poverty. Unfortunately, the delivery of this technology has varied both within regions that have experienced significant overall gains and in particular, Sub-Saharan Africa. For example, the use of improved seed varieties, fertilizer and sustainable land management practices is significantly lower in Sub-Saharan Africa than in other developing regions such as Asia and Latin America.

The CGIAR could play the lead role in disseminating the latest research to the rest of the developing world that has yet to adopt modern agricultural technology and practices. In fact, the CGIAR has previously succeeded in combining dissemination with its research through such projects as CIMMYT and IITA's Drought Tolerant Maize for Africa project and IRR's scuba rice project, among others. In the examples cited above, starting with an agricultural development challenge facing a region, a CGIAR Center establishes a program with the goal to not only develop promising technology through scientific research but also to commercialize its research findings for immediate dissemination to the end user. As a result, the CGIAR's research produces significant economic benefits, improved food security and alleviated rural poverty.

In order for its research to achieve impact in the field, the CGIAR currently disseminates its findings to end users through its network of external partners, including national and regional research institutes, civil society organizations, academia and the private sector.<sup>1</sup> The CGIAR often works hand-in-hand with these external partners and stakeholders to conduct its research activities and eventually deliver new technologies and practices to the end user. Consequently, dissemination at the CGIAR remains ad hoc, and the degree to which the CGIAR's research transfers to the field varies across projects. Although the CGIAR has enjoyed considerable success in creating impact, delivery represents an important component of the research process and an independent review of its function within the CGIAR system is required to maximize the impact of the CGIAR's activities.

### *Scope of Work*

The target audience will be the Consortium Board, Fund Council and Mid-Term Review Panel who require a critical examination of how the CGIAR currently incorporates delivery into its research activities. After the current mechanisms of delivery at the CGIAR are understood, the Fund Council will be able to evaluate and implement the independent review's recommendations on how to better integrate a culture of delivery into the CGIAR system. To accomplish this, the review will rely on an objective investigation of how each component of the CGIAR system, including each Center and Research Program, incorporates delivery into its research. It will specifically focus on the impact generated among end users and the process by which the results of scientific research in the lab were transmitted to the public.

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<sup>1</sup> <http://impact.cgiar.org/pdf/100.pdf>

### *Objectives*

The objectives of this independent review will be:

1. Outline the current model(s) employed by the CGIAR to deliver the findings and technology derived from its research to end users
2. Identify the role that external partners play in disseminating information, and assess whether the CGIAR can play this role itself
3. Design a more systematic strategy for delivery of its research through either external partners or internally across the CGIAR
4. Evaluate the appropriate funding mechanisms for the CGIAR's initiatives related to delivery
5. Determine which entity should administer the CGIAR's delivery initiatives, including whether a new entity needs to be created or reconstituted (i.e. the IFAR)
6. Assess any required reorganization of the CGIAR's structure or strategy in order to better incorporate delivery, including its planning and fund allocation process
7. Evaluate the methods for the CGIAR to measure and be accountable for its delivery activities
8. Identify how to institutionalize linkages between the CGIAR's research activities and donors' national and regional rural development programs and investments
9. Deliver insights to the Mid-Term Review Panel, and make recommendations to the Fund Council in Q2 2014

### *Methodology*

This independent review will require collecting data from a variety of sources, including both desk research and interviews (both in-person and telephonic) with various stakeholders of the CGIAR. Research for this review may include one or more of the following activities:

1. Analysis of the impact generated from research by individual CGIAR Centers, Research Programs and projects in recent years, and the mechanisms by which the research was transferred from the CGIAR to the field
2. Interviews with the CGIAR Center Directors General, CGIAR Research Program Directors, and senior scientists associated with the successful delivery of technology to the field from their research activities
3. Interviews with external partners and intermediaries who disseminate the CGIAR's research to the field, including public institutions (i.e. governments and national agricultural research organizations), private companies (i.e. seed companies), NGOs, and academic research institutions
4. Interviews with the end users who benefit from the CGIAR's research activities, i.e. smallholder farmers in developing countries, to better understand their perspective
5. Interviews with donors, Fund Office leadership team and Fund Council members on how best to fund initiatives related to delivery at the CGIAR, including its fund allocation process
6. Interviews with the Consortium Board and the Consortium leadership team on how best to administer initiatives related to delivery at the CGIAR, including its planning process
7. Analysis of the practices currently employed by the CGIAR to measure the impact of its research activities

8. Interviews with the Standing Panel on Impact Assessment members on how to best measure the impact of initiatives related to delivery at the CGIAR
9. Interviews with the leadership of national and regional rural development programs to help identify possible areas of collaboration in the area of delivery

#### *Timeline and Deliverables*

The proposed timeline for the independent review of delivery at the CGIAR is outlined below. The selected consultant will work with the Independent Science and Partnership Council (“ISPC”), which will provide oversight on the project in conjunction with the Fund Office.

- December 2013
  - Final TOR approved by the Fund Office and the ISPC
  - Consultant selected and contracted by the Fund Office and the ISPC
  - Consultant provided with initial briefing and guidance by the Fund Office and the ISPC
- January 2014
  - Draft work plan submitted by consultant to the Fund Office and the ISPC for approval
  - Consultant to commence independent review
- February 2014
  - Initial findings submitted by consultant to the Fund Office and the ISPC for review
- March 2014
  - Draft report submitted and shared with the Fund Office and the ISPC for comments
  - Final report delivered including insights on the current CGIAR system and recommendations on how to increase the integration of delivery at the CGIAR

#### *Oversight and Contracting*

In order for the work to be collaborative with the Consortium and transparent, the Fund Office and the ISPC will invite two observers to participate in all in-person meetings, teleconferences and discussions (one observer from the Fund Office and one from the ISPC) to oversee the work of the consultant.

The relevant parties, including the CGIAR Centers, Research Programs, Fund Office, Fund Council and the Consortium, will cooperate with the consultant in making any available documentation, records and data necessary for successful completion of the work.

The selected consultant will be contracted by the Fund Office under normal World Bank procurement systems.

#### *Time Required*

It is estimated that this independent review will require 30-40 consultant days over the period January-March 2014.

### *Consultant Selection Criteria and Process*

Possible consultants will be selected based on the following set of criteria:

1. Demonstrated knowledge of agricultural research processes, systems and issues, and in particular, experience with research in rural development in emerging markets
2. Ability to quickly understand the particularities and complexity of the CGIAR, its recent reform process, structure of the Fund Council, Consortium, CGIAR Centers, and CGIAR Research Programs
3. Experience working at agricultural research institutions or on related research projects
4. Experience in monitoring and evaluation or impact assessment of initiatives related to agricultural development
5. Ability for clear analytical and evidence-based thinking and experience in clearly describing feasible options with carefully reasoned implications and likely consequences of each

The Fund Office, the Fund Council and the Consortium will be invited to nominate potential consultants, who would have the experience, capabilities and capacity for taking an objective approach to evaluating delivery at the CGIAR. Expert knowledge of the CGIAR is not essential but would be an advantage provided the consultant is not currently engaged in any CGIAR or CGIAR donor activities.

The ISPC will recommend a short list of suitable consultants in ranked order and submit to the Fund Office for final approval of the preferred consultant ranking. Final appointment will be dependent on availability to carry out the review according to the planned schedule.