

Terms of Reference

Consultant to conduct formative evaluation on the progress and effectiveness of IBAMA in supporting vulnerable families and individuals.

TOR Reference Number: TOR/2024/11

<p>AWP activity / Grant information: Activity 2.1.3.2, Coordinate IBAMA evaluation / Grant(s): GP240022 and Non-Grant (GC) / WBS: 2740/A0/07/880/004/009</p> <p>Estimated budget for the contract: USD 20,500</p> <p>Supervisor/reporting line: This contract will be supervised by Mr. Daniel Patrick Alonso Valckx, Multi Country Evaluation Specialist along with strategic guidance from the Country Office Deputy Representative, and support from the in-country Monitoring and Evaluations Officer.</p> <p>Section/Programme: Planning, Monitoring, and Evaluations Sections</p>	<p>Contract type: International Individual</p> <p>Duty station: Malé, Maldives</p> <p>Duration of the contract: 4 months</p>
<p>1. Background</p> <p>While Maldives has made significant progress in terms of access to basic social services and social protection interventions, an unfinished child rights agenda remains, with many children still vulnerable to issues such as violence, drugs, neglect and exploitation. According to the last census (2022), there are 3,401 children with disabilities, and 28,500 children without parental support. Also, 517 children reported to be abused (physically or sexually). All these vulnerabilities require a multi-sectoral response.</p> <p>IBAMA – Ijthimaee Badhahi Madhadhuverin (translated IBA -You; and MA - Me) - is a multi-sectoral platform at the city/island level to identify vulnerable children and families and linking them with social services. By bringing together social service providers, IBAMA works for the promotion, prevention, and protection of human rights of communities including children, with a focus on the most vulnerable.</p> <p>The IBAMA regulation was published in the Government Gazette on 8 September 2022, empowered by 17 laws and regulations referencing multisectoral collaboration within government entities. The policy also encompasses child rights as stated in the Convention to the Rights of the Child, human rights as stated in the Geneva Convention, and gender equality championed in the SDGs. Led by the Ministry of Social and Family Development at the national level, guardianship of the respective city/island IBAMA lies with the city/island council. The role of sector leadership is to enhance the implementation of the mandate, reach out to vulnerable families, and early identification of, and plan and assist in interventions for vulnerable families and individuals.</p> <p>IBAMA is a multi-sectoral platform that brings together Island Councils, city/island level entities of the Ministry of Social and Family Development, Ministry of Education, Ministry of Health, and Maldives Police Service, at the island level, and serves as a key coordination mechanism for social service sectors to collaborate and work together to provide vulnerable children and families with the required support.</p>	

As of today, with the initial training supported by UNICEF, IBAMA has been established in 132 cities/islands across 12 atolls, and UNICEF in coordination with the stakeholder ministries/institutions aim to continue joint efforts to establish IBAMA in all islands of Maldives. Currently work is underway to identify and address gaps to enhance the functionality of IBAMA.

UNICEF has played a key role providing technical support to establishing a culturally appropriate and feasible option for stakeholders to work together to reach the most vulnerable and marginalized children and families for prevention, protection and responding.

Outcomes and Indicators

Keeping a focus on the four vulnerable groups, children -especially victims of violence and those at risk of exploitation, victims of GBV/DV, elderly - especially the bed-ridden and people with disabilities, the intended outcomes for IBAMA includes:

Outcomes	Indicators
Early identification of vulnerable children and families	Vulnerability mapping completed and/or updated
Referral for social services	Percentage of cases requiring social protection /social services receiving interventions
Provide temporary protection where necessary to those in need	Percentage of cases provided temporary protection
Facilitate awareness sessions or preventive programmes	Number of sessions delivered in the community

2. Objectives

The purpose of this formative evaluation is to provide evidence on the progress and outcomes of the IBAMA(s) implementation in the first phase. Furthermore, the evaluation will identify the successes as well as the challenges and constraints in their work. UNICEF and the Government partners are the primary users of the results of this evaluation. The results of the evaluation will also provide valuable lessons for improvement in establishing IBAMA in the remaining 60 islands.

This exercise will seek to answer the following overarching questions:

- How functional are IBAMAs?
- How effective is the IBAMA program in achieving its intended results, including outcomes, and how efficient is its operational performance?

What are the key bottlenecks encountered in the implementation of IBAMA, and what good practices and lessons can be documented from its execution and scalability in remaining cities/islands?

