Terms of Reference

Consultant to Assist with Management of the Evaluation Function

Evaluation Office, UNICEF

Background

The United Nations Children’s Fund (UNICEF) strives to build a world where the rights of every child are realized. Through its policies, programmes and advocacy, the organization promotes children’s well-being worldwide by combatting poverty, violence, disease and discrimination. Across UNICEF, various kinds of evaluation are carried out including programme, country/regional, institutional performance, global thematic and joint evaluations, in both humanitarian and development settings. Around 100 evaluations are produced every year.

The 2013 Evaluation Policy defines evaluation as a shared function within UNICEF, with key roles distributed across senior leaders and oversight bodies, heads of offices, technical evaluation staff and sectoral programme staff. The headquarters-based central Evaluation Office serves as steward of the evaluation function, steering the development of evaluation policy, strategy and systems, including evaluation quality assurance processes. Its director reports to UNICEF’s Executive Board through an annual report on the evaluation function, which includes information on selected evaluations.

The Evaluation Office focuses on the promotion of an enabling environment for evaluation and providing ready access to evaluation information. It also commissions independent global thematic evaluations, conducted mainly by external consultants, and undertakes evaluation capacity development within and outside the organization. Most of UNICEF’s evaluation work takes place at the decentralized level. Together with programme countries, UNICEF country offices commission most UNICEF evaluation work.

In an effort to finalize implementation of its commitments under the UNICEF strategic plan 2014-2017, the Evaluation Office requires support to deliver on a number of managerial issues between August and December 2017. These include:

- Harmonizing and reforming procurement processes for evaluation services
- Devising a mechanism to calculate evaluation coverage in UNICEF
- Assisting with the development of guidance and advocacy materials for an internal integrated information system
- Supporting knowledge management for ongoing independent corporate evaluations

The Office is therefore looking for an individual consultant to assist with the tasks outlined in this document.
**Scope of the Consultancy**

The consultant will work on four interrelated project lines relating to the effective management of the evaluation function:

**Evaluation Procurement Reform [30%]**

The consultant will support a small team in drafting organizational guidance to standardize procurement processes for evaluation services. The resulting templates and guidance documents will be largely derived from existing examples in terms of content. Therefore, the task above all involves cataloguing what exists, consulting stakeholders and fashioning user-friendly tools that are easily accessible. In addition, the consultant will set up an intranet site to store and make available to colleagues the results (and follow-up products) of a recently conducted market study on procurement of evaluation services. He/she will also assist in organizing and following up on a webinar for evaluation suppliers to inform them of upcoming evaluations and explain UNICEF’s procurement and evaluation business models.

**Coverage Calculations [30%]**

The consultant will assemble information on evaluation coverage throughout UNICEF for the year 2017, for inclusion in the annual report on the evaluation function. Coverage will be reported against four indicators laid out in the Revised Evaluation Policy (2013), including coverage of humanitarian responses and evaluation of programmes exceeding a certain expenditure limit. The consultant will also devise a monitoring mechanism that will allow such information to be gathered more systematically in the future and support its integration into standard business processes and policy as of 2018. Finally, the consultant will assist on ad hoc tasks relating to the revision of UNICEF’s Revised Evaluation Policy, 2013 as assigned by the supervisor.

**Integrated Information Systems [20%]**

Currently UNICEF uses different information systems for its evidence generation work: the Planning for Research, Impact Monitoring and Evaluation System (PRIME), the Evaluation and Research Database (ERDB), the Evaluation Management Response Tracking System (EMRTS) and the Global Evaluation Reports Oversight System (GEROS). While that latter three are cohesive, PRIME stands alone. The Evaluation Office now decided to integrate these systems and development work began in 2016. In Q3 2017 most of the integrated system will be completed and ready for testing. The consultant’s support will be required to assist an Evaluation Specialist with the development of guidance and advocacy material for the piloting phase of the launch. The material will explain why the integration took place, what the benefits are and how the system works, using the most appropriate mediums for the task.
Knowledge Management for Ongoing Evaluations [20%]

The consultant will support knowledge management efforts for up to two ongoing independent corporate evaluations. This will include: compiling financial data, results reports and other documentation for the evaluations; supporting procurement processes; updating the intranet/TeamSite pages relevant to the evaluations; setting up logistical arrangements for country missions; liaising with a variety of UNICEF stakeholders to make sure the evaluation teams’ information needs are met; support preparations for meetings, e.g. of the Evaluation Advisory Groups; and create communication products on the basis of interim evaluation products such as case study evaluation reports.

Deliverables and Timeline

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Due Date</th>
<th>Number of work days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement intranet site set up</td>
<td>August 31</td>
<td>2</td>
</tr>
<tr>
<td>Knowledge management for ongoing evaluations strengthened</td>
<td>continuous</td>
<td>13</td>
</tr>
<tr>
<td>Procurement webinar planned, executed and followed-up on</td>
<td>September 30</td>
<td>5</td>
</tr>
<tr>
<td>Evidence Information Systems Integration advocacy material prepared</td>
<td>September 30</td>
<td>5</td>
</tr>
<tr>
<td>Mechanism for coverage calculation devised</td>
<td>October 31</td>
<td>10</td>
</tr>
<tr>
<td>Organizational guidance on procurement compiled, discussed and standardized</td>
<td>October 31</td>
<td>5</td>
</tr>
<tr>
<td>Organizational guidance refined, designed and made available</td>
<td>November 30</td>
<td>8</td>
</tr>
<tr>
<td>Mechanism for coverage calculation refined and applied to 2017 data</td>
<td>December 22</td>
<td>10</td>
</tr>
<tr>
<td>Evidence Information Systems Integration guidance material drafted</td>
<td>December 22</td>
<td>7</td>
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</tbody>
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TOTAL: 65

Duration & Location

The consultancy of 65 days will be undertaken from 10 August 2017 to 22 December 2017. The consultancy is office-based and office space will be made available.

Reporting

The consultant will be supervised by two Evaluation Specialists in UNICEF’s central Evaluation Office in New York.
Payment

Payment will be made in three installments: at the end of September, the end of November and the end of December, upon successful completion of corresponding deliverables. Fee Range B to C as per ST/AI/2013/4 applies; depending on qualifications mentioned below; years of experience and past performance.

Qualifications

- Background in social sciences, business administration, operations research, computer science or related; MBA preferred
- Knowledge of development evaluation, the UN and UNICEF
- Prior experience with complex corporate procurement processes an asset
- Prior experience with management information systems an asset
- Strong data analysis skills, including knowledge of data visualization techniques
- Excellent written and oral communication skills
- Ability to synthesize and summarize information
- Sound judgment on when to bring issues to the attention of supervisors
- Ability to effectively work in multi-stakeholder teams

How to Apply

Interested candidates are required to submit their application consisting of a) a cover letter, b) a curriculum vitae in both tabular and P-11 format (see http://www.unicef.org/about/employ/files/P11.doc) and c) daily rate. Applications should be sent to evalofficeapplications@unicef.org no later than 5:00 PM EST on Monday, 7 August 2017. Include “Consultant: Management of the Evaluation Function” as the subject of the email.