

## **Title of the assignment:** Knowledge Management Evaluation

### **1. Evaluation Object / Background and Justification:**

**UN Women West and Central Africa** (UNW-WCA) is the Regional Office of the corporate entity named UN Women.

**UN Women**, grounded in the vision of equality enshrined in the Charter of the United Nations, works for gender equality and women empowerment; for sustainable development, human rights, humanitarian action and peace and security and for the elimination of discrimination against women and girls.

**Knowledge Management** (= KM), as the process through which organizations create and use their institutional and collective knowledge, has been increasingly recognized by UN Women West and Central Africa (UNW-WCA) as its intangible asset and a major ingredient of its comparative advantage. The entity's relative advantage depends in turn on the ability to quickly learn from experience and integrating in everyday practice the body of knowledge generated by the organization over the years. This inevitably translates into better capacities to share knowledge for promoting and advancing the GEWE agenda. Thus, creating, storing and disseminating high quality knowledge items is one of the most important KM objectives of UNW-WCA. Indeed, KM has been prioritized as the third core function of UNW-WCARO's Strategic Note.

To better achieve the said objective, UNW-WCA Evaluation Unit is seeking a consultant who will help find out how well we have been doing so far in the area of knowledge management.

### **2. Evaluation Purpose:**

The **purpose** of this Knowledge Management Evaluation (= KME) is:

- to provide an assessment of (1) the current state of the KM function within UNW-WCA by Department/CO across the region and (2) identify opportunities for and barriers to its successful role as a knowledge broker and provider;
- recommendations for improving knowledge management as part of the upcoming regional KM strategy and country-level KM work plans

### **3. Evaluation Objectives:**

(1) Firstly to inquire about how UNW-WCA is doing in terms of organizational learning. The selected evaluation firm is expected to identify Departments/COs representing the most desirable approach for eliciting KM emulation across thematic areas, units and COs [+ , less importantly, comparing and ranking units/CO to find out which ones reflect more success]

and

(2) Secondly, to find out the extent to which UNW-WCA has acted as knowledge broker and knowledge provider on the subject matter of gender equality. The selected evaluation firm is asked to respond to the following question: how effectively have the Departments/COs been acting as a collective or individual knowledge hub both within the UN System and vis-à-vis governments and development stakeholders? When it comes to expert knowledge on GEWE, has this role been

confirmed by UN agencies, various stakeholders and the general public as part of UN Women Coordination Mandate?

#### **4. Evaluation Scope:**

The **scope** of this KME is:

- a) Geographical coverage: The KME will cover the regional level and six countries: Cameroon, Côte d'Ivoire, Nigeria, Liberia, Mali, Senegal.
- b) Substantive scope: The KME will inquire about country and regional offices' knowledge sharing and learning practices and analyze the body of knowledge products generated by offices from 2011 to 2018.

#### **6. Evaluation Criteria**

The OECD/DAC criteria against which this evaluation will be conducted are relevance, effectiveness, sustainability and efficiency. This will allow evaluation users to make evidence-based KM strategy design to support intended results in line with ongoing organisational evolution and reform.

In addition, gender equality and human rights is an extra cross-cutting dimension worth considering while conducting this evaluation.

#### **7. Evaluation Framework:**

The overarching evaluation question is

What is the right combination of knowledge production, organizational learning and institutionalization modalities required to optimize UNW's contribution to SDGs with a gender equality and women empowerment focus?"

While inquiring about how UNW-WCA is doing in terms of organizational learning, the selected evaluation firm is expected to

1. identify Departments/COs representing the most desirable approach for eliciting KM emulation across thematic areas, units and COs [+ , less importantly, comparing and ranking units/CO to find out which ones reflect more success];
2. answer the question about the extent to which UNW-WCA (Regional Office and COs) has acted as knowledge broker and knowledge provider on the subject matter of gender equality. The selected evaluation firm is asked to respond to the following question: how effectively have the Departments/COs been acting as a collective or individual knowledge hub both within the UN System and vis-à-vis governments and development stakeholders? When it comes to expert knowledge on GEWE, has this role been confirmed by UN agencies, various stakeholders and the general public as part of UN Women Coordination Mandate?

Specific evaluation questions clustered by evaluation criteria are provided below. This initial list will be further refined by the selected evaluation firm and included in the inception report following desk review and preliminary interviews with relevant stakeholders. The questions add further detail to the objectives and contribute to further refining the scope.

