

FINAL TERMS OF REFERENCE – 9 July 2020

TITLE/PURPOSE	Iterative evaluation of the UNHCR/UNICEF Fair Deal (Blueprint) for Refugee Children
RECRUITING OFFICER	Office of Evaluation, UNICEF and Evaluation Service, UNHCR
CONTRACT MODALITY	<i>Individual Consultants</i>
LOCATION OF ASSIGNMENT	<i>Home-base with remote data collection and travel to focus countries, Geneva and NY as required.</i>
LANGUAGE(S) REQUIRED	<i>English, other UN languages an advantage</i>
DURATION OF CONTRACT	<i>From August 2020 to March 2021 Initial contract for an estimated 7 months (Phase 1)</i>

A. Background

The Fair Deal for Refugee Children

UNHCR and UNICEF have recently embarked on a joint 2-year innovative journey to transform the quality of life for refugee and returnee children and their families. Driven by the urgent need to fully realize refugee and returnee children's rights, as well as the commitment to achieve improved predictability and efficiency gains from joint work across the humanitarian-development nexus, in February 2020 the High Commissioner for Refugees and the UNICEF Executive Director developed and launched a "[Blueprint](#)" for joint action ('A Fair Deal for Refugee Children') that will guide UNHCR and UNICEF's work in nine initial focus countries over the next biennium. The overarching aim of this initiative is to achieve measurable, transformative change for refugee and returnee children and their families, in three key sectors (education, WASH and child protection). Lessons learnt during the 2-year innovative journey will be used to inform a revised global Memorandum of understanding (MoU) between UNHCR and UNICEF, which will set out a more predictable, sustainable and effective partnership.

Specifically, during the blueprint phase UNHCR and UNICEF are committed to:

- Stand by refugees and returnees, and work with governments to include refugees and returnees in relevant development programmes.
- Advocate for refugees and returnees to have access to national services in countries of origin, countries of transit and refugee-hosting countries.
- Advocate for their inclusion in regional frameworks and national development plans and reviews, as well as the new UN Sustainable Development Cooperation Framework and to provide technical, financial and programming support to host countries for this purpose.

The plan is for a revised, more predictable partnership to be launched in 2021, beyond the initial 9 focus countries, after a thorough, objective and systematic reflection on the pilot initiative. The following are the overarching goals joint teams will be working towards during the Blueprint pilot period:

- All refugee and returnee children of primary and secondary school age will have access to accredited quality education focusing on inclusion into national systems; and refugee youth will have significantly better access to tertiary education or skills and vocational training opportunities.
- All refugee children and their families will have access to safe and clean drinking water, and adequate sanitation¹ in accordance with agreed emergency and other standards. UNICEF and UNHCR will jointly strive towards this goal in the focus countries with existing refugee populations. In any new refugee influx in the focus countries this will be achieved within the first 3 months of arrival.

¹ Including bathrooms/showers, kitchens, solid waste management, vector control, laundry facilities and drainage.

- All refugee children will have access to birth registration services and child protection systems; and all refugee women, girls and boys affected by gender-based violence will be supported with appropriate services.

The Blueprint 'Theory of Change' (Annex 2) centres on working towards inclusion of refugee children in national systems through four pillars: WASH, Education, Child Protection and Partnership. The Blueprint Results Framework (RFW), including respective indicators of achievement, is included as Annex 3 of this TOR also provides a useful summary of wider contextual and influencing factors in the development of the Blueprint.

Rationale and reasons why further evidence is essential

The Blueprint calls for a robust **learning plan** to be built-in from the beginning of this new venture to fully address the evidence generation and decision-making needs that will arise in both **during and at the end of pilot implementation**. The Blueprint represents a **commitment to innovate**, experiment and work in new ways together towards the realization of refugee children's rights. Nine² countries, with the potential for additional countries to be included, have initially been selected to pilot new approaches and the **promotion of learning** is embedded in the Blueprint design. Innovative solutions and best practices from the focus countries will **need to be documented and shared more widely** during the Blueprint pilot period, so that countries can learn from each other, while global evidence is generated around what works, what does not work and why. Recommendations on how UNHCR/UNICEF (within blueprint focus countries) can improve their working relationship to become more predictable, efficient and effective, will need to be shared accordingly, **as the initiative unfolds**. Further, **summative evidence** of the hoped-for 'transformative results' will be required before **decisions on replication/scale-up** post-2021 to other countries can be made. Lastly, **additional funding** is likely to be conditioned on being able to put credible results on the table that the Blueprint demonstrates a new and better way of working that yielded better results for refugee children.

