

EVALUABILITY ASSESSMENT

# EVALUABILITY ASSESSMENT OF CHILD PROTECTION IN HUMANITARIAN ACTION

ANNEXES

EVALUATION OFFICE

October 2019

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# EVALUABILITY ASSESSMENT OF CHILD PROTECTION IN HUMANITARIAN ACTION

## ANNEXES

## **Evaluability Assessment of Child Protection in Humanitarian Action: Annexes**

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This report, ‘Evaluability Assessment of Child Protection in Humanitarian Action’, was prepared by Virginia Thomas (team leader), Julia Freedson (external team member) and Tina Tordjman-Nebe (internal team member). Tina Tordjman-Nebe, Evaluation Specialist at the Evaluation Office, managed the overall evaluability assessment process with support from Beth Ann Plowman, Senior Evaluation Specialist at the Evaluation Office.

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# ACRONYMS AND ABBREVIATIONS

AoR	Area of Responsibility
CCCs	Core Commitments to Children
CPD	Country programme document
CPHA	Child protection in humanitarian action
CPiE	Child protection in emergencies
EA	Evaluability assessment
EMOPS	Office of Emergency Programmes (UNICEF)
HQ	Headquarters
IASC	Inter-Agency Standing Committee
IOM	International Organization for Migration
NGO	Non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
PD	Programme Division (UNICEF)
PIDB	Programme Information Database
PSN	Programme strategy note
RAM	Results Assessment Module
SMART	Specific, measurable, achievable, relevant and time-bound
SMQ	Strategic monitoring question
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNODC	United Nations Office of Drugs and Crime
WHO	World Health Organization

# ANNEX 1: TERMS OF REFERENCE

## TERMS OF REFERENCE – INDIVIDUAL CONSULTANT (TEAM LEADER)

TITLE/PURPOSE	To conduct an evaluability assessment of child protection in emergencies, and to recommend concrete steps to improve the coherence, implementation modalities and relatedly, the evaluability, of UNICEF programmes.
RECRUITING OFFICERS	Senior evaluation specialist and evaluation specialist, UNICEF Evaluation Office
CONTRACT MODALITY	Individual consultant
LOCATION OF ASSIGNMENT	Home-based with travel and/or reporting to UNICEF New York (UNICEF House, 3 UN Plaza, 44 <sup>th</sup> Street between 1 <sup>st</sup> Ave and 2 <sup>nd</sup> Ave)
LANGUAGE(S) REQUIRED	English required and French desired
DURATION OF CONTRACT	50 days, spread over a period of five months (late November 2018 through late May 2019)

### I Introduction

1. The UNICEF Evaluation Office is in the process of commissioning an **evaluability assessment of child protection in emergencies**. This exercise is one of six evaluability assessments (EAs) that form part of the work programme that the Evaluation Office will deliver against the UNICEF Strategic Plan, 2018–2021.
2. Initially developed by Wholey (1979), an EA typically determines whether a programme has a clear and coherent logic that enhances the likelihood of achieving intended results. It also determines if the programme is packaged for successful implementation and gauges its overall readiness to be evaluated at a later date. EAs have proven useful in establishing a reasonable programme theory – to ascertain whether there is a plausible path to attain specified outcomes,<sup>1</sup> and to think ahead about the evaluation approach and design.
3. Typically executed at the earlier stages of a programme of work, an EA can also be instrumental in determining whether there is a shared understanding of the goals of the programme among implementers and key stakeholders; whether there are clear causal links between the goals and results (inputs, outputs/activities and outcomes); whether there is a clear articulation of indicators of success; and, whether data requirements and sources have been identified. Thus, it serves as a tool to assess the strategic and technical soundness of the programme, and as a programme management tool.
4. An EA will be undertaken for UNICEF’s work programme to protect children in emergency situations. Appendix 1 stipulates 10 evaluability elements on which the programme will be assessed.

<sup>1</sup> Wholey, J. S., ‘Evaluability Assessment: Developing program theory’, in *Using Program Theory in Evaluation (New Directions for Evaluation)*, edited by L. Bickman, Jossey-Bass, San Francisco, 1987.

## II Background to UNICEF's work to protect children in emergencies

5. Child protection in emergencies (CPiE) is understood as the rights-based approach presented in the Convention on the Rights of the Child, the United Nations Security Council Resolutions on Children and Armed Conflict, UNICEF's Core Commitments for Children in Humanitarian Action (CCCs), the Agenda 2030/Sustainable Development Goals, and the UNICEF Strategic Plan, 2018–2021.
6. CPiE is mainstreamed in the UNICEF Strategic Plan, 2018–2021 under Goal Area 3, “Every child is protected from violence and exploitation”, and is governed by the Child Protection Policy (2008)<sup>2</sup> and the CCCs, organized around categories of child protection violations. “Goal Area 3 seeks to ensure that every girl and boy is protected from violence and exploitation, in both humanitarian and development contexts. This includes all forms of violence, including gender-based violence, sexual exploitation and abuse. The duty to protect children from violence and exploitation is enshrined in numerous articles of the Convention on the Rights of the Child, including articles 19, and 34 to 38. Goal Area 3 supports the achievement of multiple Sustainable Development Goals, in particular Goals 5, 8 and 16”.<sup>3</sup>
7. UNICEF's portfolio of work to protect children in emergencies seeks to address “the protection risks that humanitarian crises exacerbate and the new protection risks that emerge”. Concretely, this concerns “displaced children; children who are unaccompanied, separated or orphaned; children and women at risk of, or directly affected by gender-based violence; children living in areas affected by armed conflict; children with disabilities; and children belonging to minorities”.<sup>4</sup> “In humanitarian situations, UNICEF will support community-based approaches to the provision of psychosocial support to girls, boys and women experiencing gender-based violence, including by providing safe spaces. UNICEF will also work to prevent family separation and support reunification of unaccompanied and separated children, strive to prevent child recruitment, support the release and reintegration of girls and boys associated with armed forces and groups, and continue to support programmes for prevention and provision of survivor assistance to children affected by landmines and explosive arms. UNICEF will seek gender-responsive protection for children exposed to grave violations in situations of armed conflict and scale up support services to survivors”.<sup>5</sup> “UNICEF will continue to advocate with all parties to a conflict to comply with international humanitarian law and human rights standards and support the monitoring and provision of timely and appropriate advocacy and programme responses to, child rights violations”.<sup>6</sup> While UNICEF's CPiE work includes work in natural disaster settings, the vast majority of interventions take place in conflict settings – hence the title of this EA.
8. The results framework accompanying the Strategic Plan states the overarching outcome for Goal Area 3 as: “Girls and boys, especially the most vulnerable and those affected by humanitarian situations, are protected from all forms of violence, exploitation, abuse and

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<sup>2</sup> See in particular section II.C., “Strengthening child protection in armed conflict and natural disasters”.

<sup>3</sup> United Nations Children's Fund, ‘UNICEF Strategic Plan, 2018-2021’, E/ICEF/2017/17/Rev.1, UNICEF, New York, 16 August 2017, p. 11 (author's emphasis). This is a departure from the Child Protection Policy and previous strategic plans, where CPiE was understood as a separate pillar within UNICEF's child protection work. “UNICEF will maintain its leadership role in child protection in emergencies and in the children and armed conflict agenda. Emergency preparedness and response efforts will contribute to the strengthening of child protection systems, and vice versa” (‘UNICEF Strategic Plan, 2018-2021’, p. 8).

<sup>4</sup> ‘UNICEF Strategic Plan, 2018-2021’, p. 11.

<sup>5</sup> Ibid, p. 12.

<sup>6</sup> Ibid, p. 12.

harmful practices.” There are three output areas under this outcome which relate to protection from violence, harmful practices and access to justice, respectively. Contrary to the mainstreaming logic implied by the outcome statement, all outputs relating to CPiE are placed under the “violence” output, 3.a: “Countries have strengthened child protection systems for prevention and response services to address violence against children.” Indicators signposted as “humanitarian”<sup>7</sup> (meaning they also apply in humanitarian contexts) are as follows:

- (i) 3.a.3. Number of countries in which an inter-operable information management system supports and tracks case management, incident monitoring and programme monitoring.
- (ii) 3.a.4. Percentage of countries affected by armed conflict with a strategy to strengthen the protection of children from grave violations of international humanitarian law.
- (iii) 3.a.5. Prevention, risk mitigation and response services through UNICEF-supported programmes in humanitarian situations: (a) percentage of UNICEF-targeted girls and boys in humanitarian situations provided with psychosocial support, including access to child-friendly spaces with inter-sectoral programming interventions; (b) percentage of UNICEF-targeted unaccompanied and separated girls and boys registered with family tracing and reunification services and family-based care or appropriate alternative services; (c) percentage of UNICEF-targeted girls and boys recruited and used by armed forces and groups that have been released and reintegrated with their families and provided with adequate care and services; (d) percentage of UNICEF-targeted girls and boys in areas affected by landmines and other explosive weapons provided with relevant prevention and survivor assistance interventions.
- (iv) 3.a.6. Percentage of UNICEF-targeted women, girls and boys in humanitarian situations provided with risk mitigation, prevention or response interventions to address gender-based violence through UNICEF-supported programmes.
- (v) 3.a.7. Number of children on the move who receive protective services through UNICEF-supported programmes.

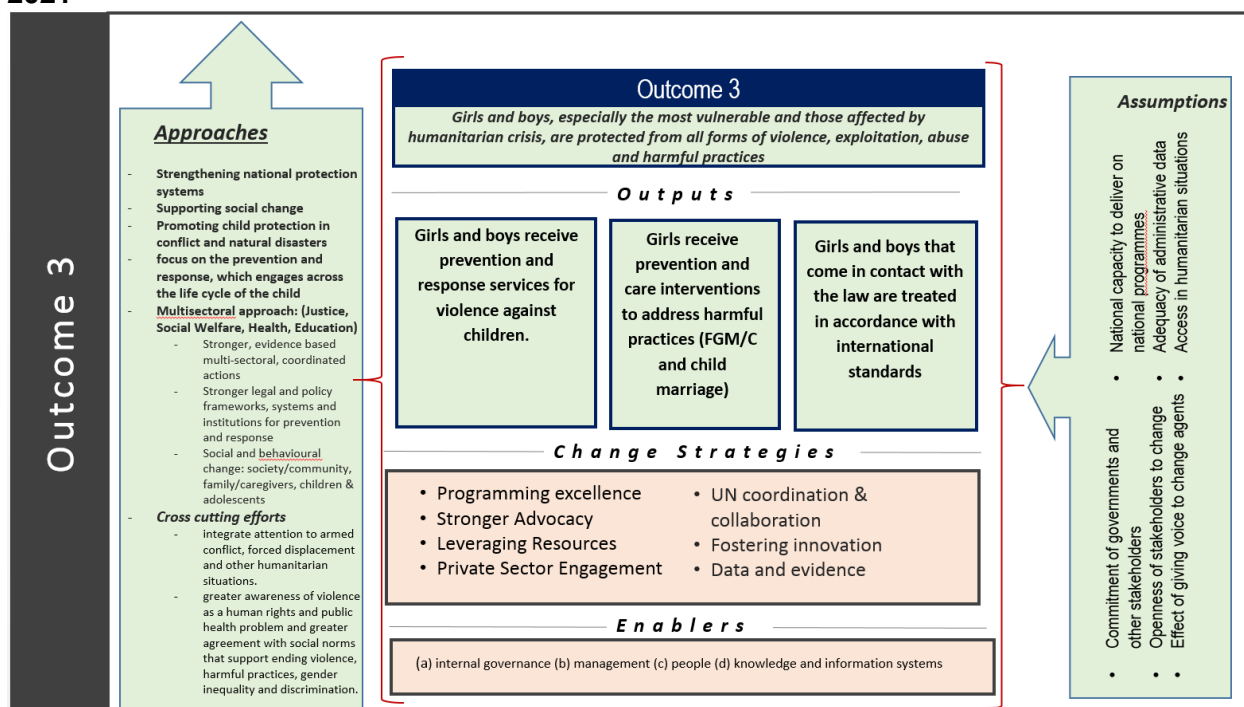
9. Below is a graphic depiction of UNICEF’s work in Goal Area 3.<sup>8</sup>

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<sup>7</sup> It should be noted that there is currently no organizationally endorsed method of differentiating humanitarian and development results (numbers), especially when both situations co-exist in the same country. Funding type has been considered as one method. This issue should be explored and laid out in the EA, since it will affect the organization’s ability to monitor progress and report on results.

<sup>8</sup> As this theory of change is very general and encompassing, the theories of change of programmatic areas within CPiE need to be taken into account for this EA. In addition, the EA should also consider United Nations Children’s Fund, ‘Preventing and Responding to Violence Against Children and Adolescents: Theory of change 2017’, UNICEF, New York, October 2017, <[www.unicef.org/protection/files/UNICEF\\_VAC\\_ToC\\_WEB\\_271117\(2\).pdf](http://www.unicef.org/protection/files/UNICEF_VAC_ToC_WEB_271117(2).pdf)>, accessed 22 July 2019.

**Figure A1.1: Draft Theory of change for Goal Area 3 of the UNICEF Strategic Plan 2018–2021<sup>9</sup>**



### III Purpose of the evaluability assessment and its rationale and use

10. **Purpose:** In essence, this EA aims to enable the child protection sector to meet its accountabilities vis-à-vis the UNICEF Strategic Plan, 2018–2021, and to ensure UNICEF’s contribution to CPiE is traceable in the respective country programmes. Key activities of the EA will be to examine and ultimately refine and/or reaffirm the logic for the CPiE portfolio (i.e., programme of work, interventions and activities), to diagnose and sharpen the results framework, and to ascertain that there is a shared understanding among implementers and key stakeholders of the objectives, results and implementation strategy. The EA will also confirm information requirements and data sources (assessing the availability of relevant data and information, identifying data gaps as well as systems/mechanisms needed to fill those gaps) and articulate and/or refine indicators of success. The EA processes will attempt to increase the coherence of work in the area of CPiE by facilitating a review of the implementation/management and funding structure, assessing capacities for monitoring and evaluation, and facilitating reflection and learning among key stakeholders.

11. **Rationale:** A global strategic review of UNICEF CPiE work is ongoing in 2018, with a focus on achievements over the 2014–2017 period. This internal review has been commissioned by the UNICEF Programme Division (PD) Child Protection Section and includes primary (online survey and key informant interviews) and secondary (desk-based review of 10 country programmes) data collection, as well as a consultative process (strategic moment of reflection). In addition to the review report, which will set out a strategic direction and

<sup>9</sup> United Nations Children’s Fund, ‘UNICEF Social Service Workforce Strengthening Strategy to Prevent and Respond to Violence, Exploitation and Harmful Practices Against Children’ (draft), 4 August 2017.

recommendations, the process will yield a strategic intent memo. It is this emerging CPiE strategy that will be the focus of the EA.

12. Some results relating to CPiE are nested within other programming areas in UNICEF (sectoral and goal areas), including the Office of Emergency Programmes (EMOPS). Intrinsically, there is a need to harmonize the different conceptualizations of CPiE, clarify how different UNICEF sections and/or sector teams will work together towards the same results, interrogate proposed programming assumptions, and manage inherent redundancies such that they do not introduce unnecessary inefficiencies. The global strategic review is expected to achieve much of this, in particular to bring programme implementers and key stakeholders to a shared understanding of the targeted results and the programme logic. The EA will add to this process (e.g., to ensure that the necessary monitoring arrangements are in place and to clarify accountabilities for improved programme coherence).
13. **Use and users:** The child protection sector is the primary audience for the EA. In particular, the CPiE team at UNICEF Headquarters in New York is expected to utilize the insights, findings and recommendations of the EA. However, CPiE is a cross-cutting area, hence the EA findings and lessons are expected to be applicable across all programming teams that contribute to this portfolio.

#### IV Objectives and questions for evaluability assessment

14. As previously indicated, this EA aims to enable the UNICEF Child Protection Section to meet its accountability vis-à-vis the Strategic Plan, 2018–2021, and to ensure that the contribution of CPiE work is traceable in the respective country programmes. Hence it will be guided by an overarching question, namely: to what extent does the programme of work on CPiE (the CPiE portfolio) have the technical and strategic elements to achieve intended results, and to credibly demonstrate such results in future evaluations?
15. The key question is divided into three evaluability parameters and the assessment will cover these three parameters. The first parameter will comprise **programme design elements**, mainly to assess coherence between CPiE inputs and the theories of change promulgated across the goal areas of the Strategic Plan, 2018–2021, and confirm the results framework. The second parameter will ascertain the existence and **availability of relevant data** and information, assess its adequacy and accessibility and review and refine output and outcome indicators. The **implementation, management and accountability parameter** will determine the extent to which there are shared corporate goals and accountabilities around CPiE, and whether the likelihood of achieving results is maximized under existing implementation and management arrangements and within stipulated timeframes.
16. The fourth and last parameter will interrogate the future **demand for evaluation** information on CPiE going beyond the confines of CPiE or Goal Area 3, and the plausibility of conducting the evaluation. Table 1 presents the evaluability parameter and associated sub-questions.

**Table A1.1: Evaluability parameters and key questions for the assessment**

Evaluability parameters	Objectives	Sub-questions (draft)
1. Design of programme, interventions and/or activities	To examine the appropriateness and coherence of the programme design, and to demonstrate contribution to selected results of the Strategic Plan, 2018–2021	<ol style="list-style-type: none"> <li>1. Is the CPiE programme of work (interventions and/or activities) based on key issues and needs of children in emergency settings, as identified by a context analysis (i.e., statement of the problem and stakeholders)?</li> <li>2. Does the CPiE programme of work (interventions and/or activities) have clear objectives and a coherent logical framework?</li> <li>3. Are the effects of the programme/interventions clearly specified? Are these effects expected for all groups of children in emergency settings (i.e., are gender, income inequality, disability and other equity factors clearly and explicitly identified)? To what extent have key assumptions and mitigation approaches been specified?</li> <li>4. Can inputs and outputs be expected to contribute to desired outcomes? What are the gaps? If applicable, is the results chain aligned coherently across the sectors and/or goal areas of the Strategic Plan?</li> <li>5. Can the CPiE programme of work (interventions and/or activities) realistically contribute to the associated set of Strategic Plan results/outcomes? Is the CPiE contribution explicitly traceable in country programme documents (CPDs), programme strategy notes (PSNs) and results?</li> <li>6. Are multiple interactions between programme components, activities and/or actors anticipated and identified? Is there clear forethought about the analysis of those interactions?</li> <li>7. Is there a clear and persuasive rationale for the selection of change strategies? How are ethical issues being addressed in change strategies?</li> <li>8. What actions, if any, are required to strengthen the design for greater coherence, and to ensure that CPiE's contribution is traceable?</li> </ol>
2. Availability of data	To ascertain the existence, adequacy, availability and accessibility of information and data	<ol style="list-style-type: none"> <li>9. Is there a complete set of documents and/or sufficient information on the context of CPiE work at the level of programmes, interventions and/or activities (e.g., work plans, datasets, etc.)?</li> <li>10. Does the CPiE programme of work have a necessary, sufficient and specific, measurable, achievable, relevant and time-bound (SMART) set of performance markers with clear targets for measuring intended results? What additional or alternative indicators might be needed?</li> <li>11. Is baseline data available? What is the coverage of the data (national, subnational, etc.)? Is the frequency of data collection adequate/reasonable?</li> <li>12. Does the CPiE programme of work have adequate and coherent monitoring systems, tools, capacities and resources for data gathering, analysis and systematizing information?</li> <li>13. Are data needs for all groups of children explicitly identified? To what extent can development and humanitarian results be disaggregated? Are there necessary arrangements for disaggregation by gender, income inequality, disability and other equity factors?</li> </ol>

<b>3. Implementation, management and accountability</b>	To ensure clear implementation and/or management arrangements, accountabilities and considerations for risk management	14. Has the work space and/or arrangement for cross-sectoral collaboration been clearly defined? 15. Are there clear implementation plans with adequate implementation resources and capacities for respective UNICEF divisions/offices and external implementing partners? 16. Do UNICEF work teams and implementing partners have clear mandates and accountabilities for their roles? Is there a clear allocation of tasks and expectations on outputs and deliverables? 17. Is programme planning and implementation flexible enough to maximize positive unintended consequences, or to mitigate unintended negative consequences? 18. To what extent are external factors taken into account in the logical framework? Does the programme of work have a cohesive risk assessment and management plan?
<b>4. Evaluation demands</b>	To determine the need for subsequent evaluative activity for child protection in conflict situations	19. Have future information needs on CPiE programme improvement been identified? Will these be met with an evaluation or another type of exercise? 20. Is there demand for a future evaluation of the cross-sectoral child protection in conflict situations portfolio? Have primary stakeholders/users been identified and their participation in a future evaluation defined? 21. Have primary stakeholders/users indicated their information needs beyond what is covered by CPiE under Goal Area 3? (i.e., What are the key questions that should be addressed with any future evaluation)? 22. What design(s) are being considered for the evaluation? Are these designs plausible given the timing, data availability and resource availability?

