

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

Title: Evaluation of Child Advocacy Centres – Jan. 2015 – Mar. 2021.	Funding Code: [REDACTED]	Type of engagement <input checked="" type="checkbox"/> Consultant <input type="checkbox"/> Individual Contractor Part-Time <input type="checkbox"/> Individual Contractor Full-Time	Duty Station: Georgetown, Guyana
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1. BACKGROUND/CONTEXT

Guyana is located on the northeast coast of South America and is bordered by the Atlantic Ocean, Suriname, Brazil, and Venezuela. It has a landmass of 215,000 square kilometres and is divided into 10 administrative regions. Guyana is a sparsely populated country totaling 746,955, with 50.2 percent males and 49.8 percent females, inhabitants, of whom 89 percent live mostly along a narrow coastal strip (Guyana Bureau of Statistics 2014). Besides, 35.5 percent of the population is under 15 and young people 15-19 represent about 8.9 percent. The Coastland regions, which include the capital city have a population size of 89.1 percent. The population of the Hinterland regions, comprising more than two-thirds of the land area, is 10.9 percent. The population in the hinterland of Guyana is over 80per cent Amerindian descent and Amerindians account for 9.2per cent of the population. Guyana's child population is 293,915 or 39.35 percent of the total population and the child population, 4248 children are living with disabilities.

Guyana is an upper-middle-income country with a per-capita income of US\$5,194 (World Bank 2019) and a Gross Domestic Product growth from 3.42 in 2018 to 3.82 in 2019. Though Guyana's Human Development Index ranking has improved, Guyana is still ranked at 123rd out of 189 countries. Without concerted efforts to accelerate and consolidate social gains, Guyana risks missing a unique opportunity to fast-track inclusive economic growth resulting from the oil discovery and demographic dividend.

In 2019, the Governments invested about 14.5per cent of Gross Domestic Product (GDP) in the social sector programmes to ensure basic social services for all, including children; Investment in social assistance (core and complementary). The discovery of large oil reserves is predicted to lead to significant economic growth. Since that time, ExxonMobil has announced more than 15 discoveries, with potentially 6 billion barrels available as recoverable resources. Since the declaration of first-oil on December 20, 2019, it is projected that the revenue from oil exports has the potential to double the GDP and non-tax revenue over the next five years. This presents both a unique opportunity and challenge for the country and UNICEF's cooperation.

Overview of the Child Advocacy Centres in Guyana.

Globally, every year, millions of girls and boys around the world face sexual abuse and exploitation. Sexual violence occurs everywhere – in every country and across all segments of society. A child may be subjected to sexual abuse or exploitation at home, at school, or in their community. Most often, abuse occurs at the hands of someone a child knows and trusts. At least 120 million girls under the age of 20 – about 1 in 10 – have been forced to engage in sex or perform other sexual acts, although the actual figure is likely much higher. Roughly 90 per cent of adolescent girls who report forced sex say that their first perpetrator was someone they knew, usually a boyfriend or a husband.

In Latin America and the Caribbean (LAC) 23 per cent of women aged 20-24 were married/cohabited by age 18 and 5 per cent by age 15. Ten (10) per cent of men in Cuba and Honduras are married/cohabited by age 18 and LAC is the only region globally where child marriage rates among girls have not declined in 30 years.

The Ministry of Human Services and Social Security, through the Childcare and Protection Agency, provides leadership on several prevention and response programmes on VAC. One of these programmes- through a

Public-Private partnership, is the “Child Advocacy Centres” (CACs) or one-stop centre for the reporting on and service for child sexual abuse. These centres are currently coordinated by the Child Care and Protection Agency (CPA) and operated by 2 NGOs- Blossoms Inc. and ChildLink Guyana. There are eleven centres altogether and they are located in eight of the ten administrative regions of Guyana i.e. Regions 1 (one), 2 (one), 3 (one) 4 (three), 5 (one), 6 (one), 7 (one) and 10 (two).

The CACs are guided by national protocols and conducts court support, referrals, community outreach work, and aftercare for victims and caregivers. CACs are provided with a Government subvention along with some support from UNICEF, as part of ensuring access to services. Based on the number of cases of child sexual abuse (e.g. at least 500 reported cases as of September of 2020) and the need to ensure the continuation of “breaking the silence” on abuse, CACs need to be decentralised, and furnished with the requisite support so that every child is protected from violence and can TELL their story, as part of ensuring the cycle of violence is broken.

2. PURPOSE, OBJECTIVES, AUDIENCE OF THE EVALUATION

Purpose

Given the foregoing context, the Child Protection Agency in Partnership with UNICEF commission an independent evaluation of Child Advocacy centres (CACs).