In this context, the UNHCR and UNICEF Evaluation Offices **are proposing an iterative evaluation** to support the Blueprint's evidence needs, principally framed around the **partnership pillar** to help assess how successfully UNICEF and UNHCR are in developing a more predictable, effective and sustainable partnership in working towards the inclusion of refugee and returnee children in national WASH, Education and Child Protection Systems.

B. Purpose and Objectives of the Iterative Evaluation

The independent iterative evaluation will **critically assess** and **analyse** implementation and emerging results from and across the 9 focus countries to **generate evidence** which:

1. Informs ongoing implementation and strategic decision-making throughout the Blueprint pilot phase; and,
2. Identifies lessons learnt and good practice to inform the revised global MoU between UNICEF and UNHCR in 2022.

With a strong learning orientation, this will be a forward-looking, phased evaluation, that utilises data collected throughout the life of the Blueprint. In particular, the iterative evaluation will explore the nuances of the relationship between the two agencies at headquarters, regional and country levels in examining how predictably, sustainability and effectively UNHCR and UNICEF are working together.

C. Expected use and users

The expected **primary audience** of the iterative evaluation includes: the UNHCR-UNICEF global Joint Coordination Team and Steering Committee for the Blueprint; UNHCR and UNICEF management and country

² Bangladesh, Cameroon, Ethiopia, Kenya, Iraq, Lebanon, Libya, Ecuador, Honduras

teams in focus countries that are responsible for all strategic, design, implementation, coordination, and monitoring of the Blueprint. The expected **secondary audiences** include governmental and other implementing partners that collaborate and/or coordinate with UNHCR and UNICEF in programming for refugee children and their families; beneficiary communities benefiting from the Blueprint, other UN, CSOs and donor agencies.

The iterative evaluation is also intended to contribute to **strengthening accountability** towards refugee children and their families, as well as partners and stakeholders involved in this initiative.

D. Special Considerations

The design and timing of the iterative evaluation will pay due consideration to the evolution of the **ongoing COVID-19 pandemic**, its effects on refugee children and their families, and will assess the new challenges to programming, and how the agencies are taking the epidemic into account as they roll out the Blueprint in the focus countries.

The COVID-19 pandemic will also influence the conduct of the evaluation, necessitating the use of remote data collection modalities whenever and wherever international travel is not permitted or recommended.

E. Evaluation Scope

The iterative evaluation will cover UNHCR-UNICEF's Blueprint in **all 9 initial focus countries** throughout the **2-year** period of the initiative (2020-2021) to critically reflect on and assess implementation and emerging results – both intended and unintended.

While the Blueprint Results Framework (see annex 2) has four specific Outcomes, the Iterative Evaluation will largely focus on assessing Outcome 4, and corresponding outputs:

'By 2021, Refugee and returnee children and host communities benefit from a transformed partnership between UNICEF and UNHCR, resulting in a more predictable, effective, sustainable and cost-efficient response in 9 countries.'

Progress towards this result is expected to be transformational and should see UNICEF and UNHCR enhance their coordination, undertake joint advocacy, planning and donor engagement, and streamline operational processes at country level to deliver better results for refugee and returnee children, their families and communities. At global level it will see the two agencies align processes and systems to better facilitate collaboration and exchange at field level. To this end, the evaluation team should seek to establish a comprehensive baseline of the UNICEF and UNHCR partnership in each of the Blueprint focus countries during the inception phase.

Beyond intended Outcome 4, the 2-year timeframe of the Blueprint means it is highly unlikely significant measurable progress will be made towards the other intended Blueprint outcomes and impacts. However, the evaluation team should seek to understand what, if any, **contribution** has been made **to intended outcomes** at the final evaluation phase. As such, the evaluation team are encouraged to utilise qualitative evaluative methods that support the credible identification and assessment of outcomes³ in and across focus countries.

Also, the evaluation team should undertake a light touch data collection process with **additional countries** beyond the Blueprint focus countries, both to be used as potential counterfactuals, and to identify trends and issues in the broader partnership as well as further potential examples of good practice – such countries will be identified during the inception phase of the evaluation.

