

Title	Funding Code	Type of engagement	Duty Station:
Documentation Evaluation Consultant, Evaluation Section	SM189910	<input type="checkbox"/> Consultant <input checked="" type="checkbox"/> Individual Contractor	Yemen or Remote
<p>Purpose of Activity/Assignment:</p> <ol style="list-style-type: none"> The objective of the evaluation is to inform a revision of UNICEF Yemen's documentation system. More specifically, the evaluation aims to assess UNICEF's current documentation structures and practices and make recommendations for improving them. Findings and recommendations will generate timely actions to strengthen documentation and its role in knowledge and information management at UNICEF Yemen. Primary users will be the UNICEF programme staff at the country level who would use the evaluation's findings to improve documentation and knowledge/information management at UNICEF Yemen. Furthermore, at a time when donors are cutting funding for humanitarian and development aid around the world and calls for accountability to affected populations are growing louder, this evaluation will provide recommendations that will enable UNICEF Yemen to better respond to such demands in a well-informed, timely, and efficient manner. 			
<p>Background and Context</p> <ol style="list-style-type: none"> Yemen currently faces the worst humanitarian crises in the world, with, according to the 2021 Humanitarian Needs Overview, approximately 66% of the population in need of humanitarian assistance. UNICEF Yemen is one of the largest UNICEF offices in the world, serving a population of almost 30 million people through services in health and nutrition; water, sanitation, and hygiene; education; child protection; and social protection. In Yemen, UNICEF's ability to rapidly document and learn from its past programming experiences is critical to the effective provision of services to people in acute humanitarian need. The YCO's growing emphasis on evaluation, aimed at learning and improving programming as well as demonstrating accountability to communities and donors, has heightened the need for a knowledge management structure and system that can respond rapidly and thoroughly to requests for data and other information. However, because of a worsening humanitarian crisis, coupled with both the size of the YCO and myriad requirements for reporting, documentation has often been deprioritized, and little attention has been given to ensuring that the YCO can systematically document its work in a way that creates institutional memory and accessible mechanisms for responding to requests for program data and other information. The theory of change below illustrates the role that documentation and knowledge management more generally plays in UNICEF Yemen's ability to respond to data requests rapidly and thoroughly and thus demonstrate accountability: 			



Figure 1: Documentation theory of change

Assumptions

7. UNICEF YCO makes several assumptions as a part of this theory of change. First is that the documentation system will improve efficiency and thoroughness. In addition, the theory of change assumes that if staff are trained on how to use new documentation systems and are held accountable for using them, they will actually use them. In addition, the theory of change assumes that explicitly stating knowledge management responsibilities in staff job descriptions will improve both the efficiency and accessibility of documentation. Furthermore, it assumes that regular maintenance of the system will be required. Finally, the theory of change assumes that it is possible to create a thorough electronic documentation system even in the context of Yemen, where many documents provided by partners are provided in hard copy and where breaches of confidentiality of data could result in serious repercussions for affected populations.

Scope

8. The scope of the evaluation includes all parts of UNICEF’s knowledge and information management system across all programme sections of UNICEF Yemen, including both those sections’ human resources and electronic data and documentation.

Budget Year: 2021	Requesting Section/Issuing Office: Evaluation	Reasons why consultancy cannot be done by staff: Need for external, independent evaluation
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Included in Annual/Rolling Workplan: Yes No, please justify:
This evaluation is proposed for two reasons. First, many of the YCO’s evaluations planned for 2021 are delayed and the office will be required to complete at least 1-2 evaluations. This evaluation is partially an effort to ensure that there are at least two completed evaluations for the YCO by the end of 2021. Second, part of the reason that so many evaluations are delayed is because of program-side delays in providing information to the Evaluation Section and to external evaluators. The evaluation of the YCO’s documentation systems aims to identify ways these knowledge management systems within the YCO can be improved and streamlined to ensure institutional memory that leads to greater accountability and learning.

<p>Consultant sourcing:</p> <p><input type="checkbox"/> National <input type="checkbox"/> International <input checked="" type="checkbox"/> Both</p> <p>Please open this recruitment to both national and international consultants – it does not matter which, as long as the person is qualified.</p> <p>Consultant selection method:</p>	<p>Request for:</p> <p><input checked="" type="checkbox"/> New SSA</p> <p><input type="checkbox"/> Extension/ Amendment</p>
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<input checked="" type="checkbox"/> Competitive Selection (Roster)	
<input type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview)	

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

Work Assignment Overview

Key Questions

9. The evaluation will focus on a few key questions. For ease of categorization, they are presented according to the OECD DAC criteria. The review will focus on relevance, effectiveness, efficiency, and sustainability. Impact has been removed, as this is an evaluative review, not an evaluation. The ALNAP guidance elaborating on the OECD DAC criteria have also not been used due to the internal nature of this evaluative review. The evaluation aims to answer the following questions:

Relevance/Appropriateness

- a. To what extent is UNICEF Yemen's knowledge and information management system appropriate to the operational context of Yemen at both country office and field office level? What challenges exist to an appropriate system?
- b. To what extent is UNICEF Yemen's knowledge and information management system appropriate to the funding environment in which it operates? What challenges exist to an appropriate system?

