

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

<p>Title of Consultancy: Evaluability Assessment of the UNICEF Sierra Leone Country Programme</p>	<p>Type of Engagement</p> <p><input checked="" type="checkbox"/> Consultant</p>	<p>Duty Station: Remote</p>
<p>Purpose of Activity/Assignment:</p> <p>UNICEF Sierra Leone is implementing its 2025–2030 Country Programme (CP) in a complex and evolving context characterised by persistent child deprivations, multidimensional poverty, fragility, recurrent shocks, and systemic capacity constraints. The Country Programme is aligned with national development priorities, the United Nations Sustainable Development Cooperation Framework (UNSDCF), and UNICEF’s Strategic Plan, and is anchored in a systems-strengthening and equity-focused approach across its programme components, with explicit attention to humanitarian–development–peace coherence.</p> <p>In line with the UNICEF Evaluation Policy and corporate guidance on Evaluability Assessments (EA), UNICEF Sierra Leone intends to commission an independent evaluability assessment of the 2025–2030 Country Programme. The assessment will serve as a quality assurance and learning exercise to examine the clarity, coherence, and measurability of the Country Programme design, the adequacy of its results framework and monitoring systems, and its readiness for future evaluation, including the planned Country Programme Evaluation (CPE).</p> <p>Purpose of the Evaluability Assessment</p> <p>The purpose of the evaluability assessment is to assess the extent to which the UNICEF Sierra Leone Country Programme is evaluable, both in principle (programme design and theory of change) and in practice (availability and quality of data, indicators, and monitoring systems), and to provide actionable recommendations to strengthen programme logic, measurability, and evaluation readiness.</p> <p>The assessment is intended to support evidence-informed course correction, strengthen results-based management, and enhance the utility and credibility of future evaluations.</p> <p>Objectives</p> <p>The specific objectives of the evaluability assessment are to:</p> <ol style="list-style-type: none"> 1. Assess the clarity, coherence, and plausibility of the Country Programme theory of change and results framework. 2. Examine the alignment of the Country Programme with national priorities, the UNSDCF, and UNICEF’s Strategic Plan, with particular attention to equity, gender, humanitarian action, and cross-cutting priorities. 3. Assess the adequacy and validity of indicators, baselines, targets, and means of verification across programme components. 4. Review the availability, quality, and use of monitoring data and systems to track progress and demonstrate results. 5. Assess whether institutional, human, and financial capacities are sufficient to support monitoring and future evaluation. 6. Determine the readiness of the Country Programme for a credible and useful Country Programme Evaluation. 7. Provide practical recommendations to strengthen evaluability and inform future evaluation design and timing. 		

Scope of Work:

The evaluability assessment will cover the full UNICEF Sierra Leone Country Programme, including all programme components and cross-cutting strategies. The scope will include, but not necessarily be limited to:

- Review of the overall Country Programme theory of change, results framework, and assumptions.
- Assessment of coherence and logical linkages between outputs, outcomes, and intended impacts.
- Review of integration of equity, gender, inclusion, humanitarian action, innovation, and systems strengthening.
- Assessment of indicators (definition, relevance, measurability, disaggregation), baselines, targets, and data sources.
- Review of monitoring systems, data quality assurance mechanisms, and reporting practices.
- Assessment of roles, responsibilities, and capacities for monitoring and evaluation within UNICEF and among partners.
- Review of resource alignment (financial and human) in relation to expected results.
- Identification of strengths, gaps, risks, and opportunities affecting future evaluation.

The Consultant is expected to propose a rigorous yet proportionate methodology, which is likely to include:

- Desk review of key programme, planning, monitoring, and reporting documents;
- Mapping and assessment of the theory of change and results framework;
- Structured review of indicators, data sources, baselines, and targets;
- Key informant interviews with UNICEF staff, implementing partners, and selected stakeholders;
- Application of UNICEF's evaluability assessment checklist and evaluative criteria;
- Validation of preliminary findings with UNICEF Sierra Leone.

The approach should be participatory, utilization-focused, and aligned with UNICEF evaluation norms and standards.

Management, Organization and Timeframe:

The Consultant will work under the overall supervision of an Evaluation Specialist, UNICEF Sierra Leone/West and Central Africa Regional Office. UNICEF will facilitate access to relevant documentation and stakeholders.

This is an individual consultancy is expected to last for 40 working days. The Consultant will work remotely without any travel to Sierra Leone.

Consultant is expected to use their own work tools including laptop and other communication tools required. For this assessment, AI will be used in a limited, quality-assurance role to support structured document review, results framework and ToC analysis, indicator and data quality scanning. It will also help with the analysis of gaps in indicators, baselines, as well as the assessment of data readiness. All analytical judgements will remain fully human-led.

The methodology section of these terms of reference is sufficiently flexible for candidates to propose AI-supported approaches. Given that many data analysis tools now incorporate AI functionalities, we expect to see relevant applications reflected in proposals. We will also explore evaluators' experience with AI-enabled analytical tools during the interviews.

Mode of Submission of Applications

Candidates will be required to submit a technical proposal and a financial proposal and the financial proposal should quote a lump-sum inclusive of fees, travel and visa costs as well as communication costs. Financial proposals may be negotiated.

