Director of the CGIAR System Advisory Services Shared Secretariat

Candidate Pack

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1.   About CGIAR

1a. Vision/Mission/Goals

* Our core aim: a world free of poverty, hunger and environmental degradation

We work to advance agricultural science and innovation to enable poor people, especially women, to better nourish their families, and improve productivity and resilience, so they can share in economic growth and manage natural resources in the face of climate change and other challenges.

* Strengthening the partnership, creating impact

To fully unlock the potential of the 2016 CGIAR governance reforms – which opened the door to a reinvigorated sense of collective ownership – in November 2018 the CGIAR System approved an inaugural [CGIAR System 3-year Business Plan (2019-2021)](#). This plan represents a transformational moment, with CGIAR's stakeholders committing to working in an increasingly aligned and far more strategic manner. The new CGIAR Business Plan adds up to an ambitious but achievable set of innovations to create a more efficient, focused and less fragmented System. It represents a period of sustained change to proactively manage a necessary evolution of the CGIAR System as it faces profound shifts in its operating environment. The need for a global partnership to transform the food system while restoring our environment has never been greater. Through this business plan, CGIAR as a System is enhancing its performance and capacity to more fully deliver on its critical mandate.

* CGIAR's Strategic Goals and the SDGs

CGIAR's Strategy and Results Framework provides the strategic direction to deliver on our mission and contribute strongly to the United Nation's Sustainable Development Goals (SDGs). We have three goals, known as System Level Outcomes (SLOs):

- Reduce poverty
- Improve food and nutrition security
- Improve natural resources and ecosystem services.

By 2030, the action of CGIAR and its partners will result in 150m fewer hungry people, 100m fewer poor people – at least 50% of whom are women, and 190 million ha. less degraded land.

All the specific goals and targets to 2030 can be seen at https://www.cgiar.org/how-we-work/strategy/

* Research Priorities

To achieve our goals, we focus on eight research priorities where CGIAR has a comparative advantage to tackle humanity's greatest challenges.

- Climate-smart agriculture
- Gender and inclusive growth
- Genetic improvement
- Nutrition and health
- Nurturing diversity
- Natural resources and ecosystem services:
- Agricultural systems
- Enabling policies and institutions

1b. Corporate governance

CGIAR's governance model distributes strategic direction, governing and advisory functions among several entities, reflecting the diversity of stakeholders within the CGIAR System and the critical importance of ensuring that the voices of our partners inform our actions and decisions.

Built on a strong partnership between CGIAR's Funders and Research Centers, CGIAR's governance model focuses on enabling Centers and Partners to conduct high-quality research for development based on a solid foundation of clearly defined roles, responsibilities and accountabilities. We are confident that the sense of shared ownership and strong collaboration that exists throughout our governance structure, together with our deep commitment to partnership and transparency, provide maximum opportunity for CGIAR to deliver on its vision and the shared hopes and expectations of the CGIAR partnership as a whole.

* CGIAR System Council
Representatives of Funders and developing countries meet as a [System Council](#) , to keep under review the strategy, mission, impact and continued relevance of the CGIAR System.

* CGIAR System Organization
The System Organization (an international organization, headquartered in Montpellier, France) provides governance to the CGIAR System in collaboration with the CGIAR System Council and is comprised of two constituent parts: the CGIAR System Management Board and the CGIAR System Management Office.

- The [System Management Board](#) is the governing body of the System Organization, and its composition, function and operational procedure is outlined in the Charter of the CGIAR System Organization.

- The [System Management Office](#) is responsible for the day-to-day operations of the System Organization, providing support to the System Management Board and the System Council, and facilitating collaboration across the CGIAR System to support the fulfillment of CGIAR's mission and goals.

* General Assembly of the Centers

The General Assembly of the Centers is a forum for CGIAR Research Centers to discuss issues relevant to Centers, including those related to the CGIAR System and the CGIAR System Organization – it is an important linking mechanism for the CGIAR System as a whole.

