UNICEF Belarus

Evaluation Terms of Reference

Country:	Belarus
Object of evaluation:	UNICEF Belarus Child Rights Monitoring Program
Time period of evaluation:	2016 – mid 2022
Geographic coverage:	Belarus
Type of evaluation:	Formative program evaluation
Date of preparation of TOR:	May 2022

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ABBREVIATIONS

CAEM	Choosing Appropriate Evaluation Methods
CO	Country Office
CP	Child Protection
CSOs	Civil Society Organizations
DAC	Development Assistance Committee
EA	Evaluability Assessment
ECA	Europe and Central Asia
ECARO	Europe and Central Asia Regional Office
ERB	Ethic Review Board
IR	Inception Report
M&E	Monitoring and Evaluation
OECD	Organisation for Economic Co-operation and Development
QA	Quality Assurance
RO	Regional Office
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNCRC	Convention of the Right of Child
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children Fund

1. INTRODUCTION

This Terms of Reference (ToR) is for a formative program evaluation of a Child Rights Monitoring (CRM) program implemented by UNICEF in Belarus in partnership with the National Statistical Committee (Belstat), line ministries, international development organisations, including the World Bank, NGOs and think tanks. The CRM programme in Belarus complements other components of the country programme in that it seeks to strengthen the country's capacity to monitor child rights, analyse the situation of children and undertake evidence-based actions that are focused on the most disadvantaged children and supported by adequate budgeting, monitoring systems. To facilitate knowledge generation, UNICEF Country Office (CO) invests in research, paying due attention to the interests, concerns and participation of key Government ministries and CSOs.

ToR outlines the context of the evaluation, conditions and requirements for the evaluation as well as its scope, objective and future use, and the technical requirements that the prospective evaluation team should meet. It was developed based on Evaluability Assessment (EA) conducted in March - April 2022 with UNICEF CO and stakeholders in Belarus aiming to prepare for and suggest the most appropriate and feasible design and techniques for the forthcoming evaluation.

2. EVALUATION CONTEXT

For many years, the Republic of Belarus has invested in socially-oriented strategies, transitioning to an upper-middle income country with the State maintaining a dominant role in the design and implementation of policies. Belarus has maintained a strong commitment to the Sustainable Development Goals (SDGs) and the implementation of the Convention on the Rights of the Child (CRC) and other international treaties.

To monitor the CRC, the Government and UNICEF strategically prioritized data-related investments reflected in the National Plan of Action for the improvement of the status of children and protection of their rights for 2017-2021 developed with the CO's support and approved by the Council of Ministers in September 2017. In 2018, the CO conducted high level policy advocacy which resulted in the National Commission's on the Rights of the Child (NCRC) decision to review and establish SDG baselines for all child-related SDG indicators.

The first ever rolling work plan with the Belstat, signed in 2017, envisaged important investment into the country's data system – MICS6, population-based disability survey, universal data-portal on child-related statistics. With UNICEF support within a joint project for 2018-2021 "Assistance in strengthening national statistical capacity in the production and dissemination of information on the situation of children, women and persons with disabilities to monitor the implementation SDGs by the Republic of Belarus", Belstat has made data more accessible, including through the Universal data portal on child-related statistics, the National platform for reporting on the achievements of the SDGs and the Gender statistics portal. Belarus is rich in administrative data, but data infrastructures on child rights differ among ministries. Together with Belstat, UNICEF continues working on reviewing procedures for systematic collection and analysis of child protection data, validation of administrative data, harmonization of data across institutions, alignment with international quality assurance standards and reporting on the implementation of the Convention on the Rights of the Child.

The country has made a number of international commitments toward gender equality with the establishment of the National Action Plan for Gender Equality as well as defining gender equality as a key SDG accelerator. To meet these commitments, updated and disaggregated data on gender aspects regarding women and men in various spheres of life was critical to direct and inform policy and programming actions.

In 2020, the Government developed its new five-year state programs, with three providing strategic directions on child rights issues. The Parliament also passed the Law on Rights of People with

Disabilities and their Social Inclusion, guaranteeing lifetime, quality and inclusive education to all people and children with disabilities.

Supporting the government efforts in closing the equity gaps among children and establish protective and inclusive environments, UNICEF programming addressed cross-cutting issues such as disability, violence, justice and mental health. The program interventions directly contributed to the 2030 Agenda and UNICEF's Strategic Plans Goals. To influence decision-making UNICEF supports advocacy actions with user-friendly infographics, visuals, policy briefs and fact sheets, allowing to turn insights from data into policy recommendations and actions.

In 2020 Belarus participated in several international committee reviews including the Convention of the Rights of the Child (CRC) and the Universal periodic review (UPR.) The Committee on the Rights of the Child called for a particular attention to the issues of violence, strengthening family environments, children with disabilities, administration of child-friendly justice, financing for children as well as other areas. The challenges of the COVID-19 pandemic and the implications of the political developments of 2020 continued. In addition to CSOs, academic think tanks, media outlets and even businesses were closed in 2021. With these developments, statements from the UN Secretary General and other UN officials urged for respect of human rights obligations including freedoms of expression, assembly and association. These developments have influenced the country's overall socio-economic situation and children's well-being in particular.

3. OBJECT OF EVALUATION, AND PARTNERS OF CRM PROGRAM

The **object of this evaluation is the UNICEF Belarus Child Rights Monitoring program** (2016 – mid 2022) implemented in the changing context of Belarus with a focus on the national child rights monitoring systems where the program implementation is embedded (Annex 3 presents two Theories of Change of the program).

UNICEF Childs Rights Monitoring Program is a component of UNICEF country program activities under the outcome four of the Country Programme Documents for 2016-2020 and 2021-2025, that aim to generate robust and practical evidence and build a culture of collective responsibility for monitoring child rights in the country. UNICEF CO works with the Government, civil society, academia and adolescents themselves to establish and strengthen the national child rights monitoring system that contributes to the formulation of evidence based and equitable social policies, programs and public financing for children. The CRM activities were formalized in the "Data for Children Strategic action plan" adopted in 2017 when UNICEF Belarus became the first CO globally engaging with UNICEF HQ to implement Data for Children Strategic Framework. This deliberate, strategic engagement allowed UNICEF to determine the CO's investments in data and knowledge management.

The **long-term impact** of the CRM program according to UNICEF Belarus "Data for Children Strategic action plan", through strengthening the country's CRM, is to bring about results for children i.e. progressive realization of children's rights and reduction in equity gaps through strengthening the country's CRM system. The **main outcome** of the CRM program is to bring positive changes in performance and behaviors of the actors responsible for providing and upholding rights along with the behavior of the beneficiaries themselves. UNICEF envisioned that by 2020, the national CRM would have better served knowledge and evidence generation, specifically on child vulnerabilities, for decision making, reporting and advocacy related to the United Nations Convention on the Rights of the Child (UNCRC).

In accordance with the CPD for 2016-2020, CRM programme was geared toward producing two **key outputs** to provide key stakeholders, including line ministries, Civil Society Organizations (CSOs) with better data, analysis, evidence and knowledge exchange to influence policy changes for children.

> *Main output 1:* "By 2020, national capacity to reveal and monitor bottlenecks in realization of children's rights strengthened".

Main output 2: "By 2020, a universal data-portal on child-related statistics in line with international standards in place".

In 2021-2025 CPD UNICEF CO is focusing on system strengthening to integrate international child welfare standards into policies and systems and provide more inclusive and participatory processes. The focus is on the most vulnerable child and adolescent groups, to end child deprivation and ensure enjoyment of their rights, while safeguarding gender equality and emergency preparedness and responses. The 2021–2025 country programme builds on the previous investments to address remaining vulnerabilities for children and youth through four interlinked programme components: strengthening family environments; access to justice; future generations; and partnerships and investments for children. The CPD for 2021-2025 aims that "By 2025, national child rights monitoring and evaluation system strengthened and integrated to monitor, evaluate and report on achieving SDGs and the realization of Child Rights".

