Executive search for
Executive Director

International Initiative for Impact Evaluation
Howard White steps down as Executive Director of 3ie at the end of 2014. Howard is our founding Executive Director and has built 3ie up from a concept in 2007 to the established institution in the field of impact evaluation that it is today, with a budget of some US$20 million a year, 35 staff across its three offices, a rapidly-growing portfolio of completed evaluations, and a suite of products that are in strong demand.

Our mission in 3ie is simple: Improving lives through impact evaluation. The basis of 3ie’s work, and of our ‘theory of change’, is the belief that high-quality evidence can result in better policies and programmes and so improve lives.

You will inherit a strong programme of work, though you will also be expected to look actively for additional financial support to ensure that 3ie can continue to develop its future pipeline. This includes the production of additional impact evaluations, often around specific themes, and systematic reviews; engagement with a growing number of low-and middle-income countries as they develop their own systems for evaluating the impact of key programmes; and the provision of professional services to Members of 3ie and services of value to the impact evaluation community as a whole.

You will have the opportunity, among other things, of shaping the future direction of 3ie by bringing to the Board in the course of 2016 proposals for 3ie’s strategic direction for a further period beyond that date.

You will be supported by a strong Senior Management Team (three in Delhi, and one in each of London and Washington DC), and an increasingly experienced and highly-motivated staff. The Board is diverse, experienced and strongly supportive of 3ie’s mission. As the Executive Director of a small and relatively new institution, you will have important roles both within and outside 3ie. Within it, while maintaining the excellent staff relations built up under Howard’s leadership, you will need to ensure the delivery, quality and impact of a rising number of studies and other outputs, promote effective cooperation across three offices and time zones, and develop the skills and experience of your team. Outside it, you will have a major representational role in advocating for impact evaluation, in supporting Members as they seek to develop their systems for evaluating impact, and in leading the work on securing finance for 3ie’s programmes.

Whatever your background, qualifications and experience – we wish to encourage applicants from as wide a range of relevant backgrounds as possible – you will need to be a credible interlocutor with both the professional evaluation community and with policymakers, and with both Southern Members and sources of finance. And you will need to be able to lead, manage and inspire. It will be a demanding job, with a considerable schedule of travel; but I think that you will find it immensely rewarding.

I very much look forward to working with you.

Richard Manning
Board Chair, 3ie
Background to 3ie

3ie was set up in 2008 to promote enhanced development effectiveness by providing substantial new financial resources and technical expertise to support rigorous impact evaluations and evidence syntheses that address questions of importance to policymakers and programme managers in low- and middle-income countries.

But 3ie was not set up to produce studies for the sake of studies. It was set up to make a difference, funding studies which improve policy and so improve lives. 3ie requires study teams to engage closely with policymakers, and closely monitors this engagement to track policy influence from 3ie funding. In the first strategy period, 3ie has established itself as a global grant-making programme with an international reputation. Studies are taking place in more than 40 countries. US$62.86 million has been committed to undertake 146 new primary studies and 26 systematic reviews.

The organisation has recently undertaken a consultative strategy development process involving 3ie Members, Board and staff. The new strategy will see 3ie consolidate its presence in the field of policy influence. Whilst continuing to support the production of high-quality studies, 3ie will, through its membership, support a network of developing country agencies committed to the production and use of high-quality evidence from impact evaluations and systematic reviews. 3ie will develop an integrated communication strategy, strengthening 3ie’s organisational communication and outreach to build demand for effective evidence use, as well as continuing to expand its range of accessible policy-relevant knowledge products and means of communicating about them.

Under its new three-year strategy, adopted by the Board in October 2013, 3ie will continue to develop its portfolio of global public goods, contributing to the global framework which strengthens the enabling environment for the production and use of evidence from impact evaluations and evidence syntheses.
Our vision
Improving lives through impact evaluation.

Our mission
Promoting and supporting the increased production and use of better evidence from impact evaluations and systematic reviews that are relevant to policy and programme design and implementation.

Our values
3ie’s work is guided by:
• making a difference;
• striving for excellence;
• transparency in all our operations;
• participatory decision-making;
• building strong relationships with policymakers.

