

**EVALUATION OF HUMANITARIAN RESPONSE  
OF UNICEF EGYPT COUNTRY PROGRAMME  
EGYPT 2018 – 2022**

**FINAL REPORT**

**Submitted by:**



**NOVEMBER 2020**

## Table of Content

List of Abbreviations	v
Acknowledgment	vii
Executive Summary	ix
1. Introduction	2
2. Context and Background	2
3. UNICEF Egypt Country Office Humanitarian Response Program	3
4. Objective of the Evaluation	6
5. Intended Users	6
6. Methodology	8
6.1 Evaluation criteria	8
6.2 Evaluation questions	8
6.3 Data Collection	8
6.4 Sampling	8
6.5 Limitations	9
6.6 Analysis	10
6.7 Ethical Considerations	10
7. Findings	12
Part I: Needs, Strategy, Planning and Funding	12
Relevance/Appropriateness Needs and Strategy (EQ1, EQ2, EQ3)	12
<i>1.1 UNICEF 's Position and Role (EQ2)</i>	12
<i>1.2 Needs (EQ1)</i>	13
<i>1.3 Strategy (EQ3)</i>	15
<i>1.4 Targeting: (EQ3)</i>	16
<i>1.5 Planning: Coherence (EQ5) and Internal Management (EQ 9)</i>	18
<i>1.6Funding (EQ 8)</i>	19
Part II Implementation:	21
II.1 Coverage/ Effectiveness (EQ4, EQ5, EQ6, EQ7, EQ11)	21
<i>Coverage (EQ11)</i>	21
<i>II.2 Effectiveness (EQ4)</i>	23
Results Beyond Numbers:	24

<b>II.2 Effectiveness of Life skills and cash-based support programmes (EQ6)</b>	26
<b>II.2.A Life Skills</b>	26
<b>II.2.B Cash Based Support</b>	28
<b>II.3 Efficiency (EQ8)</b>	31
A. <i>Capacity:</i>	31
<i>B.2 Practice</i>	31
<b>II. 4 Approaches: Inter sectoral (EQ5) and Mainstreaming (EQ7)</b>	32
<i>II.4.1 Intersectoral Programming (EQ5)</i>	32
<i>II.4.2 Mainstreaming Approach (EQ7)</i>	33
<i>II.4.2.A Mainstream within the governmental institutes</i>	33
<i>II.4.2.B Mainstream within the CO developmental program</i>	34
<b>Part III: Coordination and Gender</b>	35
<b>III.1 Coordination (EQ10)</b>	35
<b>III. 2 Gender (EQ12)</b>	37
<b>Lessons Learnt</b>	42
<b>Recommendations</b>	44
<b>Annex 1: Evaluation Matrix</b>	48
<b>Annex 2- Data collection instruments and guidelines</b>	75
<b>Annex 3: Ethical protocol</b>	102
1. <b>Protection of Subject Safety:</b>	102
2. <b>Confidentiality and Anonymity:</b>	103
3. <b>Informed Consent:</b>	103
<b>Consent forms</b>	105
1. <b>Key Stakeholder email:</b>	105
2. <b>Research Participant SMS consent</b>	106
3. <b>Research Participant oral consent</b>	107
4. <b>Parents/Care Giver consent for young adults SMS</b>	108
5. <b>Youth/Young Adults Interview (oral consent)</b>	109
<b>Annex-4- List of Interviewees</b>	110
<b>Annex-5- Evaluation Criteria</b>	112
<b>Annex-6- Priority Analysis</b>	113
<b>Annex-7- List of Consulted Documents</b>	114
<b>Annex-8- Team Composition</b>	115

<b>Annex 9- Findings and Recommendations</b>	116
<b>Findings</b>	116
<b>Recommendations</b>	116
<b>Annex-10- Table of Indicators of 2018 and 2019</b>	118
<b>Annex-11 Terms of Reference</b>	120

## List of figures

Figure 1: Sampling of Stakeholders .....	9
Figure 2: Sampling of Beneficiaries .....	9
Figure 3: Needs of the most vulnerable: Unaccompanied and Separated Children (UASC) and Children with Disabilities (CWD) .....	15
Figure 4: Breakdown of life skills beneficiaries by Nationality .....	18
Figure 5 : Countries with highest concentration of refugees .....	20
Figure 6 :Challenges faced while receiving services .....	22
Figure 7: Achievements of Targets .....	24
Figure 8: Satisfaction about all services offered to Children .....	26
Figure 9: Cost versus Benefits .....	28
Figure 10: Use of Emergency Cash Assistance.....	29

## List of Tables

Table 1: Targeting 2019.....	17
Table 2: Geographical Locations of Life Skills beneficiaries: .....	23
Table 3: Geographical Locations of Supported Schools (Education):.....	23
Table 4: Geographical Locations of Cash Transfers (CP):.....	23

## List of Abbreviations

<b>3RP</b>	Regional Refugee & Resilience Plan
<b>ATM</b>	Automated Teller Machine
<b>CCC</b>	Core Commitment for Children
<b>CEDAW</b>	Convention on the Elimination of all Forms of Discrimination Against Women
<b>CO</b>	Country Office
<b>COM</b>	Children on the Move
<b>CPD</b>	Country Programme Document
<b>CP</b>	Child Protection
<b>CPC</b>	Child Protection Committee
<b>CRC</b>	Committee on the Rights of the Child
<b>CWD</b>	Children with Disability
<b>ECCE</b>	Early Childhood Care and Education
<b>EiE</b>	Education in Emergencies
<b>CWD</b>	Children with Disabilities
<b>FGDs</b>	Focus Group Discussions
<b>GBV</b>	Gender Based Violence
<b>GoE</b>	Government of Egypt
<b>ICESCR</b>	International Covenant on Economic, Social and Cultural Rights
<b>KIIs</b>	Key Informant Interviews
<b>MoE</b>	Ministry of Education
<b>Mol</b>	Ministry of Interior
<b>MoHP</b>	Ministry of Health and Population
<b>MoSS</b>	Ministry of Social Solidarity
<b>MoYS</b>	Ministry of Youth and Sports
<b>NCCM</b>	National Council for Childhood and Motherhood
<b>NGO</b>	Non-governmental Organization
<b>OECD-DAC</b>	The Organization for Economic Co-operation and Development's-Development Assistance Committee
<b>PSS</b>	Psychosocial Support
<b>ToC</b>	Theory of Change
<b>ToR</b>	Terms of Reference
<b>UASC</b>	Unaccompanied and Separated Children
<b>UDHR</b>	Universal Declaration of Human Rights
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme

<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations Children's Fund
<b>UNICEF CO</b>	United Nations Children's Fund Country Office
<b>UNPDF</b>	United Nations Partnership Development Framework
<b>WHO</b>	World Health Organization
<b>WFP</b>	World Food Programme

## Acknowledgment

The evaluation team would like to extend their gratitude to UNICEF ECO Staff who have been extremely cooperative and insightful. A special thanks goes to M&E department, without whom we would have never been able to complete the assignment in these hard circumstances. Ms. Dalia Bayoum's guidance and professionalism made sure we are always on track. Ms. Shatha El-Sherif was always generous with her time providing us with all the needed documents. As for Mr. Ahmed Nessim assisted the team immensely in locating data and sharing some of the MIS data which would not have possible without his unrelinquished support.

### **Evaluation Team:**

Team Leader:	Maha Al-Said
Project Manager:	Hossam Hussein
Senior Evaluator:	Youmna Khalil
Refugees Thematic Expert:	Ashraf Milad
Researcher/Coordinator:	Rana Medhat

# Executive Summary

## Executive Summary

### Introduction:

UNICEF Egypt Country Office (UNICEF CO) commissioned an evaluation to assess its Humanitarian Response Programme for the past two years, during the period from January 1st, 2018 to December 31st, 2019. With a view to enhance its performance and ensure its effectiveness, the evaluation is to focus on identifying accelerators and areas for improving the Programme and provide recommendations to strengthen responses for refugee children in order to inform future programming.

While maintaining an overview of the programmatic elements of the response, the evaluation did not evaluate every aspect of the response, nor go into equal detail on every element of the Programme. In that respect, it focused primarily on key interventions with high impacts and refugee/resilience coverage with emphasis on intersectoral and mainstreaming programmatic approaches.

The Findings in this report are presented in alignment with the Humanitarian Programme Cycle, which is more relevant to the nature of Humanitarian Actions, rather than a results framework.

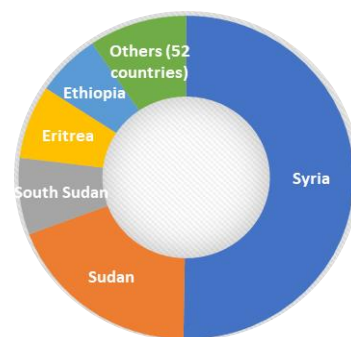
### Context and Background:

Although Egypt has long been a country of transit and destination for migration, hosting refugees for over 70 years, the on-going conflicts and unrest in neighboring countries has led to a significant caseload of refugees and a dramatic increase in numbers, from only 5000 refugees in the year 2000 to a total of 258.855 in the year 2020.

According to UNHCR, currently Egypt hosts refugees from 59 countries<sup>1</sup> who are, owing to various compelling reasons, have chosen Egypt as a safe haven or even transit country for resettlement<sup>2</sup>. 51% of the refugee population are Syrians with a total of 130085, with Sudan in second place with 19%, while 30% are from, South Sudan, Eritrea, Ethiopia, Yemen and Iraq.<sup>3</sup>

The mass influx of Syrian refugees in 2011, has put a strain on existing resources and capacities amongst Government and development partners who are providing the response on the ground. The increased numbers, which is new to the Egyptian context, is not the only challenge, the local economic challenges whereas 32.5% of the total population in Egypt are living below the poverty line is also an added challenge.<sup>4</sup> Most refugees are settled in urban locations, most of whom are facing increasing financial challenges in accessing basic services.

With the protracted Syrian refugee crisis which exhausted both refugees and host countries, The UN launched *The Regional Refugee and Resilience Plan (3RP)* in May 2013.



<sup>1</sup> UNHCR Egypt Factsheet as of October 2019. <https://www.unhcr.org/eg/wp-content/uploads/sites/36/2019/11/UNHCR-Egypt-Fact-Sheet-October-CLEARED.pdf>

<sup>2</sup> UNHCR Monthly Statistical Report as of 30th November 2019. <https://www.unhcr.org/eg/wp-content/uploads/sites/36/2019/12/November-2019-UNHCR-Egypt-Monthly-Statistical-Report.pdf>

<sup>3</sup> UNHCR EGYPT, Monthly Statistical Report. <https://www.unhcr.org/eg/wp-content/uploads/sites/36/2020/09/August-2020-UNHCR-Egypt-Monthly-Statistical-Report.pdf>

<sup>4</sup> According to the Central Agency for Public Mobilization and Statistics (CAMPAS) in 2017/2018

The 3RP is a “coordinated initiative aimed at bringing about a scaling-up of resilience and stabilization-based development and humanitarian assistance to cope with the crises”.<sup>5</sup>

### **Object of Evaluation: UNICEF Egypt Country Office Humanitarian Response Program**

UNICEF Egypt Country Office, in coordination with other UN Agencies and the Egyptian Government, is contributing to the humanitarian response. Since 2014, a key focus of UNICEF Egypt’s humanitarian response has been placed in responding to the Regional Refugee and Resilience Plan (3RP) for the Syrian Crisis, with additional services being provided to sub-Saharan asylum seekers and refugees through the UNHCR-coordinated interagency Country response.

Out of the total registered refugees and asylum seekers 39% are children under 18 years 59% of which are Syrians and 41% are other nationalities. Making Egypt a country of strategic importance when it comes to child refugees and child migrants. Consequently, UNICEF has played a key role in the humanitarian response.

UNICEF Egypt Humanitarian Response Programme aims at covering some of the needs enshrined in the International Covenant on Economic, Social and Cultural Rights (ICESCR) particularly for women and children in Egypt (both refugees and host community) during the period between 2018 and 2022. UNICEF Egypt has focused on addressing the needs of refugees and the most vulnerable among impacted host communities with targeted assistance to provide quality basic services in health, education, social and child protection.

The Humanitarian Response Programme is currently active in 19 governorates in Egypt with the 3RP alone having an estimated target population of around 600,000 individuals, including both Egyptian and Syrian. Providing technical and financial support through its various sector: Child Protection, Health and Education directly to beneficiary.

The Resilience component of UNICEF Egypt Humanitarian Response interventions aims at strengthening national systems for provision of quality services for both refugees and host communities. This includes providing on-the-ground technical support to ensure that these systems are increasingly inclusive of the refugee and migrant population.

### **Objectives of the Evaluation:**

The overall objective of the evaluation is to examine to what extent the objectives and results of the Humanitarian Response Programme have been achieved over the period from January 2018 to December 2019, with the aim of identifying accelerators and areas for improving the program’s relevance, efficiency, effectiveness, coherence and adherence to a gender and human-rights based approach in order to strengthen responses for Syrian children and other affected populations beyond the scope of the 3RP and inform future programming.

**Thee specific objectives are to:**

---

<sup>5</sup> Regional Refugee & Resilience Plan 2015-2016 Regional Strategic Overview In Response to the Syria Crisis Regional Refugee & Resilience Plan 2015-2016 Regional Strategic Overview In Response to the Syria Crisis <https://reliefweb.int/sites/reliefweb.int/files/resources/3RP-Report-Overview.pdf>

1. Provide an overall assessment of the humanitarian Programme with regards to Relevance/appropriateness to the Egyptian context and refugee needs and examine the effectiveness of UNICEF CO Humanitarian Response and its role in the country response.
2. Assess the extent to which the key response strategies and packages of services namely life skills, capacity building, cash transfer, emergency and education grants have been relevant, effective, and efficient to accelerate results.
3. Assess mainstreaming and intersectoral approach with focus on coverage, effectiveness, and efficiency.
4. Assess the extent to which the internal governance including management, resource distribution, staff capacity, coordination structures and mechanisms are currently apt for an effective and efficient response.
5. Provide actionable recommendation to inform the coming planning cycle.

### **Intended Users**

Although there are multiple stakeholders, such as other agencies, government of Egypt and beneficiaries, the main users of this evaluation are UNICEF Egypt emergency response team, to inform their current and future programming. UNICEF's implementing partners and other agencies can also make use of the evaluation since findings and lessons learnt can contribute to their learning and potential application to other contexts. Finally, the evaluation may be useful for fundraising as it would reflect the effectiveness and cost efficiency of the Programme, both of which are important concerns for donors.

### **Methodology**

In line with the assignment ToR, the methodology of the assignment relied on qualitative data collection and secondary data analysis, which was compiled and integrated to achieve the assignment objectives.

### *Evaluation criteria*

One of the major obstacles of evaluating humanitarian action is the limitation of basing evaluations on a developmental model. Therefore, this evaluation is based on humanitarian evaluation criteria by adding to the standards of OECD DAC **coverage, coherence and coordination**.

### *Evaluation questions*

The evaluation questions suggested in the ToR were validated, clarified and elaborated through interviews with key UNICEF Egypt Emergency Response Team. Sub questions for each main question and evaluation indicators and evidence of success were developed to form the evaluation framework and analysis.

However, due to the current COVID-19 pandemic the volume of the questions was revised based on consultations with key stakeholders and UNICEF staff. Accordingly, the original 21 evaluation questions proposed in the TOR have been cut to 12, as reflected in the evaluation matrix (Evaluation Matrix **annex 1**).

### *Data Collection:*

This qualitative study depends on two data collection methods: 1. Comprehensive desk review of all relevant documents and reports (document list **annex 8**), 2. key informant interviews. (tools **annex 2**).

Again, due to COVID 19 and the social distancing that is enforced to combat it the data collection methodology has been revised to cope with the situation. An alternative scenario for data collection has been developed based on remote data collection where FGDs with beneficiaries was substituted by structured telephone interviews and UNICEF staff and UNICEF partners (Interagency Working Groups and Implementing NGOs) received an online questionnaire that was followed up on with zoom interviews.

### *Sampling*

The sampling for this evaluation was purposive quota sampling. Purposive sampling selects the sample based purposively, so that those who can provide the most information for the study are included. Accordingly, a random selection was drawn from participants' beneficiary of the targeted interventions lists. It is worthy to note that, gender balance and the ratio of Syrian and non-Syrians has been taken into consideration.

### *Limitations*

The main limitations of this research are related to COVID-19 pandemic which caused delays in field work. Other limitations are:

1. Access to beneficiary data depending on IPs and UNHCR
2. Delayed or no response to online questionnaire
3. Inability to access important partners NCCM because of delayed security clearance, UASC and donors
4. The dependency on remote data collection can limit the inclusivity as it narrowed the group to those who have access to mobile phones.
5. Also, the lockdown and school closure inhibited the inclusion of teachers and school principals

### *Analysis*

Based on the qualitative nature of the evaluation, several analysis matrices were used to aggregate, validate, triangulate and identify patterns.

### *Ethical Considerations:*

The data collection and analysis process of this evaluation has been designed to meet the standards of the UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis (UNICEF, 2015). Ethical protocols have been developed to ensure confidentiality and child protection guided by Ethical Research Involving Children guidelines and In line with UNEG guidelines for evaluation where "Evaluations must be gender and culturally sensitive".

All participants were informed of the objective of the research and its voluntary nature and **consent forms were sent by SMS**. In the case of children, though caregiver consent was sent via SMS, before the interview an oral consent was obtained

### **Findings**

The findings in this report are presented in alignment to the humanitarian Programme cycle in relation to the Evaluation Criteria. It is divided into three parts:

**Part one** looks at the strategical planning of the Programme by exploring Needs, Strategy, Planning and Funding. Relevance will be assessed by looking at needs and strategy, while planning, will be presented under Coherence.

**Part two.** Guided by the humanitarian Programme cycle this part focuses on implementation. Accordingly, it will focus on Effectiveness, Efficiency and Coverage. While giving a general overview specific focus will be given to two interventions: Life Skills and Cash Transfer.

Furthermore, this part will also assess the two main approaches that UNICEF Egypt Humanitarian response utilizes to enhance their performance namely: intersectoral programming and mainstreaming.

**Part three:** will explore Coordination and Gender.

This part goes beyond the Programme cycle to focus on two core issues: coordination and gender, both of which are mandatory for the effectiveness of any Humanitarian action

## **Key findings**

### **Part I**

- 1- UNICEF is a vital player in the humanitarian and refugee work, its work is not only relevant but vital. With its unique mandate “For every Child” and its influential relationship with governmental institutions UNICEF has managed to carve for itself a prominent and influential place in the country’s humanitarian response. Yet its work on the ground is not fully recognized as it has very little visibility.
- 2- There is no unified UNICEF Egypt Humanitarian Response Strategy that is based on needs and strategic targeting which integrates the several sectorial responses.
- 3- Inflexible donor funding mechanisms and the unpredictability of funding streams impacted the Programme negatively.

### **Part II**

- 4- UNICEF’s coverage is extensive covering 19 governorates with targets overachieved in some cases.
- 5- UNICEF’s effectiveness goes beyond numbers as evident from monitoring and site visits reports.
- 6- Life Skills has been reported as one of the most effective interventions fostering positive change between refugee/ migrant children and host community children, hence increasing resilience and social cohesion.
- 7- The multiple cash transfer interventions are not part of a comprehensive package and thus in some cases did not fulfil its objective, especially that in many cases it was not timely.
- 8- While UNICEF has exceptional technical expertise the lack of field officers impairs it from meeting the ambitious plans of UNICEF.
- 9- The Programme’s efficiency is reduced by, overlap between different interventions and the venturing in budget draining interventions.
- 10- Intersectoral interventions were noted to have yielded effective and cost-efficient results.
- 11- Mainstreaming in public health services has increased coverage and overcome budget cuts, but is still challenging in the education sector specially for African refugee children. Yet, despite mainstreaming efforts and resilience interventions, there is no exit strategy.

### **Part III**

- 12- In spite of the establishment of many coordination mechanisms such as the working groups, and the several MIS platforms, there is space for improvement
- 13- Gender is not mainstreamed in UNICEF’s Humanitarian Response and is confined to numbers. More of “add women and stir approach” rather than an integral part of the strategy and approach.

## Conclusions:

- 1- Overall UNICEF's CO Humanitarian Response is on track and is supporting refugee children in many ways. Although, its response seems fragmented because of the lack of an integrated and coherent strategy, it remains a vital player in the country's response and has influence over and leverage with several ministries and governmental entities.
- 2- Life Skills, and the multiple cash transfer interventions are found to be effective, yet need improvements for better efficiency.
- 3- Both Mainstreaming and intersectoral interventions have yielded effective and cost-efficient results. However, there are still challenges with mainstreaming refugees in public education, especially for African refugees.
- 4- There is need for a systematic internal coordination as a default planning approach enforced by top management.
- 5- The inflexible donor funding mechanism, the limited number of refugees in Egypt and the COVID 19 situation all pause a challenge to funding impacting the achievement of results and leading to tapping into funding opportunities that may not be part of UNICEF's strategic vision nor capitalizes on its leverage.
- 6- UNICEF's effectiveness lies in the quality of its activities. Reporting on numerical indicators does not reflect UNICEF's real efforts and effectiveness beyond numbers. By focusing beyond numbers and towards results and outcomes, showcases the actual impact of UNICEF's work.

## Lessons Learnt

1. An integrated strategic approach to the humanitarian response would yield better results as evident from intersectoral interventions that are both more effective and efficient.
2. Internal management mechanisms and good governance are important for a coherent Humanitarian Response.
3. Showcasing success of both developmental and humanitarian programs would enhance UNICEF's appeal to donors.
4. Inter-Agency interventions are more interesting to donors. Donors want to see synergies as they are more cost effective and link to mainstream.
5. The cash assistance is vital for refugees since they do not have a safety net to fall onto, and their first coping strategy they would use is taking their children out of school.
6. Using the post office has been named as the safest mechanism for transfer. It is also the most efficient as it overcomes the triple layer of transfer when using NGO's
7. There are several developmental programs, such as Dawy and Meshwary that can be used as entry points for mainstreaming refugee issues.
8. The use of community workers from refugees has increased coverage, effectiveness and efficiency in the health sector.

## Recommendations<sup>6</sup>

**Recommendation One:** Formulate a unified refugee response strategy based on UNICEF specific objectives and defined scope, with a clear ToC and targeting strategy that reflects a wholistic gender sensitive approach, and reflects the integrated efforts of the several sectors based on contextual analysis and refugee needs rather than three separate TOCs per sector.

**Recommendation Two:** Develop a Funding Strategy based on donor mapping and interagency collaboration

**Recommendation Three:** Capitalize on UNICEF's internal M&E systems to go beyond numbers and focus on outcomes

**Recommendation Four:** Reconceptualize Life Skills training to differentiate between Life Skills offered in schools and those offered in community

**Recommendation Five:** Integrate cash support as part of a comprehensive package complimenting other interventions

**Recommendation Six:** Strengthen Emergency Task Force by employing field officers and community volunteers.

**Recommendation Seven:** Strengthen humanitarian-development nexus by linking developmental and humanitarian targets to support a comprehensive community approach

**Recommendation Eight:** Augment mainstreaming of refugee interventions as an exit/phase out strategy to ensure effective transition and handover to national, local and development partners, as appropriate.

---

<sup>6</sup> Findings /recommendations matrix in annex

# Introduction and Background

## 1. Introduction

1. With a view to enhance its performance and ensure the effectiveness of its performance, UNICEF Egypt commissioned an evaluation, to assess the period from (January 1st, 2018- to December 31<sup>st</sup>, 2019) of its Humanitarian Response Programme and to provide actionable recommendations for the next phase that UNICEF is planning for.
2. Hence, this report presents the findings and recommendations of the evaluation that was conducted to inform UNICEF EC Humanitarian Response Program.
3. Humanitarian Actions rarely have a results framework but are all based on the humanitarian programme cycle. Hence the findings of this report are aligned to the humanitarian programme cycle rather than the results framework.

## 2. Context and Background

4. Egypt has long been a country of transit and destination for migration. Egypt has been hosting refugees for more than 70 years. However, with a renewed flux of refugees caused by the on-going conflicts in Syria, Iraq, Libya and Yemen have led to a significant caseload of refugees. In addition, ongoing displacement in Sudan and South Sudan as well as unrest in Ethiopia and Eritrea continue to force people to seek safety in countries like Egypt. According to UNHCR, Egypt is hosting refugees from 59 countries<sup>7</sup> who are, owing to various compelling reasons, have chosen Egypt as a safe haven or even transit country for resettlement<sup>8</sup>. The number of these refugees dramatically increased in the past two decades from 5000 in 2000 to 258.855 by 31<sup>st</sup> August 2020, out of which 130.047 are Syrian (around 51%)<sup>9</sup>. Some 80% of the total number of those refugees are under the mandate of UNHCR and are living in a desperate situation<sup>10</sup>. Furthermore, the host communities in Egypt are also having economic problems whereas 32.5% of the total population in Egypt are living below the poverty line<sup>11</sup>.
5. Most refugees are settled in urban locations including Cairo which hosts 93.366 registered refugees, Giza which hosts 88.537, Qalubia which hosts 18.676, Alexandria which hosts 23.996, Damietta which hosts 8.790 and Sharkia which hosts 10.654 registered refugees<sup>12</sup>. Many of the refugee and migrant families are however facing increasing financial challenges in accessing basic services. The influx of increasing numbers of refugees has put a strain on existing resources and capacities amongst Government and development partners who are providing the response on the ground.

---

<sup>7</sup> UNHCR Egypt Factsheet as of October 2019. [https://www.unhcr.org/eg/wp-content/uploads/sites/36/2019/11/UNHCR-Egypt\\_Fact-Sheet\\_October\\_CLEARED.pdf](https://www.unhcr.org/eg/wp-content/uploads/sites/36/2019/11/UNHCR-Egypt_Fact-Sheet_October_CLEARED.pdf)

<sup>8</sup> UNHCR Monthly Statistical Report as of 30th November 2019. <https://www.unhcr.org/eg/wp-content/uploads/sites/36/2019/12/November-2019-UNHCR-Egypt-Monthly-Statistical-Report.pdf>

<sup>9</sup> UNHCR EGYPT, Monthly Statistical Report. <https://www.unhcr.org/eg/wp-content/uploads/sites/36/2020/09/August-2020-UNHCR-Egypt-Monthly-Statistical-Report.pdf>

<sup>10</sup> UNHCR: Funding Gap Leaves Refugees in Egypt Struggling to Cope. <https://www.unhcr.org/eg/12629-funding-gap-leaves-refugees-in-egypt-struggling-to-cope.html>

<sup>11</sup> According to the Central Agency for Public Mobilization and Statistics (CAMPAS) in 2017/2018

<sup>12</sup> UNHCR EGYPT, Monthly Statistical Report. <https://www.unhcr.org/eg/wp-content/uploads/sites/36/2020/09/August-2020-UNHCR-Egypt-Monthly-Statistical-Report.pdf>

6. Changes to the refugee support with a focus on Syrian due to the mass influx in 2011 refugees, was perceived as discriminatory by non-Syrian refugee population. An example of this is food assistance vouchers that was added to the package provided to Syrian parents who would enroll their children in Egyptian public schools. Making Syrian refugees at an advantage, receiving an allowance in addition to food vouchers, provided by World Food Program<sup>13</sup>, unlike refugees of other nationalities. However, this was overcome when WFP announced in May 2019 the expansion of its food assistance to include population other than Syrian refugees<sup>14</sup>.

