

## TERMS OF REFERENCE

### PROCESS EVALUATION

#### CASH SUPPORT PROGRAMME TO SUPPORT UKRAINIAN REFUGEE FAMILIES WITH CHILDREN (BELARUS)

Title/Purpose	<i>Process Evaluation of the Cash Support Programme to support Ukrainian refugee families with children implemented by the UNICEF Belarus Country Office in cooperation with the Belarus Red Cross</i>
Recruiting Office	<i>UNICEF Belarus Country Office</i>
Location of the Assignment	<i>Belarus: regions and Minsk</i>
Languages Required	<i>English and Russian</i>
Reporting to	<i>Katsiaryna Dziatlava, Monitoring &amp; Evaluation Specialist</i>
Duration of the Contract	<i>December 2023 - April 2024 (4.5 months)</i>

#### A. Background

##### **Context**

Belarus is both a transit and a destination country for Ukrainian refugees. As of 1 August 2023, the Belarus State Border Committee reported 117,551 Ukrainian refugees who arrived in Belarus, mostly from EU countries (80% from Poland), while 16,701 arrived at Belarus directly from Ukraine before borders were fully blocked (from February to early April 2022). As of August 2023, refugees continue to arrive through EU countries, as well as the Russian Federation. However, the fact that more than 137,190 Ukrainians have been reported by the Belarus State Border Committee to cross from Belarus to EU countries underscores the potentially large inflow from the Russian Federation.

Around 32,400 persons (26% or almost 8,000 children) from Ukraine have registered with the Ministry of Interior of Belarus for various permits and statuses in Belarus. The exact number of Ukrainian refugees in Belarus is unknown, as significant numbers arrive from the Russian Federation where no border control points with Belarus exist. Furthermore, not all refugees formally register in Belarus due to the concerns of possible negative consequences when returning to Ukraine.

The Government of Belarus officially assigned the Belarus Red Cross (BRC) as the lead agency for Ukraine refugee response in the country. UNICEF Belarus Country Office (CO) and other partners have strengthened the capacity of BRC and worked jointly to address urgent needs (the CO no longer has a partnership with BRC).

Building on the Country Programme Document priorities, the CO was able to integrate and address key refugee needs such as basic supplies, psycho-social support and education with special attention paid to identifying and assisting the most vulnerable groups, such as families with several children and children with disabilities. The CO also secured additional resources to provide Ukrainian refugees financial assistance arranged through cash vouchers. The first cash support programme aimed to directly reach Ukrainian refugee families with children, including the most vulnerable groups, allowing them to address the most urgent needs. Around 350 pre-school and school age children received vouchers for school preparation.

Based on the results of the first cash support programme and identified needs of Ukrainian refugees, the CO expanded its assistance to refugees and launched another intervention to provide them financial support. To implement the Cash Support Programme, the CO relies on government systems and partners with BRC and the National Postal Service (BelPochta) to deliver cash support based on the national social entitlement

scheme and vulnerability criteria. BelPochta has the largest distribution network with over 3,000 offices throughout the country, including the most remote areas.

The Cash Support Programme also targets one of the main challenges since the beginning of the response - the lack of outreach work in the country. BRC provides support only when approached; public social sectors do not work on outreach and identification of needs which results in a considerable number of refugees being unseen and in difficult situations. The Cash Support Programme includes a substantial component to enhance outreach through BRC's branches in all the regions of Belarus.

### ***Brief description of the Cash Support Programme***

In February-August 2023, the CO implemented the Cash Support Programme in cooperation with BRC as the implementing partner. The overarching goal of the programme is to provide Ukrainian refugee children and their families cash support to address multiple urgent needs, including recuperation of children. The Programme includes several iterations consequently launched depending on the availability of funds and the type of needs identified based on monitoring the Ukrainian refugees' situation. In February-August 2023, two iterations of cash support were completed. The next iteration of the Programme was launched in September and was directly implemented by UNICEF Country Office in Belarus. The programme is a part of the Ukraine Refugee Response Plan and a comprehensive set of emergency response activities implemented and coordinated by the CO with international agencies and national partners operating in Belarus.

As part of the emergency response, the Cash Support Programme is not designed to achieve any substantial impact or output level results but is rather focused on providing immediate assistance to Ukrainian refugee families with children arriving and residing in Belarus. The programme assists refugees in addressing the most pertinent humanitarian needs such as clothes, school supplies and recuperation of children. Along with other UNICEF supported interventions and services the Cash Support Programme contributes to recovery, settlement, and integration of Ukrainian refugee families with children. Thus, the Cash Support Programme does not have a theory of change with each iteration designed to address specific refugee needs identified by the CO in cooperation with national and international partners.

