



TERMS OF REFERENCE – Final Draft

TITLE/PURPOSE	<i>Real-Time Evaluation (RTE) of the UNICEF's response to the Haiti 2021 earthquake.</i>
RECRUITING OFFICER	<i>Regional Evaluation Advisor, UNICEF LACRO</i>
CONTRACT MODALITY	<i>Consultant Team Institutional Contract (2 international and 1 national consultant)</i>
LOCATION OF ASSIGNMENT	<i>Home based with travel to Haiti. Will report to UNICEF LACRO</i>
LANGUAGE(S) REQUIRED	<i>English and French</i>
DURATION OF CONTRACT	<i>5 months</i>

A. Background***Impact and damages of Haiti 2021 earthquake***

On August 14th, a 7.2 magnitude earthquake struck Haiti, causing hospitals, schools and homes to collapse, claiming hundreds of lives, and leaving communities in crisis. The three most affected departments include Sud, Grand'Anse, and Nippes, while UNICEF estimates that about 2.200 lost their lives and 1.2 million people, including 540,000 children, have been affected by the powerful earthquake. The earthquake's devastating impact was later compounded with heavy rains from the tropical depression Grace on 17 August, causing flooding in the same quake-affected areas.

The combined impact of the earthquake and the Tropical Depression Grace have left 650,000 people in need of emergency humanitarian assistance, of which 500,000 are being targeted by UN agencies and humanitarian partners through the activities planned under the recently launched \$187.3 million Flash Appeal¹. Based on an initial impact assessment, the Government estimates that damages from the powerful 7.2-magnitude quake exceed US\$1 billion, as national authorities plan a more detailed assessment of damages, losses and post-earthquake needs in collaboration with the tripartite partnership comprised of the UN, the European Union and the World Bank as well as the Inter-American Development Bank.

The back-to-back disasters are exacerbating pre-existing vulnerabilities. In fact, the persistent political instability, is further compounded by socioeconomic crisis and rising food insecurity and malnutrition, gang-related insecurity and internal displacement, the COVID-19 pandemic, as well as the Haitian-Dominican migration situation. The Flash Appeal states that “*At the time of the disaster, Haiti is still reeling from the 7 July assassination of President Jovenel Moïse and still facing an escalation in gang violence since June that has affected 1.5 million people, with at least 19,000 displaced in the metropolitan area of Port-au-Prince. The compounded effects of an ongoing political crisis, socio-economic challenges, food insecurity and gang violence continue to greatly worsen an already precarious humanitarian situation*”.

UNICEF's response

In response, UNICEF Haiti is supporting the Government and humanitarian partners to ensure the continuity of basic services, including water, sanitation and hygiene (WASH), education, health, nutrition, child protection and social protection services, while facilitating disaster risk reduction, emergency preparedness,

¹ [Haiti: Flash Appeal - Earthquake \(August 2021\) - Haiti | ReliefWeb](#)

and interventions to address violence against children as well as gender-based violence and prevention of sexual exploitation and abuse.

On August 19, following the Haitian Government State of Emergency Declaration, UNICEF's Executive Director activated a Level 2 Corporate Emergency Activation Procedure (CEAP) for Haiti's earthquake response for an initial period of 3 months. On August 25, an inter-agency flash appeal was launched requesting US\$187.3M, US\$73.3M of which were requested by UNICEF, for a period of 3 months. In parallel, UNICEF Humanitarian Action Appeal (HAC) for Haiti was reviewed in early September², requesting US\$122.2 million to meet the humanitarian needs of Haitian children and their families. This includes US\$ 73.3 million for the earthquake response and US\$48.9 million to reach 1.6 million people, including 800,757 children, over a 6-month period from August 2021 to February 2022.

Overall, UNICEF's response to Haiti earthquake was informed by the varying scale of the disaster and the differing contexts in each department. Overall, in the first few weeks of the crisis, UNICEF provided critical life-saving assistance and recovery support to affected populations, while strengthening its support to the Internally Displaced Persons (IDPs) crisis in the metropolitan area providing WASH, health, nutrition, education and child protection services, and strengthened disaster risk reduction and emergency preparedness through various modalities including cash transfers.

