

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

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Independent Steering Committee (ISC)

IFPRI, as Lead Center of the CGIAR Research Program (CRP) on Policies, Institutions, and Markets (PIM), has overall fiduciary and operational responsibility for the implementation of PIM. Thus, the Board of Trustees and Director General (DG) of IFPRI are accountable for the overall execution of the program and effective engagement with the different partners in PIM, and responsible for compliance with the CGIAR CRP-related requirements. More specifically, the role of the IFPRI Board of Trustees is to focus on program governance, while the role of the IFPRI DG is to focus on program management.

In 2017, the PIM Science and Policy Advisory Panel (PIM's advisory body for the period 2012-2016) evolved into the Independent Steering Committee (ISC). While the governance responsibility for PIM rests with the IFPRI Board of Trustees, the ISC provides independent recommendations to the IFPRI Board of Trustees on scientific and strategic issues in PIM, such as strategic directions and priorities, programming, budgeting and performance.

Terms of reference

- Provide advice and guidance to the PMU and MC on the strategic directions of the program (and especially on how research questions can be best aligned with the major current trends and issues), areas of focus within the flagships, and partnerships for implementation.
- Review and provide advice on the program's annual planning and budgeting documents.
- 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.
- Review program delivery and the program's evaluation plan for relevance and impact, and provide advice for improvement.
- Review quality of science (processes and the results of their implementation) and advise on any areas of weakness. Advise on needs for external review as appropriate.
- Review draft versions of the program's key "glossy" documents (briefs, annual "glossy" reports, etc.) and provide advice on how to make them more compelling to enhance the visibility of the program.
- Support program management in promoting the program to partners and donors. Suggestions on how to fulfill this role of "Champion" for the program include: write blog posts for the PIM website; share information about the program (such as announcements of program webinars, quarterly newsletters, and other important updates) inside the ISC members' organizations; and promote the program through social media channels (Twitter, LinkedIn, etc). Provide inputs to the Lead Center DG for the annual performance appraisal of the Program Director.
- Attend (in person) the PIM annual "extended team" meeting.
- Meet virtually as recommended by the ISC Chair or the Program Director.
- Attend annual meetings of the PIM flagships (virtually or in person), as possible.
- Provide annual recommendations to program management and assess the relevance of program management responses to these recommendations.

Appointment

The ISC is 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 MC and partners.

Members of the ISC cannot be staff members of CGIAR. The ISC has 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 is a concurrent member of the Board of the Lead Center. The standard term of a member is 3 years, renewable. The ISC Chair is appointed by the ISC members for a fixed term. The ISC may appoint a Vice-Chair to assist the Chair.

Mode of operation

The ISC meets at least once per year, usually concurrently with the program's "extended team meeting". Members may also be asked to convene virtually by the ISC Chair or the PIM Director to provide input on selected issues.

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 reports annually to the Director General of the Lead Center, including any recommendations in the areas included in the terms of reference above. The PMU provides a management response to the recommendations. Based on this report and the management response, the Director General and the ISC member who is concurrently a member of the Board of the Lead Center 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 must annually disclose any potential conflicts of interest. Each ISC member must 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 is "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 must recuse themselves from any decisions in which they have a conflict of interest.

Management Committee (MC)

Terms of reference

- *Leadership, management and coordination*
 - Approve appointment of Flagship Leaders and Cluster Leaders.
 - Provide guidance for appointing ISC members.
 - Facilitate collaboration across PIM flagships, with other CRPs/Platforms, and with external partners.
 - Provide inputs for and participate in MC and PIM “extended team” meetings.
 - Provide inputs on program management responses to ISC recommendations.
- *Planning and reporting; monitoring, evaluation, and learning; research quality*
 - Assist the Program 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 policies, processes and procedures for program development and management, especially towards meeting the “CGIAR Performance Standards”.
 - Review key program-level documents (annual report, Plan of Work and Budget, etc.)
 - Assist the Program Director in managing monitoring, evaluation, and learning activities, and especially in
 - designing and updating the program’s results framework and theories of change.
 - providing information to PIM evaluators.
 - providing guidance on commissioning of specific evaluations.
- *Communications and outreach; resource mobilization*
 - Represent PIM and promote PIM’s work in workshops and events.
 - In coordination with the Program Director, interact with donors with the objective of assuring that major donors are well informed about the accomplishments of the program.
 - Review the program’s outreach documents for the general public (brochures, highlight reports, etc.) and provide inputs on the program’s webinar series.