* Partnership Forum

CGIAR's Partnership Forum, an innovation introduced in 2016, brings together our diverse group of stakeholders that actively support the CGIAR System to express their views on our operations. The inaugural Partnership Forum is planned to be convened by CGIAR's Centers and Funders in early 2020 to set the forward direction for CGIAR's '2030 Plan' to deliver on its Strategy and Results Framework

2.   The Advisory Services Shared Secretariat

2a. What is it and why is it being created?

In May 2018, the System Council considered and approved a future layout for the CGIAR System's advisory functions on science for development advice, impact assessment, and evaluations. The approval included agreement to establish a new CGIAR Advisory Services Shared Secretariat to support the three functional responsibilities contemplated by the System Council's decision.

Pursuant to Terms of Reference approved in October 2018, the CGIAR Advisory Services Shared Secretariat will provide operational support for CGIAR's new Independent Science for Development Council ('ISDC'), CGIAR's Standing Panel on Impact Assessment Standing Panel on Impact Assessment ('SPIA'), and implementation of the CGIAR System's multi-year evaluation plan as approved by the System Council.

Within this strategic context, the System Council has agreed that the following operational principles will guide the role and operations of the Shared Secretariat:

- Independence of advice, being neither Funders nor implementers of CGIAR research programs and/or platforms and avoiding other potential conflicts of interest
- Improved efficiency, with a view to providing advice that maximizes CGIAR's impact while reducing overall costs
- Improved communication, such that various assessments and evaluation workstreams in the System are aligned with CGIAR Business Plan cycles
- Improved and systematic linkage between science and development through innovation and effective partnerships, such that innovation and partnerships are embedded in all aspects of CGIAR's advisory services
- Higher ownership and improved coordination of the advice by the System itself, such that the advice provided by the advisory services needs to be communicated to and formally discussed by the System Council on a regular basis.

2b. Hosting and co-location arrangements

Since their respective establishment in 2010 and 2012, the secretariat for CGIAR System's independent advisory functions on science for development advice and impact assessment (ISPC Secretariat), and its evaluations secretariat functions (Independent Evaluation Arrangement, IEA) have been hosted on behalf of the CGIAR System by the Food and Agriculture Organization of the United Nations (FAO), a non-voting ex-officio member of the System Council and an important long-term partner.

Implementation of the System Council's 2018 decisions on the future layout of CGIAR's advisory functions requires moving from the existing model of two co-located multidisciplinary expert teams (the ISPC Secretariat and IEA) into the new single Shared Secretariat that will be located at new premises in Rome to facilitate strategic co-location with other elements of the System,

whilst at the same time ensuring the ongoing independence of the expert advice provided by the advisory functions.

Accordingly, from early 2019, the CGIAR System has endorsed the proposal that the Shared Secretariat be established at the premises of Bioversity International (a CGIAR Research Center and international organization headquartered in Rome, Italy), under the overall hosting umbrella of the CGIAR System Organization. A memorandum of understanding between the CGIAR System Organization and Bioversity International is being entered into to put these new arrangements into practical effect, and staff of the Shared Secretariat will therefore be offered a Bioversity International employment contract for and on behalf of the CGIAR System Organization. A small number of CGIAR System Organization staff will also be co-located in Rome at the Bioversity International premises with effect from early 2019 to maximize collaboration between the various bodies.

3.   The job description

Director of the CGIAR System Advisory Services Shared Secretariat
System Organization Grade 8
(UN equivalent - D1)

1. Role Summary

The Director of the CGIAR Advisory Services Shared Secretariat is a highly skilled leader, collaborator and results-oriented professional with a track record of delivering service, change and innovation in a complex partnership-based environment.

S/he is accountable for leadership and management across the following areas:

- Leading the work of the Secretariat, ensuring it is efficiently and effectively delivering on its Terms of Reference and work plan;
- Managing Secretariat finances, staff, planning and budgeting;
- Building and maintaining highly collaborative internal and external relationships, including with the CGIAR's network of Centers, research and development partners and CGIAR's governing bodies;
- Representing the Secretariat at meetings and other fora with a focus on enhancing awareness of the Advisory Services function and CGIAR's mission and role; and
- Monitoring, assessing and continuously improving effective service provision by the Secretariat to its stakeholders and partners.

