



Date: May 19, 2017

**REQUEST FOR QUOTATION
 RFQ N° UNFPA/USA/RFQ/17/022**

Dear Sir/Madam,

UNFPA hereby solicits a quotation for the following service:

“Literature review and elaboration of an Evaluation Capacity Development Strategy”.

UNFPA requires the provision of research and analytical support to the Evaluation Capacity Development (ECD) strategy process, as well as literature review, analysis of the collected tools and guidance repository, finalisation of the Theory of Change (ToC), and elaboration of a draft ECD strategy.

This Request for Quotation is open to all legally-constituted companies that can provide the requested services and have legal capacity to perform in the country, or through an authorized representative.

I. About UNFPA

UNFPA, the United Nations Population Fund (UNFPA), is an international development agency that works to deliver a world where every pregnancy is wanted, every child birth is safe and every young person’s potential is fulfilled.

UNFPA is the lead UN agency that expands the possibilities for women and young people to lead healthy sexual and reproductive lives. To read more about UNFPA, please go to: [UNFPA about us](http://unfpa.org)

II. Terms of Reference (ToR)

Please refer to Annex II.

III. Questions

Questions or requests for further clarifications should be submitted in writing to the contact person below:

Name of contact person at UNFPA:	Giovanni Masiello
Email address of contact person:	masiello@unfpa.org

The deadline for submission of questions is Monday, May 30, 2017 at 3:00 PM Copenhagen Time. Questions will be answered in writing and shared will parties as soon as possible after this deadline.

IV. Content of quotations

Quotations should be submitted in a single e-mail whenever possible, depending on file size. Quotations must contain:

- a) Technical proposal, in response to the requirements outlined in the service requirements / TORs, which must include the CV of the consultant and reports of involvement in similar assignments.
- b) Price quotation, to be submitted strictly in accordance with the price quotation form.

Both parts of the quotation must be signed by the bidding company’s relevant authority and submitted in PDF format.



V. Instructions for submission

Proposals should be prepared based on the guidelines set forth in Section IV above, along with a properly filled out and signed price quotation form, are to be sent by e-mail to the contact person indicated below no later than: **Friday, June 9, 2017 at 3:00 PM Copenhagen Time¹**.

Name of contact person at UNFPA:	Giovanni Masiello
Email address of contact person:	masiello@unfpa.org

Please note the following guidelines for electronic submissions:

- The following reference must be included in the email subject line: **RFQ N° UNFPA/USA/RFQ/17/022 – Literature review and elaboration of an Evaluation Capacity Development Strategy**. Proposals that do not contain the correct email subject line may be overlooked by the procurement officer and therefore not considered.
- The total e-mail size may not exceed **20 MB (including e-mail body, encoded attachments and headers)**. Where the technical details are in large electronic files, it is recommended that these be sent separately before the deadline.

VI. Overview of Evaluation Process

The evaluation will be carried out in a two-step process by an ad-hoc evaluation panel. Technical proposals will be evaluated and scored first, prior to the evaluation and scoring of price quotations

Technical Evaluation

Technical proposals will be evaluated based on their responsiveness to the service requirements /TORs listed in Section II and in accordance with the evaluation criteria below.

Criteria	[A] Maximum Points	[B] Points attained by Bidder	[C] Weight (%)	[B] x [C] = [D] Total Points
Technical approach, methodology and level of understanding of the objectives of the assignment	100		20%	
Professional experience of the consultant, demonstrated expertise in research and analysis and in evaluation capacity development work (CVs, etc.)	100		50%	
Level of understanding of organisational capacity development and experience from strategic work	100		20%	
Work plan/time scales given in the proposal and its adequacy to meet the assignment objectives	100		10%	
<i>Grand Total All Criteria</i>	400		100%	

¹ <http://www.timeanddate.com/worldclock/city.html?n=69>

The following scoring scale will be used to ensure objective evaluation:

Degree to which the Terms of Reference requirements are met based on evidence included in the Bid submitted	Points out of 100
Significantly exceeds the requirements	90 – 100
Exceeds the requirements	80 – 89
Meets the requirements	70 – 79
Partially meets the requirements	1 – 69
Does not meet the requirements or no information provided to assess compliance with the requirements	0

Financial Evaluation

Price quotes will be evaluated only for bidders whose technical proposals achieve a minimum score of 70 points in the technical evaluation.

Price quotes will be evaluated based on their responsiveness to the price quote form. The maximum number of points for the price quote is 100, which will be allocated to the lowest total price provided in the quotation. All other price quotes will receive points in inverse proportion according to the following formula:

$$\text{Financial score} = \frac{\text{Lowest quote (\$)}}{\text{Quote being scored (\$)}} \times 100 \text{ (Maximum score)}$$

Total score

The total score for each proposal will be the weighted sum of the technical score and the financial score. The maximum total score is 100 points.

$$\text{Total score} = 70\% \text{ Technical score} + 30\% \text{ Financial score}$$

VII. Award Criteria

UNFPA shall award a Professional Services Contract on a maximum-cost basis to the Bidder that obtains the highest total score.

VIII. Right to Vary Requirements at Time of Award

UNFPA reserves the right at the time of award of contract to increase or decrease by up to 20% the volume of services specified in this RFQ without any change in unit prices or other terms and conditions.

IX. Payment Terms

UNFPA payment terms are net 30 days upon receipt of invoice and delivery/acceptance of the milestone deliverables linked to payment as specified in the contract.

The payment schedule is linked to the delivery of the following deliverables:

- Literature review, including an analysis of the available mapping: 30%
- Revised draft outline for the strategy: 20%



- A draft ECD strategy document, including the following annexes; 1) final draft Theory of Change; 2) a draft results framework; 3) an overall draft workplan covering the entire strategy period; 4) a detailed draft workplan for the first year of strategy implementation; 5) a draft funding proposal based on the first year work plan: 30%
- A final ECD strategy document, including the same annexes as the draft and all finalized: 20%

X. Fraud and Corruption

UNFPA is committed to preventing, identifying, and addressing all acts of fraud against UNFPA, as well as against third parties involved in UNFPA activities. UNFPA's policy regarding fraud and corruption is available here: [Fraud Policy](#). Submission of a proposal implies that the Bidder is aware of this policy.