The goal of the first iteration of the programme was to provide financial assistance to Ukrainian refugee families with children temporary residing in Belarus through a government system - national postal service BelPochta. In February-May 2023, 443 refugee families (1,477 individuals, including 727 children) received cash assistances processed by BRC and delivered by BelPochta in all the regions of Belarus. The average amount of cash assistance per family was around BYN 752 (around USD 260).

The target group eligible for cash assistance was identified as refugee families with children, including unaccompanied children, who arrived in Belarus any time after February 2022. No limits on the length of temporary residence in Belarus were applied.

The eligibility criteria were developed to ensure the assistance is provided to all Ukrainian refugee families with children, especially to the most vulnerable groups as follows:

- Housing and living conditions
- Need for additional social protection and support (e.g., households headed by women, households with children without essential parental support, etc.)
- Social and economic situation (e.g., difference between income and expenses)
- Pregnant women and women with children under 3 years old
- Single-parent families with children under 18 years old, including families separated because of the conflict
- Large families/households with three and more children under 18 years old
- Families/households with children/young people with disabilities.

The activities of the programme were structured to ensure effective access and dissemination of cash assistance among refugee families and included the following major steps:

1. Identifying and reaching out to Ukrainian refugee families with children, especially not formally registered, and informing them on available financial assistance
2. Providing consultations on financial assistance and other support services available to Ukrainian refugee families with children via phone or in-person, including through the BRC hotline
3. Collecting, reviewing and timely processing eligible applications for financial assistance from Ukrainian refugee families with children
4. Informing and coordinating with BelPochta to ensure availability of services and timely processing cash assistance
5. Maintaining current data base of identified Ukrainian refugee families with children and beneficiaries
6. Referring identified Ukrainian refugee families with children to other services supported by UNICEF and other partners as part of the emergency response, including psychosocial support, humanitarian assistance, etc.

The first iteration of the Cash Support Programme was completed in May 2023. Based on data received from monitoring, needs assessment and consultation with partners, the CO decided to extend the programme and provide further financial support for recuperation and recreational activities of Ukrainian refugee children during the summer season. The second iteration of the programme was completed in June-August 2023 and covered 722 children. The average amount of assistance per child was BYN 600 (around USD 200).

The total budget of the Cash Support Programme was approximately USD 366,200 (UNICEF – USD 357,700; BRC – USD 8,500) for both iterations.

BRC organized and implemented activities through its network of branches in all the regions of Belarus. The programme implementation was coordinated by BRC headquarters located in Minsk. UNICEF provided regular oversight, coordination, and support to BRC in planning, monitoring, and adjusting activities to the operating context.

Based on monitoring the Ukrainian refugee situation in Belarus, results of implementing the Cash Support Programme and feedback provided by Ukrainian refugee families with children, UNICEF decided to launch the next iteration of cash support to further assist Ukrainian refugee children and their families. The third iteration aims to support Ukrainian refugee children going to school. UNICEF considers opportunities to further continue its Cash Support Programme depending on the availability of funds.

## **B. National and international instruments and UNICEF policies**

Since the beginning of the conflict in Ukraine, UNICEF has been leading the emergency response to assist Ukrainian refugee children and their families arriving, transiting, and residing in Belarus. UNICEF closely coordinates its efforts with other UN and international agencies operating in Belarus and partners with the Government of Belarus (GOB) to ensure comprehensive assistance to Ukrainian refugee children and their families.

UNICEF emergency response is guided by the Core Commitments for Children in Humanitarian Actions (CCCH)<sup>1</sup> and Accountability to Affected Populations Commitment (AAP)<sup>2</sup> along with the key principle of Leaving No Child Behind and ensuring Ukrainian refugee children's rights are upheld and protected in line with the Convention on the Rights of the Child.

The GOB regulates implementation of emergency response in line with the national policies and laws. The GOB officially assigned BRC as the lead agency for the Ukraine refugee response in the country. In line with this requirement, UNICEF has built on its longstanding cooperation with BRC to introduce and expand assistance to Ukrainian refugee families with children (the CO no longer has a partnership with BRC).

<sup>1</sup> Core Commitments for Children in Humanitarian Action.

[https://www.unicef.org/media/87611/file/Core%20Commitments%20for%20Children%20\(English\).pdf](https://www.unicef.org/media/87611/file/Core%20Commitments%20for%20Children%20(English).pdf)

<sup>2</sup> Accountability to Affected Populations. A handbook for UNICEF and partners. [https://aa9276f9-f487-45a2-a3e7-8f4a61a0745d.usrfiles.com/ugd/aa9276\\_0fa31f247b194585b15e98562a269e0d.pdf](https://aa9276f9-f487-45a2-a3e7-8f4a61a0745d.usrfiles.com/ugd/aa9276_0fa31f247b194585b15e98562a269e0d.pdf)

The Cash Support Programme is designed and implemented in compliance with UNICEF principles and requirements for Humanitarian Cash Transfers, e.g., UNICEF Humanitarian Cash Transfers Field Guidance.