3. Scope of work and methodology

The evaluation scope will include:

- 5% of the IBAMA groups (7 out of 132 IBAMA groups trained) are to be covered in the evaluation, including key stakeholders and beneficiaries, along with all of the central agencies involved in the implementation of IBAMA.
- The timeframe is from November 2022 until July 2024.

The evaluation is proposed to be carried out using mixed methods comprising qualitative and quantitative approaches. Methodological rigor will be given significant consideration in the assessment of proposals. Hence the consultant is invited to propose an approach they deem appropriate to evaluate such a program. At a minimum, the proposed evaluation approach should include field visits, key informant (including recipients of IBAMA interventions) interviews, focus group discussions, case studies, and survey.

The OECD/DAC evaluation criteria including relevance, coherence, effectiveness, efficiency, and sustainability, will provide the framework for the design and quality assurance of the evaluation, in addition to addressing the overarching evaluation question. During the inception phase, evaluation questions should be developed within an evaluation matrix in consultation with the Country Office and key partners (see Annex 1 for the evaluation matrix template). A sampling strategy should be included in the Technical Proposal, setting out how institutions and organizations, and different stakeholder groups will be sampled. This applies to both quantitative and qualitative data collection. This should also consider the given criteria matrix for selection of IBAMA for the sample. The criteria matrix for selection of IBAMA from among the 132 cities/islands where IBAMA is established are:

- Size/population of islands (also represents the availability of social sectors within the city/island): big, small, medium
- Implementation status: successful, not so successful
- Zones: zone 1, zone 2, zone 3, zone 4, zone 5
- Initiation year: 2022, 2023

The above criteria should portray a good representation of all diversities in the Maldives. Therefore, a cross-section of all dimensions must be considered in the selection of IBAMA.

The consultant will be expected to conform to guidelines and standards set by the UN and UNICEF and will be guided by Revised Evaluation Policy of UNICEF (2023), the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation (2016), UNEG Code of Conduct for Evaluation in the UN system (2008), UNEG Ethical Guidelines for Evaluation (2020), UN SWAP Evaluation Performance Indicator (2018), UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation (2014), and UNICEF-Adapted UNEG Evaluation Report Standards (2017).

4. Deliverables

The formative evaluation is expected to start in August 2024 and be completed by November 2024.

No	Deliverable	Estimated number of days required	Estimated Completion Date	% Milestone Payment
1	<i>Inception report</i>	<i>5 working days</i>	<i>14.08.2024</i>	<i>5%</i>
2	<i>Presentation of the preliminary findings / validation workshop after the data collection</i>	<i>21 working days</i>	<i>20.10.2024</i>	<i>60%</i>
3	<i>Draft report</i>	<i>8 working days</i>	<i>12.11.2024</i>	<i>15%</i>
4	<i>Final report & presentation</i>	<i>6 working days</i>	<i>30.11.2024</i>	<i>20%</i>

- The consultant will be paid upon satisfactory completion of assigned tasks and receipt of key deliverables and as certified by the UNICEF Maldives.
- UNICEF reserves the right to withhold payment or partial payment for deliverables that are of poor quality or that do not meet the deadline stated in the contract.
- If deliverables are submitted before the end of the contract, payment will be processed.
- The final payment will be processed within 30 days of the expiry date of the contract upon confirmation of satisfactory delivery of services.

5. Working Location and Travel (if required.)

The consultant may work remotely for the desk review component but will be required to work in the field for face-to-face interviews with key stakeholders, including travel to the selected islands. The duration of travel to each island would be 2 days. The consultant will also be required to be available for meetings with the UNICEF team on progress of the evaluation.

6. Management oversight and quality assurance

Evaluation Manager

This role would be taken up by the Multi-Country Evaluation Specialist from UNICEF ROSA. Primary responsibilities include:

- Lead on recruitment of the consultant and provide supervision and support to the consultant.
- Help develop the design and scope of the evaluation.
- Oversight and management of the evaluation process and budget, in coordination with other key stakeholders. Leading on quality assurance throughout the process, assuring the quality and independence of the evaluation and guarantee its alignment with UNEG Norms and Standards and Ethical Guidelines and other relevant procedures, managing stakeholder engagement in this (gathering and collating feedback), and consultant's performance against ToR deliverables

He will be supported by the Monitoring and Evaluation Officer at MCO for day to day and in-country coordination and logistic and administrative support.