The purpose of the evaluation of the CACs is to lead to improvement of the implementation and quality of the services of CACs in Regions 1, 2, 3, 4, 5, 6, 7, and 10, and eventually to inform the decision to scale up service provision and sustainability.

The evaluation will identify, and document lessons learned, including in terms of service design, scope of support provided, resourcing, implementation, reach, and involvement of partners (Ministry child protection agency, NGOs etc.) The evaluation will also provide recommendations for the process of institutionalising and scaling up the CAC model and services nationally, and for actions to ensure their quality and sustainable implementation in the future.

This evaluation will also seek to foster the scale-up of service provision, quality, and implementation of CACs in all regions. This evaluation aims to assess the effectiveness, relevance, efficiency, impact, sustainability, cross-cutting contributions, and value for money of the CACs and the findings will inform decisions and preparation for scale-up <https://www.oecd.org/dac/effectiveness/49652541.pdf>.

Evaluation Objectives

The overall aim of the evaluation is to conduct an independent evaluation of the model and services provided by the Child Advocacy Centers (CACs) for children, women, and their families who are victims of violence, in Regions 1, 2, 3, 4, 5, 6, 7 and 10. The evaluation is both formative and summative. Overall, the evaluation will bring an understanding of what works well and what does not in the CACs model.

The *General* goal and objectives are to:

1. provide national-level stakeholders with an in-depth understanding of the achievements and challenges associated with the scaling and mainstreaming of CACs, approaches, and practices.
2. help country-level stakeholders understand how to integrate improvements in programme design, implementation, coordination, and monitoring to maintain and enhance the CAC implementation’s relevance, coherence, efficiency, effectiveness, impact, and sustainability.
3. advise on how to use the evaluation findings to (a) support the scale-up of CAC programming at the national levels, and (b) catalyse national discussions regarding the necessary modification to the CAC model and delivery services.
4. compile lessons learned and recommendations to inform the future rollout of the CAC programmes.

The *specific* objectives will be to:

- assess the relevance, efficiency, effectiveness, impact, and sustainability of the CAC programme implementation over the period 2015-2021.
- take stock of the progress made towards the attainment of the goals and objectives of the CACs, and identify the most effective implementation strategies and partnerships that can be adopted immediately and in the scale-up phase.
- identify challenges (including the capacity to deliver) and opportunities (enablers factors) experienced in the delivery of prevention and support services in CACs.
- identify and document lessons learned, including those related to service design, the scope of support provided, resources, implementation, reach, partnerships, etc.
- determine if the current strategies operational approaches of the CACs are sustainable or not and provide recommendations to ensure their sustainability and scale-up.

Key and intended users

The primary user of evaluation of the Child Advocacy Centres - 2015 – 2021, are CPA, Government Ministries, UNICEF, and other key development partners, NGOs service providers, and other the duty bearers and rights holders (particularly children and vulnerable groups).

Users	Use of the evaluation
CPA, Government (national and Sub-national)	<ul style="list-style-type: none"> • Inform of CAC results for the period 2015- 2021 • Share insights about the implementation approaches, progress made, and refinements of the CAC programme and operations. • Inform the relevance, effectiveness of the CAC programme 2015-2021; • Take stock of the progress made towards the attainment of the objectives of the CAC programme
UNICEF Guyana	<ul style="list-style-type: none"> • Inform of CAC results for the period 2015- 2021 • Identify the most effective implementation strategies and partnerships. • Strengthen accountability and learning from the 2015- 2021 UNICEF Child Advocacy Centres programme.
UN Country Teams, key UNICEF development partners, and donors	<ul style="list-style-type: none"> • Inform of CAC results for the period 2015- 2021
UNICEF Latin America and Caribbean Regional Office	<ul style="list-style-type: none"> • Inform planning for LAC regional office support to Guyana's CAC programme.

3. SCOPE OF THE EVALUATION

This is a formative and summative evaluation that will cover the implementation of the Child Advocacy Centres. *The formative and forward-looking aspects will focus on CACs in Guyana's current and evolving contexts, while the summative aspect will look backward at the support and accountability patterns, development, and effectiveness.*

The investigation will include all relevant stakeholders including Child Protection Agency, key government partners, NGOs, and other service providers. The consultant, over the period of June - September will assess the achievement of results in accordance with the objectives, criteria, and methodology specified.

The evaluator will review the progress made on the implementation of CACs. He/she will also review the coordination and or implementation support and guidance provided by the following institutions.