To produce the above outputs, UNICEF engaged in child rights monitoring and knowledge generation **activities** which also interact with UNICEF's core role in policy advice and advocacy. Activities entailed several components involving convening partnerships and leveraging resources for children, capacity development of government as well as development of evidence-informed policymaking culture within UNICEF and in Belarus society. The CRM program integrates demand for, supply and use of data and evidence by working on:

- Data Collection - Population Surveys (MICS 2019), Household survey for a comprehensive assessment of the situation of persons with disabilities in Belarus (2018), Generations and gender (2017), etc.;
- Data distribution - National platform for reporting on the achievement of the SDGs, Universal data-portal on child-related statistics, web portal on gender statistics;
- Analysis of research results (analytical reports, reviews, analyses);
- Preparation of thematic infographics and dashboards (progress on SDGs, etc.);
- Capacity development (workshops, seminars, trainings, business trips);
- International exchange (expert missions, TransMonEE).

The Government is the **primary stakeholder** of the CRM program, especially within the work on strengthening SDG monitoring and reporting, including preparation of Voluntary National Review (VNR) in 2018. Line ministries are stakeholders of the program by partnering with UNICEF in implementation as well as being beneficiaries of capacity building program components. Ministry of Health was partner within the Study on Mental Health and Suicidal Behaviour of Adolescents in Belarus in 2019; Ministry of Education participates in establishing Education Management Information Systems (EMIS). Other partners are Ministry of Labour and Social Protection and Ministry of Finance.

National Statistical Committee (Belstat) is one of the main stakeholders in the implementation of CRM. Major surveys (MICS) are conducted in partnership with it. Belstat also participates as a partner in development of Information Management Systems (Child Data Portal, SDG reporting platform, Gender Statistics Portal), as well as SDGs monitoring and reporting (development of SDG Statistics Roadmap, organisation of the International SDG Forum in 2018 and National SDG Forum n 2019). At the same time, Belstat is also one of the main stakeholders. One of the CRM program strategies is strengthening Belstat capacities through developing national methodology of measuring multidimensional child poverty, validation of administrative data on ECD, analysis of Disability survey data, harmonization of data across institutions, etc.

World Bank has played an active role in program implementation as another stakeholder and co-financing organisation (support of conducting of MICS, establishing Data for Children portal). In addition, UN agencies are active partners in implementation of the program supporting the conducting of surveys (ex. UNECE and UNFPA – Generations and Gender Survey in 2017), supported the joint

reporting on SDGs (ex. Mainstreaming, Acceleration and Policy Support (MAPS) in partnership with UNDP, UNFPA, WB, WHO, ILO and FAO).

Withing the CRM program implementation UNICEF partners with academia, especially with research institutions under the line ministries, for example, Labor Research Institute of the Ministry of Labor and Social Protection, Research Economic Institute of the Ministry of Economy.

Among other stakeholders are civil society organisations, however their current presence in the country is very limited, as well as beneficiaries – children, adolescents, and women, especially the most marginalized ones.

4. PURPOSE, OBJECTIVE AND USE OF EVALUATION

The **purpose of the evaluation** is to provide a rigorous assessment of UNICEF's results to date, analyse strengths and weaknesses in strategies taken by the CRM program as well as insights on how to address possible system-level bottlenecks and strengthen the national child rights monitoring system and accountability mechanisms. While Belarus has established the monitoring system of its national goals and international commitments, the capacity of the national CRM System covering data systems, a legal framework, an institutional framework with the National Commission on the Rights of the Child at its heart, should be further strengthened to ensure an ongoing dialogue of all stakeholders over child-related policies and building consensus around the benefits of investing more resources in vulnerable children and fulfilling their rights. The evaluation should be forward-looking with clear recommendations for further programming to be implemented within the State programmes, budgeted inter-agency action plans and UNICEF "Data for Children action plan" in the changing socio-economic and political situation.

The evaluation is an important learning opportunity, both for UNICEF and its partners, especially government institutions in deriving lessons from the experience and existing evidence in child rights monitoring.

The **primary intended users** of the evaluation results are Government, including the Ministry of Education, Ministry of Health, Ministry of Labour and Social Protection, Ministry of Finance, Belstat and UNICEF. Line ministries' research institutions and international organisations are secondary users, which may use the results of the evaluation for better understanding of the current child rights monitoring situation in the country as well as gaining greater understanding their role in monitoring and the role of UNICEF as a facilitator of policy change for children.

The findings of the evaluation will be used as a basis for discussions, planning and development of the next "Data for Children Action Plan". The UNICEF Belarus CRM program team will lead the efforts to utilize the insights, findings and recommendations of the evaluation to build on further effective programming.

The results of the evaluation will be used to build new partnerships and plan to attract new partners, including from the private sector, as well as meaningfully involving children and youth.

Finally, the executive summary of the evaluation report will be used as an advocacy tool for the external audience to highlight UNICEF accountability and responsibility.

OBJECTIVE OF THE EVALUATION

Based on the preferences of the stakeholders and UNICEF CO discussed during the evaluability assessment workshops, the objectives of the evaluation are:

- To better understand

- national child rights monitoring mechanisms and frameworks, assumptions and differences of opinions of key stakeholders on development of national child rights monitoring system with further recommendation on its strengthening;
- extent to which CRM program takes into account and responds to the interests of vulnerable groups of the population (especially with gender and equity focus), and to provide recommendations on further improvement;

- To assess
  - results of the program achieved so far and the extent to which the program is on track to meetings its objectives and results (from outputs to outcomes and impact);
  - adaptiveness of CRM program, coherence and sustainability of its results during the political, economic and social context changes in the country;
- To draw lessons and provide recommendations for the refinement of good practices and new actions to:
  - further support the national government in its efforts of strengthening the national child monitoring system;
  - improve current partnerships and analyse opportunities for engagement of new partners, including from private sector.
  - better incorporate gender equality and equity issues.

5. SCOPE OF THE EVALUATION

Period to be covered: The evaluation timeframe will cover the whole duration of the CRM program from its starting date in 2016 up to the date of the evaluation (in 2022).

Sectoral coverage: The evaluation will focus on the CRM program results (2016-mid 2022) CRM program are interconnected with the entire CO country program, which means that other sectoral areas (Education, ECD, Social Policy, Health, Communication, Child Protection, C4D) and the associated 'cross-cutting' system changes may also be looked at.

Thematic coverage: The evaluation will cover national child rights monitoring initiatives with a focus on creating evidence for informed decision-making including data collection (population surveys), analysis of research results, data presentation and distribution, capacity development activities.

Geographic coverage: Belarus.

6. EVALUATION QUESTIONS AND DESIGNS

This section presents the tentative evaluation questions according to the stakeholders' preferences and expectations from the evaluation. Stakeholders were presented with a long list of potential evaluation questions (Annex 4), which were discussed and assessed based on their importance and feasibility. Table 1 presents the list of ranked preferences of evaluation questions mapped out against the OECD-DAC criteria including some questions added at the time of ToR development.

Table 1. Evaluation questions ranked by stakeholders[1] listed according OECD-DAC criteria

Criteria/Evaluation questions	EA score (0-not important, 3-very important)	EA rank
1.RELEVANCE: How relevant is the program to the country context and stakeholder needs?	2.2	2

[1] The questions ranked lower than score "2" were omitted in the final list of evaluation questions in order to make the evaluation highly focused.