The Evaluation Reference Group (ERG)

An Evaluation Reference Group (ERG) should be set up and comprise a small group of key UNICEF internal stakeholders led by the MCO Deputy Representative, the in-country Monitoring and Evaluation Officer, the Multi-Country Evaluation Specialist, member(s) of the Child Protection Section, and Government counterparts.

Primary responsibilities include:

- Facilitate consultations with Government and partners, including ensuring lists of contacts, data and information is prepared for the consultant, organizing the introduction of the consultant, arranging interviews, briefings, meetings
- Oversee the evaluation process and quality assurance the evaluation products and deliverables including providing comments and feedback on draft reports
- Develop the Evaluation Management Response in consultation with stakeholders, for approval by the Representative and monitor progress in implementation over the coming two years

Quality Assurance

Quality assurance through the process will be undertaken by:

- The consultant will ensure the quality of the evaluation through assurance mechanisms, including the triangulation of data, etc.
- The Evaluation Manager is responsible for quality assurance of all deliverables in line with UNEG Norms and Standards and Ethical Guidelines and other relevant procedures checking that the evaluation methodologies, findings and conclusions are relevant and recommendations are implementable, and contribute to the dissemination of the evaluation findings and follow-up on the management response. She will review the initial deliverables (such as draft inception report, first draft of the final report) and work with the consultant on necessary revisions to ensure the deliverables meet minimum quality standards. Once the minimum standards are met, the Evaluation Manager requests feedback from stakeholders, consolidates all comments from Reference Group, other MCO staff and key stakeholders on a response matrix and requests the consultant to indicate actions taken against each comment in the production of the penultimate, and final draft.
- ERG provides comments and substantive feedback to ensure the quality – from a technical point of view – of key evaluation deliverables including the inception report and draft report.
- The Representative will sign off all deliverables of the evaluation, upon the recommendation of the Evaluation Manager and ERG.

7. Qualifications or specialized knowledge and/or experience required

The assessment will be conducted by a highly qualified external consultant. Senior and mid-level experts are welcome to apply. The consultant must have strong skills and expertise in conducting literature/desk reviews and evaluating social programs, and processing, analyzing, and synthesizing data from data sources.

Minimum Requirements:

Education

- At least a Master's Degree in child protection, social work, or social sciences.

Work Experience

- At least 10 years of experience in conducting research, studies, and evaluation.

Competencies

- Knowledge of latest methods and approaches in evaluation, especially participatory methods
- Experience in applying both quantitative and qualitative methods and ability to effectively communicate data and analysis
- Familiarity with UNICEF's organizational procedures and systems
- Demonstrate capacity to lead an evaluation team.
- Excellent oral and written communication skills in English
- Experience with the ethics of evidence generation; familiarity with ethical safeguards
- Flexibility and adaptability

Language Proficiency

- Must be proficient in English

8. Evaluation Workplan

An inception report (in English): Building on the Terms of Reference, the desk review, and initial meetings, the consultant will produce an inception report (using UNICEF's standard format that will be shared with the consultant after the contract has been signed) which will present the detailed evaluation methodology. The report will be structured as follows:

- Introduction presenting the object of the evaluation, its purpose, scope and objectives;
- Preliminary results of the documentary review summarized in the evaluation context section and formulation of preliminary evaluative hypotheses;
- Evaluation criteria and questions refined through the desk review and scoping interviews;
- A detailed description of the evaluation methodology, including relevant data collection methods that will allow answering evaluation questions and sampling strategy;
- Evaluation Matrix: The Evaluation Matrix forms the 'spine' of the evaluation. It will provide the main analytical framework against which data will be gathered and analyzed. It will be shaped around the evaluation questions and embed the criteria above. All other enquiry tools, such as interview guides and the field study template, will be geared towards it. The Evaluation Matrix, including the evaluation criteria and associated questions, indicators and prescribed data gathering tools and methods, will be developed by consultant and cleared by the evaluation reference group before the start of fieldwork as part of the inception report. Criteria for success should be agreed upon at the inception phase and included in the Inception Report. Please refer to annex 1 for the template.
- Methods of data analysis and presentation of Analytical Framework to be used;
- Limitations of the evaluation
- Section on ethics and ethical considerations, including the possibility of having the approach, tools, and protocol reviewed by an external ethical review board.
- Work Plan (including deliverables); and
- Appendices: List of the main documents reviewed; Proposed data collection tools; Initial list of key informants.

