



## Terms of Reference for the Evaluation of the 2018-2021 Strategic Framework

<b>Type of contract:</b>	Contract Face Sheet (Goods and-or Services) UNV (only companies can apply)
<b>Duration:</b>	100 working days (50 days per evaluation team member)
<b>Starting date:</b>	15 October 2020
<b>Completion date:</b>	April 2021
<b>Location:</b>	Home-based, with visits to UNV headquarters in Bonn, Germany (tbc)

### 1. 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 close to 50 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, UN agencies and non-profit and private sector organizations 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 around 8,000 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, UNV's Online Volunteering service offers a global platform for organizations and online volunteers to connect. During 2019, 13,186 Online Volunteers served through UNV, providing remote volunteer services to 33 United Nations entities and international organizations and 183 civil society organizations and public institutions.

The contribution of volunteers and volunteerism to development and peace building has been specifically identified in relation to the contributions that volunteerism can make towards achieving Agenda 2030. Officially, the UN Resolution "Integrating volunteering into peace and development: the plan of action for the next decade and beyond", adopted by consensus by the UN General

Assembly in November 2015, recognises that volunteering can be a powerful means of implementation for the Sustainable Development Goals (SDGs). As mandated, UNV advocates widely for enhancing the understanding of volunteerism and its value for the SDG process through research, evidence, knowledgeexchange, consultation and the provision of expert advice on volunteerism for the SDGs including volunteer policy, legislation and schemes. UN General Assembly 73/140 of 2018, further called on UNV to work together with the International Federation of Red Cross and Red Crescent Societies, to jointly organize the global technical meeting to be held in 2020 on the theme “Reimagining volunteerism for the 2030 Agenda”, to further strengthen the engagement and contributions of volunteers with regard to the 2030 Agenda. 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 UNV Strategic Framework for the period 2018-2021. The Strategic Framework is supported by a Results Matrix (RM) and a Results Matrix Indicator Methodological Notes. Building on the previous framework for 2014-2017, it seeks to integrate the most recent developments in the external environment with UNV’s long term efforts to meet its expanded mandate.

To this end, the Strategic Framework (SF) for the period 2018-2021 focuses on on both institutional effectiveness and the following two main outcomes:

- SF Outcome 1: The efforts of Member States to deliver on the 2030 Agenda are supported through volunteerism as an effective means of implementation and people engagement.
- SF Outcome 2: The UN system is supported to deliver on the 2030 Agenda through the engagement of UN Volunteers and integration of volunteerism.

Institutional Effectiveness, as the third area covered by the SF, is linked to the following results statement: “UNV is a more effective and efficient organization, with improved systems and business practices and processes, well-managed resources and engaged personnel”. In 2018-2019, UNV undertook a comprehensive transformation process that resulted in a new organizational structure and new ways of conducting business. New tools were introduced, and processes redesigned to make UNV fit for purpose and to optimize UNV standards for volunteer management.

As the first strategic framework since the adoption of the 2030 Agenda for Sustainable Development, the SF aims at leveraging the power of volunteerism and volunteers as a means of implementation and people engagement for attainment of the SDGs. This includes leveraging and expanding the evidence and 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.

Since the World Health Organization (WHO) declared COVID-19 a global pandemic on 11 March 2020, UNV has supported the UN system with surge capacity to tackle the health emergency and to minimize its economic, social and health impacts. In particular, National UN Volunteers helped meet the UN system’s capacity gaps in countries with travel restrictions. In evaluating the current SF and in developing recommendations for UNV’s next strategic framework, there is a need to give consideration to the changing global dynamics due to COVID-19

UNV has a clear role to play in helping countries achieve their development objectives and working towards achieving Agenda 2030. The current SF 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 SF defines the scope and dimensions of UNV’s strategic direction and expected results and achievements for the period 2018-2021.

## 2. EVALUATION DESCRIPTION AND MAIN OBJECTIVES

UNV is conducting an evaluation of the 2018-2021 Strategic Framework (SF) as part of its 2018-21 evaluation work plan. 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 SF 2022-2025.

