
BACKGROUND
The World Bank Group’s (WBG) mandate is to eradicate poverty and boost shared prosperity in a sustainable manner. The Sustainable Development (SD) Practice Group is composed of six Global Practices (GPs) whose role is to bring best-in-class knowledge and solutions to regional and country clients. They include: Agriculture; Energy and Extractives; Environment and Natural Resources; Social, Urban, Rural and Resilience; Transport and ICT; and Water. The SD Practice Group Vice Presidency (GGSPV) works in a cross-sectoral fashion across GPs providing strategic directions, setting and contributing to the analytical agenda and providing technical solutions to support the design and implementation of operations.

The Climate Change Group (CCG) is a Cross Cutting Solutions Area (CCSA) established in January 2014 to help WBG clients both recognize and respond to the risks that climate change poses. By leveraging the necessary public and private finance, the WBG supports clients in their transition to a cleaner and more resilient development trajectory. The CCG works across the Bank to mainstream climate change in development planning and to inform and support clients on policy and investment decisions that will foster low-carbon and resilient development. Within the CCG, the Climate Change Policy Team (GCCPT) helps to guide and influence climate change policy (internally and externally) through analytical work, collaboration with GPs and Country Management Units (CMUs), and operational support to help connect and integrate WBG efforts on climate change.

The GCC jointly with the SD Practice Group recently initiated a Programmatic Approach for “Enhancing climate and disaster resilience of World Bank Sustainable Development operations” with the aim to (i) make projects and sectoral, local, or national development strategies more resilient to climate change and natural disasters and (ii) better assess how projects can effectively build climate and disaster resilience. Within the Programmatic Approach, GCCPT is helping to lead a project on “Results monitoring and impact evaluation for resilience-building operations”, which is being undertaken in response to the increasing demand for measuring how WBG operations at the project-level strengthen climate and disaster resilience. A better monitoring and evaluation (M&E) of climate change adaptation (CCA) and disaster risk management (DRM) projects will help to understand how to improve the WB contribution to disaster and climate resilient development.

The objective of this work is to strengthen project management and increase emphasis on evidence-based learning for resilience in the project cycle and beyond through the following expected outcomes: (1) improved results monitoring and reporting of resilience-building operations through the formulation of theories-of-change, identification of indicators and development of measurement methodologies; (2) increased application of evaluation studies in resilience-building operations through technical toolkits and guidance notes, targeted technical support and mobilization of funding for these studies; and (3) enhanced harmonization of existing M&E frameworks.
of climate- and disaster-related funds and initiatives (GCF, GEF, PPCR, GFDRR, etc.) and alignment of work streams at the WB related to resilience measurement.

In particular, there is demand for performing evaluations that test the causal link between project interventions and their immediate and long-term outcomes (often referred to as impact evaluations), for CCA and DRM projects with potential resilience-enhancing benefits. Evaluations in this new, but rapidly evolving field are urgently needed, as approaches to building resilience are likely to be imperfect (or possibly even misguided), so that we need to be ready to identify what does not work and how to correct course. However, evaluation studies for resilience-building operations remain rare and difficult to apply. It is challenging to measure outcomes and impacts of projects that are supposed to reduce vulnerabilities to long-term climatic changes or infrequent and unpredictable extreme events. Traditional impact evaluation techniques that allow for randomization of the treatment effect or the construction of control groups are difficult to apply for large-scale resilience-building interventions (e.g., land use planning or infrastructure investments, such as dykes and roads). In addition, measuring the long-term outcomes of resilience-building actions will require a climatic change or natural disaster event to happen so that such pre/post-event evaluations may have to span large time horizons. Even for measuring intermediate outcomes, the application of existing evaluation techniques and measurement methodologies can be very costly and time-demanding. To allow for systematic analyses, evaluation and systematic learning has to be integrated into the project from the design stage (and beyond) so as to produce baseline data and effectively account for the longer time scales through which resilience is built and can be measured.

In order to define evaluations options for resilience-building operations in the face of these challenges, the team will hire a consultant to develop a guidance paper.

**DUTIES AND RESPONSIBILITIES**

The Evaluation Specialist will work under the supervision of Nathan Engle (Climate Change Specialist, GCCPT) and Ulf Narloch (Economist GGSVP) in the time period between April 1, 2016 and August 31, 2016 for a total of about 60 days.

