

TERMS OF REFERENCE
CENTERS FOR LEARNING ON EVALUATION AND RESULTS (CLEAR)

Monitoring and Evaluation Training Harmonization Assessment

Job Title	Evaluation Capacity Development (ECD) Consultant
Assignment	Monitoring and Evaluation Training Harmonization Assessment
Type of Contract	Short-Term Consultant
Expecting Starting date	February 4, 2019
Duration of the assignment	40 days (tbc)

1. Background

CLEAR (Centers for Learning on Evaluation and Results) is a multilateral initiative that was launched in 2010 to strengthen M&E systems and practices and promote the use of evidence in decision-making in the Global South. The program does this by increasing local M&E capacity through in-country capacity providers that deliver services to key stakeholders in the government and civil society. CLEAR Centers are housed in academic institutions in Brazil, East Asia (China), South Asia (India), Latin America and Caribbean (Mexico), Francophone Africa (Senegal), and Anglophone Africa (South Africa). In its seven years since launch, the program has progressively shown results, as reflected in the midterm evaluations and annual reviews. CLEAR, in its current shape and form – a Multi Donor Trust Fund (MDTF) with grants to the Centers and a Global Hub based at the World Bank Group, IEG – is scheduled to end in 2021. To ensure CLEAR’s continuity post-2021, we have embarked on a consultative process to determine its new strategy. This specific consultancy focuses on one of the strategy building blocks: CLEAR’s focus at the GLOBAL level.

2. Purpose and Scope of the work

In 2018 CLEAR conducted a stocktaking exercise to map all products and services delivered by its Centers. As a result, a shared Menu of Core CLEAR Products and Services emerged, as well as a definition of products and services that make most sense to standardize/harmonize across centers in the short run. Standardization/Harmonization of products and services is defined here as developing a strong degree of commonality in content, branding and delivery of specific products and services. This undertaking should not prevent the development of context-specific content adapted to particular regions, countries or clients. Standardization can potentially offer significant benefits in terms of knowledge and expertise sharing, global branding and quality assurance. During the CLEAR Global Forum 2018, in Stockholm, Sweden, Centers decided that the CLEAR standardization process should start with a harmonization of the CLEAR Monitoring and Evaluation (M&E) Trainings. Standardization of the courses being offered by all 6 Centers

is considered by the CLEAR Network as an important step towards creating a CLEAR brand with respect to training courses, with a strong quality assurance framework. It is anticipated that some degree of flexibility will be needed given contextual differences as well as specific regional, country, client-specific demands and priorities, while it is recognized that many components of the current curricula are very similar across regions and centers. Delivery methodologies also vary and could also benefit from harmonization to a certain degree.

The concrete aim of this consultancy is to help CLEAR assess the potential for harmonization of two types of trainings: Fundamentals of M&E and Impact Evaluation. Based on this analysis and feedback from Centers, a follow up assignment to implement the standardization of these two types of trainings may be carried out.

Table 1 – Scope of this consultancy

What Has Been Done	Scope of This Consultancy
<ul style="list-style-type: none"> ● Stocktaking exercise of CLEAR products and services ● CLEAR Menu of Services ● Definition of major services to be standardized 	<ul style="list-style-type: none"> ○ Conduct assessment of two types of trainings (i.e. Fundamentals of M&E; and Impact Evaluation) offered by the six CLEAR Centers with the view to examine commonalities, differences, good practices, and potential for harmonization.

The consultancy will be contributing to four intended major outcomes: (i) building the CLEAR global brand with respect to M&E training; (ii) ensuring that good practices from one region are transferred to other regions; (iii) creating efficiencies in the delivery of these trainings; and (iv) promoting enhancement of quality assurance standards.

3. Main tasks

M&E Trainings vary significantly according to different purposes and audiences. Evaluation Producers (Evaluators), Evaluation Users (Commissioners and Managers) and Evaluation Trainers demand different evaluation knowledge and skills. Moreover, different sectors and areas of work (such as Agriculture, Health, Education or Energy) come with distinct bodies of knowledge and do not necessarily share similar M&E concepts or constructs. To ensure an adequate balance between standardization and space for

flexibility in course content and delivery, this assignment should provide a clear understanding of differences in audiences, purposes, content and delivery modes of existing courses offered by the CLEAR Centers.