Suppliers, their subsidiaries, agents, intermediaries and principals must cooperate with the UNFPA Office of Audit and Investigations Services as well as with any other oversight entity authorized by the Executive Director and with the UNFPA Ethics Advisor as and when required. Such cooperation shall include, but not be limited to, the following: access to all employees, representatives agents and assignees of the vendor; as well as production of all documents requested, including financial records. Failure to fully cooperate with investigations will be considered sufficient grounds to allow UNFPA to repudiate and terminate the Agreement, and to debar and remove the supplier from UNFPA's list of registered suppliers.

A confidential Anti-Fraud Hotline is available to any Bidder to report suspicious fraudulent activities at [UNFPA Investigation Hotline](#).

XI. Zero Tolerance

UNFPA has adopted a zero-tolerance policy on gifts and hospitality. Suppliers are therefore requested not to send gifts or offer hospitality to UNFPA personnel. Further details on this policy are available here: [Zero Tolerance Policy](#).

XII. RFQ Protest

Bidder(s) perceiving that they have been unjustly treated in connection with the solicitation or award of a contract may submit a complaint directly to the Chief, Procurement Services Branch, at procurement@unfpa.org.

XIII. Disclaimer

Should any of the links in this RFQ document be unavailable or inaccessible for any reason, bidders can contact the Procurement Officer in charge of the procurement to request for them to share a PDF version of such document(s).



PRICE QUOTATION FORM

Name of Bidder:	
Date of the quotation:	Click here to enter a date.
Request for quotation N°:	UNFPA/USA/RFQ/17/022
Currency of quotation :	USD
Validity of quotation: <i>(The quotation must be valid for a period of at least 3 months after the submission deadline)</i>	

- Quoted rates must be **exclusive of all taxes**, since UNFPA is exempt from taxes.
- Travel expenses must be indicated in the table below. UNFPA will pay in accordance with the UNFPA travel policy, up to the listed amounts for each travel item (DSA, economy class airfare, other expenses). The indicated travel expenses will be included in the financial evaluation. Travel expenses not listed below will not be paid by UNFPA.
- The maximum budget for this project is USD 45,000. Bidders are reminded that financial offers, including travel costs, will be evaluated in accordance with the criteria published in this RFQ document and that the financial score will be part of the final score.

Item	Description	Number & Description of Staff by Level	Daily Rate	Days to be Committed	Total
1. Professional Fees					
	Literature review, including an analysis of the available mapping				
	Revised draft outline for the strategy				
	Draft ECD strategy document				
	Final ECD strategy document				
<i>Total Professional Fees</i>					\$\$
Item	Description	Number of Staff travelling (total for both missions)	Rate	Number of days (total for both missions)	Total
2. Travel costs					
	Daily Sustenance Allowance (inclusive of hotel, meals, and miscellaneous)				
	Round-trip economy-class airfare				
<i>Maximum Travel Costs</i>					\$\$
Item	Description	Rates	Quantities	Total	
3. Other out-of-pocket expenses if needed (please itemize)					
<i>Total Out of Pocket Expenses</i>					\$\$
Maximum Contract Price <i>(Professional Fees + Travel costs + Out of Pocket Expenses)</i>					\$\$



Vendor's Comments:

I hereby certify that the company mentioned above, which I am duly authorized to sign for, has reviewed RFQ UNFPA/USA/RFQ/17/022 including all annexes, amendments to the RFQ document (if applicable) and the responses provided by UNFPA on clarification questions from the prospective service providers. Further, the company accepts the General Conditions of Contract for UNFPA and we will abide by this quotation until it expires.

	Click here to enter a date.	
Name and title	Date and place	



United Nations Population Fund
Procurement Services Branch
Marmorvej 51, 2100 Copenhagen, Denmark
E-mail: masiello@unfpa.org
Website: www.unfpa.org

ANNEX I:
General Conditions of Contracts:
De Minimis Contracts

This Request for Quotation is subject to UNFPA's General Conditions of Contract: De Minimis Contracts, which are available in: [English](#), [Spanish](#) and [French](#)

ANNEX II

Terms of Reference

I. Background UNFPA and Evaluation

The UNFPA mandate is stipulated in the UNFPA Strategic Plan 2014-2017². The goals are the achievement of universal access to sexual and reproductive health (SRH), the realization of reproductive rights and the reduction in maternal mortality, to improve the lives of women and adolescents and youth. Enabling factors to attain the goals are evidence based analyses on population dynamics, human rights and gender equality. The four strategic outcomes are:

1. Increased availability and use of integrated sexual and reproductive health services that are gender responsive and meet human rights standards for quality of care and equity in access.
2. Increased priority of adolescents, especially on very young adolescent girls, in national development policies and programmes, particularly increased availability of comprehensive sexuality education and sexual and reproductive health services.
3. Advanced gender equality, women's and girls' empowerment, and reproductive rights, including for the most vulnerable and marginalized women, adolescents and youth.
4. Strengthened national policies and international development agendas through integration of evidence based analysis on population dynamics and their links to sustainable development, sexual and reproductive health and reproductive rights, HIV and gender equality.

The overall purpose of evaluation at UNFPA is to further increase performance and thereby contribute to the achievements of the outcomes above and ultimately to the achievements of the SDG's.

The Evaluation Policy³ states three main purposes that support the organization's drive to achieve results. First, evaluation is a means to demonstrate accountability to stakeholders on invested resources and its contributions to achieving development results. Second, evaluation supports evidence based decision making, where utilization-focused evaluations can provide credible information to support such decision-making. Third, evaluation contributes important lessons learned on how UNFPA can best support programmes, striving to contribute to the Sustainable Development Goals (SDG's). To do this, the UNFPA evaluation function, and evaluations conducted for UNFPA needs to adhere to the following principles:

- Independence and impartiality
- Intentionality and quality (including the principle that all evaluations should meet the minimum quality standards and criteria defined by the Evaluation Office).
- Transparency
- Ethics

To translate the evaluation policy into practice, the independent Evaluation Office at UNFPA has a quadrennial budgeted evaluation plan for 2016-2019⁴. The plan presents a strategic approach to planning and coverage of evaluations, aligned with the strategic plan and recognising the importance of high quality timely evaluations to inform decision-making and lessons learnt.