17. The EA is not an evaluation. It does not provide summative assessments of programme impacts, nor does it put forward expert recommendations on what the specific contents of the CPiE theory of change or programme log frame should be. Rather, it is intended to support the ongoing strategy development by making sure the chosen strategic direction is SMART<sup>10</sup> and evaluation-ready.

18. In 2013, the ‘Evaluation of UNICEF Programmes to Protect Children in Emergencies’ was undertaken to identify key successes and gaps in CPiE programming over the period 2009–2012 and to draw out lessons learned ahead of the roll-out of the Strategic Plan, 2014–2017. The evaluation investigated achievements and gaps against the CCCs, UNICEF’s Child Protection Strategy and the Strategic Plan, 2006–2013. It assessed the extent to which interventions in longer-term child protection systems strengthening and preparedness actions had led to more effective response in crises.

19. The evaluation found that the Child Protection Strategy was comprehensive and responded well to country-level needs, including those expressed by children themselves, but alignment between the Strategy and the CCCs was poor. As a result, programme design and results-based programming at the country level were found to be weak.

<sup>10</sup> The EA should also make pronouncement on whether the indicators are universally applicable, and whether they can be aggregated for use at the global level.

20. The evaluation found mixed results regarding the effectiveness of CPiE programming. Achievements were strongest in the realms of reintegration of separated children, psychosocial interventions and mine risk education. UNICEF programming was also found to be effective in some countries in responding to gender-based violence and preventing harmful practices, especially at the field level. Results were weakest for preventing violence against children and for monitoring and reporting. Evidence showed that UNICEF was highly valued by partners for inter-agency coordination and quality technical leadership. The evaluation also noted that CPiE programming lacked well-documented evidence and was inadequately funded and short-staffed.

## V Scope for evaluability assessment

21. **Thematic scope:** UNICEF's CPiE programming includes service delivery, coordinating child protection actors, advocacy and setting evidence-based norms and standards. Service delivery includes a continuum of prevention and response approaches ranging from preparedness planning and rapid emergency response to longer-term programming. Key component parts to be assessed for evaluation readiness are: mental health and psychosocial support; unaccompanied and separated children; children affected by armed conflict (including the Monitoring and Reporting Mechanism and recruitment and use); mine action and explosive weapons; gender-based violence in emergencies; protection from sexual exploitation and abuse; and policy dialogue, advocacy and knowledge generation for child protection (including coordination).<sup>11</sup>
22. **Period to be covered:** The EA will cover the period of the Strategic Plan, 2018–2021, as well as country programmes ongoing in 2018 and planned to begin in 2019.
23. **Geographic coverage:** The EA will assess UNICEF's global, regional and country-level strategies and efforts. The assessment at the country level will use the same 10 country case studies as the Global Strategic Review of CPiE (i.e., Afghanistan, Bangladesh, the Central African Republic, Ethiopia, Haiti, Lebanon, Nigeria, South Sudan, the Syrian Arab Republic and Yemen). It will sample activities from all UNICEF regions where CPiE programming is taking place.

## VI Methodology

24. To be further refined during the inception phase, the methodology of the EA will include sampling of documents and activities/interventions from participating countries, as well as instrument development and validation. The data collection strategy will include sampling of documents; relevant UNICEF strategic monitoring questions (SMQs); indicators, results and expenditure reporting for CPiE; interviews with key informants; and focus groups discussions where necessary. A robust data analysis and validation of the findings will also be executed.
25. **Sampling strategy/criteria:** Based on criteria to be determined with inputs from the Child Protection Section, the following units will be sampled: 1) key informants from the UNICEF Child Protection Section, other collaborating units in PD, seven regional offices and key implementing partners, if any; 2) countries to be included in the desk-based study; 3)

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<sup>11</sup> During the inception phase, it will be decided whether existing evaluative evidence for some of these areas (coordination, gender-based violence in emergencies and protection from sexual exploitation and abuse) is sufficient to warrant exclusion from further assessment.

activities/interventions on which assessments of evaluability will be based; and 4) UNICEF staff who will participate in the Delphi survey (or a comparable technique) to confirm/disconfirm EA findings and/or validate the recommendations/issues for consideration.

26. **Instrument development and validation:** A draft data collection toolkit will be assembled and approved as part of the inception phase. To validate instruments and mitigate any conceptual and/or measurement error, the first 15–20 per cent of data collection activities will be considered as the piloting of instruments, after which the EA team will be required to submit an updated version of the data collection instruments.
27. Three distinct **data collection** components are proposed for the EA: 1) stakeholder analysis; 2) desk-based review of planning documents, processes and activities undertaken against the Strategic Plan, and analysis of CPiE programming tools; and 3) analysis of key CPD interventions/activities at the global, regional and country levels, that contribute to child protection outcomes in emergencies.
  - a. **Stakeholder analysis:** Key stakeholders at the global level (mainly UNICEF staff at Headquarters and targeted non-UNICEF partners) will be identified. Their roles and inputs in CPiE will be assessed.
  - b. **Desk-based review and analysis:** The EA team will conduct broad background reading of key documents produced by the Child Protection Section (Results Assessment Module (RAM), SMQs, Humanitarian Action for Children appeals, etc.), as well as key non-UNICEF reference documents, culminating in refining the EA approach, and submission of an inception report that will stipulate the assessment frames and assessment instruments. The second part of the desk-based review will be a more in-depth analysis of the CPiE planning documents, programme documents and results framework, and an analysis of programme documents/tools.
  - c. **Analysis of key activities/interventions:** The EA team will review both the technical and management aspects of the programme at the country level. The analysis will cover countries that are at different stages of preparing or implementing their programme interventions. A particular focus will be on capacities for monitoring and evaluation, the relevance and evaluability of the results framework at the country level, and outcome and output indicators. The EA team will carefully review the sources and reliability of information, determine what gaps there may be in the information required, and suggest activities needed to fill the gaps.
28. The EA team will conduct structured interviews and/or focus group discussions with key stakeholders throughout the duration of the EA, and stakeholder workshops where necessary.

## VII Risk management and ethical issues

29. While there is systematic information on global initiatives and UNICEF priorities and programmes focused on CPiE from a review of country office annual reports that was undertaken in 2018, the most critical risk is that programming elements may still be incomplete, or that the implementation of the new Strategic Plan goals at the country level may not have generated enough information to undertake a meaningful assessment and/or critique. An effort should be made by UNICEF (the Evaluation Office and the Child Protection Section) to ensure that the EA team gets as complete a picture as possible about

the implementation status of CPiE activities. This will enable the careful selection of EA sites to facilitate maximum learning.

30. Double-counting and/or wrong attribution between child protection and other sectors and/or programme teams are possible risks in this programming environment. The effects can be mitigated, partly by acknowledging the inter-connectedness of the effects that CPiE seeks to generate, setting realistic goals/expectations for what is achievable and opening up the programme space for experimentation with new approaches under new management arrangements.
31. Current plans do not include primary data collection involving children or community members. Should these plans change, the EA team will seek ethical review through UNICEF's contracted institutional review board. Adult subjects (UNICEF staff and government and implementing partners) will speak in their professional capacities after having given informed consent, and standard confidentiality agreements will apply.

## **VIII Evaluability assessment team, roles, management and governance arrangements**

32. The EA will be executed by a team of two professionals. The roles of the two members of the team will be complementary, with the evaluation expert (team leader) leading on the methodological and evaluative aspects of conducting the EA, and the CPiE expert (team member) focusing on the subject matter issues. The CPiE expert is under recruitment. Paragraph 33 lays out the qualifications required for the evaluator role.
33. The evaluation professional (team leader) should offer the following:
  - a. Extensive experience in planning, monitoring and evaluating humanitarian action;
  - b. Skills and experience in leading evaluation teams; practical experience in conducting EAs will be an added advantage;
  - c. Skills and experience in developing results frameworks, tools or guides for monitoring and evaluation;
  - d. Knowledge, skills, comprehensive practice and/or experience in the field of child protection, obtained through research, programming and/or academic endeavours a distinct advantage;
  - e. Familiarity with results-based management orientation and practices and preparing products in the United Nations style; familiarity with UNICEF's programming and management systems will be an added advantage; and
  - f. High proficiency in language and communication and report writing skills in English, and functional proficiency in another United Nations language (ideally French).
34. The EA team will execute the following tasks:
  - a. Develop a realistic work plan for the EA;
  - b. Execute the EA to respond to the questions stipulated in the terms of reference (or subsequent revisions of the EA questions);
  - c. Pass a clear judgment on the evaluability of sampled interventions/activities, using the rubric offered in Appendix 1 (or an updated version), and prepare an annex of the assessments;
  - d. Generate EA products and deliverables as shown in Table A1.2, and in accordance with contractual requirements.
  - e. Provide written responses to comments from the reference group, and update report accordingly; and

- f. Provide regular progress reports to the evaluation specialist in the Evaluation Office.
35. The level of effort for the EA is estimated at 80 person days, to be divided between the two consultants as follows: 50 days for the evaluator (team leader) and 30 days for the CPIE specialist.
36. The EA will be managed from the Evaluation Office by an evaluation specialist under the supervision of a senior evaluation specialist. The evaluation specialist will co-lead the conceptual aspects of the EA (approach and methodology) and contribute to the development of the final report, including the generation and validation of the recommendations. She will also have responsibility to:
- a. Co-ordinate, direct and supervise all activities of the EA;
  - b. Guide all phases of execution;
  - c. Consult with the Child Protection Section, and lead other internal review processes (e.g., by the EA reference group);
  - d. In consultation with the senior evaluation specialist, approve all deliverables;
  - e. Prepare publishing-ready versions of the reports for issuing by the UNICEF Director of Evaluation; and
  - f. Provide oversight and guidance to the evaluation team on UNICEF requirements and standards for evaluative work.
37. A reference group will be constituted to support the EA at key moments of the process to ensure quality as well as participation and ownership of the exercise. Members will provide substantial technical inputs, facilitate access to documents and informants and ensure the high quality of the EA report as well as learning and knowledge generation. The reference group shall consist of UNICEF staff at Headquarters, regional office and country office levels.
38. All current or recent UNICEF staff may be involved only as informants or in other specific roles (e.g., member of the reference group). They may not be EA team members. Former UNICEF staff or consultants that have worked on UNICEF's CPIE programming may be members of the EA team if they meet technical qualifications for skills and if no conflict of interest exists (i.e., they have not been involved in designing or implementing the programme under scrutiny). Any prior involvement with UNICEF must be declared during the bidding/contracting stages so that prospective team members can be cleared of possible conflicts of interest.

## **IX Timeframe and deliverables**

39. The EA should be completed within five months (late November 2018 – late May 2019) with a final report formatted for publication by June 2019. Expected deliverables are as follows:
- a. An inception report that outlines the EA process, a brief note on the document analysis methodology and instruments for interviews with stakeholders, and an outline of the final report, including proposed annexes;
  - b. The desk review report – a zero draft of the EA report addressing programme design elements (Parameter 1 of the EA) – that should include a succinct literature review chapter, methodology chapter or annex, data files from the desk review and updated data collection instruments and data analysis plan;
  - c. The first and complete draft of the EA report that includes a complete set of findings, overall assessment of the evaluability of the CPIE work programme, draft

- recommendations/issues for consideration and all annexes;
- d. The second and penultimate draft of the EA report that will be reviewed by the reference group and includes all elements noted above and the executive summary;
  - e. The final draft of the EA report, duly reviewed for quality and conforming to the UNICEF publishing/Global Evaluation Report Oversight System<sup>12</sup> standards, as well as a four-page evaluation brief with illustrations (format will be provided by the Evaluation Office);
  - f. A PowerPoint presentation initially prepared and used by the evaluation team in their presentation to the reference group, and submitted to the Evaluation Office as part of the evaluation deliverables; and
  - g. Data, live data tables and graphics submitted to the Evaluation Office as part of the evaluation deliverables.

40. See Table A1.2 for more details on the proposed work plan.

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<sup>12</sup> UNICEF has instituted GEROS, a system where final evaluation reports are quality assessed by an external independent company against UNICEF/United Nations Evaluation Group standards for evaluation reports. The EA team is expected reflect on and conform to these standards.

**Table A1.2: Proposed work plan for evaluation expert (team leader)**

Activity	Deliverable	Timeframe
Consultant recruitment	Each team member fully contracted to execute the EA	1 October – 16 November
Inception activities <ul style="list-style-type: none"> <li>Briefing and planning meetings with the Evaluation Office, the Child Protection Section and the CPIE strategic review team</li> <li>Stakeholder analysis approach defined*</li> <li>Search and compilation of documents*</li> <li>Articulating the EA approach and methodology</li> <li>Developing instruments for the EA</li> <li>Compilation of the inception report</li> <li>Child protection regional advisers' network meeting</li> <li>Reference group meeting</li> </ul>	<p>Draft inception report due on 7 December 2018</p> <p>Inception report finalized on 19 December 2018</p> <p>Nine days</p>	
Desk-based document review/analysis and global consultations <ul style="list-style-type: none"> <li>Review of literature*</li> <li>Stakeholder analysis executed*</li> <li>Review of UNICEF planning documents</li> <li>Interviews with CPIE team, PD leadership, EMOPS and multi-sectoral working group</li> <li>Desk-based review of 10 country programming documents</li> <li>Compilation of the desk review report*</li> <li>Compilation of emerging findings and recommendations</li> </ul>	<p>Zero draft of the EA report due on 1 March 2019:</p> <ul style="list-style-type: none"> <li>Rough draft of entire report</li> <li>Polished literature review chapter</li> <li>Data files and data analysis plan</li> <li>Polished chapter on findings for the programme design parameter (see Table A1.1)</li> </ul>	<p>20 December 2018 – 1 March 2019</p> <p>23 days</p>
Regional- and country-level consultations <ul style="list-style-type: none"> <li>Interviews with regional advisers</li> <li>Country-level interviews</li> <li>Compilation of findings and recommendations</li> </ul>	<p>First draft of the EA report due on 22 March:</p> <ul style="list-style-type: none"> <li>Complete draft report on all parameters of the EA and findings</li> <li>Presentation of judgements on evaluability</li> <li>Draft recommendations</li> </ul>	<p>4 – 22 March 2019</p> <p>11 days</p>
Reporting and validation of findings <ul style="list-style-type: none"> <li>Reference group meeting</li> <li>Stakeholder workshops to validate EA findings</li> <li>Preparation of revised final report and recommendations</li> </ul>	<p>Penultimate and final versions of EA report due on 12 April and 3 May, respectively:</p> <ul style="list-style-type: none"> <li>Complete, with executive summary; formatted for the UNICEF Executive Board</li> </ul>	<p>25 March – 3 May 2019</p> <p>Six days</p>
Dissemination of final report and recommendations Crafting of management response <ul style="list-style-type: none"> <li>Evaluation brief and PowerPoint presentation</li> </ul>	Evaluation brief and PowerPoint presentation	<p>17 May 2019</p> <p>One day</p>

\*Activity led by team member.

## ANNEX 2: EVALUABILITY ASSESSMENT MATRIX/Framework

EA parameters, questions and sub-questions	Data sources	Data collection methods and tools	To be determined through
<b>Parameter 1: Review programme design elements</b>			
<p>1.1 Does child protection in humanitarian action (CPHA) work (interventions/activities) have clear objectives and a coherent logical framework?</p> <p>1.1.1 At the country office level, do theories of change exist that justify investment in certain areas of CPHA? Do these align with the Strategic Plan?</p>	<p>At headquarters level:</p> <ul style="list-style-type: none"> <li>• Strategic Plan, 2018–2021</li> <li>• CPHA theories of change</li> </ul> <p>At country office level:</p> <ul style="list-style-type: none"> <li>• CPDs</li> <li>• Strategy notes</li> <li>• Theories of change/logical frameworks</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Theory of change assessment matrix</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis at output/outcome level compares each theory of change to recommended criteria drawn from literature and guidance</li> <li>• Narrative prepared based on review of documents, vetted with outcome owners and stakeholders and findings synthesized</li> </ul>
<p>1.2 To what extent have key programme assumptions and risk mitigation approaches been specified?</p> <p>1.2.1 Is there a clear and persuasive rationale for selecting change strategies?</p>	<p>At headquarters level:</p> <ul style="list-style-type: none"> <li>• Strategic Plan, 2018–2021</li> <li>• CPHA theories of change</li> <li>• Results frameworks</li> </ul> <p>At country office level:</p> <ul style="list-style-type: none"> <li>• CPDs</li> <li>• Strategy notes</li> <li>• Theories of change/logical frameworks</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Interviews, where necessary</li> <li>• Theory of change assessment matrix</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis at output/outcome level compares each to recommended criteria drawn from literature and guidance</li> <li>• Narrative prepared based on review of documents, vetted with outcome owners and stakeholders and findings synthesized</li> </ul>
<p>1.3 Can CPHA (interventions and/or activities) realistically contribute to the associated set of Strategic Plan results/outcomes?</p> <p>1.3.1 Are results chains aligned coherently across sectors?</p>	<ul style="list-style-type: none"> <li>• Strategic Plan, 2018–2021</li> <li>• CPDs</li> <li>• Strategy notes</li> <li>• Theories of change</li> <li>• RAM and SMQ indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Interviews, as needed</li> <li>• Theory of change assessment matrix</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis at output/outcome level compares each theory of change to recommended criteria drawn from literature and guidance</li> <li>• Narrative prepared based on review of documents, vetted with outcome owners and stakeholders and findings synthesized</li> </ul>
<p>1.4 In theories of change, are effects disaggregated for different groups of children in humanitarian settings (i.e., are gender, disability and other inequity factors explicitly identified)?</p>	<ul style="list-style-type: none"> <li>• Strategy notes, objectives</li> <li>• Theories of change</li> <li>• Results frameworks</li> <li>• Indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Review</li> <li>• Where necessary, interviews at headquarters and country office levels</li> </ul>	<ul style="list-style-type: none"> <li>• Gender/vulnerability analysis</li> </ul>

