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TERMS OF REFERENCE

TITLE	Team Leader: Evaluability Assessment of Child and Youth-Centered Recovery Programme in Ukraine	
Type of engagement	Consultant	
Selection method	Competetive selection [advertisement]	
Start/End date	23-Sep-24	22-Dec-24
Duration	3 months / 12 weeks	
Duty Station	Kyiv, Ukraine	
Number of working days	50 days	
Terms of payment	Upon completion of each deliverable according to schedule	

1. Background:

The start of the full-scale Russian invasion in Ukraine has had wide-reaching social and economic consequences, including those stemming from large-scale displacement, physical damage to buildings and infrastructure, and increased civilian casualties. As of June 2024, about 6 million people are refugees outside Ukraine[1] and approx. 3.5 million people are internally displaced within Ukraine [2]. In addition, some 6.9 million people remain in frontline areas (mainly in the east and south of the country) or in communities hosting large numbers of internally displaced people (mainly in the north and west). Physical and psychological stress limits the well-being of the population affected by the conflict and affects the social fabric. Reduced response capacities and overloading of local services are exacerbating the situation. While the war-related emergency continues, Ukraine has started to orient towards recovery in the Central and Western regions to build back better and prioritize policy reform towards a future of EU integration.

In November 2022, the German Government's Federal Ministry for Economic Cooperation and Development (BMZ) through the KfW Development Bank (KfW), made available a total of EUR 35 million to UNICEF for the implementation of the project **"Integrated social services for conflict-affected children and their families in Western and Central Ukraine"**. Increased to a total value of EUR 60 million by June 2023, the project's geography was expanded to all areas and territories under the control of the Government of Ukraine in November 2023. The project started on 18 November 2022 and will continue until 31 October 2025 with the objective of strengthening the resilience of local systems to provide enhanced social services for the multiple needs of conflict-affected children and their families in Ukraine with a target of reaching 5.67 million internally displaced and host communities with access to water, sanitation and hygiene services, and – amongst these – around 500,000 people with enhanced social services and 1.31 million adolescent girls and boys with mental health and psychosocial support (MHPSS) and stress-reduction interventions, life skills and socio-emotional learning. At the design stage of the project in 2022, **36 priority hromadas** were identified in eight conflict affected oblasts in Western (Lviv, Zakarpatska) and Central (Chernihiv, Kirovohradska, Kyiv City, Kyivska, Poltava, Zhytomyr) regions of Ukraine. After a detailed analysis at the level of priority hromadas as well as changes in the external context in 2023 (deterioration of social service provision for children, deepened poverty and increased needs, especially for vulnerable children, evolving recovery agenda), the overall programme approach was refined and 29 hromadas were prioritized for the remaining implementation of this project in 2024-2025.[3]

Building on the experience of the KfW-supported project since November 2022, with the support of BMZ and KfW, and in line with the evolved recovery agenda in Ukraine (as reflected in UNICEF Ukraine's forthcoming Country Programme 2025-2029), UNICEF started the implementation of a recovery oriented programme **"Child and Youth-Centered Recovery in Ukraine" in January 2024**, aiming to provide a response to immediate and mid-term needs, laying the foundation for long-term and sustainable development, including the implementation of recovery models at the decentralized level for scale-up as part of

the national recovery agenda. The original programme duration was 30 months (December 2023 to June 2026) at a total project value of EUR 70 Million. In August 2024, a proposal was submitted to extend the project to 36 months (until December 2026) and increase the project value by EUR 40 million. As part of this extension, several programmatic adjustments (including reinforcing gender-responsive approach) were undertaken based on lessons learned thus far and in order to further align with Ukraine's evolving recovery and reform agenda including gender-responsive recovery agenda aligning key interventions with the government priorities focused around the State Strategy on Equal Rights and Opportunities of Women and Men, the State Strategy to Eliminate the Gender Pay Gap, and the UNICEF Gender Action Plan.

The Programme includes:, 1) initiatives in integrated early childhood development (ECD), including through key ECD models such as home visiting programmes and early childhood education with potential for scale up (ECE), 2) initiatives aiming to ensure that children, adolescents and young people access formal and non-formal learning opportunities and become agents of change in their communities (including working with and for young people and local authorities in regions to localise and implement a sustainable Ukrainian Youth Policy), 3) Ensure that children and their families have reliable and affordable essential WASH services and are supported with environmental sustainability measures 4) ensuring that children can grow up in supportive family-based environments, and 5) capacity building efforts at national and local levels (including but not limited to Gender-responsive Public Finance for Children – PF4C and Gender-Responsive Budgeting), which have the potential to be scaled up and contribute to further economic and development cooperation, as well as child and youth centered socio-economic recovery of Ukraine.

