Annex I

Terms of Reference

Type of contract:
Duration: 60 working days
Starting date: 3 October 2016
Completion date: 30 June 2016
Location: UNV Headquarters in Bonn, Germany; Field visits to UNV Regional Offices and Field Units and home based work

Background

The United Nations Volunteers (UNV) programme has been in existence since 1971 and contributes to peace and development through volunteerism worldwide. UNV works with UN agencies and other partners to integrate qualified, highly motivated and well supported UN Volunteers into development programming and promote the value and global recognition of volunteerism. UNV is active in around 130 countries every year with field presences in over 80 countries. UNV is administered by the United Nations Development Programme (UNDP) and reports to the UNDP Executive Board.

Since its establishment more than 40 years ago, UNV has evolved greatly with increasing recognition of the role of volunteerism to contribute to peace and development. The organization has expanded from an initial mandate focused on individual volunteer service to providing support for the achievement of results and outcomes through all forms of volunteerism. UNV pursues global recognition of volunteers for peace and development, encourages the integration of volunteerism into development programmes, and promotes the mobilization of increasing numbers of volunteers with greater diversity who contribute to peace and development. UNV helps countries to foster and develop volunteerism as a force for sustainable development. This is in part achieved by providing strategic advice on the role and contribution of volunteerism and options for civic engagement in development programmes and peacekeeping missions. Additionally, UNV helps countries to improve public inclusion and participation in social, economic and political development, and support the growth of volunteerism within communities as a form of mutual self-help.

UNV partners with governments and UN agencies as well as non-profit and private sector organizations in order to support development programmes and missions. UNV delivers a prompt, efficient and value-added service to identify and engage professionals who can deliver services and fulfill a wide range of specialised tasks. This results in the direct mobilization of approximately 7,000 national and international UN Volunteers every year, with 80 percent coming from the global south, and more than 30 percent volunteering within their own countries. These volunteers are assigned within UN programmes, projects and initiatives at country level. In addition, more than 11,000 on-line volunteers have completed over 19,000 on-line volunteer assignments.

The contribution of volunteers and volunteerism to development and peace building has been specifically identified in relation to the contributions volunteerism has made to the MDGs and can make towards achieving Agenda 2030. The important role of volunteerism was supported by UN

General Assembly resolution 67/138 adopted in December 2012. This resolution acknowledged the contribution of UNV as well as volunteerism in general and resulted in the development of the Secretary General report "Integrating Volunteering in the Next Decade: The 10 Year Plan of Action 2016-2025"[1].

Support of the expanding role and potential of volunteerism and UN Volunteers as well as the acknowledgement of the results and achievements of UNV has culminated in the development of the UN Volunteers Strategic Framework for the period 2014-17. This is the first framework of its kind for UNV and it seeks to integrate the most recent developments in the external environment with UNV's long term efforts to meet its expanded mandate. It also focuses on UNV's efficiency and effectiveness in achieving organizational results, including leveraging and expanding the knowledge base on the role and impact of volunteering in transformational global change, and supporting development results through UN Volunteers assigned with various partner UN entities.

The UN Volunteers Strategic Framework for 2014-17 was presented to the Executive Board in January 2014[2]. The Strategic Framework includes two programmatic outcomes. These are listed below:

- UN entities are more effective in delivering their results by integrating high quality and well-supported UN Volunteers and volunteerism in their programmes;
- Countries more effectively integrate volunteerism within national frameworks enabling better engagement of people in development processes.

The third area covered by the Strategic Framework is Institutional Effectiveness which is linked to 7 results statements. UNV undertook a comprehensive change management process in 2009-2010 that resulted in a new organizational structure and new ways of conducting business. Several new tools were introduced and processes redesigned to ensure consistent application of UNDP policies and UNV standards for volunteer management. These changes have helped UNV to focus more effectively on the programmatic needs of partner UN entities at country level, as well as to increase the impact of UN Volunteers in the field, while ensuring proper allocation and management of resources.

The Strategic Framework is supported by an Integrated Results Resources Matrix (IRRM) which includes a detailed RBM matrix and a theory of change for each identified outcome.

UNV has a clear role to play in helping countries achieve their development objectives and working towards achieving Agenda 2030. This Strategic Framework has been developed on the premise that volunteerism can foster empowerment, broad-based ownership and participation for those affected by poverty and exclusion, thus creating more stable and cohesive societies. It aims to further engage and partner with a wide variety of stakeholders in contributing to achieving globally agreed development goals related to peace and development. The UNV Strategic Framework articulates the scope and dimensions of UNV's strategic direction and expected results and achievements for the period 2014-2017.

Organisational setting

The Results Management and Support Section (RMSS) is responsible for corporate UNV results based management, including policies, procedures, results frameworks, and reporting tools. The RMSS collaborates primarily with all teams in the Peace and Programming Sections and works closely with the Management Services Division (MSD) and the Partnerships and Communications

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[1] The Plan of Action and related material can be found here: http://www.unv.org/en/news-resources/news/doc/integrating-volunteering-in-the.html
[2] The UN Volunteers Executive Board Report and Strategic Framework document are available at: http://www.unv.org/en/about-us/executive-board/doc/positive-reception-for-unv.html

Division (PCD), to guide strategic programme planning, quality assurance of programme activities and resource management, and UNV's volunteer management practices.