Q1.1.To what extent the program takes into account the interests of vulnerable groups of the population?	2.4	1
Q1.2.To what extent does the program respond to the requests/needs of the stakeholders?	2.3	2
Q1.3. Does the Program meet the country context and key challenges?	2.3	3
Q1.4. To what extent is CRM program based on a valid Theory of Change?	added	
Q1.5. To what extent and how have the principles of gender equality and Leave no Child Behind been integrated into the design, planning and implementation of CRM's activities?"	added	
2.COHERENCE: How well do the activities of the Program fit into the overall picture?	1.9	4
Q2.1.To what extent are Program activities coherent with national priorities, existing programs at the national level?	2.4	1
Q2.2. How is the program coherent with interdepartmental coordination of various government bodies?	2.1	2
Q2.3. To what extent is the Program coherent with the Sustainable Development Goals and their national localization?	2	3
3.EFFECTIVENESS: IS THE INTERVENTION ACHIEVING ITS OBJECTIVES?	2.1	3
Q3.1.Which key partners of the Program can influence the implementation and effectiveness of the program?	2.4	1
Q3.2. To what extent has UNICEF approach been innovative in the implementation of the Program?	2.3	2
Q3.3. To what extent is the program on track to meetings its results from program activities to products (outputs), to intermediate results (outcomes) and, finally, to impact? What results have been achieved so far?	2.3	3
Q3.4. To what extent is the Program on track to contribute (and other factors) to the achievement of impact?	2.2	5
Q3.5.Under what circumstances did the program achieve or not achieve the desired outcome? What factors explain the pattern of performance observed?	2.2	6
Q3.6.Analysis of necessary and/or sufficient factors for the effectiveness of the Program?	2.1	7
Q3.7. To what extent were gender and equity aspects effectively mainstreamed and delivered in the CRM program?	added	
4.EFFICIENCY: HOW WELL ARE RESOURCES BEING USED?	2.1	3
Q4.1.Understanding if the financial investment made is good value for money; finding the most efficient way of running the program, minimising costs?	2.3	1
Q4.2.Does efficiency vary across contexts or subgroups? If so, by how much and for which groups?	2.2	2
5. IMPACT: WHAT DIFFERENCE DOES THE INTERVENTION MAKE?	2.3	1
Q5.1.What is the likely cumulative impact of the Program on child rights protection in the country?	2.5	1
Q5.2.What impact does the Program have (or like to have) on monitoring the rights of the child in the country?	2.5	2
Q5.3.What part of the observed results can be attributed (or likely to be attributed) to the Program?	2.3	3
6.SUSTAINABILITY: WILL THE BENEFITS CONTINUE IN THE LONG TERM?	2.3	1
Q6.1.To what extent the results are sustainable during the political / economic / social context in the country changes?	2.4	1
Q6.2. To what extent the implementation of the Program depends on the continuous investments of UNICEF?	2.3	2
Q6.3.Who is the main owner of the Program products and responsible for their development?	2.1	3

This list will be further discussed and finalised with the UNICEF CO and stakeholders during the inception stage. The findings and conclusions against these questions will be synthesised to support further learning for UNICEF Belarus and CRM programming.

7. EVALUATION APPROACH AND METHODOLOGY

The evaluability assessment conducted in March-April 2022 has prepared the ground for the future CRM program evaluation. The exercise showed the readiness of the CRM program for evaluation, availability of documents and data on planning, monitoring, reporting as well as interest of the key stakeholders in evaluation and its use.

The approach and methodology of the evaluation should be guided by the UNICEF's revised Evaluation Policy[2], the Evaluation Norms and Standards of the United Nations Evaluation Group (UNEG)[3], UNICEF Procedure for Ethical Standards in Research, Evaluations and Data Collection and Analysis[4] and UNICEF's reporting standards. Bidders are welcome to suggest ideas about how they would approach this assignment to complete it as efficiently and timely as possible. It is expected that the evaluation will adopt equity-based and gender-sensitive approach to understand whether the undertaken interventions managed to address the needs and uphold the rights of the most vulnerable groups. It will integrate human rights, gender and equity in accordance with the relevant UNEG guidelines and will be conducted in accordance with the UNEG Code of Conduct and Ethical Guidelines for Evaluation.

It is envisaged that the evaluation will be theory-based. The evaluation questions are formulated as per OECD-DAC evaluation criteria. All six criteria were defined as important to be included in the evaluation, understanding complexity and systems in the changing environment of Belarus context (*relevance* and *coherence* criteria) are suggested to be crucial while ensuring examining the outcomes (*effectiveness*, prospective *sustainability*). Additional cross-cutting issues such as relevant human rights, including child rights, equity and gender equality are also examined. The evaluators will be expected to adopt a user-driven approach to the development of an evaluation strategy that will guide the work over the next years. It is important to note that the evaluation is focused both on the accountability and learning purposes.

To explore what approaches and designs would be most appropriate to answer the evaluation questions, we used Choosing Appropriate Evaluation Methods (CAEM) tool adapted to the needs and context of CRM program[5]. Based on the results of the calculation of CAEM tool, it is suggested to use the combination of Participatory Systems Mapping methodology to cover *relevance* and *coherence* criteria with a forward-looking analysis in combination with Outcome Mapping methodology to cover *effectiveness* and *sustainability* criteria for understanding the initial results of the Program and its lessons learned.

Ensuring participation is one of the highest priorities for the future evaluation as discussed and highlighted during the evaluability assessment workshops (see Table 2 and 3). The CRM program has been conducted within the changing political and social environment, where restrictions and closing opportunities for civic engagement, a limited presence of international development organizations in the country are the main features. Yet, the CRM Program has achieved a high level of stakeholders' collaboration throughout ongoing consultative processes. Maintaining stakeholders' engagement during the evaluation should be one of the priorities. Moreover, based on the discussions among stakeholders,

[2] UNICEF 2018 Evaluation Policy https://undocs.org/E/ICEF/2018/14

[3] UNEG Norms: http://www.uneval.org/document/detail/21, UNEG Standards: http://www.uneval.org/document/detail/22

[4] https://www.unicef.org/supply/files/ATTACHMENT_IV-UNICEF_Procedure_for_Ethical_Standards.PDF

[5] Choosing Appropriate Evaluation Methods – A Tool for Assessment and Selection (Version Two) - CECAN

the circle of stakeholders should be enlarged, as possible, to involve youth volunteers, media and the private sector.

The CRM program has been implemented in the highly changing and volatile environment, which is worth analyzing and understanding its effects on the program for further programming. In recent years the political and social environment has changed in Belarus. Nevertheless, the CRM program logic is suggested to be still relevant in most of its aspects, and new partnership opportunities should be further explored for advancement of the program.

Table 2. Polls results considering importance of evaluation elements (CAEM structure)

		Average	Government representatives	UNICEF team
Goals/preferences/abilities	1.Understanding and explaining outcomes	2.2	1.9	2.5
	2 – Participation	2.38	2.08	2.62
	3 - Rigorous Evidence[6]	1.73	1.2	2.25
	4 - Complexity, Networks, and Systems	2.31	2	2.63
	5 - Other	2.35	2.2	2.5
Evaluation questions	6 - Net effect and beyond	2.3	2.07	2.53
	7 - How and Why	1.95	1.65	2.5
	8 - Supporting and explanatory factors	2.17	1.73	2.4
	9a - Relevance	2.31	2	2.63
	9b - Efficiency	1.93	1.75	2.35
	10 - Networks and Partnerships	2.13	1.93	2.33
Methodological Requirements	11 - Theory of Change	2.28	2.04	2.58
	12 - Participation	2.28	2.1	2.45
	13 - Experiments[7]			
	14 - Data availability	1.73	1.57	1.88

Table 3. Preference of methods

Preferences in methods	EA score (0-not important, 3-very important)
Bringing together varied groups of stakeholders to build consensus on their system, uncover misunderstandings, assumptions and differences of opinion	2.5
Setting up a collaborative process to build Theories of Change – the path for achievement of results	2.4
The evaluation to be relevant for a wide range of stakeholders (and be used by them)	2.4
Working on the conceptual framing, for example discuss how we define / measure success and other relevant constructs we use in the theory of change	2.25

It will be the task of the evaluation team to establish the most feasible and appropriate design taking into consideration the stakeholders' opinion on importance of evaluation elements (Table 2), as well as preferences to evaluation methods (Table 3).