The overall objective of the Programme is "to contribute to the progressive realization of the rights of all children in Ukraine and to the reduction of equity gaps", with the specific objective "to provide improved health, learning, and protection results taking place in safe environments and in strengthened communities".

Based on the Results Framework of the programme, it is expected to achieve following major outcomes and outputs:

Outcome 1. *Young girls and boys (aged 0 to 8 years) have equitable access to services and opportunities to thrive, develop, learn, and play in safety in strengthened families and communities*

> *Output 1.1: Increased access to quality integrated health and nutrition ser-vices for improved maternal and child health outcomes and early childhood health and development in selected oblasts*

> *Output 1.2: Increased access of young children to early learning opportunities*

> *Output 1.3: Increased access to child-centred, family-oriented, inclusive child protection services, including alternative care options at community level in "Communities of Better Care"*

Outcome 2. *Children, including Adolescents (aged 10-19 years) and youth (aged 15-24 years) have equitable access to services and are mobilized and empowered to participate in their communities, build their skills and advocate for their rights*

> *Output 2.1: Increased access for young people to learning opportunities*

> *Output 2.2: Increased access for young people to life skills development and opportunities to participate in recovery activities*

> *Output 2.3: Increased access to mental health and psychosocial support for vulnerable adolescents and youth as well as their parents and caregivers*

> *Output 2.4: Health workers in priority hromadas have systematic and sustainable access to MHPSS interventions in the work environment*

Outcome 3. *Safe and sustainable systems and environments are promoted to enable an equitable and child- and youth-centred recovery*

> *Output 3.1: Increased access to safe water, appropriate sanitation and improved hygiene practices*

> *Output 3.2: National and sub-national health, education, social policy and WASH systems are supported to coordinate, strategically plan, finance, have access to costed models in line with EU standards, build capacity, and put child and youth-centred recovery into practice*

The programme focuses on addressing mid-term recovery needs and is currently being implemented in **18 priority hromadas across all regions**[4], estimated to cover a total population of 5.61 million people, including conflict affected and de-occupied hromadas Eastern and Southern Regions. These target hromadas include the above-mentioned 8 priority hromadas not covered in the 2024-2025 implementation of the earlier project "Integrated social services for conflict-affected children and their families in Ukraine", as well as following additional hromadas: Kryvorizka (Dnipro Oblast), Valkivska, Balakliiska, Kehychivska, Pisochynska, Chuhuivska (Kharkiv Oblast), Bashtanska and Mykolaivska (Mykolaivska Oblast), Lutska (Volyn Oblast), Mukachivska (Zakarpatka Oblast) and Zaporizka (Zaporizka Oblast).

At the end of the Programme in 2026, UNICEF is planning to conduct an independent summative evaluation of UNICEF's recovery programme in Ukraine, as articulated in the forthcoming UNICEF Ukraine Country Programme (CPD) 2025-2029. The interventions, approaches and strategy of the CPD are largely covered by the Programme, given its cross-sectoral nature and the humanitarian-development nexus consideration, its strategic intention of laying the foundations for long-term and sustainable recovery and development in Ukraine, and its demonstrations of multiple models with potential for replication.

In preparation for the final evaluation, the forward-looking Evaluability Assessment (EA) of the Programme at the initial stage of the Programme implementation deemed necessary and beneficial to achieve the Programme's intended outcomes and objectives. The EA is expected to provide opportunity to build on lessons from previous interventions, to clarify and refine its intervention logic amidst the uncertain and changing context of Ukraine as well as to identify data sources and gaps and reinforce robust monitoring mechanisms for adequately capturing the progress towards achieving Programme outcomes. This EA will allow UNICEF and its partners to strengthen the effectiveness of its Programme implementation and monitoring in a view to reinforce its contribution to intended realization of children's rights in Ukraine, to help demonstrate effective pilot models to replicate to wider areas and ensure more sustainable and gender-responsive child and youth friendly recovery of Ukraine. Its results are also intended to inform the design of the final evaluation.

2. Purpose of assignment:

There are two main **purposes** of this EA:

1. Maximizing the likelihood of achieving objectives of "Child and Youth-Centered Recovery in Ukraine" Programme, by identifying areas for reinforcing or adjusting its monitoring and evaluation (M&E) system, the programme approaches (including the gender-responsiveness, integration and intention for replication) and intervention logic, identifying data sources and gaps and by fostering accountability and results ownership among the Programme stakeholders (proactive)

2. Preparing a future summative evaluation: by assessing the readiness of the Programme to be evaluated. The supporting purpose is to improve the Theory of Change that the Programme is based on and identify the factors needs to be addressed that will allow for a meaningful evaluation of the contribution of UNICEF's work to wider recovery effort and long-term sustainable development in Ukraine (forward-looking). The EA should result in recommendations to improve the proposed approaches and design of the summative evaluation, including the potential of impact assessments.

