

TERMS OF REFERENCE FOR CONSULTANTS

I. Project Processing and Institutional Consultants (2 persons for 7 person-months)

1. In view of the innovative approach being followed by this study it is deemed preferable to engage two generalist consultants with broad experience in evaluation, a wide knowledge of project processing in developing countries and an understanding of the institutional constraints prevailing in a large international institution. The intent is that these two individuals will provide different angles on the same issues and a synergy with which to assist the team leader to understand the processes involved in ensuring project quality at various stages of the project cycle. Depending on the individuals chosen a separation and finer definition of tasks will be decided upon during the early days of the study.

2. Together the two experts will assist the team leader to:

- (i) undertake a literature review on quality at entry (QAE) and the extent to which QAE recommendations have been incorporated into the designs of subsequent projects;
- (ii) review current and past business processes to determine key points of the project cycle where QAE interventions can be made;
- (iii) review past recommendations on QAE within ADB's business practices made by, for example, the Task for on Project Quality during the 1990s;
- (iv) prepare a series of questionnaires and interview guide sheets in order to carry out in depth interviews with staff, consultants and executing agency (EA) staff engaged in different key parts of the project cycle;
- (v) undertake real time interviews at ADB headquarters and in two countries to (a) determine the roles and responsibilities of key headquarters and resident mission staff, as well as consultants and EA personnel; (b) identify any shortcomings or deficiencies in communicating QAE recommendations and policy initiatives to key staff, consultants and EA personnel; (c) examine any significant constraints on the implementation of these recommendations and policy initiatives facing key staff, consultants and EA personnel; and (d) identify simple, feasible measures which can be taken to overcome these shortcomings, deficiencies and constraints within current institutional and financial constraints;
- (vi) examine the interview results and determine trends based on the point of intervention, the country concerned, various sectors and the source of recommendation or policy initiative;
- (vii) document the results of the literature review, the overview of QAE and the interviews;
- (viii) examine these results in the light of the review of QAE and business practice experience in other organizations;
- (ix) derive recommendations to improve information dissemination to key staff, consultants and EA personnel and to reduce the constraints to implementing recommendations and policy initiatives;
- (x) verify the validity of these recommendations through a feedback process to interviewees;
- (xi) refine the recommendations and assist in the preparation of the final report.

II. Evaluation Research Associate (3.0 person months)

3. The research associate will provide research and administrative support to the study team. He/she must have: (i) experience in assisting research and survey work; (ii) experience in

working in research projects or with agencies involved in research; (iii) excellent computer knowledge with some background on statistical analysis;(iv) good interpersonal skills and ability to work independently and accurately. The research assistant will be based in Manila and will have the following specific tasks:

- i. Assist in collecting relevant data and documents needed by the study team;
- ii. Gather and process data relevant to the study, prepare tables, charts as may be needed.
- iii. Assist in the conduct of the survey.
- iv. Send out questionnaires to headquarters and resident mission staff, PPTA consultants and executing agency counterpart staff through email or fax
- v. Receive and process survey responses, clean, tabulate and analyze the survey results with appropriate statistical methods, as needed, and write up the interpretation of the analyzed results.
- vi. Assist in other study related activities as may be required by the study team and concerned OED staff.