According to UNICEF's Appeal *"UNICEF continued supporting access to essential health care services, including immunization and maternal and child health, as well as prevention and treatment of acute malnutrition."* The health sector responses included the provision of essential medicines, medical supplies, equipment and nutritional supplies as well as support for health care services resumption. *WASH response interventions "ensured access to sufficient safe drinking water for vulnerable communities, provide emergency latrines, and hygiene services, including critical hygiene supplies, hand washing facilities, and COVID-19 prevention" and "the rehabilitation/upgrade of damaged WASH facilities" as well as "hygiene promotion and awareness raising in health centers and schools" for the prevention of "infectious diseases including cholera, diarrhoeal diseases, malaria and COVID-19".* For education sector, *"UNICEF promoted a safe return to school through provision of school supplies for school reopening and access to distance learning programmes where needed."* to respond to extended school closure. In earthquake affected areas, *"UNICEF prioritized the rapid establishment of temporary learning spaces and rehabilitate schools to provide a protective environment for 100,000 boys and girls while providing mental health and psychosocial support to students and teachers."* UNICEF also supports national partners for the provision of child Protection services *"to children exposed to violence, including gender-based violence, exploitation and family separation" as well as "psychosocial support, identification, referral and service provision for vulnerable children, and community and family sensitization on child protection risks and preventative measures."* *"UNICEF provided emergency cash transfers to help the most vulnerable families meet their immediate needs" in order to mitigate the negative socio-economic impacts of crises. "In collaboration with the Government, UNICEF leads the WASH sector, continued to co-lead in education, nutrition, child protection sub-sector. Gender equality, Accountability to Affected Populations (AAP) and Protection against Sexual Exploitation and Abuse (PSEA) was mainstreamed throughout the response".*

Approximately two months after the onset of the emergency, the immediate life-saving supply provision mode of the response was gradually phasing out, the medium-term response still needs to focus on the

² [Haiti Appeal | UNICEF](#)

resumption of interrupted essential services and the continuation of essential services. The challenges linked with the recovery phase are presenting themselves in different forms from immediate responses, yet with a

common underlying query of how to reconstruct and restore basic services, while laying the ground for increased resilience and more sustainable solutions ('how to build back better') given the fact that the country have been facing multiple crisis and the disaster-prone context remains.

B. Purpose and Objectives of the Evaluation

UNICEF's LACRO is proposing a real-time evaluation (RTE) of UNICEF's response to Haiti's 2021 earth quake to generate timely feedback and learning on key elements of its response, while complying with UNICEF's Evaluation policy requirements.³ Given that this is a rapid-onset emergency, the value of rapidly-available evidence-based findings, and the support they can provide in informing the upcoming transition to the recovery phase, makes a strong case for an RTE of the response to Haiti earthquake to be conducted at this point in time.

Purpose

The RTE of UNICEF's response to Haiti earthquake is expected to have a strong learning purpose on several fronts: i) providing iterative feedback loops, both operationally and programmatically, into the initial phase of UNICEF's response to the crisis; ii) informing the direction of ongoing recovery efforts and planning of forthcoming response phases; iii) identifying lessons to strengthen resilience and the future preparedness levels of UNICEF Country Office (CO) and Government as well as key partners; and iv) supporting the learning of Regional Office (RO) and HQ vis-a'-vis the activation of emergency procedures in the future. In this sense the evaluation is expected to yield learning that will be useful and applicable not only the CO level but also with the national as well as the RO level. The RTE will finally strengthen UNICEF's accountability towards affected populations, as well as partners and stakeholders supporting the response at large, and should be thus conceived as an intrinsic component of the humanitarian response itself.

In line with this purpose, the RTE is expected to generate actionable recommendations on how to strengthen ongoing recovery efforts from Haiti earthquake and how to improve future preparedness, response and planning for recovery after sudden onset emergencies in Haiti.

Objectives

The objectives of the evaluation are as follows:

- a. In line with the learning component mentioned above, the evaluation will determine UNICEF's response to Haiti's earthquake vis-a'-vis issues of appropriateness/relevance, effectiveness⁴, coverage, connectedness⁵ and coherence (coordination/partnerships).⁶
- b. Assess the extent to which UNICEF adhered operationally and programmatically, to the Core Commitments for Children in Humanitarian Action (CCCs)
- c. Examine the extent to which UNICEF effectively responded to the needs of the most affected population in timely manner and identify gaps and appropriate strategies to improve operational coverage and effectiveness.