### 3. UNICEF Egypt Country Office Humanitarian Response Program

7. UNICEF Egypt Country Office, in coordination with other UN Agencies and the Egyptian Government, is contributing to the humanitarian response. Since 2014, a key focus of UNICEF Egypt's humanitarian response has been placed in responding to the 3RP for the Syrian Crisis, with additional services being provided to sub-Saharan asylum seekers and refugees through the UNHCR-coordinated interagency Regional Refugee and Resilience Plan.
8. Out of the total registered refugees and asylum seekers 39% are children under 18 years 59% of which are Syrians and 41% are other nationalities. Making Egypt a country of strategic importance when it comes to child refugees and child migrants. Consequently, UNICEF has played a key role in global initiatives advocating for the humanitarian response under the Regional Refugee and Resilience Plan (3RP).
9. UNICEF Egypt Humanitarian Response Programme aims at covering some of the needs enshrined in the ICESCR particularly for women and children in Egypt (both refugees and host community) during the period between 2018 and 2022. UNICEF Egypt has focused on addressing the needs of refugees and the most vulnerable among impacted host communities with targeted assistance to provide quality basic services in health, education, social and child protection. To strengthen service delivery, community-based interventions are also integrated in the package of services. The humanitarian response Programme is currently active in 19 governorates in Egypt with the 3RP alone having an estimated target population of around 600,000 individuals, including both Egyptian and Syrian. UNICEF Egypt also supports the strengthening of national systems to ensure that these systems are increasingly inclusive of the refugee and migrant population. Humanitarian response interventions include providing on-the-ground technical support to strengthening national systems for provision of quality services for both refugees and host communities plus technical and financial support through its various sectors Child Protection, Health and Education directly to beneficiary.
10. All sectors work to attain the best interest of refugee and displaced children giving them access to child protection, social protection, health and education. Some of the interventions are as follows:

---

<sup>13</sup> Refugee Entitlement, American University in Cairo  
<http://schools.aucegypt.edu/GAPP/cmrs/Documents/Refugee%20Entitlements%20Report%202.0.pdf>

<sup>14</sup> World Food Program website:  
<https://www.wfp.org/news/wfp-expands-food-assistance-egypt-include-refugees-multiple-countries>

Education	Health	Child Protection	Social Protection
<p>a. Access:</p> <ul style="list-style-type: none"> <li>- Education grants</li> <li>- Accelerated Learning</li> </ul> <p>b. Quality:</p> <ul style="list-style-type: none"> <li>- school support</li> <li>- teacher training</li> <li>- education kits</li> </ul>	<p>a. School health</p> <p>b. Primary Health Units</p> <p>c. Community Health Workers</p>	<p>a. PSS and life skills</p> <p>b. Child friendly spaces</p> <p>c. Positive parenting</p> <p>d. Emergency cash transfer</p>	<p>Winterization support for UASC</p>

# Objective of Evaluation

## 4. Objective of the Evaluation

11. The overall objective of the evaluation is to examine to what extent the objectives and results of the Humanitarian Response Programme have been achieved over the period from January 2018 to December 2019, with the aim of identifying accelerators and areas for improving the programme's relevance, efficiency, effectiveness, coherence and adherence to a gender and human-rights based approach in order to strengthen responses for Syrian children and other affected populations beyond the scope of the 3RP.
12. While maintaining an overview of the programmatic elements of the response, the evaluation did not evaluate every aspect of the response, nor go into equal detail on every element of the Programme. In that respect, it focused primarily on key interventions with high impacts and refugee/resilience coverage with emphasis on intersectoral programmatic interventions and approaches.

### 13. The evaluation specific objectives are to:

- ✓ Provide an overall assessment of humanitarian programme with regards to:
  - Relevance/appropriateness to Egyptian context and refugee needs,
  - Coordination and influence.
- ✓ Assess the extent to which the key response strategies and packages of services namely life skills, capacity building, cash transfer, emergency and education grants have been relevant, effective and efficient to accelerate results.
- ✓ Assess mainstreaming and intersectoral approach with focus on children on the move and education with regards to coverage, effectiveness, efficiency and connectedness.
- ✓ Assess the extent to which the internal governance including management, resource distribution, staff capacity, coordination structures and mechanisms are currently apt for an effective and efficient response.
- ✓ Provide actionable recommendation to inform the coming planning cycle.

## 5. Intended Users

14. Although there are multiple stakeholders, such as other agencies, government of Egypt and beneficiaries, the main users of this evaluation are UNICEF Egypt emergency response team, to inform their current and future programming. UNICEF's implementing partners and other agencies can also make use of the evaluation since findings and lessons learnt can contribute to their learning and potential application to other contexts. Finally, the evaluation may be useful for fundraising as it would reflect the effectiveness and cost efficiency of the programme, both of which are important concerns for donors.

# Methodology

## 6. Methodology

15. In line with the assignment ToR, the methodology of the assignment relied on qualitative data collection and secondary data analysis, which was compiled and integrated to achieve the assignment objectives.

### 6.1 Evaluation criteria

16. One of the major obstacles of evaluating humanitarian action is the limitation of basing evaluations on a developmental model. Therefore, this evaluation is based on humanitarian evaluation criteria by adding to the standards of OECD DAC **coverage, coherence and coordination**.

### 6.2 Evaluation questions

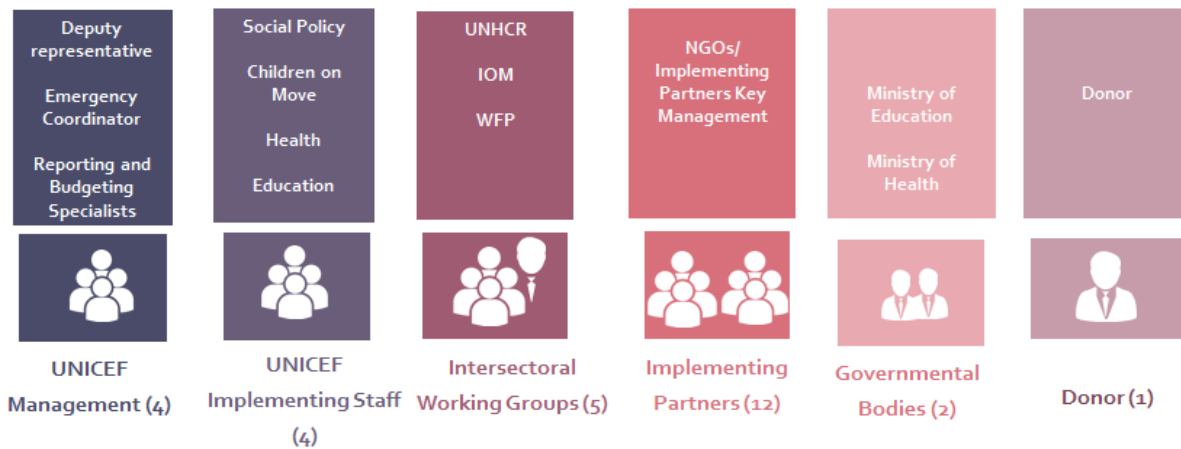
17. The evaluation questions suggested in the ToR were validated, clarified, and elaborated through interviews with key UNICEF Egypt Emergency Response Team. Sub questions for each main question and evaluation indicators and evidence of success were developed to form the evaluation framework and analysis.
18. However, due to the current COVID-19 pandemic the volume of the questions was revised based on consultations with key stakeholders and UNICEF staff. Accordingly, the original 21 evaluation questions proposed in the TOR have been cut to 12, as reflected in the evaluation matrix (Evaluation Matrix **annex 1**).

### 6.3 Data Collection

19. This qualitative study depends on two data collection methods: 1. Comprehensive desk review of all relevant documents and reports (document list **annex 8**), 2. key informant interviews. (tools **annex 2**).
20. Again, due to COVID 19 and the social distancing that is enforced to combat it the data collection methodology has been revised to cope with the situation. An alternative scenario for data collection has been developed based on remote data collection where FGDs with beneficiaries was substituted by structured telephone interviews and UNICEF staff and UNICEF partners (Interagency Working Groups and Implementing NGOs) received an online questionnaire that was followed up on with zoom interviews.

### 6.4 Sampling

21. The sampling for this evaluation was purposive quota sampling. Purposive sampling selects the sample based purposively, so that those who can provide the most information for the study are included.
22. The following figures indicates the respondents that have been interviewed: (list of interviewees attached **Annex 4**):



**Figure 1: Sampling of Stakeholders**

23. As for beneficiaries a random selection was drawn from participants' list provided limiting it to literacy and access to phones. It is worthy to note that, gender balance and the ratio of Syrian and non-Syrians has been taken into consideration whenever this was possible.



**Figure 2: Sampling of Beneficiaries**

## 6.5 Limitations

24. The main limitations of this research are related to COVID-19 pandemic which caused delays in field work. Other limitations are:

- Access to beneficiary data depending on IPs and UNHCR
- Delayed or no response to online questionnaire

- Inability to access important partners NCCM because of delayed security clearance, UASC and donors
- The dependency on remote data collection can limit the inclusivity as it narrowed the group to those who have access to mobile phones.
- Also, the lockdown and school closure inhibited the inclusion of teachers and school principals

## 6.6 Analysis

25. Based on the qualitative nature of the evaluation, several analysis matrices were used to aggregate, validate, triangulate, and identify patterns.

## 6.7 Ethical Considerations

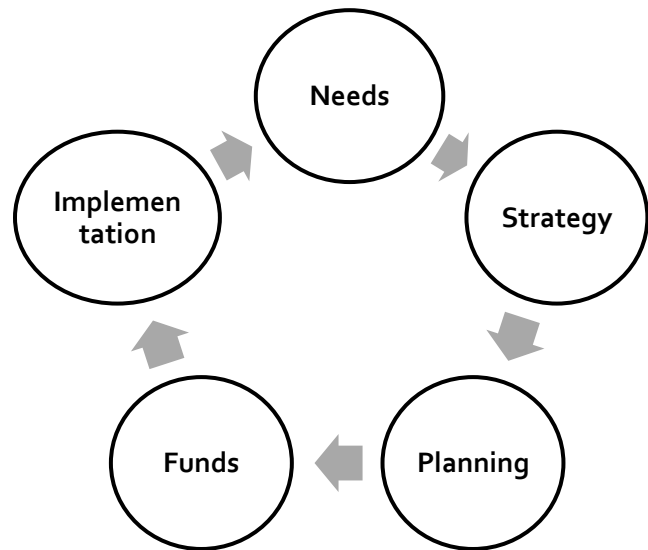
26. The data collection and analysis process of this evaluation has been designed to meet the standards of the UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis (UNICEF, 2015). Ethical protocols have been developed to ensure confidentiality and child protection guided by Ethical Research Involving Children guidelines and In line with UNEG guidelines for evaluation where “Evaluations must be gender and culturally sensitive”

27. All participants were informed of the objective of the research and its voluntary nature and **consent forms were sent by SMS. In the case of children, though** caregiver consent was sent via SMS, before the interview an oral consent was obtained

# Findings

## 7. Findings

28. Humanitarian Actions rarely have a results framework but are all based on the humanitarian Programme cycle. Hence the findings of this report are aligned to the humanitarian Programme cycle rather than the results framework.
29. The findings in this report are presented in alignment to the humanitarian Programme cycle in relation to the Evaluation Criteria. It is divided into three parts:



30. Part one looks at the strategical planning of the Programme by exploring Needs, Strategy, Planning and Funding. Relevance will be assessed by looking at needs and strategy, while planning, will be presented under Coherence. In order to complete the Higher-level stages of the cycle. Part two: will focus on implementation assessing Effectiveness, Efficiency and Coverage. Part three: will explore Coordination and Gender.

### Part I: Needs, Strategy, Planning and Funding

#### Relevance/Appropriateness Needs and Strategy (EQ1, EQ2, EQ3)

31. Whereas relevance is concerned with assessing if the Programme is in keeping with local needs and priorities, whether that be the hosting country or the donor policy, in Humanitarian Action there is an added factor that is added: appropriateness.
32. Addressing both relevance and appropriateness, UNICEF Egypt's Humanitarian Response focuses on resilience and development to respond to the ongoing humanitarian needs of refugee.

#### 1.1 UNICEF 's Position and Role (EQ2)

33. EQ 2. *With the current humanitarian response strategies, has UNICEF Egypt established for itself a relevant and appropriate role/position in the country responses relative to its comparative advantage and other interagency responses and other relevant response programs by both donors, government and CSOs*

**Finding 1: UNICEF is a vital player in the humanitarian and refugee work, its work is not only relevant but vital. With its unique mandate "For every Child" and its influential relationship with governmental institutions UNICEF has managed to carve for itself a prominent and influential place in the country's humanitarian response. Yet its work on the ground is not fully recognized as it has very little visibility.**

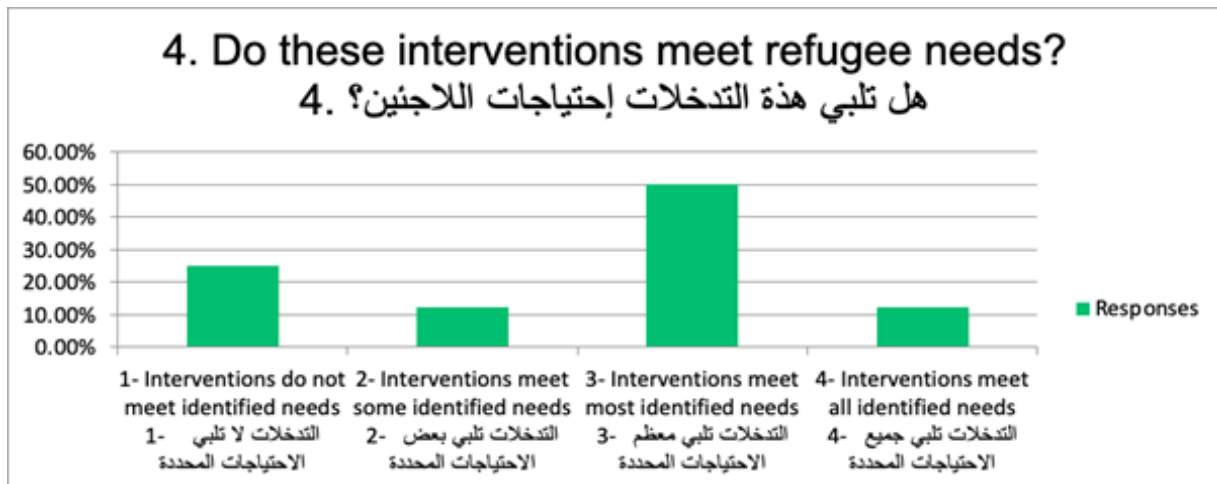
34. UNICEF is a vital player in the humanitarian and refugee work, its work is not only relevant but vital. With its unique mandate “For every Child” and its influential relationship with governmental institutions UNICEF has managed to carve for itself a prominent and influential place in the country’s humanitarian response. As co-chair of the Education Working Group (EWG) and the Child Protection sub-sector Working Group (CPWG) as well as a member of the Health Working Group (HWG), UNICEF has managed to mainstream some refugee aspects in governmental plans and secure access to certain services.
35. For example, UNICEF has managed to secure a fruitful partnership with governmental entities, such as MOHP, MOE and NCCM, strengthening national systems making them more inclusive of the refugee and migrant population.
36. The integration of refugee issues and protection in jointly developed Standard Operating Procedures for the protection and assistance of Child Asylum-Seekers, Refugees and Victims of Migrant Smuggling and Trafficking in Person (2020), is no small feat and is evidence of both UNICEF’s vital role and influence. A leverage that other players in the field do not have. It is worthy to mention that UNHCR and IOM as members of the Children on the Move Task Force were also influential throughout the process of developing the SOPs.
37. The work with the Ministry of Health has also proven to be most relevant and important. The partnership between UNICEF and the Ministry of Health was the pathway for the integration of refugees in the public health system as evident from the joint workplan developed by UNICEF and MoHP for Child Survival and Early Development (April 2019). Finally, the partnership with MOE has been described as “win-win situation”. UNICEF was able to use its leverage with the ministry of education to mainstream life skills education.
38. However, it is important to note that in spite of UNICEF’s effective influence on governmental institutions it is not well known in the field. Most of the interviewed beneficiaries stated that they do not know UNICEF, but rather know the NGO that supplies them with the services.

## ***1.2 Needs (EQ1)***

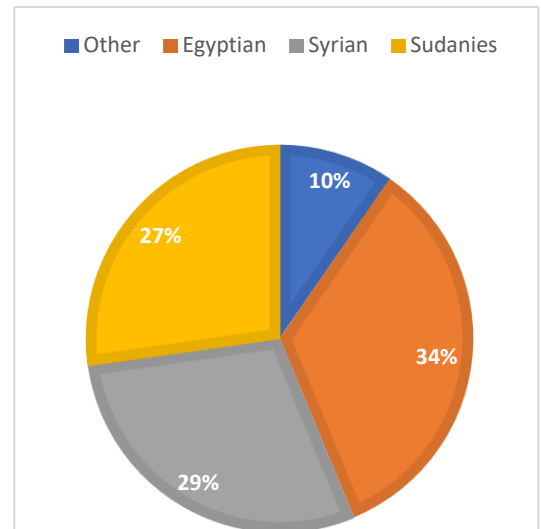
39. *EQ 1. To what extent has the UNICEF Egypt humanitarian response design, strategies and programming address the rights and needs of its primary target groups and all affected populations and vulnerable groups (including the disabled and unaccompanied and separated children), taking into consideration the country setting, environment and challenges? To what extent are these interventions still relevant?*

**Finding 2: Needs are identified by the several organizations working with refugees, with little consultation with refugees.**

40. In Humanitarian Actions needs are addressed by the delivery of a specific quantity and quality of goods and services to a group of beneficiaries, according to selection criteria that identify needs and target those that are least able to provide for themselves. Usually it addresses basic needs such as food and shelter. However, in the case of refugees in Egypt, the Syrian refugee crisis has been an ongoing situation since 2012, calling for more information to provide effective response as the situation evolves rather than a rapid needs assessment. Going beyond basics needs, there is a need for education, health, and protection.
41. Both 3RP and The Egypt Response for refugees and asylum seekers from Sub-Saharan Africa, Iraq and Yemen strategies give a general needs overview provided through UNHCR contextual analysis as well as its annual participatory assessment. Also there has been several needs assessment such as Egypt Vulnerability Assessment of Syrian Refugees (EVAR 2017) and the Joint Assessment for Syrian Refugees in Egypt (2013).
42. According to partner interviewed, data on migrants isn't strong hence the reliance on rapid needs assessments conducted by IPs before the start of a specific activity. Although there was no evidence of a UNICEF lead needs assessment, it has been reported that currently a Rapid needs assessment for the education sector is being conducted and an Inter-Sectoral Needs Assessment led by UNHCR.
43. Based on beneficiaries' interviews and reports, 97% of beneficiaries interviewed indicated that they were not consulted about their needs, indicating that they have unmet basic needs. Whereas UNICEF helped support some of the needs, there are still several unmet needs though out of UNICEF's scope.
44. Although 50% of respondents believe that interventions meet most of their identified needs 25% believe it does not meet needs as shown in the following figure:



45. Though both UASC and CWD have been included in several interventions, there is consent from respondents that their needs need more efforts.
46. Reports have reflected that over 1000 children (376 girls and 822 boys) with disability have benefited from intersectoral case management in greater Cairo, Alexandria and Damietta with 34% of benefiting children being Egyptian.
47. As for UASC the Winterization Evaluation Report showed that 46% were able to meet only half of their needs, while 36% were able to meet even less than that. “The most reported unmet needs were food (60 per cent), rent (57 per cent), clothes/shoes (39 per cent), and transportation (17 per cent).



**Figure 3: Needs of the most vulnerable: Unaccompanied and Separated Children (UASC) and Children with Disabilities (CWD)**

48. It is worthy to note that UNICEF Egypt has initiated a needs assessment in 2020 in the education sector to review the strategy and align and has taken step in that direction to solicit opinions for needs from the field/beneficiaries.

### 1.3 Strategy (EQ3)

49. Q 3 To what extent is UNICEF’s programmatic strategy adequately informed by
- Evidence needs and assessments of the prevailing political situation and situational analysis?
  - How are the targets for the indicators set by UNICEF/sectors?
  - How clear is the theory of change for each of the response components?

**Finding 3: There is no unified UNICEF Egypt Humanitarian Response Strategy which integrates the several sectorial responses making the Humanitarian Response seem fragmented.**

50. UNICEF Egypt Humanitarian Response is informed by several strategies such as 3RP, Egypt Response Plan for Refugees and Asylum seekers from Sub-Saharan Africa, Iraq and Yemen. Despite their similarity, they have different focuses based on the different targeted population and different needs.
51. Different sections within UNICEF have their own strategy, rather than a unified UNICEF Egypt Humanitarian Response Strategy. As per the conducted desk review, there is no specific theory of change for the humanitarian response intervention. In addition, the risks and critical assumptions are generic and not related to the specific intervention. ECO humanitarian response indicators are merged with the rest and in some don’t appear.

52. By going through the Country Programme strategy notes documents, the following were noted:

- *Social Inclusion:*

53. Vulnerable children are mentioned under “output 1: Social protection systems to provide appropriate responses to the needs of poor and vulnerable children are strengthened.” Specific interventions are mentioned "provide guidance and enhance M&E systems capacity to generate information that can inform addressing economic shocks and reforms or addressing vulnerabilities of refugees".

54. ECO Humanitarian indicators are not reflected in the document.

- *Survival and Early Development:*

55. Health and ECCE components clearly reflect some of the intervention components such as refugees and children on the move as a contributor to outcome 2. They are also reflected in their indicators.

- *Learning and Protection:*

56. Education and Children on the move marked as a priority area in this section. As a contributor to outcome 3 and under several outputs. Some specific targets and milestones are mentioned as well.

57. The lack of a unified UNICEF strategy which integrates the several sectorial responses makes the Humanitarian Response seem fragmented. The fact that there is no clear humanitarian response ToC, which means no critical assumptions and risks in place, leads to a non-strategic approach in implementation. The Children on the Move strategy is a good attempt at unifying the humanitarian response strategy and integrate COM into mainstream Egypt Country Programme as it is designed to align with both 3RP and country program. Though both COM strategy and sector strategies reference each other, there is still no integrated approach as the action plan for the COM reflects. However, the integration of refugees in mainstream programs is stated as one of its strategic approaches “Ensure the inclusion of refugee and migrant children and their families within UNICEF interventions” (COM strategy action plan 2018-2022).

#### ***1.4 Targeting: (EQ3)***

58. EQ 3 To what extent is UNICEF’s programmatic strategy adequately informed by

- a. Evidence needs and assessments of the prevailing political situation and situational analysis?*
- b. How are the targets for the indicators set by UNICEF/sectors?*
- c. How clear is the theory of change for each of the response components?*

**Finding 4: Targeting is not strategic and are set based on funds rather than needs or strategic priorities**

59. UNICEF targets children with a focus on areas of concentration of refugees. Each sector has its targets that are split between the refugees and resilience components as illustrated in the below table.

**Table 1: Targeting 2019**

Protection	Education	Health
144,000 Syrians 42,100 impacted communities, the latter is 20% out of the total.	71940 Syrians 52,000 impacted communities, the latter is 42% out of the total.	144000 Syrians 187400 impacted communities, the latter is 56% out of the total.
Budget: 4300000\$ refugees and 600000\$ Resilience the latter is 12% of the total.	Budget: 1910000\$ refugees and 1650000\$ Resilience the latter is 46% of the total.	Budget: 1750000\$ refugees and 250000\$ Resilience the latter is 12% of the total.

60. Targeting in a lot of cases, is not strategic. Although, it had been stated that UNICEF targets the most vulnerable of the vulnerable, “those not covered by others”, interviews showed that the targets are often set depending on the available budget.

61. The evaluation team was unable to identify a unified methodology that is used across sectors.

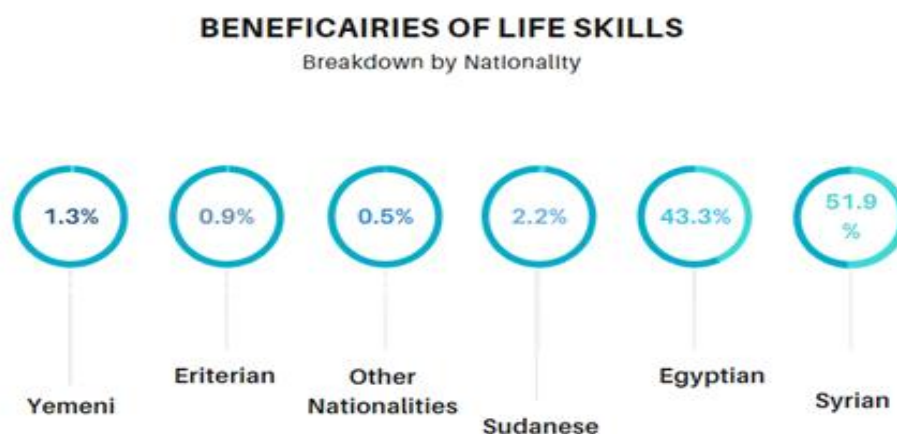
62. This is further confirmed from the Desk review (HAC) where it showed that the initial targets are not based on research or needs assessment but more on UNICEF’s experience or from the 3RP targets, which have been reported as not giving the full picture.

63. For example:

- Education sector: based on UNHCR figures, although sometimes going above the set 3RP target, or reporting overachieving in 2019 by 168%, as the 2018 result was zero and got moved to the following year
- Child Protection: based on their experience, official figures and their priority (such as focusing on GBV or CWD). Often leading it to be higher from the set 3RP target.
- Health: Some targets changed based on consultation with the Ministry of Health.

64. Overall, there is no reference how UNICEF is targeting local communities and refugees. In other words, what is the ratio target per indicator between local communities and refugees, following the same logic of separate budget for refugees and resilience approach. Only, a few indicators in child protection and health show a ratio target for refugees to host communities, however, it isn’t known how this ratio came about.

65. Finally, Initial analysis of the beneficiary database of the life skills Programme showed that the ratio of Egyptians to refugees, is quite high. Like for example life skills, where 43% of recipients are from the host community. Though it is a given in such activity that focuses on integration and resilience the number of Egyptian children in contrast to refugees from other nationalities is unproportionally with a ration of approximately 4:43.



**Figure 4: Breakdown of life skills beneficiaries by Nationality**

### ***1.5 Planning: Coherence (EQ5) and Internal Management (EQ 9)***

9. *EQ 9 To what extent are UNICEF Egypt internal management and coordination mechanisms and structures conducive to an effective and efficient response and how can these be strengthened?*

**Finding 5: There is no joint planning and synergies between sectors are not an intentional structured approach undermining coherence .**

67. Cohesion and synergies between the different sectors has been set as one of the main Country Office priorities as mentioned in the 2019 AMP, and the need for “strong synergies among Programme sections, beyond vertical/thematic Programme approaches ”is clearly stated. Furthermore, it emphasizes that these synergies be reflected in and “prioritized in the Programme rolling work plans”.
68. There is an Internal management plan that spells out the main managerial arrangement's management and programmed priorities and outlines the main management and coordination mechanisms.
69. Synergies between sectors are not an intentional structured approach as internal coordination mechanisms need to be strengthened. There is minimum intersectoral coordination as each sector responds to their sector (similar to 3RP strategy)-. This is further shown in the survey when 50% mentioned that “sectors work in silos” and that any collaboration is based on personal initiative. According to one interview “Correlations and connections between different sections are not in presence.”

70. This insufficiency of joint planning undermines coherence and has resulted in overlap of activities, as mentioned by some respondents.
71. Some success in Health and Social protection intersectoral activities have yielded very good results, despite the challenging funding gaps, but there is room for further integration. The Emergency Task force can play a pivotal role in this respect.
72. Another challenge to coherence is the sudden change of strategic direction and hence the allocation of funds, leading to sector competition rather than collaboration. It was also noted from most respondents that there is no clear decision-making mechanism.

### ***1.6 Funding (EQ 8)***

73. *EQ 8 How efficiently is UNICEF using its financial and human resources (funding, people, time, skills) and*
- a. *the extent to which UNICEF have adequate capacity to manage the response and deliver results?*
  - b. *How well is the programmatic resource distribution among the Programme components proved efficient in delivering results, putting into consideration the mainstreaming and intersectoral strategies?*

**Finding 6: inflexible donor funding mechanisms and the unpredictability of funding streams impacted the Programme negatively.**

74. Funding of the Humanitarian Programme has been named as a major challenge impacting the implementation of the Programme. Humanitarian finance is always linked to the actual humanitarian situation and mostly linked to donors' commitment and support.
75. Whereas, Egypt was not one of the countries on the priority list for humanitarian aid, with the Syrian crisis and the influx of Syrian refugees that resulted from it in 2012, Egypt became one of the priority areas for Humanitarian aid. However, the scale of the Syria crisis and the initial donor focus dedicated to Syria-response funding has led to a situation where other refugee populations are not receiving the same level of response as Syrians.
76. This focus also led to a cut of funds as the situation evolved. The limited number of Syrian refugees in Egypt in comparison to neighboring countries impacted the amount of funds dedicated to Egypt. According to data published by UNHCR, Turkey hosts the largest number of refugees, with 3.6 million people, Colombia 1.8 million, Pakistan 1.4 million, Uganda 1.4 million, Germany 1.1 million and Egypt only 258,855.