² UNFPA Strategic Plan 2014-2017, see <http://www.unfpa.org/strategic-direction>

³ UNFPA Evaluation Policy, 2013, see <http://www.unfpa.org/admin-resource/executive-board-united-nations-development-programme-united-nations-population-fund-1>

⁴ UNFPA Quadrennial budgeted evaluation plan, 2016-2019, see <http://www.unfpa.org/admin-resource/quadrennial-budgeted-evaluation-plan-2016-2019>

II. Evaluation Capacity Development (ECD) at UNFPA thus far

The Evaluation Office has an important corporate function related to the strengthening of evaluation capacity, knowledge and skills across UNFPA. Many evaluations are commissioned and managed by monitoring and evaluation staff located in regional and/or in country offices. Challenges in terms of capacity and skills to effectively identify the needs for an evaluation, to manage an evaluation, and to make sure that the evaluation is used throughout and once it is finalised, are evident. In addition, if internal evaluation capacity is low, there are evident challenges in terms of effectively supporting National evaluation capacity development, one goal recently endorsed in an UN resolution “Building capacity for the evaluation of development activities at the country level”⁵

Thus, UNFPA recognizes the importance of ECD to strengthen its results based programming efforts and to ensure relevant identification of needs for evaluations, the sound management of high quality evaluation processes and the practical use and learning from such exercises and products back into programming.

The Evaluation Office places strong emphasis on quality assurance of evaluation processes and products and several mechanisms has over time been put in place to strengthen evaluation quality. The adoption of a revised Evaluation Quality Assurance and Assessment (EQAA) system for UNFPA, which will be put in place successively during 2016 and 2017, is a sign of this effort. The aim is to ensure high quality, credible and widely used UNFPA evaluations.

UNFPA have regional M&E advisors posted in all six regions, and they provide support and advice to country office staff commissioning and managing evaluations. As another mechanism of quality assurance the Evaluation Office formally approves of all Terms of References for decentralised program evaluations and pre-qualifies the evaluation teams. A pilot is ongoing during 2017 in the Latin America and Caribbean Regional Office, where these responsibilities is delegated to the regional M&E advisor.

The Evaluation Office has also elaborated a number of guidance documents and tools to strengthen the support to M&E staff commissioning and managing evaluations, such as the Country Programme Evaluation (CPE) Handbook on how to conduct a CPE, which contains a large number of templates and tools. Four-day CPE trainings based on the handbook has also been conducted in all six regions.

These efforts combined has greatly improved the quality of decentralised programme-level evaluations during last years, from having 3 evaluation reports out of 15 being rated as good quality in 2012, to 12 evaluation reports out of 13 rated as good quality in 2015 and the first evaluation report rated as very good in 2016.

However, capacity gaps related to evaluation skills are still evident, which is unsustainable in the long run. Thus, work to elaborate a comprehensive Evaluation Capacity Development (ECD) strategy, to address issues of capacity development in a systematic and strategic manner is currently under way. The strategy will aim to strengthen the relevance, quality and use of evaluations to contribute to results- and evidence-based programmes and policies to contribute to the achievement of the SDG’s and ICPD.

III. The framework for Evaluation Capacity Development at UNFPA and beyond

In the Quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR)⁶, the importance of results-based management is underscored and the General

⁵ UNGA Resolution A/RES/69/237

⁶ Quadrennial comprehensive policy review of operational activities for development of the United Nations system, 8 December 2017.
UNFPA/PSB/Bids/Request for Quotation for Services/RFQ/ RFQ Complex Services [0616 – Rev02]

Assembly requests all UN agencies to continue to strengthen RBM. This is reflected in UNFPA's work to elaborate a new Strategic Plan for 2018-2021, which has a strong focus on improving programme effectiveness and RBM, aiming to enhance the results culture within the organisation.

Work to elaborate an ECD strategy is framed within this broader framework of RBM and will be fully aligned to the UNFPA Strategic Plan 2018-2021, which also talks to the importance of evaluation capacity development and the need for high quality evaluations to be used back into programming and decision-making.

The QCPR also speaks to the importance of UN to support countries in their efforts to implement the 2030 Agenda. Support to National Evaluation Capacity Development (NECD) should be conducted in close cooperation with other UN organisations present in respective country and/or region. In UNFPA's work to develop a new Strategic Plan there are sincere efforts to further enhance interagency cooperation, coordination and coherence.

UNFPA currently provides technical evaluation support to partner countries and implementing partner, but this support can be made more relevant and be expanded in cooperation with other UN agencies. Thus, the ECD strategy will include an overall goal to support improved and sustained national capacity for monitoring and evaluation of the achievements of the SDG's through stronger coordination and cooperation mechanisms.

IV. The concepts of capacity development and evaluation competencies

UNFPA defines capacity development as *"the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time."*⁷

Capacity Development involves three interdependent levels: individual, organizational and enabling environment.

- i. Individual capacities relates to the skills, abilities, experience and knowledge that allow each person to perform. Thus, at the individual level, capacity can be strengthened by providing the tools to improve performance such as training and other types of support to allow for enhanced knowledge and experience, thereby expanding their abilities to apply and practice their capacity.
- ii. The organizational level relates to the internal structure, policies, procedures and management systems that allow institutions to operate effectively. This level involves both enabling institutions and the individuals within them to optimize procedures, technical frameworks and tools, lines of communication and results-based management systems.
- iii. The enabling environment is the broad social system regulated as much by legislation, rules and policies as by social and cultural norms and power relations. It is important to not only recognize the formal systems but also to understand, recognize and target underlying and implicit aspects affecting capacity development efforts. This level includes promoting knowledge and experience sharing, to foster greater understanding and support of the M&E function and its role within UNFPA, and to ensure that evaluation findings are communicated, disseminated and used to inform programmes and policies at UNFPA.

⁷ Capacity Development Matters – A practical guide, UNFPA, 2011

Competencies can be defined as “clusters of related knowledge, skills, abilities and other requirements necessary for successful job performance”⁸ The basis for defining relevant evaluation competencies used in the ECD strategy and for UNFPA staff is the UNEG Evaluation Competency Framework.⁹

Different evaluation competencies are needed for different groups of UNFPA staff, depending on the role and level of involvement in evaluation processes. For example, most UNFPA M&E staff in the field offices are mainly commissioning and managing evaluations, whereas staff at the Evaluation Office are both managing and conducting evaluations. And all programme-, and senior management- and M&E staff need capacities to use evaluations and to identify and recognise the value of evaluations for learning and evidence-based decision making as well as for accountability reasons.

V. The elaboration of an Evaluation Capacity Development (ECD) Strategy

Based on the identified need to scale up the ECD work, and a request from the Executive Board, the Evaluation Office has commenced work to elaborate an ECD strategy for UNFPA.