This EA is expected to address technical questions related to data availability, the presence and clarity of logical framework for analyses, and the existence and appropriateness of monitoring and evaluation systems including key performance indicators, monitoring mechanisms and frameworks. These EA exercises are expected to generate evidence commonly used to confirm that a full and meaningful evaluation will be plausible and whether these components are qualitatively fit for this purpose. In addition, this EA is expected to assess the extent to which UNICEF and its partners have the key strategic elements in place to succeed in achieving the objective of the Programme and contribute to the national recovery effort in medium and long term. A broader formative approach will be used to determine overall readiness to operationalize the Programme's Theory of Change (ToC) and realize its objectives.

The **objectives** of this exercise are the following:

A. <u>Assess programme design and its framework</u>: to determine, as systematically and objectively as possible, whether the Programme and its associated framework and monitoring mechanisms are adequately designed and plausible to achieve intended

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[4] Given that these two BMZ through KfW integrated programmes are implemented in parallel but with a need to be able to attribute results to resources, the two programmes are geographically delineated.

objectives of the Programme;

B. <u>Assess readiness of M&E systems and information availability</u>: to assess the readiness of the Programme to be operationalized and to be evaluated, including the availability of information necessary to track the performance and demonstrate the results, adequacy of the monitoring mechanism and system, accessibility and availability of key stakeholders;

C. <u>Examine scalability</u>: to examine sustainability and scalability of the Programme, particularly thorough analysis of appropriateness and feasibility of the approaches and frameworks for demonstrating effectiveness of pilot models for future replications to larger geographical areas in Ukraine (within the scope of the Programme and beyond) and identification of potential gaps in information, resources (technical, human and financial) and partners;

D. <u>Strengthen coherence and ownership</u>: To determine if UNICEF's key internal stakeholders and UNICEF's partners have a shared understanding of what the Programme attempts to accomplish, and how it is achieved. Recommendations will advise on aligning thinking across all stakeholders and partners and reinforce the ownership of the intent among key stakeholders;

E. <u>Identify lessons and risks</u>: to examine and document lessons from the related interventions by UNICEF and other actors particularly on what does and does not work well as well as its success/hindering factors in a view to identify potential risks and mitigating measures for forthcoming implementation and scale up of the Programme.

Primary users of this EA include following duty-bearers:
- UNICEF Ukraine Country Office (CO)
- Government of Ukraine: key line ministries involved in recovery interventions
- Local authorities, particularly 18 priority hromadas covered in this Programme
- Implementing partners
- Technical and Financial Partner(s)/ Donor of the Programme

It is expected that primary users will use the EA findings and recommendations to refine and reinforce the Programme's M&E systems, implementation modalities, coordination and partnerships, as well as future programming of Recovery related initiatives.

Secondary users of this EA include:
- UN agencies and development agencies that are closely involved in recovery interventions in Ukraine, including UN Country Team outcome working group and other technical working groups
- Key Technical and Financial Partner(s) and donors supporting Ukraine's Recovery
- Local authorities not covered in the Programme
- Other COs, Regional Offices (ROs) and Headquarters of UNICEF

It is expected that EA findings and lessons will inform wider stakeholders planning and/or implementing similar interventions both within and outside Ukraine for their improved programming and coordination.

3. Scope of Work:

The **scope** of this EA will encompass the following key areas:

Thematic focus

3.1 Programme Design

- **Theory of Change (ToC)**: Assess the clarity and coherence of the programme's ToC, including the logical flow from inputs and activities to outputs, outcomes, and impacts. Assess whether the ToC adequately reflects the complexities of the environment in Ukraine and whether it incorporates assumptions, risks, and external factors that could influence programme outcomes.

- **Results Framework**: Review the programme's results framework, including the alignment of outputs, outcomes, and impacts with the overall objectives of the Child and Youth-centred Recovery Programme in Ukraine. Assess whether the results chain is coherent and whether the linkages between different levels of the framework are logical and plausible.
- **Alignment with Strategic Priorities and Equity Focus:** (a) Analyse the alignment of the programme's objectives and results with Ukraine's national recovery priorities (including on gender equality), strategic goals of UNICEF Country Programme 2025-2029 and UN Sustainable Development Cooperation Framework (UNSDCF) 2025-2029, and relevant international frameworks such as the Sustainable Development Goals (SDGs). (b) Examine whether the programme and its M&E system are adequately designed and targeting the vulnerable and marginalized groups.

3.2 Monitoring and Evaluation Systems

- **M&E Framework:** Assess the robustness of the M&E framework, including the quality of indicators, the presence of baselines and targets, relevance of means of feasibility and the mechanisms for data collection, analysis, and reporting. Analyse whether the framework is capable of tracking progress across all levels of the results chain and whether it allows for timely and accurate measurement of outcomes.