The **tasks** are as follows:

1. Review existing quantitative and qualitative evaluation techniques (including experimental, quasi-experimental and other less statistically rigorous, theory-based and participatory studies) of relevance for resilience-building operations based on existing evaluation manuals, overview papers, and evaluation studies in the context of CCA and DRM.
2. Identify the type of relevant evaluation questions according to selected criteria, such as their purposes (e.g. evaluate ongoing or completed projects), their scale (sub-project, project-, program- or even national-level impacts) and audience (i.e. project managers, donor, corporate management) and illustrative resilience-building operations.
3. Identify existing evaluation challenges that are specific to resilience-building operations based on desk-review of existing literature on M&E for CCA and DRM projects and consultations with evaluation experts.
4. Outline how these techniques can be applied for different types of resilience-building operations and recommend which options are most appropriate given technical considerations (i.e., how to address evaluation questions and overcome evaluation challenges, etc.) and ethical and operational considerations (i.e., data and time requirements, technical and financial resource needs, etc.), based on consultation with evaluation experts and task teams.
5. Draft a 30-40 page guidance paper, as described below.
6. Participate in the project’s Quality Enhancement Review (QER) meeting at the World Bank in June 2016 and support the preparation of answers and follow-up actions to any comments received from the project’s Advisory Board, Peer Reviewers and participants of the QER meeting.
7. Revise the paper by incorporating the comments received and prepare and finalize the paper as a formal WB publication.

**DELIVERABLE AND TIMELINE**

The **expected output** is an operational guidance paper (ca. 30-40 pages, not including annexes) that outlines the landscape of evaluation options to assess causal links between project interventions and intermediate and long-term resilience outcomes for resilience-building operations. The paper should focus on and differentiate between (i) evaluations during project implementation to facilitate learning within the project cycle and inform readjustments at project mid-term and (ii) evaluations after project completion to assess investments ex-post so as to facilitate learning beyond the project cycle. Specifically the paper should recommend how the evaluation options can/should be applied in different WB operational contexts (i.e., different lending instruments, geographies and hazards, resource and data availability, technical capacities, etc.).

The **target audience** is primarily task team leaders and other operational staff at the World Bank who are not technical evaluation experts and want to understand when and how they can implement evaluation studies for their resilience building CCA and DRM projects and what the operational considerations are, as well as policy and development practitioners managing evaluations within developing countries.

The **main questions to be addressed** in the paper are as follows:

1. Why and when should an evaluation study be implemented for resilience-building operations?
2. What are the main evaluation questions of relevance for CCA and DRM projects and what are the challenges for evaluating them?
3. What is the range of quantitative and qualitative evaluation techniques (including experimental and quasi-experimental, as well as less-statistically rigorous, theory-based and participatory evaluation studies) available that could be applied for different types of resilience-building operations in different contexts?
4. What are the methodological and ethical considerations that deserve special attention when designing evaluation studies (including developing baselines when climate and disaster risks are not observable, dealing with long-time horizons, the absence of control groups, data scarcity, etc)?
5. What is known from existing evaluation studies of CCA, DRM and other resilience-building activities (e.g., social safety nets) in terms of dealing with methodological challenges and main findings of relevance for improving resilience-building?
6. How can evaluation studies be implemented with different time scales in mind (e.g., shorter time scales for project cycles vs. loner time scales for building resilience), technical capacities, and financial resources?
7. How can evaluations studies be designed to build in systematic learning into the project cycle and beyond?

The **timeline and deliverables** are as follows:

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<tr>
<th>Date</th>
<th>Deliverables</th>
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<tbody>
<tr>
<td>By April 15</td>
<td>Annotated outline for the sections of the paper with a list of materials to be included and key findings/recommendations to be covered</td>
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<tr>
<td>By May 15</td>
<td>First draft with write-up of different sections</td>
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<tr>
<td>By June 15</td>
<td>Complete draft for review and discussion at a Quality Enhancement Review meeting in June</td>
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<tr>
<td>By June 30</td>
<td>Set of follow-up actions to address any comments received as part of the Quality Enhancement Review</td>
</tr>
<tr>
<td>By August 31</td>
<td>Final, copy-edited draft for publication that incorporates the comments received</td>
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**KEY QUALITIES AND COMPETENCIES**
- Master’s degree with at least 5 years of relevant evaluation experience or equivalent combination of education and experience.
- Background in environmental economics and/or vulnerability/risk assessment (climate change, natural disasters, resource economics, innovation and technological change modeling) preferred.
- Strong knowledge of the current evaluation literature (both academic and grey literature) with a sound understanding of different evaluation techniques and how they can be applied in the context of resilience-building operations.
- Experience with designing evaluation studies and applying evaluation techniques for impact assessment of real-world policies and projects.
- Experience working with development institutions on operational aspects of monitoring and evaluation and climate change adaptation, disaster risk management and resilience.
- Familiarity with the WBG project cycle and monitoring and reporting needs, and knowledge of WBG project portfolio with relevance to climate and disaster resilience a plus.
- Ability to manage projects independently and deliver results on complex issues in a timely manner.
- Ability to collaborate with experts and teams from the WBG and other institutions and across institutional and departmental boundaries.
- Demonstrates trustworthiness, integrity, dedication, perseverance, and “can-do” attitude.
- Complete fluency in the English language, including excellent demonstrated English writing skills a must

**APPLICATION**
If interested please submit your resume, writing samples, and a list of 2 references to Nathan Engle (nengle@worldbank.org) and Ulf Narloch (unarloch@worldbank.org) by March 30, 2016.