



Director, evaluation programmes

3ie

1. Background

The International Initiative for Impact Evaluation (3ie) is an international NGO that promotes evidence-informed equitable, inclusive and sustainable development. We support the generation and effective use of high-quality evidence to inform decision-making and improve the lives of people living in poverty in low- and middle-income countries (L&MICs). We provide expertise, guidance and support to produce theory-based, mixed-methods impact evaluations and associated formative evaluations; systematic reviews, syntheses and evidence gap maps; replication studies; and support for using that evidence in decision-making and capacity development. Our work encompasses a wide range of topics, sectors and themes including but not limited to: health, nutrition, education, agriculture, governance, infrastructure, climate change, humanitarian assistance, livelihoods, sanitation, and social protection. 3ie is registered as a non-governmental organization in the United States. It has offices in New Delhi, London and Washington, DC.

After remarkable success as a start-up since its founding eleven years ago, 3ie is entering a new phase of its institutional development with a new strategy being developed and a new executive director taking over the leadership of the institution in early 2020. The evaluation field is maturing, the demand for evidence-informed decision-making is increasing among funders and developing countries alike, technology and new sources of data are offering new opportunities, and the funding and development landscape is changing. This calls for a strategy that prioritizes innovation, that continues to push the field and set new standards for what we mean by rigorous evidence, that supports countries' capacity to produce and engage with data and evidence, that works with partners, and that takes communication and evidence curation to the next level.

It is in this exciting context that 3ie seeks an outstanding candidate to serve as the director, evaluation programmes.

About 3ie's programmes and structure

As the name indicates, 3ie is best known for its support to impact evaluations. High-quality **impact evaluations** use a counterfactual to establish what is working or not in development programmes and policies, complemented with a variety of methods to better design, implement, adapt and interpret the findings from the evaluation and determine for whom, why, how and at what cost it is working and with what unintended effects, if any. In the most recent 3ie **evidence programmes**, namely on immunisation, agricultural insurance, and latrine use, we have found it particularly promising to start with a first phase focused on **formative** and **process** evaluations to ensure that full-scale impact evaluations are only carried out when it makes sense. While most of 3ie's evidence will continue to be generated through grant-making evidence

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programmes, 3ie is also in select cases carrying out evidence programmes using in-house capacity, in particular in 3ie's South Asia evidence hub.

3ie has also been engaging with select member countries in terms of strengthening the capacity to produce and use evidence to inform policy and programmes in our **country engagement programmes**. We expect that this work will deepen and expand over the next strategic period. In **Uganda**, in collaboration with the Office of the Prime Minister, 3ie has been involved since 2015 in strengthening the capacity within the government and other relevant development stakeholders for more evidence-informed decision-making. Similarly, in the **Philippines**, 3ie is supporting various impact evaluation studies and has undertaken various capacity strengthening activities with select government counterparts. The most recent engagement is in **West Africa** where the WACIE program, a regional partnership led by 3ie and the Government of Benin, aims to promote the institutionalization of evaluation in government systems across eight countries of the West African Economic and Monetary Union. A scoping study has been carried out, as well as various capacity strengthening activities, and we are now in the phase of formulating the work plan for each country over the next years.

3ie also funds and produces systematic reviews, evidence maps, other evidence syntheses and replication studies. 3ie underpins its grant-making and evidence production with a robust programme for ensuring the relevance and use of evidence. 3ie provides several public goods including our impact evaluation and systematic reviews repositories. 3ie supports quality impact evaluation through professional services, which are mainly provided to its members. 3ie is firmly committed to be an actively learning institution. All grant programmes have learning elements built into them, and 3ie produces learning briefs and working papers regularly to share knowledge about the production and use of high-quality evidence.