RMSS has three functional teams:

i.   Volunteer Management Support:

This team is in charge of supporting the rest of the organization regarding the Volunteer Management prescriptive content, compliance and client oriented support. The team has three functional streams:

a. *Policies and procedures for Volunteer Management*. The team is responsible for :
   - the administration of prescriptive content (policies and procedures and other official guidance materials) for the Volunteer Management Cycle.
   - for drafting the content and presenting it for approval by the relevant corporate governance mechanisms. The team is in charge of the administration of the Conditions of Service (CoS) for the UN Volunteers (duly approved by the corporate management). This team also defines and maintains the mandatory reporting requirements for all volunteers within the corporate policies.

b. *Volunteer Management Support.* Provides the main stream of support for queries and requests related to the operationalization of the Volunteer Management Cycle in all its sub processes as well as corporate guidance on policies and procedures. The team is also responsible for the preparation and interpretation of compliance reports on the volunteer management. The team approach has to be one of service delivery and the organization of the work has to follow a client-oriented methodology. The team is in charge of owning and administering the volunteer reporting process and corresponding support.

c. *Case management.* Recognizing the workload related to disciplinary cases and the needed specialization of the review and initial assessment function for the management of the cases, this team will receive, record, document and follow up on the cases. The team suggests a first course of action based on the treatment of previous cases and requests the OEC to escalate pertinent cases.

In general, the team will acts as the one-stop-shop for the entire organization on the management of the Volunteer Management Cycle, providing the operational guidance and support to all users, preparing and maintaining policies, procedures and guidance materials and supporting the Results Based Management.

ii.   Corporate Planning, Monitoring, Reporting and Evaluation Support

The pillar concentrates on the RBM and Business Support functions pertaining to the corporate stream, including the development and implementation of RBM framework in UNV, the management and implementation of the evaluation plan and the corporate planning, monitoring and reporting cycle. The team will have two functions within it, namely, corporate planning, monitoring and reporting, and evaluation.

a. *Corporate planning, monitoring and reporting:* This team is responsible for the management and accountability for the Strategic Framework and Integrated Results and Resources Matrix (IRRM) – as well as how this is translated into the organization in terms of the annual business plan and work planning processes. The team acts as a one-stop-shop for the entire UNV on the definition of units' annual work plans and its consolidation. The team defines and manages processes for the production of the corporate level reports (including the Executive Board report). Given the complementarity of the reporting

support functions, this team also supports the volunteer reporting function and is supported by it, depending on the respective period workload.

b. *Evaluation:* This team manages the development and implementation of the UNV evaluation plan and acts as the one-stop shop for UNV on questions related to the evaluation function. This includes providing corporate guidance on both HQ and decentralized evaluations. The team does not directly undertake evaluations, but has the responsibility for managing the outsourced corporate evaluation services and providing quality assurance for decentralized evaluations. The evaluation function of UNV is aligned with the evaluation policy and guidance of both UNDP and the United Nations Evaluation Group (UNEG).

iii. Programme and Project Management Support

The team focuses on the support to all UNV on the programmes and projects cycle and the guidance for results-oriented planning and reporting on them. The team has two functional streams within it, supporting each other and sharing peak-periods work distribution with the remaining teams.

a. Policies and procedures for Programme and Project Management. This function supports the interpretation of the UNDP Policies and Procedures on PPM into corporate guidance and subsidiary prescriptive content for the UNV programme management. This team defines the reporting and evaluation requirement for particular projects within the corporate guidance with the specific UNV requirements regarding the corporate RBM model to be defined.

b. Programme Management Support. The team acts as the one-stop-shop for all matters related to PPM in UNV, providing helpdesk and support to the entire organization. The team is in charge of designing and supporting the mechanisms for data quality monitoring and follow up with the programme-project owners for the completion and update of the information reflected in the corporate systems (mainly Atlas). The team also prepares and conducts specialized training on the PPM cycle in UNV

1. *Project Description*

UNV is conducting an evaluation of the 2014-2017 Strategic Framework as part of its 2016-17 evaluation work plan, as approved by the Strategic Management Team (SMT). The evaluation will provide accountability to both internal and external stakeholders related to the planning, implementation and results of the SF as well as a learning opportunity for the preparation of the next Strategic Framework 2018-2021.

In 2015, the UNV SF underwent a mid-term review (MTR) to inform progress reporting to the Executive Board. The MTR was conducted as an internal review process and was based on existing UNV generated data and did not generate specific recommendations. This evaluation will serve as a follow up to this exercise and will seek to validate and expand on the findings of the MTR and to provide specific and actionable recommendations.

