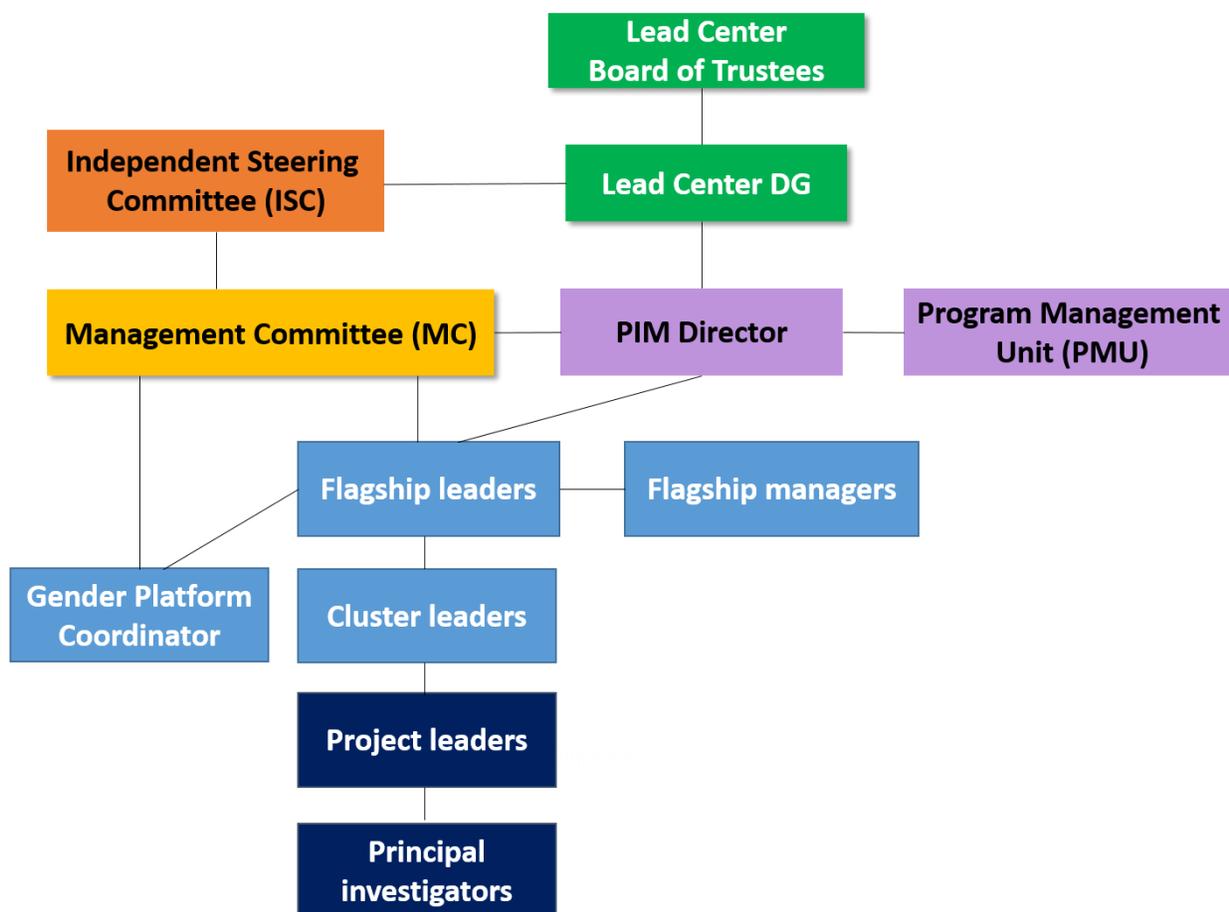


WHO DOES WHAT IN PIM Phase 2 (2017-2022): A summary of the roles and responsibilities of the entities playing a role in PIM's governance and management



[TORs for Management Committee](#)

[TORs for Independent Steering Committee](#)

[TORs for Flagship and Cluster Leaders](#)

[TORs for Gender Platform Coordination function](#)

[TORs for flagship management support function \(flagship managers\)](#)

[TORs for Program Management Unit](#)

TORs for Management Committee

- *Management and coordination*
 - Approve nomination of Flagship/Cluster Leaders.
 - Provide guidance for appointing the ISC.
 - Facilitate collaboration across PIM flagships, with other CRPs, and with external partners.
 - Participate in MC and “extended team” (Flagship/Cluster Leaders, flagship managers, Management Committee) meetings.