The KME will consist in answering the following **questions**:

CRITERIA	Regarding UNW-WCA's KM function of organizational learning	On UNW-WCA's KM role as knowledge broker and provider
<b>RELEVANCE</b>	<ol style="list-style-type: none"> <li>1. How comprehensive is the current KM approach?</li> <li>2. Are knowledge transfer practices (such as trainings, workshop events,...) perceived (by staff, stakeholders, managers, ...) as relevant to their work?</li> <li>3. How relevant is the repository of available knowledge to the needs of staff and decision makers?</li> </ol>	<ol style="list-style-type: none"> <li>4. How extensive are citations of knowledge products generated by UNW-WCA?</li> <li>5. What is the opinion among stakeholders and the general public about the relevance of UNW-WCA's shared knowledge?</li> </ol>
CRITERIA	Regarding UNW-WCA's KM function of organizational learning	On UNW-WCA's KM role as knowledge broker and provider
<b>EFFECTIVENESS</b>	<ol style="list-style-type: none"> <li>6. What type of knowledge has been collected/created by the department/CO?</li> <li>7. Is the knowledge captured from project implementation consistently integrated into the knowledge base of UNW-WCA?               <ul style="list-style-type: none"> <li>→ To what extent has the collected knowledge enhanced practical learning<sup>1</sup> by staff ?</li> <li>→ How many employees report that their job improved as a result of extended learning collaboration ?</li> </ul> </li> <li>8. What is the employees' opinion about the quality of their individual and collective knowledge in order to serve the mandate of their organisation?</li> <li>9. Have trainings induced tangible increases of skills and behavior gains acquired thereafter?</li> </ol>	<ol style="list-style-type: none"> <li>11. What type of knowledge has been collected/developed by the department/CO?</li> <li>12. Regarding knowledge produced by different parts of UNW-WCA: to what extent has it been organized and shared?</li> <li>13. What has been the role of UNW-WCA in terms of gender knowledge sharing in the context of the UNDAF and UN Country Teams?</li> <li>14. To what extent have knowledge products been consulted or used by UN agencies and various stakeholders? [How accessible to interested parties is the knowledge and information produced by UNW-WCA?]</li> </ol>

<sup>1</sup> "practical learning" is said about staff adopting skills and behaviors that are likely to render UNW-WCA's operations more efficient, enhance organizational capacity to act quickly and improve overall performance and ultimately, reinforces the organization's comparative advantage.

	10. What is the managers' opinion about the effectiveness of knowledge utilization ?	15. What instances were observed of knowledge shared (public discussions, workshops, awareness campaigns, knowledge product disseminations, ...) being used and contributing to behavioral and policy changes that support GEWE?
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CRITERIA	Regarding UNW-WCA's KM function of organizational learning	On UNW-WCA's KM role as knowledge broker and provider
<b>EFFICIENCY</b>	<p>From a Knowledge Management (KM) perspective, UNW-WCA can be seen as an elaborate entity made up of its personnel and the processes, procedures and information systems that drive its actions.</p> <p>16. What knowledge and information management system is in place for UNW-WCA and how functional is it?</p> <p>17. How consistent are resources and planning invested in KM (human capacity, financial, logistical)? How efficiently have they been used?</p> <p>18. How efficiently have the learning processes of new knowledge (by individuals, units, departments) been managed?</p> <p>[To assess efficiency of organizational learning, we need to look at each unit's or CO's KM efficiency:  → Efficiency of knowledge storage: how useful is the available knowledge repository for the unit or CO? Is the repository filled</p>	<p>19. What synergies (across thematic areas; between units and COs) were sought for knowledge creation?</p> <p>20. How coordinated have UNW knowledge production initiatives been across the WCA region? Was there any overlap or redundancy in acquiring, creating, storing, sharing knowledge by individuals and organizational units ?</p>

	<p>with (in-)accurate, and (un-)reliable knowledge items?</p> <p>→ Efficiency of creation and/or efficiency of acquiring new knowledge from the outside</p> <p>→ Efficiency of knowledge transfer from expert to junior or newly-hired employees]</p>	
<b>CRITERIA</b>	<b>Regarding UNW-WCA's KM function of organizational learning</b>	<b>On UNW-WCA's KM role as knowledge broker and provider</b>
<b>SUSTAINABILITY</b>	<p>21. What measures are in place in the long run<sup>2</sup> to compensate for potential losses in organizational knowledge when there are changes in personnel?</p>	<p>22. How do the department/COs account for training benefits long after they have been conducted?</p> <p>23. What partnerships were sought locally to strengthen national KM capacity in GEWE (universities, gender machinery,...) ?</p>
<b>GENDER &amp; HR</b>	<p>24. Has there been any skill transfer initiatives for highly technical positions (IT, M&amp;E Procurement and various posts in logistics, finance and operations), in favor of women and marginalised groups?</p>	<p>25. What measures were deliberately taken to reach populations other than the intellectual elite (translation in local languages, oral media, ...)?</p> <p>26. To what extent are the different KM approaches conducive to supporting the most marginalized populations (including those furthest left-behind)?</p>
<b>8. Methodology:</b>		

