

Evaluation of the Effectiveness of the CFS Reform

The concept note was approved by the Bureau in September 2015 with some minor refinements that were inserted in this revised version which is provided for information.

The concept note outlines the overall scope, timeframe, and key roles associated with conducting an evaluation of CFS effectiveness. The attached version reflects comments received during the Bureau/Advisory Group and Bureau meetings of July and September 2015 and comments from the Evaluation Offices of the Rome-based agencies.

The concept note is intended to provide a broad overview of the evaluation and serve as a basis for developing the terms of reference of the Evaluation Team.

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Concept note

1. Background

1. The Committee on World Food Security (CFS) was set up in 1974 as an intergovernmental body to serve as a forum for review and follow up of food security policies. The CFS went through an extensive reform process in 2009 to enable it to more fully play its role in the area of food security and nutrition. The CFS reform took place in the wake of rising food prices, financial and economic crises, increasing climate variability and extreme weather events that impact livelihoods, coupled with weak governance structures for food security and nutrition, which combined, highlighted the persistent and unacceptable levels of structural poverty and hunger in the world.
2. The vision of CFS, as stated in the CFS Reform Document is that "CFS constitutes the foremost inclusive international and intergovernmental platform for a broad range of committed stakeholders to work together in a coordinated manner and in support of country-led processes towards the elimination of hunger and ensuring food security and nutrition for all human beings. The CFS will strive for a world free from hunger where countries implement the voluntary guidelines for the progressive realization of the right to adequate food in the context of national food security".
3. At its 40th session of October 2013, the Committee on World Food Security (CFS) endorsed the recommendation to *conduct periodic assessments of CFS effectiveness in improving policy frameworks, especially at country level, and in promoting participation of and coherence among stakeholders on food security and nutrition*¹.
4. Contextually, and within the CFS 2014-15 Multi Year Programme of Work (MYPoW), at CFS 40 it was decided to carry out an **"evaluation to assess the effectiveness of the CFS reform from 2009, including progress made towards the overall objective of the Committee and its three outcomes"**².
5. The present concept note describes the purpose, scope, management arrangements and methodology of the evaluation, which will be conducted by an independent Evaluation Team during 2016.

2. Evaluation purpose

6. The purpose of the evaluation is to :
 - a) produce evidence regarding whether CFS, as a multi stakeholder forum, is achieving the **vision** outlined in the Reform Document and its expected outcomes³;
 - b) assess the extent to which CFS is performing its **roles** outlined in the reform document, efficiently and effectively and if so, with what **impact**;
 - c) review the working arrangements, including the multi-year program of work of CFS, in

¹ CFS 2013/40 REPORT - <http://www.fao.org/docrep/meeting/029/mi744e.pdf>

² CFS MYPoW 2014-15

³ CFS roles and objectives, as defined in the Reform Document, were translated into expected outcomes at CFS 40 in the CFS 2014-15 MYPoW.

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order to assess how the decision-making processes and planning may be impacting effectiveness;

- d) propose forward-looking recommendations to enable CFS to respond effectively to emerging FSN challenges, to further strengthen its comparative advantages and to enhance its leadership role in improving global food security and nutrition;
- e) generate learning regarding multi-stakeholder collaboration, to which the CFS represents a possible model to be replicated.

3. Evaluation scope

8. The evaluation is to be comprehensive, external, independent and professional. It will assess the overall relevance, efficiency and effectiveness of CFS. It will cover all CFS Bodies (including the CFS Plenary, the Bureau, the Advisory Group, the High Level Panel of Experts (HLPE) and HLPE Secretariat, and the Joint CFS Secretariat) and their roles as defined in the CFS Reform Document, and other ad hoc bodies such as the Open Ended Working Groups, to assess whether they are effectively contributing to the realization of the desired vision of the Committee.