Efficiency

- c. How well does UNICEF Yemen use its existing staff to manage knowledge and information?

Effectiveness

- d. How well is UNICEF Yemen able to respond to internal requests for data across sections? What factors enable thorough responses? What barriers and bottlenecks exist?
- e. How well is UNICEF Yemen able to respond to external requests for data? What factors enable thorough responses? What barriers and bottlenecks exist?

Sustainability

- f. To what extent does UNICEF Yemen ensure institutional memory within the office? What factors enable and hinder the creation of institutional memory?
- g. How does UNICEF Yemen envision the combination of its human resources with electronic data and documentation to create and preserve institutional memory?

Stakeholders

- UNICEF Yemen Country Office

Approach and Methodology

10. The methodology for this evaluation will adhere to UNEF and UNICEF standards and be guided by the OECD-DAC criteria for evaluation listed above, elaborated by ALNAP.

Inception

11. The inception report will further elaborate on the evaluation methodology outlined here and will constitute the agreement on final methodology for the evaluation. The evaluation will employ a mixed-methods approach that includes

both qualitative and quantitative data collection. Given the COVID-19 pandemic, related travel risks and the significant disruption experienced by countries, virtual data collection, including online surveys and remote interviews, will be used. The approach to this exercise will be cognizant of heavy workloads on staff and will avoid unnecessary demands on staff time.

12. The evaluation manager will organize a briefing for the evaluation team within one week of the signing of the evaluation contract. By the time of the briefing, the evaluation team will receive all documents required for the writing of the inception report. After the briefing, the evaluation team will have one week to develop the inception report, which should include an elaborated methodology as well as a workplan with timeline and data collection instruments. In the inception report, the consultant should revise the evaluation questions and review them to propose relevant possible gender considerations, as well as other relevant variables to disaggregate, such as section or seniority level. After the submission of the inception report, UNICEF will have three weeks to provide feedback and obtain ethical clearance. The evaluation team will then have one additional week to revise and submit the final inception report.
13. Requests for additional documents and data should also begin at this time.

Desk Review

14. The desk review should be extensive given the nature of the evaluation. The desk review should include a review of UNICEF's knowledge management system, including both its structure and accessibility of data, at both the country and field office levels. Program managers will provide data that are readily available from various sources, some of which may be in Arabic and may require translation if the evaluation consultant does not read Arabic.

Data Collection

15. To ensure that the approach will be as unobtrusive as possible and not pose a burden on an already overstretched workforce at the YCO, the evaluation will complement the desk review with online surveys and interviews with UNICEF Yemen staff. Wherever possible, interviews should be kept to 60 minutes per staff member, and when possible, interviews should be combined into small focus groups with multiple staff members from the same section.
16. The following are examples of instruments that can be used for data collection:
 - a. Short online questionnaire for the YCO staff; and
 - b. Remote interviews and small focus groups with key UNICEF staff.

Data Analysis and Reporting

17. To ensure the soundness of findings generated, attention will be given to the validation of information gathered to reduce potential biases.
18. Given the sensitive context of Yemen, the evaluation team should pay special attention to data quality control. The evaluation team, working together with UNICEF, will exercise data quality control mechanisms intended to preserve the integrity and confidentiality of the data. Quality control measures should include confidential handling and storage of UNICEF data. The evaluation team should store coded data securely and keep them for 90 days after the submission of the final report. After 90 days, the data should be deleted.
19. Data analysis should be guided by the evaluation questions, and the final report should be structured around each of the overarching evaluation criteria – relevance/appropriateness, connectedness/sustainability, coherence, coverage, and effectiveness – instead of individually by evaluation question. Data should be triangulated across sources. Throughout the analysis, whenever possible and relevant, existing data should be disaggregated by the variables, such as gender, agreed in the inception report.

20. The final report should be shared with UNICEF Yemen as a draft for comments. The draft report should be comprehensive and provide detailed and specific results and conclusions, as well as clear recommendations.