Appointment

The MC consists of the Program Director (Chair), the flagship leaders, the Gender Platform Coordinator, and two representatives of partners with strong involvement in the program.

In the cases of co-leadership of a flagship, both leaders are members of the MC, although co-leaders are welcome to have only one representative attend the MC monthly meetings.

Out of the two (non-flagship leader) representatives of partners, one is external to CGIAR and one is from a Participating CGIAR Center. The Participating Center position is an annually rotating position to be filled by a Center representative of a Center with a strong participation in PIM (i.e., with participation in two flagships or more and receiving a significant W1-2 allocation). To fill this position, the Program Director consults with Directors of Research from Centers with strong

participation and nominates a representative for approval by the MC. For the external position, nominations are sought from the other MC members and the MC approves the appointment. There is no term limit for the external position.

Mode of operation

The MC is chaired by the Program Director.

The MC meets once a month virtually, and once a year in person as part of the PIM “extended team” meeting.

As much as possible, decisions of the MC are 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. Urgent decisions may be taken by the MC electronically between meetings, as decided by the Program Director.

Conflict of interest

MC members must disclose to the Chair any potential conflict of interest in a decision, and recuse themselves from any decisions in which they have a conflict of interest.

Program Director

Terms of reference

- Oversee the work and performance of the Program Management Unit (PMU), and be responsible for implementation of the TORs of the PMU.
- Have authority on program management decisions which do not require approval from the ISC or MC. These include, but are not limited to: budget allocation across flagships and within the PMU; carry over of specific allocations; engagement with CRPs, Centers and other partners; implementation of evaluative studies; decisions about communication products and other outreach activities.
- Manage interactions with the ISC.
- Serve as Chair of the MC and chair the meetings of the PIM “extended team”.
- Ensure compliance with CGIAR and donor requirements.
- Ensure that quality assurance processes are developed and implemented.
- Ensure coordination, integration and synthesis of research outputs from the different areas of the program.
- Initiate, foster, and manage relationships with partners (including other CRPs and Platforms, CGIAR Centers, external partners, and donors), and facilitate links between partners and research teams; represent the program at events and meetings.
- Lead and coordinate cross-CRP and cross-Center resource mobilization across the program.
- Engage in dissemination of research results on policies, institutions, and markets targeted to various decision makers.
- Provide guidance to Flagship Leaders and Cluster Leaders on implementation of the program’s procedures and compliance with CGIAR and donor requirements; if agreed with the Flagship/Cluster Leaders’ supervisors, provides informal inputs into the performance assessment of the Flagship/Cluster Leaders.
- If/as agreed with the supervisors of the Flagship Managers, provide informal inputs into the performance assessment of the Flagship Managers (in consultation with the PMU).

Appointment

The Program Director is appointed in accordance with the Lead Center’s hiring procedures.

Performance assessment

The performance of the Program Director is assessed by the Lead Center’s Director General with inputs from the ISC.

Flagship Leaders (FLs) and Cluster Leaders (CLs)

Terms of reference

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 Window 1-2-funded portfolio and the Window 3/bilaterally-funded portfolio at flagship level, and contribute to the decisions of mapping Window 3/bilateral grants to the flagship in accordance with the PIM process for mapping Window 3/bilateral grants.
 - Assist the Program Director in coordinating implementation of PIM across flagships and CRPs/Platforms and with external partners.
 - Serve on the MC.
 - Appoint (subject to validation by the PMU) a part-time flagship-level support staff (Flagship Manager) to assist the Flagship Leader(s), Cluster Leaders and Project Leaders with formulation of annual work plans, tracking of deliverables, reporting, organization of meetings, and other coordination and administrative duties linked to the flagship leadership functions.
 - Nominate Cluster Leaders (for validation by the MC).
 - Communicate the division of responsibilities between Flagship Leader and Cluster Leader to the flagship team and PMU; in the case of co-flagship leadership, communicate the division of responsibilities between Flagship co-Leaders to the flagship team and PMU.
 - Jointly with Cluster Leaders, select Project Leaders.
 - If/as agreed with the supervisors of the Project Leaders, provide informal inputs into the performance assessment of the Project Leaders.
 - With support from the Flagship Manager, organize remote/face-to-face meetings at least once a year to ensure coordination of work at flagship/cluster level and inform the PMU about these meetings as early as possible so that the ISC members can be invited.
 - Provide inputs for and participate in meetings of the PIM “extended team” and ad hoc meetings convened by the PMU.

- *Planning and reporting; monitoring, evaluation, and learning; research quality*
 - Work with the Cluster Leaders, Flagship Manager, Project Leaders, and PMU to ensure translation of strategic directions into work plans and budgets.
 - Work with the Cluster Leaders, Flagship Manager, Project Leaders, and PMU to elaborate and update PIM’s impact pathways and theories of change for the flagship.
 - Ensure timely reporting on the flagship (including Window 1-2 and Window 3/bilateral portfolio), and convey information to the PMU according to the established deadlines with support from the Flagship Manager.

- Work with the Cluster Leaders, Flagship Manager, Project Leaders, and PMU to assemble evidence on and disseminate outcomes and impact from the flagship's work in accordance with the PIM process for harvesting, documenting, and promoting outcomes.
 - Participate in monitoring and evaluation and impact assessment activities as needed.
 - Provide flagship-level information for various PIM documents for the CGIAR System Office, 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 and Independent Steering Committee.
 - Review the main research outputs of the flagship for relevance and quality.
 - Develop a publication plan at flagship level to ensure production of high-quality publications (articles in ISI journals, books).
 - Work with the leadership of Flagship 6 (gender) to facilitate achievement of gender outcomes through the activities of the flagship.
 - Contribute to implementation of the CGIAR open access/open data policy for the outputs of the flagship.
 - Work with the PMU and the rest of the PIM team towards implementation of the "CGIAR Performance Standards".
 - Contribute to implementation of the program's financial management policy.
- *Communications and outreach; resource mobilization*
- Manage the process of developing synthesis products designed to package aggregative messages from a flagship, to be used for communicating the results of PIM to implementers and funders.
 - Ensure that all outputs of the flagship comply with the PIM Branding and Acknowledgment Guidelines.
 - Represent PIM and promote PIM's work in workshops and events.
 - With support from the Flagship Manager, provide relevant flagship updates as needed for the program newsletter and other program communications.
 - Ensure that the flagship's work is well represented in the program's webinar series.
 - Contribute to raising funds through securing Window 3/bilateral grants complementary with the flagship's Window 1-2 portfolio.
 - Develop and maintain strong research, implementation, and outreach partnerships, both within and outside CGIAR.

Cluster Leaders

Cluster Leaders contribute to any or all of the above (except for nomination of Cluster Leaders) according to delegated responsibility from the Flagship Leader(s).

Appointment

The following principles apply for the selection of Flagship Leaders and Cluster Leaders:

- The selection process needs to be transparent and equitable.

- Selected leaders should have excellent qualifications according to the terms of reference for the positions.
- Researchers from participating CGIAR Centers and external partners are eligible for the positions.
- It is recommended that Flagship Leaders establish Cluster Leaders; however, leadership arrangements may differ according to the needs of the various flagships and, especially for small flagships, Flagship Leaders may propose a different approach to the MC.
- Co-leadership of a flagship or cluster is welcome.

At the beginning of Phase 2 of the program (2017-2022), the process for appointing Flagship Leaders was as follows: nominations were sought from the MC, the extended team, and the PIM 2015-2016 Principal Investigators; a selection committee reviewed the nominations and proposed Flagship Leaders; the Director General of the Lead Center and the Science and Policy Advisory Panel (former version of the ISC) approved the appointment of the Flagship Leaders.