**Figure 5 : Countries with highest concentration of refugees**

77. The overall 3RP is a US\$4.69 billion regional plan covering 5 countries affected by the Syria crisis. The 3RP was globally launched in Helsinki on 24 January 2017. Today the Turkish chapter of the 3RP is launched in Ankara bringing together Turkish authorities, 11 United Nations (UN) agencies and 26 non-governmental partners. It aims to assist 2.8 million Syrian refugees in Turkey, out of which 2.45 million reside in host communities and some 300,000 in government-managed camps, and 1.8 million members of affected host communities<sup>15</sup>.
78. Although Resilience is an important element in the Humanitarian response, the situation in Egypt which is overpopulated with 32.5 % under the poverty line<sup>16</sup> adds an extra burden. Serving host communities depletes the already limited funding available for refugees.
79. Furthermore, the COVID-19 situation has also impacted funds, as many donors have altered their commitment to focus on their internal humanitarian demands. Also, the fact that donors' funding mechanisms are not flexible with funds earmarked for specific activities/interventions and targets lead to a mismatch between donors' priority and UNICEF priority.
80. Funding cuts and the dependency on donors, impacted the programme negatively. Although pooled funds have been identified as an effective way to support humanitarian action. The unpredictable funding streams and shortage of funding lead to intersectoral and agency competition rather than cooperation.

<sup>15</sup> <https://www.unhcr.org/tr/en/13212-united-nations-and-partners-launch-the-new-appeal-for-syrian-refugees-and-host-communities-in-turkey.html>

<sup>16</sup> According to latest CAPMAS income report published on 30<sup>th</sup> July 2019

81. Furthermore, in some cases planned targets were not met because of the funding cuts and some activities had to be stopped abruptly as reported by some IPs.
82. In order to tap into funds available for Humanitarian aid, UNICEF ventured into interventions that do not capitalize on its unique expertise and could exhaust its capacity. The most striking example to illustrate this is school rehabilitation.
83. It is worth mentioning that Egypt is also part of the appeal for African refugees, despite not being strongly funded like other initiatives.

## Part II Implementation:

84. Guided by the humanitarian Programme cycle this part of the report focuses on implementation. Accordingly, it will focus on Effectiveness, Efficiency and Coverage. While giving a general overview specific focus will be given to two interventions: Life Skills and Cash Transfer.
85. Furthermore, this part will also assess the two main approaches that UNICEF Egypt Humanitarian response utilizes to enhance their performance namely: intersectoral programming and mainstreaming.

### II.1 Coverage/ Effectiveness (EQ4, EQ5, EQ6, EQ7, EQ11)

**Finding 7: UNICEF's coverage is extensive covering 19 governorates with targets overachieved in some cases.**

#### **Coverage (EQ11)**

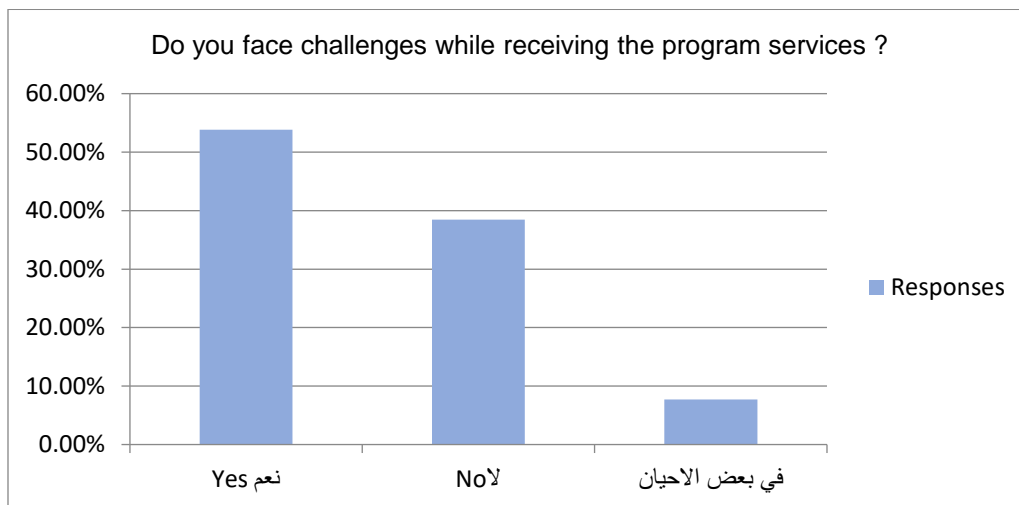
86. *EQ 11 How well was UNICEF able to deliver at scale and meet the assessed needs?*

87. As planned in the 3RP strategy, most interventions are focused on greater Cairo as it has the greater concentration of refugees. As per the UNHCR data for August 2020, currently 181,903 refugees are registered from Cairo and Giza (out of a total of 258,855).
88. UNICEF's outreach is not restricted to a certain geographical area, those with the highest concentration, and which responds to UNHCR's data showing the geographical distribution of refugees in Egypt.<sup>17</sup> For example, the Education component works in Cairo, Giza, Alexandria, Sharkia and Damietta.
89. It is worthy to note that this evaluation was supposed to look at Aswan as one of the areas covered by UNICEF, it was found that there is only 1 Sudanese child included in UNICEF's intervention, as show in the below tables.

---

<sup>17</sup> According to UNHCR Data published in August 2020

90. For Child Protection, in addition to the previously mentioned governorates, UNICEF worked with NCCM to activate 170 committees in governorates Aswan, Damietta, Dakahlia, Kafr El Sheikh, Matrouh, Red Sea, North Sinai, South Sinai, Ismailia, Port Saied, Cairo, Giza and Qalubia. They also work on children in detention in Aswan and Red Sea governorates near the borders with Sudan.
91. As for the nationalities of the refugees, UNICEF not only targets Syrians (who make up around 50% of the total number of refugees) but covers all migrants in Egypt such as African nationalities.
92. According to the data from UNICEF database, coverage of Greater Cairo, Damietta and Alexandria is reported, and often having a bigger load in governorates outside the capital and the major cities (such as life skills and health). Not all refugees in these areas have convenient access to services.
93. This shows in the interviews where 54% of beneficiaries said that they face challenges in accessing the Programme services, especially those from Damietta and rural areas (as per the below graph). They indicated that to get to services they have to travel far to receive services as they live in remote areas. "Often taking up to three transportations. Transportation is too expensive to go to the center and access the services" They said.



**Figure 6 :Challenges faced while receiving services**

94. In addition, interviews with UNICEF staff and management confirmed that working with different implementing partners ensures sustainability and coverage, Implementing partners had a different opinion. Some partners mentioned that theirs and UNICEF's priorities don't often overlap. For example, there is a high need for provision of nutrition to children in detention centers, yet UNICEF only provides for infants suffering from malnutrition exclusively.
95. During the desk review, UNICEF figures by the geographical distribution and sectors, shows coverage as per the below:

***Table 2: Geographical Locations of Life Skills beneficiaries:***

Governorate	Number	Percentage
Alexandria	5460	42.2%
Giza	300	2.3%
Cairo	10	0.1%
Qalubya	402	3.1%
Damietta	6752	52.2%

***Table 3: Geographical Locations of Supported Schools (Education):***

Governorate	Number	Percentage
Cairo	1149	88.5%
Damietta	150	11.5%

***Table 4: Geographical Locations of Cash Transfers (CP):***

Governorate	Number	Percentage
Alexandria	1400	14.6%
Aswan	1	0.0%
Cairo	3880	40.5%
Damietta	660	6.9%
Giza	3293	34.4%
Qalubya	348	3.6%

## ***II.2 Effectiveness (EQ4)***

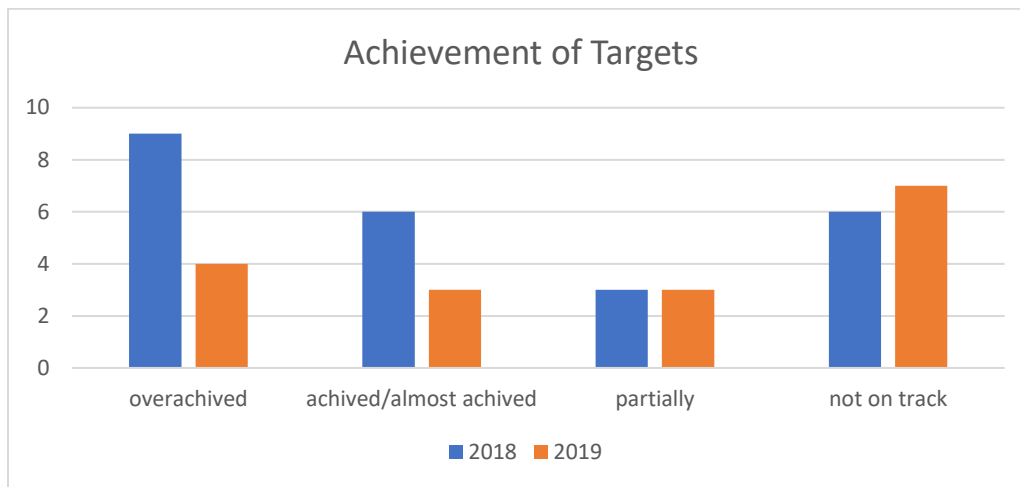
96. EQ 4 To what extent is the response on track with achieving the planned results of the response? to what extent has the response fallen short of the planned results and what factors have influenced why these results were not achieved? What were the most effective mix of strategies and activities used? What are the key lessons learned, accelerators and gaps identified?

**Finding 8: Although most targets for 2018 were overachieved or almost achieved for 2019 the effect of the funding gap led to underachievement**

97. HAC indicators are numerical, reporting on numbers rather than quality does not reflect UNICEF's real effort. For example, for child protection an indication is. "number of children, adolescents and youth benefitting from multi sectoral case management".

98. As per the HAC document, most targets for 2018 were overachieved or almost achieved for 2019 the effect of the funding gap was reflected as shown in this below chart.<sup>18</sup>

<sup>18</sup> Detailed table is in the annex.



**Figure 7: Achievements of Targets**

99. By going through the HAC indicators, the following observations are noted:

- The direct relation between funding and results was revealed. Whereas most targets for 2018 were overachieved or almost achieved for 2019 the effect of the funding gap was perceived, as the major targets that are not on track are due to lack of funding. Education was the most affected not able to meet their targets. On the other hand, health, because of the strategic partnership with MOHP in 2018 and 2019, were able to achieve their targets. Finally, Child Protection, in spite of funding gaps have overachieved, which reflects an undervaluation of target, as evident from the sitreps as well as the MYR –2019.
- Large scale investments such as classroom rehabilitation, also suffered, which is expected due to the cost of investment in physical infrastructure. Nonetheless, both the health and CP sectors were able to overcome that challenge by working through existing national systems, thus leading to cost effectiveness as will be discussed below.
- Some indicators have moved to internal indicators in 2019, as well some include Egyptians and other nationalities in one category, thus leading to the over inflation of results as shown in annex 10)

### Results Beyond Numbers:

**Finding 9: UNICEF’s effectiveness goes beyond numbers as evident from monitoring and site visits reports**

100. By looking beyond numbers reported in the HAC indicators, there is also evidence of effective interventions beyond numbers as there is continuous monitoring with site visits that focus on quality rather than numbers as well as monthly partner reports that are focused on the quality of activities.

101. In addition, the document review of Programme Monitoring Visits, IP reports and interviews all showed the effect of the intervention on the targeted population and showcased some of the successes.

### Success:

102. **The success of some different interventions were attributed to their implementing approach,** such as:

- ✓ Using Syrians as workers was a great factor to the programmes' success as they spoke the same language of their community and held their trust. The use of community health workers accelerated health results by raising awareness of migrants of available health care services they didn't know it existed before. They also managed to influence migrants, especially mothers where they provided resilience and protection.
  
- ✓ The utilization of MoYS camps by the education sector for their activities instead of implementing one camp per schools. This is a good initiative that might have some effect on mainstreaming in the future.
  
- ✓ Accessing children in detention through CARITAS impacted effectiveness since they are the only registered NGO with MOSS that is allowed to access children in detention centers.

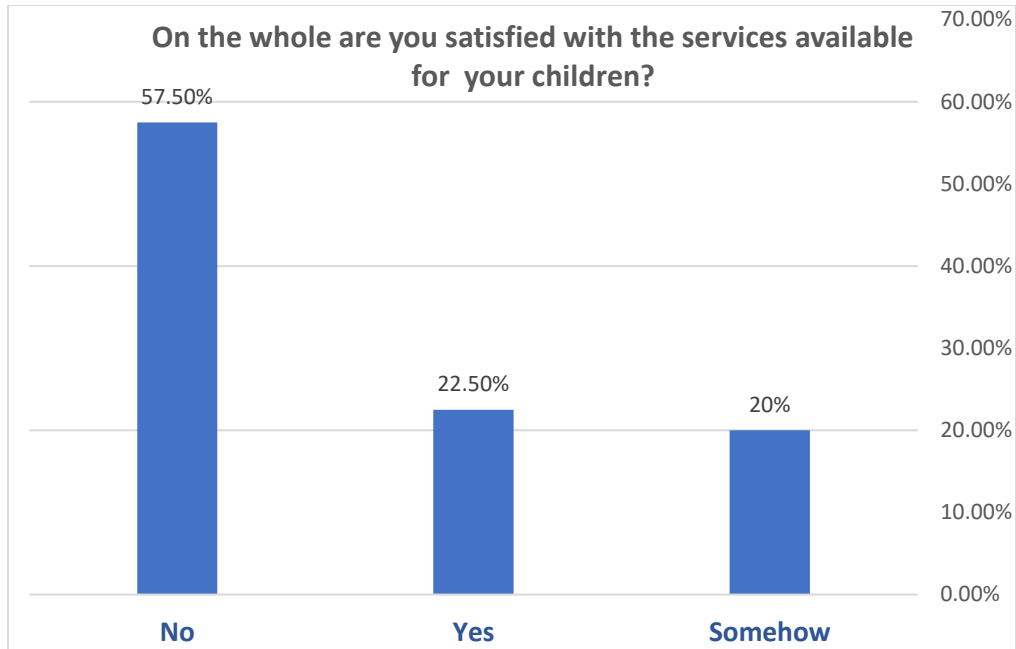
### Challenges:

103. **There were a few identified challenges that need to be considered:** As mentioned above the cut of funds impacted the Programme negatively. IPs reported that they had to do last minute changes disregarding the original plans to accommodate UNICEF's funding. Added to that is the short notice by UNICEF which causes implementation issues, such as during winterization activity when the activity was request in a very short time though the effectiveness of the activity depends on its timeliness.

104. Furthermore, important activities such as case management, offered by CP Programme, and is highly needed in the community, ceased since 2019 and NCCM unable to afford continuing it, despite some funding provided by UNHCR to other IPs.

105. In addition, when beneficiaries were asked about the availability and satisfaction with the services for their children in their community 60% indicated that they are not satisfied (showing in the below graph)

**The change was not in the activity/  
intervention. It was in the way of its  
implementation  
*Implementing Partners***



**Figure 8: Satisfaction about all services offered to Children**

## II.2 Effectiveness of Life skills and cash-based support programmes (EQ6)

106. EQ 6 How effective is the investment in direct support for cash transfers; emergency and education grants and life skills capacity building by different response components been?

### II.2.A Life Skills

**Finding 10: Life Skills has been reported as one of the most effective interventions fostering positive change between refugee/ migrant children and host community children, hence increasing resilience and social cohesion. However, the use of the name “Life Skill” as an umbrella term for several distinct activities does not reflect subtleties of the different approaches**

107. Life Skills, offered by all sectors, has been reported as one of the most effective interventions fostering positive change between refugee/ migrant children and host community children, hence increasing resilience and social cohesion.

108. It is also one of the highest achieving results as the desk review, for Life skills capacity building 18-19 target was 28150, 46163 (160%) was achieved, against a total budget of 2,700,000\$ (HAC). However, 30% are Egyptian, from the sample that was provided by UNICEF.

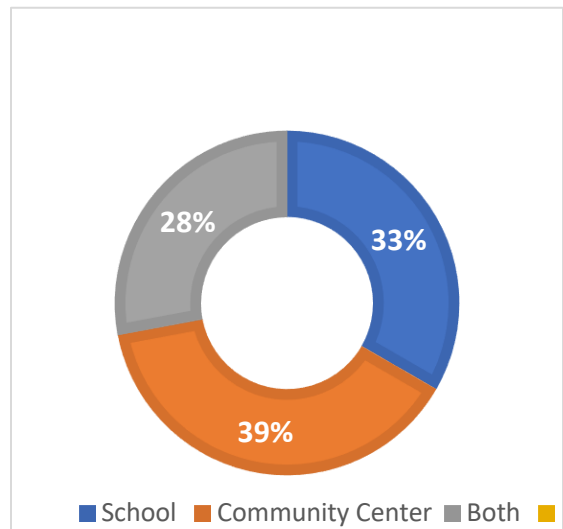
**“Now I can deal with all persons regardless their nationalities”**

***African Child***

109. Interviews with children also reflected very high satisfaction. 97% of respondents found the life skills Programme beneficiary and entraining, naming communication, cooperation, and skills as the most beneficial (56% learned about communication and how to make new friends, 41% new activities and hobbies). They all agreed that it helped them make new friends and learn new things.

**"I feel that I am integrated and part of the community, I now have social networks of friends and colleagues"**  
*Syrian Child*

110. It was noted in the parents survey that these children don't access youth centers so the Life Skills Programme is the only afterschool activity they have. A lot mentioned needed activities in sports, languages and computer skills as well. From the desk review, life skills training seems like an umbrella term that is provided across different sectors (Education and Child protection). Because of the vagueness of the term Life skills there has been overlap between Education and CP.



111. For education, Life Skills provides extra-curriculum activities that are important such as theatre, camps, Lego activities. Teachers are also trained to provide the different activities and provide social support for vulnerable groups.

112. On the other hand, Life Skills child protection is provided through different venues such as Family Clubs, Family Centres and Youth Centres which were very efficient and caused a big gap after they were downsized.

113. The dual approach of working with teachers and students was reported as very effective and sustainable.

114. Nonetheless, there is not yet a unified, UNICEF endorsed Life Skills program. It was noted from IP reports that each IP uses their own LSE approach and module.

115. However, it has been indicated that LSE has been endorsed by the Ministry of Education and will be mainstreamed in public schools across the nation. The only risk with this is the dilution of refugee issues.

## II.2.B Cash Based Support

**Finding 11: The multiple cash transfer interventions are not part of a comprehensive package and thus in some cases did not fulfil its objective, especially that in many cases it was not timely.**

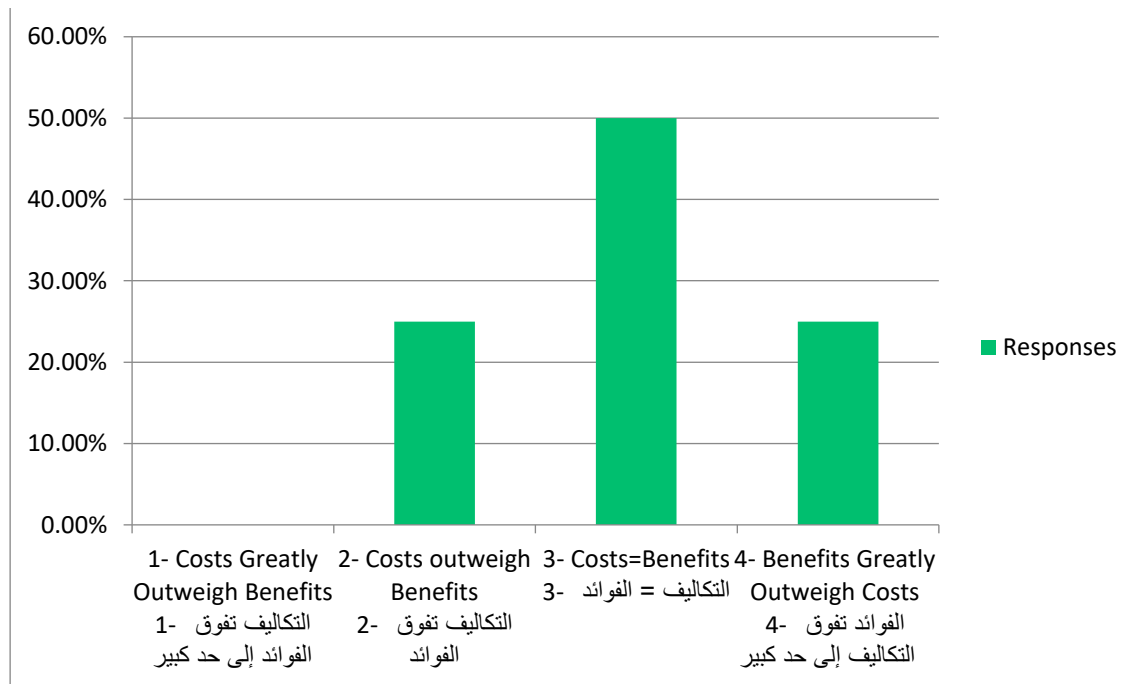
116. Desk review and interviews showed that there are multiple cash transfer mechanisms and with different objectives: Education grants, emergency grants, and social protection grants for UASC.

117. However, these activities are not harmonized. The below shows their budgets as well as the targets achieved for 2019 (HAC)

- Social Protection: 1,500,000\$, 0 achieved.
- Child Protection: 5,175,000\$ (sharing budget with 2 other activities), transfers the cumulative 18-19 target was 4500, 1473 (30%) was achieved.
- For education cash transfers the cumulative 18-19 target was 9200, 5166 (56%) was achieved against a total budget of 1,772,000\$ (HAC)

118. With a high budget for these activities, interviews showed that a triple layer of transfer adds different cuts to the different organizations like for example 7% UNHCR, 7% UNICEF and CRS. Thus, leading to a diluted, and not so cost-effective activity. However, cash transfer is the most important for refugees given it meets their most basic and urgent needs.

119. This corresponds with the interviews with the implementing partners survey, who view that the cost equals to the benefit or greater than the benefit, as per the below chart.



**Figure 9: Cost versus Benefits**

## 1. Education Grant (Education Sector)

120. It was noted that not all beneficiaries receiving Education grants use it for education. 80% of interviewees mentioned that they used education cash grants in educational related issues, the remaining 20% indicated that they used it to pay flat rent and for medical emergencies. 42% of Interviewees indicated that though vital, it is not enough and does not really cover even their basic needs. A recurring request was to increase the grant.

121. Nonetheless, grants for education needs are still a priority and preferred by at least, 66%. Although they mentioned that it is still isn't enough, 82% said that the education grant helped them. As shown in the below charts. Which shows that the education grant is still a priority.

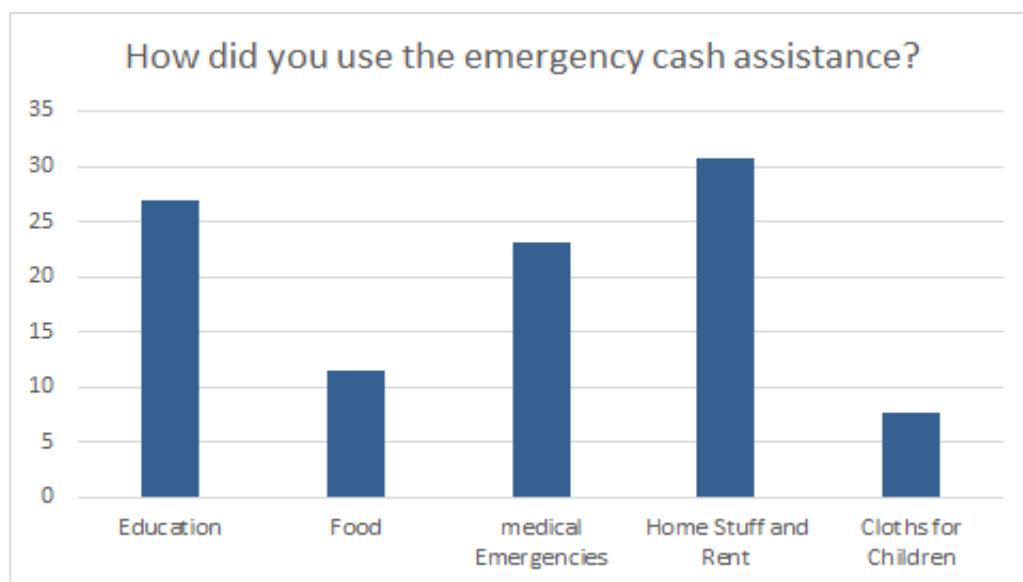
122. In most cases it was timely with 30% only reporting that it was not. Yet noting that receiving the grant before the start of the school year is important as they won't have to borrow money.<sup>9</sup>

123. Parents were also asked about education kits, which from responses appear to be more effective when it comes to education. 97% saw that the school supplies are a priority, however it isn't the main reason for not sending their children to school. 55% saw the distribution educational kits as a reason to send their kids to school. This means that there are varying needs among the sampled group. This could be due to the fact that the majority send them to community schools (even if registered in public schools). This shows in the survey when talking about priority needs:

- 39% school fees
- 27% money for transportation, books, clothes, and supplies
- 10% private tutoring lessons

## 2. Emergency Grant (Child Protection)

124. Results showed that around 27% of respondents used emergency cash transfers for education purposes especially private lessons, the following chart indicates how respondents used the cash assistance:



**Figure 10: Use of Emergency Cash Assistance**

125. Although the emergency grants as indicated by their name are to address emergencies, some beneficiaries complained about their timeliness. 50% of respondents, who faced challenges, indicated that waiting time and routine to access the grant was a challenge and the papers required, caused more delays to receive the cash.
126. Three cases interviewed have children with a medical conditions/disability and still need money for their treatment.
127. Most interviews were not clear about the source of the grant and confused it with the monthly allowance some of them receive from UNHCR. The 25% of parents receiving education grants and 30% of the parents receiving emergency cash grants, indicated that they know of people receiving grants from other donors that are regular and on a monthly basis.
128. There are several mechanisms being used for cash transfer such as direct payment by NGO as the case with emergency grants, cheques, ATM as in case with some UASC and the Post Office Service. While a few respondents complained about the queues at the post office, it was named as the most efficient and safest method of money transfer. However, some beneficiaries recommended paying schools directly by UNICEF.

### **3. UASC Winterization grant (Social Policy)**

129. One of the limitations of this research was the inability to interview any UASC. However, the winterization report and interviews indicated that the grant was not enough to cover their basic needs. Furthermore, it was also indicated that UNICEF was completing a UNHCR funding gap and accordingly the money was transferred to UNHCR and they administered it.
130. The main challenge of the different cash transfer initiatives is that they are not directly linked to a specific activity that is implemented by UNICEF. Some of the statements that respondents made indicated that the money for education was used differently for rent or food or emergency.
- “There was no food in the house”
131. An important remark that resonated many times was ***“when we talk about life saving activities or basic needs, cost becomes the least relevant. Refugees do not have a safety net to fall onto, so if they do not get the cash assistance the first coping strategy, they would use is taking their children out of school.”***

### II.3 Efficiency (EQ8)

132. EQ 8 How efficiently is UNICEF using its financial and human resources (funding, people, time, skills) and

- a. the extent to which UNICEF have adequate capacity to manage the response and deliver results?
- b. How well is the programmatic resource distribution among the programme components proved efficient in delivering results, putting into consideration the mainstreaming and intersectoral strategies?

