**TERMS OF REFERENCE**

**Purpose of the Assignment:** Provide UNICEF evaluation managers and practitioners with the practical skills, knowledge and tools required to evaluate development policies, programs, and projects at the local, national, and sub-regional levels.

**Section Submitting: SPEAR**

**PURPOSE AND OBJECTIVE.**

The overall purpose of the assignment to strengthen UNICEF staff capacity to critique, conceptualize, manage, implement and ensure the uptake and use of rigorous and credible evaluations across programme areas.

Specific objectives are to:

* increase or upgrade their current depth or level of applied evaluation knowledge and skills (delivered through three-day workshop);
* enhance specific skills in designing and conducting evaluations of development programs (delivered through two- day thematic evaluation clinics).

**METHODOLOGY AND TECHNICAL APPROACH.**

The capacity building is to be delivered through two complementary channels: a) three days interactive workshop and b) two days of one-to-one hands one ‘clinics’ on the ongoing, completed or proposed evaluation activities.

The emphasis of this training is on relevance to UNICEF CO programmatic work and practicality, meaning that the workshop materials should be contextualised in socio-economic and cultural context of the country. Examples, to the maximum extent possible, has to be from UNICEF Mozambique programs and evaluations (to be provided by UNICEF staff in advance), and several case studies for the workshop are proposed to be developed from the same in a joint effort with UNICEF staff.

One -to one two-day clinics are designed to support individual evaluation projects on specific issues of design, theory of change, methodology, management response etc. It is expected that UNICEF and its partners (invited to participate) will share the TORs or relevant evaluation documents well in advance for the consultant/consultants to review and provide a feedback in one -to-one session with evaluation managers or project supervisors.

This consultancy includes home-based desk review and course material conceptualization, contextualisation and preparation, as well as travel to Maputo, Mozambique to conduct the 3-day training and 2 days of clinics. The consultants are expected to:

* + - 1. Review relevant strategic documents and guidance (including UNICEF 2018 Evaluation policy), UNICEF CO 2017-2021 country programme;
      2. Design course methodology and relevant modules for the local context;
      3. Carry out a 3-day training in Maputo and 2 days of clinics;
      4. Prepare a [joint] brief final report with key recommendations;

The workshop is to be delivered using interactive methods of engaging the audience including but not limited to case studies, group discussions, and role play. It is expected that the workshop and clinics will be delivered in English.

**ACTIVITIES AND TASKS.**

The main activities and tasks under this consultancy can be grouped as follows:

IN ADVANCE OF COUNTRY VISIT

* Provide training session outlines (including time schedules for sessions)
* Provide finalized case studies
* Advise on any advance material to be sent to trainees as part of notification of training
* Provide list of logistical requirements for training sessions
  + Equipment and material required (for trainer)
  + Material/supplies required (for trainees)

IN COUNTRY WORK

* Conduct one (1) 3 – day training sessions on key techniques in monitoring and evaluation with selected participants, likely focusing on the theory of change, measures and indicators, designing questions, and the design matrix. The list of key themes or modules of the training will be selected through a survey among UNICEF staff and communicated to the consultancy team in advance.
* Hold 2-days of clinics on proposed, ongoing, or completed UNICEF Mozambique evaluations. UNICEF CO staff will be asked to book an evaluation clinic session under a provided time table, identify the key questions (problematic areas) and share relevant documents in advance.

AFTER THE COUNTRY VISIT

* Present a (joint) brief report (about 5000 words) to UNICEF with the conclusion and recommendations for further strengthening the evaluation capacity within the CO based on the results of the training.

**DELIVERABLES AND PAYMENTS.**

Payments will be processed upon acceptance of the corresponding deliverable and against an invoice that will reference the contract and deliverable numbers. Payments will be approved by the respective section chief.

*Deliverable 1:* Training manual including slides and all teaching materials (e.g. case studies, examples on each selected module, explanatory notes and answers).

Delivery timeframe: to be shared with the CO two weeks in advance of the workshop and clinics date.