- The Childcare and Protection Agency
- Blossoms Inc.
- ChildLink Guyana

The evaluator(s) will:

- Review regulations and standards compliant with the Convention on the Rights of the Child and other international standards and good practices.
- Map and describe the formal and informal structures and functions of key agencies of the sector.
- Assess the adequacy of existing networking and coordinating structures among the various sub-sectors and their effectiveness in facilitating service delivery.
- Examine the continuum of services from prevention to response. This will also consider the nature and level of interaction between CACs and the justice and education systems; the process of care, referral, follow-up, response, etc.
- focus on the CACs from between 2015 to 2021 in the geographic locations of Regions 1 (Mabaruma), 2 (Land of Plenty); 3 (Portdroyen), 4; East Bank (Eccles), Quamina Street (Child Link); 5 (Forth Wellington); 6 (Springlands); 7 (Bartica) and 10 (Linden and Kwakwani). Regions 8 and 9 will not be considered in this evaluation as CACs do not exist in these regions.
- The evaluator will assess the equity dimensions of the interventions, as well as gender equality.

Other specific scopes that will be considered are:

- **Time:** the evaluation caters to the implementation of this programme between January 2015 and March 2021. This excludes any related efforts before and after this period as the technical and financial assistance, from UNICEF and development partners, intensified in this period which enabled full-fledged implementation.
- **Programmatic:** The evaluator will concentrate on the CACs programme exclusively. This will be important to consider when the attribution/contribution of the programme is evaluated. The evaluation will consider all criteria according to the CAC protocol
- **Thematic scope:** This evaluation will cover aspects of the CACs implementation. The evaluation will look at the relevance of the CAC programme at the national and sub-national levels.
- **Geographic scope:** This evaluation will have a country-specific coverage focus. At the country level, this evaluation will cover CACs' work in Regions 1, 2, 3, 4, 5, 6, 7, and 10.
- This evaluation will assess the **Human Rights-Based Approach (HRBA)**, equity and gender equality, and mainstreaming approaches. Particular attention would be paid to exploring the equity dimensions of the intervention. (For UNICEF equity means that all children have an opportunity to survive, develop, and reach their full potential, without discrimination, bias, or favoritism. Equity-based evaluation provides assessments of what works and what does not work to reduce inequity, and it highlights intended and unintended results for the most vulnerable groups as well as the

inequalities in the outcomes for vulnerable children and families. To the extent, possible access to quality support and outcomes for different subgroups of vulnerable children and families (based on ethnicity, residence, setting – institutional/family, gender, disability, etc.) and identify the groups least reached.

4. EVALUATION FRAMEWORK

The evaluation will assess the CACs in terms of the following criteria: (i) relevance to national priorities/context and needs and the child rights and equity agenda, (ii) effectiveness, (iii) efficiency, (iv) impact (v) sustainability, as defined by the OECD Development Assistance Committee evaluation criteria (OECD/DAC).

Below are given indicative questions to guide the evaluation but the Consultant may further expand and refine them during the inception phase in consultation with UNICEF and implementing partners and the Reference Group.

The evaluation will provide answers to the following questions:

Relevance

- To what extent does the CAC suite of services contribute to reaching the targets of SDGs 3, 4, 5, 11, 16, 17
- To what extent are the CACs suite of services consistent with the global, regional, and national priorities of safety and justice?
- Are the CAC services delivered in a Gender-sensitive culturally appropriate manner?
- To what extent were the CACs' standards underpinned by the child protection act and other legislation? (Instances of differences will be explored).
- To what extent to which the objectives of the service address the real problems and the needs of the target groups' legal frameworks, priorities of the targeted groups.
- To what extent the CACs (objectives, strategies, activities, etc.) are aligned with the government policy priorities/policies/reforms agendas in the areas of prevention and response to violence against children (VAC) towards achieving the intended results and outcomes

Effectiveness

- To what extent were the intended outputs/outcomes realised? What were the enablers?
- What are the challenges encountered by stakeholders in the implementation of CAC services and how they have been addressed?
- Have the CAC services in each centre and Region implemented according to more than 90 per cent of the guidelines.
- To what extent have partnerships been sought and established and synergies created to support the work of the CACs services?
- What worked and what did not work to reduce inequities (in child outcomes, access to and utilisation of essential service, etc.)?

Efficiency

- How cost-efficient is the current approach to manage and implement the CAC services (ensuring value for money)?
- Are there alternative operational approaches to maximise the use of CAC resources?
- How well the establishment and implementation of the services were planned and managed?
- To what extent the data collection and monitoring activities informed and contributed to improving the implementation of project activities and achievement of results?

Impact

- How have the incidence and prevalence of social challenges, including adolescent pregnancy, violence, suicide, substance abuse, changed in the communities where the CACS services were available?
- To what extent have CACs supported the prevention of violence and exploitation of girls and women.
- How have the CACs services impacted the healing of abused women and children?
- How have reporting and other service-seeking behaviours changed in the communities where there are CACs?
- To what extent and in which areas the services had a significant impact? Are there any sub-group differences?