133. Efficiency of the Programme will be investigated based on A. capacity and B. practice.

#### A. Capacity:

**Finding 12: While UNICEF has exceptional technical expertise the Emergency Task Force needs to be strengthened with the addition of field coordinator staff to meet the ambitious plans of UNICEF**

134. While UNICEF has exceptional technical expertise the number of dedicated staff to humanitarian action is limited. It has been reported from interviews that the Emergency Task Force are working on minimal capacity. With a total number of 10 in 2018, to be increased to 12 in 2019 with addition of two volunteers. Whereas, the organizational chart of the Emergency Task Force includes the section head plus one officer as focal point, there are no field officers to support their work. Over and above, some of the humanitarian team members have “double hats”, that is they have responsibilities related to their regular developmental programs plus their responsibilities related to the humanitarian response. The Emergency Coordinator is a case in point, who is also the program specialist for Education.

135. It would be more efficient to have a separate Emergency coordinator and the support of field officers or volunteers.

#### B.2 Practice

**Finding 13: there are a few practices that impair efficiency**

136. During the field research, a few practices have been noted to reduce efficiency such as:

- Overlap of activities and interventions across sectors. These incidents of overlap have been listed as a challenge for some implementing partners. One NGO discovered after planning an activity in a school with UNICEF, that there is already another NGO working in the same school but in collaborating with another sector.
- The disbursement of cash grants by different NGOs weakens efficiency, as money trickles down through several agencies to NGO after deductions at each level.
- The venturing into interventions that deplete funds and does not capitalize on UNICEF’s technical expertise such as school rehabilitation is inefficient

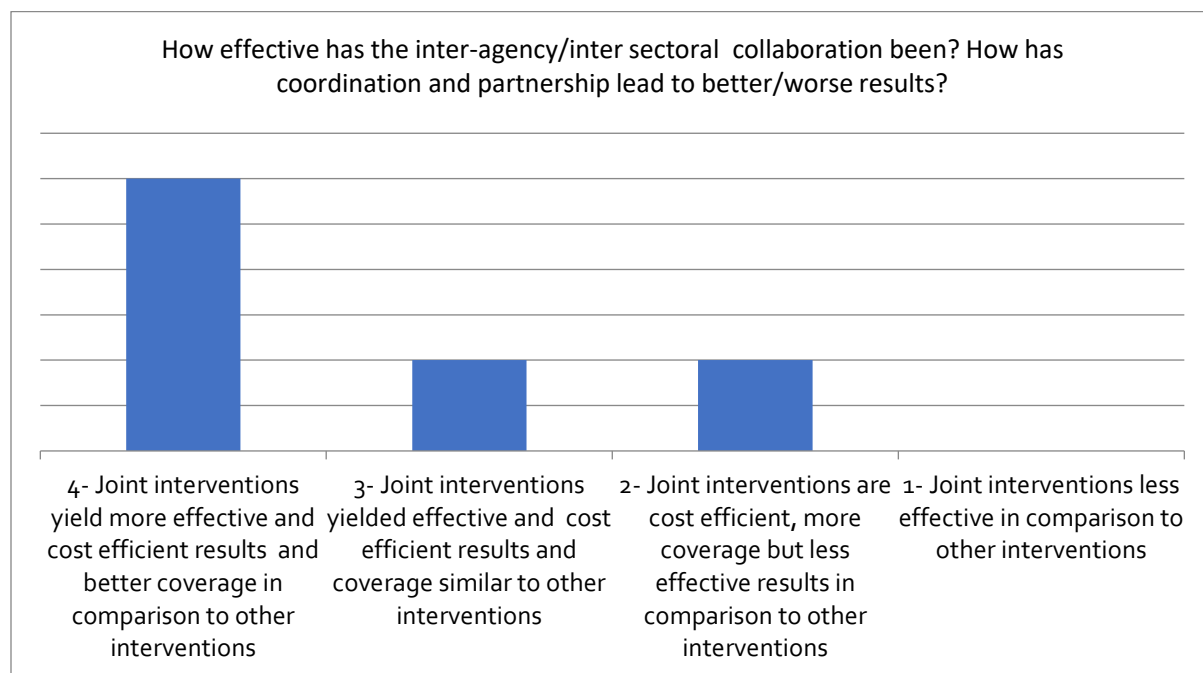
## II. 4 Approaches: Inter sectoral (EQ5) and Mainstreaming (EQ7)

### II.4.1 Intersectoral Programming (EQ5)

137. EQ 5. How coherent and integrated is UNICEF’s humanitarian response? To what extent has UNICEF Egypt’s humanitarian response, including resilience and refugee inter-sectoral interventions, synergies and strategies been conducive in achieving attributable planned results. Has there been unrealized synergies that can be further used?

**Finding 14: Intersectoral interventions were noted to have yielded effective and cost-efficient results.**

138. A good example of intersectoral programming in the Egypt CO Humanitarian Response is the collaboration between the Health and Child Protection section, where CP interventions were included in the health units that the health section supports. However, most respondents agree that intersectoral programming yields more effective results, as shown in the below chart:



139. This collaboration was manifested in the establishment of family clubs affiliated to the health units serving refugees expanding their services to also provide PSS and life skills training. This integrated services approach has been described as a “highly cost-effective mode of delivery”.

140. Furthermore, making use of the health community workers has increased the participation of refugees in these CP activities which lead to better coverage and fulfilment of targets

141. It is important to note that this collaboration has also supported overcoming the funding gap. Despite having the biggest funding gap (85% 62% respectively) as CP integrated their work in the already mainstreamed Health work.

#### **II.4.2 Mainstreaming Approach (EQ7)**

142. EQ 7 With a special emphasis on children on the move, life skill development, and education components, how well has UNICEF integrated/mainstreamed its humanitarian response with more developmental or resilience-related approaches? Could this approach be effective as an accelerator in delivering results?

**Finding 15: Mainstreaming in public health services has increased coverage and overcome budget cuts, but is still challenging in the education sector specially for African refugee children.**

#### **II.4.2.A Mainstream within the governmental institutes**

143. UNICEF's leverage is its relation with the different government institutions which gives it the capacity of extensive outreach, and its ability to influence policy. Mainstreaming of refugee issues within national frameworks has benefited many refugees and given them access to schools, health care and protection services. This is further aided by the initial advocacy work conducted by UNHCR for refugees' access to public schools, by working with MFA, MoE and MoI to allow refugees to access schools despite their expired documentations and residency permit.

144. It was noted that mainstreaming enhances coverage and overcomes the fund cuts. The health component was able to scale up and support 155 primary health care units and 80 family clubs in 19 out of 27 governorates with some areas that have migrants and refugees such as Aswan, Matrouh, Damietta and others. Child Protection by mainstreaming child protection in governmental primary health care units has increased their coverage and reaching to 19 governorates. It is worthy to note that Health and CP components despite having the biggest funding gap (85% 62% respectively), were able to achieve their targets and expand their reach.

145. Furthermore, the utilization of existing child protection committees in the work with the National Council for Childhood and Motherhood and assisted in reaching refugees in remote areas. Although sometimes it depends on the committee's members' active participation. Yet it was reported that Activation of child protection committees, played a huge role to increase the resilience of migrants.

146. The integration of refugees in the public-school system has secured children attaining their right to education. However, it has been noted that there are still challenges such as the fact that Syrian children just register in the national system but attend community schools, and African children have no access to public systems, pauses a challenge that needs to be considered.

147. The mainstreaming of LSE in all public schools is a commendable achievement that will ensure sustainability. Yet there is the risk of LSE losing the focus of refugee integration and refugee issues.

1. Nonetheless, it was noted from interviews that collaboration with governmental institutions is not really systemically integrated but rather “depends on political leadership attitude” (IP respondent). That is, in some cases the willingness of the governmental officer in charge facilitates the work, yet when this person is changed these facilities may diminish. Indicating that integration of refugee issues have not yet become integral to the system and is affected by the changing GoE priorities

148. Finally, by working through the system and building their capacity is a good practice for sustainability, there needs to be a phasing-out strategy for the continued support of refugees and an effective handover to institutions that can ensure affected individuals have access to the longer term services they may need.

#### ***II.4.2.B Mainstream within the CO developmental program***

**Finding 16: Mainstream developmental programmes offer multiple opportunities and entry points for integration of refugees**

149. Many Humanitarian interventions are similar to those of UNICEF’s developmental programme reporting on the same indicators. It has been noted that " Since 2017, UNICEF Egypt has integrated its humanitarian response with that of its development one through the resilience approach. The resilience component aims to strengthen the capacities and resources of the state to expand its capacity to address current strains, mitigate future shocks, and promote co-existence and protection of refugees. " (TOR)

150. The COM strategy integrates the Humanitarian Response into mainstream Egypt Country Programme as it is designed to align with both 3RP and country program. For example, CRS implemented the programme Education Assistance for Refugees & Asylum Seekers’ Children in Egypt reports against the country Programme indicator.

151. Although most interviewees, considered that mainstreaming of humanitarian response in CO developmental Programme can lead to greater or equal effectiveness, some were of a different opinion since refugees’ needs do not necessarily match mainstream needs. Interviews revealed that a lot of development projects in Egypt do not allow to mainstream refugees interventions, while others only target refugees. For this, mainstreaming can only ensure partial coverage and maybe problematic.

152. Finally mainstream Programmes offers multiple opportunities and entry points for integration of refugees. Such as:

- The work with the MoYS in programs such as Meshwary has proved effective. Also the d admittance of refugees in youth centers can satisfy a recurrent need for sports facilities.
- The use of **RapidPro** can be an effective communication and feedback mechanism for refugees

## Part III: Coordination and Gender

### III.1 Coordination (EQ10)

153. *EQ 10 To what extent are UNICEF partnership and interagency coordination strategies conducive to programme implementation and effectiveness?*

**Finding 17: Despite the establishment of many coordination mechanisms such as the working groups, and the several MIS platforms, there is space to enhance interagency coordination**

154. The issue of coordination among humanitarian actors has been named as the most important enabler. The humanitarian ‘system’ by nature involves a number of different agencies and organizations working to support the affected population.

155. In response to the Syria crisis a regional strategy was developed; Regional Refugee and Response Plan (3RP). The 3RP is a strategic, coordination, planning, advocacy, fundraising, and programming platform that was developed for humanitarian and development partners to respond to the Syria crisis.

156. In Egypt the humanitarian system is coordinated through the Inter Agency Working Group (IAWG), the Inter-Sector Working Group (ISWG) and Sector Working Groups (SWGs) ) which are ‘groups of humanitarian organizations, both UN and non-UN, in each of the main sectors of humanitarian action as represented in the 3RP.

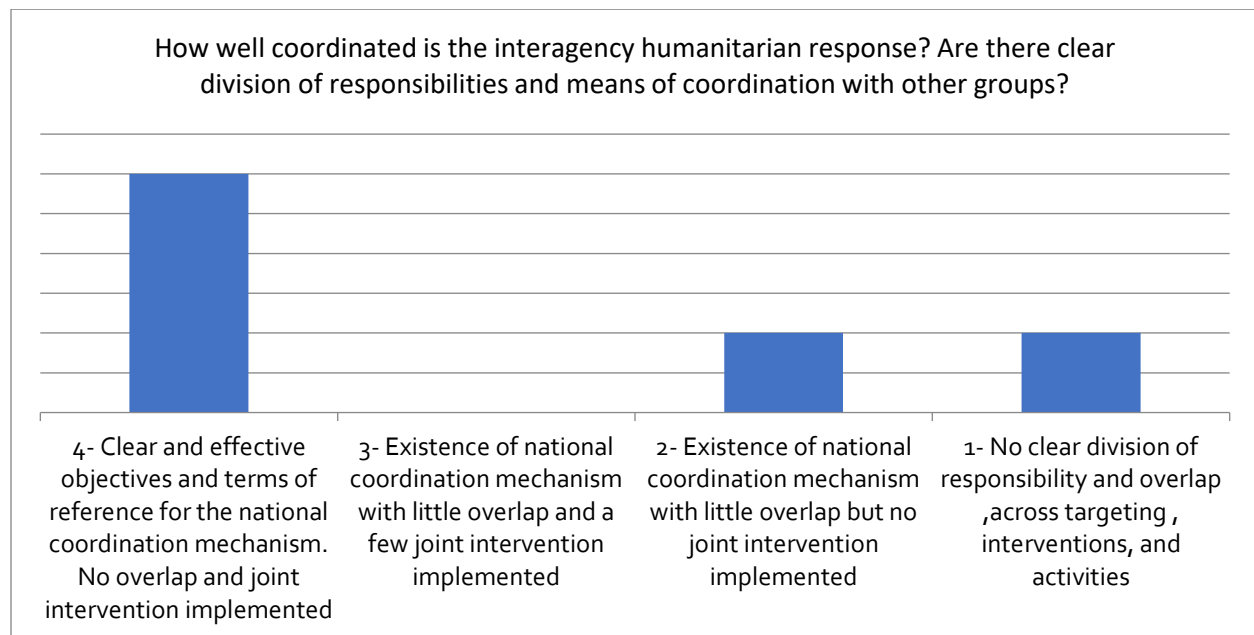
157. UNICEF is an active member of several IA working groups. UNICEF co-chairs the Education Working Group (EWG) and the Child Protection sub sector Working Group (CPWG) together with UNHCR to ensure effectiveness and efficiency of humanitarian efforts for refugee children in Egypt.

158. Interagency coordination has resulted in implementation focuses by different organization, complementing UNHCR’s work. Such as, UNICEF focus on Early Childhood Education, while UNHCR provides Education Grants to all other school children from all nationalities for basic & secondary education.

159. Furthermore, intersectoral and interagency strategic coordination periodic meetings have resulted in some efforts- such as crafting of an Education, SGBV and CP strategies for refugees in Egypt.

160. INGOs that are part of the working group rather than collaborate on interventions are used as implementing partners. One of the reasons for this lack of synergy is the lack of funding. One respondent stated that “each agency is trying to secure funding, that is already limited” (INGO respondent).

161. Whereas respondents indicated that there is a clear division of duties amongst the different partners there was no agreement on the division of roles in the field as reflected in the below table.



162. In addition, Monitoring reports have indicated the need for better coordination among the different NGOs, although it was not clear whether these overlapping NGOs are funded by UNICEF. Beneficiaries recommended “Better coordination among NGO partners to ensure a reduction in schedule conflicts would help students make full use of the opportunity to learn.” A student reported that there are quite a lot of overlaps between the activities organized by different NGOs. Since the amount of cash transfers that students receive is estimated based on their attendance rate, some students cannot get the full amount of cash transfers because of their absence from school due to other activities organized by other NGOs. Teachers also agreed on this point and would like UNICEF to better coordinate activity schedule between the different IPs. (PMV, September 26th, 2019, Catholic Relief Service Education Assistance for Refugees & Asylum Seekers’ Children in Egypt, Nobel (ALP school)).

163. An interviewee conceded that there are a lot of missed communication opportunities. Nonetheless, it has been reported that some working groups have enhanced their coordination by focusing on problematic issues (example community schools), it is recommended that this practice be further developed and utilized through the working groups. This is an accelerator to efficiently tackle the needs of the migrants.

164. Besides the monthly meetings that aim at effective coordination there are multiple information tools in support of coordination, such as:

1. 3RP dashboard which is used for reporting on indicators of the different sectors.
2. Activity info is an online database that allows you to store data on defined indicators. It allows humanitarian organizations to access, manage, map and analyze indicators, and thus to monitor humanitarian projects. It was developed to simplify reporting and enable real-time needs

identification. It has a very simple interface and has the advantage to geo-locate interventions. Activity info – through the URL [syrianrefugeeresponse.org](http://syrianrefugeeresponse.org) – has been successfully used for the Regional Refugee and Resilience Plan (3RP) for 2015 Planning, for Monitoring and Reporting against the 3RP, and for planning the inter-agency component of the Regional Refugee and Resilience Plan (3RP) for 2016.

3. 4WP mapping with the EWG where all agencies can report on their activities for the purpose of strengthened coordination

However, it has been reported that these tools are not utilized to their maximum potential as there seems to be selective information sharing leading to lack of synergy and lost opportunities.

165. Another challenge is mainly that governmental partners, like for example MOH do not enter the data and small CDA's also do not have the capacity to enter the data. To overcome these obstacles and to make better use of these different portals a new initiative of forming a management information working group is being talked about

### III. 2 Gender (EQ12)

166. EQ 12 *To what extent have gender considerations been integrated into the design, planning, budget planning, and reporting, and implementation of the response and the results achieved? In what ways are the project results framework (log frame) gender-responsive?*

**Findings 18: Gender is not mainstreamed in UNICEF's Humanitarian Response and is confined to numbers. More of "add women and stir approach" rather than an integral part of the strategy and approach**

167. According to the 3RP gender equality is an underpinning factor for the 3RP strategy, with each sector rated on the IASC gender marker<sup>19</sup>, and was set as a priority in the Egypt Response Plan 2019 with a specific focus on the "provision of more effective case intake forms for SGBV cases and referral to emergency support providers because these cases are rarely reported."

168. 3RP reporting shows division of target by gender and UNICEF's log frame has indicators with special focus on women and children, plus partners and UNICEF do report on the indicators by gender. The 3RP indicator concerning GBV is one of the indicators that was reflected in the HAC with an over achievement of 140% for 2018 and 57% achieved for 2019, yet there is no evidence of strategy that addresses it. As for the Health component, maternal health is one of its main targets accordingly there numbers reflect a huge number of females.

---

<sup>19</sup> Based on IASC gender marker 2A states that The project's needs assessment identifies the different needs of men compared to women (girls compared to boys). These are articulated in Needs which lead logically to responsive Activities and related Outcomes. (<http://www.data.unhcr.org/syria-rrp6/download.php?id=76>)

169. However, there is no further evidence how gender is incorporated when planning or implementing the activities. The evaluation team could not find evidence of a gender assessment conducted for the different components.

170. On the implementation side Programme Monitoring Visits indicate that there is an observable gender gap. The minimal female participation is a recurrent theme in monitoring reports. PMV to Nahwa Al Hassan Sudanese community school in August 2019 to observe the Life Skills education implemented by CARE within the Quality, Safe and Inclusive Education for Refugees there were only 2 female students out of 18 and the recommendation by the monitor was the need for IP to improve the gender balance.

“Observable from the results gleaned, there remains a significant gender gap in the number of students benefiting from the programme, evident most clearly through enrolment rates. In the class observed, there was only one female student out of 16 students.” (PMV, September 26<sup>th</sup> 2019, Catholic Relief Service Education Assistance for Refugees & Asylum Seekers’ Children in Egypt, Nobel (ALP school))

171. Some IP reports have indicated that they use a “gender sensitive approach”, yet there was no elaboration nor evidence of such approach.

172. However, the evaluation team was informed that there is a planned gender strategy for UNICEF’s next cycle, as it was identified as a gap in their programming

# Conclusions

## Conclusions

- 1- Overall UNICEF's CO Humanitarian Response is on track and is supporting refugee children in many ways. UNICEF has a strong leverage with several Ministries and national bodies which is an untapped source for advocacy and policy change that could lead to better mainstreaming of UNICEF's strategic priorities. This is evidenced through UNICEF's partnerships with different government bodies such as NCCM, MoE, MoHP and MoYs.

Although UNICEF is supporting refugee children in many ways, its response seems fragmented because of the lack of an integrated and coherent strategy. Integration of COM and EiE strategies could be a springboard for the development of a comprehensive strategy.

- 2- Life Skills, and the multiple cash transfer interventions are found to be effective, yet need improvements for better efficiency.
  - a. Life skills training seems like an umbrella term that is provided across different sectors (education and Child protection). The use of the name "Life Skill" as an umbrella term for several distinct activities does not reflect subtleties of the different approaches.
  - b. There are multiple cash transfer mechanisms and objectives, however, if not integrated as part of a comprehensive package might not achieve its intended objective, as beneficiaries use the money for different purposes. Furthermore, the use of NGO's to disperse the grants cuts on its efficiency.
- 3- Both Mainstreaming and intersectoral interventions have yielded effective and cost-efficient results. While mainstreaming of refugees in public health seems effective, there are still challenges with mainstreaming refugees in public education, especially for African refugees. Mainstream developmental programs offer multiple opportunities and entry points for integration of refugees.
- 4- Internal governance needs strengthening as it not only impacts the effectiveness of interventions, but also the work culture. There needs to be strong and accountable leadership and effective coordination mechanism. The Emergency Task Force can facilitate systematic internal coordination as a default planning approach supported by top management.
- 5- The inflexible donor funding mechanism, the limited number of refugees in Egypt and the COVID 19 situation all pose a challenge to funding impacting the achievement of results and leading to tapping into funding opportunities that may not be part of UNICEF's strategic vision nor capitalizes on its leverage.
- 6- UNICEF's effectiveness lies in the quality of its interventions, as reflected in monitoring visits and IP reports. Reporting on numerical indicators does not reflect UNICEF's real efforts and effectiveness beyond numbers. By focusing beyond numbers and towards results and outcomes, showcases the actual impact of UNICEF's work.

# Lessons Learnt

## Lessons Learnt

1. In a protracted crisis like in Egypt, the humanitarian-development nexus should be much stronger. An integrated strategic approach to the humanitarian response would yield better results as evident from intersectoral interventions that are both more effective and efficient.
2. Internal management mechanisms and good governance are important for a coherent Humanitarian Response. As without them, the interventions' effect get diluted.
3. Showcasing success of both developmental and humanitarian programs would enhance UNICEF's appeal to donors. This represents a win-win situation on the short- and long-term duration for UNICEF.
4. Donors want to see synergies as they are more cost effective and link to mainstream. Consortiums are a cost-effective approach and more appealing to donors
5. The cash assistance is vital for refugees since they do not have a safety net to fall onto, and their first coping strategy they would use is taking their children out of school. However, Harmonization and complementarity of cash transfer services can lead to better effectiveness and return on investment.
6. Using the post office has been named as the safest mechanism for transfer. It is also the most efficient as it overcomes the triple layer of transfer when using NGO's
7. The use of community workers from refugees has been identified as good practice in the literature and has proven effective with the health sector.
8. There are several developmental programs, such as Dawy and Meshwary that can be used as entry points for mainstreaming refugee issues.

# Recommendations

## Recommendations

**Recommendation One: *Formulate a unified humanitarian response strategy based on UNICEF specific objectives and defined scope, with a clear ToC and targeting strategy that reflects a wholistic gender sensitive approach, and reflects the integrated efforts of the several sectors based on contextual analysis and refugee needs rather than three separate TOCs per sector. This can be done in strategic planning workshop where all involved staff participate.***

### Entry points and enablers:

- ✓ There needs to be strong and accountable leadership and effective coordination mechanism. A systematic internal coordination as a default planning approach enforced by top management. This will enable each sector to see beyond their sector and identify opportunities to integrate and streamline implementation.
- ✓ Integration of COM strategy and EiE strategies as a springboard for the development of a comprehensive strategy
- ✓ Conduct a gender Analysis to inform the humanitarian programming making use of available tools such as
  - IASC Gender Handbook for Humanitarian Action 2017
  - INEE Pocket Guide to Gender 2010

**Recommendation Two: *Develop a Funding Strategy based on donor mapping and interagency collaboration***

### Steps for strategic planning:

#### 1. Formulation of strategic objective

Whereas strategic objectives are already set by 3RP it is essentially that UNICEF focuses on precise objectives geared towards specific aspects of refugee needs, specific sub-groups within the refugee and migrant population, and specific locations, defining scope

#### 2. Strategic targeting:

Strategic targeting to focus UNICEF's humanitarian efforts, with intersectoral targeting to complement each other rather than duplicate. This could be looked at by governorates that are under served as well as by focusing on a specific group inside the migrant population such as UASC, CWD or female headed households as an entry point.

#### 3. strategic interventions:

Coherent planning logic, where agreed upon inter-sectoral strategic objectives are underpinned by intersectoral and sectoral specific objectives that frame subsequent sector and project planning.

### Enablers

- ✓ Do a donor's mapping to identify donor's interest and strategic focus.
- ✓ Write proposals that present a comprehensive approach that capitalizes on UNICEF's technical and relational leverage advantage and is aligned with UNICEF's priorities rather than getting funds that exhausts UNICEF's capacity.
- ✓ UNICEF is advised to write joint proposals with INGOs or other UN agencies that are both partners in IAWG and implementing partners. Having several organizations as a consortium for implementation is an enabling cost effective and efficient approach.
- ✓ Showcasing success of both developmental and humanitarian programs would enhance UNICEF's appeal to donors.

**Recommendation Three: Capitalize on UNICEF's internal M&E systems to go beyond numbers and focus on outcomes**

- ✓ UNICEF should focus on outcome monitoring making better use of e-tools and adjust the strategy and Programs in response.
- ✓ By focusing beyond numbers and towards results and outcomes, showcases the actual impact of UNICEF's work.
- ✓ UNICEF can utilize its Programme monitoring visits as a mechanism that is already in place and can be utilized to draw out this data.
- ✓ Enhance coordination through UNICEF's MIS

**Recommendation Four: Reconceptualize Life Skills training to differentiate between Life Skills offered in schools and those offered in community**

- ✓ Develop a unified training pack that is UNICEF endorsed for use with refugees across all IPs.
- ✓ Continue to provide Life Skills training in community platforms which is adapted to the needs of refugees
- ✓ Continue to support community schools to deliver life skills training as part of a comprehensive package.

**Recommendation Five: Integrate cash support as part of a comprehensive package complimenting other interventions**

- ✓ Provide cash transfer and grants to refugee children that are UNICEF beneficiaries as part of a comprehensive package complimenting other intervention
- ✓ Capitalize on inter agency coordination to provide for unsatisfied basic needs.
- ✓ Make use of direct support mechanisms such as post office or ATMs to avoid trickle down of funds.

**Recommendation Six: Strengthen Emergency Task Force by employing field officers and community volunteers.**

- ✓ Whereas there is an existing task force to support the Humanitarian Program, it is recommended to reformulate this team by assigning a dedicated staff member in each sector to oversee and work on mainstreaming refugee issues.
- ✓ Support the Task Force with field officers and/or community members to facilitate the different sectors' work
- ✓ It is recommended to make use of community workers for outreach similar to the health volunteers. This is an entry point to refugee communities and would accelerate results and provide better coverage, better access to community and enhance confidence.

***Recommendation Seven: Strengthen humanitarian-development nexus by Link Developmental and Humanitarian targets to support a comprehensive community package***

- ✓ Adopt a comprehensive community approach where refugee activities are complemented by mainstream activities in a comprehensive package.
- ✓ Integrate refugee support in developmental programme as a cross cutting theme like gender
- ✓ Resilience component can all be mainstream in the developmental programme saving the limited funds for refugee support

**Entry points:**

- ✓ Pilot the comprehensive community approach where there are mixed origin refugees. For example, supporting both community and public schools plus youth clubs in the same community.
- ✓ Make use of gender and youth initiatives in the CO programme to fill gaps such as Dawy and Meshwary
- ✓ Use RapidPro with refugees (similar to Takafoul we Karama and Ministry of Health).

***Recommendation Eight: Augment mainstreaming of refugee interventions as an exit/phase out strategy to ensure effective transition and handover to national, local and development partners, as appropriate.***

- ✓ Continue to build local/governmental partners capacity to address refugee issues
- ✓ With the protracted situation of refugees in Egypt, UNICEF needs to develop a phased exit strategy where more responsibility is given to partners gradually
- ✓ Mainstream refugees in developmental programs
- ✓ Provide continuous M&E of refugee issues

# Annexes

### Annex 1: Evaluation Matrix

Questions/Sub Questions	Indicators (evaluation indicators)	What Constitute Success	How to Collect Data
<b>Relevance/Appropriateness</b>			
EQ 1. To what extent has the UNICEF Egypt humanitarian response design, strategies and programming address the rights and needs of its primary target groups and all affected populations and vulnerable groups (including the disabled and unaccompanied and separated children), taking into consideration the country setting, environment and challenges? To what extent are these interventions still relevant?			
1.1 Is the current CPD interventions still relevant given the situation progress of refugees in Egypt?	Extent to which the assistance and protection provided are based on in-depth knowledge of specific contexts analysis	Evidence of decisions made based on situational reports.	<ul style="list-style-type: none"> <li>- Document Review</li> <li>- Key Interviews with Ministry of Education – National Council for childhood and motherhood</li> <li>- UNICEF management staff and steering committee</li> </ul>
1.2 Do these interventions meet refugees' immediate need? Long term needs?	<p>Level of needs identified</p> <p>Existence of needs assessment reports</p>	<p>At least 90% of identified needs addressed</p> <p>Evidence of use of needs assessment report in planning</p>	<ul style="list-style-type: none"> <li>- Document Review</li> <li>- Key Interviews with UNICEF management staff and steering committee</li> <li>- Focus groups with different beneficiaries (a question for all selected target beneficiaries)</li> </ul>

<p>1.3 Are there interventions that specifically meet the needs of unaccompanied and separated children (UASC) and detained children?</p>	<p>Extent to which activities addressing unaccompanied and separated children (UASC), and detained children meet identified needs</p>	<p>At least 80% UASC needs met At least 80% disabled children needs met Children in detention are receiving sufficient assistance</p>	<ul style="list-style-type: none"> <li>- Document Review</li> <li>- Key Interviews UNICEF management staff and steering committee</li> <li>- Focus group discussions with care givers and children beneficiaries</li> </ul>
---	---	---	---

EQ 2. With the current humanitarian response strategies, has UNICEF Egypt established for itself a relevant and appropriate role/position in the country responses relative to its comparative advantage and other interagency responses and other relevant response programs by both donors, government and CSOs.

