

C. Evaluation Terms of Reference

1. BACKGROUND

1.1. Background to the UNV Programme

The United Nations Volunteer (UNV) programme is the UN organization that contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges, and it can transform the pace and nature of development. Volunteerism benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens, and by purposefully creating opportunities for participation. UNV contributes to peace and development by advocating for recognition of volunteers, working with partners to integrate volunteerism into development programming, and mobilizing an increasing number and diversity of volunteers, including experienced UNV volunteers, throughout the world. UNV embraces volunteerism as universal and inclusive, and recognizes volunteerism in its diversity as well as the values that sustain it: free will, commitment, engagement and solidarity.

1.2. Background to the project/country programme/issue/ partnership to be evaluated

Following the 2005 Summit highlighting the inadequacy of the UN system to deliver on its agreed upon mandate of taking the lead on development initiatives, a High Level Panel (HLP) was set up. The HLP reported that given the number of affiliate agencies within the UN System, the UN's work, as a whole, on development is often fragmented and weak, with policy incoherence, duplication, operational ineffectiveness and outdated business practices. It recommended ways to overcome systemic fragmentation and to change the way the UN operates at headquarters, in each region and in each country. Piloting "Delivery as One" initiatives at the country level is one of the key HLP recommendations. Eight countries - Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay and Vietnam - expressed interest to become "One UN" pilots and were selected, representing a wide range of economic, demographic, geographic and political situations. These countries began to pilot "Delivery as One" initiatives in 2007, capitalizing strengths of each of the participating UN entity. Each pilot country is responsible for defining the implementation modalities and models of the "Delivery as One" principles that are best suited to their particular context and local needs, under the overriding goal to allow the UN to deliver as one, by overcoming current fragmentation and differing headquarters' requirements. As such, they play an important role in testing different implementation modalities and providing feedback to ongoing inter-governmental discussions on structural reforms in the funding and governance of the UN system.

In this context, the project "UNV Support to Delivering as One through integration of volunteerism for development" was formulated, recognizing the need to support the DaO initiatives in these countries through harnessing the power of volunteerism. The project has been designed to position UNV as a partner entity serving the entire UN system and demonstrating that volunteerism adds significant value to efforts towards the achievement of the MDGs and human development. At the output level the project focuses on 1) Enhancing capacities and awareness in pilot countries toward better integration of volunteerism into joint UN programmes 2) Bringing volunteerism into UN RC Office efforts on aid effective and harmonization. 3) Capturing and documenting the contributions of volunteerism into the development initiatives in these pilot countries.

2. JUSTIFICATION

The project "UNV Support to Delivering as One through integration of volunteerism for development" is scheduled to end on March 31, 2011. A second phase of this project is envisioned that will include revamping the project design based on the experiences of the pilot countries, the current trends in UN Reform initiatives and the lessons learnt from the ongoing project. This evaluation is intended as the 1st phase project evaluation. Since it is expected that certain project components will continue into the

next phase, to ensure seamless transition, it is necessary to undertake the final evaluation at this stage to feed into the designing of the follow up project.

The current global project is SVF funded and managed by the development division at UNV HQ in Bonn. The in-house project board comprises representatives from various UNV divisions. The evaluation is, as such, requested by the project-board to assess the achievements/impacts and more importantly, to derive an understanding on the successful practices so that it may be carried forward onto the next stage.

The primary stakeholders would be the DaO pilot country offices, the beneficiaries and those involved in relevant joint programmes within the One Plans and the UNV management.

3. OBJECTIVES AND SCOPE

The evaluation will critically assess the UNV contributions made through this project to the DaO pilot countries in terms of: 1) Promoting volunteerism for development 2) Integrating UNV initiatives within the joint programmes and 3) Assessing the relevance and effectiveness of the support provided so far and also the same in the context of the evolving UN Reform trends. The evaluation will also take into account the current project design

Specific objectives:

Based on these assessments, the evaluation will:

1. Determine the relevance and impact of the project vis-a-vis the DaO agenda in the pilot countries- not only in terms of promoting volunteerism as an end itself but also as a means to support the UN reform agenda.
2. Evaluate the management, governance and implementation of the project, its value addition to the pilot countries and to UNV.
3. Identify challenges confronted by the project both at the field level as well as HQ, (substance and processes)
4. Provide clear recommendations and lessons learnt for the next phase including entry points and areas where UNV can play a catalytic role. The recommendations will take into account the lessons learnt, current project design, the feedback received and evolving trends in UN reform

This is intended as the "1st phase project evaluation" and as such the scope will include evaluating all the outputs across all 8 pilot countries. The timeframe will be the entire project duration, i.e three years.

4. KEY AREAS //ISSUES TO BE ADDRESSED

As stated, the evaluation will assess the relevance, effectiveness, and sustainability of the project, drawing lessons and making recommendations geared toward the upcoming project revamping/replication.