9. The evaluation should cover the period between the CFS reform of 2009 and 2015 and should address the following areas, with particular emphasis on the multi-stakeholder approach and evidence based decision-making of CFS:

- **Objectives and mandate:** to assess the extent to which CFS is fulfilling its mandate, how efficient it is at doing so, and how the roles outlined in the 2009 Reform Document have been implemented;
- **Working arrangements:** to assess the current process and structure of CFS decision-making and work-streams, their sustainability taking into account financial arrangements and reliance on RBAs and their contribution to CFS's ability to meet its mandate;
- **Inclusiveness & Participation:** to determine how effective CFS is at being inclusive, assessing the quality of the participation and the diversity of voices represented;
- **Relevance:** to assess the extent to which CFS addresses relevant FSN priorities at global, regional and national levels in a timely manner;
- **Promotion of Policy Convergence:** to assess the effectiveness of CFS in promoting policy coherence horizontally (among countries, organizations, stakeholders, etc.) and vertically (from local to global levels and vice versa);
- **Coordination and engagement:** to identify how CFS could improve coordination and establish strategic linkages with relevant actors and institutions, especially at the regional and national levels;
- **Evidence-base:** to assess the extent to which CFS decisions and recommendations are based on evidence, and how effectively the High Level Panel of Experts reports are serving their intended purpose;
- **Communication strategy:** to identify ways to increase CFS outreach, in particular focusing on enhancing the awareness of CFS products and multi-stakeholder model at the regional and national levels;

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- **Delivery:** to assess if CFS is delivering efficiently, taking full account of the views of CFS members and other key stakeholders on the products and services they require and receive, on their quality, their relevance and potential impact⁴;
- **Utilization of CFS products and services:** to assess what factors are contributing or hindering to the utilization of CFS products and services, particularly at the regional and national levels.

9. The evaluation will examine the strengths and weaknesses of CFS, where its comparative advantage lies, how it is adding value, and identify concrete measures for improvement in formulating its findings and recommendations. The evaluation will identify what CFS should prioritize in the future and what CFS should be doing differently, cease or start doing. It will be forward-looking and emphasize recommendations to help CFS to better meet future challenges in the evolving global environment, including new emerging FSN issues and needs, and to position the Committee to build on its strengths and comparative advantages.

4. Management arrangements

Role of the CFS Bureau

10. The CFS Bureau is the commissioning body of the evaluation. The evaluation process will be managed by an Evaluation Manager reporting to the CFS Bureau. The evaluation will be conducted by an independent Evaluation Team. Quality assurance of the evaluation deliverables will be carried out by an Evaluation Quality Assurance Advisor, reporting to the Evaluation Manager. Following the submission of the final evaluation report, the CFS Bureau will be responsible for preparing a response to evaluation findings, after consultation with the CFS Advisory Group and with CFS Secretariat's support. The CFS Bureau and Advisory Group will receive periodic updates throughout the evaluation.

Role of the Evaluation Offices of the Rome Based Agencies

11. The Offices of Evaluation of the Rome Based Agencies (RBA) have supported the CFS Bureau in developing the Terms of Reference (TORs) of the Evaluation Manager and the Evaluation Quality Assurance Advisor, and will provide advice on their recruitment. During the implementation phase, these Offices will provide advice to the Evaluation Manager in addressing issues affecting the independence of the evaluation.

Role of the Evaluation Manager

12. The Evaluation Manager will be responsible for delivering and managing the evaluation within the given budget and timeline to the evaluation standards for impartiality, quality and credibility set by the United Nations Evaluation Group. While recruited and administered by the CFS secretariat, the Evaluation Manager will remain independent from the secretariat in designing, managing and finalizing the evaluation. His/her specific responsibilities require familiarity with the UN financial and administrative rules and procedures. TORs are provided in Annex 1.

Role of the Evaluation Team

13. The Evaluation Team, including a Team Leader and thematic experts, will be responsible for conducting all evaluation work independently, in accordance with the parameters established in the

⁴ CFS products and services resulting from the endorsement of decisions and recommendations belong to the following four categories: 1) CFS Products; 2) CFS Policy Recommendations; 3) Process-related recommendations; and 4) Events.

