

UNITED NATIONS CHILDREN'S FUND (UNICEF)

CALL FOR EXPRESSIONS OF INTEREST (EOI)

MARKET SURVEY OPPORTUNITY – BUILDING A SUPPLIER BASE FOR GLOBAL EVALUATION SERVICES

Subject: Market Survey Opportunity - Building a supplier base for global evaluation services
Date of the EOI: 11 August 2016
Closing Date of the EOI: 31 August 2016
Email EOI to: evalofficeapplications@unicef.org

1 PURPOSE OF EXPRESSION OF INTEREST (EOI)

UNICEF's Evaluation Office (EO) is seeking expressions of interest (EOI) from qualified individuals or institutions for conducting a market survey of evaluation suppliers.

2 BACKGROUND

In order to achieve results for children and realize the rights of every child, UNICEF relies heavily on evaluations for accountability, decision-making and organizational learning. It is thus essential that evaluations be conducted by the most highly skilled, impartial and ethical suppliers available in the global marketplace.

However, evidence from past procurement has shown that relatively few suppliers¹ bid for conducting the global thematic and corporate evaluations commissioned by UNICEF's central Evaluation Office (EO). This restricted supplier base seems to contribute to two of the EO's main challenges: First, frequent quality concerns with the deliverables produced by the selected vendors and second, their ability to carry out global evaluations in the time and with the ample resources set aside.

To shed light on the marketplace of vendors capable of handling global evaluations and to expand its pool of potential suppliers, the EO has decided to conduct a market survey.

3 SCOPE OF WORK

The market survey will have two components: an Inception Phase and a Market Survey Phase.

During the **Inception Phase**, the consultant will

- In close collaboration with the EO, **establish criteria** for inclusion of vendors in the market survey. Criteria are likely to include, but are not limited to: prior award granted by UN, World Bank, regional development banks, EU, other relevant actors; experience in the sectors of UNICEF activity (health, education, child protection, etc.); experience in conducting complex multi-country evaluations and in carrying out either humanitarian or development evaluations; expertise in human

¹ Supplier: For the purpose of this exercise, suppliers include private firms, university units and mixed public-private consortia that are eligible to provide business-to-business services to UNICEF. The word "vendor" is used interchangeably here. For UN guidelines on supply, see: <https://www.ungm.org/Public/KnowledgeCentre/Guidelines>, for UNICEF's procurement policies, see: http://www.unicef.org/supply/index_procurement_policies.html.

rights/equity/gender-responsive approaches in evaluation; working languages; sub-offices/field presence; adherence to ethics guidelines.

- **Produce a list of potential evaluation suppliers in all regions of the world**, including in programme countries, which meet the above-mentioned criteria. This “long list” will be the sampling frame for the more targeted market survey phase.
- **Develop a methodology and work plan for executing the market survey.**

The inception report that sanctions this phase will also include the final scope of work for the main market survey phase and number of working days needed. Once this is mutually agreed upon, a corresponding contract extension will be signed.

During the **Market Survey Phase**, the consultant will obtain qualitative and quantitative information from past, current and potential vendors of global evaluations. This is likely to include

- Administering a web-based **survey to potential vendors** (all or a sample of them) in order to understand (a) where suppliers go (websites/networks) to look for evaluation work; (b) their awareness of UNICEF’s needs and offer; (c) what attracts suppliers to bid and (d) what may be inhibiting them from bidding for EO-commissioned evaluations. In addition, information about each vendor’s specific range of services will be collected based on the key criteria.
- Conducting telephone interviews or **other data collection efforts**, as needed, to follow up on data gaps or particularly striking survey findings.

Following thorough analysis and triangulation of data from all sources, the consultant will draft a **lessons learned paper** and devise a **typology of qualified suppliers** for the EO’s use.