The Blueprint Theory of Change, RFW and RFW baseline against the core priority indicators provide an overarching framework for the evaluation – which will be reviewed and validated by the evaluation team during

³ For example, Outcome Harvesting; Outcome Mapping; Most Significant Change etc.

the inception phase to develop a more detailed analytical framework for the evaluation, and to reflect on how the design of the Blueprint might be further strengthened prior to data collection.

Table 1: Evaluation Dimensions

Dimension	Included	Exclusions and/or justification for exclusion
Time boundaries	<ul style="list-style-type: none"> 2020-2021 during the Blueprint implementation 	<ul style="list-style-type: none"> The evaluation may reflect on existing evidence around the status and situation of refugee children and their families in the focus countries prior to the Blueprint as required.
Geographic scope	<ul style="list-style-type: none"> Primarily, the Blueprint focus countries selected for the Blueprint; additional data will be collected from a wider set of contexts in which UNICEF and UNHCR are operational, 	<ul style="list-style-type: none"> The evaluation is primarily interested in understanding implementation and results in the focus countries but should employ light touch methods (e.g. online survey) and utilize wider data sets from additional UNICEF and UNHCR countries to support credible analysis of contribution of the blueprint to intended outcomes and results.
Universe/ scope of the analysis	<ul style="list-style-type: none"> The UNHCR-UNICEF Blueprint, including its strategies, action and coordination at country level – and how this is supported at the global, and regional levels. Donors in the focus countries (humanitarian and development funding) NGO partners (both shared partners and bilateral implementing partners in the 9 focus countries) Host governments in the focus countries Refugee and returnee population 	<ul style="list-style-type: none"> Strategies and programming of other actors who do not have a direct relationship with the UNHCR-UNICEF Blueprint. Programming that is not supported by joint UNHCR-UNICEF technical or financial resources.
Type of programming in-country	<ul style="list-style-type: none"> The Blueprint pillars i.e. education, WASH and child protection across the humanitarian-development continuum in the focus countries Advocacy, capacity building, system strengthening etc. on refugee inclusion with host government and donors (humanitarian and development) in the focus countries and at global level as relevant. 	Programming that is outside the scope of the Blueprint e.g. Nutrition, Health, HIV,
Type of action and/or response	<ul style="list-style-type: none"> All programming components in WASH, Education and Child Protection in line with the SDGs, National Development Plans, the UNSDCF, the CCCs and the Global Compact on Refugees in the focus countries. Upstream work: policy advocacy, capacity building, system strengthening, knowledge management, creating an enabling environment, etc. 	

	<ul style="list-style-type: none"> • Coordination role, at the country • Preparedness planning, etc. 	
Implementation modalities	All modalities, including direct implementation and implementation through government partners, NGOs (Non-Governmental Organizations) and civil society organizations	

F. Indicative Evaluation Questions

In line with the objectives of the iterative evaluation, four overarching and indicative key evaluation questions and proposed sub-questions are outlined below, which will be refined as required during the inception phase. The evaluation criteria of relevance, coherence, effectiveness and sustainability should be applied as required.

KEQ 1: How appropriate is the design of the Blueprint to achieve the intended objectives?

- To what extent does the design of the Blueprint utilize and harmonize existing planning processes and tools within UNICEF and UNHCR? What has worked well, and what has been most challenging in this regard?
- To what extent is the design of the Blueprint sufficiently flexible and adaptable to support effective planning and implementation of joint working at both global and focus country levels?

KEQ 2: To what extent is the Blueprint being implemented as intended over time, and across focus countries?

- How transformational, appropriate and effective are the approaches and strategies being implemented through the Blueprint?
- What, if any, are the unanticipated opportunities or barriers to implementation have emerged? If observed, how – and what extent – are they being capitalized on or overcome?

KEQ 3: What, if any, intended and unintended results is the blueprint generating over time and across focus countries – and how are these being achieved?

- What were the key contributing and constraining factors influencing implementation and the achievement of observed results over time and across focus countries?
- To what extent has collaboration between the two agencies improved, and in which areas and what ways?? What, if any, contribution is the Blueprint making to its intended outcomes – and how?