In line with UNICEF policies and the national law, the CO and BRC identified the provision of cash assistance through the national postal service BelPochta as the most effective, transparent, and safe way of delivering cash assistance to Ukrainian refugees with maximum outreach.

The emergency response to assist Ukrainian refugee children and their families is not a part of the current Country Programme Document as the crisis has started after the CPD has been approved and operationalized. The set of emergency interventions however contributes to the overall CPD objectives by upholding and protecting the Ukrainian refugee children's rights, prioritizing, and assisting the most vulnerable groups of children, and strengthening national capacities and systems to address humanitarian challenges and serve affected populations.

## **C. Purpose and Objectives of the Process Evaluation of the Cash Support Programme**

### ***Purpose of the Process Evaluation***

UNICEF is engaging an individual consultant to conduct a Process Evaluation of the two iterations of the Cash Support Programme. The purpose of the Evaluation is both learning and accountability. The findings and lessons learned from this evaluation are intended to guide and inform all stakeholders — including UNICEF, implementing partners, the GOB, and beneficiaries (including the most vulnerable groups) — on what worked well, what the shortcomings were and what needs to be done to improve design and implementation of future emergency cash transfer programming.

The Process Evaluation is to provide actionable recommendations to enhance the next iterations of the Cash Support Programme and overall emergency response regarding both outreach and provision of cash assistance to Ukrainian refugee children and their families and further strengthening the capacities of the national partners. It will identify and document potential innovations and lessons learned and provide actionable recommendations to the CO and its implementing partners to enhance the delivery of cash support programmes in the future.

The Process Evaluation is to provide an in-depth overview of the programme based on an independent assessment for the use of different stakeholders, including UNICEF, implementing partners, the GOB, development partners, international and national community, and beneficiaries.

The Process Evaluation will assess the programme's alignment to the human rights-based approach, including from the equity and gender perspectives. It will also contribute to UNICEF being accountable to the affected population fleeing Ukraine due to the conflict and assess UNICEF's ability to uphold its accountability in humanitarian action and to strengthen support systems.

### ***Objectives of the Process Evaluation***

The main objective of the consultancy is to provide an external and independent evaluation of the extent to which the interventions met their goals and to ascertain facilitating and inhibiting factors that influenced the implementation. The Process Evaluation will interrogate the relevance, effectiveness, efficiency, equity, timeliness, coherence, and adequacy of the interventions considering programme context, design, and implementation. The Process Evaluation will extract lessons learned, good practices and provide recommendations that will guide UNICEF, implementing partners and other stakeholders to improve future cash support and overall emergency programming.

The Process Evaluation has the following major objectives:

1. Assess and provide evidence on the relevance of the overall performance, and results of the Cash Support Programme against its goals and targets

2. Assess the efficiency and effectiveness of designing, implementing, and coordinating the Cash Support Programme by UNICEF and partners (BRC and BelPochta), including review of organizational and staffing structure, developed operating procedures, channels, and applied tools
3. Identify good practices and gaps in the implementation process including challenges resulting from internal and external factors such as overall management and coordination of activities between BRC regional branches and headquarters and with national and international partners, changes in operating environment, etc.
4. Assess mechanisms that allowed beneficiaries to get involved in planning and providing feedback on the Cash Support Programme at various stages
5. Identify and document lessons learned, and potential innovations introduced by the Cash Support Programme to achieve better results for Ukrainian refugee children and their families
6. Evaluate the degree to which the Cash Support Programme strengthened BRC capacity to effectively manage cash support programmes, reach out and provide assistance to vulnerable populations and sustainability of this capacity
7. Provide actionable recommendations to the CO and BRC to enhance their capacity to effectively implement outreach activities and cash support programmes in the future, including recommendations on improving the coordination with BelPochta.

#### **D. Expected users**

The primary target audience for the Process Evaluation is the CO and BRC, including management, programme officers, specialists, consultants, and field staff involved in planning, designing, and implementing refugee response interventions aimed to support refugee children, adolescents, and their families in Belarus. Secondary audiences include regional UNICEF office and HQ; other UN agencies and international organizations involved in refugee response in Belarus and in the neighboring countries; the government, including the Department of Humanitarian Assistance of the President’s Administration of the Republic of Belarus; affected populations and the community at large. The final Process Evaluation report will be shared with the primary target audience while major findings and recommendations will be shared with the secondary audiences as relevant.