The present exercise comprises the following main tasks:

Phase I – Translation Needs Assessment

Conduct a first review of the existing M&E training materials produced by the CLEAR centers and assess needs for translation, making a request to the consultancy commissioner.

Phase II - Analysis of the Trainings

Prepare an analysis of training courses, mapping commonalities and differences, including content/curricula, audiences, modes of delivery, pedagogical approach/tools/materials. As part of this review it will be important to take into special consideration flagship trainings that are already being delivered: [PRiME](#) (Program in Rural M&E) – which was the first CLEAR training program delivered by all CLEAR Centers through cross collaboration – and [DEPTA](#) (Development Evaluation Training Programme in Africa) – a winter school program promoted by CLEAR Anglophone Africa. The consultant will be required to engage virtually with stakeholders from the CLEAR Hub and Centers, through individual and group interviews as needed.

Phase III – Roadmap for Harmonization

Prepare a roadmap for harmonization of ‘Basics of M&E’ and ‘Impact Evaluation’ courses. This phase will NOT entail writing a new curriculum, nor preparing a harmonized course. It will be limited to discussing with the centers, what a potentially harmonized course could look like with the objective to seek their inputs to determine the best approach(es) to harmonization of the training courses. Several options for harmonization may emerge and should be clearly outlined. The consultant should also explore the potential for using existing content to develop a menu of options for trainings for different audiences, with shorter/longer durations depending on needs of the audience and market.

Note: Depending on the outcome of the dialogue for harmonization of training courses within the CLEAR Network, a follow up assignment may be carried out to design the harmonized training courses. This follow up assignment is outside the scope of this consultancy.

4. Deliverables

Consultancy Deliverables:

Phases	Deliverable
Phase I – Translation Needs Assessment	- Translation Needs Assessment explaining rationale

Phase II – Analysis	- Assessment of current CLEAR M&E training courses that describes all M&E training materials produced by the CLEAR centers. - Mapping of common practices and major differences across Centers both in terms of training content/curricula, audiences, modes of delivery, pedagogical approach/tools/materials.
Phase III – Roadmap	- Roadmap outlining options for the harmonization of training courses.

5. Timeline and time effort

Phases	Timeline (days)
Phase I - Translation Needs Assessment	5
Phase II – Analysis	25
Phase III – Roadmap	10

The consultant will propose a specific plan to complete this assignment, including timelines to be agreed with the Task Team Leader. The Global Hub will work closely with the consultant(s) throughout the duration of the assignment(s) to ensure that the consultant has access to information and individuals required to perform the tasks included in this TOR.

6. Required Expertise / Qualifications

The ideal consultant(s) will have expertise in both content (i.e., a solid background in monitoring and evaluation) and pedagogy (i.e., experience in designing courses for active and applied learning).

- Education
 - Master’s Degree or PhD in Evaluation or related discipline (E.g.: Economics, Political Sciences).
- Experience
 - At least 15 years of work experience in conducting evaluation and delivering M&E capacity building programs.
 - Strong technical understanding of monitoring and evaluation concepts and schools of thought.
 - Vast knowledge of the Evaluation and ECD Community.
- Languages
 - Fluency in English is required.
 - Fluency other languages (French, Spanish, Portuguese, or Mandarin) is an asset.
- Competences

- Excellent communication skills including ability to present complex processes and issues clearly to a heterogeneous audience.
- Strong ability to find patterns and promote consensus.

7. Payment

The Consultant will be paid a daily (net/gross) fee as per World Bank compensation guidelines for short-term consultants (value tbd), upon delivery of outputs.

8. Application procedures

Interested candidates are requested to submit (1) expression of interest, outlining your relevant background and experience (max 800 words), (2) CV and (3) samples of previous work conducted which are aligned with the scope of this assignment.

Expression of Interest should be submitted by January 28, 2019 to the following individuals:

Leonardo Lemes (llemes@worldbank.org); and
Mariana Branco (mbranco@worldbank.org).