<p>2.1 How has UNICEF Egypt supported the strengthening of national systems to ensure that these systems are increasingly inclusive of the refugee and migrant population?</p>	<p>Perception of governmental partners of UNICEF's contribution and support  Level of influence of UNICEF Egypt</p>	<p>Positive perception in favor of UNICEF  Existence of MOUs, policies, SOPs</p>	<ul style="list-style-type: none"> <li>- Document Review</li> <li>- Key interviews with Ministry of Health, Ministry of Education and National Council for Childhood and Motherhood</li> </ul>
<p>2.2 How significant is the contribution of UNICEF towards the resilience and refugees compared to other donors in the same field?</p>	<p>Ratio of UNICEF interventions compared to other agencies  Perception of beneficiaries and stakeholders of UNICEF's contribution compared to other interventions</p>	<p>Positive perception in favor of UNICEF</p>	<ul style="list-style-type: none"> <li>- Document Review</li> <li>- Interviews with implementing partners and inter-agency working group</li> <li>- Focus group discussions with parents, caregivers, community workers and children</li> </ul>

EQ 3 To what extent is UNICEF's programmatic strategy adequately informed by

- a. evidence needs and assessments of the prevailing political situation and situational analysis? (ref EQ1)
- b. How are the targets for the indicators set by UNICEF/sectors?

c. How clear is the theory of change for each of the response components?			
3.1 What is your targeting strategy?	Extent target beneficiaries relevant to assessed needs/ available resources	80% accuracy	<ul style="list-style-type: none"> <li>- Document Review</li> <li>- Interviews with UNICEF Management, steering committee and implementing staff</li> </ul>
3.2 How clear is the theory of change for each of the response components?	Level of validity of assumptions and risk	Clear rational and attainable results	<ul style="list-style-type: none"> <li>- Document Review</li> </ul>
<b>Effectiveness:</b>			
EQ 4 To what extent is the response on track with achieving the planned results of the response? to what extent has the response fallen short of the planned results and what factors have influenced why these results were not achieved? What were the most effective mix of strategies and activities used? What are the key lessons learned, accelerators and gaps identified?			
4.1 Have the agreed objectives been achieved? Were targets met? overachieved? under achieved? (totally, partially 60-90%, insufficiently less than 50%)	Objectives achieved compared to expected results Degree of variance between plan and achievements	At least 90% of objectives achieved fully and targets met annually Minimum variance (less than 30%)	<ul style="list-style-type: none"> <li>- Document Review</li> <li>- Key Interviews with UNICEF management, steering committee and implementing staff</li> </ul>
4.2 How effective are inter-sectoral interventions in comparison to other programmatic areas? (effectiveness, efficiency,	Level of effectiveness Level of efficiency	Better results in comparison to other interventions Better coverage in comparison to other interventions Evidence of cost effectiveness	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews with UNICEF Management, steering committee and implementing staff</li> </ul>

EQ 5. How coherent and integrated is UNICEF’s humanitarian response? To what extent has UNICEF Egypt’s humanitarian response, including resilience and refugee inter-sectoral interventions, synergies and strategies been conducive in achieving attributable planned results. Has there been unrealized synergies that can be further used?

.1 How coherent and integrated is UNICEF’s humanitarian response?	Existence of internal coordination mechanisms	Evidence of joint planning and targeting setting	- Document Review - Interviews with UNICEF Management, steering committee and implementing staff
5.2 What internal coordination mechanisms are in place?	Level of effectiveness of coordination	At least 3 internal, effective mechanisms	- Document Review - Interviews with UNICEF Management, steering committee and implementing staff

EQ 6 How effective is the investment in direct support for cash transfers; emergency and education grants and life skills capacity building by different response components been?

6.1 Has the activity (direct support for cash transfers/emergency and education grants/ life skills capacity building) yielded expected results?	Level of effectiveness of activity	At least 90% of objectives achieved fully and targets met- annually	- Document Review
6.3 Is the service/activity cost-effective	Ratio of monetary value to results (better jobs/ access to education/ basic needs)	At least 90% of beneficiaries have better jobs/ access to education/ basic needs	- Document Review - Interviews with UNICEF Management, steering committee and implementing staff

EQ 7 With a special emphasis on children on the move, life skill development, and education components, how well has UNICEF integrated/mainstreamed its humanitarian response with more developmental or resilience-related approaches? Could this approach be effective as an accelerator in delivering results?

7.1 To what extent is (children on the move activities/ life skill development/ education interventions) integrated in mainstream programming?	Ratio of refugee to resilience interventions	At least 1:10	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews with UNICEF implementing staff</li> <li>- Interviews with Ministry of Health, Ministry of Education, and National Council for motherhood and childhood.</li> </ul>
7.2 How has mainstreaming of (children on the move activities/ life skill development/ education interventions) contributed to achieving the planned outputs? Were targets met? overachieved? under achieved?	Objectives achieved compared to expected results # of actual beneficiaries compared to # planned	At least 90% of objectives achieved fully and targets met	<ul style="list-style-type: none"> <li>- Document Review</li> <li>- Interviews with UNICEF implementing staff</li> </ul>
7.3 Is the mainstreaming (children on the move activities/ life skill development/ education interventions cost-effective?	Ratio of monetary value to results (access to quality education/better resilience/ social cohesion)	At least 90% of beneficiaries have access to quality education/ demonstrate better resilience and coping skills/ benefited from social cohesion activities)	<ul style="list-style-type: none"> <li>- Document Review</li> <li>- Interviews with UNICEF Management, steering committee and implementing staff</li> <li>- Interviews with implementing partners</li> </ul>
7.4 In comparison to public school support, how effective are the services offered to community schools?	Ratio of public school: community support Perception of teachers/parents/ staff	At least 1:2  At least 90% of beneficiaries are satisfied with the support given to community schools	<ul style="list-style-type: none"> <li>- Document Review</li> <li>- Interviews with UNICEF implementing staff</li> <li>- Focus group discussions with teachers, parents, caregivers and children.</li> </ul>

7.5 Life skills: What is the difference between the different life skills intervention offered by different sectors and different implementing partners?	Level of variance and overlap	Evidence of minimum overlap Reasonable rational for duplication	<ul style="list-style-type: none"> <li>- Document Review</li> <li>- Interviews with UNICEF implementing partners</li> <li>- Interviews with implementing partners</li> </ul>
<b>Efficiency</b>			
EQ 8 How efficiently is UNICEF using its financial and human resources (funding, people, time, skills) and <ul style="list-style-type: none"> <li>c. the extent to which UNICEF have adequate capacity to manage the response and deliver results?</li> <li>d. How well is the programmatic resource distribution among the programme components proved efficient in delivering results, putting into consideration the mainstreaming and intersectoral strategies?</li> </ul>			
8.1 How are resources allocated? Is there a criteria determining the allocation of programme resources among activities, locations and target groups?	Extent funding is relevant to prioritize	Evidence that funding decisions based on strategic priorities vs. other criteria	<ul style="list-style-type: none"> <li>- Interviews with UNICEF Management, steering committee and implementing staff</li> </ul>
8.2 To what extent does UNICEF Egypt have adequate capacity to manage the response and deliver results? Is there enough staff to deliver on required results?	Ratio of staff to activities	At least 1:3	<ul style="list-style-type: none"> <li>- Interviews with UNICEF Management, steering committee and implementing staff</li> </ul>
EQ 9 To what extent are UNICEF Egypt internal management and coordination mechanisms and structures conducive to an effective and efficient response and how can these be strengthened?			
9.1 How are decisions on future developments made?	Level of involvement of key staff in decisions made Level of clarity of decision-making processes	At least 90% of key staff consulted and involved A clear decision-making process in place.	<ul style="list-style-type: none"> <li>- Interviews with UNICEF Management and implementing staff</li> </ul>

<p>9.2 To what extent does implementation promote synergy and facilitate cross-learning across the humanitarian programmatic sectors?</p>	<p>Extent to which improvements have been made as a result of inter-sectorial synergies</p> <p>Perception of staff</p>	<p>processes to create inter-sectorial synergies in place</p> <p>Staff respond positively on organization culture and climate.</p>	<ul style="list-style-type: none"> <li>- Document Review</li> <li>- Interviews with UNICEF Management, steering committee and implementing staff</li> </ul>
<p>EQ 10 To what extent are UNICEF partnership and interagency coordination strategies conducive to programme implementation and effectiveness?</p>			
<p>10.1 To what extent did UNICEF Egypt contribute to foster synergies and avoid overlaps/incoherent approaches between different sectors and partners?</p>	<p>Level of UNICEF's contribution to promoting the implementation of better coordination of inter-agency humanitarian response</p>	<p>Evidence of joint planning</p> <p>At least 90% of joint intervention implemented</p>	<ul style="list-style-type: none"> <li>- Documents review</li> <li>- Interviews with inter agency working group</li> <li>- Interviews with UNICEF management and steering committee</li> </ul>
<p>10.2 What are the coordination mechanisms?</p>	<p>Number of coordination and collaboration mechanism in place</p>	<p>Evidence of clear division of responsibilities</p>	<ul style="list-style-type: none"> <li>- Documents review</li> <li>- Interview with Interagency working group</li> <li>- Interviews with UNICEF management, steering committee and implementing staff</li> </ul>
<p>10.3 How are the operational aspects being coordinated?</p>	<p>% of interventions implemented because of coordination</p>	<p>Evidence of effective coordination during programme implementation</p>	<ul style="list-style-type: none"> <li>- Interview with Interagency working group</li> <li>- Interviews with UNICEF Management, steering committee and implementing staff</li> </ul>

10.4 How have coordination and partnership lead to better/worse results?	Level of effectiveness	At least 90% of results achieved	- Documents Review
10.5 Are there periodical reviews of activities to address distribution gaps and proper coordination to prevent redundancy of work?	Extent to which geographical and target selection avoid redundancy and address different gaps	Evidence of geographical and target selection avoid redundancy and address different gaps	- Interview with Interagency group - Interviews UNICEF Staff management and interagency working groups - Documents Review
<b>Coverage and Coherence</b>			
<b>EQ 11 How well was UNICEF able to deliver at scale and meet the assessed needs?</b>			
11.1 What is UNICEF Egypt strategic choice of focus? (geographical, intervention, refugee origin)	# of areas covered # of priorities covered # of beneficiaries reached disaggregated by gender, location and age	All Targeted areas reached At least 90% of assessed needs met Targets met	- Documents Review - Interviews with UNICEF Management, steering committee and implementing staff
11.2 How does inter-sectorial interventions in comparison to other programmatic areas affect coverage?	Level of reach (areas, needs, targets)	Better coverage in comparison to other interventions	- Documents Review - Interviews with UNICEF Management, steering committee and implementing staff
11.3 how would mainstreaming impact coverage?	% of refugees/ COM/ UASC and children in detention reached through main streaming	At least 10% of total beneficiaries	- Document review - Interviews with UNICEF Management, steering committee and implementing staff
<b>Gender and Human Rights</b>			

EQ 12 To what extent have gender considerations been integrated into the design, planning, budget planning, and reporting, and implementation of the response and the results achieved? In what ways are the project results framework (log frame) gender-responsive?

<p>12.1 What strategies were used to increase the participation of women and girls in the different activities? 12.2 Have gender difference and different gender needs been considered in planning? How?</p>	<p>extent of gender sensitive approaches used level of women and girls' participation</p>	<p>Evidence of integration of "gender issues "(social, economic, and cultural) in its interventions.  increase of women and girl participation</p>	<ul style="list-style-type: none"> <li>- Document Review</li> <li>- Interviews with UNICEF Management and steering committee</li> <li>- Interviews with implementing partners</li> <li>- Focus group discussions with parents, caregivers, community workers and children</li> </ul>
--	---	--	--

## Annex 2- Data collection instruments and guidelines

### Tool 1: UNICEF programme management

**Thank you for accepting to participate in this evaluation.** North South Consultants Exchange has been contracted by the UNICEF Egypt to conduct this evaluation of UNICEF’s Humanitarian Response Programme in order to provide UNICEF Egypt Country office with the information needed to help improve the program’s performance. In order to have a full picture, we kindly ask you to participate in this research project as your input will help shape future programming. **Due to the current Covid-19 situation, we have substituted the originally planned face-to face interview with:**

- 1. Questionnaire which will take around 20 minutes to fill.**
- 2. Follow-up virtual interview which will take around 45 minutes**

<b>Name:</b>	<b>Sector:</b>
<b>Position</b>	

**Part I : Questionnaire:**

**Please read the following questions and the four responses and select the best answer from your point of view for each question.**

**Also please elaborate or give an example in the comment box to provide evidence for the research**

<b>1. How relevant is UNICEF’s humanitarian response given the situation progress of refugees in Egypt?</b>		
<b>1</b>	The humanitarian response is designed based on general global guidance	
<b>2</b>	UNICEF determines the programs interventions by consultation with other UN agencies and donors.	
<b>3</b>	UNICEF determines the programs interventions based on in-depth knowledge and contexts analysis	
<b>4</b>	UNICEF determines the programs interventions based on in-depth knowledge and contexts analysis in consultation with its governmental partners	
Comment/example		
<b>2. How do these interventions meet refugees’ needs?</b>		
<b>1</b>	Interventions meet basic immediate needs	
<b>2</b>	Interventions meet long term needs	
<b>3</b>	Interventions meet some immediate and long-term needs.	
<b>4</b>	Interventions meet almost all immediate and long-term needs	
Comment/example		
<b>3. How are refugee needs identified?</b>		
<b>1</b>	The services and programs are designed based on the knowledge and understanding of the basic needs of refugees in general which are met	

2	UNICEF determines the needs with limited consultation with some external stakeholders.	
3	There is a system and processes undertaken by UNICEF to identify the long term and short-term needs of refugees that ensures the effective participation of the beneficiaries.	
4	UNICEF uses a participatory approach based on the rights of marginalized groups, identifying their own needs through a facilitator's role played by UNICEF	
Comment/example		
4. Have the needs of disabled children, children in detention and unaccompanied and separated Children been addressed?		
1	Needs of disabled children have been addressed to a great extent	
2	Needs of unaccompanied and separated children have been addressed to a great extent	
3	Needs of disabled children and unaccompanied and separated children have been addressed to a great extent	
4	Needs of disabled children, children in detention and Unaccompanied and Separated Children have been addressed to a great extent	
Comment/example		
5. How has UNICEF Egypt supported the strengthening of national systems to ensure that these systems are increasingly inclusive of the refugee and migrant population?		
1	UNICEF has signed MOUs with governmental partners	
2	UNICEF is involved in policy dialogue with its governmental partners	
3	UNICEF has conducted training to build the capacity of its governmental partners	
4	UNICEF has conducted training to build the capacity of its governmental partners and plan and implement interventions jointly	
Comment/example		
6. What is the rationale of the division of funds? How are resources allocated?		
1	Resources are divided equally among all different sectors	
2	Funds are allocated based on proposed activities by each sector	
3	Funds are allocated based on activities, locations and target groups	
4	Funding decisions based on strategic priorities	
Comment/example		
7. To what extent does planning promote synergy and facilitate cross-learning across the humanitarian programmatic sectors?		
1	There are no opportunities for synergies	
2	Synergies depend on personal initiatives	

<b>3</b>	Synergies are encouraged by management	
<b>4</b>	Processes to create intersectoral synergies in place	
Comment/example		
8. What internal coordination mechanisms are in place? How effective is internal coordination?		
<b>1</b>	There is minimum internal coordination	
<b>2</b>	Internal coordination is based on personal initiatives	
<b>3</b>	Internal coordination is based on activities, locations and target groups	
<b>4</b>	There is an effective coordination mechanism in place	
Comment/example		
9. How are decisions on future developments made? Who is involved? Is there a clear decision-making process?		
<b>1</b>	Decisions are made ad hoc depending on situation	
<b>2</b>	Decisions are made by senior management	
<b>3</b>	Most key staff are involved in decisions made	
<b>4</b>	There is a clear decision-making process where most staff key staff are involved	
Comment/example		
10. To what extent does UNICEF Egypt have adequate capacity to manage the response and deliver results? Is there enough staff to deliver on required results?		
<b>1</b>	Number of qualified staff is limited	
<b>2</b>	Number of qualified office staff is adequate but no field coordinators	
<b>3</b>	Number of qualified staff is adequate in most sectors	
<b>4</b>	Number of qualified staff is adequate with a ratio of at least 1 qualified staff to 3 activities	
Comment/example		
11. How coherent and integrated is UNICEF's humanitarian response?		
<b>1</b>	Sectors work in silos	
<b>2</b>	Different sectors have a good awareness about each other's services and share programme goals and outcomes.	
<b>3</b>	Some sectors collaborate to develop integrated program-level responses	
<b>4</b>	Cross sectoral teams set common service goals, jointly plan and are jointly accountable for their achievement.	
Comment/example		

12. How can mainstreaming affect the programme with regards to relevance and effectiveness?		
1	Mainstreaming yields results that are not relevant to children on the move needs	
2	Mainstreaming yields results that maybe relevant to children on the move needs	
3	Mainstreaming yields better results that are relevant to children’s basic needs	
4	Mainstreaming yields better results that are relevant to children on the move needs	
Comment/example		
13. How can mainstreaming affect the programme with regards to efficiency and coverage?		
1	Mainstreaming is cost efficient as a resilience ensures full coverage of children in the move	
2	Mainstreaming is cost efficient and yet does not ensure coverage of children in the move	
3	Mainstreaming is cost efficient and ensures partial coverage of children in the move	
4	Mainstreaming is cost efficient and ensures full coverage of children in the move	
Comment/example		
14. How do intersectoral compare to other programmatic areas with regards to effectiveness, efficiency and coverage?		
1	Intersectoral interventions are more cost efficient but less effective in comparison to other interventions	
2	Intersectoral interventions yield effective and cost-efficient results but limited coverage in comparison to other interventions	
3	Intersectoral interventions yield effective and cost-efficient results and coverage similar to other interventions	
4	Intersectoral interventions yield more effective and cost-efficient results and better coverage in comparison to other interventions	
Comment/example		
15. How well coordinated is the interagency humanitarian response? Are there clear division of responsibilities and means of coordination with other groups?		
1	No clear division of responsibility and overlap, across targeting, interventions and activities	
2	Existence of national coordination mechanism with little overlap but no joint intervention implemented	
3	Existence of national coordination mechanism with little overlap and a few joint interventions implemented	

4	Clear and effective objectives and terms of reference for the national coordination mechanism. No overlap and joint intervention implemented	
Comment/example		
16. Are there periodical reviews of activities to address distribution gaps and proper coordination to prevent redundancy of work?		
1	Organizations rely primarily on their own data when reviewing practices or undertaking new initiatives).	
2	Some data sources are shared across organizations and sectors when reviewing practices or undertaking new initiatives	
3	Data from across organizations and sectors is considered when undertaking collaborative, integrated planning and when reviewing practices or undertaking new initiatives	
4	Collective data from partner organizations facilitates integrated planning and identifying gaps and addressing them	
Comment/example		

## Part II: Interview (45 mins)

**Instructions:** Start by introducing yourself and thanking the individual for giving time for this interview. Clarify ***that this evaluation is not an evaluation of their work nor an evaluation of UNICEF per se, but it is an evaluation to inform UNICEF of ways to make their humanitarian response more effective.***

1. How do you evaluate the program's success overall? What additions, deletions, or variations could be made to increase the effectiveness, efficiency, and coverage of the program's interventions?
2. What is the significant contribution of UNICEF towards the resilience and refugees compared to other donors in the same field?
3. In your opinion What would be an effective mix of strategies and activities?
4. Do you believe that the programme components could have been carried out at a lower cost? If yes, please explain.
5. How has the distribution of programmatic resource impacted the programs? How has funding cuts affected the program?
6. With the anticipated fund cuts, which activity would you eliminate? Why?
7. To what extent is UNICEF Egypt internal management and coordination mechanisms and structures conducive to an effective and efficient response? how can these be strengthened?
8. What would be your recommendations be to enhance the program's performance?
9. Is there a lesson learned or success story that you would like to share?

## Tool 2: Interview guide-UNICEF programme Staff

**Thank you for accepting to participate in this evaluation.** North South Consultants Exchange has been contracted by the UNICEF Egypt to conduct this evaluation of UNICEF’s Humanitarian Response Programme in order to provide UNICEF Egypt Country office with the information needed to help improve the program’s performance . In order to have a full picture we kindly ask you to participate in this research project as your input will help shape future programing. **Due to the current Covid-19 situation we have substituted the originally planned face-to face interview with:**

- 1. Questionnaire which will take around 20 minutes to fill.**
- 2. Follow-up virtual interview which will take around 45 minutes**

<b>Name:</b>	<b>Sector:</b>
<b>Position</b>	

**Part I : Questionnaire:**

**Please read the following questions and the four responses and select the best answer from your point of view for each question.**

**Also please elaborate or give an example in the comment box to provide evidence for the research**

<b>1. How relevant is UNICEF’s humanitarian response given to the needs of refugees?</b>		
<b>1</b>	The services and programs are designed based on the knowledge and understanding of the basic needs of refugees in general	
<b>2</b>	UNICEF determines the needs with limited consultation with some external stakeholders.	
<b>3</b>	There is a system and processes undertaken by UNICEF to identify the long term and short term needs of refugees that ensures the effective participation of the beneficiaries.	
<b>4</b>	UNICEF uses a participatory approached based on the rights of marginalized groups, identifying their own needs through a facilitator's role played by UNICEF	
Comment/example		
<b>2. How do these interventions meet the refugees’ short/term needs?</b>		
<b>1</b>	Interventions meet basic immediate needs	
<b>2</b>	Interventions meet long term needs	
<b>3</b>	Interventions meet some immediate and long-term needs.	
<b>4</b>	Interventions meet almost all immediate and long-term needs	
Comment/example		
<b>3. Has the intervention (direct support for cash transfers/emergency and education grants/ life skills capacity building) yielded expected results?</b>		

<b>1</b>	Insufficiently achieved (less than 30%)	
<b>2</b>	Objectives have been partially achieved (30-60%)	
<b>3</b>	Objectives have been somewhat achieved (70-90%)	
<b>4</b>	Objectives achieved fully (90-100%)	
Comment/example		
4. What is your targeting strategy?		
<b>1</b>	Targeting is based on ease of access	
<b>2</b>	Targeting is based on availability of funds	
<b>3</b>	Targeting is based on needs	
<b>4</b>	Targeting is based on assessed needs and strategic priorities	
Comment/example		
5. To what extent are interventions timely?		
<b>1</b>	Delivery was after the fact	
<b>2</b>	There were many delays in the delivery of service and results were insufficiently achieved	
<b>3</b>	Delivery was somewhat timely helped in partial achievement of result	
<b>4</b>	Delivery was timely and helped the achievement of results	
Comment/example		
6. To what extent is (children on the move activities/ life skill development/ education interventions) integrated in mainstream programming?		
<b>1</b>	Not integrated	
<b>2</b>	Occasionally integrated (ad hoc)	
<b>3</b>	Somewhat integrated (selected activities)	
<b>4</b>	Fully integrated ( part of annual plan)	
Comment/example		
7. How can mainstreaming affect the programme with regards to relevance and effectiveness?		
<b>1</b>	Mainstreaming yields results that are not relevant to children on the move needs	
<b>2</b>	Mainstreaming yields results that maybe relevant to children on the move needs	
<b>3</b>	Mainstreaming yields better results that are relevant to children's basic needs	
<b>4</b>	Mainstreaming yields better results that are relevant to children on the move needs	
Comment/example		

8. How can mainstreaming affect the programme with regards to efficiency and coverage?		
1	Mainstreaming is not cost efficient and does not ensure coverage of children on the move	
2	Mainstreaming is cost efficient and yet does not ensure coverage of children on the move	
3	Mainstreaming is cost efficient and ensures partial coverage of children on the move	
4	Mainstreaming is cost efficient and ensures full coverage of children on the move	
Comment/example		
9. How do intersectoral compare to other programmatic areas with regards to effectiveness, efficiency and coverage?		
1	Intersectoral interventions are more cost efficient but less effective in comparison to other interventions	
2	Intersectoral interventions yield effective and cost-efficient results but limited coverage in comparison to other interventions	
3	Intersectoral interventions yield effective and cost-efficient results and coverage similar to other interventions	
4	Intersectoral interventions yield more effective and cost-efficient results and better coverage in comparison to other interventions	
Comment/example		
10. Is mainstreaming (children on the move activities/ life skill development/ education) interventions cost-effective?		
1	Costs Greatly Outweigh Benefits	
2	Costs outweigh Benefits	
3	Costs=Benefits	
4	Benefits Greatly Outweigh Costs	
Comment/example		
11. To what extent have gender considerations been integrated into the design, planning and implementation of the project and the results achieved?		
1	Gender is not reflected anywhere in the program	
2	Gender is considered only in reporting disaggregated data	
3	Gender is considered in the design of the program, but there are no specific strategies	

<b>4</b>	Gender is considered in design, planning and implementation	
Comment/example		
12. What is the rational of the division of funds? How are resources allocated?		
<b>1</b>	Resources are divided equally among all different sectors	
<b>2</b>	Funds are allocated based on proposed activities by each sector	
<b>3</b>	Funds are allocated based on activities, locations and target groups	
<b>4</b>	Funding decisions based on strategic priorities	
Comment/example		
13. To what extent does planning promote synergy and facilitate cross-learning across the humanitarian programmatic sectors?		
<b>1</b>	There are no opportunities for synergies	
<b>2</b>	Synergies depend on personal initiatives	
<b>3</b>	Synergies are encouraged by management	
<b>4</b>	Processes to create intersectoral synergies in place	
Comment/example		
14. What internal coordination mechanisms are in place? How effective is internal coordination?		
<b>1</b>	There is minimum internal coordination	
<b>2</b>	Internal coordination is based on personal initiatives	
<b>3</b>	Internal coordination is based on activities, locations and target groups	
<b>4</b>	There is an effective coordination mechanism in place	
Comment/example		
15. To what extent does UNICEF Egypt have adequate capacity to manage the response and deliver results? Is there enough staff to deliver on required results?		
<b>1</b>	Number of qualified staff is limited	
<b>2</b>	Number of qualified office staff is adequate but no field coordinators	
<b>3</b>	Number of qualified staff is adequate in most sectors	
<b>4</b>	Number of qualified staff is adequate with a ratio of at least 1 qualified staff to 3 activities	
Comment/example		
16. How well coordinated is the interagency humanitarian response? Are there clear divisions of responsibilities and means of coordination with other groups?		