KEQ 4: What lessons learnt, and good practice can be identified to inform the design and implementation of future joint action between UNICEF and UNHCR?

- To what extent, and in what ways, is the Blueprint being contextualized within and across focus countries?
- To what extent are UNICEF and UNHCR positively responding to and engaging with the Blueprint at global, regional and focus country level – both respectively and collectively?

During the inception phase, the evaluation team should review the indicative key evaluation questions and sub-questions to refine them as required according to the following principles:

- a. The importance and demand/priority: the information should be of a high level of importance for the various intended audiences of the evaluation;
- b. Usefulness and timeliness: the answer to the questions should not be already known or obvious, additional evidence is needed to inform decisions on an ongoing basis to enhance Blueprint programming;
- c. Evaluability: all the questions can be answered using available resources (budget, personnel) and within the given timeframe; data and key informants are likely to be available and accessible, and performance standards or benchmarks exist to answer the questions and formulate an evaluative judgment;

- d. Actionability: the questions will provide information for learning and improvement, and also lead to recommendations that be acted upon.

The final set of questions will be subject to agreement and approval by UNICEF and UNHCR in the final inception report, along with the detailed methodology and evaluation matrix.

G. Methods and approaches

Design and methods: This will be a non-experimental, mixed methods evaluation, that will follow a phased and iterative approach to ensure timely reflection and feedback. It will include the following activities:

1. Evaluation Inception

This will be conducted at the start of the evaluation with the aim of reflecting on and reviewing the **conceptual framework** underpinning the Blueprint for **clarity** and **coherence**; purposively **defining** the **‘iterative data collection process’ in focus countries** to structure two rounds of data collection at country level; refining the **key evaluation questions**; developing the **detailed evaluation methodology**; reviewing the baselines, and conducting an initial mapping to understand key influencing factors in each of the focus countries, gain a **solid understanding** of the intended outcomes and implementation plan of the Blueprint, and of UNICEF and UNHCR programming, operations and ways of working – both respectively and jointly – in each of the **9 focus countries**.

It will be particularly important for the evaluation team to consider and assess the implications of the response to the COVID-19 pandemic when designing the evaluation, and when considering the design of the blueprint itself. Timely feedback on how the Blueprint design could be adjusted in light of planned, ongoing or completed UNHCR, UNICEF, joint or national COVID-19 response efforts in each of the focus countries should be highlighted during inception. During this phase, the evaluation team will undertake a desk-based review and analysis of existing data and documentation available for the Blueprint from global, regional and country levels, and conduct inception interviews with key UNHCR and UNICEF staff. The main output of the inception phase will be an Inception Report, to be approved by the two Evaluation Offices in consultation with the Reference Group.

2. Iterative data collection and analysis

The iterative nature of the evaluation will inform ongoing implementation of the Blueprint and also, importantly, support the generation of a rich, cumulative evidence base that reflects on implementation of the blueprint within and across all focus countries, and over the course of the 2-year Blueprint timeframe. Interim deliverables are intended to inform timely, evidence-based decision-making within focus countries, and at the Steering Committee level, and will only be shared with internal UNICEF and UNHCR stakeholders. Data gathered and evidence generated will be used to draw strategic findings, conclusions and recommendation in the final evaluation which will be made publicly available.

Two full rounds of data collection at country level, covering each focus country, will be conducted during the **implementation** of the Blueprint to generate **timely insights** and **lessons learnt** within and across focus countries to support and **improve ongoing implementation** - alleviating bottlenecks and identifying accelerators - as well as **inform broader forward-looking strategic decision making** at the global level. The data gathered during each round is intended to support analysis of both **context-specific and cross-cutting** insights, helping to identify where and how the Blueprint is, or is not, working. **Relevant data from additional countries** will also be analysed when preparing synthesised findings and lessons learnt at the global-level.

3. Final evaluation

This will be conducted at the end of the Blueprint pilot with the aim to provide an assessment of **results achieved** during the Blueprint pilot **for refugee children**, as well as **system-level changes and**

transformations in the level/intensity and **forms of collaboration** between the two agencies. Building on the evidence from the two rounds of data collection, additional end-point data collection (if required) will be undertaken, and stock-taking of wider data and evidence from secondary sources, the final evaluation will **draw summative lessons** around the **relevance, effectiveness, sustainability and efficiency** of the work conducted across the 9 focus countries during the blueprint, with a view to **recommending scale up** of best practices identified (with or without adaptation) to other countries/operations, in order to strengthen the future 'global' design of the UNHCR-UNICEF partnership. Evidence-based reflection on what learning may be generalisable, and what may be highly context-dependent will be of particular interest.