The role of the Shared Secretariat is to provide operational support for a new CGIAR Independent Science for Development Council (ISDC), CGIAR's Standing Panel on Impact Assessment (SPIA) and implementation of the CGIAR System's multi-year evaluation plan. The Director of the Shared Secretariat ensures effective delivery of this support in a highly effective, coordinated and collaborative way.

The position is based in Rome, Italy unless otherwise decided by the CGIAR System Council at a future time. It will involve regular international travel.

2. Key responsibilities

This is a strategic role to steward the provision of high-quality objective advice to the CGIAR System through robust science advisory, impact assessment and evaluation/review services. Specific responsibilities include:

Advisory Services Leadership

- Oversee and continuously improve the quality and effectiveness of advisory services support provided to the ISDC, SPIA and the CGIAR System Council, so that the respective advisory and governing bodies may deliver efficiently and effectively on their mandates;
- Oversee and continuously improve the quality and effectiveness of support provided for implementation of the CGIAR System's multi-year evaluation plan, ensuring this plan meets the System's need for rigorous high-quality independent evaluations/reviews to inform decision-making across the System;
- Lead and build the newly created Shared Secretariat as an effective team, building successful working relationships with internal and external stakeholders;
- Create and implement an integrated planning framework and work plan for the new Secretariat, aligned with the System's goals, outcomes, business plan and business cycle, under the direction of the ISDC Chair and with input from the SPIA Chair, and in consultation with other agreed stakeholders - described in the Shared Secretariat's Terms of Reference;
- Oversee and steward the development of meeting papers and other materials as requested by the Chairs of the ISDC and/or SPIA, and the Strategic Impact, Monitoring and Evaluation Committee ('SIMEC') or Assurance Oversight Committee ('AOC') of the System Council;
- Take part, alongside representatives of the System Management Office, in selected meetings of SIMEC and/or AOC; and
- Represent the Shared Secretariat at senior level, including to the ISDC, SPIA, System Council, System Management Board and other relevant fora.

Operational and Financial Management

- Manage the activities and staff of the Shared Secretariat in line with the operational principles described in its terms of reference:
  - Independence of advice
  - Improved efficiency
  - Improved communication
  - Improved and systematic linkage between science and development through innovation and effective partnerships
  - Higher ownership and improved coordination of the advice by the System itself
- Prepare and manage the budget of the Shared Secretariat under the oversight of the ISDC and SPIA Chairs and in consultation with the Director, Finance, CGIAR System Organization, ensuring compliance with the CGIAR System's financial policies and procedures;
- Ensure compliance with the CGIAR System Organization's operational and administrative policies and governance framework;
- Manage risks and conflicts of interest effectively, in consultation with other CGIAR assurance providers and in accordance with the CGIAR System Risk Management Framework;

- Ensure adequate engagement in and responses to internal and external audit assignments relevant to the operations of the Shared Secretariat.

Human Resource Management and Team Leadership

- Recruit, manage and mentor staff within the Shared Secretariat in consultation with the relevant Unit Director of the CGIAR System Organization with responsibility for people management, ensuring compliance with the CGIAR System Organization's human resource policies and procedures;
- Ensure the Shared Secretariat is constantly working as a high performing team, providing advisory services of the highest quality to the CGIAR System in an aligned and effective way;
- Develop clear shared priorities for Shared Secretariat staff, so that they have clarity around what is expected of them and how their work contributes to the wider team's work and System goals;
- Ensure communications within the team are effective and working relationships supportive and productive, whilst also being aligned with the CGIAR System's broader mission and vision;
- Build a performance culture within the Shared Secretariat, and provide opportunities for people to grow both personally and professionally; and
- Demonstrate leadership by providing inspiration, setting delivery and interpersonal engagement expectations, and establishing an environment that welcomes continuous improvement and alignment with the overall CGIAR mission and vision.