The primary objectives of the evaluation are to:

- Assess the performance of and results achieved or expected to be achieved by UNV during the period covered by the 2014-17 Strategic Framework
- Assess the use of the Strategic Framework as a tool for guiding UNV work and delivering on its mandate;
- Facilitate learning from the UNV experience during the strategic framework period;

specifically, around planning and implementation processes
- Provide validation and follow up of the findings and future actions identified in the SF Mid-term Review.
- Provide actionable recommendations in regards to the overall UNV strategy and strategic planning process

A brief summary of the project

| Project Title	Evaluation of the Implementation and Progress of the UNV Strategic Framework and Global Programmes 2014-2017
Project Objectives	The primary objectives of the evaluation are to: • Assess the performance of and results achieved or expected to be achieved by UNV during the period covered by the 2014-17 Strategic Framework • Assess the use of the Strategic Framework as a tool for guiding UNV work and delivering on its mandate; • Facilitate learning from the UNV experience during the strategic framework period; specifically, around planning and implementation processes • Provide validation and follow up of the findings and future actions identified in the SF Mid-term Review. • Provide actionable recommendations in regards to the overall UNV strategy and strategic planning process
Project Context / Background / Rationale / Scope	See Background Section (page 1 and 2) See Scope Services (section 2)
Expected Project Output/Outcome	The expected final outcomes are clearly identified findings, lessons learned and actionable recommendations related to the relevance, effectiveness, efficiency and sustainability of the UNV Strategic Framework and Implemention mechanisms. This should occur through the following deliverables: Inception Report Data Collection and Analysis including field visits Debriefing of initial findings, conclusions and recommendations Draft Report Final Report See Deliverables section for further details
Previous work done/history (if any)	
Other Relevant Information	

2. Scope of Services, Expected Outputs and Target Completion

The evaluation will focus on the current UNV Strategic Framework and the associated implementation mechanisms. The evaluation will be aligned with the structure of the Strategic Framework, covering both programmatic outcomes as well as the institutional effectiveness results with the intent to validate the identified theories of change.

Evaluation Period Scope: In order to address both the accountability and learning needs related to the strategic framework the scope of the evaluation will cover the full period of the strategic framework, 2014 to 2017. The evaluation will cover all UNV strategies, work and activities developed during this period and related to the SF.

Evaluation Programming Scope: The focus of the evaluation and the main questions will be directed at the planning, implementation and progress of the Strategic Framework. The SF has been operationalized through a series of corporate strategies as well as global programmes aligned with the priority areas. The evaluation of the SF will address the role of these strategies and programmes as an implementation mechanism for the SF. The variety of strategies supporting the implementation of the SF are outlined below in Figure 1. The evaluation scope will address the relevance, efficiency, effectiveness and sustainability of these strategies and programmes in the operationalization of the SF.

Figure 1: UNV Strategic Framework Operationalization
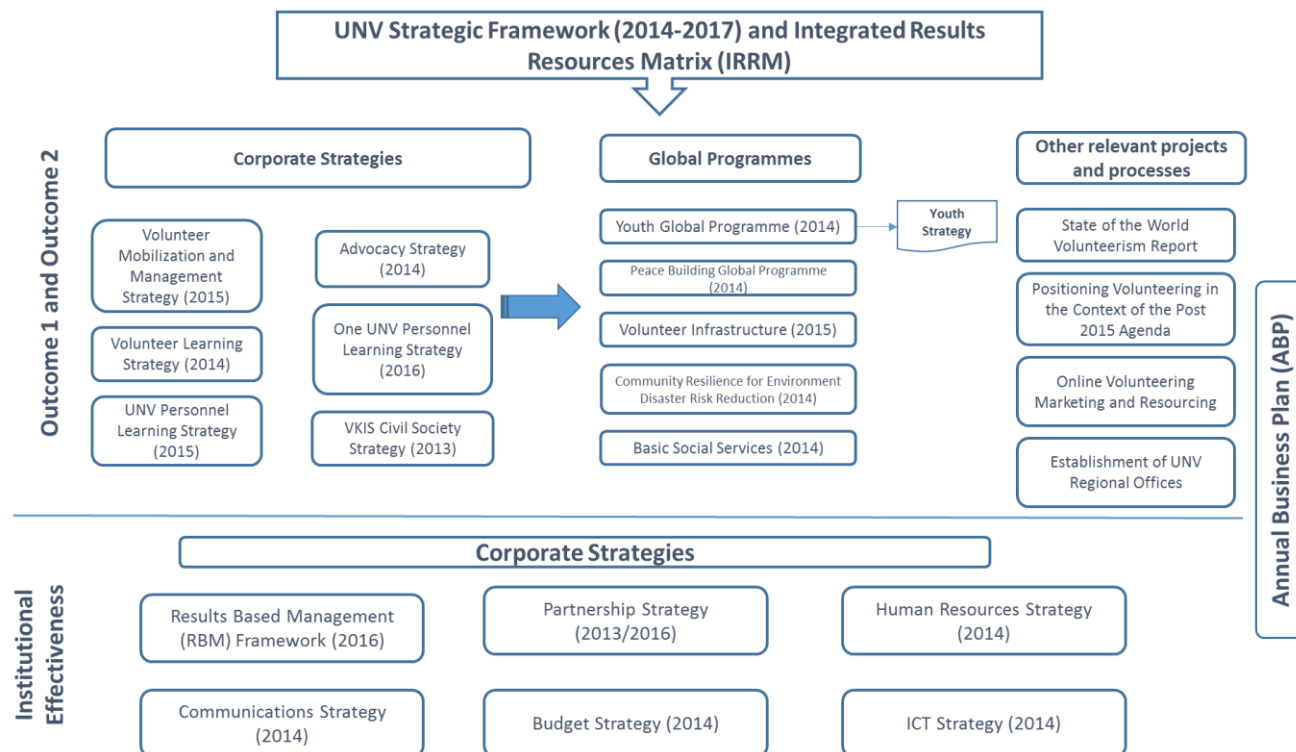
Finally, a mid-term review of the SF was undertaken in 2015. The findings from this review should also be included in the evaluation. The final scope of the evaluation including the specific components and corporate implementation strategies will be determined through a consultative process between identified stakeholders and the external evaluation team. A final detailed scope will be included in the final inception report.