#### **E. Scope of the Process Evaluation**

The Process Evaluation will focus on the set of activities of the two iterations of the Cash Support Programme supported by UNICEF and implemented by BRC to identify, reach out, assist in applying, processing and timely providing cash assistance to support Ukrainian refugee families with children currently residing in Belarus. The Process Evaluation will also assess the efficiency and effectiveness of cooperation with the government system – national postal service BelPochta.

The review will cover the programme implementation period from its launch in February 2023 through the end of August 2023.

#### **F. Indicative questions**

In line with the objectives outlined above, the following table lists a set of general overarching questions that will drive the Process Evaluation. They will be fine-tuned and revised, as deemed appropriate, to ensure relevance and utilization of the exercise. The finetuning will be facilitated by the selected consultant through an in-depth discussion of CO’s priorities and needs to be addressed by the Process Evaluation. Finalizing the set of questions will also be based on various data sources available for the desk review, such as analytical documents and surveys of the situation of Ukrainian refugees in Belarus, programme reports, monitoring reports, feedback from beneficiaries, and meetings with CO’s field consultants, as well as the results of the CO’s survey of the programme beneficiaries (to be completed in October 2023).

Criteria	Preliminary Questions
<b>RELEVANCE:</b>	<ul style="list-style-type: none"> <li>• To what extent did the Cash Support Programme design correspond and address the needs of Ukrainian refugee families with children as part of the emergency response implemented by the CO in cooperation with other international agencies and national partners in Belarus?</li> <li>• To what extent did the selected approach and design allow for identifying, targeting, and reaching the most vulnerable groups of Ukrainian refugee families with children?</li> <li>• How relevant was the approach to estimate the amount of cash support to the goal of the programme and the needs of Ukrainian refugees?</li> </ul>
<b>EFFICIENCY:</b>	<ul style="list-style-type: none"> <li>• To what extent was the use of allocated resources efficient to ensure achieving the goal of the Cash Support Programme?</li> <li>• Did BRC support effective coordination with BelPochta to ensure timely processing of cash assistances?</li> </ul>
<b>EFFECTIVENESS:</b>	<ul style="list-style-type: none"> <li>• To what extent did the CO and partners achieve the intended results of the Cash Support Programme? What were the factors enabling or hindering the achievement of results?</li> <li>• How, if at all, were programme corrections made during implementation in response to changes in the operating environment, technical needs, or programme learnings?</li> <li>• To what extent did BRC ensure adequate resources (human, technical etc.) to implement the Cash Support Programme including identification, outreach, and consultative support at national, subnational, and field levels?</li> <li>• Was any dedicated training provided to BRC staff to enable them to effectively identify, reach out, inform, and support Ukrainian refugees about available assistance, including both cash support and other services?</li> <li>• Was coordination between the BRC headquarters, its regional and district branches effective to ensure timely receiving and processing refugees' applications?</li> <li>• To what extent was BRC effective in developing and implementing outreach interventions in all the regions to identify and inform Ukrainian refugees on the available financial support?</li> <li>• To what extent was BRC effective in receiving, reviewing and timely processing refugees' applications for financial assistance?</li> <li>• To what extent were feedback mechanisms available for BRC and beneficiaries throughout the process of Cash Support Programme to identify needs and possible gaps/challenges in services provided to Ukrainian refugees?</li> <li>• Was the oversight, guidance and support provided by the BRC headquarters to its regional branches enough to timely identify and address any challenges faced in the process of identifying, reaching out and processing refugees' applications for financial support?</li> <li>• Did BRC introduce and implement effective case management systems of identifying and tracking Ukrainian refugees, including respective data bases to process applications for cash assistances?</li> </ul>
<b>EQUITY:</b>	<ul style="list-style-type: none"> <li>• To what extent did the Cash Support Programme response meet the needs of the poorest and most vulnerable Ukrainian refugee children?</li> <li>• Did BRC implement necessary efforts to ensure reaching out and supporting the most vulnerable Ukrainian refugee families with children in applying for financial support? Were these efforts effective?</li> <li>• To what extent did the Programme address gender and equity perspectives in</li> </ul>

	its design and implementation?
<b>SUSTAINABILITY:</b>	<ul style="list-style-type: none"> <li>• Were the capacities of BRC to deliver refugee response strengthened?</li> <li>• Are achieved results in strengthening BRC capacities sustainable and can be used to provide comprehensive assistance to different groups of affected populations, e.g., refugees and migrants, in the future?</li> </ul>
<b>COHERENCE:</b>	<ul style="list-style-type: none"> <li>• To what extent is the Cash Support Programme coherent with Ukrainian Refugee response plan and the core commitments for children in humanitarian actions?</li> <li>• To what extent is the cash support for refugees linked to interventions of national and international partners that facilitate synergies, avoid overlaps and ensure an integrated approach to the needs of refugee girls and boys?</li> </ul>
<b>PARTNERSHIPS:</b>	<ul style="list-style-type: none"> <li>• To what extent was the partnership with BRC effective? Which factors strengthened or challenged partner relations between the CO and BRC?</li> <li>• To what extent was cooperation with BelPochta effective to deliver cash assistance? What factors influenced this cooperation?</li> <li>• What other partnerships has BRC signed or engaged in to improve outreach to beneficiaries? What partnerships could potentially improve outreach?</li> </ul>