- **Data Collection Tools and Systems:** Review the tools and systems in place for collecting, storing, and analysing data. Assess the adequacy of these systems in terms of their ability to generate reliable, timely, and disaggregated data, particularly in the context of a complex and dynamic ongoing war environment. Identify the gaps is these systems and propose areas to be strengthened during the early phase of the Programme.

- **Capacity for M&E:** Assess the capacity of programme staff and implementing partners to effectively carry out M&E activities. This includes assessing the availability of human and financial resources, the level of M&E expertise, and the adequacy of training and support provided to staff and partners.

- **Models for Replication and/or Scale-up:** assess the appropriateness and feasibility of the identified recovery models and interventions for replication and/or scale-up. Review the appropriateness and relevance of each model identified and of its indicators for capturing success, the alignment and coherence with the intended Programme outputs and outcomes as well as examine the adequacy and feasibility of its means of verification, data collection process, tools and resources. Identify the gaps and provide suggestion on measures to strengthen its relevance and ability to demonstrate replicability and/or scalability of pilot models.

3.3 Data Availability and Quality

- **Baseline Data:** Assess the availability and quality of baseline data for all key indicators. Determine whether the baselines are comprehensive, up-to-date, and reflective of the current context in Ukraine.

- **Data Sources:** Review the sources of data used to monitor programme performance, including administrative data, surveys, and other data collection methods. Examine the reliability, validity, and timeliness of these sources, and identify any gaps or weaknesses.

- **Data Quality Assurance:** Assess the processes and systems in place to ensure the quality of data collected, including data verification and validation procedures, data management practices, and the use of technology in data collection and analysis.

3.4 Evaluation Readiness

- **Stakeholder Engagement:** Assess the extent to which UNICEF's key internal stakeholders and UNICEF's partners have a shared understanding of what the Programme attempts to accomplish, and how it is achieved. Determine whether there are mechanisms in place for stakeholder feedback and participation in the monitoring and evaluation process. Identify key stakeholders that needs to be involved in Programme implementation and M&E process.

- **Resource Allocation:** Review the allocation of resources for evaluation activities, including budgetary provisions for M&E, the availability of M&E expertise, and the adequacy of logistical support.

- **Contextual Considerations:** Consider the broader context in which the evaluation will take place, including the political, social, and security environment in Ukraine. Assess whether these factors could influence the feasibility, credibility, and utility of robust monitoring and the summative evaluation. Identify the potential risks and mitigating measures.

- **Potential Risks:** identify potential risks that could hinder the likelihood of the Programme interventions to make expected contribution to the intended results achievement at different levels.

- **Feasibility of assessing impact:** examine the extent to which assessment of programme's contribution to impact-level results would be feasible, given the current programme design (including the ToC and results framework), M&E framework and data availability. EA is also expected to identify the gap to address for the forthcoming evaluation to be ready to assess the contribution to mid-term and long-term impact.

Time-period

The EA primary examines the design, framework and intervention logic of the current Programme covering the period **from January 2024 until the end of 2026**. For the examination of information availability and M&E system in place, as well as stocktaking lessons, the EA should also take into account the period of the preceding project "Integrated social services for conflict-affected children and their families in Western and Central Ukraine" **since November 2022**.

Geographic scope

The EA will principally focus on **18 priority hromadas** covered in the current Programme started in January 2024, and, where relevant, **36 priority hromadas covered** in the preceding project **since November 2022** (including 8 hromadas covered in the current Programme) will be covered.

It is not in the scope of this EA to provide cost-effectiveness or cost-benefit analysis of the planned interventions nor to collect the baseline data for key indicators of the Programme as it is covered in a separate exercise. Although the humanitarian-development-peace nexus and risk-informed programming will be key elements of consideration in EA analysis, this EA will not assess the adequacy of UNICEF's humanitarian responses in the targeted areas.

Table 1 below presents the proposed overarching **evaluative questions and sub-questions**. These tentative questions are expected to be refined during the inception phase of the EA.