During 2016, a diagnostic survey has been conducted among monitoring and evaluation staff across the organisation, to assess current evaluation capacity, capacity needs and change readiness at the individual and organisational level and to gain insight into staff perception of the broader enabling environment. In addition, interviews and focus-group discussions has been conducted to enable a deeper understanding of perceived challenges and opportunities related to evaluation capacity development and to explore how other organisations work to strengthen evaluation capacity.

An exercise to map both internal and external tools (policies, training modules, templates and other tools) and to collect these in a repository is under way and the compilation of literature for an upcoming review of their potential value to the UNFPA ECD process has started.

An initial Theory of Change (ToC) has been developed, which put ECD into its context and which highlights the overall vision and targeted outcomes, outputs and activity clusters as well as critical assumptions. An initial outline of the strategy document itself has also been developed (see annex 1 and 2). A reference group with participants from UNFPA at various departments and from the field, other UN organisations, evaluation experts from various evaluation associations as well as members representing donors on the Executive Board has also been established and have met once to discuss the ToC and outline for the strategy document.

The overall purpose of the strategy is to strengthen a culture where (positive) enquiry and analytical work on what works and what does not work is promoted, to enable UNFPA to further increase its performance and thereby contribute to the achievements of the SDG’s. Evaluation capacity development will be used as a tool to drive engagement, organisational culture change and to create synergies around evaluations and use of evidence to continuously improve UNFPA performance.

The importance and linkages between UNFPA’s ECD and National ECD (NECD), as essential components in which partnerships between the two have the potential to support ownership and lead to change and sustainable development efforts, shall be recognized in the ECD strategy. As mentioned earlier, UNFPA is already supporting NECD activities, mainly in the form of technical support. But in order for UNFPA to play its role and strengthen its support to the development of capacities for evaluation at country level, the

⁸ UNEG Evaluation Competency Framework, June 2016

⁹ Ibid

organization needs to first recognize, target and strengthen the evaluation capacities within UNFPA. This strategy and its focus on organizational ECD at UNFPA should be understood within this wider context.

The Evaluation Office expects to finalise the strategy and commence implementation during 2017.

VI. The role and responsibility of the ECD consultant

In response to the needs in terms of supporting the finalization of the elaboration of the ECD strategy, the UNFPA Evaluation Office is looking for a consultant to take on this assignment.

The main role of the consultant is to provide research and analytical support to the ECD strategy process and be responsible for conducting a literature review, analysing the collected tools and guidance repository, work to finalise the ToC, and elaborating a draft ECD strategy.

The consultant is expected to:

- Conduct a literature review - map and analyse the relevance of external ECD strategies (within UN and beyond). The already collected literature will be used as a base for the review, which will be expanded as relevant.
- Conduct an analysis of the available mapping and tool kit repository of available tools (trainings, guidance's handbooks etc) and existing initiatives for ECD within UN and beyond (including the mapping of ECD tools and initiatives related to humanitarian contexts), and determine their relevance for UNFPA's ECD work
- Analyse the results from the M&E survey, identify gaps and conduct additional interviews with stakeholders at global, regional and country levels and other agencies, to gain a deeper understanding of existing skills, capacity gaps and identified needs in terms of tools such as guidance's, training or support structures
- Based on the background diagnostic and analytical work conducted, and taking into account input from the reference group, develop a draft strategy document which includes a final draft Theory of Change, a draft results framework, an overall work plan for the whole strategy period (2018-2021, aligned with the time frame for the UNFPA Strategic Plan), a first year detailed draft work plan of strategy implementation and a draft funding proposal based on the detailed work plan for the first year.

The consultant shall present and discuss with the Evaluation Office the literature review, the analysis of the available mapping, the interviews to conduct as well as the final draft Theory of Change and the draft strategy document with all its annexes as stipulated above.

The consultant is expected to, after a first round of presentation and discussions with EO (and possibly the reference group), to revise the initial draft deliverables in accordance with input provided.

The consultant is expected to be responsible for the analysis and production of the above mentioned documents.

VII. Qualification requirements and experience of the consultant

The consultant should have knowledge and experience in evaluation in general, and in evaluation capacity development in particular.

Necessary competencies of the consultant include:



- A Master’s level degree or equivalent in a relevant field (international development; political science, public administration; social development; public health)
- Senior expertise with a minimum of 10 years of demonstrated experience in work related to the following areas; research and analytical work; evaluation capacity development, organisational capacity development and work on strategy and strategy implementation.
- Relevant experience in managing and/or conducting development evaluations
- Knowledge of the UN system and the foundations for its work
- Knowledge of UNFPA as an organisation is an asset
- Excellent analytical skills.
- Strong interpersonal skills, ability to promote and cultivate good communication and a learning culture.
- Excellent written proficiency in English, knowledge of Spanish and/or French as asset.

Consultant’s CV and involvement in similar assignments will be the resources to evaluate the consultancy proposals.

VIII. Organisation of the ECD work

The consultant shall be available for initial briefing by UNFPA Evaluation Office on the status of work, overall direction etc. prior to the start of the assignment, so as to avoid duplication of work.

The assignment shall include two missions to UNFPA in New York, one to conduct interviews and the second to present and discuss the draft ECD strategy with all its annexes. Remote interviews will also be conducted.

The overall ECD strategy process will be coordinated by UNFPA Evaluation Office. The Evaluation Office and the consultant shall hold regular meeting through phone/videoconference to discuss the assignment and to facilitate learning. All draft documents shall be provided to the EO for input.

The consultant shall ensure delivery of the requested documentation within the stipulated timeline and the final draft documents no later than 15 (working) days after the consultant has received comments from EO.

IX. Work plan/indicative timeframe

ECD Task	August				September				October				November				December			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Initial briefing UNFPA																				
First mission to UNFPA																				
Literature Review, including analysis of mapping																				
Analyse the M&E survey and conduct interviews																				
Revise outline for the strategy																				
Develop draft strategy document, including all annexes																				



ECD Task	August				September				October				November				December			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Second mission to UNFP, present draft strategy document																				
Revise and submit final ECD strategy																				

X. Management and Reporting Arrangements

A designated staff member at the Evaluation Office will oversee the work of the consultant and manage the overall budget.

The Evaluation Office will share all the diagnostic and analytical work done so far, as well as the repository of the mapping, and be available for any questions the consultant might have on these exercises.

The consultant and the Evaluation Office will meet through phone/videoconference 1) at the start of the assignment for a briefing on status of work and 2) at regular intervals during the assignment, to ensure common understanding of the direction of work.