Deliverable/product(s): Training manual

Payment: 20% of the total amount

*Deliverable 2: Workshop, clinics and final report with recommendations*

Delivery timeframe: by the end of January 2019

Deliverable/product(s): three-day training workshop and two-day clinics, capacity building report;

Payment: 80% of the total amount

**MANAGEMENT AND SUPERVISION.**

The consultancy will be managed by SPEAR and supervised by the Research and Evaluation Specialist in close consultation with program coordination unit and thematic sections.

**QUALIFICATIONS AND SPECIALIZED KNOWLEDGE.**

**Academic qualifications.** Graduate degree in Social Science or relevant discipline (economics, sociology, psychology, international relations, evaluation).

**Work experience.**

* At least ten years of experience in the field of evaluation in development and public-sector projects;
* At least five years of experience in conducting tailored trainings and workshops on effective evaluations in the international development field;

**Specific knowledge, competencies, and skills required.** [Insert as applicable].

* Excellent abilities in presenting technical information for a non-technical audience;
* Proven record of expertise in development evaluation methodologies (quantitative, qualitative, mixed methods approaches);
* Applied knowledge and application of UNEG norms and standards;
* Good understanding of modalities of UNICEF multi-sectoral work and their convergence;

**Language skills.** Fluency in English is required, working knowledge of Portuguese is considered a strong asset.

**CONDITIONS OF WORK.**

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| --- | --- | --- | --- |
| **Items** | **Provided by UNICEF** | | **Remarks** |
| **Yes** | **No** |
| Service incurred death, injury or illness | X |  | Per the provisions of CF/IC/2013-001 on insurance coverage “in cases of service-incurred injury, illness or death under a third-party provider”. |
| Health Insurance |  | X | Consultants are to provide their own health insurance when the assignment requires traveling beyond commuting distance. |
| Office Space |  | X |  |
| Computer in office premises |  | X |  |
| Access to printer in the office premises |  | X |  |
| Airtime |  | X |  |

**IN-COUNTRY TRAVEL.**

No in-country travel is provisioned for this consultancy. The workshop will take place in Maputo or its surrounded areas:

**INTERNATIONAL TRAVEL**

**Option a.** Air tickets to be purchased by the consultant from approved airlines and reimbursed by UNICEF;

**Option b.** Travel organised by UNICEF through a Travel Authorisation per the applicable policy, with standard terminal expenses, and per diem at 75% of the applicable UN Mozambique DSA rate.

**EVALUATION CRITERIA.**

The selection of the consultant will be based on a “best value for money” principle. Interested candidates should, in addition to submitting their CV and cover letter, indicate their all-inclusive fees (including travel, subsistence costs, etc.) for the services to be provided. The office shall select the individual who quoted the lowest fee from the list of individuals who are deemed technically suitable for achieving all tasks in time. The technical evaluation criteria are stipulated below.

|  |  |  |
| --- | --- | --- |
| **Item** | **Technical Criteria/Qualifications** | **Max. Points** |
| **1** | **Education** |  |
| **1.1** | At least Master degree in the relevant discipline | 10 |
| **2** | **Work Experience** |  |
| **2.1** | At least 10 years in the area of evaluation for development | 10 |
| **2.2** | At least 5 years of delivering training, workshops, teaching materials | 15 |
| **2.3** | Record of publications and methodological guidance in the field of evaluation | 15 |
| **2.4** | Previous record of evaluation experience for UN and donor agencies | 10 |
| **3** | **Technical Skills and Knowledge** |  |
| **3.1** | Practical knowledge of quantitative and qualitative methodologies applied in evaluation | 10 |
| **3.2** | Application of UNEG evaluation standards | 10 |
| **3.3** | Excellent communication skills applied to a wider, non-technical audiences | 10 |
|  | ecblank**Total Technical Score** | **90** |
|  | **Minimum Technical for pass to financial assessment** | **80** |
|  | *Only those candidates meeting the minimum technical score will be eligible for further review.* | |