## G. Approach and methods

The methodology of the Process Evaluation is to be guided by relevant Norms and Standards of the United Nations Evaluation Group (UNEG) and will employ a mixed-method approach, using qualitative and quantitative techniques and triangulation of data to compile a robust and credible evidence base from a range of data sources including a desk review of available documents, interviews, and focus group discussions. It is expected that this exercise will use the following methods at a minimum:

- **Desk review**

The International Evaluation Expert will review all relevant documents and strategies from UNICEF, BRC and other partners during the inception phase. A preliminary list of documents (not limited to these) to be reviewed is the following:

- Regular surveys, infographics, and reports on the overall situation of Ukrainian refugees in Belarus developed by international agencies providing refugee response in the country
- Programme documents, including programme cooperation agreements, programme visits and monitoring reports
- BRC's documents, including SOPs, internal reports, databases, etc.

- **Analysis of existing monitoring data**

The monitoring mechanism of the Cash Support Programme includes the following:

1. Monthly data provided by the Department of Citizenship and Migration of the Ministry of Interior of the Republic of Belarus
2. BRC databases:
  - Registration and monthly reporting database
  - Payment and rejection files (BelPochta).
3. Results of the phone-based survey and focus-groups with Ukrainian refugee families with children who benefited from the Cash Support Programme.

- **Key informant interviews**

Key informant interviews should be conducted with the following key stakeholders at a minimum:

- Relevant UNICEF staff including senior management, staff in the Emergency, Social Policy, Child Protection, Education, Communication (and SBC), and M&E sections
- Relevant staff from BRC and BelPochta at national and subnational levels
- Relevant staff from national and regional departments of citizenship and migration of the Ministry of Interior of the Republic of Belarus.

- **Focus group discussions**

FGDs with beneficiaries were conducted during regular monitoring visits and the post-distribution survey conducted by the CO in July-October 2023. The consultant should conduct a limited number of FGDs with BRC staff, stakeholders, and beneficiaries (if necessary) (up to 4 FGDs) to triangulate the findings and explore other evaluation questions as relevant.

The CO will provide the selected consultant with all available information and will facilitate obtaining documents from BRC and other partners as necessary.

As the Process Evaluation is a focused exercise to assess comparatively small-scale programme no substantial data gathering efforts are expected. The Process Evaluation should focus more on assessing the implementation process, BRC's organizational capacities, management procedures and approaches, and effectiveness of partnership between the CO and BRC, which is primarily based on document review, interviews, and discussions with the CO's and BRC's staff.

The selected consultant is expected to provide a detailed approach, methodology and plan of action to conduct the Process Evaluation as part of the inception report.

## H. Limitations and Anticipated Challenges

The CO does not foresee any substantial limitations or challenges to impact the Process Evaluation as most of it is within CO's and BRC's control.

The operating environment in Belarus remains challenging due to the multiple internal and external factors, including the ongoing conflict in Ukraine. As the Process Evaluation directly relates to assessing UNICEF refugee response, it requires neutrality and sensitivity to avoid any politicized issues and remain in line with UNICEF priorities. It is expected that the selected consultant has an in-depth understanding of the context in the region and best practices of working in a humanitarian context. The selected consultant is also expected to closely coordinate and consult with the CO in case of any challenges or sensitivities to receive guidance and avoid any misinterpretation or misperception of UNICEF's position on the situation with Ukrainian refugees in Belarus or the geopolitical situation in the region.

The CO closely works with BRC to ensure high quality and consistency of data on the Cash Support Programme beneficiaries and related activities. The data is disaggregated by gender, age, disability, and regions. The CO however has no direct control over data gathering, processing and maintenance by BRC. Some gaps and inconsistency in data is possible and may require further verification and triangulation in the evaluation process.

Engagement of the national postal service BelPochta may require additional efforts from the CO depending on the proposed evaluation exercise or requested data. Any engagement with BelPochta requires close coordination with the Evaluation Manager and the CO. The CO will provide necessary support and guidance in reaching out and coordinating evaluation efforts with BelPochta.

The CO will ensure coordination and engagement of governmental agencies in the evaluation as deemed necessary by the approved evaluation approach and methodology.

## I. Norms and Standards

The selected consultant is to follow the overall guidance and UNICEF policies on evaluation as relevant.