4 EXPECTED OUTCOMES

The UNICEF Evaluation Office can better tailor its evaluation offer in light of what attracts suppliers to bid. The EO has information on the experience and concerns of suppliers that have bid in the past. The EO is able to reach a range of potential vendors that were previously unaware of UNICEF and/or unconvinced UNICEF would be interested in their work.

5 DELIVERABLES

The consultant will be responsible for delivering the following outputs, on time and on budget:

- An **Inception Report** clearly laying out (a) what criteria have been used for including/excluding suppliers, (b) what the sampling frame is (long list) and (c) how the market research will be conducted (max. 20 pages).
- A **Lessons Learned Paper** describing where vendors look for consultancies, their level of awareness of EO’s need and offer and what attracts suppliers to bid, and analyzing the key issues that may be inhibiting them from applying for EO-commissioned evaluations (max. 20 pages).
- A **Typology of Qualified Suppliers** by the mutually agreed criteria. The typology will be presented in a user-friendly format (tbd) that is searchable by sector, region and other key markers. The typology will be accompanied by guidance on how to periodically update it.

Payment is deliverable-based and will be made once the deliverables have been approved by the UNICEF Evaluation Office.

6 MANAGEMENT AND TIMEFRAME

Reporting

The consultant will be supervised by an Evaluation Specialist in the Evaluation Office, with oversight from the Senior Advisor (Research and Evaluation) and input from UNICEF's Supply Division.

Duration

The consultancy will be undertaken from 1 October 2016 to 20 January 2017.

Level of Effort

Phase I will be allocated up to 25 person days. The number of working days for phase II is to be determined. However, subject to approval of the inception report, bidders can project a minimum of 30 working days (but no more than 45 working days) for phase II.

Working Conditions

This consultancy is off-site. Regular communications with the Evaluation Office is expected to take place via email, phone or Skype.

Implementation Timeline

	Deliverable	Details	Approximate Dates	Number of working days
Phase 1	Inception Report	Elaboration of criteria; long list of evaluation suppliers; methodology development and work planning	By mid-November 2016	Up to 25 days
Phase 2	Lessons Learned Paper & Typology of Qualified Vendors	Survey to selected potential vendors	Late November 2016	TBD, est. 5 days
		Iterative data analysis and telephone interviews or other follow-up, as needed	By mid-December 2016	TBD, est. 10 days
		Analysis and drafting of lessons learned paper and typology	By mid-January 2017	TBD, est. 15 days
Total				Min. 55 days

7 CONSULTANT PROFILE

Both individuals (or groups of individuals) and companies are invited to apply. On the whole, the consultant should have the following profile:

Required:

- A strong management track record (at least 7 years) in market surveys;
- Extensive data collection and analysis expertise in relation to market surveys;
- A strong commitment to delivering timely and high-quality results;
- Good communication and people skills, ability to communicate with various stakeholders and to express concisely and clearly ideas and concepts in written and oral form;
- Fluency in English.

Advantageous:

- Solid understanding of evaluation as a practice area;
- Experience in managing market surveys that included a determined effort to identify potential suppliers from the global South;
- Good command of French is a significant advantage; knowledge of other UN languages (Arabic, Chinese, Russian, Spanish) is a moderate advantage.

8 SUBMISSION OF EXPRESSION OF INTEREST (EOI)

Interested individuals and institutions must complete and submit the attached EOI form. Institutions are asked to fill in the designated form for institutions. In the case of groups of individuals, team leaders are asked to fill in the designated form for individuals and submit on behalf of the entire team. Please submit one form only per proposed team.

In addition to the EOI form, please enclose:

- A sample of a previous market survey for services undertaken by the institution or team. The nominated team leader must have been a lead person on that market survey.
- A cost proposal based on 55 person days of effort, clearly identifying the unit cost per person; accompanied by an estimate of travel costs for a two-day trip to UNICEF's New York headquarters, for one person.