The iterative evaluation will employ a mixed-method approach, entailing triangulation of qualitative and quantitative methods, to put together a comprehensive and credible evidence base to continuously assess the Blueprint implementation. It is expected that the evaluation will use the following methods:

- **Key informant interviews and focus group discussions:** the evaluation team is expected to interview and conduct focus groups with key stakeholders in person or remotely (telephone, Skype, etc). Key stakeholders will include, but not be limited to refugees, returnees, asylum seekers; UNHCR and UNICEF staff at country/regional/HQ levels; Government representatives; implementing partners; development and humanitarian partners and other UN agencies in each country. Participation of Refugee and host communities during the evaluation process can be undertaken using tools such as U-report⁴
- **Direct observation:** To the extent that the situation allows, the evaluation team will undertake field visits to the focus countries to observe the Blueprint implementation. During such missions, they can participate in any planned joint meetings, undertake F2F interviews, visit refugee/host community locations, and conduct interviews with refugee families/host communities, etc.
- **Additional desk review:** In addition to document and data review during the inception phase, the evaluation team will conduct a systematic desk review of documents, data and other inputs from the focus countries.
- **Online Surveys:** As necessary, online surveys can be undertaken to collect additional data, including from other countries beyond the focus countries.
- **Other methods:** As noted, the evaluation team will be encouraged to utilize other qualitative evaluative methods that support the credible identification and assessment of outcomes in and across focus countries, such as Outcome Harvesting; Outcome Mapping; Most Significant Change etc.,

Evaluative judgements will be based on evidence triangulated from all these sources. Remote data collection methods and approaches should be utilized as much as possible.

H. Indicative timeline and expected deliverables

It is anticipated the iterative evaluation will be conducted in two distinct phases: Phase 1 (Inception and Round 1 Data Collection) and Phase 2 (Round 2 Data Collection and Final Evaluation Report). Phase 1 will be completed in 6 months (July – December 2020) and Phase 2 to be completed in 6 months (October 2021 – March 2022). Both phases of the evaluation will be conducted by a two-person core team, one of whom must be the designated team leader, on a part-time basis. The indicative timeline for the full evaluation process, including expected deliverables, is outlined below:

Activity	Key Deliverable	Indicative Timeline
TOR Development	Final Terms of Reference	July 2020
Selection and Recruitment of Evaluation Team		August 2020
Establishment of Reference Group		

⁴ U-Report is a free tool for community participation, designed to address issues that the population cares about, including accessing services, their quality, key gaps, etc.

PHASE 1 (August 2020 – March 2021)		
<p>Inception including:</p> <p>Initial document review (global and focus country level)</p> <p>Light-touch validation of baseline against Results Framework core priority indicators</p> <p>Inception interviews (conducted remotely) with key UNICEF and UNHCR stakeholders in Geneva and New York, in Regional Offices and in all focus countries.</p> <p>EQA review on the draft inception report, and ethical review of evaluation tools if required</p> <p>Circulation for comments and inception report finalisation</p> <p>Recruitment of 1 national evaluation expert in each focus country</p>	<p>Final inception report (approx. 30 pages) including detailed methodology, final evaluation questions and evaluation matrix, and baseline mapping of UNICEF and UNHCR partnership in each of the focus countries.</p> <p>Strategic reflections on and recommendations for Theory of Change and Results Framework (approx. 5 -10 pages)</p>	<p>Aug – Oct 2020</p>
<p>Round 1 Iterative Data Collection and Analysis including:</p> <p><i>Round 1 (November 2020 – March 2021) remote data collection and analysis including:</i></p> <p>Field visits (conducted remotely) including key stakeholder interviews, FGDs, surveys; in depth document review for each focus country maximum 2 week per focus country.</p> <p>Focus country debriefing (conducted remotely) on key emerging findings and preliminary lessons learnt (including discussion of any significant data gaps with key stakeholders) – 1 per focus country</p> <p>Feedback on key emerging findings and preliminary lessons learnt on each focus country</p> <p>Light touch data gathering on examples of UNICEF-UNHCR partnership work beyond focus countries (e.g. survey and limited number of key informant interviews)</p> <p>Synthesis on emerging cross-cutting strategic findings and lessons learnt from across all focus countries, drawing on wider evidence base as relevant, to inform high-level discussion and decision-making.</p> <p>Feedback on cross-cutting strategic findings and lessons learnt.</p> <p>Round 1 Joint HQ Debrief /Workshop (facilitated by TL).</p>	<p>Round 1 focus country PowerPoint presentations (approx. 10 slides on key emerging findings, preliminary lessons learnt and proposed actions– internal to UNICEF and UNHCR only) (November 2020 – March 2021).</p> <p>Round 1 Synthesis Report (approx. 20 pages) including main strategic issues and considerations across all focus countries – internal to UNICEF and UNHCR only (March 2021)</p> <p>Round 1 Joint HQ Debrief/Workshop PowerPoint Presentation (approx. 10 slides)</p>	<p>November 2020 – March 2021</p>