Sustainability

- To what extent has planned expenditure matched actual expenditure for CACs?
- How has the Government's budgetary allocation for CACs changed over the evaluation period? (Can CACs be sustained in the long term without UNICEF's support? - Are there financial, technical, and institutional constraints to scaling up?)
- To what extent has the intervention objectives and design respond to beneficiaries', country, and partner/institution needs, policies, and priorities, and will continue to do so if circumstances change
- To what extent is UNICEF's approach and contribution with respect to direct support, upstream work, and creation of enabling environments adequate for sustainability and scale-up?
- What recommendations and lessons learned in the CACs that should be considered for the future?

Value for Money Criteria

Economy

- Were supplies for this programme procured and transported to the centres? Were alternatives assessed and was the best alternative used?
- How, if at all, were the resources allocated by the Child Protection Agency, compensate for any shortfall in the inputs for the CACs programme? What could have been done differently?
- What were the mechanisms used for cash transfers for this programme? Were the **possible payment** modalities formally assessed based on the Partner's risks? Were cash transfers and other support provided equitably?

Cost-efficiency

- What were the **direct and indirect; tangible and intangible; costs** of the CAC services and how have these costs changed as the initiative matured?
- Using VfM calculations, determine the benefit and or utility received by each category of beneficiaries, at the various costs? How did benefit increase at the injection of additional resources? What is the threshold of cost-benefit for this programme?
- What are the social returns on investment for the CAC services?
- To what extent were the demands for the skills to implement these services met?

Gender and Equity, RBM and HRBAP

- To what extent does the implementation of CAC service cater to the needs of boys and girls equitably?
- Have the CAC guidelines been implemented in a standardised way across CACs? If so, to what extent?
- To what extent does the CAC operational approaches confirm to Human Rights-Based Approach to Programming, Equity, and Results-Based Management principles?

5. METHODOLOGY

In order to ensure that the services provided by CACs are according to national standards, conform to the articles of the Child Protection Act and the Child Rights Conventions, a mixed-method evaluation is being commissioned.

Phase 1: Inception: Desk review, evaluability assessment, interviews with CPA stakeholders, development of research instruments, and submission of the inception report.

6.1. Overall design and approaches

The design of the evaluation will be non-experimental, utilisation focused, and theory-based approaches in assessing the effectiveness of the CACs and the approaches adopted in the implementation against their intended results. During the process, the evaluation team will develop a Theory of Change for each programme component and the overall CAC programme.

A mixed-method approach will be applied in the evaluation combining qualitative and quantitative components to ensure complementary strengths and non-overlapping weaknesses. The analysis is expected to build on information collected from a variety of sources through different methods including review of administrative data, primary data collection from government representatives, representatives of Child Protection agency/ service providers, judiciary, community members, staff, and managers of the CACs, and others. It should critically examine the information gathered and synthesize it objectively.

6.2 Evaluability assessment

An evaluability assessment (EA) will be integrated into the CAC process of evaluation. The evaluator will conduct a desk-based EA as part of the inception phase, which will help frame the evaluation and identify the methods.

The EA will likely include key questions on:

- ***Design and results framework:*** to what extent is the CP design clearly defined, with a robust Theory of Change and results framework in place, and relevant to the CAC programme?
- ***Measurability:*** to what extent are there appropriate indicators, tools, systems, and resources established and in use for monitoring, reporting, and learning on progress and results? Are critical data sets available that are suitable for the intended scope of the evaluation?

The annual reports from CPA and the supporting CSOs will be shared with the Evaluator to contribute to the measurement of the impact of this programme. The evaluator is expected to triangulate data collection methods and audiences to ensure the credibility and validity of the findings. The Evaluator will reconstruct a theory of change for the programme, (for further information, please consult: www.betterevaluation.org/en/resources/guide/theory_of_change), based on desk review and interviews with stakeholders.

The Evaluator will commence work on June 1 and by September 30, 2021, would have concluded and submitted the final report which would have incorporated feedback from stakeholders. The Evaluator expected to work closely with the key officials of the CPA, (Blossom Inc., CHildLink) and UNICEF through every phase of the evaluation.

6.3. Data collection methods

The Child Advocacy Centres evaluation will rely on several quantitative and qualitative information methods that will be triangulated. The evaluation will use data from primary and secondary sources, including desk review of documentation, and remote interviews with key informants, focus group discussions, surveys, and case studies to consult groups of rights holders and duty bearers as appropriate. The final design should specify how data collection and analysis methods integrate gender considerations throughout the evaluation process.