XI. Conflict of Interest and Independence

The consultant assigned to conduct the reviews, mappings and elaborations under this Terms of Reference shall aim to conduct an objective assessment in the analyses conducted for UNFPA.

Annex III Draft outline of the strategy document

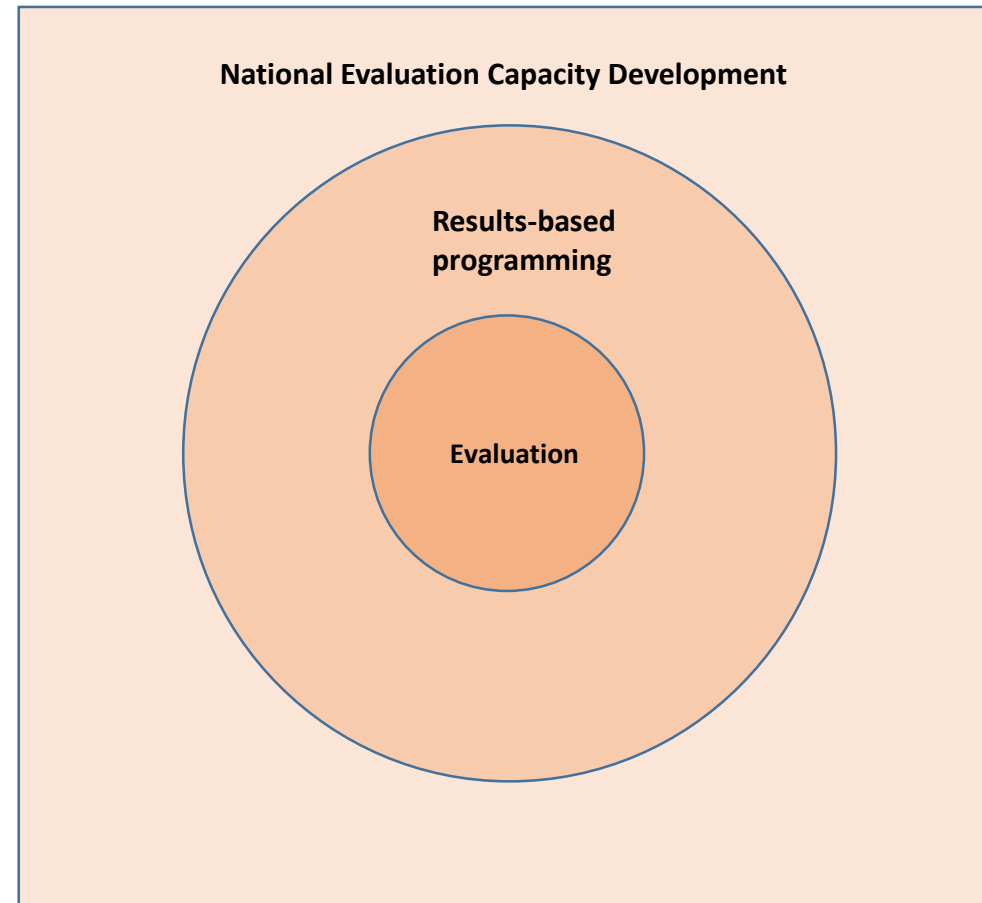
Evaluation Capacity Development (ECD) Strategy UNFPA

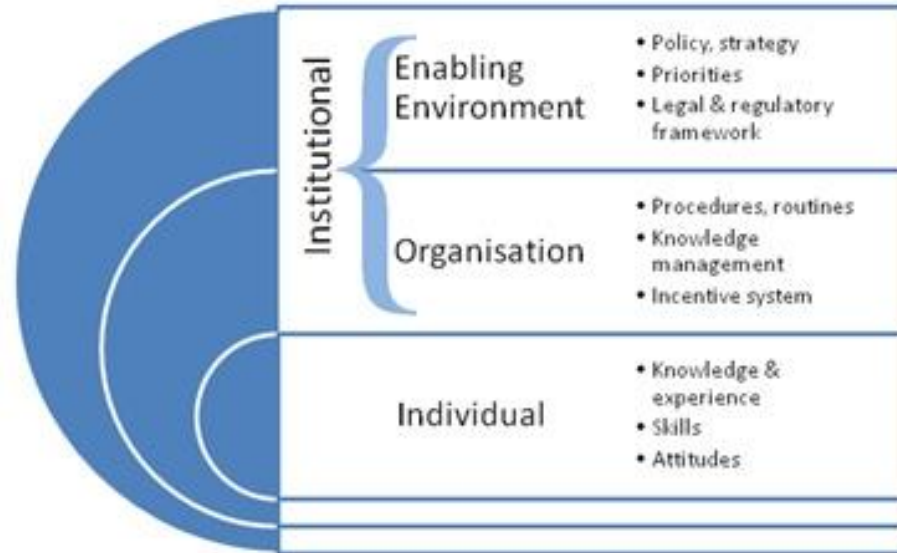
1. Introduction
 - 1.1 Why Evaluation Capacity Development?
2. Background
 - 2.1 Putting ECD into its context
 - 2.2 United Nations Evaluation Group (UNEG)
 - 2.3 The conceptual framework – three dimensions of capacity development
3. The history of ECD at UNFPA
4. Purpose of the strategy
 - 4.1 Systemic approach to ECD
 - 4.2 Target audiences
5. Main conclusions from survey and mapping
 - 5.1 Diagnostic M&E survey
 - 5.2 Review of good practice in ECD
 - 5.3 Mapping of available tools and resources
 - 5.4 ECD in humanitarian settings
6. Strategic direction
 - 6.1 How are evaluation capacities developed?
 - 6.2 Mechanisms for developing evaluation capacities
 - 6.3 Main activities
7. Governance
 - 7.1 Establishing an operational management group
 - 7.2 Identifying internal and external risks
 - 7.3 Monitoring strategy implementation
8. Resources
 - 8.1 Staffing structures and financial resources
9. The way forward
 - 9.1 The way forward – a four year work plan in line with UNFPA’s strategic plan (more detailed plan as annex)

Annexes:

- Bibliography
- Theory of Change
- Results framework
- Workplan 2017-18
- Diagnostic M&E survey
- Literature review of good practice in ECD
- Toolkit Repository (Document to include tools and resources both at UNFPA and beyond)