PHASE 2 (October 2021 – March 2022)		
<p>Round 2 Iterative Data Collection and Analysis including:</p> <p><i>Round 2 (June – September 2021): remote and/or in-country data collection and analysis including:</i></p> <p>Field visits (in country or conducted remotely) including key stakeholder interviews, FGDs, surveys (in country and/or remotely as required); in depth document review for each focus country maximum 2 week per focus country.</p> <p>Focus country debriefing (remote or in person) on key emerging findings and preliminary lessons learnt (including discussion of any significant data gaps with key stakeholders) – 1 per focus country</p> <p>Light touch data gathering on examples of UNICEF-UNHCR partnership work beyond focus countries (e.g. survey and limited number of key informant interviews)</p> <p>Round 2 Joint HQ Debrief/Workshop (facilitated by TL).</p>	<p>Round 2 focus country PowerPoint presentations (approx. 10 slides on key emerging findings, preliminary lessons learnt and proposed actions– internal to UNICEF and UNHCR only) (June – December 2021)</p> <p>Round 2 Joint HQ Debrief/Workshop PowerPoint Presentation (approx. 10 slides)</p>	<p>October – December 2021</p>
<p>Final Evaluation including:</p> <p>Wider literature review</p> <p>Light touch validation of reporting against Results Framework core priority indicators</p> <p>Analysis and Write Up</p> <p>Validation workshop (remote or in-person) to discuss stakeholder feedback, validate final evaluation findings, discuss conclusions and proposed strategic forward-looking recommendations (facilitated by TL).</p> <p>EQA review of draft report, circulation for comments</p> <p>Finalisation of Evaluation Report (March 2022)</p>	<p>Validation Workshop PowerPoint presentation</p> <p>Draft final report (for circulation and comments)</p> <p>Final Evaluation Report⁵ (40-50 pages) including strategic forward-looking recommendations and standalone executive summary (5-10 pages)</p>	<p>January – March 2022</p>
Management Response		April 2022
Dissemination		August 2022

I. Limitations and anticipated Challenges

Key limitations will include the typical time constraints affecting iterative evaluations, access and availability of data in the context of the current COVID-19 pandemic, and the need to balance timeliness with depth of

⁵ The Final Evaluation Report will be published on both UNICEF and UNHCR websites and will be subject to evaluation quality assurance prior to final approval and request for formal management response.

information and well-substantiated findings. In addition to practical challenges, the global response to the COVID-19 pandemic is also likely to impact the progress towards intended Blueprint outcomes as they have been conceptualised during the design phase.

Also, recognizing that no additional staff capacity has been put in place at country level to support the Blueprint implementation, including for M&E, this means that results monitoring will be dependent on the existing capacities of UNICEF and UNHCRs country teams.

J. Norms and Standards

Guidance documents mentioned below are those that the Evaluation Team is expected to comply with:

- United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN System 2016;⁶ (including impartiality, independence, quality, transparency, consultative process);
- Ethical Guidelines for UN Evaluations;⁷
- UNICEF Ethical Guidelines and standards for research and evaluation⁸ and UNHCR Data Protection Policy⁹; and,
- UNEG guidance on integrating human rights and gender equality and UN System-Wide Action Plan (UN-SWAP) on gender equality;¹⁰

K. Management and governance arrangements

Evaluation Office and Regional Office:

The learning agenda and the iterative evaluation will be co-managed by UNHCR's Evaluation Service (ES) and UNICEF's Evaluation Office (EO). The two Evaluation Offices will jointly manage and supervise the evaluation team throughout the entire process.