In 2020, the UNV SF underwent a mid-term review (MTR) to inform progress reporting to the Executive Board. The MTR was conducted by an external consultant in a consultative manner grounded in the Results Framework of UNV's SF 2018-2021. As a review, the analysis heavily relied on pre-existing documentation from UNV, complemented by interviews with UNV personnel on HQ, regional and country levels. It generated five specific recommendations for strategic adjustments of the current SF, leading to an upwards revision of the already exceeded targets and the introduction of a gender equality indicator. The planned evaluation will serve as a follow up to this exercise aiming at validating and expanding on the MTR's findings, identifying the lessons learnt and providing actionable recommendations for the next SF period 2022-25.

The primary objectives of the evaluation are to:

- Assess the relevance, coherence, efficiency, effectiveness, and sustainability of outcomes achieved or expected to be achieved by UNV during the period covered by the 2018-21 SF.
- Facilitate learning from the UNV experience during the SF period; with regard to outcome 1, outcome 2, the interlinkages between both outcomes, as well as institutional effectiveness.
- Validate and follow up on the findings and future actions identified in the SF's MTR.
- Provide strategic recommendations regarding the next Strategic Framework 2022-25.

*A brief summary of the planned evaluation*

<b>Evaluation Title</b>	Evaluation of the Implementation and Progress of the UNV Strategic Framework (SF) 2018-21
<b>Evaluation Objectives</b>	<p>The primary objectives of the evaluation are to:</p> <ul style="list-style-type: none"> <li>• Assess the relevance, coherence, efficiency, effectiveness, and sustainability of outcomes achieved or expected to be achieved by UNV during the period covered by the 2018-21 Strategic Framework</li> <li>• Facilitate learning from the UNV experience during the strategic framework period; with regard to outcome 1, outcome 2, the interlinkages between both outcomes, as well as institutional effectiveness.</li> <li>• Provide validation and follow up of the findings and future actions identified in the SF Mid-term Review.</li> <li>• Provide strategic recommendations and suggest priority tools for their implementation regarding the next Strategic Framework 2022-2025, taking into consideration the changing global dynamics due to COVID-19</li> </ul>
<b>Evaluation Background / Rationale / Scope</b>	<p>See Background Section (page 1 and 2) See Scope of Services (Section 3, starting on page 4)</p>
<b>Expected Evaluation Output/Outcome</b>	<p>The expected final outcomes are clearly identified findings, lessons learned, and actionable recommendations related to the relevance, coherence, effectiveness, efficiency and sustainability of the UNV Strategic Framework and implementation mechanisms. This should occur through the following deliverables:</p> <ul style="list-style-type: none"> <li>• Inception Report</li> <li>• Data Collection and Analysis including (virtual) field visits</li> <li>• Debriefing of initial findings, conclusions and recommendations (and related tools)</li> <li>• Draft Report</li> <li>• Final Report</li> <li>• See Deliverables section for further details (page 8)</li> </ul>
<b>Previous work done/history</b>	Mid-term review of the SF 2018-21 conducted in 2020

### 3. SCOPE OF SERVICES, EXPECTED OUTPUTS AND TARGET COMPLETION

#### 3.1. Evaluation Scope

The evaluation will focus on the current UNV SF and the associated implementation mechanisms. The evaluation will be aligned with the structure of the SF, covering both programmatic outcomes as well as the institutional effectiveness with the intent to validate the achieved results against the planned results.

*Evaluation Period Scope:* In order to address both the accountability and learning needs related to the SF, the scope of the evaluation will cover the full SF period 2018 to 2021, and all UNV strategies, work and activities developed during this period and related to the SF.

*Evaluation Scope:* The evaluation scope will address the relevance/ coherence, efficiency, outcome effectiveness and sustainability of the SF 2018-2021 using the SF Results Model as theory of change (see below, figure 1). The findings of the mid-term review of the SF undertaken in 2020 should also be included in the evaluation.

