

## INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 16/10/2019

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**Job title:** UNV Strategic Framework Mid- Term Review (2018 - 2019)

**Duty station (city, country):** Home based with two missions to Bonn, Germany

**Job Globally advertised:** International recruitment

**Practice area:** Strategic Framework Review/ Evaluation, Corporate Reporting, RBM, UNV, Volunteerism, SDGs

**Brand:** UNV

**Type of Contract:** Individual Contract

**Category:** External

**Post type:** International consultant

**Languages required:** English (French is an asset)

**Starting date:** 13 January 2020

**Application Deadline:** 08 November 2019

**Duration of initial contract:** approx. 2 months

**Expected duration of the assignment:** Jan-Mar 2019

**Project name:** UNV Strategic Framework Mid-Term Review

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### 1. BACKGROUND

The United Nations Volunteers (UNV) programme contributes to peace and development through volunteerism worldwide. UNV is inspired by the conviction that volunteerism can transform the pace and nature of development and by the idea that everyone can contribute their time and energy towards peace and development. With partners, UNV advocates for volunteerism, integrates volunteerism into development planning and mobilizes volunteers to work in the United Nations (UN) system and beyond.

UNV pursues global recognition of volunteers for peace and development and helps countries to foster and develop volunteerism as a force for sustainable development. We encourage the integration of volunteerism into development programmes by providing strategic advice on its role and contribution and on options for civic engagement. We help countries to improve public inclusion and participation in social, economic and political development, and we support the growth of volunteerism within communities as a form of mutual self-help.

We partner with governments, UN agencies, non-profit and private sector organizations to support development programmes. UNV promotes the mobilization of increasing numbers of volunteers with greater diversity who contribute to peace and development. We deliver a prompt, efficient and value-adding service to identify and engage professionals who can deliver services and fulfil a wide range of specialised tasks. UNV directly mobilizes around 7,000 UN Volunteers every year nationally and internationally, with 80 percent coming from developing countries, and more than 30 percent volunteering within their own countries. These volunteers are assigned to UN programmes, projects and initiatives at country level.

As envisioned in UNV's Evaluation Plan 2018-2021, a Mid-Term Review (MTR) of the overall progress made against the Strategic Framework (SF) results (outputs and outcomes) and of UNV's institutional effectiveness (including organizational transformation as well as digital transformation processes), is to be carried out.

## **2. MAIN OBJECTIVES, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK**

### **2.1. Main Objectives**

The **main objective** of the consultancy service is to conduct an evaluative mid-term review of the SF and to prepare an MTR report, outlining progress on the SF results during the period 2018 to 2019.

The three **specific objectives** are:

1. To gather evidence and lessons learnt on UNV's SF implementation progress and on the organizational transformation as regards: what worked, what did not and why (effectiveness & efficiency);
2. To conduct a 'big picture' context analysis identifying key drivers influencing the 'what' and 'how' of UNV's business model (relevance & coherence);
3. To provide strategic recommendations and scenarios on the way forward for UNV 2020 to 2021 and beyond.

### **2.2. Description of Responsibilities (scope of the work)**

Acknowledging that the 2018 deadline for the EB report submission was 20 March, UNV is assuming a deadline of 31 March 2020 – hence the below timeline may have to be adjusted once the deadline from the EB secretariat is re-confirmed.

No.	Expected outputs/key deliverables	Due date (in 2020)	Expected number of working days
1.	<u>Inception</u> : Desk review, inception report i.e. SF progress 2018-2019, scope prioritization, survey design, interview plan, etc.	13 January – 20 January	6 days
2.	<u>Evaluative MTR Exercise</u> : Comprehensive meta-analysis of SF results, progress reports, expert interviews, focus group consultations among key stakeholders of UNV Headquarters and Regional Offices conducted	21 January – 07 February	14 days
3.	<u>Draft MTR report</u> : MTR report is compiled, drafted and consolidated	10-14 February	5 days
4.	<u>Consultation/Verification</u> : Electronic peer review of draft MTR reporting by Management Team members conducted and issues log produced	15 February – 21 February	5 days
5.	<u>Presentation to Management Team (MT)</u> : of revised draft MTR report and final comments recorded in issue log for integration in final report	24-25 February	2 days
6.	<u>Final MTR report</u> : the MTR report is finalized by integrating all relevant comments of the electronic peer review and the MT presentation	26 February – 06 March	8 days