Initial draft Theory of Change

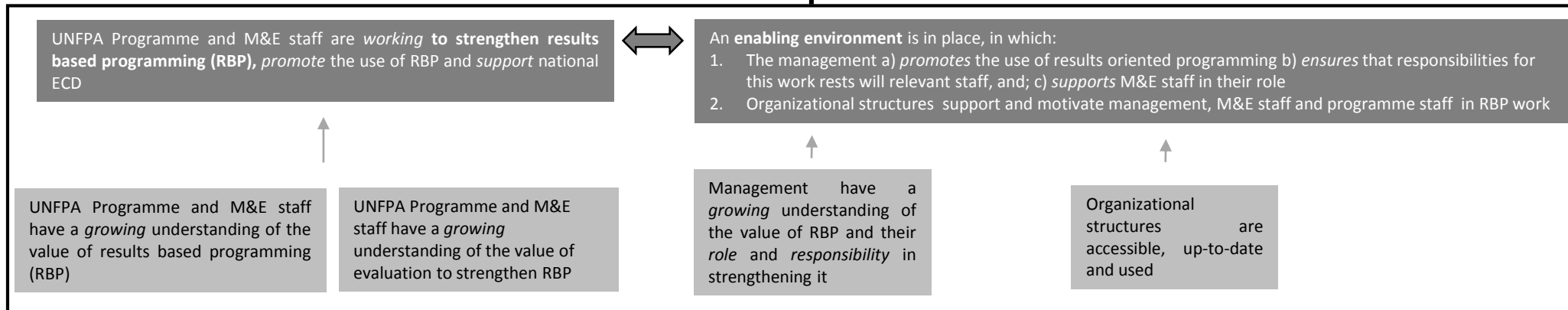




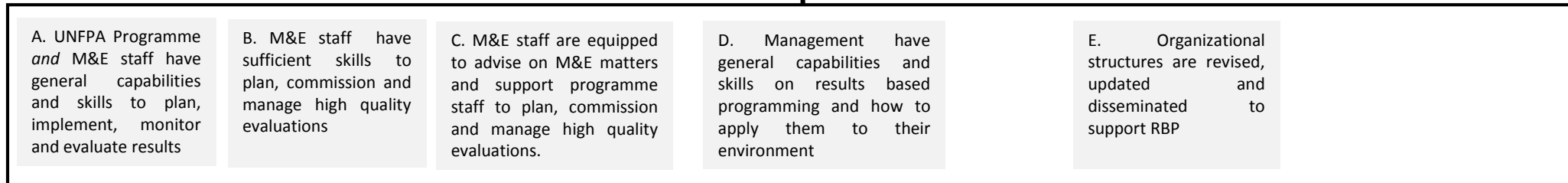
Impact

Improved culture of (positive) inquiry, critical and reflective work at UNFPA, to strengthen results based programming and UNFPA's contribution to the achievements of the SDG's

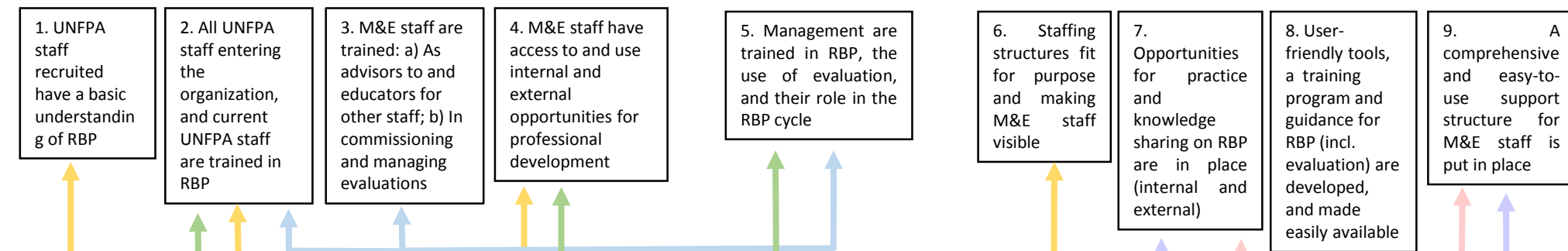
Hypotheses



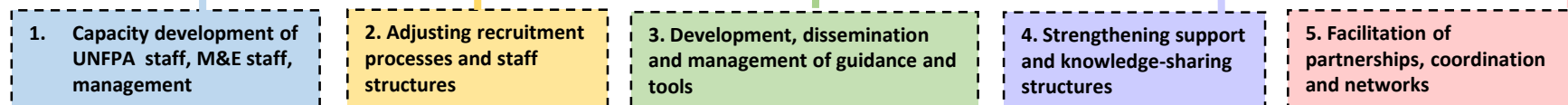
Outcome



Output



Modes of Engagement



Assumptions (outputs to outcomes)

Assumption a: EO, PD, DHR and other relevant departments (HQ) work closely and systematically together.

Assumption b: Region and Country Offices are committed and allocate sufficient resources (staff, time, funds) to planning and M&E.

Assumption c: PD, DHR, EO and other relevant departments (HQ) have appropriate resources (staff, time, funds) to work to strengthen results oriented programming.

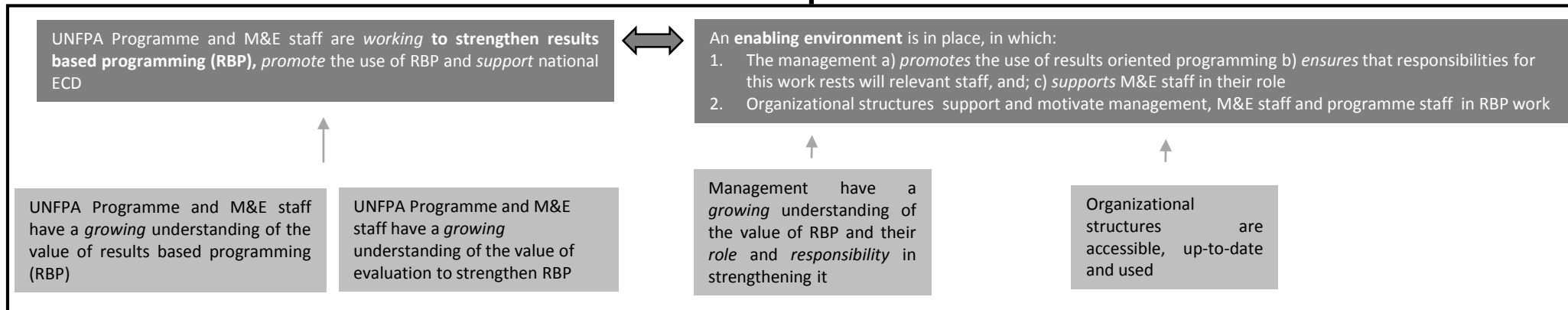
Assumption d: Decision-makers at HQ, regional and country level prioritise RBP in a context of competing priorities and austerity

Assumption e: Availability of support, tools, trainings leads to uptake of skills and capacities.