<sup>2</sup> For instance, since its creation, UNW-WCA has implemented a regional architecture which inevitably implied personnel turn-over with potentially disastrous effects of knowledge loss.

This evaluation should follow a participatory, utilization-focused approach, and mixed-methods design.

Evidence should be sought from a wide array of sources

- in-office literature review, including the review of ongoing work to map out all existing initiatives, mechanisms and resources related to UNW-WCA knowledge production and dissemination in the region.
- Consult various digital platforms such as RMS, GATE or the Digital Library to find out where and how knowledge products have been stocked, disseminated and used in the past by business units in the region
- Conduct interviews and focus groups with key informants and an online survey for perceptions gathering.

In consultation with the supervisor and reference group (see below), the selected firm will develop a detailed methodology for the assignment. The initial version should be specified in the response to the RFP (the proposal), and will then be further refined and validated during Phase I (inception) of the assignment. Limitations of the suggested methodology should be clearly specified, along with strategies to overcome these.

Multiple and high quality data collection and analysis methods with a range of stakeholders should be used to gather perception data and facilitate triangulation of data. These may include document review, semi-structured interviews with key stakeholders, an online survey of partners, and consultative workshops. Usage of corporate online platforms and surveys as a complimentary and additional methodology is highly recommended.

Evaluation team is solely responsible for data collection, transcripts or other data analyses and processing work. However, the evaluation team is expected to manage those platforms and to provide data analyses as defined in the Inception report.

Key stakeholders to be involved in the data collection should be selected from a wide variety, including:

- UNW-WCA and 5 Country Offices staff [approximately 80]
- Government, national and sub-national
- Civil society partners (including academia and religious organizations)
- Bilateral and multilateral donors
- Other UN agencies [approximately 5 key agencies]
- Media, technology firms)
- Consultants or contractors who have worked with UN Women

Potential bidders for this assignment should develop an evaluation framework, outlining how to collect and analyse data against each evaluation question. This framework should provide logical and explicit linkages between data sources and data collection and analysis methods. A sampling strategy should also be included in the proposal. The evaluation approach and data collection and analysis methods should be human rights based and gender sensitive, allowing for evaluation data to be disaggregated by sex and other appropriate stratifiers. Final sampling

(with associated data, documents and contact details) will be determined in collaboration with UN Women.

The evaluation needs to follow the United Nations Evaluation Group Norms and Standards for Evaluations (2016) as well as standard [UNEG Ethical Guidelines](#).

Key documents to be initially reviewed in preparation of the proposal are accessible through [this link](#).

Other key materials such as draft KM strategy, sample knowledge products, key evaluations and reviews, etc. will be made available to the selected evaluation firm upon commencement of the assignment.

## **9. Evaluation Work Plan:**

Deliverables and Payment Schedules:

The evaluation will entail three broad phases:

- (Inception) – Desk review of key documents and interviews with programme management, leading to the delivery of an inception report detailing the methodology and work plan of the assignment.

First Payment: Upon satisfactory submission and UN Women’s approval of the inception report (15% of total contract value)

- (Data Collection) – Field visits, analysis and sharing of preliminary findings presentation (25% of the total contract value)

Second Payment: Upon satisfactory performance of the validation workshop with UN Women and stakeholders, inclusive of a preliminary findings presentation (25% of the total contract value)

- (Report writing) Interim report preparation.  
The interim report will include findings reflecting proceedings of validation workshop. The evaluation report will demonstrate clear focus on answering evaluation questions. Findings will be backed with facts, observations. Conclusions will clearly refer to specific findings. And recommendations will be realistic and based on findings.

As a result, for each ( group of) questions, we will have the sequence: observed facts; findings, conclusions, recommendations. This logical chain (from a set of facts to a specific findings; from a group of findings to a summary conclusion; and from multiple concluding points to a particular recommendation) will be clearly evident through the use of a numbering system.

