

TERMS OF REFERENCE FOR CONSULTANCY ON APPLYING PROGRAMME THEORY/LOGICAL FRAMEWORK EVALUATION APPROACHES

I. Background

1. The Inspection and Evaluation Division (IED) of the Office of Internal Oversight Services (OIOS) is responsible for conducting evaluations which examine the relevance, efficiency, effectiveness and impact of programmes of the United Nations Secretariat.
2. IED has recently embarked on a reappraisal of its methods, techniques and processes for undertaking programme evaluations. A Division retreat held from 2-4 November 2011 resulted in the formulation of three working groups dealing with (1) Vision and Mission (2) Enhancing Rigour of Evaluation products and processes (3) Reappraising approaches to risk-based planning.
3. Among the first topics identified for action within this reappraisal is the need for a common understanding on the (a) techniques and methods to be applied in terms of constructing and using logical models, and (b) the use of logic models as part of the programme evaluation process. Consultant support is being sought to help with designing and implementing this exercise.

II. Duration and Immediate Management of Consultancy:

4. The duration of consultancy is for 40 working days between the dates of December 15 2011 and April 30 2012. The consultant will report to and be managed by Ms Deborah Rugg, Director, Inspection and Evaluation Division.

III. Scope and deliverables of the Consultancy:

5. The consultancy will be in three phases: the first phase will be IED-focused and the second and third, OIOS-wide:

Phase 1: IED-specific

- A. Assess current guidance and practices in terms of the use and application of logic models within IED to identify gaps and opportunities (review of IED manual, selected evaluations, interviews, etc.);
- B. Develop a **working paper for IED discussion** which outlines the key concepts, techniques, benefits and drawbacks of the use of logical frameworks both in generic terms as well as applied to the context of the UN secretariat together with an outline of next steps. The consultant will facilitate a **division-wide brainstorming discussion** on this paper to ensure buy-in and agreement to the exercise;
- C. Design and deliver a **one to two-day learning event** to secure common understanding within IED on the use of logical frameworks. This exercise will result in two deliverables (a) a logical framework which captures the work of IED and (b) an outline of the principles and approaches to be used by IED when using logical frameworks in its work;
- D. Prepare a **technical paper** based on the outcomes of steps 1 to 3 above that provides guidance on the principles and protocols for use of logical frameworks in IED

programme evaluations. Options will be presented as to how best to incorporate this paper into the next re-draft of the IED Manual.

Phase 2: OIOS-wide

Drawing on the processes and materials developed under Phase 1

- A. Design an exercise that introduces logical framework thinking and application to the realities of the Audit and Investigation Sections of OIOS;
- B. Implement a process to ensure that the useable aspects of the learning events are captured in standing instructions or manuals.

Phase 3: Feedback and lessons learned

At the conclusion of the consultancy, implement a process to:

- A. Test the quality of learning that has taken place;
- B. Get feedback on whether there are any gaps that need further attention;
- C. Capture lessons learned in a Practice Note for Knowledge Management purposes (such as articles for the IED newsletter, etc.).

IV. Competencies:

- Master level degree in the social sciences, international affairs, business management or a related area;
- At least 5 years of experience working in programme evaluation;
- Experience working with the United Nations Secretariat is strongly preferred;
- Strong understanding of theory and practice of Programme Theory/Logical Frameworks and Results-based budgeting and Results-based management;
- Proven competence in quantitative and qualitative methods of data collection and analysis, specifically in the use of including surveys, interviews, and focus groups;
- Experience facilitating the development and/or implementation of organizational Monitoring & Evaluation (M&E) systems with specific emphasis on translating M&E techniques into day-to-day reality of non-evaluation staff, an asset;
- Solid experience facilitating workshops required;
- Excellent oral and written communication skills,
- Strong inter-personal and teamwork skills;
- Strong commitment to consistently produce high quality work and contributions, guided by evaluation standards and ethical principles.

V. Deliverables for all three phases:

- A. Working paper and facilitation of division-wide brainstorming
- B. Facilitate a one to two-day learning event for IED leading to (1) outline of the principles and approaches to be used by IED (2) logical framework for IED;
- C. Technical paper outlining guidance on the principles and protocols for use of logical frameworks in IED programme evaluations;



- D. Facilitate a one to two-day learning event for IAD and ID resulting in Logical frameworks which capture the work of Internal Audit Division and Investigation Division;
- E. Assessment exercise to distill lessons learned for knowledge management processes;
- F. Practice Note for Lessons Learned on logical frameworks.

Deadline for applications: 23 November 2011

Please indicate the in the subject line the consultancy that you are applying for and attach your CV and application form (see below) to:

Ms. Chandi Kadirgamar kadirgamarc@un.org

And copy Ms Sabrina Evangelista evangeslistas@un.org

**CONSULTANCY ON APPLYING PROGRAMME THEORY/LOGICAL FRAMEWORK
EVALUATION APPROACHES**

Name:

Nationality

Email:

Phone Number:

We would appreciate your providing us with the following information:

Experience	Yes	No	Comments
a. Master level degree in the social sciences, international affairs, business management or a related area? From which institution?			
b. Do you have at least 5 years of experience working in programme evaluation? If yes, with what organizations?			
c. Please provide a brief description of your experience with Programme Theory/Logical Frameworks and Results-based budgeting and Results-based management;			
d. Please explain the types of quantitative and qualitative methods of data collection and analysis you are comfortable using;			
e. Experience developing Monitoring & Evaluation (M&E) systems with specific emphasis on translating M&E techniques into day-to-day reality of non-evaluation staff? Who have you worked with and what were the deliverables?			
f. Please provide a description of the last three workshops you have facilitated and the organizations with which you worked.			
g. Do you have any examples of written work that showcase brief, concise report writing? Please attach examples.			
h. Teamwork skills – any key examples you would like to share?			
i. Do you have experience working with the UN Secretariat? If yes, please describe. Also provide contact details of the person who managed your work.			
j. Please provide us with any other information which would help us assess your application for this consultancy.			