Key governmental and non-government partners will be involved into the evaluation process through the Evaluation Reference Group (ERG). Proper representation of the voices of the marginalized groups, children and young people (including through the Youth committee, Association of people with disabilities, Association of parents of children with disabilities) in the ERG will need to be ensured. Possibility and platforms for involving children and youth into the key evaluation stages right from the planning phase for their learning and empowerment will be further explored during the inception phase.

The evaluation will be structured in four main phases defined by accompanying activities as described below:

1. ***A Planning Phase and a Desk Review***

**Document review and electronic library**

The evaluation team will commence the evaluation with a document review for which an electronic library will be established comprising relevant documentation that will be updated on an ongoing basis during the evaluation process. Documentation made available to the team may include but will not be limited to: financial information; programme monitoring data covering the timeframe for the evaluation; work plans; available TOCs for CP components; management plans and strategy notes; situation analyses; relevant surveys; donor reports; needs assessments; corporate key policies, strategies and normative guidance that has informed the development of the PE proramme; reports and studies relevant for the operational context; and government and partner key policy and strategy documents. The evaluation team should review all available data and data sources and assess reliability of data with focus on disaggregated data for evidence generation to be in line with “leave no one behind” approach.

In addition to the desk review, brief introductory online interviews with relevant staff from UNICEF’s Regional Office in Geneva and the CO will inform the prioritization of evaluation questions and the detailed planning of the evaluation methodology.

The **output of this phase** is:

* *Desk review findings answering EQs to the possible extent and a short note on data landscape and data gaps and preliminary ideas for primary data collection*
1. ***An Inception Phase***

***Inception mission***

Once the initial desk review is completed, an inception mission to the CO will be organised (if the COVID-19 related travel restrictions will be lifted; otherwise the IM will be conducted remotely). One important purpose of the IM is to introduce the evaluation team to CO staff and 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. In addition to discussing with CO staff the practicalities of the evaluation field mission , other important purposes of the IM refer to verification of: a) the TOCs; b) evaluability vis-à-vis the planned evaluation focus and programme of work; c) the team’s understanding of the chronology of external and internal events – also referred to as the established events timeline; and d) the stakeholder analysis conducted during the desk review. The inception mission is expected to result in changes to this TOR, thus allowing to refine the questions and methodology, respectively given the scale and quality of existing data and data gaps, to better fit the purpose of the evaluation and respond to the needs of the Country Office. A short note on data landscape and gaps and preliminary ideas for primary data collection drafted in the previous phase will be further fine-tuned and finalised at this phase. Possible ways of engaging children and adolescents in data collection, especially children deprived of parental care, children in residential care institutions, children with disabilities and children at risk of violence, children negatively affected by migration and children affected by emergencies should be given a due attention.

***Inception Report***

An inception report (IR) will be submitted that demonstrates impartiality, and that aligns with UNICEF’s quality standards . Based on the desk review, the IR will: a) provide a contextual description and summary of initial findings; justifications of proposed changes to the evaluation ToRs; an outline of the detailed methodology (including sampling strategies for all primary data collection); theoretical frameworks against which the PE programme will be assessed; a description of the quality assurance mechanism of the evaluation team. The IR will also outline evaluation team strategies for management of data gaps, or data reliability issues, and it will include ethical considerations relating to primary data generation. Inception report should also provide a dissemination plan to advocate the findings with certain stakeholders.

The IR will be subject to quality assurance performed by the evaluation manager, a review conducted by internal evaluation stakeholders and the ERG, an ethical review – should proposed data gathering involve vulnerable groups, sensitive subjects and/or use of confidential data – and, finally, an external quality assurance check that requires a satisfactory rating for the field mission to proceed . The approval of the IR marks the completion of the Inception Phase. The report should be 20 to 25 pages in length and should be in line with UN standards for IRs. The IR should also include initial data and findings based on the desk review and final evaluation design/plan. Final inception report will be presented by the Evaluation Team to the ERG.