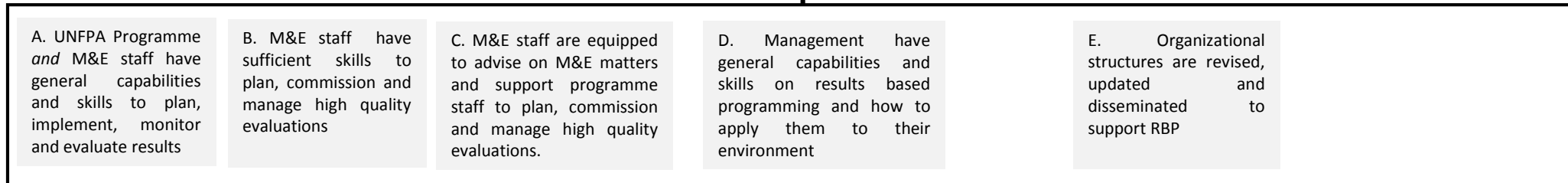
Impact

Improved culture of (positive) inquiry, critical and reflective work at UNFPA, to strengthen results based programming and UNFPA's contribution to the achievements of the SDG's

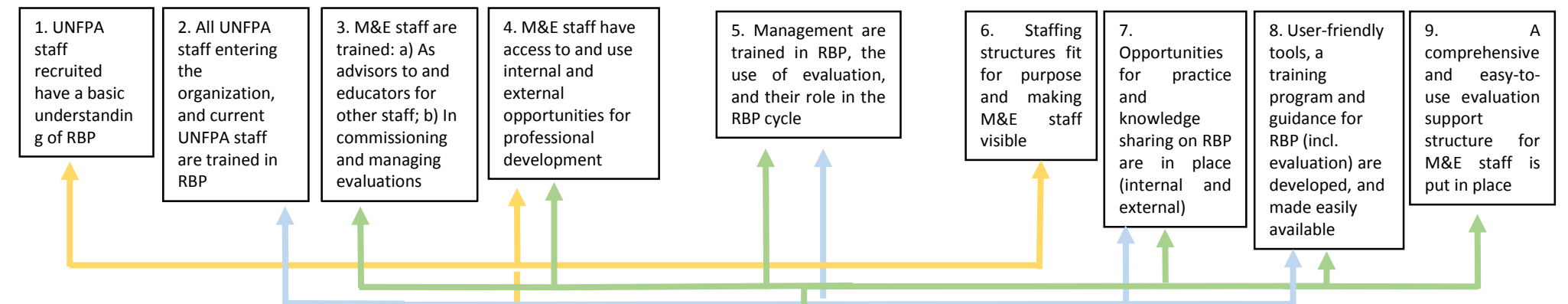
Hypotheses



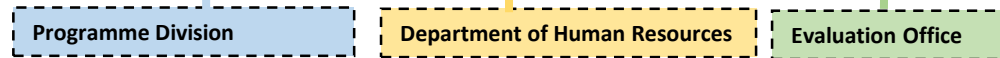
Outcome



Output



HQ Department



Assumptions (outputs to outcomes)

Assumption a: EO, PD, DHR and other relevant departments (HQ) work closely and systematically together.

Assumption b: Region and Country Offices are committed and allocate sufficient resources (staff, time, funds) to planning and M&E.

Assumption c: PD, DHR, EO and other relevant departments (HQ) have appropriate resources (staff, time, funds) to work to strengthen results oriented programming.

Assumption d: Decision-makers at HQ, regional and country level prioritise RBP in a context of competing priorities and austerity

Assumption e: Availability of support, tools, trainings leads to uptake of skills and capacities.

Impact

Improved and sustained national capacity for monitoring and evaluation for the achievements of the SDGs

Hypotheses

Relevant national partners are systematically *using* their monitoring and evaluation capacity to achieve the SDG's

Relevant national partners have a *growing* understanding of the value of evaluation to achieve the SDG's