1.5 Are CPHA contributions explicitly traceable in CPDs, PSNs and results?	<ul style="list-style-type: none"> <li>• Strategic Plan, 2018–2021</li> <li>• CPDs</li> <li>• Strategy notes</li> <li>• Theories of change</li> <li>• 2018 country office annual reports</li> <li>• RAM and SMQs</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Interviews, where necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of data flows, availability and validity</li> <li>• Qualitative analyses of interview responses</li> <li>• Interviews with key country office staff involved in Strategic Plan translation</li> <li>• Content analyses of documents reviewed</li> </ul>
1.6 What actions, if any, are required to strengthen the design for greater coherence, and to ensure that the CPHA contributions to Strategic Plan outputs and outcomes are traceable, including for coordination and advocacy?	<ul style="list-style-type: none"> <li>• Strategic Plan, 2018–2021</li> <li>• CPDs/strategy notes/theories of change</li> <li>• 2018 country office annual reports</li> <li>• RAM and SMQs</li> <li>• Other datasets</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Semi-structured interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative analyses of interview responses</li> <li>• Interviews with country office staff involved in Strategic Plan translation</li> <li>• Content analyses of documents reviewed</li> </ul>
1.7 Are UNICEF’s contributions to the humanitarian architecture traceable through Strategic Plan performance monitoring frameworks?	<ul style="list-style-type: none"> <li>• Area of responsibility documentation</li> <li>• Inter-Agency Standing Committee (IASC) performance monitoring frameworks</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Interviews, where necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Content analyses of documents reviewed</li> </ul>

**Parameter 2. Ascertain the existence and availability of relevant financial and monitoring data**

2.1 Does UNICEF have a clear set of expenditure codes related to CPHA?	<ul style="list-style-type: none"> <li>• Programme Information Database (PIDB) codes and financial data for 2018 (budgets, expenditures)</li> <li>• Expenditure reporting guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Indicator assessment matrix</li> <li>• Document review</li> </ul>	<ul style="list-style-type: none"> <li>• Content analyses of documents reviewed</li> </ul>
2.2 Does the CPHA area of work have performance monitoring systems in place across key headquarters business units and at the country office level?	<ul style="list-style-type: none"> <li>• Strategic Plan, 2018–2021 results framework</li> <li>• Indicator guidance</li> <li>• RAM/country office annual report guidance</li> <li>• Monitoring and evaluation tools</li> </ul>	<ul style="list-style-type: none"> <li>• Indicator assessment matrix</li> <li>• Document review</li> <li>• Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative analyses of interview responses</li> <li>• Analysis at output/outcome level compares each to recommended criteria</li> <li>• Narrative prepared based on review of documents, supplemented by stakeholder interviews, findings synthesized</li> </ul>

2.3 Does UNICEF work have a clear set of performance markers with targets for measuring intended results? Do performance markers reflect a concern for both quality of results, as well as coverage?	<ul style="list-style-type: none"> <li>• Indicator guidance</li> <li>• RAM/country office annual report guidance</li> <li>• Performance measurement frameworks</li> <li>• Indicator sheets</li> </ul>	<ul style="list-style-type: none"> <li>• Indicator assessment matrix</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis at output/outcome level compares each to recommended criteria</li> </ul>
2.4 At the country office level, is baseline data available? Is the frequency of data collection adequate to measure progress?	<ul style="list-style-type: none"> <li>• Results frameworks</li> <li>• Monitoring and evaluation tools</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Narrative prepared based on review of documents, combined with findings supplemented by stakeholder interviews, findings synthesized</li> </ul>
2.5 Are monitoring data disaggregated for groups of children explicitly identified (by sex, disability and other key variables)?	<ul style="list-style-type: none"> <li>• Results framework</li> <li>• Monitoring of Results for Equity System/vulnerability analysis</li> <li>• RAM/SMQ</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Indicator assessment matrix</li> <li>• Interviews, as needed</li> </ul>	<ul style="list-style-type: none"> <li>• Narrative prepared based on review of documents, combined with findings supplemented by stakeholder interviews, findings synthesized</li> </ul>
2.6 To what extent can development and humanitarian results be disaggregated? What other types of disaggregation can be computed?	<ul style="list-style-type: none"> <li>• Results frameworks</li> <li>• Humanitarian 'markers' and tags</li> <li>• PIDB codes</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> </ul>	<ul style="list-style-type: none"> <li>• Analyses of quantitative and qualitative data</li> </ul>

### Parameter 3. Review accountabilities

3.1 What are UNICEF's stated objectives and accountabilities for child protection in humanitarian contexts, beyond Strategic Plan Goal Area 3?	<ul style="list-style-type: none"> <li>• CCCs (old and draft revision)</li> <li>• EMOPS office management plan</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> </ul>	<ul style="list-style-type: none"> <li>• Narrative prepared based on review of documents, supplemented by stakeholder interviews, findings synthesized</li> </ul>
3.2 Are clear accountabilities defined (by business unit) for the contribution of non-child protection actors to UNICEF's portfolio on CPHA? How does this relate to Strategic Plan Goal Area 3?	<ul style="list-style-type: none"> <li>• Stakeholder mapping</li> <li>• Strategic Plan, 2018–2021</li> <li>• CCCs, Grand Bargain</li> <li>• IASC documents</li> <li>• Internal memoranda of understanding, agreements</li> </ul>	<ul style="list-style-type: none"> <li>• External/internal CPHA mapping</li> <li>• Document review</li> </ul>	<ul style="list-style-type: none"> <li>• Mapping of UNICEF business units with responsibilities for CPHA and key stakeholder analysis</li> </ul>
3.3 How does UNICEF's CPHA work relate to accountability to affected populations?	<ul style="list-style-type: none"> <li>• CDPs/strategy notes</li> <li>• RAM/SMQs</li> <li>• Other datasets</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Analyses of qualitative data</li> <li>• Content analysis</li> </ul>
3.4 Do UNICEF work teams and implementing partners have clear mandates and accountabilities for their monitoring and evaluation roles?	<ul style="list-style-type: none"> <li>• Partner agreements</li> <li>• Results frameworks</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Analyses of qualitative data</li> <li>• Content analysis</li> </ul>
3.5 Does the CPHA area of work have a cohesive risk assessment framework?	<ul style="list-style-type: none"> <li>• Internal risk assessment plans of main CPHA actors</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> </ul>	<ul style="list-style-type: none"> <li>• Content analysis</li> </ul>

3.6 Have evidence gaps and future information needs on CPHA been identified? What are the key questions that should be addressed with any future evaluation?	<ul style="list-style-type: none"><li>• EAs and evaluation studies</li><li>• Theories of change/results frameworks</li></ul>	<ul style="list-style-type: none"><li>• Document review</li><li>• Semi-structured interviews</li></ul>	Content analysis
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# ANNEX 3: RUBRICS FOR ASSESSING EVALUABILITY OF ACTIVITIES/INTERVENTIONS

Evaluability elements	High evaluability – Rating 4	Mostly evaluable – Rating 3 – small gaps identified	Limited evaluability – Rating 2 – major gaps identified	Not evaluable – Rating 1
Theory of change and/or results framework, goals and objectives	Theory of change/results framework explicitly stated; programme logic coherent	Theory of change implicitly stated and/or reasonable results framework; coherent	Theory of change/results framework incomplete; programme logic incoherent	No theory of change/results framework; goals, objectives not stated; programme logic not offered
Target populations	Clearly specified; fully described; information is disaggregated and based on vulnerability assessment	Target populations clearly specified and described and disaggregated, but no vulnerability assessment carried out	Target populations clearly specified but not fully described; no disaggregation and no vulnerability assessment	Not specified
Baseline data available (in one deep-dive country)	Clear data sources; Complete dataset; high quality data	Clear data sources; incomplete dataset; good quality data	Poor description of data needs and sources; poor quality/unusable data	Data needs, sources not specified; baseline data not available
Indicators	An appropriate and sufficient set; SMART	An appropriate but not sufficient set; mostly SMART	Indicators stated, but not appropriate, sufficient or SMART	No indicators offered/stated
Monitoring system and tools	Adequate capacities; monitoring tools are user-friendly; resources are disbursed	Adequate capacities; significant revision required for monitoring tools; resources are disbursed for key activities	Rudimentary monitoring tools and capacities; Resource disbursement delayed	No monitoring plan/capacities; resources for monitoring not allocated

# ANNEX 4: KEY PERFORMANCE INDICATORS (HUMANITARIAN), UNICEF STRATEGIC PLAN, 2018– 2021

Strategic Plan: Cross-cutting key performance indicators
H1.c.1. Percentage of country offices that meet organizational benchmarks on: (a) preparedness; (b) implementing risk-informed programming (c) promoting peaceful and inclusive societies
H1.c.2. Number of countries with inter-agency multi-year humanitarian response plans where country offices have aligned multi-year strategies and plans
H1.c.3. Percentage of humanitarian funding provided to local and national actors
H1.c.4. Percentage of countries with humanitarian response plans where country offices contribute to coordinated needs assessments through UNICEF-led cluster coordination mechanisms or directly with the humanitarian country team
H1.d.1. Percentage of county offices that meet organizational benchmarks on communication for development (C4D) programmes for community engagement and behaviour change, including adaptation for humanitarian response
H5.b.2. Number of novel products on pathway to being at scale in programme countries by 2021, including products developed to address health emergencies
H6.a.5. Percentage of countries where UNICEF-led cluster coordination mechanisms meet satisfactory performance for established functions: (d) child protection (area of responsibility)
H7.a.1. Percentage of countries implementing proven real-time information innovations at scale, including adaptation for humanitarian response
Enablers
E3.b.3. Percentage of relevant staff who have completed relevant learning programmes: (c) results-based management, including risk-informed programming
E3.d.1. Percentage of requests for emergency response team support filled within three days

# ANNEX 5: STAKEHOLDER MAPPING AND ANALYSIS

UNICEF child protection evaluability assessment: Stakeholder mapping <sup>13</sup>			
Stakeholders	Role/function in CPHA	Internal or external to UNICEF	Where is the CPHA accountability described?
Internal UNICEF entities/structures			
<b>Programme Division (PD)</b>			
<b>UNICEF Child Protection Section</b>	UNICEF's Child Protection Section is the operational department of UNICEF responsible for preventing and responding to all forms of violence, exploitation and abuse against children, including children in armed conflict, the commercial sexual exploitation of children, corporal punishment, violence in schools, child labour, trafficking, as well as harmful practices such as female genital mutilation and child marriage. The operations of UNICEF's Child Protection Section are divided into seven different programme areas. The CPIE programme area team is the predominant operational arm of UNICEF, implementing programmes in relation to CPHA. However, other programme area teams also design, implement and operate programmes to prevent, respond to and address violence, exploitation and abuse against children in humanitarian settings.	Internal	<b>Child Protection Strategy; UNICEF Strategic Plan, 2018-2021; PD planning tool</b>
<b>UNICEF Child Protection Section – mine action</b>	The mine action programme area primarily consists of mine risk education programmes. These are preventive health and education efforts seeking to save the lives and limbs of children and young adults who are either living with the threat of landmines and explosive remnants of war or who are likely to face such risks. The programme's primary strategy is to promote and foster safe behaviour by raising awareness and educating both those at risk and those who can influence their behaviour.	Internal	<b>PD planning tool</b>

<sup>13</sup> Information drawn from UNICEF annual results reports on child protection, the UNICEF website and other public domain documents.

<b>UNICEF Child Protection Section – gender-based violence in emergencies</b>	<p>The gender-based violence in emergencies programme area provides risk mitigation, prevention and response services to victims of gender-based violence in humanitarian settings, including direct support services such as health and psychosocial support.</p>	<b>Internal</b>	<b>PD planning tool</b>
<b>UNICEF Child Protection Section – protection from sexual exploitation and abuse</b>	<p>Working closely with United Nations entities and other partners, the prevention of sexual exploitation and abuse team works to strengthen the protection of children and adolescents from sexual exploitation and abuse through the fortification and scale-up of successful prevention and response measures and programmes. These measures and programmes include notification systems operating in all UNICEF offices, victim monitor assistance and support, stipulation within contracts with vendors, mandatory training and cooperation with investigations.</p>	<b>Internal</b>	<b>PD planning tool</b>
<b>UNICEF Child Protection Section – unaccompanied and separated children</b>	<p>The unaccompanied and separated children team provides the critical service of identifying, registering, tracking and ultimately reunifying children separated from their families or caregivers or in alternative care arrangements in humanitarian settings.</p>	<b>Internal</b>	<b>PD planning tool</b>
<b>UNICEF Child Protection Section – children and armed conflict – 1) children released from armed forces and armed groups; and 2) the Monitoring and Reporting Mechanism</b>	<p>1) Children released from armed forces and armed groups: the UNICEF CPIE team focused on children associated with armed forces and armed groups works with partners towards the release and reintegration of these children and to prevent future recruitment and use of children. The team and partners conduct advocacy, programming and other interventions designed to foster the immediate release of all children recruited and used by armed forces and armed groups in conflicts around the world. The team and partners also work to provide necessary care and support services to children released from armed forces and armed groups.</p> <p>2) Monitoring and Reporting Mechanism: As part of the measures mandated in Security Council Resolution 1612, UNICEF, with the highest United Nations representative in the country, co-chairs the country task forces on monitoring and reporting to end the recruitment and use of children by state and non-state parties in conflict in 14 contexts. Along with UNICEF, the country task forces include relevant United Nations entities and international and/or local non-governmental organizations (NGOs). The task forces aim to monitor and report on the six grave violations against children: killing and maiming of children, recruitment or use of children, rape and other forms of sexual violence against children, attacks on schools and hospitals, abduction of children and denial of humanitarian access to children. They also intend to provide follow up response on reported cases.</p>	<b>Internal</b>	<b>PD planning tool</b>

<b>UNICEF Child Protection Section – mental health and psychosocial support</b>	The UNICEF CPiE mental health and psychosocial support team places emphasis on providing psychosocial and mental health support services to children who have experienced some form of violence, both during and after the humanitarian emergency has subsided. Mental health and psychosocial support services may include individual or group counselling and assistance with educational and vocational training and sensitization programmes with the community and parents/caregivers, among others. Programmes most often consist of the provision of recreational activities for children through child-friendly spaces.	<b>Internal</b>	<b>PD planning tool</b>
<b>UNICEF Humanitarian Action and Transition Section</b>	The UNICEF Humanitarian Action and Transition Section, located within PD, is tasked with increasing knowledge and capacity on all issues related to resilience development, risk-informed programming, fragility, conflict sensitivity and peacebuilding across the organization, including technical support to regional and country offices, the development of technical guidance, evidence generation and the exchange of programming experience and good practice. In relation to UNICEF's child protection operations, HATIS is responsible for increasing the organization's knowledge and capacity to prevent and respond to violence and abuse against children through risk-informed programming and resilience development, particularly in humanitarian settings.	<b>Internal</b>	<b>PD planning tool</b>
<b>UNICEF PD (other sections)</b>	Relevant sections include: Communication for Development, Disabilities, Adolescents, Social Inclusion, Early Childhood Development, Health, Nutrition and Education.	<b>Internal</b>	<b>PD planning tool</b>
<b>Office of Emergency Programmes (EMOPS)</b>			
<b>UNICEF EMOPS (including the Humanitarian Policy Section)</b>	EMOPS ensures timely, effective and reliable humanitarian response in accordance with the CCCs and inter-agency commitments. Within EMOPS, the Humanitarian Policy Section provides policy advice, guidance and support to UNICEF headquarters divisions and regional and country offices to ensure that key humanitarian policy issues are reflected in programme implementation, as well as in UNICEF advocacy and inter-governmental and inter-agency engagement.	<b>Internal</b>	<b>UNICEF Strategic Plan, 2018-2021; EMOPS Office Management Plan</b>
<b>Child Protection Area of Responsibility (AoR) (within the cluster coordination system and within EMOPS)</b>	UNICEF, as the lead United Nations agency on children, coordinates the Child Protection AoR within the Global Protection Cluster. The Child Protection AoR is a global-level forum for coordinating child protection operations in humanitarian settings. The group brings together United Nations entities, NGOs and other organizations to ensure more predictable, accountable and effective child protection responses in emergencies.	<b>Internal</b>	<b>UNICEF Strategic Plan, 2018-2021; EMOPS Office Management Plan</b>
<b>Planning, Monitoring and Reporting</b>			

<b>Strategic Planning, Implementation Monitoring and Reporting (SPIMR), Division of Data, Analytics, Planning and Monitoring</b>	<p>SPIMR co-creates policies, procedures, performance management systems and tools to enhance the quality of programming results for children in the field. In terms of UNICEF's child protection programmes, the team provides support to improve efficiency, accountability, processes, policies and procedures, including child protection operations within humanitarian settings.</p>	<b>Internal</b>	<b>Office Management Plan (former Field Results Group)</b>
<b>Data, Evaluation and Research (“evidence functions”)</b>			
<b>Data and Analytics Section, Division of Data, Analytics, Planning and Monitoring</b>	<p>The Data and Analytics Section is the centre point of UNICEF's technical guidance, quality assurance and technical architecture for programme work on data across the organization. The Data and Analytics Section supports the generation of evidence by supporting the collection, analysis, understanding and use of robust data and statistics, programme data, data science, big data analytics and data literacy, including in relation to CPHA.</p>	<b>Internal</b>	<b>NA</b>
<b>UNICEF Evaluation Office</b>	<p>UNICEF's Evaluation Office conducts strategic, thematic, programmatic and country-level evaluations, in addition to establishing norms, standards and guidelines across the organization. The Evaluation Office contributes to strengthening CPHA by assessing performance, drawing lessons and providing recommendations to influence ongoing and future programmes.</p>	<b>Internal</b>	<b>NA</b>
<b>UNICEF Office of Research – Innocenti</b>	<p>The Office of Research – Innocenti is UNICEF's dedicated research centre. It undertakes research on emerging or current issues to inform the strategic directions, policies and programmes of UNICEF and its partners, shape global debates on child rights and development and inform the global research and policy agenda for all children, particularly the most vulnerable. Innocenti conducts research to develop the child protection data ecosystem to facilitate programme design and to underscore successful strategies, including those within humanitarian settings.</p>	<b>Internal</b>	<b>NA</b>
<b>Communications and Partnerships</b>			
<b>UNICEF Division of Communication – Advocacy Section</b>	<p>The Advocacy Section is a centre-point within the Division of Communication for the UNICEF Cause Framework campaigns. It is the home of the campaign's leads, such as End Violence Against Children and Children Under Attack. The Advocacy Section leads on the Division of Communication's ongoing priority to engage adolescents and youth through platforms and mechanisms that elevate and amplify young people's voices, ideas and creativity.</p>	<b>Internal</b>	<b>NA</b>

<b>UNICEF Public Partnerships Division</b>	The Public Partnerships Division employs six public sector revenue streams: government partners; intergovernmental partners; United Nations pooled funding mechanisms; global programme partnerships; international financial institutions; and innovative financing mechanisms. Collaborating closely with other UNICEF divisions (including the Child Protection Section) and regional and country offices, the Public Partnership Division positions UNICEF strategically in the global development landscape, focusing on developing, mobilizing and managing partnerships to advance the rights and interests of children.	<b>Internal</b>	<b>NA</b>
<b>UNICEF Private Fundraising and Partnerships</b>	The Private Fundraising and Partnerships Division coordinates fundraising activities and private sector partnerships with 34 National Committees for UNICEF and 21 of the organization's country offices. The Division also implements global strategies in child rights advocacy, communication and brand positioning in National Committee countries through a range of partnerships, including with the media, corporations, civil society and young people.	<b>Internal</b>	<b>NA</b>
<b>UNICEF – regional level</b>			
<b>Regional child protection advisors/teams</b>	UNICEF child protection regional advisors/teams are responsible for providing expert advice, analysis and technical support to the regional and country offices within the region on policies, programmes and legislation, as well as operational and advocacy strategies in the area of child protection including in emergency contexts, and proposing and supporting regional and sub-regional initiatives that will contribute to the protection of children within the region. Child protection regional advisors/teams oversee regional and country office child protection programming by developing and maintaining strategic alliances and mobilizing financial and human resources from within and outside of UNICEF.	<b>Internal</b>	<b>Regional Office Management Plans</b>
<b>Regional planning/monitoring advisors/teams</b>	UNICEF's regional planning/monitoring advisors/teams are responsible for multi-year and annual planning and reporting on regional programmes and initiatives. They also support countries with PSN development, CPD planning, including the creation of results frameworks, and monitoring progress.	<b>Internal</b>	<b>NA</b>
<b>Regional evaluation advisors/teams</b>	UNICEF's regional evaluation advisors/teams provide authoritative advice and technical expertise to the regional director, deputy regional director, country offices and governments. They provide guidance, oversight, quality assurance, coordination and leadership on country programme evaluations, which may include UNICEF child protection operations in humanitarian settings. In addition, advisors are responsible for strengthening the evaluation function and evaluation capacity in their regions.	<b>Internal</b>	<b>NA</b>