[6] Most questions on robust and credible findings were omitted as this is a UNICEF requirement not a choice for evaluation design

[7] Questions on experimental design were discussed, but not included in the polls, as their formulation was technical and required good evaluation/research background to answer

The team will be expected to explain its triangulation approach and quality assurance of all evaluation deliverables and to clarify, how it plans to engage key evaluation stakeholders to promote participation, ownership and utilization of the evaluation. The evaluation design should also consider the issues of gender and equity and mainstream them throughout the evaluation according to UNICEF Guidance on gender[8] and disability integration[9]. The Inception Report will specify an evaluation approach and data collection and analysis methods that are human rights based, including child rights based and gender sensitive, and for evaluation data to be disaggregated by sex, ethnicity, age, disability, etc

The Inception Report will include also the sampling methods for selecting interviewees' and participants in roundtables and project sites for visits. The sampling methods should ensure balanced geographic coverage, gender balance, and representation of various disabilities sub-groups.

The methodology that will be used by the evaluators should be presented in the Inception Report and the Final Report in detail. The methodology should:

- Employ relevant internationally agreed evaluation criteria including those of relevance, coherence, efficiency, effectiveness and sustainability, giving special consideration to gender and equity dimensions;
- Use applicable international and corporate norms and standards for evaluation;
- Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.) and using mixed methods (e.g. quantitative, qualitative, participatory) to ensure triangulation of information through a variety of means.
- Be geared towards addressing the key evaluation questions considering the evaluability challenges, the budget and timing constraints;
- Be based on an analysis of the ToCs and on a thorough stakeholder analysis;
- Use mixed methods and appropriate sampling ensure that women, girls, men and boys from different stakeholder groups, including the most marginalised, participate and that their voices are heard and considered;
- Be synthesized in an evaluation matrix, which should be used as the key organizing tool for the evaluation.

To facilitate the evaluation process, UNICEF will ensure that Government and other counterparts are consulted throughout the process. The CO will assist with the organization of meetings with the relevant government authorities, development partners, institutions, key stakeholders and beneficiaries. The CO will support the establishment of an Evaluation Reference Group (ERG) comprising key stakeholders to the evaluation (UNICEF, Belstat, WorldBank[10] Ministry of Health, Ministry of Education, Ministry of Labour and Social Protection, Ministry of Finance, Representatives of NGOs, representatives of UNICEF youth volunteers).

The following limitations are anticipated:

I. Limited availability of non-government organisations to take part in the evaluation;
II. Staff turnover in the involved partner institutions during the implementation of the project may lead to lose of relevant information.
III. Socio-political instability could affect the openness of the respondents especially from government.
IV. Limited availability of data especially access to a broad range of detailed and high-quality data, including hard to find data, data on sensitive issues, etc. The national child rights monitoring framework is not consolidated, and national legislation is limited on the subject.

[8] UNICEF (2019) UNICEF Guidance on Gender Integration in Evaluation EVALUATION OFFICE AND GENDER SECTION; UNICEF (2020) "How to" checklist for gender integration into COVID-19 socioeconomic impact assessments and response plans
[9] UNICEF (2012) Integrated Social Protection Systems Enhancing Equity for Children, UNICEF
[10] If available due to recent limitation of activities in the country

The UNICEF CRM team has been well documenting the processes of program implementation, its partnerships and results during the whole cycle of the program. The CRM concept was documented in 2019 by the team. Two Country programs (2016-2020, 2021-2025) as well as two programs of UN cooperation (UNDAF and UNSDCF) were reviewed with regards to coherence and understanding the CRM program logic. During the implementation CRM program team[11] prepared several program briefs both in English and Russian, mainly used for partnerships engagement.

During the EA the Country Annual reports starting from 2017-2020 were analyzed with particular attention to two outputs directly related to CRM work. Starting from 2021 CRM work was united under the 4th, output, reported results of which were also reviewed. The annual reports were in particular useful for understanding adaptiveness of the program to the changes in political and social environment, as well as for understanding the connection between Country Program portfolios and CRM contribution. Financial reports including trips starting from 2018 were reviewed and prepared for further analysis by the prospective evaluation. The partnerships agreements are well kept with government, including line ministeries, as well as Belstat. All documents were stored in the Google Drive folder (Annex 8) for future evaluation.

The Evaluation Team members are required to clearly identify any potential ethical issues and approaches, as well as the processes for ethical review and oversight of the evaluation process and take the primary responsibility for the Quality Assurance process, ensuring a rigorous process of data collection, analysis and synthesis to minimise errors. The process of on-going triangulation and verification, validation of the evaluation design and its instruments during two in-country mission will help to ensure this. The Evaluation Team members should also adhere to UNICEF's Evaluation Policy, to UNEG's ethical guidelines for UN evaluations and to UNICEF Reporting Standards. Evaluation Consultant members will sign a no conflict of interest attestation.

8. EVALUATION PROCESS

Once the evaluation team is on board, the evaluation will be structured in the following main phases defined by accompanying activities as described below:

INCEPTION PHASE

The inception stage is key in further exploring the feasibility of the appropriate approaches and designs (presented above) to this evaluation to meet both the country preferences and UNICEF Belarus. The inception phase must include but not be limited to the following:

Initial Briefings: Brief introductory interviews with staff from UNICEF's Country Office will inform the detailed planning of the evaluation methodology. Once the initial document review is completed, there will be a joint and separate call(s) with wider stakeholders to introduce the evaluation team to the key evaluation stakeholders, including members of an Evaluation Reference Group (ERG) established as a sounding board for the evaluation to foster transparency and participation and to review key evaluation deliverables. ERG composition will be discussed and agreed during the inception stage.

A Desk Review: The evaluation team will commence the evaluation with a document review for which an electronic library was set up. A desk review will focus on the materials prepared as part of the evaluability assessment and any new materials added to the library since the completion of the EA. In addition, the team will explore any/all administrative data from line ministries, any type of statistical information available and relevant to the child rights monitoring in the country. The purpose of the review will be to familiarise with the CRM and start working on the methodology and Inception Report.

[11] CRM program team

Refinement of the evaluation methodology: The evaluation team will work on the methodology in consultation with key stakeholders during open discussions, including refinement of evaluation questions and exploring the most appropriate and feasible approaches. The evaluators will suggest a relevant approach, evaluation framework, methods, sampling, timing, roles and responsibilities, approaches. There will be an evaluation matrix from which the analysis can be based, and evaluative conclusions drawn.