- *Planning and reporting*
 - Assist the PIM Director in coordinating strategic planning of the program, and especially provide inputs for
 - Determining research priorities.
 - Proposing allocation of Window 1-2 resources.
 - Setting up processes for program development and management.
 - Mapping large bilateral/W3 projects to PIM.
 - Review the program key documents (annual report, Plan of Work and Budget, outreach documents, etc.)

- *Monitoring, Evaluation, and Learning*
 - Assist the PIM Director in managing Monitoring, Evaluation, and Learning activities, and especially in
 - Designing the program’s results framework and theories of change.
 - Providing information to PIM evaluators.
 - Providing guidance on commissioning of specific evaluations.

- *Communications and outreach*
 - Represent PIM and promote PIM’s work in workshops and events.
 - In coordination with the PIM Director, and together with the Centers and other partners, interact with donors with the objective of assuring that major donors are well informed about accomplishments of the program.

TORs for Independent Steering Committee

Specific responsibilities of the Independent Steering Committee include:

1. Provide advice and guidance to the PMU and Management Committee on the strategic directions of the program, areas of focus within the flagships, and partnerships for implementation.
2. Review and provide advice on the annual plan of work and budget.
3. Review and provide advice on other key program documents such as proposals for future multi-year phases or revisions to the current program based on mid-term review or other evaluations.
4. Drawing on the annual reports, review program delivery for relevance and impact, and provide advice for improvement.
5. Review quality of science based on criteria established for CGIAR Research Programs and advise on any areas of weakness. Advise on needs for external review as appropriate.
6. Support the Program Management, Lead Center and System Management Office in promoting the program within different networks and to partners and donors.
7. Provide inputs to the Lead Center DG for the annual performance appraisal of the PIM Director.
8. Attend the annual in-person meeting. Missing two consecutive such meetings may lead to discontinuation of ISC membership.

Mode of appointment and term of service of the ISC:

The Independent Steering Committee will be appointed by the Board of the Lead Center upon recommendation of the Director General of the Lead Center, after consultation with and suggestions from the PIM Management Committee and partners. Members of the ISC will not be staff members of CGIAR. The ISC will have five to eight members, each of whom is a recognized leader in a field relevant to PIM, and reflecting diversity in discipline, regional experience, and gender. One member of the ISC will be a concurrent member of the Board of the Lead Center. The standard term of a member will be 3 years, renewable. The ISC Chair will be appointed by the ISC members for a fixed term. The ISC may appoint a Vice-Chair to assist the Chair.

Mode of operation of the ISC:

The ISC will meet at least once per year, usually concurrently with the “Extended team meeting” of PIM. Members may also be asked to convene virtually to provide input on selected materials conveyed to them.

As much as possible, decisions of the ISC will be reached by consensus. In the absence of a consensus, the Chair may put a proposal to a vote. Decisions are made by a majority vote of members in attendance provided there is a quorum (defined as 50% or more members). Each member has one vote. Electronic votes are possible.

The Chair will report annually to the DG of the Lead Center, including any recommendations in areas 1-7 above. The PMU will provide a management response to the recommendations. Based on this report and the management response, the DG and the ISC member who is concurrently a member of the Board of the Lead Center will report to the Board of the Lead Center annually on the progress of the program to seek endorsement of the report.

Conflict of interest:

Each ISC member will annually disclose any potential conflicts of interest. Each ISC member will disclose to the ISC Chair the material facts of any proposed transaction of PIM in which the ISC member has an involvement, interest, or relationship, either directly or indirectly. An ISC member shall be "indirectly" involved if another party to the transaction is related to the ISC member or is an entity in which the ISC member has a financial interest, an employment or consulting relationship, or of which the ISC member is an officer, director, or partial owner/co-owner. ISC members will recuse themselves from any decisions in which they have a conflict of interest.

TORs for Flagship and Cluster Leaders

Flagship Leaders

- *Leadership, management, and coordination*
 - In collaboration with the PMU, lead process to define strategic directions for the flagship, and communicate them clearly to PIM teams and partners.
 - Provide technical expertise and guidance to flagship teams.
 - Monitor progress of research and expenditures under the flagship, and alert the PMU to any issues that require attention; take part in assessment of the performance of activities under the flagship.
 - Ensure coordination of work within the flagship.
 - Ensure coherence between the Windows 1-2-funded activities and the Window 3-bilaterally-funded portfolio at flagship level, and contribute to the decisions of mapping Window 3/bilateral projects to the flagship.
 - Assist the PIM Director in coordinating implementation of PIM across flagships and CRPs and with external partners (including as part of CGIAR countries of collaboration's processes).
 - Serve on the PIM Management Committee.
 - Appoint a part-time flagship-level support staff to assist the Flagship Leader with formulation of annual work plans, tracking of deliverables, reporting, organization of meetings, and other coordination and administrative duties linked to the Flagship Leader's function.