<b>Regional gender-based violence in emergencies advisor (Middle East and North Africa region)</b>	<p>Child protection advisors/teams provide the regional office (currently only in the Middle East and North Africa region) with technical guidance and assistance on emergency-related gender-based violence in emergencies prevention and response actions, including the implementation of the regional gender-based violence in emergencies plan of action based on ongoing country office and regional office initiatives and focus on oversight over quality assurance and coherence with UNICEF's global-level Gender-Based Violence in Emergencies Operational Guidance.</p>	<b>Internal</b>	<b>Regional Office Management Plans</b>
<b>UNICEF – country level</b>			
<b>Child protection teams</b>	<p>UNICEF's country-level child protection teams support the formulation, design, implementation and monitoring and evaluation of child protection programmes at the country level. In humanitarian settings, country-level child protection teams are responsible for the management and coordination of child protection programmes, including providing technical expertise, formulating strategies and guidance, managing internal and external implementation partnerships, budget allocation and planning, reporting to donors, and supporting CPiE programme design, implementation and evaluation.</p>	<b>Internal</b>	<b>Country Programme Documents; Annual Work Plans</b>
<b>Planning, monitoring and evaluation teams</b>	<p>UNICEF's country-level planning, monitoring and evaluation teams provide technical, operational and administrative expertise and support throughout the planning, monitoring and evaluation of programme design and implementation processes. In relation to CPHA, country-level planning, monitoring and evaluation teams coordinate the implementation of child protection programmes and ensure proper planning, monitoring and evaluation systems are in place.</p>	<b>Internal</b>	<b>NA</b>
<b>Senior management teams – country representative</b>	<p>The country representative is responsible for all aspects of the organization's cooperation with the host government and works closely with national and international partners to develop the UNICEF country programme of cooperation in support of national development results and to advance the rights of children. In terms of CPHA, the representative is responsible for leading and guiding the development, implementation and monitoring of the country programme, as approved by the UNICEF Executive Board, providing leadership and direction to the UNICEF country team in managing and leveraging resources while leading and overseeing the child protection programme and team and ensuring the management of resources and the delivery of quality results.</p>	<b>Internal</b>	<b>NA</b>

<b>Senior management teams – deputy representative</b>	The deputy representative supports the representative on the overall management of the country office and supports coordination with the different programme sections on all phases of the country office programme, from formulation to delivery of results in accordance with UNICEF's strategic plans, standards of performance and accountability framework. In humanitarian settings, the deputy representative supports the formulation, design, implementation and evaluation of child protection programmes, as well as the review of child protection programme recommendations before approval by the representative.	<b>Internal</b>	<b>NA</b>
<b>Donor relations</b>	UNICEF country-level donor relation specialists ensure country-level child protection humanitarian programmes are fully supported by effective resource mobilization, forecasting, donor reporting mechanisms and positive relationships with donor groups by supporting fundraising against humanitarian appeals and preparing donor relations materials and research on donor contributions and funding trends. This includes developing, implementing, managing and monitoring elements of resource mobilization strategies and action plans, and contributing to all aspects of UNICEF public and corporate resource mobilization programmes at the country level.	<b>Internal</b>	<b>NA</b>
<b>Communications</b>	UNICEF country-level communications specialists assist in the planning, implementation and monitoring of communication for development strategies and communication/advocacy strategies to promote behaviours that will realize the rights of children. Communications specialists also support UNICEF's plan of action and goals, including in the field of CPHA.	<b>Internal</b>	<b>NA</b>
<b>External entities and structures</b>			
<b>Networks and partners</b>			
<b>Alliance for Child Protection in Humanitarian Action</b>	The Alliance for Child Protection in Humanitarian Action is a global, inter-agency group that sets standards and provides technical support to ensure that efforts to protect children from violence, exploitation and abuse are high quality and effective. UNICEF co-leads the Alliance with Plan International.	<b>External</b>	

<p><b>Global Partnership to End Violence Against Children</b></p>	<p>Launched in July 2016, the Global Partnership to End Violence against Children (End Violence) is a collective effort to end all forms of violence against children. End Violence consists of more than 300 members representing governments, United Nations agencies, international organizations, civil society, the private sector, philanthropic foundations and academics. The overall aim of End Violence is to mobilize attention and increase resources to address violence against children, including in humanitarian settings. End Violence has three goals: build political will among countries to commit to action and increase finances to end violence against children; accelerate actions by countries to adopt national legislations, policies and programmes to protect children; and strengthen collaboration by serving as the global forum to facilitate transnational knowledge and learning exchange. UNICEF is a member of the End Violence Board and Executive Committee.</p>	<p><b>External</b></p>	
<p><b>IASC</b></p>	<p>The IASC is a unique inter-agency forum for coordination, policy development and decision-making involving the key United Nations and non-United Nations humanitarian partners. The IASC was established in June 1992 in response to United Nations General Assembly Resolution 46/182 on strengthening humanitarian assistance. General Assembly Resolution 48/57 affirmed the IASC's role as the primary mechanism for inter-agency coordination of humanitarian assistance. Under the leadership of the emergency relief coordinator, the IASC develops humanitarian policies, agrees on a clear division of responsibility for the various aspects of humanitarian assistance, identifies and addresses gaps in response and advocates for effective application of humanitarian principles, including for child protection.</p>	<p><b>External</b></p>	
<p><b>Paris Principles Steering Group</b></p>	<p>The Paris Principles Steering Group was originally established in 2005 as an inter-agency steering group with experience on issues concerning children affected by armed conflict to finalize and endorse the Paris Commitments to Protect Children from Unlawful Recruitment or use by Armed Forces or Armed Groups (the Paris Commitments) and the Paris Principles and Guidelines on Children Associated with Armed Forces or Armed Groups (the Paris Principles), in addition to advocating for their use. UNICEF and Save the Children co-chair the Steering Group.</p>	<p><b>External</b></p>	
<p><b>Monitoring and Reporting Mechanism Steering Group</b></p>	<p>See "Monitoring and Reporting Mechanism" above</p>	<p><b>External</b></p>	

<p><b>No Lost Generation</b></p>	<p>No Lost Generation initiative partners undertake programming in Egypt, Iraq, Jordan, Lebanon, the Syrian Arab Republic and Turkey within three programme pillars: education; child protection; and adolescents and youth. Partners consist of approximately 30 humanitarian and development organizations, including United Nations agencies and NGOs. UNICEF has a co-leadership role in the Initiative. The partners convene a working group at the regional level and have jointly agreed on the No Lost Generation goals and the regional-level workplan. Programming under No Lost Generation is embedded within the humanitarian plans for the crises in Iraq and the Syrian Arab Republic, as well as the refugee-hosting countries in the region.</p>	<p><b>External</b></p>	
<p><b>Call to Action on Protection from Gender-Based Violence in Emergencies</b></p>	<p>Launched in 2013, the Call to Action on Protection from Gender-Based Violence in Emergencies is a global initiative that brings together 82 members, including states, donors, NGOs and international organizations, including UNICEF. The partners strive to ensure that gender-based violence is addressed in humanitarian crises. Its goal is to drive change and foster accountability so that every humanitarian effort, from the earliest phases of a crisis, includes the policies, systems and mechanisms to mitigate gender-based violence risks, especially violence against women and girls, and to provide safe and comprehensive services for those affected by gender-based violence.</p>	<p><b>External</b></p>	
<p><b>Inter-Agency Group on Child Protection Information Management System</b></p>	<p>Save the Children, the International Rescue Committee and UNICEF have been working together since 2005 to promote the use of a standard inter-agency child protection information management system for the child protection sector, particularly in humanitarian settings. Originally intended to facilitate family tracing and reunification, the information management system is a practical, field-level tool that supports effective case management. It is comprised of database software and accompanying tools, such as template paper forms and data protection protocols.</p>	<p><b>External</b></p>	
<p><b>Inter-Agency Working Group on Disarmament, Demobilization and Reintegration</b></p>	<p>The Inter-Agency Working Group on Disarmament, Demobilization and Reintegration, comprised of 22 United Nations entities, including UNICEF, was established in 2005 to improve the United Nations' performance in disarmament, demobilization and reintegration. The Working Group aims to optimize contributions to peacebuilding and recovery as the foremost global networking source for the development of disarmament, demobilization and reintegration policy and practice.</p>	<p><b>External</b></p>	

<b>United Nations Inter-Agency Coordination Group on Mine Action</b>	The United Nations Inter-Agency Coordination Group on Mine Action is a coalition of 12 United Nations offices, specialized agencies, funds and programmes, including UNICEF, that works to divide labour within the United Nations regarding mine action.	<b>External</b>	
<b>Government partners</b>	The UNICEF Child Protection Section works with local governments in humanitarian settings to support efforts to strengthen systems, policies and laws related to child protection.	<b>External</b>	
<b>Other United Nations entities</b>			
<b>United Nations High Commissioner on Refugees (UNHCR)</b>	UNHCR is mandated by the United Nations to lead and coordinate international action for the worldwide protection of refugees and the resolution of refugee problems. UNHCR's primary purpose is to safeguard the rights and well-being of refugees. UNHCR acts to protect children by responding to their specific needs and the risks they face, particularly within and as a result of the humanitarian crisis. Within humanitarian settings, UNHCR protects and campaigns against all forms of discrimination, prevents and responds to abuse, violence and exploitation, ensures immediate access to appropriate services, and provides durable solutions in the child's best interest.	<b>External</b>	
<b>World Health Organization (WHO)</b>	WHO acts as a directing and coordinating authority on international health work to ensure valid and productive technical cooperation and promote research. The objective of WHO is the attainment by all peoples of the highest possible level of health. With a focus on interpersonal violence, including child maltreatment, sexual violence and youth violence in humanitarian settings, WHO supports awareness raising of the prevalence, causes and consequences of violence against children in humanitarian settings; the identification, synthesis and dissemination of evidence of successful violence reduction strategies; advocacy for increased political support and financial investment; and the provision of guidance and technical support to countries to develop evidence-based prevention and response capacity.	<b>External</b>	

<p><b>United Nations Population Fund (UNFPA)</b></p>	<p>UNFPA provides assistance to developing countries, countries with economies in transition and other countries at their request to help them address reproductive health and population issues, and raises awareness of these issues in all countries, as it has since its inception. UNFPA works closely with governments, United Nations agencies and other partners to ensure that reproductive health is integrated into emergency responses. From 2005–2017, UNFPA and UNICEF co-led the Gender-Based Violence AoR within the Global Protection Cluster, which oversees the humanitarian community’s response to gender-based violence, works to strengthen services, information and referral systems for survivors, and helps develop the capacity of partners to effectively design, manage and evaluate programmes to address gender-based violence in emergencies. Since 2017, UNFPA has led the Gender-Based Violence AoR.</p>	<p><b>External</b></p>	
<p><b>United Nations Office of Drugs and Crime (UNODC)</b></p>	<p>UNODC assists the United Nations to better address a coordinated, comprehensive response to the interrelated issues of illicit trafficking in and abuse of drugs, crime prevention and criminal justice, international terrorism and political corruption. UNODC assists United Nations entities, including UNICEF, to better address and coordinated comprehensive prevention and response programmes to eliminate all forms of violence, exploitation and abuse against children, among other activities.</p>	<p><b>External</b></p>	
<p><b>United Nations Development Programme (UNDP)</b></p>	<p>UNDP advocates for change and connects countries to knowledge, experience and resources. It provides expert advice, training and grants support to developing countries, with emphasis on assisting the least developed countries. In addition, it promotes technical and investment cooperation among countries. The advice, training and grants also support prevention and response programmes aimed at eliminating the drivers of violence, exploitation and abuse of children, including within humanitarian settings.</p>	<p><b>External</b></p>	
<p><b>International Organization for Migration (IOM)</b></p>	<p>IOM is an intergovernmental organization that provides services and advice concerning migration to governments and migrants, including internally displaced persons, refugees and migrant workers. IOM supports various child protection activities and has mainstreamed child protection throughout its programming to address the needs of migrant children and reduce their exposure to violence, abuse, trafficking and exploitation in crisis situations.</p>	<p><b>External</b></p>	

<p><b>The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)</b></p>	<p>UN Women is the United Nations agency dedicated to gender equality and the empowerment of women. The goal of UN Women is to enhance efforts towards gender equality and women’s empowerment in other parts of the United Nations system. UN Women also provides support to United Nations entities in humanitarian settings and to other humanitarian actors operating in the field to enhance their humanitarian responses, including in the area of child rights, with specific expertise on prevention and responses to violence, exploitation and abuse against girls.</p>	<p><b>External</b></p>	
<p><b>Department of Peace Operations (formerly the Department of Peacekeeping Operations)</b></p>	<p>The Department of Peace Operations is a department of the United Nations charged with the planning, preparation, management and direction of United Nations peace operations. It provides political and executive direction to United Nations peace operations around the world and maintains contact with the United Nations Security Council, troop and financial contributors and parties to the conflict in the implementation of Security Council mandates. In relation to CPHA, activities include mainstreaming child protection issues into peace and political agendas, training newly deployed peacekeepers on child protection, monitoring and reporting on the most serious violations against children, and liaising with UNICEF and other child protection actors for follow-up and response to individual cases. The Department of Peace Operations often co-chairs the Monitoring and Reporting Mechanism country-level task forces with UNICEF at the technical level.</p>	<p><b>External</b></p>	
<p><b>Office of Internal Oversight</b></p>	<p>The United Nations Office of Internal Oversight Services’ mandate is to assist the Secretary-General in fulfilling his internal oversight responsibilities with respect of the resources and staff of the organization. Specifically, activities include internal audit, investigation, monitoring, evaluation, inspection, reporting and support services to the United Nations Secretariat. In relation to CPIE activities, the Office investigates, monitors, evaluates, inspects and reports on cases of violence, exploitation and abuse against children perpetrated by United Nations staff and affiliated entities.</p>	<p><b>External</b></p>	
<p><b>Office for the Coordination of Humanitarian Affairs (OCHA)</b></p>	<p>The Office for the Coordination of Humanitarian Affairs (OCHA) is a United Nations body formed by General Assembly Resolution 46/182 aimed at strengthening humanitarian responses. OCHA acts as a United Nations focal point on complex emergencies and major disasters and its activities include monitoring of humanitarian funding, as well as supporting information exchange, coordination and rapid response teams for emergency relief, including in child protection.</p>	<p><b>External</b></p>	

<b>Special Rapporteur of the Secretary General on the Sale and Sexual Exploitation of Children – Maud de Boer-Buquicchio</b>	The special rapporteur on the sale and sexual exploitation of children works on behalf of the United Nations Human Rights Council to investigate the exploitation of children around the world and make recommendations to governments on how to end such practices, including exploitation of children in humanitarian settings.	<b>External</b>	
<b>Special Representative of the Secretary-General for Children in Armed Conflict – Virginia Gamba</b>	The special representative of the Secretary-General for children and armed conflict serves as the leading United Nations advocate for the protection and well-being of children affected by armed conflict.	<b>External</b>	
<b>Special Representative of the Secretary-General on Sexual Violence in Conflict – Pramila Patten</b>	The special representative of the Secretary-General on sexual violence in conflict is tasked with reporting on and monitoring sexual violence committed during conflict. In addition, the special representative chairs the United Nations Action Against Sexual Violence in Conflict.	<b>External</b>	
<b>Special Representative of the Secretary-General for Violence Against Children – Marta Pais Santos</b>	The special representative of the Secretary-General on violence against children is an independent global advocate in favour of the prevention and elimination of all forms of violence against children and mobilizes action and political support to achieve progress the world over, including in humanitarian settings. The mandate of the special representative is anchored in the Convention on the Rights of the Child and other international human rights instruments.	<b>External</b>	
<b>The United Nations Development Assistance Framework – country teams</b>	The United Nations Development Assistance Framework is a strategic, medium-term results framework that describes the collective vision and response of the United Nations system to national development priorities and results based on normative programming principles. It describes how United Nations country teams will contribute to the achievement of development results based on a common country analysis and United Nations comparative advantage, including in CPHA.	<b>External</b>	
<b>International NGOs and community-based organizations</b>			
<b>National/local partners, community-based organizations</b>	The UNICEF Child Protection Section has dozens of national and local partners in humanitarian settings across the globe. These partners often implement UNICEF's programmatic initiatives related to CPHA.	<b>External</b>	
<b>Norwegian Refugee Council</b>	The Norwegian Refugee Council works to protect the rights of displaced and vulnerable persons during crises. Through their programmes, the Norwegian Refugee Council provides assistance to meet immediate humanitarian needs, prevent further displacement and contribute to durable solutions. Within humanitarian settings, the Norwegian Refugee Council supports the reduction of risk of harm and rights abuses and assists children to exercise their rights through the creation of safe spaces, the reduction of negative coping	<b>External</b>	

	mechanisms, youth education programmes, information counselling and legal assistance, and shelter programmes to promote access to services and rights.		
<b>Danish Refugee Council</b>	The Danish Refugee Council is a humanitarian, development and peacebuilding international NGO aimed at ensuring a dignified life for refugees and the displaced and displacement-affected people and communities in more than 30 countries. Apart from other activities, the organization advocates for the rights of displaced children, designs, implements and monitors child protection prevention and response sexual and gender-based programmes, and provides individual protection assistance based on the vulnerability of children.	<b>External</b>	
<b>Save the Children</b>	Save the Children is an international NGO that promotes children's rights, provides relief and helps support children in developing countries. The organization promotes policy changes to gain more rights for young people, and country offices and partners coordinate emergency relief efforts to help protect children from violence, exploitation and abuse, particularly in humanitarian settings.	<b>External</b>	
<b>International Rescue Committee</b>	The International Rescue Committee is a global humanitarian aid, relief and development international NGO that offers emergency aid and long-term assistance to refugees and those displaced by war, persecution or natural disaster. The International Rescue Committee, in coordination with partners, delivers a number of services, including emergency response, health care, programmes fighting gender-based violence, and children and youth protection and education programmes.	<b>External</b>	
<b>Plan International</b>	Plan International, an independent development and humanitarian organization, is one of the world's largest organizations working for children's rights and gender equality. Plan International activities include child protection, education, child participation, economic security, emergencies, health, sexual and reproductive health and rights, and water and sanitation. In addition to being a core member of the Alliance for Child Protection in Humanitarian Action, Plan International works with other humanitarian actors, children, their families, communities and local authorities to prevent and respond to violence, abuse, neglect and exploitation against children with urgent, life-saving actions, including in humanitarian settings.	<b>External</b>	