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TORs. The Evaluation Team functions include: refining the methodological approaches to be followed in conducting the evaluation work in consultation with the Evaluation Manager; defining the evaluation work plan within the agreed TORs, budget and timeframe; ensuring coherence of the evaluation; finalization of the evaluation report, including its findings and recommendations. The Evaluation Team will be responsible for the following deliverables:

- a) Evaluation Inception Report will detail the Evaluation Team understanding of the evaluation TORs, showing how assessment criteria will be addressed with proposed methods, sources of data and data collection procedures. The report will include a workplan and detailed time schedule.
- b) Draft Evaluation Report will be developed in line with the Concept Note.
- c) Final Evaluation Report will not exceed 30 pages. The number of annexes is left open for the Evaluation Manager to decide in consultation with the Evaluation Team. It will include a self-contained Executive Summary.
- d) Presentation of the main findings and recommendations of the evaluation. The Evaluation Team, with support from the Evaluation Manager, will deliver a short and focused presentation of the main findings and recommendations of the Team during a workshop that will take place during the CFS 43 session, mid-October 2016 (format to be determined)⁵.

Role of the CFS Secretariat

14. The CFS Secretariat will provide administrative and logistic support throughout the evaluation process and will play a key role in facilitating access to documents and information.

Role of all CFS Stakeholders

15. All CFS stakeholders will be invited to identify focal points to be contacted by the Evaluation Team. The Evaluation Team will also be encouraged to identify additional contacts in order to gain the most thorough understanding possible within the timeframe.

16. An independent Evaluation Quality Assurance Advisor, reporting to the Evaluation Manager, will support the Evaluation Manager in conducting technical oversight of the evaluation work and deliverables, focusing on the review of the application of the agreed methodology and their adherence to standards of quality and independence. He/she will specifically review the TORs of the Evaluation Team, the Inception Report and the Draft Evaluation Report. TORs are provided in Annex 2.

5. Methodological approach and issues

17. The evaluation will apply the Norms and Standards for Evaluation in the UN System, as approved by the United Nations Evaluation Group (UNEG) in April 2005. The evaluation will adopt a flexible approach. The Evaluation Team will have the independence and degree of flexibility, within the scope of the evaluation TORs and in concurrence with the Evaluation Manager, to define and concentrate on those areas where particular strengths or weaknesses are identified, and to explore in

⁵ The objective of the workshop will be not only to validate the findings but also to deepen stakeholders' understanding of the findings and fine-tune the recommendations.

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greater depth those issues that are considered to be important.

18. The specifics of the evaluation methodology will be proposed by the Evaluation Team. In general terms, the methodology will include the analysis of both primary and secondary information from the following sources:

- Review of CFS Effectiveness Survey findings
- Document review: Focus will be on CFS documents and on relevant global and regional FSN policies, strategies and mechanisms, in order to assess the extent to which CFS policy instruments and guidelines have informed them or are being applied.
- Interviews and/or focus group discussions with key informants: Those will focus on the global, regional and national levels. Key informants will represent all CFS constituency categories and include both CFS "insiders" and "outsiders" (i.e. informants that have not attended CFS sessions or otherwise participated in CFS work). All CFS constituencies will be invited to submit nominees to participate in the interviews and/or focus group discussions.
- A limited number of thematic and or country case studies: Those will serve to deepen the analysis, in order to help better understand the factors influencing CFS effectiveness and efficiency.

19. Within the budget made available for implementing the evaluation, the Evaluation Team is expected to visit at least one CFS Member Country per selected region, in addition to working through other forms of enquiry such as questionnaires and telephone interviews. Priority will be given to countries where regional or sub-regional institutions/entities addressing FSN are based. Regions and countries to be visited will be proposed by the Evaluation Team and agreed to by the Evaluation Manager on the basis of a set of clearly defined criteria to be detailed in the Inception Report. In selecting the countries to be visited, the Evaluation Manager will verify the need for and availability of logistical support from RBA regional and country offices.

