

## **TERMS OF REFERENCE FOR TEAM LEADER**

### **Background**

Over the past years, OECD DAC members have increasingly come to recognize the negative impacts of violent conflict on poverty reduction and human development. In particular, research in the context of the Paris Declaration on Aid Effectiveness shows that violent conflict frequently reverses development efforts, deepens and sustains poverty, and involves large human, societal and financial costs. There is thus a growing interest amongst the donor community to systematize lessons learned to develop a common understanding of how aid contributes to sustaining or ending conflicts and to identify specific modalities for improved coordination that would enhance the positive impact of aid.

To facilitate the above lessons learning, and recognizing the unique challenges facing donors when undertaking evaluations in conflict situations, the DAC is in the process of developing specific guidance for how to evaluate conflict prevention and peacebuilding activities. In particular, this guidance is designed to fit the intersecting needs of practitioners who may have limited familiarity with evaluation practices, and evaluators who may have limited experience with operating and evaluating programs that take place within a conflict context.

The draft guidance has been circulated to members, and there is broad-based agreement that the recommendations and operational implications outlined will need further testing before the document can be finalized. Members have thus decided to apply it to a series of joint evaluations that are being planned over the coming year(s). The purpose of these evaluations would be to collect evidence on the applicability of the draft guidance that would enable its finalization, while at the same time provide targeted advice and support to DAC partners at headquarters and in the field to improve their effectiveness and positive impact. Sri Lanka has been identified as one of these studies, based on the large number of active DAC member countries and the ongoing conflict.

### **Purpose, objective and use**

The purposes of the evaluation in Sri Lanka would be to help DAC partners working for and in Sri Lanka in their efforts to support peacebuilding, while at the same collect evidence on the applicability of the draft DAC Guidance for Evaluating Conflict Prevention and Peacebuilding Activities.

The overall objective will be to assess donor strategies in Sri Lanka over the past seven years. In particular, the evaluation will assess the relevance, effectiveness, impact, sustainability, efficiency, coherence and coverage of donors activities,. Thereby, it will try to identify and demonstrate results and impact (positive or negative) of these activities. Furthermore, it will aim to identify specific constraints and possible recommendations for how donors can improve their approaches to provide more targeted and resource-effective assistance in conflict contexts.

The output is expected to be useful in terms of highlighting lessons and suggesting best practices, and findings will be used both by DAC partners working for and in Sri Lanka and those involved in program and policy development. In addition, the findings will be useful for DAC partners involved in developing the guidance on evaluating conflict prevention and peacebuilding activities to improve the final version of the guidance.

To manage the exercise, the DAC is looking for an experienced evaluation manager who would be the team leader for the evaluation and have the overall responsibility for the final outputs.

### **Scope of Work**

The consultant will have the overall responsibility for delivering the four outputs outlined in the terms of reference for the evaluation. Specifically, this would include the following tasks:

1. Overall responsible for delivering the following tasks according to agreed deadlines:

- Prepare the *inception report* based on the terms of reference, a mission to Sri Lanka, and interviews with stakeholders. The report should set out the methodology and approach to the evaluation, including how to evaluate the criteria and questions, their feasibility in the light of the situation, methods and data requirements, i.e. what kind of baseline data is needed to assess the criteria, what kind of other studies, surveys, etc. need to be commissioned prior to the main evaluation mission, how will this be organised. In addition, the report should propose specific ways of ensuring that the findings are practical and targeted, and present ways of addressing risks mentioned in the overall TOR.
- Prepare the *draft evaluation report* and a short *PowerPoint* outlining key findings and lessons learned. The report should describe and explain the evaluation method and process and discuss issues related to validity and reliability of the findings. It should also acknowledge any constraints encountered and their impact on the evaluation, including their impact on the independence of the exercise. Furthermore, it should outline the methods and techniques used for data and information collection and processing, justifications of choices made, and explanation of any limitations and shortcomings. Specific methods for assessment of results should also be specified, and any attribution and contributing/confounding factors should be addressed.
- Prepare the final report based on comments on the first draft from donors and PEER reviewers, and provide justification for comments not incorporated.
- Collate and prepare lessons learned on the use of the draft DAC guidance, and propose tracked changes to the draft as appropriate.

2. Management and coordination

- Ensure the independence and integrity of the evaluation
- Manage the other two team members, their contributions and sector specific outputs, as well as the locally hired coordinator.
- Manage information sharing and day to day dialogue with donors and other stakeholders.
- Prepare regular progress reports (oral or written) to the DAC management group on progress
- Prepare mission schedules, meeting and information requests, and introductory material, in cooperation with local coordinator.
- Prepare detailed data request following completion of inception report, with input from other consultants
- Organize introductory and wrap-up workshops in Colombo

**Qualifications**

The successful candidate should be a highly qualified evaluations expert, with at least 15 years of experience from conducting and managing evaluations under difficult circumstances, familiarity with all standard evaluation approaches, qualitative as well as quantitative methods of data collection, knowledge of all DAC and other internationally agreed guidance and standards. Evaluation experience in complex conflict and peacebuilding contexts, as well as knowledge of the political and economic situation in Sri Lanka, would be additional assets.

**Level of Effort**

The level of effort is estimated at maximum 60 days, and would include 20 days to prepare the inception report and 40 days to manage and prepare the final products. Two trips to Sri Lanka will be expected, although a third trip might also be necessary.

Potential candidates should submit a CV and brief statement of interest to Mr. Asbjorn Wee ([asbjorn.wee@oecd.org](mailto:asbjorn.wee@oecd.org)) no later than 21 April 2008.