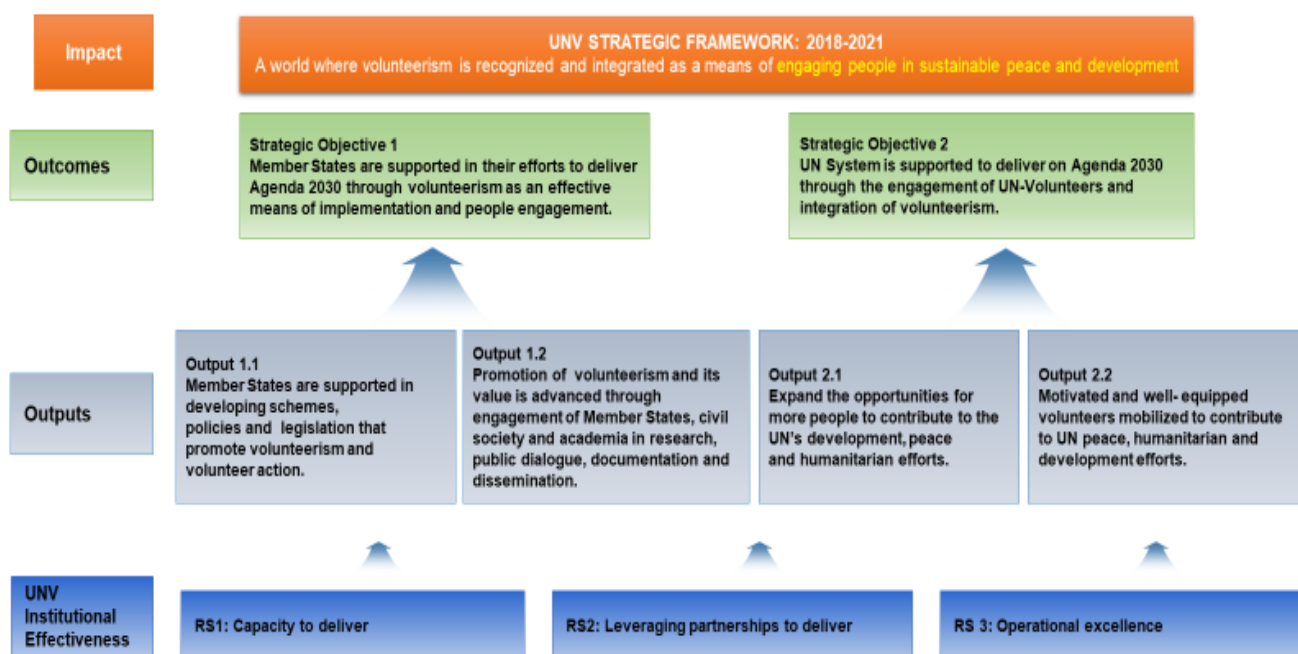


Figure 1: Strategic Framework 2018-2021 Results Model

#### 3.2. Evaluation Criteria and Questions

The specific scope and evaluation questions will be determined and included in the final inception report following consultations with management. In general, the evaluation is to address the results achieved or expected to be achieved by the SF. In order to provide the most benefit to the organization, the evaluation will also attempt to understand what worked and what did not work regarding planning, implementation and processes related to the SF.

Below are draft questions based on the current scope and purpose of the evaluation. As draft questions, it is expected that they will change and/or be refined during the consultation process for the inception report.

#### Relevance and Coherence:

- To what extent does the SF position UNV to respond to the 2030 Agenda and the new UN development landscape?
- What is the comparative and collaborative advantage of the UNV SF, UN Volunteers and volunteerism in response to the Sustainable Development Goals and the new UN development landscape?
- What has been the contribution of the four individual outputs to the outcomes of the SF? How relevant have they been?

#### Efficiency:

- To what extent have UNV resources been used efficiently in contributing to the outcomes and results outlined in the SF?
- What are the results of UNV's organizational and digital transformation and how has it influenced institutional efficiency and effectiveness?
- 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?

#### Outcome Effectiveness:

- How effective has UNV been in achieving the expected outcomes of the SF?
- How have different UNV partnerships and stakeholder relationships contributed to the outcomes of the SF?
- What are the major factors (both internal and external) influencing the achievement or non-achievement of the SF outcomes?
- How effective have the implementation mechanisms been in supporting achievement of the SF outcomes and results?
- To what extent has UNV contributed/ be expected to contribute to the SDGs at the country and regional and global levels through the achievement of the SF outcomes?

#### Sustainability:

- Are the results of the UNV contributions under the Strategic Framework, likely to be sustained?
- How has knowledge, evidence and policy development on volunteerism contributed to sustainability and the case for volunteerism for the SDGs?