3ie's three main offices are in New Delhi, Washington DC, and London. Our office in New Delhi will continue to house the core administration, finance and website functions. The Washington office will host membership, business development and external relations, and the London office will host the synthesis work and evidence repositories. While, there may be some changes in the focus of the work that each office oversees to be aligned with the new strategy being developed in 2020, staff working in any one function will not exclusively focus on the work in the office in which they are located. For example, the evidence and country engagement programmes will draw upon evaluation specialists, programme managers, communication and policy impact experts across the various offices, and may also involve basing staff in new locations where we are building local capacity.

2. Summary

The position will be a member of the senior management team (SMT), report directly to the executive director, and will cover a wide range of responsibilities that include:

- Senior leadership within 3ie;
- Management and delivery of evaluation programmes;
- Management and delivery of country engagement and capacity strengthening programmes;
- Fundraising, external engagement and representation;
- Thought leadership; and
- Operational and staff management.

While there is a preference for having the position located in our office in New Delhi, we will consider other locational options for exceptional candidates including being based at one of our other offices.

3. Key Responsibilities

3.1. Senior leadership of 3ie

As a member of 3ie's SMT contribute to the following:

- Articulate and implement 3ie's medium- to longer-term strategy;
- Translate the key aspects of the strategy into key focus areas and initiatives;
- Participate in and contribute to regular management meetings and discussions pertaining to overall management of 3ie;
- Develop, present and justify 3ie's evaluation programme and country engagement work to the Board of Commissioners as needed as well as to other stakeholders;
- Create a niche for 3ie as a partner of choice for peer organisations and donors, exploring also new product lines or new processes to maintain 3ie's cutting edge;
- Identify areas of competition and collaboration with similar organisations; and
- Create a culture of innovation and continuous learning throughout the organisation.

3.2. Management and delivery of evaluation programmes and country engagement programmes

- Provide leadership, direction and guidance to the evaluation programme teams in all aspects of programme management, including planning and delivering programmes as per agreed upon timelines while adhering to high standards of quality and independence;
- Develop and lead engagements with countries, with preference given to those countries among 3ie's members, in order to help develop capacity for production and use of rigorous evidence in decision-making;
- Provide direction and guidance to the country engagement and capacity strengthening programme teams in all aspects of programme management. Current countries in which 3ie has established in-depth engagements include India, Uganda, the Philippines, and West Africa (the WACIE program);
- Conduct regular reviews of budgets in coordination with the director of finance;
- Conduct regular reviews of the communication and advocacy plans related to the evaluation programmes with the director of business development and external relations;
- Ensure timely and accurate reporting by the evaluation and country engagement programmes for 3ie's information and reporting systems, including donor reports and the annual report;
- Engage with other offices as may be required for the successful delivery of 3ie's evaluation and country engagement programmes; and
- Conduct monitoring and engagement field visits, with a focus on country engagement programmes and evaluation programmes directly implemented by 3ie staff.

3.3. Fundraising, external engagement and representation

- Take a lead role together with the executive director and the director of business development to represent 3ie and liaise with stakeholders such as donors and partner organizations to ensure programmatic and core funding for 3ie;
- Take a lead role in developing country engagement models tailored to specific country monitoring and evaluation needs funded from country-sources;
- Build multi- and bi-lateral relationships with key international development agencies;
- Take active part in efforts to increase the awareness and advocating for the 3ie agenda through various channels, such as conferences, social media and blogging. Present papers and represent 3ie as a speaker at evaluation meetings, review panels and other global platforms; and
- Highlight impact generated through evidence-based research led by 3ie and advocate for the production and use of high-quality evidence at global, regional, thematic and national levels.

3.4. Thought leadership

- Provide thought leadership across product lines, in particular as they pertain to improving the package of services offered to country clients;
- Provide thought leadership for improving the quality of impact evaluation studies, with special attention to ethics, transparency, gender and equity, implementation, costs, and sustainability;
- Provide thought leadership in how to measure impact credibly in complex situations, including how to carry out small n-impact evaluations, and the use of technology and big data; and
- Initiate, take part in and manage research activities to highlight 3ie's experience with impact evaluation, and to produce conceptual pieces to improve the quality of impact evaluation research.