I.   Evaluation Criteria and Questions

The specific scope and evaluation questions will be determined following consultations with management. In general, the evaluation will address the results achieved or expected to be

achieved by the strategic framework. In order to provide the most benefit to the organization, the evaluation will also attempt to understand what worked and what didn't work in regard to planning, implementation and processes related to the strategic framework. The final evaluation questions will be determined as part of a consultation process during the development of the inception report. Below are draft questions based on the current scope and purpose of the evaluation. As draft questions, it is expected that they will change/be refined during the consultation process for the inception report.

Relevance:

- How relevant are the articulated theories of change to the expected outcomes and mandate of UNV?

- How relevant are the implementation mechanisms and processes for achieving the SF outcomes and institutional effectiveness results?

- To what extent does the SF position UNV to respond to the 2030 Agenda and the new development landscape?

Efficiency:

- To what extent have UNV resources been used efficiently in contributing to the outcomes and results outlined in the SF?

- How efficient is coordination and collaboration, specifically management arrangements at the global, regional and country levels, in supporting the implementation and results achievements of the SF?

Effectiveness:

- How effective has UNV been in achieving the expected results of the SF?

- How effective have the implementation mechanisms and corporate strategies been in supporting achievement of the SF outcomes and results?

- To what extent can UNV be expected to contribute to development impacts at the country level through the achievement of the SF outcomes?

Sustainability:

- Are the results of the UNV contributions under the Strategic Framework, including global programmes, likely to be sustained?

II.   Evaluation Approach

The evaluation with take a utilization focused approach and therefore will be consultative and participatory in nature. The evaluation will be conducted in accordance with the UNDP Evaluation

Policy3 and the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN System4, as they apply to UNV.

The evaluation should be independent, transparent, inclusive, participatory and utilization-focused. The evaluation will seek broad engagement from relevant stakeholders during all stages. This will allow for the full range of information and experience to be captured and will also help to ensure the relevance and utilization of evaluation findings and recommendations. To support a participatory approach, the evaluation will include, as part of the inception phase, a thorough stakeholder analysis as well as a plan to involve relevant stakeholders in the evaluation.

The specific methodology will be determined by the evaluation team with full consultation of relevant stakeholders during the inception phase. However, given the complexity of the evaluation the methodology will need to consider a variety of types of evaluation and complementary methodologies including elements of organizational, process and programmatic evaluations.

III.   Core Stakeholders

The evaluation will include activities to identify and ensure relevant internal and external stakeholders are consulted. In order to identify and ensure all relevant and appropriate stakeholders are included, the evaluation team will carry out a thorough stakeholder analysis to be included in the inception report. For the purposes of this evaluation, stakeholders are defined as those individuals, groups, or entities which are directly involved in carrying out the work of the SF and/or support UNV to carry out this work. In addition, relevant stakeholders also include those individuals, groups or entities which benefit from the work of UNV and the SF and would therefore have a stake in the success of UNV in carrying out and achieving the results outline in the SF. Currently identified core stakeholders of the evaluation include, but are not limited to:

- Member States, including host country, programme countries and donor countries

- UNV staff and management, including those at HQ, Regional Offices and Field Units (mission and non-mission)

- UN Volunteers (national, international and on-line)

- UNDP

- Partner organizations of the UN system (i.e. DPKO, UNHCR)

- Volunteer Involving Organizations

- Corporate Sector Partners

a.   Consultation Process

A stakeholder mechanism for participation will be developed to ensure appropriate consultation throughout the evaluation and at appropriate process points. The evaluation will commence with a thorough consultation process during the inception period. In addition, the UNV, in collaboration with stakeholders, will gather the relevant reference documents for the evaluation. Based on inputs received during the consultation meeting and a preliminary review of the reference documents, evaluation ToR and Inception Report will be finalized.

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[3] http://web.undp.org/evaluation/policy.shtml
[4]http://uneval.org/document/foundation-documents

To ensure the utilization of the evaluation report, the ET will hold thorough consultations with the UNV Institutional Effectiveness Performance Team (IEPT). The main responsibilities of this group in relation to the evaluation are to provide guidance in relation to the evaluation questions, stakeholders and information expected from the evaluation. In addition, the IEPT will provide reviews of the inception report and draft report. In order to maintain the independence and objectivity of the evaluation, the main focus of these reviews will be factual accuracy and quality assurance in relation to the evaluation ToR and inception report requirements.

Debriefings of the draft report, and other processes as necessary, will be provided to larger stakeholder groups including staff and management at HQ, ROs and FUs to the extent possible. Debriefings with external stakeholders, including UNV partners may also occur, dependent on the time and resource availability.