Governance and representation

- Ensure that appropriate governance frameworks and procedures are in place for the Shared Secretariat and monitor and annually assess their effectiveness;
- Ensure that decisions are made in accordance with agreed governance frameworks and procedures and that key stakeholders and other interested parties are kept informed and consulted where appropriate;
- Represent the Shared Secretariat at key meetings, ensuring that stakeholders are aware of Secretariat priorities, progress being made, and value delivered.

The Shared Secretariat will draw on operational support provided through the System Management Office in areas including, but not limited to, procurement, human resources and financial management.

3. Reporting

This role reports to the Chair of the ISDC regarding overall execution of the Secretariat's work plan and budget. However, both the Chair of the ISDC and the Chair of SPIA must have input to and contribute to (as set out in the Terms of Reference of the Shared Secretariat):

- Secretariat work plans and operational deliverables;
- The Director's performance assessment.

The Director of the Shared Secretariat has an administrative report to the Executive Director of the System Organization concerning compliance with internal operational and administrative policies arising from the co-location of the Shared Secretariat of the System Organization, whilst at all time acting with operational independence from the System Management Board and management of the System Organization in terms of day to day delivery of the Shared Secretariat's work plan and budget.

4. Candidate profile

Education and experience

Essential
- Advanced University degree in biophysical or social sciences;
- At least 15 years post-qualification progressively more senior relevant experience, for example in managing research for development programs and projects, business management, foresight activities, impact assessment and/or evaluation;
- Demonstrated experience in providing strategic support and advice to governing bodies and committees;
- Excellent English, both written and spoken.

Desirable
- Qualification in business administration or evaluation;
- Experience of working in an international setting and of managing programs aimed at delivering outcomes for developing countries;
- Working proficiency (spoken and written) of another language is considered an advantage in terms of demonstrating cultural awareness of other cultures.

Skills and traits

Technical skills
- Strong understanding of the branches of science encompassed within the CGIAR System and their integration for impact;
- Commitment to multidisciplinary approaches to scientific work and ways of working;
- Strong understanding of foresight, horizon scanning, evaluation and impact assessment;
- Strong strategic, analytical, planning, budgeting, management and reporting skills;
- Excellent presentation and report writing skills;
- Good proficiency in the use of MS Windows-based software packages including word processing, PowerPoint, spreadsheets and databases.

Personal traits

- Ability to think strategically, and pragmatism to turn strategies into concrete actions;
- Outcome focused, with a strong commitment to ensuring their work contributes to bigger agreed goals;
- Ability to lead, inspire and effectively manage people in a multicultural work environment;
- Performance-orientated working style;
- Excellent diplomatic, communication and decision-making skills;
- Capacity to foster effective, collaborative relationships.

5. CGIAR leadership competencies	Level 1-6 scale (6 = highest)	Description
Mission & Values orientation: to act in alignment with the System Organization's mission and values. Act with integrity, lead by example, innovate in partnerships, value diversity and take accountability for the responsibilities assigned to contribute to organization objectives.	5	He/she champions organizational alignment and commitment to the mission and values
Strategy and results orientation: to act in alignment with the System Organization's strategy. Act looking for improvement opportunities for the organization to contribute to organization outcomes and sustainable growth.	5	He/she champions performing consistently above the expected on the basis of calculated benefits/cost analysis
Stakeholder service orientation: to act in alignment with the System Organization's way of doing research and achieving outcomes. Act with consideration of internal and external stakeholders' perspective and needs, providing stakeholder-centered solutions, keeping them informed, and anticipating problems.	6	He/she establishes long-term mutually beneficial relationships, becoming involved in stakeholders decision-making process
Organizational awareness: to understand and learn the power relationships and actor's key interests in one's own organization or in other related organizations (CG centers, partners, etc.) and to identify who the real decision makers are; who can influence them; and to predict how situations will affect the organization.	6	He/she recognizes the reasons for ongoing organizational behavior and shapes and modifies the organization processes and policies in the System's best interests.