³ UNICEF's Evaluation Policy states that all short-term L2 and L3 emergencies must be evaluated at least once.

⁴ The timeliness of UNICEF's action will be looked at as part of the 'effectiveness' criterion.

⁵ Connectedness can be conceived as the equivalent of the 'sustainability' criterion applied to humanitarian action.

⁶ Reference to the OECD-DAC evaluation criteria is made, <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec2019.pdf>

- d. Assess the extent to which emergency preparedness and organizational readiness have enabled Haiti to respond more effectively. This should include reviewing the extent to which UNICEF has systematically incorporated lessons learned from previous Independent Review of UNICEF's

Operational Response to the January 2010 earthquake in Haiti⁷ and the 2019 ALNAP 16 lessons on responding to earthquakes⁸ into its preparedness strategies in the current response; how the Emergency Preparedness Platform (EPP), SOPs, HR/surge capacities; data and monitoring systems; social protection/shock responsive systems in place, etc. have all enabled the Haiti country to respond rapidly. The experience on Huracan Mathew in the same area of disaster will be used as reference⁸.

- e. Examine the extent to which the Haiti Country Office have considered gender and equity during the response, including how UNICEF has been gender-responsive across its efforts and sensitive to the needs of the most vulnerable groups affected by the emergency (e.g. communities in hard-to-reach areas; people with disabilities; separated, unaccompanied children etc.).⁹ Along these lines, the evaluation should be informative about the ways in which Haiti earthquake affected different categories of people and the extent to which UNICEF has, in turn, incorporated this knowledge as a key driver of its response.
- f. Finally, the evaluation is expected to distil lessons and make recommendations for adjusting and improving the response and planning for recovery after sudden onset emergencies.

By showcasing what UNICEF has done well so far and identifying key gaps and the areas that will require more focus (in terms of efforts and funds) in the next stage of the response, the evaluation is also anticipated to have an instrumental role in supporting fundraising efforts for the recovery phase.

C. Expected Users

The expected *primary audience* of this RTE is UNICEF's management and staff at the field, country, regional and HQ levels involved in the response to Haiti earthquake; *Secondary audiences* include: the larger community of partners (governmental, UN agencies and other implementing partners; populations affected by the emergency, the Executive Board and interested member states; donor agencies that support emergency programmes with technical and financial resources at all levels, among others. Finally, the evaluation report and its summary brief will be publicly available on UNICEF's Country Office and Regional Office website page.

D. Special Considerations

The design and timing of the RTE will pay due consideration to the ongoing Formative Evaluation of UNICEF Haiti country programme 2017-2023¹¹. The design and planning of the RTE will factor in the diverse magnitude of the crisis in Haiti (including insecurity and displacement crisis as well as COVID-19). With the initial emergency phase covered by the revised HAC 2021, largely over at the time the RTE will be conducted, the emergency response and recovery efforts will be covered in equal measure by the exercise.

⁷ Reference to [Independent Review of UNICEF's Operational Response to the January 2010 Earthquake in Haiti](#) ⁸
Reference to [ALNAP Lessons Paper: Responding to Earthquakes | ALNAP](#)

⁸ Reference to [Mathew Evaluation 2018](#)

⁹ Findings, conclusions and recommendations of the RTE are expected to reflect these considerations. ¹¹

Originally was 2017-2021, but due to country circumstance it has been extended to Feb. 2023

The RTE will cover UNICEF's response in Haiti, starting from mid-August 2021, when the earthquake struck the Sud, Grand'Anse, and Nippes departments. Good part of these departments was affected also by the Tropical Depression Grace dumping heavy rains in southern Haiti, causing flooding in the same quake-

affected areas. Areas of these 3 departments, where the impact of the earthquake was the greatest, will represent a relatively greater focus of the evaluation. Pre-emergency issues will be looked at only in relation to contingency planning and preparedness and the extent to which they affected UNICEF's response to the emergency.

Given the real-time nature of the exercise, the timeframe will cover the ongoing response until the evaluation team is deployed to the field. The evaluation will assess UNICEF's humanitarian action across urban and rural locations affected by the earthquake, including areas of displacement (accommodation centres), return, relocation and resettlement, where present, and hard-to-reach areas, wherever possible. Along these lines, primary data collection from key informants will be prioritized in the most affected areas of the country including but not limited to the Sud, Grand'Anse, and Nippes departments.