### 2.3. Description of the Proposed Analytical Work

The proposed analytical work of the MTR is focussed on overall progress made against the SF results (outputs and outcomes) and on institutional effectiveness (including organizational transformation as well as digital transformation). The MTR is to come up with clear recommendations for strategic adjustments of the SF. As an evaluative exercise by design, the MTR will require a careful balance of objective evidence for accountability, constructive critique for learning and coherent valuation for improved strategic direction. In conjunction with the MTR, the UNV report to the Executive Board (EB) of UNDP, UNFPA and UNOPS for 2019 will be due. Considering the high degree of similarities of the content of both documents, it is envisaged that the MTR directly feeds into the EB report process by

providing early findings in the required frame and timeline. The consultant will be working under overall guidance and direct supervision of the Chief of the Executive Office.

The MTR report will look at the SF 2018-2021 by presenting insights into performance and lessons learned from the first two years of SF implementation (2018-2019), including implementation of the cost recovery, as well as adjusting the strategic orientation for the remaining two years of the SF (2020-2021). In light of the 2020 Global Technical Meeting on Volunteering as part of the UN High-level Political Forum on Sustainable Development (HLPF) – UNV needs to both provide evidence (to Member States and partners) and be agile in adjusting to latest trends in implementing the Sustainable Development Goals (SDGs).

The MTR report will present an ‘internal’ assessment of performance, meaning that performance will be analysed on *results* achieved at the intersection between organisational and SF results performance where possible. The underlying assumption is that investments in strengthening the organization would (and should) translate into higher SF results performance. The MTR is a self-reflection by design and will therefore require a careful balance of highlighting both critical elements and successes, with a solid evidence base to remain credible.

**Key contents/narrative thread:** the MTR report will follow a clear structure focusing on four elements:

1. 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;
2. SF Outcome 2: The UN system is supported to deliver on the 2030 Agenda through the engagement of UN Volunteers and integration of volunteerism;
3. Institutional effectiveness: UNV is a more effective and efficient organization, with improved systems and business practices and processes, well-managed resources and engaged personnel;
4. Strategic recommendations for UNV going forward.

The proposal is to construct the narrative using the following logic:

- Reflect upon the ‘big picture’ of the Agenda 2030 implementation, and specifically outline how volunteers, volunteerism and UNV respond to the SDGs;
- Systematically outline progress made against UNV’s SF results indicators;
- Assess the results of UNV’s organizational transformation and how it influenced effectiveness;
- Explain the factors contributing to or detracting from performance;
- Show what are the key lessons learnt to enhance results and mitigate risks;
- Compile strategic recommendations for UNV and the EB on the way forward;
- Update the SF results indicators including targets and methodological notes (where necessary);
- Review and assess incorporating high-level gender-related indicators, in reference to targets under SDG 5;
- Assess UNV’s transformation process in relation to delivering on the SF 2018-2021;
- Conduct special review of outcome 1, output 1.1 as regards results, indicators, capacity and way forward.

**Outline of the MTR report:** Considering the proposed narrative above, the following is suggested as the outline for the MTR report – which is largely drawn from the UNV EB Report Outline.

**COVER PAGE:**

*Header, Title, MTR report summary and strategic recommendations to UNV/ proposing elements to the EB decisions [500 words]*

- Summary box with concise overview on the report structure, key narrative thread and findings.
- List of recommended decisions by the Executive Board as elements of a decision.

**INTRODUCTION:**

*A Changing Development Landscape [1000 words]*

The introductory section would elaborate key context factors and dynamics affecting UNV and significantly framing its operating environment since 2018. It should depict on the overall state of volunteerism and highlight the SDGs as key driver for guiding UNV's direction.

**PROGRESS TOWARDS STRATEGIC RESULTS:**

*Development and Organisational Effectiveness [4000 words]*

This section would contain the main findings with regard to progress against SF targets on:

- Development Results (Outcomes and Outputs),
- Institutional Effectiveness (Results Statement), and
- Budget Strategy Performance.

The description will focus on the cumulative achievements by addressing which targets were met, partially met, missed or exceeded; what were the main drivers for the current state-of-play; and what specific responses to emerging crises or natural events beyond the SF were provided. While knowing that it will be challenging to provide discernible (quantitative) evidence, the MTR report should offer plausible narrative threads using proxy indicators and case examples that illustrate overall trends and projections by striking the right tone. In concluding the section, key lessons learnt should be drawn and linked to future strategies and strategic action planning.