5. CGIAR leadership competencies	Level 1-6 scale (6 = highest)	Description
Initiative: to take action proactively in light of the identification of a realistic opportunity for improvement and not simply thinking about future actions.	6	She/she anticipates and takes action to create an opportunity or avoid any future crisis, looking over a year ahead
Collaboration and influence: to work cooperatively with others, to be part of a team, to work together (as opposed to working separately or competitively), with the intention to persuade, convince, influence, or impress others (individuals or groups) to get them to go along with or to support the team's agenda.	6	He/she builds good morale or cooperation within the team, implementing actions to build cohesiveness and assembles political coalitions to move forward a specific agenda
Conceptual thinking: to identify patterns or interrelations among situations that are not obviously related, and to identify key or underlying issues in complex situations, using creative, conceptual, or inductive reasoning.	5	He/she assembles complex concepts or data, making them clear, simple, understandable and useful to others (boils down information)
Decision Making: to make clear, consistent, transparent and timely decisions that are in System Organization's best interests; in alignment with System Organization's framed policies, processes, procedures and rules.	5	He/she proposes organizational policies to guide decision-making and makes decisions confidently, assessing implications, within general policies and considering final objectives
Talent Management: to self-empower and empower others to take responsibility with accountability for their professional and personal development to contribute to the achievement of organization objectives and be recognized for that contribution. At higher levels, takes responsibility for team performance.	6	He/she shapes and modifies the organization to create a culture oriented to performance

4.   Ethics and ways of working

The System Organization is committed to cultivating a work environment that reflects teamwork, gender equality, and respect for diversity. We endeavor to foster a multi-cultural environment that is free of any form of harassment and discrimination; and that embraces and values individuals regardless of age, ethnicity, race, gender, national or social origin, marital status or any other form of personal identity.

CGIAR has a deep commitment to partnership, transparency and accountability. This is reflected in the CGIAR governance structure which focuses on enabling CGIAR's Research Centers and Partners to conduct high-quality research for development based on a solid foundation of clearly defined roles, responsibilities and accountabilities.

It believes that everyone in the organization is accountable.

The CGIAR System seeks to ensure the most effective use of all resources made available to us in support of our work to ensure a world free of poverty, hunger, and environmental degradation. Taking note of the sometimes-complex settings in which our research actions are undertaken, the CGIAR System Organization and each Center has defined for themselves operational policies and procedures to address inherent risks in all that we do.

To ensure accountability, the CGIAR System welcomes reporting of any illegal or unethical conduct (e.g., corruption, fraud, misuse of resources, abuse of authority, etc.) by anyone associated with our work. Our reporting mechanisms are available to everyone – staff, partners, contractors, suppliers, and anyone else who interacts with the CGIAR System, including the public at large.

5.   Recruitment process & timings

The recruitment process will be transparent and as follows:

Receipt of applications	Applications to be sent by no later than **Friday 11 January 2019.**
Shortlist of candidates will be created, based on pre-screening calls	By late January 2019
Interviews for shortlisted candidates will take place	Late January/early February 2019
Formal offer will be made to chosen candidate	By mid-February 2019
Commencement of employment	Ideally Monday 1 April 2019, but no later than mid-May

6.   Equal Opportunities Employer

The CGIAR System Organization is an equal opportunity employer, offering a comprehensive package of employee benefits comprising health insurance coverage, a retirement plan, and relocation support where applicable. Full terms and conditions will be made available to shortlisted candidates.

The System Organization is committed to cultivating a work environment that reflects teamwork, gender equality, and respect for diversity. We endeavor to foster a multi-cultural environment that is free of any form of harassment and discrimination; and that embraces and values individuals regardless of age, ethnicity, race, gender, national or social origin, marital status or any other form of personal identity.

Bioversity International, as the legal entity that will be the employer of this role on behalf of the System Organization, upholds these values and has a deep commitment to equality of opportunity for its staff.

7.   Stay informed/keep in touch

You can keep up to date with all the latest news about CGIAR through a range of communication channels:

Our website: https://www.cgiar.org/

Follow us on Facebook: https://www.facebook.com/CGIAR-270424969671619/

On Twitter we are at: https://twitter.com/CGIAR/

And on LinkedIn: https://www.linkedin.com/company/cgiar/

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