

Term of Reference

Evaluation of the Governance Partnership Facility financed capacity building of CSOs in Mongolia

Background

The Governance Partnership Facility (GPF) is a partnership between the World Bank and bilateral donor partners (UK, Netherlands, Australia and Norway) to support the implementation of the World Bank's Governance and Anti-Corruption (GAC) Strategy and to enable the Bank to engage in innovative governance activities in various client countries and generate global public goods.

In Mongolia, the GPF is financing activities through two windows:

- Under window 1, the GPF is supporting three components:
 - Component 1: Policy outreach;
 - Component 2: Independent think tank; and,
 - Component 3: Capacity building of parliament, CSOs and media.
- Under window 2, the GPF is supporting CSOs working on procurement oversight.

This assignment concerns

- Window 1, component 3 and within that capacity building of CSOs; and,
- Window 2, engagement of CSOs on procurement issues.

GPF Objectives in Mongolia

The necessary detailed GPF documents will be provided to the selected consultants but the objectives of the GPF in Mongolia are to enable a more transparent, informed, and wide-reaching debate on selected policy reforms that lay groundwork for improved governance at key points in the mining value chain. The GPF support strengthened civil society monitoring of public governance across the extractive industry value chain. Specifically the GPF aimed to strengthen the monitoring and advocacy capacity of CSOs for mining revenue management and public expenditure management.

Evaluation

The World Bank (WB), and the Swiss Agency for Development and Cooperation (SDC) would like to conduct an evaluation of the capacity building program of CSOs financed by the GPF. The WB and SDC are discussing a new funding cycle for the program. The findings of this evaluations will be used to design the new potential phase and funding for the program.

The WB and the SDC (hereafter referred to as the Team) would like to conduct an evaluation to assess progress towards the achievement of the program's targets, results and use of resources. The main purpose of the evaluation is to inform the next phase of the program.

As the focus of the program is on capacity building, the Team believes that it is important that this evaluation goes beyond a traditional M&E assessment and integrates capturing of intended and unintended outcomes, changes in processes and changes in behavior and attitudes. Capacity building results can be difficult to capture and the team is interested in understanding how the whole is greater than the sum of its parts, i.e. how the outcomes of this program are connected and how they have built on each other over time to form multi-actor or institutional change processes to address the program objectives and goal.

Equally important is the approach used for this evaluation. The Team is looking for a process that will engage stakeholders of the program and members of Team, and help them to reflect on changes to processes and outcomes. The Team believes that the involvement of the stakeholders in the evaluation will increase engagement and ownership of current and future results.

Stakeholders and Users

There are three user/stakeholder groups for this work:

- The main users will be the Team, who will use this work to help design the new phase of the program.
- CSOs, organizations and individuals who have participated in GPF-funded activities are also considered stakeholders, and the Team is keen on conducting the evaluation in an inclusive and participatory manner and that will also benefit them.
- This analytical work may also generate results of interest to other donors and development partners.

Objectives

The objectives of the evaluation are to:

- 1) Bring together and make strategic sense of the outputs, outcomes, results and targets achieved.
- 2) Capture intended and unintended changes in behaviors, actions, ownership, capacities and relationships of program stakeholders.
- 3) Enable program stakeholders and the Team to capture and reflect on change processes used and progress achieved.
- 4) Document stories about results and change from a stakeholder's perspective, and distill lessons learned.

In designing the program's next phase, the team will use the evaluation to inform and develop the objectives, theory of change, change processes, program indicators and reporting mechanisms for the new phase of the program.

Scope and Approach

The Team is open to and interested in using a variety of evaluation methods and approaches that contribute to the above mentioned objectives. The Team is interested in applying participatory tools

such as outcome mapping and harvesting, time line exercises, Most-Significant-Change techniques, etc. The approach should include the use of a balanced mixture of research instruments, including desk reviews of documents, field visits, interviews, workshops, etc.

Evaluation Questions

The Team would like to explore the following questions, among others, through this evaluation:

Relevance

- What was the starting point for this program? Were the original objectives and targets for this program realistic?
- Do the original objectives remain relevant? If no, why not?
- Is the GPF Trust Fund model appropriate to meet the set objectives? What were the benefits or limitations of this approach?