The Inception Report will be key in confirming a mutual understanding of what is to be assessed, including additional insights into executing the consultancy. No field work will be undertaken prior to the approval of the inception report. At this stage, the consultant will refine and verify evaluation questions, confirm the scope of the assignment, and further improve on the methodology proposed in the TOR to strengthen its rigor.

Two PowerPoint presentations: The first one will present the preliminary findings, conclusions, and recommendations after the data collection process finalizes. A revised version will be shared at the end of the consultancy.

Draft and final report of ideally 25 pages but not more than 40 plus, executive Summary (max. 4 pages) and annexes that will be revised until approved by UNICEF. The draft, subsequent versions and the final report must be submitted using UNICEF's standard evaluation report format that will be shared with the consultant after the contract has been signed.

- Draft evaluation report integrating the stakeholders' observations during the debriefings (this deliverable will be shared with the ERG members for comments).
- To be approved by UNICEF, the draft report shall undergo a quality review by an external firm to verify it complies with the **GEROS** evaluation standards. The GEROS template and requirements will be provided at the inception phase and will be discussed between the consultant and the UNICEF evaluation manager. (<https://www.unicef.org/evaluation/global-evaluation-reports-oversight-system-geros>)

- Full final evaluation report integrating all comments provided by the ERG members. This report should be submitted to UNICEF for final approval. Therefore, the consultant should indicate in their proposal the strategies he/she will use to meet the deadline. The full final report shall be structured as follows:
 - Table of Contents including List of Tables and List of Figures
 - Executive Summary (covering all main sections of the report: background, methodology and process, main findings and recommendations, lessons learnt – not more than five pages)
 - Acknowledgements (all who supported the evaluation and provided strong cooperation and collaboration during the process)
 - List of abbreviations and acronyms
 - Introduction (object of the evaluation, evaluation purpose, objective, scope, intended uses and users)
 - Evaluation context
 - Methodology, including sampling strategy and data analysis methods
 - Key findings (by criterion – each question will need to be answered) plus Preliminary Conclusions (given that all findings will be numbered, each conclusion will need to indicate these specific findings and corresponding paragraph numbers which it is based on)
 - Conclusions
 - Lessons Learnt
 - Recommendations (strategic and operational, maximum five priority recommendations)
 - Appendices (ToRs; List of persons interviewed and sites visited; List of documents consulted; More details on methodology, such as data collection instruments, including details of their reliability and validity; Evaluation matrix; Results framework)
- **Raw data:** All raw data, code books and complete transcripts from primary data collection will be delivered to UNICEF. All original instruments with their recorded field data, transcripts, and copies of all excel files/databases used for data analysis will be delivered to UNICEF to validate the analyses. UNICEF shall be entitled to all property rights, including but not limited to patents, copyrights, trademarks, and materials that bear a direct relation to or are made in consequence of the services provided. At the request of UNICEF, the consultant shall assist in securing such property rights and transferring them to UNICEF in compliance with the requirement as is applicable
- **Final Presentation/Webinar and a reader-friendly evaluation brief** that summarizes the key findings, conclusions and recommendations of the evaluation needs to be produced. UNICEF withholds the right to alter this evaluation brief upon dissemination.

Note: All reports as part of the deliverables (such as inception report, draft report and final report) must meet the standards of quality assurance by UNICEF.

- Methodological rigor will be given significant consideration in the assessment of the quality of deliverables. In the domain of ethical compliance, the evaluation should be guided by **UNICEF Procedure on Ethical Standards in Research, Evaluation, Data Collection and Analysis** and when relevant the approval of an ethical review board will be a prerequisite for the research. (<https://www.unicef.org/evaluation/documents/unicef-procedure-ethical-standards-research-evaluation-data-collection-and-analysis>)
- Reports as part of the deliverables (including both Inception Report and Final Report) must meet the standards of quality assurance by UNICEF in line with **UNICEF Standard Operating Procedures for Research Studies and Evaluations**. The Final Report will need to be rated as satisfactory or above by UNICEF's quality assurance review facility. (<https://www.unicef-irc.org/files/upload/documents/UNICEF-%20Quality-Assurance-Research.pdf>)