The outputs of this phase are:

* ***Detailed Inception report*** *in English (Electronic version to be submitted within two months after signing a contract and initial briefing with the Evaluation Manager, ERB and ERG) with:*
* ***Annexes*** *including evaluation matrix outlining evaluation questions, sub-questions, judgement criteria/indicators, data sources and instruments/methods; a stakeholder analysis; a timeline; the PE programme TOC; a work plan; and an overview of the division of labour between the evaluation team members, draft dissemination plan.*
1. **A Field Mission Phase**

Following the inception phase, a three-week primary data collection with participation of all team members remotely and at least one national/local in the field will be organised. At the end of the (remote) field data collection, the evaluation Team Leader will present preliminary observations and finding to CO staff, the ERG (ERG) and, if required, other stakeholders.

The **output of this phase** is:

* ***PowerPoint presentation*** *in English of preliminary results.*
1. **A Reporting Phase**

***Draft Evaluation Report***

The draft report should be in line with UNICEF adapted UNEG Evaluation Report Standards and contain the same sections as the final report and will be at least 50 pages in length (excluding annexes). It will also contain an executive summary of no more than 5 pages that includes a brief description of the context and current situation, the purpose of the evaluation, its methodology and its main findings, conclusions and recommendations.

The draft evaluation report that will be subject to a review undertaken by CO staff and members of the ERG; an external quality assurance that requires a satisfactory rating and, if required, an ethical review. Following the first review of the draft report and the initial quality assurance, the evaluation team will incorporate the comments provided as appropriate and prepare a final report. If the first draft report does not pass UNICEF’s external quality assurance with a satisfactory rating, a second draft report will also be submitted for quality assurance. As with the IR, it is a requirement for evaluation reports to have a satisfactory rating before they can be considered final. Once a final draft report has been approved, the consultnat will travel to the CO (if COVID-19 restrictions are lifted) to discuss the evaluation findings and recommendations with CO staff, the ERG and, if relevant, other national stakeholders. The consultant will, furthermore, present the evaluation findings to relevant stakeholders from UNICEF’s country office and RO in Geneva.

***Final Evaluation Report***

The final report will be 50 to 60 pages in length. It will also contain an executive summary of no more than 5 pages. The final report should include all received comments and suggestions provided by QA review providers. The Evaluation Report should systematically answer the key evaluation questions posed building further on the preliminary answers from the Desk Review. It should fairly and clearly represent the views of the different actors/stakeholders. It should clearly give the conclusions and recommends in a way that is substantiated by evidence. The Final Report should be submitted along with the Power point presentation in English. Presentation should be based on the finalized evaluation report summarizing the entire process, purpose, objectives, methodology, findings and recommendations and conclusions. The report will comply with UNICEF’s reporting standards and will be rated in UNICEF’s Global Evaluation and Research Oversight System (GEROS) and will be subsequently published on UNICEF’s global website.

Dissemination plan and advocacy approaches should be developed as part of the IR and then discussed/agreed with the CO. Primarily, the result will be disseminated to the CO senior management. The findings will be discussed at the management team meetings, programmatic reviews to inform the CO’s programming.

The **outputs of this phase** are:

* ***Draft Evaluation Report*** *in English (Electronic version of the first draft should be submitted after completion of the data collection).*
* ***Final Evaluation Report*** *in English and Russian (Electronic versions to be submitted after receiving consolidated comments and feedback from UNICEF) along with Power point presentation in English (electronic version).*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The Evaluation Team should propose a timeline to submit the deliverables in their implementation plan (in proposals). Necessary and adequate time (at least two weeks) should be allocated for review and quality assurance processes of the deliverables by the Regional Monitoring and Evaluation Advisor and External Institution.

The evaluation process at all stages should follow UNEG’s norms and standards for evaluation and UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis. The evaluation manager will be responsible to ensure application of the **quality assurance procedures and mechanism, as described at each phase of the evaluation.** In addition, ERG reviews and provides comments and feedback on the quality of the evaluation process as well as on the evaluation products from the point of view of the national partners, stakeholders and especially children and young people. Further, UNICEF has an external quality assurance mechanism provided through Long-Term Agreements for Quality Assurance. Quality assurance of inception report and final draft report is mandatory, and they are required to receive a satisfactory rating to proceed and be considered an acceptable product.