The following guidance documents are expected to be consulted as necessary:



- United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN System 2016<sup>3</sup>
- Ethical Guidelines for UN Evaluations<sup>4</sup>
- UNICEF Ethical Guidelines and standards for research and evaluation<sup>5</sup>
- UNICEF Guidance on Gender Integration in Evaluation<sup>6</sup>
- UNEG guidance on integrating human rights and gender equality and UN System-Wide Action Plan (UN-SWAP) on gender equality<sup>7</sup>.

## J. Ethical considerations

The selected consultant is expected to follow UNICEF standards on evaluation ethics and quality, UNEG Ethical Guidelines and Code of Conduct, as well as UNEG Guidance on Human Rights and Gender Equality in Evaluation. The process will include the following mechanisms as applicable:

- ✓ Respecting inclusion, equity, and human rights principles throughout the evaluation process, including: the protection of confidentiality; the protection of rights; the protection of dignity and welfare of people; and ensuring inclusion in data collection, including accessibility of informed consents.
- ✓ Ethical Review from an external party (if necessary).
- ✓ Data validation and triangulation will be closely monitored through the evaluation process.
- ✓ Maximizing the degree of participation of key stakeholders (internal and external), wherever feasible, with a commitment to using participatory approaches where applicable.
- ✓ Examining disaggregated data by gender, age, disability, geographic location.
- ✓ Ensuring that deliverables use disability-inclusive, gender-sensitive, culture-sensitive and human-rights language.
- ✓ Ensuring privacy protocols and compliance with all legal data management rules and considerations.
- ✓ Applying the principle of 'do no harm' into practice during the evaluation.

Ethical aspects of the evaluation which include, among others, data collection from human subjects and their consent should be covered in detail in the technical proposal. The CO will provide the International Evaluation Expert necessary support and guidance in following ethical requirements and procedures in the process of the evaluation. In case the evaluation requires data collection from vulnerable populations, e.g., beneficiaries of the Cash Support Programme, the CO will ensure ethical review of the proposed data collection methodology, tools and consent forms developed by the International Expert by an external Ethical Review Board using an LTA.

The International Evaluation Expert is expected to adhere to evaluator obligations of independence, impartiality, neutrality, credibility, honesty, and integrity.

## K. Management Arrangements

The Process Evaluation will be managed by the CO Monitoring & Evaluation Specialist in close coordination with the Emergency Section and the UNICEF Europe and Central Asia Regional Office (ECARO) Evaluation Specialists. The CO will provide the selected consultant with necessary support in coordinating the Process Evaluation with BRC, BelPochta, other partners and beneficiaries of the programme as necessary, including coordination of interviews, focus group discussion, and receiving documents from BRC.

The CO Monitoring and Evaluation Specialist is the Evaluation Manager and is responsible for the day-to-day oversight and management of the evaluation and the budget assuring high quality of the evaluation and guaranteeing its alignment with UNEG Norms and Standards and Ethical Guidelines. The evaluation manager

<sup>3</sup> UNEG Norms and Standards for Evaluation, 2016. Available at: <http://www.unevaluation.org/document/detail/1914>

<sup>4</sup> UNEG Ethical Guidelines, 2008. Available at: <http://www.unevaluation.org/document/detail/102>

<sup>5</sup> UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis, 2021  
<https://gdc.unicef.org/resource/unicef-procedure-ethical-standards-research-evaluation-data-collection-and-analysis>

<sup>6</sup> <https://www.unicef.org/evaluation/media/1221/file/UNICEF%20Guidance%20on%20Gender.pdf>

<sup>7</sup> <http://www.unevaluation.org/document/detail/1452>

provides quality assurance of findings and conclusions for relevance and suggests corrections as applicable. All major deliverables will be reviewed by the evaluation manager, the Emergency Section, and other CO's staff as necessary and then by the ECARO evaluation specialist.

***The evaluation manager:***

- Leads management of the evaluation process and ensures its independence, transparency, and inclusivity
- Ensures the evaluation products meet quality standards
- Provides overall guidance and administrative support
- Reviews and approves the deliverables
- Coordinates and supports cooperation between the Evaluation Expert and the CO, engaged stakeholders, beneficiaries, and other parties
- Facilitates access to all information and documents relevant to the Process Evaluation
- Facilitates dissemination of the evaluation results and learning
- Provides other support as necessary to ensure smooth implementation and high-quality results of the Process Evaluation.

***The ECARO evaluation specialist:***

- Provides oversight of the evaluation process and reviews all evaluation products to ensure the Process Evaluation meets its goals and objectives and is in compliance with UNICEF standards on evaluation ethics and quality, UNEG Ethical Guidelines and Code of Conduct, as well as with UNEG Guidance on Human Rights and Gender Equality in Evaluation.