- *Monitoring, Evaluation, and Learning; planning and reporting*
 - Work with the MC, ISC, Cluster Leaders, principal investigators, and PMU to ensure translation of strategic directions into work plans and budgets.
 - Work with the PMU to elaborate and update PIM's impact pathways and theories of change for the flagship.
 - Participate in M&E and impact assessment activities as needed.
 - Contribute to timely reporting on the flagship (including Windows 1-2 and Window 3/bilateral activities), and convey information to the PMU according to the established deadlines.
 - Work with the PMU to track outcomes and impact from the flagship's work, produce an annual flagship-level assessment of progress towards outcomes, and work with the PMU to disseminate outcome/impact stories in various outlets (reports, brochures, websites, workshops...)
 - Provide flagship-level information for various PIM documents targeted at the Consortium, donors, or the Lead Center (e.g., Plan of Work and Budget, annual report, IFPRI's Business Plan, answers to donor-specific requests...)
 - Perform the tasks assigned to the Flagship Leader's profile in the "Managing Agricultural Research for Learning and Outcomes" (MARLO) online platform.
 - Contribute to implementation of the recommendations of the PIM external evaluations/audits.

- *Research quality*
 - Review the main flagship research outputs for relevance and quality.
 - Develop a publications plan at flagship level to ensure production of high-quality publications (articles in ISI journals, books).

- *Partnerships and resource mobilization*
 - Develop and maintain strong research, implementation, and outreach partnerships, both within and outside CGIAR.
 - Contribute to raising funds through securing Window 3/bilateral projects complementary with the flagship's Windows 1-2 portfolio.
- *Outreach*
 - Manage the process of developing Flagship Products (i.e. synthesis products designed to package coherent aggregative messages from each flagship, to be used for communicating the results of PIM to implementers and supporters).
 - Coordinate with the PMU, Cluster Leaders, and principal investigators to ensure that flagship outputs (both funded through Windows 1-2 and through Window 3/bilateral funds) include the appropriate PIM branding and/or acknowledgment in compliance with the PIM Branding Guidelines.
 - Develop an annual plan for communications at the flagship level, and appoint a staff member responsible for liaising with the PMU on flagship-level communications.
 - Represent PIM and promote PIM's work in workshops and events.
- *Cross-cutting*
 - Work with the Leader of Flagship 6 (gender) and the Coordinator of the Gender Platform to facilitate achievement of gender outcomes through the activities of the flagship.
 - Participate in meetings of the PIM "extended team" (Flagship/Cluster Leaders, flagship managers, Management Committee) and ad hoc meetings convened by the PMU.

Cluster Leaders

Cluster leaders contribute to any or all of the above according to delegated responsibility from the Flagship Leader.

TORs for Gender Platform Coordination function

- *Transition from CGIAR Gender Network activities to CGIAR Collaborative Platform activities*
 - Work with CIAT's Data, Information, Knowledge Group to ensure a smooth transition on matters related to coordination of research and communications and outreach outlined below (the PIM Program Management Unit can play a facilitating role for this).
- *Coordination of research*
 - Lead, maintain, and grow network of CGIAR gender researchers.
 - Assess priorities for gender research across CGIAR, identify the extent to which such priorities are being addressed, and identify gaps.
 - If funding allows, commission research on priority topics identified.
 - Foster adherence to minimum standards for sex-disaggregated data collection through sharing information and supporting capacity development. Activities will include facilitating access to and exchange of expertise and materials across programs; and maintaining [Gender and Agriculture Data Navigator](#).
 - Convene annual scientific conference resulting in publication(s) – this includes logistics and administration, facilitation, and proceedings.
- *Capacity development*
 - Develop and promote gender methodologies, frameworks, guidelines, and tools.
 - Convene annual workshop focused on methods and capacity development – this includes logistics and administration, facilitation, and proceedings.
 - If funding allows, convene “write-shops” and engage in other mentoring activities for junior researchers.
- *Communications and outreach*
 - Host and manage platform website, drawing on existing [CGIAR gender website](#); liaise with CIAT to handle migration of the contents of the CGIAR gender website to the new website.
 - Manage [Engendering Data blog, and migrate current blog from PIM website to new website](#).
 - Issue newsletter (at least 4 issues per year).
 - Convene monthly webinars.
 - If funding allows, develop a social media presence.
- *Monitoring, Evaluation, and Learning*
 - Provide guidance on common approaches to gender-responsive M&E and measurement of gender dimensions of development outcomes.
 - Develop a performance assessment framework for the platform and monitor performance.
 - Provide information to PIM/CGIAR evaluators.