Table 1: Tentative evaluability questions

Evaluative Questions	Evaluative Sub-questions
Adequacy of Programme design: (Clarity of intent) Q1. *To what extent is there clarity of intervention logic of the Programme that facilitates achievement of the planned outcomes?*	Q1.1. To what extent are the planned results for children in the Programme Theory of Change (ToC) and its Results Framework are logical and achievable? - Is there a logical flow from activities to outputs to the achievement of outcomes? - Is there clarity of logic across the results levels? - Are there any gaps in the causal pathways that would affect the likelihood of achieving the planned outcomes?
(Alignment with national priority) Q2. *To what extent the Programme design and its framework are aligned with the national strategies and priorities related to recovery in Ukraine?*	Q2.1 To what extent the Programme ToC and results framework are aligned with the national strategy and priorities related to the recovery in Ukraine? Q2.2 To what extent does the Programme have the potential to address the equity, including gender, and to remove bottlenecks to achieving outcomes for children? To what extent are the programme design, framework, ToC, and results gender-responsive and aligned with the national strategies on gender equality? Q2.3 To what extent the Programme's planned outcomes and ToC are aligned with the Convention of the Rights of the Child and SDGs?
M&E system and information availability: Q3. To what extent are monitoring and data collection systems of the Programme adequate for tracking progress and for planned evaluation?	Q3.1 To what extent the Programme currently has systems, tools, data, and evidence (including ToC, results framework, monitoring and evaluation systems) in place that allows adequate, consistent, quality and accurate measurement of medium and long terms results with defined responsibilities, resources and periodicity? - To what extent are the planned results, indicators and activities measurable, clear and realistic? - To what extent do the performance indicators have the potential to be monitored regularly on quality and on time? - To what extent adequate means of verification are identified for each of key indicators? - To what extent are there reliable sources of information? - To what extent adequate monitoring systems are in place to track the progress of the different indicators? - To what extent adequate (human and financial) resources and capacities are in place to monitor and evaluate progress towards the planned outcomes? Q3.2 What are the data, information and evidence that needs to be gathered to adequately measure and demonstrate progress towards achievement of medium- and long-term results of the Programme? Q.3.3 How should the M&E frameworks, systems and tools be reinforced in order to fill the gap in required data, information, evidence for monitoring and demonstrating achievement of medium- and long-term results?

Scalability: *Q4. To what extent will UNICEF and partners be able to demonstrate effectiveness of recovery models piloted in the targeted hromadas to be replicated and/or adapted for scaling up?*	Q4.1 To what extent the recovery model framework in place is adequate for capturing the replicable pilot models and facilitate adaptation and scaling up? - To what extent does the models identify required resources, capacities, partners, structures and other essential elements with clear responsibilities and accountabilities? - To what extent doe the recovery models allow the flexibility of contextualization to facilitate local adaptation depending on their capacities and needs? - To what extent does the recovery models clearly identify the strategies for replication and/or scaling up? - To what extent have the recovery models identified success criteria to inform scale-up? Q4.2 What key internal and external factors are (fore)seen as influencing the ability of UNICEF and partners to adequately replicate for scale the pilot models by 2026 and beyond? - What key internal factors are (fore)seen as influencing the ability of UNICEF and partners to adequately replicate and scale-up the pilot models? - What key external factors are (fore)seen as influencing the ability of UNICEF and partners to adequately replicate and scale-up the pilot models? Q4.3. What are the lessons we can learn from the recent effort to develop models for replication for more child and youth cantered recovery?
Coherence: *Q5. To what extent and is there a coherent understanding of the Programme intervention logic and coordination mechanism in place to facilitate collective achievement of the planned results?*	Q5.1 How consistent is the understanding of the Programme ToC across the UNICEF staffs, Government counterparts and local level stakeholders involved in the Programme implementation? Q5.2 To what extent do different stakeholders understand their roles and contributions in achieving the planned outcomes with adequate ownership? Q5.3 Are there adequate coordination mechanisms in place to allow key stakeholders to collaborate to collectively achieve towards the planned outcomes? Q5.4 What are important elements to monitor/evaluate about the coordination mechanisms and processes adopted by stakeholders to better understand the contribution of UNICEF to the outcomes and impact?
Readiness: *Q6. To what extent evaluating the Programme would be feasible in 2026 as planned? What would be the potential risks and how to mitigate them?*	Q6.1 To what extent UNICEF and its partners have adequate resources (financial and human), technical capacities, systems and tools in place to credibly demonstrate such medium- and long-term results in the planned evaluation? Where and which dimensions require strengthening in order to better demonstrate the results? Q6.2 Are there any potential limitations that could affect the feasibility of the planned evaluation and demonstration of the medium and long terms results? Q6.3 To what extent would an impact assessment component of the final evaluation be feasible, based on available data and contextual factors? Q6.4 What are the potential risks that could hider the achievement of intended results at different levels? How can the Programme mitigate these risks? Q6.5 What are the key issues that the summative Evaluation should look at? What the key stakeholders need to know at the end of summative Evaluation in 2026?

4. Methodology

The methodology for the EA will be comprehensive and it is expected that the following suggested approaches and methods are applied, including the Readiness Assessment framework, focusing on both strategic and technical dimensions of programme readiness. In the proposal, the applicant(s) will be expected to suggest a comprehensive and realistic evaluability assessment approach which should be further developed by the selected team and finalized in consultation with UNICEF evaluation specialist during the inception stage. The applicant(s) are encouraged to elaborate on these suggested approaches and methods. Yet they may propose alternative approaches and methods if deemed more appropriate and with clear justification.