Outcome

A. Relevant national partners have capabilities and skills to plan, implement, monitor and evaluate results

B. Relevant national partners have sufficient skills to plan, commission and manage high quality evaluations

C. UN coordination structures are strengthened, contributing to a conducive environment for national ECD

Output

1. Mechanisms in place to coordinate efforts to strengthen national ECD (UNDAF?)

2. Selected national partners trained in results oriented programming

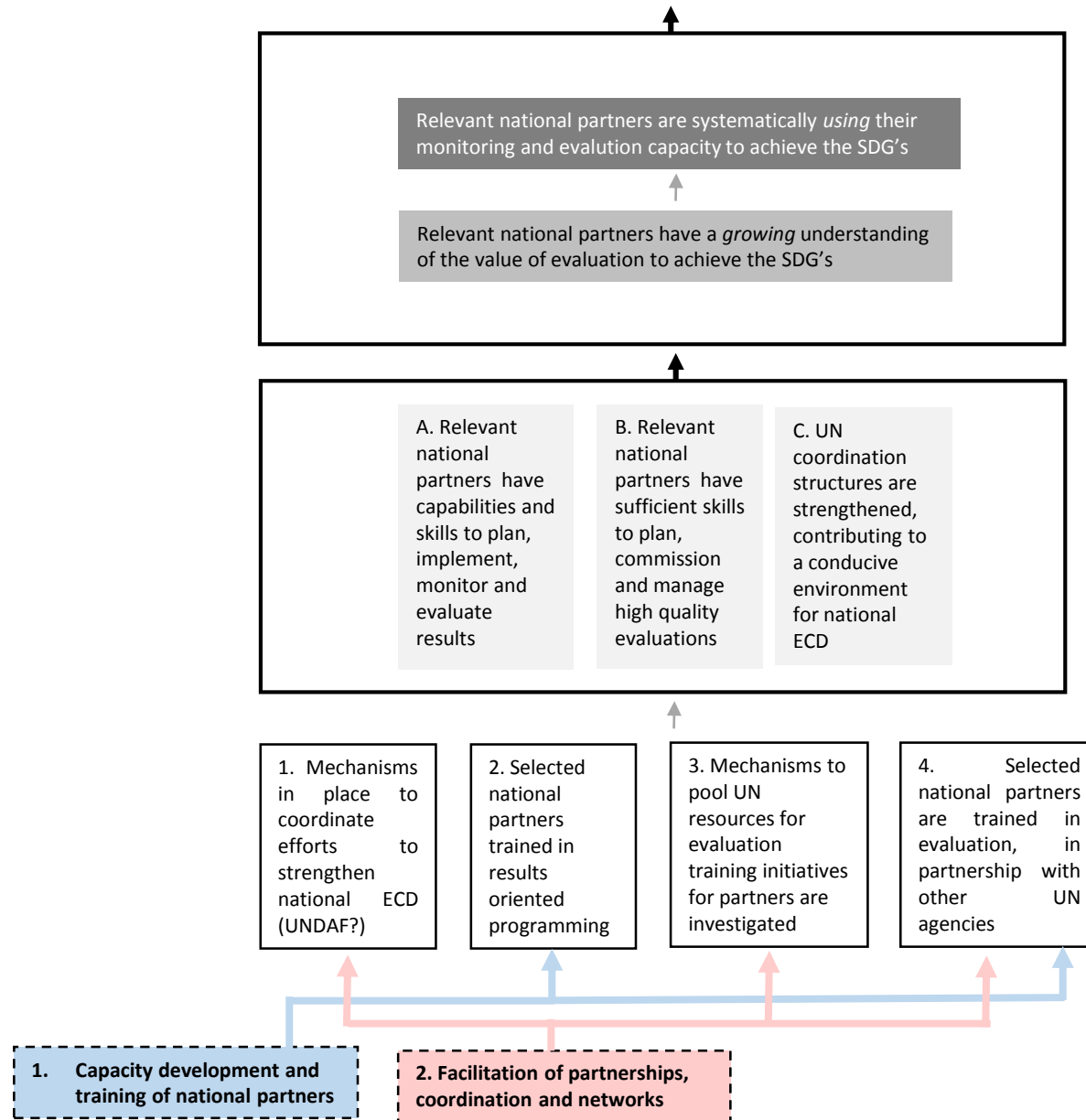
3. Mechanisms to pool UN resources for evaluation training initiatives for partners are investigated

4. Selected national partners are trained in evaluation, in partnership with other UN agencies

Modes of Engagement

1. Capacity development and training of national partners

2. Facilitation of partnerships, coordination and networks



Indicative Clusters of Activities

Activity Box 1 – Capacity development of UNFPA staff, M&E staff, management:

1. Introduction to RBP – mandatory training for all staff
 - E-learning, guidance and tools for discussions in units and within CO
2. Practical training on RBP
 - Training and tools for discussions in units/CO
3. Introduction to evaluation at UNFPA - newly recruited M&E staff and other staff interested in understanding evaluation in UNFPA
 - E-learning, guidance and tools
4. Training on managing evaluations - M&E staff responsible for managing de-centralised evaluations
 - E-learning plus in-depth workshop structure, possible with mentoring system
5. External evaluation training exercises – M&E staff
6. Management training on the responsibilities for ROP and de-centralised evaluations - CO directors/deputy directors, RO heads
 - In conjunction with other management training

Activity Box 2 – Adjusting recruitment processes and staffing structures:

1. Adjust job descriptions and recruitment processes to include basic understanding of RBP – programme, M&E and management staff
2. Standardized job descriptions, or parts o job descriptions for M&E staff
3. Incorporate mandatory RBP training in on-boarding procedure for all staff/specialized orientation for M&E staff
4. Overview of staffing structures, making M&E staff visible
5. Detailed assignment structure in place for M&E staff (for on-the-job training and incentive)
7. PAD inclusion and incentives
 - Inclusion of knowledge on RBP for M&E staff and evaluation professional development activities in PADs
 - Knowledge on RBP for programme staff included as components in PADs
 - Map out the current incentive structure for working with RBP and for strengthening one’s own evaluation capabilities

Indicative Clusters of Activities cont.

Activity Box 3 – Development, dissemination and management of guidance and tools:

1. Professional evaluation activity newsletter – M&E staff
2. Investigate capacity development opportunities of relevance (UNSSC, UNITAR) – M&E staff and programme staff
3. Develop/Update and make easily available guidance on RBP plus the responsibilities of each staff member/category
4. Create guidance to management on how to raise issues of RBP (incl. evaluation) in individual PAD discussions and as a team discussing progress in weekly meetings
5. User-friendly tools and guidance for evaluation are updated/developed, and made easily available in one place on the intranet.
6. Keep www.unfpa.org updated with evaluation tools and guidance for easy access

Activity Box 4 – Strengthening support and knowledge-sharing structures:

1. Strengthen formal communication and cooperation structure EO/RO/CO – M&E staff
2. Strengthen EO/RO/CO communication on professional evaluation development opportunities and exchange of experiences
3. Increase awareness of the ISD evaluation help desk function - M&E and programme staff
4. Develop and test a number of different hands-on/mentoring and support initiatives
 - Sub regional networks, mentoring schemes between COs, etc.
5. Regularly update consultancy roster to allow M&E staff to access high quality evaluation consultants

Activity Box 5 – Facilitation of partnerships, coordination and networks :

1. Strengthened UNFPA linkages to national/regional evaluation associations- M&E staff
2. UNFPA participates in M&E UNCT M&E working groups and is contributing to strengthen the UNDAF reporting (for example through participation in joint UNDAF data collections efforts)....UNDAF evaluations...
3. UNFPA participates in an UNCT-integrated discussion on NECD, contributes to the coordination of efforts and the pooling of resources

Critical Assumptions

Divided **by different target groups:**

- The higher management has a sincere and sustained interest in improving results oriented programming
- The management level at various departments (at HQ and in the field) are working towards the same overriding goal of improving results oriented programming.
- That EO, PD, DHR and other relevant departments (HQ) work closely and systematically together.
- Region and Country Offices are committed and allocate sufficient resources (staff, time, etc) to planning and M&E.
- PD, DHR, EO and other relevant departments (HQ) have appropriate resources (i.e staff and time) to work to strengthen results oriented programming.

Critical Assumptions cont.

Divided **by different outcome levels:**

- A growing understanding among programme staff, M&E staff and management at various levels leads to change
- The enhancement of capacities and skills leads to a growing understanding among programme- and M&E staff and management.
- Comprehensive training, available and easy-to use tools and the strengthening of organizational support structures and staffing structures will contribute to improve the capacities and skills