<b>International Committee of the Red Cross</b>	The International Committee of the Red Cross is an impartial, neutral and independent organization whose exclusively humanitarian mission is to protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance. Its child protection policy provides a framework for ensuring that children are protected from all forms of abuse and exploitation in all of the organization's operations, activities and programmes	<b>External</b>	
<b>Geneva Call</b>	Geneva Call is a neutral and impartial NGO based in Geneva, Switzerland. The NGO is dedicated to promoting respect by armed non-state actors for international humanitarian norms in armed conflict and other situations of violence, particularly those related to the protection of civilians. Geneva Call engages armed non-state actors to reduce the effects of armed conflict on children by promoting respect for children's rights, particularly the prohibition of the recruitment and use of children in hostilities.	<b>External</b>	
<b>Generations for Peace</b>	Generations for Peace is a Jordanian NGO based in Amman dedicated to peacebuilding through sustainable conflict transformation at the grassroots level. UNICEF supports Generations for Peace to implement a social cohesion programme aimed at promoting the social inclusion of Syrian refugee children and youth in 12 host communities.	<b>External</b>	
<b>International Campaign to Ban Landmines</b>	The International Campaign to Ban Landmines is a global network of NGOs active in some 100 countries that works for a world free of anti-personnel landmines, where landmine survivors can lead fulfilling lives. UNICEF supports the International Campaign by advocating for the total ban of anti-personnel landmines, and for global funds for mine clearance and victim assistance.	<b>External</b>	
<b>Roméo Dallaire Child Soldiers Initiative</b>	The Roméo Dallaire Child Soldiers Initiative is based at Dalhousie University and aimed at progressively eradicating the use and recruitment of child soldiers through a security sector approach to achieve a world where children are no longer recruited or used as weapons of war. The Initiative also supports United Nations entities, such as UNICEF, by producing research highlighting critical gaps in child soldier reintegration programmes and by supporting high-level advocacy to limit the use and recruitment of children.	<b>External</b>	

<b>Watchlist on Children and Armed Conflict</b>	Watchlist is a network of NGOs that strives to end violations against children in armed conflicts and guarantee their rights. As a global network, Watchlist builds partnerships among local, national and international NGOs, enhancing mutual capacities and strengths. Watchlist collects and disseminates information on violations against children in conflicts to influence key decision-makers to create and implement programmes and policies that effectively protect children.	<b>External</b>	
<b>Main donors</b>			
<b>Governments</b>	Australia, Belgium, Bulgaria, Canada, Czechia, Denmark, the European Commission, France, Germany, Hungary, Ireland, Italy, Japan, Mexico, the Netherlands, Norway, Poland, the Republic of Korea, Spain, Sweden, Switzerland, the United Kingdom of Great Britain and Northern Ireland and the United States of America.	<b>External</b>	
<b>Academic institutions</b>			
<b>CPC Learning network – Columbia University</b>	Established in 2005, the CPC Learning Network convenes academics, policymakers and practitioners to promote innovative research, nurtures communities of learning, builds the next generation of researchers and advocates for children and families. The Network continues to develop the evidence base for the drivers and consequences of violence against children, as well as prevention and response solutions to violence, exploitation and abuse of children, including violence committed in humanitarian settings.	<b>External</b>	
<b>Drexel University</b>	Drexel University provides country-level support and supports the development of global guidance for evidence-based communication for development strategies and monitoring and reporting frameworks addressing violence against children. The University also supports the UNICEF Child Protection Section with monitoring and reporting frameworks addressing violence against children, including violence committed in humanitarian settings.	<b>External</b>	
<b>University of Pennsylvania</b>	UNICEF and the University of Pennsylvania jointly launched a massive free open online course on social norms and social change critical to limiting violence, exploitation and abuse against children, including within humanitarian settings. Drawing from UNICEF's experience in the field, the course includes many examples of norms that sustain behaviours such as child marriage, gender-based violence and poor sanitation practices.	<b>External</b>	

## ANNEX 6: ANALYSIS OF GOAL AREA 3 THEORY OF CHANGE

Summary analysis of theory of change for Goal Area 3 in relation to CPHA			
Evaluability criteria	Answers the question	Yes/No	Comments/explanations
<b>Relevance/coherence</b>	1a. Are the theory of change components clearly relevant to the needs of the target group, as identified by any form of situation analysis, baseline study or other evidence?	Yes	Evidence is presented for the relevance of child protection programming and interventions specifically related to humanitarian settings. However, CPHA-specific evidence does not seem have a large impact on the main issues of Goal Area 3.
	1b. Relevant based on UNICEF's key strategies and approaches (systems strengthening and social norms change, change strategies, etc.)	Yes	The Goal Area 3 theory of change is well linked to key strategies of systems strengthening and social norms change, but poorly linked to the actual direct delivery strategies often employed by UNICEF in actual humanitarian settings.
	1c. Is the intended beneficiary group clearly identified?	Yes	This is very general, however – all children and specifically the most vulnerable. Equity focus is mentioned, but there is little guidance as to which children are specifically targeted, in which specific contexts or how to determine that.
<b>Plausibility and testability</b>	2a. Is there a continuous causal chain connecting outputs and outcomes to the final impact of concern?	No	The outcome statement for Goal Area 3, “Girls and boys, especially the most vulnerable and those affected by humanitarian situations, are protected from all forms of violence, exploitation, abuse and harmful practices,” is not clearly supported by an if/then relationship to outputs. Even if all of the outputs were achieved, this would not lead to the outcome statement. The logic and causal linkage behind specific CPHA interventions has been poorly articulated

	2b. Is it possible to identify which linkages in the causal chain will be most critical to the success of the strategy and thus should be the focus of evaluation questions?	No	This is the main weakness in terms of CPHA specifically.
<b>Validity</b>	3a. Are there valid indicators for each expected event (output, outcome and impact levels); that is, do they capture what is expected to happen?	No	See Annex 7.
<b>Connectedness</b>	4a. Do sub-theories of change align, compliment other overarching theories of change?	TBD	This will be determined through an analysis of theories of change from each substantive area.
<b>Context</b>	5a. Have assumptions/risks related to the roles of other actors outside of UNICEF been made explicit (both enablers and constrainers)?	Yes	To a very limited extent. The assumptions and risk analysis are very weak in relation to CPHA, where agencies' and populations' risks should be more clearly identified.
	5b. Are there plausible plans to monitor these in any practicable way?	No	There is little or no recognition of state actors as also being perpetrators of child rights violations and the mitigating risks involved, nor assumptions or risks that reflect expectations of other UNICEF business units.

# ANNEX 7: GOAL AREA 3 INDICATOR ASSESSMENT MATRIX

**Goal Area 3 outcome statement: Girls and boys, especially the most vulnerable and those affected by humanitarian situations, are protected from all forms of violence, exploitation, abuse and harmful practices.**

		Sufficient to achieve the outcome	SMART	Proximity to outcome statement	Source identified	Baseline	Target	Disaggregated	Quality indicator
3.1.	Percentage (%) of girls and boys who have ever experienced any sexual violence and sought help from a professional.	1-No: These indicators are not considered sufficient to lead to the outcome statement.	1-No: These indicators are not specific enough.	1-No: These indicators are not very close to the outcome statement and all of these statements contradict the principle that all children are protected. Rather 3.1 and 3.3 b focus only on children as victims	3 Yes: Sustainable Development Goal+Database Plus key sources cited. Key United Nations partners: Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, UNFPA, UN Women and WHO.	3-Yes: The baseline data for Strategic Plan child protection indicators refers to the year 2016. They are mostly based on three sources: UNICEF's global database; Strategic Plan baseline survey of country offices, which was carried out in May 2017 by the Data, Research and Policy Division; and the SMQs considering expected changes in UNICEF's programmatic focus.	3-Yes: Milestones and targets of the Strategic Plan indicators for child protection were defined by applying the Sustainable Development Goal targets or targets for related Goals and interpolating the value for 2021. The current baseline (4%) and milestone (10%) only refer to girls aged 15-17, not girls aged 13-17. There are issues around data availability, which was noted from the outset. Most countries with comparable data on this	3-Yes: In principle, the indicators will be disaggregated by sex, geography, disability and humanitarian situations.	2-Somewhat: Seeking help is one manifestation of awareness that help may exist and that it is good to seek help, but it says nothing about the quality of services that should be received once help is sought.

							indicator are coming from demographic health surveys, which only cover ages 15-17. The proposal to apply the 13-17 age group to the indicator was done in order to align with INSPIRE. Data coverage for boys is currently insufficient to calculate an aggregate for boys.		
3.2	Percentage of adults who think that physical punishment is necessary to raise/educate children.	1-No	2-Somewhat, provided that definitions of what is meant by "physical punishment" are comparable by countries and populations where surveys are carried out.	3-Yes: This is considered as a reasonable proxy but the link of attribution to UNICEF's interventions needs to be made.	3-Yes. Sustainable Development Goal+Database, Multiple Indicator Cluster Survey, demographic health survey	3-Yes: See above.	3-Yes: The milestone for 2021 was set at 19%. This was calculated by assuming a steady percentage point decline (i.e., straight line) from 2017 to 2030. Several options for calculating the milestone were explored and the decision was made to select the method that resulted in the least	3 Yes: The indicators will be disaggregated by sex, geography and disability.	3-Yes: While the variable is quantitative, this is considered a good proxy for a qualitative change in attitudes about violence against children (doesn't have much to do with CPHA though).

							ambitious 2021 milestone value.		
<b>3.3a</b>	<p>3.3. Core prevention and response interventions addressing violence against children through UNICEF-supported programmes:</p> <p>a) Number of mothers, fathers and caregivers reached through parenting programmes;</p>	1-No	No. Not specific enough: The indicator should focus on measuring behaviour change rather than on numbers reached. It does not track those indirectly reached through UNICEF's advocacy work.	1-No: The indicator is not very close to the outcome statement.	3-Yes: Sources include the RAM and the SMQs.	3-Yes: See above.	3-Yes: The milestone for 2021 is set at 966,000 mothers, fathers and caregivers. This is based on an assumed annual rate of increase of 10%. It is expected that the roll-out of the early childhood development strategy and the violence against children strategy will have an impact on the scale-up and quality of the parenting programmes.	3-Yes: The worksheet suggests disaggregation by mothers, fathers and caregivers.	2-Somewhat: Parenting programmes maybe a predictor of a change in attitude, or it might be an indicator that parents that are already sensitized to the need for good parenting are those being reached.
<b>3.3b</b>	<p>3.3. Core prevention and response interventions addressing violence against children through UNICEF-supported programmes:</p> <p>b) Number of girls and boys who have</p>	1-No	1-No: This indicator needs to specify that we are only referring to children that have experienced violence that have received	1-No: See above.	3-Yes: Sources include the RAM and the SMQs.	3-Yes: See above.	3-Yes: The target for 2021 is 800,000 children. Milestones were set based on an assumed annual increase of 3%. The target	3 Yes: The indicator will be disaggregated by sex, age and disability.	To reflect the quality of UNICEF's intervention it should be specified that children receive appropriate services, based on the

	experienced violence reached by health, social work or justice/law enforcement services.		response services (prevention is understood only to apply to 3.3a above) by at least one of the following UNICEF-supported services: health, social work or justice/law enforcement. This does not track those indirectly reached by UNICEF's advocacy role.				for 2021 assumes a total increase of 15% over five years.		type and extent of violence.
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**Conclusions:** Outcome indicators are not sufficient or specific enough (hence not SMART) to measure the outcome statement, with the exception of 3.2 on beliefs about violence against children, which is a reasonable proxy for changing social norms, though not always correlated with behaviour change, and provided that definitions of what constitutes “physical punishment” are understood in comparable ways by the respondents from different cultures and countries. This may not be something that is prioritized in humanitarian contexts. Indicator 3.2 also suffers from a problem of attribution – it is difficult to be sure that most or all of the changes in attitudes result from UNICEF’s work or have a clear connection to CPHA.

It would also be helpful to include the measurement of quality aspects by whether children are receiving appropriate services depending on the type or extent of violence, or also if parents’ attitudes have changed as a result of parenting programmes. One possibility would have been to use wording that is consistent with the INSPIRE strategies’ indicator: “% of adults or adolescents who agree that physical punishment of children is necessary for childrearing”.

Significant limitations exist in terms of reporting on the quality of interventions across other variables. Both 3.3a and 3.3b were originally intended as output-level indicators, and the Goal Area 3 indicator manual explains as follows: “Note: This indicator was drafted as an output indicator, with UNICEF attribution envisioned. In the process of finalizing the SP [Strategic Plan] Results Framework, UNICEF’s senior management advised this indicator to be an outcome indicator. At this point, the phrase ‘UNICEF-supported programme’ should have been deleted, considering the ‘contribution’ aspect of outcome indicators.” In fact, these should not be used as outcome indicators. For 3.3b: the Goal Area 3 indicator manual describes additional challenges and limitations.

**Goal Area 3 Output 1 statement: Countries have strengthened child protection systems for prevention and response services to address violence against children**

Goal Area 3 - protection	Sufficient to achieve the output statement	SMART	Proximity to Output 1	Source identified	Baseline	Target	Disaggregated	Quality
3.a.3 Number of countries in which an inter-operable information management system supports and tracks case management, incident monitoring and programme monitoring.	1-No: None of the indicators listed are considered to be sufficient to bring about the outcome.	2-Somewhat: It is not specific enough because it does not refer to the extent of use or coverage. How small or large should such an information management system be? What do we mean by “supports”? what is the extent of the utilization of the information management system and by whom?	3-Yes (part of the system)	3-Yes: Sources include country office self-reporting.	3-Yes	3-Yes: The headquarters target has been adjusted to be more realistic and achievable than the target set by country offices.	3-Yes: This indicator can be disaggregated by humanitarian versus development by cross-tabulating with SMQ 36 on humanitarian context.	2-Somewhat: While this indicator is reported numerically, it speaks to the quality of services provided, Quality will be stronger depending on the type of information management tools described. However, the indicator neither speaks to the quality of the information management system, nor the extent of coverage.
3.a.4 Percentage of countries affected by armed conflict with a strategy to strengthen the protection of children from grave violations of international	1-No	1-No: This indicator is considered not specific enough. It refers the user to the IASC protection policy, which does not reference the Monitoring and Reporting Mechanism.	2-Somewhat: The assessment of what constitutes a “strategy” is subjective and abstract and needs to be backed up by concrete	3-Yes: Sources include country office self-reporting.	3-Yes: This changes with the number of countries that are affected by armed conflict, so this constitutes a	3-Yes: Again, as this relates specifically to country offices in the midst of armed conflict, the target is not very meaningful because the baseline itself is	3-Yes: The indicator will be disaggregated by geography/country.	2-Somewhat: In theory, this indicator should tell us something about the quality of the humanitarian response, however it would appear

humanitarian law.			evidence. If this applies to the Monitoring and Reporting Mechanism, it should at least be mentioned as one example of a strategy.		moving target and is hard to plan around.	continuously shifting.		that in practice is has been difficult for country offices to correctly unpack and interpret it.
3.a.5 Prevention, risk mitigation and response services through UNICEF-supported programmes in humanitarian situations:		1-No: Overall, the concept of prevention is not reflected in the sub-variables.			All humanitarian indicators do have baselines and targets but these are moving targets over a multi-year period.			
(a) percentage of UNICEF-targeted girls and boys in humanitarian situations provided with psychosocial support, including access to child-friendly spaces with inter-sectoral programming interventions;	1-No	2-Somewhat: The theory of change for mental health and psychosocial support emphasizes that children should be able to access an appropriate level of specialized care.	2- Somewhat: The theory of change for mental health and psychosocial support makes the case that access to child-friendly spaces is not a good proxy for mental health and psychosocial support services. The theory of change also emphasizes systems strengthening.	3-Yes: Sources include country office self-reporting.	3-Yes: This is a moving target.	2-Somewhat: The target of 80% is derived from the CCC benchmark for every year. It appears to be arbitrary.	2-Somewhat: Due to the fact that is linked to the CCCs, it utilized the milestone of 80% per year, no matter whether the number of children affected goes up or down.	1-No: This indicator does not address the quality of interventions, despite the fact that the mental health and psychosocial support theory of change has elaborated many indicators that would allow the quality of interventions to be assessed.

<p>(b) percentage of UNICEF-targeted unaccompanied and separated girls and boys registered with family tracing and reunification services and family-based care or appropriate alternative services;</p>	<p>1-No</p>	<p>1-No: The indicator is insufficiently specific and is not aligned with the definition in the Goal Area 3 indicator manual, which states that: This indicator should be interpreted as the percentage (%) of registered children that were reunified or put in appropriate care. It should not be understood as the percentage (%) of targeted children that are registered for these services.</p>	<p>1-No: This indicator seems quite far from the output statement, and has little to do with systems strengthening or prevention.</p>	<p>3-Yes: Sources include country office self-reporting via child protection information management systems and routine programme monitoring.</p>	<p>3-Yes: 31 countries provided a response in the SMQs for 2016 on reunification with families or caregivers; and 29 countries provided a response in the SMQs for 2016 on family-based care or appropriate alternative services. This shows that the underlying baseline countries for this composite indicator are not the same.</p>	<p>2-Somewhat: The target of 80% is derived from the CCC benchmark for every year. It appears to be arbitrary.</p>	<p>3-Yes: In theory, the indicator will be disaggregated by sex, age, disability and humanitarian situation.</p>	<p>3-Yes: There is an attempt to define appropriate alternative care by linking it to the guidelines. This presents the risk of double counting in a given calendar year, as those who are in alternative care may also be reunited with family in the same year.</p>
<p>(c) percentage of UNICEF-targeted girls and boys recruited and used by armed forces and groups that have been released and reintegrated with their families and provided with</p>	<p>1-No</p>	<p>1-No: There is a discrepancy between the wording of the variable and its definition. The indicator tracks the proportion of UNICEF-targeted girls and boys released by armed forces that were reintegrated with their families and/or provided with adequate care and</p>	<p>1-No: This does not seem to be particularly linked to a child protection system, nor to any form of prevention.</p>	<p>3-Yes: Sources include country office self-reporting, via the RAM and the SMQs.</p>	<p>2-Somewhat: The baseline for 2016 was set at 80% (based on the CCC benchmark). In 2016, 21,403 children were released by armed groups in the</p>	<p>2-Somewhat: The target of 80% is derived from the CCC benchmark for every year. This appears to be arbitrary</p>	<p>3-Yes: The indicator will be disaggregated by sex, age (age brackets are under 5 years, 5-9 years, 10-14 years, 15-17 years), disability and humanitarian situation.</p>	<p>1-2-No or somewhat: There has been little attempt to define “adequate care and services”. This could be strengthened by referring to agreed upon standards. It</p>

adequate care and services;		services through UNICEF support.			targeted countries. Of these children, 11,267 were reintegrated with their families, while 12,688 were provided with adequate care during the year (total: 23,955).			presents the risk of double counting in a given calendar year, as those who are in alternative care may also be reunited with family in the same year.
(d) percentage of UNICEF-targeted girls and boys in areas affected by landmines and other explosive weapons provided with relevant prevention and survivor assistance interventions.	1-No	2-Somewhat: While the indicator is well formulated, the extent to which it is achievable in theory is confusing in terms of baselines and targets.	2-Somewhat: It addresses the prevention and response aspects of the output, though the link to systems strengthening is unclear.	3-Yes: Sources include country office self-reporting via the RAM and the SMQs.	2-Somewhat: The manner of arriving at baselines and targets is confusing.	2-Somewhat: The manner of arriving at baselines and targets is confusing.	3-Yes: In theory, the indicator will be disaggregated by sex, age, disability and humanitarian situation.	2-Somewhat: For both prevention and survivor assistance interventions, it would help to refer to the IASC or other standards.
3.a.6 Percentage of UNICEF-targeted women, girls and boys in humanitarian situations provided with risk mitigation, prevention or response	1-No	2-Somewhat: Generally, the variable is well defined with strong sub-indicators but both baselines and targets appear arbitrary.	2-Somewhat: There is a strong link to prevention and response, but the linkages to systems strengthening are limited.	3-Yes: Sources include country office self-reporting via the RAM and the SMQs.	2-Somewhat: Both baselines and targets are 80% based on the CCCs, which appears to be arbitrary.	2-Somewhat: Both baselines and targets are 80% based on the CCCs, which appears to be arbitrary.	3-Yes: In theory, the indicators will be disaggregated by sex, age, disability and humanitarian situation.	3-Yes: These are linked to the IASC and relevant guidelines.

interventions to address gender-based violence through UNICEF-supported programmes.								
3.a.7 Number of children on the move who receive protective services through UNICEF-supported programmes.	1-No	1-No: This is not specific enough. Do protective services mean all of the examples given or only one? Should be “or”, and not “and” Hence risk of double counting.	1-No: The links to prevention and systems strengthening are limited.	3-Yes: Sources include country office self-reporting via the RAM and the SMQs.	3-Yes: This was established through the 2017 survey.	3-Yes: This was adjusted by Headquarters based on analysis.	3-Yes: In theory, indicators will be disaggregated by sex, age, disability and humanitarian situation.	1-No: Protective services is an effort to suggest quality, but there is no clear standard or definition provided of what services should be included.