- *Partnerships and resource mobilization*
 - Foster and catalyze strategic partnerships on gender and capacity strengthening within and outside CGIAR.
 - Work with PIM management to raise Window 3/bilateral funds to enhance the platform's activities.

- *Coordination with PIM management and teams and advisory bodies*
 - Keep the PIM Program Management Unit regularly informed about the work of the Platform.
 - Serve on the PIM Management Committee.
 - Participate in meetings of the PIM "extended team" (Flagship/Cluster Leaders, flagship managers, Management Committee) and ad hoc meetings convened by PIM Program Management Unit.
 - Liaise with the Leader of PIM's Flagship 6 "Cross-cutting gender research and coordination" on flagship-level coordination, planning, and reporting; provide PIM Program Management Unit with information required for PIM's reporting to CGIAR and donors.
 - Participate in setting up, and regularly interact with the Gender Platform's advisory committee.
 - Liaise with PIM's Communications Specialist to ensure coordination between PIM-level and platform-level outreach (e.g., on issues related to branding, events, social media, etc.)

TORs for flagship management support function (flagship managers)

- Attend meetings of the PIM “extended team” (Flagship/Cluster Leaders, flagship managers, Management Committee) and selected PIM Management Committee meetings.
- *Work planning*
 - Under leadership of Flagship Leader and Cluster Leader(s), organize remote and face-to-face meetings to ensure coordination of work at flagship and/or cluster level.
 - Assist FLs/CLs with development of portfolio of work and formulation and submission to the PMU of annual work plans and budgets.
 - Keep track of flagship/cluster’s portfolio, including consultation with the PMU on mapping of Window 3/bilateral projects to the flagship/clusters.
- *Monitoring, Evaluation, and Learning; reporting*
 - Liaise with IFPRI Divisions, Participating Centers, and external managing partners to obtain information required for PIM reporting and monitoring purposes, including tracking deliverables and outcomes; assist FLs/CLs in ensuring timely reporting to the PMU.
 - Perform assigned tasks in the “Managing Agricultural Research for Learning and Outcomes” (MARLO) M&E online platform.
 - Liaise with colleagues in charge of finance to monitor expenditures.
 - Support application of the PIM Branding and Acknowledgment Guidelines; manage the list of flagship publications and coordinate with the PMU to ensure that the publications are in the repositories and properly “tagged” to PIM.
 - Identify potential outcome stories and work with PIM Communications Specialist to develop them.

TORs for Program Management Unit

- *Management and coordination*
 - Organize meetings of the PIM MC, ISC, and “extended team” (Flagship/Cluster Leaders, flagship managers, Management Committee).
 - Foster collaboration between PIM flagships and with other CRPs.
 - Coordinate cross-cutting plans and activities (e.g. capacity building, youth...)
 - Coordinate efforts related to CGIAR countries of collaboration.

- *Planning and reporting*
 - Contribute to developing, review, and approve the program’s portfolio and work plans.
 - Maintain a list of the bilateral/W3 components mapped to PIM.
 - Liaise with IFPRI’s Finance unit to develop and manage the PIM budget.
 - Develop contracts and agreements with CGIAR bodies and participating partners.
 - Report to the CGIAR System Office, donors, and the Lead Center on PIM’s plans and achievements.
 - Keep the PIM “extended team” informed about administrative requirements and timelines.
 - Develop and maintain an online planning and reporting tool (“Managing Agricultural Research for Learning and Outcomes” (MARLO)), and provide training and backstopping to users.

- *Monitoring, Evaluation, and Learning*
 - Design and ensure implementation of the program’s Monitoring, Evaluation, and Learning (MEL) framework.
 - Support Flagship/Cluster Leaders and principal investigators in developing and revising theories of change.
 - Propose topics for and coordinate impact assessments, external evaluations and audits.
 - Participate in the CGIAR MEL Community of Practice to develop common indicators and methods.

- *Communications and outreach*
 - Represent the program at events and meetings.
 - Maintain strong relationships and develop new relationships with donors; support bilateral/W3 resource mobilization of Participating Centers.
 - Manage the program’s communications strategy (described in the PIM Phase 2 proposal), and provide support to PIM teams for implementation.