The evaluation is expected to provide insight on aspects of the project that achieved the objectives and those that require reviewing. It will consolidate information from relevant stakeholders and provide clear details on the lessons learnt, spanning the design, implementation and output/impact of the project. In addition, three years into the DaO initiative, the pilot countries have also taken stock of their experiences to better address some of the initial challenges. In this context, it is also important to assess UNV's support and how it may also be modified for enhanced effectiveness.

The following evaluation criteria are to be used to derive the objectives:

4.1. Relevance

EXTERNAL COHERENCE: THE EXTENT TO WHICH THE OBJECTIVES AND DESIGN OF THE PROJECT ARE SUITED TO THE DEFINED STAKEHOLDERS' NEEDS AND PRIORITIES.

INTERNAL COHERENCE: THE EXTENT TO WHICH THE OBJECTIVE AND DESIGN OF THE PROJECT ARE SUITED TO UNV'S STRATEGIC GOALS AND PRIORITIES.

4.2. Effectiveness

A measure of the extent to which the project has attained, or is expected to attain, its major relevant objectives.

4.3. Efficiency

A measure of how economically resources/inputs are converted to results. Efficiency measures the outputs – qualitative and quantitative – in relation to the inputs.

4.4. Impact/ Effects

THE EVALUATION OF EFFECTS/ IMPACT NEED TO BE REALISTIC AND TAKE INTO CONSIDERATION THE FACT THAT UNV WORKS IN COLLABORATION WITH OTHER PARTNERS AND UN AGENCIES IN THE FIELD.

4.5. Sustainability

A MEASURE OF WHETHER THE BENEFITS OF AN INITIATIVE ARE LIKELY TO CONTINUE AFTER FUNDING HAS BEEN WITHDRAWN.

4.6. Volunteerism

UNV recognizes that volunteering means different things to different people and that there is a wide range of ways to promote volunteerism. Within this context, the evaluation should cover different aspects of volunteering.

4.7. Capacity Development

This criterion measures the extent to which the project, based on its objectives has supported the creation and/or development of national, local, organizational and individual capacities.

5. METHODS AND APPROACHES

The evaluation should be done in consultation with all relevant stakeholders, using a mixed method approach. The following is proposed as a methodology for the evaluation:

- Desk review
- Stakeholder mapping
- Briefing meetings and interviews with key project informants, including the UNV country team and HQ, and other stakeholder representatives with an interest in the evaluation
- In-depth telephone interviews with selected project stakeholders
- Presentations of final evaluation to UNV

6. EVALUATION PROCESS

Inception stage:

- Establishment of evaluation management team
- Desk review of all relevant documentation related to the project, including policy and programmatic documents, and monitoring reports.

- Stakeholder mapping to determine who should be consulted, what evaluation questions should be addressed to them, and what tools are more effective to generate information with each different target group
- Briefing meetings and interviews to finalize evaluation design.
- Preparation of inception report: the inception report will take advantage of the consultant's experience in M&E, and will be based on the conclusions of the inception stage. It should particularly look at the evaluation questions (and refine them as appropriate), data sources and data collection methods.

Data collection and generation stage:

- Surveys with project stakeholders
- In-depth telephone interviews with selected project stakeholders.
- In-depth discussion with UNV COTs and HQ.
- De-briefing with stakeholders to report on initial findings from the data collection and generating stage, to correct errors, and to discuss ideas for recommendations.

Analysis and reporting stage:

- Preparation of draft evaluation report
- Feedback on draft evaluation report and evaluation brief from UNV and selected stakeholders
- Presentation of final evaluation report.

Approximate timeline of the evaluation

Stages in the evaluation process	Estimated # of working days
Inception	3 Days
Data Collection and generation	4 Days
Analysis and Reporting stage	5 Days
Total	12 Days
Expected duration (start date and end date)	25 October-9 November

7. DELIVERABLES

- Inception report including:
 - Evaluation matrix with key questions, indicators and means of verification
 - Evaluation work plan
- Draft and final evaluation report with detailed lessons learnt and recommendations for the designing of the next phase of the project.
- Two-page evaluation brief
- Executive summary that can be used as stand-alone document

8. REQUIREMENTS

The assignment will be contracted to a consultant with experience and clear understanding of UN Reform processes together with knowledge on volunteerism. The incumbent should possess:

- University degrees at the post-graduate level in the social sciences, management or other relevant field of study

- 7 years of relevant work experience including significant experience in the arena of project/programme evaluations
- Proven track record and experience in the substantive area
- Knowledge and experience of volunteerism with its diverse manifestations and cultural settings
- Excellent analytical and report writing skills
- Good communication and consolidation skills
- Fluency in English. Working knowledge in French and/or Spanish will be an added advantage.

Working at the UNV HQ in Bonn, Germany, the consultant is expected to commence the assignment on October 25, 2010.

The overall responsibility for managing the evaluation will be with the UNV Development Division. The consultant will also work in close collaboration with the evaluations unit.

All evaluations in UNV should be consistent with the UNEG (United Nations Evaluation Group) Norms and Standards and the UNDP Evaluation Policy. The consultant will sign the UNEG Code of Conduct for evaluation consultants. After the evaluation is finalized, the project partners will respond through management response to the recommendations made.