A Desk Review of relevant available annual reports from the CPA. A review of literature will include but not limited to relevant materials listed below which will be made available to the Evaluator. The Evaluator is expected to review and reference all literature cited in the inception and final reports. The Evaluator will, on his/her own accord, source other materials. CPA will make the following available:

- The CAC programme documents
- The CAC implementation standards
- The Sexual Offences Act and other relevant legislations
- Results frameworks for CACs
- Completed Monitoring forms and reports from CACs
- Budget for the programme, workplans, monitoring system, etc.
- Administrative data related to centres (case files, witness reports, etc.

Primary data collection will be collected through in-depth, Key informant interviews, focus group discussion, individual face-to-face interviews with questionnaires, and case studies. All data collection instruments should be developed and pretested in the inception phase. The evaluation team is expected to ensure that the methodology allows for exploring the views of representatives of different stakeholders, including CPA, NGOs, social service providers, and UNICEF. Subject to evolving COVID19 social distancing regulations, the data collection methods will be reviewed before data collection.

Phase 2: Data collection

The Evaluator is expected to:

- Conduct KII and FGDs with the Director (and designated staff) of the CPA, CEOs of ChildLink and Blossoms, Social Workers; community members, service providers, healed victim (as per recommendation, parents/caregivers; and other key stakeholders.
- Conduct observation of centres that are providing CAC services.
- Manage all data in the field in accordance with principles of anonymity and confidentiality. The safety of data during the data collection phase will be the total responsibility of the evaluator.
- Collect the necessary data to respond to the VfM criteria and conduct the appropriate analyses.

An analytical framework will be developed by the evaluator, outlining how each evaluation question will be answered/measured and how the information will be collected. This matrix will serve to ensure data collection coherence, facilitate data triangulation, analysis based on both quantitative and qualitative data, and participation of stakeholders.

Sampling

Given that this is a mixed-method evaluation, the sampling methodology is also mixed. For the selection of regions, centres and personnel who will participate in this evaluation, a non-probability purposive sampling will be used, since the programme was implemented in specific locations.

The stratified sampling method will be used to select regions that did not implement this programme but will be engaged for comparison. This was chosen since the selection of these centres will be random within and without the regions where the programme was implemented.

Phase 3: Data Analysis and report writing.

The process will start at the inception phase when the evaluation team will propose a detailed methodology and the structure of the final report. Data analysis will progress simultaneously with the desk review and the in-country data collection. The draft final report will be reviewed by CPA, UNICEF, and national stakeholders. The evaluator will incorporate the comments received and submit the final report to UNICEF Guyana

6.4: Data analysis, report writing, and presentation of findings

The Evaluator will be responsible for the data analysis, writing of the report, and presentation of findings to partners:

- For the data analysis, the grounded theory methodology will be used, involving verbatim transcription, coding of data, development of themes, comparison and contrasting of themes, and recording of findings and theoretical propositions.
- The main findings will be presented by the Evaluator to National Stakeholders and three weeks will be allocated for comments.
- The writing of the report should be done in constant communication with UNICEF and CPA.
- The final report will be approved by CPA and UNICEF.

6.5: Validation of findings

Initial findings will be presented to stakeholders in a workshop to assess the validity/accuracy of the findings and their relevance to the Guyana context. Stakeholders will be invited during the workshop to provide feedback which will be documented and incorporated.

General considerations: The methodology of the evaluation should be in line with the United Nations Evaluation Group (UNEG) Norms and Standards. UNEG Norms and Standards and UN Evaluation Policy (attached).

6.6 Limitations

At the time of writing this TOR, the main limitation posed to the CAC evaluation relates to the COVID19, which is affecting Guyana as it is the rest of the world. Currently, it is impossible to predict how the emergency will unfold in the coming months and whether constraints will be relaxed, continue or become more restrictive. This will be observed consistently.

6.7. Ethical considerations

UNICEF supports evidence generation conducted in full compliance with ethical considerations, including during evaluations, research, and data collection. Ethical considerations will be assessed and documented, and clearance will be sought before data collection can commence. The ethical review will include the complete set of evaluation documents including proposal, inception report, TOR, and related data collection instruments (interview guide), and other tools as applicable (consent form, protection protocol). Documentation for ethical clearance will be prepared by the evaluator in accordance with the requirements of the available Internal Review Board (IRB).

No data collected and or reviewed for this evaluation or data to which the evaluator is privileged during the time of the evaluation- as a direct or indirect result of being the evaluator for this evaluation- can be shared and or be used by the evaluator neither can s/he approve the use of the whole or any part of it, for personal or professional purposes, without approval in writing from the Child Protection Agency and UNICEF, jointly.

5.1. EVALUATION NORMS AND ETHICAL CONSIDERATIONS

The Evaluator will follow the Ethical Guidelines for UN Evaluations (<http://www.unevaluation.org/document/detail/102>) and UNICEF procedure for ethical standards in research, evaluation, data collection, and analysis (https://www.unicef.org/supply/files/ATTACHMENT_IV-UNICEF_Procedure_for_Ethical_Standards.PDF).