Programmatically, the evaluation will cover UNICEF's multi-sectoral interventions across the areas of WASH, health, nutrition, education, C4D, child protection and social protection. The RTE will cover UNICEF's role as cluster lead, as relevant, as well as its responsibilities to respond to the needs of affected populations in sectors where it has no cluster leadership obligations. The RTE will also assess, from an operational standpoint, the availability and management of supplies, human and financial resources and partnerships which feed into the response. Advocacy, communications and fundraising will also be assessed to the extent to which they were factors that affected (facilitated/hampered) the response.

A Post Disaster Needs Assessment of any ongoing recovery programming that does not pertain to UNICEF's response to the earthquake is beyond the scope of this evaluation. The RTE will gauge the 'immediate effects' that UNICEF's humanitarian action contributed towards the affected population. Yet, given the nature of the exercise and context, it will not isolate the change and attribute it to UNICEF's specific intervention (or, in other words, evaluate 'impact'). As mentioned above, given the recurrent and cyclical nature of natural hazards in Haiti and more specifically the 2010 Haiti earthquake response and the Southern Provinces following Hurricane Matthew, the evaluation will try to reflect and gather evidence on the extent to which UNICEF has contributed, over time, to improving preparedness/resilience to rapid onset disasters - with the understanding that considerations on the specific impact of UNICEF's response to the 2021 Haiti earthquake on future preparedness levels pertain to future exercises.

The RTE will also provide an analysis of UNICEF's coordination/cluster responsibilities and how well it balanced these with its more 'operational' role. Due to time limitations, the evaluation will *not* address the efficiency of UNICEF's response¹⁰, which would imply a lengthy costing exercise and comparisons with alternative implementation approaches. The timeliness of UNICEF's action will nonetheless be addressed as a key facet of its effectiveness. The RTE will also assess whether or not UNICEF the Protection from Sexual Exploitation and Abuse (PSEA) has been effectively into consideration in its programming in the context of Haiti 2021 earthquake response – however, it will not assess systematically the results of such programming, given that this would require additional time and different sets of competencies. As part of recovery efforts,

¹⁰ Or, in other words whether the least costly resources possible were/are used to achieve results.

it would be pertinent to consider how the Post Disaster National Assessment is planned and established based on the recovery needs, and the role played by UNICEF in this exercise.

F. Indicative Evaluation Questions

In line with the objectives outlined above, the following two tables list a set of general overarching questions and a more specific set of queries/sub-questions, respectively, that will drive the evaluation. They will be

fine-tuned, revised and reduced, as deemed appropriate, to ensure relevance and utilization of the exercise once the evaluation team is onboard and the RTE Reference Group established.

Evaluation Criteria ¹¹	Overarching RTE Questions
Relevance/ Appropriateness <i>- whether the response is in line with local needs and priorities (as well as donor policy) and humanitarian activities are tailored to local needs, increasing ownership, accountability and cost-effectiveness accordingly</i>	1. How appropriate is UNICEF's response strategy (present and planned) in reaching the most affected populations at scale?
Effectiveness <i>- the extent to which the response achieves its purpose, or whether this can be expected to happen on the basis of the outputs</i>	2. To what extent has UNICEF achieved/is UNICEF achieving its intended results, and within the planned timeframe? (consider HAC, response plans, monitoring, adherence to CCCs etc.)
Coverage <i>- the need to reach major population groups facing life-threatening suffering wherever they are</i>	3. To what extent was the affected population, including vulnerable girls and boys, displaced persons and persons with disability, adequately identified, targeted and reached by UNICEF and its partners?
Connectedness <i>- the need to ensure that activities of a short-term emergency nature are carried out in a context that takes longer-term and interconnected problems into account</i>	4. To what extent is UNICEF's response contributing to longer-term goals of enhancing prevention of future emergencies, mitigation of negative effects of future natural hazards (resilience/sustainable solutions) and preparedness?
Coordination <i>- the systematic use of policy instruments to deliver humanitarian assistance in a cohesive and effective manner</i>	5. How effectively and efficiently has UNICEF coordinated its response both internally and externally (with key actors such as other UN Agencies, CSOs and developing partners, national and local governments)?
Equity <i>- direct consideration of specific effects for poor, young women (and the most marginalised), in line with the nature of the intervention¹²</i>	6. To what extent have gender and disability dimensions been integrated in the needs assessment, planning, implementation, monitoring and reporting of the response, as well as in recovery planning?