An Inception Report (IR): An Inception Report[12] will be submitted that demonstrates impartiality, and that aligns with UNICEF's quality standards. Based on the document review, the IR will provide a contextual description and focus; justifications of proposed changes to the evaluation ToR, if any; and a detailed methodology of the proposed feasible approaches to answer evaluation questions; refined theoretical framework; a description of the quality assurance mechanism, refined desk review outputs, and etc. The IR will also outline evaluation team's strategies for management of data gaps, or data reliability issues, and it will include ethical considerations relating to primary data generation and use, as per UNICEF guidelines. Attached to the IR will be an evaluation matrix outlining evaluation questions, sub-questions, judgement criteria/indicators and benchmarks (in line with section 7), assumptions, data sources and instruments/methods; mapping outputs which will be refined for the Evaluation Report; a work plan with a timeline; and an overview of the division of labour between the evaluation team members (national and international). The IR will be subject to quality assurance (once approved by the manager): a review conducted by internal evaluation stakeholders and the ERGs (through a virtual presentation), an ethical review – should the proposed data gathering involve vulnerable groups, sensitive subjects and/or use of confidential data – and, finally, quality assurance by ECARO external assessment entity that requires a satisfactory rating for the field mission to proceed and be considered an acceptable product[13]. The evaluation will proceed to implementation only on acceptance of a quality assured and approved evaluation design. The approval of the IR will mark the completion of the Inception Phase.

IMPLEMENTATION AND CONSULTATION STAGE

The evaluation will follow the design agreed in the Inception Report.

Hybrid data collection: Following the inception phase, a six-week hybrid data collection will be organised during which primary and further secondary data will be generated and collected. The hybrid approach to data collection will require the lead evaluator to travel to Belarus if the pandemic situation allows. National consultant will support the lead evaluator in data collection, analysis and in-country validation and do so either face to face or virtually depending on the COVID-19 situation and security requirements. The team will present the preliminary findings to the key stakeholders and ERGs before drafting country evaluation reports.

Data analysis and writing up an evaluation report (ER): The evaluators will follow the approach to data analysis outlined in the IR. The evaluators will prepare a draft evaluation report (Annex 2 has a draft structure) that will be subject to a review undertaken by CO ERG and the Evaluation Manager and an external quality assurance that requires a satisfactory rating. Following the first review of the draft report and the initial quality assurance, the evaluators will incorporate the comments provided as appropriate and prepare a next draft. There will be several rounds of comments and revisions (3). Once a final draft report has been approved, evaluators will present the evaluation findings and recommendations to the CO and ERG. The ER will comply with UNICEF's reporting standards and be no longer than 60 pages excluding annexes. The ER will be rated in UNICEF's Global Evaluation and Research Oversight System (GEROS)[14], and will be published on UNICEF's global website.

[12] There will be one IR covering all COs.

[13] The evaluation team will be given a QA checklist to ensure their products meet UNICEF quality criteria. Financial proposals should take into account several rounds of comments and revisions of IR and each CER.

[14] https://www.unicef.org/evaldatabase/index_GEROS.html

9. SPECIAL CONDITIONS AND LIMITATION

Special condition

Considering the possible travel restrictions (during the data collection period), the bidders should prepare technical and financial proposals accordingly.

Limitations include

- Not all key informants might be available or reachable at the time of the evaluation.
- Some governments institutions might be reluctant to share some data, while some could be of poor quality.

10. ETHICAL CONSIDERATIONS

Considering UNICEF's strategic agenda to harness innovation and deepen the evidence base to drive and sustain global progress towards the realization of children's rights, ensuring ethical conduct in evidence generation is imperative. This is necessary both in its own right and as a significant contributor to ensuring quality and accountability in the evidence generation process, especially when it involves children. The evaluation should be conducted in strict adherence with UNEG ethical guidelines and code of conduct. The evaluation team will also sign a non-disclosure agreement.

The team should identify any potential ethical issues and approaches, as well as the processes for ethical review and oversight of the evaluation process in their proposal. The evaluation may engage children under 18 and other vulnerable groups of the population, who are youth volunteers working with UNICEF in data collection. The evaluation Inception Report will be subject to ethical approval through the regional LTA holder.

Please see Annex 1 for more details.

11. EVALUATION GOVERNANCE AND MANAGEMENT

The program evaluation will be managed by UNICEF Europe and Central Asia Regional Office (ECARO) Evaluation Specialist. The evaluation specialist will work in collaboration with UNICEF Belarus M&E/CRM team, Deputy Representative, and other key programme specialists. An Evaluation Reference Group will be set up at national level and consist of different program stakeholders.

12. ROLES AND RESPONSIBILITIES IN THE EVALUATION PROCESS

The ECARO Evaluation Specialist (serving as 'evaluation manager') will be responsible for the day-to-day oversight and management of evaluation and for management of the budget, assure the quality of evaluation and guarantee its alignment with UNEG Norms and Standards and Ethical Guidelines and provide quality assurance checking that the findings and conclusions are relevant and proposed adaptations are actionable. All major deliverables will be reviewed firstly by CO and RO (zero draft) then by the Reference Group. The evaluation report will also be presented to and discussed with the Government represented by ERG members.

The evaluation manager will have the following responsibilities:

- Lead the management of the evaluation process
- Safeguard the independence of the exercise and ensure evaluation products meet quality standards
- Provide overall guidance and administrative support; Oversee progress and conduct of evaluation, the quality of the process and the products
- Approve the deliverables

The CO M&E/CRM team will have the following responsibilities:

- Coordinate the selection of evaluation contractor(s);
- Set up ERG and organise the ERG meetings; Facilitate the participation of those involved in the evaluation design

- Make sure there is a dissemination plan to follow up evaluation findings and recommendations
- Connect the evaluation contractor(s) with the wider program units, senior management and key program stakeholders, and ensure a fully inclusive and transparent approach to the evaluation
- Facilitate access to all information and documentation relevant to the evaluation, as well as to key actors and informants who should participate information-gathering methods
- Manage/support relationship between CO, partners, etc
- Approve the deliverables and ensure evaluation products meet quality standards
- Take responsibility for disseminating and learning
- Disseminate the results

The ERG will:

- Review and provide comments and feedback on the quality of the evaluation process as well as on the evaluation products
- Facilitate the communication/presentation of results to COs and relevant partners at the regional and country level

The evaluation team (one international and one national expert) will report to the evaluation manager and conduct the evaluation by fulfilling the contractual arrangements in line with the TOR, UNEG/OECD norms and standards and Ethical Guidelines; this includes developing of the Inception Report, drafting and finalizing the final reports and other deliverables, and briefing evaluation stakeholders on the progress and key findings and recommendations, as needed. The evaluation team should also adhere to UNICEF's Evaluation Policy, to UNEG's ethical guidelines for UN evaluations and to UNICEF Reporting Standards. Evaluation team members will sign a no conflict-of-interest attestation. The evaluation contractor(s) must demonstrate personal and professional integrity during the whole process of the evaluation. The evaluation team members must respect the right of institutions and individuals to provide information in confidence and ensure that sensitive data cannot be traced to its source. Further, the team must respect ethics of research while working with children including using age-appropriate consent forms, age-appropriate data collection, and principle of "do no harm." Furthermore, the team and its members must take care that those involved in the evaluation have an opportunity to examine the statements attributed to them. The evaluation process must be sensitive to beliefs, manners, and customs of the social and cultural environment in which they will work. Especially, the team must be sensitive to and address issues of protection, discrimination and gender inequality. Furthermore, the evaluation team is not expected to assess the personal performance of individuals and must balance an assessment of management functions with due consideration of this principle.

The **Evaluation Team Leader** (international expert) will be in charge of leading the entire process and be responsible for timely and quality deliverables of the entire process as well as of the evaluation outputs. The Evaluation Team Leader will be working with a national evaluator who will be responsible for data collection and analysis under the supervision of the Evaluation Team Leader. The Evaluation Team Leader will be chosen first and will participate in the choosing of the national evaluator.

