

Call for a Research Consultant Experienced in Professionalization of Evaluation

Terms of Reference (ToR)

Overall objectives: 1. To analyze recent, current and emerging developments in professionalizing evaluation, 2. To review the UN Evaluation Group's (UNEG) Competency Framework; 3. To benchmark the recruitment of evaluators, including reviewing the evaluator job descriptions in the UN; and 4. To analyze the conditions that would enable the creation of the "Evaluator" occupational category in the UN; 5. To design and administer a questionnaire to UNEG membership on professionalization options; 6. To write a summary report, including the proposed recommendations to the UNEG Executive Group on a professionalization option to pursue

Location: Home-based, with virtual meetings when required. The Consultant may be required to present the findings of the assignment during the 2015 Annual General Meeting of UNEG in New York.

Timing and Duration: The consultancy will be conducted during the period October-December 2014.

Working Group: The working group with whom the Consultant will interact will include representatives of several UN agencies (e.g. UNDP, OIOS, UNFPA, FAO, UN Women, ILO, ICAO etc.)

Application deadline: 10 October 2014

Consultants who meet the required qualification and experience are invited to submit an updated CV and a cover letter outlining their previous experience and interest in this assignment, as well as the expected **lump sum** payment for this consultancy.

The application (CV, cover letter with financial proposal) should be submitted via UNDP job site.

1. Background

The United Nations Evaluation Group (UNEG) is an interagency professional network that brings together the evaluation units of the UN system, including UN departments, specialized agencies, funds and programmes, and affiliated organizations. It currently has 45 such members and three observers.

The supreme decision-making body of UNEG is its Annual General Meeting (AGM), where UNEG members present will make decisions in principle by consensus. Between AGMs, an Executive Group is established to make decisions concerning UNEG's ongoing work mandated by the AGM composed of Vice-Chairs of each of the Strategic Objectives.

Recognizing evaluation as essential for advancing development, serving as an enabler of change and building on the previous achievements of UNEG, it is imperative for the Group to continue to strengthen the strategies and mechanisms of evaluation in the UN system. Furthermore, for evaluation to be taken seriously it needs to distinguish itself as a profession, which requires policies, strategies and practices within UN agencies that bring about changes at agency and by implication, staff level.

The 2014-2015 work plan of UNEG includes activities aimed at advancing the professionalization of evaluation in the UN system. A volunteer working group has been formed to address these activities, composed of various UN agency representatives. The Vice-Chair of UNEG Strategic Objective 1 (Evaluation functions and products of UN entities meet the UNEG Norms and Standards for evaluation) oversees the group, whereas the Convener / Co-Convener facilitate the work of the group.

2. Purpose of Assignment

The purpose of the assignment is to update the existing UNEG Competency Framework and to provide direction to the UNEG Executive Group on possible options to pursue for the professionalization of evaluation.

3. Working Group

The working group is composed of volunteer member participants of various UN agencies. The Convener (ICAO) and Co-Convener (UNFPA) facilitate the working group meetings and co-ordinate the activities. The Consultant will work closely with the Convener and occasionally with the Deputy-Convener and the Vice-Chair of the UNEG Strategic Objective 1. The Consultant will also be expected to participate at some of the virtual meetings of the working group.

4. Scope

a. Reviewing what has been done or what is developing in advancing the professionalization of evaluation

- Synthesize information on recent or ongoing developments in the professionalization of evaluation (competency frameworks, credentialing systems etc.) that includes the Canadian

Evaluation Society, the Japanese Evaluation Society, the European Evaluation and the UK Evaluation Society, DFID, the World Bank/IFC etc.

- Interview focal points on developments and summarize the developments.

b. Benchmarking recruitment practices and job descriptions in the UN:

- Conduct a benchmarking analysis of evaluator recruitment practices, including through summary analysis of the JIU study on the evaluation function.
- Conduct a benchmarking analysis of job descriptions for evaluators in the UN system.

e. Revising the UN Evaluation Competency Framework:

- Update and revise the UNEG Evaluation Competency Framework in consideration of a.-b.).

d. Eliciting feedback from UNEG members via online questionnaire:

- Elicit feedback from UNEG members regarding options to go forward in advancing the professionalization of evaluation
- The feedback will be input to formulate a set of recommendations on the policy options to advance the professionalization of evaluation

5. Deliverables, Timing and Payment Schedule

The workload is estimated to be 30 working days. The consultant will submit to the Vice-Chair and Convener the following deliverables by no later than 19 December, 2014. Deliverable (i) should be delivered by 1 December, 2014:

- i. **Deliverable (i):** Draft report (analytic review of issues identified, including a synthesis of the feedback elicited from UNEG and other stakeholders)
- ii. **Deliverable (ii):** Final report
- iii. **Deliverable (iii):** Revised UNEG Evaluation Competency Framework
- iv. **Deliverable (iv):** Recommended professionalization options

The contract will be arranged as a lump-sum amount covering the consultant fees and payable upon completion of the above deliverables, according to the milestones highlighted below. All travel-related costs (e.g. ticket, daily allowances, terminal expenses, etc.) will be settled separately based on actual costs and as per UNDP rules.

The payment will be made in the following installments:

Completion of the deliverables	Payment as a percentage of the lump sum
Deliverable (i)	20%
Deliverable (ii)	50%

Deliverables (iii) – (iv)	30%
---------------------------	-----

6. Methodology

In revising the UNEG Evaluation Competency Framework, it is envisaged that a consultative process with the key stakeholders will take place using a participatory approach. In eliciting feedback from UNEG and other stakeholders, the Consultant will be expected to facilitate the group sessions.

7. Reporting

The Consultant will report directly to the Convener and in absence of the Convener, to the Co-Convener and/or the Vice-Chair. More broadly, the Consultant’s immediate client will be the UNEG working group. Once recruited, the Consultant should develop and deliver a clear time plan specifying the internal sub activities that will contribute to the expected deliverables. The Consultant is expected to engage with the working group through scheduled virtual meetings.

8. Competencies

Corporate competencies

- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Highest standards of integrity, discretion and loyalty.

Functional competencies

- Excellent analytical skills
- Strong verbal and written communication
- Excellent inter-personal, teamwork, and communication skills
- Resourcefulness, initiative and mature judgment
- Work well under pressure

9. Required Qualification and Experience

- Excellent drafting skills in English
- Proven experience in initiatives involving competency framework and the professionalization of evaluation
- Minimum: graduate degree with a focus on social science, or organizational analysis, plus 10 years of relevant experience in evaluation
- Previous evaluation experience
- Familiarity with the UN system