EOIs should be sent to evalofficeapplications@unicef.org, no later than **close of business on 31 August 2016**. Please quote "Market Survey Opportunity" as the subject in your correspondence. Following the assessment of submissions, short-listed individuals or institutions will be invited to participate in an interview.

UNICEF reserves the right to change or cancel requirements at any time during the solicitation process. UNICEF also reserves the right to require compliance with additional conditions as and when issuing a contract. If you have any questions about this EOI, please email Dalma Rivero (drivero@unicef.org). Emails only, please; calls will not be returned.

UNICEF Evaluation Office – Expression of Interest Form (Institutions)
Market Survey Opportunity – Building a supplier base for global evaluation services

Please fill-in the form and submit to evalofficeapplications@unicef.org

Full Name of Institution:

Type of Entity:

User Salutation: Dr. Ms. Mr.

First Name:

Last Name:

Job Title/Role in Institution:

Mobile Phone Number: (please include country & city code)

Fax Number: (please include country & city code)

Contact E-mail Address:

Mailing Address:

City:

State:

Postal Code:

Country:

Address of Internet Website:

Alternate Contact Person:

Please answer the following mandatory questions (*max. ten pages, excluding CVs and sample report*):

- 1. Briefly describe the organisational and financial profile of your institution, including**
 - Its organisational structure, including any associates, partner firms, etc. and the numbers of years it has been in the consultancy business;
 - The types of market survey it has carried out in the past and who the clients were;
 - Its single most relevant past experience(s) in relation to the proposed consultancy (attach report);

- 2. Provide a two-page description of your approach to conducting this work, including details of the proposed methodology for identifying and surveying evaluation suppliers in programme countries. Please distinguish between the methods to be used in the Inception Phase versus those to be used in the Market Survey Phase.**

- 3. Summarise the profile of the proposed team, detailing**
 - Number of professionals on the team, specific roles and expected level of effort per team member;
 - The market survey experience of each team member and whether they have previously worked in the capacity that is being proposed;
 - The curriculum vitae of each team member.

- 4. Confirmation that your institution:**
 - Has no on-going litigation with the UN;
 - Is not currently removed/invalidated or suspended by the United Nations or UN system organizations;
 - Shall declare if it currently employs or anticipates employing any person previously engaged by the UN in the field of evaluation.

UNICEF Evaluation Office – Expression of Interest Form (Individuals)
Market Survey Opportunity – Building a supplier base for global evaluation services

Please fill-in the form and submit to evalofficeapplications@unicef.org

User Salutation (Team Leader): Dr. Ms. Mr.

First Name:

Last Name:

Job Title:

Mobile Phone Number: (please include country & city code)

Fax Number: (please include country & city code)

Contact E-mail Address:

Mailing Address:

City:

State:

Postal Code:

Country:

Address of Internet Website,
if applicable:

Alternate Contact Person:

Please answer the following mandatory questions (*max. ten pages, excluding CVs and sample report*):

1. Briefly describe management and organizational aspects, including

- In how far you benefit from (a) back-office support and of what nature, (b) research assistance, (c) a network of international partners or associates that could be mobilised. If so, how past collaborations by proposed team members were organized in practical terms in the past;
- The types of market survey you have carried out in the past and who the clients were;
- The team leader's single most relevant past experience(s) in relation to the proposed consultancy (attach report).

2. Provide a two-page description of your approach to conducting this work, including details of the proposed methodology for identifying and surveying evaluation suppliers in programme countries. Please distinguish between the methods to be used in the Inception Phase versus those to be used in the Market Survey Phase.

3. Summarise the profile of the proposed individual consultant or team, detailing

- Number of professionals on the team, specific roles and expected level of effort per team member;
- The market survey experience of each team member and whether they have previously worked in the capacity that is being proposed;
- The curriculum vitae of each team member.

4. Confirmation that neither you nor any of your proposed team members (if any):

- Has on-going litigation with the UN;
- Is currently employed or was previously employed by the UN in the field of evaluation.