13. WORK PLAN AND DELIVERABLES

A tentative timeframe for the evaluation is provided below. The evaluation is expected to be completed within 9 **months upon signing the contract** (July/August 2022 – May 2023). This timeline might be subject to change, depending on the prevailing situation on ground over the evaluation period.

TABLE 6 WORK PLAN

Stage	**Activity**	**Duration**
Kick-off	Contract signing; initial briefings	One week
Inception	Initial desk review	
	Discussion of the initial methodology	
	Producing a draft detailed Inception Report (IR)	

	Internal and external quality assurance (QA) review including ERG (first review is done by a manager, then by a wider small team, then CO and finally ERG) and CO presentations; ethical review process if required	6 weeks
	Incorporation of received feedback	
	Several drafts and then final inception report	
Implementation and consultations (Data collection and analysis)	Hybrid data collection	14 weeks
	Data analysis and conducting round tables/workshop to share preliminary findings, lessons learned and recommendations	
	Writing up the first draft evaluation report	
	Further discussions of lessons learned and recommendations with CO	
	Further refinement of country evaluation reports	
	Internal/external quality assurance (QA) review including ERG and CO presentation (first review is done by a manager, then by a wider CO team, finally ERG)	
Finalisation of ER and presentation	Incorporation of received feedback	6 weeks
	Final evaluation report and PowerPoint	
	Presentation of the evaluation results	

The evaluation process at all stages should follow UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis. Expected deliverables are listed in the Table 7 below:

TABLE 7 EXPECTED DELIVERABLES AND TIMING

Deliverables	**Timing**	**# of days Team Leader**	**# of days Team Member**
Initial design proposal (general picture) and evaluation questions	During 6 weeks of inception stage	5	8
Workshop with CO to agree the overall methodology and approach and ERG presentation		1	1
Final evaluation IR		7	5
Data collection (interviews, focus groups). Roundtable/workshops with CO, and ERG to share preliminary results of evaluation report	During 14 weeks of implementation and consultation stage	7	13
Special workshops with CO CRM team to discuss recommendations and lessons		1	1
Draft and final evaluation report along with a succinct executive summary and clear PowerPoint presentation		15	15
Roundtable/workshop with CO and ERG to present final results of country evaluation report		2	2
Total		38	45

14. REQUIRED QUALIFICATIONS

UNICEF is seeking to contract an Evaluation team.
The Evaluation team should have an Evaluation Team Leader (international) and national evaluation expert.

Contractors are required to clearly identify any potential ethical issues and approaches, as well as the processes for ethical review and oversight of the evaluation process in their proposal.

The **Evaluation Team Leader** should have the following qualifications:

- Advanced university degree, preferably in evaluation, social studies or a related field. A combination of relevant academic background and relevant work experience may be accepted in lieu of the advanced university degree;
- At least ten years' experience in evaluation, including experience of evaluating child protection and monitoring programs and familiarity with UNICEF and the UN system (CVs required);
- Previous work experience with UNICEF and familiarity with child rights monitoring systems institutional development, policy dialogue, organizational development, monitoring evaluation and learning;
- Previous experience of designing and implementation of theory-based evaluation approaches including Outcome Mapping and Participatory Systems Mapping designs and documented professional experience in conducting rigorous independent evaluations that meet professional evaluation standards;
- Proven experience of using techniques/approaches (mentioned above) in previous evaluations
- Previous experience of evaluations conducted in ECA region, and Belarus in particular, and managing teams;
- Understanding of Sustainable Development Goals and its relation to UNICEF work in ECAR;
- Familiarity with UNICEF and procedures;
- Strong analytical skills and statistical data analysis experience;
- Ability to produce content for high standard deliverables in English;
- Sensitivity towards ethics with regards to human and child rights issues, different cultures, local customs, religious beliefs and practices, personal interaction and gender roles, disability, age and ethnicity;
- A strong development background with a profound understanding of development and Human Rights-Based programs, gender equality and human rights, including child rights, equity/inclusion;
- Working knowledge of Russian language is an added asset.

National Evaluator should have:

- Advanced university degree, preferably in evaluation, social studies or a related field. A combination of relevant academic background and relevant work experience may be accepted in lieu of the advanced university degree;
- At least five years of relevant professional experience in research and conducting data collection activities, facilitation of participatory workshops, analysing collected primary and existing secondary data;
- A strong development background with a profound understanding of gender, equity and child rights;
- Good knowledge of Belarusian context and child rights monitoring frameworks.
- Previous work experience with UNICEF would be an advantage;
- Knowledge of English, Russian and Belarusian languages

15. PROCESS of APPLICATION

Proposal from candidates should include:

Cover letter indicating a position (Evaluation Team Leader or National Evaluator), CV and P11 UNICEF Form should be provided. The consultant is to indicate their daily fee for the services to be provided. The fees payable to a consultant shall follow the "best value for money" principle, i.e., achieving the desired outcome at the lowest possible fee.

Criteria for the selection of proposals: Selection of the consultant will be on competitive basis.

Applicants should submit their applications in English through UNICEF in Belarus web page https://www.unicef.by/rabota-s-nami/vakansii/ and https://jobs.unicef.org/en-us/listing/ by closing date specified (23 July 2022 by 23:55 Minsk time) to be eligible for consideration.

Applications received after the closing date will not be considered. Only short-listed candidates will be contacted.

16. ADMINISTRATIVE ISSUES

The bidders are requested to provide an all-inclusive cost in the financial proposal. In all cost implications bidders should factor the cost of the required service/assignment. Estimated cost for travel should be included in the financial proposal. Travel cost shall be calculated based on economy class travel, regardless of the length of travel. Costs for accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC). Unexpected travels shall also be treated as above.

17. PAYMENT SCHEDULE

Taking into account the tasks and timeframe mentioned above, fees will be paid in three instalments after submission of deliverables and upon approval by the supervisor, as follows:

- 30% of the contract total will be released upon acceptance by UNICEF of the Inception Report;
- 30% of the contract total will be paid after approval by UNICEF of the draft report;
- 40% of the contract will be paid after submission and approval by UNICEF of the final evaluation report and all requested deliverables.

Inception Report and final evaluation report will be considered final after satisfactory review by the external review facility and the approval of the Reference Group.

Nature of Penalty Clause in Contract

UNICEF reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs is incomplete, not delivered or for failure to meet deadlines (fees reduced due to late submission: 20 days - 10%; 1 month -20%; 2 months -30%; more 2 months – payment withhold). All materials developed will remain the copyright of UNICEF and UNICEF will be free to reference them and use in its publications.

Developed by:

Saltanat Rasulova, ECARO Evaluation Specialist

Uladzimir Valetka, M&E Specialist

Approved by:

Gabrielle Akimova, Deputy Representative, OIC Representative

18. ANNEXES

Annex 1. Ethical guidelines and considerations

The evaluation process should adhere to the United Nations evaluation norms and standards and Ethical Guidelines for evaluation available at:

- http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4.
- http://www.uneval.org/search/index.jsp?q=ETHICAL+GUIDELINES
- http://www.unevaluation.org/document/library

The evaluation process should adhere UNICEF. Core Commitment for Children in Humanitarian Action (http://www.unicef.org/publications/index_21835.html).

The evaluation should be consistent with The Procedure for Ethical Standards in UNICEF Research, Evaluation, Data Collection and Analysis and is complemented by, and builds on, the pre-existing Strategic Guidance Note on Institutionalizing Ethical Practice for UNICEF Research and the Evaluations Technical Note No. 1, Children Participating in Research, Monitoring And Evaluation (M&E) — Ethics and Your Responsibilities as a Manager, UNICEF Evaluation Office, 2002.