To the extent possible and appropriate, the evaluation will leverage existing opportunities for consultations with both external and internal stakeholders. This may include events such as the UNV Global Meeting and the Partnership Forum.

The consultations with the identified stakeholders will contribute significantly to the evaluation. These consultations will assist the team in answering the identified evaluation questions and providing relevant and useful recommendations.

IV.   Methodology and Data Sources

The evaluation will be a systematic review and analysis of the UNV Strategic Framework and implementing mechanisms and processes. To the extent possible, it will address each phase of the planning, monitoring, implementing and reporting processes within the Strategic Framework. The evaluation team will conduct this process using various data collection methods including a desk review, group interviews/focus groups, individual interviews and case studies. The methods used will ensure an unbiased and objective approach and will validate collected data. The

evaluation team will ensure that all data is valid, through the use of triangulation of both source and method. The evaluation will use a mixed-method approach, inclusive of both quantitative and qualitative methods. Data collection methods will use both primary and secondary data to the extent available and will be implemented through the following processes:

i) Desk review: Relevant reference documents and project information will be compiled, summarized and analyzed. The review will include, but not be limited to the following:

- Guidance documents and agreements relevant to the planning and implementation of the UNV mandate and Strategic Framework, e.g. EB decisions and the General Assembly (GA) resolutions and guidance issued by the Secretariat, if any and/or UNDP;

- UN Strategic Framework: 2014-2017 and accompanying Integrated Results and Resources Matrix (IRRM);

- Corporate strategies supporting the implementation of the SF;

- UNV SF Mid-Term Review and accompanying Executive Board Report

- Programme and project planning, design, monitoring and reporting information and documents, including Global Programme documents, Annual project progress reports (APPRs) and output documents;

- General background information related to UNV, the previous strategic planning

processes and current strategies including, Volunteer reporting data, Country Scan data; and

- Review of any findings and recommendations from the planned Gender review as well as previous UNV evaluation reports and their related recommendations, where appropriate;

- UNDP Assessment of Development Results (ADRs) covering UNV activities.

ii) Stakeholder consultations and interviews: Based on the results of the stakeholder analysis, the evaluation team will conduct consultation meetings and carryout extensive interviews with relevant stakeholders (in person and/or by phone). Interview questionnaires will be prepared based on the evaluation questions and on the design matrix and will be included in the inception report.

iii) Case studies: Case studies will be developed and presented in the evaluation as appropriate. The case studies will be based on specific themes, innovative practices and/or country programmes and/or projects selected from UNV activities. The goal will be two fold; to show clear good practices which could be replicated and to provide concrete, practical examples of implementation and progress of the SF. The final case studies will be identified in the inception report.

iv) Field Visits: The evaluation team will work with UNV staff and management to identify any Regional Offices, Field Units and/or specific project sites to visit. To the extent possible, the evaluation team will leverage these opportunities to meet directly with national project stakeholders, including partners and beneficiaries. These field visits should represent the variety of UNV work and activities. Final field visit locations will be determined during the inception phase.

A draft evaluation design matrix has been developed to link the evaluation's questions to indicators/measures and data sources (see draft version in Annex 1). These questions and the matrix will further evolve during the evaluation process.

The fulfillment of the purpose of the evaluation and the successful implementation of the evaluation work plan will depend on several factors, including the timely availability and accuracy of data on activities, performance and results and most importantly participation by stakeholders in the evaluation process. Any limitations encountered will be discussed in the final report.

V.   Evaluation Team:

The evaluation team (ET) will be responsible for undertaking the evaluation, including conducting consultations with relevant stakeholders, data collection, including field visits, and debriefing meetings (See section IV for details).

Members of the ET should have no previous direct involvement in the formulation, implementation or backstopping of the UNV Strategic Framework. To the extent possible, the ET should collectively possess expertise in the following areas:

- Evaluation management and methodology;
- Strategic Planning within international organizations; and
- Volunteerism.

The ET will be responsible for conducting the evaluation in accordance with UNV/UNDP and UNEG standards as they apply to UNV, and for the preparation of the inception report, evaluation report and other identified deliverables. See Annex 2 for additional details and qualifications related to the evaluation team.

VI.   Evaluation Report

The major deliverable of the evaluation is the evaluation report. It will be drafted according to the UNDP evaluation report template. It will meet all of the criteria within the UNEG Quality Checklist for Evaluation Reports[5]. In particular, the report will illustrate the main findings based on analysis and triangulation of data and on the evidence found with regard to the evaluation issues, questions and criteria listed in this ToR. It will also contain conclusions and recommendations addressed to the particular client responsible for the implementation of the recommendation(s). Supporting material (e.g. project data, survey results) will be annexed to the report or provided in an additional information document.