4.1 Proposed methodological framework

    a) **Readiness Assessment**

The Readiness Assessment framework will be applied to assess the strategic and technical readiness of the Programme. The framework will focus on these key dimensions of Programme readiness:

Strategic Dimensions: the strategic dimensions assess the overarching elements that influence the programme's ability to achieve its goals. The assessment will focus on the following key areas:

- **Positioning:** Assess the programme's positioning within the broader recovery efforts in Ukraine. This includes examining the programme's ability to leverage partnerships, coordinate with other actors, and align its interventions with national strategies and donor priorities.
- **Approaches:** Review the strategic approaches used in the programme, including the design and implementation of interventions. This will involve assessing whether the approaches and models are appropriate, innovative, and capable of achieving the intended outcomes in the complex ongoing war environment.
- **Partnerships:** Analyse the effectiveness of the programme's partnerships with government agencies, NGOs, international organizations, and other stakeholders. This will include an assessment of the collaborative relationships that support the programme's implementation and the sharing of resources, risks, and responsibilities.
- **External coherence:** assess the alignment of the programme's objectives with national recovery priorities, strategic goals of UNICEF and UNSDCF, and relevant international frameworks. This will include an analysis of the strategic fit between the programme's ToC and the broader recovery context in Ukraine.
- **Evidence Utilization:** Assess how evidence is generated, used, and integrated into decision-making processes within the programme. This will include a review of the systems in place for data analysis, reporting, and the use of evidence to inform programme adjustments and improvements.

Technical Dimensions: the technical dimensions focus on the operational aspects of the programme, assessing the systems and processes that support its implementation and evaluation. The assessment will cover the following areas:

- **Technical Capacities:** Assess the skills, experience, and knowledge of the staff and implementing partners involved in the programme. This will include an evaluation of the training, support, and capacity-building efforts provided to ensure effective implementation and M&E activities.
- **Fitness for Purpose:** Review the adequacy of the M&E framework, including the design of indicators, data collection methods, and the systems in place for monitoring, evaluation, and learning (MEL). This will involve assessing whether the M&E systems are fit for purpose, capable of generating reliable data, and aligned with the programme's objectives.
- **Internal coherence:** Evaluate the internal consistency of the programme's technical elements, including the logical flow from activities to outputs, outcomes, and impacts. This will involve assessing whether the technical design of the programme is coherent and whether the results chain is well-articulated and plausible.
- **Data Quality:** Conduct a Data Quality Assessment (DQA) to assess the reliability and validity of the data collected by the programme. This will involve reviewing data collection processes, verifying data sources, and assessing the robustness of data management systems.
- **Resources:** review the adequacy and allocation of resources (human, financial, and technical) to support the strategic objectives of the programme. This will include an assessment of whether resources are sufficient to meet the programme's goals and whether they are being utilized efficiently.

    b) *Evaluation Readiness Analysis*

The EA will also assess the programme's readiness for a planned full-scale final evaluation, considering factors such as:

- **Maturity of the Programme:** Determine whether the programme has reached a stage where its outcomes can be meaningfully evaluated.
- **Stakeholder Buy-In:** Assess the level of stakeholder engagement in the evaluation process and the willingness of key actors to support the evaluation.
- **Resource Availability:** Review the availability of financial, human, and logistical resources to support the evaluation.
- **Feasibility and Utility:** Consider the feasibility of conducting the evaluation in the current context, potential for impact measures and the potential utility of the evaluation findings for future decision-making.

4.2 Proposed data sources and data collection tools

c) Document Review

A thorough review of relevant documents will be conducted to provide a comprehensive understanding of the programme's design, implementation, M&E framework and scalable models. Key documents to be reviewed include:

- Programme Proposals and Theory of Change
- M&E Framework and Results Framework
- Baseline studies, in-depth assessment and data collection tools
- Progress reports and monitoring data
- Strategic documents (e.g. UNICEF CPD, UNSDCF and national recovery plans))
- Relevant international frameworks (e.g., SDGs)

The document review will focus on identifying gaps in the logical coherence of the programme, the adequacy of indicators and scalable models, the robustness of data collection systems, and the alignment of the programme with strategic priorities

d) Stakeholder Consultations and Key Informant Interviews

In-depth interviews and consultations with key stakeholders will be conducted to gather qualitative data on the programme's design, implementation, and M&E processes. Stakeholders to be consulted include:

- Programme management and technical staff
- Operation and Human Resource staff
- Implementing partners
- Government and local representatives
- Donors and international partners
- Beneficiaries and community representatives

These interviews will explore stakeholders' perspectives on the programme's effectiveness, relevance, potential impact and value-added, the adequacy of the M&E systems and scalable models, and any challenges encountered in data collection and monitoring.