Reference documents:

- UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis CF/PD/DRP/2015-001(UPES).
- UNICEF Evaluation Office "UNICEF-Adapted UNEG Evaluation Reports Standards", July 2010
- UNICEF Evaluation Office "Guidance on equity-focused evaluations - Strengthening equitable results for children", September 2011
- UNICEF Evaluation Office "Internal guidance for management response to evaluations – Enhancing critical engagement for the strategic use of evaluations" December 2009
- UNEG "Guidance Document - Integrating Human Rights and Gender Equality in Evaluations" August 2014

Annex 2: A tentative structure of the country evaluation report

The Evaluation Report is proposed to have the following structure, to be reviewed once the Evaluation team is selected:

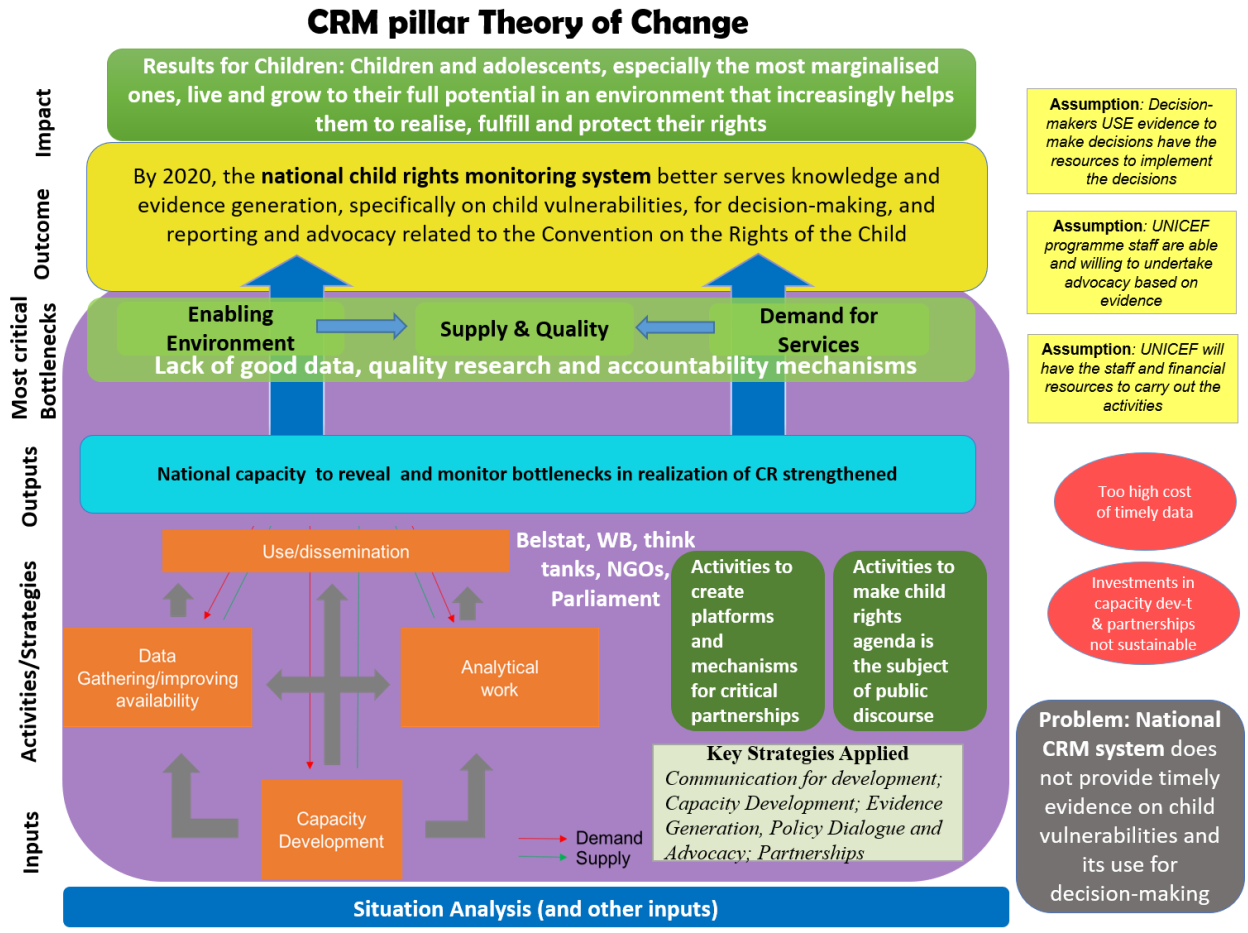
1. Executive Summary
1.1. Object, Purpose, Objectives, and User
1.2. Methodology
1.3. Key Findings
1.4. Conclusions
1.5. Lessons Learned
1.6. Recommendations
2. Background
2.1. Object of the Evaluation
2.2. Theory of Change
2.5. Context
2.5.1. Political, Socio-Economic and Legal Context
3. Purpose, Objectives, and Scope
4. Methodology
4.1. Conceptual Framework
4.2. Evaluation Criteria
4.3. Evaluation Questions
4.4. Data Sources, Collection Methods and Sampling
4.5. Data Analysis
4.6. Ethics
4.7. Risks and Limitations

4.8. Work plan
5. Evaluation Findings
5.1. Relevance
5.2. Coherence
5.3. Effectiveness
5.4. Efficiency
5.5. Sustainability
6. Conclusions and Lessons Learned
6.1. Conclusions
6.2. Lessons Learned
7. Recommendations

Annex 3. CRM Theory of Change

The CRM Theory of change was discussed during the workshops with UNICEF and government partners UNICEF program team as well as reviewed during the document review part. To start off the discussion, the CRM concept from 2019 was taken (scheme presented in Figure 1).

Figure 1. Theory of Change



The main challenge/problem "National CRM system does not provide timely evidence on child vulnerabilities and its use for decision-making" is noted as still relevant by both groups of stakeholders. However, as it was argued by the UNICEF team that the main problem should be framed in a more complex system of limitedness/absence of a culture of evidence-informed decision making at the national level root caused by the current restrictive political environment, low will of government

representatives to work on challenging subjects where there is a possibility to reveal non-positive tendency of results (ex. of surveys or other investigations). This critical note is directly connected to the ToC assumption "Decision-makers use evidence to make decisions and have the resources to implement the decisions", which was questioned by UNICEF team during the workshop discussion. Therefore, ToC can be supplemented by broader capacity building initiatives on critical thinking, especially at schools, to contribute to long term culture change; this dimension can be shared with other CO activity directions, but still be mentioned in CRM ToC.

Understanding the full map of root causes during the evaluation can bring value in the reshuffling of the program priorities and better identifying bottlenecks to be addressed. From the results of the discussions with government representatives, it is considered that there is a gap in, first of all, understanding the CRM program (definitions and regulations are different in different government institutions, and responsibilities for decisions are sometimes divided between two or more institutions, work of which is not coherent). At the same time, the SDGs framework and its Belarus localization created an opportunity for bringing stakeholders together around jointly reported indicators. While CRM has done a significant job in this sphere further opportunities can be considered to explore during the evaluation.

The overall logic of the CRM Program was noted by both groups of stakeholders as good and well suited to achieve the program impact and outcome. However, due to the changing political and social environment and limitations for civil society engagement as well as joint programming with international organizations, a big portion of previous partners are not available anymore. Therefore, based on EA results, during the evaluation, it is important to build on current successful collaboration with government bodies, but at the same time, to analyze the enlargement of new partnerships, for example with the private sector.