**STRATEGIC RECOMMENDATIONS FOR UNV GOING FORWARD:**

*Immediate and Medium-Term Implications for UNV [1500 words]*

This last section will cover strategic recommendations for UNV and the EB on the way forward based on key findings and results evidence.

**ANNEXES**

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### **3. EXPECTED DURATION OF THE CONSULTANCY AND DUTY STATION**

#### **3.1. Expected Duration of the Consultancy**

The consultancy work is expected to be completed within 2 months from the date of contract signature. The consultant is required to prepare and submit the entire plan in a way that allows the achievements of all deliverables to be completed within two months.

#### **3.2. Duty Station**

The selected consultant will work home-based and at UNV Headquarters in Bonn in the premises of the Executive Office. The consultant is expected to be present in Bonn for the inception (1): 13-20 January 2020 and also for the Presentation (5) and Final report (6) 24 Febr-06 March 2020.

### **4. COMPETENCIES AND QUALIFICATIONS**

#### **4.1. Competencies**

Substantive knowledge of corporate strategy level results reporting, results-based management, corporate strategy monitoring and evaluation, international cooperation and demonstrated ability to provide effective consultancy services on strategic management in the UN context. Experience within the UN/UNDP/UNV context is a distinct asset.

- Knowledge and good understanding of volunteer involving organizations' strategic management and results-based management approaches,
- Strong analytical capacity and experience in corporate strategy evaluations/assessments and business reporting,
- Excellent communication (i.e. writing) skills in English, including the ability to draft and to consolidate reports and communications to senior management and executive board members,
- Good interpersonal skills and ability to establish and maintain effective partnership and working relations in a multi-cultural and multi-ethnic environment with sensitivity and respect for diversity and gender.

#### **4.2. Qualifications**

Education:

- Minimum of advanced university degree (Master's degree or equivalent) in the field of management, economics, political science, business or public administration, development studies, social sciences, international relations or related field.

Experience:

- Minimum of 10 years of progressive responsible working experience in business consultancy, international development or technical cooperation, in an international organization context, or related field with a focus on strategic monitoring, reporting and evaluation.
- Experience in strategic management monitoring and evaluation at corporate level and in the volunteer-involving or volunteer-sending organizations is desirable.

Language:

- Excellent written and spoken English.
- Knowledge of French is an asset.

## 5. CRITERIA FOR SELECTION OF THE BEST OFFER:

The selection of the best offer will be based on the combined scoring method, where the qualifications and methodology will be weighted 70 percent, and then combined with the price offer, which will be weighted 30 percent.

Key selection criteria are

- Knowledge of and working experience in the field of strategic management (25%)
- Proven experience in volunteerism-related monitoring, reviews and evaluation (15%)
- Proven meta-analysis skills for evaluative exercises (15%)
- Excellent report writing skills i.e. at corporate level (15%)

## 6. APPLICATION PROCEDURE:

Interested individual consultants must apply on the e-tendering system: <https://etendering.partneragencies.org> and they should submit the following documents/information to demonstrate their qualification

Applicants have to provide a technical and a financial proposal.

**Technical proposal:** (Cover Letter, Personal CV and Technical proposal)

- **Motivation/Cover Letter:** Brief description of why the Offeror considers her/himself the most suitable for the assignment;
- **Personal CV,** indicating all past experience from similar projects and specifying the relevant assignment period (from/to), as well as the email and telephone contacts of supervisors and at least three professional references.
- **The technical proposal** shall describe the methodology and the approach on how to fulfill the required deliverables as well as outline the major components of its implementation.

## Financial proposal

- **Financial Proposal;** The applicants are instructed to submit their financial proposals in USD for this consultancy, using the financial proposal template “Confirmation of Interest”. The financial proposal shall consist of an all-inclusive lump sum for the whole duration of the contract period, which shall include the consultancy fee, costs of living, costs for insurance, and cost of travel to and from the duty station. The financial proposal shall also contain a breakdown of these costs. The lump sum/contract price is fixed regardless of subsequent changes in the cost components

The financial proposal and the technical proposal files **MUST BE COMPLETELY SEPARATE** and uploaded separately in the system and clearly named as either “Motivation Letter/CV” or “Financial Proposal”, as appropriate. Each document shall include the Proposers’ 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. The Proposer shall assume the responsibility for not encrypting the financial proposal.

Incomplete applications will not be considered. Please make sure you provide all requested documents.

Any queries should be sent in a separate e-mail and addressed to: **procurement@unv.org** clearly marking **93949\_ UNV Strategic Framework Mid- Term Review (2018 - 2019)** in the subject line