#### Cross-cutting issues:

- To what extent has the SF been conducive to the incorporation of core principles such as human rights, gender equality, equal opportunities for people with disabilities and marginalized groups, resilience and leaving no one behind into UNV's work?
- To what degree was the UNV SF robust, flexible and adaptable to address the challenges caused by the global COVID-19 crisis?

### **3.3. Evaluation Approach**

The evaluation will take a utilization-focused approach and therefore will be consultative and participatory in nature. The evaluation will be independent, transparent and inclusive. The evaluation will be conducted in accordance with the [UNDP Evaluation Policy](#) and the [United Nations Evaluation Group \(UNEG\) Norms and Standards for Evaluation](#) in the United Nations System, as they apply to UNV. The [UNDP Evaluation Guidelines](#) will further guide the process.

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 approach will be determined by the evaluator/s in full consultation of relevant stakeholders during the inception phase. However, given the complexity of the evaluation the methodology will need to consider various evaluation types and complementary methodologies including elements of organizational, process and programmatic evaluations.

### **3.4. Core Stakeholders**

The evaluation will include activities to identify and ensure relevant internal and external stakeholders are consulted. A thorough stakeholder analysis will be carried out and 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 outlined in the SF. Currently identified core stakeholders of the evaluation include, but are not limited to:

- Member States, programme countries and donor countries
- Partner organizations of the UN system, including UNDP as UNV's administering agency, Development Coordination Offices, Resident Coordinator's Offices and other host entities of UN Volunteers (i.e. DPO, UNHCR, UNICEF, UN Women)
- Volunteer Involving Organizations, Academia, Corporate Sector, and other partners
- UN Volunteers (national, international and online)
- UNV staff and management, including those at HQ, Regional Offices and Field Units (mission and non-mission)

### **3.5. Consultation Process**

A mechanism for stakeholder participation will be developed to ensure appropriate consultation at appropriate process points throughout the evaluation. The evaluation will commence with a thorough consultation process during the inception period. In addition, 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.

To ensure the utilization of the evaluation report through consultations with the UNV Management Team will be held throughout the evaluation process. 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 Management Team will provide reviews of the inception report and draft report. In order to maintain the independence and

objectivity of the evaluation, the 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, Regional Offices and Field Units to the extent possible.

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 Management Retreat.

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.

### **3.6. Methodology and Data Sources**

The evaluation will be a systematic review and analysis of the UNV SF and implementing mechanisms and processes. To the extent possible, it will address each phase of the planning, monitoring, implementing and reporting processes within the SF. Various data collection methods will be used, including desk review, group interviews/focus groups, individual interviews and surveys. The methods used will ensure an unbiased and objective approach and will validate collected data. Anonymity and confidentiality has to be ensured throughout the process and when reporting in the final evaluation report. To ensure that all data is valid, the use of triangulation of both source and method will be ensured. 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, data 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 SF, e.g. Executive Board decisions and the General Assembly (GA) resolutions and guidance issued by the Secretariat, if any and/or UNDP;
  - UNV SF 2018-2021 and accompanying Results Matrix;
  - UNV SF Mid-Term Review and accompanying Executive Board Reports;
  - General background information related to UNV, the previous strategic planning processes and current strategies/ guidance;
  - Business intelligence (BI), annual volunteer results reports (VRA), annual project progress reports (APPRs) and project/ programme documents;
  - UNV Knowledge products produced, including the State of the World Volunteerism Report 2018 and evidence and knowledge products developed as part of the Plan of Action process
  - Review of any findings and recommendations from previous UN evaluation reports and their related recommendations, where appropriate;
  - UNDP Assessment of Development Results (ADRs)/ Independent Country Programme Evaluations (ICPEs) covering UNV activities.

- ii) (Virtual) Stakeholder consultations, partner survey and interviews: Based on the results of the stakeholder analysis, consultation meetings and extensive interviews will be conducted with relevant stakeholders (in person and/or by phone/online) and a comprehensive partner survey will be run. Interview questionnaires will be prepared based on the evaluation questions and on the design matrix and will be included in the inception report.
- iii) (Virtual) Field Visits: Close consultation with UNV staff and management during the inception phase will help to identify staff in Regional Offices and Field Units to be consulted.

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 and should be detailed and agreed in the Inception Report.