Third Payment: upon satisfactory submission and UN Women’s certification that the interim report is in line with the requirements above and [GERAAS](#) standards of evaluation reports (35% of the total contract value).

- (Report writing) Final report preparation.

Amendment suggestions are integrated for subsequent finalization of the evaluation report.

Fourth Payment: The report is deemed final upon approval by UN Women (25% of total contract value).

<b>Phase</b>	<b>Deliverable</b>	<b>Duration</b>
I. Desk review	Inception report with detailed evaluation questions, methodology, timeline	5 days
II. Data collection and analysis	Field mission + debriefing with preliminary findings validation workshop	15 days
III. Report writing	Interim and final reports	15 days

Institutions responding to the Request for Proposals are requested to indicate all-inclusive estimates, including costs for fees, travel, and other necessary expenses.

**Phase I:**

- Inception report: including further development of the evaluation scope, refinement of evaluation questions, detailed methodology, and workplan/timeline for the assignment (further refined from the initial proposal).
- No more than 20 pages in length, excluding annexes.

**Phase II:**

- Data collection, field work, analysis
- Field mission debriefing
- Delivery of 1/2 day validation workshop to deliver draft
- PPT presentation
- No more than 40 slides

**Phase III:**

- interim evaluation report to be assessed by UNWomen’s using GERAAS methodology



- No more than 40 pages in length, excluding annexes.

#### Phase IV:

- Final evaluation report
- No more than 40 pages in length, excluding annexes
- An executive summary of the final evaluation report should be included (in both English and French), at no more than 4 pages in length.
- Production of a 2-page, visually-attractive evaluation brief and potentially other products to be designed in consultation with UN Women (these products may be suggested in the proposal).

#### Duration

The expected duration of the assignment is 35 working days (approximately four and a half months), in the period of early August to mid-November 2018.

### **10. Gender and Human Rights, including Child Rights:**

The evaluation should adhere to the latest UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation, and the UN-SWAP Evaluation Performance Indicators, and key terms described therein (linked above). With regard to partnerships and implementation modalities, the evaluation will look at whether selected approaches are effectively advancing women's empowerment, gender equality and environmental sustainability alongside other planned results.

### **11. Qualifications Required:**

For this assignment, UN Women seeks an institution with a gender-balanced and culturally diverse team that has the following qualifications:

- At least 10 years of experience in conducting and leading evaluations of knowledge management strategies, in particular for development organizations;
- Experience in developing and applying methodological tools for programme evaluations, notably qualitative and participatory methods;
- Experience in engaging in dialogue with senior UN and Government officials on programme strategies for children;
- Ability to analyze and synthesize information quickly from a broad range of sources;
- Good understanding of the rights-based programming approach for women and girls, the promotion of gender equality, their guiding international frameworks, and the role and working modalities of UN agencies to support;
- Demonstrated expertise in the evaluation of gender, human rights and equity in UN programmes of cooperation;
- Good understanding of the strategic relevance of KM;

- Ability to thrive and excel in diverse and multi-cultural environments;
- Excellent and proven English communication skills (writing samples may be requested);
- Ability of at least one team member to speak and read French;
- Experience conducting strategic programme evaluations in Sub-Saharan Africa would be an asset.

## **12. Supervisor:**

The Regional Evaluation Specialist will be the manager of this evaluation. All logistics arrangements, including required travel and meetings, will be arranged through the evaluation manager. Contractual discussions and review and certification of deliverables will also be done through the evaluation manager, in consultation with a reference group (see below).

The Evaluation Manager will oversee the entire evaluation exercise, and will guide and facilitate the assignment on behalf of UN Women:

1. Provide substantive comments on the conceptual and methodological approach and other aspects of the evaluation design
2. Conduct a preliminary assessment of the quality of report and comments for action by the evaluation team
3. Maintain an audit trail of comments on the valuation products so that there is transparency in how the evaluation team is responding to the comments

The selected institution will be expected to operate with a high degree of independence and will therefore have significant space to define the approach of the evaluation. The evaluation manager will ensure, to the extent possible, that the evaluation approach taken by the selected institution meets norms and standards for UN evaluations.

**Evaluation Reference Group (ERG):** The evaluation manager will consult with an ERG at all key phases of the evaluation. The ERG will consist of key UN Women staff from the programme and operations teams, government partners, and possibly representatives of civil society and the private sector. The ERG will advise the evaluation manager on important milestones during the course of the evaluation, including definition of scope, procurement of services, review of deliverables, and key decision points that may arise.