¹¹ Indicative definition of each criteria is based on the [Evaluating humanitarian action using the OECD-DAC criteria: An ALNAP guide for humanitarian agencies](#).

¹² This indicative definition is from [Applying Evaluation Criteria Thoughtfully](#) (OECD/DAC).

Evaluation Criteria	RTE Sub-questions
Relevance/ Appropriateness	<p>1.1. To what extent is UNICEF's response aligned with and tailored to the needs of the most affected populations?</p> <p>1.2. What tools (i.e. methodologies, situation analysis, needs assessments, data systems etc.) were used to gauge these needs? /To what extent was the quality/appropriateness of these tools?</p> <p>1.3. To what extent have affected populations been involved in the needs assessment, delivery and management of humanitarian assistance?</p> <p>1.4. To what extent was the initial response by the CO and RO informed and enabled by elements of preparedness in place prior to the crisis?</p>
	<p>1.5. How internally coherent/consistent has the response been between the various sectors of UNICEF's response? / how integrated was UNICEF's approach across key sectors when addressing key priorities (e.g. WASH, Child protection, etc.)</p> <p>1.6. To what extent was the response designed to complement activities of other humanitarian partners operating in the most affected areas?</p> <p>1.7. How coherent is UNICEF's response with the priorities/responses of affected Government?</p> <p>1.8. How consistent has the response been with core principles of humanitarian action?</p>
Effectiveness	<p>2.1. How realistic/feasible are planned targets (e.g. in HAC) and to what extent are they based on situation analysis and updated as new information becomes available?</p> <p>2.2. What factors contributed to success and what factors constrained UNICEF's success? (HR surge; fundraising; communication w/donors and NatComs)/ What role have COs, the RO and HQ had in this?</p> <p>2.3. How timely was the response?</p> <p>2.4. To what extent did the emergency preparedness planning influence CO capacity to respond?</p> <p>2.5. How aligned was the supply component with the overall emergency response? What have been the specific and most significant contributions of supply to the response?</p> <p>2.6. To what extent has UNICEF been able to adapt its response to the changing needs on the ground?</p> <p>2.7. What role has innovation¹³ played in needs assessment and the response?</p> <p>2.8. Were there any unintended consequences of the humanitarian assistance (positive and negative)?</p>
Coverage	<p>3.1. How successful has UNICEF been in reaching the most vulnerable groups (communities in hard-to-reach areas; IDPs; people with disabilities; unaccompanied/separated children; pregnant women etc.?)</p> <p>3.2. How successful has UNICEF been in ensuring youth participation during the response?</p>

¹³ Innovation has gained increasing attention across the humanitarian world in the past few years given its 'potential to improve humanitarian practice by introducing new and better ways to respond to emerging challenges...'. Further, 'it can be defined as a process of improvement and adaptation to context, involving a number of stages: problem specification, solution identification, piloting and testing and adapting, scaling where appropriate'. Despite the 'positive and transformative' role it can have, it poses a series of potential ethical dilemmas which academics have unpacked and attempted to contain by developing a series of principles that humanitarian action should abide by (see June 2015 Occasional Policy Paper 'Principles for Ethical Humanitarian Innovation', University of Oxford Refugee Studies Centre).

Connectedness	<p>4.1. How successfully have recovery considerations been incorporated into planning and relief interventions?</p> <p>4.2. To what extent is UNICEF's response specifically contributing to improving the resilience of local government systems and their capacity to prepare, respond and mitigate the effects of an emergency?</p> <p>4.3. To what extent has the response set the groundwork to contribute to the humanitarian development nexus?</p>
Coordination/ Partnership (at national/decentralized levels)	<p>5.1. How effectively has UNICEF balanced its 'internal' operations with cluster coordination/leadership responsibilities?</p> <p>5.2. To what extent are considerations of comparative advantage applied in designing and implementing the response and, as applicable, recovery efforts?</p> <p>5.3. How well did UNICEF support the Government at different levels (districts, city, provincial, central) in coordinating the response? And clusters/national nongovernmental partners?</p> <p>5.4. How effective was the CO in coordinating the setup of and delivery of new stations at the heart of crisis?</p>
Equity (Gender and disability)	<p>6.1. What are/were the specific gender and equity dimensions of the emergency?</p> <p>6.2. What particular challenges or good practices have arisen in working with vulnerable groups?</p>
	<p>6.3. Were activities and practices (including assessments, innovations etc.) implemented based on ethical principles (respect for autonomy, beneficence, non-maleficence, justice)?</p>