Given the current global COVID-19 crisis, the evaluation team should develop a methodology that takes into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. Remote interviews may be undertaken through telephone or online (skype, zoom etc.). This should be detailed in the Inception report and agreed with UNV's Evaluation Focal Point. If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. No stakeholders, consultants or UNV staff should be put in harm's way and safety is the key priority.

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.

### **3.7. Evaluation Team:**

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

Members of the ET should have no previous direct involvement in the formulation, implementation or backstopping of the UNV SF. Any possible conflict of interest should be raised by members of the ET prior to starting the evaluation ([UNDP Evaluation Guidelines](#), Section 4: page 19).

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 section 6 of these ToR for additional details and qualifications related to the evaluation team).

### **3.8. Evaluation Deliverables**

The major deliverable of the evaluation is the evaluation report. It will be drafted according to the UNDP evaluation report template. Both draft inception report formats and final evaluation report formats are available in the [UNDP Evaluation Guidelines](#) and should be followed. They will meet



all of the criteria within the [UNEG Quality Checklist for Evaluation Reports](#). In particular, the final report will illustrate the main findings based on analysis and triangulation of data and on the evidence found regarding the evaluation issues, questions and criteria listed in this ToR. It will also contain conclusions and recommendations addressed to the 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.

A comprehensive list of all specific deliverables is as follows:

No	Description	Estimated working days and travel	Tentative Due date
<b>Inception Phase</b>			
1	<p><b>Inception report</b>, including stakeholder analysis, plan for stakeholder consultation and draft data collection tools delivered. The inception report should:</p> <ul style="list-style-type: none"> <li>• be developed following a thorough desk review and stakeholder analysis and plan for engagement;</li> <li>• allow for coverage of the full SF as well as the implementation processes;</li> <li>• confirm the evaluation matrix, including finalized question, indicators and data sources.</li> <li>• include both qualitative and quantitative methods for data collection and analysis;</li> <li>• come up with 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.</li> </ul> <p>Consultations with identified stakeholder groups should be part of the inception phase. The draft inception report should be circulated for comment/feedback from identified stakeholders, but at a minimum should be presented to the Management Team.</p>	<p>10 days per evaluation team member, including 5 days home-based and 5 working days in Bonn (tbc)</p> <p>Total: 20 days</p>	15 November, 2020
<b>Data Collection and Analysis</b>			
2	<p><b>Data collection and initial analysis</b>, including both qualitative and quantitative methods, desk review of materials, partner survey and (virtual) data collection from Regional Offices and identified Field Units as applicable.</p>	<p>25 days home-based per evaluation team member</p> <p>Total: 50 days</p>	January 2021
3	<p><b>Debriefing mini-workshop</b>: Following the initial data collection phases, a debriefing mini-workshop should be held to discuss findings and potential recommendations. The debriefing process will include at the least a debriefing at UNV HQ with identified stakeholders. Additional debriefing requirements will be determined during the inception phase.</p>	<p>5 days per evaluation team member, with potential for up to 3 days in Bonn for debriefing and follow up (tbc)</p> <p>Total: 10 days</p>	January 2021
<b>Reporting Phase</b>			
5	<p><b>Draft evaluation report</b>, including recommendations for SF 2022-25, circulated for stakeholder comments and feedback (a minimum of two weeks should be allowed for the comment and feedback period)</p> <ul style="list-style-type: none"> <li>• The evaluation team should conduct a briefing of the draft report to the evaluation reference group as well as a presentation to all staff as appropriate. This may be done via video conference.</li> </ul>	<p>5 working days home-based per evaluation team member</p> <p>Total: 10 days</p>	February 2021

	<ul style="list-style-type: none"> <li>The evaluation report (draft and final) should be structured and presented using the <a href="#">UNDP evaluation report template</a> and <a href="#">UNEG quality checklist</a>.</li> </ul>		
6	<p><b>Final evaluation report</b> delivered, including 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. All partner survey data and analysis to be submitted as excel database and pdf.</p>	<p>5 days per evaluation team member, with potential for up to 3 days in Bonn for presentation and follow up (tbc)</p> <p>Total: 10 days</p>	<p>March 2021</p>
<p>Working Days: 100 (50 days per evaluation team member)</p>			

