

Expression of Interest

Evaluation of the UNESCO Human Resources Management Strategy 2017-2022

The United Nations Educational, Scientific and Cultural Organization (UNESCO) is a specialized agency of the United Nations (UN). Its declared purpose is to contribute to peace and security by promoting international collaboration through educational, scientific, and cultural reforms in order to increase universal respect for justice, the rule of law, and human rights along with fundamental freedom proclaimed in the United Nations Charter. In addition to Headquarters in Paris, it has over 50 field offices, and employs about 2,000 staff

Reference: RFP/IOS/EVS/HRM/2022

Date: May 17, 2022

Request:

UNESCO's Internal Oversight Service – Evaluation Office – seeks proposals from qualified individual(s) to conduct the **Evaluation of the UNESCO Human Resources Management Strategy 2017-2022** described in the Terms of Reference (below). The evaluation is expected to take place between June and November 2022. The estimated effort for this exercise is 45 working days.

How to apply:

To enable you to prepare a proposal for this assignment, please find attached the Terms of Reference.

Interested individuals should submit their application by **Tuesday 7th June 2022 at 23:59 CET** to Ms. Syreen Forest, (s.forest@unesco.org) with copy to Ms. Claudia Ibarguen (c.ibarguen@unesco.org). Please specify 'Expression of interest – Evaluation of the UNESCO Human Resources Management Strategy 2017-2022' in the email subject line

Your written proposal should comprise:

(a) A Technical Proposal consisting of:

- i. The individual(s) planning to bid on the evaluation. Include updated and abridged curriculum vitae for each person.
- ii. Description of how the evaluator(s) cover(s) all the qualifications as defined in the Terms of Reference (1-2 pages)
- iii. A statement indicating what experience, practices, areas of expertise and/or specialization distinguish you and make you a good fit for this assignment? (maximum half a page)
- iv. Provide 2-3 executive summaries from recent evaluation reports you have completed.

(b) A Financial proposal¹ consisting of:

- i. The overall cost of the assignment quoted in US dollars or in euros only. Include the daily rates of the consultant (or team members) as well as other overheads or incidentals. (Please exclude any travel as it is contingent on the evolving sanitary situation)

UNESCO places great emphasis on ensuring that the objectives of the work assignment, as described in the Terms of Reference, are met. Accordingly, in evaluating the proposals for the assignment, attention will focus first and foremost on the technical elements. From those proposals deemed suitable in terms of the criteria in the Terms of Reference, UNESCO shall select the proposal that offers the Organisation best value for money.

Thank you for your interest in this UNESCO assignment; and we look forward to receiving your proposal.

Claudia Ibarquen
Head of Evaluation
Internal Oversight Service
UNESCO

¹ The Financial proposal is to be presented as a stand-alone document separated from the Technical proposal.



TERMS OF REFERENCE

Evaluation of the UNESCO Human Resources Management Strategy 2017-2022

Background

1. UNESCO is in the process of developing its new Human Resources Management (HRM) Strategy for 2023-2027. The draft Strategy will be presented to the 215th session of the Executive Board (autumn 2022), further to the decision by the 2021 General Conference (decision 41 C/Res.63). The Executive Board session will review and adopt, on a provisional basis, the new HR Strategy 2023-2027 for implementation as of January 2023. The new Strategy will be officially endorsed by the General Conference at its 42nd session (autumn 2023).
2. Preliminary consultations on the new HR Strategy were carried out in January 2022 by the Bureau of Human Resources Management across various stakeholder groups. Preliminary proposals for the outline of the HR Strategy were presented to the 214th Executive Board session (spring 2022).
3. The new Strategy will be grounded in UNESCO's Medium-Term Strategy for 2022-2029 and will aim at achieving its Enabling Objective 'Foster an enabling environment for the efficient and effective delivery of UNESCO's priorities' thus addressing the need for "an agile, accountable and proactive Organisation." The new Strategy will also be informed by results from the 2021 Global Staff Survey, and best practices within the UN System. It will support the further efforts for ensuring a stronger focus on results, as well as on strengthening UNESCO impact at country and regional levels.
4. The UNESCO General Conference in November 2017 approved the UNESCO Human Resources Management Strategy 2017-2022 (HR Strategy). The HR Strategy has two primary objectives: i) the strengthening of staff capabilities for the Sustainable Development Goals and ii) the creation of an enabling and engaging work environment. The first goal speaks to the need to attract, retain and develop staff and the second to the development of an enabling and engaging work environment.
5. Many initiatives were developed and implemented under the current 2017-2022 Human Resources Management Strategy. UNESCO has regularly reported its progress to the Governing Bodies [cf. documents 205 EX/5. IV, 207 EX/5.IV.B, 209 EX/5.III.A, 211 EX/5.III.B and 212 EX/5.IVA]. A further and final progress report on initiatives and activities ongoing in 2021-2022 will be presented to the Executive Board at its 215th session, at the same time as a new draft Strategy 2023-2027.