Ethical Considerations

21. Ethical issues and considerations as per the UNEG and UNICEF ethical standards for evaluation should be adhered to. This includes explicit reference to the obligations of evaluators (independence, impartiality, credibility, conflicts of interest, accountability); ethical safeguards for participants appropriate for the issues described (respect for dignity and diversity, right to self-determination, fair representation, compliance with codes for vulnerable groups, confidentiality, and avoidance of harm). The evaluation team will also integrate gender and human rights considerations into the evaluation, in both the evaluation questions and in the conduct of the evaluation.

Limitations

22. The nature of this exercise and its subject do not lend themselves well to data collection from sources outside of UNICEF, which can make it difficult to triangulate data. The consultant will address this issue by paying special attention to differences of perspective inside UNICEF Yemen itself, and by triangulating quantitative and qualitative data where possible.

23. Given the current security situation in Yemen and restrictions in access, as well as COVID-19, the evaluation will rely on remote data collection. Visits to Yemen by international evaluators will not be possible.

24. In addition to the access restrictions listed above, given the humanitarian situation of Yemen and the onset of COVID-19, the evaluation team should remain cognizant that the programmatic staff dealing with this evaluation will continue to face heavy workloads and will not be as available to respond to questions as in many other contexts globally under different circumstances. Communication should flow strictly through the Evaluation Manager so as to limit further overloading already-overburdened programmatic staff; the evaluation team should be aware that tight and early coordination with the Evaluation Manager is necessary when questions for program staff arise, and that responses could take a longer-than-average time under the current circumstances.

25. As a result of the constraints listed above, this evaluation will not attempt to cover impact, and will focus on the objectives listed in the Purpose and Objectives section.

Governance

26. The Yemen Evaluation Specialist will be the direct manager of the evaluation. The UNICEF Yemen focal points in each of the relevant sections will ensure that all relevant documentation is available to the consultant and support the arrangement of meetings with relevant UNICEF staff.

27. The evaluation will be funded and managed by UNICEF Yemen, with technical consultation with the UNICEF regional office. The Evaluation Manager will supervise the evaluation consultant. UNICEF Yemen staff will provide the evaluation consultant access to data and information and facilitate remote data collection via the Evaluation Manager. The Evaluation Manager and evaluation consultant will hold biweekly calls to facilitate the evaluation and address any challenges that arise. The evaluation will require clearance by an ethical board via the UNICEF MENA Regional Office.

Tasks/Milestone:	Deliverables/Outputs:	Timeline	Estimate Budget
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<p>1. Desk research and planning phase</p> <ul style="list-style-type: none"> • Participate in evaluation kick-off meeting • Conduce preliminary desk review • Write and submit inception report including instruments • Receive ethical clearance and UNICEF comments on draft inception report • Revise and submit final inception report 	<p>Draft inception report¹ with evaluation instruments</p>	<p>3 weeks</p>	<p>20%</p>
<p>2. Data collection, analysis, and drafting phase</p> <ul style="list-style-type: none"> • Review existing documentation and collect data • Analyse data • Submit draft report 	<p>Draft report</p>	<p>6 weeks</p>	<p>35%</p>
<p>3. Reporting phase</p> <ul style="list-style-type: none"> • Receive comments from UNICEF on draft report • Revise and submit final report 	<p>Final report</p>	<p>3 weeks</p>	<p>45%</p>
<p>Minimum Qualifications required:</p> <p><input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other</p> <p>Enter Disciplines: Evaluation, development studies, economics, social science, etc.</p>	<p>Knowledge/Expertise/Skills required:</p> <ul style="list-style-type: none"> • Relevant master’s degree (evaluation, development studies economics, social science, etc.) • Minimum of 5 years of experience in leading evaluation teams in the UN system and in politically-sensitive and crisis-affected environments • Demonstrated leadership of evaluations • Experience working with senior-level evaluation officials and practitioners • Experience leading evaluation capacity building activities or teaching evaluation • Experience integrating gender and human rights into evaluations • Experience working in humanitarian contexts, preferably in Yemen • Proven ability to produce high-quality reports for a policy audience • Strong interpersonal skills and experience working with senior-level evaluation officials and practitioners • Cultural sensitivity, especially as demonstrated through similar assignments in the Middle East and other regions of the Global South • Fluency in Arabic and English 		
<p>Administrative details:</p>	<p><input checked="" type="checkbox"/> Home Based <input type="checkbox"/> Office Based: If office based, seating arrangement identified: <input type="checkbox"/></p>		

¹ In case the report is not accepted an additional commenting process might be necessary.

Visa assistance required:

Transportation arranged by the office:

IT and Communication equipment required:

Internet access required: