

CGIAR Program on Forests, Trees and Agroforestry (FTA)

Terms of reference for Flagship Program Leaders Rules of engagement between FP leaders, their employer and FTA, and Selection procedure for FP leaders

Approved by the Independent Steering Committee of FTA

14 November 2017

(I) Terms of reference

In close collaboration with the Flagship team, the other Flagship leaders and the FTA Director, the Flagship Leader is responsible, in the area of its flagship, for:

1. Scientific leadership.
2. Flagship program research management: work planning, animation, execution and reporting.
3. Delivering on the flagship program's outcomes.
4. Ensuring the compliance with FTA branding within the FP

Scientific leadership

- Provides scientific, conceptual and methodological leadership for the research undertaken in the FP.
- Proposes the research strategy of the FP, and its adaptation to the evolving context.
- Contributes to CRP-level coordination and integration, liaising with other FPs and CCT as necessary.
- Ensures internal and external communication on FP activities, in order to increase the strength of FTA partnerships, to contribute to outreach and to fundraising.
- Seeks and promotes collaboration with other FPs and other CRPs, as relevant.
- Initiates and stimulates the development of collective fundraising initiatives.
- Promotes proposal development, encourages partnerships to develop the FP and more broadly FTA.
- Additionally, the FP Leader will be asked to provide input to the evaluation of performance of CCT and organize performance evaluation of CoA Leads within the FP, informing the FTA Director and MSU.

Research management: work planning and budgeting, animation, execution and reporting

- Provides FP inputs to the FTA priority-setting mechanism.
- Requests, coordinates and assembles FP participants inputs and contributions to the work planning, budgeting, execution and reporting cycle. It should be done in an inclusive manner, ensuring all strategic partners and scientific teams of the FP are involved in the process.
- Informs the FTA Director about the development of new bilateral projects in the FP, including those developed by other strategic partners and proposes these for inclusion in FTA's research portfolio as per the FTA bilateral project vetting/mapping process.

- Ensures that adequate project information for all of the domain of the FP is entered into the FTA programme management system (MARLO in 2018), including traffic-light reporting, in a complete and timely manner.
- Provides consolidated reports as requested by the CRP Director, respecting the deadlines.
- Participates in MT meetings on regular basis, providing comments on the background meeting documents.
- Responds to FTA Director/MSU queries in a timely manner.
- Acts as focal point of communication between the MSU and the entire scientific team of the FP, ensuring all strategic partners are involved.

Delivery on the flagship program's outcomes

- Provides technical backstopping to, and oversees cluster of activity leaders and project investigators to ensure ex-ante and ex-post quality of research proposals and products, and delivery of outputs and outcomes in the FP.
- Monitors and reports on progress on outputs, outcomes and impact pathways in a timely manner and in consultation with the Monitoring, Evaluation and Impact Assessment team.

Ensuring the compliance with FTA branding all across the FP

- Ensures FTA branding guidelines are respected within the entire FP (this includes guidelines for publications, presentations and outreach to email signatures, etc.).
- Contributes with content for the FTA website (blogs, articles, etc.).
- Informs the MSU and the Communication and Editorial Coordinator about the communication, outreach and engagement plans and activities, including events, publications, blogs, videos, etc., throughout the year as they arise, are developed and planned, with sufficient advance notice to ensure efficient coordination, provision of support and alignment with Program goals and outcomes, and with partners and other stakeholders.

Required qualifications

- At least 10 years of experience in the areas of FTA, covering for part upstream research and downstream engagement.
- Track record and capacity for strategic forward thinking, and coherent, focused ability for putting together research programs.
- Recognized competence in relevant scientific disciplines and familiarity with policy and practice in the areas of the FP.
- Ability to work efficiently and with a track record of delivering on time.
- Track record for delivering high value outputs (analyses, products, presentations) and outcomes (research and engagement that results in stakeholders changing what they do).
- Excellent interpersonal skills with a proven track record of facilitating participation in collaborative endeavors, and in building partnerships in the research to development continuum.
- Excellent research management record.
- Have a minimum of 50% of his/her time dedicated to research in the CRP.

(II) Rules of engagement

1. Programmatic reporting lines, time engagement

A Flagship leader reports programmatically to the FTA Director for the duties described above and for the proportion of time devoted to the FP. The flagship leader continues to report administratively to his/her employer, even for his/her time devoted to FTA.

A clear reference to the present ToRs needs to be inserted in the ToRs given to the staff by its employer and communicated to the FTA Director.

Incumbents are expected to dedicate at least 25% of their time to their duties as FP leader (three months of full time equivalent per year), and an additional minimum of 50% in research time contributing to the CRP.

2. Performance assessment

The employer is invited to consider the performance of a staff who is an FP leader by inviting the FTA Director to provide her/his input about this performance.

3. Financial support

FTA will cover, if CGIAR resources allow, a flat amount of USD 75k, transferred to the employer of the flagship leader to cover part of the staff time costs of the position and other administrative support, as appropriate. This flat amount is taken from the FP management and support expenditures decided in annual POWBs.

The employer must be prepared to cover the remaining costs of the position, and bear any related financial risks.

Additionally, the partner employing a FP leader must be prepared to pre-finance the position, as program-level resources to cover staff time can be disbursed to the partner only late in a calendar year.

4. Term of appointment

The Flagship leader is appointed for a period of three (3) years. Current FP leads started their mandate on 1 January 2017. If for any reason, the FP leader leaves his/her organization, or resigns, his/her position as FP leader is terminated and FTA Director will launch the call to appoint a new candidate.

At the end of the appointment period, or upon request of one of the parties as necessary and appropriate, a performance evaluation of the incumbent for his/her role as FP leader (separate from the annual performance evaluation conducted by the employer) will take place involving inputs from the employer, the Flagship team members, the Management Team as a basis for extension or reassignment of the appointment.

5. Contractual implications

When a FP leader is appointed, reference to the ToRs and RoE will be made in the Annex 4: Key Personnel (for PPA with CGIAR Centers) or Annex 5: Key Personnel (for PPA with Partners) of the corresponding Program Partnership Agreement (PPA) between the employing center and the Lead Center.

(III) Proposed selection and appointment procedure

The Flagship Leader would be formally appointed by the FTA Director, after a competitive call amongst program participants, and based on a recommendation by the FTA Management Team. In case no consensus is reached by the MT, the decision will be arbitrated by the FTA Director

At the time of application to the position, the candidature shall be sponsored by the participating partner employer of the staff, with an explicit sign-off on the ToRs and RoE stated in a cover letter.

All FTA program participants may propose candidates.