VII.   Tentative Schedule of Activities

Activity	Timeframe/deadline
Evaluation team members recruited	October 2016
Evaluation design and inception report finalized	November 2016
Consultations with stakeholders (taking advantage of any pre-existing opportunities/scheduled events)	October-December 2016
Data collection including field visits	October-December 2016
Analysis and Synthesis	December 2016/January 2017
Evaluation and Strategic Framework development processes presented during informal consultation with EB	January 2017
Debriefing/workshop with identified UNV stakeholders	February 2017
Follow up meetings and data collection as necessary	February 2017
Draft Report circulated internally for feedback	March/early April 2017
Final report submitted to UNV management	April/May 2017
Management response completed and available on Evaluation Resource Centre (ERC)	May-June 2017
Evaluation Report findings available for informal discussions with Executive Board	June 2017

Specific deliverables include the following:

No	Description	Estimated working days and travel	Tentative Due date
	Inception Phase		
1	*Inception report, including stakeholder analysis, plan for stakeholder consultation and draft data collection tools delivered* • *The inception report should be developed following a thorough desk review and stakeholder analysis and plan for engagement.* • *Consultations with identified stakeholder groups should be part of this phase.*	*15 days including 5 days home based and 10 working days in Bonn*	*15 November, 2016*

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[5] http://www.unevaluation.org/document/detail/607

	• *The inception report should allow for coverage of the full strategic framework as well as the implementation processes.* • *The inception report should include both qualitative and quantitative methods for data collection and analysis* • *The evaluation matrix, including finalized question, indicators and data sources should be confirmed* • *Complementary data collection tools (interview guides, surveys, focus group protocols, etc.) should be developed to support the methodologies identified and included as part of the inception report.* *The inception report should be circulated for comment/feedback from identified stakeholders, but at a minimum should be presented to the IEPT.*		
	Data Collection and Analysis		
2	• *Data collection and initial analysis undertaken including both qualitative and quantitative methods* • *Desk review of materials as well as field visits to regional offices, identified field units and case study sites* • *To the extent possible a short debriefing/wrap up session should be held at the end of each field visit.*	*30 days including estimated travel as follows:* *5 days- Nairobi Regional Office and identified field units* *5 days- Dakar Regional Office and identified field units (including Arab states)* *5 days- Bangkok Regional Office and identified field units* *5 days- Panama Regional Office and identified field units* *5 days ECIS, Geneva, New York* *5 days home based*	*15 January, 2017*
3	*Following the initial data collection phases, a debriefing workshop should be held to discuss the findings as well as any potential recommendations resulting from the findings. The debriefing process will include at the least a debrieifing at UNV HQ with identified stakeholders. Additional debriefing requirements will be determined during the inception phase.*	*5 days with at least 3 days in Bonn for debriefing and follow up*	*17 February, 2017*
	Reporting Phase		
4	*Draft evaluation report, including recommendations for Strategic Framework 2018-2021, circulated for stakeholder comments and feedback (a minimum of two*	*5 working days home based (does not include stakeholder*	*7 April, 2017*

	weeks should be allowed for the comment and feedback period) • *The evaluation report (draft and final) should be structured and presented using the UNDP evaluation report template[6] and UNEG quality checklist*	*comment period)*	
	Final evaluation report delivered • *The final evaluation report should include an issue log identifying how stakeholder feedback was addressed* *All recommendations included in the final evaluation should be actionable and relevant to the work of UNV and specifically to the extent possible future strategic planning efforts of UNV*	*5 days with potential for up to 3 days in Bonn for presentation and follow up*	4 May, 2017

3. Institutional Arrangement

The evaluation will be managed by the UNV Evaluation Specialist within the Corporate Planning, Monitoring, Reporting and Evaluation Support Team under the supervision of the Chief of Results Management Support Section (RMSS), and in cooperation and direct consultation with the IEPT.

The UNV Evaluation Specialist will be responsible for coordinating the evaluation in accordance with agreed timelines and ensuring the quality of the various deliverables. The Evaluation Specialist will also ensure alignment of all evaluation processes and deliverables with UNV/UNDP and UNEG standards as they apply to UNV. The UNV Evaluation Specialist will also act as liaison between the ET and the IEPT.

4. Duration of the Work

The evaluation will be undertaken within 60 working days over the period October 2016 to June 2017. Major deliverables, specifically the inception report and draft evaluation report will provide a minimum of two weeks review period for identified stakeholders to include at least the Evaluation Specialist and IEPT.

5. Location of Work
See Deliverables table (page 12) for expected travel and home based work

6. Qualifications of the Successful Service Provider at Various Levels

The preference is for an evaluation team which has previously worked together and represents the skills and qualifications outlined in the below individual roles. The team should have extensive evaluation experience, specifically within the international context and ideally with the United Nations. Knowledge and experience in strategic planning and organizational management are imperative and understanding of the role of volunteerism is also required. The team should ideally be made up of two to three individuals representing the skills and qualifications detailed below.

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[6] http://web.undp.org/evaluation/evaluations/handbook/english/documents/pme-handbook.pdf

However, the selection criteria will favor the representative skills and qualifications over the number of individuals in the team.

For all team members Fluency in professional written and spoken English is required. Working knowledge of other official UN language(s), specifically Spanish and/or French is a distinct advantage.

Impartiality:

The team members must not have been involved in the preparation, implementation or supervision of the UNV 2014-17 Strategic Framework or its implementing processes, including the Global Programmes. In addition, at least the Evaluation lead and strategic planning team members must not have been involved in previous reviews or evaluation of the UNV 2014-17 Strategic Framework or its implementing processes, including the Global Programmes.

a) Evaluation Team Lead

As the lead of the evaluation team, the assignment requires extensive expertise in the area of complex project and programme evaluation; with specific experience in evaluation of strategic planning efforts. The following is a list of the required qualifications.