## Conclusions:

Several patterns can be observed within the output indicators:

- None of the indicators individually, or as a group, are considered sufficient to achieve the output statement.
- None of the indicators are fully SMART; most are weak in terms of the specificity. Others, particularly those linked to the CCCs, are unconvincing in terms of whether they are achievable because the baselines and targets are both somewhat arbitrary, based on the 80 per cent benchmark or the approach of creating an actual estimate of baselines through surveys and then projecting upward. Neither approach, however, can be expected to be 100 per cent accurate since emergency situations are difficult to predict over a four-year period.
- Sources have been identified for all indicators, via self-reported RAM and SMQ data provided by country offices. In addition, a number of risks have been identified that suggest where over reporting, under reporting or double counting may be factors.
- In terms of quality indicators, there are few or no quality indicators. However, some indicators refer to programming that meets quality standards such as the IASC or other guidelines.

# ANNEX 8: COUNTRY OFFICE LEVEL ANALYSIS MATRIX

## Overall ratings for all country offices:

CPHA evaluability assessment: Sample countries											
Evaluability criteria	Afghanistan	Bangladesh	Central African Republic	Democratic Republic of the Congo	Ethiopia	Haiti	Lebanon	Nigeria	South Sudan	Syrian Arab Republic	Yemen
1.1 CPHA in theory of change and logical results framework coherent in PSN (see theory of change matrix) 3=Narrative theory of change and results framework, and graphic aligned/coherent with respect to CPHA 2=Somewhat 1=Narrative and results not aligned	3	1	2	3	3	1	3	1	3	1	3
1.1.1a CPHA investments justified in theory of change 3=Strong rationale for specific CPHA interventions with causal linkages and indicators 2=Rationale for CPHA interventions but no causal linkages or performance indicators 1=No strong rationale for CPHA interventions or performance indicators	3	1	3	3	1	1	3	2	3	1	3
1.1.1b CPHA theory of change aligned with Strategic Plan Goal Area 3 3=Aligned with Strategic Plan Goal Area 3 outcomes, outputs and indicators 2=Aligned with Strategic Plan outcomes, outputs but not indicators 1=Not or weakly aligned	2	1	1	1	3	1	2	2	2	1	2
1.2 Theories of change include assumptions, risks and mitigation measures in relation to CPHA (PSN)	2	1	1	2	2	1	2	3	1	1	3

3=All specified in theory of change 2=Two specified in theory of change 1=One specified in theory of change											
1.2.1 Clear and persuasive use of Strategic Plan change strategies (as related to CPHA) 3=Rationale tailored to country office context for change strategy 1=Not clear or persuasive or other	3	1	1	1	3	1	3	3	3	1	3
1.3 Results chains aligned across sectors 3=Results identified in relation to two or more sectors in PSN 2=Results identified in one sector in PSN 1=No results specified	?	1	2	2	2	2	3	3	1	1	2
1.4. Theory of change effects disaggregated for different groups of children in humanitarian settings 3=Three factors 2=Two factors 1=One factor settings	1	1	1	3	1	1	2	1	1	1	1
1.6 UNICEF's contributions to cluster coordination traceable through Strategic Plan performance monitoring frameworks (3=Yes)	3	3	3	3	3	3	3	3	3	3	3
*CPHA advocacy objectives in place with indicators 3=Strategy in place 1=No strategy	1	1	1	1	1	1	1	1	1	1	3
2.1 CPHA area of work has performance monitoring	3	1	2	3	3	2 (Humanitarian)	3	?	3	1	2

<p>systems in place at the country office level</p> <p>3=Monitoring scheme in PSN (that includes CPHA aspects) is clear, detailed and logical</p> <p>2=Monitoring scheme in PSN (that includes CPHA aspects) is vaguely presented</p> <p>1=Monitoring scheme does not exist in the PSN and/or does not relate to CPHA</p>						Action for Children					
<p>2.2 CPHA data disaggregated by age, gender and disability (2018 SMQ reports)</p> <p>3=Three factors</p> <p>2=Two factors</p> <p>1=One factor</p>	1	1	1	1	1	1	2	2	2	1	1

## ANNEX 9. STANDARD GOAL AREA 3 (HUMANITARIAN) INDICATORS USED BY COS IN RAM REPORTING, 2018

Goal Area 3: Protection	Standard indicator	Non-standard indicator	No measure on indicator (may indicate no programming or simply no comparable indicator)
3.a.3. Number of countries in which an inter-operable information management system supports and tracks case management, incident monitoring and programme monitoring.	Democratic Republic of the Congo; Ethiopia; Nigeria	Central African Republic	Afghanistan; Bangladesh; Haiti; Lebanon; South Sudan; Syrian Arab Republic; Yemen
3.a.4. Percentage of countries affected by armed conflict with a strategy to strengthen the protection of children from grave violations of international humanitarian law.		Democratic Republic of the Congo	Afghanistan; Bangladesh; Central African Republic; Ethiopia; Haiti; Lebanon; Nigeria; South Sudan; Syrian Arab Republic; Yemen
3.a.5. Prevention, risk mitigation and response services through UNICEF-supported programmes in humanitarian situations:			
(a) percentage of UNICEF-targeted girls and boys in humanitarian situations provided with psychosocial support, including access to child-friendly spaces with inter-sectoral programming interventions;	Afghanistan; Central African Republic; Democratic Republic of the Congo; Ethiopia; Lebanon; Nigeria	Bangladesh; Syrian Arab Republic; Yemen	Haiti; South Sudan
(b) percentage of UNICEF-targeted unaccompanied and separated girls and boys registered with family tracing and reunification services and family-based care or appropriate alternative services;	Afghanistan; Nigeria; South Sudan	Bangladesh; Central African Republic; Democratic Republic of Congo	Ethiopia; Haiti; Lebanon; Syrian Arab Republic; Yemen
(c) percentage of UNICEF-targeted girls and boys recruited and used by armed forces and groups that have been released and reintegrated with their families and provided with adequate care and services;	Central African Republic; Democratic Republic of the Congo; Nigeria; South Sudan		Afghanistan; Bangladesh; Ethiopia; Haiti; Lebanon; Syrian Arab Republic; Yemen
(d) percentage of UNICEF-targeted girls and boys in areas affected by landmines and other explosive weapons provided with relevant prevention and survivor assistance interventions.			Afghanistan; Bangladesh; Central African Republic; Democratic Republic of Congo; Ethiopia; Haiti; Lebanon; Nigeria; South Sudan; Syrian Arab Republic; Yemen
3.a.6. Percentage of UNICEF-targeted women, girls and boys in humanitarian situations provided with risk mitigation, prevention or response interventions to address gender-based violence through UNICEF-supported programmes.	Central African Republic; Democratic Republic of the Congo (reporting on only part of this indicator - 3.a.6-44); Ethiopia	Nigeria	Afghanistan; Bangladesh; Haiti; Lebanon; South Sudan; Syrian Arab Republic; Yemen
3.a.7. Number of children on the move who receive protective services through UNICEF-supported programmes.	Afghanistan; Democratic Republic of the Congo (only 3.a.7.b); Ethiopia	Bangladesh	Central African Republic; Haiti; Lebanon; Nigeria; South Sudan; Syrian Arab Republic; Yemen
<b>TOTAL NUMBER OF COUNTRIES</b>	Seven countries have used a minimum of one standard Goal Area 3 (humanitarian) indicator.	Six countries have used at minimum one non-standard Goal Area 3 (humanitarian) indicator.	Eleven countries have no corresponding indicator.

**Notes:**

- List of countries under consideration: Afghanistan; Bangladesh; Central African Republic; Democratic Republic of the Congo; Ethiopia; Haiti; Lebanon; Nigeria; South Sudan; Syrian Arab Republic; and Yemen.
- Haiti has used only one indicator altogether, as follows: number of children and women benefitting from programs/projects with evidence of integration of GBV Guidelines recommendations in program assessment, design and implementation

# ANNEX 10: DRAFT DEEP-DIVE CASE STUDY ON THE DEMOCRATIC REPUBLIC OF THE CONGO

## 1. Background

UNICEF Democratic Republic of the Congo generously agreed to provide the EA with the opportunity consider the evaluability of CPHA within their operational context. At the time of the EA, UNICEF Democratic Republic of the Congo (hereafter referred to as “the Country Office”) was responding to several different emergencies in different parts of the country, including the Ebola outbreak, the displacement crisis in the east of the country and armed violence in a number of provinces. The Country Office saw this exercise as synergistic with its internal process of reviewing and rationalizing its planning and results monitoring at the field and country office levels, and as an opportunity to assess the evaluability of its new PSN.

According to 2018 SMQ data, in 2018, the Democratic Republic of the Congo experienced ten different emergencies:

- The returnee population in the Kasai region;
- Five health emergencies, including two Ebola outbreaks – one in Equateur and one in North Kivu and Ituri; one cholera outbreak in South Kivu, Tanganyika and Kasai Oriental; one measles outbreak in South Kivu and Maniema; and one polio outbreak in Tanganyika, Lomami;
- A nutrition crisis affecting 10 provinces;
- Two socio-political crises, including inter-community clashes and/or electoral violence involving children; and
- One armed conflict in the eastern part of the country, including repeated armed conflicts in North and South Kivu, Tanganyika and Maniema.

As with other countries in the EA sample, the generalized context of poverty and vulnerability, combined with the weakness and fragility of the state, mean that the Democratic Republic of the Congo is highly prone to emergencies that require the intervention of humanitarian actors, including UNICEF.

## 2. Evaluability in principle: CPHA in the PSN theory of change and results framework

The PSN reviewed by the EA is for the period 2020–2024. The PSN is not yet being applied; it describes the intended directions for the Country Office in the upcoming CPD. The new CPD was not yet available at the time that the case study was completed. The current CPD and PSN originally covered the period of 2013 to 2017 and were extended to 2018 and 2019, due to major uncertainties related to the presidential elections. As such, the current theories of change and CPD are aligned with the former Strategic Plan, 2014–2017. The new CPD will only be aligned with the Strategic Plan 2018–2021 for one to two years before a new Strategic Plan is developed for 2022.

**Finding 1: Overall, UNICEF Democratic Republic of the Congo has a coherent theory of change that justifies and explains its investments in specific areas of CPHA work.**

This is a positive factor in favour of evaluability. Background analysis of the context strongly demonstrates the extent of humanitarian crises and engagement, the consequences for child protection and the need for the Country Office to establish specific interventions. There appears to be a strong and valid relationship between outputs and outcomes.

As shown in Table A10.1, the theory of change outcome statement is aligned with the Strategic Plan 2018–2021. The main CPHA-related outcome indicator is: number of vulnerable children affected by humanitarian situations (separated, unaccompanied, displaced, children associated with armed forces and armed groups and sexual and gender-based violence survivors) who have received protection services. The EA finds that this outcome indicator could be strengthened by changing it from a raw number to a percentage of children identified as “in need of special protection measures”. This would provide a better measure of the extent to which UNICEF’s coverage is based on a prior needs assessment. The indicators used in the situation report could be harmonized with those in the results framework.

**Table A10.1: Results framework from the child protection programme strategy note 2020–2024**

Results framework for the child protection component of the UNICEF Democratic Republic of the Congo Country Programme, 2020–2024				
Results	Indicators	Baseline (2018)	Target (2024)	Means of verification
<b>Sustainable Development Goals</b> 5: gender equality; 8: decent work and economic growth; 16: peace, justice and strong institutions.				
<b>UNICEF Strategic Plan 2018-2021 Goal Area 3:</b> Every child is protected from violence and exploitation.				
<b>Re-framed national strategic plan pillars</b> 1: stabilize/rebuilding conflict-affected areas; 3: support to infrastructure, living environment and create appropriate jobs; 4: improve the level of human development.				
National Family Code (revised in 2016); National Law on the Protection of Children (2009); National Action Plan to End Child Marriage (2017); National Law to End Sexual Violence (2006); 2012 Action Plan to End the Recruitment and Use of Children in Conflict				
<b>Draft United Nations Development Assistance Framework, 2019–2020 outcome statements:</b> 1: Support for peacebuilding, respect for human rights, protection of civilians, social cohesion and democracy; 3: Basic social services and humanitarian assistance are accessible and available to affected and vulnerable populations, including livelihood support and capacity for resilience.				
<b>UNICEF child protection programme outcome:</b> By 2024, all children in the Democratic Republic of the Congo, especially the most vulnerable, are protected from violence, abuse, exploitation and neglect.				
<b>Children, especially the most vulnerable, are protected against various forms of violence, abuse, exploitation and neglect by 2024.</b>	% of girls and boys under 5 years who are registered with the civic registration office (birth certificate)	40.1%	2020: 43% 2021: 46% 2022: 49% 2023: 52% 2024: 55%	Multiple Indicator Cluster Survey; demographic health survey; administrative data collection system exists
	# of children at risk or victims of violence, abuse and exploitation that benefited from state child protection services	150,938	2020: 190,000 2021: 230,000 2022: 270,000 2023: 310,000 2024: 350,000	TPE, Div Justice, Barreaux, legal assistance provider, mediation committee reports; reports of the divisions of social affairs and gender, family and the child

	% of communities implementing the protective community approach: <i>communautés protectrices</i>	62%	2020: 66% 2021: 70% 2022: 75% 2023: 80% 2024: 85%	Reports from the Ministry of Gender, Family and the Child
	# of vulnerable children affected by humanitarian situations (separated, unaccompanied, displaced, children associated with armed forces and armed groups, sexual and gender-based violence survivors) who have received protection services	135,720	2020: 255,000 2021: 375,000 2022: 495,000 2023: 615,000 2024: 735,000	Humanitarian situation reports
<b>UNICEF protection programme outputs</b>				
<b>Output 1:</b> By 2024, national institutions have improved capacities to implement policies and deliver services to better prevent and respond to violence, abuse, neglect and exploitation.	# of children registered in principal and secondary civil registry offices (including those in maternities, disaggregated by sex)	994,728	2020: 1,069,337 2021: 1,143,937 2022: 1,218,532 2023: 1,293,136 2024: 1,367,740	Multiple Indicator Cluster Survey; demographic and health survey; administrative data collection system exists
	# of vulnerable children, including children associated with armed forces and armed groups, registered outside of the legal timeframe based on a supplementary judgement - " <i>jugement supplétif</i> " (disaggregated by sex)	129,112	2020: 35,000 2021: 35,000 2022: 35,000 2023: 35,000 2024: 35,000	Administrative government data (divisions of the interior and justice)
	# of children in contact with the law (ECL, ESD, victims, witnesses, civil cases, etc.) that have benefited from access to a specialized justice mechanism or any other form of (child-friendly) legal assistance	19,725	2020: 30,000 2021: 30,000 2022: 30,000 2023: 30,000 2024: 30,000	TPE, Div Justice, Barreaux, legal assistance provider, mediation committee reports
	# of children who experienced violence, abuse or neglect, notably survivors of sexual and gender-based violence and street children, provided with an individual response (medical, mental health and psychosocial support, educational or socio-economic reintegration)	2,101	2020: 5,000 2021: 5,000 2022: 5,000 2023: 5,000 2024: 5,000	Reports of the divisions of social affairs and gender, family and the child
<b>Output 2:</b> By 2024, community child protection practices are reinforced, notably to prevent, identify	# of vulnerable girls and boys referred to basic social services by informal protection mechanisms/protective communities	608,890	2020: 650,000 2021: 650,000 2022: 700,000 2023: 700,000 2024: 750,000	Ministry/divisions of social affairs data; implementing partner reports;
	# of functioning coordination mechanisms for child protection at provincial and national levels	19 (2018)	2020: 20 2021: 21 2022: 23	Activity reports

and refer cases of violence, abuse and exploitation			2023: 25 2024: 27	
			26 provincial and one national	
<b>Output 3:</b> By 2024, vulnerable children in humanitarian settings, especially children associated with armed forces and armed groups, unaccompanied and separated children, displaced children and survivors of sexual and gender-based violence are identified and benefit from a CPiE intervention package.	# of children associated with armed forces/groups who benefited from community-based socio-economic reintegration	1,996	2020: 6,000 2021: 6,000 2022: 6,000 2023: 6,000 2024: 6,000	Humanitarian situation reports
	# of unaccompanied and separated children reunified with their families or provided with long-term solutions	3,758	2020: 8,000 2021: 8,000 2022: 8,000 2023: 8,000 2024: 8,000	Humanitarian situation reports
	# of vulnerable children benefited from mental health and psychosocial support provisions at various levels (i.e., children, adolescents, caregivers and community)	125,741	2020: 120,000 <sup>i</sup> 2021: 125,000 2022: 130,000 2023: 135,000 2024: 140,000	Humanitarian situation reports
	# of girl and boy survivors of sexual and gender-based violence provided with a comprehensive response	4,225	2020: 5,000 2021: 5,000 2022: 5,000 2023: 5,000 2024: 5,000	Humanitarian situation reports
	# of United Nations Secretary-General's reports on children and armed conflict issued jointly with the United Nations mission	1	5 (one annually)	United Nations Secretary-General reports on children and armed conflict

**Finding 2: The results framework is internally but not externally coherent (i.e., indicator comparability vis-à-vis Strategic Plan and Humanitarian Action for Children reporting is limited).**

Most CPHA-specific outputs are covered under one output, Output 3: By 2024, vulnerable children in humanitarian settings, especially children associated with armed forces and armed groups, unaccompanied and separated children, displaced children and survivors of sexual and gender-based violence are identified and benefit from a CPiE intervention package. The fact that specific groups of children are identified – particularly children associated with armed forces and armed groups, unaccompanied and separated children and survivors of sexual and gender-based violence are identified means that evaluability is heightened.

A comparison of Strategic Plan results indicators with indicators found in the PSN results framework and the 2018 Humanitarian Action for Children appeal shows small but significant differences in the indicators selected and what they represent, rendering them not comparable with each other, even though they are likely describing the same sets of activities. Lack of alignment between country-level indicators and Strategic Plan indicators can affect the evaluability of the Strategic Plan at the global level and may give a false impression of the extent of achievement. For example, services that only address survivors of gender-based violence are not comparable with the more expansive indicator at the global level that also

includes risk mitigation and prevention services. However, the 2019 Humanitarian Action for Children appeal aligns with PSN and CPD indicators, which will enhance evaluability.