To ensure that the key ethical principles for the conduct of evaluation involving human subjects are followed, each potential respondent will be given full information about the evaluation including the purpose and potential benefits of the evaluation, their rights, and how the information collected will be used. They will also be informed that all data will be kept confidentially being only accessible by members of the assessment team. Verbal consent will be collected from all those who agree to participate. Written ascent from

Parents/guardians and consent from children will be obtained. All participants will be informed of their right to discontinue their participation at any point and approaches for ensuring confidentiality will be described. Since children are expected to participate in the interviews, the inception report and methodology (including data collection tools, consent forms, and protection protocols) will need to go through an ethical board for review. The evaluation will not be able to proceed with the data collection **before being approved** by the ethical review committee. In this regard, the evaluator must consult and respect the norms and standards outlined in the document “Ethical Research Involving Children”: <http://childethics.com/wp-content/uploads/2013/10/ERIC-compendium-approved-digital-web.pdf>. Overall, the Evaluator is expected to be impartial, credible, responsible, honest¹, portray integrity² and maintain respect for the dignity and diversity of the individuals interviewed, and respect for human rights, gender equity, and equality³ throughout the evaluation process.

This evaluation follows the norms and standards established by the United Nations Evaluation Group (UNEG) (<http://www.unevaluation.org/document/detail/1914>) as well as the UNEG Code of Conduct for Evaluation in the UN system (<http://www.unevaluation.org/document/detail/100>) and will have to be endorsed by the Evaluator during the evaluation process.

The evaluator is required to disclose in writing any experience, of himself or his immediate family, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise during the evaluation. The External Ethical Advisory Group to give clearance of all processes.

7.3 DISSEMINATION

The preliminary findings of the evaluation will be presented to stakeholders including the evaluation technical committee, at a workshop, to be followed by a question and answer session. The comments/concerns will be addressed by the Evaluator and the necessary changes made to the final report. Once completed, this report will be handed over to UNICEF and the CPA and then distributed in hard and soft copies to policymakers, heads of agencies, technical officers, development partners, and civil society. Copies will also be sent to CACs, communities, and other stakeholders to persons who were engaged in the data collection process. Summaries and child-friendly copies of the findings of the evaluation will be prepared and disseminated.

6. QUALITY ASSURANCE OF DELIVERABLES

A Technical Reference Group composed of immediate stakeholders at the country level will be established to assure quality. The Reference Group will include UNICEF staff (Child protection Specialist, M&E Specialist, Regional Evaluation Specialist) and Government counterparts (CPA), donors, and other relevant stakeholders. The Reference Group will assess the quality of key evaluation products, including methodology and evaluation instruments, inception, and final reports. It will validate all intermediary documents. If not all members of the Reference Group can respond, a minimal quorum will be established. Comments by the Reference group will be submitted according to a deadline respecting the agreed chronogram. The Evaluation proposal should include a minimum of two weeks for any comments of validation by the Reference group and the External Ethical Review Group will also review the final report.

¹ The evaluation team must comply with the UNEG/UNICEF standards and guidelines:.

Ethical Guidelines for UN Evaluations (2008): Available from www.unevaluation.org/document/detail/102 and **Code of Conduct for Evaluation in the UN system** (2008): Available from www.unevaluation.org/document/detail/100

² The evaluation team must comply with the UNEG/UNICEF standards and guidelines:.

Ethical Guidelines for UN Evaluations (2008): Available from www.unevaluation.org/document/detail/102 and **Code of Conduct for Evaluation in the UN system** (2008): Available from www.unevaluation.org/document/detail/100

³ Integrating Human Rights and Gender Equality in Evaluation – 2011

Towards UNEG Guidance,
www.uneval.org/document/detail/980

All reports (inception and final reports) will have to comply with UNICEF and UNEG reporting standards: [https://www.unicef.org/evaluation/files/UNICEF adapted reporting standards updated June 2017 FINAL.pdf](https://www.unicef.org/evaluation/files/UNICEF_adapted_reporting_standards_updated_June_2017_FINAL.pdf) and <http://www.unevaluation.org/document/detail/608>. The final evaluation report will be uploaded to UNICEF Evidence Information Systems Integration (EISI) and will be rated through the Global Evaluation Reports Oversight System (GEROS)⁴⁴.