G. Approach and Methods

The RTE will adopt a mixed-methods approach, including a desk review of existing secondary data and documentation (e.g. relevant findings from parallel inter-agency evaluations/ reviews; SitReps; HAC; needs assessments; monitoring indicators and reports; funding information; HR data; supply data; COs preparedness and contingency plans reflected in the Emergency Preparedness Platform (EPP); focus group discussions and key informant interviews with a purposive sample of stakeholders (i.e. affected community members and leaders; UNICEF staff at country/regional/HQ levels; Government representatives (national and subnational); implementing partners; development and humanitarian partners and other UN agencies); and observation.

To guarantee inclusion, accuracy and credibility of the evaluation's findings, primary data collection and subsequent analysis will be sex and age-disaggregated, to the extent possible. Data collection should further attempt to gather the views of the diverse universe of stakeholders/social groups affected by the intervention, particularly the most vulnerable (e.g. displaced population; people with disabilities; hard-to reach communities; populations who have not moved from places of origin despite loss but have encountered significant destruction of assets and livelihoods; unaccompanied/separated children; returnees; resettled communities etc.).

Data and information collected will be triangulated to ensure soundness and cross-validated at key points in time, as deemed relevant by the evaluation team, through in-country briefings with stakeholders. Without compromising the independence of the exercise, RTEs are by design participatory in nature and built around the regular interaction with key stakeholders. Along these lines, prior to the departure of the evaluation team from each country, an exit workshop will be arranged as an opportunity for the evaluators to share findings and recommendations at the country level and for stakeholders, in turn, to validate such findings prior to the finalization of the evaluation report.

H. Limitations and anticipated Challenges

Key limitations will include the typical time constraints affecting RTEs, access and availability of data in emergency contexts and the need to balance timeliness with depth of information and well-substantiated findings. Further challenges that can be anticipated relate to UNICEF's humanitarian response in Haiti which does not only focus on the earthquake response (insecurity, Government instability, access to some areas).

I. 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;¹⁴ (including impartiality, independence, quality, transparency, consultative process);
- Ethical Guidelines for UN Evaluations;¹⁵
- UNICEF Ethical Guidelines and standards for research and evaluation¹⁶;
- UNEG guidance on integrating human rights and gender equality and UN System-Wide Action Plan (UN-SWAP) on gender equality;¹⁷
- Relevant ALNAP guidance for evaluation and real-time evaluations of humanitarian action;¹⁸ Results Based Management principles (Theory of Change applied in the emergency should be determined by the Evaluation Team)

J. Management and governance arrangements

LACRO Regional Office:

The RTE will be managed by UNICEF's LACRO Regional Evaluation Advisor. This is in line with UNICEF's Evaluation Policy which prescribes that the Regional Offices are responsible for the management of evaluations L2 emergencies. The Regional Evaluation Advisor will provide the overall guidance to the evaluation.

Evaluation Reference Group:

An RTE Reference Group will be established to ensure ownership from relevant stakeholder groups of the RTE process, provide expert advice, inputs and support to the RTE as the evaluation unfolds. The RTE Reference Group should include representatives from EMOPS, the Evaluation Office, the Programme

¹⁴ UNEG Norms and Standards for Evaluation, 2016. Available at: <http://www.unevaluation.org/document/detail/1914>

¹⁵ UNEG Ethical Guidelines, 2008. Available at: <http://www.unevaluation.org/document/detail/102>

¹⁶ 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

¹⁷ <http://www.unevaluation.org/document/detail/1452>

¹⁸ <https://www.alnap.org/system/files/content/resource/files/main/alnap-evaluation-humanitarian-action-2016.pdf>
https://evaluation.msf.org/sites/evaluation/files/real_time_evaluations_of_humanitarian_action.pdf

Division, Supply Division, Regional Office and Country Office. 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 has relevant reference documents.
- c. Review selected evaluation products (inception report and final/penultimate report) and providing 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.