4.3 Ethical, human rights considerations and data protection

The selected applicant will be expected to follow UNEG and UNICEF standards on evaluation ethics and quality, including UNEG Ethical Guidelines, UNEG Guidance on Human Rights, Inclusion and Gender Equality in Evaluation, UNEG Norms and Standards for Evaluation as well as UNICEF Procedure on Ethical Standards in Research, Evaluation and Data Collection and Analysis, UNICEF-adapted UNEG Evaluation Report Standards and Guidance Note for Conducting Evaluability Assessments in UNICEF. The process will include the following mechanisms:

- Respecting gender and human rights principles throughout the evaluation process, including: the protection of confidentiality; the protection of rights; the protection of dignity and welfare of people; and ensuring informed consent.
- Data validation will take place at all levels with participants' consent.
- Maximizing the degree of participation of stakeholders in the Evaluation itself wherever feasible and a commitment to using participatory approaches in field studies.
- Examining the potential to disaggregate data by gender, disability, equity, and human rights-relevant factors, where that will be important to advocacy success.
- Ensuring that outputs use disability-inclusive, gender-sensitive and human-rights language.
- Ensuring privacy protocols and compliance with all legal data management rules and considerations.
- Applying the principle of 'do no harm' into practice during the duration of the exercise.

The selected applicant will have access to important internal data and perspectives. These must be held with utmost confidentiality. Likewise, the willingness of internal and external stakeholders to speak to these issues in a critical way will depend on the provision of absolute confidentiality. The selected applicant needs to sign the non-disclosure agreement (NDA), abide by UNICEF's and their own security protocols, and ensure that sensitive data is protected.

5. Timeframe and key deliverables

The EA will involve three phases: Inception; Data Collection and Analysis; plus Validation and Reporting.

Outputs/Deliverables

The list below outlines the breakdown of the expected deliverables of the EA at different phases:

Phase 1. Inception Phase: September – early October 2024

It will start with a briefing of the selected consultants by the EA manager to further clarify the purpose and process of the EA. Intensive desk review and some initial key informant interviews with the reference group and programme managers are expected to be completed at this stage. At the end of this phase, the consultants should deliver the following outputs:

- A kick-off meeting to explain the basic concepts of the evaluability assessment, the evolution of UNICEF Recovery Programme and their linkages to new UNICEF CPD 2025-2029;
- **A draft and final Inception report** (approx. 15 pages excluding annexes), including purpose, objectives, scope, suggested methodology (including approaches, data collection tools and analysis methods, ethical considerations and mitigating measures); finalized list of questions; work plan; timeline/schedule to conduct interviews and data collection; timeline for validation workshops, and an outline for the final EA report.

Phase 2. Data collection and analysis phase – **October 2024**

It involves continuous desk review, and interviews with key stakeholders at various levels. The consultants will review the design, technical and management aspects of the Programme, the monitoring, and reporting systems in place at the country level and assess the constraints, opportunities, contextual and substantive issues in operationalizing the programme and the monitoring and reporting work. At the end of this phase, the consultants should deliver the following outputs:

- A power point presentation on preliminary EA findings for the EA Reference Group (ERG) and selected members of the UNICEF CO and partners

Phase 3. Validation and finalization – November 2024 Once the data gathering phase is completed, and a draft of the EA report (approx. 40 pages) is available, the work will need to go through a validation exercise. The draft report once cleared internally by UNICEF, will be disseminated to a wider audience for consideration and provision of feedback. At the end of this phase, the consultants should deliver the following outputs:

- **A first draft evaluability assessment report** (max 40 pages including the executive summary and excluding annexes) to be validated by the ERG and selected members of the UNICEF CO. (please note depending on the quality and amount of feedback on the draft report, subsequent drafts may be required).

- **A workshop with key internal and external stakeholders** at which the draft EA report will be presented, and feedback sought on factual errors within the report, errors on interpretation, and appropriateness of conclusions. At this workshop, it is expected to co-create recommendations together with key stakeholders. An adapted power point presentation (in English and in Ukrainian) will need to be developed for this workshop.

- **A final EA report** based on comments and feedback received on the draft report during the validation phase. The proposals for appropriate evaluation approach, methodology and key questions for the planned summative evaluation should be an annex to the final report, which would help UNICEF to eventually prepare the evaluation ToR. The final report will be translated into Ukrainian for sharing with the Ukrainian counterparts. The EA report structure is expected to adhere UNICEF-adapted UNEG Evaluation Report Standards as much as possible. Exact structure of the final report is to be agreed during the Inception Phase.
- **An EA Brief** designed for dissemination of findings to key stakeholders. The brief should adhere UNICEF Brand book.

All materials produced or acquired under the terms of this assignment shall remain the property of UNICEF. UNICEF will retain the exclusive right to publish or disseminate such materials even after the termination of this consultancy. The confidentiality clauses of the contract, plus annex to the contract will stipulate all legal requirements for the work, example can be found here.