Evaluation Reference Group:

An advisory Reference Group will be established to ensure ownership from relevant stakeholder groups of the iterative evaluation process, provide expert advice, inputs and support to the evaluation as it unfolds. The iterative Evaluation Reference Group should include representatives from the Joint Coordination Team and Senior Programme staff from both agencies. A detailed TOR will be prepared for the Reference Group will have the following responsibilities:

- a. Provide inputs in the inception phase to influence the approach of the evaluation, and, where necessary, provide information and institutional knowledge as key informants;
- b. Support the work of the evaluation team by facilitating connections with key informants and ensuring the team is aware of relevant reference documents;
- c. Review selected evaluation products (inception report and final/penultimate report) and providing substantive written comments to the evaluation team through the evaluation manager; and,
- d. Where feasible, contribute to the post-evaluation management response, action plan and dissemination strategy.

⁶ UNEG Norms and Standards for Evaluation, 2016. Available at: <http://www.unevaluation.org/document/detail/1914>

⁷ UNEG Ethical Guidelines, 2008. Available at: <http://www.unevaluation.org/document/detail/102>

⁸ UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis, 2015. https://www.unicef.org/supply/files/ATTACHMENT_IV-UNICEF_Procedure_for_Ethical_Standards.PDF

⁹ UNHCR Policy on the Protection of Personal Data of Persons of Concern <https://www.refworld.org/pdfid/55643c1d4.pdf>

¹⁰ <http://www.unevaluation.org/document/detail/1452>

Country Offices:

The focus Country Offices will be responsible for facilitating access to documentation, data and materials that are not readily available within HQ and Regional Offices. Each CO will appoint a focal point for this evaluation who, in liaison and strong coordination with the Evaluation Offices. COs will also provide logistical support (help organize meetings, transportation, interpretation if necessary) and act as resource staff for the exercise, including helping to arrange for interviews with key stakeholders.

The focus Country Offices will also be encouraged to form a WG that the Evaluation Team and UNICEF and UNHCR Evaluation Managers will work with on the day-to-day implementation of the evaluation.

L. Evaluation Team composition, responsibilities and required qualifications

Team Composition and responsibilities:

Both phases of the evaluation will be conducted by a two-person 'core team' of international consultants (one team leader, and one senior evaluator as team member), with the recruitment of national consultants in specific focus countries. **Individual contracts will be issued to each team member.**

The evaluation team is expected to execute the following tasks:

- a. Develop a realistic work plan for the evaluation;
- b. Execute the evaluation to respond to the questions stipulated in the terms of reference (or subsequent revisions of the evaluation questions);
- c. Generate evaluation products and deliverables as shown in the table below, and in accordance with contractual requirements.
- d. Provide written responses to comments from the reference group, and update draft deliverables accordingly; and,
- e. Provide regular updates to the UNICEF and UNHCR Evaluation Managers.

Required Qualifications:

Team Leader

- i) A post-graduate or Master's degree in social science, development studies, international relations or economics.
- ii) Extensive knowledge of refugee and forced displacement issues.
- iii) Extensive knowledge of humanitarian, development and humanitarian-development nexus programming, debates and ways of working.
- iv) At least 10 years' experience in conducting and managing multi-disciplinary evaluations – in particular global, strategic evaluations and joint evaluations – for UNHCR and/or UNICEF, other UN agencies or other international partners.
- v) Extensive knowledge of and experience in current evaluation methods and approaches, particularly formative and forward-looking approaches, participatory methods, and supporting accountability to affected populations.
- vi) Extensive experience with inter-agency cooperation at headquarters and in the field.
- vii) Familiarity with UNHCR and UNICEF's programming (including the Core Commitments to Children and the Global Compact on Refugees) preferred.
- viii) Excellent oral and written communication skills (in English); knowledge of other UN languages a key advantage.