20. Evaluation recommendations will be strategic, not overly prescriptive. At the same time, sufficient details will be provided to facilitate the CFS Bureau and the CFS Secretariat to operationalize them.

21. Operationalizing the recommendations is the responsibility of the CFS Bureau. With the support of the CFS secretariat, the Bureau will prepare the Plan of Action to implement the recommendations accepted by the CFS membership.

6. Evaluation timeframe

22. The evaluation process will start as soon as the extra-budgetary resources are committed, tentatively mid-October 2015, after CFS 42⁶. The final Evaluation Report is expected to be submitted to the CFS Bureau end of November 2016. The main activities of the evaluation are presented in the table below.

⁶ Subject to extra-budgetary funding being committed by end of September 2015.

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Activity	Responsibility	Timeframe
Selection and recruitment of the Evaluation Manager and the Evaluation Quality Assurance Advisor	CFS Bureau , in consultation with the AG (with technical support from the RBA Offices of Evaluation and administrative support from the CFS Secretariat)	End of Nov 2015
Development of the TORs for the Evaluation Team	Evaluation Manager (in consultation with the CFS Bureau/AG)	Mid-Dec 2015
Quality assurance review of Evaluation TORs	Quality Assurance Advisor	End of Dec 2015
Selection and recruitment of the independent Evaluation Team	Evaluation Manager (in consultation with the CFS Bureau/AG and with the administrative support of the CFS Secretariat)	End of Jan 2016
Submission of the draft Inception Report to the Evaluation Manager and Quality Assurance Advisor	Evaluation Team	End of Feb 2016
Submission of the draft Inception Report to the CFS Bureau and AG after quality assurance, before starting the evaluation	Evaluation Manager and Quality Assurance Advisor (may also involve revisions of the report by the Evaluation Team)	Mid-March 2016
Submission of the zero draft Evaluation Report to the Evaluation Manager for quality control and Quality Assurance Advisor for initial review	Evaluation Team	July 2016
Submission of the first draft of the Evaluation Report to the CFS Bureau and AG, the CFS secretariat and all major stakeholders who have provided information	Evaluation Manager, with support from the Evaluation Team and the Quality Assurance Advisor as necessary	End of July 2016
Comments are provided to the Evaluation Team	CFS Bureau and AG, CFS secretariat and all major stakeholders	Mid-September 2016
Submission of the second draft of the Evaluation Report to the Evaluation Manager and Quality Assurance Advisor for the final quality control (taking into account comments provided by the stakeholders)	Evaluation Team	End of September 2016
Presentation of the preliminary findings and recommendations during the CFS 43 week (format of the workshop to be determined)	Evaluation Team (with support from the Evaluation Manager)	Mid-October 2016
Finalization of the Evaluation Report, incorporating comments from workshop participants, and translation	Evaluation Manager, with support from the Evaluation Team as necessary	End of November 2016
Preparation of the Plan of Action to implement the accepted recommendations	CFS Bureau and AG, with support from the Secretariat	January 2017

7. Cost

23. The estimated cost for the evaluation is USD 398,500. This is a preliminary estimate, based on the market price of a team of three experienced independent evaluators undertaking work over a

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period of several months and travelling in all regions, and the estimated cost for the recruitment of an Evaluation Manager and an Quality Assurance Advisor. The team composition and the selection criteria will be decided by the Evaluation Manager. The estimated costs are detailed in the table below.