- Strong leadership and coordination in team settings;

- Extensive knowledge and experience in evaluation and evaluation methodologies, including theory of change;

- Experience in assessing and reviewing programme results and performance in complex organizations;

- Experience and knowledge of evaluation culture and implementation of results reporting, specifically results based management;

Education:
- Minimum of an advanced university degree (Masters' degree equivalent or above) in social sciences, public administration/management or related field

Experience:

- Strong record in designing and leading evaluations in an international setting;

- Extensive experience in quantitative and qualitative data analysis and data management, including experience in gender analysis and human-rights based approaches;

- Technical competence in at least one of UN Volunteers thematic areas (Basic Social Services, Youth, Disaster Risk Reduction, Peace Building and/or Volunteer Infrastructure);

- Excellent ability to engage and communicate with a variety of stakeholders;

- Proven management experience, preferably of international evaluation teams conducting data collection and analysis.

b) Strategic Planning Expert

As the strategic planning expert, the assignment requires extensive expertise in the area of strategic planning within international organizations. Specific experience in evaluation of strategic planning efforts is incredibly valuable. The following is a list of the required qualifications.

- Extensive knowledge and experience in organizational strategic planning in international organizations;

- Training and experience in assessing and reviewing programme results and institutional performance in complex organizations;

- Experience and knowledge of evaluation culture and implementation of results reporting, specifically results based management;

- Ability to work effectively as part of a multidisciplinary team.

Education:
- Minimum of an advanced university degree (Masters' degree equivalent or above) in social sciences, international development, public administration/management or related field

Experience:

- Extensive experience in strategic planning, performance monitoring, organizational consulting, change management and/or performance improvement, especially in helping international organizations clarify and implement mission and strategic direction;

- Strong record in analysis of and reporting on institutional strategic efforts;

- Knowledge and competence in at least one of UN Volunteers thematic areas (Basic Social Services, Youth, Disaster Risk Reduction, Peace Building and/or Volunteer Infrastructure);

- Excellent ability to engage and communicate with a variety of stakeholders

c) Volunteerism Expert

As the volunteerism expert of the evaluation team, the assignment requires extensive expertise in the area of volunteerism; with specific experience and knowledge in results and performance measurement of volunteer involving organizations. The following is a list of the required qualifications.

- Extensive knowledge and experience in evaluation and evaluation methodologies, including theory of change;

- Understanding of volunteer infrastructures and networks and the role of volunteerism in sustainable development

- Experience in assessing and reviewing programme results and performance in volunteer involving organizations;

- Experience and knowledge of evaluation culture and implementation of results reporting;

- Ability to work effectively as part of a multidisciplinary team.

Education:

- Minimum of an advanced university degree (Masters' degree equivalent or above) in social sciences, public administration/management or related field

Experience:

- Experience in reviewing and analyzing strategic management and results based management systems of volunteer involving organizations;

- Competence in at least one of UN Volunteers thematic areas (Basic Social Services, Youth, Disaster Risk Reduction, Peace Building and/or Volunteer Infrastructure);

- Excellent ability to engage and communicate with a variety of stakeholders;

- Specific knowledge of UNV and/or UN volunteer receiving organizations is an asset

7. *Scope of Proposal Price and Schedule of Payments*

a) A financial proposal. The financial proposal must indicate the lump sum fee requirement which should be all inclusive. "All inclusive" implies that the proposal consists of professional fees, costs of living, costs for insurance, and cost of travel to and from the identified field visits. Please use the information included in the Deliverables table to estimate fee including working days and expected travel. It should also be understood that the travel included in this ToR is an estimate. Final travel details will be determined during the development of the inception report. Any changes to travel requirements will result in an adjustment to the travel portion of the Terms of Reference and individual contract.

b) Payment will be made following the completion of each identified deliverable. Specific deliverables and percentage paid are outlined below:
- Inception Report (20%)
- Completion of data collection and field visits (25%)
- Debriefing (5 %)
- Draft Report (20%)
- Final Report (30%)

8. *Recommended Presentation of Proposal*

The financial proposal should provide the calculations/estimates used to calculate the lump sum. Each category, including professional fees, travel and incidentals should be outlined.

9. *Criteria for Selecting the Best Offer*

This section should indicate the full list of criteria which shall serve as basis for evaluating proposals and awarding the contract, and the respective weight of each criteria.

Criteria	*Weight %*	*Max. Point*
Technical		
- *Company Expertise in evaluation of strategic plans/frameworks*	*40*	*400*
- *Experience in Strategic Planning and*	*20*	*200*

organizational managment		
• *Experience or knowledge of Volunteerism*	*10*	*100*
Financial	*30*	*300*
Total	*100*	*1000*

The selection of the best offer will be based on the combined scoring method. The technical and professional qualifications and methodology will be weighted as 70%, and will be combined with the price offer which will be weighted as 30% to calculate the total score.