As of 2019, the process for replacing Flagship Leaders is as follows: nominations are sought by the outgoing Flagship Leader from the flagship team (Cluster Leaders, Flagship Manager, Project Leaders, Principal Investigators). The flagship leadership team (outgoing Flagship Leader and Cluster Leaders) agree on a proposed Flagship Leader and share the proposal with the PMU. The MC approves the appointment of the Flagship Leader.

The process for appointing Cluster Leaders is as follows: Flagship Leaders propose Cluster Leaders for their flagship, and the MC approves the appointment of the Cluster Leaders.

If changes affect both the Flagship Leader's and Cluster Leaders' positions at the same time, the flagship leadership team shares a proposal for the new composition of the leadership team with the PMU. The proposal should explain the process used to select the new Flagship Leader(s) and Cluster Leaders. The MC approves the new composition of the leadership team (Flagship Leader(s) and Cluster Leaders).

Resources for flagship leadership are assigned by the PMU at the flagship level, to be used by the leadership team (including Cluster Leaders). The flagship leadership decides how the available resources are distributed between Flagship Leader(s) and Cluster Leaders.

Performance assessment

If/as agreed with the supervisors of the Flagship/Cluster Leaders, the Program Director provides informal inputs into the performance assessment of the Flagship/Cluster Leaders.

Gender Platform Coordination function

Terms of reference

- *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.
 - 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
 - Manage [Engendering Data blog](#).
 - 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 and other CGIAR entities 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.)

Appointment

The coordinator is selected through a nomination process across CGIAR followed by a selection process led by the Program Director. In the absence of nominations, the Program Director will seek nominations of external candidates and lead a selection process among qualified candidates.

Performance assessment

The Program Director provides inputs to the Gender Platform’s host organization about the performance of the coordinator.

Project Leaders

Note about the term “Project”: A project is a body of research to which corresponds a set of outputs. Each research project belongs to a flagship (major structural component of the program), and a cluster (smaller aggregation unit within a flagship). Each project is funded through a collection of Window 1-2, Window 3, and bilateral funds. Project Leaders lead projects as defined above.

Terms of reference

- *Leadership, management, and coordination*
 - Identify strategic directions and programmatic priorities at project level.
 - Ensure coordination of work within the project.
 - Ensure coherence between the Window 1-2-funded portfolio and the Window 3/bilaterally-funded portfolio at project level; contribute to the decisions related to mapping Window 3/bilateral grants to the project in accordance with the PIM process for mapping Window 3/bilateral grants.
 - Provide technical expertise and guidance to project teams.
 - Monitor progress of research and expenditures under the project and alert the Flagship/Cluster Leader(s) to any issues that require attention; take part in assessment of the performance of activities under the project.
 - Participate in remote/face-to-face meetings organized by Flagship/Cluster Leaders to ensure coordination of work at flagship and/or cluster level.
 - Participate in meetings of the PIM “extended team” and ad hoc meetings convened by the PMU.

- *Planning and reporting; monitoring, evaluation, and learning; research quality*
 - Work with Flagship/Cluster Leaders, Flagship Managers, Principal Investigators, and PMU to ensure translation of strategic directions into detailed project-level work plans and budgets.
 - Contribute to elaborating and updating PIM’s impact pathways and theories of change by providing information about the project’s planned and realized outcomes.
 - Contribute to timely reporting on the project (including Window 1-2 and Window 3/bilateral portfolio), and convey information to the Flagship/Cluster Leaders and/or Flagship Managers according to the established deadlines.
 - Work with the Flagship/Cluster Leaders, Flagship Managers, and PMU to track and disseminate outcomes and impact from the project’s work in accordance with the PIM process for harvesting, documenting, and promoting outcomes.
 - Work with the Flagship Managers to update the “Managing Agricultural Research for Learning and Outcomes” (MARLO) online platform.
 - Contribute to implementation of the recommendations of the PIM external evaluations/audits and Independent Steering Committee.
 - Participate in monitoring and evaluation and impact assessment activities as needed.
 - Review the main research outputs of the project for relevance and quality.
 - Develop a publication plan at project level to ensure production of high-quality publications (especially articles in ISI journals).

- Work with the leadership of Flagship 6 (gender) to facilitate achievement of gender outcomes through the activities of the project and implement the recommendations of the Flagship 6 team about methods for gender research.
 - Contribute to implementation of the CGIAR open access/open data policy for the outputs of the project.
 - Work with the PMU and the rest of the PIM team towards implementation of the “CGIAR Performance Standards”.
 - Contribute to implementation of the program’s financial management policy.
- *Communications and outreach; resource mobilization*
- Coordinate with the PMU, Flagship managers, and Principal Investigators to ensure that the project outputs (both funded through Window 1-2 and through Window 3/bilateral funds) include the appropriate PIM branding and/or acknowledgment in compliance with the PIM Branding and Acknowledgment Guidelines.
 - Provide relevant project updates as needed for the PIM newsletter and other PIM communications.

Appointment

Project Leaders are appointed by Flagship Leaders. This responsibility can be delegated by Flagship Leaders to Cluster Leaders. Flagship/Cluster Leaders must inform the PMU of any change in project leadership.

Performance assessment

If/as agreed with the supervisors of the Project Leaders, the Cluster/Flagship Leaders provide informal inputs into the performance assessment of the Project Leaders.

Flagship Managers (FM)s

Terms of reference

- *Leadership, management, and coordination*
 - Facilitate the coordination between the PMU, Flagship/Cluster/Project Leaders and PIs in all PIM-related matters.
 - Assist the Flagship Leader(s) and Cluster Leaders in organizing remote/face-to-face meetings at least once a year to ensure coordination of work at flagship/cluster level and informing the PMU about these meetings as early as possible so that the ISC members can be invited.
 - Participate in meetings of the PIM “extended team” and ad hoc meetings convened by the PMU.

- *Planning and reporting; monitoring, evaluation, and learning; research quality*
 - Assist Flagship/Cluster Leaders and Project Leaders with development of portfolio of work and formulation and submission to the PMU of annual work plans and budgets.
 - Keep track of the flagship/clusters’ portfolio, including mapping of Window 3/bilateral grants to the flagship/clusters/projects in accordance with the PIM process for mapping Window 3/bilateral grants.
 - Liaise with Project Leaders and Principal Investigators to obtain the information required for the program’s reporting and monitoring, including tracking deliverables; assist Flagship/Cluster Leaders in ensuring timely reporting to the PMU.
 - Assist the Flagship/Cluster Leaders, Project Leaders, Principal Investigators, and PMU to assemble evidence on and disseminate outcomes and impact from the flagship’s work in accordance with the PIM process for harvesting, documenting, and promoting outcomes.
 - Perform assigned tasks in the “Managing Agricultural Research for Learning and Outcomes” (MARLO) online platform, including entering detailed project-level information as part of the planning and reporting cycles; provide user feedback to the PMU about MARLO.
 - Work with the PMU and the rest of the PIM team towards implementation of the “CGIAR Performance Standards”.
 - Assist the flagship leadership with implementation of the program’s financial management policy.

- *Communications and outreach; resource mobilization*
 - 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 relevant repositories and properly “tagged” to PIM.
 - Assist the flagship leadership in providing relevant flagship updates as needed for the program newsletter and other program communications.

- *Other tasks*
 - Oversee and liaise with administrative staff about travel arrangements and management of contracts of non-CGIAR flagship/cluster leaders related to PIM matters (if applicable)

Appointment

Flagship Managers are nominated by Flagship Leaders and the appointment of Flagship Managers is approved by the PMU.

Performance assessment

If/as agreed with the supervisors of the Flagship Managers, the Program Director, in consultation with the PMU, provides informal inputs into the performance assessment of the Flagship Managers.

Program Management Unit (PMU)

Terms of reference

- *Leadership, management and coordination*
 - Organize meetings of the MC, ISC, and “extended team”.
 - Develop and implement program management responses to the ISC recommendations.
 - Foster collaboration between PIM flagships and with other CRPs/Platforms and partners.
 - Ensure adequate interactions between the Lead Center and the participating Centers through the Center Representative function.
 - Coordinate the program’s cross-cutting plans and activities (e.g. capacity building, country collaboration...)
 - Approve appointment of and provide guidance and support to Flagship Managers.

- *Planning and reporting; monitoring, evaluation, and learning; research quality*
 - Lead the development of multi-year proposals for program development and revisions in accordance with CGIAR guidelines.
 - Lead prioritization of research topics at program level.
 - Contribute to developing, review, and approve the program’s annual portfolio and work plans (including the bilateral/W3 portfolio in accordance with the PIM process for mapping Window 3/bilateral grants).
 - Develop and manage the program’s budget in coordination with IFPRI’s Finance unit.
 - Set up policies, processes and procedures for program development and management, especially towards meeting the “CGIAR Performance Standards”.
 - Review selected outputs of the program for relevance and quality.
 - Develop contracts and agreements with CGIAR bodies and participating partners.
 - Report to the CGIAR System Office, donors, and the Lead Center on the program’s plans and achievements. Keep the PIM “extended team” informed about administrative requirements and timelines.
 - Develop and improve the online planning and reporting tool “Managing Agricultural Research for Learning and Outcomes” (MARLO), and provide training and backstopping to users.
 - Design and ensure implementation of the program’s monitoring, evaluation, and learning framework.
 - Support Flagship Leaders, Cluster Leaders and Project Leaders in developing and revising the program’s theories of change.
 - Propose topics for and coordinate impact assessments, external evaluations and audits.
 - Participate in the CGIAR Monitoring, Evaluation and Learning Community of Practice to develop common indicators, methods and reporting templates.

- *Communications and outreach; resource mobilization*
 - Represent the program at events and meetings.
 - Organize/support annual events geared towards CGIAR social scientists

- 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 its implementation.

Appointment

Members of the PMU are appointed in accordance with the Lead Center's hiring procedures.

Performance assessment

The performance of the members of the PMU is assessed by the Program Director, who can seek inputs from other members of the PIM team.

Center representatives

Terms of reference

- Keep the Center (DDG-R, relevant program leaders and researchers) informed of opportunities to contribute to PIM, expectations about the Center's delivery, and commitments to provide planning and reporting information in a timely fashion.
- Facilitate interactions between PIM flagship managers and Center's PIs as needed to allow development of Center's annual work plans under PIM, and facilitate review and signature processes for Program Participant Agreements (PPAs) and PPA amendments.
- Assist the Center (DDG-R, relevant program leaders and researchers) in conveying to the IFPRI PMU information about the Center's bilateral/W3 grants that are being requested to be mapped to PIM, and liaise with the Center's finance team and PMU to ensure alignment of records on bilateral/W3 grants as per the PIM mapping process
- Assist in identifying synergies and complementarities between research activities as well as funding opportunities between PIM and other CRPs.
- Support application of the PIM Branding and Acknowledgment Guidelines by reminding colleagues about the need to use the PIM branding and assisting with the "harvesting" of PIM deliverables.
- Provide updates and encourage other Center researchers to submit information on the Center's contributions to PIM for the annual report, PIM newsletter and other communications.
- Attend the PIM extended team meetings (usually held once a year) as needed.
- Contribute to PIM management committee monthly audiomeetings as needed and ensure that relevant meeting outcomes are communicated within the Center.

Appointment

Qualifications for the role of Center representative include research expertise within at least one of the PIM areas of work coupled with an ability to represent the work of the whole Center. Center program leaders are good candidates to serve as Center representatives.

Center representatives are nominated by their Center's DDGs-Research. A discussion can take place between the Program Director and the Center's DDG-Research to ensure that the nominated individual is qualified to fill in the role.

Acronyms

CL: PIM Cluster Leader
DDG-R: Centers' Deputy Director General for Research
DG: Director General
FL: PIM Flagship Leader
ISC: PIM Independent Steering Committee
MC: PIM Management Committee
PI: Principal Investigator
PMU: PIM Program Management Unit