**Finding 3: The theory of change lacks clear assumptions and does not demonstrate areas of inter-sectoral collaboration.**

**Lack of assumptions in the new PSN:** There are no assumptions in the new PSN, which is otherwise a strong document that renders visible the role of CPiE as one pillar of child protection programming. It was recommended that to strengthen the document, a series of assumptions be articulated that include expectations for collaboration between child protection and other sectors. This gap is not generally outlined in PSNs or theories of change.

**Inter-sectoral collaborations are not visible or identified in the PSN:** CPiE does have significant collaborations with two sectors in the Democratic Republic of the Congo – education and nutrition – though these are not specifically identified in the theory of change. For example, for children associated with armed forces and armed groups, children who are demobilized from armed groups and militias require programmes that also include education, which usually accompany the reintegration process and ensure that they can access basic education and accelerated learning models for free. Specific project proposals have been developed for donors that outline the nature of the collaboration between the two sectors. This is not found in the theory of change, but in a dedicated project proposal. However, it is clear that the theory of change is a high-level document, and many inter-sectoral collaborations are only outlined at the project proposal level. These will also have their own monitoring and evaluation frameworks that are separate from the PSN.

**However, inter-sectoral collaborations are visible in the annual work plan and within PCAs, and are therefore traceable at a lower level.**

### 3. Evaluability in practice

#### 3.1 Field monitoring

**Finding 4: Field conditions and the lack of capacity of the government severely affect expectations from partners regarding their monitoring and reporting.**

According to UNICEF Democratic Republic of the Congo staff interviewed:

- The Country Office is working almost exclusively with national NGOs, which often lack experience, tools and capacities. In some cases, they have no electricity and no computers.
- The SMQs request a level of disaggregation that does not make sense in the context of the Democratic Republic of the Congo. UNICEF has failed to get partners' buy-in regarding the relevance of this information, nor can they provide it.
- The SMQs ask for age disaggregation, but in reality, so few children have birth certificates that UNICEF is prompting partners to guess at age, and their guesses are often inaccurate and unclear. Without a birth certificate, there is no data. Getting good data will involve working with the disaggregation in the Humanitarian Action for Children appeal, which are minimal.
- UNICEF doesn't require partners to generate more disaggregated data, since most are working with pens and paper, and it is the sub-office that has to enter the data into the computer systems because they don't have computers.

- It is not necessary to ask for further disaggregation, for example for socio-economic status in a country where 90 per cent of householders are living on US\$30 per month. State structures are even less able to count beneficiaries than NGOs, so data is not very reliable.

Data collected from field partners:

- As most partners are national NGOs (not international NGOs), capacity for data collection is low. There are frequent reporting mistakes that the Country Office must rectify.
- Data is recorded in a basic format (i.e., Excel spreadsheet) once a month in a simple database based on deliverables. This is used to provide input for the Humanitarian Action for Children appeal and situation reports.
- There are at least two or three face-to-face meetings: one at the signing of the programme cooperation agreement; one at mid-term; and one at the end.
- Third-party monitoring is carried out in some cases by the firm Forcier. However, since the firm lacks child protection expertise, it can only count numbers and cannot speak to the quality of the partner intervention. In regard to children associated with armed forces and armed groups, for example, it is easy to count numbers but difficult to evaluate the quality of partners' services or provide technical advice on how to improve.

### 3.2 Review of programme cooperation agreements and discussions with UNICEF partners

The EA team spoke with two partners working in different areas of the country on similar CPHA issues, including children associated with armed forces and armed groups, unaccompanied and separated children, gender-based violence and mental health and psychosocial support for children demobilized from local militias. A review of programme cooperation agreements and partner reporting raised the following issues of evaluability in practice:

- **Frequency and quality of UNICEF's monitoring of CPHA-related activities:** Both partners felt that the frequency and quality of UNICEF's monitoring were adequate to ensure the accountability of partners and reporting. This includes regular programmatic monitoring visits, meetings of the child protection working groups, as well as third-party assessments and evaluations. In the case of one partner who had been working with UNICEF for a longer time, UNICEF had become much better at monitoring the quality of services. In the past, UNICEF's efforts had been largely about monitoring compliance with contracts. This quality monitoring was conducted by CPIE staff from Kinshasa who travelled to the field to provide advice on how to improve services. This substantive advice and input from UNICEF child protection specialists were considered important contributions to improving the quality of programming.
- **Reference documents provided to partners:** The EA team discussed with partners the key reference documents identified in their programme cooperation agreements to determine if these were sufficient to help partners meet UNICEF's performance expectations. It was considered that to potentially strengthen partners' performance it would be valuable to share an example of a gender equality strategy and ask partners to produce one for their organizations. Such a procedure is not currently in place, which has made it difficult for UNICEF to report on gender equality objectives and results.
- **Understanding and quality of indicators utilized for reporting:** A review of indicators and data that partners are providing to the Country Office revealed that some indicators need to be refined and rendered more realistic and comparable with what the Country

Office is reporting on and passing as data at the global level. Two examples are provided here:

- **Indicator example 1:** “The number of victims of sexual violence and other members of the traumatized community having benefited from psychosocial support.” This indicator feeds into a result indicator at the country office level that does not mention “other members of the community” but only survivors who have benefited from psychosocial support. While the need for other community members to benefit from psychosocial support is beyond debate, the question from an evaluability perspective is whether the partner’s data corresponds with what is being reported at the country and eventually headquarters levels. In this case, there is likely overreporting on numbers of survivors of gender-based violence or others who have also benefited from services. This would logically require two different indicators.
- **Indicator example 2:** “The number of psychosocial (listening and play area) spaces organized, equipped and meeting the standards to provide inclusive psychosocial support services three out of seven days.” When asked what this indicator meant, the project focal point said that he was confused by it. UNICEF explained that this indicator means that the space is safe and secure. Evaluability would be enhanced if all parties to the programme cooperation agreement have simple and clear definitions of the meaning of the indicators they are reporting on.
- **Disaggregation of data:** Key country office informants explained the difficulty involved in getting the type of disaggregated data that required by headquarters reporting mechanisms such as the SMQs. The Country Office cannot collect this data due to the low capacity of implementing partners and the sheer number of implementing partners throughout the country (around 40). Implementing partners are struggling to provide the requested data and a lot of back and forth is required to clean the data once received. Requiring implementing partners to collect further data would be impossible. At the same time, a review of the reporting formats shows that the Country Office is not currently requesting partners to provide data on disability and age groups, for example, that would allow it to comply with the age-disaggregation requirements in the SMQs. Both partners maintained that if UNICEF wanted this information, they would be able to provide it; this constitutes a discrepancy with the perspective of UNICEF staff at the country office level. The EA accepts the explanation of country office colleagues that this information is very difficult to acquire, given that many other country offices also have difficulty or are not able to provide the level of data disaggregation requested by Headquarters. It is recommended that UNICEF Headquarters more fully explore with country offices the exact reasons why disaggregation of data seems to be so problematic, and develop solutions that can assist them to provide the necessary level of data disaggregation.
- **Double or triple counting of cases:** Both partners saw the potential double or triple counting of cases as a concern. One partner felt that the fact that many different partners were providing different types of services to the same clientele, as in the case of gender-based violence survivors who were accessing medical and psychosocial support, led to some degree of multiple counting of the same beneficiaries. In the case of the other partner, it was felt that since the introduction of a gender-based violence information management system coordinated by UNFPA last year, the risk of double counting of beneficiaries had significantly decreased compared with the prior year. UNICEF is not aware of this information management system and continues to collect data using Excel spreadsheets. According to the Country Office, double counting is prevented by not adding up various services that can be given to the same rights holder. In the case of gender-based violence, the highest or lowest indicator will be taken as there is no UNICEF case management system in place (it would be extremely difficult to

put such a system in place at this point) that would allow for the deduplication of data. Without direct observation from the EA team, it is not possible to determine whether any double or multiple counting of beneficiaries is currently happening (*see the main report section 2.4 on limitations*). From an evaluability perspective, it is important that UNICEF Headquarters and country offices ensure mechanisms are in place that prevent or at least identify where there is a risk of double counting of beneficiaries. The effects of double counting can become seriously compounded at the global level and have negative consequences in terms of transparency, accountability and evaluability.

- **Other evaluability factors identified by partners:** Since both partners focus on children associated with armed forces and armed groups, their reporting highlighted a certain degree of recidivism, meaning that children who had been through a process of disarmament, demobilization, repatriation and reintegration were found to return to armed groups. Similarly, a certain number of children who had been reunited with families returned to group homes rather than remaining with their families. Partners suggested that it is important to develop indicators that measure not only those children demobilized and reunited with families, but also the rate at which they return to armed groups or leave home again, which speaks to the context in which children find themselves and the extent to which the response provided by UNICEF and partners is sufficient to bring an end to a cycle of violence.

### 3.3 Cluster/sector coordination

The child protection sector has one national coordination mechanism, which is called, interchangeably, the Child Protection Working Group or the Child Protection AoR. The Child Protection Sub-Cluster, which falls under the Protection Cluster, is co-led by UNICEF and Save the Children. UNHCR leads the Protection Cluster, which includes several sub-clusters in the Democratic Republic of the Congo: the Sexual and Gender-Based Violence Sub-Cluster, the Child Protection Sub-Cluster, the Mine Action Sub-Cluster and the House and Property Sub-Cluster. There are 24 provincial and territorial child protection working groups in the Democratic Republic of the Congo covering all of the provinces and territories affected by emergencies. The working group's responsibilities include a wide variety of tasks, from the coordination of child protection actors and the implementation of common humanitarian responses strategies, to the development of working tools and the reinforcement of capacities. There are several staff members working on the facilitation of the working groups throughout the Democratic Republic of the Congo. All working groups are functioning but need to be reinforced. UNICEF will carry out an evaluation of the functioning of the child protection working groups in the near future.

**Finding 5: In practice, different monitoring processes within UNICEF's coordination role are operational, and questionnaires were shared that will be used with partners to assess UNICEF's role as lead agency for the Child Protection AoR.**

In addition, there was a humanitarian architecture review carried out in 2017 that made recommendations for improving coordination across sectors and in different regions of the country. UNICEF also shared AoR survey tools that it had sent to members but there was not yet any consolidated reporting on it for the EA team to review. A monitoring system appears to be in place, but consolidated reporting should be made available for future evaluations.

- In the annual work plan, there are four indicators that pertain to performance monitoring of the child protection working groups.
- Key CPHA staff were not aware of the humanitarian architecture review mission report of 2017, with the exception of the national coordination of the child protection AoR).

### 3.4 Monitoring CPHA-related advocacy

The office does not have an explicit advocacy strategy for either child protection or CPHA. The annual work plan contains information about specific advocacy work, and there are advocacy indicators that relate to the Monitoring and Reporting Mechanism. However, the data on this at the country office level are confidential and could not be shared with the EA team.

**Finding 6: There is a lot of advocacy work that is not captured in any results indicators, and this does a disservice to UNICEF's significant investment in this area of work.**

Some advocacy issues are referred to the regional office or Headquarters. Others cases are handled at the country office level. Most advocacy work is not planned but carried out in response to sudden events, which also makes it difficult to capture.

### 4. Lessons and implications for the EA from the Democratic Republic of the Congo

- The Democratic Republic of the Congo has repeatedly been subject to Ebola outbreaks in recent years. The CPiE section is responsible for providing psychosocial support to children in affected areas, many of whom are orphaned or have been stigmatized by the disease. This role for CPHA actors suggests that UNICEF should ensure that public health emergencies are properly incorporated into relevant child protection/CPHA theories of change to help conceptualize how Ebola and other health emergencies need to be taken into account by CPHA interventions, and what new or different strategies are needed to ensure effective child protection in public health emergencies. As with gender-based violence, mental health and psychosocial support and mine action, once public health emergencies have been properly integrated into child protection and CPHA theories of change, there is a need to develop sound indicators that are well suited to measure intended outputs, outcomes and impacts.
- As in so many countries, the UNICEF Democratic Republic of the Congo PSN and CPD are not synchronized with the timing of the Strategic Plan 2018–2021. The current programme (2013–2019) is not aligned with the new Strategic Plan, and the new programme will only be aligned with the current Strategic Plan for one to two years before a new global Strategic Plan is developed for 2022. This highlights the challenge of alignment with the Strategic Plan at the global level, where country programmes are not always in step with the Strategic Plan. This is more a problem for the evaluability of the Strategic Plan itself, than it is for specific country programmes.
- The Country Office expressed concerns that third-party monitoring that does not include child protection specialists often leads to a focus on compliance with contracts, rather than improvements in the quality of service delivery.
- There are discrepancies between the Country Office's perception of the capacity to generate disaggregated data and that of the partners themselves. Further research is needed to understand the precise obstacles faced by so many UNICEF country offices in generating the disaggregated data requested by the SMQs.
- Gender equality has been poorly integrated into work with partners, who could be supported by UNICEF to develop their own gender equality strategies, as well as other quality standards, that take into consideration local and national realities.

#### **4.1 Recommendations for UNICEF Democratic Republic of the Congo**

- The theory of change could be strengthened by adding assumptions, including internal assumptions from other UNICEF business units at regional and global levels in the new PSN, which is otherwise a strong document that renders visible the role of CPiE as one pillar of child protection programming.
- The theory of change and results framework could also be strengthened by demonstrating linkages across sectors, such as education, health, nutrition and WASH, to enhance efficiencies and results. While these are traceable at the project level, they do not emerge as a strong component of child protection work in the theory of change.
- Indicators selected in programme cooperation agreement results frameworks should be defined so that what is being measured corresponds with what is being reported to Headquarters, to avoid misleading aggregations.
- The Country Office should verify whether cases exist of multiple counting of beneficiaries and if so, seek ways to correct the situation.

# ANNEX 11: GENDER EQUALITY DIMENSIONS OF CPHA INTERVENTIONS

‘Gender equality’ refers to the “equal rights, responsibilities and opportunities of women and men, and girls and boys. Equality does not mean that women and men will become the same but that their rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men”.<sup>14</sup>

Integrating gender equality standards and principles is an important dimension of CPHA interventions. The process of evaluating interventions for gender equality involves examining how gender equality considerations inform and guide the design of the intervention, as well as what data is collected and which indicators are selected for evaluation purposes. The evaluability of gender equality principles and approaches within the context of UNICEF’s CPHA interventions have both ‘in principle’ and ‘in practice’ dimensions. Table A11.1 provides a guide to assessing the level of evaluability in principle of the gender equality dimensions of CPHA interventions.

Table A11.1: Evaluability of the gender equality dimensions of CPHA interventions <sup>15</sup>		
High evaluability of gender equality aspects	Medium evaluability of gender equality aspects	Low evaluability of gender equality aspects
Gender equality is clearly reflected in the intervention design (log frame, indicators, activities, monitoring and evaluation systems, reporting mechanisms).	The intervention theory has considered gender equality issues to a certain extent, with weaknesses in some areas of the intervention.	The intervention theory failed to consider gender equality dimensions in its design, implementation and monitoring.
The intervention design benefited from a strong and inclusive stakeholder analysis.	Gender equality has been reflected in the intervention design to some extent (e.g., intended or mentioned, but not clearly articulated in terms of how to address them in practice; limited to only a few disaggregated indicators such as number of men and women; addressing numbers without addressing actual changes in rights and equality situation; clear in the narrative but not in the log frame, etc.).	Stakeholder and gender equality analyses were not conducted adequately or were not existent at all.
The intervention design benefited from specific human rights and gender analyses.	The intervention design benefited from a stakeholder analysis, but important groups have been left out.	Data on gender equality and/or disaggregated data are not available.

<sup>14</sup> United Nations Evaluation Group, ‘Integrating Human Rights and Gender Equality in Evaluations’, UNEG, August 2014, p. 27.

<sup>15</sup> Ibid., p. 57.

Records of implementation and activity reports contain information on how gender equality issues were addressed.	The intervention design benefited from limited human rights and gender analyses, or from only one of them.	Stakeholder participation in the design, implementation and monitoring processes of the intervention has been minimal or has left out important groups (women, men, indigenous people, people with disabilities people with HIV and AIDS, children, etc.).
Stakeholders (both women and men) have participated in the various activities of the intervention in an active, meaningful and free manner.	Records of implementation and activity reports include limited data on how gender equality has been addressed.	Progress and results reports for the intervention do not address human rights and gender equality issues.
Monitoring systems have captured gender equality information (e.g., the situation of different groups of people, specific indicators, etc.).	Stakeholders have participated in the intervention to a certain extent (e.g., being informed or consulted, but not taking part in decisions; only some groups have been consulted; etc.).	Context (political, institutional, cultural, etc.) where the intervention is inserted is not conducive to the advancement of gender equality.
Data has been collected in a disaggregated manner (e.g., by sex, ethnicity, age, etc.) reflecting the diversity of stakeholders.	Monitoring systems have captured some information on gender equality.	
Progress and results reports for the intervention include gender equality information.	Some limited disaggregated data have been collected.	
Context (political, institutional, cultural, etc.) where the intervention is inserted is conducive to the advancement of gender equality.	Progress and results reports for the intervention include some information on gender equality.	
	Context (political, institutional, cultural, etc.) where the intervention is inserted is conducive, to a certain extent, to the advancement of gender equality.	

In terms of the above evaluability in principle, the EA’s review of a range of theories of change, including Strategic Plan Goal Area 3, three CPIE work stream theories of change and 11 country office level theories of change shows that most CPHA-related theories of change and results frameworks have medium to low evaluability for gender equality. This is because:

- While many country office level theories of change address gender-based violence in emergencies, early marriage and female genital mutilation/circumcision in the context of CPHA responses, few theories of change consider broader gender equality concerns, such as gender parity, and these are not clearly reflected in the intervention design. In other words, the CPHA-related theories of change tend to strongly justify gender-based violence in emergencies response activities, but without placing the issue within the context of a gender equality agenda or strategy;
- Few references are made to inclusive stakeholder analyses as a basis for designing interventions;

- There is limited evidence that stakeholders (both women and men) have participated in the design of CPHA interventions in an active and meaningful manner (this is linked to the weakness in accountability to affected populations discussed below); and
- There are few cases showing that results of interventions are framed and reported in terms of progress on gender equality objectives.

In terms of evaluability in principle, it is also important to note that indicators can be crafted to help reveal important gender equality results and impacts, both in qualitative and quantitative terms.

Below is an example drawn from the Gender-Based Violence in Emergencies Operational Guidelines. It shows an outcome indicator that includes a qualitative dimension (i.e., the perception of women and girls regarding their safety and protection from gender-based violence risks) and output indicators that place a value on community participation in the development of safety plans and the measurement of how these safety plans are effectively contributing to gender-based violence risk reduction.

<b>Gender-Based Violence in Emergencies Operational Guidelines:<sup>16</sup> Example of strong gender equality indicators</b>		
<b>OUTCOME 2.2:</b> Girls and women are resilient against gender-based violence		
<b>Indicator:</b> % of girls and women surveyed that report increased perception of safety and protection from gender-based violence risks (disaggregated by age)		
<b>OUTPUT 2.2.:</b> Community-based safety plans to improve safety and reduce gender-based violence risks are implemented in all operation areas		
<b>Output Indicator 2.2.a</b> # of community safety plans developed and implemented <b>Output Indicator 2.2.b</b> # of recommendations from safety plans to address gender-based violence risks implemented	Received technical and/or financial assistance on: <ul style="list-style-type: none"> <li>■ Supporting community-based safety planning and action</li> <li>■ Providing assistance on gender-based violence assessments and analysis</li> <li>■ Identification of geographical hotspots to inform safety planning and action</li> </ul>	<b>Output indicator 2.2.a:</b> Sum of implemented community safety plans <b>Output indicator 2.2.b:</b> Sum of # of safety plan recommendations made and acted upon

Overall, the CPHA theory of change outcome and output indicators could be improved by including broader gender dimensions, such as men and boys’ perceptions about safety and protection from gender-based violence risks; as well as measuring the extent of the participation of women, girls, men and boys in the development of community safety plans.