Key selection criteria are

- Demonstrated knowledge and working experience in conducting and managing complex evaluations of international development and/or peace programmes of complex organizations with numerous stakeholders, including proven experience in a variety of evaluation methodologies (both quantitative and qualitative) (40%)
- Demonstrated track record in the area of strategic planning and institutional performance (20%)
- Demonstrated knowledge and working experience in volunteer involving organizations' strategic management and results based management systems and/or demonstrated track record in the areas of volunteer programme planning and management (10%)

10. Sustainable Procurement Policy

UNV wishes to work with companies that care about their environment and sustainability.

Sustainable procurement practices integrate requirements, specifications and criteria that are compatible and in favour of the protection of the environment, of social progress and in support of economic development, namely by seeking resource efficiency, improving the quality of products and services and ultimately optimizing costs.

We encourage companies when submitting their bids to include their environmental/sustainable policy and point out where necessary their policy in relation to the services offered. *Click here for more information on UN sustainable procurement,*

11. Travel;

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. Please use the deliverable table with estimated travel requirements along with other ToR information to estimate travel.

12. Additional Questions to be submitted by the bidder

- MANDATORY – A cover letter with A brief presentation of your institution, including contact details. Please, explain why you are the most suitable for the work (1000 words or under)

   MANDATORY A technical proposal; The technical proposal shall briefly describe potential methodologies and approaches to fulfill the required deliverables as well as outline the major components of its implementation (maximum 5 pages);

- MANDATORY - Please supply at least three references from previous clients that we can contact to seek references, name, address, e-mail, telephone

- OPTIONAL - Proof of any previous relevant work carried out, ideally please provide links to past evaluations conducted if publicly available. If not publicly available, but not restricted or confidential, please provide the final evaluation report.

- OPTIONAL - Please submit your sustainable/environmental policy if your company has one.

13. Annexes to the TOR

A. Draft Evaluation Matrix with final questions, indicators and data sources to be determined during inception phase

Evaluation Questions	Sub-Questions	Indicators/Measures	Data sources
Relevance			
1. How relevant are the articulated theories of change to the expected outcomes and mandate of UNV?	1.1 How relevant are UNV outcomes, programmes and projects to specific needs of regions/countries		
	1.2 How well does the SF and associated programmes represent the distinct value added of UNV?		
	1.3 Does the SF enable UNV to be "fit for purpose"?		
2. How relevant are the implementation mechanisms and processes for achieving the SF outcomes and institutional effectiveness results?	2.1 How well did the associated implementation mechanisms correspond to the SF outcomes and results statements?		
3. To what extent does the SF position UNV to respond to the 2030 Agenda and the new development landscape?	4. How relevant is UNV support to UN entities and Countries to achieving the Sustainable Development Goals (SDGs)?		
	5. To what extent does the UNV strategic framework and associate programmes respond to identified global, regional and country level needs?		

	Efficiency			
6.	How efficiently has UNV used its resources in contributing to the outcomes and results outlined in the SF?	4.1 Are UNV programmes, projects and processes using resources in ways that achieve more results for less cost?		
		4.2 To what extent do current processes and policies support the efficiency of administrative and financial arrangements?		
7.	How efficient is coordination and collaboration, specifically management arrangements at the global, regional and field levels, in supporting the implementation and results achievements of the SF?	5.1 Are processes and policies related to the SF and global programmes streamlined to facilitate timely action and implementation at all levels?		
	Effectiveness			
8.	How effective has UNV been in achieving the expected results of the SF?	6.1 To what extent have outputs, outcomes or results of the UNV SF been achieved?		
		6.2 Can any of the stated outcomes or results in the SF be expected to be achieved?		
9.	How effective have the implementation mechanisms and corporate strategies been in supporting achievement of the SF outcomes and results?	9.1. Can the stated outcomes or results statements be expected to be achieved without changes to the current implementation process?		
10.	To what extent can UNV be expected to contribute to development impacts at the country level through the achievement of the SF outcomes?			
	Sustainability			

11. Are the results of the UNV contributions under the Strategic Framework, including global programmes, likely to be sustained?	8.1 If any outcomes/results have been achieved, have they been or can they be expected to be sustained?		
	8.2 To what extent have issues of sustainability been addressed in the SF and implementing mechanisms?		
	8.3 To what extent have synergies been established between different programme areas and/or partners?		

Annex I

**Check list and notes for drafting Terms of Reference
(TOR)**

1. The TOR may be compared to the technical specifications for the purchase of goods or works.

2. The terms of reference should define precisely the task required of the Consultant. The clarity of the TOR is the key to quality proposals and ultimately a sound contract.

3. The TOR should clearly set out the following:

(a) Objectives: What is the anticipated result of the services?

(b) Background: What is the history of the assignment? Has previous work been done? Are there any particular constraints as to the results to be sought?

(c) Scope of work and expected output: What is the Consultant expected to do? What is the degree of detail to be provided? What time scale to be included? Are there specific decision points during the performance of the work?

(d) Purchases: Are any hardware requirements connected with the assignments? When should any such deliveries to the client be made and on what terms?

(e) Reports: How and when will the Consultant present his or her results?

(f) Inputs: What is the client going to provide in the way of facilities, professional support and physical facilities?