Item	Comments	Cost (USD)
Evaluation Manager	International consultant, 120 days between November 2015 and November 2016	72,000
Quality Assurance Advisor	International consultant responsible for conducting home based quality assurance review of the evaluation deliverables for 10 days	5,000
Evaluation Team	Team comprised of one Team Leader working for 100 days between February and November 2015, two Thematic Experts (international consultants) working for 70 days and one Research Assistant working for 50 days	133,000
Travels/DSA	The Evaluation Manager and the Team Leader will conduct 3 missions to Rome and the two international experts will conduct 2 missions to Rome. The Team Leader and the two Thematic Experts will conduct 5 missions to selected countries/regions.	81,000
Translation cost	The translation cost is estimated based on a report of about 70 pages to be translated into CFS official languages	107,500
Total		398,500

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Annex 1 - DRAFT Terms of Reference Evaluation Manager for the Evaluation of the CFS Reform

Background

1. The Committee on World Food Security (CFS) was set up in 1974 as an intergovernmental body to serve as a forum for review and follow up of food security policies. In 2009, CFS went through an extensive reform process to enable it to more fully play its role in the area of food security and nutrition. The CFS Reform envisioned that *"CFS constitutes the foremost inclusive international and intergovernmental platform for a broad range of stakeholders to work together in a coordinated manner towards the elimination of hunger and ensuring food security and nutrition for all human beings. The CFS will strive for a world free from hunger where countries implement the voluntary guidelines for the progressive realization of the right to adequate food in the context of national food security"*.
2. In 2013, CFS underlined the need to use monitoring and evaluation to improve its work, and agreed to conduct *periodic assessments of CFS effectiveness in improving policy frameworks, especially at country level, and in promoting participation of and coherence among stakeholders on food security and nutrition*. Specifically, CFS recommended *carrying out a baseline survey to assess the current situation as the base of assessing progress*. Further, CFS included in its Multi Year Programme of Work for 2014-15, an *"evaluation to assess the effectiveness of the CFS reform from 2009, including progress made towards the overall objective of the Committee and its three outcomes."* The CFS Bureau, the executive arm of CFS comprising 12 member countries, is commissioning this evaluation to an independent Evaluation Team.
3. The evaluation is intended to serve two primary and complementary purposes, namely:
 - a) To generate evidence from the global, regional and national levels that would lead to recommendations to help improve CFS effectiveness, and;
 - b) To assess the extent to which CFS promotes/influences improved policy frameworks on food security and nutrition issues, at global, regional and national levels.

In addition, the evaluation is expected to generate learning for the UN system, where different entities and actors are exploring ways to develop a multi-stakeholder approach, to which CFS represents a possible model.

4. The present terms of reference (TORs) for the Evaluation Manager should be read in conjunction with the Concept Note of the evaluation (henceforth Evaluation Concept Note) prepared in a separate document.

Appointment

5. The CFS Bureau wishes to recruit an experienced Evaluation Manager to manage this complex evaluation on its behalf, to ensure its independence, credibility and utility in line with UN evaluation principles, norms and standards. The evaluation will be conducted by an independent Evaluation Team. Quality assurance of evaluation deliverables will be carried out with a support of an independent Quality Assurance Advisor, reporting to the Evaluation Manager.
6. Following the receipt of the final evaluation report, the CFS Bureau will prepare a management

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response to evaluation findings, after consultation with the multi-stakeholder CFS Advisory Group, with a view to operationalizing evaluation recommendations into its future work.

7. The Evaluation Manager will report to the CFS Bureau. While recruited and administered by the CFS secretariat, the Evaluation Manager will remain independent from the secretariat in designing, managing and finalizing the evaluation. The appointment is for the duration of the evaluation (see the Evaluation Concept Note).