***The Emergency Section:***

- Provides all documents necessary to conduct the Process Evaluation, including programme documents and reports, situational analysis, and other relevant information
- Support coordination with key stakeholders, including BRC and BelPochta, to receive relevant documents, coordinate meetings, focus/reference groups and other necessary activities
- Supports and facilitates coordination with the major stakeholders, including setting up meetings, organizing focus/reflection groups and other activities
- Supports and facilitates engagement of beneficiaries to ensure planned evaluation activities
- Reviews all evaluation products and provides comments and recommendations as relevant.

The **International Evaluation Expert** reports to the evaluation manager. The Expert conducts the evaluation in line with the contract and the TOR, UNEG/OECD norms and standards, and Ethical Guidelines. When conducting the Process Evaluation the International Evaluation Expert adheres to UNICEF Evaluation Policy, to UNEG ethical guidelines for UN evaluations and to UNICEF Reporting Standards demonstrating personal and professional integrity.

The International Evaluation Expert 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, they must respect ethics of research while working with vulnerable populations including using consent forms, appropriate data collection methods, and principle of do no harm. The evaluation process must be sensitive to beliefs, manners, and customs of the social and cultural environment in which it is conducted. Special attention should be paid to addressing any issues of discrimination, gender inequality, any type of harassment and abuse.

The International Evaluation Expert is to demonstrate and act in line with principles of impartiality, independence, and transparency avoiding any judgements and speculations while performing professional duties. The International Evaluation Expert is to immediately inform UNICEF on any sensitive issues raised by institutions, organizations, or individuals in the process of the Process Evaluation and to avoid speaking on such issues on behalf of UNICEF.

The Expert maintains close coordination with the evaluation manager and timely informs on the progress and any challenges faced in the evaluation process.

## L. Timeframe & Deliverables

Tentative timeframe and deliverables:

Stage	Activity	Duration
Kick-off	Contract signing; initial briefings with the CO	1 week
Inception	Initial desk review	6 weeks
	Discussion of the initial methodology	
	Producing a draft Inception Report including suggested approach and methods for the Process Evaluation	
	Internal and external quality assurance (QA)	
	Incorporation of received feedback	
	Finalizing the Inception Report	
Implementation and consultations (Data collection and analysis)	Hybrid data collection	9 weeks
	Data analysis and conducting interviews, focus groups, reflection groups and other types of discussions with all stakeholders including travel to Belarus (Minsk and the regions)	
	First draft of the Process Evaluation Report	
	Internal and external review and quality assurance (QA)	
Finalization of ER and presentation	Finalizing the Process Evaluation Report to incorporate received feedback	2 weeks
	Final Process Evaluation Report and PowerPoint presentation of key results	
	Presentation of the evaluation results to the CO, the BRC and other stakeholders	

### Outline of the Inception Report content:

- a. Introduction and context
- b. Purpose, intended use, target audience
- c. Scope and objectives
- d. Description of inception phase and issues to consider
- e. Process Evaluation design and framework
- f. Final list of the evaluation questions (explanation of deviation from terms of reference, if necessary)
- g. Data collection methods
- h. Sources to be used
- i. Data analysis methods
- j. Identification of limitations and mitigation measures
- k. Work plan and required UNICEF support
- l. Identification of ethical considerations and plan to address them
- m. Timeframe

### Process Evaluation Final Report:

The Process Evaluation Final Report should be clear and include the following elements:

1. An executive summary of maximum 5 pages, including:
  - 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. The report of no more than 50 pages (without annexes), including:
  - 2.1. Background
  - 2.2. Object of the Evaluation
  - 2.3. Context
  - 2.4. Purpose, Objectives, and Scope
  - 2.5. Methodology
  - 2.6. Conceptual Framework
  - 2.7. Evaluation Criteria
  - 2.8. Evaluation Questions
  - 2.9. Data Sources, Collection Methods, and Sampling
  - 2.10. Data Analysis
  - 2.11. Ethics
  - 2.12. Risks and Limitations
  - 2.13. Work plan
  - 2.14. Evaluation Findings (Relevance, Coherence, Effectiveness, Efficiency, Sustainability)
  - 2.15. Conclusions and Lessons Learned
3. Attachments: ToR, list of interviews, focus groups and reflection groups, etc.

## **M. Quality Assurance**

All evaluation products will be reviewed by the Evaluation Manager, the ECARO evaluation specialist, the Emergency Section, and other CO's staff as necessary. The review process will be coordinated by the evaluation manager who will provide the summarized feedback to the International Evaluation Expert. The evaluation manager and the International Evaluation Expert will discuss provided feedback to have the same understanding of necessary corrections and avoid any negative implications for the evaluation process. The International Evaluation Expert is to review and address provided feedback and submit an updated draft of an evaluation product to the Evaluation Manager.