1	No clear division of responsibility and overlap, across targeting, interventions, and activities	
2	Existence of national coordination mechanism with little overlap but no joint intervention implemented	
3	Existence of national coordination mechanism with little overlap and a few joint interventions implemented	
4	Clear and effective objectives and terms of reference for the national coordination mechanism. No overlap and joint intervention implemented	
Comment/example		
17. How effective is the coordination during implementation in the field?		
1	The importance of collaborators is understood but is inconsistently practiced.	
2	There is open dialogue and respectful communication to clarify roles and responsibilities across organizations and sectors.	
3	A solid understanding of roles and responsibilities contributes to effective and efficient collaboration across organizations and sectors	
4	The roles and responsibilities of staff in other organizations/sectors are consistently promoted to optimize collaborative service.	
Comment/example		
18. How are decisions on future developments made? Who is involved? Is there a clear decision-making process?		
1	Decisions are made ad hoc depending on situation	
2	Decisions are made by senior management	
3	Most key staff are involved in decisions made	
4	There is a clear decision-making process where most key staff are involved	
Comment/example		

**Part II: Activity Specific**

With regards to the interventions you are involved in please evaluate the different interventions/activities based on the following criteria, by ticking under the level you deem most appropriate.

Intervention/activity Name					
Level		Fair performance, some serious but not fatal weaknesses.	Reasonably good performance overall, might be a few slight weaknesses but nothing serious	Very good performance in most aspects. Strong overall .No weaknesses of any real consequence.	Excellent performance in all aspects. No weaknesses
Criteria					
1	Relevance (needs and UNICEF priorities)				
2	Effectiveness (results and satisfaction),				
3	Coverage (geographical and population),				
4	Capacity: UNICEF and implementing partners				
5	Cost effectiveness and Cost benefit (outcomes/ cost)				
6	Overall				

### Part III Interview (45 mints)

**Instructions:** Start by introducing yourself and thanking the individual for giving time for this interview. Clarify ***that this evaluation is neither an evaluation of their work nor an evaluation of UNICEF per se but it is an evaluation to inform UNICEF of ways to make their humanitarian response more effective.*** Explain that interview results are confidential and will be analyzed along with many others in order to assess the humanitarian programme in UNICEF Egypt.

1. How do you evaluate the program's success overall? What additions, deletions, or variations could be made to increase the effectiveness, efficiency and coverage of the program's interventions?
2. What is the significant contribution of UNICEF towards the resilience and refugees compared to other donors in the same field?
3. In your opinion What would be an effective mix of strategies and activities?
4. How has the distribution of programmatic resource impacted the programs? How has funding cuts affected the program?
5. With the anticipated fund cuts, which activity would you eliminate?

6. To what extent is UNICEF Egypt internal management and coordination mechanisms and structures conducive to an effective and efficient response? how can these be strengthened?
7. What would your recommendations be to enhance the program's performance?
8. How has the Programme effectively contributed to the creation of favorable conditions for most vulnerable? How has the intervention/activity contributed to the wellbeing of refugees? Please give
9. Has the different interventions yielded any un expected results (negative/ positive)
10. Is there a lesson learned or success story that you would like to share?

#### **Part IV: Activity Specific Interview**

##### **Education:**

1. How has the resilience interventions helped refugee children (inclusion, learning, wellbeing)
2. In comparison to public school support how effective are the services offered to community schools?
3. what are the main facing COM students at the school level and within the classroom?
4. In your view, what did these activities manage to achieve and how could implementation have been
5. Is there a difference between the support given to Syrian community schools as compared to other African community schools?
6. What are the major challenges in working with African community schools?

##### **Cash Transfer:**

- 1- Criteria to which the cash is distributed.
- 2- Percentage of beneficiaries compared to the actual number of needy people covered by the programme.
- 3- Extent to which the amount transferred is sufficient to cover basic needs of the beneficiaries.
- 4- Main areas of expenditure.
- 5- Average of school tuitions, cost of uniforms..., etc (comparison against cash transferred).
- 6- Accessibility of beneficiaries to the cash.
- 7- Is there any evidence that shows that cash can make a positive difference for children?
- 8- What are the cash delivery mechanisms (mobile money, card, cash in envelope)?

##### **Life skills**

- 1- Life skills: What is the difference between the different life skills intervention offered by different sectors and different implementing partners?
- 2- What is the rational for having all partners do different versions? is the difference between each based on needs?
- 3- Have children shown better resilience?
- 4- Have there been an increase in employment?

##### **COM**

1. Are Egyptian COM going to receive the same services that refugee children receive?
2. Where and how are "drop-in hubs" created?

3. What services are these hubs supposed to provide?
4. How will children get to know about them?
5. How will children be enrolled?
6. How will Cross-border coordination for a continuum of care along the route be done?
7. How are beneficiaries identified?
8. What is the best interest assessment criterion?
9. What is the protection mechanism?

**Tool 3 : Interview guide- Implementing Partners**

**Thank you for accepting to participate in this evaluation.** North South Consultants Exchange has been contracted by the UNICEF Egypt to conduct this evaluation of UNICEF’s Humanitarian Response Programme in order to provide UNICEF Egypt Country office with the information needed to help improve the program’s performance. In order to have a full picture, we kindly ask you to participate in this research project as your input will help shape future programming . **Due to the current Covid-19 situation we have substituted the original planned face-to face interview with:**

- 1. Questionnaire which will take around 20 minutes to fill.**
- 2. Follow-up virtual interview which will take around 45 minutes**

<b>Name:</b>	<b>Position</b>
<b>Organization:</b>	

**Interventions: Please list the interventions you are involved in**

Intervention/activity	Target

**Part I : Questionnaire:**

**Please read the following questions and the four responses and select the best answer from your point of view for each question. Please fill in the below for each activity you implemented separately**

**Also please elaborate or give an example in the comment box to provide evidence for the research**

<b>Title:</b>		
<b>1. Has the activities you implemented yielded expected results?</b>		
<b>1</b>	Insufficiently achieved (less than 30%)	
<b>2</b>	Objectives have been partially achieved (30-60%)	
<b>3</b>	Objectives have been somewhat achieved (70-90%)	
<b>4</b>	Objectives achieved fully (90-100%)	
Comment/example		
<b>2. Were targets met?</b>		
<b>1</b>	Targets were not achieved	
<b>2</b>	Targets have been under achieved (30-60%)	
<b>3</b>	Targets have been over achieved	
<b>4</b>	Targets have been achieved fully	

Comment/example		
3. Are there considerable differences between planned and actual time schedules of programme phases and main activities?		
1	Delivery was after the fact	
2	There were many delays in the delivery of service and results were insufficiently achieved	
3	Delivery was somewhat timely helped in partial achievement of result	
4	Delivery was timely and helped the achievement of results	
Comment/example		
4. Do these interventions meet refugee needs?		
1	Interventions do not meet identified needs	
2	Interventions meet some identified needs	
3	Interventions meet most identified needs	
4	Interventions meet all identified needs	
Comment/example		
5. Are your interventions cost-effective?		
1	Costs Greatly Outweigh Benefits	
2	Costs outweigh Benefits	
3	Costs=Benefits	
4	Benefits Greatly Outweigh Costs	
Comment/example		
6. To what extent have gender considerations been integrated into the design, planning and implementation of the project and the results achieved?		
1	Gender is not reflected anywhere in the program	
2	Gender is considered only in reporting disaggregated data	
3	Gender is considered in the design of the program, but there are no specific strategies	
4	Gender is considered in design, planning and implementation	
Comment/example		
7. To what extent can changes be attributed to the intervention/activity?		

1	There is no evidence that the intervention/activity was the direct cause of change	
2	There is little evidence that the intervention/activity was the direct cause of change	
3	There is some evidence that the intervention/activity was the direct cause of change	
4	There is concrete evidence that the intervention/activity was the direct cause of change	
Comment/example		

**Overall:**

8. How do you evaluate the performance of UNICEF regarding the following aspects

Criteria	Fair	Good	Very good	Excellent	Explanation/comments
Day-to- day managing of activities in general					
Provide technical support, guidance and follow up on the components					
Providing technical support to target groups					
Flexibility and responsiveness					
Considering gender issues					

**Thank you for your time**

**Part II Interview (45 mints)**

**Instructions:** Start by introducing yourself and thanking the individual for giving time for this interview. Clarify **that this evaluation is not an evaluation of their work nor an evaluation of UNICEF per se, but it is an evaluation to inform UNICEF of ways to make their humanitarian response more effective.** Explain that interview results are confidential and will be analyzed along with many others in order to assess the humanitarian programme in UNICEF Egypt.

1. How do you evaluate the UNICEF's humanitarian response programme?
2. Have you had to change anything to make the programme relevant? (example)
3. In your opinion, what is the significant contribution of UNICEF towards the resilience and refugees compared to other donors in the same field?
4. Are any of these interventions done in coordination with other agencies?
5. Which of the activities you are involved in can be considered the most effective? Why?
6. How has the activity effectively contributed to the creation of favorable conditions for most vulnerable? How has the intervention/activity contributed to the wellbeing of refugees? Please give an example.
7. What are the major bottle necks for implementation?
8. What additions, deletions, or variations could be made to increase the effectiveness, efficiency and coverage of the program's interventions?
9. Is there a success story/ lesson learned that you would like to share?
10. Is there anything else you would like to tell me about your experiences with the UNICEF programme that I might not have asked?



#### Tool 4: Inter-Sector / Inter Agency Working Groups Survey

**Thank you for accepting to participate in this evaluation.** North South Consultants Exchange has been contracted by the UNICEF Egypt to conduct this evaluation of UNICEF’s Humanitarian Response Programme in order to provide UNICEF Egypt Country office with the information needed to help improve the program’s performance. In order to have a full picture we kindly ask you to participate in this research project as your input will help shape future programming. **Due to the current Covid-19 situation we have substituted the originally planned face-to face interview with:**

- 1. Questionnaire which will take around 20 minutes to fill.**
- 2. Follow-up virtual interview which will take around 15 minutes**

1. To what extent do you believe that UNICEF’s Humanitarian Response programme is aligned with (inter agency/intersectoral) strategies?		
1	UNICEF Programme is developed with no reference to joint strategy	
2	UNICEF focuses on aligning efforts to make effective use of services, programs and resources across the region.	
3	UNICEF aligns its efforts on identifying and addressing emerging regional needs.	
4	UNICEF’s Programme is aligned based on jointly established regional benchmarks.	
Comment/example		
2. To what extent did the inter-agency/intersectoral working group contribute to foster synergies and avoid overlaps/incoherent approaches between different sectors and partners		
1	Staff work primarily within their own programs to plan services; there is some sharing of information about services across organizations and sectors.	
2	Staff work primarily within their own organizations to plan services; there is cross-organization/sector consultation, but it is primarily on an ad hoc basis.	
3	Collaborative initiatives for service delivery exist across many programs and levels within organizations and across sectors in some situations.	
4	Collaborative initiatives for service delivery exist across many programs and levels within organizations and across sectors in some situations.	
Comment/example		
3. How effective has the inter-agency/inter sectoral collaboration been? How has coordination and partnership lead to better/worse results?		
1	Joint interventions less effective in comparison to other interventions	

2	Joint interventions are cost efficient, more coverage but less effective results in comparison to other interventions	
3	Joint interventions yielded effective and cost-efficient results and coverage similar to other interventions	
4	Joint interventions yield more effective and cost-efficient results and better coverage in comparison to other interventions	
Comment/example		
4. How well coordinated is the interagency humanitarian response? Are there clear division of responsibilities and means of coordination with other groups?		
1	No clear division of responsibility and overlap, across targeting , interventions, and activities	
2	Existence of national coordination mechanism with little overlap but no joint intervention implemented	✓
3	Existence of national coordination mechanism with little overlap and a few joint interventions implemented	
4	Clear and effective objectives and terms of reference for the national coordination mechanism. No overlap and joint intervention implemented	
Comment/example		
5. How effective is the coordination during implementation in the field?		
1	The importance of collaborators is understood but is inconsistently practiced.	
2	There is open dialogue and respectful communication to clarify roles and responsibilities across organizations and sectors.	
3	A solid understanding of roles and responsibilities contributes to effective and efficient collaboration across organizations and sectors	
4	The roles and responsibilities of staff in other organizations/sectors are consistently promoted to optimize collaborative service.	
Comment/example		
6. Are there periodical reviews of activities to address distribution gaps and proper coordination to prevent redundancy of work?		
1	Organizations rely primarily on their own data when reviewing practices or undertaking new initiatives).	
2	Some data sources are shared across organizations and sectors when reviewing practices or undertaking new initiatives	
3	.	

	Data from across organizations and sectors is considered when undertaking collaborative, integrated planning and when reviewing practices or undertaking new initiatives	
4	Collective data from partner organizations facilitates integrated planning and identifying gaps and addressing them	
Comment/example		

### Part II Interview (15 minutes)

**Instructions:** Start by introducing yourself and thanking the individual for giving time for this interview. Clarify *that this evaluation is neither an evaluation of their work nor an evaluation of UNICEF per se but it is an evaluation to inform UNICEF of ways to make their humanitarian response more effective.* Explain that interview results are confidential and will be analysed along with many others in order to assess the humanitarian programme in UNICEF Egypt.

1. What is the significant contribution of UNICEF towards the resilience and refugees compared to other donors in the same field?
2. What would be your recommendations to enhance the program's performance?
3. What elements, qualities or practices identified as supportive/ obstacles of a positive coordination/partnership

**Tool 5: Interview guide- Governmental Bodies**  
**Estimated time 1 hour**

<b>Name:</b>	<b>Position</b>
<b>Organization:</b>	

**Instructions:** Start by thanking the individual for giving time for this interview and introducing yourself  
**Please note that it is important to clarify to governmental partners that this evaluation is not an evaluation of their work nor an evaluation of UNICEF per se but it is an evaluation to inform UNICEF of ways to make their humanitarian response more effective.**

Explain that interview results are confidential and will be analysed along with many others in order to assess the humanitarian programme in UNICEF Egypt. If more than one individual is present in the interview, please obtain the relevant data for the other(s).

(Use below table for specific activities)

**Introductions:** Introduce yourself and the note taker.

Ask interviewee to introduce him/herself

**Background**

**How many years in total has your organization been a partner to UNICEF (including this year)?**

(0) Less than one year

\_\_\_\_\_ years (if one year or more )

Please outline your responsibilities for the implementation:

Sector	Intervention/activity	Location	Target	Implementing method (cost Sharing)

**Relevance:**

1. Do you think that the programme interventions are relevant to the national priorities, strategies and policies of the Egyptian government? how?
2. How Do these interventions/activities respond to?
  - a. refugees need
  - b. children including the most vulnerable
  - c. Host community needs
3. Did the programme respond to the views and problems of target group? How?
4. Was the selection of programme intervention areas more appropriate to meet the needs of marginalized groups highlighted in national statistics (for poorer villages and slums)?

**Effectiveness**

5. Have you been consulted in any way in the planning?
6. Has the intervention/activity achieving the planned outputs? Have the agreed objectives been achieved? ((totally, partially, insufficiently)?

7. How has the activity effectively contributed to the creation of favourable conditions for most vulnerable including children and women? How has the intervention/activity contributed to the wellbeing of refugees? Please give an example.

**Partnership**

8. How has your organization been part of the implementation of the activities?
9. How has UNICEF supported and strengthened your capacity?
10. What elements, qualities or practices can be identified as supportive/ obstacles of a positive partnership?

**Efficiency:**

11. Do you believe that the activity/intervention could have been carried out at a lower cost? If yes, please explain.
12. Were there any considerable differences between planned and actual time schedules of programme phases and main activities?
13. What factors either enabled or hindered timely delivery and how did it impact the results?

**M&E**

14. How are the interventions/activities monitored?
15. How are monitoring/evaluation results shared with you?

**Challenges:**

16. What are the major bottle necks for implementation?
17. How have you handled these challenges?

**Overall:**

18. In your opinion, what is the significant contribution of UNICEF towards the resilience and refugees compared to other donors in the same field?
19. What additions, deletions, or variations that could be made to increase the effectiveness, efficiency and coverage of the program’s interventions?
20. What would your recommendations be to enhance the program’s performance?
21. How do you evaluate the performance of UNICEF regarding the following aspects:

Criteria	fair	good	Very good	Excellent	Explanation/comments
Day-to- day managing of programme activities in general					
Provide technical support, guidance and follow up on the components					
Providing technical support to target groups					
Flexibility and responsiveness					
Considering gender issues					
Coordinating with UNICEF					
Coordinating with other partner institutions					
Reporting					

**CONCLUSION**

22. Is there a success story/ lesson learned that you would like to share?
23. Is there anything else you would like to tell me about your experiences with the UNICEF programme that I might not have asked?

**Thank you for your time**

## Tool 6: Structured interview with parents/caregivers

### General Instructions

As a general rule, researchers knowingly calling or sending text messages to a mobile phone for the purpose of conducting a survey shall observe the principles of respect and ethics of a telephone interviews. Phone interviews should not exceed 30 minutes and the following steps should be observed:

- Identification of the calling party, notification as to the purpose of the call/survey, the voluntary nature of participation, the guarantee of confidentiality and anonymity.
- Participant will be contacted to explain the study objectives and time required for conducting the interview.
- Upon approval to participate in a phone interview, a convenient time for participant will be set.
- Consent form will be sent along on SMS before setting interview time
- Before starting the interview, consent forms to be read explicitly and clearly for the interviewee and verbal consent will be acquired, and it will be recorded after taking the respondent permission.
- Interviewer will assess the safety of the environment by asking if they have someone in the room or if they are alone and whether they feel comfortable speaking or not.
- In case there is a sense of any discomfort interviewer will end the interview politely
- After finishing the interview, thank participant for their time and participation

Code of Interview		
Date:	Starting time:	Ending time:
Governorate:	Village:	District:

### Questions:

1. What services are there in your community for children? (Health, education, etc.)  
[For example: clinic (vaccinations, treatment if sick, weighing, feeding, advice) birth registration, services for disabled children, youth centers, family clubs, life skills activities]
2. Which of these services do you use for yourself/your children?

### Based on the services listed ask the intervention specific questions

#### 3. Intervention specific:

##### a. Life skills:

- Have you heard about the life skills programme?
- Have your children benefited from it?
- Where did they participate in the life skills programme at school or at the community center?
- How do you evaluate the service offered?

##### b. Cash transfer/ education grants

- Have you received cash transfers? How do you receive the cash transfer? How often? (education, emergency, monthly allowance) Please discuss how and for what reasons?
- How did you benefit from the cash transfers, please give an example?

- Have you received any other cash transfer from other programs? ( if yes How does it compare to what you received from UNICEF?)Do you know of anyone who has received cash transfer from other programs? ( if yes How does it compare to what you received from UNICEF?)

**c. Education:**

- Have you received any information to help making sure that the children in your family go to school and are well educated? [prompt – information from where? How to get info? How use info? Is info useful? [Examples?]
- How many children do you have at school? What grades?
- Are there any challenges your kids face in education? (probe for: documentation, curriculum, language, finances, social cohesion; differences with gender, age groups, including adolescents and youth skills training and employment)
- How has UNICEF helped you in addressing these challenges? (probe for: schools, NGOs, community, education grant, coping with direct and indirect education costs, exam fees, ALP)
- In your view, was the distribution of educational kits (and uniforms) a priority need? If so, did the distribution of the educational kits encourage you to send your children to attend school? If no, what are the priority needs for for your children to go to school?

**Quality of service:**

4. On the whole are you satisfied with the services available for your children? Why/why not?
5. With regard to the programme interventions, please explain any problems or challenges you face to get these services for yourself/your children? Did you face any discrimination during receiving the service?
6. Have you been consulted about your needs or the way service is delivered?
7. In your view, how could the programme better support your children?
8. Is there a significant story that you would like to share?

## Tool 7: Structured interview with Young Adults

### General Instructions

As a general rule, researchers knowingly calling or sending text messages to a mobile phone for the purpose of conducting a survey shall observe the principles of respect and ethics of a telephone interviews. Phone interviews should not exceed 30 minutes and the following steps should be observed:

- Identification of the calling party, notification as to the purpose of the call/survey, the voluntary nature of participation, the guarantee of confidentiality and anonymity.
- Participant will be contacted to explain the study objectives and time required for conducting the interview.
- Upon approval to participate in a phone interview, a convenient time for participant will be set.
- Consent form will be sent along on SMS before setting interview time
- Before starting the interview, consent forms to be read explicitly and clearly for the interviewee and verbal consent will be acquired, and it will be recorded after taking the respondent permission.
- Interviewer will assess the safety of the environment by asking if they have someone in the room or if they are alone and whether they feel comfortable speaking or not.
- In case there is a sense of any discomfort interviewer will end the interview politely
- After finishing the interview, thank participant for their time and participation

Code of Interview		
Date:	Starting time:	Ending time:
Governorate:	Village:	District:

### Questions:

1. What social, educational, health services are available in your community? (Which of them do you participate in for the past two years?)

### Education:

1. Do you go to public or community schools?
2. Which is better? Why?
- 3 Did you receive any school equipment such as bags and stationery or uniform? If the answer is "yes"; are you satisfied with the bag and the stationary (and the uniform) that have been provided to you? Why/Why not?
4. Have you faced any challenges at school? (probe bullying, violence, curriculum, language)
5. To whom have you reported this challenge? How did they help you?
6. What in your opinion are the main challenges for refugee children in the Egyptian educational context?
7. What do you think are the most important things schools can do so refugee children have a good and safe education in Egypt?

### Accelerated Learning Classes:

1. How did you enrol in these classes?

2. How beneficial are these classes?
3. How can they be made better?

**Life Skills:**

1. Where did you participate in the life skills program? (School- Community Center -Other)
2. What activities you find most interesting in the life skills program?
3. What new skills did you learn?
4. How useful was the life skills program?
5. If you were to change or modify the programme what would you take out or add?

**General for all:**

1. How has these activities helped you in general?
2. Are there any problems or challenges that you face in accessing these services? (discrimination – distance – Other)
3. Is there anyone who comes to visit you/ or you go to ask about your health or education? If yes, what is his/her role?
4. Are there other services you need, and they are not available in your community?
5. Is there anything else that you would like to tell me or Is there a significant story that you would like to share?

**Thank you for your time**

## Annex 3: Ethical protocol

This ethical protocol is guided by several ethical principles, springing from humanitarian principles of impartiality, neutrality and independence. Plus, the Ethical Research Involving Children guidelines and In line with UNEG guidelines for evaluation where “Evaluations must be gender and culturally sensitive and respect the confidentiality, protection of source and dignity of those interviewed’.”

Directed by the principals of respect, beneficence and non-maleficence, and justice as outlined in UNICEF PROCEDURE FOR ETHICAL STANDARDS IN RESEARCH, EVALUATION, DATA COLLECTION AND ANALYSIS (April 2015). The following ethical procedures are integral to the evaluation process.

### 1. Protection of Subject Safety:

#### Risk assessment:

1. The data collection process is perceived as **medium Risk** as there are no identifiable hazards that could harm participating subjects or data collection. This is a minimal psychological or social risk. The probability of harm or discomfort is not greater than ordinarily encountered in daily life. Furthermore, the research does not involve any disclosure of private or sensitive information.
2. Physical risk there is a physical risk due to the COVID-19 spread. However, if physical meetings will be decided all health precautions will be observed; all participants and facilitator will be provided with masks, seating arrangement will observe the 2 meter space limit, plus the availability of disinfectants for everybody's use.
3. Although there are no perceived risks in conducting mixed group FGDs, different ethnicities, and different age groups will be grouped together to diminish any subtle risks and empower participants
4. In case of remote data collection, the privacy of the respondent cannot be guaranteed, however, respondents will be asked if they have enough privacy and feel safe conducting the interview in their current physical space. Although there is no guarantee that the space is safe, data collectors have a long experience that would enable them to sense any distress they will propose ending the interview or calling at a different time.
5. If any harm or safety issues, including child abuse or neglect, is revealed during participation in research activity, or researchers may suspect that children or others are at risk and in need of protection. Researcher will notify case manager to provide appropriate referral services.

#### Child protection:

Respect for the dignity, well-being and rights of all children is a core element in this evaluation. Therefore, conducting focus group activities will be conducted in safe spaces where the privacy of children is protected, and power dynamics are diminished to allow children involved to express their opinions privately and freely. Focus groups with children will also address different age brackets at different places as shown in the sampling methodology.

In case of scenario B online survey's will be conducted on a web-based Survey Monkey which ensures that user data is kept secure.

**Inclusion:**

This is a purposeful sampling where participants need to have been recipients of UNICEF's supported activities. An equal mix of gender will be enforced, however, because of the different background (different language, origin, religion, level of skills and knowledge) different groups will be targeted in different areas.

**2. Confidentiality and Anonymity:**

Anonymity will be ensured for research participants and confidentiality for FGD and IDI participants. None will be identifiable in research reports, presentations, and other means of disseminating findings.

For phone interviews, only the consultant, who is independent from both UNICEF and the implementing partners, will contact the beneficiaries directly to take part in the interviews.

For online survey "The Anonymous Responses" feature of Survey Monkey will be used.

**Confidentiality and Data protection:** Collected data will be protected from tampering, loss, theft or physical damage by limiting access to data, and keeping any data stored on paper in a safe place. After being inputted electronically, data will not be shared except with evaluation team members who will analyze all data collected. FGD and IDI tape recordings will be destroyed after transcript review to be sure about completeness of the transcript.

Survey Monkey will be used to collect questionnaire and survey data. The privacy policy of Survey Monkey is based on the General Data Protection Regulation (GDPR), which guarantees total data protection. The access to respondents' data will only be available for evaluation team for analysis.

Beneficiaries phone interviews will be conducted by a number of data collectors. Each data collector will be assigned a number of interviewees to which first name and contact number will be given.

Zoom meetings with primary stakeholders and UNICEF staff will be conducted by team leader, and all collected data will be aggregated anonymously.

**3. Informed Consent:**

All participants will be informed of the objective of the research and will be informed that participation is voluntary and they may freely decide whether to participate in the research or not and that their participation has no effect on the services they receive. They will also be informed of anonymity and confidentiality of data. Consent forms for each targeted group will be tailored to the nature of each group and their capacity.

Whereas caregiver/ parents' consent will be obtained in written form for their children's participation, children's consent will also be agreed upon verbally before the start of focus group/ interview.

**In case of remote data collection consent forms will be sent by SMS** If the participant responds positively, the consultant will then call to set up an interview time and/or conduct the interview at that time if the participant is available. If the participant does not respond to the SMS after two days, the consultant will call directly and share an overview and invitation to participate in the study.

In the case of young adult's caregiver consent form will be sent via SMS and request for the child's phone number or the number to use to call them. Nonetheless before the interview an oral consent will be obtained from the individual after an explanation of the objectives of the interview.

As a general rule, researchers knowingly calling or sending text messages to a mobile phone for the purpose of conducting a survey shall observe the principles of respect and ethics of a telephone interviews. These include identification of the calling party, notification as to the purpose of the call/survey, the voluntary nature of participation, the guarantee of confidentiality and anonymity.

The following actions will be done:

1. Scenario A Face-to -face

- Location of FGD should be considered as a safe environment and interviewees should be happy and confident about the location.
- The study objectives and time required for conducting the interview or filling in the survey will clearly be explained to interviewees before interviews proceed
- Consent forms will be distributed and signed by participants. The interviewees and parents of children should sign the consent forms. If illiterate, he/ she should agree verbally to participate in this study after explaining its objective and anonymity and the interviewer will sign on behalf of him/ her.
- The interviewer should be aware of issues involving his/ her safety as well as the participants.

2. Scenario B telephone interview and online survey:

- Participant will be contacted to explain the study objectives and time required for conducting the interview.
- Upon approval to participate in a phone interview, a convenient time for participant will be set.
- Consent forms will be sent via SMS
- Before starting the interview, consent forms to be read explicitly and clearly for the interviewee and verbal consent will be acquired, and it will be recorded after taking the respondent permission.
- In case of phone interviews, interviewer will assess the safety of the environment by asking if they have someone in the room or if they are alone and whether they feel comfortable speaking or not.
- Children's consent will also be obtained before the launch of the interview.

## Consent forms

### 1. Key Stakeholder email:

Dear \_\_\_\_\_

North South Consultants Exchange has been contracted by the UNICEF Egypt to conduct a forward-looking evaluation of UNICEF's Humanitarian Response Programme. In order to provide UNICEF Egypt Country office with the information needed to help improve the program's performance and provide evidence-based recommendations, we would appreciate your input and insights on the program.

It is worthy to note that this evaluation follows the ethical procedures set by UNICEF Procedure For Ethical Standards In Research, Evaluation, Data Collection And Analysis (April 2015), and accordingly to protect your confidentiality, reports will not contain information that will personally identify you and your name will not be mentioned in any report.