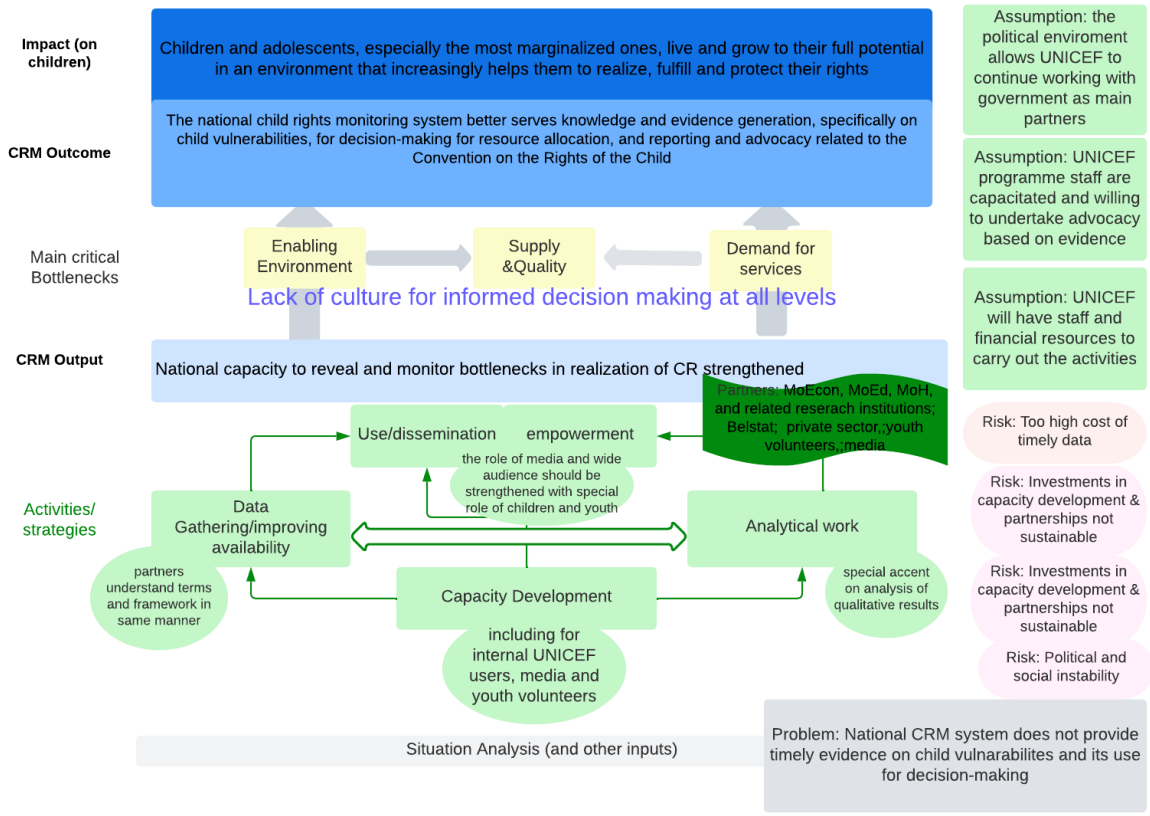
One of the critical points missing in ToC from 2019 is the role of children, adolescents and youth. Currently, these groups are considered as rather passive receivers of program benefits. In CO there are successful cases of children and youth involvement in meaningful participation through consultations. It should be further explored during the evaluation with special attention to children and youth as users of information, as well as creating the demand for information, results of analysis and investigations within CRM program to the possible extent.

CRM has already built a strong system of information flows including a good ongoing collaboration with government bodies (including research institutions); however, stakeholders mentioned the need to work more on communication of results for wider audience involving media; even more to invest in capacity building of media to „read" research results, including those presented on data for children portal, gender data portal, etc.

Internal UNICEF stakeholders are well involved in using of CRM results (MICS and other surveys), however, the collaboration should be reinforced especially at the stage of other project/program planning within UNICEF, where CRM can lead the ground for monitoring and learning. The assumption "UNICEF program staff are able and willing to undertake advocacy based on evidence" is confirmed as the whole, at the same time, colleagues mentioned necessity in further capacity building in order to understand better the potential use of research results and presenting successful cases for implementation of decisions based on evidence (not only as part of corporate culture).

The revised version of ToC is looked as following (Figure 2), with highlighting the lack of culture for informed decision making at all levels as crucial bottleneck, bringing attention to the new partnerships among private sector youth volunteers and media, more risks in political and social instability as well as some special accent were added to previously identified elements of the scheme.

Figure 2. Revised ToC



Annex 4. A long list of questions presented, discussed and ranked by UNICEF and CRM Program stakeholders

Criteria/Evaluation questions	EA score (0-not important, 3-very important)	EA rank
1.RELEVANCE: How relevant is the program to the country context and stakeholder needs?	2.2	2
Q1.1.To what extent the program takes into account the interests of vulnerable groups of the population?	2.4	1
Q1.2.To what extent does the program respond to the requests/needs of the stakeholders?	2.3	2
Q1.3. Does the Program meet the country context and key challenges?	2.3	3
2.COHERENCE: How well do the activities of the Program fit into the overall picture?	1.9	4
Q2.1.To what extent are Program activities coherent with national priorities, existing programs at the national level?	2.4	1
Q2.2. How is the program coherent with interdepartmental coordination of various government bodies?	2.1	2
Q2.3. To what extent is the Program coherent with the Sustainable Development Goals and their national localization?	2	3
3.EFFECTIVENESS: IS THE INTERVENTION ACHIEVING ITS OBJECTIVES?	2.1	3

Q3.1.Which key partners of the Program can influence the implementation and effectiveness of the program?	2.4	1
Q3.2.Description of how the UNICEF approach in the implementation of the Program brings innovation to the solution of the set goals?	2.3	2
Q3.3.Providing a detailed description of the process leading from program activities to products (outputs), to intermediate results (outcomes) and, finally, to impact?	2.3	3
Q3.4.Description of how the Program (and other factors) contributed to the achievement of the result?	2.2	5
Q3.5.Under what circumstances did the program achieve or not achieve the desired outcome?	2.2	6
Q3.6.Analysis of necessary and/or sufficient factors for the effectiveness of the Program?	2.1	7
Q3.7.Mapping relationships among individuals / institutions systematically within achievement of Program's goals?	2	8
Q3.8.Understanding the structure of interactions and flows of information and resources involved in achieving the goals of the Program?	2	9
Q3.9.To what extent does the success of the Program depend on the behaviour of several stakeholders, which can be relatively unpredictable?	2	10
Q3.10.What components of the Program (individually or in combination) are necessary or sufficient to achieve results?	2	11
4.EFFICIENCY: HOW WELL ARE RESOURCES BEING USED?	2.1	3
Q4.1.Understanding if the financial investment made is good value for money; finding the most efficient way of running the program, minimising costs?	2.3	1
Q4.2.Does efficiency vary across contexts or subgroups? If so, by how much and for which groups?	2.2	2
5. IMPACT: WHAT DIFFERENCE DOES THE INTERVENTION MAKE?	2.3	1
Q5.1.What is the cumulative impact of the Program on child rights protection in the country?	2.5	1
Q5.2.What impact does the Program have on monitoring the rights of the child in the country	2.5	2
Q5.3.What part of the observed results can be attributed to the Program (as part of the monitoring of the rights of the child)?	2.3	3
Q5.4.What part of the observed results can be attributed to the Program (within the framework of the child rights protection)?	2.1	4
6.SUSTAINABILITY: WILL THE BENEFITS CONTINUE IN THE LONG TERM?	2.3	1
Q6.1.To what extent the results are sustainable during the political / economic / social context in the country changes?	2.4	1
Q6.2. To what extent the implementation of the Program depends on the continuous investments of UNICEF?	2.3	2
Q6.3.Who is the main owner of the Program products and responsible for their development?	2.1	3