Budget Year: 2026	Requesting Section/Issuing Office: <i>Evaluation and Research</i>	Reasons why consultancy cannot be done by staff: <i>This exercise must be an independent assessment per the Organization's Evaluation Policy.</i>
Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify: This evaluation is also included in the CPD's Costed Evaluation Plan: https://www.unicef.org/executiveboard/media/22431/file/2024-PL13-Sierra-Leone-CEP-EN-2024-06-10.pdf		
Consultant sourcing: <input type="checkbox"/> National <input checked="" type="checkbox"/> International <input type="checkbox"/> Both Competitive Selection: <input checked="" type="checkbox"/> Advertisement <input checked="" type="checkbox"/> Roster Single Source Selection <input type="checkbox"/> (Emergency - Director's approval)		Request for: <input checked="" type="checkbox"/> Individual Contract <input type="checkbox"/> Extension/ Amendment
If Extension, Justification for extension:		
Supervisor:	Start Date: <i>April 2026</i>	End Date: <i>June 2026</i>

Work Assignments Overview	Deliverables/Outputs	Delivery deadline	
<p>1. Inception note (brief), outlining the consultant's understanding of the assignment, proposed methodology, analytical framework, tools, and detailed workplan, to be presented and discussed with the Country Management Team (CMT) .</p>	<ul style="list-style-type: none"> • Inception report • Presentation of the inception report to Country Management Team 	<p>24 April 2026</p>	
<p>2. Data collection and draft evaluability assessment report, presenting findings, conclusions, and actionable recommendations, to be shared with the CMT.</p>	<ul style="list-style-type: none"> • Draft evaluability assessment report 	<p>15 May 2026</p>	
<p>3. Final evaluability assessment report, incorporating consolidated feedback from CMT.</p>	<ul style="list-style-type: none"> • Final evaluability assessment report 	<p>12 June 2026</p>	

Estimated Consultancy fee			
Travel International (if applicable)	N/A		
Travel Local (please include travel plan)	N/A		
Total estimated consultancy costsⁱ			
<p>Minimum Qualifications required*:</p> <p><input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other</p> <p>Advanced university degree in evaluation, social sciences, public policy, development studies, or a related field.</p> <p>*Minimum requirements to consider candidates for competitive process</p> <p>Candidates must meet all of the following minimum requirements to be considered:</p> <ul style="list-style-type: none"> • Advanced university degree in evaluation, social sciences, public policy, development studies, or a related field. • Minimum 10 years of relevant professional experience in evaluation, results-based management (RBM), or results-based programme design. • Demonstrated experience working with UNICEF, the UN system, or comparable international organizations. • Excellent command of written and spoken English. 	<p>Knowledge/Expertise/Skills required *:</p> <ul style="list-style-type: none"> • Strong knowledge of evaluability assessment, results-based management, and programme theory of change. • Solid understanding of UNICEF programming, evaluation policy, and UNEG norms and standards. • Ability to assess the clarity, coherence, and measurability of complex, multi-sectoral programmes. • Strong analytical skills to review results frameworks, indicators, baselines, and monitoring systems. • Excellent report-writing and communication skills, with the ability to present clear, actionable recommendations. • High level of professional judgment, independence, and ethical awareness. <p>*Listed requirements will be used for technical evaluation in the competitive process</p> <ul style="list-style-type: none"> • At least 10 years of experience in evaluation, RBM, or results-based programme design; • Demonstrated experience conducting evaluability assessments and/or complex programme evaluations; • Strong knowledge of UNICEF or UN system programming and evaluation standards; • Experience in fragile and humanitarian contexts, preferably in West Africa; • Excellent analytical, facilitation, and report-writing skills in English. 		
<p>Evaluation Criteria (This will be used for the Selection Report (for clarification see Guidance))</p> <p>A) Technical Evaluation (e.g. maximum 75 Points) B) Financial Proposal (e.g. maximum of 25 Points)</p> <p>The selection of the consultant will be based on a combined technical and financial evaluation, as follows:</p> <p>A) Technical Evaluation – Maximum 75 Points</p>			

The technical proposal will be evaluated against the following criteria:

1. Relevant professional experience in evaluation and RBM (including evaluability assessments and complex programme evaluations) – 25 points
2. Technical approach and understanding of the assignment, including proposed methodology and workplan – 25 points
3. Knowledge of UNICEF/UN system programming, evaluation standards, and UNEG norms – 15 points
4. Experience in fragile and humanitarian contexts, preferably in West Africa – 10 points

Only candidates achieving the minimum technical score required by UNICEF will be considered for financial evaluation.

B) Financial Proposal – Maximum 25 Points

The financial proposal will be evaluated based on cost-effectiveness and competitiveness, in accordance with UNICEF procurement guidelines.

Administrative details:

Visa assistance required:

Home Based Office Based: Hybrid:

If office based, seating arrangement identified:

IT and Communication equipment required:

Internet access required:

¹ Costs indicated are estimated. Final rate shall follow the “best value for money” principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

Payment of professional fees will be based on submission of agreed deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant

Individuals engaged under a consultancy will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants. Consultants are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.

The selected consultant is solely responsible to ensure that the visa (applicable) and health insurance required to perform the duties of the contract are valid for the entire period of the contract. Selected consultant are subject to confirmation of fully-vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. The vaccine mandate, does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.

UNICEF offers [reasonable accommodation](#) for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