Due to the current Covid-19 situation we have substituted the originally planned face-to face interview with:

1. Questionnaire which will take around 20 minutes to fill available at this link:

[http/ surveyMonkey](http://surveyMonkey)

2. Follow-up virtual interview which will take around 45 minutes, which will be scheduled at a time of your convenience.

If you agree to participate please follow the link above to fill the survey and email us a time of your preference for the interview. In case you have any further questions please contact me at: Phone Number or email me at: email address

We highly appreciate your participation and thank you for your time

Maha El Said  
Team Leader

## 2. Research Participant SMS consent

Dear \_\_\_\_\_

You are receiving this text message because you have been selected to participate in an evaluation of UNICEF's Humanitarian Response Programme. The purpose of this evaluation is to provide UNICEF Egypt Country office with the information needed to help improve the program's performance throughout the remaining implementation period. The evaluation team from North South Consultants Exchange project has been contracted by the UNICEF Egypt to conduct this evaluation and they are responsible for the data collection. In order to have a full picture we kindly ask you to participate in this research project because you are one of the beneficiaries/ stakeholders of the UNICEF Humanitarian Response Programme.

Although your participation in this study may not benefit you directly, it may benefit others in the future, as your responses may improve UNICEF's Humanitarian Response Programme and enhance understanding about ways to provide better services to others in your situation. Your participation will help us and UNICEF to understand your experience and find out what you really think and have experienced.

Your participation in this study is voluntary. That is your decision about whether to participate in this study or not will not affect any services that you receive in any way. This will be the only time that we will ask you questions as part of this research. If you agree to participate, you can decide not to answer any question you don't feel comfortable answering to answer and you can stop at any time.

All information obtained will be confidential and will be used ONLY for research purposes. To protect your confidentiality, reports will not contain information that will personally identify you and your name will not be mentioned in any report. We will put information we learn together with information we learn from other people we interview; therefore no one will be able to tell what information came from who. Only a few researchers will have access to this information, and all information will be stored safely under the care of the lead researcher.

If you feel comfortable to participate in a phone interview, please reply to this text message with a convenient time for you and then you will be contacted by the consultant to conduct the interview. If you have any questions please send an SMS or call (name) at number

### 3. Research Participant oral consent

**My name is \_\_\_\_\_, I am calling concerning the UNICEF evaluation.**

**Thank you for accepting to participate in this research, we hope that you have read and understood the consent form. I can read it again and explain anything that you do not find clear. I just want to remind you that** all information obtained will be confidential and will be used ONLY for research purposes. To protect your confidentiality, reports will not contain information that will personally identify you and your name will not be mentioned in any report. Your participation in this study is voluntary. That is your decision about whether to participate in this study or not will not affect any services that you receive in any way. This will be the only time that we will ask you questions as part of this research. If you agree to participate, you can decide not to answer any question you don't feel comfortable answering to answer and you can stop at any time.

If you approve this conversation will be recorded for quality control, yet all recording will be destroyed after inputting data

Before you say yes or no to being in this study, we will be happy to answer any questions you have and clarify any issues.

#### 4. Parents/Care Giver consent for young adults SMS

Dear \_\_\_\_\_

You are receiving this text message because your child has been selected to participate in an evaluation of UNICEF's Humanitarian Response Programme. The purpose of this evaluation is to provide UNICEF Egypt Country office with the information needed to help improve the program's performance throughout the remaining implementation period. The evaluation team from North South Consultants Exchange project has been contracted by the UNICEF Egypt to conduct this evaluation and they are responsible for the data collection.

We kindly ask you to permit your child to participate in this research project because your child is one of the beneficiaries of the UNICEF Humanitarian Response Programme. Although your child's participation in this study may not benefit him/her directly, but it may benefit others in the future, as their responses may improve UNICEF's Humanitarian Response Programme and enhance understanding about ways to provide better services.. Your child's participation will help us and UNICEF to understand their experience and find out what they really think and have experienced.

All information obtained will be confidential and will be used ONLY for research purposes. To protect your and you child's confidentiality, reports will not contain information that will personally identify your child and his/her name will not be mentioned in any reports. We will put information we learn together with information we learn from other people we meet; therefore no one will be able to tell what information came from who.

Your child's participation in this study is voluntary. That is your decision about whether to allow your child to participate in this study or not will not affect any services that you or your child receive in any way. This will be the only time that we will ask your child questions as part of this research.

If you agree to allow your child to participate please provide us with a phone number that your child has access to so we can, after your permission call him/her.

If you have any questions or concerns, please contact XXXXXXXX and we will be happy to address any concerns

## 5. Youth/Young Adults Interview (oral consent)

The purpose of this research is to conduct an evaluation for UNICEF's Humanitarian Response Programme to provide UNICEF Egypt Country office with the information needed to help improve the program's performance throughout the remaining implementation period. The evaluation team from North South Consultants Exchange project has been contracted by the UNICEF Egypt to conduct this evaluation and they are responsible for the data collection. In order to have a full picture we kindly ask you to participate in this research project because you are one of the beneficiaries/ stakeholders of the UNICEF Humanitarian Response Programme.

Although your participation in this study may not benefit you directly, it may benefit others in the future, as your responses may improve UNICEF's Humanitarian Response Programme and enhance understanding about ways to provide better services to others in your situation. Your participation will help us and UNICEF to understand your experience and find out what you really think and have experienced.

This interview is estimated to take around 30 minutes. All information obtained will be confidential and will be used ONLY for research purposes. To protect your confidentiality, reports will not contain information that will personally identify you and your name will not be mentioned in any report. We will put information we learn together with information we learn from other people we meet; therefore no one will be able to tell what information came from who. Only a few researchers will have access to this information, and all information will be stored safely under the care of the lead researcher.

Although your parent/caregiver has agreed that you participate in this study, you can decide that you do not want to be part of this discussion as participation in this study is voluntary. That is your decision about whether to participate in this study or not will not affect any services that you receive in any way.

If you agree to participate, you can decide not to answer any question you don't feel comfortable answering to answer and you can stop at any time.

#### Annex-4- List of Interviewees

List of interviewees consulted during the inception phase:

<b>UNICEF - UNICEF Egypt Office</b>	
Representative	Bruno Maes
Deputy representative	Fazlul Haque
M&E Specialist	Dalia Bayoumi
Reporting Specialist	Peter Tubman
MIS Specialist	Ahmed Bayad
<b>UNICEF section</b>	
Social Policy	Marisa Foraci
Child Protection	Ayman Mohareb & Norhan Abdel Aziz
Communication	Hala Abu Khatwa
Health	Nivine Duos and Essam Allam
Emergency Coordinator	Katharina Wuppinger

List of interviewees consulted during data collection phase:

<b>UNICEF - UNICEF Egypt Office</b>	
Fazlul Haque	Deputy Representative
Katharina Wuppinger	Emergency Coordinator
Peter Tubman	Reporting Specialist
Nivine Armanious	Budgeting Specialist
<b>UNICEF section</b>	
Marisa Foraci	Social Policy
Norhan Abdel Aziz	Child Protection
Noran Ali	Education
Essam Allam	Health
<b>Donors</b>	
Eugenia Boutylkova	Political Department, First Secretary Regional Politics and Migration
<b>Steering Committee</b>	
Eman Shaaban	Project Manager, Save The Children
Arthur George	Country Representative, Catholic Relief Services
<b>Intersectoral Working Groups</b>	
Jessica Anderson	Protection Officer, UNHCR
Mohamed El Shafei	Associate Education Officer, UNHCR
John Solecki	Assistant Representative, Operations, UNHCR
Marianna Barsoum	Education Programme Officer, WFP
Junaid Khan	COTM Task Force, IOM
Marwa Alam El-Deen	United Nations Resident Coordination Office
<b>Implementing Partners</b>	
Omaima El Sheikh	Chairman of the Management Board, El Redyada
Mahmoud Metwaly	Head of Association, Omar Ebn El Khatab

Amir Kamal	Project Manager, CARITAS
Talaal Maarouf	Head of programs, Egyptian Red Crescent
Moustafa Thabet	Project Manager, Terre Des Homme
Amira Youssef	Project Manager, Future Association in Aswan
Ali Mohsen	Project Manager, CARE
Farah Attia	Education Project Manager, Catholic Relief Services
Eman Shaban	Project Manager, Save the Children
Mina Nabil	Project Manager, Centre for Development Services
<b>Governmental Bodies</b>	
Fawzy Fathy	Head of Childhood and Motherhood unit, Ministry of Health
Akram Hassan	Head of the Central Department of Secondary Private Education, Ministry of Education

## Annex-5- Evaluation Criteria

### Definitions of evaluation criteria in Humanitarian Aid OECD 1999

**Relevance:** relevance in humanitarian response needs also to examine *appropriateness which investigates how* humanitarian activities are tailored to local needs. According to OECD-DAC definition “relevance’ refers to the overall goal and purpose of a programme, whereas ‘appropriateness’ is more focused on the activities and inputs”.

**Effectiveness:** While effectiveness looks at the extent to which an activity achieves its Purpose Another important addition to the evaluation standards is the characterization of effectiveness by including **co-ordination** as a main element of effectiveness.

**Coordination:** examines the extent to which the interventions of different actors are harmonized with each other, promote synergy, avoid gaps, duplication, and resource conflicts

**Efficiency:** efficiency measures the outputs in relation to the inputs. However, in humanitarian response there is an inclination to consider **cost-effectiveness** which goes beyond inputs and out puts to investigate whether different outputs could have been produced that would have had a greater impact in achieving the programs purpose.

**Impact:** in Humanitarian response impact is defined as the wider effects of the program– social, economic, technical, and environmental – on individuals, gender- and age-groups, communities and institutions.

**Connectedness:** The extent to which activities of a short-term emergency nature are carried out in a context that takes longer-term and interconnected problems into account.

**Coverage:** The extent to which affected population groups were reached by humanitarian action.

**Coherence:** Assesses whether all humanitarian actors are working towards the same basic goals.

## Annex-6- Priority Analysis

**A priority analysis based on:**

1. Relevance (needs and UNICEF priorities)
2. Effectiveness (results and satisfaction),
3. Coverage (geographical and population),
4. Capacity: UNICEF and implementing partners
5. Cost effectiveness and Cost benefit (outcomes/ cost)

Intervention/activity	1	2	3	4
	Fair performance, some serious but not fatal weaknesses.	Reasonably good performance overall, might be a few slight weaknesses but nothing serious	Very good performance in most aspects. Strong overall .No weaknesses of any real consequence.	Excellent performance in all aspects. No weaknesses

## Annex-7- List of Consulted Documents

1. The Country Programme Document of UNICEF Egypt Country Office and the Government of Egypt 2018-2022 (Arabic and English)
2. The United Nations Partnership Development Framework (UNPDF) for Egypt 2018-2022
3. Programme Strategy Notes
4. 2018-2019 3RP Response Plan and Egypt 3RP Chapter 2019/2020 and 3 RP strategic overview
5. Egypt Response Plan for Refugees and Asylum Seekers from Sub Saharan Africa, Iraq and Yemen
6. Organigram of humanitarian response team at UNICEF ECO
7. HAC Planning 2018 and 2019
8. Children on the Move Strategy
9. EVAC in Schools Programme
10. Child Protection Programming for Children on the Move in Egypt
11. NCCM Annual Work Plan 2019-2020
12. AWP with Ministry of Health and Population
13. Winterization assistance to unaccompanied and separated children
14. Monthly/Quarterly and annual interregional situation reports
15. Country Office Annual Reporting Egypt 2018 – humanitarian Response
16. Programme Visits – PMVs
17. Original 3RP/HAC
18. Revised 3RP/HAC
19. Life Skills and Citizenship Education (LSCE) Framework
20. Revised TOR for rapid needs assessment
21. Draft EIE Strategy (work in progress)
22. Monthly Implementing Partners reports – CARE
23. Monthly Implementing Partners reports – CRS
24. Monthly Implementing reports – CDS
25. Monthly reports – SCI
26. Lessons Learnt Humanitarian Action
27. Inter-Agency Working Group (IAWG), MOM
28. Policy for action: protection of Egyptian Children on the move
29. Children in conflict with the law in Egypt- A survey on practices of authorities in charge of applying a child sensitive criminal justice system
30. Human interest stories
31. Supporting Public Primary Healthcare Services to Children Mainstreaming Child Protection in Health Sector
32. Donors and donor proposals submitted- 2017-2019

## Annex-8- Team Composition

The following table illustrates the names and positions of the evaluation team members.

Team	Tasks
<b>Team Leader</b> Maha El-Said	<ul style="list-style-type: none"> <li>▪ Lead the evaluation team technically.</li> <li>▪ Conduct desk review.</li> <li>▪ Design the evaluation conceptual framework.</li> <li>▪ Develop data collection ethical protocol, tools, sampling frame as well as data analytical framework.</li> <li>▪ Analyze primary and secondary data.</li> <li>▪ Write up the evaluation inception, draft and final report.</li> <li>▪ Present findings to client.</li> </ul>
<b>M&amp;E Specialist</b> Youmna Khalil	<ul style="list-style-type: none"> <li>▪ Conduct desk review.</li> <li>▪ Contribute to the development of research tools.</li> <li>▪ Analyze primary and secondary data.</li> <li>▪ Contribute to the write up of evaluation report.</li> </ul>
<b>Senior Thematic Expert</b> Ashraf Milad	<ul style="list-style-type: none"> <li>▪ Provide input to the development of the research tools.</li> <li>▪ Conduct primary and secondary data analysis on programme design, planning and management relevant aspects.</li> <li>▪ Provide recommendations to improve programme design, management and efficiency.</li> <li>▪ Contribute to the evaluation reporting and presentation.</li> </ul>
<b>Statistician</b> Sally Ibrahim	<ul style="list-style-type: none"> <li>▪ Perform statistical analysis tasks as required</li> </ul>
<b>Senior local Field Researcher</b> Rana Medhat	<ul style="list-style-type: none"> <li>▪ Overall supervision and management of the data collection process.</li> <li>▪ Contribute to Desk review.</li> <li>▪ Conduct interviews with UNICEF concerned staff and relevant stakeholders.</li> <li>▪ Responsible for the tabulation of different types of interviews.</li> <li>▪ Provide translation services.</li> <li>▪ Contribute to data collection and analysis.</li> </ul>
<b>Local Researchers</b>	<ul style="list-style-type: none"> <li>▪ Conduct and report on interviews with beneficiaries.</li> <li>▪ Document and tabulate beneficiaries' interviews.</li> </ul>
<b>Project Manager</b> Hossam Hussein	<ul style="list-style-type: none"> <li>▪ Represent the study team (managerially).</li> <li>▪ Develop a detailed evaluation plan.</li> <li>▪ Liaise with the client, consultants and other external parties.</li> <li>▪ Ensure professional, timely and efficient reporting according to international standards.</li> </ul>

## Annex 9- Findings and Recommendations

	Findings	Recommendations
1	UNICEF is a vital player in the humanitarian and refugee work, its work is not only relevant but vital. With its unique mandate “For every Child” and its influential relationship with governmental institutions UNICEF has managed to carve for itself a prominent and influential place in the country’s humanitarian response. Yet its work on the ground is not fully recognized as it has very little visibility.	
2	There is no unified UNICEF Egypt Humanitarian Response Strategy that is based on needs and strategic targeting which integrates the several sectorial responses.	<b><i>Formulate a unified refugee response strategy based on UNICEF specific objectives and defined scope, with a clear ToC and targeting strategy that reflects a wholistic gender sensitive approach, and reflects the integrated efforts of the several sectors based on contextual analysis and refugee needs rather than three separate TOCs per sector</i></b>
3	Inflexible donor funding mechanisms and the unpredictability of funding streams impacted the Programme negatively.	<b><i>Develop a Funding Strategy based on donor mapping and interagency collaboration</i></b>
4	UNICEF’s coverage is extensive covering 19 governorates with targets overachieved in some cases.	See recommendation 1
5	UNICEF’s effectiveness goes beyond numbers as evident from monitoring and site visits reports.	<b><i>Capitalize on UNICEF’s internal M&amp;E systems to go beyond numbers and focus on outcomes</i></b>
6	Life Skills has been reported as one of the most effective interventions fostering positive change between refugee/migrant children and host community children, hence increasing resilience and social cohesion.	<b><i>Reconceptualize Life Skills training to differentiate between Life Skills offered in schools and those offered in community</i></b>
7	The multiple cash transfer interventions are not part of a comprehensive package and thus in some cases did not fulfil its objective, especially that in many cases it was not timely.	<b><i>Integrate cash support as part of a comprehensive package complimenting other interventions</i></b>
8	While UNICEF has exceptional technical expertise the lack of field officers impairs it from meeting the ambitious plans of UNICEF.	<b><i>Strengthen Emergency Task Force by employing field officers and community volunteers.</i></b>
9	The Programme’s efficiency is reduced by, overlap between different	See recommendation 1

	interventions and the venturing in budget draining interventions.	
10	Intersectoral interventions were noted to have yielded effective and cost-efficient results.	See recommendation 1
11	Mainstreaming in public health services has increased coverage and overcome budget cuts, but is still challenging in the education sector specially for African refugee children. Yet, despite mainstreaming efforts and resilience interventions, there is no exit strategy.	<b><i>Strengthen humanitarian-development nexus by linking developmental and humanitarian targets to support a comprehensive community approach</i></b>
12	In spite of the establishment of many coordination mechanisms such as the working groups, and the several MIS platforms, there is space for improvement	
13	Gender is not mainstreamed in UNICEF’s Humanitarian Response and is confined to numbers. More of “add women and stir approach” rather than an integral part of the strategy and approach.	See recommendation 1

**Annex-10- Table of Indicators of 2018 and 2019**

<b>Indicator</b>	<b>Result 2018</b>	<b>Result 2019</b>	<b>Comments</b>
<b><u>Child Protection (funding gap 62%)</u></b>			
# of children, adolescents and youth benefitting from multi sectoral case management	5538 (target 5000)	5018 (target 5000)	Cannot verify if only refugees.
# of children, adolescents and youth with specific needs including with disabilities benefitting from specialized CP support	653 (target 150)	372 (target 500)	Cannot verify if only refugees.
# of SGBV survivors receiving multisectoral services (at least one of the following: legal, medical, psychological or emergency shelter)	71 (target 50)	57 (target 100)	Target mentioned 100% refugees but cannot be verified.
# women and men participating in positive parenting programs	15000 (target 10000)	12861 (target 15000)	Target set to 60% host community but could not verify the ratio.
# children, adolescents and youth participating in community based PSS and CP activities	77206 (target 40000)	59298 (target 40000)	Target set to 55% host community which corresponds to the provided list.
<b><u>Education (funding gap 19%)</u></b>			
1.1.2 # of children (3-17 years, girls/boys) supported by cash-transfers	4390 (target 3200)	776 (target 6000)	100% refugees.
1.1.3 # of children (3-17 years, girls/boys) receiving school supplies	1455 (target 7000)-cumulative 59,737	59,737 (target 51310)	100% refugees but from desk review 2% Egyptians
# of children (5-17 years, g/b) benefiting from life skills and citizenship education programmes in formal and non-formal settings	0	46,163 (target 28150)	28% Egyptians from Desk Review, despite 3RP states it as a target for refugees
# of teachers and education personnel trained and received teaching materials (new indicator compared to HAC 2019)		348 (target 1000)	
<b><u>Health (funding gap 85%)</u></b>			

Indicator	Result 2018	Result 2019	Comments
# children under 5 received routine immunization and growth monitoring services changed to # of primary health consultations for Syrian children under five years of age related to routine immunization and growth monitoring and promotion services	17277 (target 15000)	13,695 (target new changed indicator 136000)	2019 target included host community children, however, 2019 result is still capturing only Syrians. Due to reporting challenges, host community women and children will be reported in a separate indicator
# of women received primary health care services/ changed to now: # of primary health care consultations for Syrian refugee women	19815 (target 120000)	6,843 target (120 000)	Indicator changed to consultations. On average 4 consultations per women. 2019 target included host community women, however, 2019 result is still capturing only Syrians. Due to reporting challenges, host community women and children will be reported in a separate indicator
# of primary health consultations provided to Egyptian women and U5 children (this seems to be separated out from the 2019 indicator which didn't specify who is the beneficiary of the consultations)		0 (2 million for 2020)	
<b><u>Social Protection (funding gap 80%)</u></b>			
# of HH (MHH/FHH) received winterization support outside camps	44289 (target 44700)	3163 (target 3800)	Funding gap, UASC are included, cannot know if they are all refugees
# of refugee HH (MHH/FHH) received multipurpose cash assistance on monthly basis	0 (target 2000)	0 (target 700)	Funding gap targeting Syrians only
<b><u>Youth and Adolescents</u></b>			
# of adolescents and youth (10-24 years) benefitting from employability, livelihood and vocational skills in non-formal settings	target 8000 for 2020		

## Annex-11 Terms of Reference

TERMS OF REFERENCE
<b>SHORT TITLE OF ASSIGNMENT</b>
Evaluation of Humanitarian Response of UNICEF Egypt Country Programme Egypt 2018 – 2022.
<b>BACKGROUND AND CONTEXT</b>
<p>Egypt is a destination country for refugees and asylum-seekers. As of March 2019, there are 247,799 registered refugees and asylum seekers in Egypt, including 132,281 Syrians (53 per cent). The other registered refugees and asylum seekers come from Sudan (39,742), followed by Ethiopia (15,613), Eritrea (15,069), South Sudan (13,981) and the remaining from other nationalities}. Out of the total registered refugees and asylum seekers 39% are children under 18 years. Of the children, 59% are Syrians and 41% are other nationalities. The number of refugees and asylum seekers registered by UNHCR continues to increase progressively and from month to month. The real number of refugees is possibly higher due to some groups not willing to register formally. The Egyptian Government has claimed there are several million refugees and Asylum seekers in the country from all nationalities. The unconfirmed figure is around 5 million.</p> <p>Forced migration and internal displacement due to ongoing conflicts in Syria, Iraq, Libya and Yemen have led to a significant caseload of refugees. In addition, ongoing displacement in Sudan and South Sudan as well as unrest in Ethiopia and Eritrea continue to force people to seek safety in countries like Egypt. Refugees and asylum seekers mainly arrive in the country through the Sudanese border, making Aswan a key transit area. Most refugees are settled in urban locations including Cairo, Giza, Qalubia, Alexandria, Damietta and Sharkia<sup>20</sup>. Syrian refugees live in urban areas alongside Egyptian communities across the country and are mainly concentrated in Greater Cairo, Alexandria and Damietta Governorates. Syrian and Sudanese refugees have access to public education and health services on an equal basis with Egyptian nationals. Many of the refugee and migrant families are however facing increasing financial challenges to access basic services. Some field reports have indicated that in some sectors there has been a noticeable lack of inclusion by host communities, most notably in schools. This was particularly evident for Syrian and African refugees. The influx of increasing numbers of refugees has put a strain on existing resources and capacities amongst Government and development partners who are providing the response on the ground.</p> <p><b>UNICEF Egypt Country Programme Humanitarian Response</b></p> <p>UNICEF Egypt Country Office, in coordination with other UN Agencies and the Egyptian Government, is contributing to the humanitarian response. Since 2014, a key focus of UNICEF Egypt’s humanitarian response has been placed in responding to the 3RP for the Syrian Crisis, with additional services being provided to sub-Saharan asylum seekers and refugees through the UNHCR-coordinated interagency Regional Refugee and Resilience Plan.</p> <p>UNICEF Egypt has focused on addressing the needs of refugees and the most vulnerable among impacted host communities with targeted assistance to provide quality basic services in health, education, social and child protection. To strengthen service delivery, community-based interventions are also integrated in the package of services. The humanitarian response Programme is currently active in 19 governorates in Egypt with the 3RP alone having an estimated target population of around 600,000 individuals, including both Egyptian and Syrian. The 3RP focuses on</p>

<sup>20</sup> An estimated 3,251 refugees and asylum seekers were newly registered in March 2019, 546 (17 per cent) are Syrians. UNHCR Egypt Monthly Statistical Report as of March 2019 (the last update available Feb. 2019).

the most impacted governorates with the largest number of refugees, in line with the No Lost Generation initiative. Since 2017, UNICEF Egypt has integrated its humanitarian response with that of its development one through the resilience approach. The resilience component aims to strengthen the capacities and resources of the state to expand its capacity to address current strains, mitigate future shocks, and promote co-existence and protection of refugees. In that respect UNICEF Egypt supports the strengthening of national systems to ensure that these systems are increasingly inclusive of the refugee and migrant population. This was further reflected in the new Country Programme Cycle document (2018-2022) results framework and Programming and Resource Mobilization processes. There is no explicit Theory of Change of the Humanitarian response. The theory of change for the humanitarian response was imbedded in the 3RP Egypt Chapters Response Plans and the respective Country Programme strategy notes (2018-2022).

For each of these intervention sectors, a focal point and a field coordinator have been appointed and they work in coordination with the Emergency and humanitarian focal point for the office. Internal coordination is managed through an Emergency Taskforce to coordinate UNICEF Egypt's humanitarian Prevention and Response Programming.

Humanitarian response activities include providing on-the-ground technical support to strengthening national systems for provision of quality services for both refugees and host communities. Activities include technical and financial support on Prevention and Child Protection services such as community-based PSS and structured and sustained support; Specialized CP services; case management; safeguarding mechanisms in schools; positive parenting capacity developments for parents; immunization and growth monitoring services, maternal and child health consultations; provision of supplies in KGs and schools; opening of KG classrooms; teacher and social work and ministry staff trainings in all three sectors. Ample investment has also been in direct support for cash transfers; emergency and education grants in the education; child protection and social protection sectors. Life skills training is also a common intervention area separately provided by the Education and jointly by Child Protection and Health.

In 2018, for social protection there was a change of strategy, focusing on unaccompanied and separated minors as their numbers have been increasing. Additional support is also provided for winterization. On the advocacy level, since 2018 UNICEF also provides technical support to the National Taskforce on Children on the Move/National Council for Childhood and Motherhood (NCCM) to finalize and adopt annexes to the national SOPs addressing migrant children, refugee children, and victims of trafficking in terms of protection. The Annex SoPs are expected to be endorsed by end of June 2019.

Since the inception of the New Country Programme Cycle in 2018, UNICEF Egypt's humanitarian response programming for the 3RP has expanded in scope, both geographically and demographically. Following an equity perspective and aligning with UNICEF Global Strategic Plan principles of leaving no one behind and doing no harm principles, UNICEF Egypt has invested more in expanding the 3RP Syrian humanitarian response programming in order to better integrate African and other vulnerable affected populations, such as children on the move.

Children on the Move programming was further mainstreamed/integrated within the humanitarian Programme, reflected in many of its donor proposals and appeals. The influx of increasing numbers of refugees of all nationalities has put a strain on existing resources and capacities internally and for implementing partners. The available Programme funds have been shrinking as a percentage of UNICEF Egypt's overall budget, dropping from half of the UNICEF Egypt Programme budget in 2017

to a third of the total budget in 2018 to less than 15% in 2019 so far. Moreover, in the last couple of years there has been a shift in the balance of donor funding available for Syrian versus non-Syrian vulnerable groups. This has been addressed at interagency level to some extent and for certain sectors and UNICEF Egypt has also been a contributor to the in-country interagency appeal for African refugees. Funding trends however remain a significant constraint this year.

Currently, UNICEF Egypt is active in appealing for resource mobilization opportunities from donors and the private sector for sustaining their support to the 3RP and other vulnerable populations such as sub-Saharan Africans. Support is required to provide sustainable longer-term response, with a focus on building capacity of local partners, governmental and civil society.

Further, the increased need on the ground had necessitated larger office and field level coordination and programmatic and staff capacity. UNICEF Egypt programming strategy strengthened its investment in intersectoral responses relevant to the humanitarian response. This is particularly evident with the health and child protection components, joining efforts in using Public Health Facilities and resources to expand life skills, positive parenting and PSS support of child protection. Programme monitoring reports and reviews indicate a clear need for accelerators to strengthen synergies with different components relevant to life skills in education and cash programming. A clear assessment of how effective this approach has been, and how it can be accelerated with other Programme components, is worth undertaking.

