

Strategic Review of the Global Marine and Polar Programme of IUCN

Request for Proposals

22 August 2011

BACKGROUND

IUCN is seeking an independent evaluator to undertake the Strategic Review of the Global Marine and Polar Programme of IUCN. This review aims to identify and help address issues related to the relevance, performance and organizational capacity of the Programme. The Review results will be used to make key decisions about the future of the Programme such as its focus, desired development, governance, operating structure, and resource allocation.

The selected independent evaluator will be paired with an internal IUCN senior manager to conduct the Strategic Review.

THE REQUEST FOR PROPOSALS

Interested independent evaluators are invited to respond to this Request for Proposals in writing by 9 September 2011 to programme@iucn.org.

Interested parties are encouraged to register their intention to submit a proposal by providing an email contact to programme@iucn.org. Questions and clarifications may be made to the same address and resulting updates will be made available to all parties who have signaled their intention to respond to the Request.

EACH PROPOSAL SHOULD INCLUDE THE FOLLOWING:

1. A proposal to address the Terms of Reference (2-5 pages)

A brief technical proposal is expected. It should include details on how the evaluator intends to approach each objective of the review. The proposal should also comment and expand on the methodology proposed in the TORs.

2. Details on the qualifications of the evaluator (2-3 pages)

A standard CV is expected. It should include details on the evaluator's experience in the area of organizational assessment and evaluation of conservation and development programmes. It should also include details on the evaluator's familiarity with current Marine and Polar issues.

3. Workplan, level of effort and budget (1-2 pages)

Based on the draft work plan provided in the TORs, a more detailed work plan including time investment to be made by the evaluator to perform each of the major tasks (document review, interviews, reporting, debriefing etc.) is expected. An overall proposed budget including costs associated with fees, travel, administrative support and other expenses should also be included. The range of available resources is 40,000 - 45,000 Swiss Francs to cover the independent evaluator fees and expenses.

4. Writing sample

Applicants to the Request will be required to submit a short writing sample, preferably of an evaluation conducted on a related topic.

CRITERIA FOR EVALUATING PROPOSALS

Each proposal will be scores on a points system against the following criteria	
1. Quality of the proposal, including technical merit.	25
2. Qualifications of evaluator, including extent of qualifications in organizational reviews, extent of qualifications in evaluating conservation interventions at practical and policy levels	25
3. Cost and budget preparation, including overall proposed cost, , transparency of budget	20
4. Quality of the review workplan, including level of effort, proposed missions, clarity on per unit time investments per data collection tool (e.g. per interview)	20
5. Quality of the writing sample, including degree to which the writing sample demonstrates strong evaluation practice	10
Total	100

TERMS OF REFERENCE FOR THE STRATEGIC REVIEW TEAM

1. BACKGROUND AND CONTEXT OF THE REVIEW

IUCN undertakes Strategic Reviews on a set cycle. These reviews aim to identify and help address issues related to the performance and evolution of organizational units including Regional Offices or Global Thematic Programmes. The Review results are used to make key decisions about the future of an organizational unit such as its focus, desired development, governance, operating structure, and resource allocation.

The Strategic Review of the Global Marine and Polar Programme scheduled to take place this year according to the Review cycle is commissioned by IUCN's Director General.

The intended users of this review include the Director General, the Deputy Director General and the Director and staff of the Global Marine and Polar Programme.

2. PURPOSE AND OBJECTIVES OF THE REVIEW

The specific purpose of the strategic review of the Global Marine and Polar Programme is to identify areas for improvement for the continued organisational and programmatic development of this Thematic Programme.

The specific objectives of the review are the following:

1. To assess the relevance of the Programme

The following questions will be looked into:

- Are the Programme objectives consistent with IUCN mission and value proposition?
- Is the niche filled by the Global Marine and Polar Programme relevant from the perspective of fund providers, partners and beneficiaries?

2. To assess the performance of the Programme

The following questions will be looked into:

- What is/are the **intervention logic(s)** underlying the Global Marine and Polar Programme?
- What were the most significant results achieved by the Programme over the last 5 years?
- What is the Programme current capacity to deliver “knowledge Products” as foreseen in the modified IUCN business model?¹
- What have been the main impacts of the Programme over the last 5 years?
- What is the Programme current capacity to demonstrate “results on the ground” as foreseen in the modified IUCN business model?
- Is the programme delivering results in a cost-effective manner?
- Are results delivered **sustainable**?

3. To assess the organisational capacity of the Programme

In particular the following questions will be looked into:

- Does the Programme benefit from adequate strategic leadership?
- Do the Programme governance and operating structures facilitates performance?
- Does the Programme have sufficient and skilled human resources to successfully implement its programme?
- Does the Programme have sufficient and well managed financial resources to successfully implement its programme?
- What is the Programme current capacity in terms of mobilising the union (working with and delivering through other IUCN programmes, regions, members and commissions)?
- What are the other main internal or external factors affecting the performance of the Programme?
- Overall what is the potential role for the programme in the context of the revised IUCN business model?