The quality of the Process Evaluation reports (Inception Report and Draft Final Report) will undergo an external quality assessment by an organization external to UNICEF. The assessment will be facilitated by the CO with support from the UNICEF ECARO Evaluation Specialist. The selected consultant will be responsible for ensuring that recommendations for quality improvements of the report(s) are fully addressed.

The Draft Process Evaluation Final Report will be considered final only after passing through the external quality assessment, addressing all comments, and having a final positive rating as "Satisfactory" or "Highly Satisfactory". The Final Process Evaluation Report will also be submitted to the Global Evaluation Reports Oversight System (GEROS) for final quality assessment with feedback provided to the UNICEF ECARO Evaluation Section on the quality of the evaluation.

## **N. Working Locations and Logistics Arrangements**

The kick-off and inception stages of the Process Evaluation will be completed by the selected consultant from her/his own office/home with meetings and discussions with the CO and BRC's staff via emails, phone calls and Teams meetings as necessary. All initial documents will be shared with the consultant in electronic format via email.

The consultant is expected to travel to Belarus for no more than 12 days during the implementation stage of the Evaluation Process to conduct in person interviews, focus groups and reflection groups as necessary. The schedule of the visit is to be finalized in line with the approved data collection approach provided in the Inception Report. The CO will support the selected consultant in setting up meetings and travel arrangements. It is expected that the selected consultant will visit two regional BRC's branches (in Brest and Gomel region) to hold interviews and/or focus/reflection groups with the regional consultants. Each regional visit will last for no more than 3 days including travel.

All other interviews, focus groups, reflection groups, consultations with the CO and BRC's staff will be organized and held online. The selected consultant will finalize the Process Evaluation Report from her/his own office/home. The final presentation of the findings and recommendations of the Process Evaluation will be arranged via Teams meetings or zoom.

The selected consultant should use own laptop and software applications required for this assignment and should bear full responsibility for any extra tele-communication charges or services incurred while working with UNICEF.

## O. Proposed Payment Schedule

Payment will be contingent on the submission of acceptable quality deliverables as outlined in the L section and will be made in three instalments 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 Final Process Evaluation Report

40% of the contract will be paid after submission and approval by UNICEF of the Final Process Evaluation Report.

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 than 2 months – payment withhold). All materials developed will remain the copyright of UNICEF and UNICEF will be free to reference and use them in its publications.

## P. Required Qualifications

UNICEF is seeking to contract an international evaluation expert.

The **International Evaluation Expert** should have the following qualifications:

- Advanced university degree, preferably in evaluation, social studies, or 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' experience in evaluation and familiarity with UNICEF and the UN system (CV required). Experience of evaluating/assessing programmes in humanitarian context will be an asset
- Previous work experience with UNICEF will be an asset
- Previous experience of evaluations/assessments conducted in ECA region, and Belarus in particular
- Understanding of humanitarian programming and specifics of refugee response
- Familiarity with UNICEF regulations and procedures
- Strong analytical and facilitation skills. Experience of conducting focus groups
- Ability to produce content for high standard deliverables in English

- Sensitivity towards ethics with regards to human and child rights issues, vulnerable populations, 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 humanitarian programming, gender equality and human rights, including child rights, equity/inclusion. Understanding of the current regional and Belarus context will be an asset
- Oral and written fluency in English and Russian
- Ability to travel to Belarus.

## R. Application and Review Process

The CO plans to use the newly established roster of evaluation specialists to identify and contract a selected candidate. The CO will reach out to candidates potentially meeting the required qualifications to request their availability, interest, and proposals.

Proposals are to be submitted to the CO Monitoring & Evaluation Specialist for review and evaluation.

A proposal should include:

1. Bidders' expertise in evaluation. CV and P11 UNICEF Form are to be submitted to confirm meeting the specific qualification requirements for the Process Evaluation of the Cash Support Programme
2. Technical proposal. Brief description of the proposed approach to conducting the Process Evaluation of the Cash Support Programme (no more than 1 page)
3. Financial proposal. 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 and provide the breakdown of these costs. Estimated cost for travel should be included in the financial proposal. Travel costs 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 trips shall also be treated as above. The financial proposal will be evaluated based on the "best value for money" principle, i.e., achieving the desired outcome at the lowest possible fee.

Each proposal will be reviewed for 1) meeting the qualifications requirements (section P), 2) technical proposal demonstrating an ability to meet the Process Evaluation goals and objectives, and 3) the "best value for money" principle. Applications will be evaluated as follows: technical evaluation maximum 70 points; financial proposal maximum 30 points.

**The deadline for submission is 16 November 2023.**

**Bidders should submit their applications in English online, here is [the link to apply](#).**

Applications received after the closing date will not be considered. All bidders will be informed of the results of the selection process.