In terms of evaluability in practice, research indicates that sex disaggregation is the most basic form of disaggregation found among country offices. From the gender equality perspective, data found in CPHA-related monitoring and evaluation frameworks, SMQs, country office annual reports, RAM and project-level reporting show that most UNICEF country offices and two implementing partners are able to provide sex-disaggregated data on direct beneficiaries.

<sup>16</sup> United Nations Children’s Fund, ‘Gender-based Violence Operational Guide’, UNICEF, January, 2019, p. 51.

However, they were not always able to provide sex-disaggregated data on other beneficiaries, including parents, caregivers, teachers, etc.<sup>17</sup>

It is also important to recognize that monitoring that is responsive to gender equality should go beyond sex disaggregation of beneficiaries to capture meaningful changes in the context that favour improved gender equality. Understanding the nuances within groups as well as any form of exclusion that can lead to enhanced risk and vulnerability (such as age, disability status, ethnic origin, place of residence, sexual orientation, social class or income group, etc.) offers a much broader view of how the intervention affects all stakeholders involved.

The Democratic Republic of the Congo deep dive provides important perspective for evaluability of CPHA interventions related to gender equality. According to research, UNICEF Democratic Republic of the Congo is currently not able to provide highly disaggregated data on its beneficiaries, either because the Country Office is not requesting that information from partners, or because partners are not able to provide it. This case study suggests that for UNICEF to have in place and carry through a gender equality strategy in the context of its CPHA interventions, an effort should be made at the partner level. In the Democratic Republic of the Congo, partners relayed that UNICEF had told them that they needed to have more women staff to work effectively with girls on issues of gender-based violence in emergencies and children associated with armed force and armed groups, for example, but partners themselves did not appear to have gender equality strategies in place that were adapted to the local level. In order to have UNICEF’s gender equality approaches and strategies understood by and developed with partners, UNICEF should work to support partners to develop their own gender equality strategies and see how these could be reflected and measured through the monitoring of programme cooperation agreements.

At the global level, the SMQs provide helpful comparative data on gender-responsive programming at the country office level, which could be extracted for those country offices currently experiencing humanitarian situations (see *Table A11.2*).

<b>Table A11.2: SMQs related to gender-responsive programming</b>		
<b>SMQ#</b>	<b>Strategic monitoring question</b>	<b>Response options and disaggregation requirements</b>
1	Did the country office conduct a gender programmatic review in the current programme cycle (i.e., in preparation for a new CPD or as part of an strategic moment of reflection, mid-term review and/or annual work planning)?	Yes/no → skip questions 2 and 3
2	Have the gender programmatic review recommendations been incorporated into all relevant programme planning documents (e.g., CPD, PSN, country programme management plan, strategic moment of reflection/mid-term review reports)?	Yes/no

<sup>17</sup> This is confirmed by a recent UNICEF survey of challenges faced by country offices in providing data on Goal Area 3 indicators, which suggested that in regard to indicator 3.3a “Number of mothers, fathers and caregivers reached through parenting as core prevention and response interventions addressing violence against children through UNICEF-supported programmes”, 30 per cent of respondents reported to have faced challenges with SMQs for indicator 3.3a. The most commonly reported challenge on indicator 3.3a. (60 per cent) was issues around the specified disaggregation. This was followed by availability of data with 40 per cent and challenges with methods of calculation with 27 per cent.

3	Did the country office use the gender programmatic review toolkit for conducting the review?	Yes/no
4	Has the country office programme identified at least one measurable gender output or outcome aligned with the Gender Action Plan, 2018–2021 in the CPD results framework? Check all that apply.	<ul style="list-style-type: none"> <li>i) Gender-equitable health care and nutrition for girls and boys</li> <li>ii) Quality maternal care</li> <li>iii) Gender equality in community health systems</li> <li>iv) Gender equality in access, retention and learning in education for girls and boys</li> <li>v) Gender equality in teaching and education systems</li> <li>vi) Gender-based prevention and response to violence against girls and boys</li> <li>vii) Gender-responsive WASH systems</li> <li>viii) Non-gender-discriminatory roles, expectations and practices for girls and boys</li> <li>ix) Promoting adolescent girls' nutrition, pregnancy care and prevention of HIV/AIDS and human papilloma virus</li> <li>x) Advancing adolescent girls' secondary education, learning and skills, including science, technology, engineering and mathematics</li> <li>xi) Preventing and responding to child marriage and early union</li> <li>xii) Preventing and responding to gender-based violence in emergencies</li> <li>xiii) Facilitating accessible and dignified menstrual hygiene management</li> <li>xiv) No Gender Action Plan result included in results framework</li> </ul>
5	Does the CPD results framework include gender-tagged indicators to measure the progress of gender results of the identified targeted/mainstreaming Gender Action Plan priorities from the RAM standard indicators?	Yes/no
6	Does the country office have the leadership, oversight and accountability at an appropriate management level to support the implementation of gender results? (depending on the context: deputy representative)	<ul style="list-style-type: none"> <li>i) Not at all</li> <li>ii) To a certain level</li> <li>iii) Fully</li> </ul>
7	Does the country programme management plan/annual management plan define accountabilities to achieve gender results across sectors?	<ul style="list-style-type: none"> <li>i) Accountability not mentioned</li> <li>ii) Accountability mentioned</li> <li>iii) Accountability fully fleshed out</li> </ul>
8	Does the country office have at least one full-time dedicated gender specialist meeting minimum skills requirements and with clearly defined job accountabilities on gender?	Yes/no → skip question 9
9	If the country office has a gender specialist, what is the level of the position?	<ul style="list-style-type: none"> <li>i) Level 5 (international professional P5 or national officer-D)</li> <li>ii) Level 4 (international professional P4 or</li> </ul>

		national officer-C or national officer-D) iii) Level 3 (international professional P3 or national officer-C or national officer-D)
10	Does the office have an appointed gender focal point?	Yes/no
11	Does the country office have sectoral gender specialists (staff for whom at least 50 per cent of job accountabilities in their performance evaluation reviews relate to gender equality)? If yes, please specify the number of sectoral gender specialists in the remarks.	Yes/no

# ANNEX 12: THEORY OF CHANGE ASSESSMENT MATRIX AND INDICATOR ASSESSMENT CRITERIA

## Theory of change assessment matrix

Evaluability in principle criteria <sup>18</sup>		Headquarters, regional or country office document:	
Evaluability criteria	Answers the question	Yes/no	Comments/ explanations
<b>Coherence</b>	1a. Are the theory of change components clearly relevant to the needs of the target group, as identified by any form of situation analysis, baseline study or other evidence? 1b. Relevant based on UNICEF's key strategies and approaches (systems strengthening and social norms change, change strategies, etc.) 1c. Is the intended beneficiary group clearly identified?		
<b>Plausibility and testability</b>	2a. Is there a continuous causal chain, connecting outputs and outcomes to the final impact of concern? 2b. Is it possible to identify which linkages in the causal chain will be most critical to the success of the strategy and thus should be the focus of evaluation questions?		
<b>Validity</b>	3a. Are there valid indicators for each expected event (output, outcome and impact levels), that is, do they capture what is expected to happen?		
<b>Connectedness</b>	4a. Do sub-theories of change align and compliment other overarching theories of change?		
<b>Context</b>	5a. Have key assumptions and risks been made explicit? Both internally (within UNICEF) as well as externally? 5b. Are theories of change risk-informed in terms of a) contextual risks to children and families being identified/mitigated; b) risks to the achievement of programme results being identified/mitigated; and c) unintended negative consequences that may arise from programmatic work itself for affected populations? 5c. Are there plausible plans to monitor these in any practicable way?		

<sup>18</sup> 1 Based in part on: Davies, R., 'Planning Evaluability Assessments: A synthesis of the literature with recommendations', working paper 40, DFID, October 2013, <[www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/248656/wp40-planning-eval-assessments.pdf](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/248656/wp40-planning-eval-assessments.pdf)>, accessed 30 July 2019; and United Nations Development Group, 'Updated RBM Technical Briefs on Outcomes, Outputs, Indicators, and Assumptions and Risks', February 2011.

## Indicator assessment matrix

Indicator assessment criteria		Yes/no	Indicator (at country office level)
Evaluability criteria	Answers the question		Comments/ explanations
<b>SMART</b>	Is the indicator specific, measurable, achievable, relevant and time-bound?		
<b>Proximity</b>	In logical/conceptual terms, how close is the indicator to the impact, outcome or output statement?		
<b>System or source identified</b>	Has a specific source or system been identified to collect the indicator?		
<b>Baseline</b>	Has a baseline measure for the indicator been provided, including for any specified necessary stratification?		
<b>Target</b>	Has a target value for the indicator been provided, including for any specified necessary stratification?		
<b>Sufficient</b>	Is/are the indicator(s) sufficient to credibly describe the intended result?		
<b>Disaggregated</b>	Is disaggregated data available to determine whether gender, age, disability and other factors have been taken into account (and/or gender equality)?		
<b>Quality of services/ programming/ coordination</b>	Do indicators permit measurement of quality of services or only numbers of those covered by programmatic interventions?		

## Outcome level theory of change and suitability of indicators matrix

Outcome	Outcome level theory of change	Suitability of outcome level indicators
Goal Area 3	If ... And if ... ... Then UNICEF's contribution to the outcome will be ...	

# ANNEX 13: COUNTRY OFFICE DOCUMENT AUDIT

## **Global level UNICEF programme design documents reviewed:**

- UNICEF Strategic Plan, 2018–2021, as well as its results framework and accompanying theory of change;
- Relevant headquarters level theories of change and logic models pertaining to CPHA, including from the five work streams of CPIE within the programme division and those pertaining to EMOPS;
- Reporting frameworks for the RAM, the SMQs, indicator manuals and guidance;
- Financial reporting mechanisms and PIDB coding guidance;
- CPHA-relevant EAs and evaluations;
- Child protection humanitarian performance monitoring frameworks;
- Cluster coordination monitoring frameworks;
- Relevant IASC tools;
- Theories of change or performance measurement frameworks that pertain to advocacy on CPHA.

## **UNICEF country office level documents requested for review (11 countries), depending on availability:**

- CPDs, their results and resource frameworks and indicators;
- Programme strategy notes, including theories of change;
- Other CPHA-related programme documents that outline the theory of change, logical frameworks and/or causality analysis for achieving results for CPHA, as well as implementation strategies and results frameworks and indicators;
- Results reporting mechanisms (country office annual reporting, the SMQs and the RAM);
- Theories of change or performance measurement frameworks that pertain to advocacy on CPHA;
- 2018 situation reports;
- 2019 Humanitarian Action for Children appeals;
- Cluster coordination monitoring reports (cluster coordination performance monitoring and Cluster Architecture Reviews as available).

## **Additional UNICEF country office/partner documents requested for the deep dive context:**

- Key evaluations and/or needs assessments/situational analyses that pertain to CPHA;
- Country programme budgets and financial reporting, including from partners;
- Risk assessment matrix/risk monitoring and response matrix;
- Monitoring of Results for Equity System/vulnerability assessments/gender action plans;
- Monitoring and Reporting Mechanism reporting framework;
- Where feasible, secondary data sets and or analyses on CPHA;
- Programme cooperation agreements with implementing partners and/or government, including monitoring frameworks.

E-Tools	-	-	-
Monitoring and Reporting Mechanism – Memorandum of Understanding	-	-	-
Partner reports	-	-	-
Monitoring of Results for Equity System / vulnerability analysis / gender action plans	-	-	-
Cluster architecture review	-	-	-
Cluster coordination performance monitoring	-	-	-
Advocacy strategy and/or indicators relevant to CPHA	-	-	-
Child protection sector-wide performance monitoring	-	-	-
2018 situation reports	Yes	Yes	Yes
2019 Humanitarian Action for Children appeals	Yes	Yes	Yes
2018 RAM reports	Yes	Yes	Yes
2018 SMQ reports	Yes	Yes	Yes
2018 country office annual reports	Yes	Yes	Yes
Child protection indicators in programme strategy note	Yes	Yes	Yes
Theory of change in programme strategy note	Yes	Yes	Yes
Programme strategy notes	Yes	Yes	Yes
CPD summary results matrix	Yes	-	-
Monitoring and evaluation plans in CPD (not specific to country programme)	Yes (no indicators)	Yes (no indicators)	Yes (no indicators)
Results and resources framework in CPD	-	Yes	Yes
CPD	2015-2019	2017-2020	2018-2021
Country	Afghanistan	Bangladesh	Central African Republic

Democratic Republic of the Congo – deep dive*	2013-2017 (extended to 2019)	–	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	–	–	–	–	Yes (questionnaires but not reports)	Yes	Yes	Yes	–	–
Ethiopia	2016-2020	Yes	Yes (no indicators)	Yes	Yes	–	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	–
Haiti	2017-2021	Yes	Yes (no indicators)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	–	–	–	–	–	–	–	–
Lebanon	2017-2020	Yes	Yes (no indicators)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	–	–	–	–
Nigeria	2018-2022	Yes	Yes (no indicators)	–	Yes	Yes	(No Annex found)	Yes	Yes	Yes	Yes	Yes	–	–	Yes	–	–	–	–	–
South Sudan	2019-2021	Yes	Yes (no indicators)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	–	–	Yes	Yes	Yes	Yes	Yes	–

Syrian Arab Republic	2016-2017, extended to Dec. 2019	Yes	Yes (no indicators)	-	-	-	-	Yes	Yes	Yes	Yes	Yes	-	-	Yes	-	-	-	-	-
Yemen	2012-2015, extended to Dec. 2019	-	Yes (no indicators)	Yes	-	-	-	Yes	Yes	Yes	Yes	Yes	-	Yes	-	Yes	-	-	-	-

\* Additional documents considered for the Democratic Republic of the Congo (i.e. deep dive): Monitoring of Results for Equity System/vulnerability analysis/gender action plans; partner reports; and Monitoring and Reporting Mechanism Country Task Force Memorandum of Understanding.

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## ANNEX 15: LIST OF INTERVIEWEES

Name	Title	Division / Office
Segolene Adam	Chief, Humanitarian Policy Section	EMOPS, UNICEF Headquarters in New York (UNICEF HQ)
Kate Alley	Humanitarian Data Specialist	Division of Data, Analytics, Planning and Monitoring, UNICEF HQ
Shandana Aurangzeb	Emergency Specialist	EMOPS, UNICEF HQ
Jean Francois Basse	Regional Adviser, Child Protection	Programme Section, Eastern and Southern Africa Regional Office
Lauren Bienkowski	Child Protection Specialist	Programme Section, UNICEF South Sudan
Sumaira A. Chowdhury	Senior Adviser, Child Protection	PD, UNICEF HQ
Katherine Cocco	Child Protection Specialist	PD, UNICEF HQ
Michael Copland	Child Protection AoR Coordinator	EMOPS, UNICEF Geneva
Eri Dwivedi	Child Protection Specialist	PD, UNICEF HQ
Tasha Gill	Senior Adviser, Child Protection	PD, UNICEF HQ
Christine Heckman	Child Protection Specialist	PD, UNICEF HQ
Zeinab Hijazi	Child Protection Specialist	PD, UNICEF HQ
Charles Antoine Hofman	Senior Adviser	EMOPS, UNICEF Geneva
Werner Hofs	Child Protection Officer	Programme Section, UNICEF Democratic Republic of the Congo
Petra Houser	Child Protection Officer	Child Protection AoR, Geneva
Hugues Laurenge	Child Protection Specialist	PD, UNICEF HQ
Hani Mansourian	Senior Coordinator, Child Protection	Programme Division, Eastern and Southern Africa Regional Office
Christian Michaud	Child Protection Specialist	Programme Section, UNICEF Democratic Republic of the Congo
Brigid Kennedy Pfister	Chief, Child Protection	PD, UNICEF HQ
Abdoulaye Seye	Chief, Planning	Programme Section, UNICEF Democratic Republic of the Congo
Robert Stryk	Regional Adviser Evaluation	Programme Section, UNICEF Middle East and North Africa Regional Office
Ayano Suzumura	Humanitarian Policy Officer	EMOPS, UNICEF HQ
Jean Baptiste Tshibuabua	N/A	Mpokolo wa Muogo (NGO)
Ehsan UI Haq	Emergency Specialist	EMOPS, UNICEF HQ
Anna Azaryeva Valente	Education Specialist	Humanitarian Action and Transition, PD, UNICEF HQ
Carole Vignaud	Emergency Specialist	EMOPS, UNICEF HQ
Cornelius Williams	Associate Director Child Protection	PD, UNICEF HQ
Gavin Adam Wood	Information Management Specialist	UNICEF Office of Research
Gustave Yodi	N/A	Transcultural Psychosocial Organization (NGO)

# ANNEX 16: TERMS OF REFERENCE OF CPHA EA REFERENCE GROUP

## TERMS OF REFERENCE FOR REFERENCE GROUP

### Evaluability Assessment of Child Protection in Humanitarian Action

These terms of reference expand on article 37 of the EA terms of reference. They clarify the role of the reference group as well as key moments when input will be sought.

#### Purpose and responsibilities

The reference group will support the EA at key moments of the process to ensure a) the quality and accuracy of the assessment; and b) the participation and ownership of the exercise. The group will thus play a key role in strengthening the credibility and utility of the EA.

Members will provide substantial technical inputs, facilitate access to documents and informants and ensure the high quality of the EA report, as well as dissemination, learning and knowledge generation from the exercise. They will serve in an advisory role to the Evaluation Office.

#### Composition

The reference group shall consist of UNICEF staff members at headquarters, regional office and country office levels, as follows:

Segolene Adam	Chief, Humanitarian Policy Section, EMOPS, UNICEF HQ
Anna Azaryeva Valente	Education Specialist, Humanitarian Action and Transition, PD, UNICEF HQ
Jean-Francois Basse	Regional Adviser, Child Protection, Programme Section, Eastern and Southern Africa Regional Office
Michael Copland	Child Protection AoR Coordinator, EMOPS, UNICEF HQ
Eri Dwivedi	Child Protection Specialist (planning and monitoring), PD, UNICEF HQ
Pierre Ferry	Chief, Child Protection, UNICEF Democratic Republic of the Congo
Tasha Gill	Senior Adviser, Child Protection (CPiE), PD, UNICEF HQ
Laura Olsen	Evaluation Specialist – Humanitarian, Evaluation Office, UNICEF HQ
Beth Plowman (Chair)	Senior Evaluation Specialist, Evaluation Office, UNICEF HQ
Abdoulaye Seye	Chief, Planning, UNICEF Democratic Republic of the Congo
Robert Stryk	Regional Adviser Evaluation, Middle East and North Africa Regional Office
Tina Tordjman-Nebe (EA Manager)	Evaluation Specialist, Evaluation Office, UNICEF HQ

#### Time commitment

The duration of the EA is from November 2018 through May 2019. The estimated level of effort per reference group member is two working days over this period, as follows:

Input sought	Approximate timeframe
Individual meetings with reference group members	November/December 2018 and January 2019
Facilitate access to documents and informants	November 2018 through January 2019
Review of draft inception report	Late December 2018/early January 2019

First reference group meeting	January 2019
Review of draft EA report	Late March/early April 2019
Second reference group meeting	April 2019
Validation of final EA report	Early May 2019
Third reference group RG meeting	May 2019

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