¹ A Modified Business Model for IUCN: Three Business Lines, Related Programme Priorities, and Organization. Draft, 28 July 2011,

4. To Make recommendations for enhancing the programme performance

Three sets of recommendations will be expected:

- Recommendations for the Marine and Polar Programme Director and Staff;
- Specific recommendations for the Marine and Polar Programme Component Programme for 2013-2016; and,
- Recommendations for IUCN Senior Management.

3. METHODOLOGY

1. Documentation Identification and Preliminary Review

The Strategic Review should begin with a preliminary review of documentation identified in partnership with the Strategic Review manager and the appointed Marine and Polar Programme focal person. Initially, the reviewers will briefly look at documents, websites and other sources relevant to the mandate.

2. Development of an Inception Note

The inception note developed by the reviewers (in consultation with the Strategic Review manager and a Marine and Polar Programme focal person) will contain the following:

A mapping of the Programme intervention logic(s)

Based on the findings of the preliminary review, the reviewers will propose a draft mapping of the Programme intervention logic(s). At this stage the review team will need consider whether the programme can be reviewed as a whole or if it would be more appropriate to undertake a separate data analysis and reporting exercise for the different Programme working themes or for the different ecosystems in which the Programme intervenes (marine, coastal and polar).

A refined methodology and a draft evaluation matrix

The reviewers will develop a more detailed methodology and a draft evaluation matrix designed to guide the data gathering and analysis process. The matrix will detail the issues to be addressed and sub-questions to be covered, as well as performance indicators, sources of information and information-gathering methods for each issue.

A list of stakeholders to be consulted and draft questionnaires

The reviewers will identify a list of stakeholders to be consulted in the context of the review. This will include the following stakeholder groups i) Marine and Polar Programme staff, ii) IUCN HQ Senior Management, iii) relevant IUCN staff in the regions, iv) IUCN members, v) IUCN commissions, vi) Programme donors, vii) Programme partners, viii) others preeminent organisations working on marine, coastal and polar issues. Draft interview protocols for these stakeholder groups will be included in the inception note.

A detailed work plan

The reviewers will propose a detailed work plan building on the draft work plan proposed in this document.

3. Data Collection

Data collection methods will include face-to-face interviews during a mission to Gland and Washington, telephone interviews with various stakeholders and beneficiaries, and questionnaires circulated by email, when relevant.

4. Data Analysis and Reporting

At the data analysis stage, the reviewers will analyze all of the data collected. To the extent possible, data triangulation will be achieved by analyzing information from multiple sources. A draft report adhering to the evaluation terms of reference and highlighting the principal findings of the review will be presented and submitted to a peer review process before a final report is submitted.

All data collection tools are to be included as an Annex to the final report. The link between evaluation questions, data collection, analysis, findings and conclusions must be clearly made and set out in a transparent manner in the presentation of the review findings.

4. TRAVEL REQUIRED

The strategic review team will be expected to make two to three visits to IUCN HQ in Gland and at least one trip to the IUCN Washington where several of the Global Marine and Polar Programme are based.

No travel to field sites is anticipated, as the data required can be collected by telephone interviews and through document review.

5. MANAGEMENT OF THE EVALUATION

The IUCN Programme Officer of the Programme Cycle Management Unit will manage the evaluation, including overseeing the design and hiring of evaluators, the quality of the evaluation process, and the dissemination and use of results.

6. DELIVERABLES

Deliverables from the review team will be the following:

- An inception report including a detailed methodology, a strategic review matrix, a list of stakeholders to be interviewed and a detailed work plan;
- A presentation of preliminary findings for the Programme Director and Staff;
- A draft report for peer review;
- A final report including comments from the peer review process;
- A presentation for IUCN senior management and Marine and Polar Programme management and Staff

A management response and an action plan will be developed with the Director General, the Deputy Director General and the Director and staff of the Global Marine and Polar Programme for programme improvements in 2012-2013.

7. COMPOSITION AND QUALIFICATIONS OF THE EVALUATION TEAM

The Strategic Review will be conducted by two experts, one external consultant and one internal senior IUCN staff. Team members are required to have the following experience and qualifications:

- The external consultant should have a minimum 10 years experience in conducting evaluation and/or strategic reviews and be familiar with the latest Marine and Polar conservation issues;
- The internal IUCN staff should have a deep understanding of IUCN's purpose and institutional arrangements and be conversant with evaluation and/or strategic reviews methods;
- Ability to interact and communicate well with senior managers in IUCN and with technical experts and other relevant stakeholder groups;
- Excellent interview and quantitative/qualitative data collection and analysis skills;
- Ability to work and write in English. Knowledge of French and/or Spanish is desirable.

8. DRAFT WORK PLAN

The Strategic Review will take place between September and December 2011.

A more detailed time schedule will be developed with the Strategic Review team, including an agreed timeframe for the following steps in the evaluation.

Milestones	Indicative Completion Date
Appointment of the Strategic Review team	2nd week of September
Inception report finalised	Last week of September
In depth document review and interviews	October
Debriefing session with the Marine and Polar Programme manager and staff	1 st week of November
Draft report submitted to a peer review process	2 nd week of November
Findings presented to the IUCN Global Marine and Polar Programme and IUCN Management	1 st week of December
Final report submitted	2 nd week of December
Management response and action plan developed	December 2011