Responsibilities

8. The Evaluation Manager is responsible for delivering and managing the evaluation within the given budget and timeline, as per the evaluation processes and products described in the Evaluation Concept Note, to the evaluation standards for impartiality, quality and credibility set by the United Nations Evaluation Group. Specifically, the Evaluation Manager is responsible for the following tasks:
 - a) Managing, monitoring and reporting the status of the evaluation budget at appropriate stages;
 - b) Based on the Evaluation Concept Note, developing the TORs for the Evaluation Team, providing further details to the evaluation methodology and design (e.g. the number of country visits, the scope of surveys), revising the budget estimate on that basis, and finalizing the TORs for the Evaluation Team through appropriate consultations with the CFS Bureau and the Quality Assurance Advisor;
 - c) Managing the selection and recruitment of the Evaluation Team, after consultation with the CFS Bureau;
 - d) Briefing the Evaluation Team on the purpose, objectives, scope and methodology of the evaluation, aiming to ensure full understanding of its TORs and the required quality of the expected deliverables;
 - e) Reviewing the inception report prepared by the Evaluation Team with the support of the Quality Assurance Advisor, providing clearance to go ahead with the evaluation plan contained therein, and further revising the budget estimate on that basis;
 - f) Providing oversight to the activities of the Evaluation Team and providing methodological guidance as needed;
 - g) With the support of the CFS Secretariat, facilitating access to all relevant information needed and the organization of meetings, travels and other activities by the Evaluation Team in all stages of the evaluation;
 - h) Conducting quality control of the zero draft submitted by the Evaluation Team and managing the subsequent reviews of the revised draft by the Quality Assurance Advisor and the CFS Bureau;
 - i) Managing the revision process with the Evaluation Team, and providing clearance on the final report;
 - j) Consulting Directors of the RBA Evaluation Offices in case issues arise that may

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potentially affect the quality or independence of the evaluation;

- k) Facilitating a workshop for presenting the evaluation findings and recommendations to the CFS Bureau.

9. The Evaluation Manager is expected to regularly consult the CFS Bureau in finalizing intermediate and final deliverables, including: the TORs for the Evaluation Team, the selection of the Evaluation Team; the Inception Report; the final draft of the report; and the final Evaluation Report. The Evaluation Manager will seek support of the Quality Assurance Advisor on methodological rigor and quality of the evaluation processes and the report.

Timeframe and deliverables

10. The timeframe for delivering intermediate and final outputs under the Evaluation Manager's responsibility is tentatively as follows.

Deliverables	Tentative deadline
TORs for the Evaluation Team	Mid-December 2015
Recruitment of the Evaluation Team/launch evaluation	End January 2016
Inception Report, quality controlled and consulted with the CFS Bureau	Mid-March 2016
Zero draft of the evaluation report by the Evaluation Team	July 2016
First draft, quality controlled and for circulation for comments	End July 2016
Second draft, incorporating comments received	End September 2016
Workshop to validate the findings and discuss the way forward	Mid-October 2016
Final evaluation report	End November 2016

Qualifications

Education:

- Advanced University degree in a relevant area.

Experience:

- Eleven years or more (of which at least four international) of relevant first-hand experience both in field and Headquarters contexts.
- Relevant experience in managing and/or conducting complex, strategic evaluations in the international development arena.
- First-hand experience in managing and/or conducting evaluations in the UN system.

Technical skills & knowledge:

- In-depth knowledge of current evaluation principles, standards and methods, with proven ability to guide and manage others in their application.
- Advanced communications skills suitable for multi-stakeholder contexts, using a variety of communication platforms and approaches.
- Contemporary understanding of global food security issues and related international architecture.

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Competencies:

- Ability to assimilate and analyze complex issues using independent judgement, and to guide others in their analysis.
- Ability to think strategically and apply a high level of analytical skill.
- Ability to manage multi-disciplinary evaluation teams, including highly-skilled technical experts.
- Ability to effectively manage conflicts and to reach constructive solutions.
- Written and oral proficiency in English and preferably some knowledge of other UN official languages.