Work Assignment Overview			
Tasks/Milestone:	Deliverables/Outputs:	Timeline	Estimate Budget
Prepare inception report with final methodology, evaluation framework, analytical framework, workplan and final outline of draft and final reports.	Inception Report	By June 30	20%
Prepare draft report in line with UNEG and UNICEF's Global guidelines on reporting standards	Draft Report and visual summary presentation	By August 31	40%
Prepare draft visual summary presentation in PPT or other dissemination tools			
Prepare final report in line with UNEG and UNICEF's Global guidelines on reporting standards) addressing all comments and recommendations made to the draft report and an evaluation brief.	Final Report and visual summary presentation	By September 30	40%
Prepare final visual summary presentation in PPT or other dissemination tools			

The following deliverables are expected at the proposed timelines

The evaluator is expected to consult and follow the quality standards of the UNICEF evaluation reports, available at:

Inception report:

[www.unicef.org/evaluation/files/UNICEF UNEG TOR Checklist updated June 2017.pdf](http://www.unicef.org/evaluation/files/UNICEF_UNEG_TOR_Checklist_updated_June_2017.pdf);

Final report

[www.unicef.org/evaluation/files/UNICEF adapted reporting standards updated June 2017 FINAL.pdf](https://www.unicef.org/evaluation/files/UNICEF_adapted_reporting_standards_updated_June_2017_FINAL.pdf)

To facilitate alignment with UNICEF standards, a template will be provided to the evaluator for the inception and the final report. The templates will follow this minimum recommended structure:

Inception report

- i) Presentation of the **context and object of evaluation**;
- ii) **Purpose, objectives, and scope** of the evaluation;
- iii) Reconstruction of the **theory of change** (if absent);

⁴⁴ GEROS is a UNICEF organisation-wide system which aims at assessing the quality of final evaluation reports, information related to this system and its rating criteria can be found at: https://www.unicef.org/evaluation/index_GEROS.html

iv) Evaluation **framework** (evaluation **criteria and questions**), with an **evaluation matrix** (disaggregating each evaluation criterion, with evaluation questions, indicators, information sources, and methods of gathering information); it is recommended to share the example in annex 1 as an annex to all the ToR;

v) A complete **methodology** with:

- A) an explanation and rationale of the **methodological design**;
- B) **sample and list of people to interview and sites to visit**;
- C) **data collection tools** (questionnaire, interview guidelines, etc.);
- D) **limitations and mitigation measures**;
- E) **ethical considerations**;
- F) data **analysis** (how the data will be analysed, what technique will be used, software, etc.);
- G) **dissemination of the evaluation**;

vi) A **work plan** and description of the **role and responsibilities** of each team member.

vii) **Deliverables** and quality assurance.

Final report:

- i. Executive Summary (max. 5 pages)
- ii. Context and presentation of the object of the evaluation
- iii. Purpose, objectives and scope of the Evaluation
- iv. Evaluation criteria and questions
- v. Methodology
- vi. Limitations of the evaluation
- vii. Ethical considerations
- viii. Findings (by evaluation criterion)
- ix. Conclusions
- x. Learned lessons
- xi. Recommendations
- xii. Annexes: - ToR
 - Theory of change
 - Evaluation matrix
 - Information collection tools
 - List of sites visited and list of interviewees (categories)
 - List of documents consulted
 - Other relevant documents

All deliverables will be reviewed, and quality assured by UNICEF (Country and Regional offices) and the technical reference group. It is expected that the evaluator will respond to each comment received and the feedback provided will be integrated into the deliverable and a revised version will be submitted. The payment of each output will only be made when the revised version of the report is received and approved.

Responsibilities of Key stakeholders

UNICEF will:

- Meet initially with the Consultant, the Director of CPA, and other staff identified by the CPA
- Follow-up and provide support to the consultant throughout the consultancy
- Review inception report and provide feedback for adjustment
- Review data collection instruments prepared by consultant
- Attend briefing meetings
- Review and provide feedback on draft deliverables

- Review and approve the final report before final payment is made to Evaluator
- Review and approve the summary presentation of results

The CPA will:

- Initiate meeting with CPA Officials and other stakeholders
- Inform CEOs of Blossom Inc., ChildLink, the staff of the CACs, and other key stakeholders of the purpose of the consultancy and the role they are expected to play.
- Provide the consultant with letters to be presented to key stakeholders and all potential respondents.
- Provide the consultant with materials that will include various monitoring and other reports as requested by the consultant.
- Review and provide feedback on draft deliverables

The Evaluator will:

- Meet initially with officials from the CPA and UNICEF to discuss the consultancy and timelines in detail.
- Will review all documents as provided by CPA
- Submit inception report with all relevant annexes.
- Incorporate feedback from UNICEF and CPA and finalise inception report before proceeding with fieldwork
- Conduct fieldwork and coordinate all activities
- Prepare and present a draft report to stakeholders and incorporate feedback
- Prepare and submit a comprehensive final report that addresses all comments and recommendations made by UNICEF and CPA
- Prepare and submit a summary presentation of results (PPT or other visual tools) for dissemination.
- The consultant shall act in a manner within the laws of the country of Guyana and the core values of UNICEF.