9. Ethical Consideration

The consultant will set out how they expect the evaluation process to be designed and undertaken in accordance with ethical guidelines as set out in UNEG Ethical Guidelines for Evaluation (2020) and the UNICEF Procedure for Ethical Standards and Research, Evaluation, and Data Collection and Analysis (2015). During

the evaluation process, full compliance with all UNEG and UNICEF ethical guidelines will be required. All informants should be granted full confidentiality for all methods used, informed consent procedures shall be observed, and risks/benefits shall be disclosed with informants. Dissemination or exposure of results and any interim products must follow the rules agreed upon in the contract. In general, unauthorized disclosure is prohibited. Any sensitive issues or concerns should be raised as soon as they are identified with the evaluation manager.

All evaluations shall have ethical clearance issued either by an external board of review or by an internal one. In 2015 the UNICEF Procedure for Ethical Standards in Research, Evaluation and Data Collection and Analysis was issued to guide UNICEF's evidence generation activities and to support the integrity of UNICEF's evidence base to ensure that UNICEF's programmes, policy and advocacy activities are grounded in ethical principles and practices. Under the UNICEF Procedure for Ethical Standards (2015) all proposals involving research, evaluations or data collection and analysis covered by this procedure and meeting one or more of the following criteria must go through a relevant external ethical review board or panel:

- Evidence generation that involves vulnerable cohorts whose personal agency is limited due to age, situation or capabilities and for whom an additional duty of care is required. (includes all evidence generation involving children).
- Evidence generation involving primary data collection that has the potential to result in direct harm to the participant during the course of the programme
- Evidence generation that has the potential to compromise the privacy of subjects and the confidentiality of data
- Evidence generation that has the potential to compromise the safety and well-being of individuals in their context
- Evidence generation that involves non-universal distribution of resources (ie. RCTs involving the provision of cash transfers, or other goods and services, to one group and not to another group)

In addition, any national data collection activity being conducted in the Maldives requires approval from the Maldives Bureau of Statistics.

10. Copyright, Patents, and other Proprietary Rights

Kindly refer to UNICEF GENERAL TERMS AND CONDITIONS FOR INSTITUTIONAL/ CORPORATE CONTRACTS (GTC) paragraph 5.

At the request of UNICEF, the consultant will submit all the necessary deliverables on a standard format which will be shared with the contractor upon the signing of the contract.

11. Application and Evaluation Process

Each proposal will be assessed first on its technical merits and subsequently on its price. In making the final decision, UNICEF considers both technical and financial aspects. The Evaluation Team first reviews the technical aspects of the offer, followed by review of the financial offers of the technically compliant vendors. The proposal obtaining the highest overall score after adding the scores for the technical and financial proposals together, that offers the best value for money will be recommended for award of the contract.

The Technical Proposal should include but not be limited to the following:

Methodology

Detailed Methodology / approach to requirement detailing how to meet or exceed UNICEF requirements for this assignment

Consultant Profile

Ensure to include information related to the experience of the consultant as required and outlined in item 10 of this document.

References

Details of similar assignments undertaken in last *three* years including the following information:

- Title of Project
- Year and duration of Project
- Scope of Project
- Outcome of Project
- Reference / Contact persons

Work Plan

Proposed work plan showing detailed sequence and timeline for each activity.

CVs

CV of consultant including qualifications and experience.

Any project dependencies or assumptions

The Financial Proposal should include but not be limited to the following:

Bidders are expected to submit a lump sum financial proposal to complete the entire assignment based on the terms of reference. The lump sum should be broken down to show the detail for the following:

Resource costs

Daily rate multiplied by number of days.

Conference or workshop costs (if any)

Indicate nature and breakdown if possible.

Travel Costs

All travel costs should be included as a lump sum fixed cost.

For all travel costs, UNICEF will pay as per the lump sum fixed costs provided in the proposal.

A breakdown of the lump sum travel costs should be provided in the financial proposal.

Any other costs (if any)

Indicate nature and breakdown.

Bidders are required to estimate travel costs in the Financial Proposal. Please note that i) travel costs shall be calculated based on economy class fare regardless of the length of travel and ii) costs for accommodation, meals, and incidentals shall not exceed the applicable daily subsistence allowance (DSA) rates, as propagated by the International Civil Service Commission (ICSC). Details can be found at <http://icsc.un.org>