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Annex 2 - DRAFT Terms of Reference of the Quality Assurance Advisor for the Evaluation of the CFS Reform

Background

1. The Committee on World Food Security (CFS) was set up in 1974 as an intergovernmental body to serve as a forum for review and follow up of food security policies. In 2009, CFS went through an extensive reform process to enable it to more fully play its role in the area of food security and nutrition. The CFS Reform envisioned that *"CFS constitutes the foremost inclusive international and intergovernmental platform for a broad range of stakeholders to work together in a coordinated manner towards the elimination of hunger and ensuring food security and nutrition for all human beings. The CFS will strive for a world free from hunger where countries implement the voluntary guidelines for the progressive realization of the right to adequate food in the context of national food security"*.
2. In 2013, CFS underlined the need to use monitoring and evaluation to improve its work, and agreed to conduct *periodic assessments of CFS effectiveness in improving policy frameworks, especially at country level, and in promoting participation of and coherence among stakeholders on food security and nutrition*. Specifically, CFS recommended *carrying out a baseline survey to assess the current situation as the base of assessing progress*. Further, CFS included in its Multi Year Programme of Work for 2014-15, an *"evaluation to assess the effectiveness of the CFS reform from 2009, including progress made towards the overall objective of the Committee and its three outcomes."* The CFS Bureau, the executive arm of CFS comprising 12 member countries, is commissioning this evaluation to an independent Evaluation Team.
3. The evaluation is intended to serve two primary and complementary purposes, namely:
 - a) To generate evidence from the global, regional and national levels that would lead to recommendations to help improve CFS effectiveness, and;
 - b) To assess the extent to which CFS promotes/influences improved policy frameworks on food security and nutrition issues, at global, regional and national levels.

In addition, the evaluation is expected to generate learning for the UN system, where different entities and actors are exploring ways to develop a multi-stakeholder approach, to which CFS represents a possible model.

4. The present terms of reference (TORs) for the Quality Assurance Advisor should be read in conjunction with the Concept Note of the evaluation (henceforth Evaluation Concept Note) prepared in a separate document.

Appointment

5. The CFS Bureau wishes to recruit an experienced professional to carry out quality assurance of evaluation deliverables, reporting to the Evaluation Manager. He/she will support the Evaluation Manager in conducting technical oversight of the evaluation work and deliverables, focusing on the review of the application of the agreed methodology and their adherence to standards of quality and independence.
6. While recruited and administered by the CFS secretariat, the Quality Assurance Advisor will

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remain independent from the secretariat in carrying out his duties. The appointment is for the duration foreseen in the Evaluation Concept Note.

Responsibilities

7. The Quality Assurance Advisor will provide support to the Evaluation Manager to ensure methodological rigor and quality of the evaluation processes and the report. He will specifically review the TORs of the Evaluation Team, the Inception Report and the Draft Evaluation Report.

Timeframe and deliverables

8. The timeframe for delivering outputs is tentatively as follows.

Deliverables	Responsibility	Tentative Deadline
Quality assurance review of Evaluation TORs	Quality Assurance Advisor	End of December 2015
Submission of the draft Inception Report to the CFS Bureau and AG after quality assurance, before starting the evaluation	Evaluation Manager and Quality Assurance Advisor (may also involve revisions of the report by the Evaluation Team)	Mid-March 2016
Submission of the first draft of the Evaluation Report to the CFS Bureau and AG, the CFS secretariat and all major stakeholders who have provided information, after quality assurance	Evaluation Manager, with support from the Evaluation Team and the Quality Assurance Advisor as necessary	End of July 2016

Qualifications

Education:

- Advanced University degree in a relevant area.

Experience:

- Eleven years or more (of which at least four international) of relevant first-hand experience both in field and Headquarters contexts.

Technical skills & knowledge:

- In-depth knowledge of current evaluation principles, standards and methods.
- Contemporary understanding of global food security issues and related international architecture.

Competencies:

- Ability to assimilate and analyze complex issues using independent judgement, and to guide others in their analysis.
- Ability to think strategically and apply a high level of analytical skill.
- Written and oral proficiency in English and preferably some knowledge of other UN official languages.