Within 3ie we have the following values:
• Creating a space for creative and constructive professional growth within the organisation without discrimination against nationality, religion, culture, sexual orientation or political persuasion.
• Ensuring gender equality and representation within the organisation.
• Displaying a strong commitment towards social justice and respect for collective knowledge, beliefs, norms of places in which 3ie-supported impact evaluations are conducted.

Overview: 3ie’s theory of change and the five strategy components
The heart of 3ie’s theory of change is that high-quality evidence can result in better policies and programmes and so improve lives.

This theory of change is built on five strategic components:
• Component 1: Producing more high-quality impact evaluations that are relevant to policy and programme design and implementation.
• Component 2: Producing more high-quality evidence syntheses that are relevant to policy and programme design and implementation.
• Component 3: Translating and brokering evidence from impact evaluations and evidence synthesis.
• Component 4: Strengthening the enabling environment for the production of high-quality evidence from impact evaluation and evidence synthesis.
• Component 5: Building a sustainable institution.
The Executive Director of 3ie supports the Board in the governance and strategic leadership of the organisation. S/he is accountable for leading a team of senior managers in the delivery of strategy and sound management practices across the organisation.

The Executive Director provides strategic intellectual leadership and plays a significant and influential role in the external representation and positioning of the organisation in order to raise the profile and increase membership base, build partnerships and manage relationships with external stakeholders; including funding partners.

3ie has its main office in Delhi, where approximately 60 per cent of its staff are located, with smaller offices in both London and Washington DC. The Board therefore intends that the Executive Director position should also be located in Delhi, though s/he will also need to visit the other locations on a regular basis. Should an exceptional candidate be unable to accept the position on grounds of location, the Board would be prepared to discuss the possibility of location in one of the other two host cities, but in such a case the candidate would need to commit her/himself to working in the Delhi office for a substantial part of the year.

The key responsibilities include:

1. Strategic leadership

   - Lead the development of a new three-five year strategy for 3ie beyond 2016 and the annual operating plan for approval by the Board.

   - Ensure 3ie continues to build its reputation for intellectual rigour and thought leadership for the impact evaluation sector and wider development community.

   - Provide vision for how to ensure the relevance and impact of the “products” of 3ie and build a strategy around this.

   - Lead on the gradual expansion of 3ie membership and ensure the delivery of appropriate services to them in a financially-sustainable way.

   - Lead in leveraging 3ie’s proven evidence base into informed policy-making globally.
2. External engagement/sustainability
- Represent 3ie in global fora for research, evaluation and evidence-based development.
- Build and strengthen relationships with policymakers (evidence to action).
- Resource mobilisation/fundraising – build strategy and increase contact with relevant funders.
- Conceptualise and implement marketing and communications strategies.

3. Good governance
- Expand and strengthen 3ie’s membership and the role of members in 3ie’s overall strategic direction.
- Facilitate board process and communication.
- Provide leadership on the governing statutes of the Institution; ensuring they are up-to-date and compliant with legislation where registered.
- Work with the Chair and Board to recruit, induct, service and rotate board members; and facilitate the structure of Board meetings at the service of the Board Chair.
- Ensure external reporting standards are set and statutory reporting is compliant with legislation.
- Communication on a timely basis with the Board on the activities, finance and programmatic performance of 3ie.

4. Operational management
- Provide strong leadership and management of the senior management team inspiring creativity and innovation for the whole organisation.
- Overall responsibility for 3ie’s reputation for professional integrity, financial probity and transparent and accountable finance and reporting systems.
- Work to recruit, mentor and retain motivated and qualified staff for 3ie.
- Build trust and team cohesion among stakeholders, including funders, be they public sector, private sector, multilateral as well as the local community.
- Ensure successful accomplishment and team cohesion throughout the staff and various practice areas.
- Ensure the effective delivery of both strategic and financial targets, and the delivery of 3ie-commissioned studies.
- Establish the annual budget ensuring a framework is in place to deliver reliable and accurate financial management information.
The Executive Director is expected to have an outstanding record of leadership in research, policy and public/external affairs, and to be able to demonstrate the skills and track-record needed to lead an internationally-acclaimed institution. In particular, the Executive Director should have:

