

OE Team Building & Renewal Process

Initiative working group (IWG) #3: Consultant Management

Objectives

The Group's ultimate goal is to improve consultant performance as individuals and as a team in order to enhance the final quality of evaluations. Its specific short term objective is to improve the effectiveness and the efficiency of selection, supervision, and management of OE consultants. The longer term goal of the IWG is to transform its status to an internal monitoring unit responsible for gathering feedback on the new processes for consultant management mainstreamed in OE day-to-day operations and, eventually, generate early corrective actions.

The Group focused on the following outcomes in 2008:

- Promoting the gradual adoption of good practices and the application of tools developed.
- Promoting the use of specialized resources appointed to assist with consultant management (e.g. consultant administration focal point, consultant database manager);
- Improving existing tools (e.g. consultant database, performance evaluation form), and developing new tools (e.g. TOR templates for evaluation team members).

Outputs generated in 2008

Consultant database – V2.0: The initial consultant database included 270 names of consultants who have worked for OE in the last five years. This database has now been expanded, based on a systematic gathering and review of all consultant CVs on hand with current OE professionals, as well as the review of around 50 new candidate CVs that came to OE via the on-line request for “Expressions of Interest”. These efforts added 116 potential consultants to the database, who are thought to be suitable candidates for consideration when selecting new team members or team leaders to contribute to OE’s programme of work. The current OE consultant database contains 386 candidate CVs.

TOR template for project evaluation and CPE team members: Building on the standard templates developed for team leaders in 2007, a set of standard templates for team members have been developed.

Performance evaluation for consultants: OE’s performance evaluation form for consultants has been finalized and is now regularly filled out for each consultant performing work for OE.

Analysis of consultant survey results: The results of this survey (questionnaires were sent to all consultants working for OE in the last two years) were analyzed in order to identify areas where OE could improve in facilitating the work of the consultants and getting the best outputs.



Miguel Torralba, Michael Carbon and Paul-André Rochon (Team Leader)



Oanh Nguyen (Team Leader), Anna Benassi and Ashwani Muthoo

OUTCOMES/PRODUCTS FOR 2008/2009

Consistent with the IWG’s objectives, the Group will focus on the following outcomes:

- Promote the adoption of good practices and the application of tools developed thus far, and;
- Improve existing tools as appropriate, and develop new tools.

The following products are proposed below for the Group’s 2008/2009 Work Plan:

- Develop a standard consultant selection process
- Continue, on a trial basis, to maintain the current consultant database in Excel, before considering the upgrading to an Access-based platform.

Analysis of profile of OE consultants in 2007: Key statistics on consultants used by OE in 2007 (e.g. gender, nationality, key expertise, etc.) were analyzed and the results of the analysis were used as a basis to identify targets for enriching the overall profile of OE consultants in the coming years.

Good practice inventory: An exploration and inventory are ongoing of good practices in peer organizations (e.g. CIDA), as well as system wide initiatives (e.g. UNEG) that could benefit OE's future efforts to continuously improve consultant selection and management.

Benefits realized by OE

- Enhanced efficiency and effectiveness of consultant identification through the development of an expanded database of consultants, accessible to all OE staff ;
- More effective long term management of consultants thanks to a consistent and systematic approach for evaluating and tracking consultant performance;
- Enhanced awareness of alternative strategies deployed by other Evaluation units to address the challenges of consultant recruitment and management.

Highlights of our work

TEAM MEMBERS

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OE CONSULTANT DATABASE

ID	Name	Nationality	Gender	Type of Evaluation				Geographical Experiences					Language skill				Areas of expertise		
				CLE	CPE	PE	TE	PA	PF	PI	PL	PN	Eng	Fre	Spa	Ara	Primary Expertise	Secondary Expertise	
263	Lastname Name	Chile	F															AGR	
265	Lastname Name	Costa Rica	F															FIS	
266	Lastname Name	Canada	M										1					MEN	
267	Lastname Name	UK	M			L				L			1					PIN	RIN
268	Lastname Name	USA	M			M		M					1					EA/M	
270	Lastname Name	Switzerland	M	L							L	L	1					PRM	
271	Lastname Name	China	M				M			M			1					AGR	
272	Lastname Name	Niger	F		M	M		M						1				NRM	RS/A
273	Lastname Name	Indonesia	F		M					M			1					RS/A	
274	Lastname Name	Morocco	M		M						M		1					AGR	
275	Lastname Name	Egypt	M	L							L		1	1				PRM	
276	Lastname Name	Germany	M				L					L	1					RFI	
280	Lastname Name	Bolivia	F		M						M				1			EA/M	

	A	B	C	D	E	F	G	H	I	J
1	Streamlined fields of expertise	Abbreviation	Includes also...							
2	Agriculture	AGR	Agricultural research and extension							
3	Economic Analysis / Markets	EA/M								
4	Fisheries	FIS								
5	Health, Nutrition and Hygiene	HNH								
6	Irrigation	IRR								
7	Livestock	LVS								
8	Microenterprises	MEN								
9	Natural Resource Management	NRM	Land, water, forests, rangelands...							
10	Public Institutions	PIN	Decentralisation							
11	Programme Management / M&E	PRM								
12	Rural finance	RFI								
13	Rural Infrastructure	RIN								
14	Rural Sociology / Anthropology	RS/A	Community development, targetting, grassroots organisations, gender..							