7. WORK PLAN

The Evaluation Team is expected to provide a statement of health. The Evaluator will be fully responsible for the quality of that statement. The CPA and UNICEF shall assume no liability for the health and safety of the Evaluator; nor will CPA and UNICEF assume responsibility for the loss or damage of equipment or transport vehicles, or any injury done to a third party used in conjunction with this work.

The Evaluator is expected to travel in the country (within the COVID-19 regulations) which should be catered for in the financial and technical proposals. UNICEF's Monitoring and Evaluation Specialist will monitor the progress of the Evaluator's work and will be closely involved in providing quality assurance. The evaluator will work from his/her private space and use his/her computer and other equipment if necessary and will submit the final report in an electronic format

An **example of a work plan** is presented in Annex 1.

8. APPLICATION REQUIREMENTS

All Candidates must provide the below information:

- A technical proposal for the assignment
- A financial proposal for the assignment

The *technical proposal* should include a detailed methodological proposal, a CV, a motivation letter, examples of previous evaluations, and other relevant information to ensure the quality of the presented proposal and minimise the disqualifications.

The Technical Proposal will be weighted thus:

Area	Maximum score
Quality of methodological proposal	20
Relevance of Qualification and experience	15
Motivation letter	10
Examples of previous evaluations (5 copies of contracts that prove participation in previous evaluation)	10
Availability for the assignment	5
Total	60

The **financial proposal** should be as detailed as possible, and it is recommended that the proposal be broken down by the proposed number of days of work and daily rate.

Child Safeguarding

Is this project/assignment considered as "[Elevated Risk Role](#)" from a child safeguarding perspective?

☐ YES ☒ NO If YES, check all that apply:

Direct contact role ☐ YES ☒ NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

Child data role ☐ YES ☒ NO

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

Budget Year: 2021	Requesting Section/Issuing Office: SICRM	Reasons why consultancy cannot be done by staff: This task requires an objective person as it is an evaluation.	
Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:			
Consultant sourcing: <input checked="" type="checkbox"/> National <input type="checkbox"/> International <input type="checkbox"/> Both Consultant selection method: <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview)		Request for: <input checked="" type="checkbox"/> New SSA – Individual Contract <input type="checkbox"/> Extension/ Amendment	
If Extension, Justification for extension:			
Supervisor: Monitoring and Evaluation Specialist	Start Date: June 1	End Date: September 30	Number of Days: 70

Estimated Consultancy fee			
Travel International (if applicable)			
Travel Local (please include travel plan)			
DSA (if applicable)			
Total estimated consultancy costsⁱ			
Minimum Qualifications required: <input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other Social Sciences, Anthropology, Sociology, Social Work a specialisation in mixed-method evaluation will be an advantage	Knowledge/Expertise/Skills required: <ul style="list-style-type: none"> - A minimum of 6 years of professional experience in leading and managing outcome and impact evaluations. - Proven experience in conducting evaluations and research, including in child protection areas, in particular violence. - Proven experience in the design and methods of qualitative and quantitative evaluation and research. - Proven experience in conducting value-for-money analyses - A demonstrable understanding of child protection - Proven experience in facilitating and collecting information, including data collection with children - Knowledge of the CACS in Guyana is desirable - Knowledge of the equity and gender approaches and their application - Knowledge of Results-Based Management - Fluency in spoken and written English - Good ability to write reports clearly and concisely. - Strong organisational, and presentation skills Desired: Previous experience with the United Nations Previous experience with UNEG Standards		
Administrative details: Visa assistance required: <input type="checkbox"/> Transportation arranged by the office: <input type="checkbox"/>	<input checked="" type="checkbox"/> Home Based <input type="checkbox"/> Office Based: If office based, seating arrangement identified: <input type="checkbox"/> IT and Communication equipment required: <input type="checkbox"/> Internet access required: <input type="checkbox"/>		

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

Conditions and remarks:

Individuals engaged under a consultancy or individual contract 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 and Individual Contractors. Consultants and individual contractors 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.

UNICEF has a zero-tolerance policy on conduct that is incompatible with the aims and objectives of the United Nations and UNICEF, including sexual exploitation and abuse, sexual harassment, abuse of authority and discrimination. UNICEF also adheres to strict child safeguarding principles. All selected candidates will be expected to adhere to these standards and principles and will therefore undergo rigorous reference and background checks. Background checks will include the verification of academic credential(s) and employment history. Selected candidates may be required to provide additional information to conduct a background check. Successful individuals will be required to produce the following:

- Certificate of good health
- Proof of Health Insurance
- Statement of good standing
- Designation of beneficiary form
- Mandatory training certificates from UNICEF’s e-learning platform (prior to commencement of the Assignment)