3.5. Operational and staff management

- Agree on annual work plans with staff with ambitious but feasible targets for the team across grant management, research and capacity development;
- Develop annual goals, objectives and work plan for all staff mapped to the evaluation function, and coordinate the work plans of staff from other offices involved in evaluation and country engagement programmes with their respective directors;
- Manage performance of staff through mid-year and annual reviews providing candid feedback and coaching to catalyse higher levels of performance; and
- Train and mentor staff in their respective roles and resolve issues and conflicts.

4. Qualifications and skills

4.1. Education and work experience

- PhD or equivalent experience in a relevant field; and
- Minimum 12 years of professional experience including at least five in a senior management position with staff and budget management responsibilities.

4.2. Skills

4.2.1. Leadership

- Experience in a leadership role in an organisation, ideally including the non-profit sector; and
- Recognition for technical leadership in the design and evaluation of international development programmes or policies.

4.2.2. Technical expertise

- Well-rounded evaluator with experience and knowledge of a broad range of quantitative and qualitative evaluation methods and approaches;
- Experience with impact evaluation design, methods and practice (including data collection, advanced quantitative and econometric methods, and qualitative methods);
- Experience with building M&E systems in development institutions and/or government (including carrying out diagnostics, developing guidance and training materials, developing implementation plans and carrying out training workshops);
- Empirical social science research (including publishing in peer-reviewed journals) is desirable; and
- Implementation experience in development programmes and projects is desirable.

4.2.3. Management

- Staff management (including supervision, performance management and matrix management);
- Excellent programme/project design and management, including proven use of project management and knowledge management tools and systems;
- Budget and financial management;
- Grant management;
- Risk management skills, including helping develop risk matrices, conflict of interest and ethics policies and due diligence assessments;
- Strong time management skills;
- Strong integrity and honesty; and
- Inspires, motivates and empowers staff.

4.2.4 Communication

- Writing and editing at a high-level of quality for audiences ranging from the lay public to academic researchers;
- Preparation and delivery of training, speeches and other presentations that can help advocate for the positions that 3ie takes as an institution; and
- Ability to engage effectively with decision-makers at country and global levels.

4.2.5 Strong interpersonal and team work skills

- Mentoring and demonstrated ability to work across teams;
- Conflict resolution client relations (particularly with public and private donors in international development);
- Strong problem solving skills in management and technical work and ability to work under tight deadlines;

- Willingness to act as staff champion;
- Willingness to mentor staff and work to develop staff skills/abilities; and
- Willingness to undertake frequent travel internationally.

4.2.4. Fundraising

- Demonstrated existing networks of key funders and senior actors influencing the development aid landscape. Ability to identify and develop relevant networks;
- Proven record of writing successful funding proposals and research grants in the area of expertise; and
- Proven ability to bring in funds from a variety of sources.

5. Eligibility

We will recruit one individual, preferably with the right to work in India/ USA/ UK. 3ie is an equal opportunity employer committed to equality and diversity. We do not discriminate based on sex, age, religion, ethnicity, caste, sexual orientation or for being differently abled. We particularly encourage ethnic minorities and differently abled persons to apply.

6. Terms of employment

Candidates should be available to start work around February or March 2020. 3ie offers internationally competitive remuneration based on location, qualifications and experience. Our policies and procedures reflect our commitment to safeguarding children and vulnerable adults from abuse. We follow a zero-tolerance policy for any form of bullying or harassment in the workplace.

7. How to apply

Please apply by e-mail to jobs@3ieimpact.org mentioning '3ie Director, Evaluation Programmes' in the subject line. The application package must include the following:

- A cover letter highlighting your experience relevant to the terms of reference. Please also indicate if you have legal authorisation to work in the US, UK and/or India.
- Curriculum vitae (not to exceed four pages); and
- Name and contact information for three professional references

Applications will be reviewed on a rolling basis until the position is filled. The first round of interviews is proposed in end November. Incomplete applications will not be considered. We will contact only the shortlisted candidates.