Rationale and Purpose of the Evaluation

6. At its 214th session, the Executive Board requested an Internal Oversight Service (IOS) evaluation of the current HRM Strategy to feed into the development of the new

strategy for 2023-2027. The report of the evaluation should be submitted to the 216th session of the Executive Board (spring 2023).

7. The main objective of this evaluation is to assess the implementation of the 2017-2022 HRM Strategy. The preliminary findings of the evaluation will feed into the development of the new draft HRM Strategy 2023-2027. The final findings of the evaluation will determine any adjustments to the Strategy, based on the recommendations by the Executive Board.

8. IOS and the Bureau for HRM will jointly identify a Reference Group composed of: representative(s) from the Office of the ADG of the Sector for Administration and Management, the Bureau of HRM, representative(s) from Programme Sectors and Category I Institutes and Field Offices and representative(s) from the Staff Unions. The evaluation will be completed by November 2022.

Scope of the Evaluation

9. The evaluation will focus on the implementation of the current HR Strategy since 2017 – noting that it is still being implemented in 2022 – as well as learning from its development process.

10. The evaluation will focus overall on:

- **The implementation of the current HR Strategy:** The evaluation will review the manner in which UNESCO is implementing the HR Strategy, with a particular focus on the role of the Bureau of HRM in the Strategy's implementation. Questions will seek to unpack how the various elements of the Strategy were implemented and if elements were not implemented, seek to understand what the reasons behind the lack of implementation were. In other words, it will also assess why progress was or was not made and the reasons influencing progress.
- **Learning from the Strategy:** The evaluation will assess the process of developing the current Strategy in 2022 with the aim of drawing lessons that can feed into the ongoing development of the new HR Strategy 2023-2027.

Purpose and Use

11. The final report will be made publicly available and the findings will be actively communicated and disseminated by IOS and the Bureau of HRM, in line with UNESCO's Evaluation Policy (214 EX/19.INF, 4 March 2022).

12. The findings from the evaluation will serve an accountability purpose (what is the progress in the implementation of the current Strategy) as well as a learning purpose (what have we learned that we can incorporate into the development of the new Strategy?). The primary users of the evaluation will be UNESCO Member States, UNESCO Senior Management, specifically the Sector for Administration and Management and the Bureau of Human Resources Management. Secondary users will be staff and staff associations.

Limitations

13. In order for preliminary findings to feed into the ongoing development of the new HR Strategy 2023-2027, these need to be available in a short time-frame. Therefore, the review of documentation and other data collection efforts will need to be limited.

14. The evaluation will assess the implementation of the HR Strategy, which can only be limited to certain outcomes, given the Strategy is still being implemented in 2022. Insufficient time has elapsed to identify longer-term outcomes of the Strategy's full implementation.

Key Evaluation Questions

15. The evaluation will aim to answer some of the questions below. These questions will be adapted after a brief inception phase during which the consultant(s) will consult with the Reference Group and adjust the questions proposed by the ToR.

- How appropriate and relevant was the HR Strategy to enable UNESCO to fulfil its organisational mandate?
- What lessons can be drawn from the development process of the HR Strategy 2017-2022 to feed into the development of the new HR Strategy 2023-2027?
- How effectively has the HR Strategy been implemented across UNESCO? If elements were not implemented, why were they not implemented (noting that implementation is continuing in 2022)?
- What have been the main results and outcomes achieved to date through the implementation of the HR Strategy?
- Taking into account UNESCO's Global Priority Gender Equality did the Strategy integrate considerations of gender equality and inclusion?

16. The evaluation should consider internal and external factors, such as the following:

- Buy-in and support for the HR Strategy across the Organization (inter alia Member States; senior management; directors/heads of bureaux/institutes and offices away from headquarters; staff across the Organization, including in the Bureau of HRM; staff associations; Young UNESCO). Institutional enabling environment, including policies, structure, and decision-making processes;
- Appropriate skillsets, competencies, and organisational structure within the Bureau of HRM and across other Bureaux, divisions, and field offices;
- Delegations of authority in relation to HR decisions;
- Funding available for hiring, training, and ensuring appropriate contracts across the workforce;
- Gender and geographical targets;
- External operating environment and factors, including UN reform and changes in working conditions, particularly under COVID-19 restrictions; and
- HRM capacity/resources.

Methods

17. The suggested methods for this evaluation are the following:

- A desk-based review of a variety of documents; and
- Key informant interviews across the Organization and the Executive Board.

Roles and Responsibilities

18. The Evaluation Office of the Division of Internal Oversight Services (IOS) will manage the evaluation. In close consultation with the Bureau of HRM, this will involve, amongst other tasks, finalizing the Terms of Reference, identifying and contracting an external consultant and providing the quality assurance throughout the process. All IOS evaluations adhere to the revised UNESCO Evaluation Policy, the [UNEG Norms and Standards for Evaluation](#) and the [UNEG Ethical Guidelines for Evaluation](#). Consultants must sign the [UNEG Pledge of Ethical Conduct in Evaluation](#).

