

## TERMS OF REFERENCE FOR CONSULTANTS

### A. International Managing for Development Results (MfDR) Specialist (based in Manila, no out of country travel required, 60 days continuous)

1. **Objective/Purpose of the Assignment.** In conjunction with the Mission/Team Leader, the consultant will undertake a survey, focus groups, and interviews to assess whether Asian Development Bank's (ADB) internal enabling environment is consistent with the requirements of MfDR. The consultant will also liaise with other international development organizations in order to identify what ADB can learn from the way other development agencies manage the characteristics of their internal enabling environments in order to support the implementation of MfDR.

2. **Scope of Services.** The scope of work will cover (i) review of relevant documents/reports; (ii) the development and implementation of an internet based survey (technical IT support will be provided); (iii) undertake focus groups of ADB staff in Manila and videoconferences of staff in selected country offices; (iv) undertake interviews of senior ADB staff; (v) telephone/videoconference discussions with six selected development organizations (vi) participate in the preparation of the evaluation report. A research associate will be made available to provide administrative and technical support to the consultant.

3. **Required Expertise.** The consultant should have an expert knowledge of MfDR, the organizational challenges of implementing MfDR, conducting organizational assessments (surveys and focus groups), and current trends in these fields. Prior experience in working for international financial institutions such as ADB or World Bank is essential. Prior experience in evaluation would be advantageous. The consultant should be able to use some computer programs (i.e., Word, Excel, and Power Point) to an intermediate standard. Excellent communication and report writing skills in the English language.

4. The Terms of Reference (TOR) for the MfDR Specialist is shown below:

- Read/review MfDR related documents published by ADB and other sources (e.g., MfDR action plans, Country Partnership Strategy reports, OECD-DAC report on Managing for Development Results, etc.) to gain insight into the study and ADB's approach to MfDR.
- Undertake an internet based survey of all ADB staff to assess whether ADB's enabling environment is consistent with the critical success factors identified in the literature for implementing MfDR (e.g., leadership, culture, incentives, business practices, training, HR practices). Technical IT support for the survey's implementation will be provided by ADB.
- Conduct 10 focus group discussions, three videoconferences, and interviews with 10 senior ADB staff members to assess the status of the critical success factors for implementing MfDR within ADB and to identify strategies/recommendations for strengthening ADB's internal enabling environment.
- Undertake telephone/videoconference discussions with six selected development organizations and review related documentation to identify the lessons learned from their experiences and the actions that ADB could take to enhance its internal environment and better support the implementation of MfDR (e.g., leadership, culture, incentives, business practices, training, Human Resource practices).

- Prepare a draft report on the results obtained within 55 days of commencement.
- Assist in other related activities/tasks as requested by the Mission/Team Leader.

**B. National Research Associate** (based in Manila, 60 days intermittent)

5. **Objective/Purpose of the Assignment.** The research associate will assist the Mission/Team Leader and the international Results-Based Management Specialist to ensure the smooth completion of the Evaluation Brief report.

6. **Scope of Work.** The scope of work will cover (i) review of relevant documents/reports; (ii) logistic/administrative support; (iii) assist his/her international counterpart to conduct focus group discussions, key informant interviews, and internet based surveys to collect primary data/information from relevant stakeholder groups based on the prepared questionnaires; (iv) analysis of survey and other data plus preparation of tables/charts; and (v) write-ups of some sections as requested.

7. **Required Expertise.** The research associate should have background/work experience in economics or related fields with at least 5 years work experience. Work experience with some international consultants or in evaluation, particularly at ADB, would be advantageous. The research associate should be able to use some computer programs (i.e., Word, Excel, and Power Point) very well. Sound communication and report writing skills in the English language is required.

8. The TOR for the research associate is shown below:

- Read/review relevant documents/reports to gain insight into the study.
- Provide logistic/administrative support as required.
- Assist the international counterpart to conduct focus group discussions, key informant interviews, and field surveys to collect primary data/information from relevant stakeholder groups based on the prepared questionnaires.
- Assist the international counterpart to retrieve files/documents and to process/tabulate/analyze/update the primary and secondary data/information collected.
- Prepare tables/charts and power point presentation as requested.
- Assist in other related activities/tasks as requested by the Mission/Team Leader and the international counterpart.
- Write some sections of the reports and assist in other related activities of the study as requested by the Mission/Team Leader.