1. Overall requirements
   - A strong commitment to the values and mission of 3ie is essential.
   - The selected person will need the ability to span two key divides: first s/he should be fully credible both with the impact evaluation community and with policymakers; second, s/he should also be fully credible with both ‘Southern’ policymakers and evaluators and the international donor community.
   - The selected person must have good leadership and management skills, and be able to translate strategic objectives into managed performance.
   - The selected person will have to demonstrate adequate professional and technical skills, and adequate outward and inward-facing skills (all these dimensions being important).
   - The selected person will need to be fluent in English: fluency in a second language is highly desirable.
   - The selected person will have to be willing to commit to an initial contract period of four years (renewable by mutual agreement).

2. Technical and professional skills
   - Substantial experience of international development research, policy and practice.
   - A demonstrated understanding and experience of using evidence to achieve policy change.
   - International academic and intellectual credibility, ideally with a PhD in a relevant social science or public health (as the health sector has led on evaluation methods) and a research record related to international development.
   - Desirable is a doctorate degree in the social sciences. Failing this, demonstrated years of relevant leadership/management experience will be essential.
   - Solid understanding, and preferably experience, of impact evaluation and systematic reviews.
• Solid understanding of the full spectrum of monitoring and evaluation methodologies.
• Considerable experience and understanding of the policy making and implementation processes.
• Knowledge and experience of promoting evidence-informed policy making processes (e.g. some experience in the public or private sector using evaluation or having been subject to evaluation as responsible of programmes/policies).
• Experience of managing grants to the research community would be desirable.

3. Outward-facing skills
• Strong networking skills as demonstrated by existing relationships with some of 3ie’s key stakeholders, and potential new members and partners.
• Outstanding ability to communicate well with a broad range of stakeholders, from senior level policymakers and funders, to civil society actors and grantees.
• Excellent public speaking skills.
• Good writing skills in both technical and policy-oriented styles.
• Experience with successful long-term strategic planning.
• Proven track record of fundraising.
• Compelling communicator (verbal and written).

4. Inward-facing skills
• Strong leadership/management skills essential, preferably attained by leading an organisation or unit of similar size to 3ie. Experience in working with or on an international board would be an advantage.
• Non-profit management experience, with demonstrated ability to effectively manage operational and financial matters.
• Excellent delegation and coordinating skills.
• Experience in managing people and creating a supportive, positive and open working culture in a culturally diverse organisation.
• Ability to facilitate collaboration and information sharing, as well as being open and prepared to listen to different points of view.
• Experience of living and working in developing countries and supervising staff remotely strongly desired.
Salary and benefits will be commensurate to market bearing in mind the candidate’s capabilities, salary history and experience.

To apply, please upload an up-to-date curriculum vitae (including comprehensive details of key achievements and responsibilities) along with a cover letter of application addressing professional evidence of the key responsibilities and person specification listed herein as well as personal level of interest at www.perrettlaver.com/candidates quoting reference 1413. The closing date for applications is Monday 3 February 2014. Perrett Laver will conduct an executive search process in parallel with the public advertisement of the role.

Longlisted candidates will be invited to interview with Perrett Laver in February/March 2014 via phone or video conference. The selection panel will subsequently discuss and agree upon a shortlist in April. Informal meetings with 3ie and the subsequent formal interviews will take place via video conference in the April and May time frame leaving face-to-face interviews in Delhi, India for final candidates in June 2014.

3ie seeks to increase the effectiveness of its global leadership through having a diversity of gender, ethnic, cultural and professional sectoral perspectives. Therefore, 3ie strongly encourages candidates from the global South as well as under-represented groups to apply for the Executive Director position.

Closing date: Monday 3 February 2014.

International Initiative for Impact Evaluation (3ie) is an Equal Opportunity Employer and encourages applications from qualified individuals regardless of race, religion, national origin, sexual orientation or disability.