Programme mid-year and end of year reviews in 2018 have also indicated uneven results between the different sectors between 2017-2019. While child protection reported an overachievement for some of its indicators in 2017-2018, the education component suffered the most in terms of implementation and progress, noting several reasons owing to getting implementing partner CSO permits in addition to constraints owing to the new NGO law that restricted receipt of funds by local NGOs. In mid-2018, the Programme implementation strategy has shifted to rely on international NGOs as implementing partners and focusing more on the resilience aspect relying on public schools, strategies on addressing those constraints could also be assessed. End of year reviews have also reflected a pressing need to strengthen the planning process and target setting and improved intersectoral coordination within the office. It is timely to assess to what extent the program internal and coordination and management function is managing an effective and efficient response.

For reasons indicated above the evaluation will focus on specific questions owing to assessing what works and what does not work with regards to UNICEF Egypt intervention strategies and key Programme interventions and partnerships and UNICEF's programming strategies and internal management and coordination structures and processes. This evaluation will therefore inform future programming.

## **RATIONALE and Purpose of the Evaluation**

### **Rationale**

The evaluation will be forward looking assessing the extent to which UNICEF Egypt is on track with its humanitarian response in the past year and half and how the humanitarian response can be strengthened in the current Country Programme Cycle and beyond. It will specifically depict the strategic lessons learned and accelerators to inform future programming. The evaluation should produce evidence, conclusions and key lessons and recommendations concerning UNICEF Egypt humanitarian responses to all vulnerable groups and affected populations. Hence, recommendations and findings of this evaluation will inform the strategic direction, planning, coordination and implementation strategy of the response for UNICEF Management and relevant Programme staff. As such, the evaluation will apply an adaptive learning approach. The main users

of the evaluation are UNICEF Management and Programme staff. Results may also affect partnership between UNICEF and implementing partners and have an impact on the funding strategy.

The evaluation is timely as the Programme is expanding in scope and as the Country Programme cycle approaches its midterm and annual planning process and the Refugee Resilience Response Planning for 2020 in context of dynamic regional contexts and programming priorities. The evaluation is also timely as besides midyear and end of year reviews (that aim only to see the results achieved by the planned activities), no independent Programme evaluation was undertaken on the UNICEF Egypt response since its inception in 2014.

As mentioned in the background above since the inception of the New Country Programme Cycle in 2018, UNICEF Egypt humanitarian response programming for the 3RP has expanded in scope geographically and demographically. Following an equity perspective and aligning with UNICEF Global Strategic Plan 2018-2021 principles of leaving no one behind and doing no harm principles as it invested more in going beyond the 3RP programming and integrated African and other vulnerable affected populations and children on the move programming, (since the latter is a key CPD strategic area). As Egypt heads the African Union in 2019 and has migration and youth development as key focus areas, UNICEF Egypt will further capitalize on this integrated approach and strengthen its implementation strategies to address emerging needs. In that sense, an evaluation of its current strategies is timely. In that context, and in addition, the influx of increasing numbers of refugees and the potential influx of other refugees owing to the current regional situations has put and is expected to put a further strain on existing resources and capacities. It is therefore timely to explore how the current programmatic approaches and intervention strategies have worked and what can be learned and accelerated in the remaining term of the country program (2020) and-2022 and planning of the 2020 Refugee Resilience Planning process. Furthermore, the expansion with increased Programme coverage was coupled with the substantive funding gaps due to the changing ecosystem and shifts within the donor community to refocus on other crises in the region. It is also plausible for this reason to strategically assessing how this response can move forward and prioritize in light of these funding constraints.

#### **Purpose**

The purpose of the evaluation is to provide an independent evaluation of UNICEF Egypt's humanitarian response, focusing primarily not just on the regional Refugee Resilience Response Plan (3RP) Response. The evaluation will examine the response against the standard humanitarian evaluation criteria of relevance, effectiveness, efficiency, coverage and coherence to help inform future programming planning. As mentioned in the rationale section, it will assess what is working and what is not working since the inception of the CPD in January 2018 until end of June 30<sup>th</sup>, 2019 and provide key lessons learned and accelerators to strengthen responses for other affected populations beyond the scope of the 3RP.

#### **SCOPE OF THE EVALUATION**

##### **Programmatic focus:**

Scope of the evaluation will be reviewed at the inception phase. Envisaged is the following:

While maintaining an overview of the programmatic elements of the response, the evaluation will not be possible to evaluate every aspect of the response, nor to go into equal detail on every element of the Programme. As depicted it will assess what worked and what did not work in the past year and how this will be capitalized on to inform future programming. In that respect it will focus primarily on key interventions with high impacts and refugee/resilience coverage with emphasis on intersectoral programmatic interventions and approaches. It will also be focusing on lower functioning programmatic aspects as informed by Programme data. Following that approach

the evaluation will look at all programmatic sectors with a special attention to the education one as it was one of the slowest growing one in terms of performance in the past two years.

A special emphasis will also be placed on border areas owing to opportunities to serve the most affected populations of children on the move since it is of particular strategic interest to the CPD in the next phase.

**Geographical focus:** with respect to the above, the evaluation will not cover all 19 governorates of the project, and more weight and focus will be placed on the four main governorates, Cairo, Alexandria, Aswan and Damietta with high coverage and concentration of refugee and intersectoral interventions. Within these selections will be a combination of higher-functioning and lower-functioning districts and program sectors as per monitoring data provided from the implementing partners, to better clarify success factors, accelerators and assess UNICEF Egypt humanitarian response intervention strategies and the effectiveness of key Programme interventions and partnerships to assess key accelerators and lessons learned to inform implementation and future programming.

**Timeframe:** The evaluation will focus on the past one and half years (Jan 1st, 2018- June 30, 2019).

#### **OBJECTIVE OF THE EVALUATION**

The evaluation will focus on specific questions owing to assessing what is working and what is not with regards to UNICEF's humanitarian response programming and internal governance and provide actionable recommendations and lessons learned to inform future programming in the country program cycle and beyond. The principle focus will be on review and assessment of the two underlying themes:

- a) The extent to which the key response strategies and packages of services have been effective and efficient to accelerate results. And what actionable recommendations and accelerators can be depicted for a more effective, inclusive and efficient response.
- b) The extent to which the management, resource distribution, capacity, coordination structures and mechanisms are currently apt for an effective and efficient response while providing recommendations on how these can be strengthened.

**Specifically:**

1. **Evaluate the extent to which UNICEF Egypt Humanitarian response resilient and refugee intersectoral programmatic interventions, synergies and strategies are currently conducive in achieving attributable short-term planned results and the extent to which the mainstreaming of the response into the developmental country Programme is presently conducive for that purpose.**
2. **Provide actionable recommendations to strengthen the Humanitarian Response for all affected population beyond the 3RP scope with a specific focus on children on the move.** Identify lessons learned, accelerators, unrealized synergies, gaps and opportunities to strengthen the response programmatically while identifying specifically the package of strategies and interventions to build on or compromise and in what context.
3. **Review and assess UNICEF Egypt internal governance, resource distribution, management and coordination mechanisms and structures with respect to the office's humanitarian response, and the extent to which those structures are conducive to an effective and efficient response.** The evaluation will also review and assess the extent to which UNICEF Partnership and interagency coordination strategies are conducive to effectiveness and efficiency. **It is noteworthy to mention that evaluation should provide actionable recommendations on the governance aspect and how these structures and coordination strategies can be strengthened.**

4. **Assess the extent to which UNICEF response is appropriate and relevant for the environment and needs of all the affected populations and provide recommendations on how this could be strengthened.** Assess the extent to which the planning and design process are adequately responsive to actual needs on the ground.

#### EVALUATION CRITERIA AND QUESTIONS

The specific evaluation questions as formulated below are indicative. More specific questions will be developed at the inception phase post initial consultations and document analysis, the evaluation team will discuss them with the Evaluation Manager and produce a complete and finalized set of Evaluation Questions and evaluation matrix at the inception phase. The criteria for this evaluation follows the OECD Development Assistance Committee (OECD/DAC) criteria in evaluation of humanitarian action (EHA) to a degree. It will include relevance, effectiveness, efficiency, coverage and coherence. Evaluation will also include a gender and human rights criteria for relevant to the purpose of this evaluation. The criteria of impact and sustainability will not be covered as the time scope of this evaluation is not long enough to include questions relevant to those two.

##### Relevance:

1. To what extent has the UNICEF Egypt humanitarian response design, strategies and programming address the rights and needs of its primary target groups and all affected populations and vulnerable groups (including the disabled and Unaccompanied and Separated Children), taking into consideration the country setting, environment and challenges? To what extent are these interventions still relevant?
2. With the current humanitarian response strategies has UNICEF Egypt established for itself a relevant and appropriate role/position in the country responses relative to its comparative advantage and other interagency responses and other relevant response programs by both donors, government and CSOs.
3. To what extent is UNICEF's programmatic strategy adequately informed by evidence needs and assessments of the prevailing political situation and situational analysis? How are the targets for the indicators set by UNICEF/sectors? How clear is the theory of change for each of the response components?
4. How relevant are UNICEF's Emergency Response Plans and Emergency Response Plans to the refugee crises?

##### Effectiveness

5. To what extent is the response on track with achieving the planned results of the response? to what extent the response has fallen short of the planned results and what factors have influenced why these results were not achieved. What were the most effective mix of strategies and activities used? What are the key lessons learned, accelerators and gaps?
6. How coherent and integrated is UNICEF's humanitarian response? To what extent is UNICEF Egypt's humanitarian response, including resilience and refugee intersectoral interventions, synergies and strategies been conducive in achieving attributable planned results. Has there been unrealized synergies that can be further used?
7. How effective is the investment in direct support for cash transfers; emergency and education grants and life skills capacity building by different response components been?
8. With a special emphasis on children on the move, life skill development, and education components, how well has UNICEF integrated/mainstreamed its humanitarian response

with more developmental or resilience-related approaches? Could this approach be effective as an accelerator in delivering results?

#### **Efficiency**

9. How efficiently is UNICEF using its financial and human resources (funding, people, time, skills) and the extent to which UNICEF have adequate capacity to manage the response and deliver results. How well is the programmatic resource distribution among the program components proved efficient in delivering results, putting into consideration the mainstreaming and intersectoral strategies.
10. To what extent is UNICEF Egypt internal management and coordination mechanisms and structures conducive to an effective and efficient response and how can these be strengthened.
11. How effective is UNICEF Humanitarian Response Monitoring and MIS system and support particularly to generate evidence and strengthen program implementation?
12. To what extent is UNICEF partnership and interagency coordination strategies conducive to program implementation and effectiveness. Is UNICEF's choice of partners appropriate and based on adequate assessment of capacity?
13. How well communication and external relations is used to showcase success stories and leverage additional funding?

#### **Coverage and Coherence**

14. How well was UNICEF able to deliver at scale and meet the assessed needs?
15. How effectively did UNICEF and its partners engage with affected communities and those targeted by its Programme, including children, young people and women, concerning the design, implementation and monitoring of its responses? What processes of beneficiary feedback were put in place?
16. To what extent are UNICEF's interventions coherent with other interventions which have similar objectives/ECO CP/CCCs/international obligations?
17. How well have the 3RP and other humanitarian guidance tools been used by UNICEF staff and partners?

#### **Gender and Human rights**

18. To what extent have gender considerations been integrated into the design, planning, budget planning, and reporting, and implementation of the response and the results achieved? In what ways is the project results framework (logframe) gender-responsive?
19. Has the project/Programme effectively contributed to the creation of favorable conditions for gender equality?
20. Have the results contributed to the achievement of the planned results and outcomes, and have benefits favored male and/or female target groups?
21. Did the intervention's theory of change result framework and intervention strategy incorporate the Human rights dimensions?

#### **METHODOLOGY**

The evaluation will adopt a utilization-focused approach and will involve a qualitative data collection and analysis of qualitative and quantitative data gathered through desk review of Programme documents. Triangulation of data for a credible evidence base to assess UNICEF Egypt humanitarian response is envisaged. The evaluation agency will prepare an evaluation matrix to demonstrate the most appropriate and feasible methods of collection of information to answer the evaluation questions. The focus will be on key interventions with high impacts and refugee/resilience coverage with emphasis on intersectoral programmatic interventions and approaches. Geographical focus will be on four higher and two lower performing areas with focus

on the 4 main governorates, Greater Cairo, Alexandria, Aswan and Damietta with high coverage and concentration of refugee and intersectoral interventions will be done. It will also be focusing on lower functioning programmatic aspects as informed by Programme data. A desk review will be done before any primary data collection. The desk review will examine and analyze project monitoring data, progress reports, guides manuals, previous assessments, program monitoring visit reports, MIS data reports and training documents and any other relevant secondary resources and material in addition to existing literature. For the qualitative data collection, a mixture of focus group interviews with beneficiaries and key informant interviews with stakeholders will be used.

The consultancy firm can propose additional methods to collect the necessary data based on the evaluation matrix developed in the inception report. The engagement of key stakeholders pinned in the stakeholders' analysis will be ensured throughout the evaluation exercise.

The evaluation takes into consideration principles of objectivity, impartiality, quality, inclusiveness and ethics.

Limitations of the research will be developed further in the inception phase but includes the unavailability of a clear TOC; inconsistency in performance indicators- due to the annual planning cycle; some access issues related to some beneficiaries such as un-accompanied minors and potential on delays in getting permits to do field work.

#### **Ethical Considerations**

The evaluation should follow UNICEF guidance for evaluations, research, quality assurance and SOPs especially when research audience for this research includes adolescents and youth below the age of 18. Research Protocol and Ethics Protocol will be subject to review by an external review board.

All interviewees will be informed with the purpose of the evaluation and their role and what information is required specifically from them. All will be subject to signing an informed consent form at the onset of the data collection. Confidentiality of their views is considered. If interviewees will include minors, a written consent should be taken from the persons in charge of their care. All the documents, including data and fieldwork instruments, developed in the course of this consultancy are the intellectual property of UNICEF.

In line with the Standards for UN Evaluation in the UN System (developed by the UN Evaluation Group), all those engaged in designing, conducting and managing evaluation activities will aspire to conduct high quality and ethical work guided by professional standards and ethical and moral principles. The proposal must identify actual or potential ethical issues, as well as measures and methods adopted to mitigate against these issues.

A risk- assessment should also be done at the inception phase depicting risk associated with any of the subjects of primary data collection and specifically vulnerable populations. Researchers are trained on mitigation of any major risks that may occur. Ethical protocols guiding data, subject, ID safety will be developed by the consultancy firm. Informant consent forms will also follow the guidelines and policies that will be shared with the agency. Research protocols at the inception report phase should include these as depicted as they will be subjected to an external ethical board review before primary data collection is conducted.

#### **Gender and Human Rights (including Child and Youth Rights) considerations**

The evaluation will highlight how aspects of human rights, gender equality and equity guide are integrated into the humanitarian response. The evaluation team should have basic knowledge of the Convention of the Rights of the Child (CRC), different human rights legislation, Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), as well as local relevant legislation and policies.

- Duty bearers include UNICEF management and programs and implementation partners
- Rights holders include all affected refugee and host community affected population including adolescents and youth beneficiaries.

Rights holders are among the main stakeholders who will participate in the evaluation process. The selection of rights holders to be represented in the evaluation process must consider a gender balance. Research questions pertaining to gender and human rights will be included- as noted below.

### **KEY STAKEHOLDERS**

Key stakeholders will be engaged throughout the evaluation exercise. An internal office-based steering committee chaired by the Deputy Representative, PME as the Chair and composed of primary stakeholders will be developed to provide technical guidance and clearance of deliverables- minutes will be documented in a matrix and shared for strengthening the process. The committee will review deliverables mainly the inception and the draft report and provide advice on delays and processes. The TOR will also be approved by the committee. Primary stakeholders will be directly involved in all stages of the evaluations including the planning and design.

The evaluation will also aim to engage as best as it could secondary stakeholders in the planning and implementation of this evaluation and namely the response beneficiaries putting into consideration time and other context-relevant constraints. Beneficiaries and implementing agencies will be consulted in the reference group providing input on inception report tools and feedback on the draft report as noted in the below section on management of evaluation.

Based on a stakeholder's analysis depicting the level of interest and impact on the evaluation and use for this evaluation the primary stakeholders include:

1. UNICEF management and PM&E team/ supervision, decision-making, fundraising staff, for whom results and recommendations will inform strategic direction, coordination and refugee-resilience implementation strategy of the Programme and future funding
2. UNICEF section heads; Emergency Coordinator and Programme section focal points managing partnerships with implementing partners; Reporting Specialist, Budget Officer with a high stake where Results and Recommendations will inform implementation strategy of the Programme

Secondary stakeholders include

3. Implementing partners and government bodies with a medium stake as results may affect partnership with UNICEF and future funding
4. Beneficiaries of components / partook in actions, received aid with a medium stake where results may affect future projects targeting beneficiary participants
5. Other humanitarian actors including other UN agencies / coordinated with UNICEF, implement similar work where the stake is low as results may not affect their work at all, except for the recommendations produced related to coordination with other humanitarian actors.

## MANAGEMENT AND OVERSIGHT

The contracted consultant/agency will report to the office of the Deputy Representative. The PM&E Specialist in the Deputy Representative's Office will be delegated to provide support and oversight to the consulting firm undertaking this evaluation. The M&E Specialist will be responsible for managing the evaluation for independence and impartiality in line with UNICEF/UNEG standards.

Different Programme sections will work closely with the Deputy Representative's office to provide documentations and provide logistical support and facilitate meetings with stakeholders and respondents of this evaluation. Sections' emergency focal points will commit to undertaking management response actions they agree or partially agree to with based on steering committee endorsement.

As mentioned above, an internal office-based steering committee chaired by the Deputy Representative, PME as the Chair and composed of primary stakeholders will be developed to provide guidance on the process and clearance of deliverables- minutes will be documented in a matrix and shared for strengthening the process. The committee will review deliverables mainly the inception and the draft report and provide advice on delays and processes. The TOR will also be approved by the committee.

A Reference Group will be established including MENA evaluation advisor and the Regional Emergency Advisor and peers specialized in humanitarian responses from the region and other regions as well as implementing partners. The reference group will also try to include several adolescent and other beneficiary group to provide technical inputs on the evaluation inception report and draft report. The Reference Group will provide technical inputs to enhance the quality of the evaluation's inception report, research and ethical protocols and draft report.

<b>ACTIVITIES, DELIVERABLES AND TIMELINES, PLUS BUDGET PER DELIVERABLE</b>			
<b>Anticipated timeframe for this assignment: September- December 2019</b>			
<b>N</b>	<b>DELIVERABLES / TASKS</b>	<b>Deliverable</b>	<b>Estimated Duration (weeks)</b>
1	Developing the inception evaluation and ethical protocol- reviewing key document review including the evaluation matrix, revised methodology, scope field workplan, timeline; Data collection instruments; Ethical protocols aligned with principles outlined in ethical issues below; and data analysis plan.	Inception Report submitted	3
2	Desk review and analysis including analysis and previous reviews of the monitoring data, tools and a secondary analysis of relevant data and resources noting assessment of progress, key trends, gaps and relevance.	Desk review	2
3	Data collection and analysis	Preliminary findings presentation to UNICEF	3
4	Preparation of draft Evaluation Report and Presentation including actionable recommendations and presentation to UNICEF, partners and stakeholders	Draft Evaluation Report & Presentation of the draft Evaluation Report	5
5	Final Evaluation Report and Presentation including recommendations submitted to UNICEF incorporating all comments	Final Evaluation Report	3
<b>Total</b>			<b>16</b>
<b>PRODUCTS TO BE DELIVERED</b>			
<p>The evaluation report to be produced must be compliant with the UNICEF Evaluation report standards  <a href="http://intranet.unicef.org/epp/evalsite.nsf/0/2BDF97BB3F789849852577E500680BF6/\$FILE/UNEG_UNICEF%20Eval%20Report%20Standards.pdf">http://intranet.unicef.org/epp/evalsite.nsf/0/2BDF97BB3F789849852577E500680BF6/\$FILE/UNEG_UNICEF%20Eval%20Report%20Standards.pdf</a> and the GEROS Quality Assessment System</p> <p>The deliverables will include:</p> <ol style="list-style-type: none"> <li>The Inception Report</li> <li>The Evaluation Report (Draft and Final) and Presentation</li> </ol> <p>Following is the proposed structure for the inception and evaluation report.</p> <p>Structure of the Inception Report</p>			

1. Response to the TOR Evaluation
2. Detailed Methodology including the evaluation matrix
3. Evaluation workplan and timeline including the field plan
4. Data collection instruments
5. Ethical protocols
6. Potential limitations of the evaluation according to data availability and reliability

The report shall be structured as per the UNICEF-Adapted UNEG Evaluation Reports Standards  
It should not exceed 30 pages -:

1. Executive summary
2. Object of evaluation
3. Evaluation purpose, objectives and scope
4. Evaluation methodology
5. Findings
6. Conclusions and lessons learned
7. Recommendations

More detailed information of the UNICEF-Adapted UNEG Evaluation Reports standard is provided in the UNICEF Global Evaluation Report Oversight System (GEROS) Review Template, which will be shared at the start of the consultancy

The ownership of the final report will be with UNICEF and the report will be made public and published on UNICEF EISI platform.

#### **REFERENCE AND RESOURCE MATERIALS TO BE PROVIDED**

- The consulting firm will be provided with reference documents relating to Egypt Country Office in general and Social Policy in particular, which will be, but not limited to, the following:
- The Country Programme Document of UNICEF Egypt Country Office and the Government of Egypt 2018-2022
- The 3RP response Egypt Chapter - 2017/18- 2019/2020
- 2017-2018 Monthly Situation reports
- Program Monitoring Visit reports
- Programme assessments and reports
- The United Nations Partnership Development Framework (UNPDF) for Egypt 2018-2022
- Programme Strategy Notes
- Annual Work Plans, Results frameworks, Strategy Notes, advocacy documents, Programme monitoring reports and other documents as relevant.

#### **QUALIFICATIONS, SPECIALIZED EXPERIENCE AND ADDITIONAL COMPETENCIES**

Institutional Consultancy:

A credible firm with proven experience in conducting evaluations in developing countries with humanitarian responses are encouraged to apply. An evaluation team will be proposed which should be multi-disciplinary and should at a minimum include:

- Evaluation specialist (team leader) responsible for overall management of the evaluation --coordinating the work of the team, designing of the research plan and tools in addition to preparing the overall evaluation report.
- Senior Thematic expert on Programme Design, Strategic Planning and Coordination in the humanitarian sector mainly responsible for relevant primary and secondary data collection and analysis on themes relevant to program design planning and governance. He/she will be primarily responsibility for providing actionable recommendations to improve program design, TOC, governance, efficiency, synergies and intervention strategy for more effective results and contributing to report writing
- Senior field coordinator who could undertake the overall supervision and management of field work field work; design of the data collection tools and research plan and Data analysis and contribute to report writing
- Specialized field researchers and data analysts responsible for contributing to designing the data collection tools, conducting the focus group discussions and semi-structured interviews, and assisting in the data analysis.
- The consultancy firm may decide for one to select a senior field coordinator from the team but the requirement and role are to be respected.
- Additional points will be added for cultural and gender diversity.
- The team could compose of International and/or national experts with proven knowledge relevant to the set of skills and minimum qualifications below:

Team composition	Role	Skills	Evaluation Total points	Min to qualify
Team leader	-Management and oversight of all evaluation activities -Developing the inception evaluation and ethical protocol- the evaluation matrix, revised methodology, scope field workplan, timeline -Designing of the research plan and tools and data analysis plan - Developing the desk review -A focal point for UNICEF on planning, design, findings and implementation briefs -Evaluation report preparation and writing	Proven years of experience working in the humanitarian sector	5 (1 point for each 5 years)	3
		Leading major, multi-disciplinary Humanitarian evaluations leadership experience	5 (1 point for each evaluation lead)-	3
		Familiarity with the UN and UNICEF's evaluation requirements and human rights and CRC	5 points (1 point for each years of experience working with the UN)	3
Senior Thematic		Technical expertise in and developing in	10 (0.5 point for each	7

expert on Programme Design, Strategic Planning and Coordination in the humanitarian sector	<ul style="list-style-type: none"> <li>-Relevant primary and secondary data collection and analysis on themes relevant to program design planning and governance</li> <li>-Provision of actionable recommendations to improve program design, TOC, governance, efficiency, synergies and intervention strategy for more effective results</li> <li>-Contribution to inception report, desk review and evaluation report writing</li> </ul>	writing and managing Programme design, Strategic Planning and Coordination in the humanitarian sector	relevant year of experience)	
Senior local Field Researcher	<ul style="list-style-type: none"> <li>-Overall supervision and management of field work</li> <li>-design of the data collection tools and research plan- data analysis plan</li> <li>-Data analysis</li> <li>-Contribution to report writing</li> </ul>	Proven strong knowledge and practical experience in conducting evaluation and application of qualitative methodologies and analysis	5 (0.5 point for each relevant year of experience)	4
A team of local field researchers and qualitative data analyst	<ul style="list-style-type: none"> <li>-Primary and secondary data collection conducting the focus group discussions and semi-structured interviews</li> <li>-Contributing to report writing</li> <li>-Data analysis</li> <li>-Designing the data collection tools</li> </ul>	Proven experience in evaluating/working in sectors of the evaluation (child Protection, Education, Health and SP)	5 (1 point for each year experience weighted with different team members)	4
		Proven experience in conducting qualitative research and evaluations	10 points (1 point for each year -weighted between different team members)	7
		Proven experience in qualitative data	5 points	4

		analysis and report writing		
		Total	50	35

### CONDITIONS OF WORK

The Assignment will be an external output-based Consultancy and the agency should carry out in direct collaboration with The UNICEF Country Office. The assignment will not require continuous presence in the UNICEF Country Office premises but will entail continuous contact with the Supervisor of the contract.

#### Proposal Requirements

Interested institutions should prepare their proposal in accordance with the below proposal/research requirements. Please note that the (budget) proposals need to be submitted separately

CRITERIA	DESCRIPTION
Introduction and Background	A brief orientation to the context and an overview of the organization of the plan. The stakeholders and partners in the project are identified, including the research firm. The reader can understand the nature of the research and its context from the introduction.
Purposes	The purposes of the research to be delineated clearly.
Audiences	Relevant primary and secondary audiences for the research should be identified.
Decisions and Questions	The decisions that may be influenced by the research as well as the specific questions addressed by the research should be identified. The articulation between decisions and questions should be sound.
Outline of the Methodology as a reflection of the TOR	A reflection of the TOR methodology with a brief outline of any additional methods to be used in the research are expected to be thoroughly described. Methods should be appropriate within the potential constraints such as resources (time, budget, and personnel).
Field missions	All field visits to be undertaken must be enlisted here. Any deviations should be explained in the final report.
Instrumentation	The research instruments and tools will be developed in the inception report upon selection- this section may include any amends to the initial proposed TOR methodology tools and a rationale for their use.
Limitations	Limitations to the interpretation and generalization of the research as well as potential threats to the reliability and validity of design & instrumentation.
Responsibilities and division of tasks	The parties responsible for various aspects of data collection, analysis, and reporting are clarified. C.Vs are expected to be included.
Logistics	Additional information about how the research will be conducted should be included if it is necessary to communicating a clear plan
Time line and schedule of tasks	Time line should be clearly identified for the start and end of the research including different steps. A reasonable schedule for implementation of the report is planned.
Budget	Budget allocated for this study include <ul style="list-style-type: none"> <li>• Daily fees of consultants</li> <li>• travel and transportation,</li> <li>• administrative cost,</li> <li>• field expenses,</li> <li>• and any other related expenses till the complete work is finalized.</li> </ul>

<b>Technical evaluation criteria</b>	
(for Institution)	Score (the total should add up to 100)
<b>Technical Assessment</b>	
Profile of company and demonstration of previous experience in conducting relevant evaluations	10
Proposed methodology for the evaluation is appropriate, work plan and schedule	10
Client references / Previous UNICEF or other UN contracts and duration	10
The skills set of the evaluation team, and the appropriateness of the proposed division of roles and responsibilities with reference to the above requirements.	50 (see breakdown above)
Technical Assessment (total)	80
Financial assessment (based on daily rate)	20
Total	100