19. The evaluation will be conducted with the support of and input from a team of one or more external consultants. The consultant(s) are expected to contribute specific expertise in areas related to human resource strategies in order to strengthen the

technical quality of the data collection. They are further expected to contribute senior evaluation expertise to the evaluation design, approach and analysis. The external consultants will be responsible for developing the methodology framework, the collection of data and analysis as well as for drafting the evaluation report in English. The exact distribution of roles and responsibilities of the team members will be further specified and agreed in the Inception Report once the external consultant(s) have been selected.

19. An Evaluation Reference Group (ERG) will guide the evaluation process and ensure the quality of associated deliverables. In consultation with relevant stakeholders IOS will establish this group to accompany the evaluation process and provide feedback on the ToR, the inception report and the draft evaluation report.

20. IOS in close coordination with HRM will support access to relevant documentation contact details and lists of stakeholders.

Qualifications of External Evaluation Consultant(s)

21. The consultant(s) should possess the following mandatory qualifications and experience:

- At least 5 years of relevant evaluation experience;
- University degree at Master's level or equivalent in education, social sciences, political sciences, economics, or any related field;
- Familiarity with UN mandates
- Understanding and application of UN mandates in Human Rights and Gender Equality
- Familiarity with human resource frameworks
- Demonstrated excellent drafting skills in English
- Working knowledge of French.

Deliverables and Schedule

22. The evaluation will take place between June and November 2022 and will require around 45 professional working days.

23. The consultant(s) will conduct data collection, analyse the data and prepare a draft with initial findings by October 2022 (in English). The final report will be due in November 2022. The consultant(s) might be required to present preliminary findings to UNESCO Senior Management.

24. The consultant(s) will deliver:

- A short inception report which will include adjusted/revised questions and further precisions on the methodology.
- A preliminary report of findings based on a review of documentation and preliminary interviews, which will feed into the drafting of the new HR Strategy 2023-2027 by end June, early July 2022.
- A draft report, which will be reviewed by the Reference Group
- A final report in English that is no more than 20-25 pages, including the Executive Summary.

Proposed timeline

Activity/Deliverable	Finished by
Finalization of Terms of Reference	10 May
Convene the Reference Group	Week of 13 May
Launch Expression of Interest	15 May 2022

Select consultants	Early June
Inception report	Late June
Data collection: Document review and initial interviews	June-September
Preliminary report of findings to the Bureau of HRM and IOS to feed into the new HR Strategy 2023-2027	September
Further Data collection	October 2022
Data Analysis	November
Draft report	End-November 2022
Feedback from reference group on draft report	Early December 2022
Final report	Mid-January 2023
Management response to the evaluation report	End February 2023

References

Relevant Evaluation Resources

UNEG (2020). *UNEG Ethical Guidelines for Evaluation*. New York City: United Nations Evaluation Group. Retrieved 14 June 2021 from: <http://www.unevaluation.org/document/detail/2866>

UNEG (2010). *UNEG Quality Checklist for Evaluation Reports*. New York City: United Nations Evaluation Group. Retrieved 29 May 2020 from: <http://uneval.org/document/detail/607>

UNEG (2014). *Integrating Human Rights and Gender Equality in Evaluations*. New York City: United Nations Evaluation Group. Retrieved 29 May 2020 from: <http://www.unevaluation.org/document/download/2107>

UNEG (2017). *Norms and Standards for Evaluation*. New York City: United Nations Evaluation Group. Retrieved 29 May 2020 from: <http://www.unevaluation.org/document/download/27>

UNESCO (2013). *UNESCO Priority Gender Equality Action Plan (2014-2021)*. Paris: UNESCO. Retrieved 29 May 2020 from: <https://unesdoc.unesco.org/ark:/48223/pf0000227222>

UNESCO (2014). *UNESCO Operational Strategy for Priority Africa (2014-2021)*. Paris: UNESCO. Retrieved 29 May 2020 from: <https://unesdoc.unesco.org/ark:/48223/pf0000228745>

UNESCO (2015). *UNESCO Evaluation Policy*. Paris: UNESCO. Retrieved 29 May 2020 from: <https://unesdoc.unesco.org/ark:/48223/pf0000253907>

Relevant resources related to UNESCO Human Resources Management

[UNESCO, Human Resources Management Strategy 2017-2022, 202 EX/5 Part IV \(B\)](#)

[UNESCO, Human Resources Issues, 214th session of the Executive Board \(214 EX/5.III.A\): A. Preliminary proposals for a new UNESCO Human Resources Management Strategy covering the period 2023-2027; B.](#)