### 3.9. Tentative Schedule of Activities

Activity	Timeframe/deadline
Evaluation team members recruited	October 2020
Evaluation design and inception report finalized	November 2020
Consultations with stakeholders (taking advantage of any pre-existing opportunities/scheduled events)	October-December 2020
Data collection including partner survey	October 2020 - January 2021
Analysis and Synthesis	January - February 2021
Debriefing/mini workshop on preliminary findings with identified UNV stakeholders	January 2021
Draft Report circulated internally for feedback and revisions	February - March 2021
Final report submitted to UNV management	March 2021
Management response completed and available on Evaluation Resource Centre (ERC)	April 2021

#### **4. INSTITUTIONAL ARRANGEMENT**

The evaluation will be managed by the UNV Executive Office (ExO) under the supervision of the Chief of ExO, and in cooperation and direct consultation with the Management Team.

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

#### **5. DURATION AND LOCATION OF THE WORK**

The evaluation will be undertaken within 50 working days over the period October 2020 to April 2021. The number of working days is to be understood as per area of expertise (per evaluation team member, equaling 100 days in total for the assignment. Major deliverables, specifically the inception report and draft evaluation report, will provide a minimum of two weeks as review period for identified stakeholders, including at least the ExO and Management Team.

The evaluation will mainly be conducted home-based, if possible, with visits to UNV Headquarters in Bonn, Germany, as indicated under “Deliverables”: Up to three missions of both evaluation team members to UNV Headquarters in Bonn may be considered (deliverables 1, 3 and 6 as per table on page 10: inception, debriefing, final presentation) – if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the evaluation schedule.

## 6. QUALIFICATIONS OF THE SUCCESSFUL SERVICE PROVIDER

The preference is for a company providing an evaluation team comprising of a Team Lead and a Volunteerism and Sustainable Development Policy Expert who have previously worked together and represent 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 individuals representing the skills and qualifications detailed below. However, the selection criteria will favor the representative skills and qualifications over the number of individuals in the team.

**Language requirement:** 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 2018-21 SF or its implementing processes. In addition, at least the evaluation lead must not have been involved in previous reviews or evaluation of the UNV 2018-21 SF or its implementing processes.

### 6.1. 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, global organizations;
- Experience and knowledge of evaluation culture and implementation of results reporting, specifically results based management.
- Training and experience in assessing strategic frameworks and reviewing programme results and institutional performance in complex organizations;

#### 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;
- Experience in the review of strategic frameworks, performance monitoring, organizational consulting, change management and/or performance improvement;
- Strong record in analysis of and reporting on institutional strategic efforts
- High level of understanding of international debates related to sustainable development, organizational strategic planning and institutional performance;
- Excellent ability to engage and communicate with a variety of stakeholders, including remotely;

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

## **6.2. Volunteerism and Sustainable Development Policy Expert**

As the sustainable development expert of the evaluation team, the assignment requires extensive expertise on volunteerism and the Agenda 2030, the Sustainable Development Goals and related implementation mechanisms; with specific experience and knowledge in results and performance measurement of international 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 the sustainable development landscape under Agenda 2030, and knowledge of the role of volunteerism in sustainable development;
- Experience in assessing and reviewing results and performance of international 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 international organizations;
- Demonstrated track record and expertise in one or more of the following areas: (1) organizational strategic planning; (3) institutional performance; (4) UN reform processes;
- 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. APPLICATION PROCEDURE**

Companies must provide a technical and a financial proposal together with additional documents and information as described below. The Financial Proposal and the Technical Proposal files **MUST BE COMPLETELY SEPARATE** and uploaded separately in the e-tendering system and clearly named as either “TECHNICAL PROPOSAL” or “FINANCIAL PROPOSAL”, as appropriate. Each document shall include the Proposer’s name and address. The file with the “FINANCIAL PROPOSAL” must be encrypted with a password so that it cannot be opened nor viewed until the Proposal has been found to pass the technical evaluation stage. Once a Proposal has been found to be responsive by passing the technical evaluation stage, UNV shall request the Proposer to submit the password to open the Financial Proposal.

### **7.1. Technical Proposal**

The technical proposal shall contain the following documents:

- A cover letter with a brief presentation of your institution, including contact details. Please, explain why your company is the most suitable for the work (1000 words or under).
- Proposed methodology: briefly describe potential methodologies and approaches to fulfill the required deliverables and outline the major components of its implementation (max. 5 pages)
- Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.; CVs demonstrating qualifications must be submitted; Written confirmation from each personnel that they are available for the entire duration of the contract.
- 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.