Effectiveness

- To what extent has the GPF in aggregate met its objectives as set out in the Program Document, Administration Agreements/Arrangements and Results Framework?
- To what extent have the individual grants and contracts provided under this program met their objectives?
- Which stakeholders were reached and how? Which capacities of stakeholders were changed and how? Are there any patterns and trends?

Outcomes and Results

- Which intended and unintended outcomes did the project achieve overall?
- Which (intended and unintended) outcomes did the individual projects/interventions implemented under this program achieve?
- How do the outcomes link and relate to each other? What are the most significant changes?
- What factors played a role in achieving these outcomes?

Sustainability

- Is there ownership from targeted stakeholders with regard to new processes, tools, capacities?
- Are there signs of replication and up-scaling? What are they?

Lessons Learned and Recommendations

- What lessons can be learned from the implementation so far with regard to its effectiveness, impact, sustainability, and ways of bringing about change? Are there any recommendations for improvements?
- How could these lessons be better communicated in and outside the World Bank?
- What are recommendations for phase 2 of the program?

Team Composition

The team will consist of two consultants:

- **Lead M&E expert:** Senior international development professional with proven expertise (including overseas) in leading evaluations of capacity building programs and experience with participatory methodologies such as outcome mapping. The lead expert is expected to have a deep understanding of capacity building of civil society, especially in the area of governance and social accountability. In addition, it is expected that the expert has a good understanding of project cycle management and of development processes from both a technical and political economy perspective. Understanding and experience with decentralized governance systems is required, as are sound interpersonal and report writing skills.
- **Local M&E specialist:** Professional with proven experience and knowledge in M&E and with decentralized governance models. The local M&E specialist is expected to support the lead reviewer throughout the assignment by (1) setting up the mission schedule and logistics; (2) contextualizing findings, conclusions and recommendations; (3) providing political economy insights; (4) assuring necessary interpretations and translations English/Mongolian; (5) assisting in workshop facilitation; and (6) providing written inputs as requested by the lead reviewer.

Contracting

It is expected that this assignment will be for 30 days per consultant.

Timetable

Dates	Description
End of August	Review of reference documents
Early September	Telephone / Skype interviews with stakeholders
By September 10	Draft work plan/inception report completed
By September 15	Final work plan
September 15 -30	In-country mission, including stakeholder interviews and workshop
October 15	Draft evaluation report
October 30	Final report

Deliverables

The key output will be a final evaluation report. The evaluation report will cover key questions from above and also include the following:

- **Theory of change:** A Theory of Change (ToC) had not been explicitly articulated for this program. Given the focus of the GPF on behavior change, an important part of the evaluation will be to

establish the stakeholders' initial understanding of the ToC, and whether it differed among groups and changed over time.

- Lessons learned: What lessons can be learned from the implementation of the program, especially with regard to impact, sustainability, and ways of bringing about change?
- Recommendations: Are there any recommendations for improvements which could be taken into consideration for phase 2 of the program?
- Results and change stories: What are stakeholders and beneficiaries saying about this program, its outcomes and change processes? Which insights did beneficiaries gain about themselves and their work? How could the program share these stories?

Deliverables are:

- An inception report/workplan which will set out the research methodology and the approach to be used, the structure of the report and the time line. The Inception Report may suggest additional evaluation/research questions and an initial theory of change. This will be submitted to the Team for review and comments.
- Stakeholder workshop in Mongolia.
- A first draft report, reporting all main findings, results/change stories, conclusions and recommendations. This will be submitted to the Team and key stakeholders for review and comments.
- The Final Report that incorporates revisions.

Timeline and Reporting

The work is expected to start in early September with a trip to Mongolia in mid-September. The work is expected to be concluded by the end of October.

Application Procedures

Interested consultants should submit their CVs, a cover letter indicating how they will fulfill the requirements of this assignment and a budget estimate, to Zahid Hasnain at zhasnain@worldbank.org with cc to Kathrin Frauscher at kfrauscher@worldbank.org and Carey Kluttz at ckluttz@worldbank.org.