Country Office:

The Country Office will be responsible for hosting the evaluation team and providing a workspace, and providing documentation, data and materials that is not readily available within the Regional Office. The CO will appoint a focal point for this evaluation who, in liaison and strong coordination with the LACRO, will

provide logistical support and act as resource staff for the exercise, including helping to arrange for interviews with key stakeholders.

K. Evaluation Team composition, responsibilities and required qualifications

Team Composition and responsibilities:

The evaluation will be conducted by a 3-person team including 2 international consultants (one team leader, one WASH and one other subject matter expert) and 1 national consultant. One member from UNICEF's LACRO will be 'embedded' in the team and will provide logistical support and assist with data collection and report writing. UNICEF calls for gender-balanced and culturally diverse team composition where possible.

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 report; accordingly, and,
- e. Provide regular updates to the Evaluation Managers.

Required Qualifications:

Team Leader

- i) extensive experience in emergency response, preferably with a UN agency ii) experience in conducting and managing multi-disciplinary evaluations, including evaluating rapid onset

emergencies for UNICEF, other UN agencies or other international partners at the global, regional or country levels.

- iii) knowledge of latest methods and approaches in humanitarian evaluation, especially participatory methods and accountability to affected populations, and RTEs
- iv) familiarity with UNICEF's emergency response, including the Core Commitments to Children preferred
- v) excellent oral and written communication skills (in English and French) vi) knowledge of qualitative and quantitative methods vii) experience managing a team
- viii) experience with the ethics of evidence generation; experience collecting data from vulnerable groups; familiarity with ethical safeguards

Senior Evaluator

- i) extensive knowledge of UNICEF's programmes in emergency contexts highly desirable, and of UNICEF's corporate emergency procedures preferred.
- ii) WASH/cholera or other technical expertise relevant to UNICEF's emergency operations iii) extensive experience in emergency response, preferably with a UN agency, iv) a minimum of five years' experience evaluating humanitarian action
- v) familiarity with UNICEF's emergency response, including the Core Commitments to Children vi) knowledge of qualitative and quantitative methods
- vii) experience with the ethics of evidence generation; experience collecting data from vulnerable groups; familiarity with ethical safeguards viii) excellent ability to communicate and write in English

One National consultants

- i) experience working on research, studies or evaluations ii) experience in primary data collection in affected communities; including leading focus group discussion and participatory methods iii) qualitative data analysis skills iv) experience in programme monitoring
- v) experience with the ethics of evidence generation; experience collecting data from vulnerable groups; familiarity with ethical safeguards
- vi) good ability to communicate and write in English and French and local languages (Creole for National Consultants)

L. Timeframe and deliverables

Tentative timeframe and deliverables




Task/Deliverable	
ToR drafted	10 September 2021
Evaluation team recruited	18 October 2021
RTE Advisory Group set up	17 October 2021
Finalization of ToRs	20 October 2021
Inception and desk review of key documentation and data	14 November 2021
Haiti mission (3 weeks)	22 November-13 December 2021

Travel to Panama/UNICEF Regional Office and mission (2 days)	14-15 December 2021
Submit first draft of evaluation report	January 2022
Validation workshop	January 2022
Submit final evaluation report	February 2022

Total Level of effort Expected: 70 working days total for the team

The RTE is expected to produce the following outputs:

1. Brief Inception Report (including draft timeline summarizing key events and response) (maximum 15 to 20 pages excluding Annexes)
2. Short interim reports (to be submitted prior to the consolidated report)
3. Concise and fully edited report in English (maximum 20.000 words excluding Annexes), including detailed timeline summarizing events and response¹⁹
4. The Executive Summary should be translated in French
5. Oral briefings/PPT/workshop for different audiences at different points in time of the evaluation cycle, containing preliminary findings and emerging conclusions/recommendations.

Endorsements and Approval			
Prepared by:			
Name:	Riccardo Polastro	Date:	10.18.21
Title:	Regional Evaluation Adviser	Signature:	
Revised by:			
Name:	Bruno Maes	Date:	20 Oct 2021
Title:	Representative-Haiti	Signature:	Raoul de Torcy, OIC 
Head of Office Approval			
Name:	Jean Gough	Date:	
Title:	Regional Director	Signature:	

¹⁹ The timeline will include both internal (UNICEF) milestones and external events.