### **7.2. Financial Proposal and Schedule of Payments**

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. Please use the information included in the Deliverables table to estimate the 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 ToR and contract. 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.

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 Debriefing (40%)
- Draft Report and Final Report (40%)

In line with the UNDP’s financial regulations, when determined by the Evaluation Focal Point and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid. A partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

## **8. CRITERIA FOR SELECTING THE BEST OFFER**

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 framework evaluations and institutional performance reviews (15%)
- 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 (15%)

## **9. 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](#).

## ATTACHMENTS

Annex 1: Draft Evaluation Matrix with final questions, indicators and data sources to be determined during inception phase

Evaluation Questions	Sub-Questions	Indicators/Measures	Data sources
<b>Relevance and Coherence</b>			
1. What is the comparative and collaborative advantage of UNV's SF, UN Volunteers and volunteering in responding to the Sustainable Development Goals and the new UN development landscape?	1.1. How relevant is UNV support to UN entities and countries to achieving the Sustainable Development Goals, both in terms of UN Volunteers mobilization and advocacy for volunteerism as a means for implementation of the 2030 Agenda?		
	1.2. How well does the SF represent the distinct value added of UNV?		
	1.3. Does UNV's offer respond to current and emerging demands of UN entities, countries and other partners?		
2. To what extent does the SF position UNV to respond to the 2030 Agenda and the new development landscape?	2.1. To what extent does the UNV SF respond to identified global, regional and country level needs?		
<b>Efficiency</b>			
3. To what extent have UNV resources been used efficiently in contributing to the outcomes and results outlined in the SF?	3.1. Are UNV programmes, projects and processes using resources in ways that achieve more results for less cost?		
	3.2. To what extent do current processes and policies support the efficiency of administrative and financial arrangements?		
4. 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?	4.1. Are processes and policies related to the SF streamlined to facilitate timely action and implementation at all levels?		
	4.2. To what extent have UNV's partnerships and stakeholder relationships been efficient in contributing to the results achievement of the SF?		
5. What are the results of UNV's organizational	5.1. How has the organizational transformation influenced UNV's efficiency and effectiveness?		



and digital transformation and how has it influenced institutional efficiency and effectiveness?	5.2. How are the digital transformation processes influencing UNV's efficiency and effectiveness?		
<b>Effectiveness</b>			
6. 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. What has been the contribution of the four individual outputs to the outcomes of the SF?		
	6.3. What are the major factors influencing the achievement or non-achievement of the SF outcomes?		
7. How effective have the implementation mechanisms been in supporting the achievement of the SF outcomes and results?	7.1. Can the stated outcomes or results statements be expected to be achieved without changes to the current implementation process?		
8. To what extent has UNV contributed/ is UNV expected to contribute to the Sustainable Development Goals at the country, regional and global levels through the achievement of the SF outcomes?	8.1. How has UNV contributed to the delivery of the UN Development Assistance Frameworks / Sustainable Development Cooperation Frameworks?		
	8.2. How has UNV contributed to the inclusion of volunteerism in Voluntary National Reviews?		
<b>Sustainability</b>			
9. Are the results of the UNV contributions under the SF likely to be sustained?	9.1. If any outcomes/results have been achieved, have they been or can they be expected to be sustained?		
	9.2. To what extent have issues of sustainability been addressed in the SF and implementing mechanisms?		
	9.3. In terms of contributing to UNV's financial as well as programmatic sustainability, how effective are partnership and resource mobilization efforts such as the Special Voluntary Fund and the Fully Funded Programme?		
	9.4. To what extent have synergies been established and exploited between the two main outcome areas?		

	9.5. How has knowledge, evidence and policy development on volunteerism contributed to sustainability and the case for volunteerism for the Sustainable Development Goals?		
<b>Cross-cutting issues</b>			
10. To what extent has the SF been conducive to the incorporation of core principles such as human rights, gender equality, equal opportunities for people with disabilities and marginalized groups, resilience and leaving no one behind into UNV's work?			
11. To what degree was the UNV SF robust, flexible and adaptable to address the challenges caused by the global COVID-19 crisis?			

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**Document approved by:**

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