6. **Management and Governance Arrangements**

Supervisor/Approving authority: An EA Manager in the Evaluation Section of UNICEF Ukraine CO will manage and supervise the exercise. S/He may delegate oversight duties to other persons for portions of the work but will retain overall approving authority.

Together with EA manager, the UNICEF Ukraine CO Recovery Programme manager will also be involved in day-today oversight and regular communication with the consultant(s).

The normal UNICEF Ukraine CO evidence quality control protocols and processes will be in place to ensure close management through all the stages of this exercise.

Reference Group (RG): A Reference Group (RG) will be created to support the consultants and the supervisor. The roles of the RG will be:

- Offer insights on issues under discussion, especially in the inception phase where the methods, design and data to be sought are to be determined.
- Review all deliverables produced, including the inception, emerging evidence summary presentations, and final report.
- Participate in workshop-style meetings for presentation and discussion of emerging findings, for validation and further comments.

7. Evaluability Assessment Team: Responsibilities

This EA will be carried out by a team of two consultants: a *Senior Evaluation Specialist* as Team Leader and another *Evaluation Specialist* as supporting member. It is expected that two members are working closely together throughout entire process of the EA. Expected responsibilities of members are as follows:

Team Leader: Senior Evaluation Specialist

Expected responsibilities:

- Direct all parts of the EA, being directly accountable to UNICEF.

- Coordinate and supervise the work of the EA team in their contributing roles.

- Ensure the quality of the process, outputs, methodology and timely delivery of all products.

- Take direct responsibility for all deliverables being of satisfactory quality.

- Ensure that the deliverables emerge in a timely fashion, following a high quality in-depth analytic process, as well as ongoing consultation with the UNICEF EA Manager and the Reference Group.

Selected candidate for this Team Leader role is expected to work closely with another *Evaluation Specialist*, who is responsible for supporting the Team Leader / Senior Evaluation Specialist, providing substantive feedback, based on experience and skills that complement the team leader's, particularly on thematic areas.

Should the team leader wish to team up with a particular individual, he/she should strongly be encouraged to apply for another *Evaluation Specialist* position, which is being advertised at the same time as this consultancy.

Minimum requirements:	**Education**	Master's degree	*First advanced degree [Master's Level] in a relevant field across the social sciences, with an advantage for degrees or major emphases in evaluation or related evidence fields*
	Professional experience		*• At least 10 years of extensive experience in leading EAs and/or evaluations of similar scope and type, complexity and character, as well as technical expertise in the areas required.* *• Experience working with the UN organisations, particularly UNICEF. Preference will be given to the candidate who has a strong understanding of UNICEF's country programming and cross-sectoral programmes.* *• Direct expertise on both humanitarian evaluations and development evaluations, evaluability and/or formative exercises of complex multi-sectoral programmes and recovery/ reconstruction interventions, preferably those of middle-income countries.* *• Familiarity with the recovery and reconstruction programmes and humanitarian-development nexus programme represents a strong advantage.* *• Familiarity with the context of Ukraine after 2022 and experience working in the programming, studies, research,*

		and/or evaluations related to programmes in Ukraine after 2022 represents a strong advantage. • *Clear understanding of UNICEF's institutional structure as a decentralized organization, and the ability to analyze how global initiatives can be implemented through this decentralized structure.* • *Proven experience in leading exercises similar in scope to the present task.*	
	Language	English	Proficient/Native [C2]
		Ukrainian	is an advantage
	Skills and competencies:	• Demonstrated ability to supervise an evaluation team at the talent and experience level required. • Excellent written and oral communication skills in English. • Abilities to: - analyse M&E systems in terms of indicators and systems SMARTness. - analyses feasibility and relevance for replication and/or scaling up of pilot initiatives - lead participatory methods with stakeholders. - construct and review ToCs to a suitable level of complexity. - identify risks affecting programme performances and mitigating measures	

Work assignment overview:
Team Lead

Deliverable	Deadline	# of w/days
Final Inception Report	04/10/ 2024	10
Workshop facilitation at the end of in-country mission	31/10/2024	15
Draft Report	15/11/2024	10
Final Report	15/12/2024	11
Complete offline Secure Approaches in the Field Environment (SSAFE) and Individual First Aid Kit (IFAK) training upon request		4
	Sub-total:	**50**

*Travel plan: The consultant is expected to have filed visits for working meetings with hromada representatives within Ukraine (TBD Kharkiv, Dnipro, Odesa, Mykolaiv, Lviv, Kyiv). The total number of trip days per contract – 19 days – dates and hromadas should be agreed with UNICEF upon the trip.

Administrative details:					
Visa assistance required:	☐	Home Based:	☒	If office based, seating arrangement identified:	☐
Transportation arranged by the office:	☐	Office Based:	☒	Internet access required:	☐

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.