- ix) Expertise in one of the substantive areas covered by the Blueprint (education, WASH, CP) is highly desirable.
- x) Extensive knowledge of qualitative and quantitative data collection methods and analytical methods and techniques.
- xi) Proven experience managing an evaluation team.
- xii) Experience in generating strategic, useful and action-oriented recommendations to senior management and programming staff.
- xiii) Experience with the ethics of evidence generation; experience collecting data from vulnerable groups; familiarity with ethical safeguards.

Senior Evaluator

- i) A post-graduate or Master's degree in social science, development studies, international relations or economics.
- ii) Demonstrable understanding of refugee and forced displacement issues.
- iii) A minimum of five years' experience evaluating humanitarian and/or development programmes.
- iv) Expertise in one of the substantive areas covered by the Blueprint (education, WASH, CP).
- v) Knowledge of qualitative and quantitative data collection and analytical methods.
- vi) Experience with the ethics of evidence generation; experience collecting data from vulnerable groups; familiarity with ethical safeguards
- vii) Excellent ability to communicate and write in English.

National consultant (in focus countries)

- i) A degree or post-graduate degree in social science, development studies, international relations or economics
- ii) Proven experience working on research, studies or evaluations.
- iii) Knowledge of one of the substantive areas covered by the Blueprint (education, WASH, CP) is desirable.
- iv) Experience in primary data collection in affected communities; including leading focus group discussion and participatory methods.
- v) Qualitative data analysis skills.
- vi) Experience in programme monitoring.
- vii) Experience with the ethics of evidence generation; experience collecting data from vulnerable groups; familiarity with ethical safeguards.
- viii) Good ability to communicate and write in English and local languages

M. Application Process

Applications can be submitted either by an individual consultant or by individuals proposing to work together as a team. It is important to note **individual contracts** will be issued to each team member, that **payments will be made by deliverable** and that **Phase 1 and Phase 2 of the evaluation will be contracted separately**. Indicative budgets should be prepared in line with the expected deliverables and should include any anticipated overhead costs (e.g. interpretation/translation services) and evaluation-specific in-country data

collection costs (see 'Annex 4: Indicative Budget' for template). Travel costs and DSA will be paid separately. National Consultants will be recruited separately based on need.

Interested candidates – either as individual applicants or jointly when applying as a team - should submit a brief (approx. 5 pages) approach paper outlining how they understand the TOR and proposed methodology. In addition all individuals should submit a completed Personal History Form/PHF (form downloadable from [here](#)), and each submission (individual or team) should include a cover letter (2-page maximum) to include availability as per indicative timeline, and an outline of how the applicant(s) match the required skills and experience outlined in these terms of reference. We also request three recent examples of relevant work, and the contact details for three references.

Full applications should be submitted electronically to the to **XXXXX** with the subject line “Application UNICEF-UNHCR Blueprint Evaluation”. The deadline for applications is **midnight Friday 31 July 2020** (New York time).

Any clarification questions on the TOR or application process should also be submitted electronically to **XXX** no later than midday **Thursday 23 July 2020** (New York time).

Annexes

Annex 1: List of focus Countries

Annex 2: Blueprint “Theory of Change”

Annex 3: Results Framework (RFW)

Annex 4: Indicative Budget Template

Annex 4: Indicative Budget Template

This template is for an indicative budget only. Travel and DSA costs will be calculated separately.

Description	Cost (USD)
Phase 1 Deliverables (Final Inception Report (including baselines), Reflections Paper on ToC and RFW)	
(Please list any relevant cost elements e.g. team leader and team member lump sum costs, logistics, translation services, copy editing etc.)	
Phase 2 Deliverables	
Round 1 (Focus Country PowerPoints, Synthesis Report, Joint HQ Debrief PowerPoint)	
(Please list any relevant cost elements e.g. team leader and team member lump sum costs, logistics, translation services, copy editing etc.)	
Round 2 (Focus Country PowerPoints, Joint HQ Debrief PowerPoint)	
(Please list any relevant cost elements e.g. team leader and team member lump sum costs, logistics, translation services, copy editing etc.)	
Phase 3 Deliverables (Validation Workshop PowerPoint, Draft Evaluation Report, Joint HQ Debrief PowerPoint, Final Evaluation Report and standalone executive summary)	
(Please list any relevant cost elements e.g. team leader and team member lump sum costs, logistics, translation services, copy editing etc.)	
TOTAL COST (USD)	